

CAPITAL REGIONAL DISTRICT

Fiscal Year 2019

ANNUAL FISCAL PLAN



CRD

Making a difference...together

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*Refer to center footer page number. Corner page numbers refer to sourced document.

GFOA Awards

The Government Finance Officers' Association of the United States and Canada (GFOA) has given an award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) to Capital Regional District (CRD) for the Fiscal year ended December 31, 2017.

The Award for Outstanding Achievement in Popular Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish

a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability and

reader appeal. An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it to GFOA.



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 413,000 citizens 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

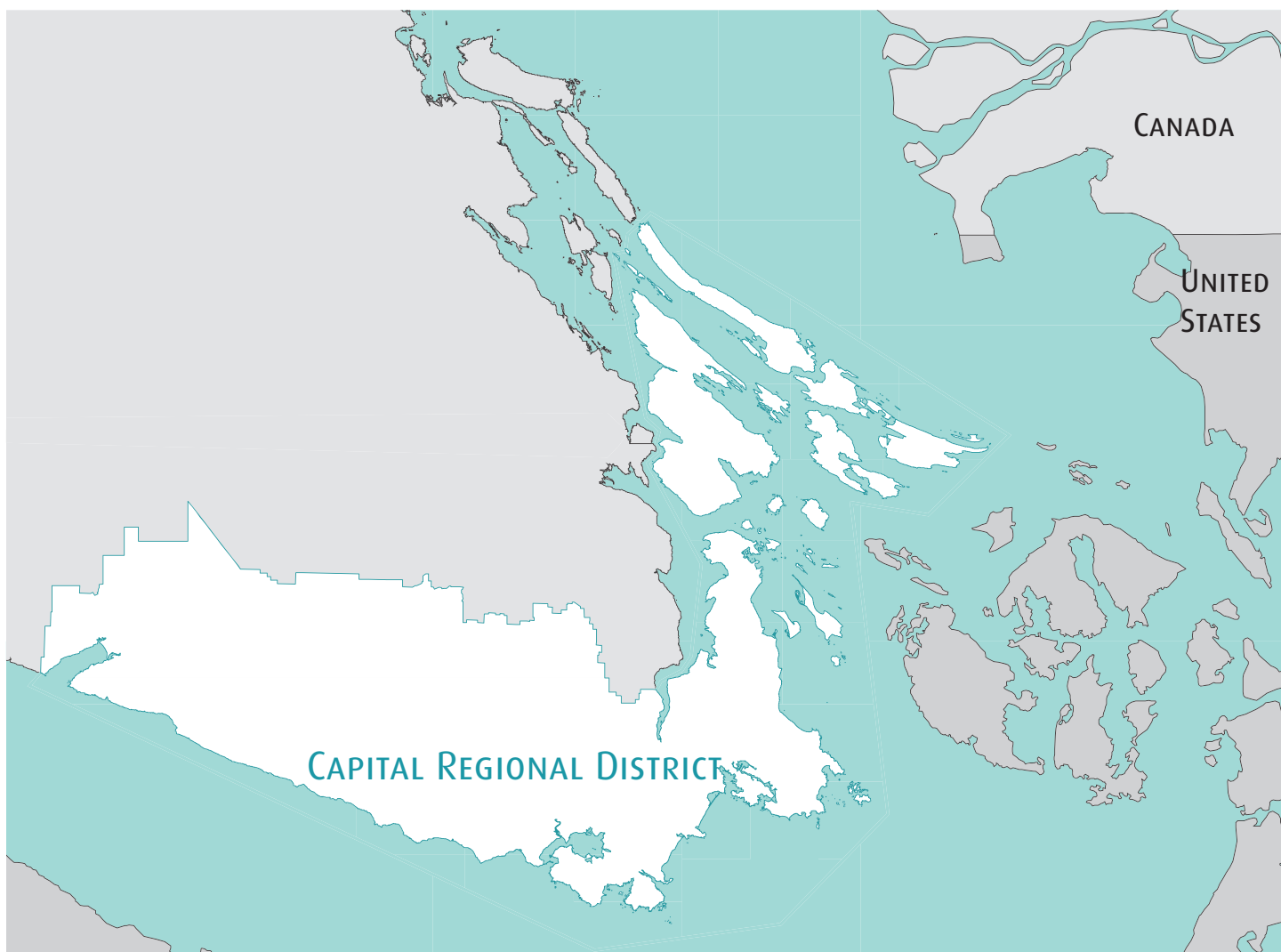
The CAO also oversees the Senior Managers in the Executive Services support areas, including Corporate Communications and Human Resources. Altogether, the CRD administers more than 200 service-related reporting entities.

Capital Regional District

Corporate Organization Chart and Capital Region Map



Capital Region Map



Capital Regional District

Financial Management, Control and Reporting

Financial Management

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

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 the following 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.
- ▶ Debt levels are not legislatively restricted, but follow debt levels that are considered acceptable in the market.
- ▶ Operating plans for future years include estimates of O&M costs related to asset additions in the capital plan.

Basis of Budgeting

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

Each year development of the expenditure plan includes:

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

Glossary

Core Budget – means those revenues and expenses necessary to maintain the same level of service as in the prior year

Supplementary – additional budget to increase/decrease service levels beyond the core budget

Service – a separate accounting entity (Also known as service area)

Surplus – Annual Operating – the amount by which revenues exceeds expenditures in a calendar year.

Reserve Fund - the current balance of surplus funds retained by each service in reserve established by bylaw

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.

Capital Regional District

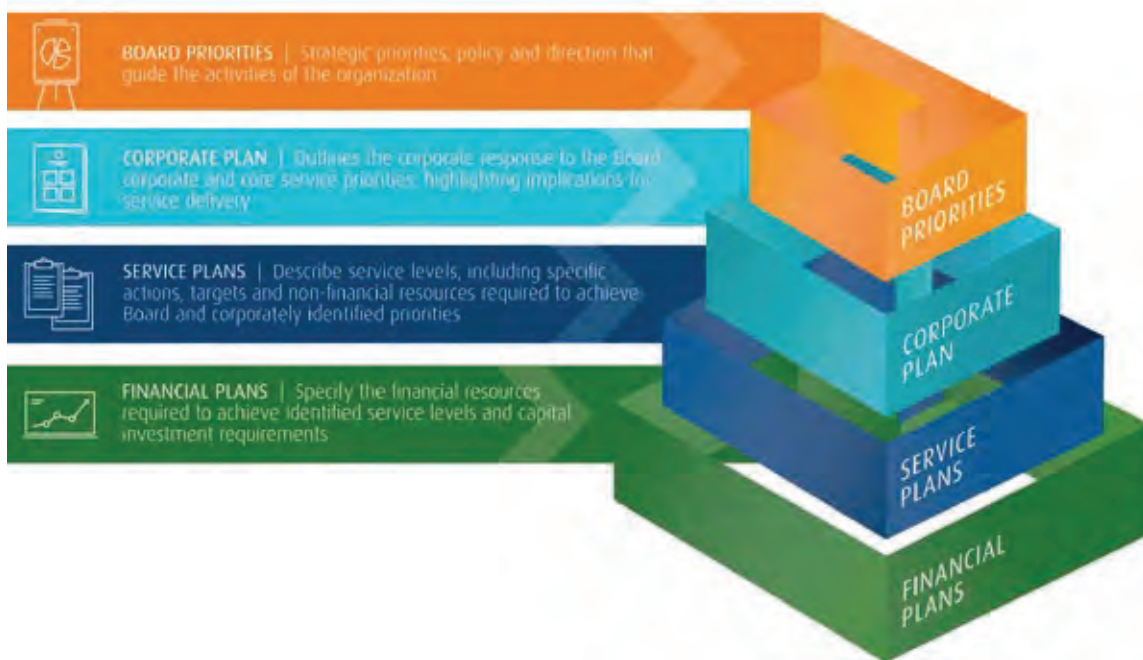
Board and Corporate Planning

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.

Financial Plans at the CRD follow a set process, the ultimately establish requisition levels by municipality and Electoral Area. Committee Summaries outline budgeted revenue and expenses by service, feeding into Cost Apportionment by service and participant (municipality and Electoral Area). Individual municipality and Electoral Area requisitions are shared with stakeholders through Financial Plan Summaries. These items are found in this package on the following pages:

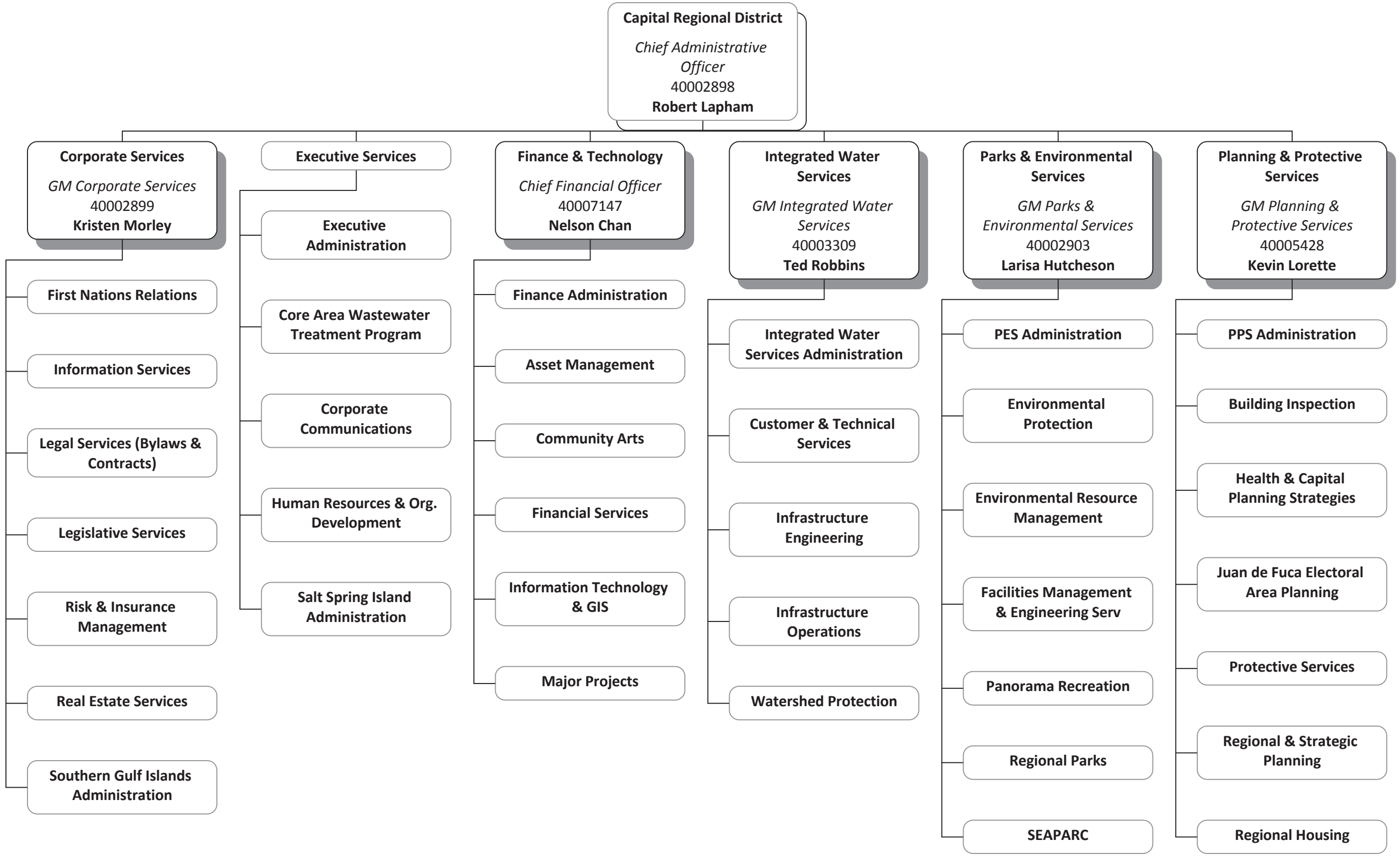
- ▶ Committee Summaries - Pages 490-1142
- ▶ Cost Apportionment - Pages 435-489
- ▶ Financial Plan Summaries - Pages 379-412



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.

Capital Regional District



Budget Planning Process & Overview

CRD Budget Planning Process

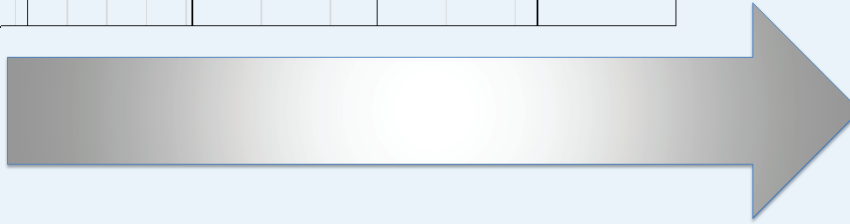



Every four years, the Board sets the strategic priorities, policy and direction that guide the activities of the organization. Board members, other elected officials and, in some cases, First Nations and ratepayers sit on various committees and commissions that receive public input.

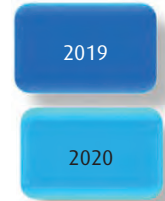


Public input happens throughout the planning cycle, through customer satisfaction surveys, financial plan consulting, user statistics, advisory body reports and other public engagement activities. This input drives the Board's strategic priorities.

2019 CRD BUDGET CYCLE CALENDAR

ACTIVITY	MAY	JUNE - JULY	AUGUST	SEPTEMBER	OCTOBER	NOV - JAN	JANUARY-FEBRUARY	MARCH	MAY	JUNE - JULY	AUG-SEPT	OCTOBER
GUIDE TO 2019/20 BUDGET												
STAFF REPORT & FINANCIAL PLANNING	STAFF REPORT & PLANNING											
SERVICE PLANS & DRAFT BUDGET PREPARATIONS		SERVICE PLANS & DRAFT BUDGET										
2019 DRAFT BUDGET												
2019 BUDGET PACKAGE PREP & ELT REVIEW			BUDGET PACKAGE PREP & ELT REVIEW									
2019 EAC PRELIMINARY BUDGET				2019 EAC BUDGET								
2019 PRELIMINARY BUDGET PRESENTATION AT COW				Committee of the Whole (COW)								
2018 MUNICIPAL ELECTIONS					MUNICIPAL ELECTIONS							
STRATEGIC PLANNING						STRATEGIC PLANNING						
STANDING COMMITTEES							STANDING COMMITTEES					
YEAR END ADJUSTMENTS								YEAR END ADJUSTMENTS				
FINANCIAL PLAN BY-LAW									FINANCIAL PLAN BY-LAW			
2019 BUDGET AMMENDMENTS												
2020 CORPORATE PLANNING									CORPORATE PLANNING			
BYLAW 5 YEAR PLANNING										5 YEAR BY-LAW DRAFT BUDGET		
2020 DRAFT BUDGET												
2020 PRELIMINARY BUDGET ELT & COMMITTEES REVIEW											ELT & COMMITTEES PRELIM BUDGET REVIEW	
2020 PRELIMINARY BUDGET AT COW												COW





BUDGET YEAR





Priorities Dashboard

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.

Community Wellbeing
Transportation & Housing

CONDITION LEGEND	 No issues / Proceeding as planned	 Potential or emerging issue/problem	 Problem/issue has arisen	 Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1a Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling.				<ul style="list-style-type: none"> ▶ TC Feb. 27, 2019 ▶ Board March 13, 2019 	<p>Letter sent by the Board Chair to the Minister of Transportation requesting participation in the South Island Transportation Planning study.</p> <p>Requested and received presentation from BC Transit to Committee to input on Transit Planning.</p>	▶ Letter sent to request meeting & Board Chair to meet with Premier	▶ <i>Awaiting response</i>
1b Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.					<p>Active Board member as Island Corridor Foundation representative.</p> <p>E&N Corridor is identified as a transportation corridor and is part of the multi-modal network in the 2014 Regional Transportation Plan.</p> <p>Atkins to Savory section of E&N rail trail under construction in 2019.</p>	▶ Monitoring CRD mayors request to initiate rail service on E&N	▶ <i>Ongoing</i>
1c Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.				▶ Board Feb.13, 2019	<p>In December 2018, the Board approved, in partnership with the BC government, the acquisition of two properties, one located at Spencer Road and the other at Hockley Avenue.</p> <p>Board rise and report on acquisition for Millstream Ridge (Treanor Avenue properties).</p>	▶ Continue to implement Regional Housing First Program	▶ <i>Ongoing</i>








The CRD Board will encourage and implement bold action on climate change by enhancing its natural and built assets to achieve environmental resilience, food security and continued wellbeing of our current and future residents.

Climate Action & Environmental Stewardship

CONDITION LEGEND




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

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
2a Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.				▶ <i>Board Feb 13, 2019</i>	On February 25, 2019 the Board Chair wrote letters to the Federal and Provincial Ministers of the Environment to request that the federal government strengthen progressive partnerships and direct funding, and provide additional support to regional and local governments to achieve accelerated federal and local climate action goals related to both mitigation and adaptation. Resolution declaring a climate emergency at February meeting.	▶ Prepare an advocacy plan	▶ Q2 2019
2b Work with local governments to further reduce emissions from buildings, transportation and solid waste.					On February 26, 2019 the CRD Board Chair wrote a letter to each CRD Municipality advising of the CRD Board’s climate emergency declaration and urging member municipalities to place the letter on an upcoming meeting agenda for council’s consideration. Met with Climate Action Program Inter-Municipal Working Group to prioritize new regional initiatives.	▶ Meet with inter-municipal Climate Action Task Force	▶ Q2 2019
2c Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.				▶ <i>Board Mar. 13, 2019</i>	Options reported to Board for landfill gas utilization. Organics processing referred back to staff for report on options regarding composting.	▶ Report back more information	▶ Q2 2019
2d Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups.						▶ Service plan & budget initiative to be brought forward for 2020	▶ Q4 2019
2e Develop model bylaws and best practices for use by municipalities and electoral areas.					Initiated residential retrofit acceleration project. Continue local government EV policy support associated with CRD EV and ebike infrastructure planning project.	▶ Service plan initiative to be brought forward for 2020	▶ Q4 2019

The CRD Board will take measurable steps toward developing respectful government-to-government relationships and partnerships with First Nations to foster shared prosperity for all.

First Nations Reconciliation

CONDITION LEGEND

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








Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.					Ministers responded to formal request from Board to form a working group and staff met with senior ministry staff to initiate discussions.	▶ Scheduled follow up meeting with Ministry staff for May 2019	▶ Q2 2019
3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.					First Nations Relations Service Plan and budget amendment to include resources for Economic Development Feasibility Study.	▶ Release RFP	▶ Q3 2019
3c Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.				▶ <i>Board Mar. 13, 2019</i>	Board received information report on archaeology policy and procedures.	▶ Implement policy and procedures	▶ Q3 2019
3d Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.						▶ Service plan initiative to be brought forward for 2020	▶ Q4 2019









Table of Contents will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and Committees/Commissions on transparently and efficiently advancing regional, sub-regional and local priorities, and work to resolve issues that the CRD may not have the direct mandate to address.

Advocacy, Governance & Accountability

 **Board Priorities Dashboard** > Progress Report No. 1 – 2019

CONDITION LEGEND	 No issues / Proceeding as planned	 Potential or emerging issue/problem	 Problem/issue has arisen	 Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4a Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.					CRD staff have been in discussion with SRD staff on the connected coast project since Fall 2018. Sites identified as eligible in the Connected Coast project proposal . Inclusion in various programs is greatly enhanced with a board endorsed broadband strategy. Staff directed by EAC March 13 to advance all correspondence on rural definition issue to MLA Olsen to advocate for increased access to grant funding for EAs. Correspondence sent by CRD Board Chair on March 19 to MLA Olsen.	▶ Letter from Board Chair to add additional landing sites to SRD and the Connected Coast Project Steering Committee	▶ Awaiting response
4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.				▶ Board Jan. 9, 2019 ▶ EAC Mar. 13, 2019	Resolution supporting the submission of a grant application for \$25,000 to the UBCM Community Emergency Preparedness Fund – Evacuation Planning Stream for Evacuation Route Planning, as well as a grant application for \$100,000 to the UBCM Community Resiliency Investment Program to fund FireSmart initiatives in the Electoral Areas. EAC directed staff to bring back service establishment amendments to remove JDF EA from livestock kill compensation.	▶ Meet with EA to discuss scope of operational review	▶ Q2 2019
4c Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.					The Regional Emergency Management Partnership (REMP) Strategic Plan and work plan was reviewed and approved with work on a Regional Concept of Operations and Hazard Vulnerability analysis to continue.	▶ Progress to be reviewed at the next REMP meeting.	▶ Ongoing
4d Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.						▶ Service plan initiative to be brought forward for 2020	▶ Q4 2019
4e Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.					In 2017/2018 staff along with Arts commission chair embarked on a roadshow to encourage participation in the Arts Development Service, resulting in net 1 participant increase to the service (+Sooke, +SGI, -Sidney). To advance a regional discussion on arts facilities, the Board could create a select committee/task force to investigate the issue. Internal and external resource support would be required to advance a feasibility study.	▶ Staff to work with Commission to plan for another roadshow campaign to join the Arts Development Service	▶ Q3 2019
4f Explore how the CRD can best contribute to regional economic development.					Correspondence sent by Board Chair to support South Island Prosperity Project Smart Cities application.	▶ Prepare an advocacy plan	▶ Q2 2019



Accountability

CONDITION LEGEND	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Corporate Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
Business capacity & continuity: Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.					Organizational Development Plan Actions updated for 2019 and advanced to all staff. Received Local Government Auditor General report December 2018 on Emergency Preparedness identifying the need to improve business continuity planning efforts which included CRD response and proposed work to be implemented.	<ul style="list-style-type: none"> ▶ Progress on implementation to be reviewed quarterly by the Executive Leadership Team. ▶ Additional Service Plan initiatives to be brought forward as part of 2020 service planning process. 	<ul style="list-style-type: none"> ▶ Quarterly ▶ Q4 2019
Fiscal responsibility: Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability.				▶ Board March 13, 2019	Asset Management Policy & Strategy approved by Board.	<ul style="list-style-type: none"> ▶ Report back on implications needed prior to implementation 	<ul style="list-style-type: none"> ▶ Q1 2020
Transparency: Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability.					Corporate Plan finalized March 2019.	<ul style="list-style-type: none"> ▶ Service plan templates to be prepared and presented as part of 2020 service planning process 	<ul style="list-style-type: none"> ▶ Q4 2019
Efficiency & collaboration: Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.					Advancing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. Provide core funding to various not-for-profit groups under operating agreements.	<ul style="list-style-type: none"> ▶ Assemble agreements to prepare directory 	<ul style="list-style-type: none"> ▶ Q4 2019
Customer service: Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.					The 2019 Organizational Development Plan actions include implementing new systems to review polices, a new technology strategy aligned with corporate priorities and enhancing corporate health and wellness and recruitment strategies.	<ul style="list-style-type: none"> ▶ Progress on implementation to be reviewed quarterly by the Executive Leadership Team 	<ul style="list-style-type: none"> ▶ Quarterly

Standing Committee Legend

- ▶ CALWMC = Core Area Liquid Waste Management Committee
- ▶ EAC = Electoral Area Committee
- ▶ FNRC = First Nations Relations Committee
- ▶ GFC = Governance & Finance Committee
- ▶ HHC = Hospitals & Housing Committee
- ▶ PEC = Parks & Environment Committee
- ▶ PPSC = Planning & Protective Services Committee
- ▶ TC = Transportation Committee

Capital Regional District 2019 – 2022 Corporate Plan

About the CRD

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas (EA) on southern Vancouver Island and the Gulf Islands, serving more than 413,000 citizens. The traditional territories of over 20 First Nations span portions of the region and 11 of those hold reserve lands throughout the capital region.

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

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

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

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

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

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

The CRD owns and operates the Capital Region Housing Corporation (CRHC), a non-profit provider of 1,418 affordable rental units throughout the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment.

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

Our Planning Framework

2 CORPORATE PLAN
The Corporate Plan captures Board Priorities, approved plans, Corporate Priorities & service mandates, defines desired outcomes & sets the stage for service & financial planning & reporting.

1 BOARD PRIORITIES
The Board identifies community needs & determines priorities to be reflected in the Corporate Plan.

3 SERVICE PLANS
In conjunction with financial plans, annual service plans identify resource implications of initiatives detailed in the Corporate Plan.

4 FINANCIAL PLANS
In conjunction with service plans, budgets detail the financial impact of proposed services. The Board reviews service plans & budgets & determines funding.

5 SERVICE DELIVERY
Once the Board approves service plans & budgets, the CRD delivers services & reports to Board, Committees & Commissions on progress towards desired outcomes & Board initiatives.

6 FEEDBACK
The reporting process fosters transparency and accountability and enables the CRD to share feedback with/from the Board to refine and adjust services.



Taking Action

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

2019–2022 Board Priorities

The CRD Board hears the concerns of their constituents, identifies the needs to be addressed and sets the strategic course for the CRD over a four-year mandate. The following 2019–2022 Board Priorities foldout page details Board Priorities, related initiatives and desired outcomes.

Approved Plans

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

Next steps from approved plans are integrated into the tables starting on page 11. Staff will advance the noted initiatives through the 2019–2022 service and financial planning processes.

Corporate Priorities

To support effective development, coordination and delivery of services, the CRD must continually respond to changes in our external and internal environments. The ELT has identified projects that will enhance our corporate capacity and ensure that we are well-positioned to meet evolving Board and community needs. The ELT’s Corporate Priorities are detailed on page 9 and have been incorporated in the table (page 11 - 31). These projects will also be advanced through the 2019–2022 service planning and financial processes.

Service Planning

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

2019–2022 Board Priorities

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

Corporate Priorities

Business Capacity & Continuity

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

Fiscal Responsibility

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

Transparency

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

Efficiency & Collaboration

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

Customer Service

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








Accountability & Reporting

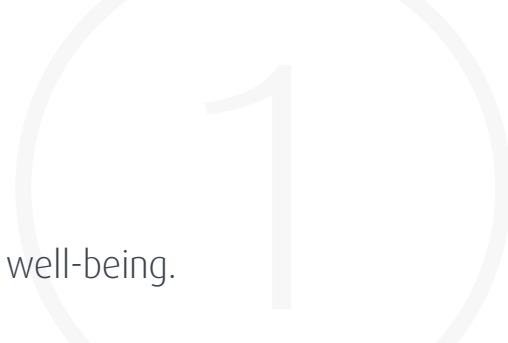
The Corporate Plan identifies actions that respond to community needs and deliver on the Board’s mission, vision and priorities and the organization’s ongoing service mandates and approved plans. The Corporate Plan, together with divisional service plans, will drive resource allocation decisions and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

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

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

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

-  Desired outcomes
-  Board Priorities (Progress will be monitored through quarterly reporting)
-  Corporate Priorities (Progress will be monitored through quarterly reporting)
-  Items from approved plans
-  Ongoing divisional initiatives. These are included to provide context on the CRD's scope of services and to aid in the preparation of service plans.



Affordable Housing

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

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

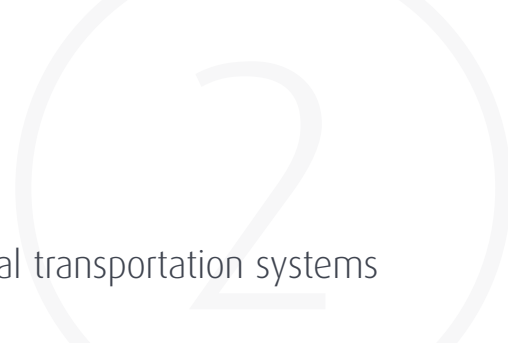
Board Priorities (Quarterly reports monitor progress) Items from approved plans

Affordable Housing (Cont'd.)



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





Transportation

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

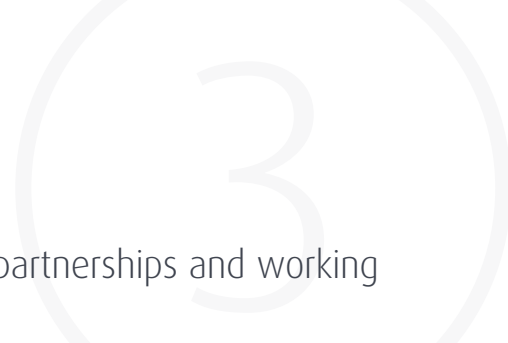
Community Needs		CRD Initiatives		Related Document	Related Service Plan
2a	Effective regional multi-modal transportation system	2a-1	Work with government/community partners to plan for & deliver an effective, long-term multi-modal transportation system & to increase use of public transit, walking & cycling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

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

Transportation (Cont'd.)

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





First Nations Relations

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

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

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



Economic Development

We envision increasing economic development potential in the region.

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

Board Priorities (Quarterly reports monitor progress)



Climate Action & Adaptation

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

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

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



Climate Action & Adaptation (Cont'd)

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

* Items from approved plans

Parks & Natural Resource Protection

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

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



Parks & Natural Resource Protection Cont'd

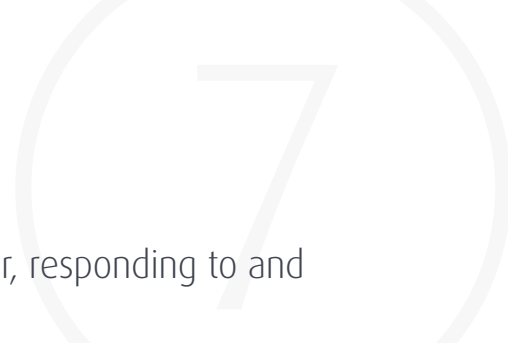
We envision additional land acquisitions and increased access to parks and recreational trails.

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

Board Priorities (Quarterly reports monitor progress)

Items from approved plans





Protective Services

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

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

Board Priorities (Quarterly reports monitor progress)



Protective Services (Cont'd)

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





Wastewater

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

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



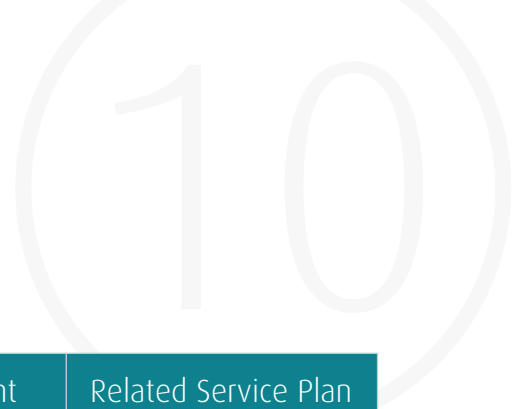
Landfill & Recycling

 We envision minimizing waste disposal and maximizing waste diversion.

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

 Board Priorities (Quarterly reports monitor progress)

 Items from approved plans



Water

We envision a sustainable and resilient water supply.

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

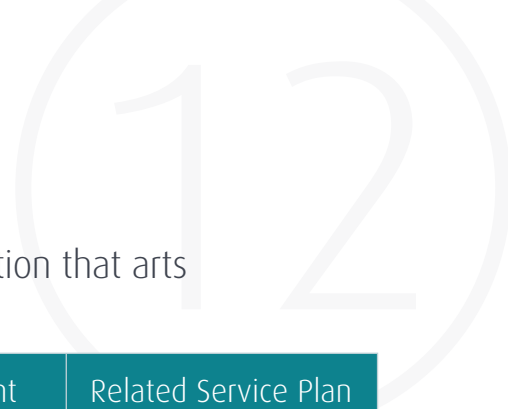
* Items from approved plans

Planning & Development

We envision keeping approved plans current and monitoring for effectiveness.

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

* Items from approved plans



Arts & Culture

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

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

Board Priorities (Quarterly reports monitor progress)

Items from approved plans



Recreation

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

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

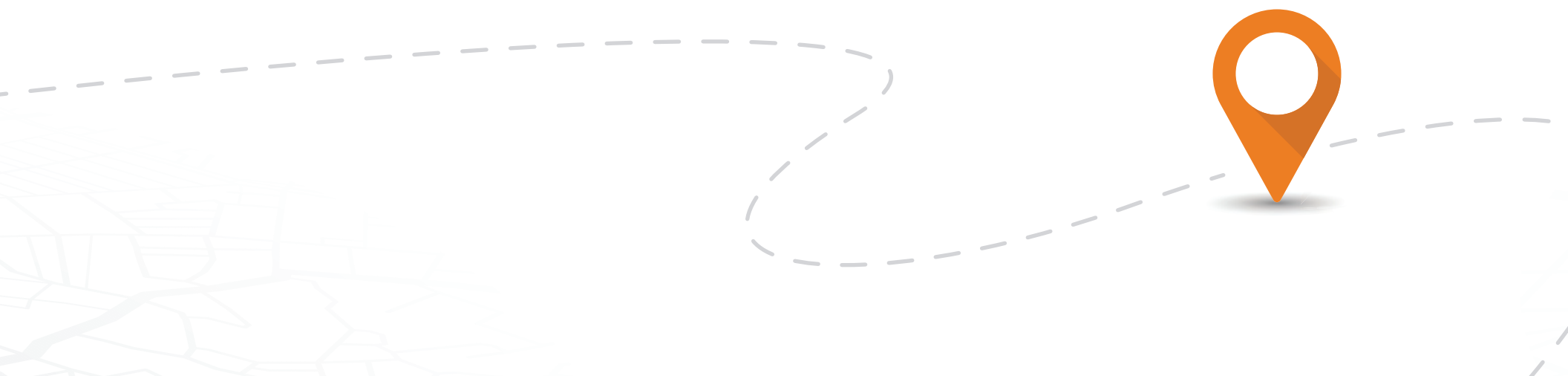




Health Facilities

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

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





Accountability

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

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

Board Priorities (Quarterly reports monitor progress)

Corporate Priorities (Quarterly reports monitor progress)



Accountability (Cont'd)

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

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

Corporate Priorities (Quarterly reports monitor progress)

Next Steps

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

Timelines

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

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

Reporting

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



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 2016 - 2019

SERVICE PLANS

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Service Plan for Arts Development

2016-2019
(2019)



Capital Regional District

Revised: July 24, 2018



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1 Overview

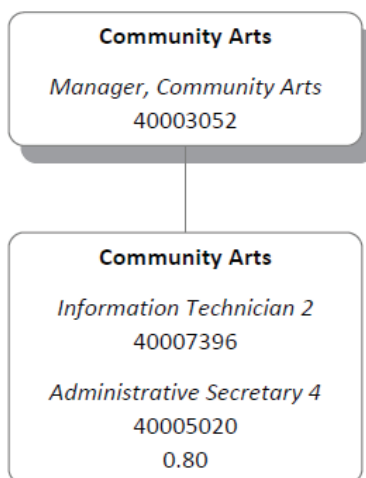
1.1 Division & Service Summary

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.

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

Community Arts



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 the addition of a 1.0 FTE Community Outreach Coordinator to resource those initiatives.

1.4 Link to Board Strategic Priorities

Arts Development Service programs provide strategic investment through granting to maximize the artistic, 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	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: <ul style="list-style-type: none"> • screen organizations for eligibility (45-50) • provide assessment and reporting on eligible organizations (32) • monitor funded organizations for fulfillment of grant obligations 	No change No change No change
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. <ul style="list-style-type: none"> • screen organizations for eligibility (40-50) • provide assessment and reporting on eligible organizations (32) Monitor funded groups for fulfillment of grant objectives Maintain data on funding outcomes events produced: 181; attendance: 42,716; employment: 392; volunteer engagement: 1210 (all numbers 2010). Provide support to Arts Committee by maintaining accountable processes for disbursement of program allocations.	No change No change 35-40 (est.) No change No change No change
IDEA grant program, 2 intakes per year (program review in 2017)	Advise and support prospective applicants on project development, grant eligibility, application processes, and issues related to capacity development. <ul style="list-style-type: none"> • screen organizations for eligibility (20-25) • provide assessment and reporting on eligible organizations (22) Monitor funded organizations for fulfillment of grant obligations Provide support to Arts Committee by maintaining accountable processes for disbursement of program allocations.	Reintroduction of IDEA Grant Program Second implementation of Equity Grants Second implementation of Incubator Grants

Education, Outreach and Engagement	Community Outreach strategy adopted in 2019 to include reporting on program impacts, social media presence, website and State of the Arts report	Ongoing
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 	Ongoing
	Sector-generated economic activity: \$177.3 million GDP (2012)	Update 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
Committee Support	Provide support to Arts Committee by maintaining accountable processes for allocation of program budgets.	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. Collect data for internal use and by outside agencies. Manage web-database of regional public art for the region.	No change

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	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

Title & Estimated Completion Date	Description	Board Strategic Priority Reference (if applicable)	Budget Implications (core budget; single supplemental or; continuous supplemental request)
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
Reintroduction of IDEA Grants	Need for resumption of program identified during implementation of new Equity and Incubator grant programs to provide access to First Nations, seniors and other communities facing systemic barriers to programs	Changing demographics	Continuous supplemental

4 Goals & Performance Indicators

	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	<p>Economic activity of the arts re-assessed</p> <p>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</p>	<p>GDP impact of the arts sector in comparison to past studies (2010 & 2012)</p> <p>Increase social media audience by 5% over previous year</p> <p>Requests/downloads/unique views of Arts Impact Report increased by 10%</p>

Contact

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Service Plan for Core Area Liquid Waste Service

2016-2019
(2019)



Capital Regional District

Date Updated: July 24, 2018



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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.

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 CRD completed a Liquid Waste Management Plan for the core area communities in July 2000. 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, with the most recent being conditionally approved in June 2018 by the BC Ministry of Environment & Climate Change Strategy. Every 3-5 years, the CALWMP is consolidated to include amendments to that date; consolidation was last done in 2014. Over the next year 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 & Climate Change Strategy, when CALWMP amendments were conditionally approved, have been met.

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 and the CAWTP project team. The main service and program areas are described in Section 2.

1.2 Primary Contacts

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

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 Treatment Project

Name: Dave Clancy

Title: Project Director

Contact Information: wastewater@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.

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.

2.4 Wastewater Treatment Program

The Core Area Wastewater Treatment Project Board was established under Bylaw 4109 (the CRD Core Area Wastewater Treatment Board Bylaw No. 1, 2016) for the purposes of administering the Core Area Wastewater Treatment Project (CAWTP) and delegated certain powers, duties and functions to the Project Board under Bylaw 4110 (the CRD Core Area Wastewater Treatment Project Board Delegation Bylaw No. 1, 2016) to implement the project.

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); this amendment was conditionally approved on by the BC Ministry of Environment & Climate Change Strategy on June 20, 2018.

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. The CAWTP control budget for the project is \$765 million.

3 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).

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.

3.1 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. The operating budget for the new treatment project works and facilities will be established 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
(2019)



Capital Regional District

Date updated: July 24, 2018



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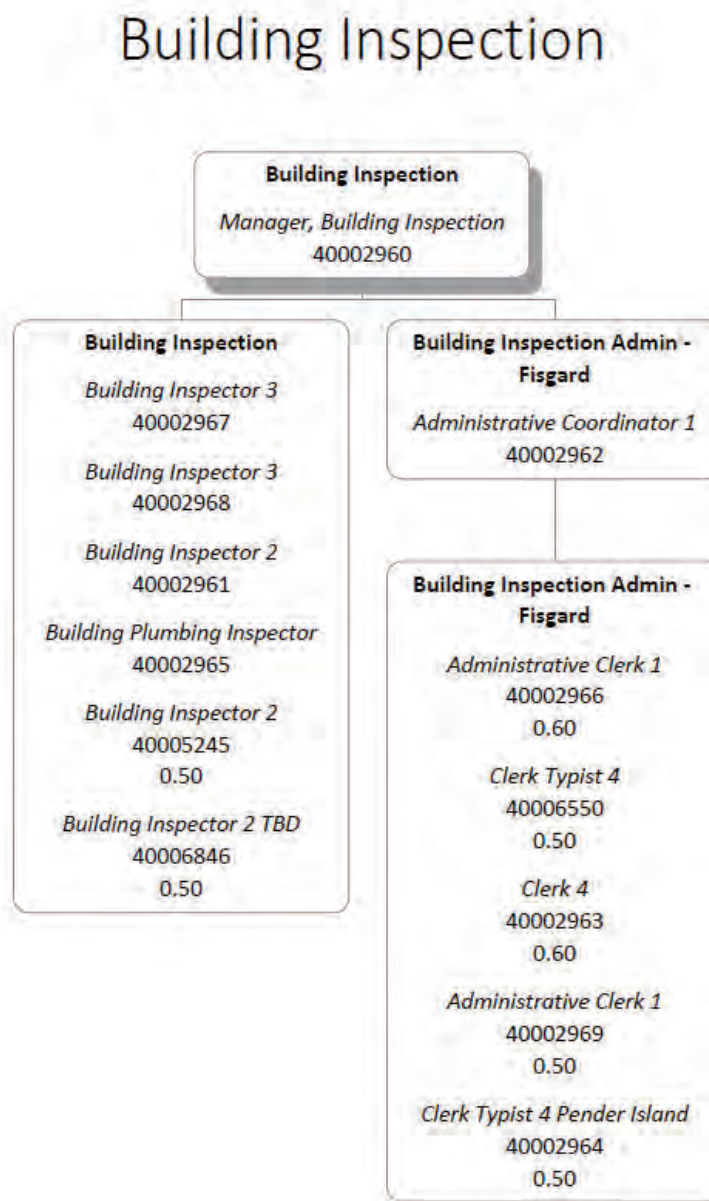
1 Overview

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
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
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
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 the 2019 Building Code to accommodate the comprehensive five year review including Structural Seismic Design for Residential and Commercial Structures. This will be a completely new BC Building Code that will supersede the current one. This will impact Building Inspectors as ongoing training is required to comply with the new BC Building Code.
- Increase in staff time spent providing responses to Freedom of Information requests and Realtor Reports.
- Increase in residential and commercial construction and the number of building permits being issued.

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	Year 4 (2019)
Ensure Regulatory Compliance	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	Adjust to meet service delivery needs, as required
Process Building Permits	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	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 the <i>Building Act</i>	Provide building inspector coverage in all offices Provide inspection services in all areas Provide building inspectors with information and access to training and development	Adjust to meet service delivery needs, as required
Provide Information and Administrative Support	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

Workforce (FTEs)					
Service	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 changes increase for 2019.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
2019			
Building Bylaw Update	Amend current Building Bylaw to incorporate changes from the 2012 and 2019 BC Building Code	Climate Change Protective Services	Core budget

4 Goals & Performance Indicators

Indicator Name	2018 Planned	2018 Projected	2019 Planned
Ensure application of building regulations, codes and practices <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 	100%	100%	100%
Provide acceptable response time to customer service requests <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 	<21 days/80%	<21 days/80%	<21 days/80%
Provide information on building permit process, BC Building Code requirements and approved construction practices			

<ul style="list-style-type: none"># of requests fulfilled per year for building inspection, transportation, demographic and/or development data* (18,675) ¹	18,675 ⁽¹⁾	22,440 ⁽²⁾	22,440 ⁽²⁾
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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

Name: Robert Gutierrez, RBO
Title: Chief Building Inspector and Manager Building Inspection
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Service Plan for Juan de Fuca Parks & Recreation

2016-2019
(2019)



Capital Regional District

Date updated: July 24, 2018



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1 Overview

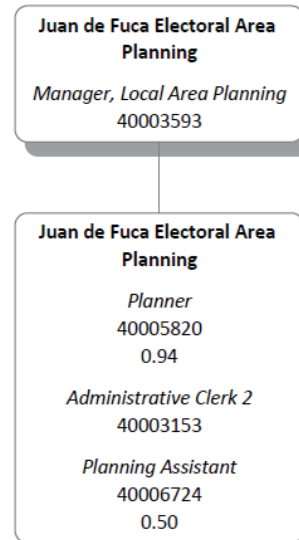
1.1 Division & Service Summary

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

Juan de Fuca Electoral Area Planning



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	Year 4 (2019)
Community Parks	Inspect/Maintain 8.1 km of trails per year	Review and Assess
	Maintain/repair 23 park facilities per season	Adjust to meet service delivery needs, as required.
	Maintain two sports fields (baseball) and two tennis courts	Adjust to meet service delivery needs, as required
	Maintain two playgrounds and 17 pieces of playground equipment	Review and Assess
	Add 25 signs	Review and Assess
	Remove invasive species at 3-5 locations per year	Review and Assess

	7 stewardship agreements and 82 volunteers	Review and Assess
Recreation Programs	Support 5 recreation program contracts and 2-3 events or initiatives	Adjust to meet service delivery needs, as required
Port Renfrew Community Centre	Manage 100% of centre operating costs through revenue	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base Year	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 5 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	Budget Implications
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	Develop a phased implementation plan to construct a 123-metre trail on existing Ministry of Transportation & Infrastructure foreshore access; consisting of a small 2-3 car parking area, foot bridge and viewpoint bench. (Potential 2 year project if funding available.)	Biodiversity & Ecosystem Health	\$6,000 Capital Funds to create a plan
Wieland Trail Alternate Transportation Funding	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	Biodiversity & Ecosystem Health	\$5,000 Capital Funds and

Title & Estimated Completion Date	Description	Priority	Budget Implications
	route (dependent on whether final Statutory Right of Way be secured)	Active & Multi-modal Transportation	\$80,000 Gas Tax Grant
Shores Community Park Access Trail	Develop a phased implementation plan to 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	\$6,000 Capital Funds to create a plan
Kemp Lake Foreshore Access	<p>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 BC)</p> <p>Project contingent on approval from Island Health regarding drinking quality and final approval from the Ministry of Transportation and Infrastructure</p> <p>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.</p>	Regional Infrastructure	\$45,000 Freshwater Fisheries Society of B.C., Gas Tax Grant and \$10,000 Capital Funds
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	Public Engagement & Communications	\$2500 Core Budget

4 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)

<p>Ensure responsible stewardship of parks and trails</p>	<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)
<p>Engage the community in future strategic directions</p>	<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.*

Contact

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Service Plan for Community Planning Juan de Fuca Electoral Area

2016-2019
(2019)



Capital Regional District

Date updated: July 24, 2018



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1 Overview

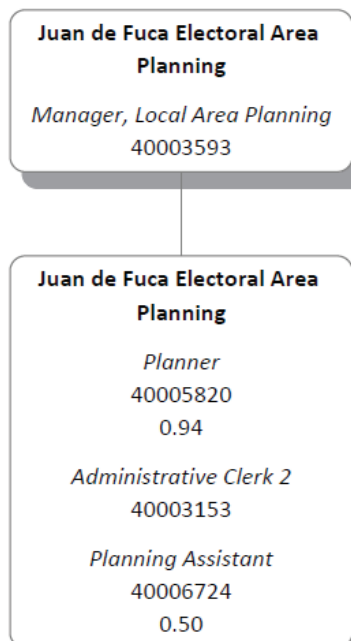
1.1 Division & Service Summary

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

Juan de Fuca Electoral Area Planning



1.3 Key Trends, Issues & Risks – Service Specific

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

- Changes to provincial Acts and the overall regulatory environment (i.e. 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.

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 Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Community Planning	Update East Sooke, Shirley/Jordan River, Malahat, and Willis OCPs	Update Malahat & Willis Point OCPs
		Consolidate and update JdF, zoning, subdivision servicing and flood plain management bylaws
	Undertake special purpose studies -update Soil Bylaw	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 Malahat and Willis Point
	Participate in update of RGS	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	Adjust to meet service delivery needs, as required

	Prepare approximately 45 LUC, BOV and CRD Board staff reports	Adjust to meet service delivery needs, as required
Customer Service	Respond to approximately 30 counter, email and telephone planning queries per day	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)	Adjust to meet service delivery needs, as required
	Manage JdF Meeting room rentals	Adjust to meet service delivery needs, as required
	Attend and prepare minutes for approximately 40 LUC, APC, BOV, and public information meetings and Public Hearings	Adjust to meet service delivery needs, as required
	Manage records using SharePoint, Infolinx and Tempest	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	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	Budget Implications
2019			
JdF Community Parks Strategic Plan Review	Work with Community Parks Manager and JdF EA Parks and Recreation Advisory Commission to update parks plan	Recreation, Arts and Culture	Core budget
Community Planning	Update East Sooke, Shirley/Jordan River, Malahat, and Willis OCPs		Core budget

4 Goals & Performance Indicators

	Indicators or Measures
Maintain Quality Community Planning and Engagement Processes	<ul style="list-style-type: none"> • Target a minimum of 1 Official Community Plan or Land Use Bylaw update each year • # of CRD educational brochures delivered or partnered on annually* (target 3) • # of advisory commissions active annually (target 5, but dependent upon community interest and the municipal election nomination process)
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 90% 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

Contact

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Service Plan for Protective Services

2016-2019
2019



Capital Regional District

Date updated: July 24, 2018



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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).

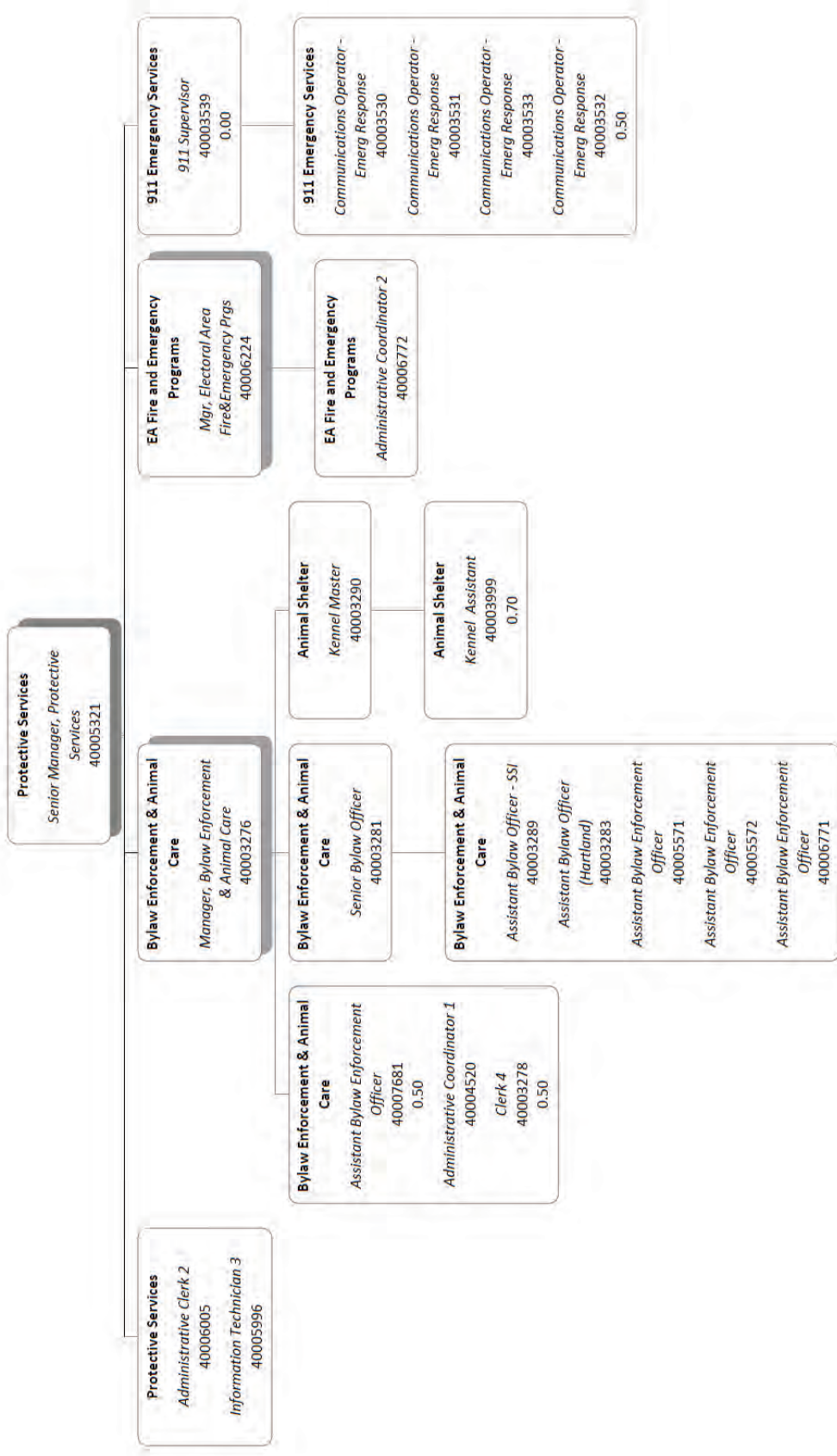
Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
911 Call Answer (Regional) Administration and oversight of 911 Call Answer services within the Capital Regional District	Police, Fire and Ambulance Dispatch	Call Answer Levy	Planning and Protective Services Committee (PPSC)
Hazmat Response (Regional) Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region’s fire departments	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 CRD EHT Advisory Group Operational Working Group (Team members, Advisory Group reps and CRD)
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 be 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.	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 Emergency Planning Committee Salt Spring Island (SSI) Emergency Responders Planning 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). One FTE allocated to the Regional Emergency Management Partnership (REMP) supported through PS staff and strategic direction.</p>	Municipal and EA Emergency Programs	Regional Requisition	PPSC LGEPAC REPAC REMP
<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>	Fire Departments in Sooke, Metchosin, Highlands, Langford, EA Fire departments and EA Emergency Programs	Requisition of participating jurisdictions	PPSC Working group of fire department representatives
<p>Bylaw Services (Sub-Regional)</p>	All EAs, District of Highlands, and District of Metchosin, internal customers	Requisition and internal recoveries for the EA Fee for service to District of Highlands and District of Metchosin and internal customers	EASC
<p>Animal Care Services (Sub-Regional)</p>	All EA, the Highlands, Metchosin, Sooke, Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich and Sidney	Requisition for the EA, Highlands, Sooke and Metchosin. By contract for Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich, and Sidney	EASC
<p>EA Emergency Coordination Oversight and administration of the Electoral Area Emergency Programs</p>	Support to all three EA	Funding for two FTE is provided through a requisition to the three EAs	EASC
<p>SGI 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>	SGI	Funded by requisition to the SGI EA	EASC

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

1.2 Organization Chart

Protective Services



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 and emergency management information into and within 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 Auditor General for Local Government to undergo an audit of our emergency management program including all service area emergency plans. The audit report expected to be completed in October of 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 and a regional concept of operations.
- The unification of 911 and Police Dispatch services and building of the South Island Communications Centre to support police responders within the region is underway and is expected to be operational January 2019.
- 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 is underway with an anticipated completion of January 1, 2019.
 - Ability of BCEHS to accept medical calls in a timely fashion 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
 - 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
 - The Province introduced the Alert Ready mass notification system on April 6, 2018. This required that CRD notification processes align for consistency of messaging during emergencies.

Sub Regional Services

- Fire Dispatch:
 - Increased political impetus to move to a regional fire dispatch model
 - 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.
 - Clean Air bylaw enforcement with new cannabis legislation
 - Increased bylaw enforcement of dog control in CRD Parks areas

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 seismic resilient facilities for EOC

- 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 of volunteer emergency programs and commissions.
- 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 with current model
- 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 OFC Playbook 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 Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
911 Call Answer	Working with PSAPs on unification model	Adjust to meet service levels, as needed
Hazmat Response	Focus training maintaining response capacity and multi-agency response	Adjust to meet service levels, as needed
CRD Emergency Management	Local electoral area emergency planning and response support	Adjust to meet service levels, as needed
Regional Emergency Management Coordination	Partnering with Province for enhanced Regional Cooperation	Adjust to meet service levels, as needed
Fire Dispatch	Implementation of full service fire dispatch	Review & assess feasibility of a regional fire dispatch service

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	Adjust to meet service levels, as needed
EA Coordination	Partnering with Province for enhanced Regional Cooperation	Adjust to meet service levels, as needed
SGI Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	Adjust to meet service levels, as needed
SSI Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	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	Adjust to meet service levels, as needed
JdF SAR	Focus training maintaining response capacity	Adjust to meet service levels, as needed
EA Fire Services	Implement strategies to meet OFC guidelines	Review & Assess

2.2 Workforce Considerations

Regional

Workforce (FTEs)					
Service	Base Year	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	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Bylaw and Animal Care	10.2	10.2	10.2	10.7*	10.7
Total	10.2	10.2	10.2	10.7	10.7

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

**0.5 FTE increased to support Bylaw enforcement in Parks*

Electoral Area

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Emergency Management	*	*	*	*	*
Emergency Programs	1.5 (non-CRD)	1.5 (non-CRD)	1.5 (non-CRD)	1.5 (non-CRD)	1.5 (non-CRD)
JdF SAR	0.5 (non-CRD)	0.5 (non-CRD)	0.5 (non-CRD)	0.5 (non-CRD)	0.5 (non-CRD)
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	Priority	Budget Implications
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 Upgrade Emergency Communications Infrastructure Acquire emergency management and situational awareness software platform for EOC and operational departments	Protective Services	Core Budget \$45,000 one-time supplemental and \$12,000/A adjusted for inflation ~\$8,000 above current EM software budget continuous supplementary
EA Fire Services	Ensure record keeping requirements of the Fire Commissioner Playbook are met Integrate long-range capital planning into budgets	Protective Services	Core Budget
911 Amalgamation	Complete 911 amalgamation	Protective Services	

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

Contact

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Service Plan for Salt Spring Island

2016-2019
(2019)



Capital Regional District

Date updated: July 24, 2018



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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.

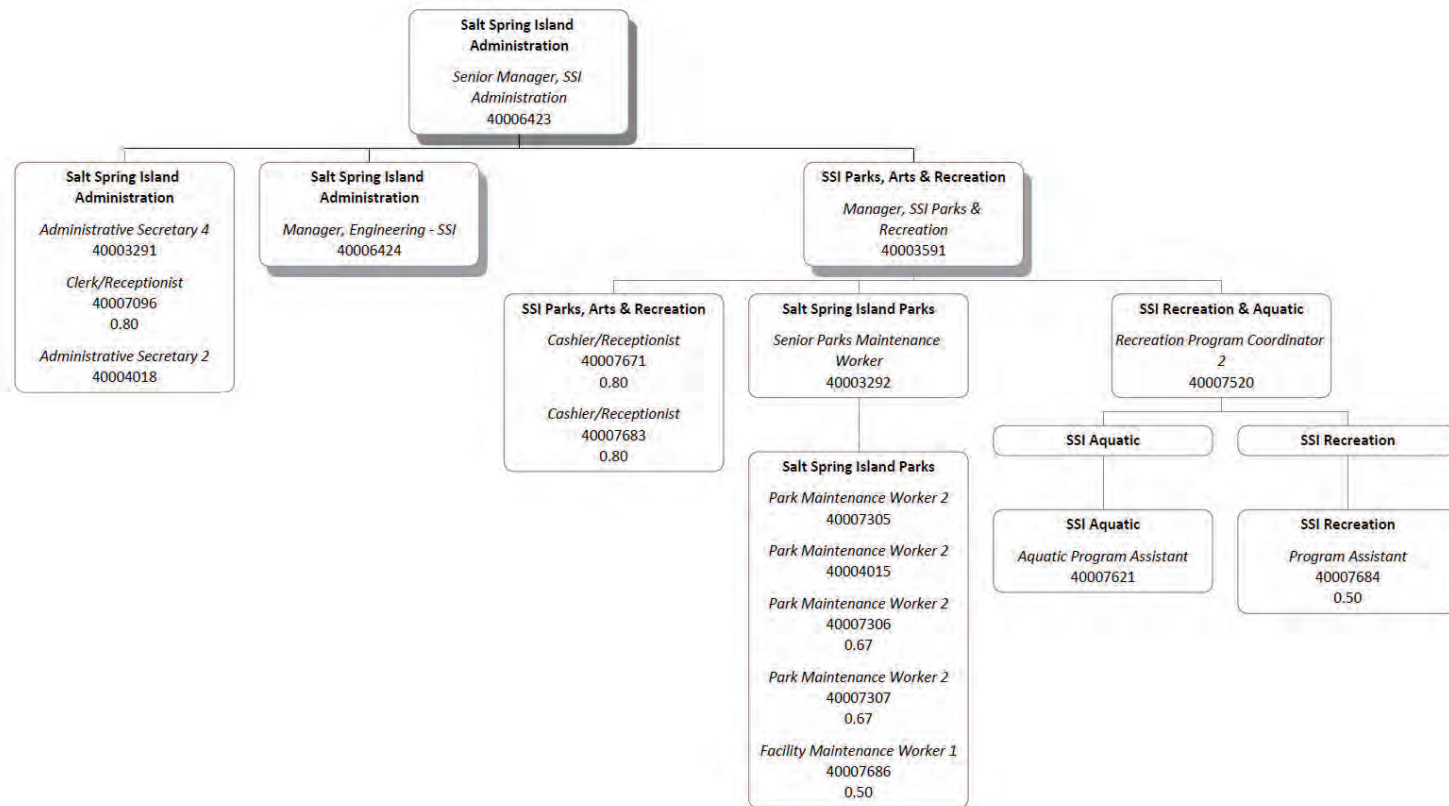
Note: The services operating on Salt Spring not included in this plan are building inspection, bylaw enforcement, and emergency services. These are found in the following Divisional service plans: Building Inspection, Protective Services.

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>	Salt Spring Island Electoral Area	Requisition and internal recoveries	Electoral Area Services Committee
<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>	Salt Spring Island Electoral Area	Requisition, fees and charges, grants, gas tax	Beddis Water Cedar Lane Water Cedars of Tuam Water Fulford Water Ganges Sewer Highland/Fernwood Maliview Sewer Liquid Waste
<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</p>	Salt Spring Island Electoral Area	Requisition, gas tax, grants, donations, volunteers	Transportation Commission

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
internal contract arrangements with other CRD service areas and outside agencies such as the Ministry of Transportation, Island's Trust, BC Ferries, BC Transit.			
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	Salt Spring Island Electoral Area	Requisition, BC Transit	Transportation Commission
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.	Salt Spring Island Electoral Area	Requisition	Community Economic Development Commission
Fernwood Dock: Manage and operate dock facility	Salt Spring Island Electoral Area	Requisition	Fernwood Dock Commission
Parks and Recreation Programs and Services: Responsible for developing and maintaining community trails and beach accesses, active and passive parks, community recreation, the Rainbow Road Indoor Pool and the Salt Spring Island Saturday Market.	Salt Spring Island Electoral Area	Requisition, internal recoveries, rental fees and grants	Salt Spring Island Parks and Recreation Commission

1.2 Organization Chart

Salt Spring Island Administration



1.3 Key Trends, Issues & Risks – Service Specific

- A five-year governance review process came to a conclusion when Salt Spring Island voted against incorporation on September 9, 2017. Services will continue to be delivered by the Capital Regional District framework.
- 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 structure coordinates service outcomes with internal CRD contracted services and outside agencies to manage and operate: parks and recreation, transportation, economic development, water and sewer utilities, and capital infrastructure on island. The existing water and sewer governance model with multiple commissions and jurisdictional entities creates challenges in coordinating and delivering services. There is an opportunity to consult with North Salt Spring Waterworks in advancing the exploration of an integrated framework for local infrastructure services to move from single entity focus to an island wide stewardship of infrastructure and services under a unified island water management service.
- 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.

- A majority of lands suitable for athletic playing fields lie within Agricultural Land Reserve (ALR). Rezoning land to non-farm status for active park use (athletic fields), water, and budget constraints are major risks in achieving a land acquisition to meet the objective
- A shortage of indoor community recreation space poses a challenge for the expansion of new program offerings and results in additional facility rental costs and limitations on when program can be offered. .
- 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 has been reviewed and as of April 1, 2018 the CRD assumed responsibility for operations and management of the Aquatic Centre.
- 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.
- A condition assessment was completed on the Fernwood Dock that identified a number of required repairs. Repair work has been coordinated with other CRD dock repairs in the Southern Gulf Islands and is expected to be completed in 2018.
- The Salt Spring Island Community Economic Development Commission and the Southern Gulf Island Community Economic Sustainability Commission in conjunction with Island Chambers of Commerce's are interested in creating a Destination Management and Marketing Organization (DMMO) and subsequently applying for the Municipal Regional District Tax (MRDT) applied to accommodation facilities within Salt Spring Island and the Southern Gulf Islands. Consultation has begun with the commercial tourism accommodation sectors across the islands for support in pursuing the MRDT. 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.

Link to Priorities

ECONOMIC DEVELOPMENT

- establish a working group to identify economic development priorities and participate in government and partner programs
- 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

GOVERNANCE

- review and establish a governance model which encourages exemplary decision making and includes regular Board education and interjurisdictional collaboration
- recognize and support the self governance and equality of the three electoral areas

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	Base Year	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
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	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	Continue implementation of capital program
Local Water, Sewer, and Liquid Waste Local Services: Liquid Waste	Commission support and liaise and collaborate with other service areas (IWS, ES, PP) for service outcomes and delivery of capital projects	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.	Continue implementation of capital program
Transit Services	Public passenger transportation system service	Adjust to meet service delivery needs, as required

Service	Base Year	Year 4 (2019)
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
Fernwood Dock	Manage and operate dock facility	May expand service to include Fernwood Dock
Rainbow Road Aquatic Centre	Operates 64 hours per week, 49 weeks per year	Adjust to meet service delivery needs, as required
Community Trails	38 km of developed 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	No change
	40 User Groups	1% increase
	58 Passive Parks	59 (1 new beach access)
Community Recreation	Distribution of Leisure Guides: 5000/2 x/year	3000/3 times per year
	No. recreation program registrants: 1245	5% increase
	No. camp registrants: 1175	5% increase
	No. LEAP users: 80	1% increase
Market in the Park	Saturday Vendors: 165	Review operating model and management structure

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Division Managers	3	3	3	3	3
Engineering Tech	0	0	0	0	1*
Administrative Support*	2.2	3	2.8	2.8	2.8
Parks	2	2	4.34*	4.34	4.34
Recreation / Aquatics				4.6	4.6
Total FTE	8.2	9	10.14	14.74	15.74

**Service area and transportation capital improvement plans require additional engineering support in 2019. Funding may come from an increase to the local area water and services to support design review, on-site project coordination, resource to investigate system failures; upgrades to Ganges WWTP, there is a need for more operational support in terms of increased O&M; upgrades to Highlands Fernwood, Beddis, Fulford, and Burgoyne in the last 5 years, highlight a need for more operational support in terms of process review, optimization, and trouble shooting*

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Community Trails & Beach Accesses	Secure SRW's through rezoning applications/ Upgrades and improvements to existing beach accesses	Active & Multi-modal Transportation	Core Budget, Reserves
Athletic Fields Land Acquisition	Purchase additional parkland for the purpose of athletic fields	Recreation, Arts & Culture	Core Budget, Reserves
Centennial Park	Replace park washroom and playground as phase 1 of the Centennial Park Master Plan. Review operation and management structure of the Saturday Market	Regional Infrastructure	Core Budget
Rainbow Road Aquatic Centre	Develop a Multipurpose room or portable is required to expand program offerings. \$84,000 in pool repairs or upgrades have been planned for 2019.	Recreation, Arts & Culture	Core Budget, Reserves, Grants, Third Party Contribution or Donation
Outdoor Recreation	Replace the multiport court at Portlock Park	Regional Infrastructure	Core Budget, Reserves
Transportation Infrastructure Improvements	NGTP Rainbow Road to Upper/Lower Ganges Road	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 Service Delivery Review	Review and plan with BC Transit priority infrastructure actions for future requisition increase	Active & Multi-modal Transportation	Core Budget/BC Transit
Fernwood Dock	Repair and replace damaged sections	Active & Multi-modal Transportation	Reserves
Economic Development	Implement strategic plan priorities	Economic Development	Core budget, grants
Beddis Water Service	Strategic asset management plan; intake assessment and design; develop detailed and approved safe work procedures for facility	Regional Infrastructure	Reserves

Title & Estimated Completion Date	Description	Priority	Budget Implications
Cedar Lane Water Service	Strategic asset management plan; abandon unused wells; develop detailed and approved safe work procedures for facility	Regional Infrastructure	Reserves
Cedars of Tuam	Strategic asset management plan; design new well and distribution system; road access to well site; develop detailed and approved safe work procedures for facility	Regional Infrastructure	Reserves
Fulford Water	Strategic asset management plan; Morningside water main replacement; develop detailed and approved safe work procedures for facility	Regional Infrastructure	Reserves
Ganges Sewer Service	Capital improvement program; strategic asset management plan; develop detailed and approved safe work procedures for facility	Regional Infrastructure	Debt Financing
Highland/Fernwood Water Service	DAF float waste pump design and construction; develop detailed and approved safe work procedures for facility; Fernwood PS hazard assessment and demolition	Regional Infrastructure	Reserves
Maliview Sewer Service	Outfall and sewer main upgrades ; develop detailed and approved safe work procedures for facility	Regional Infrastructure	Debt Financing, or Grant
Liquid Waste	Develop detailed and approved safe work procedures for facility; design of safety shower and eyewash	Regional Infrastructure	Reserves, Debt
Administration	Review service governance and delivery implications of existing structures and decision frameworks in water and sewer resource management	Regional Governance	Grant

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 • Increase aquatic centre operating hours from 64 to 72
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 • 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 2017 • Implement a fare-related action by 2019 • Implement a marketing and passenger information service improvement recommendation by 2019 • % 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
(2019)



Capital Regional District

Date updated: July 24, 2018



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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
<p>Administration</p> <p>Provide administration for the SGI EA Director and coordinate actions with CRD Divisions</p>	SGI Electoral Area	Requisition	Electoral Area Services Committee Finance Committee
<p>SGI Community Parks and Recreation Commission Support</p> <p>Provide assistance with goods and service procurement and facilitate responses to operational and policy queries</p>	SGI Electoral Area	Requisition	Local Parks and Recreation Commission Electoral Area Services Committee
<p>SGI Finance related Support</p> <p>Assist Finance staff to process Community Works Fund (CWF) & other grant applications for CRD services and by third party applicants</p>	SGI Electoral Area	Requisition	Electoral Area Services Committee Finance Committee CRD Board
<p>Community Economic Sustainability Commission Support</p> <p>Facilitate the advancement of Community Economic Sustainability Commission’s projects and initiatives</p>	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.

Southern Gulf Islands Administration



1.3 Key Trends, Issues & Risks – Service Specific

Administration

- Electoral Area Director works with the CRD CAO and ELT to define new administrative structure to support SGI initiatives.

Legislation

- Changes to provincial Acts and the overall regulatory environment (i.e. 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	Year 4 (2019)
Administration	Review current bylaws and potential structures Respond to uncertainty regarding variable emerging issues	Adjust to meet service delivery needs, as required
SGI Community Parks and Recreation Commission Support	Facilitate Purchase Orders and prepare contracts for local service providers Facilitate responses to operational and policy queries	Adjust to meet service delivery needs, as required
SGI Finance Related Support	Assist Finance staff to process Community Works Fund (CWF) & other grant applications for CRD Services and Third Party Groups	Adjust to meet service delivery needs, as required
Community Economic Sustainability Commission Support	Identify CESC priorities, objectives, budgets and timelines to determine baseline level of service	Refine CESC priorities, objectives, budgets and timelines in accordance with SGI2020 Plan

2.2 Workforce Considerations

Workforce (FTEs)					
Service	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	1.0 FTE	1.0 FTE	1.0 FTE	1.0 FTE

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Experience the Gulf Islands – Implementation Plan	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	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	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	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	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	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
Establish SGI Community Bus Society	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	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
Economic Development	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 provide teleconferencing services on all of the islands to facilitate inter-island communication especially for SGI CESC meetings	Governance Public Engagement & Communications	Core Budget
Saturna Medical Clinic	New Service Proposal going for referendum in October		New budget subject to referendum approval

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
(2019)



Capital Regional District

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1 Overview

1.1 Division & Service Summary

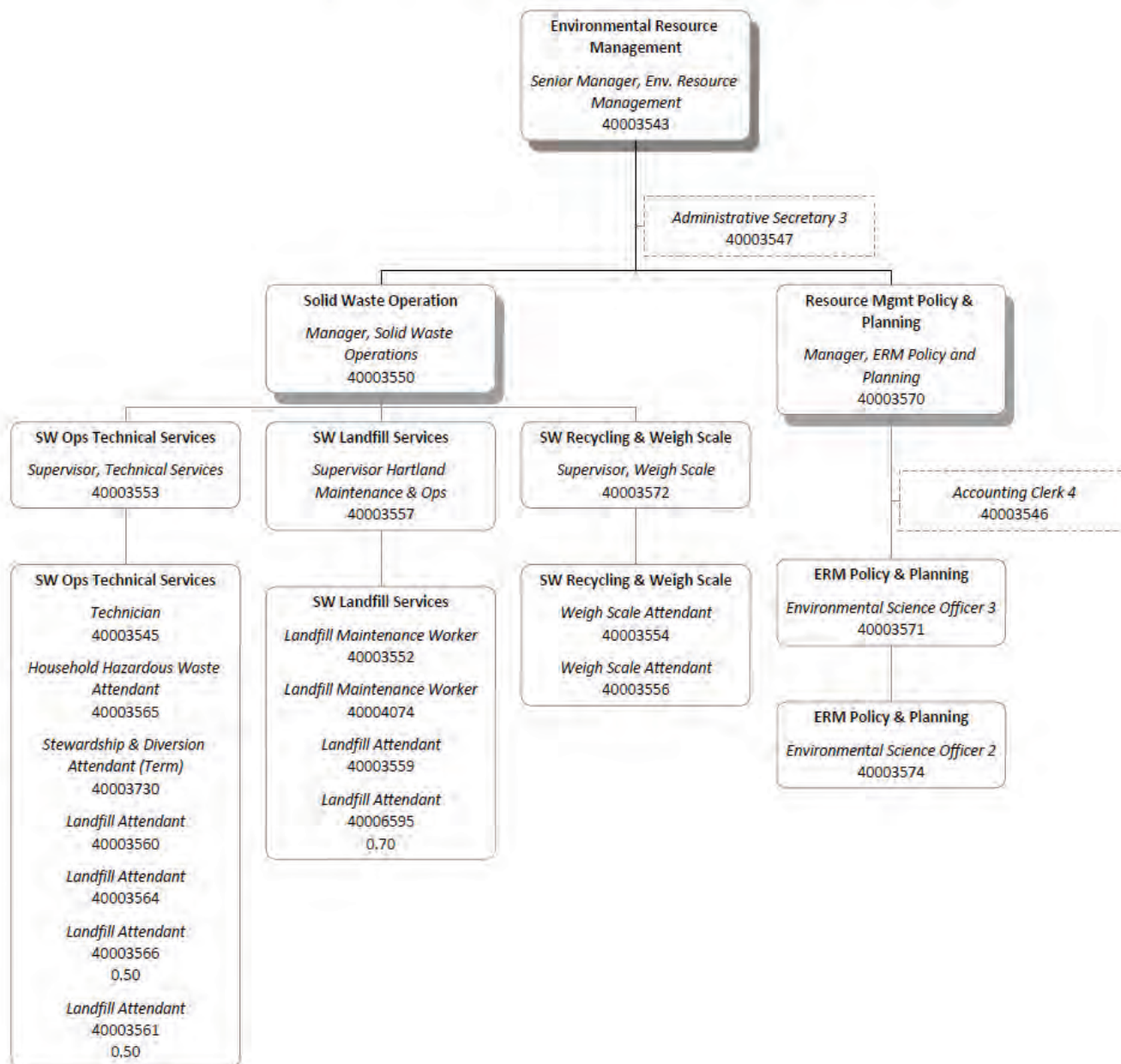
Environmental Resource Management’s (ERM) mission is to efficiently and effectively manage the region’s solid waste resources in an environmentally, socially and economically responsible manner. The ERM division is responsible for municipal solid waste management in the Capital Region, including waste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

Environmental Resource Management



1.3 Key Trends, Issues & Risks – Service Specific

Landfill tipping fee revenues cannot consistently be relied upon to fully cover the costs of both landfill operations and diversion programs. A long-term model for financial sustainability of the CRD solid waste function is required.

Diversion Services

- In the past couple of years, the CRD's per capita disposal rate has aligned with the Ministry's new waste disposal service target of 350kg/capita by 2020. The challenge will be to maintain the CRD's low disposal rate, as the recent economic growth in the region has resulted in increased tonnages at the landfill.

- The CRD has a mature solid waste management system with successful diversion programs. 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 or near region kitchen scraps processing capacity is ongoing (annual kitchen scraps diversion appears to have plateaued at 6,500 tonnes).
- A new Solid Waste Management Plan (SWMP) will provide direction for the future.
- A decrease in kitchen scraps tonnage is projected to be received at the Hartland transfer station in 2018 from 7,500 down to 6,500 tonnes/year. An increase in kitchen scraps tipping fees has resulted in kitchen scraps volumes being taken to lower-cost alternatives.
- Recent international marketplace changes, such as the National Sword policy implemented by China, which severely restricts importation of recyclable materials, may result in a reduction of the level of domestic recycling until alternative markets are established.

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.
- General refuse tonnage received at Hartland landfill is anticipated to be 140,000 tonnes in 2019 due to sustained strong construction activity and Highwest landfill taking only selective customers.

Recovery Services

- Staff are continually investigating new integration and recovery opportunities to optimize landfill gas recovery and maximize resource recovery revenue.
- Board to consider the procurement of in-region or near region kitchen scraps processing capacity
- Board directed staff to further develop alternatives to optimize landfill gas utilization for approval and funding consideration through the 2019 budget process.

1.4 Link to Board Strategic Priorities

The Division has a link to the following strategic priorities:

INTEGRATED WASTE MANAGEMENT

- The CRD Board directed staff to focus on discrete Integrated Resource Management procurement opportunities in lieu of comprehensive technology procurement for integrated processing of all solid and liquid waste residuals.
- Integrated solid waste solutions are being explored through processing landfill gas into Renewable Natural Gas (RNG) and potential RNG synergies with the anaerobic digestion of kitchen scraps/yard waste.

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
- Develop and execute an extensive public consultation plan to build public support for a major revision of the Solid Waste Management Plan

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Diversion Services		
Planning and Policy Development	SWMP development (currently at Stage 2)	Preparation of new SWMP for submission to Minister of Environment
	Administer 49 agreements and contracts	Adjust to meet service delivery needs, as required
	Administer 4 licensed transfer stations on Salt Spring under the Transfer Station Bylaw	Review and Assess
	Administer Compost Facilities Bylaw (no licensed facilities as of June 2014)	Review and Assess
Recycling Programs Delivery	Curbside collection of packaging & printed paper (PPP) and glass	New 2019 Recycle BC agreement may result in further service level changes
	Curbside collection from 123,000 households (HH)	Adjust to meet service delivery needs, as required
	PPP collection from 6 Electoral Area depots	Review of Recycle BC agreements may result in further service level changes
	Hartland recycling facility collects over 80 items from 28 product categories	Review and Assess
	Education to support all recycling programs	Adjust to meet service delivery needs, as required
	Kitchen scraps strategy in place (15,000 tonnes diverted in 2014)	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)	No change
Landfilling Services		
Disposal services	Administer five contracts and agreements	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	Adjust to meet service delivery needs, as required
	Commercial service at active face (Mon – Fri 7 am to 5 pm, Sat 9 am to 2 pm) 120,000 tonnes @\$110/tonne	Tervita landfill (Highlands) is reaching capacity. Construction & demolition tonnage at Hartland may increase.
	Controlled waste 7,500 tonnes @\$157/tonne	Review and Assess
Environmental Compliance	Leachate management (meet or exceed Regional Source Control Program)	No change
	Environmental monitoring (meet or exceed Ministry requirements)	No change
Recovery Services		
Provide Recovery Services	Landfill gas capture (current capture rate 55%)	Review and Assess
	Electricity generation equivalent to powering 1,100 homes	Review and assess Develop landfill gas utilization project , based on Board direction

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	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	1.19	1.19
Total FTE		21.7	21.7	21.7	21.7
Supplementary Term (counted above)	1.7	1.0	1.0	1.0	1.0

- 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.

Anticipated workforce adjustments in 2020:

- Ongoing workload associated with waste diversion initiatives will likely result in this position converting from a term to full-time permanent Waste Diversion Attendant. Increased customer volume, site workload and Hartland being a six-day-a-week operation have resulted in an ongoing and consistent need for auxiliary staff. Continued evaluation of Hartland staffing requirements will occur in 2019 to confirm the anticipated need for 2 regular part-time landfill attendants starting in 2020.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Solid Waste Management Plan	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 project's waste digestion facility at Hartland North	Integrated Waste Management	To be determined

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 2019 • Revenue to cost ratio ≥ 1 by 2020 (current ratio is <1) • Decrease waste disposal per capital (target <350 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)

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Service Plan for Environmental Protection

2016-2019
(2019)



Capital Regional District

Date updated: *July 24, 2018*



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1 Overview

1.1 Division & Service Summary

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>
<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>Allocation from Integrated Water Services (IWS) and Local Service Areas (LSA)</p>	<p>Regional Water Supply Commission (RWSC), Regional Water Advisory Committee (RWAC) and various LSA Commissions</p>

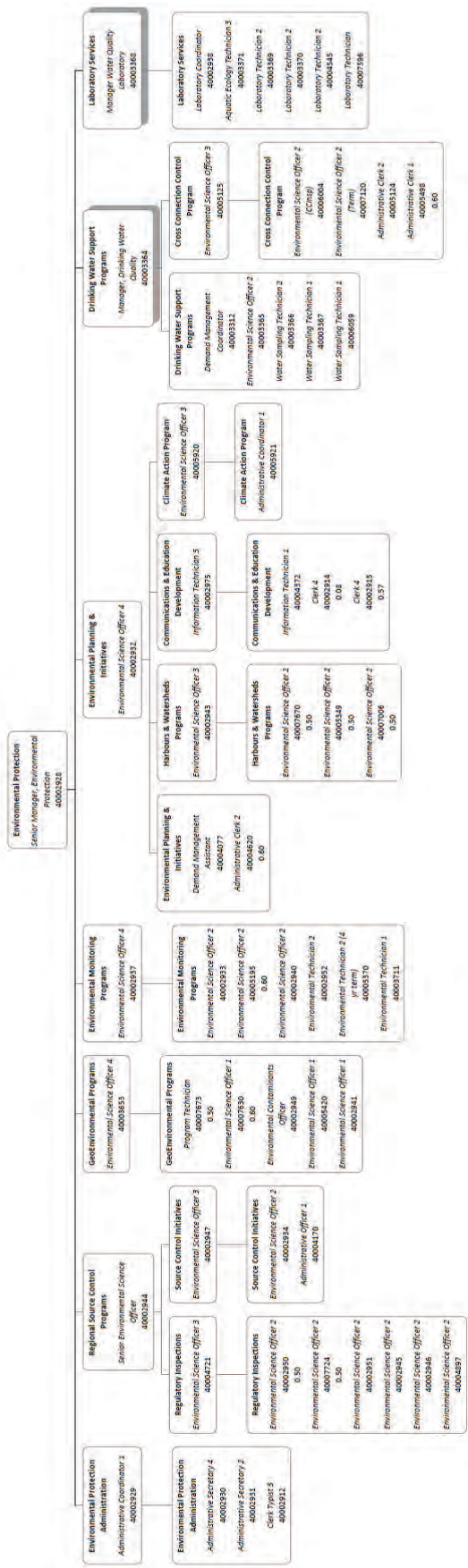
Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
	Municipalities of RWS area, JDF and various local service areas Municipalities RWS area, JDF and various local service areas Sidney, North Saanich, Central Saanich and Peninsula FN	Allocation from IWS and LSA Allocation from IWS and LSA Allocation from IWS and LSA	RWSC, RWAC and various LSA Commissions RWSC, RWAC and various LSA Commissions SPWWC
<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>	Core municipalities Sidney, North Saanich, Central Saanich Salt Spring Island Salt Spring Island Pender Island Port Renfrew Sidney, North Saanich, Central Saanich, Salt Spring Island Salt Spring Island, Pender Island, Mayne Island and Galiano Island	Allocation from IWS Allocation from IWS Allocation from IWS Allocation from IWS Allocation from IWS Allocation from IWS Allocation from IWS Allocation from IWS	CALWMC SPWWC Ganges Sewer LSC Highland Water and Sewer LSC Magic Lake Estates Water and Sewer LSC Port Renfrew Utility Services Committee SPWWC Ganges Sewer LSC Salt Spring Island Liquid Waste Disposal LSC
<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</p>	Core municipalities (not Oak Bay) Oak Bay, Saanich, Victoria	Requisition and Grants Direct invoice Requisition	ESC or CALWMC ESC or CALWMC ESC or CALWMC

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
stewardship initiatives around key urban watersheds	Core municipalities, Esquimalt FN and Songhees FN Sidney, North Saanich, Central Saanich and Peninsula FN Sidney, North Saanich, Central Saanich Salt Spring Island (SSI) Southern Gulf Islands Electoral Area (SGI) Juan de Fuca Electoral Area (JDF) Sooke	Requisition Requisition Requisition Requisition Requisition	SPWWC SPWWC Salt Spring Island Director, Electoral Areas Services Committee (EASC) Southern Gulf Islands Director, EASC Juan de Fuca Director, EASC Sooke Council
GeoEnvironmental Programs Provides regulatory, scientific and technical oversight, monitoring, assessment and reporting for the solid waste service, various miscellaneous contaminant programs, contaminated sites and associated liability	All municipalities and electoral areas All municipalities and electoral areas Core municipalities, Ministry of Forests, Lands and Natural Resources Operations (cost-share)	Allocation from IWS and ES Allocation from ERM Capital project Requisition	ESC ESC ESC
Demand Management Provides research and data to inform capital planning and water conservation.	13 municipalities 3 electoral areas	Requisition through water rate	RWSC, RWAC
Cross Connection Control Provides oversight, monitoring and reporting of potential sources of contamination that may flow in a reverse direction into the Regional Water Supply	13 municipalities 3 electoral areas	Requisition through water rate	RWSC, RWAC
Climate Action (mitigation and adaptation) Supports local governments in climate goals/commitments and supports CRD in	All municipalities, electoral areas (EA) and First Nations (FN)	Requisitions and Grants	ESC

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
corporate climate goals/commitments, liaises and advocates to senior levels of government Provides climate data and indicators, public education and outreach			
Onsite Program Provides regulatory oversight for onsite wastewater management (monitoring and compliance) for several local governments Provides education and outreach services for onsite treatment systems across the region	4 municipalities 13 municipalities 1 electoral area	Requisition Internal recoveries	CALWMC, ESC
Communications and Environmental Education Provides public education and engagement in the region to promote sustainable behavior through departmental campaigns, initiatives and services	13 municipalities 3 electoral areas	Internal recoveries	ESC

1.2 Organization Chart

Environmental Protection



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. We are asking for an extension of the Elk-Beaver Lake Coordinator term position to 2021 to support the capital planning for the entire lake system. We have expanded the education liaison position to full time (using the existing FTE complement) to include content from all environmental services. And finally, the organization added a part-time coordinator (Q3 2018) to oversee coordination of invasive species management. 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 achieved 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 also brought 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.

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:

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

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope			
Service		Base Year	Year 4 (2019)
Regional Source Control	Sanitary Sewer – Source Contaminant Reduction	Conduct inspections, monitoring and enforcement for 2,000 businesses and institutions connected to sanitary sewer	Review & Assess
	Planning, compliance monitoring and assessment, reporting, education and outreach	Deliver 55 outreach campaigns, events and educational initiatives for residents, businesses and schools	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	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	Adjust to meet service delivery needs, as required
	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	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	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	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	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope			
Service		Base Year	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)	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	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	Adjust to meet service delivery needs, as required
		Hold 6 IWM inter-municipal meetings	Adjust to meet service delivery needs, as required
		Monitor all high public-use beaches in winter for enterococci	n/a
	Stormwater Discharges (Saanich Peninsula) Compliance monitoring, assessment, reporting, education and outreach	Monitor 290 discharges	Increased efforts to locate sources of contaminants and additional non-regulatory contaminant source control work
Integrated Watershed Management		Monitor all high public-use beaches in winter for enterococci	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	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	Adjust to meet service delivery needs, as required
	Stormwater Discharges - Southern Gulf Islands Compliance monitoring, assessment and reporting	Monitor 80 discharges	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope			
Service		Base Year	Year 4 (2019)
	Stormwater Discharges (Juan de Fuca) Compliance monitoring, assessment and reporting	Monitor 97 discharges	Service suspended per Director's request
	Stormwater Discharges (Sooke) Compliance monitoring, assessment and reporting	Provide monitoring services Modify program to meet Ministry of Environment (MOE) requirements for Sooke	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	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	Review and Assess
Geo-Environmental Programs	Environmental Contaminants Reduction Compliance monitoring, assessment, reporting and education for Trucked Liquid Waste, Controlled Waste, Septage and Odour (Regional Trunk System)	Manage 1 septage disposal contract servicing approximately 30 truck liquid waste service providers	Adjust to meet service delivery needs, as required
	Hartland Landfill Environmental Compliance monitoring, assessment and reporting Operational support	Regulatory compliance monitoring at 178 locations	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	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	Review & Assess
		Conduct 5-10 water audits for local businesses	Review & Assess

Service Level Adjustments in Role/Scope			
Service		Base Year	Year 4 (2019)
Cross Connection Control	Drinking Water Contamination Prevention	Conduct 500 facility audits for backflow prevention devices	Review & Assess
	Monitoring, assessment and reporting	Monitor and track 28,000 back flow prevention devices	30,000/yr
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	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	Review & Assess
		Deliver outreach to 27,000 households with onsite sewage systems	Review & Assess
		Deliver pilot maintenance assessment program (25 system assessments)	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	Review & Assess
		Deliver Hotline service – currently 7 hours per day	Review & Assess

2 Services

2.1 Workforce Considerations

Work force (FTE) including all supplementary and term					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Senior Manager	2	2	2*	2 ^a	2
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 (1 term FTE create prior to 2015)	3.6	3.6	3.6	3.6	3.6
Integrated Watershed Management Program (1 term FTE created in 2016)	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 (1 term FTE)	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	2.65	2.65	2.65	2.65
TOTAL FTE	51.3	51.5	53	55.55	55.55

2018 FTE Variance:

- a. *divisions combined under one Senior Manager July 2017, 1 FTE not filled
- 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
- f. re-filling of existing exempt position to oversee regulatory and administrative functions

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Nutrient Analyzer	Expand and improve capital for internal analysis	Environmental Protection Regional Infrastructure	\$60,000 single supplemental Capital budget
pH and Corrosion Study	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

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

	<ul style="list-style-type: none"> • 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 • 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
(2019)



Capital Regional District

Date updated: July 24, 2018



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1 Overview

1.1 Division & Service Summary

The Facilities Management & Engineering Services Division is a 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.

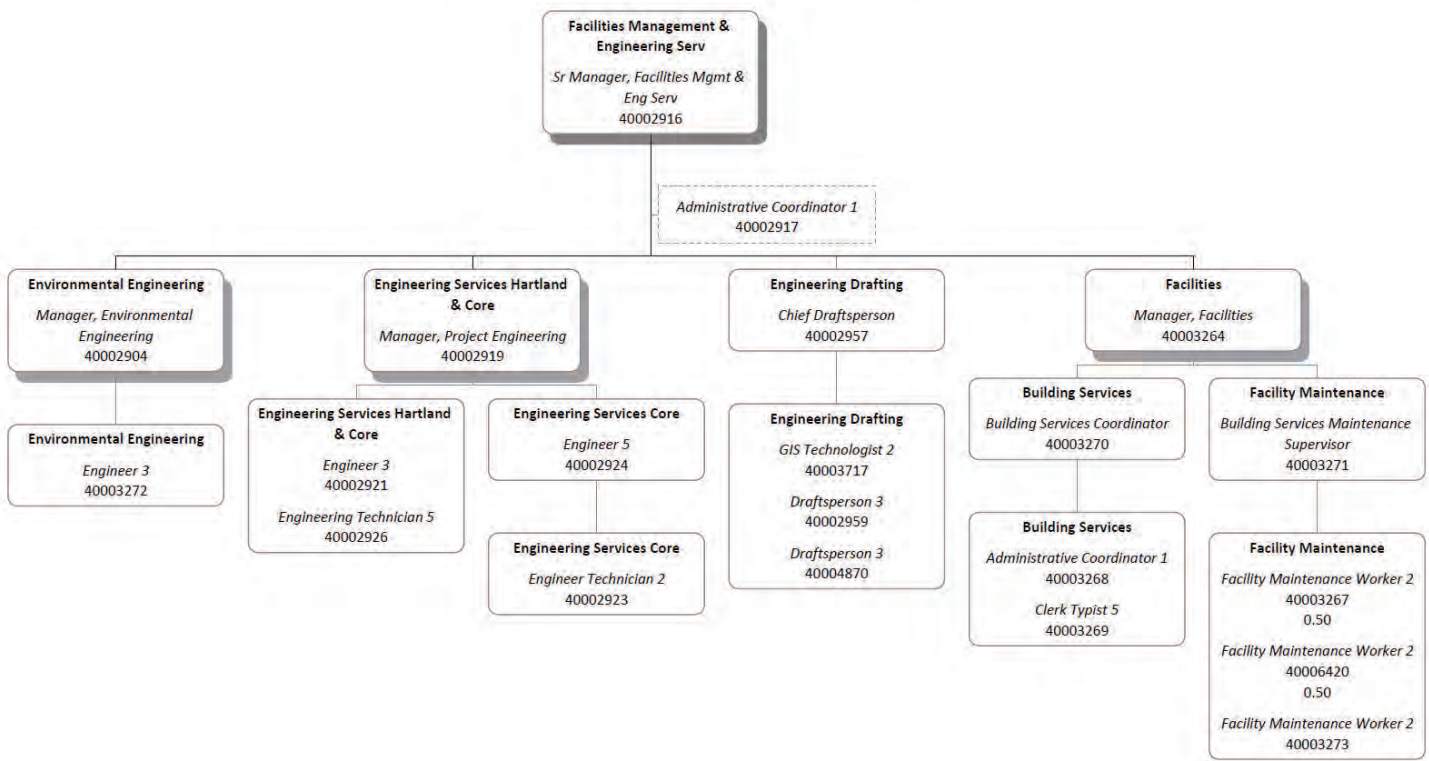
Service Purpose, Role or Overview		Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Facility Management (FM)	Building Management (maintenance, operation, capital projects) Building Access and Security Building Support Services (JDF Planning, Bylaw, Pound, Hartland 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, detailed design, tendering, construction management and commissioning services			Adjust to meet service delivery needs, as required
	Environmental Resources Management Division			
	Capital Projects at Hartland Landfill Development and implementation of solid	All 13 municipalities and 3 electoral areas	Requisition and landfill tipping fees	Environmental Services Committee, Solid Waste Advisory Committee and CRD Board

	Waste Management Plans			
	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

<p>Corporate Project Stewardship</p>	<p>CRD Project Stewardship Initiative</p> <p>Develop and implement CRD-wide project stewardship framework to standardize project leadership and management across all CRD departments</p>	<p>All CRD Divisions</p>	<p>Internal recoveries</p>	<p>Executive Leadership Team</p>
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1.2 Organization Chart

Facilities Management & Engineering Serv



1.3 Key Trends, Issues & Risks – Service Specific

- Island Health lease renewal could impact service levels. Facility Management services at the Peninsula Health Unit (PHU) were scheduled to end in August 2018 (impact on workforce / allocations), but an extension was agreed upon to the end of 2018. FM's involvement in 2019 is to be determined.
- **Lease and Service Agreements Changes:** Island Health lease renewal could impact service levels. Facility Management services at the Peninsula Health Unit (PHU) were scheduled to end in August 2018 (impact on workforce / allocations), but an extension was agreed upon to the end of 2018. FM's involvement in 2019 is to be determined.
- **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, the CRD 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.
- The enhanced focus on resource recovery and the integration of liquid and solid wastes was halted in late 2017 and that focus was shifted to biosolids procurement.
- 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 and 3, 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
- All significant capital projects to be analyzed for their potential to contribute to meeting the CRD’s Corporate Climate Action Plan

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
- Contribute to the development and implementation of an asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure

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 Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Facilities Management	Provide building management services	10 Capital Projects (\$387,019)
	Estimate 3400 work orders	Estimate 3,400 work orders
	Procure corrective and preventative maintenance services (150 contracts)	Enhance Maintenance Planning through preventative maintenance audits for building systems, such as electrical, HVAC, and building fabric
	Procure multiyear facility/building management services (75 contracts)	

	Administer Human Element programs, fire safety, organize building systems inspections (9 locations)	
Environmental Engineering	Lead or support planning, design or construction infrastructure projects for various departments	<p>Adjust to meet service delivery needs, as required</p> <p>Construction of next phase of E&N, Durrance Lake dam upgrades, other capital projects</p> <p>Increase in condition assessments on critical infrastructure</p> <p>Provide engineering support to the Elk/Beaver Lake remediation project</p>

2.2 Workforce Considerations

Workforce (FTE's)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Engineering Services	14	13	12	13**	14**
Facility Management	7.5	9.0*	9.0*	8.0	7.0***
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.
- *** One FTE transferred from another CRD site to the FM group to accommodate the employee. For unrelated reasons, this increase was offset by the transfer of another FTE to the Engineering Services group to provide an appropriate level of support to the Facilities-related capital projects managed by that group.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
FM - Corporate Climate Adaptation Plan	Develop plan to prepare CRD-owned assets, infrastructure and facilities for future climate change impacts	Climate Action	Core Budget
FM - Corporate Mitigation & Adaptation Projects	Manage projects and provide support to staff to develop projects designed to accelerate mitigation and adaptation activities	Climate Action	Capital Budgets

Title & Estimated Completion Date	Description	Priority	Budget Implications
ES - E&N Rail Trail and Trans-Canada Trail Development Projects	Complete design, construction and commissioning of these two important capital projects	Active & Multi-Modal Transportation	Capital Reserves (Parks) and Grants
ES - Biosolids	Develop and implement procurement plan for biosolids management	LWMP	Liquid Waste Management Plan

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Ensure preparation, management, and implementation of liquid waste management plans	<ul style="list-style-type: none"> 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
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 Management

2016 – 2019
(2019)



Capital Regional District

Date updated: July 24, 2018



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1 Overview

1.1 Division & Service Summary

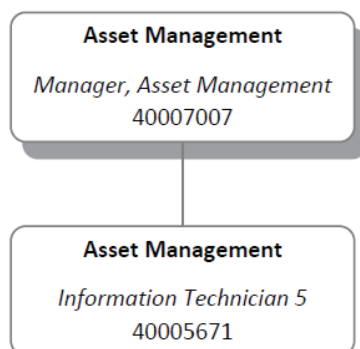
The Asset Management Division serves the entire organization in each service area and utilizes its resources in an optimal and efficient manner. Our core services is asset and grant management and we provide leadership and direction within the Capital Regional District. The service areas vary in size 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>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>	<p>All Departments</p>	<p>Internal Allocation</p>	<p>Finance Committee</p>
<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>All Departments</p>	<p>Internal Allocation</p>	<p>Finance Committee</p>

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<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> <p>Provide content for grant applications on an as required basis; occasionally, this can involve a major edit/re-write to optimize the quality and chance of grant success.</p>			

1.2 Organization Chart

Asset Management



1.3 Key Trends, Issues & Risks – Service Specific

- Trending to an increased focus on developing asset management plans.
- Developing asset risk registers by building 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 in demand for funding capital projects, as well as the increase in volume, variety, complexity and pace of grant opportunities, the grant program activity has increased. Consequently, this has required 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.
- Communicating impact of capital investments beyond total amount invested into infrastructure to economic impact such as job creation.

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. As such, this 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

REGIONAL INFRASTRUCTURE

- Ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency, 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	Year 4 (2019)
<p>Grants Portfolio Management (GPM):</p> <p>Research and communicate grant opportunities</p> <p>Co-ordinate CRD participation in EGP</p> <p>Administer processes related to IGP</p>	<p>Scan for new grant opportunities that could be available for CRD services and inform and assist staff with application</p> <p>Collaborate with Project Leads to support development of approximately 20 External Grant Program (EGP) applications per year</p> <p>Process approx. 90 Internal Grant Program (IGP) applications per year</p> <p>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)</p> <ul style="list-style-type: none"> • Regular grant dashboard updates. • Process approx. 30 Third Party Agreements for IGP-funded projects <p>Continually maintain and optimize the SharePoint-based CRD Grants Library, inclusive of document and data management</p> <p>Hosted a local seminar to provide local government officials an update on the Federal/Provincial Bi-Lateral Agreement on infrastructure funding</p> <p>Develop grant outcomes report for both internal and external grant programs.</p> <p>Develop grant program-customized processes for grant application proposal reviews and enhanced efficiency in staff report preparation;</p> <p>Strategic advising on grant program participation</p> <p>Develop grant application content/ provide major editing-re-work of grant applications on an as required basis</p> <p>Engage in development of a local government grant management community of practice</p> <p>Ongoing development of SharePoint-based grants data functionality to provide just-in-time data to inform grant pursuit efforts</p>	<p>Adjust to meet service delivery needs to balance with existing resource capacity</p>

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Asset Management (AM)	Develop and implement asset management planning framework Build tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered Establishment of a Corporate Asset Management <ul style="list-style-type: none"> • Framework • Policy • Strategy • Corporate Plan Assess the readiness of establishing a corporate enterprise asset management system Draft a Capital Asset Program Manual for Capital Planning and Implementation Development of networks and relationships with relevant organizations and association as it relates to Asset Management Strategic adviser to the Executive Leadership Team (ELT) relating to Asset Management Development of Asset Management tools as they relate to the Asset's lifecycle Asset Management adviser to the organization's service areas Facilitated an internal Asset Management Steering Committee Facilitate internal asset management working group on corporate initiatives Coordinate and assist the development of Asset Management Plans for 85 + services that includes regional, sub-regional and local area services Coordinate asset management maturity assessment across for 85 + services that includes regional, sub-regional and local area services Develop a Level of Service Framework for the organization Host a provincial asset management seminar Facilitate an asset management community of practice within the capital region. Participate in an advisory role on strategic corporate priorities Report on capital investment impact on the Economy starting with Job Creation Indicator	Adjust to meet service delivery needs to balance with existing resource capacity.

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Asset Management			2	2	2
Total			2	2	2

* Increase from realignment of resources from Finance; see corresponding reduction in Financial Services Service Plan

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
GPM –Grant Portfolio Management Manual	Document the corporate GPM knowledge base on the processes, programs, procedures, standards and tools in a form of a manual.	Corporate Development	Core Budget
GPM – Grant Portfolio Management Policy	Build on the CRD's success and lessons learned in securing grant funding over the years (see 2018 CRD Grant Outcomes Report) 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
Executive Leadership Team (ELT) and Board Endorsed Corporate Asset Management Policy and Strategy: May 2019	In 2018, the Corporate Asset Management Policy and Strategy is projected to be endorsed by the ELT and due to the timing of Board election, it is planned to request for board endorsement when the new board is established.	Corporate Development	Core Budget
Conduct Asset Management Maturity (AMM) Assessment with 5 Services with infrastructure assets to baseline their Asset Management Maturity	An AMM assessment will measure the level the practice is at (i.e. risk) and set targets on where it should be to optimize the management of the infrastructure. Baselining a service's AMM is	Corporate Development	Core Budget

Title & Estimated Completion Date	Description	Priority	Budget Implications
and set targets: December 2019	a key task to undertake during the continues improvement of evolving the practice to industry best practices.		
Coordinate Asset Management Plans with 5 Services managing infrastructure assets: December 2019	Having asset management plans in place are a key document in ensuring sustainability in our service delivery. Asset management plans cover defining levels of service, assessing risk, long-term renewal plans, financial plans and an improvement plan.	Corporate Development	Core Budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Success ratio grant applications	<ul style="list-style-type: none"> Over the next 4 years, grant-readiness for infrastructure grants will increase as a result of rigorous capital/asset management implementation such that high quality and successful applications can be prepared within 90 days or less of an infrastructure grant call; Over the next 4 years, the ratio of success in grant applications will increase as follows: from 78% to 85 % for regional grants; from 63% to 85% for local grants. This increase will result from following the recommendations presented in the 2018 External Grants Outcomes Report and from capital/asset management plan implementation that enables the '90 days or less' objective described in the previous bullet point.
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 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.*

Service Goals	Indicators or Measures
<p>Establishment of asset management plans for each organization service that contains assets that are either engineered or natural.</p>	<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*
<p>Enable a systematic approach to risk management throughout each phase of the asset’s lifecycle</p>	<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
<p>Optimal asset lifecycle data management</p>	<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.
<p>Base grant pursuit efforts on priorities identified in capital and asset plans</p>	<ul style="list-style-type: none"> • In the capital planning process, use the grant forecast to flag projects that could have grant potential • High-prioritized projects are used to apply for eligible grant programs*
<p>Increase the organization’s transparency on asset management and the grant portfolio to the public to elevate the impact of our investment</p>	<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
(2019)



Capital Regional District

Date Revised: July 24, 2018



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1 Overview

1.1 Division & Service Summary

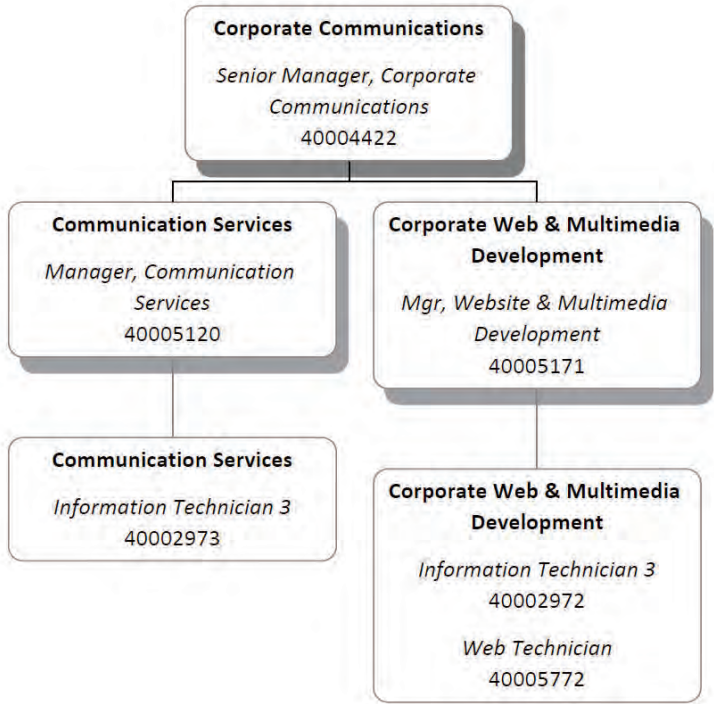
Corporate Communications assists the Board and the organization in communicating the CRD’s priorities, major decisions and program information. Corporate Communications ensures the organization adopts and uses industry best practices in its communication activities. This is accomplished through the development 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 Communication Consistent with the internal communications framework, support organizational needs by maintaining CRD Central and continue to enhance internal communications	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 surveys, and media buys and placements	The Board, CAO, ELT and CRD Staff	Requisition and internal recovery	Board or Delegated Commission through the CAO

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

Corporate Communications



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 and resources in order to meet the diverse needs of our varied audiences.
- Increased need and demand for communications strategies and campaign performance evaluation as part of education initiatives may require adjustments in service delivery model and/or resources.
- Increased demand to adapt to changing corporate priorities, such as the need for an Internal Communications Framework, award submissions and corporate reporting.
- Citizens increasingly access information online, with the majority of Canadians owning a social media account and/or mobile device.*
- Online and digital advertising are increasingly viable channels for reaching broad audiences - in addition to traditional print and radio.
- Online and digital advertising are increasingly viable channels for reaching broad audiences - in addition to traditional print and radio. In 2017, the average media consumption for ages 35 -54 in Victoria shows 97% of people connecting online and spending 22 hours per week on the internet (vs. 1 hour per week reading newspapers). Social media as a source of news information and advertising has introduced new challenges in terms of public trust, credibility and civil discourse. * 94% of Canadians own at least one social media account ([Ryerson University - 2018](#)) and 76% of Canadians own a mobile device ([Statistics Canada - 2017](#))

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
- Enhance brand execution and annual reporting and signage production through template creation

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 Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Protocols and Toolkit Development	Ensure accountability for and consistency of communications activities across the organization	Enhance online toolkits resources to assist staff by providing info clear process for CC requests, and updating communication s plan templates
Information Delivery and Governance	Provide policies and guidelines for information delivery	Enhance internal communications regarding social media policy & guidelines Create production standards for video and photography and specific to social media video production workflow, templates and toolkits
Communications Materials and Assets	Establish clear lines of accountability for managing corporately developed communications materials and assets	Update signage materials for events and construction signage, to provide better profile for regional dollars spent Ensure signage terms and access to capital project images are included in terms of awarded contracts
Internal Communications	Continue to implement internal communications framework and new approaches with clear information for staff	Continue to implement internal communications framework and new approaches with clear information for staff
Core Communications Services	Maintain effective media relations, website (updates, maintenance, training and testing), social media (global reporting, strategy and metrics), advertising, business continuity, campaign strategy consulting, and emergency communications	Pilot new updates and fact based information on front website for easy access on emerging topics. Evaluate and adjust public website home page layout Provide EOC training for all CC staff with regular updates
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	Support development of new corporate plan, corporate document reporting tools and templates for Board reporting
Strategic Communications	Update, develop and implement strategies that inform and enhance communications and engagement with the public	Integration with ELT on strategic communication

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	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

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Continue to enhance internal comms strategy framework and systems	Communicate to staff when, why and how to utilize internal communications	ODP	Core budget
Increase external profile with enhanced signs and construction signage	Overall signage strategy incorporated in work planning for projects	Corporate Development	Core budget
Deliver new Board corporate documents and reporting materials/tools for quarterly reporting	Production of new corporate plan. Enhance reporting tools such as dashboards	Corporate Development	Core budget
Update social media policy and practices to be consistent with latest digital changes and trends	Internal communications regarding policy & guidelines Create video production workflow, templates and toolkits Reevaluate and refresh social media approach as required	Engagement	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 to be 72% <p>Website use: Year-over-year increase in number of sessions (visits), users (visitors) and unique page views (5% annual target). New</p>

	measure: % sessions/visits from mobile device. Average time on page ≥ 90 seconds 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* • 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)
Maintain and Enhance 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 Executive Office, Legislative, Legal and Information Services

2016-2019
(2019)



Capital Regional District

Date revised: July 24, 2018



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1 Overview

1.1 Division & Service Summary

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

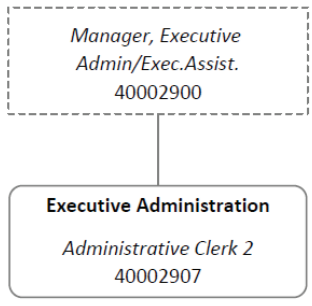
1. *Board Administration*: specialized administrative support to the Board, standing and select committees including the provision of procedural advice, scheduling of meetings and preparation of agendas and minutes; maintains and provides access to official corporate records including minutes, reports and bylaws; administers elections and assent voting opportunities (referendum and alternative approval process); manages the appointments for all committees and commissions
2. *Information Services (Records Management and Freedom of Information and Protection of Privacy Act (FIPPA))*: administers FIPPA and acts as the primary contact for the public to access records; primary contact for privacy matters involving the Office of the Privacy Commissioner (OIPC) and internally for privacy breaches; supports completion of corporate Privacy Impact Assessments (PIAs); oversees the records management function for the organization; conducts mandatory staff training and provides corporate support on FIPPA and records management; develops and implements corporate policies and standards and manages information flow into and out of the organization.
3. *Legal Services (Bylaw and Contract Administration)*: provides support and direction on legal frameworks relating to local government, contracts, and bylaws. Develops, reviews and provides advice and guidance on a variety of bylaws, contracts and agreements for the organization. Manages internal procurement processes, advice, templates, and guidelines. Maintains contract templates, bylaw style guides, and legal opinions. Supervises outside counsel relating to solicitor work.
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
Legal Services (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 Charts

Executive Administration



Legislative Services



Legal Services (Bylaws & Contracts)



Information Services



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
- 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
- New CRD Housing Board governance model

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 Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Liaison & Relationship Building	<p>Attend 6 CAO meetings annually</p> <p>Tour of councils, special workshops and orientations</p> <p>Maintain contact with provincial and federal officials at the deputy level</p> <p>Meet with First Nations leaders and senior staff</p>	Adjust to meet service delivery needs, as required
Core Area Wastewater Treatment Project	Executive team liaises with Core Area Wastewater Project team to ensure alignment of departmental and project interests	Adjust to meet service delivery needs, as required
Executive Leadership, Direction & Support	<p>Twice monthly meetings with ELT and semi-annual meetings with CRD managers</p> <p>Monthly group meeting with direct reports</p> <p>Monthly 1 on 1 meetings with GMs and direct reports</p>	Adjust to meet service delivery needs, as required
Governance	<p>Enhance processes and systems to provide effective service delivery</p> <p>Provide regular Board education, e.g. orientation sessions and bus tours</p> <p>Coordinate governance discussions with member municipalities and electoral areas</p>	Adjust to meet service delivery needs, as required
Board Administration	<p>Regular on-going support to Board, standing and select committees – agendas prep and distribution, minutes and follow-up</p> <p>Regular on-going procedural support and guidance to regional, sub-regional and local service area commissions</p> <p>Regular review of processes to ensure efficiencies including electronic agendas and web streaming</p>	Support new CRD Housing Board
Elections/ Assent Voting	Administer assent voting (referendum, alternative approval process) as required and including mail ballots	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Information Services	<p>Administers FIPPA; including responding to information access requests; acts as the primary contact with the Office of the Privacy Commissioner's office for privacy matters and internally for privacy breaches; supports completion of corporate Privacy Impact Assessments (PIAs); conducts mandatory FIPPA employee training</p> <p>Administers corporate records classification program (RCS) to protect the authenticity, reliability, integrity and usability of CRD records as the business context and requirements</p>	<p>Adjust to meet service delivery needs, as required</p> <p>Provide additional guidance and training on privacy and records management</p>
Legal Services (Bylaw & Contract Administration)	<p>Assist and provide guidance and training on drafting and review of bylaws, contracts and agreements</p> <p>Engage legal counsel as required</p> <p>Ensure appropriate approvals are required for bylaws and contracts</p> <p>Retention and management of existing contracts and agreements for organization</p>	Adjust to meet service delivery needs, as required
Corporate Administration	Provide ongoing assistance, support and direction to departments on legislative requirements, corporate policies, projects and initiatives	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)
Executive Office	2	2	2	3*	3
Legislative, Legal and Information Services	7	7	7	7	7
Term**	0	1	1	1	1

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

** Term position currently assigned to CAWTP

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Board Orientation	Develop Board orientation sessions for new and returning Board members (post-election) and include a bus tour(s) Include ongoing education throughout the Board term, including resource material	Governance	Core budget
PIA Policy	Develop a PIA policy to formalize the CRD's approach to completing Privacy Impact Assessments	Governance Corporate Development	Core budget
FIPPA & Records Management Resources	Develop tools and resources on FIPPA and records management to enhance internal information access and sharing of required corporate knowledge	Governance Corporate Development	Core budget
Privacy Breach Protocol	Develop a privacy breach protocol to formalize the CRD's approach to handling privacy breaches	Governance Corporate Development	Core budget
Electronic Records Management Business Case	Develop a business case with IT outlining the scope and overall requirements for electronic records management in preparation for implementing electronic records management in the 2019 strategic planning cycle	Governance Corporate Development	Funded by reserves
Commission appointment process	Provide support for commissions including their appointment process through a more streamlined and efficient process	Corporate Administration Board Administration	Core budget

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 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"> Post Committee and Board meeting agendas by Friday at 4:30 p.m. 95% of the time. Percentage of Board and committee meetings available by web streaming*

	<ul style="list-style-type: none"> • 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 FIPPA training sessions for 95% of staff within 9 months of employment start • Conduct three FIPPA training sessions per year for Electoral Area Commissions • Review time for contracts (target within 1 week 90% of the time) • Conduct two contracts and two procurement training sessions per year for CRD staff • 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 • Annual report to Governance Committee on FOI requests and other Information Services activities, 100% of the time • Quarterly report to ELT on FOI requests and other Information Services activities, 100% of the time

* = Corporate Indicator – multiple divisions contribute to this measure

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Service Plan for Financial Services

2016-2019
(2019)



Capital Regional District

Date Updated: July 24, 2018



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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, financial statements, and direction of external audit/accountability engagements.

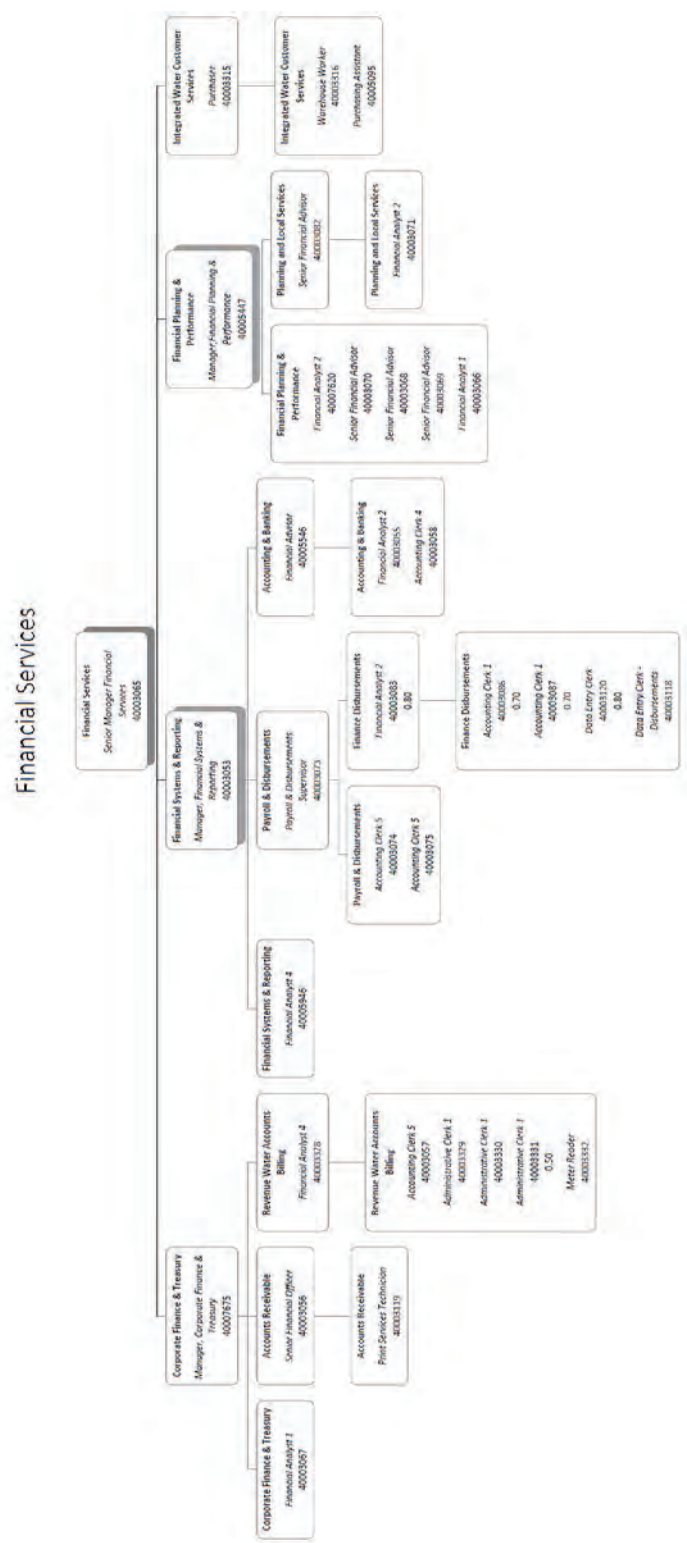
Activities performed by Financial Services include: administration of short and long-term borrowing, banking, treasury, revenue services, procurement, accounts receivable, accounts payable, integrity of financial systems policies, procedures & guidelines, financial information systems, development of 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</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>	<p>Finance Committee</p> <p>Electoral Areas Services Committee</p> <p>Local Services Commissions (Utilities, Recreation, etc.)</p> <p>Parcel Tax Review Panel</p>

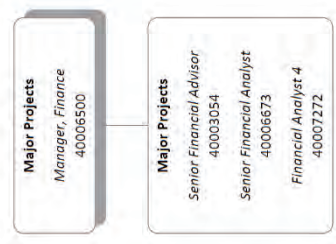
1.2 Organization Chart



Finance Administration



Major Projects



1.3 Key Trends, Issues & Risks – Service Specific

- Continued development of the CRD's 5-year plan, policies, and developing 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 collaborate on strategic ERP system development, in partnership with Information Technology, in support of more dynamic data analytics and easier to use interfaces
- 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 due to employee turnover; there is a transition period as new employees learn about the organization and their job duties.

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	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 and procedures</p> <p>Compliance with external legislative requirements (i.e. CRA GST, PSAB) and audit standards</p> <p>Annual year-end audit program</p> <p>Corporate financial standards and internal control compliance</p>	<p>Annual financial statements prepared and approved by June 30, including Management's Discussion and Analysis (MD&A)</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>Implement public sector accounting standards (PSAB), as required</p>	<p>Review and Assess</p> <p>Adoption of PS 3420, Inter-entity Transactions, PS 2200, Related Party Disclosures, PS3210 Assets, PS 3320 Contingent Assets, PS 3380 Contractual Rights and PS3430 Restructuring Transactions</p> <p>Quarterly reporting to Board of Directors - Operating</p> <p>Change to audit timing to meet legislative requirement</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>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>5-year Capital Plan improvements to align with corporate strategies - included risk, climate action, cash flow details</p>	<p>Review and Assess</p> <p>Complete implementation of BPC module for 2020 budget cycle</p> <p>Improve business processes and reporting related to BPC</p>

<p>Financial Planning & Budgets, Con't</p>	<p>Cross departmental collaboration on process optimization with legislative services</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>Performance</p>	<p>Provide financial measures and monitoring to support cyclical corporate performance reporting</p> <p>Recommend performance centric practices and reporting</p>	<p>Develop recommendations for corporate performance measures to be integrated into regular corporate reporting</p>
<p>Division Financial Advisory Services</p>	<p>Provide financial services management, business process management and training/support services to 200+ services</p>	<p>Realignment of responsibilities and repositioning of work activities through divisional re-org to implement enhanced advisory service delivery</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 departments</p> <p>Annual depreciation calculations</p> <p>Asset management inventory support and asset funding analysis</p>	<p>Support implementation of organizational asset management strategy and framework relating to financial strategies and asset health measures</p>
<p>Payroll</p>	<p>Bi-weekly processing and reporting of payroll</p> <p>Process on average 6 periodic updates to payroll system for legislative and financial system upgrades</p> <p>Implementation of electronic pay stubs</p>	<p>Adjust to meet service delivery needs, as required</p> <p>Implementation of electronic T4's</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>New GL implementation</p>	<p>Standard reporting catalogue and related testing</p> <p>Standardization of Procure-to-Pay system processes</p> <p>Review and Evaluation of FICO Derivation Rules</p> <p>Master Data Clean Up Project</p> <p>Automation of Annual Balance Carry-Forward</p> <p>Automate Statement of Financial Information (SOFI)</p>

<p>Revenue</p> <p>Billing, collection, forecasting and reconciliation of CRD revenue</p>	<p>Monthly and quarterly billing and collections for over 25,000 customers, generating over 145,000 utility invoices annually.</p> <p>Electronic billing to improve customer satisfaction</p>	<p>Adjust to meet service delivery needs, as required</p> <p>Implement Pre-authorized Debits as a payment option to address customer demands</p>
<p>Procurement</p> <p>Oversee supply chain management for Integrated Water Services (IWS)</p> <p>Provide procurement advice to all departments</p>	<p>Process approx. RFPs, RFQs, tenders & contracts</p>	<p>Review and Assess</p> <p>Inter-departmental evaluation of the validity of centralized procurement</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>Updated Investment Policy to include Socially Responsible Investing</p> <p>Fixed 25-year borrowing through MFA for Summit Project</p> <p>Internal borrowing to reduce external debt servicing costs</p>	<p>Adjust to meet service delivery needs, as required</p> <p>Review and amend internal interest framework and establish internal borrowing bylaw practices</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 vendor payments a year</p> <p>Core Area Liquid Waste Management Plan</p> <p>Manage cash flow through payment terms</p>	<p>Implement procure-to-pay process and control improvements</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>Implement Electronic Cheque Deposits</p>
<p>Billing, Mailing & Printshop</p> <p>Provision of utility billing, bulk printing and in-house reprographics services and CRD mail and courier services</p>	<p>Ongoing reprographics service delivery and mail/courier services</p>	<p>Adjust to meet service delivery needs, as required</p>

2.2 Workforce Considerations

Service	Base Year	2016	2017	2018	2019
Financial Services	37	38.5*	36.5	37.5**	37.5
Term Positions	0	0	2	4	4

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

** 2.0 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	Budget Implications
2019			
Core Area Liquid Waste Management Plan	<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, and 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
Improved Financial Reporting	<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>Focus on:</p> <ul style="list-style-type: none"> Quarterly reporting to Board of Directors - Operating Change to audit timing to meet legislative requirements. 	Public engagement and communications	Core budget

<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>
<p>Review Capital and Operating Reserves for Appropriate Levels</p>	<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>		<p>Core Budget</p>
<p>Automation of Finance Processes and Systems</p>	<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 		<p>Core Budget</p>
<p>Upgrade Budgeting Application</p>	<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>		<p>Core Budget</p>
<p>Pre-Authorized Debit for Utility Customers</p>	<p>For several years utility customers have been requesting Pre-Authorized Debits. With IT, Finance will review current technology and standards to provide customers with alternative payment options. This will allow CRD to meet customer demands and update to current technology.</p>		<p>Core Budget</p>

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
(2019)



Capital Regional District

Updated July 24, 2018



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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

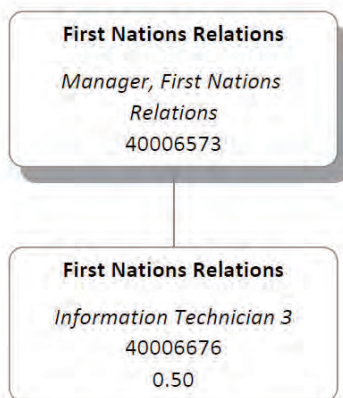
FNRD's operating framework is made up of three areas: Leadership Vision, CRD Internal Dept. Support and Emergent Issues and Opportunities.

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	Governance Committee
Division work plans 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 &	All local First Nations	Internal recovery	Committee of the Whole

<p>Opportunities with the Board’s direction while working closely with the Nations and affected CRD Divisions.</p>	<p>All municipalities and electoral areas Affected CRD Departments</p>		<p>Governance Committee via Special Task Force on First Nations Engagement</p>
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1.2 Organization Chart

First Nations Relations



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. On projects requiring Provincial or Federal permits, trend towards delegation of the Duty to Consult to the proponent. The onus of Consultation, versus engagement, requires considerably greater resources and expertise to undertake the work effectively. 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. Recommendations resulting from the Final Report of the Special Task Force on First Nations Engagement (Task Force) focus on implementing Calls to Action identified by each Department. Divisional support to participating Departments to deliver the actions.

- Completion of the Special Task Force’s 4-year mandate as a Select Committee charged with exploring governance options that would include First Nations at the Board table.
- Proposal to establish an inter-governmental working group, consisting of Federal, Provincial, Regional and First Nations governments, with the mandate to explore a governance framework that supports greater inclusivity of First Nations in regional decision-making processes.
- BC Treaty negotiations have been reinvigorated with the new Provincial government, with the renewed expectation that several neighbouring Nations will complete their respective Treaties within the next 2 years. The Province has initiated a parallel process with those Nations advocating for their Historic Treaty agreements by way of Reconciliation Agreements; the outcome of which promises to provide greater financial resources to the participating Nations and greater freedom to undertake economic

development opportunities on their Reserve lands. Partnership opportunities with First Nations will emerge, which build on the increased trust with the Region; Increased interest on the part of First Nations to negotiate Impact Benefit Agreements from regional services operating in their Territories. As a child of the Province, there may be expectations for negotiated settlements with Regional works and services such as the Hartland Landfill and water and sewer services.

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 collaborative 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 and delegated Consultation duties. Over time, resource demands will continue to increase as the interactions with First Nations and the responsibilities of effective relationship management require greater attention, knowledge, skills and expertise in the areas of indigenous governance and laws, conflict resolution and legal acumen. The core activities of the work plan for this final phase of the 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

Decrease in activities relative to 2018's 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. Services levels to return to the original scope for the final year of this Board's term.

Service	Base Year	Year 4 (2019)
Leadership Vision	Task Force supported by Division	Return to 2015-2017 staffing levels. No additional staff resources required
CRD Internal Departmental Support	Support for departmental / division activities accommodated within existing service level	Return to 2015-2017 levels. No additional staff resources 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	0.25	0.5	0.5	0.5	0.25
Division Activities	0.5	0.75	1.5	1.5	0.75
Emergent Issues and Opportunities	0.75	0.25	0.5	0.5	0.5
Total	1.5	1.5	2.5	2.5	1.5

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

Note: additional FTE originally planned for 2017 actually spanned the budget year of 2017/2018, with 6 months in each year. Auxiliary position ended July 2018.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
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

Title & Estimated Completion Date	Description	Priority	Budget Implications
First Nations Board / Committee and Forum of ALL Councils 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
Inter-governmental Working Group	Proposed participation (subject to Board direction) in a partnership with Province and First Nations to establish a framework for FN and Local Government collaborative decision-making on matters of common interest	First Nations Governance	Core budget
Archaeological Policies and Procedures	Institutionalize corporate processes that meet Provincial regulations and compliance, mitigate risk, manage relationships with FNs	First Nations	Core budget
Special Management Areas Project	Collaborative environmental restoration model, sponsored by the Provincial Treaty process, in support of Songhees Nations interest in partnerships with local government	First Nations	EPro 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* 50% Board participation rate in training sessions Plan and implement a Forum of All Councils by 2019 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 Governance Committee	<ul style="list-style-type: none">• Bi-annual reports to the Board summarizing the Division's activities.

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

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Service Plan for Human Resources, Corporate Safety, and Organizational Development

2016-2019
(2019)



Capital Regional District

Date Updated: July 24, 2018



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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 1,200 employees, 1,500 volunteers, 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.

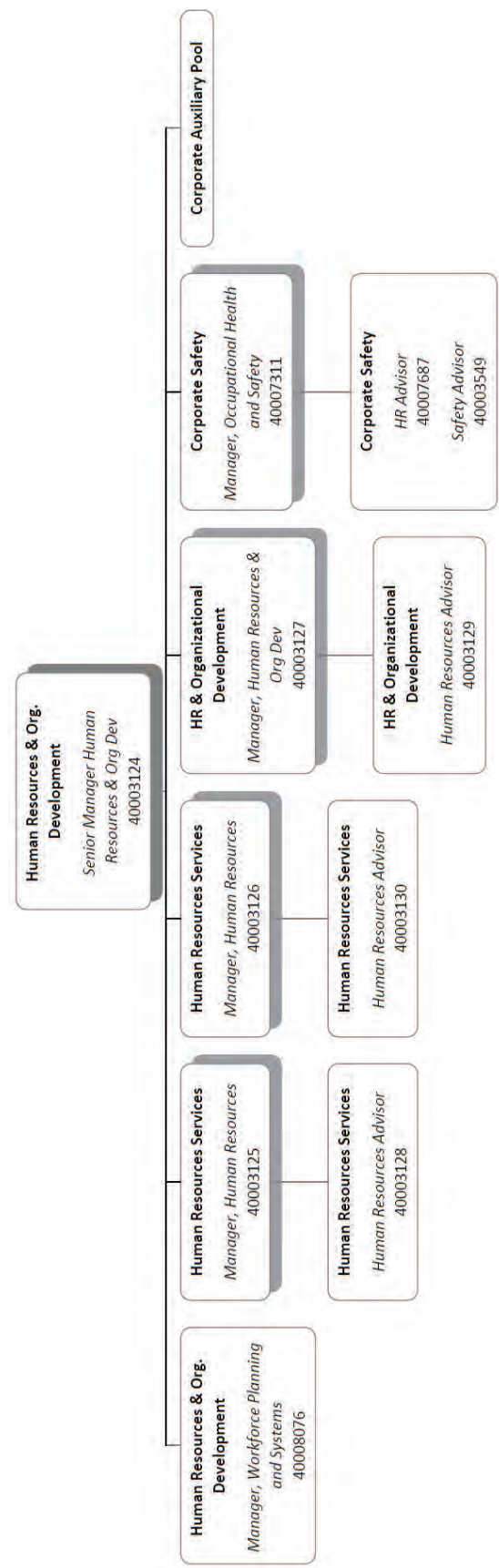
With a mission to “*lead and support the organization in creating and sustaining a vibrant, healthy, safe, and high performance workforce that provides excellent services and programs to the citizens of the Capital Region*”, Human Resources, Corporate Safety and Organizational Development provides professional in-house services to all departments and divisions of the CRD. The professionals in the department function as HR generalists and Corporate Occupational Health and Safety specialists 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, to ensure a healthy and safe workplace and workforce, and to be proactive and responsive to the ongoing and changing needs of our vibrant organization.

Running approximately 300 individual 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
<p>Comprehensive Human Resources including:</p> <p>Employment Services, Occupational Health & Safety, Human Resource Information Systems and Records, Labour Relations, Compensation, Benefits Services, Training and Organizational Development, general HR inquiries</p>	<p>All municipalities and Electoral Areas; Songhees and Tsawout Bands</p>	<p>Direct requisition (18%) and internal allocations (82%)</p>	<p>Finance Committee; Governance Committee; Greater Victoria Labour Relations Association Board</p>

1.2 Organization Chart

Human Resources & Org. Development



1.3 Key Trends, Issues & Risks – Service Specific

Changing workplace and society demographics have significant impact on the nature of Human Resource and Corporate Safety programs and focus. Proactive recruitment, retention, workforce and succession planning, recognition, and learning and development initiatives are paramount to ensure the continued success of the organization as we are seeing an increase in workplace retirements, more emphasis being placed on employee transitional and family needs, an acceleration of workplace and technological change, shifting economic growth and increased cost of living, very low unemployment and more job competition, and an increased reliance on employee goodwill.

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 that we will continue to see significant numbers of retirements. 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.

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:

CORPORATE AND ORGANIZATIONAL 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
- Deliver the Corporate Organizational Development Plan which ensures organizational resilience by building a culture that is engaged, responsive, adaptive and aligned with corporate priorities and our service delivery mandate.

2 Services

2.1 Service Levels

Service	Base Year	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

Occupational Health and Safety	Claims administered: ≤ 2 business days	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
Corporate Training	98.2% of corporate training programs run as scheduled	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
Compensation Services	Completion of employer review of compensation review requests: ≤ 30 days	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

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base Year	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

Service Level Adjustments in Role/Scope			
Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Corporate Alignment Initiatives	Undertake and implement corporate organizational alignment reviews as required to complete Strategic and Corporate Plans direction		Core budget

Service Level Adjustments in Role/Scope			
Title & Estimated Completion Date	Description	Priority	Budget Implications
Learning and Development	Review and align corporate learning and development initiatives to Board Strategic Plan and Corporate Plan priorities		Core budget
Organizational Development Plan Implementation	Continued implementation of the corporate Organizational Development Plan, with significant focus in the following areas: proactive and advanced recruitment process including increased use of social media and web based recruitment tools; workforce planning; policy development, alignment and administration; employee training and engagement		Core budget
Exempt Staff Compensation Review	In conjunction with the CRD Board, review the Board Policy on exempt staff compensation, and implement accordingly		Core budget
Occupational Health and Safety Management	Implement the thirteen (13) OHS measures to ensure alignment with the Certificate of Recognition. Continued focus on capital safety management and oversight, given increased amount of capital programs and risk of harm		Core budget
Human Resource Information System (HRIS)	Develop and implement a robust HRIS to ensure timely, accurate and relevant information for improved decision making		SAP Reserve and 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 employees are oriented within their first week 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 and lead towards resolution as possible in 100% of grievance and labour relations administration meetings (including collective bargaining) • Target 95% of all grievances resolved appropriately before arbitration • 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* including the following recognition specific to service: <ul style="list-style-type: none"> BC's Best Employers 2018; WorkSafeBC, NAOSH and CSSE Corporate Safety Awards – 35 awards in 15 years, including Best Safety Program in Canada; CAMA (Organizational Development Plan) BCHRMA Innovation Awards (iLead Leadership Development Program)
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)	91.2%	80.6%
Management Span of Control (all staff)	1:13 (1 manager to 13 staff)	1:7.4 (1 manager to 7.4 staff)
Turnover Rate / Retirement Rate (regular staff)	9.4% turnover / 4.5% retirement	7.6% turnover / 2.5% retirement
Churnover (Internal Staff Movement) Rate / Promotion Rate / Position Vacancy Rate (regular staff)	14.7% churnover / 5.1% promotion rate / 0.9% position vacancy	11.2% churnover / 6.1% promotion rate / 3.1% position vacancy
Absenteeism Rate (regular staff)	3.5% absenteeism	3.4% 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)	10.9 years	9.6 years
Average Worker Age (regular staff)	47.1 years	44.8 years
Grievances to Headcount (all staff)	0.2%	0.6%
HR Staff to CRD Staff Ratio	1:114 (one HR staff member for every 114 employees)	1:87 (one HR staff member for every 87 employees)

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Service Plan for Information Technology

2016-2019
(2019)



Capital Regional District

Date Updated: July 24, 2018



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1 Overview

1.1 Division & Service Summary

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.

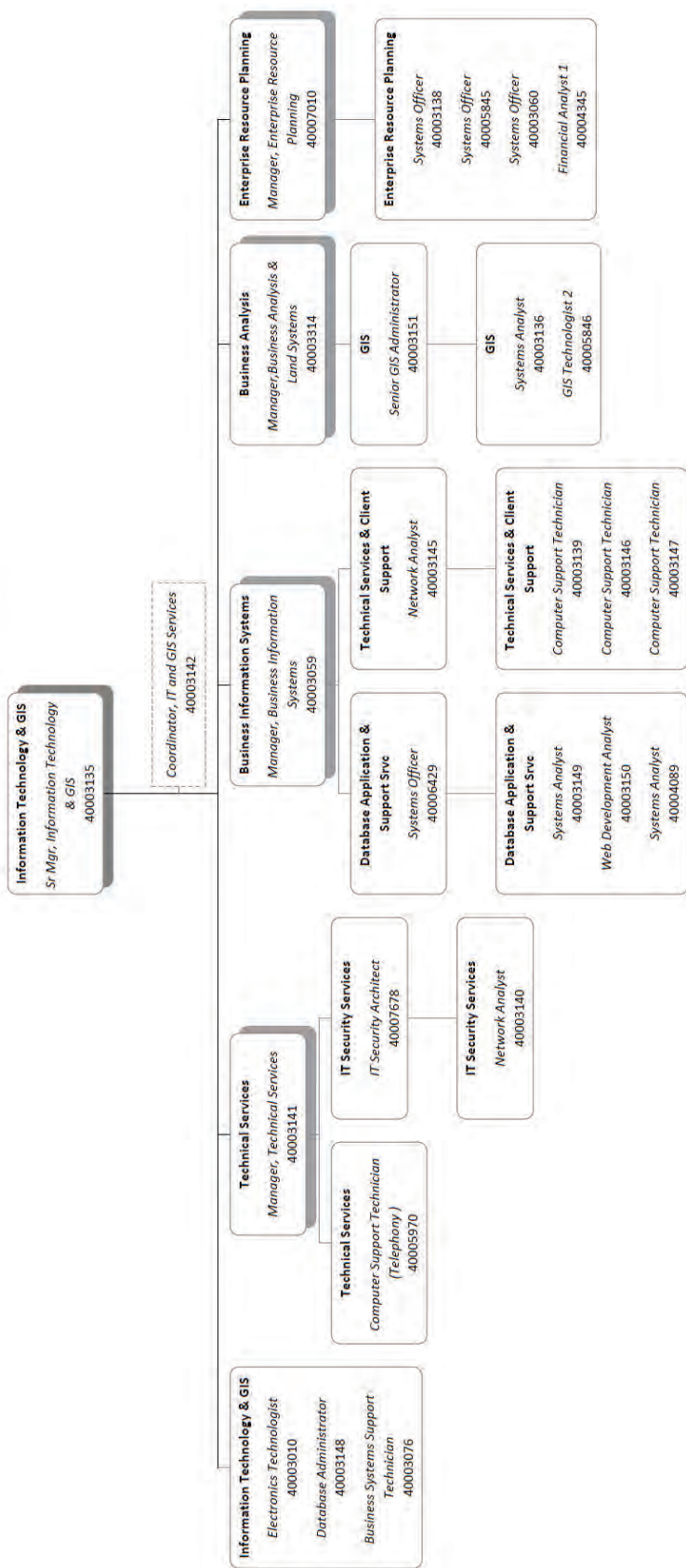
The Information Technology division serves the entire organization. The organization service areas vary in size and activity, impacting the scope of work and skills required by IT.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Corporate Information System (SAP) Development and Support</p> <p>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</p> <p>Ensure the Enterprise Content Management System is implemented 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</p>	<p>All CRD Departments, CRHC, RMTS</p>	<p>Internal Recovery</p>	<p>Finance Committee</p>

services, voice and data radio systems and document storage.			
<p>Departmental Support: Systems Analysis and Business Requirement Definition</p> <p>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</p> <p>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</p> <p>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</p> <p>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)</p> <p>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:

- **Difficulty in hiring:** With the increasing cost of living accompanied by increased housing costs and very high occupancy rates, it is becoming extremely challenging to attract new talent. Salaries for highly skilled technical positions seem to be misaligned with technical skills in the marketplace making CRD less and less competitive with other companies or other job markets.
- **Security:** Security continues to be an area of focus as threats become more sophisticated, combined with increased system access from mobility devices 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 can 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.

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

2 Services

2.1 Service Levels

Service	Base Year	Year 4 (2019)
Corporate Information System (SAP)	Facilitate implementation of Enterprise Asset Management, as well as enhancements and support for Maintenance Management, Corporate/HR Organizational Structure, Workflow, Payroll, Budgeting, General Ledger, Grants Management, Real Estate and SAP Mobility into the organization.	Adjust to meet service delivery needs, as required
Website Development & Support	Ensure the enterprise content management system is implemented and website based applications are reliable, secure and available	Review & Assess
Security, Data Communication, Networking and Electronic Messaging	Ensure the security of existing computing environment Manage data communications and delivery of electronic mail to all locations Provide networking services to all 24 CRD locations as well as 450 landline and cellular phone services	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	Review & Assess
Helpdesk Customer Support	Provide customer support to 650 computers, 150 servers, and 135 print devices	Review & Assess
Application Development, Application	Support Line of Business applications and provide custom application development services and support as required	Review & Assess

Service	Base Year	Year 4 (2019)
Support and Database Management	Manage corporate and departmental databases ensuring data integrity, availability and security	
Spatial Data Management and Addressing (GIS)	Provide geographic and property information to all CRD services and applications	Review & Assess
Document & Records Management Systems	Manage corporate documents and records, ensuring the security and integrity of all files	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	Review & Assess

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	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
Total	25	26 *	26	28**	28

* 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

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Upgrade and enhance SAP Financial General Ledger (GL)	<p>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>	Corporate Development	All purchase and development costs are reflected in the Financial 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.
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.
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
Electronic Records Management	Legislative Services has requested the implementation of an electronic records management solution to	Corporate Development / Climate Change	250K

Title & Estimated Completion Date	Description	Priority	Budget Implications
	improve the management and searchability of CRD records.		
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 and to streamline and integrate the onboarding of new employees.	Corporate Development	All purchase and development costs are reflected in the HR budget
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.	Corporate Development	All purchase and development costs are reflected in the Executive Services

Title & Estimated Completion Date	Description	Priority	Budget Implications
	Expanded use of video conferencing will allow better use of meeting resources and time.		
Implement Digital Asset Management Solution	Executive Services and Corporate Communications requested a solution to manage and control the use and distribution of media files across the organization.	Corporate Development / Education, Outreach & Information	100K Implementation /
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.
HRIS/OH&S	Implementation of new Human Resources and Occupational Health and Safety systems to align HR and OH&S daily operations and data more closely with Corporate objectives in support of the Corporate Organizational Development plan.	Human Resources	Software and consulting services are reflected in the IT ERP and Human Resources budgets.

4 Goals & Performance Indicators

Indicator Name	2018 Planned	2018 Projected	2019 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 %	99.5 % 99.5 %	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 %	1.75 % 1.2 % 99 %	< 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 %

Contact

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Service Plan for Real Estate Services

2018-2019
(2019)



Capital Regional District

Date revised: July 24, 2018



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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, covenants, 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.

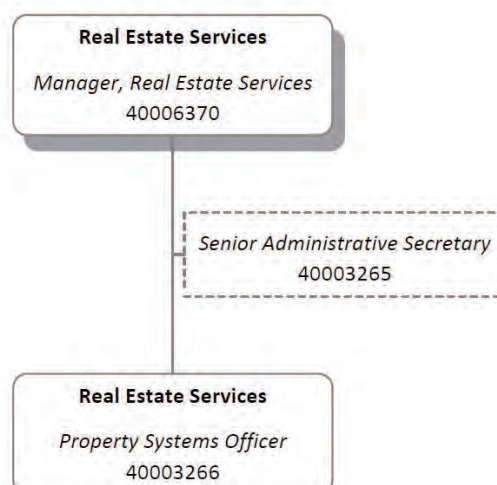
Real Estate Services

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

1.2 Organization Chart

Real Estate Services



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.
- Land acquisition for affordable housing projects is now part of a major initiative from all 3 levels of government. The Real Estate Department is providing significant support to the Capital Regions Housing services towards the acquisition of bare land, turnkey projects and the associated due diligence.
- Land acquisition by several CRD departments has continued at a steady rate, as well there is an increase in CRD space being leased to third parties.
- Referrals from 3rd party agencies have continued at an elevated rate 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

2 Services

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Property Administration	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	Review and Assess
Real Estate	Negotiate on behalf of CRD for matters involving land Facilitate conveyancing services Provide strategic guidance to CRD departments re: land interests and opportunities Negotiating agreements Evaluating and reporting on Real Estate files for CRD Departments Write Staff Reports Apply for or renegotiate Provincial Tenures Assist in Regional Parks Land Acquisitions Assist in CAWTP Land Acquisitions and Tenure Agreements Provide strategic direction and execute acquisition and development of bare land and turnkey projects for affordable housing projects Manage Lease and Licenses for 126,000ft ² warehouse Acquire Legal Advice on Real Estate files	Forecast increased demand associated with Capital Regional Housing's Initiatives

2.1 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	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	Budget Implications
2019			
Continue Move to Digital File Storage	Transfer of existing and archived hard-files into SharePoint	Corporate Development	Core budget
Departmental support for achieving Board Strategic Priorities	Provide guidance to CRD staff regarding Real Estate's relation to the priority, land interests and opportunities	Integrated Waste Management Biodiversity and Ecosystem Health Active and Multi-Modal Transportation Agricultural Land and Food Security First Nations Housing	Core budget
Referrals	Coordinate the Corporate response to referrals received from External Agencies	Corporate Development	Core budget

4 Goals & Performance Indicators

Indicator Name	2018 Planned	2018 Projected	2019 Planned
Number of CRD Services Supported by Real Estate Division	59	59	59
Number of SRW and Covenant transactoins completed in 2018	35	55	35
Number of Property Negotiations Completed or in Progress	60	60	60
Referrals	150	130	150

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Service Plan for Risk & Insurance Management

2016 – 2019
(2019)



Capital Regional District

Date updated: **July 24, 2018**



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1 Overview

1.1 Division & Service Summary

The Risk and Insurance 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 and climate management and business continuity and we provide this 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) Loss Control (Property and Liability)</p> <p>Claims Management (Property, Liability, and 3rd party claims)</p> <p>Enterprise Risk Management (Risk Register)</p> <p>Work with internal stakeholders to document critical business processes and assess risks</p> <p>Consulting Services</p>	All Departments	Requisition, Insurance Reserves, allocations, internal recoveries, Insurers	Finance Committee
<p>Insurance Management (IM) Insurance Procurement</p> <p>Coordinate acquisition of Construction Insurance (coc & wrap up)</p> <p>Contract Review (insurance and indemnity wordings)</p> <p>Fleet Insurance</p> <p>Property Valuations (replacement costs) and inspections</p> <p>Certificate of Insurance Management</p>	All Departments	Internal Allocations and Recoveries, Requisition	Finance Committee
<p>Corporate Climate Action Implement Corporate Climate Action Strategy</p> <p>Coordinate and manage provincial CARIP reporting requirements</p> <p>Accelerate corporate mitigation and adaptation activities</p> <p>Implement climate lens for CRD decision-making</p>	All Departments	CARIP and Internal Allocations	Finance Committee

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Oversee CRD's commitment to 33% reduction in operational GHG emissions by 2020			
<p>Business Continuity Development of a Business Continuity Management program (BCMP) to ensure that critical services are delivered during a disruption</p> <p>Initiate a Business Continuity Impact Assessment for all lines of operation</p> <p>Work with internal stakeholders to document and create business continuity plans</p>	All Departments	Internal Allocation and recoveries	Finance Committee

1.2 Organization Chart

Risk & Insurance 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. A key deliverable will be to undertake a Business Continuity Impact Assessment to identify gaps and manage current and future threats to CRD operations. Taking a proactive approach, the BCMP will help minimize downtime during an incident and improve recovery time after an event.
- Undertake a review of the corporate Enterprise Risk Management process, as well as interviews with key stakeholders to update the Corporate Risk Register with the goal of prioritizing risks and funds allocated to address same.
- Work closely with Asset Management, protective Services, Occupational Health and Safety and others to build on the existing risk management processes through improved reporting of the condition and identifying replacement values and risks.

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

- Develop and implement business continuity, corporate climate action and risk management strategies, practices and tools to continue proactive and responsible management of CRD resources and assets

HOUSING

- Identify risks with the goal of supporting Regional Housing and Asset Management

DRINKING WATER

- Identify risks and barriers to business continuity with the goal of ensuring a continued 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	Year 4 (2019)
Risk Management (RM)	<p>Complete 10 loss control recommendations</p> <p>Property Inspection(s) 1 day / month</p> <p>Respond to third party notices</p> <p>Investigate incidents and claims</p> <p>Coordinate CRD responses and actions Liaise with CRD staff and legal counsel and participate in legal process</p> <p>Provide quarterly legal status updates</p> <p>Provide quarterly reports to Insurers</p> <p>Develop ERM policy and framework</p> <p>Develop Risk Register templates</p> <p>Initial response to staff queries within 1 working day (consulting services)</p>	Adjust to meet service delivery needs, as required
RM: Business Continuity Management System	Develop BCM plans, test, implement, and monitor and review	Develop BCM plans, test, implement, and monitor and review
RM: Enterprise Risk Management (ERM) Implementation and Management	Educate Departments on the ERM Program and assist in developing operational risk registers	Adjust to meet service delivery needs, as required
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 approx. 357 vehicles / year</p> <p>Obtain property valuations (replacement cost) for new facilities acquired</p>	Coordinate full Replacement Value appraisal (every 5 years)

Service Level Adjustments in Role/Scope		
Service	Base year	Year 4 (2019)
	Obtain update of replacement costs for approximately 294 locations Purchase policy for Third Party Users and collect premiums for 102 events held at CRD facilities Obtain/issue approx. 50 Certificates of Insurance (COI's) for 3rd parties Manage approx. 100 COI's required by CRD	
Corporate Climate Action	Implement Corporate Climate Action Strategy, following the timeline and resources identified within the Strategy document	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Risk and Insurance Management	2.5	3.5	3	4	4
Total	2.5	3.5	3	4	4

- * Increase from realignment of resources from Finance; see corresponding reduction in Financial Services Service Plan
- * Increase of 0.5 FTE in Risk Management for Business Continuity Management position in 2018
- * Increase of 1 FTE in Risk Management for Business Continuity Management position in 2019

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
RM: Business Continuity Management Program (BCMP)	Develop a policy and framework for establishing a corporate Business Continuity Management Program	Corporate Development	Core Budget and Department budgets
RM: Enterprise Risk Management (ERM) Development	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
Corporate Climate Adaptation Plan	In 2018, develop plan to prepare CRD owned assets, infrastructure and facilities for future climate change impacts	Climate Action	Core Budget, Reserves or Grant Funding

Title & Estimated Completion Date	Description	Priority	Budget Implications
Corporate Mitigation & Adaptation Projects	Manage projects and provide support to staff to develop projects designed to accelerate mitigation and adaptation activities	Climate Action	\$36,000, plus grant monies

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 improvement toward climate change goals	<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 • 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.

<p>Support the organization to achieve continuous, significant reductions in GHG emissions from the fleet and strive towards zero emissions for new fleet vehicles</p>	<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.
<p>Support the organization to accelerate a reduction in energy use and GHG emissions in existing buildings, facilities and infrastructure</p>	<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.
<p>Support the organization to achieve high-performance standards and strive towards net-zero energy for all new construction</p>	<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.
<p>Ensure service delivery is supported through the development of best practices</p>	<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.
<p>Monitor liability and property exposures</p>	<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.
<p>Long term sustainability plans associated with risk management and business continuity</p>	<p>Implementation of a long-range risk management and business continuity plan spanning a minimum of 10 years with the goal of creating long term sustainability of assets and resources</p>
<p>Systematic approach to decision-making</p>	<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 • Implementation of a prioritization methodology that documents the quantitative and qualitative analysis analyzing a vast variety of factors.

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Service Plan for Regional Housing

2016-2019
(2019)



Capital Regional District

Date updated: July 27, 2018



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1 Overview

1.1 Division & Service Summary

Regional Housing includes three service streams: *Housing Policy and Programs (HPP)*; the *Capital Region Housing Corporation (CRHC)* and the *Regional Housing First Program*

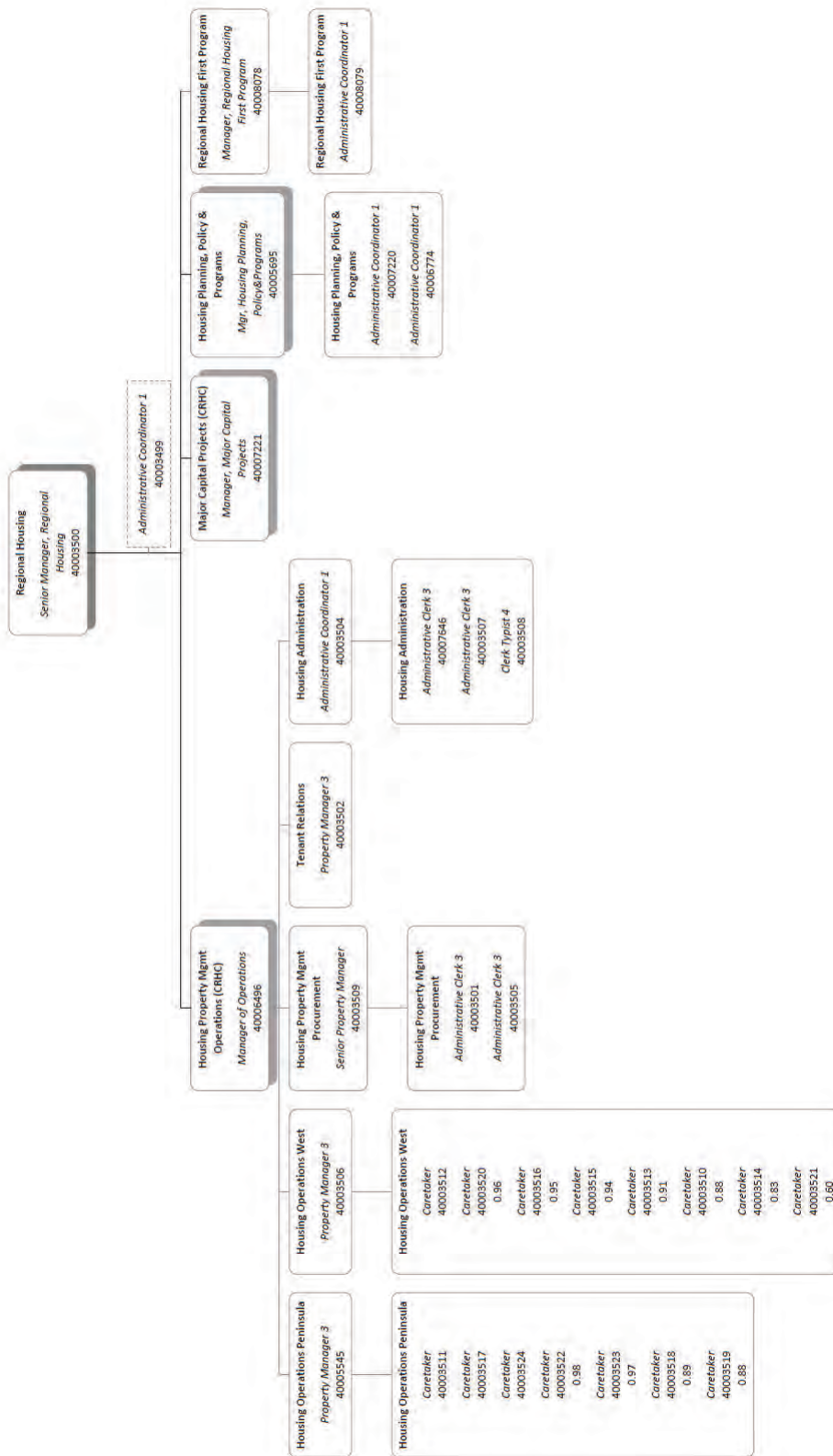
- Housing Policy and Programs (HPP) (previously Housing Secretariat) facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS).
- The Capital Region Housing Corporation (CRHC) a wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities.
- The Regional Housing First Program (RHFP) works in partnership with BC Housing and Management Commission (BC Housing), Canada Mortgage and Housing Corporation (CMHC) and Island Health in delivering the RHFP. Activities include: issuing Expression of Interests to non-profit and private developers, acquiring, developing and building housing in accordance with the Regional Housing First Program Framework.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Housing Policy and Programs</p> <p>Is responsible for the RHAS as identified by the Regional Growth Strategy</p> <p>Responsible for social planning activities and non-profit partnership relations related to the RHFP</p> <p>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</p> <p>Administers the Homelessness Partnering Strategy funding program on behalf of the Federal Services Canada</p> <p>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</p>	<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 Hospitals and Housing Committee Housing Trust Fund Commission School District #64, Salt Spring Island Housing Council and BCHMC</p>

Provides oversight for the Greater Victoria Coalition to End Homelessness			
<p>Regional Housing First Program</p> <p>Administers the Regional Housing First Program (RHFP)</p> <p>The CRD in partnership with BC Housing, CMHC and Island Health have invested \$90 million to create new affordable housing with an emphasis on meeting the needs of those experiencing chronic homelessness. This will be delivered through mixed market housing.</p>	All municipalities, electoral areas, First Nations, non-profit housing providers, private housing providers, community BC Housing, CMHC, Island Health	Requisitions (CRD, CRHD), CRHC, BC Housing, CMHC, Island Health	<p>Hospitals and Housing Committee, CRD Board, CRHC Board and CRHD Board</p> <p>BC Housing Executive Committee CMHC Island Health</p>
<p>Capital Region Housing Corporation (CRHC)</p> <p>Manages 45 townhouse and apartment communities/1286 units of affordable housing (including service delivery and redevelopment planning)</p> <p>Responsible for the asset management of the 45 properties</p> <p>Responsible for financial management of the portfolio</p> <p>Provides property management support for 127 units on behalf of non-profit organizations</p> <p>Works with other non-profits and sector organizations to promote social and affordable housing in the capital region</p> <p>Develops Housing</p>	All municipalities, electoral areas, First Nations, non-profit housing and service providers, community, BCHMC and CMHC	Subsidies through Operating Agreements – Senior levels of government (BCHMC, CMHC) Tenant Rent Revenue Grants	<p>CRD Board CRHC Board Hospitals and Housing Committee</p> <p>Tenant Advisory Committee (TAC)</p>

1.2 Organization Chart

Regional Housing



* 15 caretaker positions equal 13.77 FTE.

1.3 Key Trends, Issues & Risks – Service Specific

Housing Planning and Programs

- **Regional Housing Affordability Strategy (RHAS):** The updated RHAS outlines roles for the CRD in addressing, monitoring and reporting on housing affordability and facilitating a “whole government” approach to addressing housing affordability in the region
 - Annual updating and reporting will be required with respect to regional housing development targets and affordability outcomes.
 - Develop a measure of housing affordability that incorporates both housing and transportation costs and reflects the variability of this measure in different parts of the region
- **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
 - The Government of Canada announced that it is introducing a new program in 2019, Reaching Home, to replace the HPS program
 - Funding levels under the current HPS program, including the increases in the past three years, will be sustained into 2019-2028
 - The Government of Canada will be approaching Community Entities (CE) to determine whether or not they wish to sustain a role in administering the Reaching Home program. The CRD Board has already requested continued participation as the CE
- **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 introduction of new federal and provincial funding programs has contributed to an increase in the number of affordable housing projects being proposed in the region with an increasing number approaching the RHTF for grant contributions.
 - Due to the standard two year capital development cycle RHTF will be suspended in 2020 and the related \$1M requisition capacity transferred to RHFP.
- **Research and Analysis**
 - An examination of the potential for the CRD to play a role in the establishment and operation of a social purpose real estate investment structure may have some impact on service expectations for 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*.
- **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

Regional Housing First Program

- The CRD received an additional \$30 million from the Government of Canada through the Canada Mortgage and Housing Corporation (CMHC) Affordable Rental Innovation Fund. The Definitive Agreement was signed in March 2018. All projects under the RHFP are required to be under construction by December 31, 2021. In order to ensure the commencement of construction of this many projects prior to December 31, 2021, the Partnering Agencies have taken a more proactive approach to ensure the success of the program.

Capital Region Housing Corporation (CRHC)

• Governance

The CRD Board approved governance changes to the composition of the CRHC Board of Directors. The CRHC Board membership will align with the CRHD and CRD Boards. A Tenant Advisory Committee (TAC) will be created through the Hospitals and Housing committee to ensure ongoing tenant engagement.

• CRHC Board Strategic Plan 2016-2019

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 be renegotiated in 2019. Aging infrastructure is requiring increased asset management resources. Provincial and Federal funding commitments have been announced. Identifying and prioritizing current CRHC sites in need of renewal for renewal and/or redevelopment is required to benefit from these programs.
- Develop strategy required to address operational changes to accommodate 14 Expiring Operating Agreements from 2018-2021
- 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
- Increased OH&S standards and regulated services oversight will require work that staff did, to be completed by 'qualified' or ticketed tradespersons which will impact the cost to maintain and repair unit and buildings.
- Increased demand in Housing First programs may require CRHC to consider expanding mandate and/or developing new partnerships
- CRHC development and acquisition of units through the CRHC Development, Redevelopment and Renewal Strategy and the Regional Housing First Program will impact CRHC's operational capacity. Management of new units will impact staffing levels by 2020.

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 and Caledonia, 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	Year 4 (2019)
Housing Policy and Programs	Regional Housing Affordability Strategy	Update targets and report outcomes Research housing and transportation affordability measure Support municipalities and electoral areas with efforts to address housing affordability
	Maintain Regional Housing Data Book and Gap Analysis	Update data
	Regional Housing Trust Fund (RHTF)	Review and process LOIs and proposals
	Greater Victoria Coalition to End Homelessness	Manage Service Agreement and act as liaison on behalf of CRD
	Homelessness Partnering Strategy Funding Program	HPS agreement ends March 31, 2019 and new RH agreement will commence April 1, 2019 Facilitate coordinated service delivery within homelessness service system
	Administration of Housing Agreements	Adjust to meet service delivery needs, as required
	Regional Housing First Program	Develop Regional Housing First Strategy
Operational management of 1286 units of social housing / 45 properties		Adjust to meet service delivery needs, as required
Asset management of 1286 units of social housing / 45 properties		Complete BERs for Carey Lane and VOG
Property Management Services for 134 units on behalf of non-profits		Adjust to meet service delivery needs, as required
Capital Region Housing Corporation	Umbrella Operating Agreement with BC Housing Management Commission (BCHMC)	Renegotiation
Development	New Housing	Westview construction (73 units)
	Redevelopment or Renewal	Michigan Square (potential - 47 units for a total of 1333) Relocation required for 47 tenancies at Michigan Square

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Regional Housing	1.0	1.0	1.0	1.0	1.0
Housing Policy and Programs	2.0	3.0*	3.0*	3.0	3.0
Regional Housing First Program				2.0****	2.0
Capital Region Housing Corporation	24.77	25.77**	26.77***	26.77	26.77
Total	27.77	29.77	29.77	32.77	32.77

* 1.0 Term position "Homelessness Partnering Strategy (HPS)" contract with Government of Canada ending March 2019. Anticipating new 5 year contract in April 2019 with Government of Canada for "Reaching Home", position will continue for 5 year term.

**1.0 Term, Manager of Major Capital Projects, 5 year term

*** 1.0 FTE Tenant and Community Engagement Coordinator

****1.0 FTE Manager of Regional Housing First Program RHFP; 1.0 FTE Program Coordinator, RHFP

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Michigan Square Redevelopment and Relocation	47 tenancies will end prior to redeveloping Permit process requires tenant relocation compensation framework/policy	Housing	Cost recovered from Housing Corporation revenue and possible grant
Reaching Home Program New Agreement with Government of Canada to commence April 1, 2019	Execute new Agreement, finalize Community Plan and communicate priorities to stakeholders among support and housing providers in community Complete CFP process and operationalize new Sub Project agreements with agencies and community service providers	Housing	Sustained grant
Regional Housing Affordability Strategy	Update Housing Data Book and Gap Analysis Update housing targets and report outcomes Complete analysis to support potential to introduce an affordability measure that includes housing and transportation in different areas of the region	Housing	Core budget
Regional Housing First Program	Development of 2000 units of affordable housing that are under construction by December 31, 2021	Housing	Core budget and grant funding

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
Ensure Tenant Input at Board Level	<ul style="list-style-type: none"> • Establishment of Tenant Advisory Committee to enable tenant involvement • Minimum number of committee meetings or attended is at least 4 annual
Sustained Resources and Effective Coordination of Services to Address Issues Related to Homelessness in the Region	<ul style="list-style-type: none"> • New Agreement executed with Government of Canada • Completed Community Plan to support new Reaching Home Program • Implementation of effective Coordinated Assessment and Access System and Homelessness Management Information System contributes to effective reporting on system effectiveness • Completed CFP process and executed Sub Project agreements with service providers • Achievement of Service Agreement objectives with Greater Victoria Coalition to End Homelessness
Effective Implementation of RHAS	<ul style="list-style-type: none"> • RHAS housing targets updated and report on achievement of outcomes completed on an annual basis* • Board decision on the inclusion of a combined housing & transportation affordability measure facilitated. • Data Book and Gap Analysis content updated*

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

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Service Plan for Health and Capital Planning Strategies Division

2016-2019
(2019)



Capital Regional District

Date updated: August 17, 2018



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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. Island Health 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>Capital Regional District (CRD) Community Health</p> <p>Includes responsibility for public health bylaws and contracts with Island Health for enforcement, 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 and 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

Health & Capital Planning Strategies



1.3 Key Trends, Issues & Risks – Service Specific

CAPITAL REGIONAL HOSPITAL DISTRICT

- There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment. Partnership with Island health is ongoing to identify regional needs and plan capital projects to best serve the region.
- It is anticipated that strategic land acquisition for future health-related facilities will be required in order to meet future demands across the region. The board has identified the need for designated health facilities in Sooke, on the Saanich Peninsula, and in the Westshore.
- The board has committed 10 million dollars to support the CRDs Regional Housing First Program and staff are working with the Capital Regional Housing Corporation to explore potential mixed use designated health facilities.

CAPITAL REGIONAL DISTRICT

- Grant funding from Island health for the healthy communities planner has been secured for 2018-2020.

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	Year 4 (2019)
CRHD	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 direction and advocate for the Region's interests 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	Extensive work is underway in collaboration with Island health to plan future Capital projects to meet board identified priorities and regional needs.

CRD Community Health	<p>Public Health: Enact and enforce public health bylaws.</p> <p>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.</p> <p>Provide oversight of public health bylaws enforcement.</p> <p>Community Health: Healthy communities planning</p>	Updated communication and education in partnership with Island Health as a result of the updated clean air bylaw in preparation for the legalization of marijuana
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2.2 Workforce Considerations

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

** Auxiliary Planner position has been staffed to support received grant funding from Island Health for 2018-2020.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
CRHD			
Summit at Quadra Village	Complete construction and open the facility by the fall 2019	Health & Wellbeing Regional Infrastructure Changing Demographics	Core budget
Asset Management	Plan the development of 950 Kings Rd., Oak Bay lodge, and Pembroke/Cook land holdings	Housing Regional Infrastructure Health & Wellbeing	Core budget
Property Development	Initiate partnerships and planning around new capital projects in board identified priority areas and of highest regional need	Housing Health & Wellbeing	Core budget
Community Health	Build regional capacity to improve wellbeing through data and analytics (ROM Collaborative), coordination of a Regional	Health & Wellbeing	Core budget

Title & Estimated Completion Date	Description	Priority	Budget Implications
	<p>Community Health Network, workshops, tools and resources</p> <p>Regularly engage with Island Health to ensure public health bylaws remain relevant and responsive to regional public health risks</p>		

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
CRHD	
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
CRD	
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

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Service Plan for Peninsula Recreation

2016-2019
(2019)



Capital Regional District

Date updated: July 24, 2018



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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.

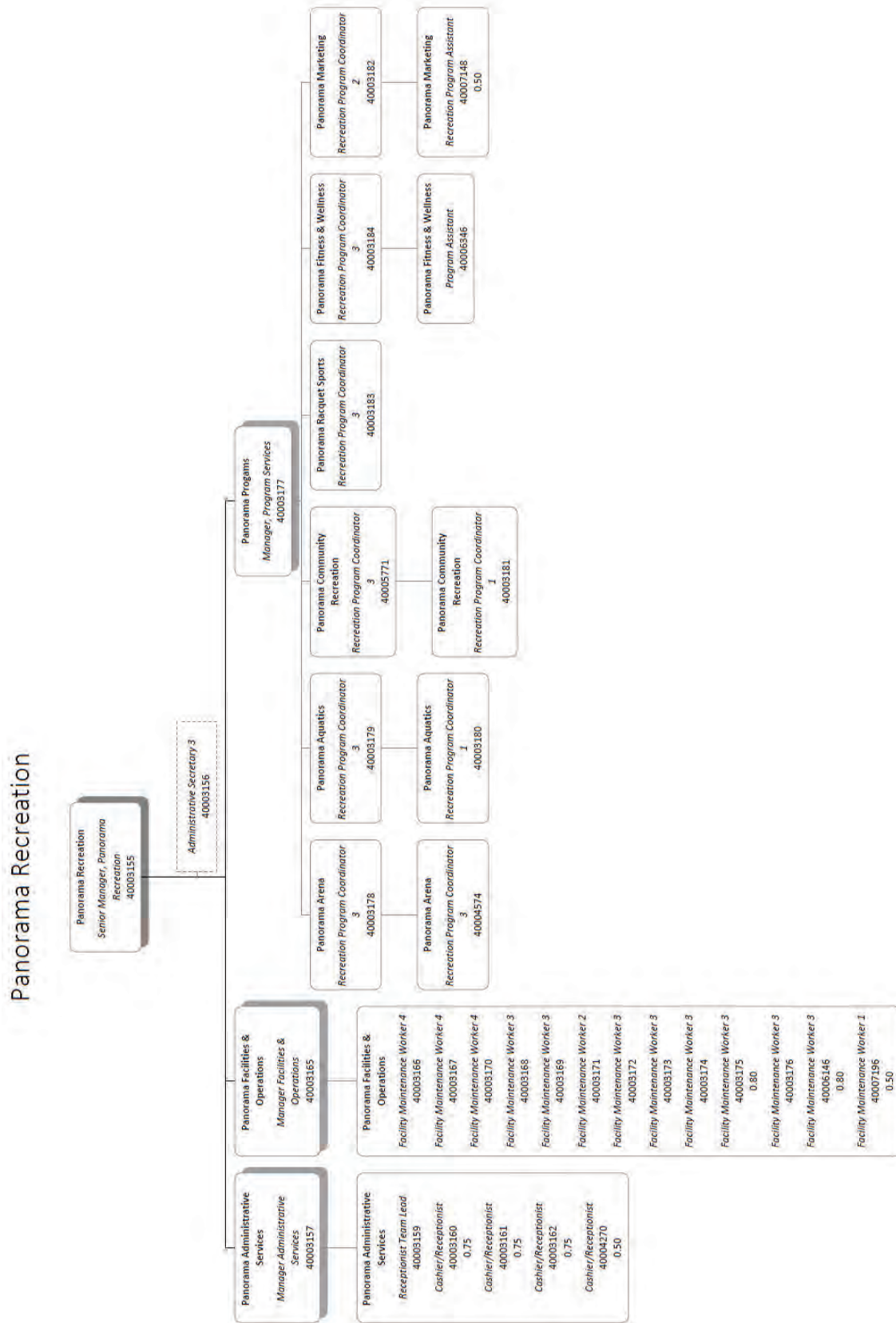
Peninsula Recreation also operates a satellite location, Greenglade Community Centre, which was formerly a local elementary school. The amenities include a gymnasium, a number of activity rooms for program use, pottery studio, weight and fitness room, mind and body studio, dance studio, teen lounge and 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 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
<p>To operate two ice arenas and an aquatics complex and provide recreation and community use services for the three municipalities on the Saanich Peninsula</p>	<p>Sidney, Central Saanich and North Saanich</p>	<p>Requisition, grants, sponsorships, donations, non-tax revenue</p>	<p>Peninsula Recreation Commission</p>

1.2 Organization Chart



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	Base Year	Year 4 (2019)
Aquatics	Provide lane swimming a minimum of 114.5 hours per week for a total of 5,894 hours per year	Adjust to meet service delivery needs, as required
	Provide public swimming 114.5 hours per week for a total of 5,894 hours per year	Increase by 1% to 68% Increase by

Service	Base Year	Year 4 (2019)
	Offer 5 new programs per year 67% of registered programs are successful Deliver 20 weekly drop-in aquatic fitness classes each year Average attendance of 23 drop-in fitness classes 143,762 visits to the pool each year	0.5% to 144,481
Arena	Operational hours of ice per day: 18.5 hours per rink for a total of 8,917 hours per year (August through April) Operational hours of dry floor per day: 12 hours per day for a total of 2,976 hours per year (May through July) Offer one new program per year 79% of registered programs are successful Offer 16 hours of public skating per week for a total of 608 hours per year 8,214 visits to the arena each year	Adjust to meet service delivery needs, as required Increase by 1% to 80% Increase by 2% to 8,380
Fitness, Weights & Rehabilitation	Operational hours of Panorama weight room: 114.5 hours per week for a total of 5,894 hours per year 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 80% of registered programs are successful Offer two new programs each year Deliver 61 drop-in fitness classes each week at Panorama Deliver seven drop-in fitness classes each week at Greenglade Average attendance of drop-in fitness classes: 15 133,889 visits to the weight room each year	Adjust to meet service delivery needs, as required Increase average attendance by 1 to 16 Increase by 0.5% to 134,558
Community Recreation	Offer a minimum of 14 hours of childminding per week (September – June) Offer 8 new adult programs each year Offer seven new youth programs each year 60% of registered adult programs are successful 69% of registered youth programs are successful	Adjust to meet service delivery needs, as required Increase by 2% to 62% Increase by 1% to 70% Increase average attendance by 1 to 22

Service	Base Year	Year 4 (2019)
	<p>Deliver 30 hours of drop-in sports programs per week (September - June)</p> <p>Average attendance of 21 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 (September – June)</p>	
Racquet Sports	<p>Tennis courts open 14.5 hours per day, 346 days a year</p> <p>Offer five new programs each year 92% of registered programs are successful</p> <p>Offer 11 local tournaments each year</p> <p>Offer three provincial/national/international tournaments each year</p>	Adjust to meet service delivery needs, as required
Marketing	<p>Participate in and/or support 37 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>	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
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> <p>Maintain and improve internet registration options. Current year registrations online equal 34%</p>	Adjust to meet service delivery needs, as required 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

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	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	Budget Implications
2019			
Identify Strategies to Increase Programs and Services in Central Saanich	<p>Conduct a community engagement session to gather information and develop an online survey</p> <p>Submitted grant application to fund community engagement initiatives</p>	Public Engagement & Communications	Core budget and possible \$5,000 grant funding
Physical Literacy Awareness Plan	<p>Implement activities identified in the plan to decrease the number of sedentary lifestyles, particularly among youth</p> <p>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.</p> <p>Work with regional stakeholders and experts to incorporate components of physical literacy in existing youth program offerings.</p> <p>Grant application submitted to fund physical literacy markings on the ground/pavement to promote learning and awareness. If successful, this initiative would take place in 2018/2019.</p>	Public Engagement & Communications Changing Demographics	Core budget and possible \$7,600 grant funding

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 • # of 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 of 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

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Service Plan for Regional & Strategic Planning

2016-2019
(2019)



Capital Regional District

Date updated: August 20, 2018



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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.

Service Purpose, Role or Overview	Participants	Funding Sources (for example: requisition, internal recoveries, grants)	CRD Board Committee and/or Commission Reporting Structure
<p>Regional Planning</p> <p>Provides regional, sub-regional and municipal statistics and prepares trend analyses</p> <p>Develops policy, plans, studies and reports under direction from the CRD Board</p> <p>Supports preparation and monitoring of Board's Strategic Plans</p> <p>Oversees development of the regional transportation model and applies model to respond to municipal and electoral area (EA) information requests</p> <p>Analyzes the impacts of actual and projected changes to the transportation system</p> <p>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</p>	<p>All municipalities All EAs Tsawout and Songhees</p>	<p>Requisition, Grants</p>	<p>CRD Board, Planning and Protective Services Committee (PPSC), Transportation Committee (TC)</p>

<p>Regional Growth</p> <p>Prepares and updates the Regional Growth Strategy (RGS)</p> <p>Monitors RGS indicators and progress towards targets</p> <p>Evaluates development applications for consistency with RGS provisions</p>	<p>All municipalities Juan de Fuca EA (not Salt Spring Island or Southern Gulf Islands EAs) Tsawout and Songhees</p>	<p>Requisition, Grants</p>	<p>CRD Board PPSC</p>
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1.2 Organization Chart

Regional & Strategic Planning



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. There is interest from some municipalities and stakeholders in having the region play a role in supporting agriculture. Credibility could be impacted if resources are spread too thin and projects are tackled without necessary resources.
- 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 conveyed and absorbed is changing -- there is greater desire for open data and 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. There is demand for more comprehensive and more accurate transportation data.
- Availability of grants supporting divisional projects 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.

1.4 Link to Priorities

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.

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	Year 1 (2016)
Regional Planning	Conduct annual bicycle and vehicle counts and provide public access to data	Add permanent bike and vehicle counters
	Apply regional transportation data model to regional and sub-regional projects, on demand	Adjust to meet service delivery needs, as required
	Contribute data and expertise to support inter-jurisdictional transportation projects and initiatives	Adjust to meet service delivery needs, as required
	Implement and monitor the Regional Transportation Plan including the Pedestrian and Cycling Master Plan	Update mapping to reflect most current municipal plans
	Disseminate Statistics Canada data	Adjust to meet service delivery needs, as required
	Prepare monthly and quarterly construction and development activity reports for building permits and subdivisions	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
	Provide monthly, quarterly and annual sub-regional profiles and fact sheets	Adjust to meet service delivery needs, as required
	Monitor and report on completion of Board Strategic Priorities	Adjust to meet service delivery needs, as required
	Conduct special studies as directed	Adjust to meet service delivery needs, as required
Provide specialized support, expertise and information to CRD divisions and departments	Adjust to meet service delivery needs, as required	

Regional Growth	Advise on Regional Growth Strategy (RGS) consistency of development applications	Adjust to meet service delivery needs, as required
	Conduct special studies	Adjust to meet service delivery needs, as required
	Implement the Deer Management Pilot Project	N/A

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base Year	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

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Update RGS Growth Projections	Update 2038 population, dwellings and employment projections with new base year information from 2016 census	Education, Outreach & Information	Reserves \$80,000
Update Regional Multi-modal network in Regional Transportation Plan	Work with municipal partners to update the Regional Transportation Plan network to reflect plans recently completed by municipalities	Active & Multi-Modal Transportation	Reserves \$10,000
Active & Safe Routes to School Travel Planning	Support school travel planning activities across the capital region in partnership with local governments and school districts Support interested participants in identifying and mapping active and safe routes to schools and identifying infrastructure gaps on school grounds and in surrounding neighborhoods	Active & Multi-Modal Transportation Public Engagement & Communications	Continuous supplemental \$50,000

Implement Recommendations of Transportation Data Review	Establish a limited permanent count station network with local governments Purchase automated counters to capture year-round, 24-hour volumes and gather travel time data	Active & Multi-Modal Transportation	Reserves \$140,000
Update Service Planning Process	Update the service planning process to reflect the Board's 2019-2022 Strategic Plan and effectively support Board budget deliberations		Reserves \$60,000

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Prepare, Update and Monitor RGS	<ul style="list-style-type: none"> 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"> # 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
(2019)



Capital Regional District

Date Updated: July 24, 2018



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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 31 regional parks and three regional trails. In 2017, regional parks recorded approximately 7.3 million visits to parks and trails. 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 three services:

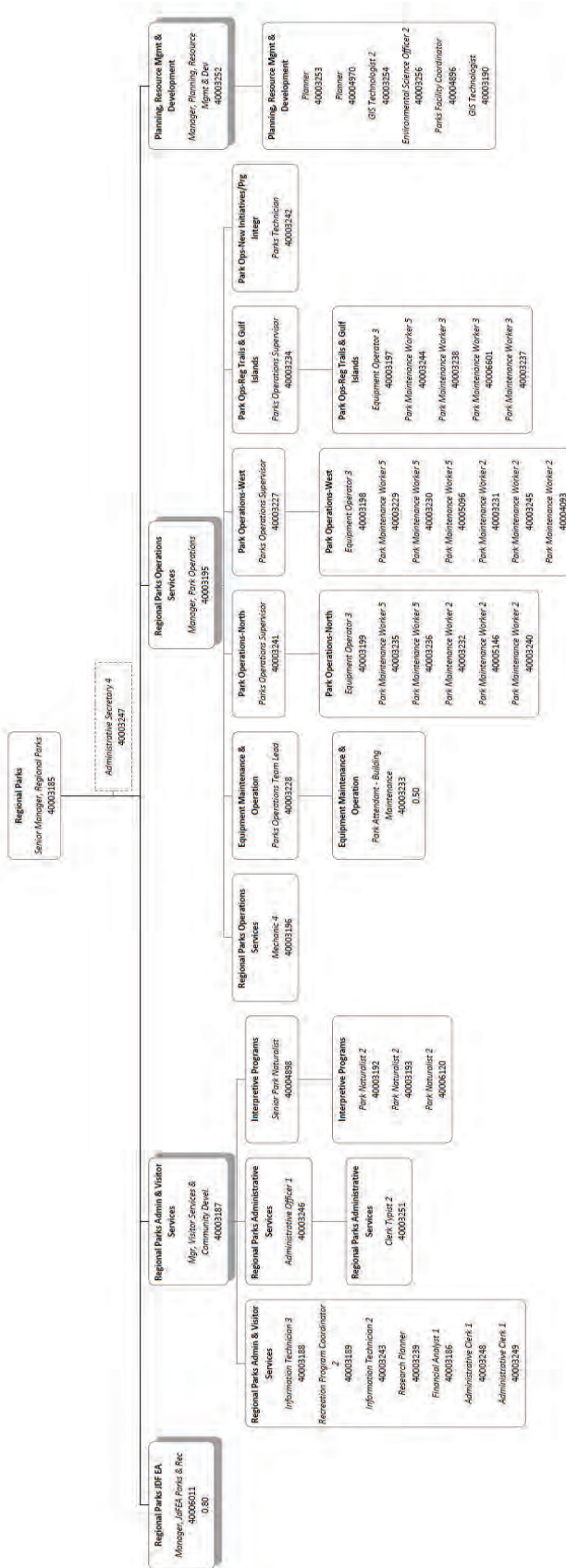
1. Planning, Resource Management & Development (PRMD)
2. Park Operations (OPS)
3. Visitor Services & Community Development (VSCD)

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 and trails, 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>

1.2 Organization Chart

Regional Parks



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.
- 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 renewed. 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.
- 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. Completion of both phases is expected 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. Public consultation that was completed in 2018 respecting the renewal of the Fund and the appropriate uses of those funds will inform Board decisions about the future of the land acquisition program.
- In 2019, subject to Board approval, Regional Parks, in cooperation with Environmental Protection, will be working to deploy 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.

Park Operations

- Visitor use continues to increase. In 2017, there were approximately 7.3 million visits to regional parks and trails.
- 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. Some park facilities 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
- Increased visitor use and service expectations require more equipment to maximize efficiency and meet public expectations. The purchase of a trackless boom flail to manage vegetation on multi-use trails and on fire access roads and the purchase of 7 new pickup trucks are expensive, yet necessary, in order to meet operational service levels.
- The expansion of camping in regional parks 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 continues to exceed the revenues generated from camping permits
- In 2018, the Board approved changes to the Parks Regulation Bylaw setting an 8-dog limit for commercial dog walkers and requiring that commercial dog walkers obtain a permit. There have been increased efforts to educate park visitors and to collect information about dog management issues in parks.
- More staff time is being dedicated to increasing 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.
- The popularity of the regional 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 use of regional trails as transportation corridors has created expectations that trails will be maintained to a level of service where high-speed travel can be safely accomplished.
- Changing provincial regulations pertaining to occupational health and safety are requiring increased resources for staff training to ensure compliance.

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 self-directed, 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.

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	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 2 update to the Board annually	Complete 1 land acquisition
Parks and Trail Management Planning and Public Engagement Provide strategic direction to guide environmental conservation, development of visitor facilities and provision of visitor services, and engage the public, other government agencies and First Nations in park and trail planning processes	Preparation or update of 2 management plans per year 2 public engagement processes per year	Complete 1 park/trail management plan and undertake 2 management plan projects including public engagement
Capital and Facilities Planning and Project Management Undertake improvements and new construction of buildings, facilities, dams and related infrastructure that align with capital plan	7 capital facility plan projects	9 new capital projects identified in service plan
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	Complete 2 conservation plans and initiate 1 conservation project Complete 2 best management practice guidelines for operational activities
Geographic Mapping	200 cartographic products/year GIS analysis for 8 planning initiatives Update and maintenance of 6 Spatial Data Models/year	Update and maintain 9 spatial data models per year Develop and implement mobile GIS technology to support park operations Continue to develop Regional Parks Asset Management Program

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Park Operations		
Infrastructure replacement and repair	8 infrastructure and facilities projects per year Annual Infrastructure Plan is prepared	6 Infrastructure and facilities projects Annual Infrastructure Plan is prepared
Park & Facility Maintenance	Regular cleaning of park facilities, minor repairs & clearing trails 30 operating plans prepared per year Manage and maintain 400 km of park trails Service and inspect 55 washroom facilities/week Service and inspect 132 garbage containers/week	Adjust to meet service delivery needs, as required
Vegetation Management	Conduct 400 hours of lake weed harvesting at Elk/Beaver Lake	Adjust to meet service delivery needs, as required
Campground Operations	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	Adjust to meet service delivery needs, as required
Park & Trail Signage	4 park re-signing projects	Repair and replace park signs as necessary
Bylaw Enforcement	1000 patrol hours per year with CRD Bylaw Enforcement 2080 hours of Dog Management Education	Adjust to meet service delivery needs, as required
Fire Management	20 seasonal and regular staff trained to BC Forest Service standards for basic firefighters	
Visitor Services & Community Development		
Volunteers in Parks Programs		

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
<p>Volunteer Naturalists</p> <p>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</p>	30 volunteers and 900 hours	Adjust to meet service delivery needs, as required
<p>Volunteer Park Stewards</p> <p>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</p>	50 volunteers and 1,500 hours	Adjust to meet service delivery needs, as required
<p>Restoration Volunteers</p> <p>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)</p>	120 volunteers and 900 hours	Adjust to meet service delivery needs, as required
<p>Corporation and Community Group Volunteers</p> <p>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)</p>	400 volunteers and 1,100 hours 2 new corporations or community groups involved in projects	Adjust to meet service delivery needs, as required
<p>Environmental Interpretation</p> <p>BC curriculum-based programs are offered to elementary school students in the spring and fall</p>	Educational Programs offered 3 days per week; 150 programs per year	130 formal education programs
<p>Nature Outings and Events</p> <p>Offer nature outings and events, including guided nature walks, adult hikes, roving programs, workshops, and drop-in special events</p>	135 outings and events per year	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
<p>Outreach and Education Activities</p> <p>Outreach and education includes participation in community events and festivals (i.e., Saanich Fair, Strawberry Festival, Oceans Day, Seedy Saturday)</p>	15 outreach events per year	Adjust to meet service delivery needs, as required
<p>Community Partnership Development</p> <p>Community partnerships are built with individuals, the 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)</p>	3 new partnerships	1 new partnership
<p>Regional Parks Legacy Program</p> <p>This Program encourages gifts, donations, and planned giving to support land acquisition, and ongoing programs, services and facilities.</p>	Encourage and support donations with a goal of at least 1 donation per year	Adjust to meet service delivery needs, as required
<p>Communications and Creative Services</p> <p>Communication, design and production services in support of park programs.</p>	2,000 signs and display pieces	Adjust to meet service delivery needs, as required
<p>Social Science Research & Planning</p> <p>Social Science research and planning, visitor surveys, data analysis</p>	Conduct visitor surveys in regional parks	Conduct visitor surveys in 6 regional parks
<p>Administration</p> <p>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</p>	240 permits processed	260 permits processed
Regional Trails		
<p>Regional Trails Operation & Maintenance</p> <p>Operate and maintain multi-use regional trails as transportation and recreation corridors</p>	<p>Operate and maintain 95 km of multi-use regional trails</p> <p>Conduct 250 km of boom flail vegetation removal in spring and fall cuts</p>	<p>Add 2.3 km E&N Rail Trail (Phase 4) Total 96.3 km</p> <p>Adjust to meet service delivery needs, as required</p>

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
PRMD	4.96	4.96	5.96	5.96	7.66
OPS	20.69	20.69	20.69	20.69	27.68
VSCD	15.62	15.62	14.62	14.62	13.66
Total	48.5	48.5	48.5	48.5	49.0
Increase FTEs	0	0	0	0	0.5
Combined Total	48.5	48.5	48.5	48.5	49.0

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Complete the opening of the Sea to Sea Green Blue Belt	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 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
Open Sooke Hills Wilderness Regional Park in the vicinity of the Veitch Creek	Development of trails, parking area and installation of signs	Biodiversity and Ecosystem Health	\$200,000 allocated in capital budget
Develop Asset Management Plan	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 2019
Construct Phase 3 & 4 of the E&N Rail Trail	Construct Phase 3 and 4 of the E&N Trail, adding 2.3 km of new trail	Active and multi-modal transportation	Funding source - borrowing
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	Active and multi-modal transportation	Core budget

Title & Estimated Completion Date	Description	Priority	Budget Implications
	on the Galloping Goose Regional Trail and from Switch Bridge to McKenzie Avenue on the Lochside Regional Trail.		
Elk Lake Aeration System	Working with Environmental Protection, develop a business case for a larger water quality improvement process for Elk Lake.	Biodiversity and Ecosystem Health	Core budget

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 • 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 increase of 2% annually over previous year)* • Increase in kilometers 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* • 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 2019

* Corporate Indicator – multiple divisions may contribute to this measure

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Service Plan for Customer and Technical Services

2016-2019
(2019)



Capital Regional District

Date Updated: July 24, 2018



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1 Overview

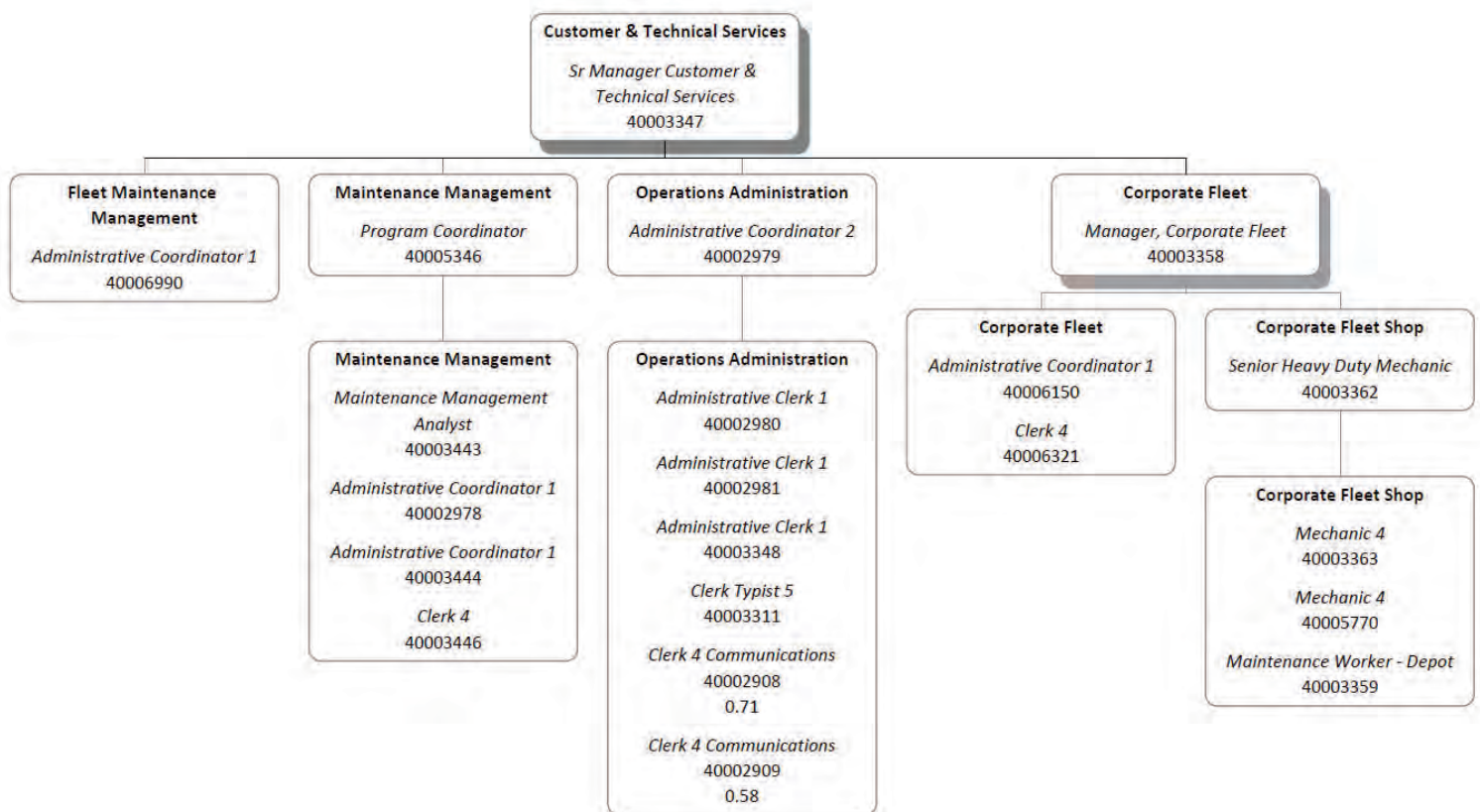
1.1 Division & Service Summary

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, Building Services and Safety Program Support.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Building Services Provides access control (pass cards, security codes and key's), office space and furniture and liaises with the security company and various ongoing service providers to ensure building is managed to meet user needs.</p>	All IWS Divisions, Local Service Committees/Commissions, and other CRD staff at 479 Island Hwy	Internal recoveries through allocations	Through various standing service Com-missions and Committees as required
<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>	CRD Departments	Internal recovery through allocations to IWS divisions and labour rates	Through various standing service Commissions and Committees as required
<p>Maintenance Management Services Maintenance management and purchase order processing to maintain assets, inform decision-making, and to assign work and costs appropriately. This 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>	IWS Operations and Centralized Fleet section	Internal recoveries through allocations	Through various standing service Commissions and Committees as required
<p>Safety Program Support Providing Occupational Health and Safety support to Department when required. Ensure OHS requirements are achieved for Division and 479 Island Hwy.</p>	IWS	Internal recoveries through allocations	Through various standing service Commissions and Committees as required

1.2 Organization Chart

Customer & Technical Services



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.

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 Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Building Services	Provide services to 120 staff Coordinate the services of 6 outside service and manages capital projects of \$370,000 per year	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Fleet Management	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)	Adjust to meet service delivery needs, as required Manage 100% Perform 75% Complete driver record setup and driver abstract review
Maintenance Management	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	Review & Assess
Safety Support	Provide Safety Program support to the IWS Department	

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Administrative Support	7.29	7.29	7.29	7.29	1
Fleet Services	7	7	7	7	7
Maintenance Management	5	6	6	6	6
Safety Advisor	1	1	1	0	0
Total	20.29	21.29	21.29	20.29	14

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.

2019

- 6.29 FTE’s transferred to the centralized IWS Administration section

2020

- 1 FTE Maintenance Management Coordinator – required in the Maintenance Management section to ensure the knowledge transfer from the Core Area Wastewater Project team, developing the planned maintenance system, to the Maintenance Management Team. Provide ongoing support to the Core Area Wastewater operations in maintaining master data and maintenance plans as well as work order monitoring.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Fleet Management Software	Facilitate all aspects of fleet management in one platform Do a gap analysis to determine how well the existing ERP system meets the Fleet Management needs and implement a solution	Climate Change Regional Infrastructure Corporate Development	\$150,000 capital project
Fleet Safety Plan and Policies	Compile and implement a Fleet Safety Plan and update Fleet Policies to ensure regulatory compliance. Review with the input from the Corporate Safety Manager	Corporate Development	Funding requirements TBD by Fleet & Corporate Safety

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*

	<ul style="list-style-type: none"> 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"> Measure internal customer satisfaction rates with Centralized Fleet and Maintenance Management in 2019 (target minimum of 75% satisfaction rate annually)

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

Please see revised table below.

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
(2019)



Capital Regional District

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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

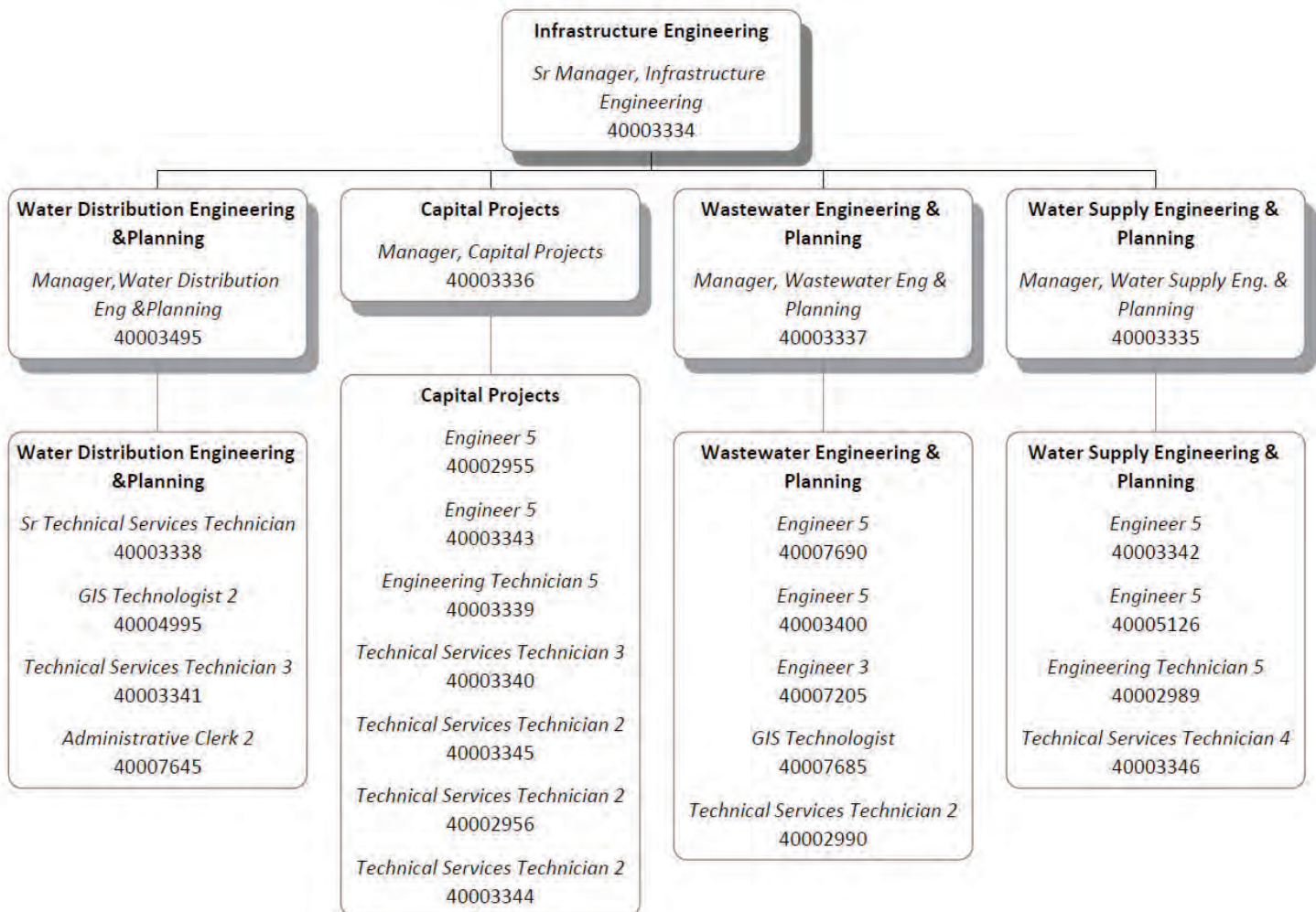
The above noted technical services are provided to the following CRD Services in the table below:

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	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 four First Nations supported through three key service areas: infrastructure planning, capital project delivery and engineering services	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	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>	<p>7 Municipalities (Colwood, Langford, Esquimalt, Oak Bay, Saanich, Victoria, View Royal)</p> <p>Songhees Nation</p> <p>Esquimalt Nation</p>	<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>	<p>3 Municipalities (Central Saanich, North Saanich, Sidney)</p> <p>Peninsula First Nations</p> <p>IOS and Victoria Airport</p>	<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 three key service areas: infrastructure planning, capital project delivery and engineering services.</p>	<p>Small service area customers within JDF, SGI, and SSI Electoral Areas</p>	<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

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	Base Year	Year 4 (2019)
Infrastructure Planning	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	Continue SAMP delivery in alignment with corporate SAMP program

Capital Project Delivery and Project Management	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 \$25M-\$30M program Total capital program = \$38 M
Engineering Design and Drafting	Ongoing services for development referrals; survey and mapping; engineering support to utility operations; Dam safety inspections and administration; Watershed hydrology and water supply planning	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	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

- * 1 Term: 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.
- While there are no new positions required in 2019, there are 5 additional positions required to deal with utility growth and increased system complexity in the years 2020 and 2021.
- Two new positions are proposed in 2020, to provide the engineering support anticipated with the new Core Area Wastewater Conveyance and Treatment systems coming into service. The first position is for a Process Engineer to provide wastewater treatment process engineering support to operations (chemical and biological process analysis and adjustments, process flow analysis, equipment selection). This will be funded 100% by the Core Area Wastewater service. The second position is for an Electrical Engineering to support operations. With the increasing complexity of treatment (water and wastewater) processes and transmission/conveyance systems and across the larger utility services, there will be ongoing need for in-house electrical design and troubleshooting expertise, as well as system automation and controls expertise. This will be funded 40% by Core Area wastewater, 40% by Regional Water, 10% from Saanich Peninsula Water and Wastewater and 10% by Juan De Fuca Water. There will be two additional wastewater engineer/technologist positions requested in 2021 to support the wastewater engineering function.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Utility Infrastructure Replacements	Update service capital and financial plans with 2016-2018 asset management plan recommendations	Regional Infrastructure	Capital Budgets
Post Disaster Water Supply	Implement 2018 Post Disaster Planning Recommendations	Drinking Water Regional Infrastructure Corporate Development	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 all plans in alignment with corporate program
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.

Indicator Name	2018 Planned	2018 Projected	2019 Planned
Reduce Processing and Response Time	45 days	45 days	30 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*	2015 – 100% 2016 – 100% 2017 - 0% 2018 – 100%* 2019 – 100%* 2020 – 100%*

		<p>All 16 plans have been started and range in completion from 25% to 100%</p> <p>* Plan completion subject to alignment with corporate program</p>	<p>* Plan completion subject to alignment with corporate program</p>
<p>Ensure Responsible Delivery and Completion of Capital Projects</p>	<p><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></p>	<p>85% of planned projects will have project plans and 90% will be delivered on budget and on schedule in accordance with the project plans</p>	<p><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></p>

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Service Plan for Infrastructure Operations

2016-2019
(2019)



Capital Regional District

Date Updated: July 24, 2018



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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>	<p>4 Core Municipalities (Saanich, Victoria, Esquimalt, Oak Bay)</p> <p>Saanich Peninsula</p> <p>JDF Distribution</p>	<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>	<p>6 Municipalities (Langford, Colwood, View Royal, Metchosin, Sooke, portion of Highlands)</p> <p>4 First Nations</p> <p>JDF Electoral Area</p>	<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>	<p>3 Municipalities (Central Saanich, North Saanich, Sidney)</p>	<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>	<p>7 Municipalities (Colwood, Langford, Esquimalt, Oak Bay, Saanich, Victoria, View Royal)</p> <p>Songhees Nation</p> <p>Esquimalt Nation</p>	<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>	<p>3 Municipalities (Central Saanich, North Saanich, Sidney)</p> <p>Peninsula First Nations</p> <p>IOS and Victoria Airport</p>	<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>	<p>Small service area customers within JDF, SGI, and SSI Electoral Areas</p>	<p>Funded through parcel tax and user charges (fixed and variable)</p>	<p>Various Harbour, Water and Wastewater Local Service Commissions (Advisory Commissions)</p>

1.3 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 and optimization of the facilities with the full staff compliment expected by the end of 2021. The next few years 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 2019-2021. With the expanded wastewater function and growing water distribution system, dedicated water and wastewater operations divisions will be established in order to effectively manage system operations, but with a continued focus on integrated service delivery.
- **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. Some assets within the Regional Water Supply system infrastructure are 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 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 Level Adjustments in Role/Scope		
Service	Base Year	Year 4 (2019)
Water and Wastewater System Operations	Water and wastewater treatment	Adjust to meet service delivery needs, as required
	Supply and distribution system operation	
	Collection and transmission system operation	
	System monitoring	
	Customer service	
Water and Wastewater System Maintenance	System and facility maintenance	Adjust to meet service delivery needs, as required
	Consumables management	
	Component preventative maintenance	
Emergency Response / System Failure	Water main breaks	Adjust to meet service delivery needs, as required
	Wastewater overflows	
	Unplanned service interruptions	
Capital Works	Main installations	Adjust to meet service delivery needs, as required
	Equipment replacement	
	Capital projects support	

2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Water Operations (includes .5 Sr Mgr)	36.5	36.5	36.5	36	36
Core Area Wastewater Operations (includes .5 Sr Mgr)	23.5	23.5	23.5	25	26*
Saanich Peninsula & Gulf Islands Operations	15.89	15.89	15.89	16.39	16.39
Water Treatment Operations	10	10	10	10	10
Total	85.89	85.89	85.89	87.39	88.39

*Request: 1 FTE Scada tech

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Water and Wastewater Asset Management Plans	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	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
Cross-Sectional Training and Development Project	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	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

Title & Estimated Completion Date	Description	Priority	Budget Implications
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
Local Service Area Water Systems Drinking Water Safety Plans	Complete risk assessment by employing the Drinking Water Safety Plan framework for all of the Local Service Area Water Systems.	Drinking Water	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 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: (linked to section 4 of the detailed service plan)			
Indicator Name	2018 Planned	2018 Projected	2019 Planned
Maintain High-Quality Water and Wastewater Infrastructure			
Maintenance: Planned Maintenance Completed	96%	94%	97%

Ensure Compliance with All Regulatory Requirements Regulatory Compliance: # 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>0</td></tr> <tr><td>SSI EA</td><td>1</td></tr> <tr><td>SGI EA</td><td>1</td></tr> </table>	GVWS	0	JDF EA	0	SSI EA	1	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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Financial Indicator: ¹ Cost Recovery (Total Revenue/Total Cost) By Water Utility	<table border="1"> <tr><td>RWS</td><td>1.000</td></tr> <tr><td>JDFWD</td><td>1.000</td></tr> <tr><td>SPWS</td><td>1.000</td></tr> </table>	RWS	1.000	JDFWD	1.000	SPWS	1.000	<table border="1"> <tr><td>RWS</td><td>1.001</td></tr> <tr><td>JDFWD</td><td>1.018</td></tr> <tr><td>SPWS</td><td>1.008</td></tr> </table>	RWS	1.001	JDFWD	1.018	SPWS	1.008	<table border="1"> <tr><td>RWS</td><td>1.000</td></tr> <tr><td>JDFWD</td><td>1.000</td></tr> <tr><td>SPWS</td><td>1.000</td></tr> </table>	RWS	1.000	JDFWD	1.000	SPWS	1.000						
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¹ Data provided by Finance department. 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.

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Service Plan for Watershed Protection

2016-2019
(2019)



Capital Regional District

Date Updated: July 24, 2018



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1 Overview

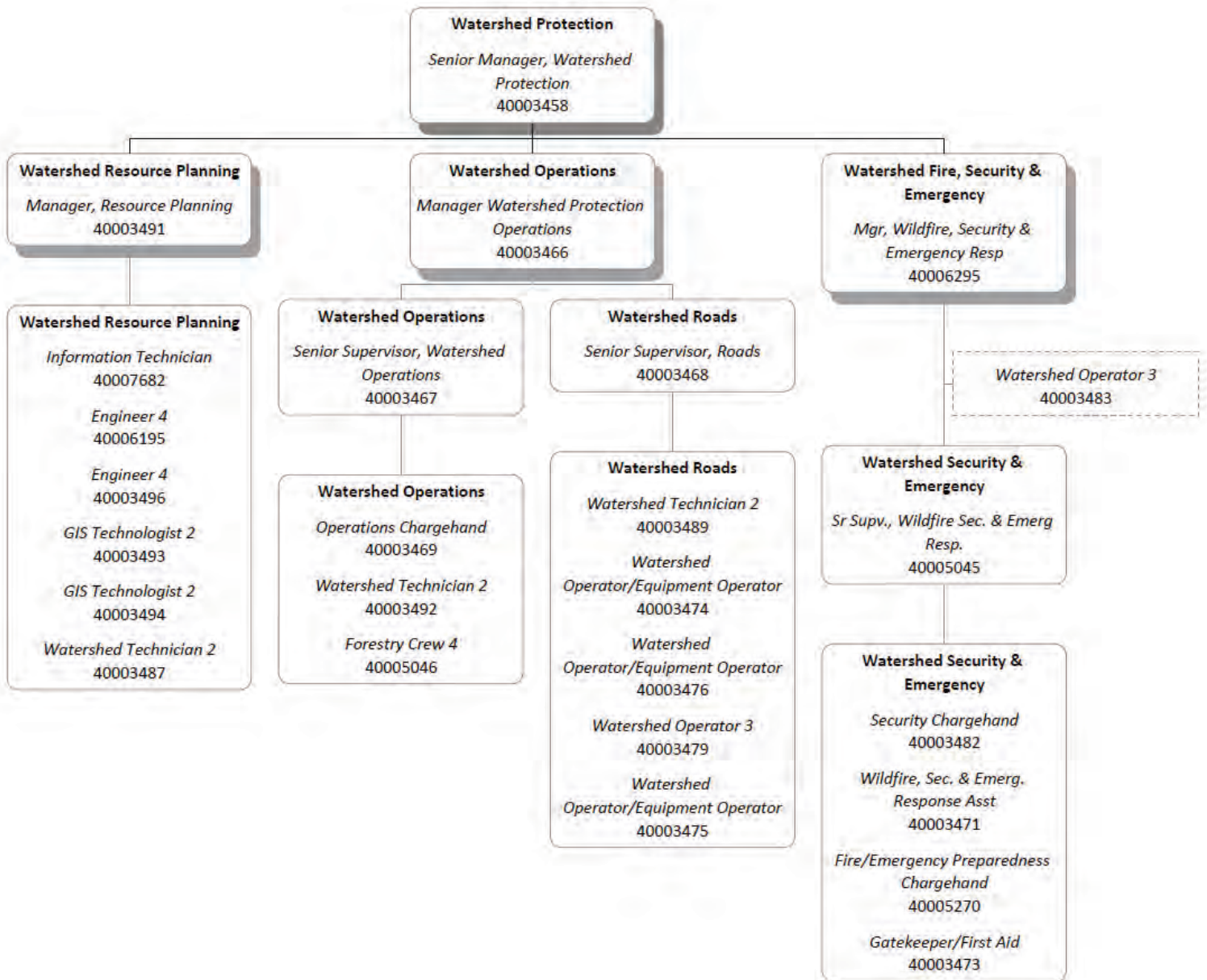
1.1 Division & Service Summary

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

Watershed Protection



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.
- **2019 Update:** Closure through Bylaw amendment was completed in 2016 along with provisions for recreational access by permit application. One application for recreational fishing was received and granted (2017). Security infrastructure (new fence and gate) was installed in 2016 to provide a physical barrier and few incidents have occurred since closure.
- **2017 Regional Water Supply Strategic Plan:** 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.
- **2019 Update:** Hiring of Senior Hydrologist within the Division is advancing the program of monitoring and understanding forest hydrology within the GVWSA. A forest hydrology monitoring plan for the Leech WSA was completed in 2017 with instrumentation planned for 2018-2020 through capital funding.
- **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.
- **2019 Update:** A Traditional Use Access Agreement for the Leech WSA was ratified by the T'Sou-ke First Nation (FN) and the CRD Board in 2016. There have been no further requests or entries by T'Sou-ke FN since signing of the Agreement. Pacheedaht First Nation have expressed interest and concern regarding FN activities in the Jordan Meadows area of the Leech WSA.
- 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.
- **2019 Update:** The Sooke Hills Wilderness Trail portion of the Great Trail opened in 2017. Increased security has been required and the trail has been a vector for increasing trespass off the trail into the GVWSA. Bylaw amendments allowing for Parks and Watershed Security Officers to enforce both GVWSA and Parks Bylaws, as well as a good working relationship with CRD Regional Parks staff has proven beneficial in managing the increased trespass in the area.
- **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.
- **2019 Update:** GVWSA fuel management has been a priority throughout the planning period. Fuel break corridors have been completed on the southern boundary of the Sooke WSA, between Sooke and Leech WSAs (Horton Ridge) and are beginning in 2018 on the northeast boundary of Sooke and Goldstream WSAs.
- 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.
- **2019 Update:** Two advanced spill-on-water training courses to teach and train staff have been held (2016, 2018). A review and update of spill preparedness plans and response procedures is pending in 2019.

- 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
- **2019 Update:** Management of existing invasive or detrimental species has continued throughout the period (bullfrogs, Canada geese, beaver, knotweed, blackberry, gorse, and other invasive plant spp.). The Division is providing funding for an Invasive Species Coordinator for the region (beginning in 2018). An assessment of invasive species risks to the GVWSA and recommendations will be completed in 2018 which will guide procedures and development of any additional facilities for watershed protection.

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	Year 4 (2019)
Wildfire, Security & Emergency Response	<p>Goldstream gate security and first aid: weekdays 7:30 – 4:30</p> <p>Watershed emergency duty officer (WEDO) standby: 24h/day 365/year</p> <p>Security patrols: weekends and holidays year round</p> <p>Maintenance of 11 km of security fencing and > 50 gates</p> <p>Wildfire detection / suppression patrols during ≥ moderate fire hazard: daily</p> <p>Wildfire suppression standby ≥ moderate fire hazard: daily</p> <p>Wildfire detection air patrol: 1 – 2 times daily during high and extreme fire hazard</p> <p>Monitoring and distribution of fire weather data and preparedness: daily May to Oct.</p> <p>Delivery of capital projects</p>	Adjust to meet service delivery needs, as required
Watershed Operations	<p>Winter road maintenance: 94km</p> <p>Summer road Maintenance: 367 km</p> <p>New road construction: 1–2 km</p> <p>Roads brushed: 125 km</p> <p>Roads assessed and managed for danger trees: 210 km</p> <p>Roads upgraded: 5 km</p> <p>Roads reclaimed: 5 km</p> <p>New bridges installed: 2</p> <p>Culverts installed/replaced: 25</p> <p>Crossings maintenance: 20 bridges, 479 stream culverts and 1,122 drainage culverts</p> <p>Invasive plants: 15-20 sites treated twice annually</p> <p>Silviculture surveys: 50 ha per year</p> <p>Silviculture brushing: 10 ha/year</p> <p>Brushing: 18 ha dams and infrastructure once or twice per year as required;</p> <p>Brushing/fire smarting facilities: 5 ha</p> <p>Dams and reservoirs – inspection and removal of woody debris accumulations: monthly on 38 booms, dams, spillways</p> <p>Delivery of capital projects</p>	Adjust to meet service delivery needs, as required

Resource Planning	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	Update of the Watershed Assessment State of the GVWSA Report Expanded public, First Nations and school tours program Fish stream assessments for Water Network project implementation
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2.2 Workforce Considerations

Workforce (FTEs)					
Service	Base Year	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 (Exempt) 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	Budget Implications
2019			
Leech Watershed Restoration	Leech road maintenance West Leech road upgrades/deactivation	Regional Infrastructure	Core budget (continuous supplemental request of \$50,000 in 2018) Capital
Leech River/Weeks Main Bridge Replacement and Weeks North Bridge Construction	The Leech River crosses Weeks Main through a large culvert. The culvert is undersized and needs to be replaced with a concrete	Regional Infrastructure	Capital

Title & Estimated Completion Date	Description	Priority	Budget Implications
	bridge to restore proper water flow and safe road passage. Upgrade of Weeks Main north access		
State of the GVWSA Report	Development of a set of sustainability indicators for the health and management of the GVWSA.	Drinking Water Climate Change	Core budget
Update Watershed Assessment	Update the 1999 Watershed Assessment	Drinking Water Biodiversity & Ecological Health	Core budget
Support Regional Invasive Species Management Coordination	The CRD Board directed staff to fund a part-time invasive species coordinator to leverage and coordinate regional resources to manage priority invasive species in the region.	Biodiversity & Ecological Health	Single supplementary request for 2019 \$30,000

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 kilometers 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 2019.
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

Indicator Name	2018 Planned	2018 Projected	2019 Planned
Watershed Roads: <ul style="list-style-type: none"> • Maintained • Upgraded • Reclaimed 	367 km 5 km 5 km	300 km 5 km 5 km	367 km 5 km 5 km
Capital projects <ul style="list-style-type: none"> • % on time • % on budget 	100% on time 100% on budget	73 % on time 64 % on budget	100% on time 100% on budget
Participation rates in CRD public tours annually <ul style="list-style-type: none"> • 2015 = 682 • 2018 and 2019 includes new tour resource (Watershed Technologist/ Information Officer) 	36 tours 1080 participants	34 tours 985 participants	36 tours 1080 participants

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Service Plan for SEAPARC

2016 – 2019
(2019)



Capital Regional District

Date updated: July 24, 2018



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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:

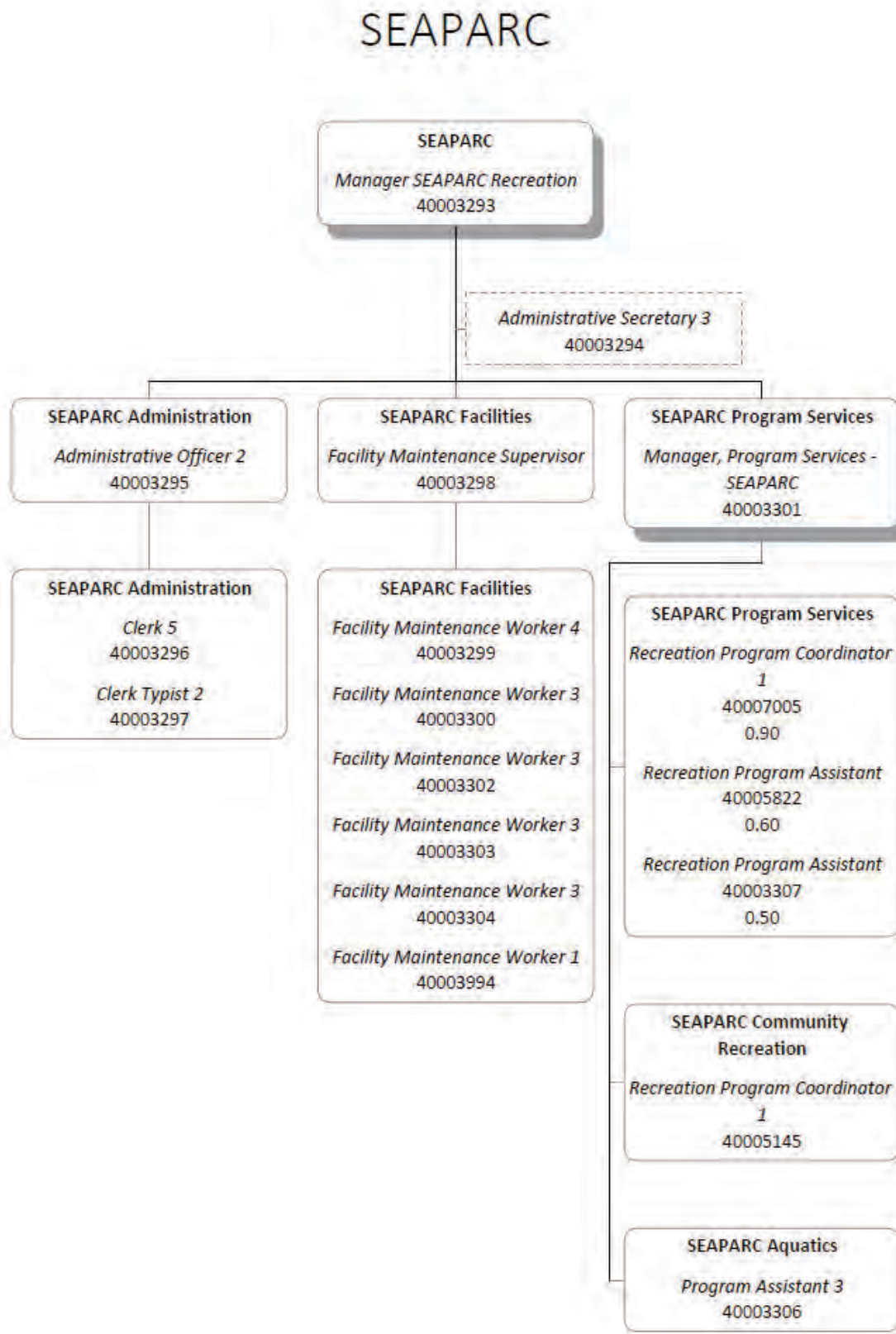
- Ice arena/ Dry Floor
- Aquatic Centre
- Community Recreation Programs
- Facility and grounds maintenance
- Program/ Multipurpose/ Boardroom spaces
- Slo-pitch field/ baseball diamond
- Bike park
- Skateboard park
- Joint Use Agreement with School District 62
- Community Events
- Multi-use trail
- DeMamiel Creek 9 Hole Golf Course
- Fitness facility and programs

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

- 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.

1.4 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 senior's 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	Year 4 (2019)
Community Recreation		
Administration	Provide and review financial data monthly: occurs monthly	No Change
	Provide customer service in person and via phone and respond to customer concerns and issues: 4,848 hrs	No Change
	Provide software updates, data base management, online registration, and direct payment options: occurs continuously	No Change
Arena	Operational hours per day (Ice): 16	No Change
	Operational hours per day (Dry Floor): 16	No Change
	# of skate lesson registrants: 254	3%
	Hrs. of Rented Ice/ Dry Floor (Year): 2,000 ice, 950 dry	No Change
	Hrs. of Public Skating (Year): 308	No Change
	# of drop in arena admissions (year): 6089	3%
	Sooke Fine Art Show hrs booked: 840	No Change
Aquatic Centre	Public Swim: 4,848 hrs. (year)	No Change
	100% compliance with pool legislated requirements	No Change
	# of drop in admissions (year): 29,554	3%
	# of memberships sold (year): 1,630	3%
	# of lesson registrants: 2,320	3%

Fitness	# of program registrants (year): 881	3%
	Fitness weight room open to public daily	16hrs
	# of fitness drop in admissions (year): 1,620	3%
Community Recreation Programs	Monitor, evaluate and balance joint use agreement with SD 62: 12K	15k
	Marketing and promotion of SEAPARC events services and programs: Occurs monthly	No Change
	Offer and operate number CR programs annually running: <ul style="list-style-type: none"> • CR Preschool (50) • CR School Age (75) • CR Teen (10) • CR Adult (70) 	55 80 15 75
	Offer community events: SEAPARC is involved in a number of community events each year: 8	9
Maintenance	Provide safe and clean facility that is maintained by staff 24/7 364 days per year	No Change
	Clean facility a min of once per day	No Change
	Maintain Exterior/Grounds	No Change
	SAP program maintenance	No Change
Multi-use Trail	Trail open 365 days a year	No Change
	Number of users accessing trail reported and recorded: 5,000 approx.	No Change
Golf Course Operation	Golf course operates seasonally	No Change
	Fees for service paid at SEAPARC front desk or golf course kiosk	No Change
	Programs and lessons offered	No Change

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Community Recreation	17	17	17	17	17.1*
Total	17	17	17	17	17.1

**0.1 FTE increase to support existing position (0.9) in the fitness expansion project*

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority	Budget Implications
2019			
Multi-Use Sport Box	Lacrosse, soccer, basketball, ball hockey sport court	n/a	400k 100%grant funded
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 Budget
Asset Management	Complete 25-year capital plan	n/a	Core Budget

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 5,200sqf 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

Name: Steve Knoke
Title: Manager, SEAPARC Recreation
Contact information: 250.642.8009

Three Year Fund Financial Schedule

The following charts summarizes operating and capital plans for 2017,2018 and 2019 budget year and overall change over the 3 years.

Expenditures (in \$ millions)

Expenditure Type	2019 Final ^(a)	2018 Final ^(b)	2017 Actual ^(c)	% of Total Change _{(a-c)/c}
Operations	165.3	156.8	146.6	12.8%
Debt Servicing	38.6	37.1	38.6	0%
Capital Funding	41.3	40.6	41.6	-0.7%
Transfers to Reserves	16.6	13.9	11.8	40.7%
Total	\$261.8	\$248.4	\$238.6	52.8%

Revenues (in \$ millions)

Revenue Source	2019 Final	2018 Final	2017 Actual ^(c)	% of Total Change
Sale of services	124.0	116.2	106.1	3.1%
Requisitions*	82.5	78.4	75.5	9.3%
Allocation to other services	35.1	34.2	31.8	10.4%
Rentals and other revenue	9.0	7.8	4.2	114.3%
Grants	4.1	5.0	5.8	-29.3%
Surplus	5.2	4.9	4.3	20.9%
Transfer from reserve for capital	1.9	1.9	10.9	82.6%
Total	\$261.8	\$248.4	\$238.6	9.7%

*Includes Municipal Debt

Requisition (in \$ millions)

Description	2019 Final	2018 Final	2017 Actual	% Change
Total Electoral Areas Only	13.8	13.2	12.9	7.0%
Regional / Sub Regional	53.8	50.5	48.0	12.1%
Total Before Municipal Debt	67.6	63.7	60.9	11.0%
Municipal Debt	14.9	14.7	14.5	2.8%
Total	\$82.5	\$78.4	\$75.4	9.4%

Reserves – Capital

(in \$ millions)

Reserve Activity	2019 Final	2018 Final	2017 Actual	% Change
Opening Balance	70.2	61.3	63.0	11%
Transfers from Operating	16.1	12.8	13.8	17%
Interest Income	1.3	1.3	1.4	-7%
Transfers to Capital Projects	-27.4	-18.4	-16.9	62%
Ending Balance	60.2	\$57.00	\$61.30	-2%

Reserves – Operating

(in \$ millions)

Reserve Activity	2019 Final	2018 Final	2017 Actual	% Change
Opening Balance	40.8	38.6	36.0	13.3%
Transfers from Operating	0.5	1.1	8.2	-93.9%
Interest Income	0.8	0.8	0.8	0.0%
Transfers to Capital Projects	-1.9	-1.9	-6.4	-70.3%
Closing Reserve Balance	\$40.20	\$38.60	\$38.60	4.1%

Capital Expenditures (in \$ millions)

Description	2019 Final	2018 Final	2017 Actual	% Change
CAWTP	260.2	134.7	67.2	287%
Engineered Structures	51.7	48.5	56.0	-8%
Buildings	52.7	18.5	21.8	142%
Equipment	7.4	8.7	8.6	-14%
Land	8.3	1.5	2.9	186%
Vehicles	1.9	1.8	2.0	-5%
Ending Balance	\$382.20	\$213.70	\$158.50	141%

2019 Financial Plan Presentation & Report to the Board



2019 CRD Financial Plan

Presentation to Capital Regional District Board of Directors

Wednesday March 20, 2019

Agenda



-  **1 Regional Economic Conditions**
-  **2 Budget Planning Process**
-  **3 2019 CRD Financial Plan**
-  **4 Impacts on Requisition**
-  **5 Financial Health Indicators**

Impacts of Economic Conditions



2018 BUILDING PERMITS

34%

INCREASE IN DWELLINGS



2.4%

INFLATION RATE IN VICTORIA



+4%

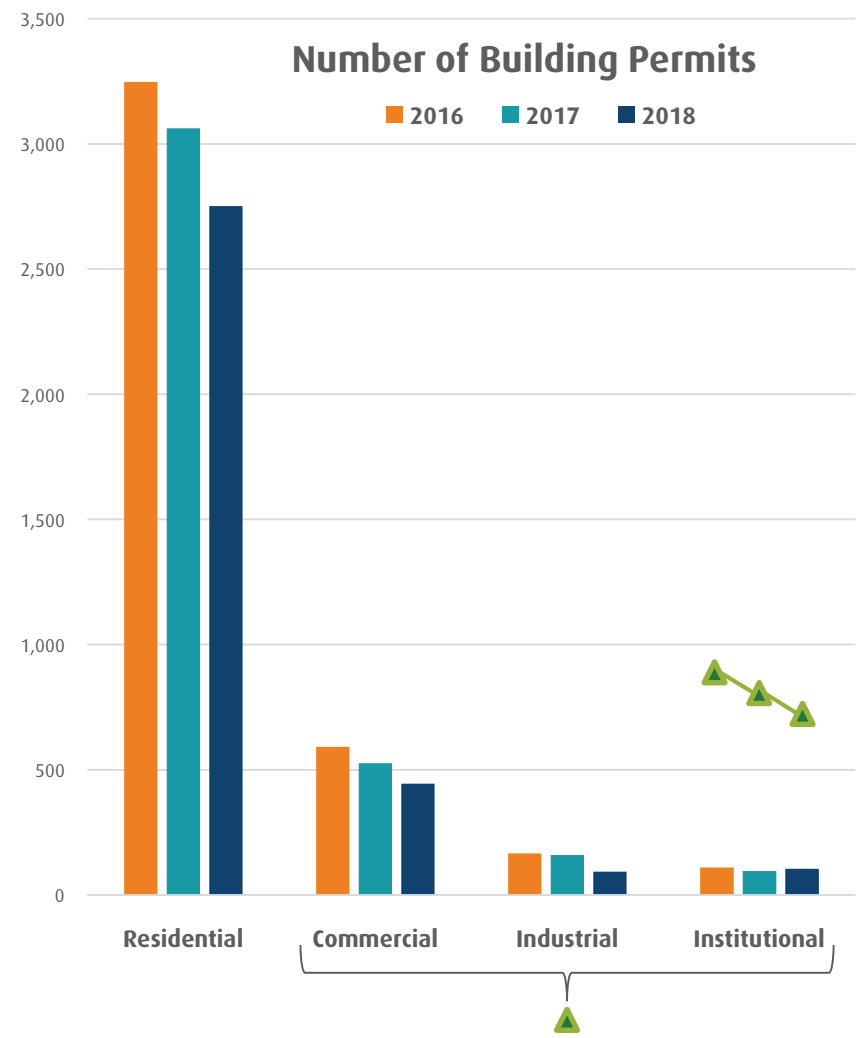
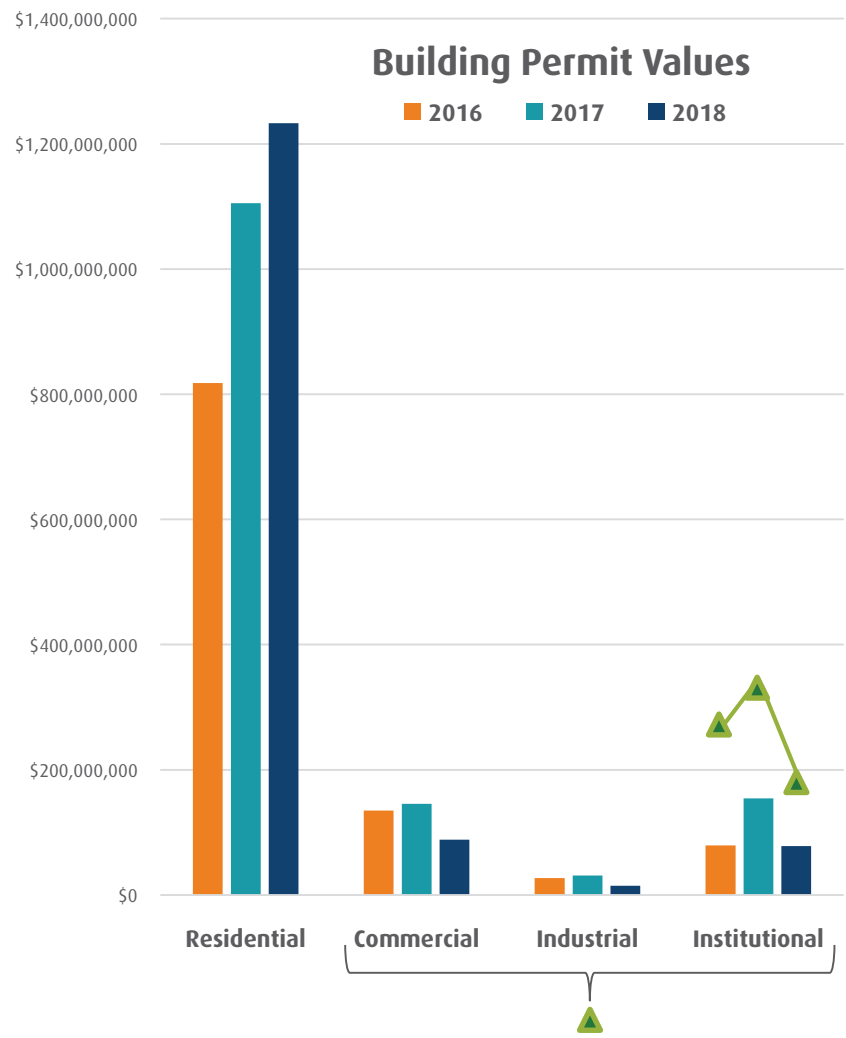
INCREASE IN UTILITY RATES



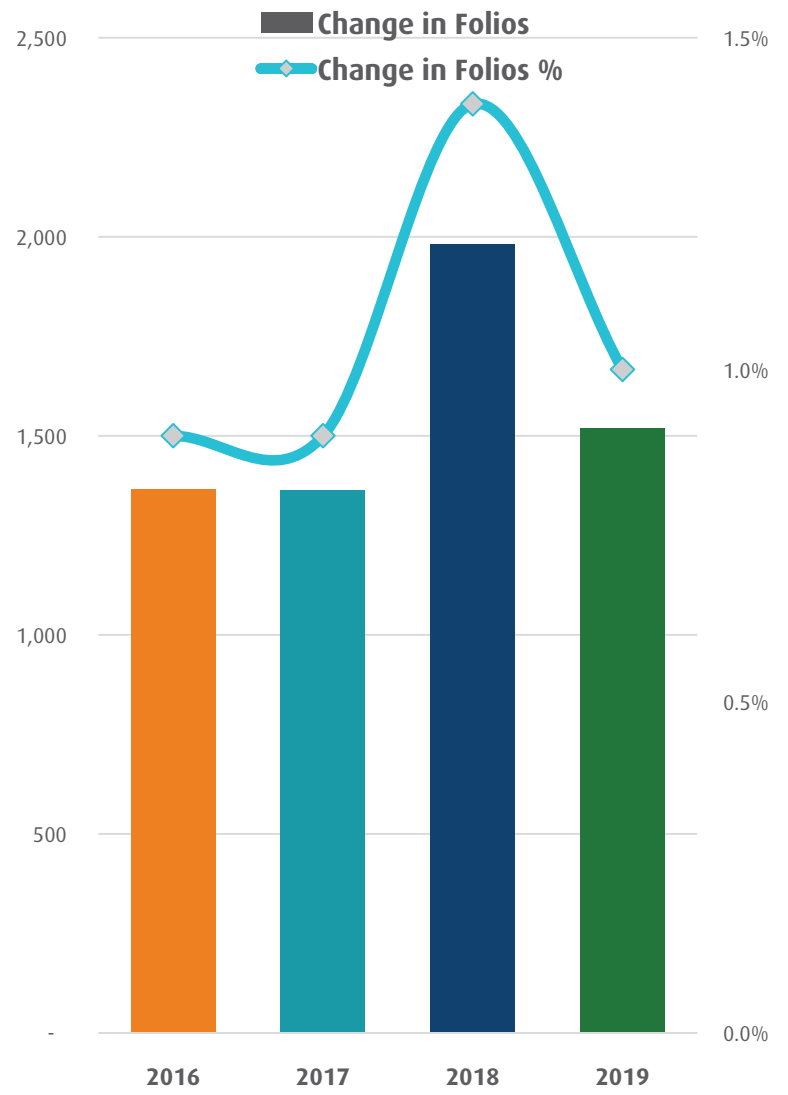
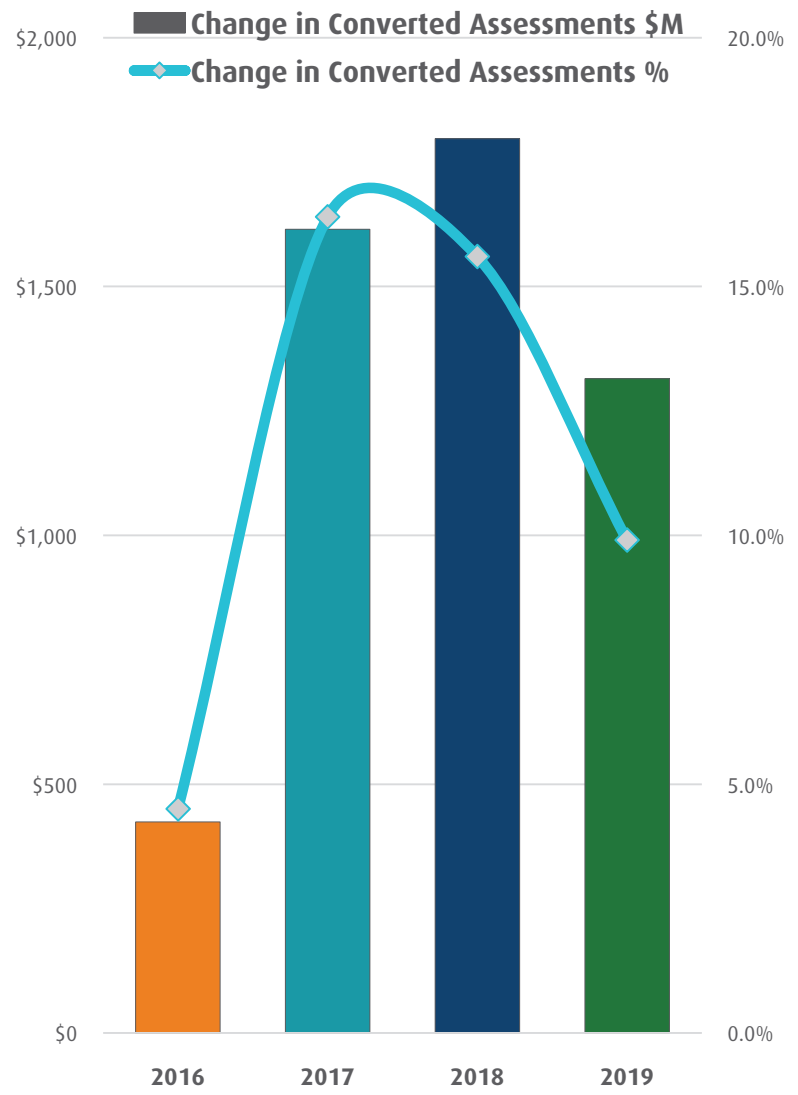
3.6%

SECOND LOWEST UNEMPLOYMENT RATE IN CANADA

Impacts of Economic Conditions



Impacts of Economic Conditions



Impacts of 2019 Capital Plan



The CRD 2019 Capital Plan of \$382.2M is expected to generate 1,935 new jobs across British Columbia through the flow of goods and services among various industries.

Consolidated 2019 Financial Plans



CONSOLIDATED OPERATING BUDGET

\$313.3M



Capital Regional District **\$261.8M**



Capital Regional Hospital District **\$33.4M**



Capital Region Housing Corporation **\$18.1M**

CONSOLIDATED CAPITAL BUDGET

\$503.1M



Capital Regional District **\$382.2M**



Capital Regional Hospital District **\$55.6M**



Capital Region Housing Corporation **\$65.3M**

Financial Plan Summary



2019 OPERATING BUDGET



Capital Regional District
\$261.8M

2019 CAPITAL BUDGET



Capital Regional District
\$382.2M



Investing in the Future

Capital investment is almost 15x the rate of depreciation



Managing the Cost of Debt

Less than 11% of revenue is planned for long-term debt payments



Supporting Board and Corporate Priorities

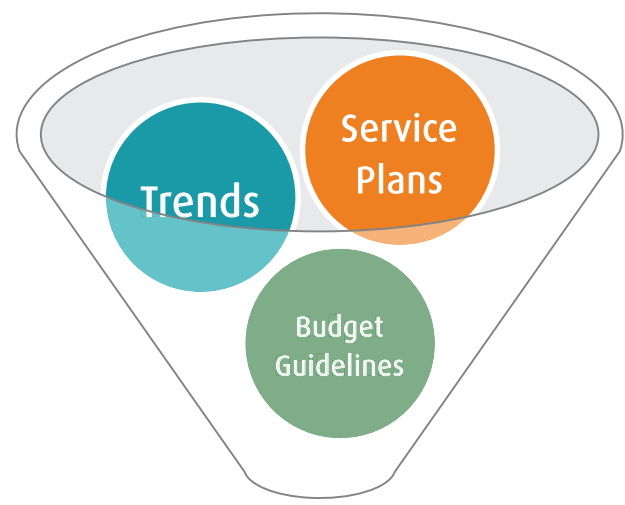
Continued focus on CAWTP, Affordable Housing, Active Multimodal Transportation, First Nations Reconciliation, and Climate Action



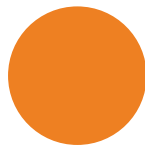
Diversifying Revenue Streams

Almost 1/2 of operating revenue comes from sale of services while just over 1/4 from requisition

Budget Planning Process



2019 Budget



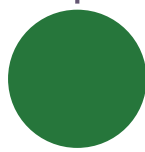
Service Planning Process

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



Trends and Assumptions

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



Budget Guidelines

Finance Committee and Board approved Financial Management Strategies and Guidelines

Approval Process

- Finance Committee and Board approved guidelines May 2018
- Electoral Area Services Committee delegated budget review
- Committee of the Whole

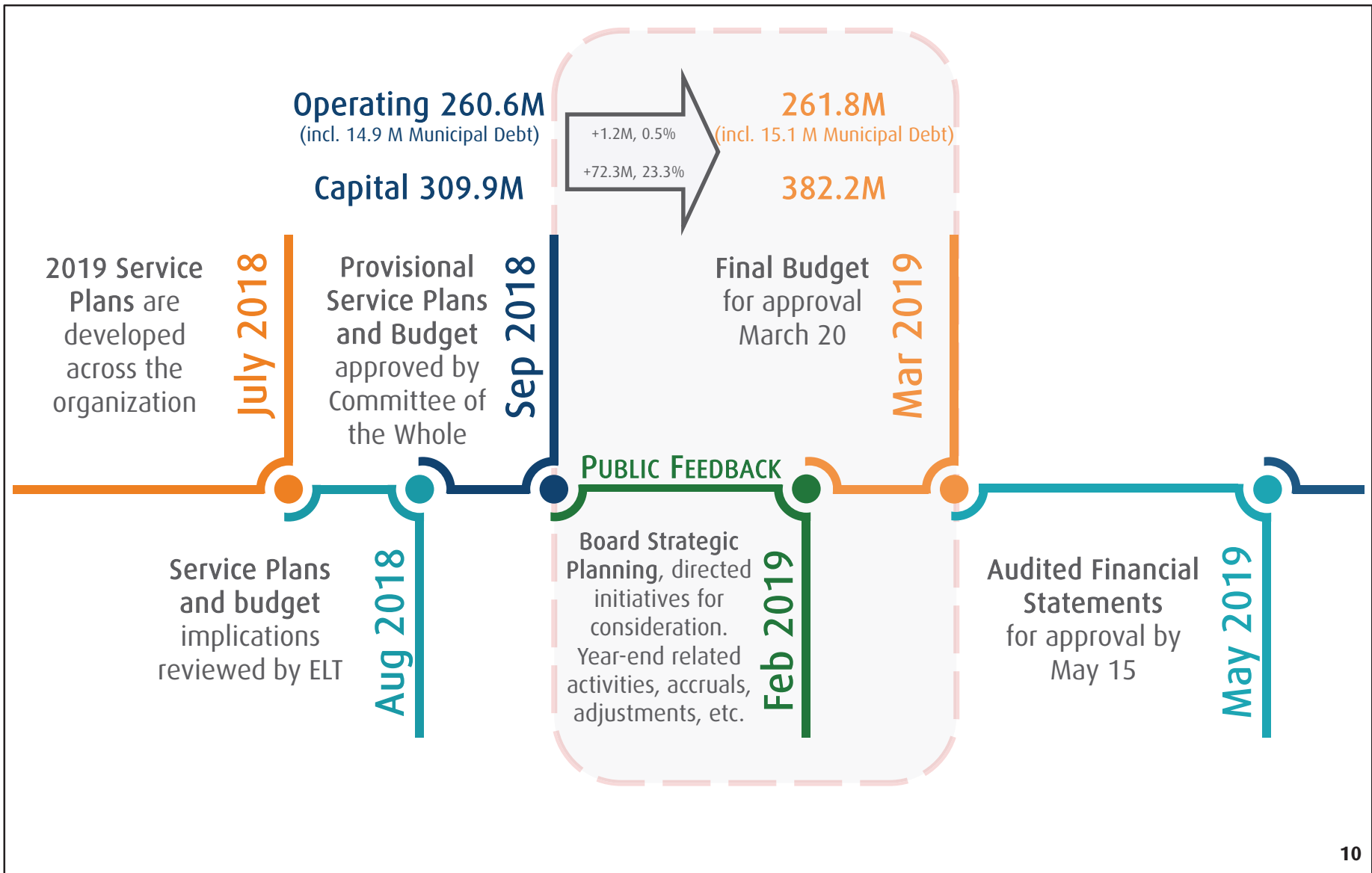
Provisional Budget

- Recommended approval by EASC
- Board approved September 5
- Included authority to expend January 1 through March 31 2019

Final Budget

- Revised with changes in assessments, year-end adjustments, and committee directed initiatives
- Approval by March 31 2019

Budget Planning Timeline

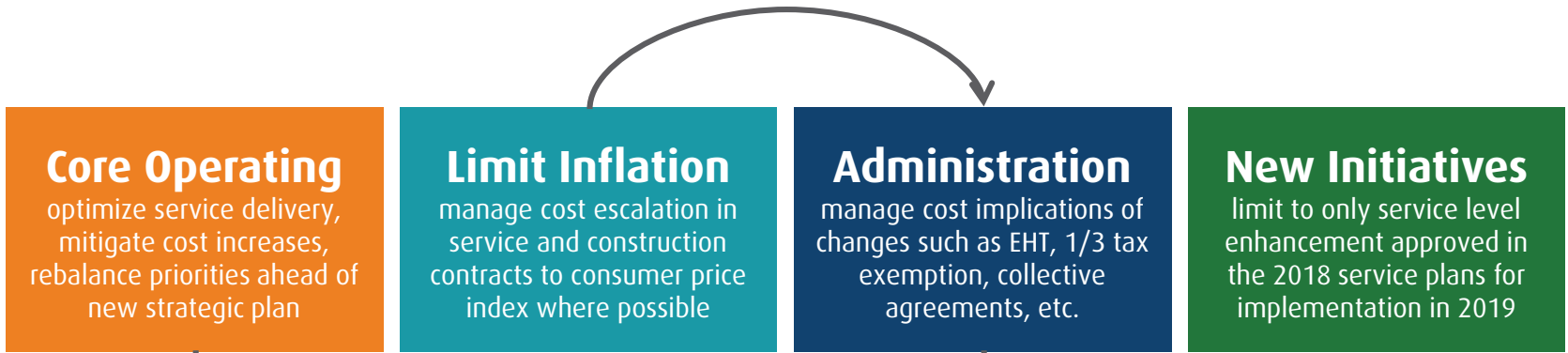


2019 CRD Preliminary Budget



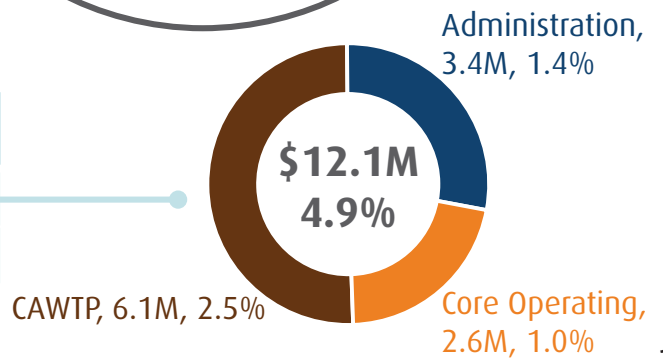
Preliminary Approval

- Provisional Budget was based on the 2019 Service and Financial Planning Guidelines from Finance Committee and CRD Board.
- Based on 4 key principles;



Budget	2019 Preliminary	2018 Final	Δ \$	Δ %
Operating	\$260.6M	\$248.4M	\$12.1	4.9%
Capital	\$309.9M	\$258.7M*	\$51.2	19.8%

* amended 2018 capital plan



2019 CRD Financial Plan Summary



Operating Budget Summary (\$M) (Staff Report Table 2a) *municipal debt consolidated with debt servicing

Expenditure Type	2019 Final Budget	2019 Preliminary	Δ \$	Δ %	2018 Budget
Operations	165.3	163.1	2.2	1.3%	156.8
Capital Funding	41.3	42.9	(1.6)	(3.7%)	40.6
Transfer to Reserves	16.6	17.2	(0.6)	(3.5%)	13.9
Debt Servicing	23.6	22.5	1.1	4.9%	22.4
Municipal Debt	15.0	14.9	0.1	0.7%	14.7
Total	\$261.8	\$260.6	\$1.2	0.5%	\$248.4

Capital Budget Summary (\$M) (Staff Report Table 4a)

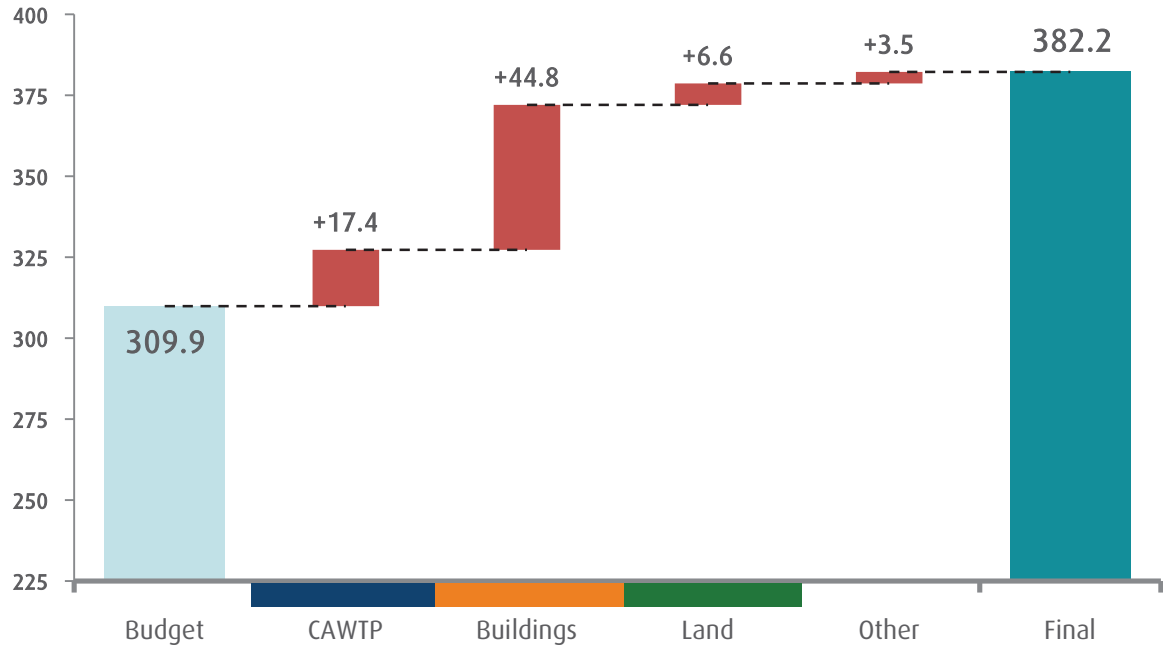
Expenditure Type	2019 Final Budget	2019 Preliminary	Δ \$	Δ %	2018 Budget
CAWTP (Core Project)	260.2	242.8	17.4	5.6%	134.7
Buildings	52.7	7.9	44.8	14.5%	18.5
Engineered Structures	51.7	48.9	2.8	0.9%	48.5
Land	8.3	1.7	6.6	2.1%	1.5
Equipment	7.4	7.0	0.4	0.1%	8.7
Vehicles	1.9	1.6	0.3	0.1%	1.9
Total	\$382.2	\$309.9	\$72.3	23.3%	\$213.7*

* 2018 capital plan before amendments (primarily timing in CAWTP)

Changes in Capital

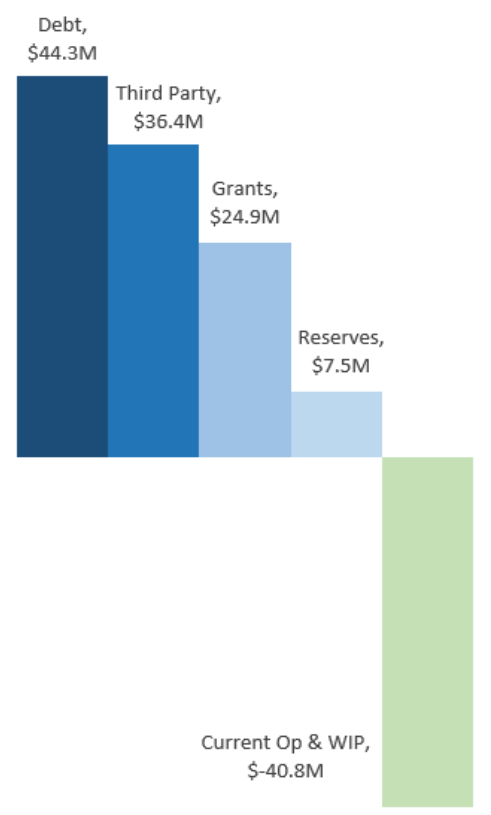


Capital Investment increased by \$72.3M or 23.3%

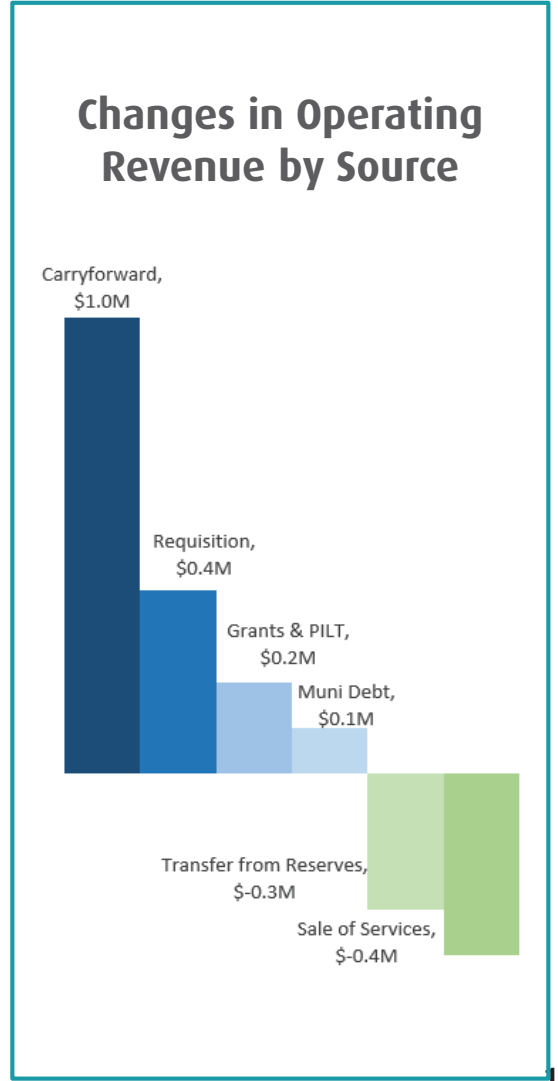
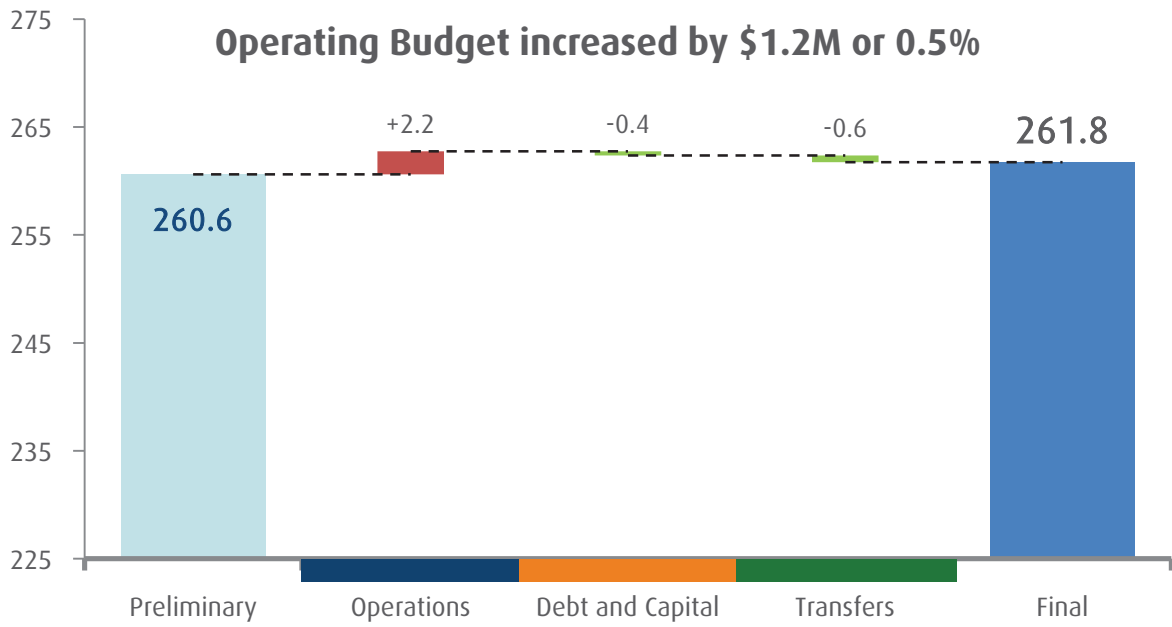


- CAWTP +17.4 M**
 - Timing of construction costs mainly related to invoicing delays in conveyancing
 - Funded by carryforward of unspent capital in 2018
- Buildings +44.8 M**
 - Property acquisition of 132 units at Millstream Ridge on 713/715 Treanor
 - Funded through a \$35.5M prepaid lease from BC Housing and a \$9.0M grant from the Regional Housing First Program
- Land +6.6 M**
 - Land acquisition closing in 2019 (rise and report to follow)
 - Will be funded from land acquisition reserve

Changes in Investment Funding by Source



Changes in Operating



Operations +2.2 M

- 0.8M Legislative & General: First Nations, Legislative Controls, EDRM
- 0.6M Core Sewer Treatment one-time MFA debt reserve fund costs
- 0.2M RHTF: budget carryforward for grants not awarded in 2018
- 0.1M Community Health: increased funding for Coalition to end Homelessness
- 0.1M Climate Action & Adaptation: regional GHG inventory & modelling

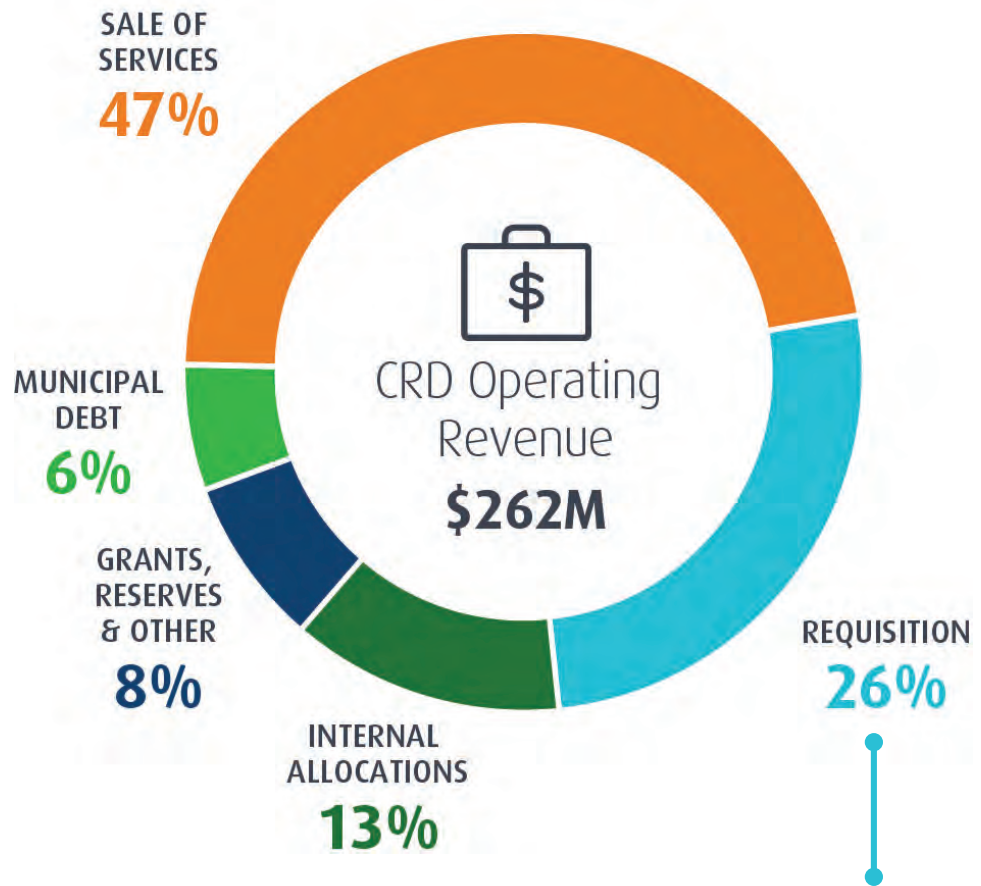
Debt & Capital -0.4M

- 1.1M CAWTP Long Term Debt Issuance
- 0.1M Municipal Debt Increase
- (1.9M) reduced capital funding to CAWTP

Transfer to Reserves -0.6 M

- (0.4M) Core Sewer Treatment reduced transfer to balance debt reserve charge
- (0.1M) Reduced transfer to reserve balancing Leg and Gen initiatives
- (0.1M) Various changes distributed across 30 other services

Sources of Revenue - Operating



Sale of Services	124.0
Requisitions	67.6
Internal Allocations	35.1
Municipal Debt	15.0
Grants, Reserves & Other	20.1
Total	\$262M

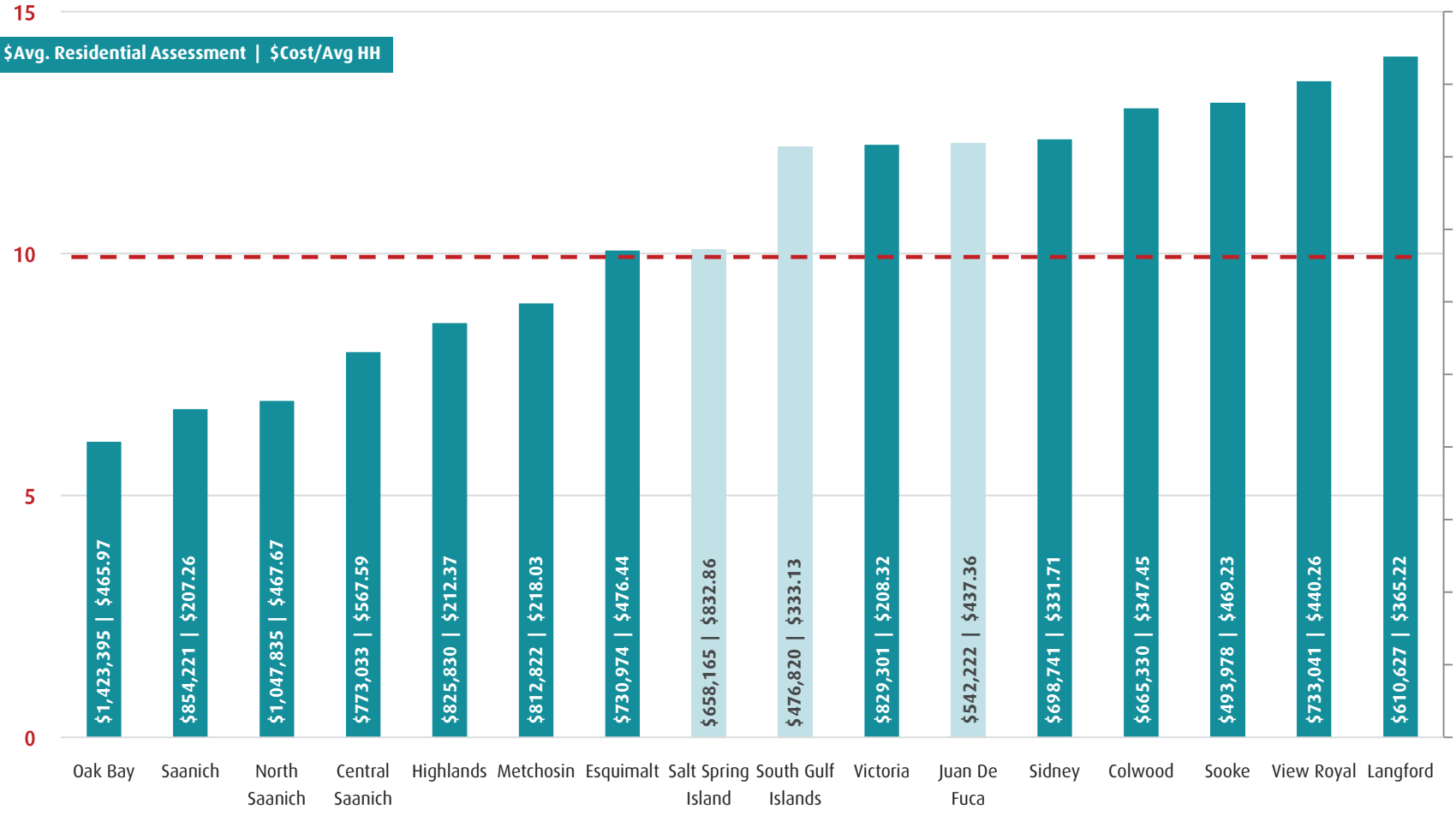
Requisition (6.1% year-over-year increase, or 0.6% over preliminary)

2019 Final Budget	2019 Preliminary	Δ \$	Δ %	2018 Budget
\$67.6M	\$67.1M	\$0.5M	0.6%	\$63.7M

Impacts of Assessment



Change in Converted Assessments;
Regional Average = 9.9%

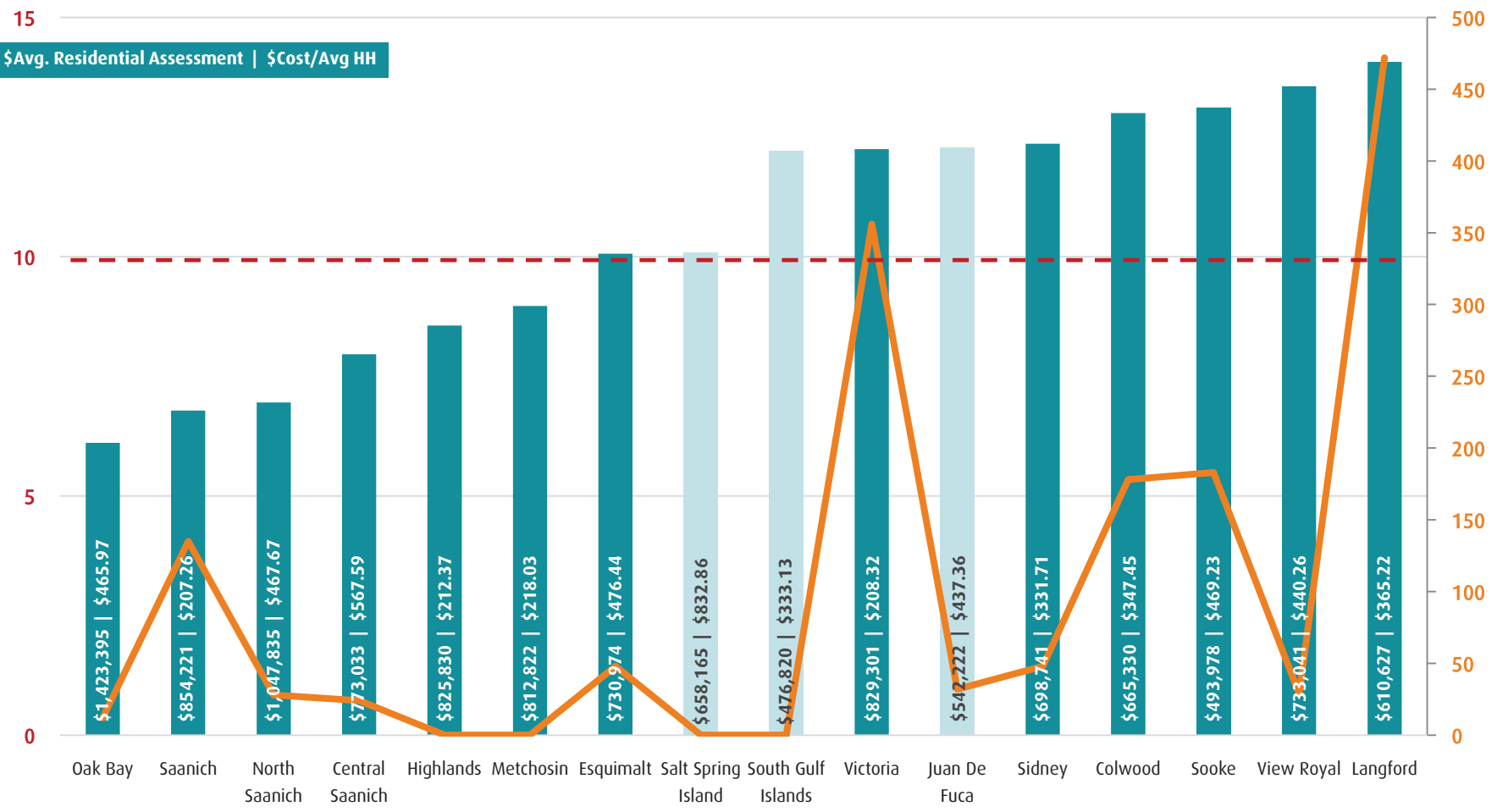


Impacts of Assessment



Change in Converted Assessments;
Regional Average = 9.9%

Change in Number of Folios;
Regional Total = 1,518



Requisition by Municipality & EAs



A + B + C = D

Municipalities & EAs	Impact of Assessment	Impact of CAWTP	All Other CRD	CRD Final	Cost per HH CRD	Cost per HH CRD & CRHD
Colwood	1.0%	9.8%	3.0%	13.8%	12.0%	6.4%
Esquimalt	0.3%	13.1%	1.6%	15.0%	15.1%	8.1%
Langford	1.2%	9.3%	3.8%	14.3%	10.8%	8.3%
Oak Bay	(2.0%)	not requisitioned	1.8%	(0.2%)	(0.6%)	(1.4%)
Saanich	(2.3%)	not requisitioned	5.0%	2.7%	2.0%	(0.1%)
Victoria	1.6%	not requisitioned	4.7%	6.3%	3.3%	1.5%
View Royal	0.8%	8.3%	2.2%	11.3%	10.7%	7.3%
Central Saanich	(0.6%)		3.8%	3.2%	2.4%	1.1%
Highlands	(1.2%)		6.2%	5.0%	5.0%	2.1%
Metchosin	(0.8%)		6.2%	5.4%	5.5%	3.2%
North Saanich	(1.6%)		3.7%	2.1%	(0.0%)	(0.9%)
Sidney	1.7%		2.2%	3.9%	4.4%	3.9%
Sooke	0.6%		5.5%	6.1%	2.9%	2.3%
Juan de Fuca	0.2%		9.0%	9.2%	7.3%	6.1%
Salt Spring Island	(0.1%)		2.1%	2.0%	1.9%	1.8%
Southern Gulf Islands	0.3%		6.0%	6.3%	6.5%	5.8%
Total	-	2.3%	3.8%	6.1%	5.6%	3.2%

Financial Health Indicators



Investing for the Future

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

Result: in 2019, the investment in capital will be \$77.4M* vs \$25.3M in amortization. This yields a 3.1x multiplier.

* excludes investment in CAWTP and RHFP, otherwise investment = 382.2M with an 15.1x 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 2019, reserve contributions will total \$16.6M vs a \$246.8M* operating budget. The result is 6.8%.

* excludes municipal debt servicing costs, otherwise operating budget = 261.8M with 6.4% contribution rate



Financial Health Indicators



Debt Affordability

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

Result: in 2019, debt servicing costs will account for \$23.5M* out of the total revenue of \$206.5M**. This equates to 11.4%.

* excludes municipal debt (15M)

** excludes municipal debt (15M), 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 2019, debt will fund approximately 13% of total capital investment of \$77.4M*.

* Excludes investment in CAWTP (260.2M) and RHFP (44.5), inclusive of these investments debt funding is 18.7% of the plan



Summary



Investing in the Future

Capital investment is almost 15x the rate of depreciation



Managing the Cost of Debt

Less than 11% of revenue is planned for long-term debt payments



Supporting Board and Corporate Priorities

Continued focus on CAWTP, Affordable Housing, Active Multimodal Transportation, First Nations Reconciliation, and Climate Action



Diversifying Revenue Streams

Almost 1/2 of operating revenue comes from sale of services while just over 1/4 from requisition

Backup Slides



Assessment Details



	Change in Requisition	Change in Converted Assessments	Change in Average Residential Assessments	Change in Cost per Average Residential Assessment	Change in Number of Folios
Central Saanich	3.2%	8.0%	7.1%	2.4%	0.3%
Colwood	13.8%	13.0%	11.2%	12.0%	2.9%
Esquimalt	15.0%	10.1%	10.2%	15.1%	0.9%
Highlands	5.1%	8.6%	8.5%	5.0%	-0.1%
Langford	14.3%	14.1%	10.6%	10.8%	3.3%
Metchosin	5.4%	9.0%	9.0%	5.5%	-0.3%
North Saanich	2.1%	6.9%	4.7%	0.0%	0.6%
Oak Bay	-0.2%	6.1%	5.7%	-0.6%	0.2%
Saanich	2.7%	6.8%	6.0%	2.0%	0.3%
Sidney	3.9%	12.4%	12.8%	4.4%	0.8%
Sooke	6.1%	13.1%	9.8%	2.9%	3.1%
Victoria	6.3%	12.2%	9.1%	3.3%	1.2%
View Royal	11.3%	13.6%	13.0%	10.7%	0.8%
Juan De Fuca	9.2%	12.3%	10.3%	7.3%	0.9%
Salt Spring Island	2.0%	10.1%	9.9%	1.9%	-0.1%
Southern Gulf Island	6.3%	12.2%	12.5%	6.5%	-0.2%
Total	6.1%	9.9%	8.8%	5.1%	1.0%
	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.

Assessment Details



	Change in Average				
	Change in Requisition (in \$ millions)	Change in Converted Assessments (in \$ millions)	Residential Assessments (in \$ millions)	Change in Cost per Average Residential Assessment	Change in Number of Folios
Central Saanich	0.144	46.6	0.051	13.05	24
Colwood	0.297	53.9	0.067	37.22	178
Esquimalt	0.376	40.4	0.067	62.57	48
Highlands	0.010	6.5	0.065	10.16	(1)
Langford	0.936	154.2	0.058	35.62	472
Metchosin	0.020	11.7	0.067	11.36	(5)
North Saanich	0.056	39.7	0.047	(0.10)	28
Oak Bay	-0.007	55.8	0.077	(2.85)	12
Saanich	0.255	249.9	0.048	4.01	135
Sidney	0.095	58.4	0.079	13.86	48
Sooke	0.181	38.7	0.044	13.34	183
Victoria	0.571	416.3	0.069	6.70	356
View Royal	0.214	41.9	0.084	42.56	29
Juan de Fuca	0.155	25.1	0.051	29.72	32
Salt Spring Island	0.110	40.5	0.059	15.73	(9)
Southern Gulf Islands	0.134	36.1	0.053	20.24	(12)
Total	3.899	1315.7	0.988	313.18	1,518

**REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MARCH 20, 2019**

SUBJECT: Bylaw No. 4291: 2019 to 2023 Financial Plan Bylaw, 2019

ISSUE

This report summarizes final updates to the 2019 budget and requests approval of Bylaw 4291 regarding the Capital Regional District (CRD) five-year financial plan for the years 2019-2023.

BACKGROUND

The CRD provides a range of key services to over 413,000 people as well as businesses and visitors in the region. Regional services are provided throughout 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 service plans and operating and capital expenditure plans for approval by the Board.

Service plans along with the 2019 Provisional Financial Plan were given preliminary approval by the Committee of the Whole (COW) on September 5, 2018.

As outlined in a report to the Board on March 13, 2019, and consistent with previous years, a preliminary budget was developed to meet requirements of various fees and charges bylaws which set rates as of January 1. In addition, expenditure authority for various capital projects and operating initiatives was required to ensure uninterrupted delivery of services.

The 2019 Financial Plan marks the final year of the four-year service planning cycle aligned to the Strategic Plan set by the outgoing Board. Following the election in October 2018, the next planning cycle began with a new 2019-2022 Strategic Plan recently developed and approved by the incoming Board.

The Provisional Financial Plan has been amended as a result of year-end adjustments, payments in lieu of taxes, revised assessment information, and other committee or commission-directed amendments prior to final approval. A number of these initiatives address priorities identified through the Board's Strategic Planning process. A Corporate Plan will be brought to the Board in April. The Corporate Plan will identify additional initiatives that will be taken to support Board Priorities beyond 2019. The Corporate Plan will also capture work necessary to deliver on the CRD's service mandates, approved plans and corporate priorities.

Financial Plan Bylaw

The Financial Plan Bylaw sets out the expenditures and revenue requirements over the next five years inclusive of the 2019 budget. As legislatively required, the bylaw also sets out planned reserves transfers. The bylaw reflects service levels as approved in service plans and any adjustments to the 2019 budget year since preliminary approval. 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 to the budgeted requisition.

Under the budget direction provided by the Board, review and recommendation of all electoral area-only service budgets was delegated to the Electoral Area Committee (EAC), including the review of Local Service Commissions budgets. The Electoral Area Committee recommended approval of the electoral area-only budgets on March 13, 2019.

Since the approval of the provisional budget, a number of service plan adjustments and, as a result, financial plan adjustments are being proposed through standing committees for consideration by the Board. In order to evaluate these recommendations holistically, they are included in the financial plan bylaw. Through staff, standing committees evaluated service levels related to the implementation of directed initiatives. The budget reflects committee recommendations. Staff have evaluated each of these initiatives, and in some cases can suggest deferring elements of committee direction to accommodate financial constraints.

Trends and Assumptions

Cost escalation pressures driven by strong local economy and low local unemployment continue to be a major factor in organization-wide service delivery.

- The Consumer Price Index (CPI) in the greater Victoria area ended the year at 2.4%, just below Vancouver at 2.7% and British Columbia at 2.9%¹
- Building permit values for the second year in a row totaled \$1.4 billion, with an increase in dwellings year over year of 34%², illustrating a shift to lower cost multi-family dwellings. The total regional assessed value is now approximately \$125 billion.

¹ At: <http://www.bcstats.gov.bc.ca/Files/085e8932-0f24-40d3-8d35-7c549292f3a8/ConsumerPriceIndexAnnualAverages.pdf>

² CRD Regional Planning statistics

- The New Housing Price Index (NHPI) in Victoria was higher by 1% through November versus 2017, whereas comparatively Vancouver increased by only 0.1%. The average price of a single family home is now \$858,600, an increase of 3.2%³ over the previous year.
- Victoria’s unemployment rate of 3.2% in February is the lowest rate in BC, well below the provincial rate of 4.5% and below the national rate of 5.8%. Guelph is the only area with a lower unemployment rate, at 1.7%⁴, across Canada.

Although allowances for inflation, infrastructure investment and increased economic activity are key cost drivers impacting the preliminary budget, 2019 service levels remain largely consistent with those approved in 2018.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4291, “2019 to 2023 Financial Plan Bylaw, 2019”, be introduced and read a first, second, and third time;
2. That Bylaw No. 4291 be adopted.
3. That the Staff Establishment Chart as attached in Appendix 5 be approved.

Alternative 2

1. That Bylaw No. 4291 be cited as “2019 to 2023 Financial Plan Bylaw, 2019”, be introduced and read a first time and second time.
2. That Bylaw No. 4291 be amended as directed.
3. That Bylaw No. 4291 be read a third time.
4. That Bylaw No. 4291 be adopted.

IMPLICATIONS

Appendix 1 shows the change in the 2019 operating and capital plans versus 2018.

Budget Overview

The 2019 CRD budget includes \$261.8 million in operating expenditures, an increase of \$13.4 million or 5.4% over 2018, and \$382.2 million in capital investment, an increase of \$168.5 million or 78.8% primarily attributable to timing of capital expenditures of the Core Area Wastewater Treatment Project and the Regional Housing First Program. Appendix 2 and 3 highlight the expenditures and sources of revenue for both operating and capital plans. A listing of major capital projects is outlined in Appendix 4.

Table 1: CRD Budget Summary

Budget Type (\$M)	2019 Final	2018 Final	\$ Change	% Change
Operating	261.8	248.4	13.4	5.4%
Capital	382.2	213.7	168.5	78.8%
Total	\$644.0	\$462.1	\$181.9	39.4%

* 2018 Final amounts as shown in Bylaw 4258

³ At: https://www.vreb.org/media/attachments/view/doc/statsrelease2018_12/pdf/December

⁴ At: <https://www.cheknews.ca/victoria-near-lowest-unemployment-rate-in-canada-last-month-stats-canada-541415/>

Changes from Preliminary Operating Budget – Expenses

The final budget reflects all known factors to date since provisional financial plan approval in September 2018, including updates to incorporate both year-end adjustments and committee directed initiatives. The following table summarizes changes to operating expenses.

Table 2a: Changes in Operating Expenses

Expenditure Type (\$M)	2019 Final	2019 Prelim	\$ Change	% Change
Operations	165.3	163.1	2.2	1.3%
Debt Servicing	38.6	37.4	1.2	3.2%
Capital Funding	41.3	42.9	-1.6	-3.7%
Transfer to Reserves	16.6	17.2	-0.6	-3.5%
Total	\$261.8	\$260.6	\$1.2	0.5%

Table 2b: Drivers for Changes in Operating Expenditures

Service	(\$M) Change	Description	Impact	Funding Source	Direction
Legislative and General Government	0.117	First Nations Relations – 1.5FTE’s and expenses related to Forum of all Councils	Regional	Requisition (ongoing)	First Nations Relations Committee
	0.028	First Nations Relations – expenses related to Forum of all Councils and other programming	Regional	Reserve (one-time)	First Nations Relations Committee
	0.060	First Nation Archeology Study	Regional	Reserve (one-time)	First Nations Relations Committee
	0.058	Corporate Services – 1.0FTE policy analyst to improve legislative controls	Regional	Requisition (ongoing)	Staff Identified Requirement
	0.090	Corporate Services – Electronic Document and Records Management (EDRM)	Regional	Reserve (one-time)	Board Priority from 2015-2019 Plan
	0.124	Information Technology – 1.0FTE to support SharePoint and EDRM, and costs related to standby	Regional	Allocations (ongoing)	Board Priority from 2015-2019 Plan Staff Identified Requirement
Community Health	0.085	Increased funding for the Coalition to end Homelessness.	Regional	Requisition (one-time)	Hospital and Housing Committee

Service	(\$M) Change	Description	Impact	Funding Source	Direction
Climate Action and Adaptation	0.095	Funding for a regional greenhouse gas emissions inventory and modelling exercise and energy manager term position	Regional	Requisition (ongoing)	Parks and Environment Committee
	0.050	Salary costs earmarked pending successful BC Hydro grant related to energy manager term position	Regional	Grant (one-time)	Parks and Environment Committee
Regional Housing Trust Fund	0.165	Budget carryforward for grants not paid out in 2018.	Sub-Regional	Carry Forward (one-time)	CRD Board
CAWTP*	(0.200)	Net impact of Debt Issuance	Sub-Regional	Existing Requisition (Ongoing)	CRD Board
Municipal Debt	0.102	Increase in debt requested by municipalities		Flow through Requisition (Ongoing)	Municipalities, CRD Board
All other services (Including EA)	0.426	Net increase across 62 other services			
Total	\$1.2				

* Core Area Wastewater Treatment Project

Changes from Preliminary Operating Budget – Revenue

New initiatives and service plan adjustments since the provisional budget are funded through a variety of revenue sources totaling \$0.7 million and incremental requisition of \$0.5 million. The following table summarizes the changes.

Table 3a: Changes in Operating Revenue

Revenue Type (\$M)	2019 Final	2019 Prelim	\$ Change	% Change
Sale of Services	124.0	124.3	-0.3	-0.1%
Internal Allocations	35.1	34.9	0.2	0.1%
Rentals and other Revenue	9.0	9.1	-0.1	0.04%
Surplus Carryforward	5.2	4.2	1.0	0.4%
Grants and PILT	4.1	3.9	0.2	0.1%
Transfer from Reserves	1.9	2.2	-0.3	-0.1%
Subtotal	179.3	178.6	0.7	0.3%
Requisition*	82.5	82.0	0.5	0.6%
Total	\$261.8	\$260.6	\$1.2	0.5%

* Total requisitions includes municipal debt payments of \$15.0 million. Of the \$0.5 million change since preliminary \$0.1 million is due to incremental municipal debt.

Changes in operating revenue, excluding requisition, increased by \$0.7 million. This is a result net change between additional revenue in surplus carryforward, grants and PILT, offset by reductions in sale of services, transfers from reserves, rental and other revenue.

Surplus Carryforward – 2018 results impact the 2019 budget as amounts carried forward are incorporated into the operating budget for each service. The total surplus carryforward is \$5.2 million or an increase of \$1.0 million from the preliminary budget. Drivers for the change include:

Table 3b: Drivers for Changes in Surplus Carryforward

Service	(\$M) Change	Description	Impact
Legislative and General Government	0.098	Due to staff vacancies and recruitment challenges in a tight labour market	Regional
Regional Housing Trust Fund (RHTF)	0.180	Related to two grants that were not disbursed in 2018 due to project delays. These will be granted in 2019.	Regional
Environmental Services	0.061	Carry forward of operating for delayed minor non capital equipment	Regional
Trunk Sewers Debt	0.490	Lower than expected debt servicing costs in 2018 and higher returns in two MFA debt reserve fund recoveries	
All other services (Including EA)	0.213	Net increase across 29 other services	
Total	\$1.0		

Payments in lieu of taxes (PILT) are payments recovered from tax exempt parcels owned by federal, provincial and crown agencies within the region. Under the legislation, the amount of tax is determined by class and rate as if the property were taxable. However, the amount of PILT can

vary as the requirement to pay is at the discretion of the Minister, Lieutenant Governor, and heads of Crown Corporations.

Monies collected in each municipality are processed by the CRD and returned through credit to each of the services the municipalities participate in. These payments are a regular source of funding and are meant to compensate the municipality's share of annual costs for CRD services. When received by the CRD, PILT must be allocated proportionally to the services that are paid by requisition per Section 389 of the *Local Government Act*.

The historical approach through the provisional budget is to plan the prior year actuals, while current year PILT information is available in time for final budget. For 2019, the actual PILT received was marginally higher than forecast in the preliminary budget, totaling \$3.3 million or an increase of \$0.2 million.

The following table summarizes the PILT received, which has been credited against the appropriate CRD services, reducing revenue requirements from each participant.

Table 3c: Drivers for Changes in Payments in Lieu of Taxes (PILT)

Municipality (M's)	2019 Final	2019 Prelim	\$ Change	% Change
Township of Esquimalt	2.002	1.772	0.230	13%
City of Victoria	0.438	0.445	-0.007	-2%
District of North Saanich	0.280	0.315	-0.035	-11%
City of Colwood	0.228	0.223	0.005	2%
District of Saanich	0.187	0.177	0.010	6%
District of Metchosin	0.097	0.102	-0.005	-5%
Electoral Areas	0.054	0.056	-0.002	-4%
City of Langford	0.022	0.021	0.001	5%
District of Central Saanich	0.019	0.019	-	0%
Town of Sidney	0.009	0.009	-	0%
District of Sooke	0.006	0.007	-0.001	-14%
Town of View Royal	0.005	0.035	-0.030	-86%
District of Oak Bay	0.001	0.001	-	0%
Total	\$3.348	\$3.182	\$0.166	5.22%

* excludes municipalities and electoral areas that do not receive PILT

Table 3d: Drivers for Changes in Requisition Revenue

Service	(\$M) Change	Description	Impact	Direction
Legislative and General Government	0.117	First Nations Relations – 1.5FTE's and expenses related to Forum of all Councils	Regional	First Nations Relations Committee
	0.058	Corporate Services – 1.0FTE policy analyst to improve legislative controls	Regional	Staff Identified Requirement
Community Health	0.085	Increased funding for the Coalition to end Homelessness.	Regional	Hospital and Housing Committee
Climate Action and Adaptation	0.095	Funding for a regional greenhouse gas emissions inventory and modelling exercise and energy manager term position	Regional	Parks and Environment Committee
Municipal Debt	0.102	Increase in debt requested by municipalities	Sub-Regional	Municipalities, CRD Board
Total	\$0.5			

Changes from Preliminary Capital Budget – Investment

The final budget reflects all known factors to date since provisional financial plan approval in September 2018, including updates to incorporate both year-end adjustments and committee directed initiatives. The following table summarizes changes to capital investment.

Table 4a: Changes in Capital Investment

Investment Type (\$M)	2019 Final	2019 Prelim	\$ Change	% Change
CAWTP	260.2	242.8	17.4	5.6%
Buildings	52.7	7.9	44.8	14.5%
Engineered Structures	51.7	48.9	2.8	0.9%
Land	8.3	1.7	6.6	2.1%
Equipment	7.4	7.0	0.4	0.1%
Vehicles	1.9	1.6	0.3	0.1%
Total	\$382.2	\$309.9	\$72.3	23.3%

Table 4b: Drivers for Changes in Capital Investment

Service	(\$M) Change	Description	Impact	Funding Source	Direction
Regional Housing First Program (RHFP)	44.5	Changes in the property acquisition model for Millstream Ridge at 713/715 Treanor (132-units) to 2019	Regional	Prepaid Lease \$35.5 Grants \$9.0	CRD Board
Core Area Wastewater Treatment Project	17.4	Carryforward of unspent capital in 2018, mainly related to construction delays in conveyance	Sub-Regional	Current Operating and WIP -\$42.8 Debt \$45.0 Grants \$15.3	Project Board/CRD Board
Regional Parks Land Acquisition	6.7	Land acquisitions (Rise and Report to come)	Regional	Land Acquisition Fund \$6.7	Parks and Environment Committee
Regional Water Supply	1.6	Re-scoping of Lubbe Dam due to unexpected geological conditions	Regional	Carryforward \$1.0 Utility \$0.6	Regional Water Commission
All other services (Including EA)	2.1	Net increase across 41 capital projects planned in 2019			
Total	\$72.3				

Changes from Preliminary Capital Budget – Revenue

New initiatives and service plan adjustments since the provisional budget are funded through a variety of revenue sources totaling \$72.3 million. The following table summarizes the changes.

Table 4c: Changes in Capital Investment Funding

Investment Funding Source (\$M)	2019 Final	2019 Prelim	\$ Change	% Change
Current Operating and WIP	154.2	194.9	-40.8	-13.2%
Grants	93.7	68.8	24.9	8.0%
Debenture Debt	70.1	25.8	44.3	14.3%
Donations & Third Party Funding	36.8	0.5	36.4	11.8%
Reserve Funding	27.4	19.9	7.5	2.4%
Total	\$382.2	\$309.9	\$72.3	23.3%

The overall increase in funding is primarily due to \$35.5 million in prepaid lease from the Capital Region Housing Corporation for 713/715 Treanor and grant funding of \$24.9 million for both 713/715 Treanor (\$9.0M) and the CAWTP (\$15.3M).

Current Operating & WIP decreased with the conversion of short term borrowings to long term debt for CAWTP while the increase in reserve funding is primarily driven by the purchases of park land.

The current 2019-2023 five year capital plan is nearly \$1 billion and continues to reflect a focus on critical utility infrastructure while incorporating significant investment in affordable housing. Staff continue to evaluate implications of the new Board Strategic Plan, as well as develop the new Corporate Plan. As in previous years, any changes to the capital plan will be managed through quarterly capital plan amendments, while a major capital project status report will continue to be reported quarterly through the CAO update to the Board. A summary of CRD Capital Investment is included in Appendix 7.

The total impact of the operating and capital budget on the 2019 Financial Plan Summaries, along with 2019 Individual Municipal and Electoral Area Requisitions, is included in Appendix 8.

Changes in Reserve Schedule

The following table provides consolidated information on operating reserve activity.

Table 5a: Changes in Operating Reserves

Reserve Activity	2019
Opening Reserve Balance	40.8
Transfers from Operating	0.5
Interest Income	0.8
Transfer to Operating	-1.9
Closing Reserve Balance	\$40.2

Consolidated operating reserves through the end of 2018 are estimated to be \$40.8 million. Net budgeted transfers, interest income, and funding of operating costs result in a forecasted balance of \$40.2 million at the end of 2019. A detailed listing of fund balances are included in the audited financial statements.

The following table provides consolidated information on capital reserve activity.

Table 5b: Changes in Capital Reserves

Reserve Activity	2019 Final	2019 Prelim	\$ Change	% Change
Opening Reserve Balance – Sept 5	67.7	57.0	10.7	-
Transfer from operating (2018)	2.5	-	2.5	100%
Opening Reserve Balance – Mar 21	70.2	57.0	13.2	23.2%
Transfers to/from Operating	16.1	16.7	-0.6	-3.6%
Interest Income	1.3	1.3	-	-
Transfer to Fund Capital Plan	-27.4	-19.9	-7.5	-37.7%
Closing Reserve Balance	\$60.2	\$55.1	-\$5.1	-9.3%

The total net decrease in capital reserves is projected to be \$5.6 million or 10.2% since the preliminary budget. The decrease is primarily due to additional transfers to the capital plan with respect to the park land acquisitions. Additional contributions to reserve from surplus totaled \$2.5 million. Surpluses were generated due to higher construction waste activity at the landfill and increased water usage with a drier summer and fall season.

Capital reserves reflect funds retained and segregated by service to fund future capital activities. The CRD currently manages over 70 capital reserve funds. 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 5 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. Changes in the SEC since the provisional plan are listed in Table 6, below. The CRD has an additional 482 auxiliary employees.

Table 6: Summary Staff Establishment Chart

2019 SEC Amendments	FTE 's	Explanation
2018 Final	596.89	
+ CRHC SEC Amendments	3.23	1 Property Manager 1 Admin Clerk 1 Caretaker 0.23 related to Collective Agreement changes for caretakers
+ 2019 SEC Additions	9.5	6 Core Area Wastewater Treatment Plant 1.5 First Nations and Administration 1 SharePoint and EDRM 1 Regional Housing Development 1 Policy Analyst 3 Infrastructure Engineering Services (4) Term Position Conversions
2019 Final (March 20, 2019)	609.62	

The Policy Analyst and the three Infrastructure Engineering staff are term conversions resulting in no net impact on the total FTE's.

Financial Indicators

The financial indicators relate directly to the CRD and services provided to the communities in which the CRD operates. These indicators provide a measurement of financial capacity including debt servicing relative to revenue and planned capital expenditures, capital investment relative to depreciation, and transfers to reserves relative to the net book value of assets and operating expenditures. A summary of the financial indicators is included in Appendix 6.

Financial Plan Bylaw

Bylaw No. 4291, cited as “2019 to 2023 Financial Plan Bylaw, 2019” and inclusive of Schedules A and B, representing the operating and capital plans for the years 2019 to 2023, for the Board’s consideration and adoption, is included in Appendix 9.

Prior to participant billing, final adjustments are made once final BC Assessment information for the region is released. It is anticipated there will be no material changes in assessment data.

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 2019 through 2023. The 2019 budget was preliminarily approved by the Board on September 5, 2018.

The 2019-2023 Financial Plan has been prepared in alignment with Board decisions and committee direction. Staff recommends approving the 2019-2023 Financial Plan bylaw as presented.

RECOMMENDATION

- 1. That Bylaw No. 4291, “2019 to 2023 Financial Plan Bylaw, 2019”, be introduced and read a first, second, and third time;
- 2. That Bylaw No. 4291 be adopted.
- 3. That the Staff Establishment Chart as attached in Appendix 5 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 2019 Final vs. 2018 Final Budgets
- Appendix 2: CRD 2019 Operating Budget Overview
- Appendix 3: CRD 2019 Capital Budget Overview
- Appendix 4: CRD 2019 Major Capital Projects > \$500,000
- Appendix 5: CRD 2019 Staff Establishment Chart
- Appendix 6: CRD 2019 Financial Indicators
- Appendix 7: CRD Service Activity & Investment
- Appendix 8: CRD 2019 Financial Plan Summaries and Individual Municipality and Electoral Area Requisitions
- Appendix 9: Bylaw No. 4291 cited as “2019 to 2023 Financial Plan Bylaw, 2019” inclusive of Schedules A and B

The following charts summarize the change in operating and capital plans, year over year, after final adjustments to the 2019 budget.

Expenditures (in \$ millions)

Expenditure Type	2019 Final	2018 Final	\$ Change	% of Total Change
Operations	165.3	156.8	8.5	3.4%
Debt Servicing	38.6	37.1	1.5	0.6%
Capital Funding	41.3	40.6	0.7	0.3%
Transfers to Reserves	16.6	13.9	2.74	1.1%
Total	\$261.8	\$248.4	\$13.4	5.4%

Revenues (in \$ millions)

Revenue Source	2019 Final	2018 Final	\$ Change	% of Total Change
Sale of services	124.0	116.2	7.8	3.1%
Requisitions*	82.5	78.4	4.1	1.7%
Allocation to other services	35.1	34.2	0.9	0.4%
Rentals and other revenue	9.0	7.8	1.2	0.5%
Grants	4.1	5.0	-0.9	-0.4%
Surplus	5.2	4.9	0.3	0.1%
Transfer from reserve for capital	1.9	1.9	0.0	0.0%
Total	\$261.8	\$248.4	\$13.4	5.4%

*Includes Municipal Debt

Requisition (in \$ millions)

Description	2019 Final	2018 Final	\$ Change	% Change
Total Electoral Areas Only	13.8	13.2	0.6	4.5%
Regional / Sub Regional	53.8	50.5	3.3	6.5%
Total Before Municipal Debt	67.6	63.7	3.9	6.1%
Municipal Debt	14.9	14.7	0.2	1.4%
Total	\$82.5	\$78.4	\$4.1	5.2%

Reserves – Capital (in \$ millions)

Reserve Activity - Forecast	2019 Final	2018 Final	\$ Change	% Change
Opening Reserve Balance Planned	67.7	77.1*	-9.4	-12.2%
Transfer from Surplus (2018)	2.5	0.0	2.5	100.0%
Opening Reserve Balance Actual	70.2	77.1	-6.9	-8.9%
Transfer to/from Operating	16.1	12.8	3.3	25.7%
Interest Income	1.3	1.3	0.0	0.0%
Transfer to Fund Capital Projects	-27.4	-23.5	-3.9	16.6%
Ending Balance	\$60.2	\$67.7	-\$7.5	-11.1%

*balance updated to align with 2017 audited Financial Statements

Capital Expenditures (in \$ millions)

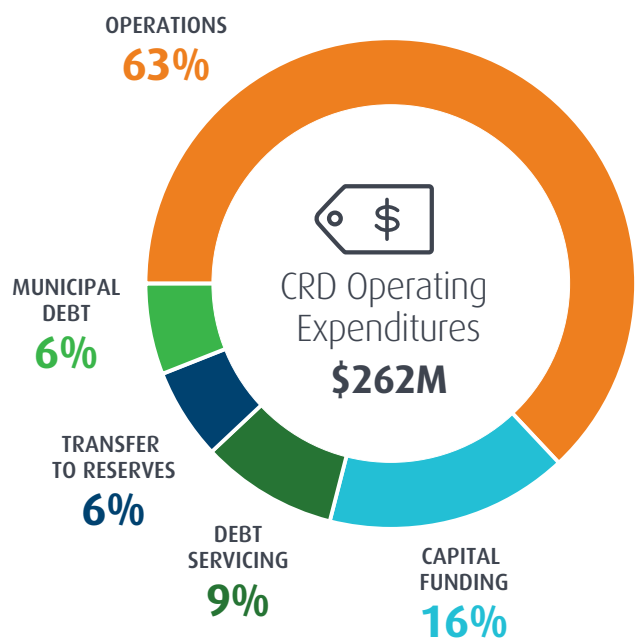
Description	2019 Final (a)	2019 Prelim (b)	2018 Final (c)	Change (a-c)	% of Total Change
CAWTP	260.2	242.8	134.7	125.5	58.7%
Engineered Structures	51.6	48.9	48.5	3.1	1.5%
Buildings	52.7	7.9	18.5	34.2	16.0%
Equipment	7.4	7.0	8.7	-1.3	-0.6%
Land	8.3	1.7	1.5	6.9	3.2%
Vehicles	1.9	1.6	1.9	0.0	0.0%
Ending Balance	\$382.2	\$309.9	\$213.7	\$168.4	78.8%

Capital Funding (in \$ millions)

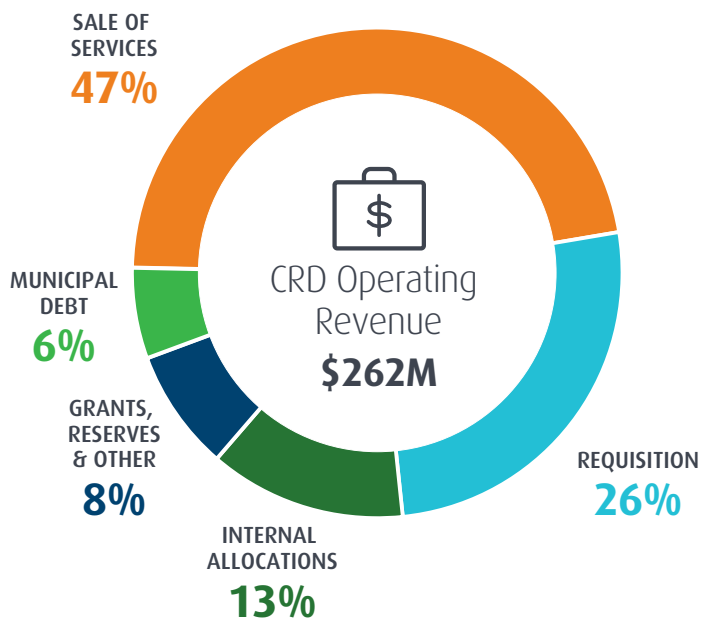
Description	2019 Final (a)	2019 Prelim (b)	2018 Final (c)	Change (a-c)	% of Total Change
Current Operating and WIP	154.2	194.9	43.9	110.3	51.6%
Grants	93.7	68.8	43.4	50.3	23.5%
Debt Issuance	70.1	25.8	102.9	-32.8	-15.3%
Donations & Third Party Funding	36.8	0.5	0.0	36.8	17.2%
Reserve Funding	27.4	19.9	23.5	3.9	1.8%
Ending Balance	\$382.2	\$309.9	\$213.7	\$168.5	78.8%

CRD 2019 Operating Budget Overview

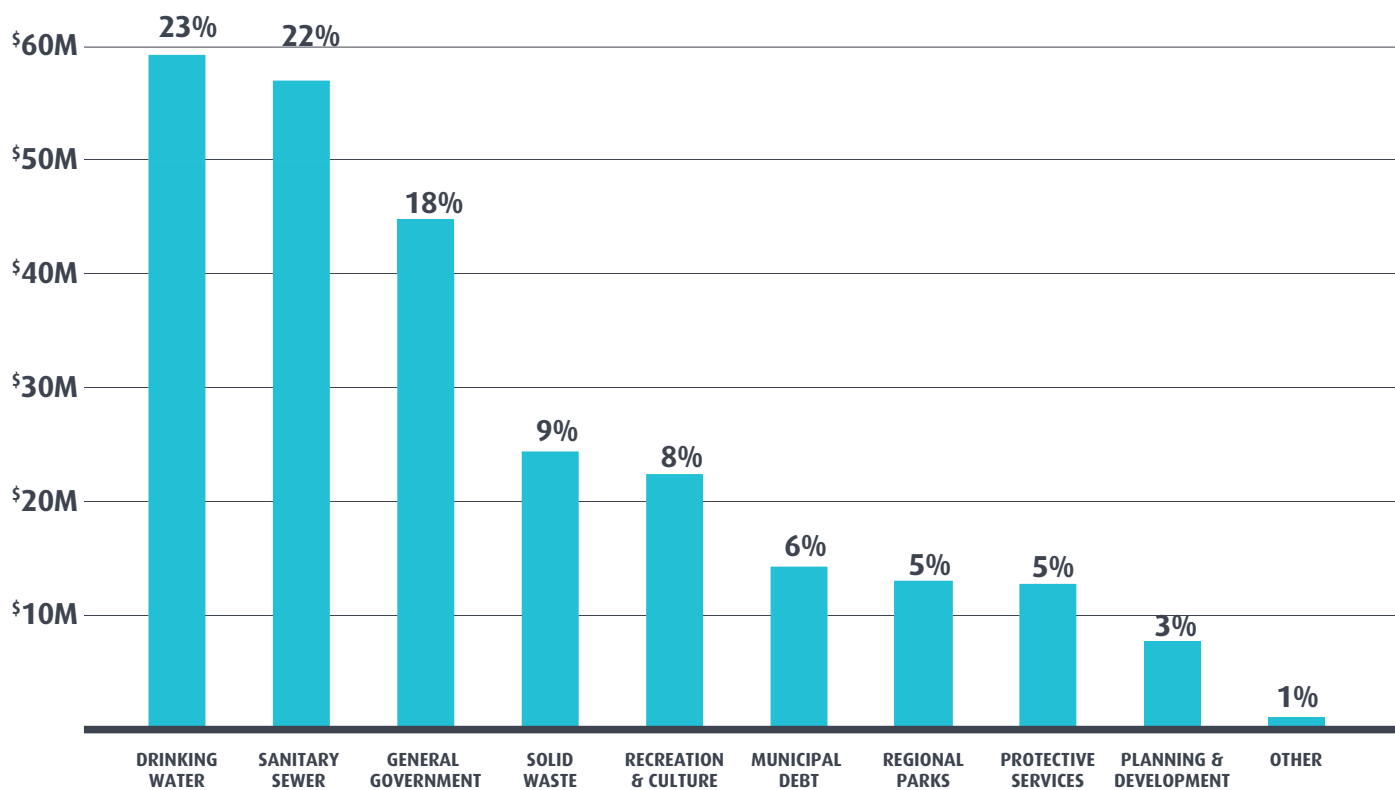
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM

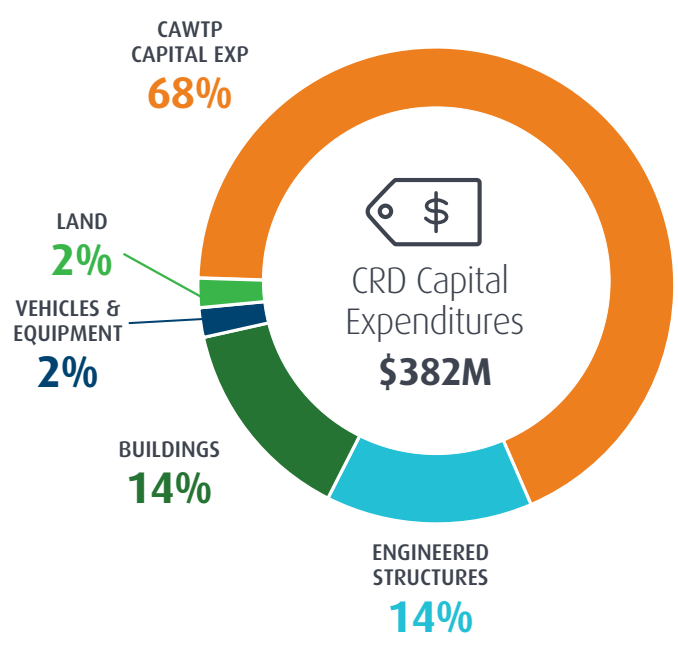


HOW THE MONEY IS SPENT

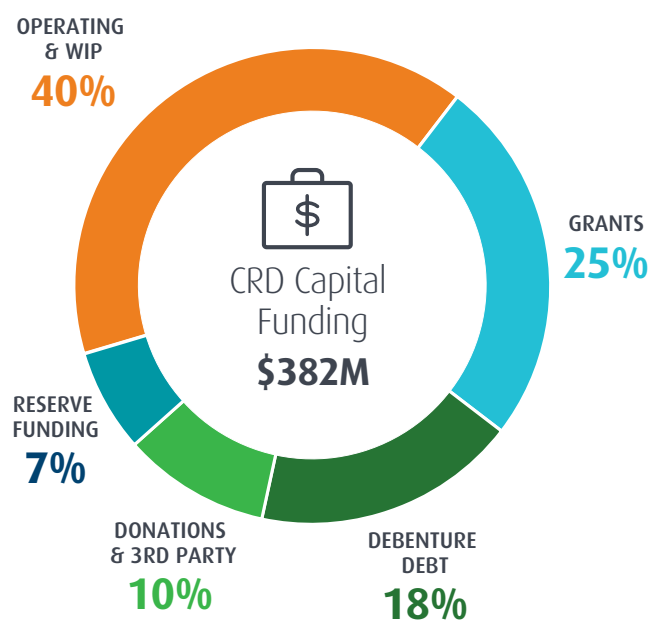


CRD 2019 Capital Budget Overview

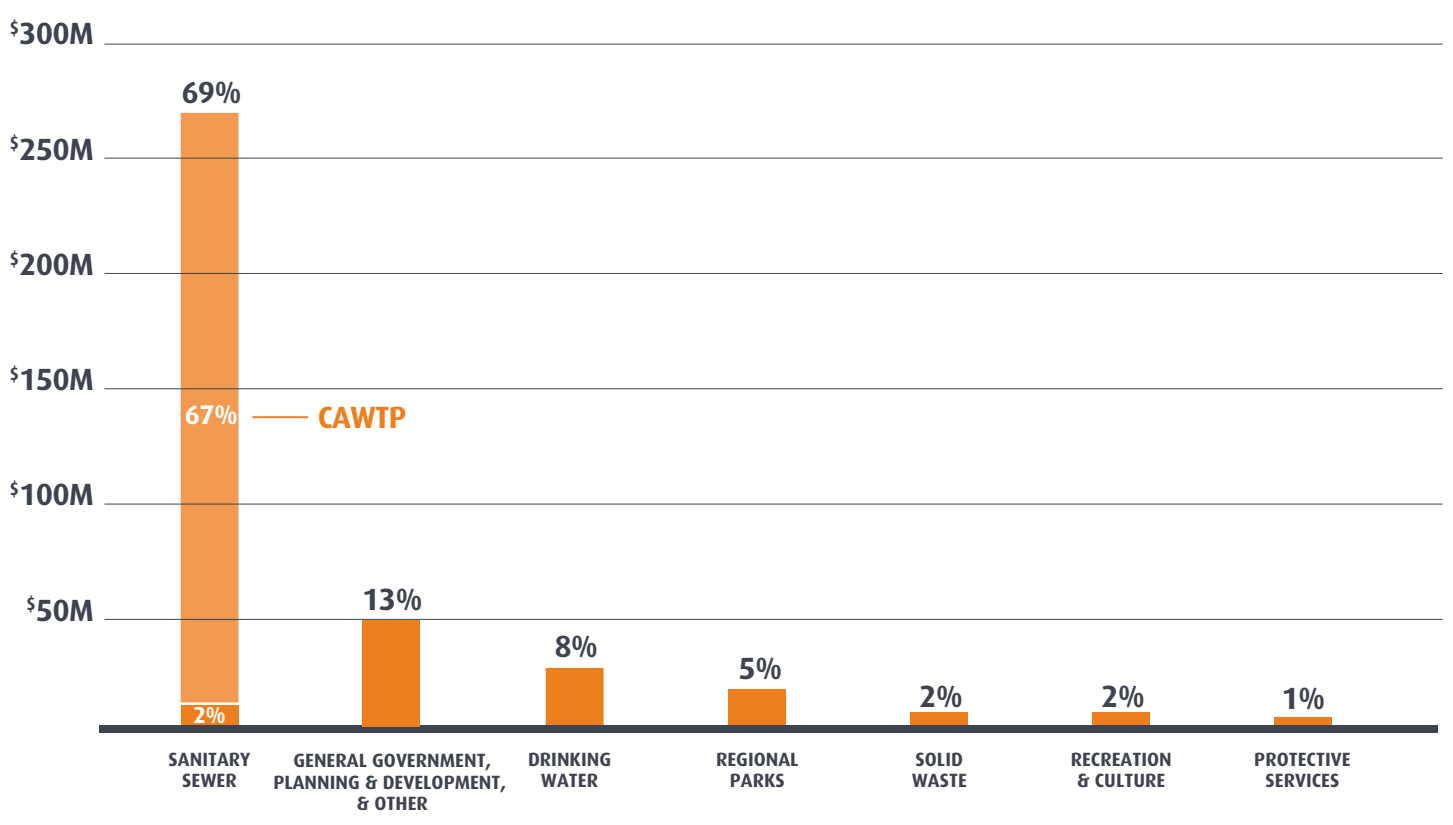
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



CRD 2019 Major Capital Projects > \$500,000

SERVICE AREA	\$(M)	FUNDING SOURCE
Parks & Recreation		
REGIONAL PARKS		
Construct E&N Trail Phases 3 & 4	5.9	Debt, Operating & WIP
Construct Elk/Beaver Lake Washrooms	1.5	Operating & WIP, Reserves
Develop Visitor Facilities for Regional Parks	0.7	Operating & WIP, Reserves
Engineering - Todd Creek Trestle	2.1	Operating & WIP, Reserves
Potential Land Acquisition Transactions	6.7	Reserves
SEAPARC		
Facility Expansion	2.5	Grants, Operating & WIP, Reserves
Integrated Water Services		
REGIONAL WATER SUPPLY		
Butchart Dam No. 5 Remediation	3.2	Debt, Operating & WIP
Sooke Intake Screens Condition Assessment & Replacement	2.1	Debt, Operating & WIP
Sooke Lake Dam - Instrumentation System Improvements	0.8	Debt, Operating & WIP
Implications from Sooke Dam Safety Review	0.6	Debt, Operating & WIP
Lubbe Dam No. 4 Remediation	1.6	Debt, Operating & WIP
JDF WATER DISTRIBUTION		
Sun River Reservoir Rehabilitation	0.7	Debt, Operating & WIP
Sooke Rd Ph. 2 - 1,000m of 600m Pipe - Cecil Blogg to Jacklin	1.1	Debt, Operating & WIP
Sooke Rd Ph. 1 - 1,200m of 600m Pipe - Wishart to Cecil Blogg	1.1	Debt, Operating & WIP
Annual Small Diameter Pipe Replacement Program	1.0	Debt, Operating & WIP
East Sooke Water Main Interconnection	0.6	Debt, Operating & WIP
JDF WATER DISTRIBUTION (DCC)		
McCallum Pump Station	2.2	Reserves
SAANICH PENINSULA TREATMENT PLANT		
Turgoose Pump Station Upgrade	0.7	Reserves
Environmental Services		
MILLSTREAM SITE REMEDIATION		
Millstream Remediation	0.7	Grants, Operating & WIP
ENVIRONMENTAL RESOURCE MANAGEMENT		
Aggregate Production for Internal Use	1.3	Operating & WIP
Landfill Gas Utilization	0.8	Reserves
Gas & Leachate Collection Pipe Extension	0.7	Operating & WIP
Sewer Service		
CORE AREA WASTEWATER TREATMENT PROGRAM		
Wastewater Treatment Program	260.2	Debt, Grants, Operating & WIP
Salt Spring Island (SSI)		
GANGES SEWER UTILITY		
Sewer System Rehabilitation	3.5	Debt
COMMUNITY TRANSPORTATION		
North Ganges Transportation Plan	1.5	Grants, Reserves

Continued on next page

CRD 2019 Major Capital Projects > \$500,000

SERVICE AREA	\$(M)	FUNDING SOURCE
Planning & Protective Services		
LAND BANKING & HOUSING		
RHFP - Housing Units Millstream Ridge (CRD/CMHC/CRHC)	44.5	Grants, Other
SOUTH GALIANO FIRE		
South Galiano Fire Hall	1.2	Debt
SMALL CRAFT FACILITIES (SGI)		
Construction of the Anson Road facility	0.6	Reserves, Other

Total Projects > \$500K	350.1
Total 2019 Capital Projects	382.2

REGULAR POSITIONS - ONGOING

Department	Division	2017	2018	2019
Executive Services	<i>Executive Office</i>	3.00	3.00	3.00
	<i>Aboriginal Initiatives</i>	1.50	0.00	0.00
	<i>Corporate Communications</i>	6.00	6.00	6.00
	<i>Legislative & Corporate Svcs.</i>	10.00	0.00	0.00
	<i>Human Resources & Safety</i>	8.00	10.00	10.00
Corporate Services	<i>Administration & Legal Services</i>	0.00	2.00	3.00
	<i>Information Services</i>	0.00	2.00	2.00
	<i>Legislative Services</i>	0.00	3.00	3.00
	<i>Risk and Insurance</i>	0.00	4.00	4.00
	<i>First Nations Relations</i>	0.00	1.50	3.00
	<i>Real Estate Services</i>	0.00	3.00	3.00
	<i>SGI Administration</i>	0.00	1.00	1.00
Finance & Technology	<i>Financial Services</i>	36.50	37.50	37.50
	<i>Asset Management</i>	5.00	2.00	2.00
	<i>IT & GIS</i>	26.00	28.00	29.00
	<i>Arts and Culture</i>	2.80	2.80	2.80
Integrated Water Services	<i>Administration</i>	4.00	5.00	5.00
	<i>Customer & Technical Services</i>	20.29	19.29	19.29
	<i>Infrastructure Engineering</i>	21.00	24.00	27.00
	<i>Infrastructure Operations</i>	85.89	87.39	94.39
	<i>Watershed Protection</i>	25.00	26.00	26.00

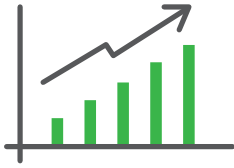
REGULAR POSITIONS - ONGOING

Department	Division	2017	2018	2019
Parks and Environmental Services	<i>Administration</i>	3.00	3.00	3.00
	<i>Facility Mgmt. & Engineering</i>	21.00	21.00	21.00
	<i>Environmental Protection</i>	50.15	53.05	53.05
	<i>Environmental Resource Mgmt</i>	20.70	20.70	20.70
	<i>JDFEA Parks and Recreation</i>	0.80	0.60	0.60
	<i>Panorama Recreation</i>	31.35	31.35	31.35
	<i>Regional Parks</i>	48.50	49.00	49.00
	<i>SEAPARC</i>	17.00	17.00	17.10
	Planning and Protective Services	<i>Administration</i>	2.50	2.50
<i>Building Inspection</i>		9.70	9.70	9.70
<i>Health & Capital Planning</i>		2.00	2.00	2.00
<i>JDFEA Planning</i>		3.50	3.70	3.70
<i>Protective Services</i>		18.70	18.70	15.20
<i>Regional & Strategic Planning</i>		7.50	7.50	7.50
<i>Regional Housing</i>		27.77	33.77	34.00
<i>SGL Administration</i>		1.00	0.00	0.00
SSI Administration (Executive Services)	<i>Administration</i>	4.80	4.80	5.80
	<i>SSI Parks and Recreation</i>	5.34	9.94	9.94
TOTAL CRD REGULAR POSITIONS (ONGOING)		530.29	555.79	567.12

REGULAR POSITIONS - FIXED DURATION

Department	Division	2017	2018	2019
CAWTP	<i>CAWTP</i>	30.00	30.00	27.00
Executive Services	<i>Legislative & Information Svcs.</i>	1.00	1.00	0.00
	<i>Human Resources</i>	1.00	0.00	0.00
Finance & Technology	<i>Financial Services</i>	2.00	4.00	4.00
Integrated Water Services	<i>Infrastructure Engineering</i>	1.00	1.00	1.00
Parks and Environmental Services	<i>Administration</i>	0.00	2.00	2.00
	<i>Environmental Protection</i>	2.50	2.50	2.50
	<i>Environmental Resource Mgmt</i>	1.00	1.00	1.00
Planning and Protective Services	<i>Health & Capital Planning</i>	1.00	1.00	2.00
	<i>Regional Housing</i>	2.00	2.00	3.00
TOTAL CRD REGULAR POSITIONS (FIXED DURATION)		41.50	44.50	42.50

BUILDING INFRASTRUCTURE

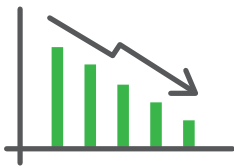


Investment on capital is **15.1x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2019, the investment in capital will be \$382.2M* compared to an amortization of \$25.3M*.

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

MANAGING DEBT



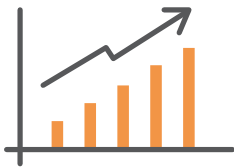
Debt servicing costs are **11.4%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2019, debt servicing costs will account for \$23.5M* out of total revenue of \$206.5M.**

**This excludes municipal borrowing.*

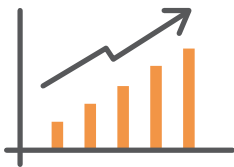
***This excludes municipal debt (15.0M), internal allocations (35.1M), and surplus carryforward (5.2M).*

SAVING FOR THE FUTURE



Reserve transfers make up **6.4%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2019, reserve transfers will total \$16.6M while the operating budget will total \$261.8M.



Reserve transfers make up **1.6%** 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 2019, reserve transfers will total \$16.6M while the net book value will total \$1,035.6M.*

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

CRD Service Activity & Investment

Appendix 7

Five-Year Capital Plan
\$991M

Sanitary Sewer | *Managing wastewater and protecting local watersheds and surrounding marine environments.*



Since 2000, the CRD has invested **\$471M** 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 **2019**, 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 1999, the CRD has invested **\$317M** 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 2018, \$15.6 million was invested across the 19 utility systems to ensure ongoing protection of the health of the public and the environment.

In **2019**, key projects include continued:

- ▶ dam safety improvements within Regional Water Supply Service
- ▶ pipe replacements and upgrades in the Juan de Fuca Water Service

Social Housing | *Providing affordable housing and coordinating affordable housing services.*



Since 2005, the CRHC* has invested **\$26M** into capital replacement and added an additional 70 units of affordable housing, while the Regional Housing Trust Fund has provided **\$12.7M** in grants, allowing for development of 1026 units of affordable housing.

In **2019**, 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 **\$245M** 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 **2019**, key projects include:

- ▶ construction of The Summit at Quadra Village, a 320-unit residential care facility
- ▶ West Shore Urgent Care

Regional Parks | *Managing natural areas and ensuring access to parks and trails.*



Since 2000, the CRD has acquired **4,646 ha** of parkland (valued at \$58.7M), most of which has been made possible by the parks levy, which increased from \$10 to \$20 per household during the same time period.

In **2019**, key projects include:

- ▶ continued development of the E&N Rail Trail
- ▶ continued construction of the Great Trail (formerly known as the Trans Canada Trail)
- ▶ construction of Elk/Beaver Lake washrooms
- ▶ potential land acquisitions

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

2019 Financial Plan Summary

Prepared by CRD Financial Services
March 20, 2019

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CAPITAL REGIONAL DISTRICT - YEAR 2019 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function	Gross Expenditure 2018	Gross Expenditure 2019	Carry Fwd. to 2019 Operating	Allocations to Other Services	Other revenue	Requisition 2019	Requisition 2018	Req. % Incr.
Joint Electoral Area Services								
1.103 Elections	169,716	20,170	0	0	170	20,000	20,000	0.00%
1.104 U.B.C.M.	18,783	16,590	3,820	0	90	12,680	12,930	-1.93%
1.313 Animal Care Services	1,115,210	1,133,530	0	0	719,490	414,040	403,960	2.50%
1.318 Building Inspection	1,475,970	1,506,930	0	28,430	1,080,130	398,370	390,570	2.00%
1.320 Noise Control	28,820	36,390	0	0	190	36,200	28,620	26.48%
1.322 Nuisances & Unsightly Premises	45,160	49,360	0	0	270	49,090	44,880	9.38%
1.323 By-Law Enforcement	465,490	437,130	0	410,050	27,080	0	0	N/A
1.372 Electoral Area Emergency Program	552,920	555,500	14,190	404,950	780	135,580	127,490	6.35%
21.E.A. Feasibility Study Reserve Fund - E.A.	273,095	0	0	0	0	0	0	N/A
TOTAL JOINT ELECTORAL AREA SERVICES	4,145,164	3,755,600	18,010	843,430	1,828,200	1,065,960	1,028,450	3.65%
Juan de Fuca Electoral Area								
1.109 Electoral Area Admin Exp - JDF	53,810	56,270	3,410	0	80	52,780	22,440	135.20%
1.114 Grant-in-Aid - Juan de Fuca	41,180	41,400	25,040	0	230	16,130	19,160	-15.81%
1.122 JDF Economic Development Commission	0	0	0	0	0	0	-20,430	-100.00%
1.317 JDF Building Numbering	17,600	12,830	0	0	50	12,780	17,550	-27.18%
1.319 Soil Deposit Removal	5,480	5,480	0	0	20	5,460	5,380	1.49%
1.325 Electoral Area Services - Planning	709,510	730,540	23,740	16,380	38,830	651,590	595,090	9.49%
1.370 Juan de Fuca Emergency Program	81,490	83,690	0	0	220	83,470	81,260	2.72%
1.377 JDF Search and Rescue	82,520	82,240	0	0	20,240	62,000	62,000	0.00%
1.405 JDF EA - Community Parks	176,660	183,720	0	0	760	182,960	175,890	4.02%
1.924 Emergency Comm - CREST - J.D.F.	102,500	104,230	1,090	0	220	102,920	101,010	1.89%
Total JDF Regional	1,270,750	1,300,400	53,280	16,380	60,650	1,170,090	1,059,350	10.45%
1.119 Vancouver Island Regional Library	297,590	310,290	0	0	550	309,740	297,020	4.28%
1.129 Vancouver Island Regional Library - Debt	313,620	404,520	0	0	404,520	0	0	N/A
1.133 Langford E.A. - Greater Victoria Public Library	29,710	30,190	10	0	80	30,100	29,580	1.76%
1.232 Port Renfrew Street Lighting	10,903	8,600	4,400	0	2,160	2,040	3,610	-43.49%
1.350 Willis Point Fire Protect & Recreation	149,060	164,170	12,920	0	20,420	130,830	128,260	2.00%
1.353 Otter Point Fire Protection	399,770	436,650	0	0	300	436,350	399,470	9.23%
1.354 Malahat Fire Protection	69,790	65,850	130	0	0	65,720	69,780	-5.82%
1.355 Durrance Road Fire Protection	3,410	2,990	0	0	0	2,990	3,410	-12.32%
1.357 East Sooke Fire Protection	475,770	492,590	10,630	0	70,940	411,020	406,270	1.17%
1.358 Port Renfrew Fire Protection	150,370	141,560	0	0	56,100	85,460	90,540	-5.61%
1.360 Shirley Fire Protection	145,210	150,270	0	0	200	150,070	145,010	3.49%
1.369 Electoral Area Fire Services - JDF	66,817	66,140	0	0	100	66,040	66,717	-1.01%
1.408 JDF EA - Community Recreation	89,320	85,300	0	0	20,150	65,150	63,870	2.00%
1.421 West Shore - Parks & Rec - Ice Arena	0	0	0	0	0	0	-18	-100.00%
1.422 West Shore - Curling Rink	0	0	0	0	0	0	-17	-100.00%
1.423 West Shore - Centennial Pool - EA	0	0	0	0	0	0	-16	-100.00%
1.424 West Shore - Juan de Fuca Park	0	0	0	0	0	0	-2,546	-100.00%
1.427 West Shore - Sr. Citizens Centre	0	0	0	0	0	0	-9	-100.00%
1.428 West Shore - Community Rec / Comm Rec #2	0	0	0	0	0	0	-115	-100.00%
1.523 Port Renfrew Refuse Disposal	80,906	82,100	0	15,000	35,240	31,860	31,256	1.93%
2.650 Port Renfrew Water	109,353	112,210	0	0	56,640	55,570	53,260	4.34%
2.655 Snuggery Cove (Port Renfrew)	23,880	19,883	0	0	18,164	1,719	23,860	-92.80%
2.691 Wilderness Mountain Water Service	137,830	142,600	0	0	80,510	62,090	60,330	2.92%
3.700 Septage Disposal - JDF Service Area	475	475	0	0	0	475	475	0.00%
3.850 Port Renfrew Sewer	90,954	92,680	0	0	47,060	45,620	44,750	1.94%
Total JDF Local/Specified/Defined Services	2,644,738	2,809,068	28,090	15,000	813,134	1,952,844	1,914,747	1.99%
TOTAL JUAN DE FUCA ELECTORAL AREA	3,915,488	4,109,468	81,370	31,380	873,784	3,122,934	2,974,097	5.00%

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CENTRAL SAANICH		2019 C SAANICH	Cost per Avg. Residential Assessment	2018 C SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	299,106	\$36.58	283,768	\$34.99	15,338	1.59	4.54%
1.101	G.I.S.	2,662	\$0.33	2,657	\$0.33	5	0.00	-0.65%
1.224	Community Health	20,534	\$2.51	17,166	\$2.12	3,368	0.39	18.64%
1.280	Regional Parks	398,068	\$48.69	379,380	\$46.78	18,688	1.90	4.07%
1.280A	Regional Parks - Land Acquisition	159,339	\$19.49	162,253	\$20.01	-2,914	-0.52	-2.60%
1.309	Climate Action and Adaptation	19,542	\$2.39	15,162	\$1.87	4,380	0.52	27.83%
1.310	Land Banking & Housing	62,379	\$7.63	54,173	\$6.68	8,206	0.95	14.20%
1.324	Regional Planning Services	50,527	\$6.18	49,732	\$6.13	795	0.05	0.77%
1.335	Geo-Spatial Referencing System	7,280	\$0.89	7,261	\$0.90	19	0.00	-0.55%
1.374	Regional Emergency Program Support	5,200	\$0.64	5,144	\$0.63	56	0.00	0.26%
1.375	Hazardous Material Incident response	12,959	\$1.58	13,077	\$1.61	-118	-0.03	-1.71%
1.911	Call Answer	6,438	\$0.79	5,068	\$0.62	1,370	0.16	26.00%
1.921	Regional CREST Contribution	68,738	\$8.41	66,880	\$8.25	1,858	0.16	1.94%
Total Regional		1,112,773	\$136.10	1,061,722	\$130.93	51,051	5.17	3.95%
1.126	Victoria Family Court Committee	695	\$0.08	698	\$0.09	-3	0.00	-1.23%
1.128	Greater Victoria Police Victim Services	13,193	\$1.61	13,168	\$1.62	26	-0.01	-0.63%
1.230	Traffic Safety Commission	3,136	\$0.38	3,186	\$0.39	-50	-0.01	-2.38%
1.311	Regional Housing Trust Fund	51,109	\$6.25	50,764	\$6.26	346	-0.01	-0.14%
1.330	Regional Growth Strategy	17,566	\$2.15	17,822	\$2.20	-256	-0.05	-2.24%
1.44X	Panorama Recreation Center	1,884,007	\$230.43	1,844,424	\$227.45	39,583	2.98	1.31%
1.537	Stormwater Quality Management - Peninsula	32,176	\$3.94	26,676	\$3.29	5,500	0.65	19.63%
1.538	Source - Stormwater Quality - Peninsula	21,473	\$2.63	20,942	\$2.58	531	0.04	1.70%
1.912B	Call Answer - Municipalities	-46,499	(\$5.69)	-45,669	(\$5.63)	-830	-0.06	0.98%
3.700	Septage Disposal	1,996	\$0.24	1,996	\$0.25	0	0.00	-0.82%
3.701	Millstream Remediation	15,821	\$1.94	15,821	\$1.95	0	-0.02	-0.82%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	49,366	\$6.04	65,576	\$8.09	-16,210	-2.05	-25.34%
3.718	Peninsula Wastewater TP	1,445,002	\$176.73	1,392,818	\$171.76	52,184	4.98	2.90%
3.720	L.W.M.P. (Peninsula) - Implementation	4,774	\$0.58	4,774	\$0.59	0	0.00	-0.82%
3.755	Regional Source Control Program	51,145	\$6.26	48,914	\$6.03	2,231	0.22	0.00%
3.775	Debt - Saanich Pen. Waste Water System	-16,995	(\$2.08)	-26,710	(\$3.29)	9,715	1.22	-36.89%
Total Sub Regional		3,527,966	\$431.49	3,435,200	\$423.62	92,766	7.88	1.86%
Total Capital Regional District		4,640,739	\$567.59	4,496,922	\$554.54	143,816	13.05	2.35%
% Change						3.20%		
Cost/average residential property		\$567.59		\$554.54		\$13.05		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	893,434	\$109.27	893,434	\$110.18	0	-0.90	-0.82%
CRHD	Capital Regional Hospital District	1,329,892	\$162.65	1,337,642	\$164.95	-7,749	-2.30	-1.39%
TOTAL CRD, CRHD & MUNICIPAL DEBT		6,864,065	\$839.52	6,727,998	\$829.67	136,067	9.85	1.19%

Average residential assessment - 2019/2018

773,033

721,915

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$1.59	0.19%
Regional Parks	\$1.90	0.23%
Regional Parks - Land Acquisition	(\$0.52)	-0.06%
Climate Action and Adaptation	\$0.52	0.06%
Land Banking & Housing	\$0.95	0.11%
Panorama Recreation Center	\$2.98	0.36%
Stormwater Quality Management - Peninsula	\$0.65	0.08%
W.W. (Trk Swrs & Swge Disp) - Operating	(\$2.05)	-0.25%
Peninsula Wastewater TP	\$4.98	0.60%
Debt - Saanich Pen. Waste Water System (SPWWS)	\$1.22	0.15%
Various	(\$2.36)	-0.28%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$9.85	1.19%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$1.59	0.29%
Regional Parks	\$1.90	0.34%
Regional Parks - Land Acquisition	(\$0.52)	-0.09%
Climate Action and Adaptation	\$0.52	0.09%
Land Banking & Housing	\$0.95	0.17%
Panorama Recreation Center	\$2.98	0.54%
Stormwater Quality Management - Peninsula	\$0.65	0.12%
W.W. (Trk Swrs & Swge Disp) - Operating	(\$2.05)	-0.37%
Peninsula Wastewater TP	\$4.98	0.90%
Debt - SPWWS	\$1.22	0.22%
Various	\$0.84	0.15%
Total CRD	\$13.05	2.35%

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**Capital Regional District
Sewers Operating - 2019**

Service		Total Service Budget			Municipality's Share	
		2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total C. Saanich	Share of Budget
3.714	C. Saanich	65,576	49,366	-16,210	49,366	100%
3.718	Peninsula Wastewater	3,439,058	3,490,343	51,285	1,445,002	41%
Sewer Operating		3,504,634	3,539,709		1,494,368	

Sewers Debt - 2019

Service		Total Service Budget			Municipality's Share	
		2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total C. Saanich	Share of Budget
3.775	SPWWT System	-64,191	-40,844	23,347	-16,995	42%
Sewer Debt		-64,191	-40,844		-16,995	

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.

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COLWOOD		2019 COLWOOD	Cost per Avg. Residential Assessment	2018 COLWOOD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	221,584	\$31.49	200,847	\$29.00	20,737	2.48	8.56%
1.101	G.I.S.	1,972	\$0.28	1,881	\$0.27	91	0.01	3.17%
1.224	Community Health	15,212	\$2.16	12,150	\$1.75	3,062	0.41	23.20%
1.280	Regional Parks	294,897	\$41.90	268,520	\$38.78	26,377	3.13	8.07%
1.280A	Regional Parks - Land Acquisition	118,042	\$16.77	114,841	\$16.58	3,201	0.19	1.14%
1.309	Climate Action and Adaptation	17,190	\$2.44	13,067	\$1.89	4,123	0.56	29.45%
1.310	Land Banking & Housing	46,212	\$6.57	38,343	\$5.54	7,868	1.03	18.59%
1.324	Regional Planning Services	37,431	\$5.32	35,200	\$5.08	2,232	0.24	4.64%
1.335	Geo-Spatial Referencing System	5,393	\$0.77	5,139	\$0.74	254	0.02	3.27%
1.374	Regional Emergency Program Support	4,574	\$0.65	4,434	\$0.64	141	0.01	1.53%
1.375	Hazardous Material Incident response	11,399	\$1.62	11,270	\$1.63	129	-0.01	-0.47%
1.911	Call Answer	6,547	\$0.93	5,154	\$0.74	1,393	0.19	25.00%
1.921	Regional CREST Contribution	69,903	\$9.93	68,014	\$9.82	1,889	0.11	1.13%
Total Regional		850,357	\$120.83	778,858	\$112.47	71,499	8.36	7.43%
1.126	Victoria Family Court Committee	594	\$0.08	593	\$0.09	1	0.00	-1.47%
1.128	Greater Victoria Police Victim Services	9,774	\$1.39	9,320	\$1.35	454	0.04	3.19%
1.330	Regional Growth Strategy	13,013	\$1.85	12,614	\$1.82	399	0.03	1.51%
1.429	JdF - Public Building	0	\$0.00	-6,710	(\$0.97)	6,710	0.97	0.00%
1.536	Stormwater Quality Management - Core Area	28,189	\$4.01	27,220	\$3.93	969	0.07	1.90%
1.912A	Call Answer - RCMP	13,128	\$1.87	14,314	\$2.07	-1,186	-0.20	-9.75%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,326,835	\$188.54	1,114,140	\$160.89	212,694	27.65	17.19%
3.700	Septage Disposal	2,804	\$0.40	2,804	\$0.40	0	-0.01	-1.60%
3.701	Millstream Remediation	49,658	\$7.06	49,658	\$7.17	0	-0.11	-1.60%
3.707	On Site System Management Program	73,412	\$10.43	71,916	\$10.39	1,495	0.05	0.45%
3.750	LWMP	17,398	\$2.47	17,057	\$2.46	341	0.01	0.37%
3.752	Stage 3 Harbour Studies	19,305	\$2.74	18,918	\$2.73	387	0.01	0.41%
3.755	Regional Source Control Program	40,747	\$5.79	37,673	\$5.44	3,073	0.35	6.43%
Total Sub Regional		1,594,855	\$226.62	1,369,517	\$197.76	225,338	28.86	14.59%
Total Capital Regional District		2,445,212	\$347.45	2,148,375	\$310.23	296,837	37.22	12.00%
% Change						13.82%		
Cost/average residential property		\$347.45		\$310.23		\$37.22		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	1,019,866	\$144.92	1,311,947	\$189.45	-292,081	-44.53	-23.51%
CRHD	Capital Regional Hospital District	985,210	\$139.99	946,764	\$136.72	38,447	3.28	2.40%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,450,289	\$632.36	4,407,086	\$636.40	43,203	-4.04	-0.63%

Average residential assessment - 2019/2018

665,330

598,338

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$2.48	0.39%
Regional Parks	\$3.13	0.49%
Climate Action and Adaptation	\$0.56	0.09%
Land Banking & Housing	\$1.03	0.16%
JdF - Public Building	\$0.97	0.15%
W.W. (Trk Swrs & Swge Disp) - Debt	\$27.65	4.34%
Debt Service - M.F.A. (not included in CRD % Change)	(\$44.53)	-7.00%
CRHD	\$3.28	0.51%
Various	\$1.40	0.22%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$4.04)	-0.63%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$2.48	0.80%
Regional Parks	\$3.13	1.01%
Climate Action and Adaptation	\$0.56	0.18%
Land Banking & Housing	\$1.03	0.33%
JdF - Public Building	\$0.97	0.31%
W.W. (Trk Swrs & Swge Disp) - Debt	\$27.65	8.91%
Various	\$1.40	0.45%
Total CRD	\$ 37.22	12.00%

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**Capital Regional District
Sewers Operating - 2019**

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Colwood	Share of Budget
3.710 N W Trunk	2,902,086	3,017,583	115,497	239,239	7.93%
(invoice) Sewer Operating	2,902,086	3,017,583		239,239	

Sewers Debt - 2019

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Colwood	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	18,473	14,253	-4,220	4,542	32%
3.769 Macaulay - Genset	14,599	5,487	-9,112	1,528	28%
3.772 NWT Upgrade	-35,242	5,395	40,637	216	4%
3.773 Grndwtr Relief & Flow Mntrg	4,420	0	-4,420	0	0%
3.776 W. Communities Trunk	-14,468	-1,496	12,972	-437	29%
3.777 Esq Trunk Upgrade	-6,236	0	6,236	0	0%
3.779 LWMP	-300	0	300	0	0%
3.792 Craigflower PS	68,517	64,880	-3,637	20,826	32%
3.798 Core - Sewage Integrated T.F.	994,231	950,106	-44,125	47,454	5%
3.798B Core - Sewage Integrated T.F.	1,118,762	1,095,845	-22,917	40,636	4%
3.798C Core - Wastewater Treatment Program	25,000,000	30,000,000	5,000,000	1,212,071	4%
Sewer Debt	27,162,756	32,134,470		1,326,835	

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.

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ESQUIMALT		2019	Cost per Avg.	2018	Cost per Avg.	Difference	Change in Cost	Change in Cost
		ESQUIMALT	Residential	ESQUIMALT	Residential	Increase/ (Decrease)	per Household	per Household
			Assessment		Assessment		\$	%
1.010	Legislative & General Government	209,129	\$34.59	194,632	\$32.16	14,497	2.43	7.55%
1.101	G.I.S.	1,861	\$0.31	1,823	\$0.30	39	0.01	2.21%
1.224	Community Health	14,357	\$2.37	11,774	\$1.95	2,583	0.43	22.05%
1.280	Regional Parks	278,321	\$46.04	260,211	\$43.00	18,110	3.04	7.06%
1.280A	Regional Parks - Land Acquisition	111,407	\$18.43	111,287	\$18.39	120	0.04	0.20%
1.309	Climate Action and Adaptation	17,080	\$2.83	13,127	\$2.17	3,953	0.66	30.24%
1.310	Land Banking & Housing	43,614	\$7.21	37,157	\$6.14	6,457	1.07	17.49%
1.324	Regional Planning Services	35,327	\$5.84	34,110	\$5.64	1,217	0.21	3.66%
1.335	Geo-Spatial Referencing System	5,090	\$0.84	4,980	\$0.82	110	0.02	0.00%
1.374	Regional Emergency Program Support	4,545	\$0.75	4,454	\$0.74	91	0.02	2.14%
1.375	Hazardous Material Incident response	11,327	\$1.87	11,322	\$1.87	5	0.00	0.14%
1.911	Call Answer	6,741	\$1.11	5,306	\$0.88	1,435	0.24	27.16%
1.921	Regional CREST Contribution	71,966	\$11.90	70,021	\$11.57	1,945	0.33	2.87%
Total Regional		810,764	\$134.11	760,202	\$125.63	50,562	8.48	6.75%
1.123	Victoria Family Court Building	-3,897	(\$0.64)	-3,897	(\$0.64)	0	0.00	0.09%
1.126	Victoria Family Court Committee	603	\$0.10	593	\$0.10	10	0.00	1.71%
1.128	Greater Victoria Police Victim Services	9,225	\$1.53	9,032	\$1.49	193	0.03	2.23%
1.230	Traffic Safety Commission	2,192	\$0.36	2,185	\$0.36	7	0.00	0.43%
1.297	Arts Grants	149,997	\$24.81	146,515	\$24.21	3,482	0.60	2.47%
1.311	Regional Housing Trust Fund	44,802	\$7.41	44,108	\$7.29	693	0.12	1.67%
1.330	Regional Growth Strategy	12,282	\$2.03	12,224	\$2.02	58	0.01	0.57%
1.536	Stormwater Quality Management - Core Area	59,981	\$9.92	52,696	\$8.71	7,285	1.21	13.93%
1.912B	Call Answer - Municipalities	-48,683	(\$8.05)	-47,814	(\$7.90)	-869	-0.15	1.91%
3.700	Septage Disposal	998	\$0.17	998	\$0.16	0	0.00	0.09%
3.701	Millstream Remediation	8,823	\$1.46	8,823	\$1.46	0	0.00	0.09%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	172,446	\$28.52	183,146	\$30.27	-10,700	-1.74	-5.75%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,529,789	\$253.04	1,203,602	\$198.90	326,187	54.14	27.22%
3.750	LWMP	30,273	\$5.01	29,679	\$4.90	594	0.10	2.10%
3.752	Stage 3 Harbour Studies	19,875	\$3.29	19,477	\$3.22	398	0.07	2.14%
3.755	Regional Source Control Program	80,849	\$13.37	82,823	\$13.69	-1,975	-0.31	-2.29%
Total Sub Regional		2,069,553	\$342.33	1,744,190	\$288.24	325,363	54.09	18.77%
Total Capital Regional District		2,880,317	\$476.44	2,504,392	\$413.87	375,925	62.57	15.12%
% Change						15.01%		
Cost/average residential property		\$476.44		\$413.87		\$62.57		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	874,317	\$144.62	916,189	\$151.41	-41,872	-0.04	0.00%
CRHD	Capital Regional Hospital District	929,833	\$153.81	917,467	\$151.62	12,366	2.19	1.44%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,684,467	\$774.87	4,338,048	\$716.89	346,419	64.71	8.09%

Average residential assessment - 2019/2018

730,974

663,552

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$2.43	0.30%
Regional Parks	\$3.04	0.38%
Climate Action and Adaptation	\$0.66	0.08%
Land Banking & Housing	\$1.07	0.13%
Arts Grants	\$0.60	0.07%
Stormwater Quality Management - Core Area	\$1.21	0.15%
W.W. (Trk Swrs & Swge Disp) - Operating	(\$1.74)	-0.22%
W.W. (Trk Swrs & Swge Disp) - Debt	\$54.14	6.77%
CRHD	\$2.19	0.27%
Various	\$1.12	0.14%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$64.71	8.09%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$2.43	0.59%
Regional Parks	\$3.04	0.73%
Climate Action and Adaptation	\$0.66	0.16%
Land Banking & Housing	\$1.07	0.26%
Arts Grants	\$0.60	0.14%
Stormwater Quality Management - Core /	\$1.21	0.29%
W.W. (Trk Swrs & Swge Disp) - Operatin	(\$1.74)	-0.42%
W.W. (Trk Swrs & Swge Disp) - Debt	\$54.14	13.08%
Various	\$1.16	0.28%
Total CRD	\$ 62.57	15.12%

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**Capital Regional District
Sewers Operating - 2019**

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Esquimalt	Share of Budget
3.710 N W Trunk	2,902,086	3,017,583	115,497	172,446	6%
Sewer Operating	2,902,086	3,017,583		172,446	

Sewers Debt - 2019

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Esquimalt	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	18,473	14,253	-4,220	2,610	18%
3.769 Macaulay - Genset	14,599	5,487	-9,112	740	13%
3.772 NWT Upgrade	-35,242	5,395	40,637	-11,487	-213%
3.773 Grndwtr Relief & Flow Mntrg	4,420	0	-4,420	0	0%
3.776 W. Communities Trunk	-14,468	-1,496	12,972	-86	6%
3.777 Esq Trunk Upgrade	-6,236	0	6,236	0	0%
3.779 LWMP	-300	0	300	0	0%
3.792 Craigflower PS	68,517	64,880	-3,637	405	1%
3.798 Core - Sewage Integrated T.F.	994,231	950,106	-44,125	35,327	4%
3.798B Core - Sewage Integrated T.F.	1,118,762	1,095,845	-22,917	54,520	5%
3.798C Core - Wastewater Treatment Program	25,000,000	30,000,000	5,000,000	1,447,760	5%
Sewer Debt	27,162,756	32,134,470		1,529,789	

* 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.

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HIGHLANDS		2019 HIGHLANDS	Cost per Avg. Residential Assessment	2018 HIGHLANDS	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	39,308	\$39.08	37,089	\$36.89	2,218	2.19	5.93%
1.101	G.I.S.	350	\$0.35	347	\$0.35	3	0.00	0.67%
1.224	Community Health	2,698	\$2.68	2,244	\$2.23	455	0.45	20.21%
1.280	Regional Parks	52,313	\$52.01	49,586	\$49.32	2,727	2.69	5.45%
1.280A	Regional Parks - Land Acquisition	20,940	\$20.82	21,207	\$21.10	-267	-0.28	-1.31%
1.309	Climate Action and Adaptation	2,623	\$2.61	2,030	\$2.02	594	0.59	29.20%
1.374	Regional Emergency Program Support	698	\$0.69	689	\$0.68	9	0.01	1.33%
1.375	Hazardous Material Incident response	1,740	\$1.73	1,750	\$1.74	-11	-0.01	-0.67%
1.911	Call Answer	882	\$0.88	695	\$0.69	188	0.19	26.97%
1.310	Land Banking & Housing	8,198	\$8.15	7,081	\$7.04	1,117	1.11	15.72%
1.324	Regional Planning Services	6,640	\$6.60	6,500	\$6.47	140	0.14	2.10%
1.335	Geo-Spatial Referencing System	957	\$0.95	949	\$0.94	8	0.01	0.77%
1.921	Regional CREST Contribution	9,420	\$9.37	9,165	\$9.12	255	0.25	2.73%
Total Regional		146,767	\$145.92	139,332	\$138.60	7,435	7.32	5.28%
3.700	Septage Disposal	2,661	\$2.65	2,661	\$2.65	0	0.00	-0.05%
1.128	Greater Victoria Police Victim Services	1,734	\$1.72	1,721	\$1.71	13	0.01	0.69%
1.297	Arts Grants	6,904	\$6.86	6,780	\$6.74	124	0.12	1.78%
1.311	Regional Housing Trust Fund	6,863	\$6.82	6,798	\$6.76	65	0.06	0.91%
1.126	Victoria Family Court Committee	91	\$0.09	89	\$0.09	2	0.00	2.10%
1.313	Animal Care Services	22,025	\$21.90	22,032	\$21.92	-8	-0.02	-0.08%
1.912A	Call Answer - RCMP	1,769	\$1.76	1,929	\$1.92	-160	-0.16	-8.33%
1.913	Fire Dispatch	18,995	\$18.89	17,308	\$17.22	1,688	1.67	9.70%
1.330	Regional Growth Strategy	2,308	\$2.30	2,329	\$2.32	-21	-0.02	-0.95%
1.230	Traffic Safety Commission	412	\$0.41	416	\$0.41	-4	0.00	-1.08%
3.701	Millstream Remediation	3,072	\$3.05	3,072	\$3.06	0	0.00	-0.05%
Total Sub Regional		66,835	\$66.45	63,953	\$63.62	2,882	1.66	4.46%
Total Capital Regional District % Change		213,602	\$212.37	203,284	\$202.21	10,318	8.98	5.02%
Cost/average residential property		\$212.37		\$202.21		\$10.16	8.10	
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	86,373	\$85.88	85,089	\$84.64	1,284	1.24	1.46%
CRHD	Capital Regional Hospital District	174,771	\$173.76	174,834	\$173.91	-63	-0.15	-0.08%
TOTAL CRD, CRHD & MUNICIPAL DEBT		474,747	\$472.01	463,208	\$460.76	11,539	10.07	2.44%

Average residential assessment - 2019/2018

825,830

761,120

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$2.19	0.53%
Regional Parks	\$2.69	0.65%
Climate Action and Adaptation	\$0.59	0.14%
Land Banking & Housing	\$1.11	0.27%
Fire Dispatch	\$1.67	0.40%
Debt Service - M.F.A. (not included in CRD % Change)	\$1.24	0.30%
Various	\$2.78	0.67%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$10.07	2.44%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$2.19	1.22%
Regional Parks	\$2.69	1.50%
Climate Action and Adaptation	\$0.59	0.33%
Land Banking & Housing	\$1.11	0.62%
Fire Dispatch	\$1.67	0.93%
Various	\$0.74	0.41%
Total CRD	\$ 8.98	5.02%

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LANGFORD		2019 LANGFORD	Cost per Avg. Residential Assessment	2018 LANGFORD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	591,443	\$28.90	531,079	\$26.77	60,364	2.13	7.94%
1.101	G.I.S.	5,264	\$0.26	4,973	\$0.25	290	0.01	2.59%
1.224	Community Health	40,602	\$1.98	32,126	\$1.62	8,476	0.36	22.50%
1.280	Regional Parks	787,128	\$38.46	710,020	\$35.79	77,108	2.67	7.45%
1.280A	Regional Parks - Land Acquisition	315,073	\$15.39	303,662	\$15.31	11,411	0.09	0.57%
1.309	Climate Action and Adaptation	40,577	\$1.98	30,663	\$1.55	9,914	0.44	28.27%
1.310	Land Banking & Housing	123,346	\$6.03	101,387	\$5.11	21,959	0.92	17.92%
1.324	Regional Planning Services	99,910	\$4.88	93,075	\$4.69	6,835	0.19	4.05%
1.335	Geo-Spatial Referencing System	14,396	\$0.70	13,589	\$0.68	807	0.02	2.68%
1.374	Regional Emergency Program Support	10,798	\$0.53	10,404	\$0.52	394	0.00	0.60%
1.375	Hazardous Material Incident response	26,908	\$1.31	26,447	\$1.33	462	-0.02	-1.38%
1.911	Call Answer	13,999	\$0.68	11,020	\$0.56	2,979	0.13	23.13%
1.921	Regional CREST Contribution	149,459	\$7.30	145,420	\$7.33	4,039	-0.03	-0.38%
Total Regional		2,218,904	\$108.41	2,013,864	\$101.51	205,040	6.90	6.80%
1.126	Victoria Family Court Committee	1,380	\$0.07	1,375	\$0.07	5	0.00	-2.70%
1.128	Greater Victoria Police Victim Services	26,088	\$1.27	24,644	\$1.24	1,444	0.03	2.61%
1.230	Traffic Safety Commission	6,201	\$0.30	5,963	\$0.30	238	0.00	0.80%
1.330	Regional Growth Strategy	34,734	\$1.70	33,354	\$1.68	1,380	0.02	0.94%
1.536	Stormwater Quality Management - Core Area	55,391	\$2.71	53,427	\$2.69	1,963	0.01	0.49%
1.912A	Call Answer - RCMP	28,069	\$1.37	30,604	\$1.54	-2,535	-0.17	-11.10%
1.913	Fire Dispatch	301,393	\$14.73	274,617	\$13.84	26,776	0.88	6.38%
3.700	Septage Disposal	4,895	\$0.24	4,895	\$0.25	0	-0.01	-3.07%
3.701	Millstream Remediation	43,213	\$2.11	43,213	\$2.18	0	-0.07	-3.07%
3.707	On Site System Management Program	57,648	\$2.82	56,474	\$2.85	1,174	-0.03	-1.06%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	4,045,279	\$197.65	3,409,760	\$171.88	635,519	25.77	14.99%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	496,274	\$24.25	454,923	\$22.93	41,351	1.32	5.74%
3.750	LWMP	29,889	\$1.46	29,303	\$1.48	586	-0.02	-1.13%
3.752	Stage 3 Harbour Studies	41,276	\$2.02	40,449	\$2.04	827	-0.02	-1.09%
3.755	Regional Source Control Program	84,345	\$4.12	81,920	\$4.13	2,424	-0.01	-0.20%
Total Sub Regional		5,256,075	\$256.80	4,524,873	\$228.09	731,202	28.72	12.59%
Total Capital Regional District		7,474,979	\$365.22	6,538,737	\$329.60	936,242	35.62	10.81%
% Change						14.32%		
Cost/average residential property		\$365.22		\$329.60		\$35.62		
CRHD	Capital Regional Hospital District	2,629,689	\$128.48	2,503,433	\$126.19	126,256	2.29	1.82%
TOTAL CRD, CRHD & MUNICIPAL DEBT		10,104,668	\$493.70	9,042,170	\$455.79	1,062,497	37.91	8.32%

Average residential assessment - 2019/2018

610,627

552,273

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$2.13	0.47%
Regional Parks	\$2.67	0.59%
Land Banking & Housing	\$0.92	0.20%
Fire Dispatch	\$0.88	0.19%
W.W. (Trk Swrs & Swge Disp) - Debt	\$25.77	5.65%
W.W. (Trk Swrs & Swge Disp) - Operating	\$1.32	0.29%
Capital Regional Hospital District	\$2.29	0.50%
Various	\$1.94	0.43%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ 37.91	8.32%

	Increase in \$/ Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$2.13	0.65%
Regional Parks	\$2.67	0.81%
Land Banking & Housing	\$0.92	0.28%
Fire Dispatch	\$0.88	0.27%
W.W. (Trk Swrs & Swge Disp) - Debt	\$25.77	7.82%
W.W. (Trk Swrs & Swge Disp) - Operatin	\$1.32	0.40%
Various	\$1.94	0.59%
Total CRD	\$35.62	10.81%

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**Capital Regional District
Sewers Operating - 2019**

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Langford	Share of Budget
3.710 N W Trunk	2,902,086	3,017,583	115,497	496,274	16%
Sewer Operating	2,902,086	3,017,583		496,274	

Sewers Debt - 2019

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Langford	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	18,473	14,253	-4,220	7,102	50%
3.769 Macaulay - Genset	14,599	5,487	-9,112	2,958	54%
3.772 NWT Upgrade	-35,242	5,395	40,637	910	17%
3.773 Grndwtr Relief & Flow Mntrg	4,420	0	-4,420	0	0%
3.776 W. Communities Trunk	-14,468	-1,496	12,972	-869	58%
3.777 Esq Trunk Upgrade	-6,236	0	6,236	0	0%
3.779 LWMP	-300	0	300	0	0%
3.792 Craigflower PS	68,517	64,880	-3,637	25,634	40%
3.798 Core - Sewage Integrated T.F.	994,231	950,106	-44,125	52,012	5%
3.798B Core - Sewage Integrated T.F.	1,118,762	1,095,845	-22,917	78,504	7%
3.798C Core - Wastewater Treatment Program	25,000,000	30,000,000	5,000,000	3,879,028	13%
Sewer Debt	27,162,756	32,134,470		4,045,279	

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.

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METCHOSIN		2019 METCHOSIN	Cost per Avg. Residential Assessment	2018 METCHOSIN	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	66,994	\$38.47	62,972	\$36.13	4,021	2.33	6.46%
1.101	G.I.S.	596	\$0.34	590	\$0.34	7	0.00	1.17%
1.224	Community Health	4,599	\$2.64	3,809	\$2.19	790	0.45	20.81%
1.280	Regional Parks	89,159	\$51.19	84,190	\$48.31	4,969	2.89	5.97%
1.280A	Regional Parks - Land Acquisition	35,689	\$20.49	36,007	\$20.66	-318	-0.17	-0.82%
1.309	Climate Action and Adaptation	4,933	\$2.83	3,807	\$2.18	1,125	0.65	29.64%
1.310	Land Banking & Housing	13,972	\$8.02	12,022	\$6.90	1,950	1.12	16.30%
1.324	Regional Planning Services	11,317	\$6.50	11,036	\$6.33	281	0.17	2.61%
1.335	Geo-Spatial Referencing System	1,631	\$0.94	1,611	\$0.92	19	0.01	1.27%
1.374	Regional Emergency Program Support	1,313	\$0.75	1,292	\$0.74	21	0.01	1.67%
1.375	Hazardous Material Incident response	3,271	\$1.88	3,284	\$1.88	-13	-0.01	-0.32%
1.911	Call Answer	1,806	\$1.04	1,422	\$0.82	384	0.22	27.12%
1.921	Regional CREST Contribution	19,284	\$11.07	18,762	\$10.77	521	0.31	2.85%
Total Regional		254,562	\$146.16	240,805	\$138.17	13,757	7.99	5.78%
1.126	Victoria Family Court Committee	174	\$0.10	169	\$0.10	5	0.00	3.24%
1.128	Greater Victoria Police Victim Services	2,955	\$1.70	2,922	\$1.68	33	0.02	1.19%
1.297	Arts Grants	12,989	\$7.46	12,734	\$7.31	254	0.15	2.07%
1.311	Regional Housing Trust Fund	12,922	\$7.42	12,774	\$7.33	148	0.09	1.23%
1.313	Animal Care Services	37,537	\$21.55	37,408	\$21.46	130	0.09	0.41%
1.330	Regional Growth Strategy	3,934	\$2.26	3,955	\$2.27	-21	-0.01	-0.45%
1.912A	Call Answer - RCMP	3,621	\$2.08	3,949	\$2.27	-327	-0.19	-8.22%
1.913	Fire Dispatch	38,886	\$22.33	35,432	\$20.33	3,455	2.00	9.82%
3.700	Septage Disposal	1,948	\$1.12	1,948	\$1.12	0	0.00	0.07%
3.701	Millstream Remediation	10,208	\$5.86	10,208	\$5.86	0	0.00	0.07%
3.707	On Site System Management Program	0	\$0.00	0	\$0.00	0	0.00	0.00%
Total Sub Regional		125,176	\$71.87	119,394	\$68.51	5,782	3.37	4.91%
Total Capital Regional District % Change		379,739	\$218.03	360,199	\$206.68	19,539	11.36	5.50%
Cost/average residential property		\$218.03		\$206.68		\$11.36		
CRHD	Capital Regional Hospital District	297,869	\$171.03	296,843	\$170.32	1,026	0.70	0.41%
TOTAL CRD, CRHD & MUNICIPAL DEBT		677,608	\$389.06	657,043	\$377.00	20,565	12.06	3.20%

Average residential assessment - 2019/2018

812,822

745,419

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$2.33	0.62%
Regional Parks	\$2.89	0.77%
Climate Action and Adaptation	\$0.65	0.17%
Land Banking & Housing	\$1.12	0.30%
Fire Dispatch	\$2.00	0.53%
CRHD	\$0.70	0.19%
Various	\$2.37	0.63%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$12.06	3.20%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$2.33	1.13%
Regional Parks	\$2.89	1.40%
Climate Action and Adaptation	\$0.65	0.31%
Land Banking & Housing	\$1.12	0.54%
Fire Dispatch	\$2.00	0.97%
Various	\$2.37	1.15%
Total CRD	\$11.36	5.50%

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NORTH SAANICH		2019 N SAANICH	Cost per Avg. Residential Assessment	2018 N SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	289,270	\$49.59	277,050	\$48.50	12,221	1.09	2.24%
1.101	G.I.S.	2,574	\$0.44	2,594	\$0.45	-20	-0.01	-2.84%
1.224	Community Health	19,858	\$3.40	16,759	\$2.93	3,099	0.47	16.02%
1.280	Regional Parks	384,978	\$65.99	370,398	\$64.84	14,580	1.15	1.77%
1.280A	Regional Parks - Land Acquisition	154,100	\$26.42	158,412	\$27.73	-4,312	-1.32	-4.75%
1.309	Climate Action and Adaptation	16,048	\$2.75	12,541	\$2.20	3,507	0.56	25.30%
1.310	Land Banking & Housing	60,328	\$10.34	52,891	\$9.26	7,437	1.08	11.69%
1.324	Regional Planning Services	48,865	\$8.38	48,555	\$8.50	311	-0.12	-1.45%
1.335	Geo-Spatial Referencing System	7,041	\$1.21	7,089	\$1.24	-48	-0.03	-2.75%
1.374	Regional Emergency Program Support	4,271	\$0.73	4,255	\$0.74	15	-0.01	-1.73%
1.375	Hazardous Material Incident response	10,642	\$1.82	10,817	\$1.89	-174	-0.07	-3.66%
1.911	Call Answer	4,358	\$0.75	3,430	\$0.60	927	0.15	24.39%
1.921	Regional CREST Contribution	46,528	\$7.98	45,270	\$7.93	1,257	0.05	0.64%
Total Regional		1,048,861	\$179.80	1,010,062	\$176.83	38,799	2.97	1.68%
3.700	Septage Disposal	3,849	\$0.66	3,849	\$0.67	0	-0.01	-2.08%
3.701	Millstream Remediation	15,684	\$2.69	15,684	\$2.75	0	-0.06	-2.08%
1.330	Regional Growth Strategy	16,988	\$2.91	17,400	\$3.05	-412	-0.13	-4.40%
1.126	Victoria Family Court Committee	572	\$0.10	571	\$0.10	1	0.00	-1.89%
1.311	Regional Housing Trust Fund	41,862	\$7.18	41,857	\$7.33	5	-0.15	-2.07%
1.44X	Panorama Recreation Center	1,517,158	\$260.07	1,503,011	\$263.13	14,147	-3.05	-1.16%
1.537	Stormwater Quality Management - Peninsula	37,325	\$6.40	34,029	\$5.96	3,296	0.44	7.40%
1.538	Source - Stormwater Quality - Peninsula	14,535	\$2.49	14,175	\$2.48	360	0.01	0.40%
3.720	L.W.M.P. (Peninsula) - Implementation	1,671	\$0.29	1,671	\$0.29	0	-0.01	-2.08%
1.912A	Call Answer - RCMP	8,738	\$1.50	9,527	\$1.67	-789	-0.17	-10.19%
1.230	Traffic Safety Commission	3,033	\$0.52	3,110	\$0.54	-78	-0.02	-4.53%
3.755	Regional Source Control Program	17,901	\$3.07	17,016	\$2.98	885	0.09	3.01%
Total Sub Regional		1,679,317	\$287.87	1,661,903	\$290.94	17,414	-3.07	-1.06%
Total Capital Regional District % Change		2,728,178	\$467.67	2,671,964	\$467.77	56,213	-0.10	-0.02%
Cost/average residential property		\$467.67		\$467.77		(\$0.10)		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	498,548	\$85.46	1,041,704	\$182.37	-543,156	-96.90	-53.14%
CRHD	Capital Regional Hospital District	1,286,160	\$220.48	1,305,973	\$228.63	-19,813	-8.16	-3.57%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,512,886	\$773.61	5,019,641	\$878.77	-506,756	-105.16	-11.97%

Average residential assessment - 2019/2018

1,047,835

1,000,602

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$1.09	0.12%
Regional Parks	\$1.15	0.13%
Regional Parks - Land Acquisition	(\$1.32)	-0.15%
Climate Action and Adaptation	\$0.56	0.06%
Land Banking & Housing	\$1.08	0.12%
Panorama Recreation Center	(\$3.05)	-0.35%
Debt Service - MFA	(\$96.90)	-11.03%
CRHD	(\$8.16)	-0.93%
Various	\$0.40	0.04%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ (105.16)	-11.97%

	Increase in \$/ Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$1.09	0.23%
Regional Parks	\$1.15	0.25%
Regional Parks - Land Acquisition	(\$1.32)	-0.28%
Climate Action and Adaptation	\$0.56	0.12%
Land Banking & Housing	\$1.08	0.23%
Panorama Recreation Center	(\$3.05)	-0.65%
Various	\$0.40	0.08%
Total CRD	\$ (0.10)	-0.02%

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**Capital Regional District
Sewers Operating - 2019**

Service		Total Service Budget			Municipality's Share	
		2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total N. Saanich	Share of Budget
3.718	Peninsula Wastewater	3,439,058	3,490,343	51,285	518,316	15%
(invoice)	Sewer Operating	3,439,058	3,490,343		518,316	

Sewers Debt - 2019

Service		Total Service Budget			Municipality's Share	
		2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total N. Saanich	Share of Budget
3.775	SPWWT System	-64,191	-40,844	23,347	-7,095	17%
(invoice)	Sewer Debt	-64,191	-40,844		-7,095	

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.

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OAK BAY		2019 OAK BAY	Cost per Avg. Residential Assessment	2018 OAK BAY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	459,019	\$67.36	443,096	\$65.27	15,922	2.09	3.19%
1.101	G.I.S.	4,085	\$0.60	4,149	\$0.61	-64	-0.01	-1.93%
1.224	Community Health	31,512	\$4.62	26,804	\$3.95	4,708	0.68	17.11%
1.280	Regional Parks	610,890	\$89.65	592,392	\$87.27	18,498	2.38	2.73%
1.280A	Regional Parks - Land Acquisition	244,528	\$35.88	253,355	\$37.32	-8,827	-1.44	-3.86%
1.309	Climate Action and Adaptation	25,467	\$3.74	19,994	\$2.95	5,472	0.79	26.88%
1.310	Land Banking & Housing	95,729	\$14.05	84,590	\$12.46	11,139	1.59	12.73%
1.324	Regional Planning Services	77,540	\$11.38	77,655	\$11.44	-115	-0.06	-0.53%
1.335	Geo-Spatial Referencing System	11,172	\$1.64	11,338	\$1.67	-165	-0.03	-1.84%
1.374	Regional Emergency Program Support	6,777	\$0.99	6,784	\$1.00	-7	0.00	-0.49%
1.375	Hazardous Material Incident response	16,888	\$2.48	17,245	\$2.54	-357	-0.06	-2.45%
1.911	Call Answer	6,916	\$1.01	5,444	\$0.80	1,472	0.21	26.55%
1.921	Regional CREST Contribution	73,837	\$10.84	71,841	\$10.58	1,996	0.25	2.38%
Total Regional		1,664,358	\$244.24	1,614,688	\$237.87	49,671	6.37	2.68%
1.123	Victoria Family Court Building	-3,897	(\$0.57)	-3,897	(\$0.57)	0	0.00	-0.38%
1.126	Victoria Family Court Committee	917	\$0.13	928	\$0.14	-10	0.00	-1.51%
1.128	Greater Victoria Police Victim Services	20,247	\$2.97	20,561	\$3.03	-314	-0.06	-1.91%
1.230	Traffic Safety Commission	4,812	\$0.71	4,975	\$0.73	-162	-0.03	-3.64%
1.290	Royal Theatre	61,385	\$9.01	61,385	\$9.04	0	-0.03	-0.38%
1.297	Arts Grants	223,126	\$32.74	222,033	\$32.71	1,093	0.03	0.11%
1.311	Regional Housing Trust Fund	66,429	\$9.75	66,728	\$9.83	-299	-0.08	-0.83%
1.330	Regional Growth Strategy	26,957	\$3.96	27,829	\$4.10	-871	-0.14	-3.50%
1.536	Stormwater Quality Management - Core Area	58,001	\$8.51	56,839	\$8.37	1,162	0.14	1.65%
1.912B	Call Answer - Municipalities	-49,949	(\$7.33)	-49,057	(\$7.23)	-892	-0.10	1.43%
3.700	Septage Disposal	48	\$0.01	48	\$0.01	0	0.00	-0.38%
3.701	Millstream Remediation	8,255	\$1.21	8,255	\$1.22	0	0.00	-0.38%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	838,067	\$122.98	814,793	\$120.03	23,273	2.95	2.46%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	110,071	\$16.15	193,288	\$28.47	-83,217	-12.32	-43.27%
3.750	LWMP	36,139	\$5.30	35,431	\$5.22	709	0.08	1.61%
3.755	Regional Source Control Program	110,342	\$16.19	107,618	\$15.85	2,724	0.34	2.14%
Total Sub Regional		1,510,950	\$221.73	1,567,755	\$230.95	-56,805	-9.23	-3.99%
Total Capital Regional District % Change		3,175,309	\$465.97	3,182,443	\$468.82	-7,134	-2.85	-0.61%
Cost/average residential property		\$465.97		\$468.82		(\$2.85)		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	276,972	\$40.65	255,754	\$37.68	21,218	2.97	7.88%
CRHD	Capital Regional Hospital District	2,040,899	\$299.50	2,088,693	\$307.70	-47,794	-8.20	-2.66%
TOTAL CRD, CRHD & MUNICIPAL DEBT		5,493,180	\$806.11	5,526,890	\$814.20	-33,710	-8.08	-0.99%

Average residential assessment - 2019/2018

1,423,395

1,346,628

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$2.09	0.26%
Community Health	\$0.68	0.08%
Regional Parks	\$2.38	0.29%
Regional Parks - Land Acquisition	(\$1.44)	-0.18%
Climate Action and Adaptation	\$0.79	0.10%
Land Banking & Housing	\$1.59	0.19%
W.W. (Trk Swrs & Swge Disp) - Operating	\$2.95	0.36%
W.W. (Trk Swrs & Swge Disp) - Debt	(\$12.32)	-1.51%
Debt Service - M.F.A.	\$2.97	0.36%
CRHD	(\$8.20)	-1.01%
Various	\$0.44	0.05%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$8.08)	-0.99%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$2.09	0.44%
Community Health	\$0.68	0.14%
Regional Parks	\$2.38	0.51%
Regional Parks - Land Acquisition	(\$1.44)	-0.31%
Climate Action and Adaptation	\$0.79	0.17%
Land Banking & Housing	\$1.59	0.34%
W.W. (Trk Swrs & Swge Disp) - Operatin	\$2.95	0.63%
W.W. (Trk Swrs & Swge Disp) - Debt	(\$12.32)	-2.63%
Various	\$0.44	0.09%
Total CRD	\$ (2.85)	-0.61%

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Capital Regional District Sewers Operating - 2019				Total Service Budget		Municipality's Share	
Service		2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Oak Bay	Share of Budget	
3.712	NE Trunk	2,132,269	2,202,265	69,996	411,163	19%	
3.713	East Coast Interceptor	942,968	939,778	-3,190	294,338	31%	
3.715	NE Trunk #2 - Bowker	486,644	491,529	4,885	132,565	27%	
Sewer Operating		3,561,881	3,633,572		838,067		
Sewers Debt - 2019				Total Service Budget		Municipality's Share	
Service		2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Oak Bay	Share of Budget	
3.771	NET Bowker	153,586	-55,322	-208,908	-21,874	40%	
3.779	LWMP	-300	0	300	0	0%	
3.770	NET & ECI Upgrade	821,428	817,507	-3,921	131,946	16%	
3.770A	NET & ECI Upgrade	1,094,747	603,767	-490,980	97,448	16%	
3.770A	NET & ECI Upgrade (100% for Invoice)		0	0	-97,448	Invoice	
3.797	Ross Bay / Clover Point	0	0	0	0	N/A	
3.798	Core - Sewage Integrated T.F.	994,231	950,106	-44,125	60,158	6%	
3.798	Core - Sewage Integrated T.F. (100%)		0	0	-60,158	Invoice	
3.798B	Core - Sewage Integrated T.F.	1,118,762	1,095,845	-22,917	95,276	9%	
3.798B	Core - Sewage Integrated T.F. (100%)		0	0	-95,276	Invoice	
3.798C	Core - Wastewater Treatment Program	25,000,000	30,000,000	5,000,000	1,981,020	7%	
3.798C	Core - Wastewater Treatment Program				-1,981,020	Invoice	
3.799	Oak Bay - Humber / Rutland	41,454	22,384	-19,070	22,384	100%	
3.799	Oak Bay - Humber / Rutland (100%)		0	0	-22,384	Invoice	
Sewer Debt		29,070,322	33,489,609		110,071		
<p>* Denotes borrowings subject to Facilities Assistance Grants</p> <p>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.</p>							

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SAANICH		2019 SAANICH	Cost per Avg. Residential Assessment	2018 SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	1,862,843	\$40.42	1,786,922	\$39.07	75,921	1.36	3.47%
1.101	G.I.S.	16,579	\$0.36	16,734	\$0.37	-155	-0.01	-1.66%
1.224	Community Health	127,884	\$2.78	108,095	\$2.36	19,789	0.41	17.43%
1.280	Regional Parks	2,479,183	\$53.80	2,389,004	\$52.23	90,180	1.57	3.00%
1.280A	Regional Parks - Land Acquisition	992,371	\$21.54	1,021,731	\$22.34	-29,359	-0.80	-3.60%
1.309	Climate Action and Adaptation	127,281	\$2.76	99,238	\$2.17	28,042	0.59	27.30%
1.310	Land Banking & Housing	388,498	\$8.43	341,136	\$7.46	47,362	0.97	13.04%
1.324	Regional Planning Services	314,683	\$6.83	313,169	\$6.85	1,514	-0.02	-0.26%
1.335	Geo-Spatial Referencing System	45,342	\$0.98	45,723	\$1.00	-381	-0.02	-1.57%
1.374	Regional Emergency Program Support	33,870	\$0.73	33,672	\$0.74	198	0.00	-0.16%
1.375	Hazardous Material Incident response	84,404	\$1.83	85,592	\$1.87	-1,187	-0.04	-2.12%
1.911	Call Answer	43,748	\$0.95	34,438	\$0.75	9,311	0.20	26.09%
1.921	Regional CREST Contribution	467,077	\$10.14	454,454	\$9.94	12,623	0.20	2.01%
Total Regional		6,983,762	\$151.55	6,729,906	\$147.14	253,857	4.41	3.00%
1.536	Stormwater Quality Management - Core Area	196,360	\$4.26	192,741	\$4.21	3,619	0.05	1.12%
3.700	Septage Disposal	3,707	\$0.08	3,707	\$0.08	0	0.00	-0.74%
1.128	Greater Victoria Police Victim Services	82,169	\$1.78	82,919	\$1.81	-750	-0.03	-1.64%
3.701	Millstream Remediation	72,666	\$1.58	72,666	\$1.59	0	-0.01	-0.74%
1.123	Victoria Family Court Building	-9,496	(\$0.21)	-9,496	(\$0.21)	0	0.00	-0.74%
1.126	Victoria Family Court Committee	4,546	\$0.10	4,539	\$0.10	7	0.00	-0.59%
1.290	Royal Theatre	300,681	\$6.52	300,681	\$6.57	-0	-0.05	-0.74%
1.230	Traffic Safety Commission	19,530	\$0.42	20,062	\$0.44	-532	-0.01	-3.38%
1.297	Arts Grants	1,116,688	\$24.23	1,105,211	\$24.16	11,477	0.07	0.29%
1.311	Regional Housing Trust Fund	333,094	\$7.23	332,476	\$7.27	617	-0.04	-0.56%
1.330	Regional Growth Strategy	109,401	\$2.37	112,227	\$2.45	-2,826	-0.08	-3.24%
1.912B	Call Answer - Municipalities	-315,965	(\$6.86)	-310,324	(\$6.78)	-5,641	-0.07	1.06%
3.707	On Site System Management Program	48,613	\$1.05	47,622	\$1.04	990	0.01	1.32%
3.750	LWMP	129,262	\$2.81	126,727	\$2.77	2,535	0.03	1.24%
3.752	Stage 3 Harbour Studies	128,994	\$2.80	126,408	\$2.76	2,586	0.04	1.29%
3.755	Regional Source Control Program	347,109	\$7.53	358,398	\$7.84	-11,289	-0.30	-3.87%
Total Sub Regional		2,567,356	\$55.71	2,566,564	\$56.11	792	-0.40	-0.71%
Total Capital Regional District % Change		9,551,119	\$207.26	9,296,470	\$203.25	254,648	4.01	1.97%
Cost/average residential property		\$207.26		\$203.25		\$4.01		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	3,956,493	\$85.86	3,588,334	\$78.45	368,159	7.41	9.44%
CRHD	Capital Regional Hospital District	8,282,615	\$179.74	8,423,301	\$184.16	-140,685	-4.42	-2.40%
TOTAL CRD, CRHD & MUNICIPAL DEBT		21,790,227	\$472.86	21,308,105	\$465.86	482,122	7.00	1.50%

Average residential assessment - 2019/2018

854,221

805,976

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$1.36	0.29%
Regional Parks	\$1.57	0.34%
Regional Parks - Land Acquisition	(\$0.80)	-0.17%
Climate Action and Adaptation	\$0.59	0.13%
Land Banking & Housing	\$0.97	0.21%
Debt Service - M.F.A	\$7.41	1.59%
CRHD	(\$4.42)	-0.95%
Various	\$0.33	0.07%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$7.00	1.50%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$1.36	0.67%
Regional Parks	\$1.57	0.77%
Regional Parks - Land Acquisition	(\$0.80)	-0.40%
Climate Action and Adaptation	\$0.59	0.29%
Land Banking & Housing	\$0.97	0.48%
Various	\$0.33	0.16%
Total CRD	\$4.01	1.97%

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**Capital Regional District
Sewers Operating - 2019**

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Saanich	Share of Budget
3.710 N W Trunk	2,902,086	3,017,583	115,497	1,365,207	45%
3.712 NE Trunk	2,132,269	2,202,265	69,996	432,305	20%
3.713 East Coast Interceptor	942,968	939,778	-3,190	309,281	33%
3.715 NE Trunk #2 - Bowker	486,644	491,529	4,885	22,365	5%
(Invoice) Sewer Operating	6,463,967	6,651,155		2,129,157	

Sewers Debt - 2019

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Saanich	Share of Budget
3.771 NET Bowker	153,586	-55,322	-208,908	-3,773	7%
3.772 NWT Upgrade	-35,242	5,395	40,637	8,760	162%
3.779 LWMP	-300	0	300	0	0%
3.780* NW Trunk	0	0	0	0	0%
3.782* NE Trunk	0	0	0	0	0%
3.783* East coast Interceptor	0	0	0	0	0%
3.784 NWT Screens	0	0	0	0	0%
3.770 NET & ECI Upgrade	821,428	817,507	-3,921	183,694	22%
3.770A NET & ECI Upgrade	1,094,747	603,767	-490,980	135,666	22%
3.786 SCADA	0	0	0	0	0%
3.787 East Coast Interceptor	0	0	0	0	0%
3.789 Gorge Siphon	0	0	0	0	0%
3.793 Saanich	0	0	0	0	0%
3.794 Saanich (no grant)	12,986	-6,178	-19,164	-6,178	100%
3.798 Core - Sewage Integrated T.F.	994,231	950,106	-44,125	301,581	32%
3.798B Core - Sewage Integrated T.F.	1,118,762	1,095,845	-22,917	340,771	31%
3.798C Core - Wastewater Treatment Program	25,000,000	30,000,000	5,000,000	9,379,899	31%
(Invoice) Sewer Debt	29,006,612	33,466,442		10,340,420	

* 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.

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SIDNEY		2019 SIDNEY	Cost per Avg. Residential Assessment	2018 SIDNEY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	251,155	\$33.07	228,964	\$30.02	22,191	3.04	10.14%
1.101	G.I.S.	2,235	\$0.29	2,144	\$0.28	91	0.01	4.67%
1.224	Community Health	17,242	\$2.27	13,851	\$1.82	3,391	0.45	24.99%
1.280	Regional Parks	334,252	\$44.01	306,111	\$40.14	28,141	3.87	9.64%
1.280A	Regional Parks - Land Acquisition	133,795	\$17.62	130,918	\$17.17	2,877	0.45	2.62%
1.309	Climate Action and Adaptation	15,062	\$1.98	11,445	\$1.50	3,616	0.48	32.13%
1.310	Land Banking & Housing	52,379	\$6.90	43,711	\$5.73	8,668	1.16	20.32%
1.324	Regional Planning Services	42,427	\$5.59	40,127	\$5.26	2,299	0.32	6.16%
1.335	Geo-Spatial Referencing System	6,113	\$0.80	5,859	\$0.77	255	0.04	4.77%
1.374	Regional Emergency Program Support	4,008	\$0.53	3,883	\$0.51	125	0.02	3.63%
1.375	Hazardous Material Incident response	9,988	\$1.32	9,872	\$1.29	116	0.02	1.59%
1.911	Call Answer	4,523	\$0.60	3,560	\$0.47	963	0.13	27.56%
1.921	Regional CREST Contribution	48,288	\$6.36	46,983	\$6.16	1,305	0.20	3.20%
Total Regional		921,467	\$121.32	847,429	\$111.12	74,038	10.20	9.18%
1.126	Victoria Family Court Committee	522	\$0.07	519	\$0.07	3	0.00	0.99%
1.128	Greater Victoria Police Victim Services	11,078	\$1.46	10,625	\$1.39	454	0.07	4.70%
1.230	Traffic Safety Commission	2,633	\$0.35	2,571	\$0.34	62	0.01	2.85%
1.297	Arts Grants	0	\$0.00	38,187	\$5.01	-38,187	-5.01	-100.00%
1.311	Regional Housing Trust Fund	39,339	\$5.18	38,274	\$5.02	1,065	0.16	3.20%
1.330	Regional Growth Strategy	14,750	\$1.94	14,380	\$1.89	370	0.06	2.99%
1.44X	Panorama Recreation Center	1,433,150	\$188.69	1,384,435	\$181.53	48,716	7.16	3.94%
1.537	Stormwater Quality Management - Peninsula	25,065	\$3.30	30,263	\$3.97	-5,198	-0.67	-16.84%
1.538	Source - Stormwater Quality - Peninsula	15,085	\$1.99	14,712	\$1.93	373	0.06	2.96%
1.912A	Call Answer - RCMP	9,069	\$1.19	9,888	\$1.30	-819	-0.10	-7.91%
3.700	Septage Disposal	190	\$0.03	190	\$0.02	0	0.00	0.41%
3.701	Millstream Remediation	5,585	\$0.74	5,585	\$0.73	0	0.00	0.41%
3.720	L.W.M.P. (Peninsula) - Implementation	4,979	\$0.66	4,979	\$0.65	0	0.00	0.41%
3.755	Regional Source Control Program	53,311	\$7.02	48,432	\$6.35	4,879	0.67	10.53%
3.775	Debt - Saanich Pen. Waste Water System	-16,754	(\$2.21)	-26,331	(\$3.45)	9,577	1.25	-36.11%
Total Sub Regional		1,598,001	\$210.39	1,576,707	\$206.74	21,294	3.65	1.77%
Total Capital Regional District % Change		2,519,468	\$331.71	2,424,136	\$317.86	95,331	13.86	4.36%
Cost/average residential property		\$331.71		\$317.86		\$13.86		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	403,638	\$53.14	247,896	\$32.50	155,742	20.64	63.49%
CRHD	Capital Regional Hospital District	1,116,692	\$147.02	1,079,306	\$141.52	37,386	5.50	3.89%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,039,798	\$531.88	3,751,338	\$491.88	288,459	40.00	8.13%

Average residential assessment - 2019/2018

698,741

619,360

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$3.04	0.62%
Regional Parks	\$3.87	0.79%
Land Banking & Housing	\$1.16	0.24%
Arts Grants	(\$5.01)	-1.02%
Panorama Recreation Center	\$7.16	1.46%
Regional Source Control Program	\$0.67	0.14%
Debt - Saanich Pen. Waste Water System (SPWWS)	\$1.25	0.25%
Debt Service - M.F.A.	\$20.64	4.20%
Capital Regional Hospital District	\$5.50	1.12%
Various	\$1.71	0.35%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ 40.00	8.13%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$3.04	0.96%
Regional Parks	\$3.87	1.22%
Land Banking & Housing	\$1.16	0.37%
Arts Grants	(\$5.01)	-1.58%
Panorama Recreation Center	\$7.16	2.25%
Regional Source Control Program	\$0.67	0.21%
Debt - SPWWS	\$1.25	0.39%
Various	\$1.71	0.54%
Total CRD	\$ 13.86	4.36%

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**Capital Regional District
Sewers Operating - 2019**

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Sidney	Share of Budget
3.718 Peninsula Wastewater	3,439,058	3,490,343	51,285	1,418,475	41%
(Invoice) Sewer Operating	3,439,058	3,490,343		1,418,475	

Sewers Debt - 2019

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Sidney	Share of Budget
3.775 SPWWT System	-64,191	-40,844	23,347	-16,754	41%
3.796 Sidney Sewer	0	0	0	0	N/A
Sewer Debt	-64,191	-40,844		-16,754	

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.

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SOOKE		2019 SOOKE	Cost per Avg. Residential Assessment	2018 SOOKE	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	158,058	\$23.38	143,137	\$21.81	14,920	1.56	7.17%
1.101	G.I.S.	1,407	\$0.21	1,340	\$0.20	66	0.00	1.85%
1.224	Community Health	10,851	\$1.60	8,659	\$1.32	2,192	0.29	21.62%
1.280	Regional Parks	210,353	\$31.11	191,365	\$29.16	18,987	1.95	6.68%
1.280A	Regional Parks - Land Acquisition	84,200	\$12.45	81,843	\$12.47	2,357	-0.02	-0.15%
1.309	Climate Action and Adaptation	12,908	\$1.91	9,814	\$1.50	3,094	0.41	27.65%
1.310	Land Banking & Housing	32,963	\$4.88	27,326	\$4.16	5,637	0.71	17.07%
1.324	Regional Planning Services	26,700	\$3.95	25,086	\$3.82	1,614	0.13	3.30%
1.335	Geo-Spatial Referencing System	3,847	\$0.57	3,662	\$0.56	185	0.01	1.94%
1.374	Regional Emergency Program Support	3,435	\$0.51	3,330	\$0.51	105	0.00	0.11%
1.375	Hazardous Material Incident response	8,560	\$1.27	8,464	\$1.29	95	-0.02	-1.85%
1.911	Call Answer	5,094	\$0.75	4,010	\$0.61	1,084	0.14	23.29%
1.921	Regional CREST Contribution	54,382	\$8.04	52,912	\$8.06	1,470	-0.02	-0.25%
Total Regional		612,756	\$90.63	560,948	\$85.48	51,808	5.14	6.02%
1.126	Victoria Family Court Committee	444	\$0.07	444	\$0.07	-0	0.00	-3.01%
1.230	Traffic Safety Commission	1,657	\$0.25	1,607	\$0.24	50	0.00	0.07%
1.297	Arts Grant	34,006	\$5.03	0	\$0.00	34,006	5.03	N/A
1.311	Regional Housing Trust Fund	33,857	\$5.01	32,984	\$5.03	874	-0.02	-0.38%
1.313	Animal Care Services	88,561	\$13.10	85,028	\$12.96	3,534	0.14	1.09%
1.330	Regional Growth Strategy	9,282	\$1.37	8,990	\$1.37	293	0.00	0.21%
1.40X	SEAPARC	2,091,160	\$309.28	2,014,506	\$307.00	76,653	2.29	0.74%
1.912A	Call Answer - RCMP	10,213	\$1.51	11,136	\$1.70	-923	-0.19	-10.99%
1.913	Fire Dispatch	109,665	\$16.22	99,922	\$15.23	9,743	0.99	6.51%
3.700	Septage Disposal	4,420	\$0.65	4,420	\$0.67	0	-0.02	-2.95%
3.701	Millstream Remediation	21,853	\$3.23	21,853	\$3.33	0	-0.10	-2.95%
Total Sub Regional		2,405,118	\$355.72	2,280,888	\$347.59	124,230	8.13	2.34%
1.120	Sooke Regional Museum #2	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.121	Sooke Regional Museum	118,702	\$17.56	114,400	\$17.43	4,302	0.01	0.00%
1.531	Stormwater Quality Management	36,060	\$5.33	35,349	\$5.39	711	-0.01	0.00%
Total Local		154,762	\$22.89	149,749	\$22.82	5,013	0.00	0.30%
Total Capital Regional District % Change		3,172,636	\$469.23	2,991,586	\$455.90	181,050	13.27	2.93%
Cost/average residential property		\$469.23		\$455.90		\$13.34		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	484,127	\$71.60	498,135	\$75.91	-14,008	-4.31	-5.68%
CRHD	Capital Regional Hospital District	702,760	\$103.94	674,728	\$102.82	28,031	1.11	1.08%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,359,522	\$644.78	4,164,449	\$634.63	195,073	10.07	1.60%

Average residential assessment - 2019/2018

493,978

450,007

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$1.56	0.25%
Regional Parks	\$1.95	0.31%
Land Banking & Housing	\$0.71	0.11%
Arts Grant	\$5.03	0.80%
SEAPARC	\$2.29	0.36%
Fire Dispatch	\$0.99	0.16%
Debt Service - MFA	(\$4.31)	-0.68%
Capital Regional Hospital District	\$1.11	0.18%
Various	\$0.73	0.12%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$10.07	1.60%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$1.56	0.34%
Regional Parks	\$1.95	0.43%
Land Banking & Housing	\$0.71	0.16%
Arts Grant	\$5.03	1.11%
SEAPARC	\$2.29	0.50%
Fire Dispatch	\$0.99	0.22%
Various	\$0.73	0.16%
Total CRD	\$13.27	2.93%

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VICTORIA		2019 VICTORIA	Cost per Avg. Residential Assessment	2018 VICTORIA	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	1,805,959	\$39.25	1,648,006	\$36.86	157,953	2.39	6.48%
1.101	G.I.S.	16,072	\$0.35	15,433	\$0.35	639	0.00	1.19%
1.224	Community Health	123,979	\$2.69	99,691	\$2.23	24,287	0.46	20.84%
1.280	Regional Parks	2,403,479	\$52.23	2,203,281	\$49.28	200,198	2.95	6.00%
1.280A	Regional Parks - Land Acquisition	962,068	\$20.91	942,301	\$21.07	19,767	-0.17	-0.79%
1.309	Climate Action and Adaptation	109,056	\$2.37	82,923	\$1.85	26,134	0.52	27.79%
1.310	Land Banking & Housing	376,635	\$8.18	314,616	\$7.04	62,019	1.15	16.32%
1.324	Regional Planning Services	305,074	\$6.63	288,823	\$6.46	16,251	0.17	2.63%
1.335	Geo-Spatial Referencing System	43,957	\$0.96	42,168	\$0.94	1,789	0.01	1.29%
1.374	Regional Emergency Program Support	29,020	\$0.63	28,136	\$0.63	885	0.00	0.22%
1.375	Hazardous Material Incident response	72,319	\$1.57	71,520	\$1.60	799	-0.03	-1.75%
1.911	Call Answer	33,016	\$0.72	25,990	\$0.58	7,027	0.14	23.44%
1.921	Regional CREST Contribution	352,497	\$7.66	342,970	\$7.67	9,527	-0.01	-0.13%
Total Regional		6,633,132	\$144.15	6,105,857	\$136.56	527,275	7.59	5.56%
1.123	Victoria Family Court Building	-19,473	(\$0.42)	-19,473	(\$0.44)	0	0.01	-2.83%
1.126	Victoria Family Court Committee	3,792	\$0.08	3,804	\$0.09	-12	0.00	-3.14%
1.128	Greater Victoria Police Victim Services	79,660	\$1.73	76,473	\$1.71	3,187	0.02	1.22%
1.230	Traffic Safety Commission	18,933	\$0.41	18,502	\$0.41	431	0.00	-0.57%
1.290	Royal Theatre	217,935	\$4.74	217,935	\$4.87	0	-0.14	-2.83%
1.295	McPherson Theatre	750,000	\$16.30	750,000	\$16.77	0	-0.48	-2.83%
1.297	Arts Grants	956,057	\$20.78	922,306	\$20.63	33,751	0.15	0.72%
1.311	Regional Housing Trust Fund	284,872	\$6.19	277,332	\$6.20	7,541	-0.01	-0.19%
1.330	Regional Growth Strategy	106,061	\$2.30	103,503	\$2.31	2,558	-0.01	-0.43%
1.536	Stormwater Quality Management - Core Area	177,184	\$3.85	173,254	\$3.87	3,930	-0.02	-0.63%
1.912B	Call Answer - Municipalities	-238,454	(\$5.18)	-234,197	(\$5.24)	-4,257	0.06	-1.07%
3.700	Septage Disposal	19,389	\$0.42	19,389	\$0.43	0	-0.01	-2.83%
3.701	Millstream Remediation	42,977	\$0.93	42,977	\$0.96	0	-0.03	-2.83%
3.752	Stage 3 Harbour Studies	97,350	\$2.12	95,398	\$2.13	1,951	-0.02	-0.84%
3.755	Regional Source Control Program	456,648	\$9.92	461,998	\$10.33	-5,350	-0.41	-3.96%
Total Sub Regional		2,952,930	\$64.17	2,909,201	\$65.06	43,729	-0.89	-1.37%
Total Capital Regional District % Change		9,586,062	\$208.32	9,015,057	\$201.62	571,005	6.70	3.32%
Cost/average residential property		\$208.32		\$201.62		\$6.70		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	5,898,616	\$128.18	5,308,326	\$118.72	590,291	9.46	7.97%
CRHD	Capital Regional Hospital District	8,029,698	\$174.49	7,768,468	\$173.74	261,229	0.76	0.43%
TOTAL CRD, CRHD & MUNICIPAL DEBT		23,514,376	\$510.99	22,091,851	\$494.08	1,422,524	16.92	3.42%

Average residential assessment - 2019/2018

829,301

760,365

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$2.39	0.48%
Regional Parks	\$2.95	0.60%
Climate Action and Adaptation	\$0.52	0.10%
Land Banking & Housing	\$1.15	0.23%
Debt Service - M.F.A.	\$9.46	1.92%
CRHD	\$0.76	0.15%
Various	(\$0.31)	-0.06%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ 16.92	3.42%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$2.39	1.18%
Regional Parks	\$2.95	1.47%
Climate Action and Adaptation	\$0.52	0.26%
Land Banking & Housing	\$1.15	0.57%
Various	(\$0.31)	-0.15%
Total CRD	\$ 6.70	3.32%

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**Capital Regional District
Sewers Operating - 2019**

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Victoria	Share of Budget
3.710 N W Trunk	2,902,086	3,017,583	115,497	501,123	17%
3.712 NE Trunk	2,132,269	2,202,265	69,996	1,358,798	62%
3.713 East Coast Interceptor	942,968	939,778	-3,190	336,159	36%
3.715 NE Trunk #2 - Bowker	486,644	491,529	4,885	336,599	68%
Total Sewer Operating	6,463,967	6,651,155	187,188	2,532,678	
(Invoice) Sewer Operating	0	0		2,532,678	
Net Sewer Operating	6,463,967	6,651,155		0	

L.W.M.P. - 2019

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Victoria	Share of Budget
3.750 LWMP	422,297	430,743	8,446	173,361	40%
Total L.W.M.P.	422,297	430,743	8,446	173,361	
(Invoice) L.W.M.P.	0	0		173,361	
Net L.W.M.P.	422,297	430,743		0	

Sewers Debt - 2019

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total Victoria	Share of Budget
3.771 NET Bowker	153,586	-55,322	-208,908	-29,675	54%
3.772 NWT Upgrade	-35,242	5,395	40,637	6,911	128%
3.773 Grndwtr Relief & Flow Mntrg	4,420	0	-4,420	0	0%
3.776 W. Communities Trunk	-14,468	-1,496	12,972	-101	7%
3.779 LWMP	-300	0	300	0	0%
3.783* East coast Interceptor	0	0	0	0	0%
3.784 NWT Screens	0	0	0	0	0%
3.770 NET & ECI Upgrade	821,428	817,507	-3,921	501,868	61%
3.770A NET & ECI Upgrade	1,094,747	603,767	-490,980	370,653	61%
3.786 SCADA	0	0	0	0	0%
3.787 East Coast Interceptor	0	0	0	0	0%
3.798 Core - Sewage Integrated T.F.	994,231	950,106	-44,125	407,112	43%
3.798B Core - Sewage Integrated T.F.	1,118,762	1,095,845	-22,917	457,025	42%
3.798C Core - Wastewater Treatment Program	25,000,000	30,000,000	5,000,000	11,133,639	37%
Total Sewer Debt	29,137,164	33,415,802	4,278,638	12,847,431	
(Invoice) Sewer Operating	0	0		12,847,431	
Net Sewer Debt	29,137,164	33,415,802		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.

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VIEW ROYAL		2019 VIEW ROYAL	Cost per Avg. Residential Assessment	2018 VIEW ROYAL	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	166,174	\$34.69	149,884	\$31.46	16,290	3.23	10.28%
1.101	G.I.S.	1,479	\$0.31	1,404	\$0.29	75	0.01	4.80%
1.224	Community Health	11,408	\$2.38	9,067	\$1.90	2,341	0.48	25.15%
1.280	Regional Parks	221,155	\$46.17	200,385	\$42.06	20,769	4.11	9.78%
1.280A	Regional Parks - Land Acquisition	88,524	\$18.48	85,701	\$17.99	2,823	0.49	2.74%
1.309	Climate Action and Adaptation	11,590	\$2.42	8,779	\$1.84	2,811	0.58	31.32%
1.310	Land Banking & Housing	34,656	\$7.23	28,614	\$6.01	6,042	1.23	20.47%
1.324	Regional Planning Services	28,071	\$5.86	26,268	\$5.51	1,803	0.35	6.29%
1.335	Geo-Spatial Referencing System	4,045	\$0.84	3,835	\$0.80	210	0.04	4.90%
1.374	Regional Emergency Program Support	3,084	\$0.64	2,979	\$0.63	106	0.02	2.99%
1.375	Hazardous Material Incident response	7,686	\$1.60	7,572	\$1.59	114	0.02	0.97%
1.911	Call Answer	4,057	\$0.85	3,194	\$0.67	864	0.18	26.36%
1.921	Regional CREST Contribution	43,320	\$9.04	42,149	\$8.85	1,171	0.20	2.23%
Total Regional		625,249	\$130.53	569,830	\$119.59	55,419	10.93	9.14%
1.126	Victoria Family Court Committee	398	\$0.08	406	\$0.09	-8	0.00	-2.42%
1.128	Greater Victoria Police Victim Services	7,330	\$1.53	6,955	\$1.46	375	0.07	4.83%
1.230	Traffic Safety Commission	1,742	\$0.36	1,683	\$0.35	59	0.01	2.98%
1.297	Arts Grants	101,700	\$21.23	97,836	\$20.53	3,865	0.70	3.40%
1.311	Regional Housing Trust Fund	30,341	\$6.33	29,438	\$6.18	903	0.16	2.52%
1.330	Regional Growth Strategy	9,759	\$2.04	9,413	\$1.98	346	0.06	3.12%
1.536	Stormwater Quality Management - Core Area	34,976	\$7.30	39,124	\$8.21	-4,147	-0.91	-11.08%
1.912A	Call Answer - RCMP	8,136	\$1.70	8,870	\$1.86	-735	-0.16	-8.77%
3.700	Septage Disposal	143	\$0.03	143	\$0.03	0	0.00	-0.53%
3.701	Millstream Remediation	9,133	\$1.91	9,133	\$1.92	0	-0.01	-0.53%
3.707	On Site System Management Program	1,442	\$0.30	1,412	\$0.30	29	0.00	1.53%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	164,203	\$34.28	164,117	\$34.44	86	-0.17	-0.48%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,060,257	\$221.34	904,297	\$189.79	155,960	31.55	16.62%
3.750	LWMP	11,277	\$2.35	11,056	\$2.32	221	0.03	1.46%
3.752	Stage 3 Harbour Studies	11,964	\$2.50	11,724	\$2.46	240	0.04	1.50%
3.755	Regional Source Control Program	30,899	\$6.45	29,457	\$6.18	1,441	0.27	4.33%
Total Sub Regional		1,483,699	310	1,325,064	278	158,635	31.63	11.37%
Total Capital Regional District % Change		2,108,949	\$440.26	1,894,894	\$397.70	214,055	42.56	10.70%
Cost/average residential property		\$440.26		\$397.70		\$42.56		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	567,103	\$118.39	567,103	\$119.02	0	-0.63	-0.53%
CRHD	Capital Regional Hospital District	738,847	\$154.24	706,531	\$148.28	32,317	5.96	4.02%
TOTAL CRD, CRHD & MUNICIPAL DEBT		3,414,899	\$712.89	3,168,527	\$665.00	246,371	47.88	7.20%

Average residential assessment - 2019/2018

733,041

648,966

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$3.23	0.49%
Regional Parks	\$4.11	0.62%
Climate Action and Adaptation	\$0.58	0.09%
Land Banking & Housing	\$1.23	0.18%
Arts Grants	\$0.70	0.10%
Stormwater Quality Management - Core Area	(\$0.91)	-0.14%
W.W. (Trk Swrs & Swge Disp) - Debt	\$31.55	4.74%
Debt Service - MFA	(\$0.63)	-0.10%
Capital Regional Hospital District	\$5.96	0.90%
Various	\$2.08	0.31%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ 47.88	7.20%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$3.23	0.81%
Regional Parks	\$4.11	1.03%
Climate Action and Adaptation	\$0.58	0.15%
Land Banking & Housing	\$1.23	0.31%
Arts Grants	\$0.70	0.18%
Stormwater Quality Management - Core /	(\$0.91)	-0.23%
W.W. (Trk Swrs & Swge Disp) - Debt	\$31.55	7.93%
Various	\$2.08	0.52%
Total CRD	\$ 42.56	10.70%

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**Capital Regional District
Sewers Operating - 2019**

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total View Royal	Share of Budget
3.710 N W Trunk	2,902,086	3,017,583	115,497	164,203	5%
Sewer Operating	2,902,086	3,017,583		164,203	

Sewers Debt - 2019

Service	Total Service Budget			Municipality's Share	
	2018 Requisition	2019 Requisition	Increase (Decrease)	2019 Total View Royal	Share of Budget
3.772 NWT Upgrade	-35,242	5,395	40,637	86	1.6%
3.779 LWMP	-300	0	300	0	0%
3.792 Craigflower PS	68,517	64,880	-3,637	18,015	28%
3.798 Core - Sewage Integrated T.F.	994,231	950,106	-44,125	46,461	5%
3.798B Core - Sewage Integrated T.F.	1,118,762	1,095,845	-22,917	29,113	3%
3.798C Core - Wastewater Treatment Program	25,000,000	30,000,000	5,000,000	966,583	3%
Sewer Debt	27,145,968	32,116,226		1,060,257	

* 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.

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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		
	2019		2018			\$	%	
1.010	Legislative & General Government	108,450	\$25.66	98,928	\$23.82	9,523	\$1.84	7.73%
1.101	G.I.S.	965	\$0.23	926	\$0.22	39	\$0.01	2.39%
1.224	Community Health - Homeless Sec.	7,445	\$1.76	5,984	\$1.44	1,461	\$0.32	22.26%
1.280	Regional Parks	144,332	\$34.15	132,260	\$31.84	12,072	\$2.31	7.24%
1.280A	Regional Parks - Land Acquisition	57,774	\$13.67	56,565	\$13.62	1,208	\$0.05	0.37%
1.309	Climate Action and Adaptation	6,403	\$1.51	4,866	\$1.17	1,537	\$0.34	29.30%
1.310	Land Banking & Housing	22,617	\$5.35	18,886	\$4.55	3,731	\$0.80	17.69%
1.324	Regional Planning Service	18,320	\$4.33	17,338	\$4.17	982	\$0.16	3.84%
1.335	Geo-Spatial Referencing System	2,640	\$0.62	2,531	\$0.61	108	\$0.02	2.48%
1.374	Regional Emergency Program Support	1,704	\$0.40	1,651	\$0.40	53	\$0.01	1.41%
1.375	Hazardous Material Incident Response	4,246	\$1.00	4,197	\$1.01	49	(\$0.01)	-0.58%
1.911	Call Answer	1,887	\$0.45	1,485	\$0.36	402	\$0.09	24.84%
1.921	Regional CREST Contribution	20,144	\$4.77	19,599	\$4.72	544	\$0.05	1.00%
Total Regional		396,927	\$93.91	365,218	\$87.93	31,709	\$5.98	6.81%
1.126	Victoria Family Court Committee	222	\$0.05	225	\$0.05	(3)	(\$0.00)	-3.06%
1.128	Greater Victoria Police Victim Services	638	\$1.56	659	\$1.62	(20)	(\$0.05)	-3.23%
1.230	Traffic Safety Commission	1,137	\$0.27	1,111	\$0.27	26	\$0.00	0.60%
1.313	Animal Care Services	60,766	\$14.38	58,766	\$14.15	2,000	\$0.23	1.62%
1.330	Regional Growth Strategy	6,369	\$1.51	6,213	\$1.50	156	\$0.01	0.74%
1.912A	Call Answer - RCMP	3,783	\$0.90	4,125	\$0.99	(342)	(\$0.10)	-9.87%
1.913	Fire Dispatch	40,621	\$9.61	37,012	\$8.91	3,609	\$0.70	7.86%
3.701	Millstream Remediation	13,052	\$3.09	13,052	\$3.14	-	(\$0.05)	-1.73%
Total Sub-Regional		126,588	\$31.36	121,162	\$30.63	5,426	\$0.74	2.40%
1.103	Elections	4,485	\$1.06	4,436	\$1.07	50	(\$0.01)	-0.63%
1.104	U.B.C.M.	2,898	\$0.69	2,928	\$0.70	(31)	(\$0.02)	-2.75%
1.318	Building Inspection	91,034	\$21.54	88,451	\$21.30	2,583	\$0.24	1.14%
1.320	Noise Control	8,272	\$1.96	6,481	\$1.56	1,791	\$0.40	25.43%
1.322	Nuisances & Unsightly Premises	11,218	\$2.65	10,164	\$2.45	1,054	\$0.21	8.46%
1.372	Electoral Area Emergency Program	30,982	\$7.33	28,872	\$6.95	2,110	\$0.38	5.46%
Total Joint Electoral Area		148,889	\$35.23	141,332	\$34.03	7,556	\$1.20	3.53%
1.109	Electoral Area Admin Exp-JDF	52,780	\$12.49	22,440	\$5.40	30,340	\$7.09	131.14%
1.114	Grants in Aid - Juan de Fuca	16,130	\$3.82	19,160	\$4.61	(3,030)	(\$0.80)	-17.27%
1.122	JDF Economic Development Commission	-	\$0.00	(20,430)	(\$4.92)	20,430	\$4.92	0.00%
1.317	JDF Building Numbering	12,780	\$3.02	17,550	\$4.23	(4,770)	(\$1.20)	-28.44%
1.319	Soil Deposit Removal	5,460	\$1.29	5,380	\$1.30	80	(\$0.00)	-0.27%
1.325	Electoral Area Services - Planning	651,590	\$154.17	595,090	\$143.27	56,500	\$10.89	7.60%
1.370	Juan de Fuca Emergency Program	83,470	\$19.75	81,260	\$19.56	2,210	\$0.19	0.95%
1.377	JDF Search and Rescue	62,000	\$14.67	62,000	\$14.93	-	(\$0.26)	-1.73%
1.405	JDF EA - Community Parks	182,960	\$43.29	175,890	\$42.35	7,070	\$0.94	2.22%
1.924	Emergency Comm - Crest - J.D.F.	102,920	\$24.35	101,010	\$24.32	1,910	\$0.03	0.13%
Total JDF Electoral Area		1,170,090	\$276.85	1,059,350	\$255.05	110,740	\$21.80	8.55%
Total Capital Regional District		1,842,493	\$437.36	1,687,062	\$407.64	155,431	\$29.72	7.29%
Cost/average residential property		\$437.36		\$407.64		\$29.72		
CRHD	Capital Regional Hospital District	482,195	\$114.09	466,332	\$112.27	15,863	\$1.82	1.62%
Total CRD and CRHD		2,324,688	\$551.44	2,153,394	\$519.91	171,294	\$31.53	6.07%

Average residential assessment (2019/2018)

542,222

491,367

Major Impacts

Change in Cost per Average Household

	\$	% of total incr
REGIONAL		
Legislative & General Government	\$1.84	0.35%
Regional Parks	\$2.31	0.44%
Land Banking & Housing	\$0.80	0.15%
SUB-REGIONAL		
Fire Dispatch	\$0.70	0.13%
JDF EA		
Electoral Area Admin Exp-JDF	\$7.09	1.36%
JDF Economic Development Commission	\$4.92	0.95%
Electoral Area Services - Planning	\$10.89	2.10%
JDF EA - Community Parks	\$0.94	0.18%
Capital Regional Hospital District	\$1.82	0.35%
Other	\$0.23	0.04%
Total	\$31.53	6.07%

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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	
		2019		2018			\$	%
1.119	Vancouver Island Regional Library	309,740	\$80.69	297,020	\$78.66	12,720	\$2.03	2.57%
1.121	Sooke Regional Museum	70,118	\$18.27	67,240	\$17.81	2,878	\$0.46	2.57%
1.133	Langford E.A. - Greater Victoria Public Library	30,100	\$73.79	29,580	\$72.61	520	\$1.18	1.63%
1.232	Port Renfrew Street Lighting	2,040	\$24.40	3,610	\$43.18	(1,570)	(\$18.78)	-43.49%
1.350	Willis Point Fire Protection	138,691	\$596.25	136,886	\$586.31	1,805	\$9.94	1.69%
1.353	Otter Point Fire Protection	459,249	\$373.02	422,376	\$362.72	36,873	\$10.29	2.84%
1.354	Malahat Fire Protection	65,720	\$697.21	69,780	\$753.02	(4,060)	(\$55.81)	-7.41%
1.355	Durrance Road Fire Protection	2,990	\$349.66	3,410	\$398.79	(420)	(\$49.13)	-12.32%
1.357	East Sooke Fire Protection	434,076	\$501.42	429,493	\$497.86	4,583	\$3.56	0.71%
1.358	Port Renfrew Fire Protection	89,627	\$239.93	94,726	\$254.82	(5,099)	(\$14.89)	-5.85%
1.360	Shirley Fire Protection	158,127	\$482.97	152,786	\$467.92	5,341	\$15.06	3.22%
1.40X	SEAPARC	678,349	\$176.72	653,484	\$173.07	24,866	\$3.64	2.10%
1.408	JDF EA - Community Recreation	65,150	\$16.97	63,870	\$16.92	1,280	\$0.06	0.33%
1.421	JDF - Parks & Rec - Ice Arena	-	\$0.00	(18)	(\$0.12)	18	\$0.12	-100.00%
1.422	JDF - Curling Rink	-	\$0.00	(17)	(\$0.12)	17	\$0.12	-100.00%
1.423	JDF - Centennial Pool - EA	-	\$0.00	(16)	(\$0.11)	16	\$0.11	-100.00%
1.424	JDF - Juan de Fuca Park	-	\$0.00	(2,546)	(\$17.63)	2,546	\$17.63	-100.00%
1.427	JDF - Sr. Citizens Centre	-	\$0.00	(9)	(\$0.06)	9	\$0.06	-100.00%
1.428	JDF - Community Recreation Progs.	-	\$0.00	(115)	(\$0.28)	115	\$0.28	-100.00%
1.523	Port Renfrew Refuse Disposal	31,860	\$85.10	31,256	\$83.92	604	\$1.19	1.42%
2.650	Port Renfrew Water	55,570	\$296.77	53,260	\$276.14	2,310	\$20.63	7.47%
2.655	Snuggery Cove Water	1,719	\$9.96	23,860	\$141.87	(22,141)	(\$131.91)	-92.98%
2.691	Wilderness Mountain	62,090	\$796.95	60,330	\$774.36	1,760	\$22.59	2.92%
3.700	Septage Disposal - JDF Service Area	475	\$0.12	475	\$5.79	-	(\$5.67)	-97.89%
3.755	Regional Source Control - Port Renfrew Sewer	834	\$8.94	825	\$8.84	9	\$0.10	1.08%
3.850	Port Renfrew Sewer	45,620	\$546.22	44,750	\$535.22	870	\$11.00	2.06%
Total JdF Local/Specified/Defined Requisition		2,702,146		2,636,296		65,850		

Average residential assessment (2019/2018)

542,222

491,367

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Electoral Area Salt Spring Island	Cost per Avg. Parcel		Cost per Avg. Parcel		Difference (Decrease)	Change in cost per avg household/Parcel	
	2019		2018			\$	%
1.010 Legislative & General Government	209,033	\$31.15	194,498	\$29.02	14,535	\$1.84	7.73%
1.101 G.I.S.	1,860	\$0.28	1,821	\$0.27	39	\$0.01	2.39%
1.224 Community Health - Homeless Sec.	14,350	\$2.14	11,766	\$1.76	2,584	\$0.32	22.26%
1.280 Regional Parks	278,193	\$41.45	260,031	\$38.80	18,162	\$2.31	7.24%
1.280A Regional Parks - Land Acquisition	111,356	\$16.59	111,210	\$16.59	145	\$0.05	0.37%
1.309 Climate Action and Adaptation	12,998	\$1.94	9,987	\$1.49	3,011	\$0.34	29.30%
1.310 Land Banking & Housing	43,594	\$6.50	37,131	\$5.54	6,463	\$0.80	17.69%
1.324 Regional Planning Service	35,311	\$5.26	34,087	\$5.09	1,224	\$0.16	3.84%
1.335 Geo-Spatial Referencing System	5,088	\$0.76	4,977	\$0.74	111	\$0.02	2.48%
1.374 Regional Emergency Program Support	3,459	\$0.52	3,389	\$0.51	70	\$0.01	1.41%
1.375 Hazardous Material Incident Response	8,620	\$1.28	8,614	\$1.29	6	(\$0.01)	-0.58%
1.911 Call Answer	4,067	\$0.61	3,202	\$0.48	866	\$0.09	24.84%
1.921 Regional CREST Contribution	43,426	\$6.47	42,252	\$6.30	1,174	\$0.05	1.00%
Total Regional	771,355	\$114.93	722,964	\$107.87	48,391	\$7.06	6.55%
1.230 Traffic Safety Commission	2,191	\$0.33	2,184	\$0.33	8	\$0.00	0.60%
1.311 Regional Housing Trust Fund	33,969	\$5.06	33,413	\$4.99	555	\$0.08	1.52%
1.313 Animal Care Services	117,123	\$17.45	115,538	\$17.24	1,586	\$0.23	1.62%
1.912A Call Answer - RCMP	8,155	\$1.22	8,892	\$1.33	(737)	(\$0.10)	-9.87%
1.913 Fire Dispatch	87,571	\$13.05	79,791	\$11.91	7,780	\$0.70	7.86%
Total Sub-Regional	249,010	\$37.10	239,818	\$35.78	9,192	\$1.32	3.69%
1.103 Elections	8,645	\$1.29	8,721	\$1.30	(76)	(\$0.01)	-0.63%
1.104 U.B.C.M.	5,585	\$0.83	5,757	\$0.86	(172)	(\$0.02)	-2.75%
1.318 Building Inspection	175,463	\$26.14	173,899	\$25.95	1,563	\$0.24	1.14%
1.320 Noise Control	15,944	\$2.38	12,743	\$1.90	3,201	\$0.40	25.43%
1.322 Nuisances & Unightly Premises	21,622	\$3.22	19,983	\$2.98	1,639	\$0.21	8.46%
1.372 Electoral Area Emergency Program	59,716	\$8.90	56,764	\$8.47	2,952	\$0.38	5.46%
Total Joint Electoral Area	286,975	\$42.76	277,867	\$41.46	9,108	\$1.30	3.14%
1.111 Electoral Area Admin Exp-SSI	496,800	\$74.03	389,800	\$58.16	107,000	\$15.86	27.28%
1.116 Grants in Aid - Salt Spring Island	38,810	\$5.78	6,360	\$0.95	32,450	\$4.83	509.39%
1.124 SSI Economic Development Commission	75,380	\$11.23	56,920	\$8.49	18,460	\$2.74	32.25%
1.141 Salt Spring Island Public Library	618,940	\$92.22	582,270	\$86.88	36,670	\$5.35	6.15%
1.236 Salt Spring Island Fernwood Dock	30,610	\$5.52	30,000	\$5.41	610	\$0.11	1.97%
1.238A Community Transit (S.S.I.)	217,070	\$32.34	205,380	\$30.64	11,690	\$1.70	5.55%
1.238B Community Transportation (S.S.I.)	167,120	\$24.90	396,250	\$59.12	(229,130)	(\$34.22)	-57.88%
1.299 Salt Spring Island Arts	93,580	\$13.94	90,340	\$13.48	3,240	\$0.46	3.45%
1.316 SSI House Numbering	9,300	\$1.39	9,290	\$1.39	10	(\$0.00)	-0.03%
1.371 S.S.I. Emergency Program	107,840	\$16.07	100,610	\$15.01	7,230	\$1.06	7.04%
1.378 SSI Search and Rescue	22,100	\$3.29	17,570	\$2.62	4,530	\$0.67	25.61%
1.455 Salt Spring Island Community Parks	377,840	\$56.30	370,430	\$55.27	7,410	\$1.03	1.86%
1.458 Salt Spring Island Community Rec	44,260	\$6.59	43,340	\$6.47	920	\$0.13	1.98%
1.459 Salt Spring Island Park, Land & Rec Prog	1,491,930	\$222.30	1,457,030	\$217.40	34,900	\$4.91	2.26%
1.535 Stormwater Quality Management - S.S.I.	21,962	\$3.27	21,480	\$3.20	482	\$0.07	2.11%
1.925 Emergency Comm - Crest - S.S.I.	85,970	\$12.81	83,190	\$12.41	2,780	\$0.40	3.20%
3.705 S.S.I. Septage/Composting**	310,090	\$56.07	305,840	\$55.12	4,250	\$0.95	1.72%
Total SSI Electoral Area	4,209,602	\$638.07	4,166,100	\$632.03	43,502	\$6.04	0.96%
Total Capital Regional District	5,516,942	\$832.86	5,406,748	\$817.14	110,193	\$15.73	1.92%
Cost/average residential property	\$832.86		\$817.14		\$15.73		
CRHD Capital Regional Hospital District	929,406	\$138.49	916,834	\$136.80	12,572	\$1.69	1.23%
Total CRD and CRHD	6,446,348	\$971.35	6,323,583	\$953.94	122,765	\$17.41	1.83%

Average residential assessment (2019/2018)

658,165

598,690

Major Impacts

Change in Cost per Average Household

	\$	% of total incr
REGIONAL		
Legislative & General Government	\$1.84	0.19%
Regional Parks	\$2.31	0.24%
Land Banking & Housing	\$0.80	0.08%
SUB-REGIONAL		
Fire Dispatch	\$0.70	0.07%
SSI EA		
Electoral Area Admin Exp-SSI	\$15.86	1.66%
Grants in Aid - Salt Spring Island	\$4.83	0.51%
SSI Economic Development Commission	\$2.74	0.29%
Salt Spring Island Public Library	\$5.35	0.56%
Community Transit (S.S.I.)	\$1.70	0.18%
S.S.I. Emergency Program	\$1.06	0.11%
SSI Search and Rescue	\$0.67	0.07%
Salt Spring Island Community Parks	\$1.03	0.11%
Salt Spring Island Park, Land & Rec Prog	\$4.91	0.51%
S.S.I. Septage/Composting**	\$0.95	0.10%
Capital Regional Hospital District	\$1.69	0.18%
Other	(\$29.02)	-3.04%
Total	\$17.41	1.83%

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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	
		2019	2018	2019	2018		\$	%
1.234	Salt Spring Island Street Lighting	25,770	\$3.93	24,370	\$3.73	1,400	\$0.21	5.59%
2.620	SSI Highland Water System	36,840	\$152.65	37,230	\$154.27	(390)	(\$1.62)	-1.05%
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	72,240	\$554.98	-	\$0.00	0.00%
2.626	Fulford Water	74,790	\$771.77	74,793	\$771.77	(3)	\$0.00	0.00%
2.628	Cedar Lane Water	13,090	\$372.36	21,266	\$604.94	(8,176)	(\$232.58)	-38.45%
2.660	Fernwood Water	18,980	\$252.87	19,350	\$257.80	(370)	(\$4.93)	-1.91%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	6,478	\$14.53	6,319	\$13.53	159	\$1.01	16.51%
3.810	Ganges Sewer	54,130	\$136.62	54,130	\$136.62	-	\$0.00	0.00%
Total Local/Specified/Defined Services		357,318		364,698		(7,380)		

Average residential assessment (2019/2018)

658,165

598,690

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Electoral Area	Southern Gulf Islands	Cost per Avg. Res Asst/ Parcel		2018	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
		2019					\$	%
1.010	Legislative & General Government	157,104	\$22.56	143,407	\$20.54	13,697	\$2.03	9.86%
1.101	G.I.S.	1,398	\$0.20	1,343	\$0.19	55	\$0.01	4.41%
1.224	Community Health - Homeless Sec.	10,785	\$1.55	8,675	\$1.24	2,110	\$0.31	24.68%
1.280	Regional Parks	209,084	\$30.03	191,727	\$27.46	17,357	\$2.57	9.36%
1.280A	Regional Parks - Land Acquisition	83,692	\$12.02	81,998	\$11.74	1,695	\$0.28	2.35%
1.309	Climate Action and Adaptation	7,889	\$1.13	5,986	\$0.86	1,903	\$0.28	32.16%
1.310	Land Banking & Housing	32,764	\$4.71	27,377	\$3.92	5,387	\$0.78	20.01%
1.324	Regional Planning Service	26,539	\$3.81	25,133	\$3.60	1,406	\$0.21	5.89%
1.335	Geo-Spatial Referencing System	3,824	\$0.55	3,669	\$0.53	155	\$0.02	4.50%
1.374	Regional Emergency Program Support	2,099	\$0.30	2,031	\$0.29	68	\$0.01	3.65%
1.375	Hazardous Material Incident Response	5,231	\$0.75	5,163	\$0.74	69	\$0.01	1.61%
1.911	Call Answer	1,825	\$0.26	1,437	\$0.21	388	\$0.06	27.39%
1.921	Regional CREST Contribution	19,483	\$2.80	18,957	\$2.72	527	\$0.08	3.07%
Total Regional		561,719	\$80.68	516,904	\$74.03	44,816	\$6.65	8.98%
1.230	Traffic Safety Commission	1,647	\$0.24	1,610	\$0.23	37	\$0.01	2.59%
1.297	Arts Grants	20,720	\$2.98	19,917	\$2.85	803	\$0.12	4.32%
1.311	Regional Housing Trust Fund	20,541	\$2.95	19,944	\$2.86	597	\$0.09	3.28%
1.313	Animal Care Services	88,027	\$12.64	85,189	\$12.20	2,839	\$0.44	3.62%
1.912A	Call Answer - RCMP	3,659	\$0.53	3,990	\$0.57	(331)	(\$0.05)	-8.03%
1.913	Fire Dispatch	39,289	\$5.64	35,799	\$5.13	3,490	\$0.52	10.06%
Total Sub-Regional		173,883	\$24.97	166,448	\$23.84	7,435	\$1.14	4.76%
1.103	Elections	6,498	\$0.93	6,430	\$0.92	67	\$0.01	1.33%
1.104	U.B.C.M.	4,198	\$0.60	4,245	\$0.61	(47)	(\$0.01)	-0.83%
1.318	Building Inspection	131,874	\$18.94	128,220	\$18.36	3,654	\$0.58	3.14%
1.320	Noise Control	11,983	\$1.72	9,396	\$1.35	2,588	\$0.38	27.90%
1.322	Nuisances & Unsightly Premises	16,250	\$2.33	14,734	\$2.11	1,517	\$0.22	10.61%
1.372	Electoral Area Emergency Program	44,882	\$6.45	41,854	\$5.99	3,028	\$0.45	7.54%
Total Joint Electoral Area		215,684	\$30.98	204,878	\$29.34	10,807	\$1.64	5.57%
1.110	Electoral Area Admin Exp-SGI	319,040	\$45.82	279,380	\$40.01	39,660	\$5.81	14.52%
1.117	Grants in Aid - Southern Gulf Islands	84,160	\$12.09	86,730	\$12.42	(2,570)	(\$0.33)	-2.69%
1.125	SGI Economic Development Commission	64,820	\$9.31	44,160	\$6.32	20,660	\$2.99	47.20%
1.138	Southern Gulf Islands - Public Library	173,720	\$24.95	173,020	\$24.78	700	\$0.17	0.69%
1.235	SGI Small Craft Harbour Facilities**	250,190	\$42.69	244,280	\$41.67	5,910	\$1.02	2.45%
1.314	SGI House Numbering	9,140	\$1.31	12,700	\$1.82	(3,560)	(\$0.51)	-27.83%
1.373	Southern Gulf Islands. Emergency Program	218,050	\$31.32	213,300	\$30.55	4,750	\$0.77	2.52%
1.533	Stormwater Quality Management - Southern Gulf Is.	43,520	\$6.25	42,640	\$6.11	880	\$0.14	2.35%
1.923	Emergency Comm - Crest - S.G.I.	158,390	\$22.75	153,460	\$21.98	4,930	\$0.77	3.50%
Total SGI Electoral Area		1,321,030	\$196.49	1,249,670	\$185.67	71,360	\$10.83	5.83%
Total Capital Regional District		2,272,317	\$333.13	2,137,900	\$312.88	134,417	\$20.24	6.47%
Cost/average residential property		\$333.13		\$312.88		\$20.27		
CRHD	Capital Regional Hospital District	698,521	\$100.33	676,003	\$96.82	22,518	\$3.51	3.62%
Total CRD and CRHD		2,970,838	\$433.46	2,813,903	\$409.70	156,936	\$23.75	5.80%

Average residential assessment (2019/2018) 476,820 423,734

Major Impacts

Change in Cost per Average Household

	\$	% of total incr
REGIONAL		
Legislative & General Government	\$2.03	0.49%
Regional Parks	\$2.57	0.63%
Land Banking & Housing	\$0.78	0.19%
SUB-REGIONAL		
Fire Dispatch	\$0.52	0.13%
JOINT EA		
Building Inspection	\$0.58	0.14%
SGI EA		
Electoral Area Admin Exp-SGI	\$5.81	1.42%
SGI Economic Development Commission	\$2.99	0.73%
SGI Small Craft Harbour Facilities**	\$1.02	0.25%
Southern Gulf Islands. Emergency Program	\$0.77	0.19%
Emergency Comm - Crest - S.G.I.	\$0.77	0.19%
Capital Regional Hospital District	\$3.51	0.86%
Other	\$2.42	0.59%
Total	\$23.75	5.80%

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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	
		2019	2018	2019	2018		\$	%
1.137	Galiano Island Library Service	58,030	\$37.51	56,890	\$36.66	1,140	\$0.85	2.32%
1.170	Gossip Island Electric Power Supply	57,420	\$1,079.19	57,730	\$1,085.01	(310)	(\$5.82)	-0.54%
1.227	Saturna Island Medical Clinic	28,650	\$502.63			-	\$0.00	0.00%
1.228	Galiano Health Service	116,510	\$75.32	86,490	\$55.74	30,020	\$19.58	35.13%
1.352	South Galiano Fire Protection	365,797	\$390.32	301,996	\$321.30	63,801	\$69.02	21.48%
1.356	Pender Fire Protection	945,424	\$374.17	924,038	\$363.61	21,386	\$10.55	2.90%
1.359	N. Galiano Fire Protection	206,229	\$513.37	206,349	\$513.61	(120)	(\$0.24)	-0.05%
1.363	Saturna Is. Fire Protection	155,600	\$235.55	145,110	\$220.56	10,490	\$15.00	6.80%
1.465	Saturna Is Community Parks	18,860	\$28.63	23,420	\$35.70	(4,560)	(\$7.07)	-19.79%
1.468	Saturna Is Community Recreation	9,940	\$15.09	7,490	\$11.42	2,450	\$3.67	32.18%
1.475	Mayne Is Community Parks	79,760	\$46.42	78,730	\$45.74	1,030	\$0.68	1.49%
1.478	Mayne Is Community Rec	32,670	\$19.01	32,330	\$18.78	340	\$0.23	1.23%
1.485	N & S Pender Community Parks	150,530	\$59.11	106,900	\$41.74	43,630	\$17.37	41.61%
1.488	N & S Pender Community Rec	58,380	\$22.92	57,240	\$22.35	1,140	\$0.57	2.57%
1.495	Galiano Parks	90,020	\$66.94	65,970	\$48.85	24,050	\$18.08	37.01%
1.498	Galiano Community Recreation	36,800	\$27.36	36,060	\$26.70	740	\$0.66	2.47%
2.630	Magic Lakes Estate Water System	568,990	\$497.81	568,989	\$498.22	1	(\$0.41)	-0.08%
2.635	Magic Lakes Estate (2)	-	\$0.00	(30,360)	(\$34.12)	30,360	\$34.12	-100.00%
2.640	Lyll Harbour/Boot Cove Water	119,180	\$720.90	110,310	\$667.25	8,870	\$53.65	8.04%
2.642	Skana Water	23,070	\$332.62	23,070	\$332.62	-	\$0.00	0.00%
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%
3.755	Regional Source Control - Magic Lake Estates	3,787	\$5.29	3,144	\$4.38	643	\$0.92	20.93%
3.830	Magic Lake Estates Sewer System	526,770	\$777.60	508,320	\$750.37	18,450	\$27.23	3.63%
Total Local/Specified/Defined Services		3,690,567		3,408,367		253,550		

Average residential assessment (2019/2018)

476,820

423,734

CAPITAL REGIONAL DISTRICT

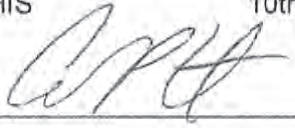
BYLAW NO. 4296

A BYLAW TO AMEND THE FIVE YEAR FINANCIAL PLAN
FOR THE YEARS 2019 – 2023

The Board of the Capital Regional District in open meeting assembled enacts as follows:

1. Bylaw No. 4296, "2019 to 2023 Financial Plan, 2019", is hereby amended by replacing Schedule B with the attached schedule hereto.
2. This Bylaw may be cited as "2019 to 2023 Financial Plan, Amendment Bylaw No. 1, 2019".

READ A FIRST TIME THIS 10th day of April 2019
 READ A SECOND TIME THIS 10th day of April 2019
 READ A THIRD TIME THIS 10th day of April 2019
 ADOPTED THIS 10th day of April 2019



 CHAIR



 CORPORATE OFFICER

BYLAW NO: 4296

SCHEDULE B

**CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023**

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

B	Buildings	52,931,312	114,873,729	133,624,264	6,110,000	1,708,500	309,247,805
E	Equipment	7,354,880	6,207,431	4,329,895	3,390,839	3,494,835	24,777,880
L	Land	8,343,914	2,059,308	850,000	675,000	395,000	12,323,222
S	Engineered Structures	311,826,645	201,007,931	57,373,787	44,321,524	38,319,744	652,849,631
V	Vehicles	1,987,050	1,713,000	865,000	940,000	513,000	6,018,050
		382,443,801	325,861,399	197,042,946	55,437,363	44,431,079	1,005,216,588

SOURCE OF FUNDS

C	Capital Funds on Hand	154,155,573	41,667,886	17,491,000	19,015,000	17,695,000	250,024,459
D	Debenture Debt (New Debt Only)	70,130,000	30,080,000	27,481,000	6,870,000	7,605,000	142,166,000
E	Equipment Replacement Fund	4,389,730	3,218,223	2,990,895	2,631,539	1,945,635	15,176,022
G	Grants (Federal, Provincial)	93,743,324	149,927,501	12,180,819	6,627,556	2,340,000	264,819,200
R	Reserve Fund	23,131,974	12,972,581	14,373,488	13,537,224	9,303,500	73,318,767
O	Other	36,893,200	87,995,208	122,525,744	6,756,044	5,541,944	259,712,140
		382,443,801	325,861,399	197,042,946	55,437,363	44,431,079	1,005,216,588

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2019														
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	90,000					90,000			90,000			90,000	
1.014	Chief Administrative Officer	7,650					7,650			7,650			7,650	
1.015	Real Estate	950					950			950			950	
1.016	Human Resources	9,400					9,400			9,400			9,400	
1.017	Finance	30,350					30,350			30,350			30,350	
1.018	Health & Capital Planning Strategies	-					-			-			-	
1.022	Information Technology	390,000					390,000		390,000				390,000	
1.024	GM - Planning & Protective Services	1,900					1,900			1,900			1,900	
1.025	Corporate Emergency	1,200					1,200			1,200			1,200	
1.105	Facilities Management	4,200	-				4,200			4,200			4,200	
1.106	CRD Fisgard HQ Building			100,000			100,000				100,000		100,000	
1.107	Corporate Satellite Facilities			25,000			25,000				25,000		25,000	
1.109	JDF Admin. Expenditures	-					-			-			-	
1.110	SGI Admin. Expenditures	1,440					1,440			1,440			1,440	
1.111	SSI Admin. Expenditures	6,190					6,190			6,190			6,190	
1.118	Corporate Communications	15,085					15,085			15,085			15,085	
1.123	Family Court Building			90,000			90,000				90,000		90,000	
1.141	SSI Public Library	9,000					9,000				9,000		9,000	
1.226	Health Facilities - VIHA	-		160,000			160,000				160,000		160,000	
1.235	SGI Small Craft Harbour Facilities				2,050,000		2,050,000	-	517,000		571,000	-	962,000	
1.236	SSI Small Craft Harbour (Fernwood Dock)				62,500		62,500		15,000		47,500		62,500	
1.238B	Community Transportation (SSI)				1,850,940		1,850,940		95,660		1,070,000	685,280	1,850,940	
1.280	Regional Parks	62,000	196,000	1,585,889	9,477,364	6,690,000	18,011,253	1,540,000	6,901,004	238,000	9,202,249	100,000	30,000	18,011,253
1.290	Royal Theatre	105,000		132,000			237,000		-		237,000	-	-	237,000
1.295	McPherson Theatre	110,000		-			110,000		-		110,000	-	-	110,000
1.297	Arts Grants and Development	1,890					1,890			1,890			1,890	
1.310	Land Banking and Housing	-		44,500,000			44,500,000	-	-		-	9,000,000	35,500,000	44,500,000
1.313	Animal Care Services	2,970	-				2,970						2,970	
1.318	Building Inspection	-	40,000				40,000			40,000			40,000	
1.323	ByLaw Services	950	30,000				30,950			30,950			30,950	
1.324	Regional Planning Services	1,600					1,600			1,600			1,600	
1.325	Community Planning	11,860					11,860			11,860			11,860	
1.335	Geo-Spatial Referencing	40,000					40,000			40,000			40,000	
1.350	Willis Point Fire	5,000		1,000	55,000		61,000			5,000	56,000		61,000	
1.352	South Galiano Fire			1,200,000			1,200,000	1,200,000					1,200,000	
1.353	Otter Point Fire	25,000					25,000			-	25,000		25,000	
1.356	Pender Island Fire	94,000	326,050	179,850	20,000		619,900			145,050	199,850	275,000	619,900	
1.357	East Sooke Fire	9,200	-				9,200			9,200			9,200	
1.358	Port Renfrew Fire	25,000		10,000			35,000			25,000	10,000		35,000	
1.360	Shirley Fire Department	10,000					10,000			10,000			10,000	
1.369	Electoral Area Fire Services	5,000	30,000				35,000				30,000	5,000	35,000	
1.370	JDF Emergency Program	4,870					4,870			4,870			4,870	
1.372	Emergency Planning Coordination	-	41,000				41,000			41,000		-	41,000	
1.375	Hazardous Material Incident Response	10,000					10,000			10,000			10,000	
1.377	JDF Search and Rescue	7,700	59,000				66,700					66,700	66,700	
1.405	JDF EA Community Parks & Recreation				10,000	166,000	176,000		20,000			156,000	176,000	
1.40X	SEAPARC	123,700	-	3,242,170	-	-	3,365,870	-	255,000	101,700	1,446,500	1,562,670	3,365,870	
1.44x	Panorama Recreation	430,525	342,000	735,403	70,000		1,577,928		399,403	568,025	462,000	94,000	54,500	1,577,928
1.455	SSI Community Parks	100,000	-	250,000	193,000		543,000	-	100,000	-	260,000	183,000	543,000	
1.458	SSI Community Recreation	-			100,000		100,000			-	100,000		100,000	
1.459	SSI Park Land & Rec Programs	-		345,000	-	40,000	385,000			-	385,000	-	385,000	
1.465	Saturna Island Community Parks				10,000		10,000				10,000		10,000	
1.475	Mayne Island Community Parks				10,000		10,000				10,000		10,000	
1.485	Pender Island Community Parks				470,000		470,000				10,000	460,000	470,000	
1.495	Galiano Community Parks				1,000	13,500	14,500				14,500		14,500	
1.521	Environmental Resource Management	253,000	30,000		5,720,000		6,003,000		4,970,000	283,000	750,000		6,003,000	
1.575	Environmental Administration Services	23,750					23,750			23,750			23,750	

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2019														
Schedule B														
Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING					TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Debenture Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants		Other
1.576	Environmental Engineering Services	37,000	35,000				72,000			72,000			72,000	
1.577	IW - Environmental Operations	725,500					725,500			725,500			725,500	
1.578	Environmental Protection	287,000	225,000				512,000			447,000	65,000		512,000	
1.911	911 Call Answer	-					-						-	
1.913	913 Fire Dispatch	5,000					5,000			5,000			5,000	
2.610	Saanich Peninsula Water Supply	50,000		125,000	1,340,000		1,515,000			50,000	1,465,000		1,515,000	
2.620	Highland Water (SSI)				95,561		95,561		80,000		15,561		95,561	
2.621	Highland & Fernwood Water (SSI)	92,000			57,000		149,000	80,000			69,000		149,000	
2.622	Cedars of Tuam Water (SSI)	100,000			15,100		115,100	100,000	9,100		6,000		115,100	
2.624	Beddis Water (SSI)	-			49,130		49,130				32,000	17,130	49,130	
2.626	Fulford Water (SSI)				28,119		28,119		17,119		11,000		28,119	
2.628	Cedar Lane Water (SSI)	10,000			-		10,000				5,000	5,000	10,000	
2.630	Magic Lake Estates Water (Pender)	50,000			-		50,000				50,000		50,000	
2.640	Lyall Harbour Boot Cove Water (Saturna)	65,000			34,616		99,616		42,616		30,000	27,000	99,616	
2.642	Skana Water (Mayne)	-			25,000		25,000				25,000		25,000	
2.650	Port Renfrew Water	-			46,000		46,000				46,000		46,000	
2.660	Fernwood Water (SSI)				-		-				-		-	
2.665	Sticks Allison Water (Galiano)				14,500		14,500				14,500		14,500	
2.667	Surfside Park Estates (Mayne)	8,000					8,000				8,000		8,000	
2.670	Regional Water Supply	2,687,500	208,000	205,000	11,981,000	720,000	15,801,500	3,000,000	12,593,500	208,000			15,801,500	
2.680	JDF Water Distribution	1,057,500	425,000	45,000	9,848,000		11,375,500	600,000	7,487,500	425,000	2,863,000		11,375,500	
2.691	Wilderness Mountain Water Service				110,000	2,500	112,500	100,000	2,500		10,000		112,500	
3.701	Millstream Site Remediation					711,914	711,914		512,169			199,745	711,914	
3.705	SSI Septage / Composting	50,000			79,000		129,000	50,000	70,000		9,000		129,000	
3.710	North West Trunk Sewer	100,000			560,000		660,000		360,000	200,000	100,000		660,000	
3.712	North East Trunk Sewer				125,000		125,000			100,000	25,000		125,000	
3.713	East Coast Interceptor				285,000		285,000		55,000		230,000		285,000	
3.715	North East Trunk 2 (Bowker)				30,000		30,000				30,000		30,000	
3.718	Saanich Peninsula Wastewater				2,989,000		2,989,000		100,000	395,000	2,494,000		2,989,000	
3.798C	Debt - Core Area Wastewater Treatment Program				260,247,940		260,247,940	60,000,000	119,153,002			81,094,938	260,247,940	
3.810	Ganges Sewer Utility (SSI)				3,487,000		3,487,000	3,450,000			37,000		3,487,000	
3.820	Maliview Sewer Utility (SSI)				200,875		200,875				57,875	143,000	200,875	
3.830	Magic Lake Sewer Utility (Pender)				57,000		57,000		10,000		47,000		57,000	
3.850	Port Renfrew Sewer				22,000		22,000	10,000			12,000		22,000	
TOTAL		7,354,880	1,987,050	52,931,312	311,826,645	8,343,914	382,443,801	70,130,000	154,155,573	4,389,730	23,131,974	93,743,324	36,893,200	382,443,801

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN												Schedule B		
2020														
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	15,700					15,700			15,700				15,700
1.014	Chief Administrative Officer	1,450					1,450			1,450				1,450
1.015	Real Estate	970					970			970				970
1.016	Human Resources	3,880					3,880			3,880				3,880
1.017	Finance	22,350					22,350			22,350				22,350
1.018	Health & Capital Planning Strategies	1,000					1,000			1,000				1,000
1.022	Information Technology	395,000					395,000		395,000					395,000
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	9,160					9,160			9,160				9,160
1.105	Facilities Management	23,400	35,000				58,400			58,400				58,400
1.106	CRD Fisgard HQ Building				34,729		34,729					34,729		34,729
1.107	Corporate Satellite Facilities				6,000		6,000					6,000		6,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	970					970			970				970
1.118	Corporate Communications	2,818					2,818			2,818				2,818
1.123	Family Court Building				120,000		120,000					120,000		120,000
1.141	SSI Public Library	9,000					9,000					9,000		9,000
1.226	Health Facilities - VIHA	-					-			-				-
1.235	SGI Small Craft Harbour Facilities				135,000		135,000					60,000		135,000
1.236	SSI Small Craft Harbour (Fernwood Dock)						-			-			75,000	-
1.238B	Community Transportation (SSI)				52,000		52,000					52,000		52,000
1.280	Regional Parks	74,000	281,000		1,236,740	20,000	1,611,740			355,000		1,256,740		1,611,740
1.290	Royal Theatre				180,000		180,000					180,000		180,000
1.295	McPherson Theatre				805,000		805,000					805,000		805,000
1.297	Arts Grants and Development	-					-			-				-
1.310	Land Banking and Housing	5,000			111,355,000		111,360,000	3,000,000		5,000		21,000,000	87,355,000	111,360,000
1.313	Animal Care Services	-					-			-				-
1.318	Building Inspection	-					-			-				-
1.323	ByLaw Services	-	15,000				15,000			15,000				15,000
1.324	Regional Planning Services	10,700					10,700			10,700				10,700
1.325	Community Planning	3,830					3,830			3,830				3,830
1.335	Geo-Spatial Referencing	40,000					40,000			40,000				40,000
1.350	Willis Point Fire	65,000			18,000		83,000			65,000		18,000		83,000
1.352	South Galiano Fire				1,200,000		1,200,000	1,200,000						1,200,000
1.353	Otter Point Fire	218,900					218,900			188,900		30,000		218,900
1.356	Pender Island Fire	41,000	475,000				516,000			41,000			475,000	516,000
1.357	East Sooke Fire	7,000	80,000				87,000			87,000				87,000
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.369	Electoral Area Fire Services	7,208					7,208						7,208	7,208
1.370	JDF Emergency Program	4,970					4,970			4,970				4,970
1.372	Emergency Planning Coordination	43,000					43,000						43,000	43,000
1.375	Hazardous Material Incident Response	10,000					10,000			10,000				10,000
1.377	JDF Search and Rescue	-					-			-				-
1.405	JDF EA Community Parks & Recreation					124,000	124,000		44,000			80,000		124,000
1.40X	SEAPARC	178,200	30,000	400,000	35,000		643,200			82,200		561,000		643,200
1.44x	Panorama Recreation	344,925	180,000	355,000	113,600		993,525			484,925		468,600		993,525
1.455	SSI Community Parks	-					-			-				-
1.458	SSI Community Recreation	-					-			-				-
1.459	SSI Park Land & Rec Programs	-			50,000	630,000	680,000					680,000		680,000
1.465	Saturna Island Community Parks				10,000		10,000					10,000		10,000
1.475	Mayne Island Community Parks				10,000		10,000					10,000		10,000
1.485	Pender Island Community Parks				10,000		10,000					10,000		10,000
1.495	Galiano Community Parks					15,900	15,900					15,900		15,900
1.521	Environmental Resource Management	253,000	30,000		7,793,612		8,076,612		3,200,000	283,000		4,593,612		8,076,612
1.575	Environmental Administration Services	-					-			-				-

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2020														
		CAPITAL EXPENDITURE					SOURCE OF FUNDING						Schedule B	
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.576	Environmental Engineering Services	37,000	-				37,000			37,000				37,000
1.577	IW - Environmental Operations	271,000					271,000			271,000				271,000
1.578	Environmental Protection	125,000	-				125,000			125,000				125,000
1.911	911 Call Answer	-					-							-
1.913	913 Fire Dispatch	5,000					5,000			5,000				5,000
2.610	Saanich Peninsula Water Supply	120,000			855,000		975,000			50,000	925,000			975,000
2.620	Highland Water (SSI)				93,623		93,623		93,623					93,623
2.621	Highland & Fernwood Water (SSI)				150,000		150,000				150,000			150,000
2.622	Cedars of Tuam Water (SSI)	400,000					400,000	400,000						400,000
2.624	Beddis Water (SSI)													
2.626	Fulford Water (SSI)				15,000		15,000				15,000			15,000
2.628	Cedar Lane Water (SSI)													
2.630	Magic Lake Estates Water (Pender)	80,000					80,000				80,000			80,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	17,000			20,000		37,000	10,000			27,000			37,000
2.642	Skana Water (Mayne)	400,000					400,000	400,000						400,000
2.650	Port Renfrew Water	10,000			4,000		14,000		4,000		10,000			14,000
2.660	Fernwood Water (SSI)													
2.665	Sticks Allison Water (Galiano)													
2.667	Surfside Park Estates (Mayne)													
2.670	Regional Water Supply	2,122,500	367,000	325,000	4,885,000	555,000	8,254,500		7,887,500	367,000				8,254,500
2.680	JDF Water Distribution	627,500	70,000	25,000	6,885,000		7,607,500	1,200,000	4,817,500	70,000	1,520,000			7,607,500
2.691	Wilderness Mountain Water Service				550,000		550,000	550,000						550,000
3.701	Millstream Site Remediation					714,408	714,408		513,963			200,445		714,408
3.705	SSI Septage / Composting	200,000					200,000	200,000						200,000
3.710	North West Trunk Sewer				2,080,000		2,080,000	1,980,000		100,000				2,080,000
3.712	North East Trunk Sewer				400,000		400,000			100,000	300,000			400,000
3.713	East Coast Interceptor		150,000		300,000		450,000	350,000		100,000				450,000
3.715	North East Trunk 2 (Bowker)				390,000		390,000	390,000						390,000
3.718	Saanich Peninsula Wastewater				1,215,000		1,215,000			200,000	1,015,000			1,215,000
3.798C	Debt - Core Area Wastewater Treatment Program				173,059,356		173,059,356	20,000,000	24,712,300			128,347,056		173,059,356
3.810	Ganges Sewer Utility (SSI)													
3.820	Maliview Sewer Utility (SSI)				300,000		300,000	300,000						300,000
3.830	Magic Lake Sewer Utility (Pender)				400,000		400,000	100,000				300,000		400,000
3.850	Port Renfrew Sewer				10,000		10,000				10,000			10,000
TOTAL		6,207,431	1,713,000	114,873,729	201,007,931	2,059,308	325,861,399	30,080,000	41,667,886	3,218,223	12,972,581	149,927,501	87,995,208	325,861,399

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN															
2021															
Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL	
1.011	Board Expenditures	37,200					37,200			37,200					37,200
1.014	Chief Administrative Officer	1,900					1,900			1,900					1,900
1.015	Real Estate	2,970					2,970			2,970					2,970
1.016	Human Resources	1,610					1,610			1,610					1,610
1.017	Finance	22,350					22,350			22,350					22,350
1.018	Health & Capital Planning Strategies	-					-			-					-
1.022	Information Technology	395,000					395,000		395,000						395,000
1.024	GM - Planning & Protective Services	-					-			-					-
1.025	Corporate Emergency	2,750					2,750			2,750					2,750
1.105	Facilities Management	2,700	70,000				72,700			72,700					72,700
1.106	CRD Fisgard HQ Building			20,000			20,000				20,000				20,000
1.107	Corporate Satellite Facilities						-								-
1.109	JDF Admin. Expenditures	2,000					2,000			2,000					2,000
1.110	SGI Admin. Expenditures	1,500					1,500			1,500					1,500
1.111	SSI Admin. Expenditures	2,480					2,480			2,480					2,480
1.118	Corporate Communications	7,465					7,465			7,465					7,465
1.123	Family Court Building			39,764			39,764				39,764				39,764
1.141	SSI Public Library	9,000					9,000				9,000				9,000
1.226	Health Facilities - VIHA	-					-			-					-
1.235	SGI Small Craft Harbour Facilities				656,423		656,423	380,000			30,000	246,423			656,423
1.236	SSI Small Craft Harbour (Fernwood Dock)				30,000		30,000				30,000				30,000
1.238B	Community Transportation (SSI)				30,000		30,000				30,000				30,000
1.280	Regional Parks	40,000	140,000	300,000	2,540,000	20,000	3,040,000			180,000	860,000	2,000,000			3,040,000
1.290	Royal Theatre			1,100,000			1,100,000				600,000	500,000			1,100,000
1.295	McPherson Theatre			500,000			500,000				500,000				500,000
1.297	Arts Grants and Development	1,550					1,550			1,550					1,550
1.310	Land Banking and Housing	2,000		129,487,000			129,489,000	12,500,000		2,000			116,987,000		129,489,000
1.313	Animal Care Services	4,040	18,000				22,040			22,040					22,040
1.318	Building Inspection	5,000					5,000			5,000					5,000
1.323	ByLaw Services	1,980					1,980			1,980					1,980
1.324	Regional Planning Services	17,300					17,300			17,300					17,300
1.325	Community Planning	36,940					36,940			36,940					36,940
1.335	Geo-Spatial Referencing	30,000					30,000			30,000					30,000
1.350	Willis Point Fire	20,000		12,000			32,000			20,000	12,000				32,000
1.352	South Galiano Fire						-								-
1.353	Otter Point Fire	39,000					39,000			9,000	30,000				39,000
1.356	Pender Island Fire	20,000		6,000			26,000			20,000	6,000				26,000
1.357	East Sooke Fire	7,200	160,000				167,200			167,200					167,200
1.358	Port Renfrew Fire						-								-
1.360	Shirley Fire Department						-								-
1.369	Electoral Area Fire Services						-								-
1.370	JDF Emergency Program	11,710					11,710			11,710					11,710
1.372	Emergency Planning Coordination	9,000					9,000					9,000			9,000
1.375	Hazardous Material Incident Response	10,000					10,000			10,000					10,000
1.377	JDF Search and Rescue						-								-
1.405	JDF EA Community Parks & Recreation						-								-
1.40X	SEAPARC	177,200		9,500			186,700				84,500	70,000			186,700
1.44x	Panorama Recreation	340,050	12,000	375,000			727,050			322,050	405,000				727,050
1.455	SSI Community Parks				1,010,000		1,010,000	1,000,000			10,000				1,010,000
1.458	SSI Community Recreation				300,000		300,000				300,000				300,000
1.459	SSI Park Land & Rec Programs			25,000		530,000	555,000				305,000	250,000			555,000
1.465	Saturna Island Community Parks				10,000		10,000				10,000				10,000
1.475	Mayne Island Community Parks				10,000		10,000				10,000				10,000
1.485	Pender Island Community Parks				10,000		10,000				10,000				10,000
1.495	Galiano Community Parks				10,000		10,000				10,000				10,000
1.521	Environmental Resource Management	253,000	30,000		12,682,224		12,965,224		3,495,000	283,000	9,187,224				12,965,224
1.575	Environmental Administration Services						-								-

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2021														
		CAPITAL EXPENDITURE					SOURCE OF FUNDING						Schedule B	
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.576	Environmental Engineering Services	40,000	40,000				80,000			80,000				80,000
1.577	IW - Environmental Operations	247,000					247,000			247,000				247,000
1.578	Environmental Protection	87,000	-				87,000			87,000	-			87,000
1.911	911 Call Answer	-					-							-
1.913	913 Fire Dispatch	5,000					5,000			5,000				5,000
2.610	Saanich Peninsula Water Supply	-			210,000		210,000			50,000	160,000			210,000
2.620	Highland Water (SSI)													
2.621	Highland & Fernwood Water (SSI)	20,000					20,000	20,000						20,000
2.622	Cedars of Tuam Water (SSI)	-			5,000		5,000				5,000			5,000
2.624	Beddis Water (SSI)	-												
2.626	Fulford Water (SSI)				6,000		6,000		6,000					6,000
2.628	Cedar Lane Water (SSI)				10,000		10,000				10,000			10,000
2.630	Magic Lake Estates Water (Pender)	25,000					25,000				25,000			25,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	36,000			235,000		271,000	271,000						271,000
2.642	Skana Water (Mayne)				25,000		25,000				25,000			25,000
2.650	Port Renfrew Water	10,000					10,000				10,000			10,000
2.660	Fernwood Water (SSI)													
2.665	Sticks Allison Water (Galiano)													
2.667	Surfside Park Estates (Mayne)													
2.670	Regional Water Supply	2,112,500	185,000	1,725,000	8,390,000	300,000	12,712,500	4,300,000	8,227,500	185,000				12,712,500
2.680	JDF Water Distribution	232,500	210,000	25,000	6,930,000		7,397,500	800,000	5,367,500	210,000	1,020,000			7,397,500
2.691	Wilderness Mountain Water Service				500,000		500,000	500,000						500,000
3.701	Millstream Site Remediation													
3.705	SSI Septage / Composting				40,000		40,000				40,000			40,000
3.710	North West Trunk Sewer				750,000		750,000	350,000						750,000
3.712	North East Trunk Sewer				100,000		100,000			100,000				100,000
3.713	East Coast Interceptor				570,000		570,000	470,000		100,000				570,000
3.715	North East Trunk 2 (Bowker)				890,000		890,000	890,000						890,000
3.718	Saanich Peninsula Wastewater				760,000		760,000			200,000	560,000			760,000
3.798C	Debt - Core Area Wastewater Treatment Program				15,644,140		15,644,140	5,000,000				5,114,396	5,529,744	15,644,140
3.810	Ganges Sewer Utility (SSI)													
3.820	Maliview Sewer Utility (SSI)													
3.830	Magic Lake Sewer Utility (Pender)				5,000,000		5,000,000	1,000,000				4,000,000		5,000,000
3.850	Port Renfrew Sewer				20,000		20,000				20,000			20,000
TOTAL		4,329,895	865,000	133,624,264	57,373,787	850,000	197,042,946	27,481,000	17,491,000	2,990,895	14,373,488	12,180,819	122,525,744	197,042,946

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	
1.011	Board Expenditures	95,000					95,000			95,000			95,000
1.014	Chief Administrative Officer	2,850					2,850			2,850			2,850
1.015	Real Estate	-					-			-			-
1.016	Human Resources	1,640					1,640			1,640			1,640
1.017	Finance	22,350					22,350			22,350			22,350
1.018	Health & Capital Planning Strategies	7,000					7,000			7,000			7,000
1.022	Information Technology	395,000					395,000		395,000				395,000
1.024	GM - Planning & Protective Services	1,530					1,530			1,530			1,530
1.025	Corporate Emergency	28,380					28,380			28,380			28,380
1.105	Facilities Management	2,700	68,000				70,700			70,700			70,700
1.106	CRD Fisgard HQ Building						-			-			-
1.107	Corporate Satellite Facilities						-			-			-
1.109	JDF Admin. Expenditures	-					-			-			-
1.110	SGI Admin. Expenditures	1,530					1,530			1,530			1,530
1.111	SSI Admin. Expenditures	6,570					6,570			6,570			6,570
1.118	Corporate Communications	3,949					3,949			3,949			3,949
1.123	Family Court Building						-			-			-
1.141	SSI Public Library	-					-			-			-
1.226	Health Facilities - VIHA	-					-			-			-
1.235	SGI Small Craft Harbour Facilities				140,000		140,000	90,000			50,000		140,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				64,000		64,000				64,000		64,000
1.238B	Community Transportation (SSI)						-			-			-
1.280	Regional Parks	48,000	170,000		4,054,000	20,000	4,292,000			218,000	1,499,000	2,575,000	4,292,000
1.290	Royal Theatre			3,065,000			3,065,000				1,065,000	900,000	3,065,000
1.295	McPherson Theatre			525,000			525,000				425,000	100,000	525,000
1.297	Arts Grants and Development						-			-			-
1.310	Land Banking and Housing	3,000					3,000			3,000			3,000
1.313	Animal Care Services	7,010	18,000				25,010			25,010			25,010
1.318	Building Inspection	5,000					5,000			5,000			5,000
1.323	ByLaw Services	1,010					1,010			1,010			1,010
1.324	Regional Planning Services	5,100					5,100			5,100			5,100
1.325	Community Planning						-			-			-
1.335	Geo-Spatial Referencing	45,000					45,000			45,000			45,000
1.350	Willis Point Fire	6,000		5,000			11,000			6,000	5,000		11,000
1.352	South Galiano Fire						-			-			-
1.353	Otter Point Fire	28,300					28,300			28,300			28,300
1.356	Pender Island Fire						-			-			-
1.357	East Sooke Fire	7,300					7,300			7,300			7,300
1.358	Port Renfrew Fire						-			-			-
1.360	Shirley Fire Department						-			-			-
1.369	Electoral Area Fire Services	126,300					126,300					126,300	126,300
1.370	JDF Emergency Program	7,470					7,470			7,470			7,470
1.372	Emergency Planning Coordination						-			-			-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000			10,000
1.377	JDF Search and Rescue						-			-			-
1.405	JDF EA Community Parks & Recreation						-			-			-
1.40X	SEAPARC	27,700		330,000		400,000	757,700	400,000		22,700	335,000		757,700
1.44x	Panorama Recreation	291,150		110,000	70,000		471,150			228,150	243,000		471,150
1.455	SSI Community Parks	400,000					400,000		400,000				400,000
1.458	SSI Community Recreation						-			-			-
1.459	SSI Park Land & Rec Programs			25,000	50,000	30,000	105,000				105,000		105,000
1.465	Saturna Island Community Parks				10,000		10,000				10,000		10,000
1.475	Mayne Island Community Parks				10,000		10,000				10,000		10,000
1.485	Pender Island Community Parks				10,000		10,000				10,000		10,000
1.495	Galiano Community Parks				4,000		4,000				4,000		4,000
1.521	Environmental Resource Management	253,000	30,000		13,462,224		13,745,224		4,275,000	283,000	9,187,224		13,745,224
1.575	Environmental Administration Services						-			-			-

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
1.576	Environmental Engineering Services	40,000	-				40,000			40,000			40,000	
1.577	IW - Environmental Operations	155,000					155,000			155,000			155,000	
1.578	Environmental Protection	91,000	30,000				121,000			121,000			121,000	
1.911	911 Call Answer	-					-						-	
1.913	913 Fire Dispatch	5,000					5,000			5,000			5,000	
2.610	Saanich Peninsula Water Supply	-			360,000		360,000			50,000	310,000		360,000	
2.620	Highland Water (SSI)													
2.621	Highland & Fernwood Water (SSI)	100,000					100,000	100,000					100,000	
2.622	Cedars of Tuam Water (SSI)													
2.624	Beddis Water (SSI)				40,000		40,000				40,000		40,000	
2.626	Fulford Water (SSI)													
2.628	Cedar Lane Water (SSI)													
2.630	Magic Lake Estates Water (Pender)	25,000			1,000,000		1,025,000	1,025,000					1,025,000	
2.640	Lyll Harbour Boot Cove Water (Saturna)	45,000			520,000		565,000	565,000					565,000	
2.642	Skana Water (Mayne)													
2.650	Port Renfrew Water	10,000					10,000				10,000		10,000	
2.660	Fernwood Water (SSI)													
2.665	Sticks Allison Water (Galiano)													
2.667	Surfside Park Estates (Mayne)													
2.670	Regional Water Supply	897,500	150,000	2,025,000	6,490,000	225,000	9,787,500	1,040,000	8,597,500	150,000			9,787,500	
2.680	JDF Water Distribution	182,500	474,000	25,000	5,055,000		5,736,500		5,242,500	474,000	20,000		5,736,500	
2.691	Wilderness Mountain Water Service				25,000		25,000					25,000	25,000	
3.701	Millstream Site Remediation													
3.705	SSI Septage / Composting				180,000		180,000		105,000		75,000		180,000	
3.710	North West Trunk Sewer				100,000		100,000						100,000	
3.712	North East Trunk Sewer				100,000		100,000			100,000			100,000	
3.713	East Coast Interceptor				1,190,000		1,190,000	1,090,000		100,000			1,190,000	
3.715	North East Trunk 2 (Bowker)				600,000		600,000	600,000					600,000	
3.718	Saanich Peninsula Wastewater				270,000		270,000			200,000	70,000		270,000	
3.798C	Debt - Core Area Wastewater Treatment Program				5,529,744		5,529,744					5,529,744	5,529,744	
3.810	Ganges Sewer Utility (SSI)				27,556		27,556					27,556	27,556	
3.820	Maliview Sewer Utility (SSI)				860,000		860,000	860,000					860,000	
3.830	Magic Lake Sewer Utility (Pender)				4,000,000		4,000,000	1,000,000			3,000,000		4,000,000	
3.850	Port Renfrew Sewer				100,000		100,000	100,000					100,000	
TOTAL		3,390,839	940,000	6,110,000	44,321,524	675,000	55,437,363	6,870,000	19,015,000	2,631,539	13,537,224	6,627,596	6,756,044	55,437,363

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2023														
Schedule B														
Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING					TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants		Other
1.011	Board Expenditures	21,500					21,500			21,500				21,500
1.014	Chief Administrative Officer	8,600					8,600			8,600				8,600
1.015	Real Estate	1,030					1,030			1,030				1,030
1.016	Human Resources	4,860					4,860			4,860				4,860
1.017	Finance	22,350					22,350			22,350				22,350
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	395,000					395,000		395,000					395,000
1.024	GM - Planning & Protective Services	2,060					2,060			2,060				2,060
1.025	Corporate Emergency	6,020					6,020			6,020				6,020
1.105	Facilities Management	8,400	-				8,400			8,400				8,400
1.106	CRD Fisgard HQ Building			15,000			15,000				15,000			15,000
1.107	Corporate Satellite Facilities			10,000			10,000				10,000			10,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	1,030					1,030			1,030				1,030
1.118	Corporate Communications	2,085					2,085			2,085				2,085
1.123	Family Court Building			10,000			10,000				10,000			10,000
1.141	SSI Public Library	-					-			-				-
1.226	Health Facilities - VIHA	20,000		145,000			165,000				165,000			165,000
1.235	SGI Small Craft Harbour Facilities				475,000		475,000	350,000	-		125,000	-	-	475,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				10,000		10,000		-		10,000		-	10,000
1.238B	Community Transportation (SSI)				-		-		-		-		-	-
1.280	Regional Parks	102,000	208,000	-	1,975,000	20,000	2,305,000	-	-	250,000	1,380,000	675,000	-	2,305,000
1.290	Royal Theatre	-		200,000			200,000		-		200,000		-	200,000
1.295	McPherson Theatre	-		500,000			500,000		-		500,000		-	500,000
1.297	Arts Grants and Development	-					-		-		-			-
1.310	Land Banking and Housing	2,000		-			2,000		-	2,000			-	2,000
1.313	Animal Care Services	-					-			-				-
1.318	Building Inspection	-	40,000				40,000			40,000				40,000
1.323	ByLaw Services	1,030	15,000				16,030			16,030				16,030
1.324	Regional Planning Services	12,000					12,000			12,000				12,000
1.325	Community Planning	2,020					2,020			2,020				2,020
1.335	Geo-Spatial Referencing	40,000					40,000			40,000				40,000
1.350	Willis Point Fire	20,000		8,500	-		28,500			20,000	8,500			28,500
1.352	South Galiano Fire			-			-		-		-			-
1.353	Otter Point Fire	10,000					10,000			10,000				10,000
1.356	Pender Island Fire	20,000					20,000			20,000				20,000
1.357	East Sooke Fire	7,400					7,400			7,400				7,400
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.369	Electoral Area Fire Services	-					-			-				-
1.370	JDF Emergency Program	-					-			-				-
1.372	Emergency Planning Coordination	9,700					9,700					9,700		9,700
1.375	Hazardous Material Incident Response	10,000					10,000			10,000				10,000
1.377	JDF Search and Rescue	-					-			-				-
1.405	JDF EA Community Parks & Recreation						-			-				-
1.40X	SEAPARC	116,000	30,000		1,000,000		1,146,000			66,000	330,000	750,000		1,146,000
1.44x	Panorama Recreation	166,750	64,000	695,000			925,750			198,250	710,000	15,000	2,500	925,750
1.455	SSI Community Parks	-					-			-				-
1.458	SSI Community Recreation	-					-			-				-
1.459	SSI Park Land & Rec Programs	-		25,000		30,000	55,000			-	55,000			55,000
1.465	Saturna Island Community Parks				10,000		10,000				10,000			10,000
1.475	Mayne Island Community Parks				10,000		10,000				10,000			10,000
1.485	Pender Island Community Parks				10,000		10,000				10,000			10,000
1.495	Galiano Community Parks						-			-				-
1.521	Environmental Resource Management	253,000	30,000		4,600,000		4,883,000		4,600,000	283,000				4,883,000
1.575	Environmental Administration Services	-					-			-				-

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2023														
Schedule B														
Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.576	Environmental Engineering Services	40,000	40,000				80,000			80,000			80,000	
1.577	IW - Environmental Operations	98,000					98,000			98,000			98,000	
1.578	Environmental Protection	72,000	36,000				108,000			108,000			108,000	
1.911	911 Call Answer	-					-						-	
1.913	913 Fire Dispatch	5,000					5,000			5,000			5,000	
2.610	Saanich Peninsula Water Supply	-			260,000		260,000			50,000	210,000		260,000	
2.620	Highland Water (SSI)													
2.621	Highland & Fernwood Water (SSI)	500,000			70,000		570,000	520,000			50,000		570,000	
2.622	Cedars of Tuam Water (SSI)													
2.624	Beddis Water (SSI)	30,000			100,000		130,000	100,000			30,000		130,000	
2.626	Fulford Water (SSI)				50,000		50,000				50,000		50,000	
2.628	Cedar Lane Water (SSI)													
2.630	Magic Lake Estates Water (Pender)	200,000					200,000	200,000					200,000	
2.640	Lyall Harbour Boot Cove Water (Saturna)				20,000		20,000	20,000					20,000	
2.642	Skana Water (Mayne)													
2.650	Port Renfrew Water	10,000			1,955,000		1,965,000	1,955,000			10,000		1,965,000	
2.660	Fernwood Water (SSI)													
2.665	Sticks Allison Water (Galiano)													
2.667	Surfside Park Estates (Mayne)	65,000					65,000				65,000		65,000	
2.670	Regional Water Supply	1,027,500	50,000	75,000	6,110,000	345,000	7,607,500		7,557,500	50,000			7,607,500	
2.680	JDF Water Distribution	182,500		25,000	10,010,000		10,217,500		5,142,500		5,075,000		10,217,500	
2.691	Wilderness Mountain Water Service													
3.701	Millstream Site Remediation													
3.705	SSI Septage / Composting				1,000,000		1,000,000	1,000,000					1,000,000	
3.710	North West Trunk Sewer				305,000		305,000				205,000		305,000	
3.712	North East Trunk Sewer				100,000		100,000			100,000			100,000	
3.713	East Coast Interceptor				1,510,000		1,510,000	1,410,000		100,000			1,510,000	
3.715	North East Trunk 2 (Bowker)				100,000		100,000	100,000					100,000	
3.718	Saanich Peninsula Wastewater				260,000		260,000			200,000	60,000		260,000	
3.798C	Debt - Core Area Wastewater Treatment Program				5,529,744		5,529,744					5,529,744	5,529,744	
3.810	Ganges Sewer Utility (SSI)													
3.820	Maliview Sewer Utility (SSI)													
3.830	Magic Lake Sewer Utility (Pender)				1,650,000		1,650,000	750,000			900,000		1,650,000	
3.850	Port Renfrew Sewer				1,200,000		1,200,000	1,200,000					1,200,000	
TOTAL		3,494,835	513,000	1,708,500	38,319,744	395,000	44,431,079	7,605,000	17,695,000	1,945,635	9,303,500	2,340,000	5,541,944	44,431,079

2019 COST APPORTIONMENT

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.010 LEGISLATIVE & GENERAL GOVERNMENT

- Letters Patent, Feb. 1, 1966

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments *	Percent of Total	Requisition
City of Colwood	4,272,694,615	467,335,257	3.2%	221,860
City of Victoria	28,842,004,286	3,802,392,177	26.1%	1,805,129
District of Central Saanich	5,288,501,682	630,209,611	4.3%	299,183
Township of Esquimalt	3,932,409,391	441,694,787	3.0%	209,688
City of Langford	10,150,926,392	1,238,027,429	8.5%	587,735
District of Saanich	35,528,150,269	3,932,790,666	27.0%	1,867,033
District of Oak Bay	9,391,617,809	969,231,359	6.7%	460,128
District of North Saanich	5,491,012,215	608,873,249	4.2%	289,053
District of Metchosin	1,381,213,441	141,352,646	1.0%	67,105
Town of Sidney	4,442,242,189	527,003,806	3.6%	250,187
Town of View Royal	3,016,691,248	350,089,405	2.4%	166,200
District of Highland	765,883,689	82,584,078	0.6%	39,206
District of Sooke	3,059,065,366	333,344,380	2.3%	158,250
	115,562,412,592	13,524,928,850	92.8%	6,420,757
Electoral Areas				
Juan de Fuca	1,913,350,223	228,133,680	1.6%	108,303
Saltspring Island	4,157,391,950	440,155,880	3.0%	208,957
Southern Gulf Islands	3,196,501,906	329,891,049	2.3%	156,611
	9,267,244,079	998,180,609	6.9%	473,871
First Nations (1)				
Tsawout	221,937,200	26,519,130	0.2%	12,590
Songhees	158,461,000	19,319,057	0.1%	9,171
	380,398,200	45,838,187	0.3%	21,761
	125,210,054,871	14,568,947,646	100.0%	6,916,389

* Converted assessments refers to converted hospital assessments for all services unless specifically stated otherwise.

(1) First Nations assessments adjusted to reflect pro-rata share in Leg & Gen requisition to overall requisition participation.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.101 G.I.S. INFORMATION SYSTEM

- Letters Patent, Feb. 1, 1966

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
City of Colwood	4,272,694,615	467,335,257	3.2%	1,974
City of Victoria	28,842,004,286	3,802,392,177	26.1%	16,065
District of Central Saanich	5,288,501,682	630,209,611	4.3%	2,663
Township of Esquimalt	3,932,409,391	441,694,787	3.0%	1,866
City of Langford	10,150,926,392	1,238,027,429	8.5%	5,231
District of Saanich	35,528,150,269	3,932,790,666	27.0%	16,616
District of Oak Bay	9,391,617,809	969,231,359	6.7%	4,095
District of North Saanich	5,491,012,215	608,873,249	4.2%	2,572
District of Metchosin	1,381,213,441	141,352,646	1.0%	597
Town of Sidney	4,442,242,189	527,003,806	3.6%	2,227
Town of View Royal	3,016,691,248	350,089,405	2.4%	1,479
District of Highland	765,883,689	82,584,078	0.6%	349
District of Sooke	3,059,065,366	333,344,380	2.3%	1,408
	115,562,412,592	13,524,928,850	92.8%	57,142
Electoral Areas				
Juan de Fuca	1,913,350,223	228,133,680	1.6%	964
Saltspring Island	4,157,391,950	440,155,880	3.0%	1,860
Southern Gulf Islands	3,196,501,906	329,891,049	2.3%	1,394
	9,267,244,079	998,180,609	6.9%	4,217
First Nations				
Tsawout	221,937,200	26,083,283	0.2%	110
Songhees	158,461,000	19,001,544	0.1%	80
	380,398,200	45,084,827	0.3%	190
	125,210,054,871	14,568,194,286	100.0%	61,550

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.103 ELECTIONS

- SLP Feb. 1, 1966

Electoral Areas	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Juan de Fuca	1,913,350,223	228,133,680	22.4%	4,486
Saltspring Island	4,157,391,950	440,155,880	43.3%	8,654
Southern Gulf Islands	3,196,501,906	329,891,049	32.4%	6,486
	9,267,244,079	998,180,609	98.1%	19,626
First Nations				
Songhees	158,461,000	19,001,544	1.9%	374
	9,425,705,079	1,017,182,153	100.0%	20,000

1.104 UNION OF B.C. MUNICIPALITIES

- SLP Feb. 1, 1966

Electoral Areas	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Juan de Fuca	1,913,350,223	228,133,680	22.9%	2,898
Saltspring Island	4,157,391,950	440,155,880	44.1%	5,591
Southern Gulf Islands	3,196,501,906	329,891,049	33.0%	4,191
	9,267,244,079	998,180,609	100.0%	12,680

ELECTORAL AREA - ADMINISTRATIVE

- Sec. 800 of Local Govt. Act - funding for E.A. Admin Expenditures

Electoral Areas	Actual Assessments	Converted Assessments	Maximum Levy	Requisition
Juan de Fuca (1.109)	1,913,350,223	228,133,680		52,780
Southern Gulf Islands (1.110)	3,196,501,906	329,891,049		319,040
Salt Spring Island (1.111)	4,157,391,950	440,155,880		496,800

Maximum Levy: None stated.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.11X GRANTS IN AID

- Letters Patent, March 24, 1977; April 17, 1985

	Actual Assessments	Converted Assessments	Maximum Levy	Requisition
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Electoral Areas

Juan de Fuca (1.114)	1,913,350,223	228,133,680	95,668	16,130
Saltspring Island (1.116)	4,157,391,950	440,155,880	207,870	38,810
Southern Gulf Islands (1.117)	3,196,501,906	329,891,049	159,825	84,160

Maximum Levy: \$.05/1000 (based on current year's net taxable values for Regional Hospital District purposes).

1.119 VANCOUVER ISLAND REGIONAL LIBRARY

- Bylaw 2248, Nov. 23, 1994; Bylaw 2346, Feb. 1997

	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
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Electoral Areas

Juan de Fuca - H(762) LSA#28	1,614,823,137	196,338,432	100.0%	309,740
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Maximum Levy: None stated

1.121 SOOKE REGIONAL MUSEUM

- Bylaw 1189, Sooke Regional Historical Society - Nov. 1983 as amended
- Bylaw 3751 - Amends Maximum Requisition
- Bylaw 3827 - Amends Maximum Requisition
- Bylaw 3942 - Amends Maximum Requisition

Specified Area	Actual Assessments	Converted Assessments	Percent of Total	Requisition
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M(762)SA#22 - Sooke Museum	1,614,823,137	196,338,432	37.1%	69,990
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Municipalities

District of Sooke	3,059,065,366	333,344,380	62.9%	118,830
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Total Sooke	4,673,888,503	529,682,812	100.0%	188,820
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Maximum Levy: - Greater of \$191,000.00 or \$0.063 / 1000 \$294,454.98

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.123 VICTORIA FAMILY COURT BUILDING

- SLP Div VI, March 16, 1967; Sept 10, 1987

Basis of Apportionment

Municipalities	Percent of Total	Requisition Returned
City of Victoria	53.0%	(19,473)
Township of Esquimalt	10.6%	(3,897)
District of Saanich	25.8%	(9,496)
District of Oak Bay	10.6%	(3,897)
	<u>100.0%</u>	<u>(36,763)</u>

1.124 ECONOMIC DEVELOPMENT COMMISSION-SALT SPRING ISLAND

- Bylaw 1824 - SSI EDC - 1992

Electoral Areas

Saltspring Island	4,157,391,950	440,155,880	75,380
	<u>4,157,391,950</u>	<u>440,155,880</u>	<u>75,380</u>
		277,298	

1.125 ECONOMIC DEVELOPMENT COMMISSION - SGI

- Bylaw 1824 - SGI EDC - 1992

Electoral Areas

Southern Gulf Islands	3,196,501,906	329,891,049	64,820
	<u>3,196,501,906</u>	<u>329,891,049</u>	<u>64,820</u>

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.126 VICTORIA FAMILY COURT COMMITTEE

- Bylaw 2560 Extended Service Est. #1, 1998

	Basis of Apportionment			Distributed Requisition
	Population (50%) 2016 census	Prior Year Hospital Asmnts (50%) Assessment	Percent of Total	
Municipalities				
City of Colwood	16,859	413,555,801	4.0%	593
City of Victoria	85,792	3,397,572,932	25.3%	3,792
District of Central Saanich	16,814	585,075,444	4.6%	695
Township of Esquimalt	17,655	401,350,752	4.0%	603
City of Langford	35,342	1,094,749,961	9.2%	1,380
District of Saanich	114,148	3,685,500,412	30.3%	4,547
District of Oak Bay	18,094	914,104,829	6.1%	918
	11,249	573,433,132	3.8%	573
District of Metchosin	4,708	129,871,419	1.2%	174
Town of Sidney	11,672	472,321,557	3.5%	522
Town of View Royal	10,408	308,648,403	2.7%	398
District of Highland	2,225	76,515,855	0.6%	91
District of Sooke	13,001	294,839,286	3.0%	443
	357,967	12,347,539,783	98.2%	14,729
Electoral Areas				
Juan de Fuca	4,860	204,054,344	1.5%	222
	4,860	204,054,344	1.5%	222
First Nations				
Songhees	1,842	19,001,544	0.3%	49
	364,669	12,570,595,671	100.0%	15,000
Maximum Levy: (Bylaw No. 2560)	\$10,000			
Maximum Levy: (Bylaw No. 3048)	\$15,000			

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.128 GREATER VICTORIA POLICE VICTIM SERVICES

- Bylaw 1998 - Extended Service, Est #1, May 1992

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
City of Colwood	4,272,694,615	467,335,257	3.7%	9,785
City of Victoria	28,842,004,286	3,802,392,177	30.0%	79,612
District of Central Saanich	5,288,501,682	630,209,611	5.0%	13,195
Township of Esquimalt	3,932,409,391	441,694,787	3.5%	9,248
City of Langford	10,150,926,392	1,238,027,429	9.8%	25,921
District of Saanich	35,528,150,269	3,932,790,666	31.1%	82,343
District of Oak Bay	9,391,617,809	969,231,359	7.7%	20,293
District of Metchosin	1,381,213,441	141,352,646	1.1%	2,960
Town of Sidney	4,442,242,189	527,003,806	4.2%	11,034
Town of View Royal	3,016,691,248	350,089,405	2.8%	7,330
District of Highland	765,883,689	82,584,078	0.7%	1,729
	107,012,335,011	12,582,711,221	99.4%	263,450

Electoral Areas

JDF - Langford - R(761) ESA#36	4,251,300	1,310,677	0.0%	27
JDF - Langford - R(762) ESA#36	87,346,786	8,884,450	0.1%	186
JDF - Langford - R(763) ESA#36	202,009,200	20,292,775	0.2%	425
	293,607,286	30,487,902	0.2%	638

First Nations

Tsawout	221,937,200	26,083,283	0.2%	546
Songhees	158,461,000	19,001,544	0.2%	398
	380,398,200	45,084,827		944
	107,686,340,497	12,658,283,950	100.0%	265,032

Maximum Levy:

No limit.

1.133 LANGFORD E.A.-GREATER VICTORIA PUBLIC LIBRARY

- Bylaw 2357 - GVPL - Local Service Est #1, 1997

Amended Bylaw 2995

Electoral Areas	Actual Assessments	Converted Assessments	Requisition
JDF - Langford - J(761) LSA#29	4,251,300	1,310,677	1,294
JDF - Langford -J(762) LSA#29	87,346,786	8,884,450	8,771
JDF - Langford -J(763) LSA#29	202,009,200	20,292,775	20,035
	293,607,286	30,487,902	30,100

<u>Rate/\$1,000</u>	<u>Amount</u>
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Maximum Levy:\$183,000 or .33/1000

\$0.33

\$183,000

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.137 GALIANO ISLAND LIBRARY SERVICE

- Bylaw 3792 - est.
- Bylaw 3793 - Debt borrowing

Electoral Areas	Actual Assessments	Converted Assessments	Requisition
Galiano Island	730,944,255	76,034,795	58,030
		Rate/\$1,000	Amount
Maximum Levy:	\$100,100	\$0.17	\$120,606

1.138 SOUTHERN GULF ISLANDS E.A. - PUBLIC LIBRARY SERVICE

- Bylaw 2880 - est. #1 - July 2001
- Bylaw 4011

Electoral Areas	Actual Assessments	Converted Assessments	Requisition
Southern Gulf Islands	3,196,501,906	329,891,049	173,720
		Rate/\$1,000	Amount
Maximum Levy:	\$165,391	\$0.07	\$219,760

1.141 SALT SPRING ISLAND PUBLIC LIBRARY

- Bylaw 2725 - SSI Pub. Lib. Local Service - Est. #1, Nov. 1999

Saltspring Island	4,157,391,950	440,155,880	100.0%	618,940
		Rate/\$1,000		Amount
Maximum Levy:	\$600,000	\$0.186		\$773,275

1.15X MUNICIPALITIES OWN DEBT SERVICE - M.F.A.

- Section 815.1, Municipal Act.

Municipalities	Total
City of Colwood	1,019,866
City of Victoria	5,898,616
District of Central Saanich	893,434
Township of Esquimalt	874,317
District of Saanich	3,956,493
District of Oak Bay	276,972
District of North Saanich	498,548
District of Metchosin	0
Town of Sidney	403,638
Town of View Royal	567,103
District of Highland	86,373
City of Langford	0
District of Sooke	484,127
	<u>14,959,487</u>

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.170 Gossip Island Electrical Power Supply

- Bylaw 3578 - Adopted June 10,2009

Electoral Area	Actual Assessments	Converted Assessments	Parcel Tax
Southern Gulf Islands	24,235,100	2,423,510	57,420
	<u>Rate/\$1000</u>		<u>Amount</u>
Maximum Levy:	\$3.760	or	\$85,310

1.224 COMMUNITY HEALTH

SLP Division XI, 1974, Amended 1986

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
City of Colwood	4,272,694,615	467,335,257	3.2%	15,231
City of Victoria	28,842,004,286	3,802,392,177	26.1%	123,921
District of Central Saanich	5,288,501,682	630,209,611	4.3%	20,539
Township of Esquimalt	3,932,409,391	441,694,787	3.0%	14,395
City of Langford	10,150,926,392	1,238,027,429	8.5%	40,348
District of Saanich	35,528,150,269	3,932,790,666	27.0%	128,170
District of Oak Bay	9,391,617,809	969,231,359	6.7%	31,587
District of North Saanich	5,491,012,215	608,873,249	4.2%	19,843
District of Metchosin	1,381,213,441	141,352,646	1.0%	4,607
Town of Sidney	4,442,242,189	527,003,806	3.6%	17,175
Town of View Royal	3,016,691,248	350,089,405	2.4%	11,409
District of Highland	765,883,689	82,584,078	0.6%	2,691
District of Sooke	3,059,065,366	333,344,380	2.3%	10,864
	<u>115,562,412,592</u>	<u>13,524,928,850</u>	<u>92.8%</u>	<u>440,780</u>
Electoral Areas				
Juan De Fuca	1,913,350,223	228,133,680	1.6%	7,435
Saltspring Island	4,157,391,950	440,155,880	3.0%	14,345
Southern Gulf Islands	3,196,501,906	329,891,049	2.3%	10,751
	<u>9,267,244,079</u>	<u>998,180,609</u>	<u>6.9%</u>	<u>32,531</u>
First Nations				
Tsawout	221,937,200	26,083,283	0.2%	850
Songhees	158,461,000	19,001,544	0.1%	619
	<u>125,210,054,871</u>	<u>14,568,194,286</u>	<u>100.0%</u>	<u>474,780</u>
	<u>Rate/\$1,000</u>	<u>Amount</u>		
Maximum Levy:	\$0.000	\$0		

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.227 SATURNA ISLAND MEDICAL CLINIC

- Bylaw 4231 - est.

Electoral Areas	Actual Assessments	Converted Assessments	Requisition
Saturna Island	246,523,535	25,578,814	28,650
		Rate/\$1,000	Amount
Maximum Levy:		\$ 0.17	\$ 41,909

1.228 GALIANO HEALTH SERVICE

- Bylaw 3955 - est.

Electoral Areas	Actual Assessments	Converted Assessments	Requisition
Galiano Island	730,944,255	76,034,795	116,510
		Rate/\$1,000	Amount
Maximum Levy:	\$ 86,550	\$ 0.19	\$ 138,879

1.230 TRAFFIC SAFETY COMMISSION

- Est bylaw 1828, Nov. 1990; bylaw 1921, Aug 1991

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
City of Victoria	28,842,004,286	3,802,392,177	27.2%	18,925
District of Central Saanich	5,288,501,682	630,209,611	4.5%	3,137
Township of Esquimalt	3,932,409,391	441,694,787	3.2%	2,198
City of Langford	10,150,926,392	1,238,027,429	8.9%	6,162
District of Saanich	35,528,150,269	3,932,790,666	28.2%	19,574
District of Oak Bay	9,391,617,809	969,231,359	6.9%	4,824
District of North Saanich	5,491,012,215	608,873,249	4.4%	3,031
Town of Sidney	4,442,242,189	527,003,806	3.8%	2,623
Town of View Royal	3,016,691,248	350,089,405	2.5%	1,742
District of Highland	765,883,689	82,584,078	0.6%	411
District of Sooke	3,059,065,366	333,344,380	2.4%	1,659
	109,908,504,536	12,916,240,947	92.5%	64,287
Electoral Areas				
Juan de Fuca	1,913,350,223	228,133,680	1.6%	1,135
Saltspring Island	4,157,391,950	440,155,880	3.2%	2,191
Southern Gulf Islands	3,196,501,906	329,891,049	2.4%	1,642
	9,267,244,079	998,180,609	7.2%	4,968
First Nations				
Tsawout	221,937,200	26,083,283	0.2%	130
Songhees	158,461,000	19,001,544	0.1%	95
	119,556,146,815	13,959,506,383	100.0%	69,480

Maximum Levy: None stated.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.232 PORT RENFREW STREET LIGHTING

- Est. bylaw 1746, Nov 1989; Amended bylaw 1986, Jan, 1992

Local Service Area	Actual Assessments	Converted Assessments	Requisition
D (762)LSA#4 - Port Renfrew (Parcel Tax)	25,562,500	2,679,268	2,040

	<u>Rate/\$1000</u>	<u>Amount</u>
Maximum Levy: = \$7,500 or	\$3.420	\$87,424

1.234 SALT SPRING ISLAND STREET LIGHTING

- Bylaw 3746

Electoral Areas	Actual Assessments	Converted Assessments	Percent of Total	Requisition
Saltspring Island	4,067,180,333	430,267,068		25,770
	4,067,180,333	430,267,068		25,770

Maximum Levy: = .0075/1000 or \$24,370	30,504	24,370
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**1.235 SOUTHERN GULF ISLANDS
SMALL CRAFT HARBOUR FACILITIES**

- Bylaw 2614 - est #1, Sept 1998 as amended

Electoral Area	Actual Assessments	Converted Assessments	Parcel Tax
Southern Gulf Islands	3,196,501,906	329,891,049	250,190

	<u>Rate/\$1000</u>	<u>Amount</u>
Maximum Levy: Greater of \$112,878.00 or	\$0.100	\$319,650

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.236 SALT SPRING ISLAND - FERNWOOD DOCKS

- Establishment Bylaw 2730
- Bylaw 3030 - Fernwood Dock Mgmt Comm. - Nov. 2002
- Bylaw 3762 - Sets maximum requisition

Electoral Areas	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Saltspring Island	4,157,391,950	440,155,880	100.0%	30,610
	<u>Rate/\$1000</u>		<u>Amount</u>	
Maximum Levy: greater of \$0.05 per \$1,000.00	\$207,870 or		\$162,800	207,870

1.238A COMMUNITY TRANSIT (SALT SPRING ISLAND)

- Bylaw 3438 - SSI Community Transit and Transportation - July 2007

Electoral Areas	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Saltspring Island	4,157,391,950	440,155,880	100.0%	217,070
Maximum Levy: greater of \$0.076 per \$1,000.00 or	245,000			315,962

1.238B COMMUNITY TRANSPORTATION (SALT SPRING ISLAND)

- Bylaw 3438 - SSI Community Transit and Transportation - July 2007
- Amended by bylaw #3740 for max levy - Jan. 12/2011
- Amended by bylaw 3956

Electoral Areas	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Saltspring Island	4,157,391,950	440,155,880	100.0%	167,120
Maximum Levy: greater of \$0.044 per \$1,000.00 or \$146,250				182,925

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.280 REGIONAL PARKS

- Est. bylaw 1749, Nov. 1989 as amended

Municipalities	Actual	Basis of	Percent	Requisition
	Assessments	Apportionment Converted Assessments		
City of Colwood	4,272,694,615	467,335,257	3.2%	295,263
City of Victoria	28,842,004,286	3,802,392,177	26.1%	2,402,355
District of Central Saanich	5,288,501,682	630,209,611	4.3%	398,167
Township of Esquimalt	3,932,409,391	441,694,787	3.0%	279,063
City of Langford	10,150,926,392	1,238,027,429	8.5%	782,187
District of Saanich	35,528,150,269	3,932,790,666	27.0%	2,484,741
District of Oak Bay	9,391,617,809	969,231,359	6.7%	612,361
District of North Saanich	5,491,012,215	608,873,249	4.2%	384,687
District of Metchosin	1,381,213,441	141,352,646	1.0%	89,307
Town of Sidney	4,442,242,189	527,003,806	3.6%	332,962
Town of View Royal	3,016,691,248	350,089,405	2.4%	221,187
District of Highland	765,883,689	82,584,078	0.6%	52,177
District of Sooke	3,059,065,366	333,344,380	2.3%	210,607
	115,562,412,592	13,524,928,850	92.8%	8,545,063
Electoral Areas				
Juan de Fuca	1,913,350,223	228,133,680	1.6%	144,135
Saltspring Island	4,157,391,950	440,155,880	3.0%	278,091
Southern Gulf Islands	3,196,501,906	329,891,049	2.3%	208,425
	9,267,244,079	998,180,609	6.9%	630,651
First Nations				
Tsawout	221,937,200	26,083,283	0.2%	16,479
Songhees	158,461,000	19,001,544	0.1%	12,005
				28,485
	125,210,054,871	14,568,194,286	100.0%	9,204,199

Maximum Levy: Except with the approval of the minister, the maximum annual requisition as provided for under the Municipal Act on any municipality or electoral area within the regional park district, for the purpose of acquiring, developing, operating and maintaining regional parks or regional trails shall not exceed an amount equal to the product of \$1 per 1,000 dollars of the value of taxable land & 75% of the value if taxable improvements for the purpose of levying school rates in the immediately preceding year, excluding all of the property of the BC Hydro & Power Authority

Note: the \$10.00 per average household levy started in the budget year 2000 and will be levied for the 10th year in the budget for the year 2010. This levy was established for park land acquisition. The levy was as a result of an informal poll held at the time of the 1999 local government election.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.280A REGIONAL PARKS - Land Acquisition

- Est. bylaw 1749, Nov. 1989 as amended

Municipalities	Actual	Basis of	Percent	Requisition
	Assessments	Apportionment Converted Assessments		
City of Colwood	4,272,694,615	467,335,257	3.2%	118,188
City of Victoria	28,842,004,286	3,802,392,177	26.1%	961,618
District of Central Saanich	5,288,501,682	630,209,611	4.3%	159,379
Township of Esquimalt	3,932,409,391	441,694,787	3.0%	111,704
City of Langford	10,150,926,392	1,238,027,429	8.5%	313,095
District of Saanich	35,528,150,269	3,932,790,666	27.0%	994,596
District of Oak Bay	9,391,617,809	969,231,359	6.7%	245,117
District of North Saanich	5,491,012,215	608,873,249	4.2%	153,983
District of Metchosin	1,381,213,441	141,352,646	1.0%	35,748
Town of Sidney	4,442,242,189	527,003,806	3.6%	133,278
Town of View Royal	3,016,691,248	350,089,405	2.4%	88,537
District of Highland	765,883,689	82,584,078	0.6%	20,885
District of Sooke	3,059,065,366	333,344,380	2.3%	84,302
	115,562,412,592	13,524,928,850	92.8%	3,420,430
Electoral Areas				
Juan de Fuca	1,913,350,223	228,133,680	1.6%	57,695
Saltspring Island	4,157,391,950	440,155,880	3.0%	111,315
Southern Gulf Islands	3,196,501,906	329,891,049	2.3%	83,429
	9,267,244,079	998,180,609	6.9%	252,438
First Nations				
Tsawout	221,937,200	26,083,283	0.2%	6,596
Songhees	158,461,000	19,001,544	0.1%	4,805
				11,402
	125,210,054,871	14,568,194,286	100.0%	3,684,270

Maximum Levy: Except with the approval of the minister, the maximum annual requisition as provided for under the Municipal Act on any municipality or electoral area within the regional park district, for the purpose of acquiring, developing, operating and maintaining regional parks or regional trails shall not exceed an amount equal to the product of \$1 per 1,000 dollars of the value of taxable land & 75% of the value if taxable improvements for the purpose of levying school rates in the immediately preceding year, excluding all of the property of the BC Hydro & Power Authority

Note: The Regional Parks Land Acquisition Levy was established in 2000 for a 10-year period (2000 to 2009) at a rate of \$10 per average residential household assessment. In 2010, the levy was extended for 10 years (2010 to 2019), starting at a rate of \$12 per average residential household assessment and increasing by \$2 per year to a maximum of \$20 in 2014, through to 2019.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.290 ROYAL THEATRE

- Local Service Establishment bylaw 2587, March 25, 1998

Municipalities	50% Grantable Converted Assessments (From IMF Formula)	Basis of Apportionment 50% Population (Published by Province of B.C.)	Percent of Total	Requisition
City of Victoria	2,242,766,608	87,497	37.7%	218,441
District of Saanich	3,229,730,097	115,153	51.8%	300,320
District of Oak Bay	810,687,984	18,136	10.6%	61,239
	6,283,184,689	220,786	100.0%	580,000

Maximum Levy - Capital expenditures: \$480,000
Maximum Levy - Operating/ cap expenditures: \$100,000

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

1.295 MCPHERSON THEATRE

- Establishment bylaw 2685 - March 10, 1999

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
City of Victoria	28,842,004,286	3,802,392,177	100.0%	750,000

Maximum Levy - Operating and/or Capital: \$350,000
Maximum Levy - Capital or Debt payments: \$400,000

1.297 ARTS GRANTS

- Bylaw 4127 adopted February, 2018

Bylaw 4255 Sooke replacing Sidney - Jan 18, 2019

Municipalities	50% Grantable Converted Assessments (From IMF Formula)	Basis of Apportionment 50% Population (Published by Province of B.C.)	Percent of Total	Arts Grants Requisition
City of Victoria	3,802,392,177	87,497	36.5%	957,192
Township of Esquimalt	441,694,787	17,703	5.7%	149,665
District of Saanich	3,932,790,666	115,153	42.6%	1,115,843
District of Oak Bay	969,231,359	18,136	8.5%	222,723
Town of View Royal	350,089,405	10,722	3.9%	101,735
			97.14%	2,547,159
District of Metchosin (30%)	42,405,794	1,427	0.49%	12,980
Southern Gulf Islands (30%)	98,967,315	1,448	0.79%	20,679
District of Sooke (30%)	100,003,314	4,124	1.31%	34,474
District of Highlands (30%)	24,775,223	699	0.26%	6,896
	9,762,350,040	256,909	100.00%	2,622,187

Maximum Levy: - Greater of \$1,980,000 or 0.102/1,000

8,232,509

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.299 SALT SPRING ISLAND ARTS

- Establishment bylaw 3116, January 29, 2004
- Bylaw 4092, (2016), amends bylaw 3116.

Electoral Areas	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Saltspring Island	4,157,391,950	440,155,880	100.0%	93,580
Maximum Levy: Greater of \$93,050 or .031/\$1000				128,879

1.309 CLIMATE ACTION and ADAPTATION

- Bylaw 3510 - CRD Climate & Adaptation Est. bylaw, Jan. 2009
- Bylaw 4058 Amends Bylaw 3510 re: Max Levies
 - Feb. 10, 2016

Municipalities	50 % RPS Population	Basis of Apportionment 50% Converted Assessments	Percent of Total	Requisition
City of Colwood	17,715	467,335,257	3.87%	17,374
City of Victoria	87,497	3,802,392,177	24.22%	108,860
District of Central Saanich	16,991	630,209,611	4.33%	19,471
Township of Esquimalt	17,703	441,694,787	3.78%	16,972
City of Langford	39,059	1,238,027,429	9.24%	41,510
District of Saanich	115,153	3,932,790,666	28.20%	126,741
District of Oak Bay	18,136	969,231,359	5.64%	25,357
District of North Saanich	11,619	608,873,249	3.57%	16,059
District of Metchosin	4,758	141,352,646	1.09%	4,911
Town of Sidney	11,919	527,003,806	3.33%	14,968
Town of View Royal	10,722	350,089,405	2.57%	11,553
District of Highland	2,331	82,584,078	0.58%	2,611
District of Sooke	13,745	333,344,380	2.90%	13,029
	367,348	13,524,928,850	93.33%	419,416

Electoral Areas

Juan de Fuca	5,111	228,133,680	1.44%	6,452
Saltspring Island	10,740	440,155,880	2.88%	12,952
Southern Gulf Islands	4,825	329,891,049	1.75%	7,857
	20,676	998,180,609	6.07%	27,261

First Nations

Tsawout	1,709	26,083,283	0.31%	1,383
Songhees	1,842	19,001,544	0.30%	1,350
	391,575	14,568,194,286	100.00%	449,410

	Rate/\$1,000	Amount
Maximum Levy:	\$0.0036	\$450,756

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.310 LAND BANKING & HOUSING

- SLP July 25, 1974

Bylaw 3712

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
City of Colwood	4,272,694,615	467,335,257	3.2%	46,269
City of Victoria	28,842,004,286	3,802,392,177	26.1%	376,459
District of Central Saanich	5,288,501,682	630,209,611	4.3%	62,394
Township of Esquimalt	3,932,409,391	441,694,787	3.0%	43,730
City of Langford	10,150,926,392	1,238,027,429	8.5%	122,572
District of Saanich	35,528,150,269	3,932,790,666	27.0%	389,369
District of Oak Bay	9,391,617,809	969,231,359	6.7%	95,959
District of North Saanich	5,491,012,215	608,873,249	4.2%	60,282
District of Metchosin	1,381,213,441	141,352,646	1.0%	13,995
Town of Sidney	4,442,242,189	527,003,806	3.6%	52,176
Town of View Royal	3,016,691,248	350,089,405	2.4%	34,661
District of Highland	765,883,689	82,584,078	0.6%	8,176
District of Sooke	3,059,065,366	333,344,380	2.3%	33,003
	115,562,412,592	13,524,928,850	92.8%	1,339,046
Electoral Areas				
Juan de Fuca	1,913,350,223	228,133,680	1.6%	22,587
Saltspring Island	4,157,391,950	440,155,880	3.0%	43,578
Southern Gulf Islands	3,196,501,906	329,891,049	2.3%	32,661
	9,267,244,079	998,180,609	6.9%	98,826
First Nations				
Tsawout	221,937,200	26,083,283	0.2%	2,582
Songhees	158,461,000	19,001,544	0.1%	1,881
	125,210,054,871	14,568,194,286	100.0%	1,442,335
	<u>Rate/\$1,000</u>	<u>Amount</u>		
Maximum Levy: Greater of \$2,423,000 or .031/1000	\$0.031	\$3,881,512		

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.311 REGIONAL HOUSING TRUST FUND

- Bylaw 3266 - CRD Reg Housing Trust Fund - Est #1, March 2005
- Bylaw 3918 - Adds District of Highlands - Feb. 12, 2014
- Maximum Amended bylaw 3768

<u>Municipalities</u>	Basis of Apportionment		Percent of Total	Requisition
	50% Converted Assessments *	50% Regional Planning Population - 2015		
City of Victoria	3,802,392,177	87,497	28.5%	285,154
District of Central Saanich	630,209,611	16,991	5.1%	51,078
Township of Esquimalt	441,694,787	17,703	4.5%	44,682
District of Saanich	3,932,790,666	115,153	33.3%	332,732
District of Oak Bay	969,231,359	18,136	6.6%	66,297
District of North Saanich	608,873,249	11,619	4.2%	41,995
District of Metchosin	141,352,646	4,758	1.3%	12,908
Town of Sidney	527,003,806	11,919	3.9%	39,203
Town of View Royal	350,089,405	10,722	3.0%	30,342
District of Highland	82,584,078	2,331	0.7%	6,853
District of Sooke	333,344,380	13,745	3.4%	34,311
	11,819,566,164	310,574	94.6%	945,555
<u>Electoral Areas</u>				
Saltspring Island	440,155,880	10,740	3.4%	33,946
Southern Gulf Islands	329,891,049	4,825	2.0%	20,499
	12,589,613,093	326,139	100.0%	1,000,000
District of Highlands (by grant in aid)				
Maximum levy: (bylaw 3652)	\$1,000,000			

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.313 Animal Care Services

- Letters Patent - Feb. 16, 1979

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
District of Metchosin (Contract based on Asmt)	1,381,213,441	141,352,646	9.1%	37,626
District of Highland (Contract based on Asmt)	765,883,689	82,584,078	5.3%	21,983
District of Sooke (Contract based on Asmt)	3,059,065,366	333,344,380	21.4%	88,731
	5,206,162,496	557,281,104	35.8%	148,340

Electoral Areas

Juan de Fuca	1,913,350,223	228,133,680	14.7%	60,726
Saltspring Island	4,157,391,950	440,155,880	28.3%	117,163
Southern Gulf Islands	3,196,501,906	329,891,049	21.2%	87,812
	9,267,244,079	998,180,609	64.2%	265,700
	14,473,406,575	1,555,461,713	100.0%	414,040

Maximum Levy:

None stated.

1.314 S.G.I. HOUSE NUMBERING

Establishment Bylaw 3230, January 12, 2005

Electoral Area	Actual Assessments	Converted Assessments	Requisition
Southern Gulf Islands	3,196,501,906	329,891,049	9,140

Maximum Levy:

None stated.

1.316 S.S.I. BUILDING NUMBERING

Establishment Bylaw 2082, February 10, 1993

Electoral Area	Actual Assessments	Converted Assessments	Requisition
Salt Spring Island	4,147,710,850	439,091,645	9,300

Maximum Levy:

None stated.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.317 JDF BUILDING NUMBERING

Establishment Bylaw 2010, September 30, 1992

	Actual Assessments	Converted Assessments	Requisition
Juan de Fuca	1,913,350,223	228,133,680	12,780
	1,913,350,223	228,133,680	12,780

1.318 BUILDING INSPECTION

SLP Division VIII, December 30, 1969

Electoral Areas	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Juan de Fuca	1,913,350,223	228,133,680	22.9%	91,047
Salt Spring Island	4,157,391,950	440,155,880	44.1%	175,665
Southern Gulf Islands	3,196,501,906	329,891,049	33.0%	131,658
	9,267,244,079	998,180,609	100.0%	398,370
	9,267,244,079	998,180,609	100.0%	398,370

Maximum Levy: None stated.

1.319 SOIL DEPOSIT REMOVAL

SLP Division XI, February 12, 1973

Electoral Areas	No. of Cases	Percent of Total	Requisition
Juan de Fuca	1	100.0%	5,460
	1	100.0%	5,460

Maximum Levy: \$50,000

1.320 NOISE CONTROL

SLP Division XXVII, September 3, 1981

	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Juan de fuca	1,913,350,223	228,133,680	22.9%	8,273
Salt Spring Island	4,157,391,950	440,155,880	44.1%	15,963
Southern Gulf Islands	3,196,501,906	329,891,049	33.0%	11,964
	9,267,244,079	998,180,609	100.0%	36,200

Total of functions 320-322 not to exceed \$1.00/1,000
Maximum Levy: Rate/\$1,000 \$0.500 Amount \$4,633,622

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.322 NUISANCES & UNSIGHTLY PREMISES

SLP Division XX, May 19, 1977

	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Juan de Fuca	1,913,350,223	228,133,680	22.9%	11,219
Salt Spring Island	4,157,391,950	440,155,880	44.1%	21,647
Southern Gulf Islands	3,196,501,906	329,891,049	33.0%	16,224
	9,267,244,079	998,180,609	100.0%	49,090
Total of functions 320-322 not to exceed \$1.00/1,000	<u>Rate/\$1,000</u>		<u>Amount</u>	
Maximum Levy:	\$0.500		\$4,633,622	

1.324 REGIONAL PLANNING SERVICES

Letters Patent, February 1, 1966

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
City of Colwood	4,272,694,615	467,335,257	3.2%	37,478
City of Victoria	28,842,004,286	3,802,392,177	26.1%	304,931
District of Central Saanich	5,288,501,682	630,209,611	4.3%	50,539
Township of Esquimalt	3,932,409,391	441,694,787	3.0%	35,422
City of Langford	10,150,926,392	1,238,027,429	8.5%	99,283
District of Saanich	35,528,150,269	3,932,790,666	27.0%	315,388
District of Oak Bay	9,391,617,809	969,231,359	6.7%	77,727
District of North Saanich	5,491,012,215	608,873,249	4.2%	48,828
District of Metchosin	1,381,213,441	141,352,646	1.0%	11,336
Town of Sidney	4,442,242,189	527,003,806	3.6%	42,263
Town of View Royal	3,016,691,248	350,089,405	2.4%	28,075
District of Highland	765,883,689	82,584,078	0.6%	6,623
District of Sooke	3,059,065,366	333,344,380	2.3%	26,732
	115,562,412,592	13,524,928,850	92.8%	1,084,626
Electoral Areas				
Juan de Fuca	1,913,350,223	228,133,680	1.6%	18,295
Saltspring Island	4,157,391,950	440,155,880	3.0%	35,298
Southern Gulf Islands	3,196,501,906	329,891,049	2.3%	26,455
	9,267,244,079	998,180,609	6.9%	80,049
First Nations				
Tsawout	221,937,200	26,083,283	0.2%	2,092
Songhees	158,461,000	19,001,544	0.1%	1,524
				3,616
	125,210,054,871	14,568,194,286	100.0%	1,168,290

Maximum Levy:

None stated.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.325 ELECTORAL AREA SERVICES - COMMUNITY PLANNING

SLP Division VIII, December 30, 1969

Electoral Areas	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
Juan de Fuca	1,913,350,223	228,133,680	100.0%	651,590
	1,913,350,223	228,133,680	100.0%	651,590

Maximum Levy: None stated.

1.330 REGIONAL GROWTH STRATEGY

Local Government Act, S. 797

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition
City of Colwood	4,272,694,615	467,335,257	3.4%	13,028
City of Victoria	28,842,004,286	3,802,392,177	27.6%	106,002
District of Central Saanich	5,288,501,682	630,209,611	4.6%	17,569
Township of Esquimalt	3,932,409,391	441,694,787	3.2%	12,313
City of Langford	10,150,926,392	1,238,027,429	9.0%	34,513
District of Saanich	35,528,150,269	3,932,790,666	28.5%	109,637
District of Oak Bay	9,391,617,809	969,231,359	7.0%	27,020
District of North Saanich	5,491,012,215	608,873,249	4.4%	16,974
District of Metchosin	1,381,213,441	141,352,646	1.0%	3,941
Town of Sidney	4,442,242,189	527,003,806	3.8%	14,692
Town of View Royal	3,016,691,248	350,089,405	2.5%	9,760
District of Highland	765,883,689	82,584,078	0.6%	2,302
District of Sooke	3,059,065,366	333,344,380	2.4%	9,293
	115,562,412,592	13,524,928,850	98.0%	377,043

Electoral Areas

Juan de Fuca	1,913,350,223	228,133,680	1.7%	6,360
	1,913,350,223	228,133,680	1.7%	6,360

First Nations

Tsawout	221,937,200	26,083,283	0.2%	727
Songhees	158,461,000	19,001,544	0.1%	530
				1,257
	117,856,161,015	13,798,147,357	100.0%	384,660

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.335 GEO-SPATIAL REFERENCING SYSTEM

Letters Patent, February 1, 1966

Municipalities	Actual	Basis of	Percent	Requisition
	Assessments	Apportionment Converted Assessments		
City of Colwood	4,272,694,615	467,335,257	3.2%	5,400
City of Victoria	28,842,004,286	3,802,392,177	26.2%	43,937
District of Central Saanich	5,288,501,682	630,209,611	4.3%	7,282
Township of Esquimalt	3,932,409,391	441,694,787	3.0%	5,104
City of Langford	10,150,926,392	1,238,027,429	8.5%	14,305
District of Saanich	35,528,150,269	3,932,790,666	27.1%	45,444
District of Oak Bay	9,391,617,809	969,231,359	6.7%	11,199
District of North Saanich	5,491,012,215	608,873,249	4.2%	7,036
District of Metchosin	1,381,213,441	141,352,646	1.0%	1,633
Town of Sidney	4,442,242,189	527,003,806	3.6%	6,090
Town of View Royal	3,016,691,248	350,089,405	2.4%	4,045
District of Highland	765,883,689	82,584,078	0.6%	954
District of Sooke	3,059,065,366	333,344,380	2.3%	3,852
	115,562,412,592	13,524,928,850	93.1%	156,281

Electoral Areas

Juan de Fuca	1,913,350,223	228,133,680	1.6%	2,636
Saltspring Island	4,157,391,950	440,155,880	3.0%	5,086
Southern Gulf Islands	3,196,501,906	329,891,049	2.3%	3,812
	9,267,244,079	998,180,609	6.9%	11,534
	124,829,656,671	14,523,109,459	100.0%	167,815

FIRE PROTECTION

	Total Parcel Tax	Total Requisition	Combined Levy
1.350 Willis Point Fire Protection & Rec.	0	138,714	138,714
1.352 South Galiano Fire Protection	0	365,800	365,800
1.353 Otter Point Fire Protection	0	459,101	459,101
1.354 Malahat Fire Protection	0	65,720	65,720
1.355 Durrance Road Fire Protection	2,990	0	2,990
1.356 Pender Island Fire Protection	0	945,432	945,432
1.357 East Sooke Fire Protection	0	434,150	434,150
1.358 Port Renfrew Fire Protection	0	89,644	89,644
1.359 North Galiano Fire Protection	24,440	181,791	206,231
1.360 Shirley Fire Protection	0	158,148	158,148
1.363 Saturna Is. Fire Protection	0	155,600	155,600
1.364 N. Pender Fire - 2nd Service - Debt	0	0	0
	27,430	2,994,100	3,021,530

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

Specified Areas	Actual Assessments	Converted Assessments	Parcel Tax	Requisition
A-763 (LSA#15) Willis Point (1.350)	193,874,100	19,479,240		130,830
M-764 (LSA#25) South Galiano Island (1.352)	447,641,049	47,142,442		346,720
G-762 (LSA#17) Otter Point (1.353)	517,261,815	56,212,978		436,350
U-762 (LSA#39) Malahat Fire (1.354)	60,592,686	6,138,240		65,720
M-763 (LSA#30) Durrance Road (1.355)	5,825,000	582,500	2,990	0
J-764 (LSA#18) Pender Island (1.356)	1,155,665,637	118,999,394		897,270
X-762 (SRVA#51) East Sooke Fire (1.357)	569,039,801	57,149,934		411,020
A-762 (LSA#1) Port Renfrew (1.358)	91,687,600	10,337,099		85,460
A-764 (LSA#7) - North Galiano Island (1.359)	210,989,401	22,042,495	24,440	172,870
F-762 (LSA#11) - Shirley Fire (1.360)	189,661,189	19,959,433		150,070
L-764 (LSA#24) - Saturna Island (1.363)	246,523,535	25,578,814		155,600
E-764 (LSA#16) N. Pender Island - 2nd Service (1.364)	990,552,010	102,147,393	0	0
	4,679,313,823	485,769,962	27,430	2,851,910

**CAPITAL REGIONAL DISTRICT 2019
REQUISITION**

1.369 ELECTORAL AREA FIRE SERVICE

Bylaw 3654 (April 14, 2010).

	Converted Assessments	percent of Total	Juan de Fuca	S.G.I	Total for Service
A-763 (LSA#15) Willis Point (1.350)	19,479,240	5.54%	7,884	-	7,884
M-764 (LSA#25) South Galiano Island (1	47,142,442	13.42%	-	19,080	19,080
G-762 (LSA#17) Otter Point (1.353)	56,212,978	16.00%	22,751	-	22,751
U-762 (LSA#39) Malahat Fire (1.354)			-	-	0
M-763 (LSA#30) Durrance Road (1.355)			-	-	0
J-764 (LSA#18) Pender Island (1.356)	118,999,394	33.87%	-	48,162	48,162
X-762 (SRVA#51) East Sooke Fire (1.35	57,149,934	16.27%	23,130	-	23,130
A-762 (LSA#1) Port Renfrew (1.358)	10,337,099	2.94%	4,184	-	4,184
A-764 (LSA#7) - North Galiano Island (1.	22,042,495	6.27%	-	8,921	8,921
F-762 (LSA#11) - Shirley Fire (1.360)	19,959,433	5.68%	8,078	-	8,078
L-764 (LSA#24) - Saturna Island (1.363)			-	-	0
E-764 (LSA#16) North Pender Island - Debt (1.364)			-	-	0
					142,190
	351,323,015	100.00%	66,027	76,163	

Total Requisition

142,190

		or Rate/\$1000	Maximum Amount
Maximum Levy:			
1.350 Willis Point - Greater of	\$41,000	\$1.710	331,525
1.352 S. Galiano - Greater of	\$470,000	\$1.157	517,921
1.353 Otter Point - Greater of	\$125,000	\$2.500	1,293,155
1.354 Malahat - Greater of	\$22,400	\$1.280	77,559
1.355 Durrance Road - Greater of	\$1,350	\$0.700	4,078
1.356 Pender Islands - Greater of	\$918,000	\$0.998	1,153,354
1.357 East Sooke Fire - Greater of	\$550,000	\$1.310	745,442
1.358 Port Renfrew - Greater of	\$10,000	\$2.520	231,053
1.359 N. Galiano - Greater of	\$267,000	\$1.600	337,583
1.360 Shirley - Greater of	\$18,200	\$1.310	248,456
1.363 Saturna - Greater of	\$73,500	\$0.8500	209,545
1.364 N. Pender 2nd - Greater of	\$63,770	\$0.1200	118,866

- 1.350 Willis Point Fire Est. Bylaw No. 1951, Jan. 15, 1992. Amended by Bylaw 2296 (1995) and 3214 (2004).
- 1.352 S. Galiano Fire Bylaw No. 2148 (Jan. 12, 1994) LSA #25-M-764. Amended by #3224 to add emergency response, amended LSA Bylaw #2042 (Sept. 9, 1992). Amended by Bylaws 2720, 3171 and 3215.
- 1.353 Otter Point Fire Bylaw 2731 (Nov. 24, 1999), as amended by Bylaw 3226.
- 1.354 Malahat Fire Est. Bylaw 2506 (July 9, 1997). Amended by Bylaws 3033 (2002) and 3216 (2004).
- 1.355 Durrance Road Fire Est. Bylaw 2050 (Oct. 28, 1992). Amended by bylaws 3015 (Nov. 29, 2002) and 3283. Amended by 3994 (Ma
- 1.356 Pender Islands Est. Bylaw 3390 (Jan. 10, 2007).
- 1.357 East Sooke Fire Est. Bylaw 1743 (Nov. 1989). Amended by Bylaw 3223 (2005)
- 1.358 Port Renfrew Fire Est. Bylaw 1852 (Nov. 17, 1990). Amended by bylaws 2989 (2002), 3143 (2004), 3221 (2005) and 3843.
- 1.359 N. Galiano Fire Est. Bylaw 1927 (Sept. 11, 1991). Amended by Bylaw 3220 (Feb 9, 2005).
- 1.360 Shirley Fire Est. Bylaw 2165 (Nov. 29, 1993): Bylaw 2575 (Jan. 28, 1998). Amended by 2734 (Nov. 24, 1999).
- 1.363 Saturna Fire Est. Bylaw 86 (1971) repealed by 2032 (1992) amended by bylaws 2785, 2800, 2892 and 3284.
- 1.364 N. Pender 2nd - Greater of

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.370 JUAN DE FUCA EMERGENCY PROGRAM

Establishment Bylaw 2109, April 28, 1993

Electoral Area	Actual Assessments	Converted Assessments	EA Wide	Requisition
District of Sooke (contract) discontinued Dec. 31/02				
Juan de Fuca	1,913,350,223	228,133,680	30,987	83,470
	<u>1,913,350,223</u>	<u>228,133,680</u>	<u>30,987</u>	<u>83,470</u>

1.371 SALTSRING EMERGENCY PROGRAM

Establishment Bylaw 2204, April 11, 1994.

Electoral Area	Actual Assessments	Converted Assessments	EA Wide	Requisition
Salt Spring Island	4,157,391,950	440,155,880	59,785	107,840

Maximum Levy: None stated.

1.372 ELECTORAL AREA EMERGENCY PROGRAM

(Bylaws for 1.370, 1.371 and 1.373)

Requisition now based on Converted Assessment as per instructions of EAS Committee - Oct. 21, 2015

Electoral Area	Actual Assessments	Converted Assessments	Percent of Total	Requisition
Juan de Fuca	1,913,350,223	228,133,680	22.85%	30,987
Saltspring Island	4,157,391,950	440,155,880	44.10%	59,785
Southern Gulf Islands	3,196,501,906	329,891,049	33.05%	44,808
	<u>9,267,244,079</u>	<u>998,180,609</u>	<u>100.00%</u>	<u>135,580</u>

1.373 SOUTHERN GULF ISLANDS EMERGENCY PROGRAM

Establishment Bylaw 2656, November 25, 1998

Electoral Area	Actual Assessments	Converted Assessments	EA Wide	Requisition
Southern Gulf Islands	3,196,501,906	329,891,049	44,808	218,050

Maximum Levy: None stated.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.374 REGIONAL EMERGENCY PROGRAM SUPPORT

Establishment Bylaw 3530, June 9, 2008

Municipality	Basis of Apportionment		Percent of Total	Requisition
	Regional Planning Population (50%)	Converted Assessments (50%)		
City of Colwood	17,715	467,335,257	3.87%	4,623
City of Victoria	87,497	3,802,392,177	24.22%	28,968
District of Central Saanich	16,991	630,209,611	4.33%	5,181
Township of Esquimalt	17,703	441,694,787	3.78%	4,516
City of Langford	39,059	1,238,027,429	9.24%	11,046
District of Saanich	115,153	3,932,790,666	28.20%	33,726
District of Oak Bay	18,136	969,231,359	5.64%	6,748
District of North Saanich	11,619	608,873,249	3.57%	4,273
District of Metchosin	4,758	141,352,646	1.09%	1,307
Town of Sidney	11,919	527,003,806	3.33%	3,983
Town of View Royal	10,722	350,089,405	2.57%	3,074
District of Highland	2,331	82,584,078	0.58%	695
District of Sooke	13,745	333,344,380	2.90%	3,467
	367,348	13,524,928,850	93.33%	111,608
Electoral Areas				
Juan de Fuca	5,111	228,133,680	1.44%	1,717
Saltspring Island	10,740	440,155,880	2.88%	3,447
Southern Gulf Islands	4,825	329,891,049	1.75%	2,091
	20,676	998,180,609	6.07%	7,254
First Nations				
Tsawout	1,709	26,083,283	0.31%	368
Songhees	1,842	19,001,544	0.30%	359
	3,551	45,084,827	0.61%	727
	391,575	14,568,194,286	100.00%	119,590

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.375 HAZARDOUS MATERIAL INCIDENT RESPONSE

Establishment Bylaw 3322, October 11, 2006

Municipality	Basis of Apportionment		Percent of Total	Requisition
	Regional Planning Population (50%)	Converted Assessments (50%)		
City of Colwood	17,715	467,335,257	3.87%	11,521
City of Victoria	87,497	3,802,392,177	24.22%	72,189
District of Central Saanich	16,991	630,209,611	4.33%	12,912
Township of Esquimalt	17,703	441,694,787	3.78%	11,255
City of Langford	39,059	1,238,027,429	9.24%	27,527
District of Saanich	115,153	3,932,790,666	28.20%	84,047
District of Oak Bay	18,136	969,231,359	5.64%	16,815
District of North Saanich	11,619	608,873,249	3.57%	10,649
District of Metchosin	4,758	141,352,646	1.09%	3,256
Town of Sidney	11,919	527,003,806	3.33%	9,926
Town of View Royal	10,722	350,089,405	2.57%	7,661
District of Highland	2,331	82,584,078	0.58%	1,732
District of Sooke	13,745	333,344,380	2.90%	8,640
	367,348	13,524,928,850	93.33%	278,130
Electoral Areas				
Juan de Fuca	5,111	228,133,680	1.44%	4,278
Saltspring Island	10,740	440,155,880	2.88%	8,589
Southern Gulf Islands	4,825	329,891,049	1.75%	5,210
	20,676	998,180,609	6.07%	18,078
First Nations				
Tsawout	1,709	26,083,283	0.31%	917
Songhees	1,842	19,001,544	0.30%	895
	3,551	45,084,827	0.61%	1,812
	391,575	14,568,194,286	100.00%	298,020

1.377 JUAN DE FUCA SEARCH AND RESCUE

Establishment Bylaw 3101, October 24, 2003

Electoral Area	Actual Assessments	Converted Assessments	Requisition
Juan de Fuca	1,913,350,223	228,133,680	62,000
Maximum Levy = greater of \$62,000 or \$0.102/\$1000	195,162		62,000

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.378 SALT SPRING ISLAND SEARCH AND RESCUE

Establishment Bylaw 3494, February 18, 2008

Electoral Area	Actual Assessments	Converted Assessments	Requisition
Salt Spring Island	4,157,391,950	440,155,880	22,034
Maximum Levy: \$15,000 or	22,034		15,000

1.40X SEAPARC - Sooke and Electoral Area Recreation and Facilities

Bylaw No. 4029 (July 13, 2016; replaces Bylaw No. 152 and Bylaw No. 2598

Population updated April 1, 2019

	Converted Assessments 0.0%	RPS Population 100.0%	Percent of Total	Requisition
District of Sooke	333,344,380	13,745	75.4%	2,089,177
JDF - Y(762), SRVA#52	196,338,432	4,476	24.6%	680,332
	529,682,812	18,221	100.0%	2,769,509
	<u>Rate/\$1000</u>		<u>Amount</u>	
Maximum Levy: \$5,158,000 or	\$1.600		\$7,478,222	

1.408 JDF ELECTORAL AREA RECREATION

SLP Division V, October 3, 1975, Bylaw 462, March 8, 1978

	Actual Assessments	Converted Assessments	Maximum Levy \$.063/\$1,000	Requisition
JDF - Y(762), SRVA#52	1,614,823,137	196,338,432	101,734	65,150

1.4X5 COMMUNITY PARKS

SLP Division IV, August 28, 1975, Jan 7, 1977,

April 16, 1986, December 17, 1987

	Actual Assessments	Converted Assessments	Maximum Levy	Requisition
Juan De Fuca (1.405) - Max = \$0.15/1000 Bylaw 4087 - Amends 245 - March, 2016	1,913,350,223	228,133,680	287,003	182,960
Saltspring Island (1.455) - Max = \$498,297 or \$0.15/1000 Bylaw 4149 Sept 13, 2017 amends 461, March 8, 1978	4,157,391,950	440,155,880	623,609	377,840
Specified Areas (1.485) - Max = \$0.15/1000				
F (764)SA#8 - North Pender Island	993,344,310	102,429,623		128,580
D(764)SA#9 - South Pender Island	171,481,827	17,485,820		21,950
Bylaw 4091 - Amends 1601 - March, 2016	1,164,826,137	119,915,443	174,724	150,530
B (764)DA#9-Mayne Island(1.475) -Max = \$0.15/1000 Bylaw 4089 - Amends 1602 - March, 2016	754,514,285	77,769,868	113,177	79,760
A764(DA#8) Saturna Island (1.465)-Max = \$0.15/1000 Bylaw 4088 - Amends 2080 - March, 2016	245,293,935	25,455,854	36,794	18,860
N-764(SA#21)Galiano Is. (1.495) -Max = \$0.15/1000 Bylaw 4090 - Amends 1601 - March, 2016	658,618,650	69,183,759	98,793	90,020

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

**Pender Island (1.488)
Bylaw 4155 (Sept 13, 2017)**

F (764)SA#8 - N. Pender Is.	993,344,310	102,429,623	78,474	49,785
D (764)SA#9 - S. Pender Is.	171,481,827	17,485,820	13,547	8,595
	<u>1,164,826,137</u>	<u>119,915,443</u>	<u>92,021</u>	<u>58,380</u>

**A (764)DA#8 Saturna Island (1.468)
Bylaw 4154 (Sept 13, 2017)**

	245,293,935	25,455,854	19,378	9,940
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**B (764)DA#9 Mayne Island (1.478)
Bylaw 4153 (Sept 13, 2017)**

	754,514,285	77,769,868	59,607	32,670
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**N(764)SA#21)Galiano Island (1.498)
Bylaw 4152 (Sept 13, 2017)**

	658,618,650	69,183,759	52,031	36,800
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Maximum Levy per \$1,000 assessment \$ 0.079

1.44X PANORAMA RECREATION

Bylaw 3008 Oct. 09, 2002.
Amended by Bylaw 3896, Nov. 13, 2013.

Municipality	Basis of Apportionment		Percent of Total	Requisition
	Stats Canada Population (50%) 2016 census	Converted Hospl' Assessment (50%)		
North Saanich	11,249	608,873,249	31.4%	1,517,634
Sidney	11,672	527,003,806	29.6%	1,431,315
Central Saanich	16,814	630,209,611	39.0%	1,885,366
	<u>39,735</u>	<u>1,766,086,666</u>	<u>100.0%</u>	<u>4,834,316</u>

	Rates/\$1,000	Amount
Maximum Levy:	\$11,220,000 1.134	\$17,261,471

1.458 SALTSPRING ISLAND COMMUNITY RECREATION

SLP, Div. XV, Oct. 3, 1975

Electoral Area	Actual Assessments	Converted Assessments	Percent of Total	Requisition
Saltspring Island	4,157,391,950	440,155,880	100.000%	44,260
	<u>4,157,391,950</u>	<u>440,155,880</u>	<u>100.00%</u>	<u>44,260</u>

	Rate/\$1000	Amount
Maximum Levy:	\$0.063	\$261,916

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.459 SALT SPRING ISLAND PARK, LAND & RECREATION PROGRAMS

Bylaw 91 (Feb. 23,1972) Amended by Bylaws 120 (1972), 188 (1974), 1663 (1988), 2422 (1996), 3183 (2004).
Bylaw 4002 (2015) repeals bylaw 2422 and 3206.

	Actual Assessments	Converted Assessments	Percent of Total	Requisition
Electoral Area				
Saltspring Island	4,157,391,950	440,155,880	100.0%	1,491,930

	Rate/\$1000	Amount
Maximum Levy: Greater of \$1,861,432.00 or \$0.6325/1000 of actual assessm	\$0.633	\$2,629,550

1.523 PORT RENFREW REFUSE DISPOSAL

Bylaw 1745 (Nov. 8, 1989). Amended bt 3357 (Feb. 19, 2007)

Local Service Area	Actual Assessments	Converted Assessments	Requisition
B (762)LSA#3 - Port Renfrew	92,183,600	10,386,699	31,860
	Rate/\$1000	Amount	
Maximum Levy:	\$15.180	\$1,399,347	

1.531 STORMWATER QUALITY MANAGEMENT - District of Sooke

By Annual Letter of Agreement.

	Actual Assessments	Converted Assessments	Requisition
District of Sooke (contract)	3,059,065,366	333,344,380	36,060

Maximum Levy: None stated.

1.532 STORMWATER QUALITY MANAGEMENT - Juan de Fuca E.A.

Bylaw 2453 (Feb, 1997).

Electoral Area	Actual Assessments	Converted Assessments	Requisition
Juan de Fuca	1,913,350,223	228,133,680	0

Maximum Levy: None Stated

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.533 STORMWATER QUALITY MANAGEMENT - Southern Gulf Islands

Bylaw 2452 (Feb. 1997)

Electoral Area	Actual Assessments	Converted Assessments	Requisition
Southern Gulf Islands	3,196,501,906	329,891,049	43,520

1.535 STORMWATER QUALITY MANAGEMENT - Salt Spring Island

- Bylaw 2454 - SSI Stormwater Quality Management Extended Service - Est. #1, 1996

- Amended by Bylaw 4178, October 2017

Electoral Areas	Actual Assessments	Converted Assessments	Requisition
Saltspring Island	4,157,391,950	440,155,880	21,962

Maximum Levy :

\$27,500.00

1.536 STORMWATER QUALITY MANAGEMENT - Core Area

- Bylaw 2567 - Core Area SWQM Extended Service - Est. #1, 1997

- Cost Share updated January 23, 2019

Municipalities	Converted Assessments as to 1/3	Land Area as to 1/6	Census Population as to 1/6	High & Medium Priority Discharges as to 1/3
City of Colwood	467,335,257	17.44	16,859	4
City of Victoria	3,802,392,177	19.38	85,792	50
Township of Esquimalt	441,694,787	6.31	17,655	31
District of Langford	1,238,027,429	39.96	35,342	1
District of Oak Bay	969,231,359	10.67	18,094	21
District of Saanich	3,932,790,666	103.65	114,148	26
Town of View Royal	350,089,405	14.67	10,408	13
	11,201,561,080	212.08	298,298	146
First Nations				
Esquimalt Band	0	0.16	0	0
Songhees Band	19,001,544	0.67	1,842	2
	19,001,544	0.83	1,842	2
	11,220,562,624	212.91	300,140	148

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.536 STORMWATER QUALITY MANAGEMENT - Core Area

- Bylaw 2567 - Core Area SWQM Extended Service - Est. #1, 1997
- **Cost Share updated January 23, 2019**

Municipalities	Percent of Total	Requisition
City of Colwood	4.6%	28,197
City of Victoria	28.8%	177,131
Township of Esquimalt	9.8%	60,000
District of Langford	9.0%	55,241
District of Oak Bay	9.4%	58,038
District of Saanich	32.0%	196,498
Town of View Royal	5.7%	34,975
	<hr/>	
	99.3%	610,080
First Nations		
Esquimalt Band	0.0%	77
Songhees Band	0.7%	4,064
	<hr/>	
	0.7%	4,141
	<hr/>	
	100.0%	614,221

1.537 STORMWATER QUALITY MANAGEMENT - PENINSULA

- Bylaw 3642 Saanich Pen. Stormwater Quality Ser. Est. Bylaw No. 1, 2009
- Amended by Bylaw 4141, 2017 **updated Jan 23, 2019**

Municipalities - Stormwater - Cost Share revised March 22, 2017

District of Central Saanich	29.80%	32,176
District of North Saanich	34.57%	37,325
Town of Sidney	23.22%	25,065

First Nations - Stormwater

by agreement

Tsawout Band	4.49%	4,845
Tsartlip Band	4.46%	4,814
Pauquachin Band	2.09%	2,261
Tseycum Band	1.37%	1,476
	<hr/>	
	100.00%	107,962

Total L.W.M.P. (Peninsula) - Implementation 107,962

1.538 SOURCE - STORMWATER QUALITY - PENINSULA

- Bylaw 3906 - August 14, 2013
- Amended by Bylaw 4140, 2017
updated Mar 28, 2019

Municipalities - (Updated March. 8/17)	Basis of Apportionment 2018 Regional Planning Population	Actual Assessments	Percent of Total	Requisition
District of Central Saanich	16,991	5,288,501,682	41.92%	21,420
District of North Saanich	11,619	5,491,012,215	28.67%	14,648
Town of Sidney	11,919	4,442,242,189	29.41%	15,026
	<hr/>			
	40,529	15,221,756,086	100.00%	51,093
	<hr/>			
	Rate/\$1000			Amount
Maximum Levy: Greater of \$51.715 or	\$0.005			\$76,109

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.911 CALL ANSWER

- Bylaw 2468 - Est. #1, March 12, 1997

Municipality	Basis of Apportionment 2018 Regional Planning Population	Percent of Total	Requisition
City of Colwood	17,715	4.5%	6,662
City of Victoria	87,497	22.3%	32,905
District of Central Saanich	16,991	4.3%	6,390
Township of Esquimalt	17,703	4.5%	6,658
City of Langford	39,059	10.0%	14,689
District of Saanich	115,153	29.4%	43,306
District of Oak Bay	18,136	4.6%	6,820
District of North Saanich	11,619	3.0%	4,370
District of Metchosin	4,758	1.2%	1,789
Town of Sidney	11,919	3.0%	4,482
Town of View Royal	10,722	2.7%	4,032
District of Highland	2,331	0.6%	877
District of Sooke	13,745	3.5%	5,169
	367,348	93.8%	138,149
Electoral Areas			
Juan de Fuca	5,111	1.3%	1,922
Saltspring Island	10,740	2.7%	4,039
Southern Gulf Islands	4,825	1.2%	1,815
	20,676	5.3%	7,776
First Nations			
Tsawout	1,709	0.4%	643
Songhees	1,842	0.5%	693
	391,575	100.0%	147,260

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.912 CALL ANSWER - RCMP

- Bylaw 2468 - Est. #1, 1997

Municipality	Basis of Apportionment 2018 Regional Planning Population	Percent of Total	Requisition
City of Colwood	17,715	13.2%	13,149
City of Langford	39,059	29.1%	28,992
District of North Saanich	11,619	8.6%	8,624
District of Metchosin	4,758	3.5%	3,532
Town of Sidney	11,919	8.9%	8,847
Town of View Royal	10,722	8.0%	7,959
District of Highland	2,331	1.7%	1,730
District of Sooke	13,745	10.2%	10,202
	111,868	83.2%	83,036
Electoral Areas			
Juan de Fuca	5,111	3.8%	3,794
Salt Spring Island	10,740	8.0%	7,972
Southern Gulf Islands	4,825	3.6%	3,581
	20,676	15.4%	15,347
First Nations			
Songhees	1,842	1.4%	1,367
	134,386	100.0%	99,750

1.912B CALL ANSWER MUNICIPALITIES

- Bylaw 2468 - Est. #1, March 12, 1997

Municipality	Basis of Apportionment 2018 Regional Planning Population	Percent of Total	Requisition
City of Victoria	87,497	34.2%	-239,582
District of Central Saanich	16,991	6.7%	-46,524
Township of Esquimalt	17,703	6.9%	-48,474
District of Saanich	115,153	45.1%	-315,310
District of Oak Bay	18,136	7.1%	-49,660
	255,480	100.0%	-699,550
	255,480	100.0%	-699,550

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.913 FIRE DISPATCH

- Bylaw 3854 - Est. #1, December 12, 2012

Municipality	Basis of Apportionment 2018 Regional Planning Population	Jan 1 to May 31	Total Requisition
City of Langford	39,059	48.48%	308,530
District of Metchosin	4,758	5.91%	37,584
District of Highland	2,331	2.89%	18,413
District of Sooke	13,745	17.06%	108,573
	<hr/>		
	59,893	74.34%	473,099
	<hr/>		
Electoral Areas			
Juan de Fuca	5,111	6.34%	40,372
Salt Spring Island	10,740	13.33%	84,836
Southern Gulf Islands	4,825	5.99%	38,113
		0.00%	
	<hr/>		
	20,676	25.66%	163,321
	<hr/>		
	80,569	100.00%	636,420
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			636,420

1.923 EMERGENCY COMMUNICATIONS - CREST - Southern Gulf Islands

- Bylaw 2891 - CRD Service of Emergency Comm. - Est. #1, 2001

Electoral Areas	Requisition
Southern Gulf Islands	<hr/>
	158,390

1.924 EMERGENCY COMMUNICATIONS - CREST - Juan de Fuca

- Bylaw 2891 - CRD Service of Emergency Comm. - Est. #1, 2001

Electoral Areas	Requisition
Juan de Fuca	<hr/>
	102,920

1.925 EMERGENCY COMMUNICATIONS - CREST - Salt Spring Island

- Bylaw 2891 - CRD Service of Emergency Comm. - Est. #1, 2001

Electoral Areas	Requisition
Salt Spring Island	<hr/>
	85,970

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

1.921 REGIONAL CREST CONTRIBUTION

Municipality	Basis of Apportionment	Percent of Total	Requisition
	Population		
City of Colwood	17,715	4.57%	71,118
City of Victoria	87,497	22.55%	351,263
District of Central Saanich	16,991	4.38%	68,212
Township of Esquimalt	17,703	4.56%	71,070
City of Langford	39,059	10.07%	156,805
District of Saanich	115,153	29.68%	462,290
District of Oak Bay	18,136	4.67%	72,808
District of North Saanich	11,619	2.99%	46,645
District of Metchosin	4,758	1.23%	19,101
Town of Sidney	11,919	3.07%	47,850
Town of View Royal	10,722	2.76%	43,044
District of Highland	2,331	0.60%	9,358
District of Sooke	13,745	3.54%	55,180
	367,348	94.67%	1,474,745
Electoral Areas			
Juan de Fuca	5,111	1.32%	20,518
Saltspring Island	10,740	2.77%	43,116
Southern Gulf Islands	4,825	1.24%	19,370
	20,676	5.33%	83,005
	388,024	100.00%	1,557,750

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

2.6X0 WATER UTILITY SYSTEMS

Service Areas	Actual Assessments	Converted Assessments	Function Code	Parcel Tax
S (764) Saturna Island (Lyll Harbour) System SRVA#43	58,914,375	6,349,252	(2.640)	119,180
Local Service Areas				
H (764)LSA#13 SSI Highland Water System	126,933,707	12,762,562	(2.620)	36,840
Highland / Fernwood Water - SSI	177,921,203	18,033,921	(2.621)	55,000
T(764) SRVA#45Cedars of Tuam	10,129,000	1,012,900	(2.622)	0
W(764) SRVA#48 Beddis Water	99,150,277	9,915,027	(2.624)	72,240
X(764) SRVA#49 Fulford Water	62,269,558	6,978,359	(2.626)	74,790
N(764)SRVA#53 Cedar Lane	21,162,907	2,116,290	(2.628)	13,090
D (764)LSA#9 Magic Lake Estates System	469,844,200	47,174,106	(2.630)	568,990
Q(764) - LSA#40 Magic Lake Estates (2)	469,236,200	47,067,051	(2.635)	0
U(764) SRVA#47 Skana Water - Mayne	18,322,200	1,835,845	(2.642)	23,070
E(762)LSA#5 - Port Renfrew	72,816,800	8,028,617	(2.650)	55,570
Port Renfrew Water #3	4,367,300	436,730	(2.651)	0
F(764)LSA#6 - Fernwood	50,987,496	5,271,359	(2.660)	18,980
P(764)LSA#31Sticks Allison Water (Galiano)	20,954,600	2,098,835	(2.665)	5,000
V(764) SRVA#46 Surfside Park Estates (Mayne)	15,522,800	1,558,780	(2.667)	33,150
O(762) SRVA#57 Wilderness Mountain	61,377,641	6,141,639	(2.691)	62,090
				Requisition
W(762) SRVA#44 Snuggery Cove - Port Renfrew	45,257,700	5,136,593	(2.655)	1,719

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

	<u>Rate/\$1000</u>	<u>Maximum Amount</u>	
Maximum Levy:			
2.620 SSI Highland -Greater of \$120,000 or	\$5.500	698,135	Bylaw 1937 - Oct. 1991
2.621 Highland / Fernwood Water - Grt of \$350,000 or	\$2.572	457,685	Bylaw 3878 - Aug. 2013
2.622 Cedars of Tuam - Greater of \$25,425 or	\$6.750	68,371	Bylaw 3021 - Nov. 2002
2.624 Beddis Water - Greater of \$133,000 or	\$2.710	268,697	Bylaw 3188 - Nov. 2004
2.626 Fulford Water - Greater of \$156,000 or	\$5.460	339,992	Bylaw 3202 - Nov. 2004
2.628 Cedar Lane Water - Greater of \$54,000 or	\$4.760	100,735	Bylaw 3424 - Oct. 2007
2.630 MLE Water - Greater of \$160,000 or	\$3.500	1,644,455	Bylaw 1874 - Nov. 1990
2.635 MLE Water 2 - Greater of \$388,140 or	\$2.650	1,243,476	Bylaw 2798 - Sept. 2000
2.640 Saturna (Lyll Hrbr) - Greater of \$150,000 or	\$6.900	406,509	Bylaw 513 - Nov. 1978
2.642 Skana Water - Greater of \$54,100	\$9.65	176,809	Bylaw 3089 - Nov. 2003
2.650 Pt Renfrew Water - Greater of \$40,000 or	\$18.280	1,331,091	Bylaw 1747 - Nov. 1989
2.651 Pt Renfrew Water #3			
2.655 Snuggery Cove - Greater of \$40,000	\$8.120	367,493	Bylaw 3004 - Oct. 2002
2.660 Fernwood Water - Greater of \$56,000 or	\$5.070	258,507	Bylaw 1772 - Jan. 1990
2.665 Sticks Allison (Gal) -Greater of \$18,700 or	\$2.270	47,567	Bylaw 2556 - Jan. 1998
2.667 Surfside Water - Greater of \$79,500	\$13.97	216,854	Bylaw 3087 - Nov. 2003
2.691 Wilderness Mt. - Greater of \$130,000 or	\$3.27	200,705	Bylaw 3511 - July 2008

3.700 SEPTAGE DISPOSAL

- SLP June 1, 1978 - amended 1983, 1983, 1984
- **prior year usage updated April 1, 2019**

**Basis of
Apportionment**

Municipalities

Prior Yr Usage Requisition

City of Colwood	6.0%	2,841
City of Victoria	35.0%	16,652
District of Central Saanich	4.3%	2,046
Township of Esquimalt	2.0%	950
City of Langford	10.0%	4,753
District of Saanich	9.4%	4,477
District of Oak Bay	0.0%	19
District of North Saanich	6.0%	2,836
District of Metchosin	3.2%	1,506
Town of Sidney	0.8%	398
Town of View Royal	0.3%	136
District of Highland	9.9%	4,705
District of Sooke	12.1%	5,768
	<u>99.1%</u>	<u>47,086</u>

Electoral Areas

Juan de Fuca Service Area	0.9%	436
	<u>0.9%</u>	<u>436</u>
	<u>100.0%</u>	<u>47,522</u>

	<u>Rate/\$1000</u>	<u>Amount</u>
Maximum Levy:	\$0.063	\$7,400,973

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

3.701 MILLSTREAM REMEDIATION

- Bylaw 3519 - Millstream Site Remediation - Est. #1 - May 2008
- cost apportionment amended by bylaw 3663
- Population adjusted March,28 2019 (RPS estimate for 2018)

	Basis of Apportionment		Requisition
	B.C. Stats 50%	Septage Usage 50%	
Municipalities			
City of Colwood	17,715	26.36%	49,786
City of Victoria	87,497	3.28%	42,835
District of Central Saanich	16,991	5.29%	15,763
Township of Esquimalt	17,703	0.70%	8,725
City of Langford	39,059	17.01%	43,995
District of Saanich	115,153	14.17%	72,139
District of Oak Bay	18,136	0.22%	8,143
District of North Saanich	11,619	6.69%	15,695
District of Metchosin	4,758	5.09%	10,188
Town of Sidney	11,919	0.26%	5,536
Town of View Royal	10,722	2.81%	9,102
District of Highland	2,331	1.29%	3,065
District of Sooke	13,745	10.02%	21,937
	367,348	93.19%	306,908
Electoral Areas			
Juan de Fuca *	5,111	6.81%	13,092
		6.81%	13,092
	372,459	100.00%	320,000
	Rate/\$1000		Amount
Maximum Levy: Greater of \$1,400,000 or	\$0.021		\$2,466,991

* Used RPS population estimate as JDF unavailable in BC Stats.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

3.705 SEPTAGE/COMPOSTING SALT SPRING ISLAND

- Bylaw 2118 - SSI Liquid Waste - Est. #1 - April 1993

Electoral Area	Actual Assessments	Converted Assessments	Percent of Total	Parcel Tax
Salt Spring Island	4,157,391,950	440,155,880	100.0%	310,090
		<u>Rate/\$1,000</u>		<u>Amount</u>
Maximum Levy:	Greater of 126,650 or	\$0.10		\$415,739

3.707 ON SITE SYSTEMS MGMT. PROGRAM

- Bylaw 3478 - Mgmt. On-site Sewage System - Mar. 2008

Updated April 2, 2019

Municipalities (Original Participants)	Basis of Apportionment # of septic fields	Percent of Total	Parcel Tax
City of Colwood	3,327	39.74%	71,983
City of Victoria		0.00%	0
District of Central Saanich		0.00%	0
Township of Esquimalt		0.00%	0
City of Langford	2,741	32.74%	59,304
District of Saanich	2,243	26.79%	48,529
District of Oak Bay		0.00%	0
District of Metchosin		0.00%	0
Town of Sidney		0.00%	0
Town of View Royal	60	0.72%	1,298
District of Highland		0.00%	0
District of Sooke		0.00%	0
	8,371	100.00%	181,114
Volunteer Participants			
District of North Saanich (Municipality)	0	0.00%	0
Salt Spring Island (Specified Area)	0	0.00%	0
	0	0.00%	0
	8,371	100.00%	181,114
	<u>Rate/\$1000</u>		<u>Amount</u>
Maximum Levy: Greater of \$211,070 or	\$0.008	or	\$423,748

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

3.71X TRUNK SEWERS & SEWAGE DISPOSAL - OPERATING

- SLP, Division VII, Dec. 28, 1967 as amended

Municipalities	Basis of Apportionment	Initial Requisition	Invoice by Agreement	Net Requisition
	see attached Schedule 3.71X-B			
City of Colwood	(3.710)	239,239	-239,239	0
City of Victoria		2,532,678	-2,532,678	0
District of Central Saanich	(3.714)	1,494,368		1,494,368
Tsawout	(3.710)	0		0
Township of Esquimalt		172,446		172,446
City of Langford		496,274		496,274
District of Saanich		2,129,157	-2,129,157	0
District of Oak Bay		838,067		838,067
District of North Saanich	(3.716)	518,316	-518,316	0
Town of Sidney	(3.718)	1,418,475	-1,418,475	0
Town of View Royal		164,203		164,203
District of Highland		0		0
		10,003,224	-6,837,866	3,165,358
Federal Government & Other				
National Defence		33,146		33,146
Public Works		0		0
Indian Affairs		0		0
Institute of Ocean Sciences		6,283		6,283
Transport		0		0
Airport	(3.718)	60,383		60,383
		99,811	0	99,811
First Nations				
Songhees		41,678		41,678
Tseycum		11,867		11,867
Pauquachin		30,017		30,017
Esquimalt (Billed by Engineering)		4,266		4,266
		10,190,864	-6,837,866	3,352,998

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

Sewers - Operations	NW Trunk 3.710	NE Trunk 3.712	East Coast Int 3.713	Victoria	C. Saanich 3.714	Esquimalt	Saanich	Oak Bay	Bowker NE Trunk #2 3.715	N Saanich 3.716	Peninsula Wastewater 3.718	View Royal	DND	Public Wks
Deficit									0					
Operating exp	3,390,392	2,283,061	959,706		92,153				501,678		3,744,012			
Grants in lieu	-263,625	-96	-71		-283				-32		-6,469			
Internal allocations--other functions	-109,000	-80,000									-147,200			
Interest/other income	-184	-700	-510		-428						-100,000			
Total other income	-372,809	-80,796	-581	0	-711	0	0	0	-32	0	-253,669	0	0	0
(Surplus)	0	0	-19,347		-42,076				-10,117		0			
Requisition-2019	3,017,583	2,202,265	939,778	0	49,366	0	0	0	491,529	0	3,490,343	0	0	0
(3.710) NW Trunk (Updated Feb. 01, 2019)														
Reallocations	-3,281,748	-		501,123	-	431,878	1,365,207	-	-	-	-	167,369	33,146	0
(Saan-41.60%, Vic-15.27%, DND-1.01%, Esq-13.16%, Song-1.27%, Esq. Band 0.13%, View Royal-5.10%, Col-7.29%, Lang-15.17%)														
- PILT ADJUSTMENT	264,165					-259,432						-3,166		
(3.712) NE Trunk (Updated Feb. 01, 2019)		-2,202,265		1,358,798	-	-	432,305	411,163	-	-	-	-	-	-
(Vic-61.70%, Saan-19.63%, OB-18.67%)														
Third Party Recovery	-	-	-	-	-	-	-	-	-	-	0	-	-	-
(3.713) East Coast Int (Updated Feb. 01, 2019)														
(Vic-35.77%, Saan-32.91%, O.B.-31.32%)			-939,778	336,159			309,281	294,338						
(3.715) NE Trunk #2 (updated Feb 1, 2019)														
(Vic-68.31%, Saan-4.62%, OB-27.07%)				336,599			22,365	132,565	-491,529					
(3.718) Saanich Peninsula Wastewater Treatment Plant (Updated Feb. 01, 2019)										0	0			
(N. Saa-14.85%, C. Saa-41.40%, Sidney-40.64%, Airport-1.73%, IOS-0.18%, Pauquachin-0.86%, Tseycum-0.34%)					1,445,002					518,316	-3,490,343			
Meter Adjustment for 2014														
Gross Requisition	0		0	2,532,678	1,494,368	172,446	2,129,157	838,067	0	518,316	0	164,203	33,146	0
Agreements to invoice				-2,532,678			-2,129,157			-518,316				
Net requisition				0			0			0				

* Av. Leachate flow to NW Trunk/Av. Flow in the NW Trunk x Annual Operating Cost (NWT)

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

Sewers - Operations	Songhees Band	Esquimalt Band	Pauquachin Band	Tseycum Band	Sidney	Colwood	Langford	Col./Lang. 3.730	Tsawout Band	Airport	Institute of Ocean Sciences	Total
Deficit												0
Operating exp												10,971,002
Grants in lieu												-270,576
Internal allocations-other functions												-336,200
Interest/other Income												-101,822
Total other Income (Surplus)	0		0		0			0		0		-708,598
Requisition-2019	0	0	0		0	0	0	0	0	0		10,190,864
(3.710) NW Trunk (Updated Feb. 01, 2019)												0
Reallocations (Saan-41.60%, Vic-15.27%, DND-1.01%, Esq-13.16%, Song-1.27%, Esq. Band 0.13%, View Royal-5.10%, Col-7.29%, Lang-15.17%)	41,678	4,266	-			239,239	497,841					0
- PILT ADJUSTMENT							-1,567					0
(3.712) NE Trunk (Updated Feb. 01, 2019) (Vic-61.70%, Saan-19.63%, OB-18.67%)	-		-									0
Third Party Recovery	-		-									0
(3.713) East Coast Int (Updated Feb. 01, 2019) (Vic-35.77%, Saan-32.91%, O.B.-31.32%)												0
(3.715) NE Trunk #2 (updated Feb 1, 2019) (Vic-68.31%, Saan-4.62%, OB-27.07%)												0
(3.718) Saanich Peninsula Wastewater Treatment Plant (Updated Feb. 01, 2019) (N. Saa-14.85%, C. Saa-41.40%, Sidney-40.64%, Airport-1.73%, IOS-0.18%, Pa			30,017	11,867	1,418,475					60,383	6,283	-0
Meter Adjustment for 2014												0
Gross Requisition	41,678	Billed by Eng. 4,266	30,017	11,867	1,418,475	239,239	496,274	0	0	60,383	6,283	10,190,864
Agreements to invoice					-1,418,475	-239,239						-6,837,866
Net requisition					0	0						3,352,998

* Av. Leachate flow to NW Trunk/Av. Flow in the NW Trunk x Annual Operating Cost (NWT)

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

3.78X / 3.79X TRUNK SEWERS & SEWAGE DISPOSAL - DEBT CHARGES

- SLP, Division VII, Dec. 28, 1967 as amended

Municipalities	Basis of Apportionment	Initial Requisition	Invoice by Agreement	Net Requisition
City of Colwood		1,326,835	0	1,326,835
City of Victoria	see attached	12,847,431	-12,847,431	0
District of Central Saanich	Schedule 3.78X-B	-16,995		-16,995
Township of Esquimalt		1,529,789		1,529,789
City of Langford		4,045,279		4,045,279
District of Saanich		10,340,420	-10,340,420	0
District of Oak Bay		2,366,358	-2,256,286	110,071
District of North Saanich		-7,095	7,095	0
Town of Sidney		-16,754		-16,754
Town of View Royal		1,060,257		1,060,257
District of Highland		0		0
		<u>33,475,526</u>	<u>-25,437,044</u>	<u>8,038,482</u>
Federal Government				
National Defence		<u>258</u>		258
		<u>258</u>	0	<u>258</u>
		<u>0</u>	0	<u>0</u>
		<u>33,475,784</u>	<u>-25,437,044</u>	<u>8,038,740</u>

3.720 L.W.M.P. (PENINSULA) - IMPLEMENTATION

- Bylaw 2388, L.W.M. Saanich Peninsula, Est. #1, 1996

Municipalities - (Updated April. 1, 2019)	Percent of Total	Requisition
District of Central Saanich	42.73%	4,882
District of North Saanich	15.32%	1,750
Town of Sidney	41.95%	4,792
	<u>100.00%</u>	<u>11,424</u>
Total L.W.M.P. (Peninsula) - Implementation		<u>11,424</u>

Maximum Levy - \$5,663,000.00 or \$1.56/1,000 of actual assessments

\$23,745,939

Sewers - Debt	C. Saanich (Not SPWS)	Saanich Peninsula Wastewater System	W. Comm. Trunk	Esquimalt Trunk Upgrade	Esq. Design Memorandum	L.W.M.P.	NWT Vortex/Siphon	Macaulay Pt. Genset	NET & ECI Upgrade	NET & ECI Upgrade	S.C.A.D.A.	Ecoast int	Operations centre	NET BOWKER	NWT Upgrade	Grndwtr Relief & Flow Montrg
Capital Grant Program	3.774	3.775	3.776	3.777	3.778	3.779	3.768	3.769	3.770	3.770A	3.786	3.787	3.788	3.771	3.772	3.773
Debt charges		0	0	0	0	0	18,306	14,256	816,015	856,111	0	0	0	0	6,544	0
Deficit		0						0	1,524	0						0
Interest-temp																
Admin charge		0	0	0	0	0	30	50	3,420	3,120	0	0	0	0	30	0
Total expenditures	0	0	0	0	0	0	18,336	14,306	820,959	859,231	0	0	0	0	6,574	0
Grants in lieu		204	1,135	544	0	4	-4,053	-4,302	-32	0	0	0	0	-15	14,949	0
Refund of requisition																
Interest Income															0	
MFA DRF Earnings		0	0	0	0	0	-30	-50	-3,420	-3,120	0	0	0	0	-30	0
Total revenue	0	204	1,135	544	0	4	-4,083	-4,352	-3,452	-3,120	0	0	0	-15	14,919	0
DRF Transfer/internal allocations																
(Surplus)		-41,048	-2,631	-544	0	-4	0	-4,467	0	-252,344	0	0	0	-55,307	-16,098	
Net Expenditure	0	-40,844	-1,496	0	0	0	14,253	5,487	817,507	603,767	0	0	0	-55,322	5,395	0
RE-ALLOCATIONS																
(3.776) Western Communities Trunk (Esq. 5.75%, DND-Desq. 17%, Col. 29.24%, Lang. 58.09, Vic. 6.75%)																
(3.777) Esq. Trunk Upgrade (Lang. 41.26%, Col. 34.30%, Esq. 15.36%, DND-9.08%)																
(3.778) Esq. Trnk Design Memorandum (V.R.-89.24%, Esq-10.76%, Song-0.0%, Esq Band-0.0%)																
(3.779) LWMP- Col.-5.517%, Vic. 41.795%, Esq. 5.317%, Lang. 5.360% Saan.-30.961%, O.B. 6.176%, V.R. 4.874%, Esq. Band 0.0%, Songhees -0.0% Prior years' adjustment - 1998 only																
Total LWMP (3.779)																
(3.768) NWT Vortex/Siphon Upgrade(Lang - 38.93%, Col - 29.60%, Esq - 31.47%)																
- PILT ADJUSTMENT																
(3.769) Macaulay - Genset (DND 2.723%, Esq. 45.462%, Lang. - 31.130%, Col. - 20.585%)																
- PILT ADJUSTMENT																
(3.770) NET & ECI Update (Saan-22.47%, Vic-61.39%, OB-16.14%)																
(3.770A) NET & ECI Update (Saan-22.47%, Vic-61.39%, OB-16.14%)																
- Requisition - Oak Bay = 0																
- Invoice - Oak Bay = 100%																
(3.786) SCADA (Vic-41.89, Saan-37.72, OB-8.31, Esq-7.17, VR-4.91)																
(3.787) Ecoast Interceptor																
% Cost sharing based on converted assessments																
(3.771) NET Bowker																
Oak Bay 39.54%, Victoria 53.64%, Saanich 6.82%																
(3.772) NWT Upgrade Ph 1 (Saan-. 4098, Vic- 3233, Esq.-1781, Lang.-0436, Col.-0412, VR- 0040, Song- 0000, EsqIR- 0000)																
- PILT ADJUSTMENT																
(3.773) Wstrn Com Trk-Gmdwtr Relief & Flow Monitoring (Lang - 2833, Col- 1300, Esq.-4911, Vic.-0956)																
- PILT ADJUSTMENT																
(3.774) Debt - C. Saanich (not SPWS)																
(3.775) Saanich Pen. Waste Water System (SPWWS) - adjust each year - Feb. 21, 2016																
C. Saan 41.61%, Sidney 41.02%, N. Saan. 17.37%																
(3.798) Core Sewage Intergrated Treatment Facilities																
LWMP- Col.-5.517%, Vic. 41.795%, Esq. 5.317%, Lang. 5.360% Saan.-30.961%, O.B. 6.176%, V.R. 4.874%, Esq. Band 0.0%, Songhees -0.0%																
- PILT ADJUSTMENT																
- Invoice - Oak Bay = 100%																
(3.798B) Core Sewage Intergrated Treatment Facilities																
LWMP- Col.-4.069%, Vic. 40.543%, Esq. 7.079%, Lang. 6.990% Saan.-30.230%, O.B. 6.452%, V.R. 2.637%, Esq. Band 0.0%, Songhees -0.0%																
- PILT ADJUSTMENT																
- Invoice - Oak Bay = 100%																
(3.798C) Core Area Wastewater Treatment Program (CAWTP)																
Colwood - 4.26%, Esquimalt - 6.65%, Langford - 12.66%, Oak Bay - 6.45% Saanich - 30.54%, Victoria - 36.25%, View Royal - 3.19%, Song 0.0%, Esq 0.0%																
- PILT ADJUSTMENT																
- Invoice - Oak Bay = 100%, Colwood =0.0%																
(3.798D) Seaterra																
- Invoice - Oak Bay = 100%, Colwood =0.0%																
(3.799) Oak Bay - Rutland Humber																
- Requisition 0%																
- Invoice 100%																
Gross Requisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Agreements to invoice																
Net requisition																

Sewers - Debt	Craigflower P.S. 3.792	Esquimalt 3.794 (no grant)	Saanich (no grant)	View Royal	Indian Aff *(D.R.F.)	Colwood	District of Langford	Total
Debt charges	68,932							68,932
Interest-temp								0
Admin charge	270							270
Deficit								0
Total expenditures	69,202	0	0	0	0	0	0	69,202
Grants in lieu	-2,821		0					-2,821
Interest Income/third party recovery								0
MFA DRF Earnings	-270							-270
DRF Transfer								0
(Surplus)	-3,091	0	0	0	0	0	0	-3,091
	-1,231		-6,178					-7,409
Net Expenditure	64,880	0	-6,178	0	0	0	0	58,702
RE-ALLOCATIONS								-
(3.780) NW trunk		0		0	0	-	-	0
(Vic-10.08%,Saan-62.63%,Esq-7.89%,VR-12.66%,Song-1.18%,DND-4.48%,pw-1.08%)								-
NW Trunk System Existing		0		0	0	-	-	0
Facilities Credit/Charge (finished in 1997)		0		0	-	-	-	0
*Debt Retirement Fund		-		-		0	0	0
Total NW Trunk		0		0	0	0	0	0
NWT-Craigflwr(VR-95.48,Esq-4.52)		0		0	-	-	-	0
SFA Grant		0		0	-	-	-	0
(3.781) Total Craigflower P.S.		0		0	0	0	0	0
(3.782) NE Trunk (Vic-50.77%,Saan-10.79%,OB-38.44%)		0		0	0	0	0	0
(3.783) EastCoast Interceptor								0
% Cost sharing based on converted assessments		-		-	-	-	-	0
E.coast int.credit (\$108,000)(1)		-		-	-	-	-	0
Total EastCoast int.		0		0	0	0	0	0
(3.792) Craigflower Pump Station (Col-34.48,Esq-.80,Lang-37.74,VR-26.98)								
Total Craigflower Pump Station (3.792)	-68,175	545		18,394		23,507	25,729	0
-PILT ADJUSTMENT	3,295	-140		-379		-2,681	-95	0
Gross Requisition	0	405	-6,178	18,015	0	20,826	25,634	58,702
Agreements to invoice			6,178			0		6,178
Net requisition			0			20,826		64,880

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

3.750 LIQUID WASTE MANAGEMENT PLAN

- Est. Bylaw 2312, Aug 14, 2002
- Kerr Wood Leidal - 15 year - beginning 2011

Municipalities	Percent of Total	Initial Requisition	Invoice by Agreement	Net Requisition
City of Colwood	4.039%	17,398		17,398
City of Victoria	40.247%	173,361	-173,361	0
Township of Esquimalt	7.028%	30,273		30,273
City of Langford	6.939%	29,889		29,889
District of Saanich	30.009%	129,262		129,262
District of Oak Bay	8.390%	36,139		36,139
Town of View Royal	2.618%	11,277		11,277
	99.270%	427,599	-173,361	254,237

First Nations

Songhees Band	0.656%	2,826		2,826
Esquimalt Band	0.074%	319		319
	0.730%	3,144	0	3,144
	100.000%	430,743	-173,361	257,382

Maxium Levy is greater of \$20,000.00 or \$1.06 per \$1000 of Actual Assessments = 101,010,532

3.752 STAGE 3 - HARBOUR STUDIES

- Bylaw 3743 - Est. Bylaw
- Amended by Bylaw 3837 - December, 2012.

Municipalities	RPS estimated Population	Actual Assessment	% of Total	Net Requisition
City of Colwood	17,715	4,272,694,615	6.1543%	19,618
City of Victoria	87,497	28,842,004,286	30.3968%	96,894
Township of Esquimalt	17,703	3,932,409,391	6.1501%	19,604
City of Langford	39,059	10,150,926,392	13.5693%	43,254
District of Saanich	115,153	35,528,150,269	40.0047%	127,520
District of Oak Bay	0		0.0000%	0
Town of View Royal	10,722	3,016,691,248	3.7249%	11,874
	287,849	85,742,876,201	100.0000%	318,764

Maxium Levy is greater of \$350,000.00 or \$0.0064 per \$1000 of Actual Assessments = 548,754

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

3.755 REGIONAL SOURCE CONTROL

- Bylaw 2402 - Local Service Est #1, Sept 1996, as amended

Participants - (Updated March 25, 2019)	Estimated Yearly Flow	Percent of Total	Requisition
District of Saanich	9,531,756	26.69%	347,281
District of Oak Bay	3,082,297	8.63%	112,301
City of Victoria	12,632,568	35.38%	460,256
Township of Esquimalt	2,108,753	5.91%	76,830
Town of View Royal	818,009	2.29%	29,803
City of Colwood	1,168,081	3.27%	42,558
District of Langford	2,431,450	6.81%	88,588
Town of Sidney	1,344,648	3.77%	48,991
District of C. Saanich	1,369,775	3.84%	49,906
District of N. Saanich (Bazan Bay)	491,135	1.38%	17,894
	34,978,472	97.96%	1,274,408
Esquimalt Band	21,577	0.06%	786
Tseycum Band	11,136	0.03%	406
Pauquachin Band	28,457	0.08%	1,037
Songhees Band	203,960	0.57%	7,431
	265,130	0.74%	9,660
D.N.D.	162,035	0.45%	5,904
Institute of Ocean Sciences	6,003	0.02%	219
Victoria Airport	0	0.00%	0
	168,038	0.47%	6,122
Ganges Sewer	162,701	0.46%	5,928
Malaview Sewer	17,100	0.05%	623
Magic Lake Estates Sewer	95,262	0.27%	3,471
Port Renfrew Sewer	19,630	0.05%	715
	294,693	0.83%	10,737
Totals	35,706,333	100.00%	1,300,927

Maximum Levy - \$1,100,000.00 or .037/\$1,000 of actual assessments \$4,624,560

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

3.8X0 SEWER UTILITY SYSTEMS

Local Service Areas	Actual Assessments	Converted Assessments	Function Code	Parcel Tax
C (764)LSA#10 SSI Ganges (Bylaw 1923)	289,639,025	41,639,728	(3.810)	54,130
G (764)LSA#12 SSI Maliview Estates (Bylaw 1938)	40,951,500	4,104,274	(3.820)	0
B (764)LSA#8 Magic Lake Estates (Bylaw 1873)	287,282,900	28,833,271	(3.830)	526,770
C (762)LSA#2 - Port Renfrew (Bylaw 1744)	25,562,500	2,679,268	(3.850)	45,620
Port Renfrew Sewer #2			(3.855)	0
				<u>626,520</u>

*Maximum Levy:	Rate/\$1000	Amount
3.810 - Greater of \$270,000 or	\$7.46	\$2,160,707
3.820 - Greater of \$20,000 or	\$2.50	\$102,379
3.830 - Greater of \$200,000 or	\$7.10	\$2,039,709
3.850 - Greater of \$40,000 or	\$18.28	\$467,283

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

CAPITAL REGIONAL HOSPITAL DISTRICT

Municipalities	Actual Assessments	Basis of Apportionment Converted Assessments	Percent of Total	Requisition Debt Servicing
City of Colwood	4,272,694,615	467,335,257	3.21%	986,433
City of Victoria	28,842,004,286	3,802,392,177	26.10%	8,025,942
District of Central Saanich	5,288,501,682	630,209,611	4.33%	1,330,222
Township of Esquimalt	3,932,409,391	441,694,787	3.03%	932,312
City of Langford	10,150,926,392	1,238,027,429	8.50%	2,613,180
District of Saanich	35,528,150,269	3,932,790,666	27.00%	8,301,182
District of Oak Bay	9,391,617,809	969,231,359	6.65%	2,045,816
District of North Saanich	5,491,012,215	608,873,249	4.18%	1,285,186
District of Metchosin	1,381,213,441	141,352,646	0.97%	298,362
Town of Sidney	4,442,242,189	527,003,806	3.62%	1,112,379
Town of View Royal	3,016,691,248	350,089,405	2.40%	738,955
District of Highland	765,883,689	82,584,078	0.57%	174,315
District of Sooke	3,059,065,366	333,344,380	2.29%	703,610
	<u>115,562,412,592</u>	<u>13,524,928,850</u>	<u>92.84%</u>	<u>28,547,895</u>
Electoral Areas				
Juan de Fuca	1,913,350,223	228,133,680	1.57%	481,536
Saltspring Island	4,157,391,950	440,155,880	3.02%	929,064
Southern Gulf Islands	3,196,501,906	329,891,049	2.26%	696,321
	<u>9,267,244,079</u>	<u>998,180,609</u>	<u>6.85%</u>	<u>2,106,921</u>
First Nations				
Tsawout	221,937,200	26,083,283	0.18%	55,056
Songhees	158,461,000	19,001,544	0.13%	40,108
	<u>125,210,054,871</u>	<u>14,568,194,286</u>	<u>100.00%</u>	<u>30,749,979</u>

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

**CAPITAL REGIONAL DISTRICT
2019 REQUISITION VERSUS 2018 TOTAL REQUISITION**

	2019 Estimated	2018 Actual	Increase (Decrease)
Municipalities			
City of Colwood	3,468,598	3,460,322	8,275
City of Victoria*	15,481,044	14,323,382	1,157,662
District of Central Saanich	5,533,826	5,390,356	143,470
Township of Esquimalt	3,750,714	3,420,583	330,131
District of Saanich*	13,513,856	12,884,806	629,051
District of Oak Bay*	3,456,231	3,438,198	18,033
District of North Saanich*	3,225,808	3,713,669	-487,860
District of Metchosin	378,089	360,199	17,890
Town of Sidney	2,912,495	2,672,032	240,463
Town of View Royal	2,674,253	2,461,997	212,256
City of Langford	7,488,407	6,538,734	949,673
City of Langford Contract			
District of Highland	300,886	288,373	12,513
District of Sooke	3,658,091	3,489,720	168,371
	<u>65,842,297</u>	<u>62,442,372</u>	<u>3,399,926</u>
Electoral Areas			
Juan de Fuca	1,841,637	1,686,403	155,234
Saltspring Island	5,513,621	5,406,748	106,873
Southern Gulf Islands	2,268,569	2,137,900	130,669
	<u>9,623,827</u>	<u>9,231,051</u>	<u>392,776</u>
Specified, Defined & Local Service Areas			
All areas	<u>6,858,314</u>	<u>6,507,078</u>	<u>351,236</u>
First Nations			
Tsawout	50,858	40,980	9,878
Songhees	92,195	95,743	-3,548
Esquimalt	5,448	4,367	1,081
Tsartlip	4,814	7,027	-2,213
Pauquachin	33,315	38,773	-5,458
Tseycum	13,749	13,277	472
	<u>200,380</u>	<u>200,166</u>	<u>213</u>
	<u>82,524,818</u>	<u>78,380,667</u>	<u>4,144,151</u>

* The major decrease in requisition is due to sewer operating and debt charges being invoiced by agreement starting in 2010.

CAPITAL REGIONAL DISTRICT 2019
REQUISITION

**CAPITAL REGIONAL DISTRICT
2019 TOTAL REQUISITION VERSUS 2018 TOTAL REQUISITION
Including Specified Areas Excluding MFA Debt**

	2019 Estimated	2018 Actual	Increase (Decrease)
Municipalities (excluding M.F.A.)			
City of Colwood	2,448,732	2,148,375	300,356
City of Victoria	9,582,428	9,015,056	567,372
District of Central Saanich	4,640,392	4,496,922	143,470
Township of Esquimalt	2,876,397	2,504,394	372,003
District of Saanich	9,557,363	9,296,472	260,892
District of Oak Bay	3,179,259	3,182,444	-3,185
District of North Saanich	2,727,260	2,671,965	55,296
District of Metchosin	378,089	360,199	17,890
Town of Sidney	2,508,857	2,424,136	84,721
Town of View Royal	2,107,150	1,894,894	212,256
City of Langford	7,488,407	6,538,734	949,673
District of Highland	214,513	203,284	11,229
District of Sooke	3,173,964	2,991,585	182,379
	50,882,810	47,728,461	3,154,350
Electoral Areas (including specified areas)			
Juan de Fuca	4,546,105	4,323,358	222,747
Saltspring Island	5,871,012	5,771,447	99,566
Southern Gulf Islands	5,958,833	5,546,266	412,566
	16,375,950	15,641,071	734,879
Specified, Defined & Local Service Areas			
Non specific (Federal etc)	106,192	97,058	9,133
First Nations			
Tsawout	50,858	40,980	9,878
Songhees	92,195	95,743	-3,548
Esquimalt	5,448	4,367	1,081
Tsartlip	4,814	7,027	-2,213
Pauquachin	33,315	38,773	-5,458
Tseycum	13,749	13,277	472
	200,380	200,166	213
	67,565,331	63,666,756	3,898,575
M.F.A. Debt	14,959,487	14,713,911	245,576
	82,524,818	78,380,667	4,144,151

Approved Committee of the Whole Package

NB. Committee of the Whole Budget Package was presented September 5, 2018 and is the preliminary budget. The final budget is presented to the Board each year and accounts for yearly surpluses & deficits by service area and also new initiatives.

**CAPITAL REGIONAL DISTRICT BOARD sitting as
COMMITTEE OF THE WHOLE
September 5, 2018
Board Room, 625 Fisgard Street, Victoria**

BUDGET REVIEW

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

1. Introduction/Overview

1.0 Budget Report

2. Executive Services

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

3. Corporate Services

3.1 Corporate Services
3.2 Board Expenditures
3.3 Real Estate
3.4 First Nation Relations

4. Finance and Technology

4.1 Financial Services

4.1.1 Financial Services
4.1.2 Regional Grant in Aid
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4.1.4 Greater Victoria Police Victims Services
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4.1.6 Royal Theatre
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4.1.8 Arts Grants and Development
4.1.9 Feasibility Study Reserve

4.2 Technology and Initiatives

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

**CAPITAL REGIONAL DISTRICT BOARD sitting as
COMMITTEE OF THE WHOLE
September 5, 2018
Board Room, 625 Fisgard Street, Victoria**

BUDGET REVIEW

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

6. Environmental Services

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 - 6.1.1 GM - Parks & Environmental Services
 - 6.1.2 Environmental Administration Services
- 6.2 **Environmental Resource Management**
 - 6.2.1 Environmental Resource Management
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 - 6.3.11 Core and West Shore Stormwater Quality Management
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 - 6.3.13 Saanich Peninsula - Source Control Stormwater
- 6.4 **Facilities Management & Engineering**
 - 6.4.1 Environmental Engineering Services
 - 6.4.2 Facility Management
 - 6.4.3 CRD Headquarters Building
 - 6.4.4 Corporate Satellite Facilities
 - 6.4.5 Family Court Building
 - 6.4.6 Health Facilities - VIHA
 - 6.4.7 I & I Enhancement Program

**CAPITAL REGIONAL DISTRICT BOARD sitting as
COMMITTEE OF THE WHOLE
September 5, 2018
Board Room, 625 Fisgard Street, Victoria**

BUDGET REVIEW

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 - 7.2.1 Health & Capital Planning Strategies
 - 7.2.2 Community Health
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 - 7.3.2 Regional Housing Trust Fund
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 - 7.4.1 Regional Planning Services
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 - 7.5.1 Corporate Emergency
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 - 7.5.3 Hazardous Material Incident Response
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 - 7.5.7 913 Fire Dispatch
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 - 7.5.12 ByLaw Services
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 - 7.6.1 Building Inspection

**CAPITAL REGIONAL DISTRICT BOARD sitting as
COMMITTEE OF THE WHOLE
September 5, 2018
Board Room, 625 Fisgard Street, Victoria**

BUDGET REVIEW

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
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8.5 Core Area Wastewater Treatment Plant

- 8.5.1 CAWTP

CAPITAL REGIONAL DISTRICT

2019 BUDGET

EXECUTIVE SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

COMMITTEE OF THE WHOLE
September 5, 2018
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Click on the service area name below to access selected budgets

Executive Services

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CAPITAL REGIONAL DISTRICT

2019 BUDGET

CAO & Executive Office

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.014 CAO & Executive Office

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 and internal recoveries

CAO & Executive Office	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries and Wages	513,820	503,780	535,150	-	-	535,150	545,090	555,240	565,600	576,180
Allocations	61,700	70,130	45,710	-	-	45,710	46,630	47,560	48,500	49,470
Legal Expenses	1,700	1,700	1,730	-	-	1,730	1,760	1,800	1,840	1,880
Software Licenses	3,520	3,530	3,590	-	-	3,590	3,660	3,730	3,800	3,880
Other Operating Expenses	31,440	33,040	32,170	-	-	32,170	32,790	33,410	34,050	34,700
TOTAL OPERATING COSTS	612,180	612,180	618,350	-	-	618,350	629,930	641,740	653,790	666,110
*Percentage Increase over prior year						1.0%	1.9%	1.9%	1.9%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	1,150	1,150	1,150	-	-	1,150	1,150	1,150	1,150	1,150
TOTAL CAPITAL / RESERVES	1,150	1,150	1,150	-	-	1,150	1,150	1,150	1,150	1,150
TOTAL COSTS	613,330	613,330	619,500	-	-	619,500	631,080	642,890	654,940	667,260
Internal Recovery from CAWTP	(25,500)	(25,500)	(26,010)	-	-	(26,010)	-	-	-	-
Transfer from Internal Reserve	(23,300)	(23,300)	-	-	-	-	-	-	-	-
NET COST	564,530	564,530	593,490	-	-	593,490	631,080	642,890	654,940	667,260
*Percentage increase over prior year requisition			5.1%			5.1%	6.3%	1.9%	1.9%	1.9%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	3.0	3.0	3.0	-	-	3.0	3.0	3.0	3.0	3.0

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Human Resources

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,329,730	1,331,790	1,398,240	-	-	1,398,240	1,431,650	1,458,330	1,485,560	1,513,360
Allocations	109,410	113,400	66,900	-	-	66,900	68,250	69,610	71,000	72,430
Legal Expenses	15,000	10,000	15,300	-	-	15,300	15,610	15,920	16,240	16,560
Staff Training and Membership Dues	80,100	77,100	79,110	-	-	79,110	80,690	82,300	83,940	85,620
Contract for Services	125,000	85,250	130,000	-	-	130,000	130,600	131,210	131,830	132,470
Software Licenses	2,500	2,500	2,550	-	-	2,550	2,600	2,650	2,700	2,750
Other Operating Expenses	162,110	116,780	169,750	-	-	169,750	173,070	176,450	179,890	183,420
TOTAL OPERATING COSTS	1,823,850	1,736,820	1,861,850	-	-	1,861,850	1,902,470	1,936,470	1,971,160	2,006,610
*Percentage Increase over prior year			2.1%			2.1%	2.2%	1.8%	1.8%	1.8%
<u>CAPITAL / RESERVE</u>										
Equipment Purchases	-	75,000	-	-	-	-	-	-	-	-
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	82,500	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL COSTS	1,831,350	1,819,320	1,869,350	-	-	1,869,350	1,909,970	1,943,970	1,978,660	2,014,110
Recovery Costs	(20,000)	(20,000)	(20,000)	-	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
First Aid Recovery	(4,200)	(4,200)	(4,200)	-	-	(4,200)	(4,200)	(4,200)	(4,200)	(4,200)
Transfer from Internal Reserve	-	(55,000)	-	-	-	-	-	-	-	-
Safety Officer Recovery	(137,720)	(137,710)	(140,490)	-	-	(140,490)	(143,300)	(146,170)	(149,090)	(152,070)
Human Resources	(1,259,380)	(1,259,380)	(1,271,360)	-	-	(1,271,360)	(1,296,790)	(1,322,730)	(1,349,180)	(1,376,160)
TOTAL INTERNAL RECOVERIES	(1,421,300)	(1,476,290)	(1,436,050)	-	-	(1,436,050)	(1,464,290)	(1,493,100)	(1,522,470)	(1,552,430)
NET COST	410,050	343,030	433,300	-	-	433,300	445,680	450,870	456,190	461,680
<u>AUTHORIZED POSITIONS:</u>										
			5.7%			5.7%	2.9%	1.2%	1.2%	1.2%
Salaried	10.0	10.0	10.0	-	-	10.0	10.0	10.0	10.0	10.0

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.016	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$9,400	\$3,880	\$1,610	\$1,640	\$4,860	\$21,390
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$9,400	\$3,880	\$1,610	\$1,640	\$4,860	\$21,390

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$9,400	\$3,880	\$1,610	\$1,640	\$4,860	\$21,390
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$9,400	\$3,880	\$1,610	\$1,640	\$4,860	\$21,390

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 1.016
Service Name: Human Resources

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Replacement	3 desktops; 1 laptop computer	Computer Replacement	\$4,400	E	ERF		\$4,400	\$0	\$0	\$0		\$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		\$0	\$3,880	\$0	\$0		\$3,880
17-04	Replacement	1 laptop computer	Computer Replacement	\$1,610	E	ERF		\$0		\$1,610			\$1,610
17-05	Replacement	1 laptop computer	Computer Replacement	\$1,640	E	ERF		\$0			\$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

Reserve Schedule

Reserve Fund: 1.016 Human Resources

Reserve Cash Flow

Fund: 1022 Fund Center: 101419

ERF Group: HR.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	16,469	23,969	22,069	25,689	31,579	37,439
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(9,400)	(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 \$	23,969	22,069	25,689	31,579	37,439	40,079

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Corporate Communications

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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:

Requisition

CORPORATE COMMUNICATIONS	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries and Wages	746,090	740,460	778,530	-	-	778,530	793,060	807,890	823,020	838,480
Allocations	88,820	97,390	37,430	-	-	37,430	38,190	38,950	39,730	40,530
Contract for Services	25,940	20,560	26,460	-	-	26,460	26,990	27,530	28,080	28,640
Printing & Copying	7,060	2,370	7,200	-	-	7,200	7,340	7,490	7,640	7,790
Other Operating Expenses	47,530	54,660	48,500	-	-	48,500	49,470	50,460	51,450	52,460
TOTAL OPERATING COSTS	915,440	915,440	898,120	-	-	898,120	915,050	932,320	949,920	967,900
*Percentage Increase over prior year						-1.9%	1.9%	1.9%	1.9%	1.9%
<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	917,440	917,440	900,120	-	-	900,120	917,050	934,320	951,920	969,900
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	917,440	917,440	900,120	-	-	900,120	917,050	934,320	951,920	969,900
Interest Income	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
NET COST	917,240	917,240	899,920	-	-	899,920	916,850	934,120	951,720	969,700
*Percentage increase over prior year requisition						-1.9%	1.9%	1.9%	1.9%	1.9%
<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

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.118	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$1,540	\$6,240	\$3,200	\$2,160	\$1,670	\$14,810
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$1,540	\$6,240	\$3,200	\$2,160	\$1,670	\$14,810

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$1,540	\$6,240	\$3,200	\$2,160	\$1,670	\$14,810
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$1,540	\$6,240	\$3,200	\$2,160	\$1,670	\$14,810

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.118
Service Name: Corporate Communications

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Replacement	1 laptop		\$1,540	E	ERF		\$1,540	\$0			\$0	\$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

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					
	2018	2019	2020	2021	2022	2023
Beginning Balance	11,421	7,386	7,846	3,606	2,406	2,246
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(4,868)	(1,540)	(6,240)	(3,200)	(2,160)	(1,670)
Transfer from Operating Budget	833	2,000	2,000	2,000	2,000	2,000
Interest Income		-	-	-	-	-
Ending Balance \$	7,386	7,846	3,606	2,406	2,246	2,576

CAPITAL REGIONAL DISTRICT

2019 BUDGET

CORPORATE SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

COMMITTEE OF THE WHOLE
September 5, 2018
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Corporate Services

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CAPITAL REGIONAL DISTRICT

2019 BUDGET

Corporate Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.014B Corporate Services	Committee: Finance & Corporate Services
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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

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
CORPORATE SERVICES										
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,382,140	1,283,090	1,505,110	-	-	1,505,110	1,535,200	1,602,410	1,634,450	1,667,140
Allocations	82,460	83,700	47,810	-	-	47,810	48,770	49,750	50,750	51,770
Legal Expenses	6,800	6,800	7,000	-	-	7,000	7,140	7,280	7,430	7,580
Contract for Services	65,000	55,210	-	-	-	-	-	-	-	-
Software Licenses	11,720	11,720	12,000	-	-	12,000	12,240	12,480	12,730	12,980
Other Operating Expenses	47,950	67,120	56,070	-	-	56,070	57,200	58,340	59,510	60,690
TOTAL OPERATING COSTS	1,596,070	1,507,640	1,627,990	-	-	1,627,990	1,660,550	1,730,260	1,764,870	1,800,160
*Percentage Increase over prior year						2.0%	2.0%	4.2%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	3,850	3,850	3,850	-	-	3,850	3,850	3,850	3,850	3,850
Transfer to Operating Reserve Fund	-	85,730	2,710	-	-	2,710	3,740	13,290	13,630	13,990
Transfer to Climate Action Reserve Fund	116,700	116,700	100,000	-	-	100,000	100,000	-	-	-
TOTAL CAPITAL / RESERVES	120,550	206,280	106,560	-	-	106,560	107,590	17,140	17,480	17,840
TOTAL COSTS	1,716,620	1,713,920	1,734,550	-	-	1,734,550	1,768,140	1,747,400	1,782,350	1,818,000
*Percentage increase over prior year requisition						1.0%	1.9%	-1.2%	2.0%	2.0%
REVENUE										
FOI Revenue	-	(2,300)	-	-	-	-	-	-	-	-
Climate Action Grant	(70,000)	(65,000)	(55,000)	-	-	(55,000)	(55,000)	-	-	-
TOTAL REVENUE	(70,000)	(67,300)	(55,000)	-	-	(55,000)	(55,000)	-	-	-
NET COST	1,646,620	1,646,620	1,679,550	-	-	1,679,550	1,713,140	1,747,400	1,782,350	1,818,000
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	11.0	11.0	11.0	-	-	11.0	11.0	12.0	12.0	12.0

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.014B	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$950	\$3,420	\$0	\$0	\$0	\$0	\$3,420
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$950	\$3,420	\$0	\$0	\$0	\$0	\$3,420

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$950	\$3,420	\$0	\$0	\$0	\$0	\$3,420
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$950	\$3,420	\$0	\$0	\$0	\$0	\$3,420

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.014B
Service Name: Corporate Services

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2023

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

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 2018	2019	2020	2021	2022	2023	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

Reserve Schedule

Reserve Fund: 1.014B Corporate Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101366

ERF Group: CAO.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	49,612	54,612	56,192	61,192	66,192	71,192
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(3,420)	-	-	-	-
Transfer from Operating Budget	5,000	5,000	5,000	5,000	5,000	5,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	54,612	56,192	61,192	66,192	71,192	76,192

Reserve Schedule

Reserve Fund: 1.014B Corporate Services

Reserve Cash Flow

Fund: 1500 Fund Center:
Op Rsv Funds B#4102,03,4144,45,46,47

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	-	85,730	88,440	92,180	105,470	119,100
Expenditures	-	-	-	-	-	-
Transfer from Operating Budget	85,730	2,710	3,740	13,290	13,630	13,990
Interest Income	-	-	-	-	-	-
Ending Balance \$	85,730	88,440	92,180	105,470	119,100	133,090

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.014B Climate Action Reserve Fund

Reserve Cash Flow

Fund: 1500 Fund Center: 105533
Op Rsv Funds B#4102,03,4144,45,46,47

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	-	-	-	-	-	-
Transfer from Operating Budget	116,700	100,000	100,000	-	-	-
Expenditures	(116,700)	(100,000)	(100,000)	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	-	-	-	-	-	-

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Board Expenditures

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Directors' Remuneration	600,820	600,820	653,200	-	-	653,200	666,260	679,590	693,180	707,040
Allocations	176,510	176,510	170,230	-	-	170,230	164,490	159,310	154,710	157,810
Legal Expenses	35,700	17,440	36,410	-	-	36,410	37,140	37,880	38,640	39,410
Contract for Services	56,890	57,150	58,030	-	-	58,030	59,190	60,370	61,580	62,810
Software Licenses	48,610	48,610	49,580	-	-	49,580	50,570	51,580	52,610	53,660
Meetings & Printing	25,000	25,000	21,500	-	-	21,500	21,930	22,370	22,810	23,260
Scholarship Programs	15,700	15,700	15,700	-	-	15,700	15,700	15,700	15,700	15,700
Other Operating Expenses	45,820	39,400	53,160	-	-	53,160	54,210	55,290	56,400	57,520
TOTAL OPERATING COSTS	1,005,050	980,630	1,057,810	-	-	1,057,810	1,069,490	1,082,090	1,095,630	1,117,210
*Percentage Increase over prior year						5.2%	1.1%	1.2%	1.3%	2.0%
<u>CAPITAL / RESERVE</u>										
Purchases Equipment	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	15,000	15,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
TOTAL CAPITAL / RESERVES	15,000	15,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
TOTAL COSTS	1,020,050	995,630	1,072,810	-	-	1,072,810	1,084,490	1,097,090	1,110,630	1,132,210
*Percentage increase over prior year requisition						5.2%	1.1%	1.2%	1.2%	1.9%

- - - - -

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.

Reserve Cash Flow

Fund: 1022 Fund Center: 101413

ERF Group: BOARD.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	72,809	87,809	102,809	117,809	132,809	147,809
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	15,000	15,000	15,000	15,000	15,000	15,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	87,809	102,809	117,809	132,809	147,809	162,809

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Real Estate

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries and Wages	361,870	361,380	372,310	-	-	372,310	379,250	386,330	393,570	400,950
Allocations	58,460	58,460	56,350	-	-	56,350	54,130	51,920	49,860	50,830
Legal Expenses	1,060	1,500	1,080	-	-	1,080	1,100	1,120	1,140	1,160
Software Licenses	2,040	1,900	2,080	-	-	2,080	2,120	2,160	2,200	2,240
Other Operating Expenses	18,040	17,640	20,080	-	-	20,080	20,470	20,880	21,280	21,690
TOTAL OPERATING COSTS	441,470	440,880	451,900	-	-	451,900	457,070	462,410	468,050	476,870
*Percentage Increase over prior year						2.4%	1.1%	1.2%	1.2%	1.9%
<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	442,470	441,880	452,900	-	-	452,900	458,070	463,410	469,050	477,870
Internal Recoveries	(354,170)	(353,580)	(362,320)	-	-	(362,320)	(366,460)	(370,730)	(375,240)	(382,300)
NET COST	88,300	88,300	90,580	-	-	90,580	91,610	92,680	93,810	95,570
*Percentage increase over prior year requisition						2.6%	1.1%	1.2%	1.2%	1.9%
<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

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.015	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$950	\$970	\$2,970	\$0	\$1,030	\$5,920
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$950	\$970	\$2,970	\$0	\$1,030	\$5,920

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$950	\$970	\$2,970	\$0	\$1,030	\$5,920
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$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
2019 & Forecast 2020 to 2023

Service #: 1.015

Service Name: 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 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

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 2018	2019	2020	2021	2022	2023	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				\$5,920			\$0	\$950	\$970	\$2,970	\$0	\$1,030	\$5,920

Reserve Schedule

Reserve Fund: 1.015 Real Estate

Reserve Cash Flow

Fund: 1022 Fund Center: 101418

ERF Group: PRPSRV.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	21,173	22,173	22,223	22,253	20,283	21,283
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(950)	(970)	(2,970)	-	(1,030)
Transfer from Operating Budget	1,000	1,000	1,000	1,000	1,000	1,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	22,173	22,223	22,253	20,283	21,283	21,253

Assumptions/Background:

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					
	2018	2019	2020	2021	2022	2023
Beginning Balance	28,005	28,005	28,005	28,005	28,005	28,005
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	28,005	28,005	28,005	28,005	28,005	28,005

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2019 BUDGET

First Nations Relations

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.027 First Nations Relations

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	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries and Wages	236,120	258,430	223,700	-	-	223,700	227,880	194,190	197,520	201,480
Allocations	13,680	14,040	15,420	-	-	15,420	15,730	16,040	16,360	16,690
Meetings, Programs & Special Events	22,080	20,300	22,000	-	-	22,000	21,881	22,320	23,340	23,810
Contract for Services	4,500	4,500	4,500	-	-	4,500	4,590	4,680	4,770	4,870
Legal Expenses	1,400	-	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Other Operating Expenses	6,410	8,640	10,190	-	-	10,190	10,390	10,590	10,790	10,990
TOTAL OPERATING COSTS	284,190	305,910	277,310	-	-	277,310	282,001	249,380	254,370	259,460
*Percentage Increase over prior year						-2.4%	1.7%	-11.6%	2.0%	2.0%
Internal Recoveries	(234,940)	(234,940)	(239,640)	-	-	(239,640)	(244,430)	(249,320)	(254,310)	(259,400)
TOTAL COSTS LESS INTERNAL RECOVERIES	49,250	70,970	37,670	-	-	37,670	37,571	60	60	60
<u>SOURCES OF FUNDING</u>										
Transfer from Internal Reserve Account	(49,190)	(66,160)	(37,610)	-	-	(37,610)	(37,511)	-	-	-
Other Income	(60)	(4,810)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
TOTAL REVENUE	(49,250)	(70,970)	(37,670)	-	-	(37,670)	(37,571)	(60)	(60)	(60)
NET COST	-	-	-	-	-	-	-	-	-	-
<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					
	2018	2019	2020	2021	2022	2023
Beginning Balance	141,281	75,121	37,511	0	0	0
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	(66,160)	(37,610)	(37,511)	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	75,121	37,511	0	0	0	0

CAPITAL REGIONAL DISTRICT

2019 BUDGET

FINANCE & TECHNOLOGY

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

COMMITTEE OF THE WHOLE

September 5, 2018

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CAPITAL REGIONAL DISTRICT

2019 BUDGET

Financial Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.017 Financial Services

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

FINANCIAL SERVICES	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries and Wages	3,890,500	3,572,730	4,154,480	-	-	4,154,480	4,271,680	4,363,880	4,320,110	4,280,980
Allocations	441,290	462,160	233,070	-	-	233,070	237,740	242,490	247,340	252,290
Auditing Expense	130,570	130,570	133,180	-	-	133,180	135,840	138,560	141,330	144,160
Contract for Services	15,720	15,720	57,330	-	-	57,330	58,480	59,650	60,840	62,060
Consulting	-	50,000	-	-	-	-	-	-	-	-
Postage & Freight	177,000	182,190	180,540	-	-	180,540	184,150	187,830	191,580	195,410
Supplies	80,290	89,580	81,890	-	-	81,890	83,520	85,190	86,890	88,630
Other Operating Expenses	256,390	276,770	269,990	-	-	269,990	275,370	280,860	286,480	292,220
TOTAL OPERATING COSTS	4,991,760	4,779,720	5,110,480	-	-	5,110,480	5,246,780	5,358,460	5,334,570	5,315,750
*Percentage Increase over prior year						2.4%	2.7%	2.1%	-0.4%	-0.4%
<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	4,999,260	4,787,220	5,117,980	-	-	5,117,980	5,254,280	5,365,960	5,342,070	5,323,250
<u>REVENUE</u>										
US Bank Rebate	(54,840)	(54,840)	(54,840)	-	-	(54,840)	(54,840)	(54,840)	(54,840)	(54,840)
Provincial Grants	(70,000)	(70,000)	(70,000)	-	-	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
Sales of Services	(204,840)	(229,720)	(208,940)	-	-	(208,940)	(213,120)	(217,380)	(221,720)	(226,160)
Other	(76,540)	(76,540)	(78,740)	-	-	(78,740)	(78,740)	(78,740)	(78,740)	(78,740)
TOTAL REVENUES	(406,220)	(431,100)	(412,520)	-	-	(412,520)	(416,700)	(420,960)	(425,300)	(429,740)
NET COST	4,593,040	4,356,120	4,705,460	-	-	4,705,460	4,837,580	4,945,000	4,916,770	4,893,510
*Percentage increase over prior year requisition						2.4%	2.8%	2.2%	-0.6%	-0.5%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	33.5	33.5	33.5	-	-	33.5	33.5	33.5	31.5	29.5

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.017	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$30,350	\$30,350	\$22,350	\$22,350	\$22,350	\$22,350	\$119,750
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$30,350	\$30,350	\$22,350	\$22,350	\$22,350	\$22,350	\$119,750

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$30,350	\$30,350	\$22,350	\$22,350	\$22,350	\$22,350	\$119,750
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$30,350	\$30,350	\$22,350	\$22,350	\$22,350	\$22,350	\$119,750

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.017
Service Name: Financial Services

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Replacement	Printshop Copier	Printshop Copier	\$8,000	E	ERF	\$8,000	\$8,000	\$0	\$0	\$0		\$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				\$30,350			\$30,350	\$30,350	\$22,350	\$22,350	\$22,350	\$22,350	\$119,750

**Financial Services
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Operating Reserve Fund	80,797	80,797	80,797	80,797	80,797	80,797
Equipment Replacement Fund	183,644	160,794	145,944	131,094	116,244	101,394
Total	264,441	241,591	226,741	211,891	197,041	182,191

Reserve Schedule

Reserve Fund: 1.017 Financial Services

Reserve Cash Flow

Fund: 1015 Fund Center: 105512

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	79,888	80,797	80,797	80,797	80,797	80,797
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	909	-	-	-	-	-
Ending Balance \$	80,797	80,797	80,797	80,797	80,797	80,797

Reserve Schedule

Reserve Fund: 1.017 Financial Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101420

ERF Group: FIN.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	176,144	183,644	160,794	145,944	131,094	116,244
Actual Purchases	-	-	-	-	-	-
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 \$	183,644	160,794	145,944	131,094	116,244	101,394

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Regional Grant in Aid

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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.

MAXIMUM CAPITAL DEBT:

Nil

FUNDING:

Requisition

GRANTS IN AID - REGIONAL	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	2019			TOTAL	2020	2021	2022	2023
			CORE BUDGET	ONGOING	ONE-TIME					
Grants in Aid	1,338,160	-	1,378,160	-	-	1,378,160	-	-	-	-
TOTAL OPERATING COSTS	1,338,160	-	1,378,160	-	-	1,378,160	-	-	-	-
*Percentage Increase						3.0%				
FUNDING SOURCES (REVENUE)										
Estimated balance c/f from 2018 to 2019	-	1,358,160	(1,358,160)	-	-	(1,358,160)	-	-	-	-
Amount carried forward from 2017 to 2018	(1,338,160)	(1,338,160)	-	-	-	-	-	-	-	-
Interest Income	-	(20,000)	(20,000)	-	-	(20,000)	-	-	-	-
TOTAL REVENUE	(1,338,160)	-	(1,378,160)	-	-	(1,378,160)	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year requisition										

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Victoria Family Court Committee

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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.

FUNDING:

Service: 1.126 Vic Family Court & Youth Justice Committee

Committee: Finance, Corporate and Protective Services

Member Municipality	ASSESSMENTS			
	2017 Previous Yr (50%) Converted	Previous Year Actual	2016 (50%) Census Populations	
City of Colwood	353,189,584	3,192,379,315	16,859	3.94%
City of Victoria	2,955,410,892	22,340,089,976	85,792	25.38%
District of Central Saanich	513,198,053	4,280,086,740	16,814	4.67%
District of Highlands	61,413,721	580,020,538	2,225	0.59%
District of Langford	905,808,551	7,281,231,306	35,342	9.02%
District of Metchosin	105,166,384	1,023,705,336	4,708	1.13%
District of North Saanich	490,327,953	4,487,901,615	11,249	3.80%
District of Saanich	3,196,452,040	28,723,522,612	114,148	30.38%
District of Sooke	249,331,597	2,266,660,295	13,001	2.93%
District of Oak Bay	809,112,991	7,836,897,310	18,094	6.21%
Town of Sidney	401,843,122	3,315,113,726	11,672	3.45%
Town of View Royal	274,807,149	2,347,251,398	10,408	2.69%
Township of Esquimalt	339,796,715	3,000,298,856	17,655	3.99%
Subtotal	10,655,858,752	90,675,159,023	357,967	98.18%
Electoral Area				
Juan de Fuca EA	179,659,958	1,506,963,067	4,860	1.49%
Subtotal	179,659,958	1,506,963,067	4,860	1.49%
First Nations Taxation				
Songhees	16,809,580	141,258,000	1,842	0.33%
Subtotal	16,809,580	141,258,000	1,842	0.33%
TOTAL	10,852,328,290	92,323,380,090	364,669	100.00%

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1.126 Vic Family Court & Youth Justice Committee			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Allocation - Finance & Corp. S	110	110	166	-	-	166	220	278	339	346
Third Party Payments	15,864	15,864	15,798	-	-	15,798	15,744	15,686	15,625	15,618
TOTAL OPERATING COSTS	15,974	15,974	15,964	-	-	15,964	15,964	15,964	15,964	15,964
*Percentage Increase		0.0%	-0.06%			-0.06%	0.0%	0.0%	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	(10)	(10)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(964)	(964)	(964)	-	-	(964)	(964)	(964)	(964)	(964)
TOTAL REVENUE	(974)	(974)	(964)	-	-	(964)	(964)	(964)	(964)	(964)
REQUISITION	(15,000)	(15,000)	(15,000)	-	-	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
*Percentage Increase		0.0%	0.00%			0.00%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Greater Victoria Police Victims Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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

FUNDING:

Service: 1.128 Greater Victoria Police Victims Services

Committee: Finance, Corporate and Protective Services

Member Municipality	ASSESSMENTS			ASSESSMENTS		
	2017 Converted		2017 Actual	2018 Converted		2018 Actual
City of Colwood	353,189,584	3.54%	3,192,379,315	414,349,646	3.59%	3,768,126,515
City of Victoria	2,955,410,892	29.63%	22,340,089,976	3,399,857,932	29.43%	25,953,231,772
District of Central Saanich	513,198,053	5.14%	4,280,086,740	585,416,808	5.07%	4,919,870,905
Township of Esquimalt	339,796,715	3.41%	3,000,298,856	401,528,040	3.48%	3,556,357,756
District of Langford	905,808,551	9.08%	7,281,231,306	1,095,623,508	9.48%	8,926,989,360
District of Saanich	3,196,452,040	32.04%	28,723,522,612	3,686,444,249	31.91%	33,380,851,294
District of Oak Bay	809,112,991	8.11%	7,836,897,310	914,113,239	7.91%	8,868,034,509
District of Metchosin	105,166,384	1.05%	1,023,705,336	129,912,950	1.12%	1,268,801,083
Town of Sidney	401,843,122	4.03%	3,315,113,726	472,356,552	4.09%	3,950,613,739
Town of View Royal	274,807,149	2.75%	2,347,251,398	309,212,045	2.68%	2,658,956,648
District of Highland	61,413,721	0.62%	580,020,538	76,515,855	0.66%	706,756,792
Subtotal	9,916,199,202	99.41%	83,920,597,113	11,485,330,824	99.40%	97,958,590,373
Electoral Area						
JDF - Langford - R(761) ESA # 36	1,233,841	0.01%	4,018,100	1,270,226	0.01%	4,124,100
JDF - Langford - R(762) ESA # 36	7,456,808	0.07%	73,833,086	8,317,008	0.07%	82,270,586
JDF - Langford - R(763) ESA # 36	16,592,080	0.17%	165,072,800	19,692,655	0.17%	196,090,300
Subtotal	25,282,729	0.25%	242,923,986	29,279,889	0.25%	282,484,986
<u>First Nations Taxation</u>						
Songhees	16,809,580	0.17%	141,258,000	19,001,544	0.16%	158,461,000
Tsawout	16,800,893	0.17%	139,424,200	20,609,653	0.18%	175,212,100
Subtotal	33,610,473	0.34%	280,682,200	39,611,197	0.34%	333,673,100
TOTAL	9,975,092,404	100.00%	84,444,203,299	11,554,221,910	100.00%	98,574,748,459

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1.128 Greater Victoria Police Victims Services			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Allocation - Finance & Corp. S	4,244	4,244	4,557	-	-	4,557	4,924	5,349	5,831	5,948
Third Party Payments	270,300	270,300	275,700	-	-	275,700	281,200	286,800	292,500	298,350
Interest Charge	200	200	200	-	-	200	200	200	200	200
TOTAL OPERATING COSTS	274,744	274,744	280,457	-	-	280,457	286,324	292,349	298,531	304,498
*Percentage Increase		0.0%	2.08%			2.08%	2.1%	2.1%	2.1%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(156)	(156)	-	-	-	-	-	-	-	-
Grants in Lieu	(14,590)	(14,590)	(14,590)	-	-	(14,590)	(14,590)	(14,590)	(14,590)	(14,590)
Interest Income	(110)	(110)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
TOTAL REVENUE	(14,856)	(14,856)	(14,700)	-	-	(14,700)	(14,700)	(14,700)	(14,700)	(14,700)
REQUISITION	(259,888)	(259,888)	(265,757)	-	-	(265,757)	(271,624)	(277,649)	(283,831)	(289,798)
*Percentage Increase		0.0%	2.26%			2.26%	2.2%	2.2%	2.2%	2.1%

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Traffic Safety

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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

1.230 - Traffic Safety

Traffic Safety	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2022
<u>OPERATING COSTS:</u>										
Allocation - Finance & Corp. Svc	3,030	3,030	3,440	-	-	3,440	3,900	4,400	4,960	5,060
Insurance Costs	420	420	380	-	-	380	380	380	380	380
Advertising, Promotion and Meetings	88,020	69,360	89,850	-	-	89,850	70,160	71,080	71,960	73,330
Other Expenses	2,000	40	50	-	-	50	50	50	50	50
TOTAL OPERATING COSTS	93,470	72,850	93,720	-	-	93,720	74,490	75,910	77,350	78,820
*Percentage Increase over prior year						0.3%	-20.5%	1.9%	1.9%	1.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from 2018 to 2019	-	20,620	(20,620)			(20,620)	-	-	-	-
Balance C/F from 2017 to 2018	(20,370)	(20,370)	-			-	-	-	-	-
Other Revenue	(3,720)	(3,720)	(3,720)	-	-	(3,720)	(3,720)	(3,720)	(3,720)	(3,720)
TOTAL REVENUE	(24,090)	(3,470)	(24,340)	-	-	(24,340)	(3,720)	(3,720)	(3,720)	(3,720)
REQUISITION	(69,380)	(69,380)	(69,380)	-	-	(69,380)	(70,770)	(72,190)	(73,630)	(75,100)
*Percentage increase over prior year requisition						0.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Royal Theatre

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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:

Requisition

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ROYAL THEATRE			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
OPERATING COSTS:										
Third Party Payment	22,148	22,148	18,888	-	-	18,888	21,951	24,891	27,695	26,263
Insurance Costs	31,630	31,630	32,180	-	-	32,180	32,820	33,470	34,140	34,820
Internal Allocation	45,622	45,622	48,332	-	-	48,332	44,629	41,039	37,565	38,317
Operating Cost - Other (Interest)	600	600	600	-	-	600	600	600	600	600
TOTAL OPERATING COSTS	100,000	100,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000
*Percentage Increase		0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchase	128,000	128,000	97,000	-	-	97,000	97,000	101,000	101,000	105,000
Transfer to Capital Reserve Fund	352,000	352,000	383,000	-	-	383,000	383,000	379,000	379,000	375,000
TOTAL CAPITAL / RESERVES	480,000	480,000	480,000	-	-	480,000	480,000	480,000	480,000	480,000
Debt Charges	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	480,000	480,000	480,000	-	-	480,000	480,000	480,000	480,000	480,000
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year		-								
Balance C/F from Prior to Current year			-	-	-	-				
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	(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 - 2019 to 2023

Service No.	1.290	Carry						
	Royal Theatre	Forward from	2019	2020	2021	2022	2023	TOTAL
		2018						

EXPENDITURE

Buildings	B	\$243,000	\$42,000	\$180,000	\$1,100,000	\$3,065,000	\$200,000	\$4,587,000
Equipment	E	\$0	\$105,000	\$0	\$0	\$0	\$0	\$105,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$243,000	\$147,000	\$180,000	\$1,100,000	\$3,065,000	\$200,000	\$4,692,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$183,000	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$500,000	\$900,000	\$0	\$1,400,000
Donations / Third Party Funding	Other	\$60,000	\$0	\$0	\$0	\$1,100,000	\$0	\$1,100,000
Reserve Fund	Res	\$0	\$147,000	\$180,000	\$600,000	\$1,065,000	\$200,000	\$2,192,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$243,000	\$147,000	\$180,000	\$1,100,000	\$3,065,000	\$200,000	\$4,692,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.290

Service Name: Royal Theatre

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
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	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0
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	Cap	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0
18-05	Renewal	Renovate Green Room and Dressing Rooms	Replacing the aging carpets and updating the washrooms and dressing rooms with low flow, energy efficient toilets.	\$100,000	B	Cap	\$68,000	\$0	\$0	\$0	\$0	\$0	\$0
18-05	Renewal	Renovate Green Room and Dressing Rooms	Replacing the aging carpets and updating the washrooms and dressing rooms with low flow, energy efficient toilets.		B	Res	\$0	\$22,000	\$0	\$0	\$0	\$0	\$22,000
18-06	Replacement	Replace Lobby Roof	Replacing the lobby roof which has 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	Cap	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
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	\$20,000	\$0	\$0	\$0	\$0	\$20,000
19-02	Replacement	Replace Bar and Concession Point of Sale System	Replacing the outdated POS system will improve the patron experience by reducing the wait time and will increase service and efficiency.	\$55,000	E	Res	\$0	\$55,000	\$0	\$0	\$0	\$0	\$55,000
19-03	Replacement	Replace Security Camera System	Replace outdated and failing security system. New software and hardware will enhance and broaden coverage ensuring safety of equipment, building, patrons and staff.	\$20,000	E	Res	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
19-04	New	Add Mobile Bar	Adding a mobile bar will increase service and delivery to patrons.	\$30,000	E	Res	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
20-01	Replacement	Replace House Light System	Replacing the House Light System which has reached the end of its lifespan and upgrading the technology to LED will reduce energy consumption and continue to ensure patron safety in the theatre.	\$55,000	B	Res	\$0	\$0	\$55,000	\$0	\$0	\$0	\$55,000
20-02	New	Install Lobby Chandeliers and Fixtures	Adding and installing six chandeliers to the lobbies will enhance the patron's experience.	\$20,000	B	Res	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
20-03	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
20-05	New	Add Balcony Railings	The addition of railings 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
21-03	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
			The existing old HVAC was installed in 1994 with a 20 year lifespan. It now requires replacement.		B	Grant	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000
			The existing old HVAC was installed in 1994 with a 20 year lifespan. It now requires replacement.		B	Other	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000
21-04	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	\$300,000	\$0	\$400,000
			The old canopy was removed in 2004. The new canopy will provide weather protection for patrons.		B	Grant	\$0	\$0	\$0	\$0	\$400,000	\$0	\$400,000
			The old canopy was removed in 2004. The new canopy will provide weather protection for patrons.		B	Other	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
22-01	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	\$500,000	\$0	\$500,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.290

Service Name: Royal Theatre

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Proj. No.
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Funding Source Codes (cont)
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 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles

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 2018	2019	2020	2021	2022	2023	5 - Year Total
		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.		B	Grant	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
22-02	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	\$0	\$250,000		\$250,000
22-03	Study	Study Building Envelope	Study to assess necessary repairs of building envelope as per 2017 building assessment	\$15,000	B	Res	\$0	\$0	\$0	\$0	\$15,000	\$0	\$15,000
23-01	Renewal	Repair Building Envelope	Repairing building envelope will ensure the 1914 structure will remain stable and will reduce energy consumption.	\$200,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
GRAND TOTAL				\$4,977,000			\$243,000	\$147,000	\$180,000	\$1,100,000	\$3,065,000	\$200,000	\$4,692,000

Service: 1.290 **Royal Theatre**

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. 18-05	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 washrooms and dressing rooms with low flow, energy efficient toilets.</i>		

Proj. No. 18-06	Capital Project Title Replace Lobby Roof	Capital Project Description Replacing the lobby roof which has 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 years as well as protecting the interior contents of the theatre.</i>		

Service: 1.290 **Royal Theatre**

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 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.		

Proj. No. 19-02	Capital Project Title Replace Bar and Concession Point of Sale	Capital Project Description Replacing the outdated POS system.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacing the outdated POS system will improve the patron experience by reducing the wait time and will increase service and efficiency.		

Proj. No. 19-03	Capital Project Title Replace Security Camera System	Capital Project Description Replace security camera system with new software and hardware.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replace outdated and failing security system. New software and hardware will enhance and broaden coverage ensuring safety of equipment, building, patrons and staff.		

Proj. No. 19-04	Capital Project Title Add Mobile Bar	Capital Project Description Adding a mobile bar will 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 will increase service and delivery to patrons.		

Service: 1.290 **Royal Theatre**

Proj. No. 20-01	Capital Project Title Replace House Light System	Capital Project Description Replace House Light System with upgraded LED technology.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replacing the House Light System which has reached the end of its lifespan and upgrading the technology to LED will reduce energy consumption and continue to ensure patron safety in the theatre.</i>		

Proj. No. 20-02	Capital Project Title Install Lobby Chandeliers and Fixtures	Capital Project Description Adding and installing 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 installing six chandeliers to the lobbies will enhance the patron's experience.</i>		

Proj. No. 20-03	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. 20-05	Capital Project Title Add Balcony Railings	Capital Project Description The addition of railings 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 <i>Add Balcony Railings. The addition of railings will ensure patron safety and comfort while moving to and from seats in the balcony area of the theatre.</i>		

Service: 1.290 **Royal Theatre**

Proj. No. 21-03	Capital Project Title HVAC Upgrade	Capital Project Description The existing 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 <i>The existing HVAC was installed in 1994 with a 20 year life span. In 2021, the project will include site preparation and infrastructure. In 2022, the hardware and installation will occur.</i>		

Proj. No. 21-04	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 <i>Add Canopy. The old canopy was removed in 2004. The new canopy will provide weather protection for patrons. In 2021, the project will produce new architectural designs and engineering assessments. The install will occur in 2022.</i>		

Proj. No. 22-01	Capital Project Title Refinish Theatre Floor, Rebuild Orches	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 <i>Refinishing the theatre floor will enhance the in house experience of the patrons. Rebuilding the orchestra pit will provide efficiencies in setups and strikes for shows. Adding a new railing will improve safety for patrons and staff.</i>		

Proj. No. 22-02	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 <i>Replacing the seats and lights will make the patron's experience much more comfortable.</i>		

Service: 1.290 **Royal Theatre**

Proj. No. 22-03	Capital Project Title Study Building Envelope	Capital Project Description Study to asses necessary repairs of building envelope as per 2017 building assessment.
Asset Class Study	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Study to assess necessary repairs of building envelope as per 2017 building assessment.		

Proj. No. 23-01	Capital Project Title Repair Building Envelope	Capital Project Description Repairing building envelope will ensure the 1914 structure will remain stable and will reduce energy consumption.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Repairing building envelope will ensure the 1914 structure will remain stable and will reduce energy consumption.		

**1.290 Royal Theatre
Asset and Reserve Summary
2019 - 2023 Financial Plan**

Asset Profile

Royal Theatre

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

Capital Reserve Fund Schedule

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

Cost Centre: 101607 (PLO)

Capital Reserve Fund

Projected year end balance

	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	589,351	513,351	749,351	952,351	731,351	45,351
Planned Capital Expenditure (Based on Capital Plan)	(428,000)	(147,000)	(180,000)	(600,000)	(1,065,000)	(200,000)
Transfer from Operating Budget	352,000	383,000	383,000	379,000	379,000	375,000
Interest Income**		-	-	-	-	-
Total projected year end balance	513,351	749,351	952,351	731,351	45,351	220,351

** 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

2019 BUDGET

McPherson Theatre

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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:

Requisition

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McPHERSON THEATRE	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
OPERATING COSTS:										
Third Party Payments	301,233	301,233	293,094	-	-	293,094	291,116	288,768	286,040	284,766
Internal Allocations	48,467	48,467	56,606	-	-	56,606	58,584	60,932	63,660	64,934
Interest Charge	300	300	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	104,000	104,000	84,000	-	-	84,000	84,000	88,000	88,000	92,000
Transfer to Reserve Fund	334,088	334,088	354,088	-	-	354,088	354,088	350,088	350,088	346,088
TOTAL CAPITAL / RESERVES	438,088	438,088	438,088	-	-	438,088	438,088	438,088	438,088	438,088
TOTAL COSTS	788,088	788,088	788,088	-	-	788,088	788,088	788,088	788,088	788,088
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	(38,088)	(38,088)	(38,088)	-	-	(38,088)	(38,088)	(38,088)	(38,088)	(38,088)
TOTAL REVENUE	(38,088)	(38,088)	(38,088)	-	-	(38,088)	(38,088)	(38,088)	(38,088)	(38,088)
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 - 2019 to 2023

Service No.	1.295	Carry						
	McPherson Theatre	Forward from	2019	2020	2021	2022	2023	TOTAL
		2018						

EXPENDITURE

Buildings	B	\$384,742	\$0	\$805,000	\$500,000	\$525,000	\$500,000	\$2,330,000
Equipment	E	\$0	\$110,000	\$0	\$0	\$0	\$0	\$110,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$384,742	\$110,000	\$805,000	\$500,000	\$525,000	\$500,000	\$2,440,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$384,742	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$110,000	\$805,000	\$500,000	\$425,000	\$500,000	\$2,340,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$384,742	\$110,000	\$805,000	\$500,000	\$525,000	\$500,000	\$2,440,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.295

Service Name: McPherson Theatre

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-04	Renewal	Refinish Government Street Doors	Refinish 20 years old Government Street doors	\$10,000	B	Cap	\$9,742	\$0	\$0	\$0	\$0	\$0	\$0
17-06	Renewal	Renovate Mezzanine Washrooms	Renovate 1960's Mezzanine Washrooms	\$205,000	B	Cap	\$140,000	\$0	\$0	\$0	\$0	\$0	\$0
18-01	Replacement	Replace Lobby Windows	Replacing the current single pane leaking windows	\$250,000	B	Cap	\$235,000	\$0	\$0	\$0	\$0	\$0	\$0
19-01	Replacement	Replace Bar and Concession Point of Sale System	Replacing the outdated POS system will improve the patron experience by reducing the wait time and will increase service and efficiency.	\$45,000	E	Res	\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000
19-02	Replacement	Replace Audio System	Replace 20 year old audio system to improve sound quality in the balcony and enhance patron's experience.	\$65,000	E	Res	\$0	\$65,000	\$0	\$0	\$0	\$0	\$65,000
20-01	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
20-02	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
20-03	Replacement	Replace House Light System	Replacing the House Light System which has reached the end of its lifespan and upgrading the technology to LED will reduce energy consumption and continue to ensure patron safety in the theatre.	\$55,000	B	Res	\$0	\$0	\$55,000	\$0	\$0	\$0	\$55,000
21-01	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
21-01	New	Add Elevator	Adding an elevator will provide accessibility to the mezzanine for all patrons		B	Grant	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
22-01	Study	Study Building Envelope	Study to assess repairs necessary for repairs of building envelope as per 2017 building assessment	\$25,000	B	Res	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000
23-01	Renewal	Repair Building Envelope and Restore Façade	Repairing building envelope will ensure the 1913 structure will remain stable and will reduce energy consumption. Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.	\$500,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
GRAND TOTAL				\$2,905,000			\$384,742	\$110,000	\$805,000	\$500,000	\$525,000	\$500,000	\$2,440,000

1 Theatre

Service: 1.295 **McPherson Theatre**

Proj. No. 16-04	Capital Project Title Refinish Government Street Doors	Capital Project Description Refinish 20 year old Government Street doors in perishing
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>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.</i>		

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 <i>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.</i>		

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 <i>Replace Lobby Windows. Replacing the current single pane leaking windows will reduce energy consumption.</i>		

Proj. No. 19-01	Capital Project Title Replace Bar and Concession Point of Sale System	Capital Project Description Replacing the outdated POS system.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replacing the outdated POS system will improve the patron experience by reducing the wait time and will increase service and efficiency.</i>		

Service: 1.295 **McPherson Theatre**

Proj. No. 19-02	Capital Project Title Replace Audio System	Capital Project Description Replace 20 year old audio system
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace 20 year old audio system to improve sound quality in the balcony and enhance patron's experience.</i>		

Proj. No. 20-01	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 <i>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.</i>		

Proj. No. 20-02	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 <i>Installing HVAC to the lobby will improve audience and performer comfort.</i>		

Proj. No. 20-03	Capital Project Title Replace House Light System	Capital Project Description Replace House Light System with upgraded LED technology.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replacing the House Light System which has reached the end of its lifespan and upgrading the technology to LED will reduce energy consumption and continue to ensure patron safety in the theatre.</i>		

Service: 1.295 **McPherson Theatre**

Proj. No. 21-01	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 Adding an elevator will provide accessibility to the mezzanine for all patrons. Excavating and prep work will occur in 2021 and hardware and installation in 2022.		

Proj. No. 22-01	Capital Project Title Study Building Envelope	Capital Project Description Study to assess repairs necessary for building envelope as per 2017 building assessment.
Asset Class Study	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Study to assess repairs necessary for building envelope as per 2017 building assessment		

Proj. No. 23-01	Capital Project Title Repair Building Envelope and Restore I	Capital Project Description Repair building envelope and restore façade
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Repairing building envelope will ensure the 1913 structure will remain stable and will reduce energy consumption. Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.		

**1.295 McPherson Theatre
Asset and Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,274,027	973,115	1,217,203	766,291	616,379	541,467
Planned Capital Expenditure (Based on Capital Plan)	(645,000)	(110,000)	(805,000)	(500,000)	(425,000)	(500,000)
Transfer from Operating Budget	334,088	354,088	354,088	350,088	350,088	346,088
Interest Income*	10,000	-	-	-	-	-
Total projected year end balance	973,115	1,217,203	766,291	616,379	541,467	387,555

* 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

2019 BUDGET

Arts Grants and Development

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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.

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			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
ARTS GRANTS										
<u>ARTS GRANTS:</u>										
Operating Grants	2,185,350	2,185,350	2,195,350	-	-	2,195,350	2,239,257	2,284,042	2,329,723	2,376,317
Project Grants	244,671	270,000	240,000	30,000	-	270,000	249,900	254,898	259,996	265,196
Total Grants Payment	2,430,021	2,455,350	2,435,350	30,000	-	2,465,350	2,489,157	2,538,940	2,589,719	2,641,513
		1.04%	0.22%			1.45%	0.97%	2.00%	2.00%	2.00%
<u>ADMINISTRATION COSTS:</u>										
Salaries and Wages	264,688	264,688	276,174	-	-	276,174	281,697	287,331	293,078	298,940
Internal Allocations	46,048	46,051	52,998	-	-	52,998	59,117	65,814	73,106	74,568
Insurance Cost	520	520	680	-	-	680	690	700	710	720
Operating Cost - Other	36,685	33,120	20,518	-	-	20,518	19,982	20,371	22,565	21,875
Total Administration Costs	347,941	344,379	350,370	-	-	350,370	361,486	374,216	389,459	396,103
		-1.02%	0.70%			1%	3.17%	3.52%	4.07%	1.71%
TOTAL OPERATING COSTS	2,777,962	2,799,729	2,785,720	30,000	-	2,815,720	2,850,643	2,913,156	2,979,178	3,037,617
		0.8%	0.3%			1.4%	1.24%	2.19%	2.27%	1.96%
<u>CAPITAL / RESERVE TRANSFER</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,330	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES TRANSFER	1,330	-	-	-	-	-	-	-	-	-
		-100.00%	-100.00%			-100.00%				
Internal Recoveries	-	-	(12,760)	-	-	(12,760)	(13,016)	(13,276)	(13,540)	(13,812)
TOTAL COSTS	2,779,292	2,799,729	2,772,960	30,000	-	2,802,960	2,837,627	2,899,880	2,965,638	3,023,805
		0.74%	-0.23%			0.85%	1.24%	2.19%	2.27%	1.96%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		-				-				
Balance C/F from Prior to Current year	(12,000)	(12,000)	-	-	-	-	-	-	-	-
Revenue - Other	-	(15,900)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(40,000)	(44,537)	(25,000)	-	-	(25,000)	-	-	-	-
Payments In Lieu of Taxes	(155,773)	(155,773)	(155,773)	-	-	(155,773)	(155,773)	(155,773)	(155,773)	(155,773)
TOTAL REVENUE	(207,773)	(228,210)	(180,773)	-	-	(180,773)	(155,773)	(155,773)	(155,773)	(155,773)
		9.84%	-12.99%			-12.99%	-13.83%	0.00%	0.00%	0.00%
REQUISITION	(2,571,519)	(2,571,519)	(2,592,187)	(30,000)	-	(2,622,187)	(2,681,854)	(2,744,107)	(2,809,865)	(2,868,032)
			0.80%			1.97%	2.28%	2.32%	2.40%	2.07%
<u>AUTHORIZED POSITIONS:</u>										
	2.80	2.80	2.80		0.00	2.80	2.80	2.80	2.80	2.80

1.297 ARTS DEVELOPMENT

2019				
	<u>Ongoing Increase Items:</u>	\$ 30,000	<u>One-Time Increase Items:</u>	\$ -
	Idea Grant Program	30,000		
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 - 2019 to 2023

Service No.	1.297	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$1,890	\$0	\$1,550	\$0	\$0	\$3,440
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$1,890	\$0	\$1,550	\$0	\$0	\$3,440

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$1,890	\$0	\$1,550	\$0	\$0	\$3,440
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$1,890	\$0	\$1,550	\$0	\$0	\$3,440

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.297
Service Name: Arts Grants and Development

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$1,890	E	ERF		\$1,890	\$0	\$1,550	\$0	\$0	\$3,440
GRAND TOTAL				\$1,890			\$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	<i>Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department</i>	

**1.297 Arts grants and Development
Asset and Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	7,563	8,893	7,003	7,003	5,453	5,453
Planned Purchase (Based on Capital Plan)		(1,890)		(1,550)	-	-
Transfer from Ops Budget	1,330					
Interest Income*		-	-	-	-	-
Ending Balance \$	8,893	7,003	7,003	5,453	5,453	5,453

* 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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	188,674	143,674	118,674	118,674	118,674	118,674
Planned Purchase	(45,000)	(25,000)				
Transfer from Ops Budget						
Interest Income*						
Total projected year end balance	143,674	118,674	118,674	118,674	118,674	118,674

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

2019 BUDGET

Feasibility Study Reserve

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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.

FEASIBILITY STUDY	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Regional Studies	283,200	-	15,310	-	-	15,310	-	-	-	-
Electoral Area										
Southern Gulf Islands	61,690	61,690	-	-	-	-	-	-	-	-
Juan de Fuca	31,270	31,270	-	-	-	-	-	-	-	-
Salt Spring Island	53,340	53,340	-	-	-	-	-	-	-	-
Total Electoral Area	146,300	146,300	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	429,500	146,300	15,310	-	-	15,310	-	-	-	-
*Percentage Increase over prior year						-96.4%				
<u>REVENUES</u>										
Estimated balance c/fwd from 2018 to 2019	-	14,810	(14,810)	-	-	(14,810)	-	-	-	-
Balance c/fwd from 2017 to 2018	(153,400)	(156,610)	-	-	-	-	-	-	-	-
Interest Income	(3,000)	(4,500)	(500)	-	-	(500)	-	-	-	-
Recovery Cost	(35,370)	-	-	-	-	-	-	-	-	-
Feasibility Study Funding	(150,000)	-	-	-	-	-	-	-	-	-
Grant Provincial	(21,490)	-	-	-	-	-	-	-	-	-
Transfer from Revenue Fund	(66,240)	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	(429,500)	(146,300)	(15,310)	-	-	(15,310)	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Information Technology

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.022 Information Technology	Committee: Finance & Corporate Services
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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	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
INFORMATION TECHNOLOGY	4,559,060	4,510,040	4,629,410	-	-	4,629,410	4,718,680	4,804,160	4,891,320	4,980,130
GIS	537,660	515,980	508,160	-	-	508,160	518,710	529,470	540,440	551,640
GEOSPATIAL	142,900	147,240	136,810	-	-	136,810	130,760	125,040	119,650	121,930
TOTAL OPERATING COSTS	5,239,620	5,173,260	5,274,380	-	-	5,274,380	5,368,150	5,458,670	5,551,410	5,653,700
*Percentage Increase over prior year						0.7%	1.8%	1.7%	1.7%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to General Capital Fund	260,100	302,400	265,300	-	-	265,300	275,770	292,000	308,590	325,610
Transfer to Equipment Replacement Fund	155,610	128,740	166,590	-	-	166,590	166,680	166,780	166,880	166,980
TOTAL CAPITAL / RESERVES	415,710	431,140	431,890	-	-	431,890	442,450	458,780	475,470	492,590
TOTAL COSTS	5,655,330	5,604,400	5,706,270	-	-	5,706,270	5,810,600	5,917,450	6,026,880	6,146,290
Internal Recoveries	(496,600)	(454,470)	(465,890)	-	-	(465,890)	(475,210)	(484,710)	(494,400)	(504,290)
TOTAL COSTS LESS INTERNAL RECOVERIES	5,158,730	5,149,930	5,240,380	-	-	5,240,380	5,335,390	5,432,740	5,532,480	5,642,000
<u>SOURCES OF FUNDING</u>										
Lease Revenue	(17,000)	(17,000)	(17,000)	-	-	(17,000)	(17,340)	(17,690)	(18,040)	(18,400)
Sale of Services	(7,800)	(7,800)	(7,800)	-	-	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
PILT Revenue	(12,200)	(12,200)	(12,200)	-	-	(12,200)	(12,200)	(12,200)	(12,200)	(12,200)
Other	(16,950)	(8,150)	(16,950)	-	-	(16,950)	(17,290)	(17,630)	(17,980)	(18,340)
TOTAL REVENUE	(53,950)	(45,150)	(53,950)	-	-	(53,950)	(54,630)	(55,320)	(56,020)	(56,740)
REQUISITION	(5,104,780)	(5,104,780)	(5,186,430)	-	-	(5,186,430)	(5,280,760)	(5,377,420)	(5,476,460)	(5,585,260)
*Percentage increase over prior year requisition						1.6%	1.8%	1.8%	1.8%	2.0%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	28.0	28.0	27.0	-	-	27.0	27.0	27.0	27.0	27.0

1.022 INFORMATION TECHNOLOGY	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries and Wages	2,908,960	2,769,640	3,012,420	-	-	3,012,420	3,063,910	3,116,340	3,169,720	3,224,080
Allocations	277,670	277,670	175,420	-	-	175,420	178,930	182,500	186,160	189,890
Consulting	43,000	43,800	43,500	-	-	43,500	44,370	45,260	46,160	47,080
Contract for Services	464,950	521,890	478,820	-	-	478,820	493,820	503,710	513,800	524,090
Software Licenses & Computer Mtce	624,580	649,350	696,050	-	-	696,050	709,980	724,170	738,660	753,440
Other Operating Expenses	261,480	254,740	271,810	-	-	271,810	277,250	282,750	288,400	294,170
TOTAL OPERATING COSTS	4,580,640	4,517,090	4,678,020	-	-	4,678,020	4,768,260	4,854,730	4,942,900	5,032,750
*Percentage Increase over prior year			2.1%			2.1%	1.9%	1.8%	1.8%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to General Capital Fund	260,100	316,930	265,300	-	-	265,300	275,770	292,000	308,590	325,610
Transfer to Equipment Replacement Fund	94,700	94,700	96,300	-	-	96,300	96,390	96,490	96,590	96,690
TOTAL CAPITAL / RESERVES	354,800	411,630	361,600	-	-	361,600	372,160	388,490	405,180	422,300
TOTAL COSTS	4,935,440	4,928,720	5,039,620	-	-	5,039,620	5,140,420	5,243,220	5,348,080	5,455,050
Internal Recoveries	-	(2,080)	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	4,935,440	4,926,640	5,039,620	-	-	5,039,620	5,140,420	5,243,220	5,348,080	5,455,050
Lease Revenue	(17,000)	(17,000)	(17,000)	-	-	(17,000)	(17,340)	(17,690)	(18,040)	(18,400)
Service Fees	(16,800)	-	(16,800)	-	-	(16,800)	(17,140)	(17,480)	(17,830)	(18,190)
Other Income	-	(8,000)	-	-	-	-	-	-	-	-
TOTAL REVENUES	(33,800)	(25,000)	(33,800)	-	-	(33,800)	(34,480)	(35,170)	(35,870)	(36,590)
NET COST	4,901,640	4,901,640	5,005,820	-	-	5,005,820	5,105,940	5,208,050	5,312,210	5,418,460
*Percentage increase over prior year requisition			2.1%			2.1%	2.0%	2.0%	2.0%	2.0%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	25.0	25.0	25.0	-	-	25.0	25.0	25.0	25.0	25.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

SCHEDULE B

Service No.	1.022	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$130,000	\$390,000	\$395,000	\$395,000	\$395,000	\$395,000	\$1,970,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$130,000	\$390,000	\$395,000	\$395,000	\$395,000	\$395,000	\$1,970,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$130,000	\$390,000	\$395,000	\$395,000	\$395,000	\$395,000	\$1,970,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$130,000	\$390,000	\$395,000	\$395,000	\$395,000	\$395,000	\$1,970,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.022
 Service Name: Information Technology

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2023

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Replacement	SAP	Improvements to SAP Plant Maintenance	\$300,000	E	ERF	\$25,000	\$75,000	\$75,000	\$50,000	\$50,000	\$50,000	\$300,000
19-01	Replacement	SAP	Enhancements to Mobile Work Orders	\$60,000	E	ERF	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000	\$60,000
18-02	Replacement	SAP	Enterprise Asset Managemnet	\$170,000	E	ERF	\$30,000	\$50,000	\$50,000	\$25,000	\$25,000	\$20,000	\$170,000
18-03	Replacement	SAP	Fleet Management	\$0	E	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
18-04	Replacement	SAP	S4 HANA Business Suite	\$50,000	E	ERF	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
18-05	Replacement	SAP	Utility Billing	\$40,000	E	ERF	\$0	\$0	\$0	\$0	\$15,000	\$25,000	\$40,000
19-02	Replacement	SAP	Real Estate Enhancements	\$0	E	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19-03	Replacement	SAP	Data Archiving	\$150,000	E	ERF	\$0	\$0	\$50,000	\$50,000	\$25,000	\$25,000	\$150,000
18-06	Replacement	SAP	SAP WorkFlow	\$0	E	ERF	\$0						\$0
20-01	Replacement	SAP	HRIS Implementation	\$90,000	E	ERF	\$0	\$75,000	\$0	\$0	\$0	\$15,000	\$90,000
19-04	Replacement	Data Centre Replacements	Additional Storage	\$90,000	E	ERF	\$25,000	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$90,000
18-06	Replacement	Data Centre Replacements	Replace Backup	\$70,000	E	ERF	\$50,000	\$20,000	\$50,000	\$0	\$0	\$0	\$70,000
18-07	Replacement	Data Centre Replacements	Server Replacements	\$225,000	E	ERF	\$0	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$225,000
19-05	Replacement	Data Centre Replacements	Router & Switch Network Data Centre	\$110,000	E	ERF	\$0	\$0	\$20,000	\$20,000	\$20,000	\$50,000	\$110,000
18-08	Replacement	SAP	Human Resources Org Management	\$0	E	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19-06	Replacement	Data Centre Replacements	Wi-Fi Access Points	\$80,000	E	ERF	\$0	\$20,000	\$15,000	\$15,000	\$15,000	\$15,000	\$80,000
21-01	Replacement	Data Centre Replacements	Cporate Firewall	\$100,000	E	ERF	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
18-09	Replacement	SAP	SAP Project System	\$110,000	E	ERF	\$0	\$20,000	\$20,000	\$50,000	\$10,000	\$10,000	\$110,000
18-10	Replacement	SAP	Master Data Management	\$25,000	E	ERF	\$0			\$25,000			\$25,000
22-01	Replacement	Data Centre Replacements	SPAM Email Appliance	\$25,000	E	ERF	\$0	\$0	\$0	\$25,000	\$0		\$25,000
20-02	Replacement	Data Centre Replacements	Virtual Server Hosts	\$125,000	E	ERF	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
18-11	Replacement	SAP	SAP FORI (user interface) Enhancements	\$0	E	ERF	\$0		\$0	\$0	\$0	\$50,000	\$0
17-01	Replacement	SAP Business Warehouse	Business Warehouse	\$100,000	E	ERF	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL				\$1,920,000			\$130,000	\$390,000	\$395,000	\$395,000	\$395,000	\$395,000	\$1,920,000

Reserve Schedule

Reserve Fund: 1.022 Information Technology

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Reserve Cash Flow

Fund: 1022 Fund Center: 101421						
ERF Group: ITG.ERF						
		Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	225,103	102,853	221,683	340,603	459,623	578,743
Actual Purchases	(216,950)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	94,700	118,830	118,920	119,020	119,120	119,220
Interest Income	-	-	-	-	-	-
Ending Balance \$	102,853	221,683	340,603	459,623	578,743	697,963

Assumptions/Background:

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CAPITAL REGIONAL DISTRICT

2019 BUDGET

GIS Information Systems

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.101 GIS Information Systems	Committee: Finance & Corporate Services
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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	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	338,500	341,500	346,030	-	-	346,030	350,330	354,690	359,100	363,580
Allocations	59,670	24,770	19,820	-	-	19,820	20,210	20,610	21,010	21,430
Data Processing Services	84,610	115,000	86,300	-	-	86,300	91,110	96,040	101,090	106,280
Supplies	41,660	28,950	42,300	-	-	42,300	43,080	43,880	44,710	45,530
Other Operating Expenses	13,220	5,760	13,710	-	-	13,710	13,980	14,250	14,530	14,820
TOTAL OPERATING COSTS	537,660	515,980	508,160	-	-	508,160	518,710	529,470	540,440	551,640
*Percentage Increase over prior year			-5.5%			-5.5%	2.1%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	22,530	-	22,530	-	-	22,530	22,530	22,530	22,530	22,530
TOTAL CAPITAL / RESERVES	22,530	-	22,530	-	-	22,530	22,530	22,530	22,530	22,530
TOTAL COSTS	560,190	515,980	530,690	-	-	530,690	541,240	552,000	562,970	574,170
Internal Recoveries	(496,600)	(452,390)	(465,890)	-	-	(465,890)	(475,210)	(484,710)	(494,400)	(504,290)
TOTAL COSTS LESS INTERNAL RECOVERIES	63,590	63,590	64,800	-	-	64,800	66,030	67,290	68,570	69,880
<u>SOURCES OF FUNDING</u>										
PILT Revenue	(3,250)	(3,250)	(3,250)	-	-	(3,250)	(3,250)	(3,250)	(3,250)	(3,250)
TOTAL REVENUE	(3,250)	(3,250)	(3,250)	-	-	(3,250)	(3,250)	(3,250)	(3,250)	(3,250)
REQUISITION	(60,340)	(60,340)	(61,550)	-	-	(61,550)	(62,780)	(64,040)	(65,320)	(66,630)
*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	2.0	-	-	2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Geo-Spatial Referencing

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.335 Geo-Spatial Referencing	Committee: Finance & Corporate Services
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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	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Allocations	60,070	60,880	52,310	-	-	52,310	44,690	37,360	30,330	30,940
Contract for Services	20,130	19,980	20,530	-	-	20,530	20,820	21,120	21,440	21,760
Consulting	13,420	10,120	13,690	-	-	13,690	13,960	14,240	14,520	14,810
Facilities Rental	13,770	14,500	14,050	-	-	14,050	14,330	14,620	14,910	15,210
Software Licenses & Fees	19,360	25,110	19,750	-	-	19,750	20,150	20,550	20,960	21,380
Other Operating Expenses	16,150	16,650	16,480	-	-	16,480	16,810	17,150	17,490	17,830
TOTAL OPERATING COSTS	142,900	147,240	136,810	-	-	136,810	130,760	125,040	119,650	121,930
*Percentage Increase over prior year			-4.3%			-4.3%	-4.4%	-4.4%	-4.3%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	38,380	34,040	47,760	-	-	47,760	47,760	47,760	47,760	47,760
TOTAL CAPITAL / RESERVES	38,380	34,040	47,760	-	-	47,760	47,760	47,760	47,760	47,760
TOTAL COSTS	181,280	181,280	184,570	-	-	184,570	178,520	172,800	167,410	169,690
<u>SOURCES OF FUNDING</u>										
PILT Revenue	(8,950)	(8,950)	(8,950)	-	-	(8,950)	(8,950)	(8,950)	(8,950)	(8,950)
Sale of Services	(7,800)	(7,800)	(7,800)	-	-	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
Interest Income	(150)	(150)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(16,900)	(16,900)	(16,900)	-	-	(16,900)	(16,900)	(16,900)	(16,900)	(16,900)
REQUISITION	(164,380)	(164,380)	(167,670)	-	-	(167,670)	(161,620)	(155,900)	(150,510)	(152,790)
*Percentage increase over prior year requisition			2.0%			2.0%	-3.6%	-3.5%	-3.5%	1.5%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.335	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$30,000	\$40,000	\$40,000	\$30,000	\$45,000	\$40,000	\$195,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$30,000	\$40,000	\$40,000	\$30,000	\$45,000	\$40,000	\$195,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$30,000	\$40,000	\$40,000	\$30,000	\$45,000	\$40,000	\$195,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$30,000	\$40,000	\$40,000	\$30,000	\$45,000	\$40,000	\$195,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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 (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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Replacement	RTK Monitor Computers	RTK Monitor Computers	\$30,000	E	ERF	\$30,000			\$30,000			\$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

Reserve Schedule

Reserve Fund: 1.335 Geospatial

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Reserve Cash Flow

Fund: 1022 Fund Center: 101726

ERF Group: GEOSPA.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	21,903	55,943	103,703	151,463	199,223	246,983
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	34,040	47,760	47,760	47,760	47,760	47,760
Interest Income	-	-	-	-	-	-
Ending Balance \$	55,943	103,703	151,463	199,223	246,983	294,743

Assumptions/Background:

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CAPITAL REGIONAL DISTRICT

2019 BUDGET

PARKS & RECREATION

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

COMMITTEE OF THE WHOLE
September 5, 2018
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Click on the service area name below to access selected budgets

Parks and Recreation

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CAPITAL REGIONAL DISTRICT

2019 BUDGET

Regional Parks

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.280 Regional Parks

Committee: Regional Parks

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:	\$ (4,560,000)
REMAINING	<u>\$ 1,540,000</u>

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REGIONAL PARKS SUMMARY	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	5,543,100	5,368,664	5,708,360	32,500	-	5,740,860	5,855,677	5,972,790	6,092,246	6,214,091
Internal Allocations	751,090	760,090	771,449	-	-	771,449	801,879	836,652	743,498	757,480
Insurance Cost	49,040	49,040	50,110	-	-	50,110	51,110	52,120	53,160	54,220
Consultant and Contract for Services	246,340	254,090	247,840	-	-	247,840	333,253	344,011	288,353	319,050
Vehicles and Equipment	270,480	376,480	318,980	-	-	318,980	325,360	331,867	338,504	345,274
Parks Maintenance and Repairs	226,580	257,580	231,160	-	-	231,160	253,661	258,655	263,748	268,943
Utilities & Disposal Costs	173,560	173,560	178,830	-	-	178,830	182,710	186,435	190,234	194,112
Operating Supplies	306,760	334,410	311,860	-	-	311,860	318,097	324,459	330,949	337,567
Internal Labour Cost	193,190	193,190	197,550	-	-	197,550	201,500	205,531	209,643	213,836
Legal/Licences/Surveys Cost	62,170	37,170	62,170	-	-	62,170	63,310	64,474	65,660	66,871
Telecommunications&Training	104,710	102,720	109,710	-	-	109,710	111,904	114,142	116,425	118,753
Operating Cost - Other	214,560	204,386	211,090	-	-	211,090	215,311	219,616	224,008	228,487
TOTAL OPERATING COSTS	8,141,580	8,111,380	8,399,108	32,500	-	8,431,608	8,713,773	8,910,752	8,916,427	9,118,683
*Percentage increase over prior year		-0.4%	3.16%			3.56%	3.35%	2.3%	0.1%	2.3%
<u>CAPITAL / TRANSFER RESERVES</u>										
Transfer to Operating Reserve Fund	3,500	3,500	8,500	-	-	8,500	8,500	7,000	7,000	2,000
Transfer to Capital Fund	108,000	108,000	110,000	-	-	110,000	112,200	114,444	116,733	119,068
Land Acquisition Levy	3,684,268	3,684,268	3,684,270	-	-	3,684,270	3,684,270	3,684,270	3,684,270	3,684,270
Transfer to ERF Reserve	275,000	275,000	25,000	-	-	25,000	295,000	295,000	295,000	295,000
Transfer to Capital Reserve Fund	1,126,884	1,189,276	1,394,020	-	-	1,394,020	1,166,000	1,188,420	1,211,289	1,234,614
TOTAL CAPITAL / RESERVE TRNSFER	5,197,652	5,260,044	5,221,790	-	-	5,221,790	5,265,970	5,289,134	5,314,292	5,334,952
*Percentage increase over prior year		1.2%	0.46%			0.46%	0.85%	0.4%	0.5%	0.4%
DEBT CHARGES	194,710	194,710	195,540	222,980	-	418,520	526,345	526,345	526,345	526,345
TOTAL COSTS	13,533,942	13,566,134	13,816,438	255,480	-	14,071,918	14,506,088	14,726,231	14,757,064	14,979,980
*Percentage increase over prior year			2.09%			3.98%	3.09%	1.5%	0.2%	1.5%
Internal Recoveries	(91,430)	(91,430)	(92,280)	-	-	(92,280)	(93,152)	(94,032)	(94,940)	(95,856)
OPERATING LESS RECOVERIES	13,442,512	13,474,704	13,724,158	255,480	-	13,979,638	14,412,935	14,632,198	14,662,123	14,884,124
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		-								
Fee Income	(282,400)	(319,482)	(303,610)	-	-	(303,610)	(307,716)	(313,484)	(317,756)	(322,114)
Rental Income	(99,910)	(95,020)	(99,910)	-	-	(99,910)	(101,908)	(103,946)	(106,025)	(108,146)
Transfer from Operating Reserve Fund	(103,690)	(103,690)	-	-	(29,930)	(29,930)	(10,500)	-	-	(20,000)
Payments - In Lieu of Taxes	(657,712)	(657,712)	(657,720)	-	-	(657,720)	(657,720)	(657,720)	(657,720)	(657,720)
TOTAL REVENUE	(1,143,712)	(1,175,904)	(1,061,240)	-	(29,930)	(1,091,170)	(1,077,844)	(1,075,150)	(1,081,501)	(1,107,980)
REQUISITION	(12,298,800)	(12,298,800)	(12,662,918)	(255,480)	29,930	(12,888,468)	(13,335,091)	(13,557,048)	(13,580,622)	(13,776,144)
*Percentage increase over prior year requisition			2.96%			4.79%	3.47%	1.66%	0.17%	1.44%
PARTICIPANTS: Regional. AUTHORIZED POSITIONS:	48.50	48.50	48.50	-	-	48.50	48.50	48.50	48.50	48.50

1.280 Regional Parks

2019			
<u>Ongoing Increase Items:</u>	255,480	<u>One-Time Increase Items:</u>	(29,930)
Auxiliary Park Officers for Sea to Sea	\$32,500	Operating Reserve Funding for MFA Debt 6.1M Servicing for E&N Trail Phase 3&4	(\$29,930)
MFA Debt 6.1M Servicing for E&N Trail Phase 3&4	222,980		
TOTAL		\$225,550	
2020			
<u>Ongoing Increase Items:</u>	147,825	<u>One-Time Increase Items:</u>	164,760
MFA Debt 6.1M Servicing for E&N Trail Phase 3&4	\$107,825	Renewal of Regional Parks Strategic Plan	\$40,000
Jordan River Emergency Siren System Maintenance	\$20,000	5 years CSA inspection for radio tower on Mt McDonald.	\$10,500
Jordan River Emergency Siren System Replacement Cost	\$20,000	5 years CSA inspection --fund from Ops Reserve	(\$10,500)
		Elk/Beaver Lake Remediation Program.	\$124,760
		extend for 2 years -2020-2021	
TOTAL		\$312,585	
2021			
<u>Ongoing Increase Items:</u>	-	<u>One-Time Increase Items:</u>	187,255
		Renewal of Regional Parks Strategic Plan	\$60,000
		Elk/Beaver Lake Remediation Program.	\$127,255
		extend for 2 years -2020-2021	
TOTAL		\$187,255	
2022			
<u>Ongoing Increase Items:</u>	-	<u>One-Time Increase Items:</u>	-
TOTAL		\$0	
2023			
<u>Ongoing Increase Items:</u>	-	<u>One-Time Increase Items:</u>	-
		5yr update of visitor survey	\$20,000
		5yr update of visitor survey-Fund from Operating Reserve	(\$20,000)
TOTAL		\$0	

REGIONAL PARKS - 2019 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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOATL	TOTAL	TOTAL	TOTAL	TOTAL
Headquarters and Admin Services	1,312,130	1,139,167	1,342,269	-	-	1,342,269	1,384,494	1,431,071	1,482,145	1,512,182
Visitor Information Services	302,610	271,736	196,600	-	-	196,600	200,532	204,543	208,634	212,806
Environmental Interpretative Prgm	432,640	436,524	427,760	-	-	427,760	436,315	445,042	453,942	463,021
Partnership Development	122,670	120,288	125,410	-	-	125,410	127,918	130,477	133,086	135,748
Social Science Research Program	129,840	136,720	154,250	-	-	154,250	157,335	160,482	163,691	191,965
Planning & Facility Development	893,600	905,591	916,450	-	-	916,450	1,005,376	1,043,415	869,420	886,808
Resource Management	221,370	218,023	224,360	-	-	224,360	228,847	233,424	238,093	242,854
Parks Operations North	1,061,160	1,089,767	899,090	-	-	899,090	917,217	935,562	954,273	973,359
Parks Operations West	1,122,550	1,076,266	982,100	32,500	-	1,014,600	1,055,439	1,077,004	1,099,001	1,121,436
Regional Trails & Gulf Islands	787,290	797,589	691,210	-	-	691,210	704,931	718,927	733,202	747,763
HQ Maintenance, Eqpmt & Fire	1,111,990	1,240,230	1,671,330	-	-	1,671,330	1,704,759	1,738,859	1,773,632	1,809,102
Security and New Initiatives	425,900	460,068	539,000	-	-	539,000	549,777	560,768	571,989	583,431
Mount McDonald	62,130	64,130	71,699	-	-	71,699	81,074	69,208	71,082	71,668
TOTAL OPERATING COST	7,985,880	7,956,099	8,241,528	32,500	-	8,274,028	8,554,014	8,748,781	8,752,190	8,952,145
Percentage change over prior year			3.20%			3.61%	3.38%	2.28%	0.04%	2.28%
Land Acquisition Levy	3,684,268	3,684,268	3,684,270	-	-	3,684,270	3,684,270	3,684,270	3,684,270	3,684,270
Land Acquisition (planning costs)	64,270	63,851	65,300	-	-	65,300	66,606	67,938	69,297	70,683
Debt Servicing Cost	194,710	194,710	195,540	222,980	-	418,520	526,345	526,345	526,345	526,345
Transfer to Operating Reserves Fund	3,500	3,500	8,500	-	-	8,500	8,500	7,000	7,000	2,000
Transfer to ERF and Capital	1,509,884	1,572,276	1,529,020	-	-	1,529,020	1,573,200	1,597,864	1,623,022	1,648,682
TOTAL LAND, RESERVE AND DEBT	5,456,632	5,518,605	5,482,630	222,980	-	5,705,610	5,858,921	5,883,417	5,909,934	5,931,979
Percentage change over prior year			0.48%			4.56%	2.69%	0.42%	0.45%	0.37%
Balance C/F from prior year										
Transfer from Operating Reserve	(103,690)	(103,690)			(29,930)	(29,930)	(10,500)			(20,000)
Fee and Rental Revenue	(364,510)	(385,370)	(384,890)			(384,890)	(390,638)	(398,081)	(404,062)	(410,162)
Other Revenue	(17,800)	(29,132)	(18,630)			(18,630)	(18,986)	(19,349)	(19,719)	(20,097)
Payments - In Lieu of Taxes	(657,712)	(657,712)	(657,720)			(657,720)	(657,720)	(657,720)	(657,720)	(657,720)
TOTAL REVENUE	(1,143,712)	(1,175,904)	(1,061,240)		(29,930)	(1,091,170)	(1,077,844)	(1,075,150)	(1,081,501)	(1,107,980)
TOTAL REQUISITION	(12,298,800)	(12,298,800)	(12,662,918)	(255,480)	29,930	(12,888,468)	(13,335,091)	(13,557,048)	(13,580,622)	(13,776,144)
Percentage change over prior year requisition			2.96%			4.79%	3.47%	1.66%	0.17%	1.44%
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 - 2019 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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	572,080	438,567	602,130	-	-	602,130	614,172	626,455	638,985	651,764
Other Operating Expenditures	740,050	700,600	740,140	-	-	740,140	770,322	804,616	843,160	860,417
TOTAL EXPENDITURES	1,312,130	1,139,167	1,342,269	-	-	1,342,269	1,384,494	1,431,071	1,482,145	1,512,182
Other Revenue	(20,000)	(20,000)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(20,000)	(20,000)	-	-	-	-	-	-	-	-
Requisition	(1,292,130)	(1,119,167)	(1,342,269)	-	-	(1,342,269)	(1,384,494)	(1,431,071)	(1,482,145)	(1,512,182)
Percentage Change			3.88%			3.88%	3.15%	3.36%	3.57%	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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Capital	3,684,268	3,684,268	3,684,270	-	-	3,684,270	3,684,270	3,684,270	3,684,270	3,684,270
Salaries & Wages	47,250	46,831	48,280	-	-	48,280	49,246	50,231	51,235	52,260
Other Operating Expenditures	17,020	17,020	17,020	-	-	17,020	17,360	17,708	18,062	18,423
TOTAL EXPENDITURES	3,748,538	3,748,119	3,749,570	-	-	3,749,570	3,750,876	3,752,208	3,753,567	3,754,953
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(3,748,538)	(3,748,119)	(3,749,570)	-	-	(3,749,570)	(3,750,876)	(3,752,208)	(3,753,567)	(3,754,953)
Percentage Change			0.03%			0.03%	0.03%	0.04%	0.04%	0.04%

REGIONAL PARKS - 2019 BUDGET

PROGRAM: TRANSFER TO RESERVES AND DEBT SERVICING

FINANCIAL SUMMARY:

FINANCIAL SUMMARY:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Debt Servicing	194,710	194,710	195,540	222,980	-	418,520	526,345	526,345	526,345	526,345
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	856,884	856,884	874,020	-	-	874,020	891,500	909,330	927,517	946,067
Total Expenditures	1,051,594	1,051,594	1,069,560	222,980	-	1,292,540	1,417,845	1,435,675	1,453,862	1,472,412
REVENUE	(83,690)	(83,690)	-	-	(29,930)	(29,930)	-	-	-	-
Transfer from Operating Reserve	-	-	-	-	-	-	-	-	-	-
Requisition	(967,904)	(967,904)	(1,069,560)	(222,980)	29,930	(1,262,610)	(1,417,845)	(1,435,675)	(1,453,862)	(1,472,412)
Percentage Change			10.50%			30.45%	12.29%	1.26%	1.27%	1.28%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2019 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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	239,090	206,836	152,340	-	-	152,340	155,387	158,495	161,664	164,898
Other Operating Expenditures	63,520	64,900	44,260	-	-	44,260	45,145	46,048	46,969	47,908
TOTAL EXPENDITURES	302,610	271,736	196,600	-	-	196,600	200,532	204,543	208,634	212,806
Other Revenue										
TOTAL REVENUE										
Requisition	(302,610)	(271,736)	(196,600)	-	-	(196,600)	(200,532)	(204,543)	(208,634)	(212,806)
Percentage Change			-35.03%			-35.03%	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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	410,340	417,708	406,120	-	-	406,120	414,242	422,527	430,978	439,597
Other Operating Expenditures	22,300	18,816	21,640	-	-	21,640	22,073	22,514	22,965	23,424
Internal Recoveries										
TOTAL EXPENDITURES	432,640	436,524	427,760	-	-	427,760	436,315	445,042	453,942	463,021
Program Fees and Donations	(17,400)	(14,400)	(14,400)	-	-	(14,400)	(14,688)	(14,982)	(15,281)	(15,587)
TOTAL REVENUE	(17,400)	(14,400)	(14,400)	-	-	(14,400)	(14,688)	(14,982)	(15,281)	(15,587)
Requisition	(415,240)	(422,124)	(413,360)	-	-	(413,360)	(421,627)	(430,060)	(438,661)	(447,434)
Percentage Change			-0.45%			-0.45%	2.00%	2.00%	2.00%	2.00%

REGIONAL PARKS - 2019 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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	114,330	117,808	117,590	-	-	117,590	119,942	122,341	124,787	127,283
Other Operating Expenditures	8,340	2,480	7,820	-	-	7,820	7,976	8,136	8,299	8,465
TOTAL EXPENDITURES	122,670	120,288	125,410	-	-	125,410	127,918	130,477	133,086	135,748
Other Revenue										
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(122,670)	(120,288)	(125,410)	-	-	(125,410)	(127,918)	(130,477)	(133,086)	(135,748)
Percentage Change			2.23%			2.23%	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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	111,120	132,920	147,530	-	-	147,530	150,481	153,490	156,560	159,691
Other Operating Expenditures	18,720	3,800	6,720	-	-	6,720	6,854	6,991	7,131	32,274
TOTAL EXPENDITURES	129,840	136,720	154,250	-	-	154,250	157,335	160,482	163,691	191,965
Recovery Cost	(2,900)	(7,232)	(2,900)			(2,900)	(2,958)	(3,017)	5,000	(3,139)
Transfer to Operating Reserve Fund			5,000			5,000	5,000	5,000	5,000	
Transfer from Operating Reserve Fund										(20,000)
TOTAL REVENUE	(2,900)	(7,232.00)	2,100.00	-	-	2,100	2,042	1,983	10,000	(23,139)
Requisition	(126,940)	(129,488)	(156,350)	-	-	(156,350)	(159,377)	(162,465)	(173,691)	(168,826)
Percentage Change			23.17%			23.17%	1.94%	1.94%	6.91%	-2.80%

REGIONAL PARKS - 2019 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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	603,670	587,321	624,700			624,700	637,194	649,938	662,937	676,195
Other Operating Expenditures	289,930	318,270	291,750			291,750	368,182	393,478	206,483	210,613
TOTAL OPS EXPENDITURES	893,600	905,591	916,450	-	-	916,450	1,005,376	1,043,415	869,420	886,808
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	200,000	200,000	200,000	-	-	200,000	204,000	208,080	212,242	216,486
TOTAL TRANSFERS	200,000	200,000	200,000			200,000	204,000	208,080	212,242	216,486
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(1,093,600)	(1,105,591)	(1,116,450)			(1,116,450)	(1,209,376)	(1,251,495)	(1,081,662)	(1,103,294)
Percentage Change			2.09%			2.09%	8.32%	3.48%	-13.57%	2.00%

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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	144,560	156,723	147,550	-	-	147,550	150,501	153,511	156,581	159,713
Other Operating Expenditures	76,810	61,300	76,810	-	-	76,810	78,346	79,913	81,511	83,142
TOTAL EXPENDITURES	221,370	218,023	224,360	-	-	224,360	228,847	233,424	238,093	242,854
Grant Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(221,370)	(218,023)	(224,360)	-	-	(224,360)	(228,847)	(233,424)	(238,093)	(242,854)
Percentage Change			1.35%			1.35%	2.00%	2.00%	2.00%	2.00%

REGIONAL PARKS - 2019 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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	664,530	658,770	1,142,990			1,142,990	1,165,850	1,189,167	1,212,950	1,237,209
Other Operating Expenditures	447,460	581,460	528,340			528,340	538,909	549,692	560,682	571,893
TOTAL OPS EXPENDITURES	1,111,990	1,240,230	1,671,330			1,671,330	1,704,759	1,738,859	1,773,632	1,809,102
Transfer to Operating Reserve	-	-	-	-	-	-	-	-	-	-
Transfer to Capital and ERF	408,000	408,000	410,000			410,000	432,700	435,454	438,263	441,129
TOTAL CAP EXPENDITURES	408,000	408,000	410,000			410,000	432,700	435,454	438,263	441,129
Other Revenue										
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(1,519,990)	(1,648,230)	(2,081,330)			(2,081,330)	(2,137,459)	(2,174,313)	(2,211,895)	(2,250,231)
Percentage Change			36.93%			36.93%	2.70%	1.72%	1.73%	1.73%

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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	196,340	205,508	287,460	-	-	287,460	293,209	299,073	305,055	311,156
Bylaw Enforcement	119,190	119,190	101,170			101,170	103,190	105,250	107,360	109,510
Other Operating Expenditures	110,370	135,370	150,370	-	-	150,370	153,377	156,445	159,574	162,765
TOTAL EXPENDITURES	425,900	460,068	539,000			539,000	549,777	560,768	571,989	583,431
Other Revenue										
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(425,900)	(460,068)	(539,000)			(539,000)	(549,777)	(560,768)	(571,989)	(583,431)
Percentage Change			26.56%			26.56%	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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	-	-	-	-	-	-	-	-	-	-
Other Operating Expenditures	88,960	90,960	98,999	-	-	98,999	108,864	97,488	99,872	100,968
Internal Recoveries	(26,830)	(26,830)	(27,300)	-	-	(27,300)	(27,790)	(28,280)	(28,790)	(29,300)
TOTAL OPS EXPENDITURES	62,130	64,130	71,699			71,699	81,074	69,208	71,082	71,668
Transfer to Operating Reserve	3,500	3,500	3,500	-	-	3,500	3,500	2,000	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	48,500	48,500	48,500			48,500	48,500	47,000	47,000	47,000
Lease Revenue	(97,600)	(97,600)	(97,480)	-	-	(97,480)	(97,480)	(99,060)	(99,060)	(99,060)
Transfer from Operating Reserve	-	-	-	-	-	-	(10,500)	-	-	-
TOTAL REVENUE	(97,600)	(97,600)	(97,480)			(97,480)	(107,980)	(99,060)	(99,060)	(99,060)
Requisition	(13,030)	(15,030)	(22,719)			(22,719)	(21,594)	(17,148)	(19,022)	(19,608)
Percentage Change			74.36%			74.36%	-4.95%	-20.59%	10.93%	3.08%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2019 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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	793,040	803,907	630,120	-	-	630,120	642,722	655,577	668,688	682,062
Other Operating Expenditures	268,120	285,860	268,970	-	-	268,970	274,495	279,985	285,585	291,297
TOTAL EXPENDITURES	1,061,160	1,089,767	899,090	-	-	899,090	917,217	935,562	954,273	973,359
Fee and Rental Revenue	(153,520)	(158,520)	(153,520)	-	-	(153,520)	(156,590)	(159,722)	(162,917)	(166,175)
TOTAL REVENUE	(153,520)	(158,520)	(153,520)	-	-	(153,520)	(156,590)	(159,722)	(162,917)	(166,175)
Requisition	(907,640)	(931,247)	(745,570)	-	-	(745,570)	(760,627)	(775,840)	(791,356)	(807,184)
Percentage Change			-17.86%			-17.86%	2.02%	2.00%	2.00%	2.00%

PARKS OPERATIONS WEST

FINANCIAL SUMMARY:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	988,570	942,286	843,950	32,500		876,450	893,979	911,859	930,096	948,697
Other Operating Expenditures	156,810	156,810	160,980			160,980	184,290	187,976	191,735	195,569
Internal Recoveries	(22,830)	(22,830)	(22,830)			(22,830)	(22,830)	(22,830)	(22,830)	(22,830)
TOTAL EXPENDITURES	1,122,550	1,076,266	982,100	32,500		1,014,600	1,055,439	1,077,004	1,099,001	1,121,436
Fee and Rental Revenue	(84,890)	(102,500)	(101,390)			(101,390)	(103,418)	(105,486)	(107,596)	(109,748)
TOTAL REVENUE	(84,890)	(102,500)	(101,390)			(101,390)	(103,418)	(105,486)	(107,596)	(109,748)
Requisition	(1,037,660)	(973,766)	(880,710)	(32,500)		(913,210)	(952,021)	(971,518)	(991,405)	(1,011,688)
Percentage Change			-15.13%			-11.99%	4.25%	2.05%	2.05%	2.05%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2019 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:	2018	2018	2019	2019	2019	2019	2020	2021	2022	2023
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Regional Trails										
Salaries & Wages	517,227	513,322	504,320			504,320	514,406	524,695	535,188	545,892
Other Operating Expenditures	102,370	117,370	118,370			118,370	120,634	122,944	125,300	127,703
	619,597	630,692	622,690	-	-	622,690	635,041	647,639	660,488	673,595
Gulf Islands										
Salaries & Wages	53,243	52,937	53,280	-	-	53,280	54,346	55,433	56,541	57,672
Other Operating Expenditures	14,740	14,740	15,240			15,240	15,545	15,856	16,173	16,496
	67,983	67,677	68,520	-	-	68,520	69,890	71,288	72,714	74,168
E&N Trail										
Salaries	87,710	87,220		-	-					
Other Operating Expenditures	12,000	12,000		-	-					
	99,710	99,220		-	-					
TOTAL EXPENDITURES	787,290	797,589	691,210	-	-	691,210	704,931	718,927	733,202	747,763
Other Revenue										
TOTAL REVENUE										
Requisition	(787,290)	(797,589)	(691,210)	-	-	(691,210)	(704,931)	(718,927)	(733,202)	(747,763)
Percentage Change			-12.20%			-12.20%	1.99%	1.99%	1.99%	1.99%

Participants: All municipalities and electoral areas

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

SCHEDULE B

Service No.	1.280 Regional Parks	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	694,580	1,357,000	-	300,000	-	-	1,657,000
Equipment	E	20,000	62,000	74,000	40,000	48,000	102,000	326,000
Land	L	-	20,000	20,000	20,000	20,000	20,000	100,000
Engineered Structures	S	5,711,424	9,225,500	1,236,740	2,540,000	4,054,000	1,775,000	18,831,240
Vehicles	V	-	196,000	281,000	140,000	170,000	208,000	995,000
		\$6,426,004	\$10,860,500	\$1,611,740	\$3,040,000	\$4,292,000	\$2,105,000	\$21,909,240

SOURCE OF FUNDS

Capital Funds on Hand	Cap	6,426,004	6,901,004	-	-	-	-	6,901,004
Debenture Debt (New Debt Only)	Debt	-	1,540,000	-	-	-	-	1,540,000
Equipment Replacement Fund	ERF	-	238,000	355,000	180,000	218,000	250,000	1,241,000
Grants (Federal, Provincial)	Grant	-	100,000	-	2,000,000	2,575,000	575,000	5,250,000
Donations / Third Party Funding	Other	-	30,000	-	-	-	-	30,000
Reserve Fund	Res	-	2,051,496	1,256,740	860,000	1,499,000	1,280,000	6,947,236
Short Term Loans	STLoan	-	-	-	-	-	-	-
Water Utility	WU	-	-	-	-	-	-	-
		\$6,426,004	\$10,860,500	\$1,611,740	\$3,040,000	\$4,292,000	\$2,105,000	\$21,909,240

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 1.280
Service Name: Regional Parks

Proj. No.
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Capital Exp. Type
Study - Expenditure for feasibility and business case report.
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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
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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 2018	2019	2020	2021	2022	2023	5 - Year Total
09-01	Renewal	Engineering - Todd Creek Trestle	Engineering Todd Creek Trestle structural upgrades.	\$2,100,000	S	Cap	\$1,509,924	\$1,509,924	\$0	\$0	\$0	\$0	\$1,509,924
	Renewal				S	Res	\$0	\$490,076	\$0	\$0	\$0	\$0	\$490,076
13-01	Renewal	Upgrade Swan and Brett Trestles	Resurface deck of Swan Trestle Lochside Trail.	\$170,000	S	Cap	\$93,000	\$93,000	\$0	\$0	\$0	\$0	\$93,000
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	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
					S	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
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.	\$81,250	E	Cap	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$20,000
16-02	Renewal	Upgrade Durrance Lake Dam	Upgrade Durrance Lake Dam for seismic stability and flow control.	\$860,000	S	Res	\$0	\$0	\$604,740	\$0	\$0	\$0	\$604,740
17-01	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 Tyee Rd.	\$6,100,000	S	Debt	\$0	\$1,540,000	\$0	\$0	\$0	\$0	\$1,540,000
					S	Cap	\$3,908,500	\$4,383,500	\$0	\$0	\$0	\$0	\$4,383,500
17-02	Replacement	Construct Elk/Beaver Lake Washrooms	Replace 3 washroom buildings that are at the end of their service life	\$1,500,000	B	Cap	\$694,580	\$694,580	\$0	\$0	\$0	\$0	\$694,580
					B	Res	\$0	\$617,420	\$0	\$0	\$0	\$0	\$617,420
18-01	New	Develop Visitor Facilities for Sea to Sea and Sooke Hills Wilderness Regional Parks	Plan, design and construct visitor facilities for the Sea to Sea and Sooke Hills Wilderness Regional Parks.	\$910,038	S	Cap	\$190,000	\$190,000	\$0	\$0	\$0	\$0	\$190,000
					S	Res	\$0	\$460,000	\$0	\$0	\$0	\$0	\$460,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 1.280
Service Name: Regional Parks

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FIVE YEAR FINANCIAL PLAN

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18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$75,000	S	Res	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000
18-03	New	Construct Washrooms on Regional Trails	Construct washrooms on regional trails per the Regional Trails Management Plan.	\$30,000	B	Other	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
19-01	Replacement	Vehicle Replacement	Vehicle replacement based on a schedule for fleet vehicles.	N/A	V	ERF	\$0	\$196,000	\$281,000	\$140,000	\$170,000	\$208,000	\$995,000
19-02	Replacement	Equipment Replacement	Equipment replacement of outdoor and indoor equipment and furniture.	N/A	E	ERF	\$0	\$42,000	\$74,000	\$40,000	\$48,000	\$42,000	\$246,000
19-03	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
19-04	New	Develop Jordan River Regional Park	Develop Jordan River Regional Park by removing buildings and developing new facilities at the campground.	\$50,000	S	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
19-05	Renewal	Repair Veitch Creek Bridge	Undertake slope protection, footing armouring and pier reinforcement for bridge on Galloping Goose Trail.	\$139,000	S	Res	\$0	\$30,000	\$24,000	\$85,000	\$0	\$0	\$139,000
19-06	Renewal	Repair Charters Creek Bridge	Replace subdeck and deckboards; undertake vegetation removal as recommended in condition assessment.	\$59,000	S	Res	\$0	\$39,000	\$0	\$0	\$20,000	\$0	\$59,000
19-07	Study	Geotechnical Assessment & Inflow Design for 6 Dams	Complete geotechnical investigations and inflow design studies as required for Dam Safety Review for dams at Thetis and Elk/Beaver Lakes.	\$75,000	S	Res	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
19-08	Replacement	Replace Island View Beach Campground Office	Replace mobile trailer office at Island View Beach campground.	\$15,000	B	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
19-09	Replacement	Replace Upper Thetis Lake Bridge	Replace the bridge at Upper Thetis Lake.	\$25,000	S	Res	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
19-10	Study	Design Regional Trails on Galiano, Saturna and Pender Islands	Subject to grant funding, complete designs and cost estimates for construction of initial segments of regional trails on three islands as identified in Regional Trails Management Plan	\$200,000	S	Res	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 1.280
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FIVE YEAR FINANCIAL PLAN

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					S	Grant	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
19-11	Study	Assess Potential Contaminated Sites	Assess potential for site contamination at Sooke Potholes Hangar and Gonzales Hill.	\$30,000	S	Res	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
19-12	New	Boundary Fencing Thetis Lake	Install boundary fencing to demarcate private land adjacent to park land.	\$25,000	S	Res	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
20-01	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	\$200,000	\$100,000	\$100,000	\$0	\$400,000
					S	Grant	\$0	\$0	\$0	\$2,000,000	\$2,000,000	\$0	\$4,000,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

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20-02	Study	Upgrade Humpback Reservoir - OMS/EP Update	Upgrade Humpback Reservoir - OM/EP Update requires updated Operations/Surveillance/Maintenace Plan and Emergency Plan per provincial regulations.	\$40,000	S	Res	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
20-03	New	Construct Park Facilities at St. John Point and Mill Farm	Construct new facilities identified in management plans for these two parks.	\$170,000	S	Res	\$0	\$0	\$170,000	\$0	\$0	\$0	\$170,000
20-04	Renewal	Repair Mattheson Bridge - Galloping Goose Trail	Improve protection for bridge abutments.	\$25,000	S	Res	\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000
20-05	Renewal	Repair Ayum Creek Bridge - Galloping Goose Trail	Repair bridge footings.	\$110,000	S	Res	\$0	\$0	\$36,000	\$0	\$74,000	\$0	\$110,000
20-06	Renewal	Repair Interurban Bridge - Galloping Goose Trail	Replace retaining wall and grade embankment.	\$37,000	S	Res	\$0	\$0	\$37,000	\$0	\$0	\$0	\$37,000
20-07	New	Design & Construct Mary Lake Trail	Design and construct Mary Lake Trail to connect Thetis Lake Regional Park with Gowlland Tod Provincial Park.	\$50,000	S	Res	\$0	\$0	\$20,000	\$30,000	\$0	\$0	\$50,000
20-08	New	Develop Matthew's Point Facilities	Develop visitor facilities at Matthews Point Regional Park as identified in the management plan.	\$55,000	S	Res	\$0	\$0	\$55,000	\$0	\$0	\$0	\$55,000
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	\$75,000	\$0	\$0	\$75,000
21-02	New	Expand Aylard Farm Parking Lot at East Sooke Park	Expand existing parking lot at Aylard Farm, which is over capacity on weekends	\$50,000	S	Res	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
21-03	Replacement	Construct Hamsterly Beach Washroom	Construct Hamsterly Beach washroom to replace the current washroom at Hamsterly Beach in Elk/Beaver Lake Regional Park, which is at end of service life.	\$300,000	B	Res	\$0	\$0	\$0	\$300,000	\$0	\$0	\$300,000
21-04	Study	Repairs to Dam at Elk/Beaver Lake	Design & implement improvements at south dam on Beaver Lake.	\$800,000	S	Res	\$0	\$0	\$0	\$200,000	\$400,000	\$0	\$600,000
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	\$200,000	\$0	\$200,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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FIVE YEAR FINANCIAL PLAN

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22-02	Renewal	Repair Firehall Creek Bridge	Bridge replacement recommended by condition assessment.	\$50,000	S	Res	\$0	\$0	\$0	\$0	\$50,000	\$0	\$50,000
22-03	New	Construct Mayne Island Demonstration Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.	\$2,300,000	S	Res	\$0	\$0	\$0	\$0	\$575,000	\$575,000	\$1,150,000
					S	Grant	\$0	\$0	\$0	\$0	\$575,000	\$575,000	\$1,150,000
22-04	New	Design & Connect Regional Parks HQ to Municipal Sewer	Sewer connection to eliminate reliance on septic field	\$335,000	S	Res	\$0	\$0	\$0	\$0	\$60,000	\$275,000	\$335,000
23-01	New	Purchase of New Genset for Mt. McDonald	New backup power supply required for emergency communication equipment on Mt. McDonald.	\$60,000	E	Res	\$0	\$0	\$0	\$0	\$0	\$60,000	\$60,000
23-02	New	Assess & Replace Major Assets	Assess & replace major structures, bridges & dams in regional parks.	\$125,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$125,000	\$125,000
23-03	Study	Selkirk Trestle Condition Assessment	Assess condition of Selkirk Trestle to enable future capital planning	\$75,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$75,000	\$75,000
23-04	Renewal	Upgrade Thetis Lake Trail Phase 3	Upgrade Thetis Lake Trail Phase 3 to improve the trail at Upper Thetis Lake.	\$150,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$150,000	\$150,000
23-05	Study	design Salt Spring Island Regional Trail	engineering design and cost estimate for 5 km of regional trail on Salt Spring Island	\$200,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000
						Grant						\$100,000	\$100,000
GRAND TOTAL				\$22,351,288			\$6,426,004	\$10,860,500	\$1,611,740	\$3,040,000	\$4,292,000	\$2,305,000	\$22,109,240

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 S - Engineering Structure **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. 13-01 **Capital Project Title** Upgrade Brett & Swann Trestle Bridges **Capital Project Description** Upgrade Brett & Swann trestle bridges due

Asset Class S - Engineering Structure **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 2018, the deck surface will be replaced with Fiber Reinforced Polymer, beginning with the smaller Brett Trestle in 2018, followed by the larger Swan Trestle 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 S - Engineering Structure **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 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 E - Equipment **Board Priority Area** Biodiversity & Ecosystem Health **Corporate Priority Area** Regional Parks

Project Rationale *In preparation for the 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 Land Acquisition Strategy and support decision-making regarding the potential extension of the land acquisition fund beyond 2019.*

Service: 1.280 **Regional Parks**

Proj. No. 16-02 **Capital Project Title** Upgrade Durrance Lake Dam **Capital Project Description** Upgrade Durrance Lake Dam for seismic stability and flow control

Asset Class S - Engineering Structure **Board Priority Area** Climate Change **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. This project is divided into two phases, design in 2018 and construction in 2020*

Proj. No. 17-01 **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 S - Engineering Structure **Board Priority Area** Active & Multi-Modal Transportation **Corporate Priority Area** Regional Parks

Project Rationale *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 & E Railway Crossing and Savory School in Langford (approximately 1 km in length) will be in 2018. Construction of Phase 4 from Esquimalt Road to the Blue Bridge in Victoria is targeted to occur in 2019.*

Proj. No. 17-02 **Capital Project Title** Construct Elk/Beaver Lake Washrooms **Capital Project Description** Replace 3 existing washroom buildings that are at the end of their service life.

Asset Class B - Buildings **Board Priority Area** Other **Corporate Priority Area** Regional Parks

Project Rationale *Replace 3 washroom buildings that are at the end of their service life*

Proj. No. 18-01 **Capital Project Title** Develop Visitor Facilities for Sea to Sea and Sooke Hills Wilderness Regional Parks **Capital Project Description** Plan, design and construct visitor facilities for the Sea to Sea and Sooke Hills Wilderness Regional Parks.

Asset Class S - Engineering Structure **Board Priority Area** Biodiversity & Ecosystem Health **Corporate Priority Area** Regional Parks

Project Rationale *Plan, design and construct visitor facilities in these two parks, including trails, bridges, a campground, washrooms, parking, information kiosks, directional signs and mapping as appropriate to accommodate visitor use.*

Proj. No. 18-02 **Capital Project Title** Implement Kiosk Strategy **Capital Project Description** Implement kiosk strategy for the purpose of replacing ageing information kiosks.

Asset Class S - Engineering Structure **Board Priority Area** Public Engagement & Communications **Corporate Priority Area** Regional Parks

Project Rationale *This is a three year project to replace ageing information kiosk structures in Regional Parks.*

Service: 1.280 **Regional Parks**

Proj. No. 18-03 **Capital Project Title** Construct Washrooms on Regional Trails **Capital Project Description** Construct washrooms on regional trails per the Regional Trails Management Plan.

Asset Class B - Buildings **Board Priority Area** Active & Multi-Modal Transportation **Corporate Priority Area** Regional Parks

Project Rationale *New washrooms will be installed as part of implementation of the Regional Trails Management Plan approved in 2016.*

Proj. No. 19-01 **Capital Project Title** Vehicle Replacement **Capital Project Description** Vehicle replacement based on a schedule for fleet vehicles.

Asset Class V - 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. 19-02 **Capital Project Title** Equipment Replacement **Capital Project Description** Equipment replacement of outdoor and indoor equipment and furniture.

Asset Class E - 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. 19-03 **Capital Project Title** Potential Land Acquisition Transactions **Capital Project Description** Potential land acquisition transactions for appraisals, environmental assessments and surveys.

Asset Class L - 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. 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 S - Engineering Structure **Board Priority Area** Biodiversity & Ecosystem Health **Corporate Priority Area** Regional Parks

Project Rationale *This project is to remove old buildings that are not required for park purposes and to develop new facilities at the campground.*

Service: 1.280		Regional Parks	
Proj. No. 19-05	Capital Project Title Repair Veitch Creek Bridge	Capital Project Description Undertake slope protection, footing armouring and pier reinforcement for bridge on Galloping Goose Trail.	
Asset Class S - Engineering Structure	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks	
Project Rationale 2017 condition assessment completed by consulting engineers recommends slope protection, footing armouring and pier reinforcement for bridge on Galloping Goose Trail.			
Proj. No. 19-06	Capital Project Title Repair Charters Creek Bridge	Capital Project Description Replace subdeck and deckboards; undertake vegetation removal as recommended in condition assessment.	
Asset Class S - Engineering Structure	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks	
Project Rationale 2017 condition assessment completed by consulting engineers recommends replacement of bridge components for former rail trestle over Charters Creek on the Galloping Goose Regional Trail			
Proj. No. 19-07	Capital Project Title Geotechnical Assessment & Inflow Design for 6 Dams	Capital Project Description Complete geotechnical investigations and inflow design studies as required for Dam Safety Review for dams at Thetis and Elk/Beaver Lakes.	
Asset Class S - Engineering Structure	Board Priority Area Other	Corporate Priority Area Regional Parks	
Project Rationale A dam safety review for 6 dams at Thetis and Elk/Beaver Lake regional parks resulted in recommendations to complete additional geotechnical investigations and inflow design analyses to comply with provincial dam safety regulations.			
Proj. No. 19-08	Capital Project Title Replace Island View Beach Campground Office	Capital Project Description Replace mobile trailer office at Island View Beach campground.	
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Regional Parks	
Project Rationale The office at the campground is at the end of its service life and needs to be replaced to maintain existing service levels.			
Proj. No. 19-09	Capital Project Title Replace Upper Thetis Lake Bridge	Capital Project Description Replace deteriorated wood bridge with new bridge.	
Asset Class S - Engineering Structure	Board Priority Area Other	Corporate Priority Area Regional Parks	
Project Rationale A new bridge is required at this location to maintain safe trail connections within the park.			

Service: 1.280		Regional Parks	
Proj. No. 19-10	Capital Project Title Design Regional Trails on Galiano, Saturna and Pender islands	Capital Project Description Subject to grant funding, complete designs and cost estimates for construction of initial segments of regional trails on three islands as identified in Regional Trails Management Plan	
Asset Class S - Engineering Structure	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks	
Project Rationale <i>The Regional Trails Management Plan approved by the Board in 2017 recommends seeking grant funding to support completing design and cost estimates for 3 regional trails. Completing the designs will result in shovel ready projects that are more likely to attract grant funding for construction in the future.</i>			
Proj. No. 19-11	Capital Project Title Assess Potential Contaminated Sites	Capital Project Description Assess potential for site contamination at Sooke Potholes Hangar and Gonzales Hill.	
Asset Class S - Engineering Structure	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks	
Project Rationale <i>Site investigations are required for potential hydrocarbon and other contamination at two locations .</i>			
Proj. No. 19-12	Capital Project Title Boundary Fencing Thetis Lake	Capital Project Description Install boundary fencing to demarcate private land adjacent to park land.	
Asset Class S - Engineering Structure	Board Priority Area Other	Corporate Priority Area Regional Parks	
Project Rationale <i>Fencing is anticipated to be required to demarcate private property boundary at newly acquired land to be added to Thetis Lake Regional Park.</i>			
Proj. No. 20-01	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 S - Engineering Structure	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. 20-02	Capital Project Title Humpback Reservoir - OMS/EP Update	Capital Project Description Humpback Reservoir requires updated Operations/Surveillance/Maintenance Plan and Emergency Plan per provincial regulations.	
Asset Class S - Engineering Structure	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks	
Project Rationale <i>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.</i>			

Service: 1.280 **Regional Parks**

Proj. No. 20-03 **Capital Project Title** Construct Park Facilities at St. John Point and Mill Farm **Capital Project Description** Construct new facilities identified in management plans for these two parks.
Asset Class S - Engineering Structure **Board Priority Area** Biodiversity & Ecosystem Health **Corporate Priority Area** Regional Parks
Project Rationale *Management plans are scheduled to be completed for these two parks by 2020. Facilities need to be developed to accommodate visitor use and protect the environment, including trails, washrooms, parking and signage.*

Proj. No. 20-04 **Capital Project Title** Repair Mattheson Bridge - Galloping Goose Trail **Capital Project Description** Improve protection for bridge abutments.
Asset Class S - Engineering Structure **Board Priority Area** Active & Multi-Modal Transportation **Corporate Priority Area** Regional Parks
Project Rationale *The condition assessment completed by consulting engineers in 2017 recommended adding rip-rap or other protection for the abutments of this bridge on the Galloping Goose Regional Trail.*

Proj. No. 20-05 **Capital Project Title** Repair Ayum Creek Bridge - Galloping Goose Trail **Capital Project Description** Repair bridge footings.
Asset Class S - Engineering Structure **Board Priority Area** Active & Multi-Modal Transportation **Corporate Priority Area** Regional Parks
Project Rationale *The condition assessment completed by consulting engineers in 2017 recommended repairs to the bridge footings.*

Proj. No. 20-06 **Capital Project Title** Repair Interurban Bridge - Galloping Goose Trail **Capital Project Description** Replace retaining wall and grade embankment.
Asset Class S - Engineering Structure **Board Priority Area** Active & Multi-Modal Transportation **Corporate Priority Area** Regional Parks
Project Rationale *The condition assessment completed by consulting engineers in 2017 recommended replacement of a retaining wall and re-grading the embankment at this bridge.*

Proj. No. 20-07 **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 S - Engineering Structure **Board Priority Area** 0 **Corporate Priority Area** 0
Project Rationale *The CRD acquired a 10 hectare 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 is spread over two years; design in 2020 and construction in 2021.*

Service: 1.280		Regional Parks	
Proj. No. 20-08	Capital Project Title Develop Matthew's Point Facilities	Capital Project Description	Develop visitor facilities at Matthews Point Regional Park as identified in the management plan.
Asset Class S - Engineering Structure	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area	Regional Parks
Project Rationale <i>Improvements including re-enforcement of the downstream face, tie-in to the existing spillway control and vegetation management are required for the main dam at the southern outlet of Beaver Lake. Design in 2021, construction in 2022</i>			
Proj. No. 21-01	Capital Project Title Implement Humpback Reservoir Dam Safety Review	Capital Project Description	implement Humpback Reservoir Dam Safety Review per Provincial Regulations.
Asset Class S - Engineering Structure	Board Priority Area Other	Corporate Priority Area	Regional Parks
Project Rationale <i>A dam safety review is required by provincial dam safety regulations every ten years.</i>			
Proj. No. 21-02	Capital Project Title Expand Aylard Farm Parking Lot at East Sooke Park	Capital Project Description	Expand existing parking lot at Aylard Farm, which is over capacity on weekends
Asset Class S - Engineering Structure	Board Priority Area Other	Corporate Priority Area	Regional Parks
Project Rationale <i>The parking lot at Aylard Farm is over capacity in the summer months, resulting in people parking illegally on the the access road. Additional parking is required to meet user demand.</i>			
Proj. No. 21-03	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 B - 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. 21-04	Capital Project Title Repairs to Dam at Elk/Beaver Lake	Capital Project Description	Design & implement improvements at south dam on Beaver Lake.
Asset Class S - Engineering Structure	Board Priority Area Climate Change	Corporate Priority Area	Regional Parks
Project Rationale <i>Improvements including re-enforcement of the downstream face, tie-in to the existing spillway control and vegetation management are required for the main dam at the southern outlet of Beaver Lake. Design in 2021, construction in 2022.</i>			

Service: 1.280 **Regional Parks**

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 S - Engineering Structure	Board Priority Area 0	Corporate Priority Area 0
Project Rationale <i>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.</i>		

Proj. No. 22-02	Capital Project Title Replace Firehall Creek Bridge	Capital Project Description Bridge replacement recommended by condition assessment.
Asset Class S - Engineering Structure	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks
Project Rationale <i>The condition assessment completed by consulting engineers in 2017 recommended replacement of this bridge</i>		

Proj. No. 22-03	Capital Project Title Construct Mayne Island Demonstration Trail	Capital Project Description Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.
Asset Class S - Engineering Structure	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks
Project Rationale <i>This project will result in the construction of 2.3 km of multi-use trail from the BC Ferry terminal to Miner's Bay. This is the first of the Gulf Islands regional trails scheduled for construction. This project is dependent on securing significant external grant funding.</i>		

Proj. No. 22-04	Capital Project Title Design & Connect Regional Parks HQ to Municipal Sewer	Capital Project Description Sewer connection to eliminate reliance on septic field
Asset Class S - Engineering Structure	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>Connecting to the municipal sewer line will eliminate reliance on a septic field at regional parks headquarters, reducing ongoing operating and replacement costs. Design will be completed in 2022, followed by construction in 2023</i>		

Proj. No. 23-01	Capital Project Title Purchase of New Genset for Mt. McDonald	Capital Project Description New backup power supply required for emergency communication equipment on Mt. McDonald.
Asset Class E - Equipment	Board Priority Area Public Engagement & Communications	Corporate Priority Area Regional Parks
Project Rationale <i>A new backup power supply is required for the emergency communication equipment located on Mount McDonald.</i>		

Proj. No. 23-02	Capital Project Title Assess and Replace Major Assets	Capital Project Description Assess & replace major structures, bridges & dams in regional parks.
Asset Class S - Engineering Structure	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>This project will support on-going condition assessments and needed repairs and replacements for major structures. Project work will be prioritized based on health and safety, life cycle stage, and deferred maintenance costs.</i>		

Service: 1.280 **Regional Parks**

Proj. No. 23-03	Capital Project Title Condition Assessment on Selkirk Trestle	Capital Project Description Selkirk Trestle Condition Assessment
Asset Class S - Engineering Structure	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks
Project Rationale <i>Selkirk Trestle is a critical link in the regional trails system. This is a major wooden former railway trestle. A comprehensive condition assessment is required to enable future capital planning for this asset.</i>		

Proj. No. 23-04	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 S - Engineering Structure	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>This is the third phase in a multi-year project started in 2007 to address trail braiding and desire line trails causing shoreline erosion on upper and lower Thetis Lakes. Phase 3 is focussed on Upper Thetis Lake and includes surface improvements to the Upper Thetis Lake Dam Crest.</i>		

Proj. No. 23-05	Capital Project Title Design Salt Spring Island Regional Trail	Capital Project Description Engineering design and cost estimate for 5 km of regional trail on Salt Spring Island.
Asset Class #N/A	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks
Project Rationale <i>This project continues implementation of the Gulf Islands Regional Trail Plan to construct regional trails on each of the Gulf Islands. Grant dependent.</i>		

**1.280 Regional Parks
Operating Reserve Summary
2019 - 2023 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	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Operating Reserve	59,956	38,526	36,526	43,526	50,526	32,526
Operating Reserve - Legacy Fund	13,603	13,603	13,603	13,603	13,603	13,603
Total projected year end balance	73,559	52,129	50,129	57,129	64,129	46,129

See attached reserve schedules for projected annual cash flows.

**1.280 Regional Parks
Operating Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	147,685	59,956	38,526	36,526	43,526	50,526
Planned Purchase	(91,229)	(29,930)	(10,500)	-	-	(20,000)
Transfer from Ops Budget	3,500	8,500	8,500	7,000	7,000	2,000
Interest Income*						
Total projected year end balance	59,956	38,526	36,526	43,526	50,526	32,526

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: 29,930 to fund MFA Debt
 2020: 10,500 to fund every 5 years CSA inspection for radio tower on Mt McDonald.
 2023: \$20,000 to fund Visitor Survey

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

**1.280 Regional Parks Legacy Fund
Operating Reserve Summary
2019 - 2023 Financial Plan**

Profile

Regional Parks Legacy Fund

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

Operating Reserve Schedule - FC 105102

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	13,245	13,603	13,603	13,603	13,603	13,603
Planned Purchase						
Donation Received	100					
Interest Income*	258					
Total projected year end balance	13,603	13,603	13,603	13,603	13,603	13,603

Assumptions/Background:

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

**1.280 Regional Parks
Asset and Reserve Summary Schedule
2019 - 2023 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	Estimate	Budget				
	2018	2019	2020	2021	2022	2022
- Land Acquisition Levy	8,331,561	6,495,829	10,160,097	13,824,365	17,488,633	21,152,901
- Infrastructure/SSI&SGL Trail/Dams	812,234	249,834	358,834	307,254	278,543	273,157
Total Capital Reserve Fund	9,143,795	6,745,663	10,518,931	14,131,619	17,767,176	21,426,058
 Parks Statutory Land Acquisition Reserve	 1,033,378	 1,033,378	 1,033,378	 1,033,378	 1,033,378	 1,033,378
Equipment Replacement Fund	492,551	279,551	219,551	334,551	411,551	456,551
Total projected year end balance	10,669,724	8,058,592	11,771,860	15,499,548	19,212,105	22,915,987

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Capital Reserve Fund Schedule
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	6,197,293	8,331,561	6,495,829	10,160,097	13,824,365	17,488,633
Land Acquisition Expenditure(Soft Cost Placeholder-Out Years)	(1,640,000)	(5,520,000)	(20,000)	(20,000)	(20,000)	(20,000)
Land Acquisition Annual Levy	3,684,268	3,684,268	3,684,268	3,684,268	3,684,268	3,684,268
Other proceeds	-	-	-	-	-	-
Interest Income*	90,000	-	-	-	-	-
Ending Balance \$ - Land Acquisition Levy Portion	8,331,561	6,495,829	10,160,097	13,824,365	17,488,633	21,152,901

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 2019-2023 are estimated based on 2018 Assessment data.
- Existing short-term loan is paid off in 2015.

1.280 Regional Parks
 Capital Reserve Fund Schedule
 2019 - 2023 Financial Plan

Capital Reserve Fund Schedule

Infrastructure Portion	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,245,350	812,234	249,834	358,834	307,254	278,543
Planned Capital Expenditure (Based on Capital Plan)	(1,568,000)	(1,956,420)	(1,057,000)	(1,240,000)	(1,240,000)	(1,240,000)
Transfer from Operating Budget						
--Other Infrastructure	726,884	994,020	762,000	780,340	799,047	818,128
--SSI/SGI Trails	200,000	200,000	204,000	208,080	212,242	216,486
--Dam/Bridge/Trestle	200,000	200,000	200,000	200,000	200,000	200,000
Interest Income*	8,000	-	-	-	-	-
Ending Balance \$ - Infrastructure Portion	812,234	249,834	358,834	307,254	278,543	273,157

* 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
 2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,013,689	1,033,378	1,033,378	1,033,378	1,033,378	1,033,378
Park Land Acquisition	-	-	-	-	-	-
Proceeds from Sale of Surplus Park Land						
Interest Income	19,690	-				
Ending Balance \$ - Parks Statutory Land Acquisition Reserve	1,033,378	1,033,378	1,033,378	1,033,378	1,033,378	1,033,378

1.280 Regional Parks
 Equipment Replacement Fund Schedule (ERF)
 2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	699,551	492,551	279,551	219,551	334,551	411,551
Planned Purchase (Based on Capital Plan)	(491,000)	(238,000)	(355,000)	(180,000)	(218,000)	(250,000)
Transfer from Operating Budget	275,000	25,000	295,000	295,000	295,000	295,000
Disposal Proceeds		-	-	-	-	-
Interest Income*	9,000	-	-	-	-	-
Ending Balance \$	492,551	279,551	219,551	334,551	411,551	456,551

* 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

2019 BUDGET

Panorama Recreation

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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>
<u>2014</u>		<u>2011 Census</u>		
Central Saanich	430,594,222	15,936	39.57%	3,527,897,496
North Saanich	383,959,186	11,089	31.20%	3,445,759,130
Sidney	336,227,433	11,178	29.24%	2,699,124,252
TOTAL 2014	<u>1,150,780,841</u>	<u>38,203</u>	<u>100.00%</u>	<u>9,672,780,878</u>
<u>2015</u>		<u>2011 Census</u>		
Central Saanich	434,122,467	15,936	39.57%	3,553,829,858
North Saanich	386,157,473	11,089	31.15%	3,471,460,388
Sidney	339,938,684	11,178	29.28%	2,736,175,662
TOTAL 2015	<u>1,160,218,624</u>	<u>38,203</u>	<u>100.00%</u>	<u>9,761,465,908</u>
<u>2016</u>		<u>2011 Census</u>		
Central Saanich	452,059,640	15,936	39.35%	3,712,345,404
North Saanich	416,465,358	11,089	31.55%	3,765,978,126
Sidney	353,898,542	11,178	29.11%	2,864,797,656
TOTAL 2016	<u>1,222,423,540</u>	<u>38,203</u>	<u>100.00%</u>	<u>10,343,121,186</u>
<u>2017</u>		<u>2016 Census</u>		
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	<u>1,405,568,641</u>	<u>39,735</u>	<u>100.00%</u>	<u>12,084,802,861</u>
<u>2018</u>		<u>2016 Census</u>		
Central Saanich	585,416,808	16,814	39.12%	4,919,870,905
North Saanich	571,557,103	11,249	31.69%	5,189,160,212
Sidney	472,356,552	11,672	29.18%	3,950,613,739
TOTAL 2018	<u>1,629,330,463</u>	<u>39,735</u>	<u>100.00%</u>	<u>14,059,644,856</u>

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	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
PANORAMA RECREATION										
<u>OPERATING COSTS:</u>										
Salaries and Wages	4,580,850	4,647,468	4,758,947	-	-	4,758,947	4,853,663	4,949,792	5,039,933	5,139,731
Utilities	612,200	626,000	645,422	-	-	645,422	644,398	661,539	676,808	690,343
Recreation Programs and Special Events	467,450	446,490	474,171	-	-	474,171	481,284	538,921	495,095	504,985
Operating Supplies & Promotion	394,350	373,905	404,082	-	-	404,082	411,467	416,865	422,109	430,544
Maintenance and Repairs	396,280	411,880	413,710	-	-	413,710	415,523	421,015	426,326	433,674
Internal Allocations	238,710	238,710	368,322	-	-	368,322	405,932	447,360	492,633	502,490
Licences/Surveys/Legal/Meeting	144,545	143,300	146,481	-	-	146,481	148,046	149,536	151,057	154,078
Advertising/Printing/Brouchures/Signs	123,700	118,340	124,916	-	-	124,916	126,135	126,444	126,739	127,094
Telephone/IT & Network Systems	156,490	155,670	58,129	-	-	58,129	59,427	59,714	60,334	61,540
Vehicles and Travel	72,370	69,450	73,533	-	-	73,533	74,685	75,621	76,806	78,178
Insurance	41,330	41,330	42,390	-	-	42,390	43,230	44,090	44,960	45,860
Contingency	50,000	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL OPERATING COSTS	7,278,275	7,272,543	7,560,103	-	-	7,560,103	7,713,790	7,940,897	8,062,800	8,218,517
*Percentage increase over prior year			3.87%			3.87%	2.03%	2.9%	1.5%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	7,500	7,500	7,575	-	-	7,575	7,651	7,727	7,805	7,961
Transfer to Capital Reserve Fund	372,787	549,785	376,552	-	-	376,552	411,209	393,727	366,910	466,095
Transfer to Equipment Replacement Fund	325,000	325,000	396,000	-	-	396,000	375,000	375,000	375,000	375,000
Capital & Equipment Purchases	3,000	3,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	708,287	885,285	780,127	-	-	780,127	793,860	776,454	749,715	849,056
*Percentage increase over prior year			10.14%			10.14%	1.76%	-2.19%	-3.44%	13.25%
DEBT CHARGES	973,000	921,000	868,041	-	-	868,041	868,041	868,041	868,041	799,141
TOTAL COSTS	8,959,562	9,078,828	9,208,271	-	-	9,208,271	9,375,691	9,585,392	9,680,556	9,866,714
Estimated balance C/F from current to Next year										
Fee Income	(3,092,940)	(3,187,400)	(3,211,825)	-	-	(3,211,825)	(3,262,164)	(3,307,801)	(3,354,666)	(3,418,590)
Rental Income	(895,190)	(916,356)	(923,279)	-	-	(923,279)	(929,794)	(934,611)	(939,293)	(957,360)
Sponsorships	(47,780)	(43,920)	(47,069)	-	-	(47,069)	(47,322)	(47,500)	(47,607)	(47,966)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(51,000)	-	-
Payments - In Lieu of Taxes	(191,782)	(191,782)	(191,782)	-	-	(191,782)	(191,782)	(191,782)	(191,782)	(191,782)
Grants - Other	-	(7,500)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(4,227,692)	(4,346,958)	(4,373,955)	-	-	(4,373,955)	(4,431,062)	(4,532,694)	(4,533,348)	(4,615,698)
*Percentage increase over prior year		2.82%	3.46%			3.46%	1.31%	2.29%	0.01%	1.82%
REQUISITION	(4,731,870)	(4,731,870)	(4,834,316)	-	-	(4,834,316)	(4,944,629)	(5,052,698)	(5,147,208)	(5,251,016)
*Percentage increase over prior year			2.17%			2.17%	2.28%	2.19%	1.87%	2.02%
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

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PANORAMA RECREATION	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS</u>										
Arena	1,565,740	1,572,000	1,623,479	-	-	1,623,479	1,663,802	1,708,943	1,754,440	1,789,308
Pool	2,238,790	2,267,549	2,345,830	-	-	2,345,830	2,395,488	2,452,903	2,505,940	2,554,838
Recreation - Community Recreation	3,031,125	3,018,084	3,143,989	-	-	3,143,989	3,206,721	3,278,173	3,350,770	3,416,297
Administration	403,120	425,410	404,380	-	-	404,380	405,430	458,605	409,455	416,035
Contingency	50,000	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000
	7,288,775	7,283,043	7,567,678	-	-	7,567,678	7,721,441	7,948,624	8,070,605	8,226,478
*Percentage increase over prior year			3.83%			3.83%				
<u>CAPITAL / RESERVE</u>										
Arena	297,722	386,221	320,305	-	-	320,305	330,607	321,865	308,456	358,046
Pool	292,065	380,564	320,247	-	-	320,247	330,602	321,862	308,454	358,049
Community Recreation	108,000	108,000	132,000	-	-	132,000	125,000	125,000	125,000	125,000
	697,787	874,785	772,552	-	-	772,552	786,209	768,727	741,910	841,095
<u>DEBT CHARGES</u>										
Arena	88,530	88,530	88,468	-	-	88,468	88,468	88,468	88,468	88,468
Pool	884,470	832,470	779,573	-	-	779,573	779,573	779,573	779,573	710,673
	973,000	921,000	868,041	-	-	868,041	868,041	868,041	868,041	799,141
TOTAL OPERATING, CAPITAL AND DEBT COSTS	8,959,562	9,078,828	9,208,271	-	-	9,208,271	9,375,691	9,585,392	9,680,556	9,866,714
<u>FUNDING SOURCES (REVENUE)</u>						2.78%				
Arena	(808,610)	(829,660)	(840,303)	-	-	(840,303)	(844,174)	(848,086)	(851,756)	(868,785)
Pool	(997,340)	(1,101,917)	(1,061,748)	-	-	(1,061,748)	(1,080,859)	(1,093,137)	(1,106,650)	(1,127,737)
Community Recreation	(1,826,840)	(1,790,689)	(1,875,742)	-	-	(1,875,742)	(1,908,817)	(1,941,084)	(1,973,705)	(2,011,359)
Administration	(403,120)	(425,410)	(404,380)	-	-	(404,380)	(405,430)	(458,605)	(409,455)	(416,035)
TOTAL REVENUE	(4,035,910)	(4,147,676)	(4,182,173)	-	-	(4,182,173)	(4,239,280)	(4,340,912)	(4,341,566)	(4,423,916)
Estimated balance C/F current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(191,782)	(191,782)	(191,782)	-	-	(191,782)	(191,782)	(191,782)	(191,782)	(191,782)
Grants - Other	-	(7,500)	-	-	-	-	-	-	-	-
REQUISITION	(4,731,870)	(4,731,870)	(4,834,316)	-	-	(4,834,316)	(4,944,629)	(5,052,698)	(5,147,208)	(5,251,016)
*Percentage increase			2.17%			2.17%	2.28%	2.19%	1.87%	2.02%
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 %	45.05%		45.42%			45.42%	45.22%	45.29%	44.85%	44.84%
User Funding excluding debt%	50.53%		50.14%			50.14%	49.83%	49.80%	49.27%	48.79%

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2019			
<u>Continuous Supplementary Items:</u>	\$0	<u>One-Time Single Supplementary Items:</u>	\$0
SUPPLEMENTARY TOTAL			
2020			
<u>Continuous Supplementary Items:</u>	\$0	<u>One-Time Single Supplementary Items:</u>	\$0
SUPPLEMENTARY TOTAL			
2021			
<u>Continuous Supplementary Items:</u>	\$0	<u>One-Time Single Supplementary Items:</u>	\$0
		5yr update of Strategic Plan	\$51,000
		5yr update of Strategic Plan-Fund from Operating Reserv	(\$51,000)
SUPPLEMENTARY TOTAL			
2022			
<u>Continuous Supplementary Items:</u>	\$0	<u>One-Time Single Supplementary Items:</u>	\$0
SUPPLEMENTARY TOTAL			
2023			
<u>Continuous Supplementary Items:</u>	\$0	<u>One-Time Single Supplementary Items:</u>	\$0
SUPPLEMENTARY TOTAL			

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PANORAMA RECREATION - ADMINISTRATION	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
ADMINISTRATION COSTS										
Salaries and Wages	374,360	372,360	394,945	-	-	394,945	396,677	404,515	412,509	420,759
Other Internal Allocations	233,950	233,950	365,472	-	-	365,472	403,028	444,402	489,620	499,412
Operating - Other	130,290	124,780	133,834	-	-	133,834	135,021	136,218	137,427	140,176
Telephone Rent & Installation	39,140	38,000	39,531	-	-	39,531	39,927	40,326	40,729	41,544
Operating - Supplies	48,490	44,000	49,245	-	-	49,245	50,002	50,762	51,325	52,351
Contract for Services & fees for service	97,290	97,290	98,262	-	-	98,262	99,246	151,239	101,241	103,265
Insurance	41,330	41,330	42,390	-	-	42,390	43,230	44,090	44,960	45,860
Allocation - System Services	103,830	103,830	2,150	-	-	2,150	2,190	2,230	2,270	2,320
Transfer to Operating Reserve Fund	7,500	7,500	7,575	-	-	7,575	7,651	7,727	7,805	7,961
TOTAL ADMINISTRATION COSTS	1,076,180	1,063,040	1,133,404	-	-	1,133,404	1,176,972	1,281,509	1,287,886	1,313,648
MAINTENANCE COSTS										
Salaries and Wages	1,432,080	1,432,080	1,420,744	-	-	1,420,744	1,446,583	1,475,515	1,505,026	1,535,125
Maintenance	105,510	105,510	107,591	-	-	107,591	109,811	111,923	114,124	116,407
Operating - Other	69,000	69,000	70,133	-	-	70,133	70,527	71,935	72,845	74,301
Utility	549,840	549,840	566,988	-	-	566,988	579,518	595,373	609,319	621,504
Operating - Supplies	86,250	86,250	87,976	-	-	87,976	89,736	90,787	91,102	92,925
Travel and Vehicles	15,900	15,900	16,165	-	-	16,165	16,436	16,574	16,940	17,226
TOTAL MAINTENANCE COSTS	2,258,580	2,258,580	2,269,597	-	-	2,269,597	2,312,611	2,362,107	2,409,356	2,457,488
PROGRAM ADMINISTRATION COSTS										
Salaries and Wages	734,660	734,222	785,666	-	-	785,666	802,929	819,651	836,044	852,766
Operating - Other	141,850	128,630	131,200	-	-	131,200	132,564	133,094	133,697	134,191
Operating - Supplies	20,890	14,500	21,305	-	-	21,305	21,727	21,980	23,300	23,766
Staff Training	3,120	3,120	3,184	-	-	3,184	3,247	3,279	3,312	3,379
TOTAL PROGRAM COSTS	900,520	880,472	941,355	-	-	941,355	960,467	978,004	996,353	1,014,102
TOTAL COSTS	4,235,280	4,202,092	4,344,356	-	-	4,344,356	4,450,050	4,621,620	4,693,595	4,785,238
Transfers to Capital						-				
TOTAL COSTS	4,235,280	4,202,092	4,344,356	-	-	4,344,356	4,450,050	4,621,620	4,693,595	4,785,238
RECOVERED FROM ARENA, POOL, PARKS, RECREATION AND MULTI-PURPOSE ROOM										
Internal Recovery - Administration	(673,060)	(637,630)	(729,024)	-	-	(729,024)	(771,542)	(822,904)	(878,431)	(897,613)
Internal Recovery - Maintenance	(2,258,580)	(2,258,580)	(2,269,597)	-	-	(2,269,597)	(2,312,611)	(2,362,107)	(2,409,356)	(2,457,488)
Internal Recovery - Programs Administration	(900,520)	(880,472)	(941,355)	-	-	(941,355)	(960,467)	(978,004)	(996,353)	(1,014,102)
OPERATING COSTS LESS INTERNAL RECOVERIES	403,120	425,410	404,380	-	-	404,380	405,430	458,605	409,455	416,035
FUNDING SOURCES (REVENUE)										
Other Income	(403,120)	(425,410)	(404,380)	-	-	(404,380)	(405,430)	(458,605)	(409,455)	(416,035)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase										
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	22.35	22.35	22.35	0.00	0.00	22.35	22.35	22.35	22.35	22.35
Converted	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

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PANORAMA RECREATION - ICE ARENA			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS</u>										
Salaries and Wages	152,630	163,125	166,467	-	-	166,467	169,526	172,916	175,700	179,214
Internal Allocations - Administration	224,350	212,540	243,010	-	-	243,010	257,180	274,300	292,810	299,200
Internal Allocations - Maintenance	752,860	752,860	756,530	-	-	756,530	770,870	787,370	803,120	819,160
Internal Allocations - Program Administration	300,170	293,490	313,790	-	-	313,790	320,160	326,000	332,120	338,030
Operating - Supplies	41,020	41,020	41,737	-	-	41,737	42,462	43,078	43,703	44,577
Maintenance	46,300	55,000	47,223	-	-	47,223	48,168	49,131	50,114	51,117
Instructional Services and Travel	48,410	53,965	54,722	-	-	54,722	55,436	56,148	56,873	58,010
TOTAL OPERATING COSTS	1,565,740	1,572,000	1,623,479	-	-	1,623,479	1,663,802	1,708,943	1,754,440	1,789,308
*Percentage Increase		0.4%	3.69%			3.69%	2.5%	2.7%	2.7%	2.0%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	109,000	109,000	132,000	-	-	132,000	125,000	125,000	125,000	125,000
Transfer to Reserve Fund	188,722	188,722	188,305	-	-	188,305	205,607	196,865	183,456	233,046
TOTAL CAPITAL / RESERVES	297,722	297,722	320,305	-	-	320,305	330,607	321,865	308,456	358,046
DEBT CHARGES	88,530	88,530	88,468	-	-	88,468	88,468	88,468	88,468	88,468
TOTAL COSTS	1,951,992	1,958,252	2,032,252	-	-	2,032,252	2,082,877	2,119,276	2,151,364	2,235,822
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(808,610)	(829,660)	(840,303)	-	-	(840,303)	(844,174)	(848,086)	(851,756)	(868,785)
TOTAL REVENUE	(808,610)	(829,660)	(840,303)	-	-	(840,303)	(844,174)	(848,086)	(851,756)	(868,785)
REQUISITION	(1,143,382)	(1,128,592)	(1,191,949)	-	-	(1,191,949)	(1,238,703)	(1,271,190)	(1,299,608)	(1,367,037)
*Percentage Increase		-1.3%	4.25%			4.25%	3.9%	2.6%	2.2%	5.2%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
User Funding %	41.42%		41.35%			41.35%	40.53%	40.02%	39.59%	38.86%
User Funding excluding debt%	43.39%		43.23%			43.23%	42.33%	41.76%	41.29%	40.46%

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PANORAMA RECREATION - SWIMMING POOL	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS</u>										
Salaries and Wages	753,330	811,689	815,493	-	-	815,493	830,803	846,419	856,313	872,439
Internal Allocations - Administration	224,350	212,540	243,010	-	-	243,010	257,180	274,300	292,810	299,200
Internal Allocations - Maintenance	752,860	752,860	756,530	-	-	756,530	770,870	787,370	803,120	819,160
Internal Allocations - Program Administration	300,170	293,490	313,790	-	-	313,790	320,160	326,000	332,120	338,030
Maintenance	62,650	72,000	68,904	-	-	68,904	65,048	66,014	66,857	68,194
Operating - Supplies	100,210	92,600	101,995	-	-	101,995	103,788	105,231	106,677	108,811
Instructional Services	45,220	32,370	46,108	-	-	46,108	47,639	47,569	48,043	49,004
TOTAL OPERATING COSTS	2,238,790	2,267,549	2,345,830	-	-	2,345,830	2,395,488	2,452,903	2,505,940	2,554,838
*Percentage Increase		1.3%	4.78%			4.78%	2.1%	2.4%	2.2%	2.0%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	108,000	108,000	132,000	-	-	132,000	125,000	125,000	125,000	125,000
Transfer to Reserve Fund	184,065	184,065	188,247	-	-	188,247	205,602	196,862	183,454	233,049
TOTAL CAPITAL / RESERVES	292,065	292,065	320,247	-	-	320,247	330,602	321,862	308,454	358,049
DEBT CHARGES	884,470	832,470	779,573	-	-	779,573	779,573	779,573	779,573	710,673
TOTAL COSTS	3,415,325	3,392,084	3,445,650	-	-	3,445,650	3,505,663	3,554,338	3,593,967	3,623,560
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(997,340)	(1,101,917)	(1,061,748)	-	-	(1,061,748)	(1,080,859)	(1,093,137)	(1,106,650)	(1,127,737)
TOTAL REVENUE	(997,340)	(1,101,917)	(1,061,748)	-	-	(1,061,748)	(1,080,859)	(1,093,137)	(1,106,650)	(1,127,737)
REQUISITION	(2,417,985)	(2,290,167)	(2,383,902)	-	-	(2,383,902)	(2,424,804)	(2,461,201)	(2,487,317)	(2,495,823)
*Percentage Increase		-5.3%	-1.41%			-1.41%	1.7%	1.5%	1.1%	0.3%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
User Funding %	29.20%		30.81%			30.81%	30.83%	30.76%	30.79%	31.12%
User Funding excluding debt%	39.41%		39.82%			39.82%	39.65%	39.40%	39.32%	38.72%

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	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
PANORAMA RECREATION - COMMUNITY RECREATION										
<u>COMMUNITY RECREATION COSTS</u>										
Salaries and Wages	1,133,790	1,133,992	1,175,632	-	-	1,175,632	1,207,145	1,230,776	1,254,341	1,279,428
Internal Allocations - Administration	224,360	212,550	243,004	-	-	243,004	257,182	274,304	292,811	299,213
Internal Allocations - Maintenance	752,860	752,860	756,537	-	-	756,537	770,871	787,367	803,116	819,168
Internal Allocations - Program Administration	300,180	293,492	313,775	-	-	313,775	320,147	326,004	332,113	338,042
Instructional Service	376,585	360,380	382,939	-	-	382,939	389,229	395,069	401,383	409,288
Operating - Supplies	148,350	169,810	175,102	-	-	175,102	163,147	165,653	168,006	171,358
Leasehold Improvements	95,000	95,000	97,000	-	-	97,000	99,000	99,000	99,000	99,800
TOTAL COMMUNITY RECREATION COSTS	3,031,125	3,018,084	3,143,989	-	-	3,143,989	3,206,721	3,278,173	3,350,770	3,416,297
*Percentage Increase		-0.4%	3.72%			3.72%	2.0%	2.2%	2.2%	2.0%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	108,000	108,000	132,000	-	-	132,000	125,000	125,000	125,000	125,000
Transfer to Reserve Fund										
TOTAL CAPITAL / RESERVES	108,000	108,000	132,000	-	-	132,000	125,000	125,000	125,000	125,000
TOTAL COSTS	3,139,125	3,126,084	3,275,989	-	-	3,275,989	3,331,721	3,403,173	3,475,770	3,541,297
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Community Recreation	(1,826,840)	(1,790,689)	(1,875,742)	-	-	(1,875,742)	(1,908,817)	(1,941,084)	(1,973,705)	(2,011,359)
Grants in Lieu	-	(7,500)	-			-				
TOTAL REVENUE	(1,826,840)	(1,798,189)	(1,875,742)	-	-	(1,875,742)	(1,908,817)	(1,941,084)	(1,973,705)	(2,011,359)
REQUISITION	(1,312,285)	(1,327,895)	(1,400,247)	-	-	(1,400,247)	(1,422,904)	(1,462,089)	(1,502,065)	(1,529,938)
*Percentage Increase		1.2%	6.70%			6.70%	1.6%	2.8%	2.7%	1.9%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	6.00	6.00	6.00	0.00	0.00	6.00	6.00	6.00	6.00	6.00
User Funding %	58.20%		57.26%			57.26%	57.29%	57.04%	56.78%	56.80%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.44X	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
	Panorama Recreation							

EXPENDITURE

Buildings	B	\$561,403	\$735,403	\$355,000	\$375,000	\$110,000	\$695,000	\$2,270,403
Equipment	E	\$150,000	\$430,525	\$344,925	\$340,050	\$291,150	\$166,750	\$1,573,400
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$15,000	\$70,000	\$113,600	\$0	\$70,000	\$0	\$253,600
Vehicles	V	\$0	\$342,000	\$180,000	\$12,000	\$0	\$64,000	\$598,000
		\$726,403	\$1,577,928	\$993,525	\$727,050	\$471,150	\$925,750	\$4,695,403

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$399,403	\$399,403	\$0	\$0	\$0	\$0	\$399,403
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$568,025	\$484,925	\$322,050	\$228,150	\$198,250	\$1,801,400
Grants (Federal, Provincial)	Grant	\$15,000	\$94,000	\$0	\$0	\$0	\$15,000	\$109,000
Donations / Third Party Funding	Other	\$0	\$54,500	\$40,000	\$0	\$0	\$2,500	\$97,000
Reserve Fund	Res	\$312,000	\$462,000	\$468,600	\$405,000	\$243,000	\$710,000	\$2,288,600
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$726,403	\$1,577,928	\$993,525	\$727,050	\$471,150	\$925,750	\$4,695,403

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2019 to 2023

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 (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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-04	Replacement	Replace Arena A Dressing Rm HS Up	Replace Arena A Dressing Rm HS Up due to aging.	\$30,000	B	Cap	\$20,780	\$20,780	\$0	\$0	\$0	\$0	\$20,780
16-05	Replacement	Replace Exhaust/Building Heater Up	Replace Exhaust/Building Heater Up due to aging	\$65,000	B	Cap	\$34,123	\$34,123	\$0	\$0	\$0	\$0	\$34,123
17-04	Renewal	Dessicant dehumidifier for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging	\$350,000	B	Cap	\$322,000	\$322,000	\$0	\$0	\$0	\$0	\$322,000
17-06	Replacement	Diving Board Stands - Pool	Replace Diving Board Stands - Pool	\$22,500	B	Cap	\$22,500	\$22,500	\$0	\$0	\$0	\$0	\$22,500
18-02	New	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects	\$150,000	E	Res	\$150,000	\$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	\$112,000	\$112,000	\$0	\$0	\$0	\$0	\$112,000
18-08	New	Install Welcome Figure (Aboriginal Art) (grant)	Installation Welcome Figure at Panorama site	\$15,000	S	Grant	\$15,000	\$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	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
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	\$85,000	B	Res	\$0	\$85,000	\$0	\$0	\$0	\$0	\$85,000
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	\$9,000	\$0	\$0	\$0	\$0	\$9,000
19-09	Replacement	Replace Ice Resurfacar	Replace Ice Resurfacar on 5 year cycle	\$180,000	V	ERF	\$0	\$140,000	\$0	\$0	\$0	\$0	\$140,000
					V	Other	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
19-10	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$280,525	E	ERF	\$0	\$280,525	\$0	\$0	\$0	\$0	\$280,525
19-11	Replacement	Vehicle Replacement (truck)	Replace Truck due to end of life	\$52,000	V	ERF	\$0	\$47,500	\$0	\$0	\$0	\$0	\$47,500
					V	Other	\$0	\$4,500	\$0	\$0	\$0	\$0	\$4,500
19-12	Replacement	Vehicle Replacement (Bus)	Replace Bus due to end of life	\$110,000	V	ERF	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
					V	Other	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
19-13	Renewal	Accessibility Upgrades	Upgrades throughout facility for increased accessibility	\$20,000	B	Grant	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
19-14	New	Electric Vehicle Charging station	Electric car charging station in parking area	\$40,000	S	Grant	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant		B	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
					B	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
					B	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19-16	Renewal	LED Lighting - Tennis building	Upgrade Lighting in Tennis facility to LED	\$60,000	B	Res	\$0	\$41,000	\$0	\$0	\$0	\$0	\$41,000
					B	Grant	\$0	\$19,000	\$0	\$0	\$0	\$0	\$19,000
19-17	Renewal	Tennis court bank assessment	Assess Outdoor tennis court hillside	\$15,000	S	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
20-04	Renewal	Replace Squash Court Floors	Replace squash court floor due to end of life	\$20,000	B	Res	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
													\$0
20-06	Replacement	Replace Ice Resurfacar	Replace Ice Resurfacar on 5 year cycle	\$180,000	V	ERF	\$0	\$0	\$140,000	\$0	\$0	\$0	\$140,000
					V	Other	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
20-07	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$344,925	E	ERF	\$0	\$0	\$344,925	\$0	\$0	\$0	\$344,925
20-08	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
20-09	New	Island Room - Food services upgrade	Construct and equipment room for food services	\$55,000	B	Res	\$0	\$0	\$55,000	\$0	\$0	\$0	\$55,000
21-01	Renewal	Roof - Arena A, B & Tennis	Renewal Roof on both arenas and tennis building	\$300,000	B	Res	\$0	\$0	\$0	\$300,000	\$0	\$0	\$300,000
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	\$30,000	\$0	\$0	\$30,000
21-05	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$310,050	E	ERF	\$0	\$0	\$0	\$310,050	\$0	\$0	\$310,050
21-06	Replacement	Vehicle Replacement (Club car)	Replace Club Car due to end of life	\$12,000	V	ERF	\$0	\$0	\$0	\$12,000	\$0	\$0	\$12,000

Service: 1.44x **Panorama Recreation**

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 B - 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 B - 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. 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 B - Buildings **Board Priority Area** Climate Change **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. ***2018 Update*** Project to be tied to energy recovery project to utilize rejected heat from refrigeration plant instead of Natural Gas

Proj. No. 17-06 **Capital Project Title** Diving Board Stands - Pool **Capital Project Description** Replace Diving Board Stands - Pool

Asset Class B - Buildings **Board Priority Area** Other **Corporate Priority Area** Recreation, Arts & Culture

Project Rationale Replacement due to lifespan

Service: 1.44x **Panorama Recreation**

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 E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>SAP Plant Maintenance (PM) project focused on maintaining the already purchased, built and/or installed assets. Support departments' enhanced asset management activities to manage lifecycles and to plan and schedule maintenance activities as well as monitor job costs.***2018 Update*** update through David Hennigan. I.T. does not have the resources to initiate this project at this time. Will readdress as staffing availability and I.T. priorities change</i>		

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 B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade</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 S - Engineering Structure	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>		

Service: 1.44x Panorama Recreation

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 B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 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. ***2018 Update*** project likely to tie in to energy recovery project. On hold until study is complete		

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 B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 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. ***2018 Update*** July 2017 assesment stated this project with regular assesments and monitoring can reasonably be deferred up to 5 years. Planned for 2020		

Proj. No. 19-02	Capital Project Title Upgrade Electrical Main Transformer	Capital Project Description Upgrade Electrical Main Transformer to extend useful life
Asset Class S - Engineering Structure	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 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. ***2018 Update*** July 2017 assesment stated this project with regular assesments and monitoring can reasonably be deferred up to 5 years. Planned for 2020		

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 B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 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. ***2018 Update*** Project planned for Aug/Sept 2019		

Service: 1.44x **Panorama Recreation**

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 B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Existing HVAC unit has passed its service life and requires a replacement unit to be installed. Quote has been obtained from Island temperature Controls ***2018 Update*** Project to tie into energy recovery project		

Proj. No. 19-09	Capital Project Title Replace Ice Resurfacer	Capital Project Description Replace Ice Resurfacer on 5 year cycle
Asset Class V - Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 2014 Olympia ice resurfacer (A) replaced with electric model \$180,000 (trade-in est. \$40,000)		

Proj. No. 19-10	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Asset Class E - 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. 19-11	Capital Project Title Vehicle Replacement (truck)	Capital Project Description Replace Truck due to end of life
Asset Class V - Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale F250 Ford 4x4 Pickup \$52,000 (trade-in est. \$4,500) Present unit is 2003. Fleet to oversee purchase		

Service: 1.44x **Panorama Recreation**

Proj. No. 19-12	Capital Project Title Vehicle Replacement (Bus)	Capital Project Description Replace Bus due to end of life
Asset Class V - Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>End of Life cycle. Possibility of accessibility option with a lift that could be provided by a grant.</i>		

Proj. No. 19-13	Capital Project Title Accessibility Upgrades	Capital Project Description Upgrades throughout facility for increased accessibility
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Grant funded upgrades for accessiblites</i>		

Proj. No. 19-14	Capital Project Title Electric Vehicle Charging station	Capital Project Description Electric car charging station in parking area
Asset Class S - Engineering Structure	Board Priority Area Climate Change	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>level 2 charging stations. Initial quotes for supplying power to 2 units over 4 stalls nearest the Arena Lobby Entrance \$12,950.00 plus \$10,760.00 for 2 dual charging stations with pedestals</i>		

Proj. No. 19-15	Capital Project Title Heat Recovery Plant	Capital Project Description Construct heat recovery plant
Asset Class B - Buildings	Board Priority Area Climate Change	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Leave blank for now - just a placeholder</i>		

Proj. No. 19-16	Capital Project Title LED Lighting - Tennis building	Capital Project Description Upgrade Lighting in Tennis facility to LED
Asset Class B - Buildings	Board Priority Area Climate Change	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Estimated cost of product is \$33,000.00 USD and Labour to be \$6,500.00 CAD</i>		

Service: 1.44x **Panorama Recreation**

Proj. No. 19-17	Capital Project Title Tennis court bank assessment	Capital Project Description Assess Outdoor tennis court hillside
Asset Class S - Engineering Structure	Board Priority Area	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Continuous cracking of the tennis court. Assesment of the bank stability is needed prior to any repaving of the courts		

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 B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Resurfacing of hardwood floors, due to general wear. Verbal quote for material and installation obtained from Hardwood Flooring.		

Proj. No. 20-06	Capital Project Title Replace Ice Resurfacer	Capital Project Description Replace Ice Resurfacer on 5 year cycle
Asset Class V - Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 2015 Olympia ice resurfacer (A) replaced with electric model \$180,000 (trade-in est. \$40,000)		

Proj. No. 20-07	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Asset Class E - 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		

Service: 1.44x **Panorama Recreation**

Proj. No. 20-08	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 S - Engineering Structure	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. 20-09	Capital Project Title Island Room - Food services upgrade	Capital Project Description Construct and equipment room for food services
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Install and construct kitchen/cooling features in the Island Room to host food service provider. Strategic priority of PRC Commission.</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 B - 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. ***2018 Update*** Project under review</i>		

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 E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replacement of existing pool filtration due to end of life of filtration equipment</i>		

Service: 1.44x **Panorama Recreation**

Proj. No. 21-05	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Asset Class E - 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 V - 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 Replace Floor/tile in link building	Capital Project Description Replace Floor/tile in link building due to end of life
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale nearing end of life span of flooring		

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 B - 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.		

Service: 1.44x **Panorama Recreation**

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 S - Engineering Structure	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 E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacement of impellers for various 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 E - 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 E - 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		

Service: 1.44x **Panorama Recreation**

Proj. No. 23-01	Capital Project Title LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Capital Project Description Change lighting in all areas to LED (other than Tennis bldg)
Asset Class B - Buildings	Board Priority Area Climate Change	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>energy efficiency upgrades</i>		

Proj. No. 23-02	Capital Project Title Replace Automatic Doors in Arena complex	Capital Project Description Replace Lobby, interior and Olympia Bay doors due to end of life
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>end of lifespan for mechanical doors</i>		

Proj. No. 23-03	Capital Project Title Arena Washroom upgrades	Capital Project Description Upgrade Arena washrooms due to end of life
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Accessibility and cosmetic upgrades due to age and functionality</i>		

Proj. No. 23-04	Capital Project Title Replace Fitness Studio HVAC	Capital Project Description Replace Fitness Studio HVAC due to end of life
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>end of lifecycle</i>		

Service: 1.44x **Panorama Recreation**

Proj. No. 23-05	Capital Project Title Swirl pool heater	Capital Project Description Replace Swirl Pool Heater due to end of life
Asset Class E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>likely to be tied into energy recovery project</i>		

Proj. No. 23-06	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Asset Class E - 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. 23-07	Capital Project Title Replace Chevrolet Passenger car	Capital Project Description Replace Chevrolet Passenger car due to end of life
Asset Class V - Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>end of lifecycle</i>		

Proj. No. 23-08	Capital Project Title Replace Utility trailer	Capital Project Description Replace Utility trailer due to end of life
Asset Class V - Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>end of lifecycle, lowered ramp access trailer required</i>		

Service: 1.44x **Panorama Recreation**

Proj. No. 23-09	Capital Project Title Replace Play in the Park Trailer	Capital Project Description Replace Play in the Park Trailer due to end of life
Asset Class V - Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale End of lifecycle replacement. Consider larger trailer for equipment used		

**1.44X Panaroama Recreation
 Asset and Reserve Summary Schedule
 2019 - 2023 Financial Plan**

Asset Profile

Saanich Peninsula Recreation

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

Summary

Reserve/Fund Summary Projected year end balance	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Capital Reserve	845,689	1,112,241	1,095,450	1,124,177	1,288,087	1,084,182
Equipment Replacement Fund	344,598	172,573	62,648	115,598	262,448	439,198
Total projected year end balance	1,190,286	1,284,813	1,158,097	1,239,774	1,550,534	1,523,379

**1.44X Panorama Recreation
Capital Reserve Fund Schedule
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	860,402	845,689	1,112,241	1,095,450	1,124,177	1,288,087
Planned Capital Expenditure (Based on Capital Plan)	(437,200)	(150,000)	(468,000)	(405,000)	(243,000)	(710,000)
Transfer from Operating Budget*	412,787	416,552	451,209	433,727	406,910	506,095
Donations \$ other Sponsorships						
Interest Income**	9,700	-	-	-	-	-
Ending Balance \$	845,689	1,112,241	1,095,450	1,124,177	1,288,087	1,084,182

** 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)
2019 - 2023 Financial Plan**

Equipment Replacement Fund Schedule (ERF)

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

Equipment Replacement Fund	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	220,348	344,598	172,573	62,648	115,598	262,448
Planned Purchase (Based on Capital Plan) Transfer to Capital Fund	(204,750)	(568,025)	(484,925)	(322,050)	(228,150)	(198,250)
Transfer from Operating Budget Equipment and Vehicle Disposal Proceeds Interest Income*	325,000 4,000	396,000	375,000	375,000	375,000	375,000
Ending Balance \$	344,598	172,573	62,648	115,598	262,448	439,198

* 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
2019 - 2023 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	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Operating Reserve	45,051	52,626	60,277	17,004	24,809	32,770
Operating Reserve - Legacy Fund	-	-	-	-	-	-
Total projected year end balance	45,051	52,626	60,277	17,004	24,809	32,770

See attached reserve schedules for projected annual cash flows.

**1.44X Panorama Recreation
Operating Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	36,834	45,051	52,626	60,277	17,004	24,809
Planned Purchase	-	-	-	(51,000)	-	-
Transfer from Ops Budget	7,500	7,575	7,651	7,727	7,805	7,961
Interest Income*	718					
Total projected year end balance	45,051	52,626	60,277	17,004	24,809	32,770

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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	5,392	-	-	-	-	-
Planned Purchase	(5,498)					
Transfer from Ops Budget						
Interest Income*	106					
Total projected year end balance	-	-	-	-	-	-

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

SEAPARC

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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).

CAPITAL DEBT:

Bylaw No. 4052 - \$750,000 (for DeMamiel Golf Course Acquisition, \$750,000 issued).

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SEAPARC - ALL SERVICE AREAS	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	2,298,650	2,315,225	2,392,090	7,680	-	2,399,770	2,541,044	2,594,435	2,646,866	2,697,480
Electricity & Utilities	221,670	202,580	219,260	-	-	219,260	234,240	236,220	240,440	247,260
Operating Supplies & Promotion	283,210	273,350	286,699	-	-	286,699	302,992	309,869	318,343	322,530
Maintenance and Repairs	155,660	144,200	163,710	-	-	163,710	167,310	176,670	178,490	181,310
Internal Allocations	169,400	169,400	182,069	-	-	182,069	197,088	213,861	232,454	237,116
Contract for Services	85,560	73,220	76,800	-	15,000	91,800	81,090	83,230	85,370	86,050
Vehicles and Travel	29,110	24,330	28,860	-	-	28,860	28,910	29,390	29,820	29,850
Operating - Other	70,220	56,350	69,070	-	-	69,070	69,170	69,720	70,170	70,410
Insurance Cost	28,130	28,130	25,640	-	-	25,640	26,150	26,670	27,200	27,740
Contingency	20,700	-	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL OPERATING COSTS	3,362,310	3,286,785	3,464,199	7,680	15,000	3,486,879	3,667,994	3,760,066	3,849,153	3,919,747
*Percentage increase over prior year		-2.2%	3.03%			3.70%	5.19%	2.5%	2.4%	1.8%
<u>CAPITAL / TRANSFER RESERVES</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	5,000	5,000	5,000	5,000
Transfer to Capital Reserve Fund	370,237	427,295	370,000	-	-	370,000	380,000	385,000	390,000	395,000
Transfer to Equipment Replacement Fund	90,000	90,000	90,000	-	-	90,000	92,000	95,000	100,000	105,000
Capital Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	460,237	517,295	460,000	-	-	460,000	477,000	485,000	495,000	505,000
		12.4%	-0.05%			-0.05%	3.70%	1.7%	2.1%	2.0%
DEBT CHARGES	54,100	54,100	54,070	-	-	54,070	54,066	54,066	54,066	54,066
TOTAL COSTS	3,876,647	3,858,180	3,978,269	7,680	15,000	4,000,949	4,199,060	4,299,132	4,398,219	4,478,813
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from Current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(45,000)	(45,000)	-	-	-	-	(995,930)	(1,029,850)	(1,067,020)	(1,087,800)
Fee Income	(819,930)	(807,590)	(866,730)	(7,680)	-	(874,410)	(342,810)	(351,150)	(358,560)	(367,470)
Rental Income	(323,450)	(332,330)	(336,760)	-	-	(336,760)	-	-	-	-
Transfer from Operating Reserve Fund	(15,000)	-	-	-	(15,000)	(15,000)	(5,270)	(5,270)	(5,270)	(5,270)
Payments - In Lieu of Taxes	(5,277)	(5,270)	(5,270)	-	-	(5,270)	-	-	-	-
TOTAL REVENUE	(1,208,657)	(1,190,190)	(1,208,760)	(7,680)	(15,000)	(1,231,440)	(1,344,010)	(1,386,270)	(1,430,850)	(1,460,540)
			0.01%			1.88%	9.14%	3.1%	3.2%	2.1%
REQUISITION	(2,667,990)	(2,667,990)	(2,769,509)	-	-	(2,769,509)	(2,855,051)	(2,912,862)	(2,967,370)	(3,018,272)
*Percentage increase over prior year requisition			3.81%			3.81%	3.09%	2.02%	1.87%	1.72%
PARTICIPANTS: Sooke and JDF AUTHORIZED POSITIONS:										
Salaried	17.00	17.00	17.00	0.10	-	17.10	17.10	17.10	17.10	17.10
Converted Auxillaries										

1.40X SEAPARC

2019			
<u>Continuous Supplementary Items:</u>	\$0	<u>One-Time Single Supplementary Items:</u>	\$0
Addition of 0.1 FTE - J14 Programmer	\$7,680	Program Development	\$15,000
Fee Revenue from Fitness Center	(\$7,680)	Program Development-Fund from Operating Reserve	(\$15,000)
SUPPLEMENTARY TOTAL		\$0	
2020			
<u>Continuous Supplementary Items:</u>	\$5,000	<u>One-Time Single Supplementary Items:</u>	
Pool Auxiliary to cover removal of J14 Coordinator	78,260		
Auxilliary Wages - Expansion	\$26,700		
Building Maintenance - Expansion	\$5,000		
Program Supplies/Equipment - Expansion	\$10,000		
Fee Revenue from Fitness Center	(\$119,960)		
Hydro - allowance for additional Mechanical	\$5,000		
Fee Revenue from Fitness Center			
SUPPLEMENTARY TOTAL		\$5,000	
2021			
<u>Continuous Supplementary Items:</u>	\$0	<u>One-Time Single Supplementary Items:</u>	
General Equipment Maintenance	5,000		
Fee Revenue from Fitness Center	(\$5,000)		
SUPPLEMENTARY TOTAL		\$0	
2022			
<u>Continuous Supplementary Items:</u>	\$0	<u>One-Time Single Supplementary Items:</u>	
SUPPLEMENTARY TOTAL		\$0	
2023			
<u>Continuous Supplementary Items:</u>	\$0	<u>One-Time Single Supplementary Items:</u>	
SUPPLEMENTARY TOTAL		\$0	

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SEAPARC - ALL SERVICE AREAS			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS</u>										
Arena	1,009,520	972,246	1,031,862	-	-	1,031,862	1,045,454	1,071,450	1,101,007	1,122,133
Golf Course	126,660	119,522	130,090	-	-	130,090	132,800	137,280	137,620	141,270
Community Recreation	625,290	657,092	665,465	-	-	665,465	680,560	693,516	707,276	719,713
Fitness Gym	-	-	17,000	7,680	15,000	39,680	154,960	163,330	169,650	170,040
Outdoor Facilities	37,030	34,330	37,560	-	-	37,560	38,500	40,070	40,610	41,260
Multi-Purpose Rooms	43,100	42,352	43,150	-	-	43,150	45,450	47,310	48,540	49,400
Concession	57,240	52,750	55,800	-	-	55,800	56,900	58,040	59,470	60,650
Pool	1,466,040	1,411,063	1,485,862	-	-	1,485,862	1,515,990	1,551,710	1,587,650	1,617,980
TOTAL OPERATION AND OVERHEAD COSTS	3,364,880	3,289,355	3,466,789	7,680	15,000	3,489,469	3,670,614	3,762,706	3,851,823	3,922,447
*Percentage increase over prior year			3.03%			3.70%	5.19%	2.5%	2.4%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	370,237	427,295	370,000	-	-	370,000	380,000	385,000	390,000	395,000
Transfer to Equipment Replacement Fund	90,000	90,000	90,000	-	-	90,000	92,000	95,000	100,000	105,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	5,000	5,000	5,000	5,000
TOTAL CAPITAL/RESERVES	460,237	517,295	460,000	-	-	460,000	477,000	485,000	495,000	505,000
<u>DEBT CHARGES</u>										
Golf Course	54,100	54,100	54,070	-	-	54,070	54,066	54,066	54,066	54,066
TOTAL COSTS	3,364,880	3,289,355	3,466,789	7,680	15,000	3,489,469	3,670,614	3,762,706	3,851,823	3,922,447
OPERATING COSTS LESS INTERNAL RECOVERIES										
TOTAL OPERATING, CAPITAL AND DEBT COSTS	3,879,217	3,860,750	3,980,859	7,680	15,000	4,003,539	4,201,680	4,301,772	4,400,889	4,481,513
<u>FUNDING SOURCES (REVENUE)</u>										
Arena	(324,890)	(323,950)	(336,740)	-	-	(336,740)	(344,410)	(352,060)	(359,530)	(367,390)
Golf Course	(93,490)	(99,370)	(101,780)	-	-	(101,780)	(103,610)	(105,680)	(107,780)	(109,940)
Community Recreation	(261,810)	(267,730)	(287,480)	-	-	(287,480)	(287,710)	(294,230)	(299,370)	(305,420)
Outdoor Facilities	-	-	-	(7,680)	-	(7,680)	(120,000)	(135,400)	(156,060)	(159,170)
Fitness Gym	-	-	-	-	-	-	(11,360)	(11,580)	(11,790)	(13,050)
Multi-Purpose Rooms	(10,920)	(10,400)	(11,130)	-	-	(11,130)	(70,860)	(72,280)	(73,200)	(74,100)
Concession	(68,110)	(52,000)	(69,470)	-	-	(69,470)	(403,410)	(412,410)	(420,520)	(428,900)
Pool	(386,730)	(389,040)	(399,480)	-	-	(399,480)				
TOTAL REVENUE	(1,145,950)	(1,142,490)	(1,206,080)	(7,680)	-	(1,213,760)	(1,341,360)	(1,383,640)	(1,428,250)	(1,457,970)
Balance C/F from current to Next Year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(45,000)	(45,000)	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(5,277)	(5,270)	(5,270)	-	-	(5,270)	(5,270)	(5,270)	(5,270)	(5,270)
Transfer from Operating Reserve Fund	(15,000)	-	-	-	(15,000)	(15,000)	-	-	-	-
REQUISITION	(2,667,990)	(2,667,990)	(2,769,509)	-	-	(2,769,509)	(2,855,050)	(2,912,862)	(2,967,370)	(3,018,272)
*Percentage increase over prior year requisition		0.0%	3.81%	0.00%		3.81%	3.09%	2.02%	1.87%	1.72%
PARTICIPANTS: District of Sooke, Sooke Recreation SA #6										
AUTHORIZED POSITIONS:										
Salaried	17.00	17.00	17.00	0.10	0.00	17.10	17.10	17.10	17.10	17.10

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			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES										
<u>OPERATING COSTS - ARENA</u>										
Salaries and Wages	166,130	158,000	168,545	-	-	168,545	172,434	175,369	178,360	181,927
Internal Allocations - Maintenance	262,160	262,160	265,280	-	-	265,280	255,540	260,810	267,400	273,250
Internal Allocations - Operations	278,020	261,136	280,160	-	-	280,160	286,520	295,480	301,610	306,410
Utility	87,290	89,000	88,950	-	-	88,950	96,720	95,420	98,220	101,600
Other Internal Allocations & Insurance	122,290	122,290	129,747	-	-	129,747	138,178	147,521	157,804	160,956
Maintenance & Operating Supplies	83,430	79,660	89,180	-	-	89,180	86,062	86,850	87,613	87,990
Contingency	10,200	-	10,000	-	-	10,000	10,000	10,000	10,000	10,000
	1,009,520	972,246	1,031,862	-	-	1,031,862	1,045,454	1,071,450	1,101,007	1,122,133
<u>OPERATING COSTS - GOLF COURSE</u>										
Salaries and Wages	67,000	69,000	68,340	-	-	68,340	69,710	71,100	72,520	73,970
Internal Allocations - Maintenance	10,080	10,080	10,080	-	-	10,080	10,740	10,930	10,000	10,200
Internal Allocations - Operations	11,180	10,942	11,180	-	-	11,180	11,000	13,000	15,000	16,220
Utility	3,800	2,000	4,040	-	-	4,040	4,120	4,200	1,200	1,220
Maintenance & Supplies & Operating Cost	34,600	27,500	36,450	-	-	36,450	37,230	38,050	38,900	39,660
	126,660	119,522	130,090	-	-	130,090	132,800	137,280	137,620	141,270
<u>OPERATING COSTS - RECREATION PROGRAMS</u>										
Salaries and Wages	365,870	399,405	411,135	-	-	411,135	418,190	427,446	436,306	445,343
Internal Allocations - Maintenance	19,460	19,460	19,710	-	-	19,710	19,540	20,020	20,450	20,880
Internal Allocations - Operations	158,310	154,937	149,590	-	-	149,590	153,360	154,390	156,610	158,880
Operating Other	81,650	83,290	85,030	-	-	85,030	89,470	91,660	93,910	94,610
Contingency	-	-	-	-	-	-	-	-	-	-
	625,290	657,092	665,465	-	-	665,465	680,560	693,516	707,276	719,713
<u>OPERATING COSTS - FITNESS GYM</u>										
Salaries and Wages	-	-	-	7,680	-	7,680	104,960	107,330	112,650	112,040
Internal Allocations - Maintenance	-	-	2,000	-	-	2,000	20,000	20,000	20,000	20,000
Internal Allocations - Operations	-	-	15,000	-	-	15,000	15,000	16,000	17,000	18,000
Operating Other	-	-	-	-	-	-	15,000	20,000	20,000	20,000
Consultant Expenses	-	-	-	-	15,000	15,000	-	-	-	-
	-	-	17,000	7,680	15,000	39,680	154,960	163,330	169,650	170,040

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			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES										
<u>OUTDOOR FACILITIES</u>	37,030	34,330	37,560	-	-	37,560	38,500	40,070	40,610	41,260
<u>MULTI-PURPOSE ROOMS</u>	43,100	42,352	43,150	-	-	43,150	45,450	47,310	48,540	49,400
<u>CONCESSION</u>	57,240	52,750	55,800	-	-	55,800	56,900	58,040	59,470	60,650
TOTAL OPERATING COSTS	1,898,840	1,878,292	1,980,927	7,680	15,000	2,003,607	2,154,624	2,210,996	2,264,173	2,304,466
*Percentage Increase		-1.1%	4.32%			5.52%	7.5%	2.6%	2.4%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve fund	370,237	370,237	370,000	-	-	370,000	380,000	385,000	390,000	395,000
Transfer to Equipment Replacement Fund	90,000	90,000	90,000	-	-	90,000	92,000	95,000	100,000	105,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	460,237	460,237	460,000	-	-	460,000	477,000	485,000	495,000	505,000
DEBT CHARGES	54,100	54,100	54,070	-	-	54,070	54,066	54,066	54,066	54,066
TOTAL COSTS RECREATION SERVICES	2,413,177	2,392,629	2,494,997	7,680	15,000	2,517,677	2,685,690	2,750,062	2,813,239	2,863,532
<u>OPERATION AND OVERHEAD COSTS</u>										
Salaries and Wages	463,250	454,020	477,630	-	-	477,630	487,150	496,880	506,780	516,760
System Services & Telephone	76,970	71,970	80,990	-	-	80,990	85,570	90,720	96,460	97,670
Advertising	80,400	80,400	82,110	-	-	82,110	83,940	85,800	88,730	88,730
Travel, Training & Consultants	54,460	31,840	40,400	-	-	40,400	40,510	41,040	41,310	41,310
Operating - Other	52,380	50,880	54,169	-	-	54,169	54,150	55,240	56,610	57,560
TOTAL OPERATION AND OVERHEAD COSTS	727,460	689,110	735,300	-	-	735,300	751,320	769,680	789,890	802,030
<u>MAINTENANCE COSTS - SALARIES</u>	654,790	654,790	669,400	-	-	669,400	685,000	701,010	715,070	729,670
TOTAL OVERHEAD & MAINTENANCE COSTS	1,382,250	1,343,900	1,404,700	-	-	1,404,700	1,436,320	1,470,690	1,504,960	1,531,700
Internal Recovery - Operations	(727,460)	(689,110)	(735,300)	-	-	(735,300)	(751,320)	(769,680)	(789,890)	(802,030)
Internal Recovery - Maintenance	(654,790)	(654,790)	(669,400)	-	-	(669,400)	(685,000)	(701,010)	(715,070)	(729,670)
OPERATING COSTS LESS INTERNAL RECOVERIES	2,413,177	2,392,629	2,494,997	7,680	15,000	2,517,677	2,685,690	2,750,062	2,813,239	2,863,532

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SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Arena - Fee Charges	(48,640)	(41,800)	(50,950)	-	-	(50,950)	(52,420)	(53,720)	(54,770)	(55,790)
Arena - Rental Income	(276,250)	(282,150)	(285,790)	-	-	(285,790)	(291,990)	(298,340)	(304,760)	(311,600)
Golf Course - Fee Charges	(68,360)	(74,070)	(75,500)	-	-	(75,500)	(77,510)	(79,060)	(80,640)	(82,250)
Golf Course - Rental and Sales Income	(25,130)	(25,300)	(26,280)	-	-	(26,280)	(26,100)	(26,620)	(27,140)	(27,690)
Recreation - Fee Charges	(255,790)	(262,230)	(281,440)	-	-	(281,440)	(281,550)	(287,950)	(292,970)	(298,890)
Recreation - Other Misc Income	(6,020)	(5,500)	(6,040)	-	-	(6,040)	(6,160)	(6,280)	(6,400)	(6,530)
Fitness Gym - Fee Charges	-	-	-	(7,680)	-	(7,680)	(120,000)	(135,400)	(156,060)	(159,170)
Multi-Purpose Room - Rental Income	(10,920)	(10,400)	(11,130)	-	-	(11,130)	(11,360)	(11,580)	(11,790)	(13,050)
Concession - Sales and Commissions	(68,110)	(52,000)	(69,470)	-	-	(69,470)	(70,860)	(72,280)	(73,200)	(74,100)
Grants in Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(15,000)	-	-	-	(15,000)	(15,000)	-	-	-	-
TOTAL REVENUE	(774,220)	(753,450)	(806,600)	(7,680)	(15,000)	(829,280)	(937,950)	(971,230)	(1,007,730)	(1,029,070)
REQUISITION & PILT	(1,638,957)	(1,639,179)	(1,688,397)	-	-	(1,688,397)	(1,747,741)	(1,778,832)	(1,805,510)	(1,834,462)
*Percentage Increase		0.0%	3.02%			3.02%	3.5%	1.8%	1.5%	1.6%
PARTICIPANTS: District of Sooke, Portion of JDF AUTHORIZED POSITIONS: AUTHORIZED POSITIONS: Salaried	13.85	13.85	13.85	0.10	0.00	13.95	13.95	13.95	13.95	13.95

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SEAPARC - SWIMMING POOL	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATION COSTS</u>										
Salaries and Wages	559,610	559,610	574,690	-	-	574,690	580,900	592,240	601,460	613,620
Internal Allocations - Maintenance	323,610	323,610	332,860	-	-	332,860	337,030	345,140	352,270	359,510
Internal Allocations - Operations	273,000	255,293	272,250	-	-	272,250	278,190	283,430	292,140	294,920
Utility	130,000	111,000	125,680	-	-	125,680	132,800	136,000	140,420	143,840
Operating - Supplies	82,590	77,820	82,710	-	-	82,710	85,860	88,790	91,480	94,220
Other Internal Allocations & Insurance	34,730	34,730	33,472	-	-	33,472	36,010	38,840	41,980	42,820
Maintenance	52,000	49,000	54,200	-	-	54,200	55,200	57,270	57,900	59,050
Contingency	10,500	-	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL OPERATING COSTS	1,466,040	1,411,063	1,485,862	-	-	1,485,862	1,515,990	1,551,710	1,587,650	1,617,980
*Percentage Increase		-3.8%	1.35%			1.35%				
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year			-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Fees	(357,800)	(355,000)	(365,400)	-	-	(365,400)	(371,580)	(378,900)	(386,360)	(394,070)
Other Income	(11,430)	(14,040)	(14,080)	-	-	(14,080)	(11,880)	(12,110)	(12,340)	(12,580)
Rental Income	(17,500)	(20,000)	(20,000)	-	-	(20,000)	(19,950)	(21,400)	(21,820)	(22,250)
TOTAL REVENUE	(386,730)	(389,040)	(399,480)	-	-	(399,480)	(403,410)	(412,410)	(420,520)	(428,900)
REQUISITION & PILT	(1,079,310)	(1,022,023)	(1,086,382)	-	-	(1,086,382)	(1,112,580)	(1,139,300)	(1,167,130)	(1,189,080)
*Percentage Increase		-5.3%	0.66%			0.66%	2.4%	2.4%	2.4%	1.9%
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 - 2019 to 2023

Service No.	1.40X	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$330,000	\$2,997,170	\$130,000	\$9,500	\$200,000	\$0	\$3,336,670
Equipment	E	\$55,000	\$173,700	\$318,200	\$87,200	\$77,700	\$166,000	\$822,800
Land	L	\$0	\$0	\$0	\$0	\$400,000	\$0	\$400,000
Engineered Structures	S	\$0	\$0	\$35,000	\$1,000,000	\$0	\$0	\$1,035,000
Vehicles	V	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$60,000
		\$385,000	\$3,170,870	\$513,200	\$1,096,700	\$677,700	\$196,000	\$5,654,470

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$255,000	\$255,000	\$0	\$0	\$0	\$0	\$255,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$400,000	\$0	\$400,000
Equipment Replacement Fund	ERF	\$55,000	\$101,700	\$82,200	\$32,200	\$22,700	\$66,000	\$304,800
Grants (Federal, Provincial)	Grant	\$60,000	\$1,502,670	\$70,000	\$500,000	\$0	\$0	\$2,072,670
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$15,000	\$1,311,500	\$361,000	\$564,500	\$255,000	\$130,000	\$2,622,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$385,000	\$3,170,870	\$513,200	\$1,096,700	\$677,700	\$196,000	\$5,654,470

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-01	Study	SAP/PM Asset Mgmt. module	Asset inventory and preventitive maintenance	\$35,000	E	Res		\$10,000	\$0	\$0	\$0	\$0	\$35,000
16-02	Renewal	Building Renewal	Building assessment and repairs	\$189,000	B	Cap	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000
					B	Res	\$0		\$130,000	\$0	\$0	\$0	\$130,000
17-06	Replacement	Mechanical Equipment	Replacement of pumps/motors/electrical/hvac	N/A	E	ERF	\$0	\$30,000	\$25,000	\$25,000	\$20,000	\$30,000	\$130,000
17-08	Replacement	Computer Replacement	Replacement of computers	N/A	E	ERF	\$0	\$2,700	\$2,700	\$7,200	\$2,700	\$0	\$15,300
17-09	New	Facility Expansion	New fitness building expansion	\$2,750,170	B	Cap	\$240,000	\$240,000	\$0	\$0	\$0	\$0	\$240,000
					B	Res	\$0	\$1,200,000		\$0	\$0	\$0	\$1,200,000
					B	Grant	\$60,000	\$1,102,670	\$0	\$0	\$0	\$0	\$1,102,670
18-01	Replacement	Pool Lectorator System	Replacement of lectionator system	N/A	E	ERF	\$0	\$0	\$6,000	\$0	\$0	\$6,000	\$12,000
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	\$13,000	E	ERF	\$0	\$6,500	\$6,500	\$0	\$0	\$0	\$13,000
18-05	Renewal	Network/Phone System	Renewal network/phone system	\$40,000	E	ERF	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
18-06	Renewal	Golf Course Irrigaiton Upgrade	Renewal golf course irrigaiton upgrade	\$22,000	E	Res	\$0	\$6,000	\$6,000	\$5,000	\$5,000	\$0	\$22,000
18-07	Renewal	Access improvements	Facility improvements 15k/5k grant	\$15,000	B	Res	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000
18-09	Replacement	Mower/Tractor Equipment	Mower/Tractor Replacement	\$15,000	E	ERF	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000
19-01	New	Pool Program Equipment	Pool Program and Special Event Equipment	\$6,000	E	Res	\$0	\$6,000	\$0	\$0	\$0	\$0	\$6,000
19-02	New	Fitness Equipment Purchase/Lease	New fitness equipment lease	\$250,000	E	Res	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
19-03	Replacement	Covered comons / bike parking area renewal	Shelter replacement and covered bike parking	\$15,000	B	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
19-04	New	Multi Sport Box	Construction of Mulit Sport Box	\$400,000	B	Grant	\$0	\$400,000	\$0	\$0	\$0	\$0	\$400,000
20-02	Replacement	Pool Vacuum	Replacement pool vacuum	\$5,000	E	ERF	\$0	\$0	\$5,000	\$0	\$0	\$0	\$5,000
20-03	Replacement	VFD	Replace VFD	\$7,000	E	ERF	\$0	\$0	\$7,000	\$0	\$0	\$0	\$7,000
20-04	Renewal	Parking Lot Remediation	Renewal parking lot remediation	\$25,000	S	Res	\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000
20-05	Replacement	Community Recreation Bus	Replacement community recreation bus	\$30,000	V	ERF	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
20-06	New	Utility Service - Outdoor Facilities	New utility service outdoor facilities	\$10,000	S	Res	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000
20-07	New	Outdoor Activity Space Development	New outdoor activity space development	\$140,000	E	Res	\$0	\$0	\$70,000	\$0	\$0	\$0	\$70,000
					E	Grant	\$0	\$0	\$70,000	\$0	\$0	\$0	\$70,000
20-08	Renewal	Electrical Distribution	Renewal electrical distribution	\$50,000	E	Res	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000
20-09	Replacement	Arena DHW Storage	Replacement of original hot water storage tank	\$20,000	E	Res	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
21-01	Replacement	Skate Park Renewal	Replacement skate park renewal	\$1,000,000	S	Res	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000
					S	Grant	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000
22-01	New	Land Aquision	New land aquision	\$400,000	L	Debt	\$0	\$0	\$0	\$0	\$400,000	\$0	\$400,000
22-02	Renewal	Pool Roof Replacement	Pool Roof Replacement	\$200,000	B	Res	\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
23-01	Replacement	Truck	Replace pickup truck with replacement from Water	\$30,000	V	ERF	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000
23-02	Replacement	Chiller	Replace Ice plant chiller	\$80,000	E	Res	\$0	\$0	\$0	\$0	\$0	\$80,000	\$80,000
GRAND TOTAL				\$5,773,670			\$385,000	\$3,170,870	\$513,200	\$1,096,700	\$677,700	\$196,000	\$5,679,470

Service: 1.40X SEAPARC

Proj. No. 16-01	Capital Project Title Asset inventory and preventative maintenance	Capital Project Description Asset inventory and preventative maintenance cx.306.
Asset Class E E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>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.</i>		

Proj. No. 16-02	Capital Project Title Building assessment and repairs	Capital Project Description Building assessment and repairs
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>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 aesthetic appearance, repair and painting are required.</i>		

Proj. No. 17-06	Capital Project Title Replacement of pumps/motors/electrical	Capital Project Description Replacement of
Asset Class E - 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 Replacement of computers	Capital Project Description Replacement of computers
Asset Class E - 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 New fitness building expansion	Capital Project Description New fitness building expansion
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Addition 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>		

Service: 1.40X SEAPARC

Proj. No. 18-01	Capital Project Title Replacement of lectionator system	Capital Project Description Replacement of lectionator system
Asset Class E - 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 assesment of current equipment.</i>		

Proj. No. 18-02	Capital Project Title Replacement pool tile grout	Capital Project Description Replacement pool tile grout
Asset Class B - 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 Renewal oil separators	Capital Project Description Renewal oil separators
Asset Class E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Oil Seperators 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 Renewal compressor drive motors	Capital Project Description Renewal compressor drive motors
Asset Class E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Preventiative mesure to ensure no interruption of service, motor has been in service since 1998.</i>		

Proj. No. 18-05	Capital Project Title Renewal network/phone system	Capital Project Description Renewal network/phone system
Asset Class E - 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 componenets are being replaced on a one off basis. SEAPARC's network connection also requires more bandwidth.</i>		

Service: 1.40X SEAPARC

Proj. No. 18-06 **Capital Project Title** Renewal golf course irrigaiton upgrade **Capital Project Description** Renewal golf course irrigaiton upgrade
Asset Class E - Equipment **Board Priority Area** Other **Corporate Priority Area** Recreation, Arts & Culture
Project Rationale 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.

Proj. No. 18-07 **Capital Project Title** Facility improvements 15k/5k grant **Capital Project Description** Facility improvements 15k/5k grant
Asset Class B - Buildings **Board Priority Area** Other **Corporate Priority Area** Recreation, Arts & Culture
Project Rationale SEAPARC requires functional upgrades to assist individuals with mobility challenges to access services

Proj. No. 18-09 **Capital Project Title** Mower/Tractor Replacement **Capital Project Description** Mower/Tractor Replacement
Asset Class E - Equipment **Board Priority Area** Other **Corporate Priority Area** Recreation, Arts & Culture
Project Rationale Purchase of used grounds equipment for both primary and back up use

Proj. No. 19-01 **Capital Project Title** Pool Program and Special Event Equip **Capital Project Description** Pool Program and Special Event
Asset Class E - 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** New fitness equipment lease **Capital Project Description** New fitness equipment lease
Asset Class E - Equipment **Board Priority Area** Other **Corporate Priority Area** Recreation, Arts & Culture
Project Rationale The construction of the 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.

Service: 1.40X SEAPARC

Proj. No. 19-03	Capital Project Title Shelter replacement and covered bike	Capital Project Description Shelter replacement and covered bike
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Current bike parking area is at capacity</i>		

Proj. No. 19-04	Capital Project Title Construction of Mult Sport Box	Capital Project Description Construction of Mult Sport Box
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>District of Sooke has identified property District property in Sun River dedicated to recreation development. SEAPARC will play a role in developing, constructing and operating this new amenity. Project is subject to funding from the District of Sooke</i>		

Proj. No. 20-02	Capital Project Title Replacement pool vacuum	Capital Project Description Replacement pool vacuum
Asset Class E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Vacuum is critical to pool maintenance and will have been in service for 7 years which historically has been when previous equipement cost of maintenance has dicated replacement.</i>		

Proj. No. 20-03	Capital Project Title Replace VFD	Capital Project Description Replace VFD
Asset Class E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>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..</i>		

Proj. No. 20-04	Capital Project Title Renewal parking lot remediation	Capital Project Description Renewal parking lot remediation
Asset Class S - Engineering Structure	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>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.</i>		

Service: 1.40X SEAPARC

Proj. No. 20-05 **Capital Project Title** Replacement community recreation bu: **Capital Project Description** Replacement community recreation bus
Asset Class V - 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.

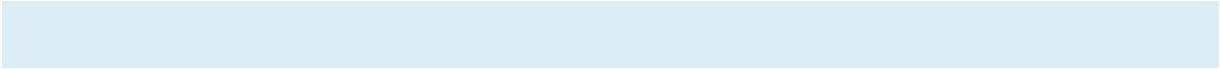
Proj. No. 20-07 **Capital Project Title** New outdoor activity space developmei **Capital Project Description** New outdoor activity space development
Asset Class E - Equipment **Board Priority Area** Other **Corporate Priority Area** Recreation, Arts & Culture
Project Rationale Construction of outdoor activity space

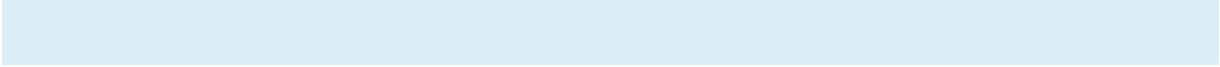
Proj. No. 20-08 **Capital Project Title** Renewal electrical distribution **Capital Project Description** Renewal electrical distribution
Asset Class E - Equipment **Board Priority Area** Other **Corporate Priority Area** Recreation, Arts & Culture
Project Rationale Electrical distribution for the arena facility has been in place since 1975. The electical service mast has been identified as an item requiring attention within the next 5 years.

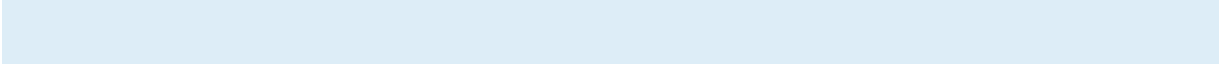
Proj. No. 20-09 **Capital Project Title** Replacement of original hot water stora **Capital Project Description** Replacement of original hot water
Asset Class E - Equipment **Board Priority Area** Other **Corporate Priority Area** Recreation, Arts & Culture
Project Rationale Tanks service life will be ending

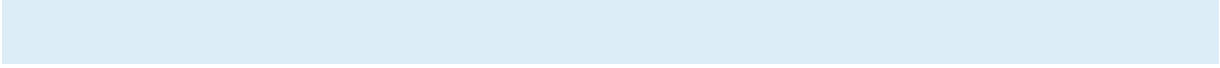
Proj. No. 21-01 **Capital Project Title** Replacement skate park renewal **Capital Project Description** Replacement skate park renewal
Asset Class S - Engineering Structure **Board Priority Area** Other **Corporate Priority Area** Recreation, Arts & Culture
Project Rationale Skate Park Facility will 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 replacemnt will be required.

Service: 1.40X **SEAPARC**

Proj. No. 22-01	Capital Project Title New land aquisition	Capital Project Description New land aquisition
Asset Class L - Land	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 		

Proj. No. 22-02	Capital Project Title Pool Roof Replacement	Capital Project Description Pool Roof Replacement
Asset Class B - Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 		

Proj. No. 23-01	Capital Project Title Replace pickup truck with replacement	Capital Project Description Replace pickup truck with replacement
Asset Class V - Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 		

Proj. No. 23-02	Capital Project Title Replace Ice plant chiller	Capital Project Description Replace Ice plant chiller
Asset Class E - Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 		

1.40X SEAPARC
Operating Reserve Summary
2019 - 2023 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	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Projected year end balance						
Operating Reserve	15,713	713	5,713	10,713	15,713	20,713
Operating Reserve - Legacy Fund	-	-	-	-	-	-
Total projected year end balance	15,713	713	5,713	10,713	15,713	20,713

See attached reserve schedules for projected annual cash flows.

**1.40X Sooke and Electoral Area Recreation and Facilities (SEAPARC)
Operating Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	15,413	15,713	713	5,713	10,713	15,713
Planned Purchase		(15,000)	-	-	-	-
Transfer from Ops Budget		-	5,000	5,000	5,000	5,000
Interest Income*	300					
Total projected year end balance	15,713	713	5,713	10,713	15,713	20,713

Assumptions/Background:

2019: 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
2019 - 2023 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	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Projected year end balance						
Beginning Balance	2,371	-	-	-	-	-
Planned Purchase	(2,401)					
Transfer from Ops Budget						
Interest Income*	30					
Total projected year end balance	-	-	-	-	-	-

Assumptions/Background:

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

**1.40X SEAPARC Recreation Combined
Asset and Reserve Summary Schedule
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Capital Reserve	1,228,217	286,717	305,717	126,217	261,217	526,217
Equipment Replacement Fund	51,772	40,072	50,072	112,872	190,172	229,172
Total projected year end balance	1,279,989	326,789	355,789	239,089	451,389	755,389

**1.40X SEAPARC Recreation Combined
Capital Reserve Fund Schedule
2019 - 2023 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: 1.40X SEAPARC Recreation and Pool Combined Capital Reserve Fund

Capital Reserve Fund	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,216,480	1,228,217	286,717	305,717	126,217	261,217
Planned Capital Expenditure (Based on Capital Plan)	(378,500)	(1,311,500)	(361,000)	(564,500)	(255,000)	(130,000)
Transfer from Operating Budget	370,237	370,000	380,000	385,000	390,000	395,000
Interest Income*	20,000	-	-	-	-	-
Ending Balance \$	1,228,217	286,717	305,717	126,217	261,217	526,217

* 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)
2019 - 2023 Financial Plan**

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.40X Combined SEAPARC Recreation and Pool ERF

Equipment Replacement Fund	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	19,572	51,772	40,072	50,072	112,872	190,172
Planned Purchase (Based on Capital Plan)	(58,200)	(101,700)	(82,000)	(32,200)	(22,700)	(66,000)
Transfer from Operating Budget	90,000	90,000	92,000	95,000	100,000	105,000
Equipment Disposal						
Interest Income*	400	-	-	-	-	-
Ending Balance \$	51,772	40,072	50,072	112,872	190,172	229,172

* 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

2019 BUDGET

ENVIRONMENTAL SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

COMMITTEE OF THE WHOLE
September 5, 2018
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Click on the service area name below to access selected budgets

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COMMITTEE OF THE WHOLE
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Environmental Services

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CAPITAL REGIONAL DISTRICT

2019 BUDGET

GM - Parks & Environmental Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.028 GM - Environmental Services and Regional Parks

Committees: Environmental Services; Regional Parks

DEFINITION:

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

SERVICE DESCRIPTION:

The General Manager provides overall direction and supporting administrative oversight for all Environmental Services as well as Regional Parks, Local Area Community Parks and 2 recreation centres.

The department and its divisions report to the Board, Hospital District Board, the Environmental Services Committee and the Regional Parks Committee.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

FUNDING:

Requisition

GM REGIONAL PARKS & ENVIRONMENTAL SERVICES	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries and Wages	343,150	343,150	364,500	-	-	364,500	371,270	378,190	385,270	392,480
Allocation - Corporate	10,760	10,760	17,470	-	-	17,470	24,180	30,890	40,880	41,650
Allocation - Human Resources	7,370	7,370	7,290	-	-	7,290	7,440	7,590	7,740	7,890
Allocation - Building Occupancy	13,540	13,540	13,970	-	-	13,970	14,250	14,540	14,830	15,130
Allocation - All other	340	340	350	-	-	350	350	350	350	350
Insurance	750	750	590	-	-	590	600	610	620	630
TOTAL OPERATING COSTS	375,910	375,910	404,170	-	-	404,170	418,090	432,170	449,690	458,130
*Percentage Increase over prior year						7.5%	3.4%	3.4%	4.1%	1.9%
Recovery for First Aid Officer	-230	-230	-230	-	-	(230)	(230)	(230)	(230)	(230)
NET COST	375,680	375,680	403,940	-	-	403,940	417,860	431,940	449,460	457,900
*Percentage increase over prior year requisition						7.5%	3.4%	3.4%	4.1%	1.9%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Environmental Administration Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.575 Environmental Administration Services

Committee: Environmental Services

DEFINITION:

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

PARTICIPATION:

All Functions administered by Environmental Sustainability.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

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

OTHER:

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

1.575 - ENVIRONMENTAL SUSTAINABILITY - ADMIN.	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
ENVIRONMENTAL SERVICES ADMIN - SUPPORT	0	0	0	0	0	0	0	0	0	0
ENVIRONMENTAL SERVICES ADMIN - HEADQUARTERS	259,112	259,112	256,030	0	0	256,030	259,549	262,955	266,598	271,926
* ENV. SERVICES - ADMIN. - H.Q. - GENERAL MANAGER	375,680	375,680	403,940	0	0	403,940	417,860	431,940	449,450	457,880
TOTAL OPERATING COSTS	634,792	634,792	659,970	0	0	659,970	677,409	694,895	716,048	729,806
*Percentage Increase over prior year	0.00%	0.00%	3.97%	0.00%	0.00%	3.97%	2.64%	2.58%	3.04%	1.92%
<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	634,792	634,792	659,970	0	0	659,970	677,409	694,895	716,048	729,806
*Percentage Increase over prior year	0.00%	0.00%	3.97%	0.00%	0.00%	3.97%	2.64%	2.58%	3.04%	1.92%
Alloc Rcv-HQFixed	(257,490)	(257,490)	(256,030)	0	0	(256,030)	(259,549)	(262,955)	(266,598)	(271,926)
Alloc Rcv-EngrgAdminSppt	0	0	0	0	0	0	0	0	0	0
Transfers from operating reserve fund	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	377,302	377,302	403,940	0	0	403,940	417,860	431,940	449,450	457,880
<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
Transfer from operating reserve	(1,622)	(1,622)	0	0	0	0	0	0	0	0
TOTAL REVENUE	(1,622)	(1,622)	0	0	0	0	0	0	0	0
* REQUISITION (RECOVERY - LEG. & GEN.)	(375,680)	(375,680)	(403,940)	0	0	(403,940)	(417,860)	(431,940)	(449,450)	(457,880)
*Percentage Increase over prior year	0.00%	0.00%	7.52%	0.00%	0.00%	7.52%	3.45%	3.37%	4.05%	1.88%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
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 - 2019 to 2023

Service No.	1.575	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$19,150	\$19,150	\$0	\$0	\$0	\$0	\$19,150
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$19,150	\$19,150	\$0	\$0	\$0	\$0	\$19,150

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$19,150	\$19,150	\$0	\$0	\$0	\$0	\$19,150
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$19,150	\$19,150	\$0	\$0	\$0	\$0	\$19,150

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.575
Service Name: Environmental Administration 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

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 2018	2019	2020	2021	2022	2023	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	\$8,300	\$8,300	\$0	\$0	\$0	\$0	\$8,300
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			\$19,150	\$19,150	\$0	\$0	\$0	\$0	\$19,150

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 ES Headquarters Administration
Operating Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	41,084	39,462	39,462	39,462	39,462	39,462
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	(1,622)	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	39,462	39,462	39,462	39,462	39,462	39,462

* 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.

**1.575 Environmental Administration
Asset and Reserve Summary
2019 - 2023 Financial Plan**

ERF Reserve Cash Flow (Equipment Portion)

ERF: Environmental Head Quarter/Administration support Senior Budget - ERF for Equipment

Equipment Replacement Fund	Estimate	Budget				
Projected year end balance	2018	2019	2020	2021	2022	2023
Beginning Balance	155,336	155,172	136,022	136,022	136,022	136,022
Transfer to Cap Fund (Based on Capital Plan)	(1,700)	(19,150)	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	1,536					
Ending Balance \$	155,172	136,022	136,022	136,022	136,022	136,022

Assumptions/Background:
Contributions stopped effective 2015 budget as have sufficient funds.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Environmental Resource Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.521 Environmental Resource Management

Committee: Environmental Services

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 outstanding at Dec 31, 2017 \$3,928,076.
Final debt payments in 2026.

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 2019 BUDGET

PROGRAM GROUP: ERM SUMMARY: ERM GROUP	BUDGET REQUEST						2020 Budget	2021 BUDGET	2022 BUDGET	2023 BUDGET
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 Ongoing	2019 One-Time	2019 TOTAL				
<u>GENERAL PROGRAM EXPENDITURES:</u>										
Diversion Services	11,468,627	11,639,627	11,820,775	-	-	11,820,775	11,909,434	11,973,309	12,063,881	12,146,826
Landfilling Services	5,869,851	6,168,151	6,814,995	-	-	6,814,995	6,972,427	7,113,626	7,278,248	7,400,500
Energy Recovery Services	794,514	794,514	905,817	-	-	905,817	919,371	930,699	944,829	954,217
TOTAL OPERATING EXPENDITURES	18,132,992	18,602,292	19,541,587	-	0	19,541,587	19,801,232	20,017,634	20,286,958	20,501,543
*Percentage Change		2.6%	7.8%			7.8%	1.3%	1.1%	1.3%	1.1%
Revenue - Other	(7,980,150)	(8,120,050)	(7,141,551)	-	0	(7,141,551)	7,431,657	7,431,657	7,431,657	7,431,657
NET OPERATING EXPENDITURES	10,152,842	10,482,242	12,400,036	-	0	12,400,036	12,369,575	12,585,977	12,855,301	13,069,886
<u>CAPITAL EXPENDITURES</u>										
Capital & Equip Replacement - Programs	283,000	283,000	283,000	-	-	283,000	283,000	283,000	283,000	283,000
TOTAL CAPITAL EQUIPMENT	283,000	283,000	283,000	-	-	283,000	283,000	283,000	283,000	283,000
Landfill Gas Revenue to Reserve	-	-	-	-	-	-	-	-	-	-
Debt Service	615,430	1,558,400	439,624	-	-	439,624	439,623	439,623	439,623	439,623
Transfer to Capital Fund	4,509,000	4,509,000	0	-	-	0	1,333,574	2,345,000	3,445,000	4,070,000
Transfer to Reserve Fund - Annual	924,000	924,000	924,000	-	-	924,000	924,000	924,000	924,000	924,000
Transfer to Millstream Remediation Debt	320,000	320,000	320,000	-	-	320,000	320,000	62,124	61,233	61,005
NET OPERATING & CAPITAL EXPENDITURE	16,804,272	18,076,642	14,366,660	-	0	14,366,660	15,669,772	16,639,724	18,008,157	18,847,514
*Percentage Change		7.6%	-14.5%			-14.5%	9.1%	6.2%	8.2%	4.7%
Transfer (From) or To Sustainability Reserve	(54,272)	423,358	2,933,340	-	0	2,933,340	1,630,228	660,276	708,157	1,547,514
Fund Balance Carry Forward from current year	-	-	-	-	-	-	-	-	-	-
Fund Balance Carry Forward	-	-	-	-	-	-	-	-	-	-
TIPPING FEE (based on inflation)	(16,750,000)	(18,500,000)	(17,300,000)	-	-	(17,300,000)	17,300,000	17,300,000	17,300,000	17,300,000
\$/TONNE TIPPING FEE							\$ 110	\$ 110	\$ 110	\$ 110
# FTE's Regular:	20.7	20.7	20.7	-	-	20.7	20.7	20.7	20.7	20.7
Term (2016-2018)	1	1	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT 2019 BUDGET

PROGRAM GROUP: ERM SUMMARY: ERM GROUP	BUDGET REQUEST									
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 Ongoing	2019 One-Time	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 BUDGET	2023 BUDGET
PROGRAM EXPENDITURES:										
<u>Diversion Services</u>										
Operating Expenditures	11,468,627	11,639,627	11,820,775	-	-	11,820,775	11,909,434	11,973,309	12,063,881	12,146,826
Capital Expenditures (funded by operating budget)	35,000	35,000	-	-	-	-	-	-	-	-
Trf to Capital Reserve (Compost Ed Centre)	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Fee Revenue (kitchen scraps, recycling fees)	(853,400)	(853,400)	(853,400)	-	-	(853,400)	(853,400)	(853,400)	(853,400)	(853,400)
EPR Revenue (MMBC, paint, electronics)	(5,309,650)	(5,309,650)	(5,521,051)	-	-	(5,521,051)	(5,671,257)	(5,671,257)	(5,671,257)	(5,671,257)
Sale of Material Revenue (metal, appliances)	(60,100)	(200,000)	(60,100)	-	-	(60,100)	(200,000)	(200,000)	(200,000)	(200,000)
DIVERSION SERVICES NET COSTS	5,284,477	5,315,577	5,390,224	-	-	5,390,224	5,188,777	5,252,652	5,343,224	5,426,169
<u>Landfilling Services</u>										
Operating Expenditures	5,869,851	6,168,151	6,814,995	-	-	6,814,995	6,972,427	7,113,626	7,278,248	7,400,500
Debt Expenditures	615,430	1,558,400	439,623	-	-	439,623	439,623	439,623	439,623	439,623
Capital Expenditures (funded by operating budget)	3,310,000	3,310,000	-	-	-	-	1,333,574	2,045,000	3,050,000	3,750,000
Trf to ERF (equipment, vehicles)	283,000	283,000	283,000	-	-	283,000	283,000	283,000	283,000	283,000
Trf to Capital Reserve (closure/post closure)	920,000	920,000	920,000	-	-	920,000	920,000	920,000	920,000	920,000
Trf to Millstream Remediation Debt	320,000	320,000	320,000	-	-	320,000	320,000	62,124	61,233	61,005
Tipping Fee Revenue (general refuse, controlled waste)	(16,750,000)	(18,500,000)	(17,300,000)	-	-	(17,300,000)	(17,300,000)	(17,300,000)	(17,300,000)	(17,300,000)
Other (permits, fines, cell tower revenue)	(1,157,000)	(1,157,000)	(107,000)	-	-	(107,000)	(107,000)	(107,000)	(107,000)	(107,000)
LANDFILLING SERVICES NET REVENUE	(6,588,719)	(7,097,449)	(8,629,382)	-	-	(8,629,382)	(7,138,376)	(6,543,627)	(5,374,896)	(4,552,872)
<u>Energy Recovery Services</u>										
Operating Expenditures	794,514	794,514	905,817	-	-	905,817	919,371	930,699	944,829	954,217
Capital Expenditures (funded by operating budget)	1,164,000	1,164,000	-	-	-	-	-	300,000	395,000	320,000
Other (sale of electricity)	(600,000)	(600,000)	(600,000)	-	-	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
ENERGY RECOVERY SERVICES NET COSTS	1,358,514	1,358,514	305,817	-	-	305,817	319,371	630,699	739,829	674,217
TOTAL NET COSTS	54,272	(423,358)	(2,933,340)	-	-	(2,933,340)	(1,630,228)	(660,276)	708,157	1,547,514
Transfer (From) or To Sustainability Reserve	(54,272)	423,358	2,933,340	-	-	2,933,340	1,630,228	660,276	(708,157)	(1,547,514)
TOTAL	-	-	0.00	-	-	0.00	-	-	-	0.18
Sustainability Reserve Fund Balance	23,319,004	2,374,262	25,889,702				24,519,930	20,180,206	18,222,049	16,674,535
\$/TONNE TIPPING FEE							\$ 110	\$ 110	\$ 110	\$ 110
# FTE's Regular:	20.7	20.7	20.7	-	-	20.7	20.7	20.7	20.7	20.7
Term (2016-2018)	1	1	-	-	-	-				

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.521	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$253,000	\$253,000	\$253,000	\$253,000	\$253,000	\$1,265,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$10,330,000	\$4,735,000	\$5,300,000	\$7,345,000	\$4,695,000	\$4,070,000	\$26,145,000
Vehicles	V	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
		\$10,330,000	\$5,018,000	\$5,583,000	\$7,628,000	\$4,978,000	\$4,353,000	\$27,560,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$330,000	\$3,985,000	\$2,300,000	\$2,345,000	\$3,445,000	\$4,070,000	\$16,145,000
Debenture Debt (New Debt Only) Debt		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$283,000	\$283,000	\$283,000	\$283,000	\$283,000	\$1,415,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$10,000,000	\$750,000	\$3,000,000	\$5,000,000	\$1,250,000	\$0	\$10,000,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$10,330,000	\$5,018,000	\$5,583,000	\$7,628,000	\$4,978,000	\$4,353,000	\$27,560,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.521

Service Name: Environmental Resource Management

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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

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 2016 to 2023	Asset Class	Funding Source	Carry Forward from 2018	2019	2020	2021	2022	2023	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
16-06	Renewal	Replacing of Small Equipments	Replacing of Small Equipments	\$1,920,000	E	ERF	\$0	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$1,200,000
16-07	Renewal	Fire Safety Upgrades- lagoon work/fire pump etc	Fire Safety Upgrades- lagoon work/fire pump etc	\$300,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17-01	Renewal	Gas & Leachate Collection Pipe Extension	Gas & Leachate Collection Pipe Extension	\$2,140,000	S	Cap	\$0	\$300,000	\$300,000	\$300,000	\$320,000	\$320,000	\$1,540,000
17-02	Renewal	Aggregate Production for Internal Use	Aggregate Production for Internal Use	\$10,210,000	S	Cap	\$0	\$1,200,000	\$1,500,000	\$1,500,000	\$1,500,000	\$2,000,000	\$7,700,000
17-04	Renewal	Aggressive Closure of External Faces	Aggressive Closure of External Faces	\$1,000,000	S	Cap	\$50,000	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$900,000
17-05	Renewal	Ground/Surface Water Monitoring Upgrades	Ground/Surface Water Monitoring Upgrades	\$300,000	S	Cap	\$60,000	\$135,000	\$0	\$75,000	\$0	\$0	\$210,000
17-07	Renewal	Computer Equipment	Computer Equipment	\$103,500	E	ERF	\$0	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$65,000
17-09	Renewal	Vehicle Replacements	Vehicle Replacements	\$290,000	V	ERF	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
17-10	Renewal	Hartland Landfill Cell Development Master Plan	Hartland Landfill Cell Development Master Plan	\$200,000	S	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17-11	Renewal	Food Waste Transfer Station Relocation Planning	Food Waste Transfer Station Relocation Planning	\$40,000	S	Cap	\$25,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
17-12	New	Hartland Environmental Performance Model - Scoping/Procurement	Hartland Environmental Performance Model - Scoping/Procurement	\$200,000	S	Cap	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	\$10,000,000	S	Res	\$10,000,000	\$750,000	\$3,000,000	\$5,000,000	\$1,250,000	\$0	\$10,000,000
18-01	New	Interim Covers - West and North Slopes	Interim Covers - West and North Slopes	\$1,200,000	S	Cap	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
18-02	Renewal	Paving of Service Roads	Paving of Service Roads	\$500,000	S	Cap	\$180,000	\$280,000	\$100,000	\$0	\$0	\$0	\$380,000
18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Cell 3 Bottom Lift Gas Wells / Leachate Drain	\$400,000	S	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
18-04	New	Annual Leachate Drain Flushing (Review)	Annual Leachate Drain Flushing (Review)	\$5,000	S	Cap	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
18-05	Renewal	Controlled Waste & Asbestos Area Development	Controlled Waste & Asbestos Area Development	\$50,000	S	Cap	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
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	\$0	\$750,000	\$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	\$150,000	\$0	\$0	\$0	\$0	\$150,000
19-01	New	Wetlands Assessment	Wetlands Assessment	\$80,000	S	Cap	\$0	\$30,000	\$0	\$20,000	\$0	\$0	\$50,000
19-02	New	Water Main Replacement - Pump House to Wheel Wash	Water Main Replacement - Pump House to Wheel Wash	\$200,000	S	Cap	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
19-03	New	Gas Plant - Backup Genset + Heal Basin Clean-Out Modification	Gas Plant - Backup Genset + Heal Basin Clean-Out Modification	\$400,000	S	Cap	\$0	\$400,000	\$0	\$0	\$0	\$0	\$400,000
19-04		Hartland North Building	Project Site Office/Scale House	\$375,000	S	Cap	\$0	\$375,000	\$0	\$0	\$0	\$0	\$375,000
19-05	New	Fiberoptic Cable - Hartland North Scales to Admin. Bldg.	Fiberoptic Cable - Hartland North Scales to Admin. Bldg.	\$250,000	S	Cap	\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000
20-01	New	Cell 3 Liner Extension	Cell 3 Liner Extension	\$1,450,000	S	Cap	\$0	\$0	\$0	\$0	\$600,000	\$600,000	\$1,200,000
22-01	Renewal	Sedimentation Pond Relining	Sedimentation Pond Relining	\$350,000	S	Cap	\$0	\$0	\$0	\$0	\$350,000	\$0	\$350,000
22-02	New	Long Term Leachate Treatment Option Anaysis	Long Term Leachate Treatment Option Anaysis	\$75,000	S	Cap	\$0	\$0	\$0	\$0	\$75,000	\$0	\$75,000
22-03	New	Site Electrical Upgrades - Lagoon Area and Others	Site Electrical Upgrades - Lagoon Area and Others	\$200,000	S	Cap	\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
GRAND TOTAL				\$33,358,500			\$10,330,000	\$5,018,000	\$5,583,000	\$7,628,000	\$4,978,000	\$4,353,000	\$27,560,000

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. 16-06	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 requirement. 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>		

Service: 1.521 Environmental Resource Management

Proj. No. 17-02	Capital Project Title Aggregate Production for Internal Use	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 <i>Replacement of computer equipment due to end of life cycle</i>		

Service: 1.521 Environmental Resource Management

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 interim, progressive and final closure 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, interim 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 (revised 2018 & 2019)	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.		

Service: 1.521 Environmental Resource Management

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. 18-01	Capital Project Title Interim Covers - West and North Slopes	Capital Project Description Interim Covers - West and North Slopes
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 Paving of Service Roads (revised 2018, 19, 20)	Capital Project Description Paving of Service Roads
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>The East Perimeter Service Road is built around Phase 1, and some areas of this road are partially built over refuse. Settlement has occurred in areas along this road. To improve safety of road users, road maintenance and repair are required to prevent further settlement. The base gravels underneath the settled areas must be replaced with larger gravels that will prevent the road from settlement in the future. Once the base gravels are replaced, the areas will be repaved with asphalt. Cost estimate is derived from current asphalt paving rates within the Victoria region.</i>		

Proj. No. 18-03	Capital Project Title Cell 3 Bottom Lift Gas Wells / Leachate Drain (rev 2018)	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>		

Service: 1.521 **Environmental Resource Management**

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 (revised 2018 and 2019 budgets)	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 (revised 2018 and 2019 budgets)	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>		

Service: 1.521 Environmental Resource Management

Proj. No. 18-08	Capital Project Title Wheel Washing Station Upgrade (revis	Capital Project Description Wheel Washing Sation 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. 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. 19-02	Capital Project Title Water Main Replacement - Pump House to Wheel Wash	Capital Project Description Water Main Replacement - Pump House to Wheel Wash
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>The current water main from the Hartland Administration Building pump house to the Wheel Wash is in need of repair. A water meter was installed on the line and a leak has been discovered.</i>		

Proj. No. 19-03	Capital Project Title Gas Plant - Backup Genset + Heal Basin Clean-Out Modification	Capital Project Description Gas Plant - Backup Genset + Heal Basin Clean-Out Modification
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>The gas plant requires a backup genset for use during a power outage at Hartland. This genset will also be used to power two large pumps that will be used to dewater Heal Basin in the event of the micro-tunnel failure. In order for the pumps to be lowered into the Basin, a cleanout pipe modifications, new electrical pumps and connections are required.</i>		

Service: 1.521 Environmental Resource Management

Proj. No. 19-04	Capital Project Title Hartland North Building	Capital Project Description Project Site Office/Scale House
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>Currently there are no offices or scales at the north site and this project will provide a scale house for the new scales, server room and interrim project office until a north admin facility is developed in the future.</i>		

Proj. No. 19-05	Capital Project Title Fiberoptic Cable - Hartland North Scales to Admin. Bldg.	Capital Project Description Fiberoptic Cable - Hartland North Scales to Admin. Bldg.
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>This will provide connectivity between the existing scales at the Hartland Administration Facility and the new Scales at the new Residuals Treatment Facility Site</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>In order to prepare the future Phase 2 Cell 4 of Hartland for active landfilling, a liner must be installed along the north face of the filling area. This will prevent leachate from infiltrating the bedrock along the north bank, and disrupting Hartland's hydraulic trap.</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>To prevent leakage and fines from migrating off site into the north freshwater drainage area, the sedimentation pond must be relined.</i>		

Service: 1.521 Environmental Resource Management

Proj. No. 22-02	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>To evaluate long term options for leachate treatment if current costs for disposal become cost prohibitive</i>		

Proj. No. 22-03	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>Antiquated electrical systems across the site require upgrades to bring it up to current standards and code.</i>		

**1.521 Environmental Resource Management
Asset and Reserve Summary
2019 - 2023 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 Projected year end balance	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Operating Reserve Fund	23,319,004	23,742,362	25,889,702	24,519,930	20,180,206	18,222,049	4,210,635
Capital Reserve Fund	19,189,142	20,113,142	17,404,142	17,361,716	18,285,716	19,209,716	20,133,716
Equipment Replacement Fund	2,831,608	2,842,008	2,862,408	2,882,808	2,903,208	2,923,608	2,944,008
Total projected year end balance	45,339,754	46,697,514	46,156,256	44,764,460	41,369,138	40,355,383	27,288,371

**1.521 Solid Waste
Operating Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	23,319,004	23,742,362	25,889,702	24,519,930	20,180,206	18,222,049
Planned Purchase Transfer to Ops Budget	(350,000)	(786,000)	(3,000,000)	(5,000,000)	(1,250,000)	-
Transfer from Ops Budget	773,358	2,933,340	1,630,228	660,276	(708,157)	(1,547,514)
Interest Income*		-	-	-	-	-
Total projected year end balance	23,742,362	25,889,702	24,519,930	20,180,206	18,222,049	16,674,535

Assumptions/Background:

Reserve expected to stabilize upon approval for implementation of new SWMP.

**1.521 Environmental Resource Management
Capital Reserve Fund Schedule - ERM
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	9,506,095	9,926,095	10,346,095	10,766,095	11,186,095	11,606,095
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Transfer IN	420,000	420,000	420,000	420,000	420,000	420,000
Interest Income*	-	-	-	-	-	-
Ending Balance \$	9,926,095	10,346,095	10,766,095	11,186,095	11,606,095	12,026,095

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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	9,599,426	9,599,426	5,966,426	5,000,000	5,000,000	5,000,000
Planned Capital Expenditure (Based on Capital Plan)	(4,509,000)	(3,633,000)	(2,300,000)	(2,345,000)	(3,445,000)	(4,070,000)
Transfer IN	4,509,000	-	1,333,574	2,345,000	3,445,000	4,070,000
Interest Income*	-	-	-	-	-	-
Ending Balance \$	9,599,426	5,966,426	5,000,000	5,000,000	5,000,000	5,000,000

Assumptions/Background:
A minimum of \$5m to be retained for possible future Leachate treatment capital work.

* 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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	83,622	87,622	91,622	95,622	99,622	103,622
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 \$	87,622	91,622	95,622	99,622	103,622	107,622

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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	-	500,000	1,000,000	1,500,000	2,000,000	2,500,000
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Transfer IN	500,000	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	3,000,000

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.

**1.521 Enviromental Resource Management
ERF Reserve Fund Schedule ERM
2019 - 2023 Financial Plan**

ERF Reserve Fund Schedule ERM

ERF: ERM ERF or PERS Fund for Equipment
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Equipment Replacement Fund	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	2,831,608	2,842,008	2,862,408	2,882,808	2,903,208	2,923,608
Planned Purchase (Based on Capital Plan)	(293,000)	(283,000)	(283,000)	(283,000)	(283,000)	(283,000)
Transfer IN (from Ops Budget)	303,400	303,400	303,400	303,400	303,400	303,400
Disposal of equipment		-	-	-	-	-
Interest Income*		-	-	-	-	-
Ending Balance \$	2,842,008	2,862,408	2,882,808	2,903,208	2,923,608	2,944,008

<p>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...</p>
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* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Environmental Protection and Water Quality

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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									
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
PROTECTIVE PROGRAMS DIVISION EXPENDITURES	5,590,203	4,913,381	5,791,826	0	0	5,791,826	5,799,112	5,906,435	6,018,923	6,139,290
WATER QUALITY PROGRAM DIVISION EXPENDITURES	1,540,136	1,482,009	1,528,900	0	0	1,528,900	1,572,901	1,612,735	1,643,450	1,674,186
TOTAL OPERATING COSTS	7,130,339	6,395,390	7,320,726	0	0	7,320,726	7,372,013	7,519,170	7,662,373	7,813,476
*Percentage Increase over prior year	0.00%	-10.31%	2.67%	0.00%	0.00%	2.67%	0.70%	2.00%	1.90%	1.97%
<u>CAPITAL / RESERVE</u>										
Transfer to Own Funds	9,392	9,392	7,119	0	0	7,119	9,192	9,380	9,192	9,380
Transfer to Equipment Replacement	29,922	29,922	0	0	0	0	29,922	30,520	29,922	30,520
Transfer to Operating Reserve Fund	0	134,752	0	0	0	0	0	0	0	0
Capital Costs	70,000	23,600	65,000	0	0	65,000	0	0	0	0
TOTAL CAPITAL / RESERVES	109,314	197,666	72,119	0	0	72,119	39,114	39,900	39,114	39,900
DEBT CHARGES	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	7,239,653	6,593,056	7,392,845	0	0	7,392,845	7,411,127	7,559,070	7,701,487	7,853,376
*Percentage Increase over prior year	0.00%	-8.93%	2.12%	0.00%	0.00%	2.12%	0.25%	2.00%	1.88%	1.97%
Alloc Rcv-EnvService	(5,617,272)	(5,028,802)	(5,813,945)	0	0	(5,813,945)	(5,838,226)	(5,946,335)	(6,058,037)	(6,179,190)
Alloc Rcv-ES-Wtr Qua	(1,474,876)	(1,457,009)	(1,528,900)	0	0	(1,528,900)	(1,572,901)	(1,612,735)	(1,643,450)	(1,674,186)
OPERATING COSTS LESS INTERNAL RECOVERIES	147,505	107,245	50,000	0	0	50,000	0	0	0	0
<u>FUNDING SOURCES (REVENUE)</u>										
estimated balance C/F from current to Next year	(82,245)	(82,245)	(50,000)	0	0	(50,000)	0	0	0	0
Recovery Cost	0	0	0	0	0	0	0	0	0	0
Transfer from Ops - EnvService	(65,260)	(25,000)	0	0	0	0	0	0	0	0
Transfer from Ops - ES-Wtr Qua	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	(147,505)	(107,245)	(50,000)	0	0	(50,000)	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%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	52.25	52.25	53.05	0.00	0.00	53.05	53.05	53.05	53.05	53.05
Term	2.00	2.00	2.50	0.00	0.00	2.50	1.00	0.00	0.00	0.00

ENVIRONMENTAL SUSTAINABILITY - PROTECTIVE PROGRAMS DIVISION	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Salaries and Wages	5,391,965	4,836,440	5,645,607	0	0	5,645,607	5,758,519	5,873,689	5,991,162	6,110,984
Allocations - Summary	1,080,901	1,080,900	1,126,355	0	0	1,126,355	1,134,016	1,147,697	1,163,458	1,184,589
Operating - Other Costs - Summary	657,473	478,050	548,764	0	0	548,764	479,478	497,784	507,753	517,903
TOTAL OPERATING COSTS	7,130,339	6,395,390	7,320,726	0	0	7,320,726	7,372,013	7,519,170	7,662,373	7,813,476
*Percentage Increase over prior year	0.00%	-10.31%	2.67%	0.00%	0.00%	2.67%	0.70%	2.00%	1.90%	1.97%
<u>CAPITAL / RESERVE</u>										
Transfer to Own Funds	9,392	9,392	7,119	0	0	7,119	9,192	9,380	9,192	9,380
Transfer to Equipment Replacement Fund	29,922	29,922	0	0	0	0	29,922	30,520	29,922	30,520
Transfer to Operating Reserve Fund	0	134,752	0	0	0	0	0	0	0	0
Capital Costs	70,000	23,600	65,000	0	0	65,000	0	0	0	0
TOTAL CAPITAL / RESERVES	109,314	197,666	72,119	0	0	72,119	39,114	39,900	39,114	39,900
DEBT CHARGES	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	7,239,653	6,593,056	7,392,845	0	0	7,392,845	7,411,127	7,559,070	7,701,487	7,853,376
*Percentage Increase over prior year	0.00%	-8.93%	2.12%	0.00%	0.00%	2.12%	0.25%	2.00%	1.88%	1.97%
Alloc Rcv-EnvService	(7,092,148)	(6,485,811)	(7,342,845)	0	0	(7,342,845)	(7,411,127)	(7,559,070)	(7,701,487)	(7,853,376)
OPERATING COSTS LESS INTERNAL RECOVERIES	147,505	107,245	50,000	0	0	50,000	0	0	0	0
<u>FUNDING SOURCES (REVENUE)</u>										
estimated balance C/F from current to Next year	(82,245)	(82,245)	(50,000)	0	0	(50,000)	0	0	0	0
Recovery Cost	0	0	0	0	0	0	0	0	0	0
Transfer from Ops Reserve Fund	(65,260)	(25,000)	0	0	0	0	0	0	0	0
TOTAL REVENUE	(147,505)	(107,245)	(50,000)	0	0	(50,000)	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%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	52.25	52.25	53.05	0.00	0.00	53.05	53.05	53.05	53.05	53.05
Term	2.00	2.00	2.50	0.00	0.00	2.50	1.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.578	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$137,000	\$75,000	\$87,000	\$91,000	\$72,000	\$462,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$225,000	\$0	\$0	\$30,000	\$36,000	\$291,000
		\$0	\$362,000	\$75,000	\$87,000	\$121,000	\$108,000	\$753,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$297,000	\$75,000	\$87,000	\$121,000	\$108,000	\$688,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$362,000	\$75,000	\$87,000	\$121,000	\$108,000	\$753,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.578
Service Name: Environmental Protection

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Replacement	Annual Scientific/Field/Outreach equipment replacement	ERF replacement of Scientific / Field / Outreach equipment	\$290,000	E	ERF	\$0	\$58,000	\$58,000	\$58,000	\$58,000	\$58,000	\$290,000
18-02	Replacement	Annual Computer equipment replacement	ERF replacement of computer equipment	\$122,000	E	ERF	\$0	\$29,000	\$17,000	\$29,000	\$33,000	\$14,000	\$122,000
18-03	Replacement	Annual vehicle replacement	ERF replacement of vehicles	\$276,000	V	ERF	\$0	\$210,000	\$0	\$0	\$30,000	\$36,000	\$276,000
18-04	New	Water Cart (2nd)	New capital purchase of 2nd Water Cart	\$50,000	E	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
18-05	New	Furniture	New furniture	\$15,000	V	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
GRAND TOTAL				\$753,000			\$0	\$362,000	\$75,000	\$87,000	\$121,000	\$108,000	\$753,000

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 Replacement of routine sampling/outreach equipment.		

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). <i>Note: expense is calculated on 2018 values</i> . Each year includes a number of standard desktop/laptop replacements scheduled by IT and itemized higher value equipment detailed as follows: 2019 -4th floor copier/printer \$15K included.		

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 2019(\$210K) F11001 Dodge Caravan passenger van-Pool, F11003 Ford truck w/canopy & tow pkg-Pool, F11009 Ford Transit van (customized)-Pool/WMEP program, F12004 SmartCar-Pool, F01111 Colorado (customized)-GeoE program, F01117 Jeep Patriot – CCC, 2022(\$30K) F14019 Dodge Caravan, 2023(\$36K) F16007 Kia Soul EV (CCC)		

Proj. No. 18-04	Capital Project Title Water Cart (2nd)	Capital Project Description New capital purchase of 2nd Water Cart
Asset Class Equipment	Board Priority Area Public Engagement &	Corporate Priority Area Drinking Water
Project Rationale Purchase of 2nd Water Cart to meet demand/requests at community events to improve public engagement and more effectively deliver messaging regarding CRD drinking water quality and water conservation initiatives.		

Proj. No. 18-05	Capital Project Title Furniture	Capital Project Description New furniture
Asset Class Furniture	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale 2019(\$15K) - 2nd floor - Furniture for seating area, filing cabinets and bookshelves for library, 4th floor - bookcase for 2-3 cubicles		

**1.578 ES Protection
Operating Reserve Summary
2019 - 2023 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 (105522)

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	451,541	586,293	586,293	586,293	586,293	586,293
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	134,752	-	-	-	-	-
Interest Income*		-	-	-	-	-
Total projected year end balance	586,293	586,293	586,293	586,293	586,293	586,293

Assumptions/Background:

\$500,000 is retained in the reserve for charge-out rate stabilization; 2018 transfer to reserve for planned IT database review project.

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

**1.578 Env Svcs Water Quality
Operating Reserve Summary
2019 - 2023 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	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	81,299	69,100	44,100	44,100	44,100	44,100	44,100
Planned Purchase		(25,000)	-	-	-	-	-
Transfer from Ops Budget	(13,293)	-	-	-	-	-	-
Interest Income*	1,094	-	-	-	-	-	-
Total projected year end balance	69,100	44,100	44,100	44,100	44,100	44,100	44,100

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.

**1.578 Environmental Protection
Asset and Reserve Summary
2019 - 2023 Financial Plan**

ERF Reserve Cash Flow

ERF: Protection Senior Budget - Equipment Replacement for Equipment and Vehicles

	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,013,258	961,222	671,341	635,455	588,355	506,469
Transfer to Cap Fund (Based on Capital Plan)	(91,350)	(297,000)	(75,000)	(87,000)	(121,000)	(108,000)
Transfer from Operating Budget	39,314	7,119	39,114	39,900	39,114	39,900
Interest Income*						
Ending Balance \$	961,222	671,341	635,455	588,355	506,469	438,369

* 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

2019 BUDGET

Regional Source Control Program

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.755 Regional Source Control Program

Committee: Environmental Services

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 CAPITAL DEBT:

COMMITTEE:

Environment

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.

3.755 - REGIONAL SOURCE CONTROL	BUDGET REQUEST									
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Operating - Other Costs	1,336,167	1,481,868	1,373,527	0	0	1,373,527	1,381,367	1,407,996	1,435,517	1,464,226
Contract For Services	241,226	110,000	261,000	0	0	261,000	140,000	142,800	145,656	148,569
Consultant Expenses	72,800	30,000	32,000	0	0	32,000	32,000	32,640	33,293	33,959
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	1,650,193	1,621,868	1,666,527	0	0	1,666,527	1,553,367	1,583,436	1,614,466	1,646,754
*Percentage Increase over prior year	0.00%	-1.72%	0.99%	0.00%	0.00%	0.99%	-6.79%	1.94%	1.96%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Operating Reserve Fund	0	190,791	17,947	0	0	17,947	0	0	0	0
TOTAL CAPITAL / RESERVES	0	190,791	17,947	0	0	17,947	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	1,650,193	1,621,868	1,666,527	0	0	1,666,527	1,553,367	1,583,436	1,614,466	1,646,754
*Percentage Increase over prior year	0.00%	-1.72%	0.99%	0.00%	0.00%	0.99%	-6.79%	1.94%	1.96%	2.00%
Internal Recoveries	(45,000)	(45,000)	(52,540)	0	0	(52,540)	(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	1,605,193	1,576,868	1,613,987	0	0	1,613,987	1,508,367	1,538,436	1,569,466	1,601,754
*Percentage Increase over prior year	0.00%	-1.76%	0.55%	0.00%	0.00%	0.55%	-6.54%	1.99%	2.02%	2.06%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	(105,000)	(105,000)	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)	(2,000)	(2,000)	0	0	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Grants In Lieu of Taxes	(105,941)	(105,941)	(108,060)	0	0	(108,060)	(110,221)	(112,425)	(114,674)	(116,968)
Transfer From Operating Reserve	(28,325)	0	(140,000)	0	0	(140,000)	(32,219)	(60,084)	(88,865)	(118,859)
TOTAL REVENUE	(304,266)	(275,941)	(313,060)	0	0	(313,060)	(207,440)	(237,509)	(268,539)	(300,827)
REQUISITION	(1,300,927)	(1,300,927)	(1,300,927)	0	0	(1,300,927)	(1,300,927)	(1,300,927)	(1,300,927)	(1,300,927)
*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: 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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	477,368	668,159	546,106	513,887	453,803	364,938
Planned Purchase	-	(140,000)	(32,219)	(60,084)	(88,865)	(118,859)
Transfer to/from Ops Budget	190,791	17,947	-	-	-	-
Interest Income*	-					
Total projected year end balance	668,159	546,106	513,887	453,803	364,938	246,079

Assumptions/Background:

\$140,000 in 2019 to fund CRIMS Spatial database upgrade and one-time contaminants review. In 2020-2023 draw down operating reserve to keep requisitions flat. 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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Septage Disposal Agreement

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.700 Septage Disposal - Regional

Committee: Trunk Sewer

DEFINITION:

Provision of septage disposal facilities for all areas of the Regional District and to compel persons within all or designated portions of the region to make use of any system established for the disposal of septage and to prescribe the terms and conditions from which persons make use of such system and to impose fines and penalties in respect thereof (Letters Patent - June 1, 1978).

SERVICE DESCRIPTION:

The service provides oversight for the contract between the CRD and SPL Wastewater Recovery Ltd.

PARTICIPATION:

All member municipalities except Saltspring Island and Outer Gulf Islands. Operating and debt costs not met by user charges to be recovered by requisition to all participating members based on member percentage of participant septage input. Properties located in municipalities and capable of being drained into a municipal sanitary sewer are exempt from any levy. Properties connected to a sewage collection system within an electoral area may be exempted by by-law. Annual net cost not to exceed \$0.63/1000 on taxable school assessment (excluding property that is taxable for school purposes only Special Act.)

NON-PARTICIPANT, in relation to septage, means septage originating from a municipality or electoral area which does not participate in the septage disposal function under Division XXI of the Supplementary Letters Patent of the Regional District, and as such were charged a higher tipping fee before September 1, 1996. The same tipping fee to be charged to participants and non-participants after September 1, 1996.

COST APPORTIONMENT:

- (1) Fees:
 - User charges permitted by Septage Processing Ltd. to its customers.
 - Mandatory Waste Tipping Fee:

\$0.29 per Imperial Gallon	2016
\$0.30 per Imperial Gallon	2017
\$0.31 per Imperial Gallon	2018
\$0.31 per Imperial Gallon	2019
\$0.32 per Imperial Gallon	2020

Septage Processing Ltd. will submit to the CRD an administration fee of \$0.01 per Imperial Gallon.
Other wastes have different user charges.

Service: 3.700 Septage Disposal - Regional

Committee: Trunk Sewer

(2) Remaining balance apportioned to all participating members on the basis of percentage of Septage/Sewage delivered to the Septage Facility

	<u>2018 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%
	<u>100.00%</u>

MAXIMUM LEVY:

\$0.63 / \$1,000 on taxable school assessments (excluding property that is taxable for school purposes only).

3.700 - SEPTAGE DISPOSAL - REGIONAL	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Operating - Other Costs	106,522	82,067	130,506	0	0	130,506	133,339	138,386	143,689	148,550
Contract For Services	44,821	10,953	15,144	0	0	15,144	37,445	38,195	38,959	39,739
Unallocated	221,983	2,266	278,863	0	0	278,863	242,237	199,818	151,334	97,213
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	373,326	95,286	424,513	0	0	424,513	413,021	376,399	333,982	285,502
*Percentage Increase over prior year	0.00%	-74.48%	13.71%	0.00%	0.00%	13.71%	-2.71%	-8.87%	-11.27%	-14.52%
<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	373,326	95,286	424,513	0	0	424,513	413,021	376,399	333,982	285,502
*Percentage Increase over prior year	0.00%	-74.48%	13.71%	0.00%	0.00%	13.71%	-2.71%	-8.87%	-11.27%	-14.52%
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	373,326	95,286	424,513	0	0	424,513	413,021	376,399	333,982	285,502
*Percentage Increase over prior year	0.00%	-74.48%	13.71%	0.00%	0.00%	13.71%	-2.71%	-8.87%	-11.27%	-14.52%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus / (Deficit)		287,690								
Balance C/F from Prior to Current year	(246,208)	(246,208)	(287,690)	0	0	(287,690)	(276,143)	(239,463)	(196,988)	(148,448)
Fees Charged	(1,850)	(2,500)	(2,500)	0	0	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Sale of Goods and Services	(75,000)	(84,000)	(84,000)	0	0	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)
Revenue - Other	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(2,746)	(2,746)	(2,801)	0	0	(2,801)	(2,856)	(2,914)	(2,972)	(3,032)
TOTAL REVENUE	(325,804)	(47,764)	(376,991)	0	0	(376,991)	(365,499)	(328,877)	(286,460)	(237,980)
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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Millstream Site Remediation

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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%
	<u>100.00%</u>

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 (\$2,258,945).

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			<u>\$2,000,000</u>

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						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
OPERATING COSTS:										
Allocation - Finance & Corp. S	6,880	6,880	5,530	0	0	5,530	4,195	2,875	1,571	1,602
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	6,880	6,880	5,530	0	0	5,530	4,195	2,875	1,571	1,602
*Percentage Increase over prior year	0.00%	0.00%	-19.62%	0.00%	0.00%	-19.62%	-24.14%	-31.47%	-45.36%	1.97%
CAPITAL / RESERVE										
Transfer to Sewer Capital	510,228	510,228	512,169	0	0	512,169	513,963	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	510,228	510,228	512,169	0	0	512,169	513,963	0	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	520	520	380	0	0	380	380	380	380	380
TOTAL COSTS	662,532	662,532	662,983	0	0	662,983	663,442	148,159	146,855	146,886
*Percentage Increase over prior year	0.00%	0.00%	0.07%	0.00%	0.00%	0.07%	0.07%	-77.67%	-0.88%	0.02%
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	662,532	662,532	662,983	0	0	662,983	663,442	148,159	146,855	146,886
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	(520)	(520)	(530)	0	0	(530)	(541)	(552)	(563)	(574)
Grants In Lieu of Taxes	(22,012)	(22,012)	(22,453)	0	0	(22,453)	(22,901)	(23,359)	(23,826)	(24,302)
Transfer From Own Funds	(320,000)	(320,000)	(320,000)	0	0	(320,000)	(320,000)	(62,124)	(61,233)	(61,005)
TOTAL REVENUE	(342,532)	(342,532)	(342,983)	0	0	(342,983)	(343,442)	(86,035)	(85,622)	(85,881)
REQUISITION	(320,000)	(320,000)	(320,000)	0	0	(320,000)	(320,000)	(62,124)	(61,233)	(61,005)
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-80.59%	-1.43%	-0.37%
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 - 2019 to 2023

Service No.	3.701	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$711,914	\$714,408	\$0	\$0	\$0	\$1,426,322
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$711,914	\$714,408	\$0	\$0	\$0	\$1,426,322

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$512,169	\$513,963	\$0	\$0	\$0	\$1,026,132
Debenture Debt (New Debt Only) Debt		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$199,745	\$200,445	\$0	\$0	\$0	\$400,190
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$711,914	\$714,408	\$0	\$0	\$0	\$1,426,322

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 3.701
Service Name: Millstream Site Remediation

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation	\$8,673,110	L	Cap	\$0	\$512,169	\$513,963	\$0	\$0	\$0	\$1,026,132
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation	\$4,874,090	L	Grant	\$0	\$199,745	\$200,445	\$0	\$0	\$0	\$400,190
GRAND TOTAL				\$13,547,200			\$0	\$711,914	\$714,408	\$0	\$0	\$0	\$1,426,322

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.	

CAPITAL REGIONAL DISTRICT

2019 BUDGET

On-Site Systems Management Program

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.707 On Site Systems Management Program

Committee: Environmental Services

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:

	2018 Onsite Systems	%
Colwood	3,055	40.53%
Langford	2,399	31.83%
Saanich	2,023	26.84%
View Royal	60	0.80%
	7,537	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 (\$389,879).

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							
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Operating Expenditures	156,150	176,712	277,374	0	0	277,374	193,670	197,544	201,494	205,526
Contract For Services	52,500	0	31,928	0	0	31,928	0	0	0	0
TOTAL OPERATING COSTS	208,650	176,712	309,302	0	0	309,302	193,670	197,544	201,494	205,526
*Percentage Increase over prior year	0.00%	-15.31%	48.24%	0.00%	0.00%	48.24%	-37.38%	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 Operating 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	208,650	176,712	309,302	0	0	309,302	193,670	197,544	201,494	205,526
*Percentage Increase over prior year	0.00%	-15.31%	48.24%	0.00%	0.00%	48.24%	-37.38%	2.00%	2.00%	2.00%
Transfer from Operating Reserve Fund	0	0	(87,500)	0	0	(87,500)	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	208,650	176,712	221,802	0	0	221,802	193,670	197,544	201,494	205,526
*Percentage Increase over prior year	0.00%	-15.31%	6.30%	0.00%	0.00%	6.30%	-12.68%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		31,938								
Balance C/F from Prior to Current year	(22,500)	(22,500)	(31,928)	0	0	(31,928)	0	0	0	0
Grants In Lieu of Taxes	(8,725)	(8,725)	(8,900)	0	0	(8,900)	(9,077)	(9,259)	(9,443)	(9,634)
TOTAL REVENUE	(31,225)	(31,225)	(40,828)	0	0	(40,828)	(9,077)	(9,259)	(9,443)	(9,634)
REQUISITION	(177,425)	(177,425)	(180,974)	0	0	(180,974)	(184,593)	(188,285)	(192,051)	(195,892)
*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, 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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	97,406	97,406	9,906	9,906	9,906	9,906
Planned Purchase	-	(87,500)	-			-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*		-	-	-	-	-
Total projected year end balance	97,406	9,906	9,906	9,906	9,906	9,906

* 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

2019 BUDGET

L.W.M.P. (Peninsula)

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.720 L.W.M.P. (Peninsula)

Commission: Saanich Peninsula Waste Water

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 (\$21,933,046).

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Environment

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.720 L.W.M.P. (Peninsula)	Commission: Saanich Peninsula Waste Water
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	<u>Operating</u>
Central Saanich	41.79%
North Saanich (*see note below)	14.63%
Sidney	43.58%
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						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Operating - Other Costs	10,686	6,706	10,950	0	0	10,950	11,104	11,268	11,443	11,671
Contract For Services	972	0	9,944	0	0	9,944	954	973	993	1,014
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	11,658	6,706	20,894	0	0	20,894	12,058	12,241	12,436	12,685
*Percentage Increase over prior year	0.00%	-42.48%	79.22%	0.00%	0.00%	79.22%	-42.29%	1.52%	1.59%	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	4,952	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	4,952	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	11,658	11,658	20,894	0	0	20,894	12,058	12,241	12,436	12,685
*Percentage Increase over prior year	0.00%	0.00%	79.22%	0.00%	0.00%	79.22%	-42.29%	1.52%	1.59%	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	11,658	11,658	20,894	0	0	20,894	12,058	12,241	12,436	12,685
*Percentage Increase over prior year	0.00%	0.00%	79.22%	0.00%	0.00%	79.22%	-42.29%	1.52%	1.59%	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	(234)	(234)	(234)	0	0	(234)	(238)	(243)	(248)	(253)
Transfer from Operating Reserve	0	0	(9,236)	0	0	(9,236)	0	0	0	0
TOTAL REVENUE	(234)	(234)	(9,470)	0	0	(9,470)	(238)	(243)	(248)	(253)
REQUISITION	(11,424)	(11,424)	(11,424)	0	0	(11,424)	(11,820)	(11,998)	(12,188)	(12,432)
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.47%	1.51%	1.58%	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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	35,292	40,244	31,008	31,008	31,008	31,008
Planned Purchase	-	(9,236)	-	-	-	-
Transfer from Ops Budget	4,952	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	40,244	31,008	31,008	31,008	31,008	31,008

Assumptions/Background:

Retain reserve balance for future LWMP planning projects

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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

L.W.M.P. - Core and West Shore

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.750 L.W.M.P. - Core and West Shore

Committee: Core Area Liquid Waste Management

DEFINITION:

To provide under authority of Trunk Sewers and Sewer Disposal Letters of Patent for the study, design, monitoring, materials acquisition, construction, equipment acquisition and all works necessary for the preparation of a Liquid Waste Management Plan and any related works within the Capital Regional District.

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).

	Kerr Wood Leidal			
	2018 ** Volumes	2018 %	2030 ** Volumes	2030 %
Victoria	14,622,364	40.247%	14,656,806	36.472%
Saanich	10,902,708	30.009%	11,061,673	27.526%
Esquimalt	2,553,217	7.028%	2,652,642	6.601%
View Royal	951,051	2.618%	1,161,794	2.891%
Oak Bay	3,048,192	8.390%	3,016,180	7.506%
District of Langford	2,521,220	6.939%	4,571,638	11.376%
Colwood	1,467,592	4.039%	2,787,389	6.936%
Songhees Band	238,306	0.656%	250,046	0.622%
Esquimalt Band	26,949	0.074%	28,095	0.070%
TOTAL	36,331,599	100.000%	40,186,263	100.000%

3.750 - L.W.M.P. - Core and Westshore	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Operating Expenditures	455,412	216,659	459,270	-	-	459,270	449,077	458,057	467,239	476,623
Consultant Expenses	29,167	10,000	35,000	-	-	35,000	35,700	36,414	37,142	37,885
Contract For Services	-	-	-	-	-	-	0	0	0	0
TOTAL OPERATING COSTS	484,579	226,659	494,270	-	-	494,270	484,777	494,471	504,381	514,508
*Percentage Increase over prior year	0.00%	-53.23%	2.00%	0.00%	0.00%	2.00%	-1.92%	2.00%	2.00%	4.05%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	257,920	-	-	-	-	19,380	19,768.00	20,143.00	20,507.00
TOTAL CAPITAL / RESERVES	-	257,920	-	-	-	-	19,380.00	19,768.00	20,143.00	20,507.00
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	484,579	484,579	494,270	0	0	494,270	504,157	514,239	524,524	535,015
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	4.04%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	484,579	484,579	494,270	0	0	494,270	504,157	514,239	524,524	535,015
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	4.04%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(62,282)	(62,282)	(63,527)	-	-	(63,527)	(64,799)	(66,094)	(67,416)	(68,765)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(62,282)	(62,282)	(63,527)	-	-	(63,527)	(64,799)	(66,094)	(67,416)	(68,765)
REQUISITION	(422,297)	(422,297)	(430,743)	-	-	(430,743)	(439,358)	(448,145)	(457,108)	(466,250)
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	4.04%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, Oak Bay, View Royal, and Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	0.00	0.00	0.00	0.00
Hourly	-	-	-	-	-	-	0.00	0.00	0.00	0.00

**3.750 L.W.M.P. Core and West Shore
Operating Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,361,999	1,619,919	1,619,919	1,639,299	1,659,067	1,679,210
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	257,920	-	19,380	19,768	20,143	20,507
Interest Income*	-	-	-	-	-	-
Total projected year end balance	1,619,919	1,619,919	1,639,299	1,659,067	1,679,210	1,699,717

Assumptions/Background:

Retain reserve balance for future LWMP planning projects

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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

L.W.M.P. - Harbour Studies

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.752 L.W.M.P. - Harbour Studies

Committee: Core Area Liquid Waste Management

DEFINITION:

Core Area Liquid Waste Management Plan program - provides for the CRD to work in partnership with other agencies to protect and improve the environmental quality of Victoria and Esquimalt harbours. Establishment Bylaw No. 3743, February 16, 2011, as amended.

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>2018%</u>
City of Colwood	6.0563%
City of Victoria	30.5398%
Township of Esquimalt	6.2350%
City of Langford	12.9489%
District of Saanich	40.4668%
Town of View Royal	3.7532%
TOTAL	<u>100.000%</u>

MAXIMUM LEVY:

Greater of \$350,000 or \$0.0064 per \$1,000 of actual assessments (\$500,765)

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.752 - L.W.M.P. - HARBOUR STUDIES	BUDGET REQUEST				2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL		
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING					2019 ONE-TIME	2019 TOTAL
OPERATING COSTS:										
Allocations	258,523	258,523	258,939	-	-	258,939	268,168	273,534	279,007	284,589
Consultant Expenses	69,447	69,447	70,836	-	-	70,836	72,253	73,698	75,172	76,675
Contract For Services	5,100	5,100	5,201	-	-	5,201	5,305	5,411	5,519	5,630
Operating - other costs	4,698	4,698	8,721	-	-	8,721	4,844	4,940	5,036	5,135
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	337,768	337,768	343,697	0	0	343,697	350,570	357,583	364,734	372,029
*Percentage Increase over prior year	0.00%	0.00%	1.76%	0.00%	0.00%	1.76%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	337,768	337,768	343,697	-	-	343,697	350,570	357,583	364,734	372,029
*Percentage Increase over prior year	0.00%	0.00%	1.76%	0.00%	0.00%	1.76%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	337,768	337,768	343,697	-	-	343,697	350,570	357,583	364,734	372,029
*Percentage Increase over prior year	0.00%	0.00%	1.76%	0.00%	0.00%	1.76%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(25,394)	(25,394)	(25,397)	-	-	(25,397)	(25,904)	(26,424)	(26,951)	(27,491)
TOTAL REVENUE	(25,394)	(25,394)	(25,397)	0	0	(25,397)	(25,904)	(26,424)	(26,951)	(27,491)
REQUISITION	(312,374)	(312,374)	(318,300)	0	0	(318,300)	(324,666)	(331,159)	(337,783)	(344,538)
*Percentage Increase over prior year	0.00%	0.00%	1.90%	0.00%	0.00%	1.90%	2.00%	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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Climate Action and Adaptation

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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 \$299,709 or \$0.0036 / \$1,000 of taxable value of land and improvements (\$412,433).

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Property value tax

Cost apportionment: 50% RPS population and 50% converted assessments

1.309 - CLIMATE ACTION AND ADAPTATION	BUDGET REQUEST				2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL		
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING					2019 ONE-TIME	2019 TOTAL
<u>OPERATING COSTS:</u>										
Allocation - All Others	310,640	310,640	315,440	0	0	315,440	321,700	328,130	334,690	341,380
Contract For Services	23,554	23,554	22,000	0	0	22,000	22,440	22,889	23,346	23,814
Consultant Expenses	30,000	30,000	22,930	0	0	22,930	23,389	23,858	24,333	24,820
Operating - Other Costs	12,702	12,702	8,670	0	0	8,670	8,843	9,020	9,201	9,384
Allocation - Finance & Corp. S	4,483	4,483	5,272	0	0	5,272	6,137	7,081	8,106	8,268
Insurance Costs	550	550	670	0	0	670	684	696	712	725
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	381,929	381,929	374,982	0	0	374,982	383,193	391,674	400,388	408,391
*Percentage Increase over prior year	0.00%	0.00%	-1.82%	0.00%	0.00%	-1.82%	2.19%	2.21%	2.22%	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	381,929	381,929	374,982	0	0	374,982	383,193	391,674	400,388	408,391
*Percentage Increase over prior year	0.00%	0.00%	-1.82%	0.00%	0.00%	-1.82%	2.19%	2.21%	2.22%	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	381,929	381,929	374,982	0	0	374,982	383,193	391,674	400,388	408,391
*Percentage Increase over prior year	0.00%	0.00%	-1.82%	0.00%	0.00%	-1.82%	2.19%	2.21%	2.22%	2.00%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	(9,723)	(9,723)	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(18,706)	(18,706)	(19,080)	0	0	(19,080)	(19,462)	(19,851)	(20,248)	(20,652)
Grants - Federal/Provincial/Ot	0	0	0	0	0	0	0	0	0	0
Transfer From Own Funds	(7,964)	(7,964)	0	0	0	0	0	0	0	0
TOTAL REVENUE	(36,393)	(36,393)	(19,080)	0	0	(19,080)	(19,462)	(19,851)	(20,248)	(20,652)
REQUISITION	(345,536)	(345,536)	(355,902)	0	0	(355,902)	(363,731)	(371,823)	(380,140)	(387,739)
*Percentage Increase over prior year	0.00%	0.00%	3.00%	0.00%	0.00%	3.00%	2.20%	2.22%	2.24%	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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	24,884	-	-	-	-	-
Planned Purchase	(42,141)	-	-	-	-	-
Transfer from Ops Budget	17,257	-	-	-	-	-
Interest Income*	-					
Total projected year end balance	-	-	-	-	-	-

* 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

2019 BUDGET

Sooke Stormwater Quality Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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

FUNDING:

Requisition

1.531 - STORMWATER QUALITY - SOOKE	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Operating Expenditures	22,519	22,519	19,044	0	0	19,044	19,617	29,009	30,910	21,247
Contract For Services	4,060	4,060	4,230	0	0	4,230	4,315	19,946	30,402	4,578
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	26,579	26,579	23,274	0	0	23,274	23,932	48,955	61,312	25,825
*Percentage Increase over prior year	0.00%	0.00%	-12.43%	0.00%	0.00%	-12.43%	2.83%	104.56%	25.24%	-57.88%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Operating Reserve Fund	8,849	8,849	12,863	0	0	12,863	12,927	926	942	13,290
TOTAL CAPITAL / RESERVES	8,849	8,849	12,863	0	0	12,863	12,927	926	942	13,290
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	35,428	35,428	36,137	0	0	36,137	36,859	49,881	62,254	39,115
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	35.33%	24.81%	-37.17%
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	35,428	35,428	36,137	0	0	36,137	36,859	49,881	62,254	39,115
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	35.33%	24.81%	-37.17%
<u>FUNDING SOURCES (REVENUE)</u>										
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	(79)	(79)	(81)	0	0	(81)	(82)	(84)	(86)	(87)
Transfer From Operating Reserve	0	0	0	0	0	0	0	(12,284)	(23,905)	0
TOTAL REVENUE	(79)	(79)	(81)	0	0	(81)	(82)	(12,368)	(23,991)	(87)
REQUISITION	(35,349)	(35,349)	(36,056)	0	0	(36,056)	(36,777)	(37,513)	(38,263)	(39,028)
*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: 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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	25,883	34,732	47,595	60,522	49,164	26,201
Planned Purchase	-	-	-	(11,358)	(22,963)	-
Transfer from Ops Budget	8,849	12,863	12,927	-	-	13,290
Interest Income*	-	-	-	-	-	-
Total projected year end balance	34,732	47,595	60,522	49,164	26,201	39,491

* 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

2019 BUDGET

Core and West Shore Stormwater Quality Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.536 Core and West Shore Stormwater Quality Management

Committee: Core Area Liquid Waste Management

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				2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL		
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING					2019 ONE-TIME	2019 TOTAL
<u>OPERATING COSTS:</u>										
Operating Expenditures	531,587	481,587	551,992	0	0	551,992	557,297	563,889	575,167	595,932
Contract For Services	174,318	174,318	143,791	0	0	143,791	121,167	123,590	126,062	128,583
Consultant Expenses	42,700	82,700	43,554	0	0	43,554	44,425	45,314	46,220	47,144
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	748,605	738,605	739,337	0	0	739,337	722,890	732,793	747,449	771,659
*Percentage Increase over prior year	0.00%	-1.34%	-1.24%	0.00%	0.00%	-1.24%	-2.22%	1.37%	2.00%	3.24%
<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	748,605	738,605	739,337	0	0	739,337	722,890	732,793	747,449	771,659
*Percentage Increase over prior year	0.00%	-1.34%	-1.24%	0.00%	0.00%	-1.24%	-2.22%	1.37%	2.00%	3.24%
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	748,605	738,605	739,337	0	0	739,337	722,890	732,793	747,449	771,659
*Percentage Increase over prior year	0.00%	-1.34%	-1.24%	0.00%	0.00%	-1.24%	-2.22%	1.37%	2.00%	3.24%
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	(31,821)	(31,821)	(32,457)	0	0	(32,457)	(33,107)	(33,769)	(34,444)	(35,133)
Grants In Lieu of Taxes	(58,781)	(58,781)	(61,917)	0	0	(61,917)	(63,155)	(64,419)	(65,707)	(67,021)
Other Revenue	0	0	0	0	0	0	0	0	0	0
Transfer From Operating Reserve	(60,000)	(50,000)	(35,000)	0	0	(35,000)	(4,465)	0	0	(9,261)
TOTAL REVENUE	(150,602)	(140,602)	(129,374)	0	0	(129,374)	(100,727)	(98,187)	(100,151)	(111,415)
REQUISITION	(598,003)	(598,003)	(609,963)	0	0	(609,963)	(622,163)	(634,606)	(647,298)	(660,244)
*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: 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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	104,063	65,842	38,456	33,991	36,096	37,097
Planned Purchase	(50,000)	(35,000)	(4,465)	-	-	-
Transfer from Ops Budget	11,779	7,614	-	2,105	1,001	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	65,842	38,456	33,991	36,096	37,097	37,097

* 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

2019 BUDGET

Saanich Peninsula - Stormwater Quality Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.537 Saanich Peninsula - Stormwater Quality Management

Commission: Saanich Peninsula Waste Water

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:

Bylaw No. 4147 Operating Reserve Fund

1.537 - STORMWATER QUALITY - PENINSULA	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Operating Expenditures	67,628	67,628	71,618	0	0	71,618	73,456	75,359	77,320	78,866
Contract For Services	31,029	31,029	29,012	0	0	29,012	29,188	29,338	29,469	30,059
Consultant Expenses	18,653	18,653	11,118	0	0	11,118	11,340	11,567	11,799	12,034
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	117,310	117,310	111,748	0	0	111,748	113,984	116,264	118,587	120,959
*Percentage Increase over prior year	0.00%	0.00%	-4.74%	0.00%	0.00%	-4.74%	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	117,310	117,310	111,748	0	0	111,748	113,984	116,264	118,587	120,959
*Percentage Increase over prior year	0.00%	0.00%	-4.74%	0.00%	0.00%	-4.74%	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	117,310	117,310	111,748	0	0	111,748	113,984	116,264	118,587	120,959
*Percentage Increase over prior year	0.00%	0.00%	-4.74%	0.00%	0.00%	-4.74%	2.00%	2.00%	2.00%	2.00%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	(7,753)	(7,753)	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(4,366)	(4,366)	(4,453)	0	0	(4,453)	(4,543)	(4,634)	(4,725)	(4,820)
TOTAL REVENUE	(12,119)	(12,119)	(4,453)	0	0	(4,453)	(4,543)	(4,634)	(4,725)	(4,820)
REQUISITION	(105,191)	(105,191)	(107,295)	0	0	(107,295)	(109,441)	(111,630)	(113,862)	(116,139)
*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: 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
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,607	1,607	1,607	1,607	1,607	1,607
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*		-	-	-	-	-
Total projected year end balance	1,607	1,607	1,607	1,607	1,607	1,607

* 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

2019 BUDGET

Saanich Peninsula - Source Control Stormwater

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.538 Saanich Peninsula - Source Control Stormwater

Commission: Saanich Peninsula Waste Water

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses (Bylaw No. 3906, adopted August, 2013).

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							
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Operating Expenditures	41,208	53,231	42,756	0	0	42,756	43,732	44,735	45,778	46,688
Contract For Services	37,467	20,000	12,952	0	0	12,952	13,090	13,223	13,338	13,612
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	78,675	73,231	55,708	0	0	55,708	56,822	57,958	59,116	60,300
*Percentage Increase over prior year	0.00%	-6.92%	-29.19%	0.00%	0.00%	-29.19%	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	78,675	73,231	55,708	0	0	55,708	56,822	57,958	59,116	60,300
*Percentage Increase over prior year	0.00%	-6.92%	-29.19%	0.00%	0.00%	-29.19%	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	78,675	73,231	55,708	0	0	55,708	56,822	57,958	59,116	60,300
*Percentage Increase over prior year	0.00%	-6.92%	-29.19%	0.00%	0.00%	-29.19%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	(7,017)	(1,573)	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(1,829)	(1,829)	(1,406)	0	0	(1,406)	(1,434)	(1,462)	(1,492)	(1,522)
Transfer From Operating Reserve	(20,000)	(20,000)	(3,000)	0	0	(3,000)	(3,061)	(3,121)	(3,182)	(3,247)
TOTAL REVENUE	(28,846)	(23,402)	(4,406)	0	0	(4,406)	(4,495)	(4,583)	(4,674)	(4,769)
REQUISITION	(49,829)	(49,829)	(51,302)	0	0	(51,302)	(52,327)	(53,375)	(54,442)	(55,531)
*Percentage Increase over prior year	0.00%	0.00%	2.96%	0.00%	0.00%	2.96%	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

**1.538 Source Control - Saanich Peninsula
Operating Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	53,703	33,703	30,703	27,642	24,521	21,339
Planned Purchase	(20,000)	(3,000)	(3,061)	(3,121)	(3,182)	(3,247)
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	33,703	30,703	27,642	24,521	21,339	18,092

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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Environmental Engineering Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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.

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1.576 - Engineering Services	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,806,793	1,624,552	1,845,085	-	-	1,845,085	1,881,887	1,919,424	1,957,713	1,996,767
Internal Allocations	352,366	352,366	356,286	-	-	356,286	361,360	367,692	375,328	382,832
Consulting and Legal	15,548	10,000	10,000	-	-	10,000	10,200	10,404	10,612	10,824
Operating Supplies	53,726	46,900	50,900	-	-	50,900	51,918	52,956	54,015	55,096
Telecommunication	36,186	35,800	36,909	-	-	36,909	37,648	38,401	39,169	39,952
Vehicle and Equipment	28,788	27,800	25,900	-	-	25,900	26,418	26,946	27,485	28,035
Operating Cost - Other	51,774	46,090	45,782	-	-	45,782	46,695	47,627	48,578	49,547
TOTAL OPERATING COSTS	2,345,181	2,143,508	2,370,862	-	-	2,370,862	2,416,126	2,463,451	2,512,900	2,563,053
*Percentage increase over prior year operating costs		-8.6%	1.10%			1.10%	1.91%	1.96%	2.01%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to ERF	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	2,345,181	2,143,508	2,370,862	-	-	2,370,862	2,416,126	2,463,451	2,512,900	2,563,053
*Percentage increase over prior year operating costs		-8.6%				1.10%	1.91%	1.96%	2.01%	2.00%
Internal Recoveries	(2,345,181)	(2,118,551)	(2,370,862)	-	-	(2,370,862)	(2,416,126)	(2,463,451)	(2,512,900)	(2,563,053)
*Percentage increase over prior year operating costs		-9.7%				1.10%	1.91%	1.96%	2.01%	2.00%
OPERATING LESS RECOVERIES	-	24,957	-	-	-	-	-	-	-	-
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		-								
Balance C/F from Prior to Current year										
Transfer Operating Reserve		(24,957)								
TOTAL REVENUE	-	(24,957)	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year requisition										
<u>AUTHORIZED POSITIONS:</u>										
Salaried	14	14	14	-	-	14	14	14	14	14

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.576	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
	Environmental Engineering Services							

EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$37,000	\$37,000	\$40,000	\$40,000	\$40,000	\$194,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$35,000	\$0	\$40,000	\$0	\$40,000	\$115,000
		\$0	\$72,000	\$37,000	\$80,000	\$40,000	\$80,000	\$309,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$72,000	\$37,000	\$80,000	\$40,000	\$80,000	\$309,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$72,000	\$37,000	\$80,000	\$40,000	\$80,000	\$309,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.576
Service Name: Environmental Engineering Services

CAPITAL BUDGET FORM
 2019 & Forecast 2019 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-02	Replacement	Engineering Equipment	Engineering Equipment	\$75,000	E	ERF	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
18-03	Replacement	Computer Equipment	Computer Equipment	\$119,000	E	ERF	\$0	\$22,000	\$22,000	\$25,000	\$25,000	\$25,000	\$119,000
19-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F01074 (light pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	\$35,000	V	ERF	\$0	\$35,000	\$0	\$0	\$0	\$0	\$35,000
21-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F12013 (7 pass van) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	\$40,000	V	ERF	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
23-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F14016 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	\$40,000	V	ERF	\$0	\$0	\$0	\$0	\$0	\$40,000	\$40,000
GRAND TOTAL				\$309,000			\$0	\$72,000	\$37,000	\$80,000	\$40,000	\$80,000	\$309,000

Service: 1.576 **Environmental Engineering Services**

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>		

Proj. No. 19-01	Capital Project Title Replacement ES Vehicle	Capital Project Description Replace aging fleet vehicle unit #F01074 (light pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>This vehicle is a light duty pick up truck used by project managers visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 9 years old, which is just beyond the CRD recommended replacement strategy of 7 years.</i>		

Service: 1.576 Environmental Engineering Services

Proj. No. 21-01	Capital Project Title Replacement ES Vehicle	Capital Project Description Replace aging fleet vehicle unit #F12013 (7 pass van) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>This vehicle is a 7 passenger mini-van used by all staff in the Engineering Services group as required for group travel to various sites. At replacement time the vehicle will be 9 years old, which is just beyond the CRD recommended replacement strategy of 7 years.</i>		

Proj. No. 23-01	Capital Project Title Replacement ES Vehicle	Capital Project Description Replace aging fleet vehicle unit #F14016 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>This vehicle is a 4x4 pick up used by project managers fvisiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 9 years old, which is just beyond the CRD recommended replacement strategy of 7 years.</i>		

**1.576 Engineering Services
Asset and Reserve Summary
2019 - 2023 Financial Plan**

ERF Reserve Cash Flow

ERF: Engineering Senior Budget - ERF for Equipment and Vehicles

Equipment Replacement Schedule Projected year end balance	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	508,567	444,567	372,567	335,567	255,567	215,567
Planned Purchase (Based on Capital Plan)	(72,000)	(72,000)	(37,000)	(80,000)	(40,000)	(80,000)
Transfer from Ops Budget	-	-	-	-	-	-
Proceed disposal of Equipment						
Interest Income*	8,000					
Total projected year end balance	444,567	372,567	335,567	255,567	215,567	135,567

**1.576 ES Engineering
Operating Reserve Summary
2019 - 2023 Financial Plan**

Profile

ES Engineering

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

Operating Reserve Schedule - FC 105524

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	232,140	212,549	212,549	212,549	212,549	212,549
Planned Purchase	(25,000)					
Transfer from Ops Budget						
Interest Income*	5,409					
Total projected year end balance	212,549	212,549	212,549	212,549	212,549	212,549

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

2019 BUDGET

Facility Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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

GENERAL INFORMATION:

All building costs are recovered from user departments.

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1.105 Facility Management			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	851,229	838,153	882,297	-	-	882,297	899,334	916,706	934,420	952,481
Internal Allocations	206,043	206,043	250,367	-	-	250,367	252,697	255,728	259,482	264,671
Consulting Service	50,000	50,000	50,000	-	-	50,000	51,000	52,020	53,060	54,122
Operating Supplies	22,345	23,800	25,900	-	-	25,900	26,418	26,946	27,485	27,935
Telecommunication	12,330	11,286	13,110	-	-	13,110	13,372	13,640	13,912	14,190
Vehicle and Equipment	41,323	37,356	38,930	-	-	38,930	39,489	40,038	40,599	41,171
Operating Cost - Other	36,935	32,422	58,495	-	-	58,495	59,664	60,858	62,075	63,316
TOTAL OPERATING COSTS	1,220,205	1,199,060	1,319,099	-	-	1,319,099	1,341,974	1,365,936	1,391,033	1,417,886
*Percentage increase over prior year operating costs		-1.7%	8.10%			8.10%	1.73%	1.79%	1.84%	1.93%
<u>CAPITAL / RESERVE</u>										
Transfer to ERF	42,000	46,451	42,000	-	-	42,000	44,948	47,954	51,021	54,149
TOTAL CAPITAL / RESERVES	42,000	46,451	42,000	-	-	42,000	44,948	47,954	51,021	54,149
TOTAL COSTS	1,262,205	1,245,511	1,361,099	-	-	1,361,099	1,386,922	1,413,890	1,442,054	1,472,035
*Percentage increase over prior year operating costs		-1.3%				7.84%	1.90%	1.94%	1.99%	2.08%
Internal Recoveries	(1,069,820)	(1,048,780)	(1,144,620)	-	-	(1,144,620)	(1,161,158)	(1,185,078)	(1,210,135)	(1,236,942)
OPERATING LESS RECOVERIES	192,385	196,731	216,479	-	-	216,479	225,764	228,812	231,919	235,093
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Other	(61,250)	(65,596)	(69,094)	-	-	(69,094)	(75,431)	(75,473)	(75,513)	(75,559)
TOTAL REVENUE	(61,250)	(65,596)	(69,094)	-	-	(69,094)	(75,431)	(75,473)	(75,513)	(75,559)
Surplus C/F from current to next year		-								
REQUISITION	(131,135)	(131,135)	(147,385)	-	-	(147,385)	(150,333)	(153,339)	(156,406)	(159,534)
*Percentage increase over prior year requisition						12.39%	2%	2%	2%	2%
AUTHORIZED POSITIONS FTE:	7	7	7	-	-	7	7	7	7	7

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.105 Facilities Management	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$4,200	\$23,400	\$2,700	\$2,700	\$8,400	\$41,400
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$35,000	\$70,000	\$68,000	\$0	\$173,000
		\$0	\$4,200	\$58,400	\$72,700	\$70,700	\$8,400	\$214,400

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$4,200	\$58,400	\$72,700	\$70,700	\$8,400	\$214,400
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$4,200	\$58,400	\$72,700	\$70,700	\$8,400	\$214,400

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 1.105
Service Name: Facilities 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 (cont)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles

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 2018	2019	2020	2021	2022	2023	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	\$0	\$0	\$35,000	\$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			\$0	\$4,200	\$58,400	\$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>		

Service: 1.105 **Facility Management**

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 <i>Replacement of the unit with an electric hybrid option if available.</i>		

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 <i>Replace the pool vehicle with an all electric option as scheduled by Facility Management.</i>		

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 <i>Replace the pool vehicle with an all electric or hybrid vehicle as scheduled by Facility Management.</i>		

Service: 1.105 **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 <i>Replace the pool vehicle with an all electric or hybrid vehicle as scheduled by Facility Management.</i>		

Proj. No. 21-02	Capital Project Title Pool Vehicle - F11006	Capital Project Description Replace Jeep Patriot
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace the pool vehicle with an all electric or hybrid vehicle as scheduled by Facility Management.</i>		

**1.105 Facility Management
Asset and Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	267,887	276,687	314,487	301,035	276,289	256,610
Planned Purchase (Based on Capital Plan)	(39,200)	(4,200)	(58,400)	(72,700)	(70,700)	(8,400)
Transfer from Ops Budget	42,000	42,000	44,948	47,954	51,021	54,149
Proceed disposal of Equipment						
Interest Income*	6,000					
Total projected year end balance	276,687	314,487	301,035	276,289	256,610	302,359

* 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

2019 BUDGET

CRD Headquarters Building

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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.

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1.106 - CRD HQ BUILDING	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Internal Allocations	193,244	193,244	206,075	-	-	206,075	221,914	238,471	255,769	260,685
Insurance Cost	36,798	36,798	38,535	-	-	38,535	39,285	40,051	40,831	41,627
Repairs and Maintenance Costs	214,393	200,316	201,893	-	-	201,893	205,183	204,650	204,164	216,404
Rental and Leases	76,484	81,700	86,813	-	-	86,813	88,540	90,302	92,098	93,931
Electricity& Utilities	183,770	177,843	185,500	-	-	185,500	181,510	181,520	181,531	181,541
Operating Supplies	41,844	33,500	45,000	-	-	45,000	45,900	46,614	47,342	48,085
Internal Labour Cost	309,010	309,010	319,670	-	-	319,670	326,063	332,584	339,236	346,020
Operating Cost - Other	210,531	204,419	218,736	-	-	218,736	220,587	222,087	223,153	224,231
TOTAL OPERATING COSTS	1,266,074	1,236,830	1,302,222	-	-	1,302,222	1,328,982	1,356,279	1,384,124	1,412,524
*Percentage increase over prior year operating costs		-2.3%	2.86%			2.86%	2.05%	2.05%	2.05%	2.05%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	36,570	39,408	38,900	-	-	38,900	38,900	38,900	38,900	38,900
TOTAL CAPITAL / RESERVES	36,570	39,408	38,900	-	-	38,900	38,900	38,900	38,900	38,900
TOTAL COSTS	1,302,644	1,276,238	1,341,122	-	-	1,341,122	1,367,882	1,395,179	1,423,024	1,451,424
*Percentage increase over prior year operating costs		-2.0%	2.95%			2.95%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries(Building Occupancy)	(1,186,833)	(1,186,833)	(1,219,749)	-	-	(1,219,749)	(1,244,143)	(1,269,026)	(1,294,409)	(1,320,298)
*Percentage increase over prior year operating costs		0.0%	2.77%			2.77%	2.00%	2.00%	2.00%	2.00%
OPERATING LESS RECOVERIES	115,811	89,405	121,373	-	-	121,373	123,739	126,153	128,615	131,126
		-22.8%	4.80%			4.80%	1.95%	1.95%	1.95%	1.95%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus C/F from current to next year	-	-	-	-	-	-	-	-	-	-
Fees Charged	-	-	(3,060)	-	-	(3,060)	(3,060)	(3,060)	(3,060)	(3,060)
Lease Revenue	(115,811)	(89,405)	(99,603)	-	-	(99,603)	(101,595)	(103,627)	(105,700)	(107,814)
Recovery - Other	-	-	(18,710)	-	-	(18,710)	(19,084)	(19,466)	(19,855)	(20,252)
TOTAL REVENUE	(115,811)	(89,405)	(121,373)	-	-	(121,373)	(123,739)	(126,153)	(128,615)	(131,126)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year requisition										

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.106	Carry						
	CRD Fisgard HQ Building	Forward from	2019	2020	2021	2022	2023	TOTAL
		2018						

EXPENDITURE

Buildings	B	\$0	\$100,000	\$34,729	\$20,000	\$0	\$15,000	\$169,729
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$100,000	\$34,729	\$20,000	\$0	\$15,000	\$169,729

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$100,000	\$34,729	\$20,000	\$0	\$15,000	\$169,729
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$100,000	\$34,729	\$20,000	\$0	\$15,000	\$169,729

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.106
Service Name: CRD Fisgard HQ Building

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
19-01	Replacement	Parkade Floor Reseal	Reseal Parkade floor	\$34,729	B	Res	\$0	\$0	\$34,729	\$0	\$0	\$0	\$34,729
19-02	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$100,000	B	Res	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
20-01	Replacement	Hot Water Tank	303 Liter Hot Water Tank	\$20,000	B	Res	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
23-01	Renewal	Exterior upgrades	Green Roof Upgrades	\$15,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000
GRAND TOTAL				\$169,729			\$0	\$100,000	\$34,729	\$20,000	\$0	\$15,000	\$169,729

Service: 1.106 **CRD Fisgard HQ Building**

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 <i>To refurbish the parkade ceiling to maintain the building substructure as per the VFA report.</i>		

Proj. No. 19-02	Capital Project Title Emergency Repairs	Capital Project Description For Unforeseen Emergency Repairs
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Contingency amount to cover unforeseen emergency repairs to the building.</i>		

Proj. No. 20-01	Capital Project Title Hot Water Tank	Capital Project Description 303 Liter Hot Water Tank
Asset Class Building Equipment	Board Priority Area Climate Change	Corporate Priority Area Other
Project Rationale <i>Hot water tank expected to reach its useful life.</i>		

Proj. No. 23-01	Capital Project Title Exterior upgrades	Capital Project Description Green Roof Upgrades
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Major remedial work to the green roof at the CRD Headquarters Building.</i>		

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA

Asset and Reserve Summary

2019 - 2023 Financial Plan

Asset Profile

CRD HQ Office Facilities & Health Facilities - VIHA

Office Facilities manages office buildings and rental units owned by the CRD. Assets include CRD Headquarters building, 3 buildings currently occupied by VIHA and JDF administration building currently occupied by JDF Planning, Building Inspection and Emergency Services. The total historical value as at December 31, 2015 was \$38M. Total replacement value for the facilities is \$39M (Note A).

Assets held by Service Area 1.226 Health Facilities - VIHA consist of Peninsula Health Unit, Victoria Health Unit and Esquimalt Health unit built in 1994, 1986 and 1990. The total historical value as of Dec 31, 2015 for all three health units building structures was \$12M with an estimated replacement value of \$22M (Note A).

Note A: Insured Value Table

Description	\$ Amount*
1.106 Office Facilities	
CRD Headquarters Building- Phase 1 & 2	39,232,179
JDF Administration Building (New)	95,873
Total	\$ 39,328,052
1.226 health Facilities - VIHA	
Peninsula Health Unit	9,481,300
Victoria Health Unit	7,900,300
Esquimalt Health Unit	4,830,300
Total	\$ 22,211,900

*Annual insurance renewal - replacement values as assessed in 2015.

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA
 Asset and Reserve Summary
 2019 - 2023 Financial Plan

1.106 Headquarters Facility & 1.226 VIHA Health Facilities Capital Reserve Fund Cash Flow						
Reserve/Fund Summary Projected year end balance	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	6,998,113	6,301,568	6,828,550	7,617,475	8,503,857	9,464,900
Planned Capital Expenditure (Based on Capital Plan)	(1,438,167)	(285,000)	(40,729)	(20,000)	-	(190,000)
Transfer from Ops Budget Interest Income**	741,622	811,982	829,654	906,382	961,043	1,021,781
Total projected year end balance	6,301,568	6,828,550	7,617,475	8,503,857	9,464,900	10,296,681

** 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

2019 BUDGET

Corporate Satellite Facilities

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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:

None stated

COMMITTEE:

Finance & Corporate Services

FUNDING:

All costs are recovered from user departments.

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1.107 - CORPORATE SATELLITE FACILITIES	BUDGET REQUEST									
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Rentals and Leases	78,450	78,545	78,700	-	-	78,700	80,274	80,281	80,339	80,399
Internal Allocations	7,556	6,256	15,111	-	-	15,111	16,904	18,798	20,797	21,214
Insurance Cost	1,440	1,440	1,513	-	-	1,513	-	-	-	-
Electricity & Utilities	17,500	18,276	18,000	-	-	18,000	18,497	18,839	19,228	19,630
Repairs and Maintenance Costs	18,588	15,900	12,600	-	-	12,600	13,014	13,170	13,437	14,558
Operating Cost - Other	66,604	66,900	68,754	-	-	68,754	69,882	71,454	72,792	74,776
TOTAL OPERATING COSTS	190,138	187,317	194,678	-	-	194,678	198,571	202,542	206,593	210,577
*Percentage Increase over prior year		-1.48%	2.39%	-	-	2.39%	2.00%	2.00%	2.00%	1.93%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	10,500	10,500	12,500	-	-	12,500	12,750	13,005	13,265	13,678
TOTAL CAPITAL / RESERVES	10,500	10,500	12,500	-	-	12,500	12,750	13,005	13,265	13,678
TOTAL COSTS	200,638	197,817	207,178	-	-	207,178	211,321	215,547	219,858	224,255
*Percentage Increase over prior year		-1.41%	3.26%	-	-	3.26%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	(200,638)	(197,817)	(207,178)	-	-	(207,178)	(211,321)	(215,547)	(219,858)	(224,255)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Term	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.107	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
	Corporate Satellite Facilities							

EXPENDITURE

Buildings	B	\$0	\$25,000	\$6,000	\$0	\$0	\$10,000	\$41,000
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$25,000	\$6,000	\$0	\$0	\$10,000	\$41,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$25,000	\$6,000	\$0	\$0	\$10,000	\$41,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$25,000	\$6,000	\$0	\$0	\$10,000	\$41,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.107
Service Name: Corporate Satellite Facilities

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
19-01	Replacement	Emergency Repairs	For Unforeseen Emergency Repairs	\$25,000	B	Res	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
20-01	Replacement	Hot Water Tank	Replace Hot Water Tank	\$6,000	B	Res	\$0	\$0	\$6,000	\$0	\$0	\$0	\$6,000
23-01	Renewal	Interior Renewal	Painting - Interior	\$10,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
GRAND TOTAL				\$41,000			\$0	\$25,000	\$6,000	\$0	\$0	\$10,000	\$41,000

Service: 1.107 Corporate Satellite Facilities

Proj. No. 19-01	Capital Project Title Emergency Repairs	Capital Project Description For Unforeseen Emergency Repairs
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>To cover unforeseen emergency repairs to the building.</i>		

Proj. No. 20-01	Capital Project Title Hot Water Tank	Capital Project Description Replace Hot Water Tank
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Hot water tank is expected to reach the end of its useful life.</i>		

Proj. No. 23-01	Capital Project Title Interior Renewal	Capital Project Description Painting - Interior
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Complete interior office repainting.</i>		

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Family Court Building

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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.

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1.123 - FAMILY COURT BUILDING

			BUDGET REQUEST							
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Internal Allocations	20,928	20,928	21,380	-	-	21,380	21,687	22,063	22,506	22,956
Insurance Cost	5,808	5,808	5,250	-	-	5,250	5,310	5,380	5,590	5,710
Repairs and Maintenance Costs	25,760	22,700	26,400	-	-	26,400	26,900	27,423	28,003	28,620
Electricity&Utilities	37,586	32,831	38,800	-	-	38,800	39,220	39,650	39,790	39,900
Internal Labour Cost	16,260	16,260	17,000	-	-	17,000	17,340	17,686	18,040	18,400
Operating Cost - Other	12,600	12,050	12,969	-	-	12,969	13,182	13,395	13,690	14,106
TOTAL OPERATING COSTS	118,942	110,577	121,799	-	-	121,799	123,639	125,597	127,619	129,692
*Percentage Increase over prior year						2.40%	1.51%	1.58%	1.61%	1.62%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	64,783	73,148	62,778	-	-	62,778	62,778	62,778	62,778	62,778
TOTAL CAPITAL / RESERVES	64,783	73,148	62,778	-	-	62,778	62,778	62,778	62,778	62,778
TOTAL COSTS	183,725	183,725	184,577	-	-	184,577	186,417	188,375	190,397	192,470
*Percentage Increase over prior year						0.46%	1.00%	1.05%	1.07%	1.09%
FUNDING SOURCES (REVENUE)										
Surplus C/F from current to next year		-								
Rental Income	(149,360)	(149,360)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
Recovery - Other	(75,500)	(75,500)	(77,010)	-	-	(77,010)	(78,940)	(80,909)	(82,931)	(85,004)
Grants In Lieu of Taxes	4,372	4,372	5,030	-	-	5,030	5,120	5,131	5,131	5,131
TOTAL REVENUE	(220,488)	(220,488)	(221,340)	-	-	(221,340)	(223,180)	(225,138)	(227,160)	(229,233)
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%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.123	Carry						
	Family Court Building	Forward from	2019	2020	2021	2022	2023	TOTAL
		2018						

EXPENDITURE

Buildings	B	\$0	\$90,000	\$120,000	\$39,764	\$0	\$10,000	\$259,764
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$90,000	\$120,000	\$39,764	\$0	\$10,000	\$259,764

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$90,000	\$120,000	\$39,764	\$0	\$10,000	\$259,764
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$90,000	\$120,000	\$39,764	\$0	\$10,000	\$259,764

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
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	\$40,000	\$110,000	\$0	\$0	\$0	\$150,000
19-03	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$50,000	B	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
20-01	Renewal	AHU Replacement	Major repairs to AHU	\$39,764	B	Res	\$0	\$0	\$0	\$39,764	\$0	\$0	\$39,764
23-01	Study	Assessment	Fire Alarm System Assessment	\$10,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
GRAND TOTAL				\$259,764			\$0	\$90,000	\$120,000	\$39,764	\$0	\$10,000	\$259,764

Service: 1.123 **Family Court Building**

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 Potential replacement of the Cabinet heaters expected to reach their useful life, per the VFA report.

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 Conduct feasibility study on the life cycle of this unit and for replacement of the unit as necessary.

Proj. No. 19-03 **Capital Project Title** Emergency Repairs **Capital Project Description** For Unforeseen Emergency Repairs
Asset Class Buildings **Board Priority Area** Other **Corporate Priority Area** Other
Project Rationale Contingency for unforeseen emergency repairs

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 Reaching end of life cycle, plan for Major repairs on the air handling unit, as per the VFA report.

Proj. No. 23-01 **Capital Project Title** Assessment **Capital Project Description** Fire Alarm System Assessment
Asset Class Buildings **Board Priority Area** Other **Corporate Priority Area** Other
Project Rationale Conduct assessment of the fire safety system.

**1.123 Family Court Building
Asset and Reserve Summary
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	88,557	108,340	81,118	23,896	46,910	109,688
Transfer to Cap Fund	(45,000)	(90,000)	(120,000)	(39,764)	-	(10,000)
Transfer from Ops Budget	64,783	62,778	62,778	62,778	62,778	62,778
Interest Income**						
Total projected year end balance	108,340	81,118	23,896	46,910	109,688	162,466

** 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

2019 BUDGET

Health Facilities - VIHA

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.226 Health Facilities - VIHA

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:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance & Corporate Services

FUNDING:

All costs are recovered by lease payment from Island Health.

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1.226 - HEALTH FACILITIES - VIHA	BUDGET REQUEST									
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Internal Allocation	139,365	139,365	160,771	-	-	160,771	174,482	188,862	203,930	208,007
Insurance Cost	22,801	27,301	23,943	-	-	23,943	24,420	24,907	25,406	25,913
Repairs and Maintenance Costs	183,474	172,795	211,012	-	-	211,012	215,241	219,544	223,939	228,413
Electricity&Utilities	146,088	137,600	157,106	-	-	157,106	161,148	166,498	169,830	173,227
Internal Labout Cost	305,110	305,110	358,740	-	-	358,740	365,915	373,233	380,698	388,313
Consultant Expenses	20,000	20,000	9,931	-	-	9,931	10,133	10,335	10,542	10,753
Operating Supplies	43,609	38,649	50,546	-	-	50,546	51,558	52,559	53,610	54,712
Operating Cost - Other	331,686	365,267	415,623	-	-	415,623	424,075	432,424	441,072	449,892
TOTAL OPERATING COSTS	1,192,133	1,206,087	1,387,672	-	-	1,387,672	1,426,972	1,468,362	1,509,027	1,539,230
*Percentage Increase over prior year						16.40%	2.83%	2.90%	2.77%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	523,610	523,610	591,620	-	-	591,620	611,080	689,652	746,216	808,768
TOTAL CAPITAL / RESERVES	523,610	523,610	591,620	-	-	591,620	611,080	689,652	746,216	808,768
TOTAL COSTS	1,715,743	1,729,697	1,979,292	-	-	1,979,292	2,038,052	2,158,014	2,255,243	2,347,998
*Percentage Increase over prior year						15.36%	2.97%	5.89%	4.51%	4.11%
FUNDING SOURCES (REVENUE)										
Estimated Surplurs to VIHA	-	7,561	-	-	-	-	-	-	-	-
Revenue - Other (Interest)	(3,500)	(3,500)	(3,500)	-	-	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Lease Revenue from VIHA	(1,712,243)	(1,733,758)	(1,975,792)	-	-	(1,975,792)	(2,034,552)	(2,154,514)	(2,251,743)	(2,344,498)
TOTAL REVENUE	(1,715,743)	(1,729,697)	(1,979,292)	-	-	(1,979,292)	(2,038,052)	(2,158,014)	(2,255,243)	(2,347,998)
REQUISITION	-	-	-	-	-	15.36%	2.97%	5.89%	4.51%	4.11%
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Term	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.226	Carry						
	Health Facilities - VIHA	Forward from	2019	2020	2021	2022	2023	TOTAL
		2018						

EXPENDITURE

Buildings	B	\$0	\$160,000	\$0	\$0	\$0	\$145,000	\$305,000
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$160,000	\$0	\$0	\$0	\$165,000	\$325,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$160,000	\$0	\$0	\$0	\$165,000	\$325,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$160,000	\$0	\$0	\$0	\$165,000	\$325,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.226
Service Name: Health Facilities - VIHA

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
EHU-19-01	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$50,000	B	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
EHU-23-01	Renewal	Interior Renewal	Interior Painting	\$15,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000
EHU-23-02	Renewal	Interior Renewal	Flooring surface replacement	\$25,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$25,000	\$25,000
EHU-23-03	Study	System Assessment	Fire Alarm System Assessment	\$10,000	E	Res	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
VHU-19-02	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$50,000	B	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
VHU-23-04	Renewal	Interior Renewal	Interior Painting	\$15,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000
VHU-23-05	Renewal	Interior Renewal	Flooring surface replacement	\$25,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$25,000	\$25,000
VHU-26-06	Study	System Assessment	Fire Alarm System Assessment	\$10,000	B	Res	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
PHU-19-03	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$50,000	B	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
PHU-23-04	Renewal	Interior Renewal	Interior Painting	\$15,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000
PHU-23-07	Renewal	Interior Renewal	Flooring surface replacement	\$50,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000
PHU-23-08	Study	System Assessment	Fire Alarm System Assessment	\$10,000	E	Res	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
													\$0
GRAND TOTAL				\$325,000			\$0	\$160,000	\$0	\$0	\$0	\$165,000	\$325,000

Service: 1.226 **Health Facilities - VIHA**

EHU-19-01	Capital Project Title Emergency Repairs	Capital Project Description For Unforeseen Emergency Repairs
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>To cover unforeseen major emergency repairs</i>		

EHU-23-01	Capital Project Title Interior Renewal	Capital Project Description Interior Painting
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>Major interior repainting</i>		

EHU-23-02	Capital Project Title Interior Renewal	Capital Project Description Flooring surface replacement
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>Replace major flooring surfaces</i>		

EHU-23-03	Capital Project Title System Assessment	Capital Project Description Fire Alarm System Assessment
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>Evaluate the fire safety system</i>		

Service: 1.226 Health Facilities - VIHA

VHU-19-02	Capital Project Title Emergency Repairs	Capital Project Description For Unforeseen Emergency Repairs
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>To cover unforeseen major emergency repairs</i>		

VHU-23-04	Capital Project Title Interior Renewal	Capital Project Description Interior Painting
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>Major interior repainting</i>		

VHU-23-05	Capital Project Title Interior Renewal	Capital Project Description Flooring surface replacement
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>Replace major flooring surfaces</i>		

VHU-26-06	Capital Project Title System Assessment	Capital Project Description Fire Alarm System Assessment
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>Evaluate the fire safety system</i>		

Service: 1.226 Health Facilities - VIHA

PHU-19-03	Capital Project Title Emergency Repairs	Capital Project Description For Unforeseen Emergency Repairs
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>To cover unforeseen major emergency repairs</i>		

PHU-23-04	Capital Project Title Interior Renewal	Capital Project Description Interior Painting
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>Major interior repainting</i>		

PHU-23-07	Capital Project Title Interior Renewal	Capital Project Description Flooring surface replacement
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>Replace major flooring surfaces</i>		

PHU-23-08	Capital Project Title System Assessment	Capital Project Description Fire Alarm System Assessment
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
<i>Evaluate the fire safety system</i>		

CAPITAL REGIONAL DISTRICT

2019 BUDGET

I & I Enhancement Program

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.709 I & I Enhancement Program

Committee: Core Area Liquid Waste Management

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

3.709 - INFLOW AND INFILTRATION - CORE AREA	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Operating Expenditures	342,048	342,048	343,316	0	0	343,316	352,907	362,947	373,336	380,800
Consultant Expenses	31,525	31,525	43,898	0	0	43,898	44,777	45,671	46,584	47,516
Contract For Services	31,525	31,525	32,156	0	0	32,156	32,799	33,456	34,124	34,806
TOTAL OPERATING COSTS	405,098	405,098	419,370	0	0	419,370	430,483	442,074	454,044	463,122
*Percentage Increase over prior year	0.00%	0.00%	3.52%	0.00%	0.00%	3.52%	2.65%	2.69%	2.71%	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	405,098	405,098	419,370	0	0	419,370	430,483	442,074	454,044	463,122
*Percentage Increase over prior year	0.00%	0.00%	3.52%	0.00%	0.00%	3.52%	2.65%	2.69%	2.71%	2.00%
Internal recovery - I & I Stud	(405,098)	(405,098)	(419,370)	0	0	(419,370)	(430,483)	(442,074)	(454,044)	(463,122)
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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

PLANNING & PROTECTIVE SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

COMMITTEE OF THE WHOLE
September 5, 2018
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COMMITTEE OF THE WHOLE
September 5, 2018
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Planning and Protective Services

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CAPITAL REGIONAL DISTRICT

2019 BUDGET

GM - Planning & Protective Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.024 GM - Planning & Protective Services	Committee: Planning, Transportation & Protective Services
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DEFINITION:

The oversight of planning and protective services for the Capital Regional District Board.

SERVICE DESCRIPTION:

The General Manager of Planning and Protective Services provides overall direction and supporting administrative oversight for 40 individual services and functions.

The department and its divisions report to the Board, Hospital District Board, Planning, Transportation and Protective Services Committee, Electoral Area Services Committee, Juan de Fuca Land Use Committee and also provide corporate administration for 17 commissions and the Capital Regional Housing Corporation.

Planning and Protective Services includes the administrative and operating responsibility for:

- Capital Regional Housing Corporation
- Capital Regional Hospital District
- Regional Planning and Information Services
- Emergency Management & Fire Protection
- 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	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries & Wages	378,580	375,880	400,130	-	-	400,130	407,560	415,150	422,910	430,820
Contract for Services	12,490	14,280	12,740	-	-	12,740	12,990	13,250	13,520	13,790
Internal Allocations	78,980	78,610	78,080	-	-	78,080	79,640	81,230	82,860	84,520
Operating Other	16,990	18,810	17,330	-	-	17,330	17,660	17,990	18,340	18,690
TOTAL OPERATING COSTS	487,040	487,580	508,280	-	-	508,280	517,850	527,620	537,630	547,820
*Percentage Increase over prior year						4.4%	1.9%	1.9%	1.9%	1.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Internal Recoveries	(239,050)	(239,590)	(243,780)	-	-	(243,780)	(248,640)	(253,610)	(258,670)	(263,850)
TOTAL REVENUE	(239,050)	(239,590)	(243,780)	-	-	(243,780)	(248,640)	(253,610)	(258,670)	(263,850)
NET COST	247,990	247,990	264,500	-	-	264,500	269,210	274,010	278,960	283,970
*Percentage increase over prior year requisition						6.7%	1.8%	1.8%	1.8%	1.8%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	2.5	2.5	2.5	-	-	2.5	2.5	2.5	2.5	2.5

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.024	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$3,100	\$0	\$3,100
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$3,100	\$0	\$3,100

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$3,100	\$0	\$3,100
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$3,100	\$0	\$3,100

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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 (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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Replacement	Computer	Computer Replacement	\$3,100	E	ERF	\$0	\$0	\$0	\$0	\$3,100	\$0	\$3,100
GRAND TOTAL				\$3,100			\$0	\$0	\$0	\$0	\$3,100	\$0	\$3,100

**1.024 Planning and Protection Administration
 Asset and Reserve Summary
 2018 - 2022 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					
	2018	2019	2020	2021	2022	2023
Beginning Balance	18,181	17,635	17,635	17,635	14,535	14,535
Planned Purchase (Based on Capital Plan)	(832)	-	-	(3,100)	-	-
Interest Income*	285					
Transfer from Ops Budget		-	-	-	-	-
Ending Balance \$	17,635	17,635	17,635	14,535	14,535	14,535

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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Health & Capital Planning Strategies

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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1.018 - HEALTH AND CAPITAL PLANNING STRATEGIES	BUDGET REQUEST				2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL		
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING					2019 ONE-TIME	2019 TOTAL
OPERATING COSTS:										
Salaries and Wages - FT Regular	237,600	257,980	258,570	-	-	258,570	263,740	269,015	274,395	279,883
Wages & Benefits - Auxiliary Coverage	16,980	-	-	-	-	-	-	-	-	-
Wages & Benefits - Summit Project Manager	175,420	141,000	141,000	-	-	141,000	-	-	-	-
Legal/Auditing Costs	20,500	18,500	20,450	-	-	20,450	20,871	21,285	21,692	22,127
Consultants	3,150	3,150	3,220	-	-	3,220	3,280	3,350	3,420	3,490
Allocation - Corporate Overhead	-	-	127,010	-	-	127,010	129,550	132,141	134,784	137,480
Allocation - Finance	9,018	9,020	-	-	-	-	-	-	-	-
Allocation - Human Resources	5,883	5,880	5,407	-	-	5,407	5,515	5,625	5,738	5,850
Allocation - Communications	106,120	106,120	-	-	-	-	-	-	-	-
Allocation - Others	71,326	71,330	62,894	-	-	62,894	64,156	65,443	66,743	66,950
Operating - Other Costs	21,590	19,290	22,470	-	-	22,470	22,910	23,370	23,850	24,330
TOTAL OPERATING COSTS	667,587	632,270	641,021	-	-	641,021	510,022	520,229	530,622	540,110
*Percentage Increase over prior year	0.00%	-5.29%	-3.98%	0.00%	0.00%	-3.98%	-20.44%	2.00%	2.00%	1.79%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	1,880	1,880	1,920	-	-	1,920	1,960	2,000	2,040	2,080
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	1,880	1,880	1,920	-	-	1,920	1,960	2,000	2,040	2,080
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	669,467	634,150	642,941	-	-	642,941	511,982	522,229	532,662	542,190
*Percentage Increase over prior year	0.00%	-5.28%	-3.96%	0.00%	0.00%	-3.96%	-20.37%	2.00%	2.00%	1.79%
Recovery - Capital Regional Hospital District	(490,487)	(490,790)	(501,051)	-	-	(501,051)	(511,982)	(522,229)	(532,662)	(542,190)
Recovery - Summit Capital for Project Manager (Apr/15-Dec/19)	(178,980)	(144,560)	(141,890)	-	-	(141,890)	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	-	(1,200)	-	-	-	-	-	-	-	-
*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)		1,200								
Balance C/F from Prior to Current year	-	(1,200)	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*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	0.00	0.00	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

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.018	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$1,000	\$0	\$7,000	\$0	\$8,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$1,000	\$0	\$7,000	\$0	\$8,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$1,000	\$0	\$7,000	\$0	\$8,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$1,000	\$0	\$7,000	\$0	\$8,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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 (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 2018	2019	2020	2021	2022	2023	5 - Year Total
19-01	Replacement	Computer		\$1,000	E	ERF	\$0	\$0	\$1,000	\$0	\$0	\$0	\$1,000
21-01	Replacement	Copier		\$7,000	E	ERF	\$0	\$0	\$0	\$0	\$7,000	\$0	\$7,000
GRAND TOTAL				\$8,000			\$0	\$0	\$1,000	\$0	\$7,000	\$0	\$8,000

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Community Health

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.224 Community Health	Committee: Planning and Protective Services
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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				2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL		
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING					2019 ONE-TIME	2019 TOTAL
<u>OPERATING COSTS:</u>										
Salaries - 2018-2020 Planner (Term)	85,000	66,150	85,000	0	0	85,000	45,800	0	0	0
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	0	0	176,750	176,750	176,750	176,750	176,750
Consultant Costs	0	0	0	0	0	0	0	0	0	0
Legal Costs	25,500	5,715	5,370	0	0	5,370	5,100	5,200	5,310	5,410
Allocation - Corporate	10,788	7,188	12,506	0	0	12,506	19,179	26,177	33,510	34,180
Allocation - Building Occupancy	2,830	2,830	2,930	0	0	2,930	2,989	3,049	3,110	3,172
Allocation - Human Resources	0	0	1,805	0	0	1,805	1,841	1,878	1,916	1,954
Operating - Other Costs	5,679	2,467	2,669	0	0	2,669	2,671	2,676	2,674	2,674
TOTAL OPERATING COSTS	631,547	586,100	612,030	0	0	612,030	579,330	540,730	548,270	549,140
*Percentage Increase over prior year		-7.20%	-3.09%	0.00%	0.00%	-3.09%	-5.34%	-6.66%	1.39%	0.16%
<u>CAPITAL / RESERVE</u>										
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	631,547	586,100	612,030	0	0	612,030	579,330	540,730	548,270	549,140
*Percentage Increase over prior year	0.00%	-7.20%	-3.09%	0.00%	0.00%	-3.09%	-5.34%	-6.66%	1.39%	0.16%
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	631,547	586,100	612,030	0	0	612,030	579,330	540,730	548,270	549,140
*Percentage Increase over prior year		-7.20%	-3.09%	0.00%	0.00%	-3.09%	-5.34%	-6.66%	1.39%	0.16%
Surplus / (Deficit)										
Balance C/F from Prior to Current year	(58,019)	(58,019)	(40,500)	0	0	(40,500)	0	0	0	0
Payments In Lieu of Taxes	(21,618)	(21,618)	(21,618)	0	0	(21,618)	(21,618)	(21,618)	(21,618)	(21,618)
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 - Island Health (2018-2020)	(60,000)	(60,000)	(60,000)	0	0	(60,000)	(60,000)	0	0	0
Grants - Plan H Reimbursement Scope Change	(2,000)	3,000	0	0	0	0	0	0	0	0
Revenue - Other	(130)	(183)	(132)	0	0	(132)	(132)	(132)	(132)	(132)
TOTAL REVENUE	(241,767)	(196,320)	(222,250)	0	0	(222,250)	(181,750)	(121,750)	(121,750)	(121,750)
REQUISITION	(389,780)	(389,780)	(389,780)	0	0	(389,780)	(397,580)	(418,980)	(426,520)	(427,390)
*Percentage Increase over prior year		0.00%	0.00%	0.00%	0.00%	0.00%	2.00%	5.38%	1.80%	0.20%
PARTICIPANTS: all Municipalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried Position (Term)	Term 1.00	Term 1.00	Term 1.00	0.00	0.00	1.00	Term 1.00	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

2019 BUDGET

Land Banking and Housing (Regional Housing)

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.310 Land Banking and Housing	Committee: Planning and Protective Services
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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 CMHC, 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:

Greater of \$2,423,000 or \$0.031 per \$1,000 (\$3,551,506) Hospital actual assessments for land and improvements.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3715 (Jan. 12, 2011)		25,000,000
Borrowed:	SI Bylaw No. 4009 (Feb. 11, 2015)	10yr term	-9,413,000 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						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Salaries (Regular Full & Part-time)	180,920	180,920	200,154	0	0	200,154	204,157	208,240	212,405	216,653
Allocation - Corporate	4,903	4,903	5,663	0	0	5,663	6,504	7,426	8,432	8,601
Allocation - Human Resources	4,249	4,249	3,843	0	0	3,843	3,920	3,998	4,078	4,160
Allocation - GM Planning and Protective Services	34,800	34,800	35,500	0	0	35,500	36,210	36,934	37,673	38,426
Allocation - Building Occupation	5,045	5,045	5,140	0	0	5,140	5,243	5,348	5,455	5,564
Conferences and Staff Training	3,000	3,400	3,060	0	0	3,060	3,120	3,180	3,250	3,310
Operating - Other Costs	2,833	2,433	2,030	0	0	2,030	2,076	2,114	2,147	2,186
TOTAL OPERATING COSTS	235,750	235,750	255,390	0	0	255,390	261,230	267,240	273,440	278,900
*Percentage Increase over prior year		0.00%	8.33%	0.00%	0.00%	8.33%	2.29%	2.30%	2.32%	2.00%
<u>CAPITAL / RESERVE</u>										
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	235,750	235,750	255,390	0	0	255,390	261,230	267,240	273,440	278,900
*Percentage Increase over prior year		0.00%	8.33%	0.00%	0.00%	8.33%	2.29%	2.30%	2.32%	2.00%
Internal Recoveries - 34% Housing Planning & Programs	(80,160)	(80,160)	(86,830)	0	0	(86,830)	(88,820)	(90,860)	(92,970)	(94,830)
Internal Recoveries - 66% Capital Region Housing Corp.	(155,590)	(155,590)	(168,560)	0	0	(168,560)	(172,410)	(176,380)	(180,470)	(184,070)
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	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						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
OPERATING COSTS:										
Salaries (Regular Full & Auxiliary)	329,960	305,100	324,579	0	0	324,579	331,071	337,692	344,446	351,335
Allocation - Corporate	20,707	20,707	23,976	0	0	23,976	27,533	31,437	35,698	36,412
Allocation - Human Resources	4,569	4,569	7,008	0	0	7,008	7,148	7,291	7,437	7,585
Allocation - Regional Housing Admin	80,160	80,160	86,830	0	0	86,830	88,820	90,860	92,970	94,830
Allocation - All Others	16,504	16,504	8,495	0	0	8,495	8,665	8,838	9,015	9,195
Consultants	111,075	107,935	10,000	10,000	65,000	85,000	20,400	20,810	21,230	21,650
Legal	16,420	16,420	7,560	0	0	7,560	7,710	7,870	8,020	8,180
Conferences and Staff Training	5,200	3,700	5,200	0	0	5,200	5,280	5,360	5,440	5,530
Operating - Other Costs	8,670	10,932	9,882	0	0	9,882	9,963	10,032	10,124	10,213
TOTAL OPERATING COSTS	593,265	566,027	483,530	10,000	65,000	558,530	506,590	520,190	534,380	544,930
*Percentage Increase over prior year		-4.59%	-18.50%	1.69%	10.96%	-5.85%	-9.30%	2.68%	2.73%	1.97%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	2,000	2,000	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	2,000	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	1,000,000	1,000,000	1,000,000
MFA Debt Reserve	2,680	1,920	1,920	0	0	1,920	1,920	1,920	1,920	1,920
TOTAL COSTS	1,597,945	1,569,947	1,487,450	10,000	65,000	1,562,450	1,510,510	1,524,110	1,538,300	1,548,850
*Percentage Increase over prior year		-1.75%	-6.91%	0.63%	4.07%	-2.22%	-3.32%	0.90%	0.93%	0.69%
Transfer from Operating Reserve	(20,000)	(20,000)	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	1,577,945	1,549,947	1,487,450	10,000	65,000	1,562,450	1,510,510	1,524,110	1,538,300	1,548,850
Surplus / (Deficit)		20,000								
Balance C/F from Prior to Current year	(38,853)	(38,853)	0	0	(20,000)	(20,000)	0	0	0	0
Admin Fees Charged to RHTF-suspended 2020-2023	(33,840)	(31,840)	(34,480)	0	0	(34,480)	(2,000)	(2,000)	(2,000)	(2,000)
Federal Grants - HPS Program	(135,900)	(133,662)	(141,647)	0	0	(141,647)	(141,647)	(141,647)	(141,647)	(141,647)
CRHC Annual Land Lease Payment (Willowdene)	(63,000)	(63,000)	(63,000)	0	0	(63,000)	(63,000)	(63,000)	(63,000)	(63,000)
Interest Income	(12,680)	(8,920)	(11,920)	0	0	(11,920)	(11,920)	(11,920)	(11,920)	(11,920)
Payments In Lieu of Taxes	(63,567)	(63,567)	(63,567)	0	0	(63,567)	(63,567)	(63,567)	(63,567)	(63,567)
TOTAL REVENUE	(347,840)	(319,842)	(314,614)	0	(20,000)	(334,614)	(282,134)	(282,134)	(282,134)	(282,134)
REQUISITION	(1,230,105)	(1,230,105)	(1,172,836)	(10,000)	(45,000)	(1,227,836)	(1,228,376)	(1,241,976)	(1,256,166)	(1,266,716)
*Percentage Increase over prior year		0.00%	-4.66%	0.81%	3.66%	-0.18%	0.04%	1.11%	1.14%	0.84%
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 (Jan, 2019 - Dec, 2023)	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00

**1.310 LAND BANKING AND HOUSING
REGIONAL HOUSING FIRST PROGRAM**

	2018 BOARD BUDGET Amended	2018 ESTIMATED ACTUAL	BUDGET REQUEST				2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
			2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
OPERATING COSTS:										
Salaries (Regular Full & Auxiliary)	79,980	64,512	263,212	0	0	263,212	268,476	273,846	279,323	284,909
Allocation - Corporate	0	0	19,773	0	0	19,773	20,168	20,572	20,983	21,403
Allocation - Human Resources	0	0	5,508	0	0	5,508	5,618	5,731	5,845	5,962
Allocation - Real Estate	79,183	79,183	80,767	0	0	80,767	82,382	84,030	0	0
Allocation - Building Occupation	0	0	8,670	0	0	8,670	8,843	9,020	9,201	9,385
Allocation - Insurance	875	0	1,530	0	0	1,530	1,561	1,592	1,624	1,656
Consultants	0	0	10,000	0	0	10,000	10,200	10,404	10,612	10,824
Legal	12,500	0	15,500	0	0	15,500	15,810	16,126	16,449	16,778
Conferences and Staff Training	0	0	3,000	0	0	3,000	3,060	3,121	3,184	3,247
New Office Furniture, Computers & Cell Phone	21,522	30,000	0	0	0	0	0	0	0	0
Operating - Other Costs	4,000	2,000	7,200	0	0	7,200	7,344	7,491	7,641	7,794
TOTAL OPERATING COSTS	198,060	175,695	415,160	0	0	415,160	423,463	431,932	354,861	361,958
*Percentage Increase over prior year		-11.29%	109.61%	0.00%	0.00%	109.61%	2.00%	2.00%	-17.84%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement 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	164,690	1,083,882	1,083,882
MFA Debt Reserve	0	0	0	0	0	0	0	155,000	0	0
TOTAL COSTS	198,060	175,695	415,160	0	0	415,160	423,463	751,622	1,438,743	1,445,840
*Percentage Increase over prior year		-11.29%	109.61%	0.00%	0.00%	109.61%	2.00%	77.49%	91.42%	0.49%
Transfer from Operating Reserve	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	198,060	175,695	415,160	0	0	415,160	423,463	751,622	1,438,743	1,445,840
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Recovery - CRHC and CRHD	(198,060)	(175,695)	(200,660)	0	0	(200,660)	(204,673)	(208,768)	(171,516)	(174,947)
Payments in Lieu of Taxes	0	0	0	0	0	0	0	0	(65,505)	(65,505)
TOTAL REVENUE	(198,060)	(175,695)	(200,660)	0	0	(200,660)	(204,673)	(208,768)	(237,021)	(240,452)
REQUISITION	0	0	(214,500)	0	0	(214,500)	(218,790)	(542,854)	(1,201,722)	(1,205,388)
*Percentage Increase over prior year		0.00%	N/A	N/A	N/A	N/A	2.00%	148.12%	121.37%	0.31%
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

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.310	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$12,313,433	\$26,470,149	\$6,716,418	\$0	\$45,500,000
Equipment	E	\$0	\$0	\$0	\$2,000	\$0	\$0	\$2,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$12,313,433	\$26,472,149	\$6,716,418	\$0	\$45,502,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$15,500,000	\$0	\$0	\$15,500,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$2,000	\$0	\$0	\$2,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$12,313,433	\$10,970,149	\$6,716,418	\$0	\$30,000,000
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$12,313,433	\$26,472,149	\$6,716,418	\$0	\$45,502,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.310

Service Name: Land Banking and Housing

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	New	RHFP - acquire 68 Housing Units (CRD)	CRD RHFP Equity purchase of 68 affordable housing units for \$15.5M. Partnering Agreement - CRD, CRHD, BC Housing, CMHC & Island Health. Timing difference between capital expense and Partnering Agreement commitment.	\$15,500,000	B	Debt	\$0	\$0	\$0	\$15,500,000	\$0	\$0	\$15,500,000
18-02	New	RHFP - acquire 134 Housing Units (CRD/CMHC)	CRD/CMHC RHFP Equity purchase of 134 affordable housing units for \$30M. Partnering Agreement - CRD, CRHD, BC Housing, CMHC & Island Health. Timing difference between capital expense and Partnering Agreement commitment.	\$30,000,000	B	Grant	\$0	\$0	\$12,313,433	\$10,970,149	\$6,716,418	\$0	\$30,000,000
21-01	Replacement	Office Equipment Replacement	Office equipment scheduled replacement	\$2,000	E	ERF	\$0	\$0	\$0	\$2,000	\$0	\$0	\$2,000
GRAND TOTAL				\$45,502,000			\$0	\$0	\$12,313,433	\$26,472,149	\$6,716,418	\$0	\$45,502,000

Service: 1.310 Land Banking and Housing

Proj. No.	18-01	Capital Project Title	RHFP - acquire 68 Housing Units (CRD)	Capital Project Description	CRD RHFP Equity purchase of 68 affordable housing units for \$15.5M. Partnering Agreement - CRD, CRHD, BC Housing, CMHC & Island Health. Timing difference between capital expense and Partnering Agreement commitment.
Asset Class	Buildings	Board Priority Area	Housing	Corporate Priority Area	Health & Well-Being
Project Rationale	<p>The Regional Housing Affordability Strategy (RHAS) 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 CRD/CRHD Boards approved borrowing up to \$30 million to build housing units to address the needs of people experiencing chronic homelessness. BC Housing and CMHC have matched the \$30 million and the CRD has entered into a partnering agreement with BCH, CMHC and Island Health to implement solutions. This project represents CRD's \$15.5M equity purchase of 68 units that will be operated by either CRHC or a third party service provider. CRHD commitment 44 units \$10M and CRHC commitment 20 units \$4.5M will be accounted for on their individual Capital Plans.</p>				

Proj. No.	18-02	Capital Project Title	RHFP - acquire 134 Housing Units (CRD/CMHC)	Capital Project Description	CRD/CMHC RHFP Equity purchase of 134 affordable housing units for \$30M. Partnering Agreement - CRD, CRHD, BC Housing, CMHC & Island Health. Timing difference between capital expense and Partnering Agreement commitment.
Asset Class	Buildings	Board Priority Area	Housing	Corporate Priority Area	Health & Well-Being
Project Rationale	<p>The Regional Housing Affordability Strategy (RHAS) 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 CRD/CRHD Boards approved borrowing up to \$30 million to build housing units to address the needs of people experiencing chronic homelessness. BC Housing and CMHC have matched the \$30 million and the CRD has entered into a partnering agreement with BCH, CMHC and Island Health to implement solutions. This project represents CMHC's \$30M equity purchase (by grant funding) of 134 units that will be own by the CRD and operated by either CRHC or a third party service provider.</p>				

Proj. No.	21-01	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	<p>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</p>				

**1.310 Land Bank & Housing
Operating Reserve Summary
2019 - 2023 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 Projected year end balance	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	20,957	28,169	8,169	8,169	8,169	8,169	8,169
Transfer to Operating Budget Transfer to Capital Fund		(20,000)					
Transfer from Operating Budget	6,925						
Interest Income*	287						
Total projected year end balance	28,169	8,169	8,169	8,169	8,169	8,169	8,169

Assumptions/Background:
2016-2017: 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
2019 - 2023 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 equipment replacement funds set aside are for replacement of office equipment only. The building units are currently under operating and maintenance contract and do not require ongoing capital investment. Lifecycle replacement funding has not been set aside for the buildings.

Equipment Replacement Schedule

Equipment Replacement Schedule Projected year end balance	Actual	Actual	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	33,100	17,910	16,910	18,910	18,910	20,910	22,910
Planned Purchase (Based on Capital Plan)	(17,651)	(3,000)	-	(2,000)	-	-	-
Transfer from Operating Budget	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Interest Income*	461						
Total projected year end balance	17,910	16,910	18,910	18,910	20,910	22,910	24,910

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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Regional Housing Trust Fund

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.311 Regional Housing Trust Fund

Committee: Planning and Protective Services

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: \$1,000,000 (includes 1.3% increase for inflation)

2020: \$1,000,000 (includes 0% increase for inflation)

2021-2022: Due to standard two year capital development cycle, RHTF staggered program suspension will start in 2021 and the max \$1M requisition capacity transferred to CRD Regional Housing First Program (RHFP) in 2022.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Regional Housing Trust Fund

FUNDING:

Requisition

1.311 - REGIONAL HOUSING TRUST FUND	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
Note: Service Phased out 2021 & Suspended 2022										
<u>OPERATING COSTS:</u>										
Prior Year Unallocated Capital Grants	1,485,835	0	1,912,760	0	0	1,912,760	0	0	0	0
Current Year Capital Grants	1,010,930	615,500	1,032,805	0	0	1,032,805	1,065,505	745,815	0	0
Housing Programs Administration Service Fee	31,840	31,840	32,480	0	0	32,480	0	0	0	0
Allocation - Corporate	5,627	5,627	0	0	0	0	0	0	0	0
Consultant Expenses	1,000	0	0	0	0	0	0	0	0	0
Legal Costs	6,025	2,000	4,000	0	0	4,000	0	0	0	0
Other Costs	1,293	503	1,540	0	0	1,540	0	0	0	0
TOTAL OPERATING COSTS	2,542,550	655,470	2,983,585	0	0	2,983,585	1,065,505	745,815	0	0
*Percentage Increase over prior year		-74.22%	17.35%	0.00%	0.00%	17.35%	0.00%	0.00%	0.00%	0.00%
<u>CAPITAL / RESERVE</u>										
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	2,542,550	655,470	2,983,585	0	0	2,983,585	1,065,505	745,815	0	0
*Percentage Increase over prior year		-74.22%	17.35%	0.00%	0.00%	17.35%	0.00%	0.00%	0.00%	0.00%
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	2,542,550	655,470	2,983,585	0	0	2,983,585	1,065,505	745,815	0	0
*Percentage Increase over prior year		-74.22%	17.35%	0.00%	0.00%	17.35%	0.00%	0.00%	0.00%	0.00%
Surplus / (Deficit)		1,912,760								
Balance C/F from Prior to Current year	(1,485,835)	(1,485,835)	(1,912,760)	0	0	(1,912,760)	0	0	0	0
Revenue - Other	(4,320)	(30,000)	(5,320)	0	0	(5,320)	0	0	0	0
Payments In Lieu of Taxes	(65,505)	(65,505)	(65,505)	0	0	(65,505)	(65,505)	(65,505)	0	0
Grants - Other	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	(1,555,660)	331,420	(1,983,585)	0	0	(1,983,585)	(65,505)	(65,505)	0	0
REQUISITION	(986,890)	(986,890)	(1,000,000)	0	0	(1,000,000)	(1,000,000)	(680,310)	0	0
*Percentage Increase over prior year		0.00%	1.33%	0.00%	0.00%	1.33%	0.00%	-31.97%	0.00%	0.00%
PARTICIPANTS: Victoria, C.Saanich, Esquimalt, Saanich, Oak Bay, N. Saanich, Metchosin, View Royal, Sooke, Sidney, Highlands, SSI, SGI										
<u>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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Regional Planning Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.324 Regional Planning Services**Committee: Transportation****DEFINITION:**

Regional Planning includes two service functions:

Regional Information – which maintains a regional information base and perspective on population, employment, economic development and land use trends. The service provides regional, sub-regional and municipal statistics, trend analysis and research tools to member municipalities and a wide variety of public, private and community clientele.

Regional Transportation – manages and applies the regional transportation model. The service analyzes the impacts of actual and projected changes to the transportation system and conducts/commissions transportation-related studies and reports. Regional transportation provides advice and information to the CRD Board, other departments and other jurisdictions on policies and issues related to the Regional Transportation Plan.

SERVICE DESCRIPTION:

Regional Planning provides information and planning services including regional, sub-regional and municipal statistics, trend analysis, transportation, policy development, planning and modeling. The information also assists in preparation of indicators relating to the annual legislative reporting requirement for the Regional Growth Strategy and as an information base for the development of municipal and electoral area official community plans. The information and analysis also supports the regional transportation and urban growth models and assists municipalities and local and regional agencies in their planning work.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke; Victoria; View Royal) and Electoral Areas within the CRD (Juan de Fuca, Southern Gulf Islands, Salt Spring Island).

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

Regional Planning Services	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Regional Information Systems										
Salaries & Wages	325,140	344,450	342,740	-	-	342,740	349,150	355,700	362,380	369,210
Contract for Services	10,510	10,510	10,720	-	-	10,720	10,930	11,150	11,370	11,600
Consulting	26,270	10,000	26,800	-	-	26,800	27,340	27,890	28,450	29,020
Allocations	114,850	115,560	119,130	-	-	119,130	121,520	123,950	126,430	128,960
Farming Infrastructure Research Project	25,000	-	-	-	-	-	-	-	-	-
Regional Food and Farmland Trust Options Business Case Implementation of Data Review	30,000	29,260	-	-	-	-	-	-	-	-
Other Operating Expenses	47,600	32,930	48,560	-	-	48,560	49,520	50,510	51,510	52,530
TOTAL RIS	579,370	542,710	697,950	-	-	697,950	708,460	719,200	680,140	591,320
*Percentage Increase over prior year			20.5%			20.5%	1.5%	1.5%	-5.4%	-13.1%
Regional Transportation										
Salaries & Wages	411,600	371,900	424,420	-	-	424,420	432,420	440,570	448,900	457,400
Contract for Services	59,950	55,000	61,150	-	-	61,150	62,370	63,620	64,890	66,190
Active & Safe Routes to School	-	-	101,000	-	-	101,000	50,000	50,000	50,000	50,000
Special Projects	48,000	48,000	-	-	-	-	-	-	-	-
Model Recalibration	-	-	-	-	-	-	-	180,000	-	-
Origin/Destination Study	-	-	-	-	-	-	-	-	450,000	-
Allocations	54,860	55,280	63,000	-	-	63,000	64,260	65,550	66,860	68,200
Other Operating Expenses	22,020	18,350	22,460	-	-	22,460	22,900	23,340	23,780	24,230
TOTAL Regional Transportation	596,430	548,530	672,030	-	-	672,030	631,950	823,080	1,104,430	666,020
*Percentage Increase over prior year			12.7%			12.7%	-6.0%	30.2%	34.2%	-39.7%
TOTAL OPERATING COSTS	1,175,800	1,091,240	1,369,980	-	-	1,369,980	1,340,410	1,542,280	1,784,570	1,257,340
*Percentage Increase over prior year			16.5%			16.5%	-2.2%	15.1%	15.7%	-29.5%
<u>CAPITAL / RESERVE</u>										
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	57,760	95,700	50,780	-	-	50,780	-	-	-	-
TOTAL CAPITAL / RESERVES	67,760	105,700	60,780	-	-	60,780	10,000	10,000	10,000	10,000
TOTAL COSTS	1,243,560	1,196,940	1,430,760	-	-	1,430,760	1,350,410	1,552,280	1,794,570	1,267,340
FUNDING SOURCES (REVENUE)										
Safe Routes to School Recovery from Saanich	-	-	(51,000)	-	-	(51,000)	-	-	-	-
Revenue - Other	(600)	(2,500)	(2,760)	-	-	(2,760)	(2,760)	(2,760)	(2,760)	(2,760)
Recovery - Other	(520)	-	(530)	-	-	(530)	(530)	(530)	(530)	(530)
Grants in Lieu of Taxes	(65,180)	(65,180)	(65,180)	-	-	(65,180)	(65,180)	(65,180)	(65,180)	(65,180)
Transfer from Internal Reserve Account	(48,000)	-	(150,000)	-	-	(150,000)	(150,000)	(330,000)	(550,000)	-
TOTAL REVENUE	(114,300)	(67,680)	(269,470)	-	-	(269,470)	(218,470)	(398,470)	(618,470)	(68,470)
REQUISITION	(1,129,260)	(1,129,260)	(1,161,290)	-	-	(1,161,290)	(1,131,940)	(1,153,810)	(1,176,100)	(1,198,870)
*Percentage increase over prior year requisition			2.8%			2.8%	-2.5%	1.9%	1.9%	1.9%
Salaried	5.5	5.5	5.5	-	-	5.5	5.5	5.5	5.5	5.5

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.324	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$2,800	\$0	\$6,800	\$8,600	\$12,800	\$31,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$2,800	\$0	\$6,800	\$8,600	\$12,800	\$31,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$2,800	\$0	\$6,800	\$8,600	\$12,800	\$31,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$2,800	\$0	\$6,800	\$8,600	\$12,800	\$31,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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 (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 2018	2019	2020	2021	2022	2023	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				\$31,000			\$0	\$2,800	\$0	\$6,800	\$8,600	\$12,800	\$31,000

**Regional Planning and Regional Growth Strategy
 Summary Schedule
 2019 - 2023 Financial Plan**

Reserve/Fund Summary

	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Regional Planning Reserve Account	1,458,521	1,509,301	1,509,301	1,509,301	1,509,301	1,509,301
Regional Growth Strategy Reserve Account	893,143	813,143	813,143	813,143	80,073	80,073
Equipment Replacement Fund	77,154	84,354	94,354	97,554	98,954	96,154
Total	2,428,818	2,406,798	2,416,798	2,419,998	1,688,328	1,685,528

Reserve Schedule

Reserve Fund: 1.324 Regional Planning

Reserve Cash Flow

Fund: 1500 Fund Center: 105501
Op Rsv Funds B#4102,03,4144,45,46,47

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,410,821	1,458,521	1,509,301	1,509,301	1,509,301	1,509,301
Expenditures	(48,000)	-	-	-	-	-
Transfer from Operating Budget	95,700	50,780	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	1,458,521	1,509,301	1,509,301	1,509,301	1,509,301	1,509,301

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.324 Regional Planning

Reserve Cash Flow

Fund: 1500 Fund Center: 105502
Op Rsv Funds B#4102,03,4144,45,46,47

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	806,403	893,143	813,143	813,143	813,143	80,073
Expenditures	-	(80,000)	-	-	(733,070)	-
Transfer from Operating Budget	86,740	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	893,143	813,143	813,143	813,143	80,073	80,073

Assumptions/Background:

**1.324 Regional Planning
Asset and Reserve Summary Schedule
2019 - 2023 Financial Plan**

Asset Profile

Regional Planning

Regional Planning has office equipment and furniture.

ERF Cash Flow

Reserve Fund: 1.324 Regional Planning Equipment Replacement

Fund: 1022 Fund Center: 101427 ERF Group: RGPLAN.ERF	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	67,154	77,154	84,354	94,354	97,554	98,954
Expenditures (Based on Capital Plan)		(2,800)	-	(6,800)	(8,600)	(12,800)
Transfer from Operating Budget Interest Income*	10,000	10,000	10,000	10,000	10,000	10,000
Ending Balance \$	77,154	84,354	94,354	97,554	98,954	96,154

Assumptions/Background:
Maintain adequate funding for lifecycle replacement of computer equipment and furnishings. No more than \$150,000 required.

* 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

2019 BUDGET

Regional Growth Strategy

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.330 Regional Growth Strategy	Committee: Planning & Protective Services
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DEFINITION:

This service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS). The service includes providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation. The Regional Growth Strategy is contained within CRD Bylaw No.4017 (Adopted March 2018).

SERVICE DESCRIPTION:

The Regional Growth Strategy/Sustainability service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS) pursuant to the legislative provisions of the *Local Government Act*. The RGS is contained within CRD Bylaw No.4017 (adopted March 2018). The service administers the RGS through the review and reporting on municipal regional context statements, assessment of compliance of regional district bylaws, and providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke; Victoria; View Royal) and the Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

REGIONAL GROWTH STRATEGY	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries & Wages	280,760	203,870	327,570	-	-	327,570	272,600	277,730	282,970	288,330
Contract for Services	1,020	1,020	1,040	-	-	1,040	1,060	1,080	1,100	1,120
Consulting	1,760	1,760	20,950	-	-	20,950	21,370	21,790	22,230	22,680
Special Projects	-	25,000	95,000	-	-	95,000	-	-	-	-
Allocations	90,260	90,260	87,010	-	-	87,010	90,060	93,140	96,240	97,720
Other Operating Expenses	30,070	21,020	30,670	-	-	30,670	31,280	31,900	32,550	33,220
TOTAL OPERATING COSTS	403,870	342,930	562,240	-	-	562,240	416,370	425,640	435,090	443,070
*Percentage Increase over prior year						39.2%	-25.9%	2.2%	2.2%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	86,740	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES		86,740	-	-	-	-	-	-	-	-
TOTAL COSTS	403,870	429,670	562,240	-	-	562,240	416,370	425,640	435,090	443,070
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	(140,000)	-	-	(140,000)	-	-	-	-
Revenue - Other	(200)	(26,000)	(16,000)	-	-	(16,000)	(1,000)	(1,000)	(1,000)	(1,000)
Grants in Lieu of Taxes	(20,210)	(20,210)	(20,210)	-	-	(20,210)	(20,210)	(20,210)	(20,210)	(20,210)
TOTAL REVENUE	(20,410)	(46,210)	(176,210)	-	-	(176,210)	(21,210)	(21,210)	(21,210)	(21,210)
REQUISITION	(383,460)	(383,460)	(386,030)	-	-	(386,030)	(395,160)	(404,430)	(413,880)	(421,860)
*Percentage increase over prior year requisition						0.7%	2.4%	2.3%	2.3%	1.9%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

Reserve Schedule

Reserve Fund: 1.325 Community Planning Equipment Replacement Fund - CMPLAN.ERF

Reserve Cash Flow

Fund: 1022 Fund Center: 101428 ERF Group: CMPLAN.ERF	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	37,929	44,999	38,139	39,309	42,369	47,369
Planned Purchases (Based on Capital Plan)	-	(11,860)	(3,830)	(1,940)	-	(2,020)
Transfer from Ops Budget	7,070	5,000	5,000	5,000	5,000	5,000
Interest Income		-	-	-	-	-
Ending Balance \$	44,999	38,139	39,309	42,369	47,369	50,349

Assumptions/Background:
 Maintain balance sufficient to fund required asset replacements

Reserve Schedule

Operating **Reserve Fund: 1.325 Community Planning**

Reserve Cash Flow

FC 105408	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	130,003	133,203	135,253	143,703	145,753	133,203
Transfer (to)/from Ops Budget	3,200	8,450	8,450	8,450	8,450	8,450
Transfer to Ops Budget	-	(6,400)	-	(6,400)	(21,000)	(6,400)
Interest Income						
Ending Balance \$	133,203	135,253	143,703	145,753	133,203	135,253

Assumptions/Background:
 For unforeseen legal expenses; ongoing air photo updates; election expenses

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Corporate Emergency

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.025 Corporate Emergency	Committee: Planning, Transportation & Protective Services
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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	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Allocations	117,160	117,160	124,460	-	-	124,460	126,940	129,490	132,070	134,710
Supplies	4,150	4,850	4,000	-	-	4,000	4,080	4,170	4,250	4,340
Other Operating Expenses	22,160	46,460	25,790	-	-	25,790	26,310	26,840	27,380	27,930
TOTAL OPERATING COSTS	143,470	168,470	154,250	-	-	154,250	157,330	160,500	163,700	166,980
*Percentage Increase over prior year						7.5%	2.0%	2.0%	2.0%	2.0%
CAPITAL/RESERVES										
Transfer to Equipment Replacement Fund	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL COSTS	145,470	170,470	156,250	-	-	156,250	159,330	162,500	165,700	168,980
Grant Revenue	-	-25,000	-	-	-	-	-	-	-	-
NET COSTS	145,470	145,470	156,250	-	-	156,250	159,330	162,500	165,700	168,980
						7.4%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.025	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$7,325	\$7,450	\$7,575	\$30,350	\$8,150	\$60,850
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$7,325	\$7,450	\$7,575	\$30,350	\$8,150	\$60,850

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$7,325	\$7,450	\$7,575	\$30,350	\$8,150	\$60,850
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$7,325	\$7,450	\$7,575	\$30,350	\$8,150	\$60,850

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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 (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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Replacement	EOC Laptop (3/year)		\$32,000	E	ERF	\$0	\$6,125	\$6,250	\$6,375	\$6,500	\$6,750	\$32,000
17-03	Replacement	EOC Telephone (3/year)		\$6,350	E	ERF	\$0	\$1,200	\$1,200	\$1,200	\$1,350	\$1,400	\$6,350
18-01	Replacement	Mobile Smart Board (EOC)		\$12,500	E	ERF	\$0				\$12,500	\$0	\$12,500
22-01	Replacement	Photocopier/Printer		\$10,000	E	ERF	\$0				\$10,000		\$10,000
GRAND TOTAL				\$60,850			\$0	\$7,325	\$7,450	\$7,575	\$30,350	\$8,150	\$60,850

**1.025 Corporate Emergency
Asset and Reserve Summary
2019 - 2023 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 Section 364(2) of the Municipal Act.

Fund: 1022 Fund Center: 101978 ERF Group: CRPEMERGE.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	65,576	67,576	62,251	56,801	51,226	22,876
Planned Purchase (Based on Capital Plan)		(7,325)	(7,450)	(7,575)	(30,350)	(8,150)
Transfer from Ops Budget	2,000	2,000	2,000	2,000	2,000	2,000
Interest Income*	-					
Ending Balance \$	67,576	62,251	56,801	51,226	22,876	16,726

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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Regional Emergency Program Support

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.374 Regional Emergency Program Support	Committee: Planning, Transportation & Protective Services
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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 SUPPORT	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries	87,370	87,370	89,480	-	-	89,480	90,820	92,180	93,560	94,970
REMP Contribution	35,590	34,640	19,630			19,630	19,360	20,050	20,770	21,510
Allocations	19,070	19,070	18,720	-	-	18,720	18,610	18,600	18,660	19,030
TOTAL OPERATING COSTS	142,030	141,080	127,830	-	-	127,830	128,790	130,830	132,990	135,510
*Percentage Increase over prior year						-10%	1%	2%	2%	2%
TOTAL COSTS	142,030	141,080	127,830	-	-	127,830	128,790	130,830	132,990	135,510
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from 2018 to 2019	-	950	(950)	-	-	(950)	-	-	-	-
Balance C/F from 2017 to 2018	(15,260)	(15,260)	-	-	-	-	-	-	-	-
Revenue - Other	(2,440)	(2,440)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Grants in Lieu of Taxes	(7,090)	(7,090)	(7,090)	-	-	(7,090)	(7,090)	(7,090)	(7,090)	(7,090)
TOTAL REVENUE	(24,790)	(23,840)	(8,240)	-	-	(8,240)	(7,290)	(7,290)	(7,290)	(7,290)
REQUISITION	(117,240)	(117,240)	(119,590)	-	-	(119,590)	(121,500)	(123,540)	(125,700)	(128,220)
*Percentage increase over prior year requisition						2.0%	1.6%	1.7%	1.7%	2.0%

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Hazardous Material Incident Response

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.375 Hazardous Material Incident Response	Committee: Planning, Transportation & Protective Services
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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	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
District of C Saanich Contract	55,500	57,000	58,500	-	-	58,500	60,000	61,500	63,000	64,500
Staff Training & Development	127,700	127,700	120,100	-	-	120,100	122,500	124,950	127,450	130,000
Purchased Maintenance - Equipment	12,300	11,750	12,550	-	-	12,550	12,800	13,060	13,320	13,590
Allocations	89,310	89,310	93,450	-	-	93,450	98,080	102,910	107,920	110,090
Other Operating Expenses	21,890	22,920	22,100	-	-	22,100	22,540	22,990	23,440	23,900
TOTAL OPERATING COSTS	306,700	308,680	306,700	-	-	306,700	315,920	325,410	335,130	342,080
*Percentage Increase over prior year						0.0%	3.0%	3.0%	3.0%	2.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	10,000	8,020	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVES	10,000	8,020	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL COSTS	316,700	316,700	316,700	-	-	316,700	325,920	335,410	345,130	352,080
<u>FUNDING SOURCES (REVENUE)</u>										
Interest Income	(300)	(300)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
Grants in Lieu of Taxes	(18,380)	(18,380)	(18,380)	-	-	(18,380)	(18,380)	(18,380)	(18,380)	(18,380)
TOTAL REVENUE	(18,680)	(18,680)	(18,680)	-	-	(18,680)	(18,680)	(18,680)	(18,680)	(18,680)
REQUISITION	(298,020)	(298,020)	(298,020)	-	-	(298,020)	(307,240)	(316,730)	(326,450)	(333,400)
*Percentage increase over prior year requisition						0.0%	3.1%	3.1%	3.1%	2.1%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.375	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$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 2023

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 (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 2018	2019	2020	2021	2022	2023	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

**Hazmat Reserves
2019 - 2023 Financial Plan**

Reserve/Fund Summary

	Budget					
	2018	2019	2020	2021	2022	2023
Reserve Account	32,245	32,245	32,245	32,245	32,245	32,245
Equipment Replacement Fund	303,326	303,326	303,326	303,326	303,326	303,326
Total	335,572	335,572	335,572	335,572	335,572	335,572

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response Operating Fund

Reserve Cash Flow

Fund: 1500 Fund Centre: 105506

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	32,245	32,245	32,245	32,245	32,245	32,245
Expenditures	-	-	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income						
Ending Balance \$	32,245	32,245	32,245	32,245	32,245	32,245

Assumptions/Background:

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					
	2018	2019	2020	2021	2022	2023
Beginning Balance	295,306	303,326	303,326	303,326	303,326	303,326
Expenditures (Based on Capital Plan)	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transfer from Operating Budget	8,020	10,000	10,000	10,000	10,000	10,000
Interest Income						
Ending Balance \$	303,326	303,326	303,326	303,326	303,326	303,326

Assumptions/Background:
 Transfer as much as operating budget will allow in order to provide sufficient funds to replace expensive assets

CAPITAL REGIONAL DISTRICT

2019 BUDGET

911 Call Answer

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.911 911 Call Answer	Committee: Planning, Transportation & Protective Services
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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

Service: 1.911 911 Call Answer

Committee: Planning, Transportation & Protective Services

<u>MUNICIPALITIES</u>	<u>2016 Populations</u>	<u>Percentage of Total</u>
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%
<u>ELECTORAL AREAS</u>		
Juan de Fuca	4,860	1.27%
Saltspring Island	10,557	2.77%
Southern Gulf Islands	4,732	1.24%
<u>FIRST NATIONS TAXATION</u>		
Songhees	1,842	0.48%
Tsawout	1,709	0.45%
TOTAL	<u><u>381,667</u></u>	<u><u>100.00%</u></u>

911 CALL ANSWER	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Service Fees	200,000	169,070	200,000	-	-	200,000	204,000	208,080	212,240	216,480
Transfer to Municipalities	865,480	800,500	807,350	-	-	807,350	824,840	842,670	860,860	879,420
Transfer to West Shore PSAP	430,540	394,280	-	-	-	-	-	-	-	-
CRD Dispatch Centre Levy	-	-	263,370	-	-	263,370	271,060	279,020	287,250	295,760
Allocations	202,310	202,310	296,820	-	-	296,820	285,130	274,390	264,630	269,920
Other Operating Expenses	16,030	11,320	2,200	-	-	2,200	2,260	2,310	2,360	2,410
TOTAL OPERATING COSTS	1,714,360	1,577,480	1,569,740	-	-	1,569,740	1,587,290	1,606,470	1,627,340	1,663,990
*Percentage Increase over prior year						-8.4%	1.1%	1.2%	1.3%	2.3%
RESERVES/DEBT										
Transfer to Equipment Replacement Fund	9,370	19,230	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	-	-	90,340	-	-	90,340	105,840	120,350	133,860	132,270
Debt Servicing Costs	-	-	612,000	-	-	612,000	1,180,790	1,180,790	1,180,790	1,180,790
TOTAL RESERVES/DEBT	9,370	19,230	702,340	-	-	702,340	1,286,630	1,301,140	1,314,650	1,313,060
TOTAL COSTS	1,723,730	1,596,710	2,272,080	-	-	2,272,080	2,873,920	2,907,610	2,941,990	2,977,050
FUNDING SOURCES (REVENUE)										
Service Fees	(200,000)	(169,070)	(200,000)	-	-	(200,000)	(204,000)	(208,080)	(212,240)	(216,480)
CAL Received	(1,400,000)	(1,303,020)	(1,305,000)	-	-	(1,305,000)	(1,331,100)	(1,357,720)	(1,384,870)	(1,412,570)
Lease Revenue	-	-	(612,000)	-	-	(612,000)	(1,180,790)	(1,180,790)	(1,180,790)	(1,180,790)
Other Revenue	-	(890)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(7,810)	(7,810)	(7,810)	-	-	(7,810)	(7,810)	(7,810)	(7,810)	(7,810)
TOTAL REVENUE	(1,607,810)	(1,480,790)	(2,124,810)	-	-	(2,124,810)	(2,723,700)	(2,754,400)	(2,785,710)	(2,817,650)
REQUISITION	(115,920)	(115,920)	(147,270)	-	-	(147,270)	(150,220)	(153,210)	(156,280)	(159,400)
*Percentage increase over prior year requisition						27.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.911 CALL ANSWER Equipment Replacement Fund

Reserve Cash Flow

**Fund: 1022 Fund Center: 101460
ERF Group: EMGTSV.ERF**

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	502,911	522,141	612,481	718,321	838,671	972,531
Planned Purchase (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget Interest Income*	19,230	90,340	105,840	120,350	133,860	132,270
Ending Balance \$	522,141	612,481	718,321	838,671	972,531	1,104,801

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which

CAPITAL REGIONAL DISTRICT

2019 BUDGET

911 Call Answer - RCMP

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

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.

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
912 Call Answer - RCMP										
<u>OPERATING COSTS:</u>										
PSAP Salaries & Wages	319,220	319,220	84,033	-	-	84,033	-	-	-	-
RCMP Contract	94,310	66,810	15,718	-	-	15,718	-	-	-	-
Allocations	149,340	149,340	-	-	-	-	-	-	-	-
Other Operating Expenses	1,410	1,410	-	-	-	-	-	-	-	-
Contingency	8,760	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	573,040	536,780	99,752	-	-	99,752	-	-	-	-
West Shore PSAP share of Call Answer Revenue	(430,540)	(394,280)	-	-	-	-	-	-	-	-
TOTAL COSTS NET OF RECOVERY	142,500	142,500	99,752	-	-	99,752	-	-	-	-
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance c/fwd from 2018 to 2019	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2017 to 2018	(28,960)	(28,960)	-	-	-	-	-	-	-	-
Other Income	(4,780)	(4,780)	-	-	-	-	-	-	-	-
Total Revenue	(33,740)	(33,740)	-	-	-	-	-	-	-	-
REQUISITION	(108,760)	(108,760)	(99,752)	-	-	(99,752)	-	-	-	-
*Percentage increase over prior year requisition										
FTE's	3.5	3.5	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2019 BUDGET

911 Call Answer - Municipalities

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.912B Call Answer - Non West Shore Municipalities	Committee: Planning, Transportation & Protective Services
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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	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
EXPENDITURES										
Return Grants in Lieu of Taxes	66,750	66,750	66,750	-	-	66,750	66,750	66,750	66,750	66,750
FUNDING SOURCES (REVENUE)										
Call Answer Levy Revenue	(865,480)	(800,500)	(807,350)	-	-	(807,350)	(824,840)	(842,670)	(860,860)	(879,420)
Interest Income	(750)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(866,230)	(800,500)	(807,350)	-	-	(807,350)	(824,840)	(842,670)	(860,860)	(879,420)
EXCESS OF REVENUE OVER EXPENDITURES	(799,480)	(733,750)	(740,600)	-	-	(740,600)	(758,090)	(775,920)	(794,110)	(812,670)
Estimated balance c/fwd from 2018 to 2019	-	(65,730)	65,730	-	-	65,730	-	-	-	-
Balance c/fwd from 2017 to 2018	112,420	112,420	-	-	-	-	-	-	-	-
NEGATIVE REQUISITION	687,060	687,060	674,870	-	-	674,870	758,090	775,920	794,110	812,670
*Percentage increase over prior year requisition						-1.8%	12.3%	2.4%	2.4%	2.3%

CAPITAL REGIONAL DISTRICT

2019 BUDGET

913 Fire Dispatch

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.913 913 Fire Dispatch	Committee: Planning, Transportation & Protective Services
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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 Telephone Extended Service Establishment Bylaw No. 1,1997"). The District of Langford has a contract to handle this dispatch through the 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

Service: 1.913 913 Fire Dispatch	Committee: Planning, Transportation & Protective Services
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<u>MUNICIPALITIES</u>	<u>2016 Populations</u>	<u>Percentage of Total</u>
District of Langford	35,342	46.86%
District of Metchosin	4,708	6.24%
District of Highlands	2,225	2.95%
District of Sooke	13,001	17.24%
<u>ELECTORAL AREAS</u>		
Juan de Fuca	4,860	6.44%
Saltspring Island	10,557	14.00%
Southern Gulf Islands	4,732	6.27%
TOTAL	<u><u>75,425</u></u>	<u><u>100.00%</u></u>

LANGFORD FIRE DISPATCH	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Contract for Services	541,060	541,060	590,560	-	-	590,560	640,060	689,560	703,350	717,420
Allocations	27,450	27,450	33,720	-	-	33,720	40,290	47,170	54,380	55,470
Other Operating Expenses	16,270	8,730	17,430	-	-	17,430	17,780	18,130	18,500	18,870
TOTAL OPERATING COSTS	584,780	577,240	641,710	-	-	641,710	698,130	754,860	776,230	791,760
*Percentage Increase over prior year						9.7%	8.8%	8.1%	2.8%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	7,390	14,930	7,000	-	-	7,000	7,000	7,000	7,000	7,000
TOTAL COSTS	592,170	592,170	648,710	-	-	648,710	705,130	761,860	783,230	798,760
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(12,090)	(12,090)	(12,090)	-	-	(12,090)	(12,090)	(12,090)	(12,090)	(12,090)
Revenue - Other	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(12,290)	(12,290)	(12,290)	-	-	(12,290)	(12,290)	(12,290)	(12,290)	(12,290)
REQUISITION	(579,880)	(579,880)	(636,420)	-	-	(636,420)	(692,840)	(749,570)	(770,940)	(786,470)
*Percentage increase over prior year requisition			9.8%			9.8%	8.9%	8.2%	2.9%	2.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.913	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$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 2023

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 (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 2018	2019	2020	2021	2022	2023	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				\$25,000			\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000

Reserve Schedule

Reserve Fund: 1.913 Fire Dispatch Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 102125 ERF Group: LANGFIRE.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	26,182	41,112	48,112	55,112	62,112	69,112
Expenditures (Based on Capital Plan)		-	-	-	-	-
Transfer from Operating Budget	14,930	7,000	7,000	7,000	7,000	-
Interest Income						
Ending Balance \$	41,112	48,112	55,112	62,112	69,112	69,112

Assumptions/Background:
 Maintain balance which will allow for routine annual equipment replacements as well as unexpected expenditures.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Regional CREST Contribution

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.921 Regional CREST Contribution	Committee: Finance & Corporate Services
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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.

Service: 1.921 Regional CREST Contribution

Committee: Finance & Corporate Services

<u>MUNICIPALITIES</u>	<u>2016 Populations</u>	<u>Percentage of Total</u>
City of Colwood	16,859	4.46%
City of Victoria	85,792	22.69%
District of Central Saanich	16,814	4.45%
District of Highlands	2,225	0.59%
District of Langford	35,342	9.35%
District of Metchosin	4,708	1.25%
District of North Saanich	11,249	2.98%
District of Saanich	114,148	30.19%
District of Sooke	13,001	3.44%
District of Oak Bay	18,094	4.79%
Town of Sidney	11,672	3.09%
Town of View Royal	10,408	2.75%
Township of Esquimalt	17,655	4.67%
 <u>ELECTORAL AREAS</u>		
Juan de Fuca	4,860	1.29%
Southern Gulf Islands	4,732	1.25%
Saltspring Island	10,557	2.79%
 <u>Total</u>	 <u>378,116</u>	 <u>100%</u>

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Regional CREST Contribution										
<u>OPERATING COSTS:</u>										
Payments to CREST	1,616,300	1,616,300	1,648,630	-	-	1,648,630	1,681,600	1,715,230	1,749,530	1,784,520
Internal Interest	3,000	5,300	5,000	-	-	5,000	5,100	5,200	5,300	5,410
TOTAL OPERATING COSTS	1,619,300	1,621,600	1,653,630	-	-	1,653,630	1,686,700	1,720,430	1,754,830	1,789,930
*Percentage Increase over prior year						2.1%	2.0%	2.0%	2.0%	2.0%
TOTAL COSTS	1,619,300	1,621,600	1,653,630	-	-	1,653,630	1,686,700	1,720,430	1,754,830	1,789,930
<u>FUNDING SOURCES (REVENUE)</u>										
Est balance c/fwd from 2018 to 2019	-	(2,300)	2,300	-	-	2,300	-	-	-	-
Balance c/fwd from 2017 to 2018	3,060	3,060	-	-	-	-				
Grants in Lieu of Taxes	(103,710)	(103,710)	(103,710)	-	-	(103,710)	(103,710)	(103,710)	(103,710)	(103,710)
Interest Income	(3,000)	(3,000)	(3,000)	-	-	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
TOTAL REVENUE	(103,650)	(105,950)	(104,410)	-	-	(104,410)	(106,710)	(106,710)	(106,710)	(106,710)
REQUISITION	(1,515,650)	(1,515,650)	(1,549,220)	-	-	(1,549,220)	(1,579,990)	(1,613,720)	(1,648,120)	(1,683,220)
*Percentage increase over prior year requisition						2.2%	2.0%	2.1%	2.1%	2.1%

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Animal Care Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.313 Animal Care Services	Committee: Electoral Area Services
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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
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<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
2018	1,402,914,554	517,732	\$403,960	\$14.91

ANIMAL CARE SERVICES	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS</u>										
Salaries & Wages	709,110	695,230	716,230	-	-	716,230	729,720	743,480	757,540	771,890
Vehicle Operating Expenses	25,350	24,990	25,860	-	-	25,860	26,380	26,910	27,450	28,000
Telecommunications	42,130	38,250	42,970	-	-	42,970	43,830	44,710	45,600	46,510
Supplies	44,740	35,470	45,270	-	-	45,270	44,300	42,800	40,760	41,580
Allocations	169,480	169,470	174,040	-	-	174,040	179,380	185,360	191,960	195,800
Other Operating Expenses	102,700	106,230	106,100	-	-	106,100	108,200	110,370	112,560	114,810
TOTAL OPERATING COSTS	1,093,510	1,069,640	1,110,470	-	-	1,110,470	1,131,810	1,153,630	1,175,870	1,198,590
*Percentage Increase over prior year						1.6%	1.9%	1.9%	1.9%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	10,200	65,760	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVES	10,200	65,760	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL COSTS	1,103,710	1,135,400	1,120,470	-	-	1,120,470	1,141,810	1,163,630	1,185,870	1,208,590
Internal Charges (Bylaw)	11,500	(18,090)	11,730	-	-	11,730	11,960	12,200	12,440	12,690
OPERATING COSTS LESS INTERNAL RECOVERIES	1,115,210	1,117,310	1,132,200	-	-	1,132,200	1,153,770	1,175,830	1,198,310	1,221,280
<u>FUNDING SOURCES (REVENUE)</u>										
Fees Charged	(44,370)	(26,110)	(29,000)	-	-	(29,000)	(29,580)	(30,170)	(30,770)	(31,390)
Sale of Goods and Services	(649,050)	(659,050)	(667,480)	-	-	(667,480)	(680,820)	(694,440)	(708,320)	(722,490)
Revenue - Other	(5,650)	(16,010)	(11,500)	-	-	(11,500)	(11,730)	(11,960)	(12,190)	(12,440)
Grants in Lieu of Taxes	(12,180)	(12,180)	(12,180)	-	-	(12,180)	(12,180)	(12,180)	(12,180)	(12,180)
TOTAL REVENUE	(711,250)	(713,350)	(720,160)	-	-	(720,160)	(734,310)	(748,750)	(763,460)	(778,500)
REQUISITION	(403,960)	(403,960)	(412,040)	-	-	(412,040)	(419,460)	(427,080)	(434,850)	(442,780)
*Percentage increase over prior year requisition						2.0%	1.8%	1.8%	1.8%	1.8%
AUTHORIZED POSITIONS:										
Salaried	7.3	7.3	7.3	-	-	7.3	7.3	7.3	7.3	7.3

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.313	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$15,000	\$0	\$0	\$15,000	\$30,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$15,000	\$0	\$0	\$15,000	\$30,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$15,000	\$0	\$0	\$15,000	\$30,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$15,000	\$0	\$0	\$15,000	\$30,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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 (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 2018	2019	2020	2021	2022	2023	5 - Year Total
20-01	Replacement	Vehicle Replacement	Vehicle Replacement	\$30,000	E	ERF	\$0	\$0	\$15,000	\$0	\$0	\$15,000	\$30,000
GRAND TOTAL				\$30,000			\$0	\$0	\$15,000	\$0	\$0	\$15,000	\$30,000

Reserve Schedule

Reserve Fund: 1.313 Animal Control Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101424 ERF Group: ANICON.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	2,222	63,722	73,722	68,722	78,722	88,722
Planned Purchase (Based on Capital Plan)	(10,125)	-	(15,000)	-	-	(15,000)
Proceeds - Disposal of Equip	5,865	-	-	-	-	-
Transfer from Ops Budget	65,760	10,000	10,000	10,000	10,000	10,000
Interest Income						
Ending Balance \$	63,722	73,722	68,722	78,722	88,722	83,722

Assumptions/Background:
 Maintain level sufficient to fund required vehicle and computer replacements

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Noise Control

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.320 Noise Control	Committee: Electoral Area Services
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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 \$4,187,396
Total of such functions not to exceed \$1.00 / \$1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

Service: 1.320 Noise Control Committee: Electoral Area Services

<u>Year</u>	<u>Converted Assessments</u>	<u>Avg Household Assessment</u>	<u>Requisition</u>	<u>Cost per Avg Household</u>
2012	784,633,774	455,496	22,020	\$1.28
2013	746,300,423	391,576	33,130	\$1.74
2014	714,123,868	411,025	71,490	\$4.11
2015	718,585,862	406,217	72,590	\$4.10
2016	732,334,144	412,720	28,030	\$1.58
2017	797,274,250	451,064	28,030	\$1.59
2018	901,192,103	504,421	28,620	\$1.60

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Noise Control	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2022
<u>OPERATING COSTS:</u>										
Legal	6,160	6,080	6,210	-	-	6,210	6,150	6,080	6,000	6,120
Allocations	1,280	1,280	1,480	-	-	1,480	1,690	1,920	2,160	2,200
Internal Time Charges	21,230	21,230	21,650	-	-	21,650	22,080	22,520	22,970	23,430
Other Operating Expenses	150	180	50	-	-	50	50	50	50	50
TOTAL OPERATING COSTS	28,820	28,770	29,390	-	-	29,390	29,970	30,570	31,180	31,800
*Percentage Increase over prior year						2.0%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Other Revenue	(200)	(150)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(200)	(150)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
REQUISITION	(28,620)	(28,620)	(29,190)	-	-	(29,190)	(29,770)	(30,370)	(30,980)	(31,600)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%

**1.320 Noise Control
Asset and Reserve Summary
2019 - 2023 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					
	2018	2019	2020	2021	2022	2023
Beginning Balance	2,369	2,369	2,369	2,369	2,369	2,369
Planned Purchase (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*						
Ending Balance \$	2,369	2,369	2,369	2,369	2,369	2,369

Assumptions/Background: Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Nuisance & Unsightly Premises

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.322 Nuisance & Unsightly Premises	Committee: Electoral Area Services
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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 \$4,187,396

Total of such functions not to exceed \$1.00 / \$1,000 overall.

FUNDING:

Requisition

Service: 1.322 Nuisance & Unsightly Premises Committee: Electoral Area Services

<u>Year</u>	<u>Converted Assessments</u>	<u>Avg Household Assessment</u>	<u>Requisition</u>	<u>Cost per Avg Household</u>
2012	784,633,774	455,496	36,890	\$2.14
2013	746,300,423	391,576	49,996	\$2.62
2014	714,123,868	411,025	50,000	\$2.88
2015	718,585,862	406,217	50,000	\$2.83
2016	732,334,144	412,720	44,820	\$2.53
2017	797,274,250	451,064	44,820	\$2.54
2018	901,192,103	504,421	44,880	\$2.51

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Nuisance & Unsightly Premises	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2022
<u>OPERATING COSTS:</u>										
Legal	2,070	2,070	2,110	-	-	2,110	2,150	2,190	2,230	2,270
Allocations	1,580	1,580	1,910	-	-	1,910	2,260	2,630	3,030	3,080
Internal Time Charges	41,340	41,340	42,170	-	-	42,170	43,010	43,870	44,750	45,650
Other Operating Expenses	170	170	170	-	-	170	170	170	170	170
TOTAL OPERATING COSTS	45,160	45,160	46,360	-	-	46,360	47,590	48,860	50,180	51,170
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	45,160	45,160	46,360	-	-	46,360	47,590	48,860	50,180	51,170
*Percentage Increase over prior year						2.7%	2.7%	2.7%	2.7%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(180)	(180)	(180)	-	-	(180)	(180)	(180)	(180)	(180)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(280)	(280)	(280)	-	-	(280)	(280)	(280)	(280)	(280)
REQUISITION	(44,880)	(44,880)	(46,080)	-	-	(46,080)	(47,310)	(48,580)	(49,900)	(50,890)
*Percentage increase over prior year requisition						2.7%	2.7%	2.7%	2.7%	2.0%

Reserve Schedule

Reserve Fund: Nuisance & Unsightly Internal Reserve FC 105403

For unforeseen legal expenses

Reserve Cash Flow

FC 105403	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	14,501	14,501	14,501	14,501	14,501	14,501
Transfer from Ops Budget	-	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Interest Income						
Ending Balance \$	14,501	14,501	14,501	14,501	14,501	14,501

CAPITAL REGIONAL DISTRICT

2019 BUDGET

ByLaw Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.323 ByLaw Services	Committee: Electoral Area Services
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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.

Table of Contents

ByLaw Services	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2022
<u>OPERATING COSTS:</u>										
Salaries & Wages	339,470	318,270	326,190	-	-	326,190	333,490	341,890	350,230	357,840
Vehicle Operating Expenses	16,320	11,830	16,650	-	-	16,650	16,980	17,320	17,670	18,020
Telecommunications	4,870	5,250	4,970	-	-	4,970	5,070	5,170	5,270	5,380
Supplies	1,020	250	1,040	-	-	1,040	1,060	1,080	1,100	1,120
Allocations	73,440	73,430	72,590	-	-	72,590	72,650	72,960	73,530	75,000
Other Operating Expenses	14,940	14,080	15,240	-	-	15,240	15,540	15,850	16,160	16,480
TOTAL OPERATING COSTS	450,060	423,110	436,680	-	-	436,680	444,790	454,270	463,960	473,840
*Percentage Increase over prior year						-3.0%	1.9%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	15,430	15,430	28,800	-	-	28,800	30,000	30,000	30,000	30,000
TOTAL CAPITAL / RESERVES	15,430	15,430	28,800	-	-	28,800	30,000	30,000	30,000	30,000
TOTAL COSTS	465,490	438,540	465,480	-	-	465,480	474,790	484,270	493,960	503,840
Internal Recoveries	(441,310)	(411,720)	(438,400)	-	-	(438,400)	(447,170)	(456,100)	(465,240)	(474,550)
OPERATING COSTS LESS INTERNAL RECOVERIES	24,180	26,820	27,080	-	-	27,080	27,620	28,170	28,720	29,290
<u>FUNDING SOURCES (REVENUE)</u>										
Sale of Goods and Services	(23,120)	(23,120)	(23,580)	-	-	(23,580)	(24,050)	(24,530)	(25,010)	(25,510)
Revenue - Other	(1,060)	(3,700)	(3,500)	-	-	(3,500)	(3,570)	(3,640)	(3,710)	(3,780)
TOTAL REVENUE	(24,180)	(26,820)	(27,080)	-	-	(27,080)	(27,620)	(28,170)	(28,720)	(29,290)
REQUISITION	-	-	-	-	-	-	-	-	-	-
AUTHORIZED POSITIONS:										
Salaried	2.9	2.9	2.9			2.9	2.9	2.9	2.9	2.9

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.323	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$30,000	\$15,000	\$0	\$15,000	\$0	\$60,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$30,000	\$15,000	\$0	\$15,000	\$0	\$60,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$30,000	\$15,000	\$0	\$15,000	\$0	\$60,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$30,000	\$15,000	\$0	\$15,000	\$0	\$60,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.323
Service Name: ByLaw 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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
19-01	Replacement	Vehicle Replacement	Vehicle Replacement	\$30,000	E	ERF	\$0	\$30,000	\$15,000	\$0	\$15,000	\$0	\$60,000
GRAND TOTAL				\$30,000			\$0	\$30,000	\$15,000	\$0	\$15,000	\$0	\$60,000

Reserve Schedule

Reserve Fund: 1.323 bylaw Service Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101426 ERF Group: BYLAW.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	15,616	15,616	14,416	29,416	59,416	74,416
Planned Purchase (Based on Capital Plan)		(30,000)	(15,000)	-	(15,000)	-
Transfer from Operating Budget		28,800	30,000	30,000	30,000	30,000
Interest Income						
Ending Balance \$	15,616	14,416	29,416	59,416	74,416	104,416

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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Building Inspection

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.318 Building Inspection	Committee: Electoral Area Services
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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.

EASC Review

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

Service: 1.318	Building Inspection	Committee: Electoral Area Services
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<u>Year</u>	<u>Converted Assessments</u>	<u>Avg Household Assessment</u>	<u>Requisition</u>	<u>Cost per Avg Household</u>		
				<u>JDF</u>	<u>SSI</u>	<u>SGI</u>
2012	784,633,774	455,496	357,330	\$19.47	\$23.34	\$18.97
2013	746,300,423	431,548	369,640	\$19.62	\$24.38	\$19.41
2014	714,123,868	411,395	377,250	\$20.53	\$25.04	\$19.27
2015	718,585,862	406,691	390,570	\$20.71	\$25.61	\$19.50
2016	718,585,862	406,691	396,430	\$21.31	\$25.93	\$19.56
2017	797,274,250	451,246	390,570	\$21.51	\$25.83	\$18.94
2018	901,192,103	504,597	390,570	\$21.30	\$25.95	\$18.36

Building Inspection	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries & Wages	1,012,940	1,058,410	1,090,780	-	-	1,090,780	1,111,220	1,132,090	1,153,380	1,175,110
Telecommunications	33,100	32,790	34,530	-	-	34,530	35,220	35,920	36,640	37,370
Legal Expenses	13,220	10,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
Building Rent	31,220	31,240	31,850	-	-	31,850	32,480	33,130	33,790	34,470
Supplies	14,150	19,020	15,770	-	-	15,770	16,250	16,740	17,240	17,770
Allocations	157,700	158,180	171,580	-	-	171,580	184,170	198,000	213,090	217,360
Other Operating Expenses	105,350	160,600	156,990	-	-	156,990	114,170	116,430	118,700	121,050
TOTAL OPERATING COSTS	1,367,680	1,470,240	1,511,500	-	-	1,511,500	1,503,710	1,542,710	1,583,450	1,613,950
*Percentage Increase over prior year						10.5%	-0.5%	2.6%	2.6%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	6,700	6,700	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Operating Reserve Fund	78,290	72,080	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	84,990	78,780	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	1,475,970	1,572,320	1,544,800	-	-	1,544,800	1,537,010	1,576,010	1,616,750	1,647,250
Internal Recoveries	(44,250)	(44,040)	(28,430)	-	-	(28,430)	(29,000)	(29,580)	(30,180)	(30,780)
OPERATING COSTS LESS INTERNAL RECOVERIES	1,431,720	1,528,280	1,516,370	-	-	1,516,370	1,508,010	1,546,430	1,586,570	1,616,470
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/Fwd from 2017 to 2018	(224,050)	(224,050)	-	-	-	-	-	-	-	-
Fees Charged	(800,190)	(1,123,050)	(958,560)	-	-	(958,560)	(986,890)	(1,016,790)	(1,048,240)	(1,069,210)
Contract Revenue	(15,000)	(21,110)	(25,000)	-	-	(25,000)	(25,500)	(26,010)	(26,530)	(27,060)
Transfer from Operating Reserve Fund	-	-	(72,080)	-	-	(72,080)	-	-	-	-
Transfer to/(from) Unearned Revenue	-	234,110	(58,740)	-	-	(58,740)	(85,660)	(85,540)	(85,420)	(85,360)
Revenue - Other	(300)	(2,000)	(2,000)	-	-	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Grants in Lieu of Taxes	(1,610)	(1,610)	(1,610)	-	-	(1,610)	(1,610)	(1,610)	(1,610)	(1,610)
TOTAL REVENUE	(1,041,150)	(1,137,710)	(1,117,990)	-	-	(1,117,990)	(1,101,660)	(1,131,950)	(1,163,800)	(1,185,240)
REQUISITION	(390,570)	(390,570)	(398,380)	-	-	(398,380)	(406,350)	(414,480)	(422,770)	(431,230)
*Percentage increase over prior year requisition		-				2.0%	2.0%	2.0%	2.0%	2.0%
<u>AUTHORIZED POSITIONS:</u>										
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 - 2019 to 2023

Service No.	1.318	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$35,000	\$5,000	\$5,000	\$40,000	\$85,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$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	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$35,000	\$5,000	\$5,000	\$40,000	\$85,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$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 2023

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 (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 2018	2019	2020	2021	2022	2023	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 Equipment Replacement	\$10,000	E	ERF	\$0			\$5,000	\$5,000		\$10,000
GRAND TOTAL				\$85,000			\$0	\$0	\$35,000	\$5,000	\$5,000	\$40,000	\$85,000

**Building Inspection Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Operating Reserve Fund	72,080	-	-	-	-	-
Equipment Replacement Fund	52,535	62,535	37,535	42,535	47,535	17,535
Total	124,615	62,535	37,535	42,535	47,535	17,535

**1.318 Building Inspection
Asset and Reserve Summary
2019 - 2023 Financial Plan**

Operating Reserve Fund

Building Inspection

For requisition rate stabilization during periods of fluctuating permit fee revenues.

EASC Review

Reserve Fund: 1.318 Building Inspection

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	-	72,080	-	-	-	-
Expenditures	-	(72,080)	-	-	-	-
Transfer from Ops Budget	72,080	-	-	-	-	-
Interest Income*	-					
Ending Balance \$	72,080	-	-	-	-	-

**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.

EASC Review

Reserve Fund: 1.318 Building Inspection

Fund: 1022 Fund Center: 101425 ERF Group: BLDINS.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	56,077	52,535	62,535	37,535	42,535	47,535
Expenditures (Based on Capital Plan)	(11,342)	-	(35,000)	(5,000)	(5,000)	(40,000)
Transfer from Ops Budget	6,700	10,000	10,000	10,000	10,000	10,000
Interest Income*	1,100					
Ending Balance \$	52,535	62,535	37,535	42,535	47,535	17,535

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

2019 BUDGET

INTEGRATED WATER SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

COMMITTEE OF THE WHOLE
September 5, 2018
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Click on the service area name below to access selected budgets

Integrated Water Services

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COMMITTEE OF THE WHOLE
September 5, 2018
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Integrated Water Services

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CAPITAL REGIONAL DISTRICT

2019 BUDGET

Regional Water Supply

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 2.670 Regional Water Supply	Commission: Regional Water Supply
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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 is responsible for the water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria	Town of Sidney	District of Metchosin
District of Oak Bay	District of North Saanich	District of Sooke
District of Saanich	Town of View Royal	Juan de Fuca Electoral Area
Township of Esquimalt	City of Colwood	District of Highlands
District of Central Saanich	City of Langford	

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:	\$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)
Authorized:	\$12,500,000	2014 - (MFA Bylaw No. 3902 - Regional Water Supply Water Works Facilities)
Borrowed:	\$9,500,000	
Remaining:	\$3,000,000	

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Regional Water Supply

SUMMARY

1

	2019 BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET 2	2018 ESTIMATED ACTUAL 3	2019 CORE BUDGET 4	2019 ONGOING 5	2019 ONE-TIME 6	TOTAL (COL 4, 5 & 6) 7	2020 8	2021 9	2022 10	2023 11
GENERAL PROGRAM EXPENDITURES:										
WATERSHED PROTECTION	5,075,229	5,024,514	5,193,523	-	25,000	5,218,523	5,293,959	5,399,833	5,507,834	5,570,663
WATER MANAGEMENT	4,396,424	4,489,725	4,572,688	20,000	-	4,592,688	4,684,706	4,778,252	4,873,820	4,971,449
WATER QUALITY	1,468,973	1,449,017	1,530,548	-	-	1,530,548	1,550,846	1,581,840	1,613,456	1,645,727
CROSS CONNECTION	721,163	719,722	729,968	-	-	729,968	745,206	760,114	775,322	790,828
DEMAND MANAGEMENT	774,025	774,025	797,794	-	-	797,794	796,370	797,414	813,371	829,627
INFRASTRUCTURE ENGINEERING	474,510	535,320	486,260	-	-	486,260	495,985	505,905	516,023	526,344
FLEET OPERATION & MAINTENANCE	(268,923)	(269,353)	(274,301)	-	-	(274,301)	(279,787)	(285,383)	(291,090)	(296,912)
^ADMINISTRATION & FINANCE										
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	587,746	547,233	597,269	-	-	597,269	621,223	633,647	642,971	655,831
TOTAL OPERATING EXPENDITURES	13,229,147	13,270,203	13,633,749	20,000	25,000	13,678,749	13,908,509	14,171,622	14,451,708	14,693,557
<i>Percentage increase over prior year's board budget</i>			3.06%			3.40%	1.68%	1.89%	1.98%	1.67%
AGRICULTURAL WATER RATE FUNDING	1,225,000	1,500,000	1,250,000	-	-	1,250,000	1,300,000	1,350,000	1,400,000	1,450,000
			2.04%			2.04%	4.00%	3.85%	3.70%	3.57%
CAPITAL EXPENDITURES & TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	5,301,214	6,190,305	7,895,491	-	-	7,895,491	8,200,000	8,600,000	9,000,000	10,500,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	268,923	268,923	274,301	-	-	274,301	279,787	285,383	291,090	296,912
TRANSFER TO DEBT RESERVE FUND	116,390	50,000	57,050	-	-	57,050	27,050	70,050	37,450	27,050
TOTAL CAPITAL EXPENDITURES & TRANSFERS	5,686,527	6,509,228	8,226,842	-	-	8,226,842	8,506,837	8,955,433	9,328,540	10,823,962
DEBT										
DEBT - INTEREST AND PRINCIPAL	10,378,776	10,350,629	8,955,921	-	-	8,955,921	9,166,805	9,310,138	9,647,670	8,833,171
TOTAL DEBT EXPENDITURES	10,378,776	10,350,629	8,955,921	-	-	8,955,921	9,166,805	9,310,138	9,647,670	8,833,171
DEFICIT TRANSFERRED TO FOLLOWING YR										
TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD										
TOTAL EXPENDITURES	30,519,450	31,630,060	32,066,512	20,000	25,000	32,111,512	32,882,151	33,787,193	34,827,918	35,800,690
SOURCES OF FUNDING										
REVENUE - SALES	(29,898,000)	(30,894,600)	(31,457,402)	(20,000)	(25,000)	(31,502,402)	(32,273,041)	(33,178,083)	(34,218,808)	(35,191,580)
REVENUE - OTHER	(621,450)	(615,960)	(609,110)	-	-	(609,110)	(609,110)	(609,110)	(609,110)	(609,110)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(30,519,450)	(31,510,560)	(32,066,512)	(20,000)	(25,000)	(32,111,512)	(32,882,151)	(33,787,193)	(34,827,918)	(35,800,690)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										
TOTAL SOURCES OF FUNDING	(30,519,450)	(31,510,560)	(32,066,512)	(20,000)	(25,000)	(32,111,512)	(32,882,151)	(33,787,193)	(34,827,918)	(35,800,690)
<i>Percentage increase over prior year's board budget</i>			5.07%			5.22%	2.40%	2.75%	3.08%	2.79%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

SCHEDULE B

Service No.	2.670	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
	Regional Water Supply							

EXPENDITURE

Buildings	B	\$94,000	\$160,000	\$300,000	\$1,700,000	\$2,000,000	\$50,000	\$4,210,000
Equipment	E	\$350,000	\$2,095,000	\$1,795,000	\$1,930,000	\$715,000	\$845,000	\$7,380,000
Land	L	\$0	\$720,000	\$555,000	\$300,000	\$225,000	\$345,000	\$2,145,000
Engineered Structures	S	\$3,655,000	\$10,380,000	\$4,885,000	\$8,390,000	\$6,490,000	\$6,110,000	\$36,255,000
Vehicles	V	\$0	\$208,000	\$367,000	\$185,000	\$150,000	\$50,000	\$960,000
		\$4,099,000	\$13,563,000	\$7,902,000	\$12,505,000	\$9,580,000	\$7,400,000	\$50,950,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$4,099,000	\$10,355,000	\$7,535,000	\$8,020,000	\$8,390,000	\$7,350,000	\$49,540,000
Debenture Debt (New Debt Only)	Debt	\$0	\$3,000,000	\$0	\$4,300,000	\$1,040,000	\$0	\$8,340,000
Equipment Replacement Fund	ERF	\$0	\$208,000	\$367,000	\$185,000	\$150,000	\$50,000	\$960,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$4,099,000	\$13,563,000	\$7,902,000	\$12,505,000	\$9,580,000	\$7,400,000	\$50,950,000

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.670/2.680							
	Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL

EXPENDITURE

Buildings	B	\$80,000	\$90,000	\$50,000	\$50,000	\$50,000	\$50,000	\$290,000
Equipment	E	\$210,000	\$1,185,000	\$655,000	\$365,000	\$365,000	\$365,000	\$2,935,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$330,000	\$1,315,000	\$705,000	\$415,000	\$415,000	\$415,000	\$3,265,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$330,000	\$1,315,000	\$705,000	\$415,000	\$415,000	\$415,000	\$3,265,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$330,000	\$1,315,000	\$705,000	\$415,000	\$415,000	\$415,000	\$3,265,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 2.670
 Service Name: Regional Water Supply

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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 2018	2019	2020	2021	2022	2023	5 - Year Total
WATERSHED PROTECTION													
Planning													
17-01	Renewal	Repair of Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building	\$90,000	B	WU	\$0	\$10,000	\$0	\$0	\$0	\$50,000	\$60,000
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.	\$450,000	E	WU	\$0	\$285,000	\$70,000	\$15,000	\$0	\$0	\$370,000
17-04	New	Water Supply Area - Fish Stream Assessments	Inventory and assessment of fish, fish habitat, and stream of	\$225,000	L	WU	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
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	L	WU	\$0	\$100,000	\$50,000	\$50,000	\$0	\$0	\$200,000
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	L	WU	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
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	\$50,000	\$50,000	\$25,000	\$0	\$0	\$125,000
19-07	Study	Leech WSA Lakes/Tributaries Assessment	An assessment of the physical, chemical and biological parameters of the Leech WSA source waterbodies.	\$75,000	L	WU	\$0	\$25,000	\$50,000	\$0	\$0	\$0	\$75,000
20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping	Classification and mapping of terrestrial ecosystems and integration with Sooke and Goldstream data.	\$120,000	L	WU	\$0	\$0	\$120,000	\$0	\$0	\$0	\$120,000
20-06	New	Leech WSA Wetlands Classification and Detailed Mapping	Detailed classification and mapping of Leech WSA wetlands.	\$60,000	L	WU	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000
23-02	Renewal	GVWSA LIDAR Mapping	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)	\$120,000	L	WU	\$0	\$0	\$0	\$0	\$0	\$120,000	\$120,000
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
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.	\$145,000	B	WU	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
16-04	New	Establish Long Term Forest Monitoring Plots	Installation of long term forest monitoring plots.	\$80,000	L	WU	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
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, replacing temporary ATCO trailers.	\$4,050,000	B	WU	\$34,000	\$0	\$300,000	\$1,700,000	\$2,000,000	\$0	\$4,000,000
Sub-Total Page 1 Watershed Protection				\$11,726,000			\$34,000	\$915,000	\$850,000	\$1,940,000	\$2,150,000	\$320,000	\$6,175,000

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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	\$300,000	\$0	\$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	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-05	New	GVWSA Fuel Management Corridors	Implementation of forest fuel management corridors in strategic locations for wildfire management in the GVWSA.	\$600,000	L	WU	\$0	\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
18-06	New	GVWSA Sanitation Facilities Upgrade	Construction of permanent sanitation facilities in key locations using the existing "dry" system.	\$75,000	B	WU	\$35,000	\$75,000	\$0	\$0	\$0	\$0	\$75,000
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	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$25,000
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	\$300,000	\$300,000	\$600,000
19-19	New	Hydromet Upgrades Sooke and Goldstream	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.	\$150,000	E	WU	\$0	\$40,000	\$110,000	\$0	\$0	\$0	\$150,000
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	\$450,000	\$0	\$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	\$200,000	\$0	\$0	\$200,000
Sub-Total Watershed Protection				\$13,856,000			\$124,000	\$1,535,000	\$1,485,000	\$2,215,000	\$2,525,000	\$695,000	\$8,455,000
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-07	New	Asset Reconciliation / Transfer Agreements	Identify, confirm and reconcile supply system assets ownership.	\$100,000	S	WU	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	\$1,300,000	S	WU	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
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	\$165,000	\$100,000	\$65,000	\$0	\$0	\$0	\$165,000
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	\$20,000	\$220,000	\$0	\$0	\$0	\$0	\$220,000
18-14	Renewal	Site Assessment/Feasibility of Overflow Channel	Humpback overflow channel condition assessment, and feasibility of enclosing channel.	\$50,000	S	WU	\$45,000	\$45,000	\$0	\$0	\$0	\$0	\$45,000
19-04	New	Seismic Assessment of Critical Facilities	Identified as a priority from Strategic Plan, a seismic assessment of critical facilities and a supply system resilience feasibility study will be undertaken.	\$150,000	S	WU	\$55,000	\$55,000	\$200,000	\$0	\$0	\$0	\$255,000
19-15	New	Hydraulic Capacity Assessment and Transient Pressure Analysis	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis	\$200,000	S	WU	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$200,000
19-28	Study	Goldstream System Hydraulic Analysis	Analysis and documentation of hydraulics of the Goldstream system.	\$50,000	S	WU	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
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	\$200,000	\$0	\$0	\$0	\$200,000
20-07	Study	Deep Northern Intake & Transmission Pipeline Study	A technical and business case analysis will be carried out with possible expansion and filtration study upstream of the head tank	\$250,000	S	WU	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
20-08	Study	Regional Water DCC Program	Design of a Regional DCC Program	\$200,000	S	WU	\$0	\$0	\$200,000	\$0	\$0	\$0	\$200,000
Capital													
14-02	Replacement	Upgrade JG Chloramination System	Construction of new chloramination system.	\$9,000,000	S	WU	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$150,000
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	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
15-03	Renewal	Sooke Intake Screens Condition Assessment & Replacement	Renewal of the aging Sooke Intake Tower and equipment to maintain water supply.	\$2,205,000	S	WU	\$1,710,000	\$2,055,000	\$0	\$0	\$0	\$0	\$2,055,000
17-23	New	Japan Gulch Emergency Notification System	Design and implementation of an emergency notification system.	\$205,000	S	WU	\$0	\$0	\$200,000	\$0	\$0	\$0	\$200,000
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	\$200,000	\$500,000	\$0	\$0	\$700,000
18-07	New	JGTP - UV Reactor Lines 9 & 10 Installation	Installation of additional UV reactors.	\$200,000	E	WU	\$0	\$200,000	\$0	\$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	\$100,000	\$400,000	\$400,000	\$400,000	\$200,000	\$200,000	\$1,600,000
18-15	Renewal	Cathodic Protection Program	Study deficiencies in the current material protection and implement recommendations.	\$250,000	S	WU	\$0	\$100,000	\$100,000	\$80,000	\$80,000	\$80,000	\$440,000
18-17	New	Sooke Spillway Gate Power	Addition of standby power to for the Sooke Spillway gates.	\$150,000	E	WU	\$120,000	\$120,000	\$0	\$0	\$0	\$0	\$120,000
Sub-Total Page 2 Infrastructure Engineering and Operations				\$18,160,000			\$2,430,000	\$3,860,000	\$2,115,000	\$1,180,000	\$480,000	\$480,000	\$8,115,000

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18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	\$15,090,000	S	WU	\$140,000	\$140,000	\$250,000	\$4,900,000	\$4,900,000	\$4,900,000	\$15,090,000
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	\$45,000	\$145,000	\$0	\$0	\$0	\$0	\$145,000
19-05	Renewal	Kapoor Tunnel Repairs	Repair defects in the Kapoor tunnel.	\$250,000	S	WU	\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000
19-23	New	Critical Spare Equipment Storage & Pipe Yard	Plan, design and construct a critical equipment storage building.	\$350,000	S	WU	\$0	\$100,000	\$200,000	\$200,000	\$0	\$0	\$500,000
19-27	Replacement	Leech Tunnel Intake Stop Log Replacement	Replace the insufficiently sized concrete structure and stop logs at the Leech Tunnel Intake.	\$75,000	S	WU	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
22-01	Study	Kapoor Tunnel Inspection	Condition Inspection of the Kapoor Tunnel	\$100,000	S	WU	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
Sub-Total Infrastructure Engineering and Operations				\$34,200,000			\$2,615,000	\$4,570,000	\$2,565,000	\$6,280,000	\$5,480,000	\$5,380,000	\$24,275,000
DAM SAFETY PROGRAM													
16-16	Renewal	Implications from Goldstream Dam Safety Review	Conduct a dam safety review and some improvements for the Goldstream dams.	\$705,000	S	WU	\$30,000	\$180,000	\$100,000	\$75,000	\$0	\$0	\$355,000
16-17	Renewal	Butchart Dam No. 5 Remediation	Replacement of Butchart Dam No. 5	\$3,550,000	S	WU	\$200,000	\$3,200,000	\$0	\$0	\$0	\$0	\$3,200,000
17-25	Renewal	Implications from Sooke Dam Safety Review	Conduct a dam safety review and some improvements for the Sooke Dam.	\$1,350,000	S	WU	\$275,000	\$575,000	\$120,000	\$300,000	\$0	\$0	\$995,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete instrumentation system improvements for the Sooke Dam.	\$1,250,000	S	WU	\$475,000	\$750,000	\$200,000	\$100,000	\$150,000	\$0	\$1,200,000
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach.	\$400,000	S	WU	\$150,000	\$350,000	\$0	\$0	\$0	\$0	\$350,000
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	\$70,000	\$70,000	\$0	\$0	\$0	\$0	\$70,000
18-22	New	Dam Emergency Plans, Operations Maintenance & Surveillance Manual Updates	Update operation & maintenance manuals and dam emergency plans.	\$120,000	S	WU	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
19-07	New	Integrate Dam Performance and Hydromet to SCADA	Integrate the dam performance piezometers and weirs and Hydromet stations to report to IO through the existing SCADA system - refer to MMC notes and relates to 17-24	\$1,100,000	E	WU	\$0	\$100,000	\$500,000	\$500,000	\$0	\$0	\$1,100,000
19-08	New	Charters Dam Decommissioning	Charters Dam has been retired from drinking water service, no other interested owners, plan to decommission - refer to MMC notes of Jan. 11, 2018 meeting with PES, relates to 21-02	\$1,100,000	S	WU	\$0	\$100,000	\$100,000	\$900,000	\$0	\$0	\$1,100,000
19-09	New	Cabin Pond Dams Decommissioning	The Cabin Pond Dams (x2) have been retired from drinking water service, no other interested owners, plan to decommission - refer to MMC notes of Jan. 11, 2018 meeting with PES	\$600,000	S	WU	\$0	\$100,000	\$500,000	\$0	\$0	\$0	\$600,000
19-10	New	Saddle Dam Piezometer Feasibility Study	The Saddle Dam does not have any performance piezometers. It is proposed to study the feasibility of installing in the order to two pairs of piezometers.	\$50,000	S	WU	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
19-12	New	Goldstream Dams Instrumentation Improvements	Conduct instrumentation improvements based upon Thurber's 2018 study results.	\$1,000,000	S	WU	\$0	\$200,000	\$400,000	\$400,000	\$0	\$0	\$1,000,000
19-13	New	HydroMet Station Upgrades	IE shares hydromet assets with WP, the equipment is getting older and will need to be replaced (does not include pending SCADA effort)	\$250,000	E	WU	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
19-28	New	Deception Dam - Safety/Risk Reduction Options Assessment	PSHA study identified dam instabilities during seismic events. Options will be identified to reduce the risk of failure.	\$50,000	S	WU	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
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	\$100,000	\$100,000	\$100,000	\$0	\$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	\$100,000	\$100,000	\$0	\$0	\$200,000
23-01	New	Sooke Lake Dam Update Seismic Assessment	Conduct a seismic assessment of the Sooke Lake Dam as per the previous dam safety studies.	\$150,000	E	WU	\$0	\$0	\$0	\$0	\$0	\$150,000	\$150,000
Sub-Total Dam Safety Program				\$12,295,000			\$1,240,000	\$5,815,000	\$2,170,000	\$2,525,000	\$300,000	\$200,000	\$11,010,000
WATER QUALITY PROGRAM													
16-24	New	pH Corrosion Study	Study potential risks and solutions to corrosion due to low pH.	\$50,000	S	WU	\$50,000	\$50,000	\$0	\$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	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$25,000
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	\$0	\$0	\$75,000	\$0	\$0	\$75,000
18-27	New	Paperless Data Management Project	Develop paperless system for records management	\$15,000	S	WU	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Sub-Total Page 3 Water Quality				\$215,000			\$90,000	\$90,000	\$0	\$75,000	\$0	\$0	\$165,000

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19-03	New	WQ - Nutrient Analyzer	Purchase of a nutrient analyzer for the water quality lab.	\$60,000	E	WU	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
19-25	New	Sooke Lake HyDy Model Scoping Study	Determine terms of reference for hydy model development and identify monitoring requirements for model development and calibration	\$25,000	S	WU	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
19-26	New	Drinking Water Safety Plan for Sooke System	Expand the existing DWSP to include Sooke	\$10,000	S	WU	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
19-29	New	Leech River Water Quality Monitoring	Monitor water quality from the Leech River prior to utilizing it.	\$100,000	S	WU	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$100,000
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	\$40,000	\$0	\$0	\$0	\$40,000
20-04	New	Sooke Lake HyDy Model Preparations	Installation of additional monitoring devices to inform model development	\$100,000	S	WU	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
21-05	New	Sooke Lake HyDy Model Development	Build a 3D hydrodynamic model of Sooke Lake Res.	\$100,000	S	WU	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Sub-Total Water Quality Program				\$650,000			\$90,000	\$235,000	\$190,000	\$175,000	\$0	\$0	\$600,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GWWSA.	\$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 GWWSA.	\$915,000	E	WU	\$0	\$200,000	\$155,000	\$155,000	\$155,000	\$155,000	\$820,000
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	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	\$80,000	\$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	\$50,000	\$230,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	\$300,000	E	WU	\$0	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
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
19-16	Replacement	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections	\$1,000,000	S	WU	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
19-22	Replacement	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System	\$500,000	E	WU	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sub-Total for Annual Provisional Capital Items				\$5,715,000			\$0	\$1,170,000	\$1,125,000	\$1,125,000	\$1,125,000	\$1,075,000	\$5,620,000
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.	\$2,495,000	V	ERF	\$0	\$208,000	\$367,000	\$185,000	\$150,000	\$50,000	\$960,000
18-28	New	EV Charging Stations	Advancing Strategic Board Priorities, IWS will install an EV charging station at the RWS facility	\$30,000	E	WU	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Sub-Total for Customer and Technical Services				\$2,525,000			\$30,000	\$238,000	\$367,000	\$185,000	\$150,000	\$50,000	\$990,000
GRAND TOTAL				\$69,241,000			\$4,099,000	\$13,563,000	\$7,902,000	\$12,505,000	\$9,580,000	\$7,400,000	\$50,950,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 2.670/2.680
 Service Name: Regional Water Supply & JDF Water Distribution Combo

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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 2018	2019	2020	2021	2022	2023	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.	\$370,000	B	WU	\$80,000	\$90,000	\$50,000	\$50,000	\$50,000	\$50,000	\$290,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$640,000	E	WU	\$35,000	\$335,000	\$290,000	\$0	\$0	\$0	\$625,000
18-01	Replacement	Crane Replacement	Replacement of the overhead crane in the Fleetshop	\$75,000	E	WU	\$75,000	\$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 ranging from small equipment failures to emergency support.	\$40,000	S	WU	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
19-01	New	Camera Replacement	Upgrade 479 Island Highway security cameras to corporate standard.	\$40,000	E	WU	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
19-02	New	Island Highway Cell Phone Coverage	Increase cell phone coverage within 479 Island Highway, IWS offices.	\$70,000	E	WU	\$0	\$70,000	\$0	\$0	\$0	\$0	\$70,000
19-03	New	Towable Generator	Additional Towable generator for standby power of pump stations.	\$150,000	E	WU	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
19-04	New	Legistar - Granicus Implementation	Implement Legistar - Granicus software at IWS.	\$50,000	E	WU	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$1,435,000			\$230,000	\$850,000	\$340,000	\$50,000	\$50,000	\$50,000	\$1,340,000
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	WU	\$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	WU	\$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	WU	\$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	WU	\$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	WU	\$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	WU	\$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	wu	\$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				\$4,010,000			\$330,000	\$1,315,000	\$705,000	\$415,000	\$415,000	\$415,000	\$3,265,000

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.*

Service: 2.670 **Regional Water Supply**

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.*

Proj. No. 17-04	Capital Project Title Water Supply Area - Fish Stream Assess	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 Assess	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.*

Service: 2.670 **Regional Water Supply**

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.*

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.*

Service: 2.670 **Regional 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.*

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)*

Service: 2.670 **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.*

Proj. No. 16-04	Capital Project Title Establish Long Term Forest Monitoring Plots	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 *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.*

Service: 2.670 **Regional Water Supply**

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 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.**

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 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.**

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.**

Service: 2.670 **Regional Water Supply**

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.*

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.*

Service: 2.670 **Regional Water Supply**

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.*

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.*

Service: 2.670 **Regional Water Supply**

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 <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 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 <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 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 <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>		

Service: 2.670 **Regional Water Supply**

Proj. No. 21-01	Capital Project Title 31N Bridge to Replace Undersized Culvert	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 Agreement	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.*

Proj. No. 16-08	Capital Project Title Hydraulic Model, Audit, and Supply Forecasting	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.*

Service: 2.670 **Regional Water Supply**

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.*

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.*

Service: 2.670 Regional Water Supply

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.*

Proj. No. 18-14	Capital Project Title Site Assessment/Feasibility of Overflow (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.*

Service: 2.670 **Regional Water Supply**

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 and ensuring water supply is resilient 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. Additionally, a feasibility study of critical infrastructure will identify and assess whether plans, procedures and necessary infrastructure are in place in the event key infrastructure fails. 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. 20-07	Capital Project Title Deep Northern Intake & Transmission Pi	Capital Project Description A technical and business case analysis will be carried out with possible expansion and filtration study upstream of the head tank
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *A technical and business case analysis will be carried out on an additional intake from the deeper, northern area of the Sooke Lake Reservoir. Additionally, a filtration siting study will be undertaken due to the interconnectedness of the two works.*

Proj. No. 20-08	Capital Project Title Regional Water DCC Program	Capital Project Description Design of a Regional DCC Program
Asset Class Study	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The municipalities are developing and growing and may result in upgrades to maintain the level of service due to development. Funds are required to design a Regional Water Development Cost Charge program.*

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 **Regional Water Supply**

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 <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. This work has been deferred so that it may be carried out with a possible notification system for dam safety.</i>		

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 <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 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 <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>		

Service: 2.670 **Regional Water Supply**

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. 18-17	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.*

Service: 2.670 **Regional Water Supply**

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 of 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.*

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.*

Service: 2.670 **Regional Water Supply**

Proj. No. 19-23	Capital Project Title Critical Spare Equipment Storage & Pipe Yard	Capital Project Description Plan, design and construct a critical equipment storage building.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Additional and accessible storage is required at the pipe yard for critical spare equipment such as repair bands and clamps. Funds are required to plan, design and construct an equipment storage building accessible by loading vehicles.*

Proj. No. 19-27	Capital Project Title Leech Tunnel Intake Stop Log Replacement	Capital Project Description Replace the insufficiently sized concrete structure and stop logs at the Leech Tunnel Intake.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *During an inspection of the Leech Tunnel Intake it was noticed that the stop logs were washed away. To maintain downstream safety, funds are required to replace the insufficiently sized concrete structure holding the stop logs.*

Proj. No. 22-01	Capital Project Title Kapoor Tunnel Inspection	Capital Project Description Condition Inspection of the Kapoor Tunnel
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Funds are required to complete an inspection of the Kapoor Tunnel and inspect the 2019 repair works.*

Service: 2.670 Regional Water Supply

Proj. No. 16-16	Capital Project Title Goldstream Dams Safety Review & Impr	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.*

Service: 2.670 **Regional Water Supply**

Proj. No. 17-25	Capital Project Title Sooke Dam Safety Review and Implications	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*

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 phased 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*

Service: 2.670 **Regional Water Supply**

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.*

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. 19-07	Capital Project Title Integrate Dam Performance and Hydromet to SCADA	Capital Project Description Integrate the dam performance piezometers and weirs and Hydromet stations to report to IO through the existing SCADA system - refer to MMC notes and relates to 17-24
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Based on capital project 18-19, dam performance piezometers and weirs and Hydromet stations will be integrated through the SCADA system.*

Service: 2.670 Regional Water Supply

Proj. No. 19-08	Capital Project Title Charters Dam Decommissioning	Capital Project Description Charters Dam has been retired from drinking water service, no other interested owners, plan to decommission - refer to MMc notes of Jan. 11, 2018 meeting with PES, relates to 21-02
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The Charters Dam has been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dam prior to the next legislated Dam Safety Review.*

Proj. No. 19-09	Capital Project Title Cabin Pond Dams Decommissioning	Capital Project Description The Cabin Pond Dams (x2) have been retired from drinking water service, no other interested owners, plan to decommission - refer to MMc notes of Jan. 11, 2018 meeting with PES
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The two Cabin Pond Dams has been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dams.*

Service: 2.670 **Regional Water Supply**

Proj. No. 19-10	Capital Project Title Saddle Dam Piezometer Feasibility Study	Capital Project Description The Saddle Dam does not have any performance piezometers. It is proposed to study the feasibility of installing in the order to two pairs of piezometers.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *To determine if there are issues with a dam and its performance CRD is implementing piezometers to monitor dams. The Saddle Dam does not have performance piezometers, and construction of piezometers can be problematic. Funds are required to determine the feasibility of installing two pairs of piezometers.*

Proj. No. 19-12	Capital Project Title Goldstream Dams Instrumentation Improvements	Capital Project Description Conduct instrumentation improvements based upon Thurber's 2018 study results.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Thurber completed a study on the Goldstream Dam instrumentation and found numerous deficiencies with respect to dam safety. Funds are required to design and implement improvements to the Goldstream Dam instrumentation.*

Proj. No. 19-13	Capital Project Title HydroMet Station Upgrades	Capital Project Description IE shares hydromet assets with WP, the equipment is getting older and will need to be replaced (does not include pending SCADA effort)
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Aging Hydromet stations maintained by Infrastructure Engineering require replacement so that ongoing monitoring within the watersheds can be maintained. Funds are required for upgrades and replacement of existing Hydromet Stations.*

Service: 2.670 **Regional Water Supply**

Proj. No. 19-28	Capital Project Title Deception Dam - Safety/Risk Reduction	Capital Project Description PSHA study identified dam instabilities during seismic events. Options will be identified to reduce the risk of failure.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *A Probabilistic Seismic Hazard Analysis conducted for Deception Dam identified dam instabilities during seismic events. Funds are required to identify options to reduce the risk of failure of the dam and inform possible future works.*

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.*

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.*

Service: 2.670 **Regional Water Supply**

Proj. No. 23-01	Capital Project Title Sooke Lake Dam Update Seismic Assessment	Capital Project Description Conduct a seismic assessment of the Sooke Lake Dam as per the previous dam safety studies.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The Sooke Lake Dam requires periodic seismic assessment updates. Funds are required to retain a consultant to conduct an update to the Sooke Lake Dam Seismic Assessment.*

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 Consolidation	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.*

Service: 2.670 **Regional Water Supply**

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.*

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.*

Service: 2.670 **Regional Water Supply**

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.*

Proj. No. 19-25	Capital Project Title Sooke Lake HyDy Model Scoping Study	Capital Project Description Determine terms of reference for hydy model development and identify monitoring requirements for model development and calibration
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *A hydrodynamic (hydy) model of the Sooke Lake may improve water quality predictions and aid in future capital works. Funds are required to determine terms of reference and identify monitoring requirements for model development and calibration.*

Proj. No. 19-26	Capital Project Title Drinking Water Safety Plan for Sooke System	Capital Project Description Expand the existing DWSP to include Sooke
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *A drink water safety plan is required for the the Sooke system. Funds are required to expand the drinking water safety plan to include the Sooke system.*

Service: 2.670 **Regional Water Supply**

Proj. No. 19-29 **Capital Project Title** Leech River Water Quality Monitoring **Capital Project Description** Monitor water quality from the Leech River prior to utilizing it.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *Prior to utilizing the Leech River as an additional drinking water source, water quality monitoring is required to determine if it is a suitable water source with the current treatment technology utilized. Funds are required to monitor and analyze the water quality from the Leech River.*

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. 20-04 **Capital Project Title** Sooke Lake HyDy Model Preparations **Capital Project Description** Installation of additional monitoring devices to inform model development

Asset Class Equipment **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *This item for installation of additional monitoring devices and equipment to inform the hydy model development.*

Service: 2.670 **Regional Water Supply**

Proj. No. 21-05 **Capital Project Title** Sooke Lake HyDy Model Development **Capital Project Description** Build a 3D hydrodynamic model of Sooke Lake Res.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *This item is construct a hydrodynamic model of the Sooke Lake Reservoir to inform water quality and possible future capital works.*

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 Replacem	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 Major Transmission Main Repairs	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	<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 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	<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 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	<i>This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.</i>	

Service: 2.670 **Regional Water Supply**

Proj. No. 19-16	Capital Project Title Dam Improvements	Capital Project Description Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Dam Safety Inspections are carried out throughout the year and result in minor improvements at each dam annually. These improvements are minor in nature and are typically not covered in the Dam Safety Review. Funds are required to carry out the dam safety improvements resulting from Dam Safety Inspections.*

Proj. No. 19-22	Capital Project Title SCADA Repairs & Equipment Replacement	Capital Project Description Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is to allow for unplanned SCADA repairs and equipment replacement not covered by the capital projects SCADA Replacement.*

Proj. No. 17-35	Capital Project Title Vehicle & Equipment Replacement (Fund)	Capital Project Description This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.
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.*

Service: 2.670 **Regional Water Supply**

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 Highway	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 <i>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.</i>		

Proj. No. 19-01	Capital Project Title Camera Replacement	Capital Project Description Upgrade 479 Island Highway security cameras to corporate standard.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale <i>Funds are required to replace the security cameras at 479 Island Highway to corporate standard.</i>		

Proj. No. 19-02	Capital Project Title Island Highway Cell Phone Coverage	Capital Project Description Increase cell phone coverage within 479 Island Highway, IWS offices.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale <i>Cell phone coverage within 479 Island Highway, IWS Offices, is very poor. Funds are required to increase cell phone coverage.</i>		

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Proj. No. 19-03	Capital Project Title Towable Generator	Capital Project Description Additional Towable generator for standby power of pump stations.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale <i>Currently, there is only one towable generator that can only be used at specific pump stations due to its configuration. Funds are required to procure an additional towable generator with configurable electrical output and connections so that all pump stations can be accommodated.</i>		
Proj. No. 19-04	Capital Project Title Legistar -Granicus Implementation	Capital Project Description Implement Legistar - Granicus software at IWS.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale <i>The Legistar - Granicus software is a corporate standard for legislative agendas, approvals and publishing. Funds are required to implement this software at IWS.</i>		
Proj. No. 16-04	Capital Project Title Implementation of a Fleet Management Solution (software)	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 <i>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.</i>		

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Proj. No. 17-02	Capital Project Title SCADA Hardware Upgrading and Replacement	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 Replacements	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.*

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

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Proj. No. 17-05	Capital Project Title Development of the Maintenance Management Systems	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 (Water Operations)	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 (Corporate Fleet)	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.*

**2.670 Regional Water Supply
Asset/ Reserve Schedule
2019 - 2023 Financial Plan**

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system.

Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454

	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	2,611,657	2,520,718	2,054,391	2,151,892	2,119,729	2,247,862	2,411,452
Equipment purchases (Based on Capital Plan)	(500,602)	(865,000)	(208,000)	(367,000)	(185,000)	(150,000)	(50,000)
Transfer from Operating Budget	288,996	268,923	274,301	279,787	285,383	291,090	296,912
Proceeds on disposals	77,786	129,750	31,200	55,050	27,750	22,500	7,500
Interest Income*	42,880						
Ending Balance \$	2,520,718	2,054,391	2,151,892	2,119,729	2,247,862	2,411,452	2,665,864

General Comments:

Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

JDF Water Distribution

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 2.680 JDF Water Distribution	Commission: Juan De Fuca Water Distribution
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DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service provides retail water distribution system to participants within the Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood	District of Metchosin
City of Langford	District of Sooke
Town of View Royal	District of Highlands
Juan de Fuca Electoral Area	

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:	\$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:	\$5,000,000	
Remaining:	\$9,800,000	
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:

Costs are recovered from Water Sales, and transfer from DCC reserves to service DCC debt.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-JDF Water Distribution SUMMARY OF PROGRAMS	2019 BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET 1 2	2018 ESTIMATED ACTUAL 3	2019 CORE BUDGET 4	2019 ONGOING 5	2019 ONE-TIME 6	TOTAL (COL 4, 5 & 6) 7	2020 8	2021 9	2022 10	2023 11
<u>OPERATING COSTS</u>										
ALLOCATION - OPERATIONS	3,858,035	3,901,163	3,972,025	15,000	-	3,987,025	4,065,119	4,146,412	4,229,338	4,313,922
OPERATING - OTHER COSTS	901,122	920,516	920,138	-	-	920,138	929,324	936,705	944,232	946,472
SALARIES AND WAGES	408,119	415,532	426,731	-	-	426,731	435,265	443,970	452,849	461,906
CONTRACT FOR SERVICES	345,320	367,460	383,282	-	-	383,282	390,916	398,770	406,708	414,872
ALLOCATION - CORPORATE OVERHEAD	243,187	245,550	301,203	-	-	301,203	363,700	430,996	503,233	513,298
TOTAL OPERATING EXPENDITURES	5,755,783	5,850,221	6,003,379	15,000	-	6,018,379	6,184,324	6,356,853	6,536,360	6,650,471
Percentage increase over prior year's board budget			4.30%			4.56%	2.76%	2.79%	2.82%	1.75%
BULK WATER PURCHASE	5,448,080	5,713,840	5,826,500	-	-	5,826,500	6,037,800	6,278,800	6,549,510	6,811,200
BULK WATER EXPENDITURES	5,448,080	5,713,840	5,826,500	-	-	5,826,500	6,037,800	6,278,800	6,549,510	6,811,200
			6.95%			6.95%				
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO WATER CAPITAL FUND	4,444,346	4,951,655	4,831,427	-	-	4,831,427	5,423,000	5,715,200	6,210,200	6,700,000
TRANSFER TO DEBT RESERVE FUND	57,470	35,470	11,650	-	-	11,650	17,650	13,650	5,650	5,650
TRANSFER TO EQUIPMENT REPLACEMENT FUND	246,192	246,192	251,116	-	-	251,116	256,138	261,261	266,486	271,816
TOTAL CAPITAL EXPENDITURES & TRANSFERS	4,748,008	5,233,317	5,094,193	-	-	5,094,193	5,696,788	5,990,111	6,482,336	6,977,466
<u>DEBT SERVICING</u>										
DEBT - INTEREST & PRINCIPAL	1,485,038	1,453,418	1,653,363	-	-	1,653,363	1,723,915	1,676,884	1,693,884	1,663,288
TOTAL DEBT EXPENDITURES	1,485,038	1,453,418	1,653,363	-	-	1,653,363	1,723,915	1,676,884	1,693,884	1,663,288
TOTAL EXPENDITURES	17,436,909	18,250,796	18,577,435	15,000	-	18,592,435	19,642,827	20,302,648	21,262,090	22,102,425
<u>SOURCES OF FUNDING</u>										
REVENUE - SALES	(17,005,803)	(17,835,540)	(18,158,520)	(15,000)	-	(18,173,520)	(19,235,537)	(20,053,577)	(21,052,364)	(21,923,295)
REVENUE - OTHER	(179,970)	(175,470)	(179,130)	-	-	(179,130)	(179,130)	(179,130)	(179,130)	(179,130)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(17,185,773)	(18,011,010)	(18,337,650)	(15,000)	-	(18,352,650)	(19,414,667)	(20,232,707)	(21,231,494)	(22,102,425)
<u>SOURCES OF OTHER FUNDING</u>										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	(251,136)	(239,786)	(239,785)	-	-	(239,785)	(228,160)	(69,941)	(30,596)	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(17,436,909)	(18,250,796)	(18,577,435)	(15,000)	-	(18,592,435)	(19,642,827)	(20,302,648)	(21,262,090)	(22,102,425)
Percentage increase over prior year's board budget			6.54%			6.63%	5.65%	3.36%	4.73%	3.95%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

SCHEDULE B

Service No.	2.680	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
	JDF Water Distribution							

EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$135,000	\$465,000	\$300,000	\$50,000	\$0	\$0	\$815,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$3,705,000	\$9,828,000	\$6,885,000	\$6,930,000	\$5,055,000	\$10,010,000	\$38,708,000
Vehicles	V	\$0	\$425,000	\$70,000	\$210,000	\$474,000	\$0	\$1,179,000
		\$3,840,000	\$10,718,000	\$7,255,000	\$7,190,000	\$5,529,000	\$10,010,000	\$40,702,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$2,710,000	\$6,830,000	\$4,465,000	\$5,160,000	\$5,035,000	\$4,935,000	\$26,425,000
Debenture Debt (New Debt Only)	Debt	\$0	\$600,000	\$1,200,000	\$800,000	\$0	\$0	\$2,600,000
Equipment Replacement Fund	ERF	\$0	\$425,000	\$70,000	\$210,000	\$474,000	\$0	\$1,179,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$1,130,000	\$2,863,000	\$1,520,000	\$1,020,000	\$20,000	\$5,075,000	\$10,498,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$3,840,000	\$10,718,000	\$7,255,000	\$7,190,000	\$5,529,000	\$10,010,000	\$40,702,000

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.670/2.680							
	Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL

EXPENDITURE

Buildings	B	\$80,000	\$90,000	\$50,000	\$50,000	\$50,000	\$50,000	\$290,000
Equipment	E	\$210,000	\$1,185,000	\$655,000	\$365,000	\$365,000	\$365,000	\$2,935,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$330,000	\$1,315,000	\$705,000	\$415,000	\$415,000	\$415,000	\$3,265,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$330,000	\$1,315,000	\$705,000	\$415,000	\$415,000	\$415,000	\$3,265,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$330,000	\$1,315,000	\$705,000	\$415,000	\$415,000	\$415,000	\$3,265,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	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	\$170,000	\$170,000	\$0	\$0	\$0	\$0	\$170,000
16-03	Renewal	Strategic Asset Management Plan	Combine past studies to plan out future capital expenditures.	\$150,000	S	WU	\$120,000	\$120,000	\$0	\$0	\$0	\$0	\$120,000
17-01	Renewal	Asbestos Cement Pipe Replacement Program Update	Update the asbestos cement pipe replacement program.	\$150,000	S	WU	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Capital													
99-01	Replacement	Asbestos Cement Pipe Replacement Program	Planned pipe replacement of asbestos cement and small diameter pipe to maintain reliable level of service.	\$5,500,000	S	WU	\$50,000	\$950,000	\$800,000	\$1,250,000	\$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.	\$150,000	S	WU	\$120,000	\$120,000	\$0	\$0	\$0	\$0	\$120,000
15-02	Renewal	Sun River Reservoir Rehabilitation	Repair a leaking reservoir.	\$1,000,000	S	WU	\$650,000	\$650,000	\$0	\$0	\$0	\$0	\$650,000
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	\$5,000,000	S	WU	\$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.	\$485,000	E	WU	\$135,000	\$135,000	\$300,000	\$50,000	\$0	\$0	\$485,000
18-01	Replacement	Sooke Rd Ph. 2 - 1,000m of 600m Pipe - Cecil Blogg to Jacklin	Replacement of aged, large diameter water main.	\$1,100,000	S	WU	\$780,000	\$1,080,000	\$0	\$0	\$0	\$0	\$1,080,000
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.	\$1,250,000	S	WU	\$210,000	\$450,000	\$500,000	\$0	\$0	\$0	\$950,000
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	\$1,050,000	S	WU	\$50,000	\$400,000	\$100,000	\$350,000	\$100,000	\$0	\$950,000
18-05	Replacement	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades.	\$2,500,000	S	WU	\$150,000	\$150,000	\$1,125,000	\$1,125,000	\$0	\$0	\$2,400,000
18-06	New	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.	\$100,000	S	WU	\$25,000	\$75,000	\$50,000	\$50,000	\$50,000	\$50,000	\$275,000
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	\$1,100,000	\$0	\$0	\$0	\$0	\$1,100,000
19-03	Replacement	Bear Mountain SCADA Relocation	Relocate SCADA equipment from private property to a site with CRD access.	\$150,000	E	WU	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Page 1 Sub-Total				\$19,885,000			\$2,710,000	\$5,800,000	\$3,875,000	\$3,825,000	\$2,400,000	\$2,300,000	\$18,200,000

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19-04	Replacement	Bulk Water FOB System	Replace the error prone key cards with a FOB system at the 3 bulk water stations.	\$80,000	E	WU	\$0	\$80,000	\$0	\$0	\$0	\$0	\$80,000
19-05	New	East Sooke Water Main Interconnection	Construction of a new water main from Covey Run to Llanilar Road for approximately 520 m.	\$563,000	S	Res	\$0	\$563,000	\$0	\$0	\$0	\$0	\$563,000
19-06	Renewal	Corrosion Protection Program	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.	\$45,000	S	WU	\$0	\$20,000	\$10,000	\$5,000	\$5,000	\$5,000	\$45,000
19-08	Replacement	Replacement Meter Reading System	Replacement of the now discontinued remote read system and provision for 100 replacement residential meter transmitters.	\$100,000	E	WU	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
19-09	New	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.	\$1,700,000	S	WU	\$0	\$50,000	\$150,000	\$500,000	\$500,000	\$500,000	\$1,700,000
20-01	Replacement	Residential Meter Replacement Program	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	\$3,000,000	S	WU	\$0	\$250,000	\$500,000	\$500,000	\$1,000,000	\$1,000,000	\$3,250,000
Sub-Total System Infrastructure Engineering and Operations				\$25,373,000			\$2,710,000	\$6,863,000	\$4,535,000	\$4,830,000	\$3,905,000	\$3,805,000	\$23,938,000
CUSTOMER AND TECHNICAL SERVICES													
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	\$1,395,000	V	ERF	\$0	\$425,000	\$70,000	\$210,000	\$474,000	\$0	\$1,179,000
Sub-Total Customer and Technical Services				\$1,395,000			\$0	\$425,000	\$70,000	\$210,000	\$474,000	\$0	\$1,179,000
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.	\$2,250,000	S	WU	\$0	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$2,250,000
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	\$300,000	S	WU	\$0	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Sub-Total for Annual Provisional Items				\$5,650,000			\$0	\$1,130,000	\$1,130,000	\$1,130,000	\$1,130,000	\$1,130,000	\$5,650,000
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	\$175,000	\$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	\$1,060,000	\$2,210,000	\$0	\$0	\$0	\$0	\$2,210,000
18-04	New	Nicklaus Pump Station Upgrade	Upgrades to existing pump station to provide increased flow.	\$100,000	S	Res	\$70,000	\$70,000	\$0	\$0	\$0	\$0	\$70,000
20-02	New	Bear Mountain Parkway Extension Supply Mains	Supply mains installed by the City of Langford.	\$2,000,000	S	Res	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
21-01	New	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	\$1,000,000	S	Res	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
23-01	New	Tank 4, Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir	Upgrades to complete the South Skirt Water System	\$4,900,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$4,900,000	\$4,900,000
Sub-Total for Development Cost Charges (DCC)				\$10,655,000			\$1,130,000	\$2,300,000	\$1,520,000	\$1,020,000	\$20,000	\$5,075,000	\$9,935,000
GRAND TOTAL				\$43,073,000			\$3,840,000	\$10,718,000	\$7,255,000	\$7,190,000	\$5,529,000	\$10,010,000	\$40,702,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 2.670/2.680
 Service Name: Regional Water Supply & JDF Water Distribution Combo

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

Proj. No.
 The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
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 New - Expenditure for new asset only
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Funding Source Codes
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 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (cont)
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 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 2018	2019	2020	2021	2022	2023	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.	\$370,000	B	WU	\$80,000	\$90,000	\$50,000	\$50,000	\$50,000	\$50,000	\$290,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$640,000	E	WU	\$35,000	\$335,000	\$290,000	\$0	\$0	\$0	\$625,000
18-01	Replacement	Crane Replacement	Replacement of the overhead crane in the Fleetshop	\$75,000	E	WU	\$75,000	\$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 ranging from small equipment failures to emergency support.	\$40,000	S	WU	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
19-01	New	Camera Replacement	Upgrade 479 Island Highway security cameras to corporate standard.	\$40,000	E	WU	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
19-02	New	Island Highway Cell Phone Coverage	Increase cell phone coverage within 479 Island Highway, IWS offices.	\$70,000	E	WU	\$0	\$70,000	\$0	\$0	\$0	\$0	\$70,000
19-03	New	Towable Generator	Additional Towable generator for standby power of pump stations.	\$150,000	E	WU	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
19-04	New	Legistar - Granicus Implementation	Implement Legistar - Granicus software at IWS.	\$50,000	E	WU	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$1,435,000			\$230,000	\$850,000	\$340,000	\$50,000	\$50,000	\$50,000	\$1,340,000
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	WU	\$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	WU	\$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	WU	\$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	WU	\$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	WU	\$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	WU	\$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	wu	\$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				\$4,010,000			\$330,000	\$1,315,000	\$705,000	\$415,000	\$415,000	\$415,000	\$3,265,000

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 prioritizes future capital expenditures and programs.*

Proj. No. 17-01	Capital Project Title Asbestos Cement Pipe Replacement Program Update	Capital Project Description Update the asbestos cement 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.*

Proj. No. 99-01	Capital Project Title Asbestos Cement Pipe Replacement Program	Capital Project Description Planned pipe replacement of asbestos cement pipe 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.*

Service: 2.680 **JDF Water Distribution**

Proj. No. 12-01	Capital Project Title Fire Flow Upgrade Program Phase 2 Volume/Flow Upgrade Program Review	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. 16-05	Capital Project Title Comprehensive Pump Station Upgrades (10 year Program)	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. Carryforward amount will be for design of the Coppermine 1 PS replacement.*

Proj. No. 17-04	Capital Project Title SCADA Equipment Replacement Program	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.*

Service: 2.680 JDF Water Distribution

Proj. No. 18-01	Capital Project Title Sooke Rd Ph. 2 - 1,000m of 600m Pipe - Cecil Blogg to Jacklin	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 Replacement of the 600 mm diameter pipe on Sooke Rd from Cecil Blogg to Jacklin Rd. Due to market conditions, additional funds are required to complete the works since it was designed and costed.

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.

Service: 2.680 JDF Water Distribution

Proj. No. 18-06	Capital Project Title Disaster Response Plan for Water Supply and Distribution	Capital Project Description Determine and supply response equipment for disaster response.
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 procure equipment and carry out works developed the 2018 plan in conjunction with the Regional Water Supply disaster response Plan.*

Proj. No. 19-01	Capital Project Title Sooke Rd Ph. 1 - 1,200m of 600m Pipe - Wishart to Cecil Blogg	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. 19-03	Capital Project Title Bear Mountain SCADA Relocation	Capital Project Description Relocate SCADA equipment from private property to a site with CRD access.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *SCADA control equipment for Bear Mountain is currently located in an equipment room on private property with limited CRD access. There is sufficient space and radio path to relocate the equipment to a CRD site. Funds are required to relocate the equipment.*

Proj. No. 19-04	Capital Project Title Bulk Water FOB System	Capital Project Description Replace the error prone key cards with a FOB system at the 3 bulk water stations.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The current client authentication card system is prone to errors and has been discontinued. Funds are required to purchase a more resilient FOB system for all three bulk water stations and have spare parts on hand.*

Service: 2.680 JDF Water Distribution

Proj. No. 19-05	Capital Project Title East Sooke Water Main Interconnection	Capital Project Description Construction of a new water main from Covey Run to Llanilar Road for approximately 520 m.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Construction of a new water main between Covey Run and Llanilar Road will improve service in East Sooke. Funds from an existing reserve will be utilized to construct the water main.*

Proj. No. 19-06	Capital Project Title Corrosion Protection Program	Capital Project Description Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *There are numerous steel pipes within the Juan du Fuca water distribution system. Some are located in corrosive conditions or connected to dissimilar metals. Funds are required to undertake a program to assess and prevent corrosion to existing pipes.*

Proj. No. 19-08	Capital Project Title Replacement Meter Reading System	Capital Project Description Replacement of the now discontinued remote read system and provision for 100 replacement residential meter transmitters.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The residential meters' remote system is now discontinued. Funds are required to upgrade the remote reader and for provision of 100 replacement residential meter transmitters.*

Proj. No. 19-09	Capital Project Title Distribution System Seismic Resiliency Improvements	Capital Project Description Determine and commence improvements to the distribution system to provide seismic resiliency.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Determine and commence improvements to the distribution system to provide resiliency.*

Service: 2.680 **JDF Water Distribution**

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 <i>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.</i>		
Proj. No. 16-06	Capital Project Title Vehicle & equipment replacement (funding from replacement fund)	Capital Project Description Vehicle and equipment replacement.
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale <i>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.</i>		
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 <i>This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.</i>		
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 <i>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.</i>		
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 <i>This item is to fund the costs of responding to emergency major main breaks and conducting replacements.</i>		

Service: 2.680 **JDF Water Distribution**

Proj. No. 17-11	Capital Project Title Hydrant Replacement, Upgrades and Additions	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 <i>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.</i>		
Proj. No. 17-12	Capital Project Title Large Meters/Meter Vaults Replacement, Upgrades and Additions	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 <i>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.</i>		
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 <i>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.</i>		
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 <i>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.</i>		
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>		

Service: 2.680 **JDF Water Distribution**

Proj. No. 16-07	Capital Project Title Update DCC Bylaw (Comprehensive Update in 2016)	Capital Project Description Planned update of the DCC Bylaw.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled for 2022 for \$175,000.*

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 *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.*

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 *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.*

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 *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.*

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.*

Service: 2.680 JDF Water Distribution

Proj. No. 19-02	Capital Project Title McCallum 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 <i>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 2018.</i>		

Proj. No. 20-02	Capital Project Title Bear Mountain Parkway Extension Supply Mains	Capital Project Description Supply mains installed by the City of Langford.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale <i>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.</i>		

Proj. No. 21-01	Capital Project Title Sooke Henlyn Supply & Distribution Mains	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 <i>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.</i>		

Proj. No. 23-01	Capital Project Title Tank 4, Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir	Capital Project Description Upgrades to Complete the South Skirt Water System
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale <i>Design and construct Tank 4, Pump Station 7 and remaining supply main to the Skirt Mountain Reservoir based upon development and demand.</i>		

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 Highway	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.
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Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
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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. 19-01	Capital Project Title Camera Replacement	Capital Project Description Upgrade 479 Island Highway security cameras to corporate standard.
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Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
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Project Rationale *Funds are required to replace the security cameras at 479 Island Highway to corporate standard.*

Proj. No. 19-02	Capital Project Title Island Highway Cell Phone Coverage	Capital Project Description Increase cell phone coverage within 479 Island Highway, IWS offices.
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Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
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Project Rationale *Cell phone coverage within 479 Island Highway, IWS Offices, is very poor. Funds are required to increase cell phone coverage.*

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Proj. No. 19-03	Capital Project Title Towable Generator	Capital Project Description Additional Towable generator for standby power of pump stations.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale <i>Currently, there is only one towable generator that can only be used at specific pump stations due to its configuration. Funds are required to procure an additional towable generator with configurable electrical output and connections so that all pump stations can be accommodated.</i>		
Proj. No. 19-04	Capital Project Title Legistar -Granicus Implementation	Capital Project Description Implement Legistar - Granicus software at IWS.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale <i>The Legistar - Granicus software is a corporate standard for legislative agendas, approvals and publishing. Funds are required to implement this software at IWS.</i>		
Proj. No. 16-04	Capital Project Title Implementation of a Fleet Management Solution (software)	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 <i>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.</i>		

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Proj. No. 17-02	Capital Project Title SCADA Hardware Upgrading and Replacement	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 Replacements	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.*

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

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Proj. No. 17-05	Capital Project Title Development of the Maintenance Management Systems	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 (Water Operations)	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 (Corporate Fleet)	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.*

**2.680 Juan de Fuca Water Distribution
Summary Schedule
2019 - 2023 Financial Plan**

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include lands, office buildings, pump stations, pipe lines, meters, equipment, vehicles and other infrastructure.

Reserve/Fund Summary

	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
DCC Reserve Account	5,618,263	5,550,174	2,060,389	2,512,229	3,622,288	5,771,692	2,896,692
Equipment Replacement Fund	994,702	870,394	760,260	956,898	1,039,659	903,245	1,175,061
Total	6,690,568	6,498,173	2,898,256	3,546,736	4,739,558	6,752,550	4,149,368

**2.680 Juan de Fuca Water Distribution
Development Cost Charges
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	5,618,263	5,550,174	2,060,389	2,512,229	3,622,288	5,771,692
Transfer to Cap Fund to fund DCC projects	(2,670,000)	(2,300,000)	(1,520,000)	(1,020,000)	(20,000)	(5,075,000)
Payment of P&I on LA 3164	(251,135)	(239,785)	(228,160)	(69,941)	(30,596)	-
Payment of DCC liability	(246,955)	(3,150,000)				
DCC's received From Member Municipalities	3,000,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Interest Income*	100,000					
Ending Balance \$	5,550,174	2,060,389	2,512,229	3,622,288	5,771,692	2,896,692

General Comments:
Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water sytem capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development.

Future years DCC's received from member municipalities are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. Estimates based on recent annual collections of DCCs, and the cyclical nature of property development.

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

**2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	994,702	870,394	760,260	956,898	1,039,659	903,245
Equipment purchases (Based on Capital Plan)	(450,000)	(425,000)	(70,000)	(210,000)	(474,000)	-
Transfer from Operating Budget	246,192	251,116	256,138	261,261	266,486	271,816
Proceeds on disposals	67,500	63,750	10,500	31,500	71,100	-
Interest Income*	12,000					
Ending Balance \$	870,394	760,260	956,898	1,039,659	903,245	1,175,061

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

IW - Environmental Operations

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 1.577 IW - Environmental Operations	Committee: Environmental Services
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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									
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
ENGINEERING OPERATIONS - OPERATIONS	7,020,293	7,015,881	7,158,000	96,002	0	7,254,002	7,446,705	7,607,642	7,767,130	7,922,474
TOTAL OPERATING COSTS	7,020,293	7,015,881	7,158,000	96,002	0	7,254,002	7,446,705	7,607,642	7,767,130	7,922,474
*Percentage Increase over prior year	0.00%	-0.06%	1.96%	1.37%	0.00%	3.33%	2.66%	2.16%	2.10%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to Own Funds	127,622	127,622	142,670	0	0	142,670	145,523	148,434	151,403	154,431
Transfer to Equipment Replacement Fund	139,874	139,874	153,440	0	0	153,440	156,512	159,639	162,835	166,087
TOTAL CAPITAL / RESERVES	267,496	267,496	296,110	0	0	296,110	302,035	308,073	314,238	320,518
DEBT CHARGES	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	7,287,789	7,283,377	7,454,110	96,002	0	7,550,112	7,748,740	7,915,715	8,081,368	8,242,992
*Percentage Increase over prior year	0.00%	-0.06%	2.28%	1.32%	0.00%	3.60%	2.63%	2.15%	2.09%	2.00%
Internal Recoveries	(7,258,346)	(7,253,934)	(7,454,110)	(96,002)	0	(7,550,112)	(7,748,740)	(7,915,715)	(8,081,368)	(8,242,992)
Transfer from Operating Reserve Fund	(29,443)	(29,443)	0	0	0	0	0	0	0	0
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	43.10	43.10	43.10	1.00	0.00	44.10	44.10	44.10	44.10	44.10
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 - 2019 to 2023

Service No.	1.577	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$200,000	\$725,500	\$271,000	\$247,000	\$155,000	\$98,000	\$1,496,500
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$200,000	\$725,500	\$271,000	\$247,000	\$155,000	\$98,000	\$1,496,500

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$200,000	\$725,500	\$271,000	\$247,000	\$155,000	\$98,000	\$1,496,500
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$200,000	\$725,500	\$271,000	\$247,000	\$155,000	\$98,000	\$1,496,500

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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 2018	2019	2020	2021	2022	2023	5 - Year Total
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	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$200,000
19-07	Replacement	Furniture and Office Equipment Replacement	End of life replacement of furniture and office equipment	\$25,000	E	ERF	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
17-04	Replacement	Replace IWOps Vehicle F00929	Vehicle replacement - end of life	\$100,000	E	ERF	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
19-01	Replacement	Replace IWOps Vehicle FQS014	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
19-02	Replacement	Replace IWOps Vehicle F00932	Vehicle replacement - end of life	\$150,000	E	ERF	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
19-03	Replacement	Replace IWOps Vehicle F00994	Vehicle replacement - end of life	\$36,000	E	ERF	\$0	\$36,000	\$0	\$0	\$0	\$0	\$36,000
19-04	Replacement	Replace IWOps Vehicle F01059	Vehicle replacement - end of life	\$100,000	E	ERF	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
19-05	Replacement	Replace IWOps Vehicle F01081	Vehicle replacement - end of life	\$27,000	E	ERF	\$0	\$27,000	\$0	\$0	\$0	\$0	\$27,000
19-06	Replacement	Replace IWOps Vehicle F01082	Vehicle replacement - end of life	\$37,500	E	ERF	\$0	\$37,500	\$0	\$0	\$0	\$0	\$37,500
20-01	Replacement	Replace IWOps Vehicle F01002	Vehicle replacement - end of life	\$35,000	E	ERF	\$0	\$0	\$35,000	\$0	\$0	\$0	\$35,000
20-02	Replacement	Replace IWOps Vehicle F11030	Vehicle replacement - end of life	\$63,000	E	ERF	\$0	\$0	\$63,000	\$0	\$0	\$0	\$63,000
20-03	Replacement	Replace IWOps Vehicle F12006	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$33,000	\$0	\$0	\$0	\$33,000
20-04	Replacement	Replace IWOps Vehicle F12009	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
20-05	Replacement	Replace IWOps Vehicle F12024	Vehicle replacement - end of life	\$30,000	E	ERF	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
20-06	Replacement	Replace IWOps Vehicle F12002	Vehicle replacement - end of life	\$35,000	E	ERF	\$0	\$0	\$35,000	\$0	\$0	\$0	\$35,000
21-02	Replacement	Replace IWOps Vehicle F11033	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
21-03	Replacement	Replace IWOps Vehicle F12029	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$0	\$33,000	\$0	\$0	\$33,000
21-04	Replacement	Replace IWOps Vehicle F13002	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$0	\$33,000	\$0	\$0	\$33,000
21-05	Replacement	Replace IWOps Vehicle F13009	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$0	\$33,000	\$0	\$0	\$33,000
21-06	Replacement	Replace IWOps Vehicle F13010	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$0	\$33,000	\$0	\$0	\$33,000
21-07	Replacement	Replace IWOps Vehicle F01103 (mini excavator)	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
22-01	Replacement	SPWWTP - Skid Steer	Vehicle replacement - end of life	\$60,000	E	ERF	\$0	\$0	\$0	\$0	\$60,000	\$0	\$60,000
22-02	Replacement	Burgoyne - Skid Steer	Vehicle replacement - end of life	\$60,000	E	ERF	\$0	\$0	\$0	\$0	\$60,000	\$0	\$60,000
23-01	Replacement	Replace IWOps Vehicle F13012	Vehicle replacement - end of life	\$63,000	E	ERF	\$0	\$0	\$0	\$0	\$0	\$63,000	\$63,000
GRAND TOTAL				\$1,496,500			\$200,000	\$725,500	\$271,000	\$247,000	\$155,000	\$98,000	\$1,496,500

Service: 1.577 **IW - Environmental Operations**

Proj. No. 18-01 **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 #N/A

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. 19-07 **Capital Project Title** Furniture and Office Equipment Replace **Capital Project Description** End of life replacement of furniture and office equipment
Asset Class Equipment **Board Priority Area** Other **Corporate Priority Area** Regional Infrastructure

Asset Class Equipment **Board Priority Area** Other **Corporate Priority Area** Regional Infrastructure
Project Rationale *Replace IWOps Vehicle F00932 - Vehicle replacement - end of life*

Service: 1.577 **IW - Environmental Operations**

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** Replace IWOps Vehicle F01082 **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 F01082 - Vehicle replacement - end of life

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

Service: 1.577 **IW - Environmental Operations**

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 <i>Replace IWOps Vehicle F12006 - Vehicle replacement - end of life</i>		

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 <i>Replace IWOps Vehicle F12009 - Vehicle replacement - end of life</i>		

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 <i>Replace IWOps Vehicle F12024 - Vehicle replacement - end of life</i>		

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 <i>Replace IWOps Vehicle F11033 - Vehicle replacement - end of life</i>		

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 <i>Replace IWOps Vehicle F12029 - Vehicle replacement - end of life</i>		

Service: 1.577 **IW - Environmental Operations**

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*

Service: 1.577 **IW - Environmental Operations**

Proj. No. 23-01	Capital Project Title Replace IWOps Vehicle F13012	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale <i>Replace IWOps Vehicle F13012 - Vehicle replacement - end of life</i>		

**1.577 IW Environmental Operations Asset and Reserve Summary
Summary Schedule
2019 - 2023 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	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	2,267,722	2,321,652	2,043,148	1,793,260	1,574,794	1,616,869	1,689,105
Planned Purchase (Based on Capital Plan)	(259,836)	(546,000)	(546,000)	(520,500)	(266,000)	(242,000)	(150,000)
Transfer from Operating Budget	225,123	267,496	296,112	302,034	308,075	314,236	320,521
Interest Income*	38,161	-	-	-	-	-	-
Proceeds Disposal	50,482	-	-	-	-	-	-
Total projected year end balance	2,321,652	2,043,148	1,793,260	1,574,794	1,616,869	1,689,105	1,859,626

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
2019 - 2023 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	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	328,769	426,179	396,736	396,736	396,736	396,736	396,736
Planned Purchase	-	-	-	-	-	-	-
Transfer from Ops Budget	92,910	(29,443)	-	-	-	-	-
Interest Income*	4,500	-	-	-	-	-	-
Total projected year end balance	426,179	396,736	396,736	396,736	396,736	396,736	396,736

Assumptions/Background:
2018 - \$400,000 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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Cost Sharing Allocation

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

**COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2019**

Estimated Reserve Balance		as of	01/01/2019	\$ (3,074,283)	\$ (3,284,965)	\$ (875,972)	\$ (208,714)	\$ (106,143)	\$ (366,834)	\$ (195,966)	\$ (3)	\$ (263,606)	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	\$ 205,000	\$ 49,820	\$ 52,034		\$ 17,068	\$ 16,007	\$ 12,640	\$ 2,122	\$ 784	\$ 44,607	\$ 9,918
			\$ 205,000	\$ 49,820	\$ 52,034	\$ -	\$ 17,068	\$ 16,007	\$ 12,640	\$ 2,122	\$ 784	\$ 44,607	\$ 9,918
		NET - C	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		ECI	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		NET B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total per Municipality/City			\$ 205,000	\$ 49,820	\$ 52,034	\$ -	\$ 17,068	\$ 16,007	\$ 12,640	\$ 2,122	\$ 784	\$ 44,607	\$ 9,918
Remaining Reserve			12/31/2019	\$ (3,024,463)	\$ (3,232,931)	\$ (875,972)	\$ (191,646)	\$ (90,136)	\$ (354,194)	\$ (193,844)	\$ 781	\$ (209,081)	

**COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2020**

Estimated Reserve Balance		as of	01/01/2020	\$ (3,024,463)	\$ (3,232,931)	\$ (875,972)	\$ (191,646)	\$ (90,136)	\$ (354,194)	\$ (193,844)	\$ 781	\$ (209,081)	inc Esquimalt
Item	Improvement	Area	Estimated Cost	Victoria	Saanich	Oak Bay	Langford	Colwood	View Royal	Songhees Nation	Esquimalt Nation	Esquimalt	DND
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	NWT	\$ 300,000	24.30% \$ 72,907	25.38% \$ 76,148		8.33% \$ 24,980	7.81% \$ 23,420	6.17% \$ 18,500	1.04% \$ 3,105	0.38% \$ 115	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
			\$ 1,980,000	\$ 400,990	\$ 418,812	\$ -	\$ 137,376	\$ 128,837	\$ 101,733	\$ 17,079	\$ 6,312	\$ 359,035	\$ 79,827
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							
19-02	ECI Root Removal and CCTV Prog Sec 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							
			\$ 350,000	\$ 56,537	\$ 97,527	\$ 195,936							
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							
19-01	NET-B Root Removal & CCTV Section 4	NET B	\$ 40,000	21.16% \$ 8,466	2.45% \$ 979	76.39% \$ 30,556							
			\$ 465,000	\$ 98,413	\$ 11,379	\$ 355,208							
Total per Municipality/City			\$ 3,095,000	\$ 729,003	\$ 567,193	\$ 638,606	\$ 137,376	\$ 128,837	\$ 101,733	\$ 17,079	\$ 6,312	\$ 359,035	\$ 79,827
Remaining Reserve - 2018			12/31/2020	\$ (2,295,460)	\$ (2,665,738)	\$ (237,366)	\$ (54,270)	\$ 38,701	\$ (252,462)	\$ (176,765)	\$ 7,093	\$ 229,781	

**COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2021**

Estimated Reserve Balance		as of	01/01/2021	\$ (2,295,460)	\$ (2,665,738)	\$ (237,366)	\$ (54,270)	\$ 38,701	\$ (252,462)	\$ (176,765)	\$ 7,093	\$ 229,781	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 Sec.4	NWT W	\$ 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% \$ -	13.16% \$ -	29.15% \$ -							
			\$ -	\$ -	\$ -	\$ -							
18-02	Harling Point Pump Station Upgrade - Design	ECI	\$ 150,000	16.15% \$ 24,230	27.86% \$ 41,797	55.98% \$ 83,973							
18-03	Hood Pump Station Electrical and Mech	ECI	\$ 320,000	16.15% \$ 51,691	27.86% \$ 89,167	55.98% \$ 179,142							
			\$ 470,000	\$ 75,921	\$ 130,964	\$ 263,115							
21-01	Trunk Sewer Rehabilitation Sec 4 & 5	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	2.45% \$ 2,447	76.39% \$ 76,389							
19-02	Trunk Sewer Rehabilitation Sec 3	NET B	\$ 250,000	21.16% \$ 52,910	2.45% \$ 6,118	76.39% \$ 190,972							
20-01	NET-B Root Removal & CCTV Sec 5	NET-B	\$ 40,000	21.16% \$ 8,466	2.45% \$ 979	76.39% \$ 30,556							
			\$ 890,000	\$ 188,360	\$ 21,779	\$ 679,861							
Total per Municipality/City			\$ 1,710,000	\$ 349,340	\$ 241,582	\$ 942,976	\$ 29,140	\$ 27,329	\$ 21,580	\$ 3,623	\$ 1,339	\$ 76,159	\$ 16,933
Remaining Reserve - 2021			12/31/2021	\$ (1,946,120)	\$ (2,424,156)	\$ 705,610	\$ (25,129)	\$ 66,030	\$ (230,882)	\$ (173,142)	\$ 8,432	\$ 322,873	

**COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2022**

Estimated Reserve Balance as of 01/01/2022			\$ (1,946,120)	\$ (2,424,156)	\$ 705,610	\$ (25,129)	\$ 66,030	\$ (230,882)	\$ (173,142)	\$ 8,432	\$ 322,873	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%							
			\$ -										
18-01	Currie Major PS Structural Assessment	ECI	\$ 90,000	16.15% 14,538	27.86% 25,078	55.98% 50,384							
20-01	Harling Point Pump Station Upgrade -	ECI	\$ 500,000	16.15% 80,767	27.86% 139,324	55.98% 279,909							
21-02	Trunk Sewer Rehab Sec 3 & 4	ECI	\$ 500,000	16.15% 80,767	27.86% 139,324	55.98% 279,909							
			\$ 1,090,000	176,073	303,725	610,202							
21-01	Trunk Sewer Rehabilitation Sec 4 & 5	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	2.45% 2,447	76.39% 76,389							
			\$ 600,000	126,984	14,683	458,333							
Total per Municipality/City			\$ 1,690,000	\$ 303,057	\$ 318,408	\$ 1,068,535	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Remaining Reserve - 2022			12/31/2022	\$ (1,643,064)	\$ (2,105,748)	\$ 1,774,145	\$ (25,129)	\$ 66,030	\$ (230,882)	\$ (173,142)	\$ 8,432	\$ 322,873	

**COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2023**

Estimated Reserve Balance			as of	01/01/2023	\$ (1,946,120)	\$ (2,424,156)	\$ 705,610	\$ (25,129)	\$ 66,030	\$ (230,882)	\$ (173,142)	\$ 8,432	\$ 322,873	inc Esquimalt
Item	Improvement	Area	Estimated Cost	Victoria	Saanich	Oak Bay	Langford	Colwood	View Royal	Songhees Nation	Esquimalt Nation	Esquimalt	DND	
17-06	Macaulay Pt Outfall Protection	NWT	\$ 205,000	24.30% 49,820	25.38% 52,034		8.33% 17,068	7.81% 16,007	6.17% 12,640	1.04% 2,122	0.38% 784	21.76% 44,607	4.84% 9,918	
			\$ 205,000	49,820	52,034	-	17,068	16,007	12,640	2,122	784	44,607	9,918	
			\$ -	57.69% -	13.16% -	29.15% -								
			\$ -											
19-01	Currie Major PS Structural Improvement	ECI	\$ 910,000	16.15% 146,996	27.86% 253,569	55.98% 509,435								
20-01	Harling Point Pump Station Upgrade -	ECI	\$ 500,000	16.15% 80,767	27.86% 139,324	55.98% 279,909								
			\$ 1,410,000	227,764	392,892	789,344								
18-04	Emergency Repairs	NET B	\$ 100,000	21.16% 21,164	2.45% 2,447	76.39% 76,389								
			\$ 100,000	21,164	2,447	76,389								
Total per Municipality/City			\$ 1,715,000	\$ 298,748	\$ 447,374	\$ 865,733	\$ 17,068	\$ 16,007	\$ 12,640	\$ 2,122	\$ 784	\$ 44,607	\$ 9,918	
Remaining Reserve - 2023			12/31/2023	\$ (1,647,373)	\$ (1,976,782)	\$ 1,571,342	\$ (8,061)	\$ 82,037	\$ (218,243)	\$ (171,020)	\$ 9,216	\$ 377,398		

CAPITAL REGIONAL DISTRICT

2019 BUDGET

North West Trunk Sewer

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.710 North West Trunk Sewer	Committee: Core Area Liquid Waste Management
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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:

Requisition

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
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SEWER COST SHARING SUMMARY - OCTOBER TO SEPTEMBER (PRIOR YEAR NUMBERS)

	2014	2015	2016	2017	2018
Saanich	45.43%	44.43%	43.89%	42.60%	42.29%
Victoria	14.48%	14.57%	15.08%	15.04%	14.65%
Esquimalt	15.17%	15.11%	14.89%	14.24%	13.84%
View Royal	3.67%	3.99%	3.86%	5.06%	5.29%
Colwood	7.02%	6.53%	6.30%	6.48%	6.98%
Langford	12.29%	13.35%	13.62%	14.08%	14.44%
Songhees	1.34%	1.35%	1.36%	1.37%	1.44%
Dept of National Defence (D.N.D.)	0.56%	0.63%	0.93%	1.04%	0.96%
Esquimalt Band	0.04%	0.04%	0.07%	0.09%	0.11%
	100.00%	100.00%	100.00%	100.00%	100.00%

3.710 - N.W.T. OPERATIONS	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Allocation - Operations	1,919,684	1,919,684	1,977,334	5,900	0	1,983,234	2,025,705	2,075,350	2,126,597	2,169,119
Operating - Other Costs	1,002,727	969,581	992,322	0	0	992,322	888,955	848,712	860,702	878,280
Prgms - LWD - I&I	197,438	197,438	204,525	0	0	204,525	209,947	215,599	221,437	225,865
Consultant Expenses	10,000	10,000	10,200	0	0	10,200	10,404	10,612	10,824	11,040
Contract For Services	20,648	99,721	124,160	0	0	124,160	315,662	41,910	134,750	22,798
TOTAL OPERATING COSTS	3,150,497	3,196,424	3,308,541	5,900	0	3,314,441	3,450,673	3,192,183	3,354,310	3,307,102
*Percentage Increase over prior year	0.00%	1.46%	5.02%	0.19%	0.00%	5.20%	4.11%	-7.49%	5.08%	-1.41%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	75,951	39,960	75,951	0	0	75,951	77,470	77,470	75,951	77,470
Transfer to Reserve Fund	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	75,951	39,960	75,951	0	0	75,951	77,470	77,470	75,951	77,470
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	3,226,448	3,236,384	3,384,492	5,900	0	3,390,392	3,528,143	3,269,653	3,430,261	3,384,572
*Percentage Increase over prior year	0.00%	0.31%	4.90%	0.18%	0.00%	5.08%	4.06%	-7.33%	4.91%	-1.33%
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	3,226,448	3,236,384	3,384,492	5,900	0	3,390,392	3,528,143	3,269,653	3,430,261	3,384,572
*Percentage Increase over prior year	0.00%	0.31%	4.90%	0.18%	0.00%	5.08%	4.06%	-7.33%	4.91%	-1.33%
Balance C/F from Prior to Current year	(65,192)	(75,312)	0	0	0	0	0	0	0	0
Revenue - Other	(184)	0	(184)	0	0	(184)	(188)	(191)	(195)	(199)
Grants In Lieu of Taxes	(258,986)	(258,986)	(264,165)	0	0	(264,165)	(269,449)	(274,837)	(280,335)	(285,941)
Transfer from Operating Reserve	0	0	(109,000)	0	0	(109,000)	(183,000)	(20,000)	(92,000)	0
TOTAL REVENUE	(324,362)	(334,298)	(373,349)	0	0	(373,349)	(452,637)	(295,028)	(372,530)	(286,140)
REQUISITION	(2,902,086)	(2,902,086)	(3,011,143)	(5,900)	0	(3,017,043)	(3,075,506)	(2,974,625)	(3,057,731)	(3,098,432)
*Percentage Increase over prior year	0.00%	0.00%	3.76%	0.20%	0.00%	3.96%	1.94%	-3.28%	2.79%	1.33%
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 - 2019 to 2023

Service No.	3.710	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$250,000	\$560,000	\$2,080,000	\$750,000	\$100,000	\$305,000	\$3,795,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$250,000	\$660,000	\$2,080,000	\$750,000	\$100,000	\$305,000	\$3,895,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$150,000	\$360,000	\$0	\$0	\$0	\$0	\$360,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$1,980,000	\$350,000	\$0	\$0	\$2,330,000
Equipment Replacement Fund	ERF	\$0	\$200,000	\$100,000	\$400,000	\$100,000	\$100,000	\$900,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$100,000	\$100,000	\$0	\$0	\$0	\$205,000	\$305,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$250,000	\$660,000	\$2,080,000	\$750,000	\$100,000	\$305,000	\$3,895,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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 2018	2019	2020	2021	2022	2023	5 - Year Total
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	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$20,000
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	\$90,000	\$300,000	\$0	\$0	\$0	\$0	\$300,000
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	\$0	\$0	\$0	\$0	\$0	\$205,000	\$205,000
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	Marigold Pump Station Arc Flash Study Ph2	Implement recommendations from the	\$100,000	E	ERF	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
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	\$300,000	\$0	\$0	\$300,000
Annual Provisional													
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				\$4,100,000			\$250,000	\$660,000	\$2,080,000	\$750,000	\$100,000	\$305,000	\$3,895,000

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 Cecellia 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
2019 - 2023 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	Actual	Actual	Budget				
	2017	2018	2019	2020	2021	2022	2023
Projected year end balance							
Maintenance Reserves	939,385	995,453	942,443	815,353	851,182	814,927	871,787
Equipment Replacement Fund	1,894,459	1,842,036	1,717,987	1,695,457	1,372,927	1,348,878	1,326,348
Total projected year end balance	2,833,844	2,837,490	2,660,432	2,510,813	2,224,113	2,163,810	2,198,140

See attached reserve schedules for projected annual cash flows.

**3.710 North West Trunk Sewer (Macaulay)
Operating Reserve Summary
2019 - 2023 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	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	874,533	939,385	995,453	942,443	815,353	851,182	814,927
Planned Purchase	(70,000)	-	(109,000)	(183,000)	(20,000)	(92,000)	-
Transfer from Ops Budget	122,994	56,068	55,990	55,910	55,829	55,745	56,860
Interest Income*	11,858	-	-	-	-	-	-
Total projected year end balance	939,385	995,453	942,443	815,353	851,182	814,927	871,787

Assumptions/Background:
Outfall inspection in 2017 budget. Assumption is that inspection needed approximately every 3 years. Carbon replacement is every 2 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
2019 - 2023 Financial Plan**

ERF Reserve Fund Schedule NWT

ERF: NWT ERF or PERS Fund for Equipment

Equipment Replacement Fund- NWT	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	1,937,704	1,894,459	1,842,036	1,717,987	1,695,457	1,372,927	1,348,878
Planned Purchase (Based on Capital Plan)	(150,000)	(100,000)	(200,000)	(100,000)	(400,000)	(100,000)	(100,000)
Transfer from Operating Budget	75,949	47,577	75,951	77,470	77,470	75,951	77,470
Interest Income*	30,806		-	-	-	-	-
Ending Balance \$	1,894,459	1,842,036	1,717,987	1,695,457	1,372,927	1,348,878	1,326,348

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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

North East Trunk Sewer

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.712 North East Trunk Sewer	Committee: Core Area Liquid Waste Management
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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

AUTHORIZATION:

N/A

FUNDING:

Requisition

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

	2014	2015	2016	2017	2018
Victoria	64.39%	62.63%	62.09%	61.89%	62.02%
Saanich	19.38%	19.72%	20.38%	20.33%	19.54%
Oak Bay	16.23%	17.65%	17.53%	17.78%	18.44%
	100.00%	100.00%	100.00%	100.00%	100.00%

3.712 - NORTH EAST TRUNK OPERATIONS	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Allocation - Environmental Services	1,315,824	1,315,824	1,343,687	4,300	0	1,347,987	1,376,087	1,409,479	1,443,860	1,341,109
Operating Expenditures	534,581	633,444	645,237	0	0	645,237	429,267	370,208	359,006	366,185
Prgms - LWD - I&I	207,380	207,380	214,845	0	0	214,845	220,536	226,475	232,607	237,257
Consultant Expenses	4,000	4,000	4,080	0	0	4,080	4,162	4,245	4,330	4,417
Contract For Services	5,110	5,110	70,912	0	0	70,912	5,316	5,422	5,531	5,643
TOTAL OPERATING COSTS	2,066,895	2,165,758	2,278,761	4,300	0	2,283,061	2,035,368	2,015,829	2,045,334	1,954,611
*Percentage Increase over prior year	0.00%	4.78%	10.25%	0.21%	0.00%	10.46%	-10.85%	-0.96%	1.46%	-4.44%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	31,155	0	0	0	0	0	33,960	33,960	33,960	33,960
Transfer to Operating Reserve Fund	35,000	35,000	0	0	0	0	35,000	35,000	35,000	35,000
TOTAL CAPITAL / RESERVES	66,155	35,000	0	0	0	0	68,960	68,960	68,960	68,960
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	2,133,050	2,200,758	2,278,761	4,300	0	2,283,061	2,104,328	2,084,789	2,114,294	2,023,571
*Percentage Increase over prior year	0.00%	3.17%	6.83%	0.20%	0.00%	7.03%	-7.83%	-0.93%	1.42%	-4.29%
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	2,133,050	2,200,758	2,278,761	4,300	0	2,283,061	2,104,328	2,084,789	2,114,294	2,023,571
*Percentage Increase over prior year	0.00%	3.17%	6.83%	0.20%	0.00%	7.03%	-7.83%	-0.93%	1.42%	-4.29%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	2
Revenue - Other	(700)	(700)	(700)	0	0	(700)	(700)	(700)	(700)	(700)
Grants In Lieu of Taxes	(81)	(81)	(83)	0	0	(83)	(83)	(83)	(83)	(83)
Transfer from Operating Reserve	0	(67,708)	(80,000)	0	0	(80,000)	0	0	0	0
TOTAL REVENUE	(781)	(68,489)	(80,783)	0	0	(80,783)	(783)	(783)	(783)	(781)
REQUISITION	(2,132,269)	(2,132,269)	(2,197,978)	(4,300)	0	(2,202,278)	(2,103,545)	(2,084,006)	(2,113,511)	(2,022,790)
*Percentage Increase over prior year	0.00%	0.00%	3.08%	0.20%	0.00%	3.28%	-4.48%	-0.93%	1.42%	-4.29%
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 - 2019 to 2023

Service No.	3.712	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$25,000	\$125,000	\$400,000	\$100,000	\$100,000	\$100,000	\$825,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$25,000	\$125,000	\$400,000	\$100,000	\$100,000	\$100,000	\$825,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$25,000	\$25,000	\$300,000	\$0	\$0	\$0	\$325,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$25,000	\$125,000	\$400,000	\$100,000	\$100,000	\$100,000	\$825,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	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 <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>		

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 <i>Based on results of the NET CCTV inspection, trunk mains requiring rehabilitation will be identified and deficiencies remediated.</i>		

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 <i>This item is to fund emergency repairs that may occur throughout the year.</i>		

**3.712 North East Trunk Sewer (Clover) Asset and Reserve Summary
Summary Schedule
2019 - 2023 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	Actual	Actual	Budget				
	2017	2018	2019	2020	2021	2022	2023
Projected year end balance							
Maintenance Reserves	1,154,485	1,121,777	1,041,777	1,076,777	1,111,777	1,146,777	1,181,777
Equipment Replacement Fund	866,396	766,396	666,396	600,356	534,316	468,276	402,236
Total projected year end balance	2,020,880	1,888,173	1,708,174	1,677,135	1,646,096	1,615,057	1,584,018

See attached reserve schedules for projected annual cash flows.

**3.712 North East Trunk Sewer
Operating Reserve Summary
2019 - 2023 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 a irregular basis.

Operating Reserve Schedule - FC 105201

Operating Reserve Schedule Projected year end balance	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	1,069,533	1,154,485	1,121,777	1,041,777	1,076,777	1,111,777	1,146,777
Planned Purchase	(70,000)	(67,708)	(80,000)	-	-	-	
Transfer from Ops Budget	140,350	35,000	-	35,000	35,000	35,000	35,000
Interest Income*	14,602		-	-	-	-	-
Total projected year end balance	1,154,485	1,121,777	1,041,777	1,076,777	1,111,777	1,146,777	1,181,777

* 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
2019 - 2023 Financial Plan**

ERF Reserve Fund Schedule NET

ERF: NET ERF or PERS Fund for Equipment

Equipment Replacement Fund- NET	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	800,986	866,396	766,396	666,396	600,356	534,316	468,276
Planned Purchase (Based on Capital Plan)	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Transfer from Operating Budget	51,590	-	-	33,960	33,960	33,960	33,960
Interest Income*	13,820	-	-	-	-	-	-
Ending Balance \$	866,396	766,396	666,396	600,356	534,316	468,276	402,236

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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

East Coast Interceptor

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.713 East Coast Interceptor	Committee: Core Area Liquid Waste Management
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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

AUTHORIZATION:

N/A

FUNDING:

Requisition

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

	2014	2015	2016	2017	2018
Victoria	43.18%	38.32%	34.69%	37.38%	36.71%
Saanich	30.93%	32.55%	35.12%	33.40%	32.55%
Oak Bay	25.89%	29.13%	30.19%	29.22%	30.74%
	100.00%	100.00%	100.00%	100.00%	100.00%

3.713 - EAST COAST INTERCEPTOR	BUDGET REQUEST									
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
Allocations	581,701	581,701	593,736	1,800	0	595,536	607,602	621,812	636,525	649,258
Operating - Other Costs	305,343	285,996	304,037	0	0	304,037	312,877	319,125	325,481	331,989
Consultant Expenses	5,000	5,000	5,100	0	0	5,100	5,202	5,306	5,412	5,520
Contract For Services	15,550	15,550	14,061	0	0	14,061	16,178	16,502	16,833	17,171
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	907,594	888,247	916,934	1,800	0	918,734	941,859	962,745	984,251	1,003,938
*Percentage Increase over prior year	0.00%	-2.13%	1.03%	0.20%	0.00%	1.23%	2.52%	2.22%	2.23%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	32,502	32,502	32,472	0	0	32,472	8,797	7,085	5,135	5,238
Transfer to Operating Reserve Fund	8,500	8,500	8,500	0	0	8,500	8,500	8,500	8,500	8,670
TOTAL CAPITAL / RESERVES	41,002	41,002	40,972	0	0	40,972	17,297	15,585	13,635	13,908
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	948,596	929,249	957,906	1,800	0	959,706	959,156	978,330	997,886	1,017,846
*Percentage Increase over prior year	0.00%	-2.04%	0.98%	0.19%	0.00%	1.17%	-0.06%	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	948,596	929,249	957,906	1,800	0	959,706	959,156	978,330	997,886	1,017,846
*Percentage Increase over prior year	0.00%	-2.04%	0.98%	0.19%	0.00%	1.17%	-0.06%	2.00%	2.00%	2.00%
<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	(5,060)	(5,060)	(19,347)	0	0	(19,347)	0	0	0	0
Revenue - Other	(510)	(510)	(510)	0	0	(510)	(510)	(510)	(510)	(520)
Grants In Lieu of Taxes	(58)	(58)	(59)	0	0	(59)	(60)	(62)	(63)	(64)
TOTAL REVENUE	(5,628)	(5,628)	(19,916)	0	0	(19,916)	(570)	(572)	(573)	(584)
REQUISITION	(942,968)	(923,621)	(937,990)	(1,800)	0	(939,790)	(958,586)	(977,758)	(997,313)	(1,017,262)
*Percentage Increase over prior year	0.00%	-2.05%	-0.53%	0.19%	0.00%	-0.34%	2.00%	2.00%	2.00%	2.00%
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 - 2019 to 2023

Service No.	3.713	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$210,000	\$210,000	\$300,000	\$570,000	\$1,190,000	\$1,510,000	\$3,780,000
Vehicles	V	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
		\$210,000	\$210,000	\$450,000	\$570,000	\$1,190,000	\$1,510,000	\$3,930,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$55,000	\$55,000	\$0	\$0	\$0	\$0	\$55,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$350,000	\$470,000	\$1,090,000	\$1,410,000	\$3,320,000
Equipment Replacement Fund	ERF	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$155,000	\$155,000	\$0	\$0	\$0	\$0	\$155,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$210,000	\$210,000	\$450,000	\$570,000	\$1,190,000	\$1,510,000	\$3,930,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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 2018	2019	2020	2021	2022	2023	5 - Year Total
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	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$25,000
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	Res	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
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	Res	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
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	ERF	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
GRAND TOTAL				\$4,180,000			\$210,000	\$210,000	\$450,000	\$570,000	\$1,190,000	\$1,510,000	\$3,930,000

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 consolidate 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-service, planned actions to ensure the assets are providing the expected level-of-service, and financing strategies to implement any proposed future capital improvements.</i>		

Service: 3.713 **East Coast Interceptor**

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 Currie 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>		

Service: 3.713 **East Coast Interceptor**

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>		

Service: 3.713 **East Coast Interceptor**

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
2019 - 2023 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	Actual	Actual	Budget				
	2017	2018	2019	2020	2021	2022	2023
Projected year end balance							
Maintenance Reserves	114,645	123,145	131,645	140,145	123,645	132,145	140,645
Equipment Replacement Fund	404,663	437,165	469,637	378,434	285,519	190,654	95,892
Total projected year end balance	519,308	560,311	601,284	518,582	409,168	322,804	236,543

See attached reserve schedules for projected annual cash flows.

**3.713 East Coast Interceptor
Operating Reserve Summary
2019 - 2023 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	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	114,606	114,645	123,145	131,645	140,145	123,645	132,145
Planned Purchase	(10,000)	-	-	-	(25,000)	-	-
Transfer from Ops Budget	8,500	8,500	8,500	8,500	8,500	8,500	8,500
Interest Income*	1,539	-	-	-	-	-	-
Total projected year end balance	114,645	123,145	131,645	140,145	123,645	132,145	140,645

* 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
2019 - 2023 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	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	424,118	404,663	437,165	469,637	378,434	285,519	190,654
Planned Purchase (Based on Capital Plan)	(60,000)	-	-	(100,000)	(100,000)	(100,000)	(100,000)
Transfer from Other (MFA etc.)	33,960	32,502	32,472	8,797	7,085	5,135	5,238
Interest Income*	6,585	-	-	-	-	-	-
Ending Balance \$	404,663	437,165	469,637	378,434	285,519	190,654	95,892

Transfers OUT TBD based on further PERS refinement. Some replacements delayed pending Core Area Sewage Project direction.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

North East Trunk 2 (Bowker)

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.715 North East Trunk 2 (Bowker)	Committee: Core Area Liquid Waste Management
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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

AUTHORIZATION:

N/A

FUNDING:

Requisition

RESERVE FUND:

N/A

Service: 3.715 North East Trunk 2 (Bowker) COMMITTEE: ENVIRONMENT

COST SHARING ALLOCATION

	2014	2015	2016	2017	2018
Victoria	68.48%	68.58%	68.57%	65.97%	68.31%
Saanich	3.61%	3.48%	4.46%	4.77%	4.62%
Oak Bay	27.91%	27.94%	26.97%	29.26%	27.07%
	100%	100%	100%	100%	100%

3.715 - NORTH EAST TRUNK (BOWKER)	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Allocations	317,094	317,094	330,850	1,000	0	331,850	338,374	346,129	354,120	361,202
Operating - Other Costs	154,853	144,736	151,632	0	0	151,632	154,664	158,971	162,143	165,385
Consultant Expenses	2,000	2,000	2,040	0	0	2,040	2,081	2,123	2,165	2,208
Contract For Services	5,055	5,055	4,156	0	0	4,156	45,259	25,364	5,472	5,583
TOTAL OPERATING COSTS	479,002	468,885	488,678	1,000	0	489,678	540,378	532,587	523,900	534,378
*Percentage Increase over prior year	0.00%	-2.11%	2.02%	0.21%	0.00%	2.23%	10.35%	-1.44%	-1.63%	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	12,732	12,732	12,000	0	0	12,000	12,000	12,000	12,000	12,000
TOTAL CAPITAL / RESERVES	12,732	12,732	12,000	0	0	12,000	12,000	12,000	12,000	12,000
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	491,734	481,617	500,678	1,000	0	501,678	552,378	544,587	535,900	546,378
*Percentage Increase over prior year	0.00%	-2.06%	1.82%	0.20%	0.00%	2.02%	10.11%	-1.41%	-1.60%	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	491,734	481,617	500,678	1,000	0	501,678	552,378	544,587	535,900	546,378
*Percentage Increase over prior year	0.00%	-2.06%	1.82%	0.20%	0.00%	2.02%	10.11%	-1.41%	-1.60%	1.96%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	(5,060)	(5,060)	(10,117)	0	0	(10,117)	0	0	0	0
Grants In Lieu of Taxes	(30)	(30)	(30)	0	0	(30)	(30)	(30)	(30)	(31)
Transfer from Operating Reserve	0	0	0	0	0	0	(40,000)	(20,000)	0	0
TOTAL REVENUE	(5,090)	(5,090)	(10,147)	0	0	(10,147)	(40,030)	(20,030)	(30)	(31)
REQUISITION	(486,644)	(476,527)	(490,531)	(1,000)	0	(491,531)	(512,348)	(524,557)	(535,870)	(546,347)
*Percentage Increase over prior year	0.00%	-2.08%	0.80%	0.21%	0.00%	1.00%	4.24%	2.38%	2.16%	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 - 2019 to 2023

Service No.	3.715	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$30,000	\$30,000	\$390,000	\$890,000	\$600,000	\$100,000	\$2,010,000
Vehicles	V	\$0	\$0	\$175,000	\$0	\$0	\$0	\$175,000
		\$30,000	\$30,000	\$565,000	\$890,000	\$600,000	\$100,000	\$2,185,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$565,000	\$890,000	\$600,000	\$100,000	\$2,155,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$30,000	\$30,000	\$565,000	\$890,000	\$600,000	\$100,000	\$2,185,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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)
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 2018	2019	2020	2021	2022	2023	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	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
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													
18-04	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				\$2,185,000			\$30,000	\$30,000	\$565,000	\$890,000	\$600,000	\$100,000	\$2,185,000

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 #N/A	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>		
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 #N/A	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>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.</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 #N/A	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 NET-B will be inspected for condition and defects. Results from the inspection program will be used for the following year's rehabilitation program.</i>		

Service: 3.715 North East Trunk 2 (Bowker)

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 #N/A	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 NET-B 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. 19-02	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 #N/A	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>Based on results of the NET-B CCTV Sections 1-3, trunk mains requiring rehabilitation will be identified and deficiencies remediated.</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 #N/A	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>		

Service: 3.715 **North East Trunk 2 (Bowker)**

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 #N/A	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 NET-B 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. 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 #N/A	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>Based on results of the NET-B CCTV Section 4, trunk mains requiring rehabilitation will be identified and deficiencies remediated.</i>		
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 #N/A	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>		

**3.715 North East Trunk 2
Operating Reserve Summary
2019 - 2023 Financial Plan**

Profile

North East Trunk 2

Maintenance accounts started for operating costs (unexpected maintenance items) that were not incurred annually, but incurred on a irregular basis.

Operating Reserve Schedule - FC 105202

Operating Reserve Schedule Projected year end balance	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	181,796	197,993	210,725	222,725	194,725	186,725	198,725
Planned Purchase	-	-	-	(40,000)	(20,000)	-	-
Transfer from Ops Budget	13,600	12,732	12,000	12,000	12,000	12,000	12,000
Interest Income*	2,597	-	-	-	-	-	-
Total projected year end balance	197,993	210,725	222,725	194,725	186,725	198,725	210,725

* 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

2019 BUDGET

Saanich Peninsula Water Supply

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 2.610

Saanich Peninsula Water Supply

Committee: Saanich Peninsula Water

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This service provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich /North Saanich/ Sidney

MAXIMUM LEVY:**MAXIMUM CAPITAL DEBT:**

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

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	2019 BUDGET REQUEST						FUTURE PROJECTIONS			
	2018 BOARD BUDGET 2	2018 ESTIMATED ACTUAL 3	CORE BUDGET 4	ONGOING 5	ONE-TIME 6	TOTAL (COL 4, 5 & 6) 7	2020 8	2021 9	2022 10	2023 11
SUMMARY	1									
<u>OPERATING EXPENDITURES:</u>										
ALLOCATION - OPERATIONS	965,535	898,305	1,007,848	-	-	1,007,848	1,028,005	1,048,565	1,069,536	1,090,927
UTILITIES	195,620	215,600	206,207	-	-	206,207	210,331	214,538	218,829	223,205
OPERATING - OTHER COSTS	154,610	137,670	170,751	-	-	170,751	174,167	177,651	181,204	184,828
ALLOCATION - CORPORATE OVERHEAD	65,710	65,710	76,912	-	-	76,912	89,219	102,665	117,283	119,628
TOTAL OPERATING EXPENDITURES	1,381,475	1,317,285	1,461,719	-	-	1,461,719	1,501,723	1,543,419	1,586,852	1,618,588
*Percentage increase over prior year board budget			5.81%			5.81%	2.74%	2.78%	2.81%	2.00%
TOTAL BULK WATER EXPENDITURES	4,185,720	4,318,600	4,403,750	-	-	4,403,750	4,511,000	4,637,750	4,783,350	4,919,200
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO CAPITAL RESERVE FUND	450,000	574,315	470,000	-	-	470,000	600,000	650,000	700,000	750,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	500,000	624,315	520,000	-	-	520,000	650,000	700,000	750,000	800,000
<u>DEBT SERVICING</u>										
DEBT-INTEREST & PRINCIPAL	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICING EXPENDITURES	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	6,067,195	6,260,200	6,385,469	-	-	6,385,469	6,662,723	6,881,169	7,120,202	7,337,788
<u>SOURCES OF FUNDING-OPERATIONS</u>										
REVENUE -WATER SALES	(6,061,395)	(6,253,650)	(6,379,669)	-	-	(6,379,669)	(6,656,923)	(6,875,369)	(7,114,402)	(7,331,988)
REVENUE -OTHER	(5,800)	(6,550)	(5,800)	-	-	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(6,067,195)	(6,260,200)	(6,385,469)	-	-	(6,385,469)	(6,662,723)	(6,881,169)	(7,120,202)	(7,337,788)
<u>SOURCES OF FUNDING-REQUISITION</u>										
PROPERTY TAX REQUISITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUISITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR	-	-	-	-	-	-	-	-	-	-
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(6,067,195)	(6,260,200)	(6,385,469)	-	-	(6,385,469)	(6,662,723)	(6,881,169)	(7,120,202)	(7,337,788)
Percentage increase over prior year's board budget			5.25%			5.25%	4.34%	3.28%	3.47%	3.06%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

SCHEDULE B

Service No.	2.610	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
	Saanich Peninsula Water Supply							

EXPENDITURE

Buildings	B	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$125,000
Equipment	E	\$0	\$50,000	\$120,000	\$0	\$0	\$0	\$170,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$885,000	\$1,340,000	\$855,000	\$210,000	\$360,000	\$260,000	\$3,025,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$1,010,000	\$1,515,000	\$975,000	\$210,000	\$360,000	\$260,000	\$3,320,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$1,010,000	\$1,465,000	\$925,000	\$160,000	\$310,000	\$210,000	\$3,070,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$1,010,000	\$1,515,000	\$975,000	\$210,000	\$360,000	\$260,000	\$3,320,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
SYSTEM UPGRADES AND REPLACEMENTS													
Planning													
19-02	New	Strategic Asset Management Plan Update	Update the asset management plan with recent study information (post disaster emergency water supply, Elk Lake Main Removals, ...)	\$100,000	S	Res	\$0	\$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
16-05	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
17-01	New	Reservoir Seismic Isolation Valves	Assessment, design and installation of seismic isolation valves at 7 of the reservoirs, and installation of restrained hydrants at reservoirs where possible.	\$500,000	S	Res	\$350,000	\$350,000	\$100,000	\$0	\$0	\$0	\$450,000
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	\$150,000	\$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	\$205,000	S	Res	\$35,000	\$170,000	\$0	\$0	\$0	\$0	\$170,000
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
19-01	Renewal	Corrosion Protection Program	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion	\$90,000	S	Res	\$0	\$20,000	\$40,000	\$10,000	\$10,000	\$10,000	\$90,000
19-03	Renewal	Lowe Pump Station Meter Replacement & Complete Meter Inventory	As recommended in the 2017 KWL Water Audit, the Lowe Pump Station meter is to be replaced with a mag meter and completion of the meter inventory.	\$50,000	E	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
20-01	Replacement	Elk Lake Main Removals	Undertake removals from outlined in 2018 Elk Lake Main Decommissioning Study	\$85,000	S	Res	\$0	\$0	\$85,000	\$0	\$0	\$0	\$85,000
20-03	Renewal	Lochside PRV, Martindale & Tsawout Meter Replacement	As recommended in the 2017 KWL Water Audit, replace the Lochside PRV, Martindale and Tsawout flow meters.	\$120,000	E	Res	\$0	\$0	\$120,000	\$0	\$0	\$0	\$120,000
Sub-Total System Upgrades & Replacements				\$2,685,000			\$1,010,000	\$1,465,000	\$495,000	\$160,000	\$160,000	\$160,000	\$2,440,000
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													
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	\$430,000	S	Res	\$0	\$0	\$430,000	\$0	\$0	\$0	\$430,000
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	\$150,000	S	Res	\$0	\$0	\$0	\$0	\$150,000	\$0	\$150,000
23-01	New	DCC Program Update	5-year update of the DCC program.	\$50,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000
Sub-Total Development Cost Charge				\$630,000			\$0	\$0	\$430,000	\$0	\$150,000	\$50,000	\$630,000
GRAND TOTAL				\$3,565,000			\$1,010,000	\$1,515,000	\$975,000	\$210,000	\$360,000	\$260,000	\$3,320,000

Service: 2.610 **Saanich Peninsula Water Supply**

Proj. No. 19-02 **Capital Project Title** Strategic Asset Management Plan **Capital Project Description** Update the asset management plan with recent study information.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *Update the strategic asset management plan based upon recent studies such as the DCC Program Update, Post Disaster Response Plan, and Site Security Assessment. The update will inform future capital works.*

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. 16-05 **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. 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, and installation of restrained hydrants at reservoirs where possible.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Service: 2.610 **Saanich Peninsula Water Supply**

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 a 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.*

18-04	Capital Project Title Post Disaster Emergency Water Supply	Capital Project Description Identify and procure emergency systems for post disaster preparedness
Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Service: 2.610 **Saanich Peninsula Water Supply**

Project Rationale *In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2017 and 2018 with the anticipated purchase of one or more emergency distribution systems in 2018 and beyond. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.*

19-01

Capital Project Title Corrosion Protection Program

Capital Project Description Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion

Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *The Saanich Peninsula Water System comprises of many material types including steel. An investigation and monitoring program will be developed to prevent infrastructure failure due to corrosion. Funds are required to retain a qualified corrosion specialist to assess and aid in developing a monitoring program.*

19-03

Capital Project Title Lowe Pump Station Meter Replacement

Capital Project Description As recommended in the 2017 KWL Water Audit, the Lowe Pump Station meter is to be replaced with a mag meter and completion of the meter inventory.

Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *KWL carried out a water audit of the Saanich Peninsula Water system in 2017 and recommended that the meter inventory be completed and the Lowe Pump Station meter be replaced. Funds are required to replace the Lowe Pump Station meter and complete the meter inventory.*

20-01

Capital Project Title Elk Lake Main Removals

Capital Project Description Undertake removals from outlined in 2018 Elk Lake Main Decommissioning Study

Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *Staff produced the 2018 Elk Lake Main Decommissioning Study to highlight regions of the abandoned main requiring capital works to reduce risk to public safety if the abandoned infrastructure failed. Funds are required to demolish or properly decommission abandoned and unused infrastructure.*

20-03

Capital Project Title Lochside PRV, Martindale & Tsawout M

Capital Project Description As recommended in the 2017 KWL Water Audit, replace the Lochside PRV, Martindale and Tsawout flow meters.

Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Service: 2.610 **Saanich Peninsula Water Supply**

Project Rationale *KWL carried out a water audit of the Saanich Peninsula Water system in 2017 and recommended that the meters be replaced at the Lochside PRV, Martindale meter station and Tsawout meter station. Funds are required to replace the meters and complete any associated upgrades at the stations.*

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. 20-02	Capital Project Title Hamsterly Pump Station Backup Power	Capital Project Description Addition of a backup power generator at the Hamsterly Pump Station
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *From the 2018 DCC Update, KWL identified that the addition of backup power at the Hamsterly Pump Station. Funds are required to design and construct backup power for the Hamsterly Pump Station.*

**2.610 Saanich Peninsula Water
Summary Schedule
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
DCC Reserve Account	1,688,517	1,838,517	1,558,517	1,708,517	1,708,517	1,808,517
Equipment Replacement Fund	1,668,230	1,668,230	1,668,230	1,668,230	1,668,230	1,668,230
Capital Reserve	3,721,492	3,736,492	3,841,492	4,331,492	4,871,492	5,461,492
Total	7,078,240	7,243,240	7,068,240	7,708,240	8,248,240	8,938,240

**2.610 Saanich Peninsula Water
Development Cost Charges
2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,468,517	1,688,517	1,838,517	1,558,517	1,708,517	1,708,517
Transfers from Reserve based on DCC-capital plan		-	(430,000)	-	(150,000)	(50,000)
DCC's received from Member Municipalities	200,000	150,000	150,000	150,000	150,000	150,000
Interest Income*	20,000					
Ending Balance \$	1,688,517	1,838,517	1,558,517	1,708,517	1,708,517	1,808,517

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
 2019 - 2023 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				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,648,230	1,668,230	1,668,230	1,668,230	1,668,230	1,668,230
Equipment purchases (Based on Capital Plan)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Transfer from Operating Budget	50,000	50,000	50,000	50,000	50,000	50,000
Interest Income*	20,000					
Ending Balance \$	1,668,230	1,668,230	1,668,230	1,668,230	1,668,230	1,668,230

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
2019 - 2023 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	5,104,492	3,721,492	3,736,492	3,841,492	4,331,492	4,871,492
Transfers from Reserve based on capital plan	(2,055,000)	(455,000)	(495,000)	(160,000)	(160,000)	(160,000)
Transfer from Operating Budget	574,000	470,000	600,000	650,000	700,000	750,000
Interest Income*	98,000					
Ending Balance \$	3,721,492	3,736,492	3,841,492	4,331,492	4,871,492	5,461,492

General Comments:
 Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engineering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

 The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Central Saanich Odour Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.714 Central Saanich Odour Management	Committee: Environmental Services
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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%

FUNDING:

Requisition

RESERVE FUND:

N/A

3.714 - CENTRAL SAANICH TREATMENT PLANT	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Operating - Other Costs	44,440	47,790	48,080	0	0	48,080	49,064	50,051	51,054	52,073
Allocations	28,851	17,905	23,466	0	0	23,466	17,984	18,035	18,118	18,481
Contingency	16,953	0	20,607	0	0	20,607	1,909	2,250	2,571	2,624
TOTAL OPERATING COSTS	90,244	65,695	92,153	0	0	92,153	68,957	70,336	71,743	73,178
*Percentage Increase over prior year	0.00%	-27.20%	2.12%	0.00%	0.00%	2.12%	-25.17%	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	90,244	65,695	92,153	0	0	92,153	68,957	70,336	71,743	73,178
*Percentage Increase over prior year	0.00%	-27.20%	2.12%	0.00%	0.00%	2.12%	-25.17%	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	90,244	65,695	92,153	0	0	92,153	68,957	70,336	71,743	73,178
*Percentage Increase over prior year	0.00%	-27.20%	2.12%	0.00%	0.00%	2.12%	-25.17%	2.00%	2.00%	2.00%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)		24,549								
Balance C/F from Prior to Current year	(23,965)	(23,965)	(24,549)	0	0	(24,549)	0	0	0	0
Revenue - Other	(420)	(420)	(428)	0	0	(428)	(437)	(446)	(455)	(464)
Grants In Lieu of Taxes	(283)	(283)	(288)	0	0	(288)	(295)	(300)	(306)	(313)
TOTAL REVENUE	(24,668)	(119)	(25,265)	0	0	(25,265)	(732)	(746)	(761)	(777)
REQUISITION	(65,576)	(65,576)	(66,888)	0	0	(66,888)	(68,225)	(69,590)	(70,982)	(72,401)
*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: 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

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Saanich Peninsula Wastewater

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Service: 3.718 Saanich Peninsula Wastewater	Commission: Saanich Peninsula Waste Water
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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 2018</u>
Airport	1.67%
Sidney	42.21%
Pauquachin	1.03%
Central Saanich	40.50%
North Saanich	14.17%
Tseycum	0.33%
IOS	0.09%
Total	100.00%

FUNDING:

Requisition

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

3.718 - SAANICH PENINSULA WASTEWATER	BUDGET REQUEST						2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL				
<u>OPERATING COSTS:</u>										
Operating	2,352,803	2,073,579	2,511,501	0	0	2,511,501	2,467,400	2,624,896	2,634,060	2,686,916
Lab	157,170	153,182	162,439	0	0	162,439	165,688	169,002	172,382	175,831
Heat Recovery	95,162	101,202	98,763	0	0	98,763	100,736	102,750	104,802	106,899
Biosolids Mgmt.	584,435	563,040	620,190	0	0	620,190	632,593	645,245	658,149	671,314
TOTAL OPERATING COSTS	3,189,570	2,891,003	3,392,893	0	0	3,392,893	3,366,417	3,541,893	3,569,393	3,640,960
*Percentage Increase over prior year	0.00%	-9.36%	6.37%	0.00%	0.00%	6.37%	-0.78%	5.21%	0.78%	2.01%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	104,440	104,440	104,950	0	0	104,950	107,052	109,190	111,379	113,597
Transfer to Reserve Fund	255,836	552,403	260,953	0	0	260,953	266,172	271,496	276,925	282,464
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	423,446	720,013	429,173	0	0	429,173	437,588	446,166	454,922	463,840
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	3,613,016	3,611,016	3,822,066	0	0	3,822,066	3,804,005	3,988,059	4,024,315	4,104,800
*Percentage Increase over prior year	0.00%	-0.06%	5.79%	0.00%	0.00%	5.79%	-0.47%	4.84%	0.91%	2.00%
Internal Recovery - Other	(137,910)	(145,910)	(147,200)	0	0	(147,200)	(150,146)	(153,151)	(156,215)	(159,338)
Recovery - Other	0	0	(455)	0	0	(455)	(464)	(473)	(483)	(492)
OPERATING COSTS LESS INTERNAL RECOVERIES	3,475,106	3,465,106	3,674,411	0	0	3,674,411	3,653,395	3,834,435	3,867,617	3,944,970
*Percentage Increase over prior year	0.00%	-0.29%	5.74%	0.00%	0.00%	5.74%	-0.57%	4.96%	0.87%	2.00%
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	(6,048)	(6,048)	(5,714)	0	0	(5,714)	(5,828)	(5,944)	(6,064)	(6,186)
Transfer From Own Funds	(30,000)	(20,000)	(100,000)	0	0	(100,000)	0	(100,000)	(50,000)	0
TOTAL REVENUE	(36,048)	(26,048)	(105,714)	0	0	(105,714)	(5,828)	(105,944)	(56,064)	(6,186)
REQUISITION	(3,439,058)	(3,439,058)	(3,568,697)	0	0	(3,568,697)	(3,647,567)	(3,728,491)	(3,811,553)	(3,938,784)
*Percentage Increase over prior year	0.00%	0.00%	3.77%	0.00%	0.00%	3.77%	2.21%	2.22%	2.23%	3.34%
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

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	3.718	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
	Saanich Peninsula Wastewater							

EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$1,215,000	\$4,162,000	\$1,215,000	\$760,000	\$270,000	\$260,000	\$6,667,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$1,215,000	\$4,162,000	\$1,215,000	\$760,000	\$270,000	\$260,000	\$6,667,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$150,000	\$395,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,195,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$965,000	\$3,667,000	\$1,015,000	\$560,000	\$70,000	\$60,000	\$5,372,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$1,215,000	\$4,162,000	\$1,215,000	\$760,000	\$270,000	\$260,000	\$6,667,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 3.718

Service Name: 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 (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 2018	2019	2020	2021	2022	2023	5 - Year Total
CAPITAL													\$0
16-06	New	Biosolids Treatment & Disposal Options Study	Study to determine viable options for treatment and 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.	\$515,000	S	Res	\$350,000	\$495,000	\$0	\$0	\$0	\$0	\$495,000
17-02	Renewal	Oxidation Ditch Permanent Access Construction	Construction of permanent access to eliminate confined space entry requirements into the Oxidation ditches.	\$215,000	S	Res	\$85,000	\$215,000	\$0	\$0	\$0	\$0	\$215,000
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	\$150,000	\$150,000	\$0	\$150,000	\$0	\$0	\$300,000
18-02	Renewal	SPWW SCADA Upgrades	Replacement of aging SCADA equipment to meet current and future SCADA requirements.	\$135,000	S	Res	\$85,000	\$85,000	\$50,000	\$0	\$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.	\$240,000	S	Res	\$135,000	\$225,000	\$0	\$0	\$0	\$0	\$225,000
18-06	New	Engineered Fall Protection	Assess potential fall risks to operators at the SPWWTP and implement appropriate fall protection.	\$50,000	S	Res	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
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	\$30,000	\$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	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$150,000
19-01	Replacement	SPWWTP Replacement of Rotary Presses	Assess dewatering options of sludge and implement prior to possible failure of the rotary presses.	\$900,000	S	Res	\$0	\$90,000	\$810,000	\$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	\$135,000	\$0	\$0	\$0	\$0	\$135,000
19-03	Renewal	Corrosion Prevention Program	In conjunction with the RWS and JdF system a corrosion protection program to assess and monitor assets susceptible to corrosion	\$120,000	S	Res	\$0	\$75,000	\$15,000	\$10,000	\$10,000	\$10,000	\$120,000
19-06	Renewal	Odour Control Upgrades	Based upon the 2018 KWL Odour Control Program study, upgrades to odour control systems like the biofilter at SPWWTP will be undertaken.	\$575,000	S	Res	\$0	\$75,000	\$100,000	\$400,000	\$0	\$0	\$575,000
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	\$40,000	\$0	\$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	\$1,000,000	S	ERF	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Sub-Capital				\$3,895,000			\$1,215,000	\$2,200,000	\$1,215,000	\$760,000	\$270,000	\$210,000	\$4,655,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 3.718
Service Name: 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 (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 2018	2019	2020	2021	2022	2023	5 - Year Total	
DEVELOPMENT COST CHARGE (DCC) PROGRAM														
19-04	Renewal	Strategic Plan Update	Update the strategic plan to inform future works.	\$135,000	S	Res	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	
					S	Res	\$0	\$105,000	\$0	\$0	\$0	\$0	\$105,000	
19-05	Renewal	Turgoose Pump Station Upgrade	Upgrade of the Turgoose Pump Station based upon upstream development.	\$654,000	S	Res	\$0	\$654,000	\$0	\$0	\$0	\$0	\$654,000	
19-07	New	WWTP Capacity Upgrade	DCC transfer for the future WWTP upgrade.	\$1,173,000	S	Res	\$0	\$1,173,000	\$0	\$0	\$0	\$0	\$1,173,000	
23-01	Renewal	DCC Update	5-year update of the DCC program.	\$50,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000	
Subtotal -- DCC							\$0	\$1,962,000	\$0	\$0	\$0	\$50,000	\$2,012,000	
GRAND TOTAL				\$6,757,000				\$1,215,000	\$4,162,000	\$1,215,000	\$760,000	\$270,000	\$260,000	\$6,667,000

Service: 3.718 **Saanich Peninsula Wastewater**

Proj. No. 16-06	Capital Project Title Biosolids Treatment & Disposal Options Study	Capital Project Description Study to determine viable options for treatment and disposal of biosolids from the SPWWTP.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale A study to determine viable options for treatment and disposal of biosolids from the SPWWTP will be undertaken.		

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 Units have obvious corrosion, as well the units have had electrical issues. Replacement is required.		

Service: 3.718 **Saanich Peninsula Wastewater**

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 <i>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.</i>		

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 <i>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.</i>		

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 <i>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.</i>		

Service: 3.718 **Saanich Peninsula Wastewater**

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 <i>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.</i>		

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 <i>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.</i>		

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>		

Service: 3.718 **Saanich Peninsula Wastewater**

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>		

Service: 3.718 **Saanich Peninsula Wastewater**

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 (2019) and complete the design and installation of new replacement units (2020).</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. 19-03	Capital Project Title Corrosion Prevention Program	Capital Project Description In conjunction with the RWS and JdF system a corrosion protection program to assess and monitor assets susceptible to corrosion
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The Saanich Peninsula Wastewater system is comprised of numerous steel infrastructure among other materials. The Regional Water and Juan du Fuca water systems will be utartinga corrosion protection program in 2018 that the SPWW system can be assessed and monitored as well. Funds are required to retain a corrosion prevention specialist to produce a program for assessing and monitoring corrosion prevention within the Saanich Peninsula Wastewater system.</i>		

Service: 3.718 **Saanich Peninsula Wastewater**

Proj. No. 19-06	Capital Project Title Odour Control Upgrades	Capital Project Description Based upon the 2018 KWL Odour Control Program study, upgrades to odour control systems like the biofilter at SPWWTP will be undertaken.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>In 2017 KWL was retained to conduct an audit of the odour control systems in the Core Area and Saanich Peninsula Wastewater systems. KWL made recommendations on remediation, works include: SPWWTP odour control management study and Sidney and Keating PS ventilation study (2019); SPWWTP Odour Control Improvements Design (2020); SPWWTP Odour Control Improvements Construction (2021).</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. 19-04	Capital Project Title Strategic Plan Update	Capital Project Description Update the strategic plan to inform future works.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>An update to the strategic plan to inform future works will be undertaken.</i>		

Service: 3.718 **Saanich Peninsula Wastewater**

Proj. No. 19-05	Capital Project Title Turgoose Pump Station Upgrade	Capital Project Description Upgrade of the Turgoose Pump Station based upon upstream development.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The development of the former Marigold Nursery into a mixed development requires upgrades to the Turgoose Pump Station. Funds are required to implement upgrades to accommodate additional wastewater flows.</i>		

Proj. No. 19-07	Capital Project Title WWTP Capacity Upgrade	Capital Project Description DCC transfer for the future WWTP upgrade.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>This item is for transferring funds for the future WWTP upgrade.</i>		

Proj. No. 23-01	Capital Project Title DCC Update	Capital Project Description 5-year update of the DCC program.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>This item is for a planned review and update of the DCC Program.</i>		

**3.718 Saanich Peninsula Wastewater
Summary Schedule
2019 - 2023 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	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Sewer Capital Reserve Fund	3,839,787	3,529,690	1,258,643	679,815	562,310	939,235	1,381,699
Maintenance Reserves	379,925	424,295	389,759	456,383	424,168	443,138	514,021
Equipment Replacement Fund	1,170,351	679,791	539,741	446,793	355,983	267,362	180,941
Total projected year end balance	5,390,063	4,633,777	2,188,145	1,582,994	1,342,465	1,649,740	2,076,667

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	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,816,144	1,986,144	194,144	364,144	534,144	704,144
Planned Capital Expenditure (Based on Capital Plan)	-	(1,962,000)	-	-	-	-
Transfer IN - DCC Funding	170,000	170,000	170,000	170,000	170,000	170,000
Interest Income		-	-	-	-	-
Ending Balance \$	1,986,144	194,144	364,144	534,144	704,144	874,144

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	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	2,023,643	1,543,546	1,064,499	315,671	28,166	235,091
Transfer OUT	(1,032,500)	(740,000)	(1,015,000)	(560,000)	(70,000)	(10,000)
Transfer IN - Capital Reserve Portion	552,403	260,953	266,172	272,495	276,925	282,464
Interest Income*		-	-	-	-	-
Ending Balance \$	1,543,546	1,064,499	315,671	28,166	235,091	507,555

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
2019 - 2023 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 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	Actual	Estimate	Budget				
	2017	2018	2019	2020	2021	2022	2023
Beginning Balance	517,978	379,925	424,295	389,759	456,383	424,168	443,138
Planned Purchase	(210,898)	(20,000)	(100,000)	-	(100,000)	(50,000)	-
Transfer from Ops Budget	69,527	64,370	65,464	66,624	67,785	68,970	70,883
Interest Income*	3,318		-	-	-	-	-
Total projected year end balance	379,925	424,295	389,759	456,383	424,168	443,138	514,021

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

Fund: 1022 Fund Center 101700

Equipment Replacement Fund- SPWWTP

	Actual	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,170,351	679,791	539,741	446,793	355,983	267,362
Planned Purchase (Based on Capital Plan)	(595,000)	(245,000)	(200,000)	(200,000)	(200,000)	(200,000)
Transfer IN (from Ops Budget)	104,440	104,950	107,052	109,190	111,379	113,579
Interest Income*		-	-	-	-	-
Ending Balance \$	679,791	539,741	446,793	355,983	267,362	180,941

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.

CAPITAL REGIONAL DISTRICT

2019 BUDGET

Core Area Wastewater Treatment Program

COMMITTEE OF THE WHOLE

SEPTEMBER 2018

Core Area Wastewater Treatment Project (CAWTP)			BUDGET REQUEST				FUTURE PROJECTIONS			
	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	2019 CORE BUDGET	ongoing	one time	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL
<u>OPERATING COSTS:</u>										
<u>Properties</u>										
Properties	375,853	488,107	415,128	-	-	415,128	399,563	403,066	406,639	410,282
Labour charges	20,000	20,000	22,000	-	-	22,000	22,440	22,889	23,347	23,813
Allocations	17,500	23,250	37,549	-	-	37,549	42,972	48,693	54,724	55,819
	413,353	531,357	474,677	-	-	474,677	464,975	474,648	484,710	489,914
<u>WTP Pre-Operation and Operating Costs</u>	-	-	673,027	-	-	673,027	5,783,501	17,885,735	18,353,295	18,732,428
TOTAL OPERATING COSTS	413,353	531,357	1,147,704	-	-	1,147,704	6,248,476	18,360,383	18,838,005	19,222,342
*Percentage Increase over prior year						116.0%	444.4%	193.8%	2.6%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to WTP Capital	25,057,164	25,054,490	28,992,108	-	-	28,992,108	27,968,386	5,529,744	5,529,744	5,529,744
Transfer to WTP Debt Retirement Reserve	-	-	-	-	-	-	-	9,278,144	5,057,760	5,142,310
Transfer to Equipment Replacement Reserve	-	-	-	-	-	-	721,707	3,477,199	3,546,743	3,617,678
Transfer to Asset Replacement Reserve	-	-	-	-	-	-	49,785	433,784	1,226,178	1,598,468
TOTAL CAPITAL / RESERVES	25,057,164	25,054,490	28,992,108	-	-	28,992,108	28,739,878	18,718,871	15,360,425	15,888,201
						-				
Debt Expenditures	1,016,002	1,089,691	2,298,111	-	-	2,298,111	3,205,425	4,365,957	8,550,085	8,473,992
MFA Debt Reserve	150,000	150,000	150,000	-	-	150,000	150,000	550,000	-	-
						-				
TOTAL COSTS	26,636,519	26,825,538	32,587,923	-	-	32,587,923	38,343,779	41,995,211	42,748,515	43,584,535
*Percentage Increase over prior year						0%	18%	10%	2%	2%
<u>Recoveries from WTP Capital (Funded from WTP Control Budget)</u>	-	-	(662,333)	-	-	(662,333)	(1,415,079)	(26,676)	-	-
OPERATING COSTS WITH INTERNAL RECOVERIES	26,636,519	26,825,538	31,925,590	-	-	31,925,590	36,928,700	41,968,535	42,748,515	43,584,535
*Percentage Increase over prior year						0%	16%	14%	2%	2%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(713,487)	(713,487)	(713,487)	-	-	(713,487)	(713,487)	(713,487)	(713,487)	(713,487)
Lease Revenue	(923,032)	(1,112,052)	(1,212,103)	-	-	(1,212,103)	(1,215,213)	(1,255,048)	(1,235,028)	(1,255,048)
						-				
TOTAL REVENUE	(1,636,519)	(1,825,539)	(1,925,590)	-	-	(1,925,590)	(1,928,700)	(1,968,535)	(1,948,515)	(1,968,535)
						-				
REQUISITION	(25,000,000)	(25,000,000)	(30,000,000)	-	-	(30,000,000)	(35,000,000)	(40,000,000)	(40,800,000)	(41,616,000)
*Percentage Increase over prior year requisition						20%	17%	14%	2%	2%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

SCHEDULE B

Service No.	3.798C		Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$242,816,905	\$147,334,063	\$17,030,412	\$5,529,744	\$5,529,744	\$5,529,744	\$418,240,868
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$242,816,905	\$147,334,063	\$17,030,412	\$5,529,744	\$5,529,744	\$5,529,744	\$418,240,868

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$162,000,553	\$27,990,075	\$0	\$0	\$0	\$0	\$189,990,628
Debenture Debt (New Debt Only)	Debt	\$0	\$15,000,000	\$0	\$0	\$0	\$0	\$0	\$15,000,000
Grants (Federal, Provincial)	Grant	\$0	\$65,816,352	\$119,343,988	\$11,500,668	\$0	\$0	\$0	\$196,661,008
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$5,529,744	\$5,529,744	\$5,529,744	\$5,529,744	\$16,589,232
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$242,816,905	\$147,334,063	\$17,030,412	\$5,529,744	\$5,529,744	\$5,529,744	\$418,240,868

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 3.798C
 Service Name: Debt - Core Area Wastewater Treatment Program

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2023

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-01	New	Wastewater Treatment Plant	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	459,000,000	S	Grant	\$0	65,816,352	119,343,988	11,500,668	-	\$0	\$196,661,008
16-01	New	Wastewater Treatment Plant	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	143,193,677	S	Cap	\$0	28,986,255	27,990,075	-	-	\$0	\$56,976,330
16-01	New	Wastewater Treatment Plant	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	63,391,394	S	Other	\$0	-	-	5,529,744	5,529,744	\$5,529,744	\$16,589,232
16-01	New	Wastewater Treatment Plant	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	99,370,929	S	Debt	\$0	15,000,000	-	-	-	\$0	\$15,000,000
16-01	New	Wastewater Treatment Plant	Wastewater Treatment Project (including WWTP, RTF, Conveyance) ** Short term Construction Financing to be repaid via Grant Funding in future years**	-	S	Cap	\$0	133,014,298	-	-	-	\$0	\$133,014,298
GRAND TOTAL				\$764,956,000			\$0	\$242,816,905	\$147,334,063	\$17,030,412	\$5,529,744	\$5,529,744	\$418,240,868

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><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>The project will cost \$765 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.</i></p>	

Electoral Area Services Committee Package – Approval

**EASC Budget Review
September 5, 2018
Salt Spring Island
Budget Highlights**

Operating Expenditures

The Requisition summary for Salt Spring Island is shown on pages 2 and 3. The key drivers for SSI include:

SSI Administration

An increase of \$105,120 (13.5%) in operating expenses, including an ongoing amount of \$90,000 for a new Engineering Technician.

Public Library

An increase of \$36,770 (9.7%) in the contribution to the public library, as requested by the Library Society.

Community Transit

The CRD's share of operating costs for the transit service is projected to increase by \$36,440 (9.1%) due to increases in BC Transit's budgets for fleet maintenance, fixed costs and hourly labour.

Community Parks and Recreation

Increases in staff salaries as well as costs associated with a more robust recreation program will drive total operating costs up by \$92,300 (13.5%). These will be partially offset by increased revenue from programs.

Capital Expenditures (>50k)

Significant projects included in the 2019 Capital Plan for the SSI EA include the following:

Transportation

\$1,786,000 for North Ganges Transportation Management Plan and a new pathway network for \$300,000

Fernwood Dock

\$62,500 for repairs and replacement of damaged sections of the dock

Community Parks and Recreation and Pool

\$183,000 for a woodland bike park in Mouat Park; \$250,000 for Centennial Park washrooms; \$300,000 for a multipurpose room at the SSI Pool.

Water and Sewer Utilities

\$437,000 and \$3,943,000 respectively are the planned capital expenditures for water and sewer utilities on the Island, including \$3.5million on the ongoing Ganges Sewer facility upgrade project

Salt Spring Island Requisition by Service

Electoral Area	Salt Spring Island	Cost per Avg. Parcel		Cost per Avg. Parcel		Difference (Decrease)	Change in cost per avg household/Parcel	
		2019	2018	2019	2018		\$	%
1.010	Legislative & General Government	202,240	\$30.18	194,500	\$29.02	7,740	\$1.15	3.98%
1.101	G.I.S.	1,860	\$0.28	1,820	\$0.27	40	\$0.01	2.20%
1.224	Community Health - Homeless Sec.	11,770	\$1.76	11,770	\$1.76	-	\$0.00	0.00%
1.280	Regional Parks	277,830	\$41.45	260,030	\$38.80	17,800	\$2.66	6.85%
1.280A	Regional Parks - Land Acquisition	111,210	\$16.59	111,210	\$16.59	-	\$0.00	0.00%
1.309	Climate Action and Adaptation	10,290	\$1.54	9,990	\$1.49	300	\$0.04	3.00%
1.310	Land Banking & Housing	43,540	\$6.50	37,130	\$5.54	6,410	\$0.96	17.26%
1.324	Regional Planning Service	35,050	\$5.23	34,090	\$5.09	960	\$0.14	2.82%
1.335	Geo-Spatial Referencing System	5,080	\$0.76	4,980	\$0.74	100	\$0.01	2.01%
1.374	Regional Emergency Program Support	3,460	\$0.52	3,390	\$0.51	70	\$0.01	2.06%
1.375	Hazardous Material Incident Response	8,610	\$1.28	8,610	\$1.28	-	\$0.00	0.00%
1.911	Call Answer	4,070	\$0.61	3,200	\$0.48	870	\$0.13	27.19%
1.921	Regional CREST Contribution	43,190	\$6.44	42,250	\$6.30	940	\$0.14	2.22%
Total Regional		758,200	\$113.13	722,970	\$107.87	35,230	\$5.26	4.87%
1.230	Traffic Safety Commission	2,180	\$0.33	2,180	\$0.33	0	\$0.00	0.00%
1.311	Regional Housing Trust Fund	33,860	\$5.05	33,410	\$4.98	450	\$0.07	1.35%
1.313	Animal Care Services	117,850	\$17.58	115,540	\$17.24	2,310	\$0.34	2.00%
1.912A	Call Answer - RCMP	8,160	\$1.22	8,890	\$1.33	(730)	(\$0.11)	-8.21%
1.913	Langford Fire Dispatch	87,570	\$13.07	79,790	\$11.91	7,780	\$1.16	9.75%
Total Sub-Regional		249,620	\$37.24	239,810	\$35.78	9,810	\$1.46	4.09%
1.103	Elections	8,720	\$1.30	8,720	\$1.30	-	\$0.00	0.00%
1.104	U.B.C.M.	4,560	\$0.68	5,760	\$0.86	(1,200)	(\$0.18)	-20.83%
1.318	Building Inspection	177,370	\$26.46	173,900	\$25.95	3,470	\$0.52	2.00%
1.320	Noise Control	13,000	\$1.94	12,740	\$1.90	260	\$0.04	2.04%
1.322	Nuisances & Unsightly Premises	20,520	\$3.06	19,980	\$2.98	540	\$0.08	2.70%
1.372	Electoral Area Emergency Program	60,350	\$9.00	56,760	\$8.47	3,590	\$0.54	6.32%
Total Joint Electoral Area		284,520	\$42.45	277,860	\$41.46	6,660	\$0.99	2.40%
1.111	Electoral Area Admin Exp-SSI	496,400	\$74.07	389,800	\$58.16	106,600	\$15.91	27.35%
1.116	Grants in Aid - Salt Spring Island	22,550	\$3.36	6,360	\$0.95	16,190	\$2.42	254.56%
1.124	SSI Economic Development Commission	55,390	\$8.26	56,920	\$8.49	(1,530)	(\$0.23)	-2.69%
1.141	Salt Spring Island Public Library	618,910	\$92.34	582,270	\$86.88	36,640	\$5.47	6.29%
1.236	Salt Spring Island Fernwood Dock	30,600	\$5.53	30,000	\$5.42	600	\$0.11	2.00%
1.238A	Community Transit (S.S.I.)	217,070	\$32.39	205,380	\$30.64	11,690	\$1.74	5.69%
1.238B	Community Transportation (S.S.I.)	167,120	\$24.94	396,250	\$59.12	(229,130)	(\$34.19)	-57.82%
1.299	Salt Spring Island Arts	92,050	\$13.73	90,340	\$13.48	1,710	\$0.26	1.89%
1.316	SSI House Numbering	9,310	\$1.39	9,290	\$1.39	20	\$0.00	0.22%
1.371	SSI Emergency Program	102,760	\$15.33	100,610	\$15.01	2,150	\$0.32	2.14%
1.378	SSI Search and Rescue	17,570	\$2.62	17,570	\$2.62	-	\$0.00	0.00%
1.455	Salt Spring Island Community Parks	377,840	\$56.38	370,430	\$55.27	7,410	\$1.11	2.00%
1.458	Salt Spring Island Community Rec	44,210	\$6.60	43,340	\$6.47	870	\$0.13	2.01%
1.459	Salt Spring Island Park, Land and Pool	1,486,170	\$221.75	1,457,030	\$217.40	29,140	\$4.35	2.00%
1.535	Stormwater Quality Management - S.S.I.	21,960	\$3.28	21,480	\$3.20	480	\$0.07	2.23%
1.925	Emergency Comm - Crest - S.S.I.	84,630	\$12.63	83,190	\$12.41	1,440	\$0.21	1.73%
3.705	S.S.I. Septage/Composting**	316,370	\$57.20	305,840	\$55.30	10,530	\$1.90	3.44%
Total SSI Electoral Area		4,160,910	\$631.80	4,166,100	\$632.22	-5,190	(\$0.42)	-0.07%
Total Capital Regional District		5,453,250	\$824.62	5,406,740	\$817.33	46,510	\$7.29	0.89%
Cost/average residential property		\$813.66		\$806.72		\$6.94		
CRHD	Capital Regional Hospital District	932,434	\$139.12	916,834	\$136.80	15,600	\$2.32	1.70%
Total CRD and CRHD		6,385,684	\$963.74	6,323,574	\$954.13	62,110	\$9.61	1.01%

Average residential assessment (2019/2018) 598,690 598,690

Major Impacts

Increase in Cost per Avg Hshld
\$ % of total incr

REGIONAL		
Legislative & General Government	\$1.15	0.12%
Regional Parks	\$2.66	0.28%
Land, Banking and Housing	\$0.96	0.10%
SUB-REGIONAL		
Langford Fire Dispatch	\$1.16	0.12%
JOINT ELECTORAL AREA		
Building Inspection	\$0.52	0.05%
SSI EA		
Electoral Area Admin Exp-SSI	\$15.91	1.67%
Grants in Aid	\$2.42	0.25%
Salt Spring Island Public Library	\$5.47	0.57%
Community Transit	\$1.74	0.18%
Community Transportation	(\$34.19)	-3.58%
Salt Spring Island Park, Land & Rec Prog	\$4.35	0.46%
SSI Septage/Composting	\$1.90	0.20%
Capital Regional Hospital District	\$2.32	0.24%
Other	\$4.40	0.46%
Total	\$9.61	1.01%

Salt Spring Island Requisition by Service

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	
		2019	2018	2019	2018		\$	%
1.234	Salt Spring Island Street Lighting	25,770	\$4.17	24,370	\$3.94	1,400	\$0.23	5.74%
2.620	SSI Highland Water System	36,910	\$152.94	37,230	\$154.27	(320)	(\$1.33)	-0.86%
2.621	Highland / Fernwood Water - SSI	56,000	\$177.00	55,000	\$173.84	1,000	\$3.16	1.82%
2.624	Beddis Water	72,240	\$554.98	72,240	\$554.98	-	\$0.00	0.00%
2.626	Fulford Water	74,790	\$771.73	74,790	\$771.73	-	\$0.00	0.00%
2.628	Cedar Lane Water	15,240	\$433.52	21,270	\$605.05	(6,030)	(\$171.53)	-28.35%
2.660	Fernwood Water	19,020	\$253.40	19,350	\$257.80	(330)	(\$4.40)	-1.71%
3.755	Regional Source Control	6,480	\$0.97	6,320	\$0.94	160	\$0.02	2.53%
3.810	Ganges Sewer	54,130	\$136.30	54,130	\$136.30	-	\$0.00	0.00%
Total Local/Specified/Defined Services		360,580		364,700				
Average residential assessment (2019/2018)		598,690		598,690				
Grand Total SSI		6,746,264		6,688,274		57,990	0.9%	

Salt Spring Island EA 2019 Capital Expenditure List

Service	Description	By Expenditure Type					By Corporate Priority Area				
		Replacement	Renewal	Study	New	Total	Recreation, Arts and Culture	Regional Infrastructure	Environmental Protection	Drinking Water	Total
1.141 SSI Public Library											
	Computer equipment	9,000	-	-	-	9,000	9,000	-	-	-	9,000
1.236 Fernwood Dock											
	Repair/renew damaged sections of dock	-	62,500	-	-	62,500	-	62,500	-	-	62,500
1.238 SSI Transportation/Transit											
	North Ganges Village Transportation Plan	-	-	-	1,786,000	1,786,000	-	1,786,000	-	-	1,786,000
	Bus Shelter	-	-	-	12,000	12,000	-	12,000	-	-	12,000
	Referendum	-	-	-	20,000	20,000	-	20,000	-	-	20,000
	Pathways	-	-	-	300,000	300,000	-	300,000	-	-	300,000
1.459 Park, Land & Pool											
	Mouat Park biking trails	-	-	-	183,000	183,000	183,000	-	-	-	183,000
	Centennial Park washroom	-	250,000	-	-	250,000	250,000	-	-	-	250,000
	Beach accesses	-	10,000	-	-	10,000	10,000	-	-	-	10,000
	Centennial Park master plan	100,000	-	-	-	100,000	100,000	-	-	-	100,000
	Multisport court	100,000	-	-	-	100,000	100,000	-	-	-	100,000
	Expand trail network	-	-	-	30,000	30,000	30,000	-	-	-	30,000
	Park maintenance facility study	-	-	20,000	-	20,000	20,000	-	-	-	20,000
	Pool building repairs	-	25,000	-	-	25,000	25,000	-	-	-	25,000
	Multipurpose room at pool	-	-	-	300,000	300,000	300,000	-	-	-	300,000
2.620 Highland Water											
	Valve distribution upgrade	-	80,000	-	-	80,000	-	-	-	80,000	80,000
	Strategic Asset Mgmt Plan	-	-	15,561	-	15,561	-	-	-	15,561	15,561
2.621 Highland/Fernwood Water											
	Intake assesement/design	-	-	20,000	-	20,000	-	-	-	20,000	20,000
	DAF Float pump	-	-	-	80,000	80,000	-	-	-	80,000	80,000
	Safe work study	-	-	17,000	-	17,000	-	-	-	17,000	17,000
2.622 Cedars of Tuam Water											
	Access road	-	-	1,000	-	1,000	-	-	-	1,000	1,000
	Strategic Asset Mgmt Plan	-	-	8,100	-	8,100	-	-	-	8,100	8,100
	New well and distribution	-	-	100,000	-	100,000	-	-	-	100,000	100,000
	Safe work study	-	-	6,000	-	6,000	-	-	-	6,000	6,000

Salt Spring Island EA 2019 Capital Expenditure List Cont'd

Service	Description	By Expenditure Type					By Corporate Priority Area				
		Replacement	Renewal	Study	New	Total	Recreation, Arts and Culture	Regional Infrastructure	Environmental Protection	Drinking Water	Total
2.624 Beddis Water											
	Strategic Asset Mgmt Plan	-	-	17,130	-	17,130	-	-	-	17,130	17,130
	Intake assesement/design	-	-	20,000	-	20,000	-	-	-	20,000	20,000
	Safe work study	-	-	12,000	-	12,000	-	-	-	12,000	12,000
2.626 Fulford Water											
	Morningside Rd. water main	24,162	-	-	-	24,162	-	-	-	24,162	24,162
	Strategic Asset Mgmt Plan	-	-	10,000	-	10,000	-	-	-	10,000	10,000
	Safe work study	-	-	11,000	-	11,000	-	-	-	11,000	11,000
2.628 Cedar Lane Water											
	Strategic Asset Mgmt Plan	-	-	5,000	-	5,000	-	-	-	5,000	5,000
	Safe work study	-	-	5,000	-	5,000	-	-	-	5,000	5,000
2.660 Fernwood Water											
	Strategic Asset Mgmt Plan	-	-	5,000	-	5,000	-	-	-	5,000	5,000
3.705 SSI Septage											
	Receiving station/storage tanks	70,000	-	-	-	70,000	-	-	70,000	-	70,000
	Safe work study	-	-	9,000	-	9,000	-	-	9,000	-	9,000
	Safety infrastructure	-	-	-	50,000	50,000	-	-	50,000	-	50,000
3.810 Ganges Sewer											
	Infrastructure upgrades	3,450,000	-	-	-	3,450,000	-	-	3,450,000	-	3,450,000
	Safe work study	-	-	7,000	-	7,000	-	-	7,000	-	7,000
3.830 Maliview Sewer											
	Outfall replacement/repairs	35,000	-	-	-	35,000	-	-	35,000	-	35,000
	Collection system repairs	-	300,000	-	-	300,000	-	-	300,000	-	300,000
	Safe work study	-	-	7,000	-	7,000	-	-	7,000	-	7,000
	Vehicle access design/install	-	-	-	15,000	15,000	-	-	15,000	-	15,000
Total Salt Spring Island EA		3,788,162	727,500	295,791	2,776,000	7,587,453	1,027,000	2,180,500	3,943,000	436,953	7,587,453

**EASC Budget Review
September 5, 2018
Appendix 2**

SALT SPRING ISLAND

[1.111 Administration](#)

[1.116 Grants in Aid](#)

[1.124 Economic Development](#)

[1.141 SSI Public Library](#)

[1.234 Street Lighting](#)

[1.236 Fernwood Dock](#)

[1.238 Transit and Transportation](#)

[1.299 Arts](#)

[1.316 Building Numbering](#)

[1.371 Emergency Program](#)

[1.378 Search and Rescue](#)

[1.455 Community Parks](#)

[1.458 Community Recreation](#)

[1.459 Parks, Land and Pool](#)

[1.535 Stormwater Quality](#)

[1.925 Emergency Communications - CREST](#)

[2.620 Highland Water](#)

**EASC Budget Review
September 5, 2018
Appendix 2**

2.621 Highland/Fernwood Water

2.622 Cedars of Tuam Water

2.624 Beddis Water

2.626 Fulford Water

2.628 Cedar Lane Water

2.660 Fernwood Water

3.705 Septage/Composting

3.810 Ganges Sewer

3.820 Maliview Sewer

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Admin. Expenditures

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.111 SSI Admin. Expenditures	Committee: Electoral Area Services
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DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition and internal allocation

SALT SPRING ISLAND ADMINISTRATION MANAGEMENT & DIRECTOR	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Director	85,240	76,390	85,740	-	-	85,740	86,450	87,280	88,220	89,960
Management	695,280	674,600	709,900	90,000	-	799,900	816,150	829,470	837,890	848,320
TOTAL OPERATING COSTS	780,520	750,990	795,640	90,000	-	885,640	902,600	916,750	926,110	938,280
Percentage change						13.5%	1.9%	1.6%	1.0%	1.3%
Capital/Reserves/Short Term Loan										
Transfer to Equipment Replacement Fund	5,140	5,140	5,000	-	-	5,000	5,010	5,020	5,030	5,040
Short Term Loan Payment	26,370	26,370	26,370	-	-	26,370	26,370	26,370	-	-
TOTAL CAPITAL/RESERVES/LOAN	31,510	31,510	31,370	-	-	31,370	31,380	31,390	5,030	5,040
TOTAL COSTS	812,030	782,500	827,010	90,000	-	917,010	933,980	948,140	931,140	943,320
Labour Recovery	-116,250	-143,000	-117,870	(40,000)	-	(157,870)	-155,730	-155,350	-151,560	-154,430
Internal Allocations	-203,940	-191,540	-217,860	-	-	(217,860)	-222,220	-226,670	-231,190	-231,440
Total	(320,190)	(334,540)	(335,730)	(40,000)	-	(375,730)	(377,950)	(382,020)	(382,750)	(385,870)
COSTS LESS INTERNAL RECOVERIES	491,840	447,960	491,280	50,000	-	541,280	556,030	566,120	548,390	557,450
Percentage change						10.1%	2.7%	1.8%	-3.1%	1.7%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2018 to 2019	-	43,880	(43,880)	-	-	(43,880)	-	-	-	-
Balance C/F from 2017 to 2018	(48,060)	(48,060)	-	-	-	-	-	-	-	-
Transfer from Feasibility Fund Account	(53,340)	(53,340)	-	-	-	-	-	-	-	-
Grants in Lieu	(340)	(340)	(700)	-	-	(700)	(700)	(700)	(700)	(700)
Other Income	(300)	(300)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
TOTAL REVENUE	(102,040)	(58,160)	(44,880)	-	-	(44,880)	(1,000)	(1,000)	(1,000)	(1,000)
REQUISITION	(389,800)	(389,800)	(446,400)	(50,000)	-	(496,400)	(555,030)	(565,120)	(547,390)	(556,450)
*Percentage increase over prior year requisition			14.5%			27.3%	11.8%	1.8%	-3.1%	1.7%

SALT SPRING ISLAND ADMINISTRATION DIRECTOR	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	BUDGET	ONGOING	2019 ONE-TIME	TOTAL	2020	2021	2022	2023
<u>DIRECTOR'S COSTS</u>										
Salaries and Wages	43,560	43,650	48,600	-	-	48,600	49,550	50,530	51,520	52,540
Contract for Services	11,900	5,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
Allocations	15,770	15,770	11,140	-	-	11,140	10,380	9,700	9,110	9,290
Travel & Training	3,000	1,500	3,000	-	-	3,000	3,060	3,120	3,180	3,240
Building Rental	7,000	6,610	6,730	-	-	6,730	6,860	7,000	7,140	7,280
Operating - Other	4,010	3,860	6,270	-	-	6,270	6,400	6,530	6,660	6,790
TOTAL OPERATING COSTS	85,240	76,390	85,740	-	-	85,740	86,450	87,280	88,220	89,960
Percentage change						0.6%	0.8%	1.0%	1.1%	2.0%
Capital/Reserves										
Transfer to Equipment Replacement Fund	500	500	500	-	-	500	510	520	530	540
TOTAL COSTS	85,740	76,890	86,240	-	-	86,240	86,960	87,800	88,750	90,500
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2018 to 2019	-	8,850	(8,850)	-	-	(8,850)	-	-	-	-
Balance C/F from 2017 to 2018	(4,370)	(4,370)	-	-	-	-	-	-	-	-
Transfer from Feasibility Fund Account	(53,340)	(53,340)	-	-	-	-	-	-	-	-
Grants in Lieu	(60)	(60)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
Other Income	(300)	(300)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
TOTAL REVENUE	(58,070)	(49,220)	(9,210)	-	-	(9,210)	(360)	(360)	(360)	(360)
REQUISITION	(27,670)	(27,670)	(77,030)	-	-	(77,030)	(86,600)	(87,440)	(88,390)	(90,140)
*Percentage increase over prior year requisition						178.4%	12.4%	1.0%	1.1%	2.0%

SALT SPRING ISLAND ADMINISTRATION MANAGEMENT	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	BUDGET	ONGOING	2019 ONE-TIME	TOTAL	2020	2021	2022	2023
<u>ADMINISTRATION MANAGER'S COSTS</u>										
Salaries and Wages	526,210	528,170	541,950	90,000	-	631,950	653,170	665,360	672,330	679,450
Allocations	37,090	37,090	38,370	-	-	38,370	36,810	35,460	34,320	35,010
Vehicles & Travel	6,000	4,000	6,120	-	-	6,120	6,240	6,360	6,490	6,620
Legal Expenses	5,000	-	5,100	-	-	5,100	5,200	5,300	5,410	5,520
Staff Training, Moving & Dues	15,200	4,000	7,080	-	-	7,080	7,220	7,360	7,510	7,660
Operating - Other	105,780	101,340	111,280	-	-	111,280	107,510	109,630	111,830	114,060
TOTAL OPERATING COSTS	695,280	674,600	709,900	90,000	-	799,900	816,150	829,470	837,890	848,320
Percentage change			2.1%			15.0%	2.0%	1.6%	1.0%	1.2%
Capital/Reserves/Short Term Loan										
Transfer to Equipment Replacement Fund	4,640	4,640	4,500	-	-	4,500	4,500	4,500	4,500	4,500
Short Term Loan Payment	26,370	26,370	26,370	-	-	26,370	26,370	26,370	-	-
Total Capital/Reserves	31,010	31,010	30,870	-	-	30,870	30,870	30,870	4,500	4,500
TOTAL COSTS	726,290	705,610	740,770	90,000	-	830,770	847,020	860,340	842,390	852,820
Labour Recovery	-116,250	-143,000	-117,870	40,000	-	(157,870)	-155,730	-155,350	-151,560	-154,430
Internal Allocations	-203,940	-191,540	-217,860	-	-	(217,860)	-222,220	-226,670	-231,190	-231,440
Total	(320,190)	(334,540)	(335,730)	(40,000)	-	(375,730)	(377,950)	(382,020)	(382,750)	(385,870)
COSTS LESS INTERNAL RECOVERIES	406,100	371,070	405,040	50,000	-	455,040	469,070	478,320	459,640	466,950
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from 2018 to 2019	-	35,030	(35,030)	-	-	(35,030)	-	-	-	-
Balance C/F from 2017 to 2018	(43,690)	(43,690)	-	-	-	-	-	-	-	-
Grants in Lieu	(280)	(280)	(640)	-	-	(640)	(640)	(640)	(640)	(640)
TOTAL REVENUE	(43,970)	(8,940)	(35,670)	-	-	(35,670)	(640)	(640)	(640)	(640)
REQUISITION	(362,130)	(362,130)	(369,370)	(50,000)	-	(419,370)	(468,430)	(477,680)	(459,000)	(466,310)
*Percentage increase over prior year requisition			2.0%			15.8%	11.7%	2.0%	-3.9%	1.6%
FTE's	5.0	5.0	4.8	0.0		4.8	4.8	4.8	4.8	4.8

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.111	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$23,500	\$0	\$23,500
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$23,500	\$0	\$23,500

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$23,500	\$0	\$23,500
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$0	\$0	\$23,500	\$0	\$23,500

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.111
Service Name: SSI Admin. 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 (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 2018	2019	2020	2021	2022	2023	5 - Year Total
22-01	Replacement	Computer	Computer Replacement	\$23,500	E	ERF	\$0	\$0	\$0	\$0	\$23,500	\$0	\$23,500
GRAND TOTAL				\$23,500			\$0	\$0	\$0	\$0	\$23,500	\$0	\$23,500

Equipment Replacement Fund Schedule

Reserve Fund: 1.111 SSI Admin Expenditures Equipment Replacement Fund

ERF Cash Flow

Fund: 1022 Fund Center: 102119 ERF Groups: EASSINGMT.ERF (Management)	Estimated 2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	23,633	23,633	28,133	32,633	37,133	18,133
Planned Purchases (Based on Capital Plan)			-	-	(23,500)	-
Transfer from Ops Budget		4,500	4,500	4,500	4,500	4,500
Interest Income		-	-	-	-	-
Ending Balance \$	23,633	28,133	32,633	37,133	18,133	22,633

Assumptions/Background:

ERF Cash Flow

Fund: 1022 Fund Center: 101837 ERF Groups: SSIADMIN.ERF (Director)	Estimated 2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	15,515	15,515	16,015	16,525	17,045	17,575
Planned Purchases (Based on Capital Plan)		-	-	-		-
Transfer from Ops Budget		500	510	520	530	540
Interest Income		-	-	-	-	-
Ending Balance \$	15,515	16,015	16,525	17,045	17,575	18,115

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Grants in Aid

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.116 SSI Grants in Aid	Committee: Electoral Area Services
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DEFINITION:

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

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

\$0.05 / \$1,000 \$189,912 on basis of converted hospital assessed value of land and improvements.

COMMISSION:

Committee: Electoral Area Services Committee

FUNDING:

Requisition

SSI Grants in Aid	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Grants in Aid	25,000	16,000	30,000	-	-	30,000	30,000	30,000	30,000	30,000
Finance Allocation	1,360	1,360	1,350	-	-	1,350	1,350	1,370	1,400	1,430
TOTAL OPERATING COSTS	26,360	17,360	31,350	-	-	31,350	31,350	31,370	31,400	31,430
*Percentage Increase						18.9%	0.0%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimate balance c/f from 2018 to 2019	-	8,600	(8,600)	-	-	(8,600)	-	-	-	-
Balance C/F from 2017 to 2018	(19,400)	(19,400)	-	-	-	-	-	-	-	-
Grants in Lieu	-	-	-	-	-	-	-	-	-	-
Other	(600)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(20,000)	(11,000)	(8,800)	-	-	(8,800)	(200)	(200)	(200)	(200)
REQUISITION	(6,360)	(6,360)	(22,550)	-	-	(22,550)	(31,150)	(31,170)	(31,200)	(31,230)
*Percentage increase over prior year requisition						254.6%	38.1%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Economic Development

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.124 SSI Economic Development	Committee: Electoral Area Services
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DEFINITION:

Economic Development Commission Establishing Bylaw No. 3727, with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

\$0.063/\$1,000 assessed value \$239,288

COMMISSION:

Not less than 7 and no more than 9 members.

FUNDING:

Requisition

SSI ECONOMIC DEVELOPMENT	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Website design and Maintenance	11,100	11,100	11,300	-	-	11,300	11,530	11,760	12,000	12,240
Project Costs	56,400	50,000	32,370	-	-	32,370	33,020	33,680	34,350	35,040
Internal Allocations	8,030	8,030	8,720	-	-	8,720	9,450	10,220	11,040	11,260
Operating - Other	3,380	1,920	3,540	-	-	3,540	3,600	3,660	3,720	3,780
TOTAL OPERATING COSTS	78,910	71,050	55,930	-	-	55,930	57,600	59,320	61,110	62,320
*Percentage Increase						-29.1%	3.0%	3.0%	3.0%	2.0%
<u>RESERVES:</u>										
Transfer to Operating Reserve Fund	-	7,650	-	-	-	-	-	-	-	-
TOTAL COSTS	78,910	78,700	55,930	-	-	55,930	57,600	59,320	61,110	62,320
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from 2017 to 2018	(21,450)	(21,450)	-	-	-	-	-	-	-	-
Grant in Lieu	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Other Income	(510)	(300)	(510)	-	-	(510)	(510)	(510)	(510)	(510)
TOTAL REVENUE	(21,990)	(21,780)	(540)	-	-	(540)	(540)	(540)	(540)	(540)
REQUISITION	(56,920)	(56,920)	(55,390)	-	-	(55,390)	(57,060)	(58,780)	(60,570)	(61,780)
*Percentage increase over prior year requisition						-2.7%	3.0%	3.0%	3.0%	2.0%

Reserve Schedule

Reserve Fund: 1.124 SSI Economic Development

Reserve Cash Flow

Fund: 1055 Fund Center:	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	-	7,650	7,650	7,650	7,650	7,650
Actual Expenditures		-	-	-		-
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	7,650	-	-	-	-	-
Interest Income		-	-	-	-	-
Ending Balance \$	7,650	7,650	7,650	7,650	7,650	7,650

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Public Library

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.141 SSI Public Library	Committee: Electoral Area Services
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DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Salt Spring Island Public Library service by Bylaw No. 2725 adopted November 1999 and amended December 2009.

SERVICE DESCRIPTION:

This service makes an annual contribution to the Salt Spring Island Public Library Association to provide public library service for Salt Spring Island Electoral Area. In recent years in response to a drive for a new library, the CRD has passed loan authorization bylaws – one for the purchase of land (2006), the other for construction of a building (2009). Both transactions are supported by referendums. SSI Library was grandfathered in being allowed to own its own library, but under provincial legislation cannot build or acquire a new building. The new library building construction, completed in 2013, is owned by the CRD, and was funded two thirds by federal/provincial infrastructure grants.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

The greater of \$600,000 or an amount equal to the amount that could be raised by a property value tax of \$0.186 per \$1,000 of net taxable value of land and improvements, \$706,470.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3308 (2005)	\$ 600,000
AUTHORIZED:	LA Bylaw No. 3613 (2006)	2,100,000
BORROWED:	S.I. Bylaw No. 3308 (2006, 4.43%)	(350,000)
	S.I. Bylaw No. 3613 (2011, 3.25%)	(2,000,000)
	S.I. Bylaw No. 3613 (2013, 3.85%)	(100,000)
EXPIRED:	LA Bylaw No. 3308 (2005)	(250,000)
REMAINING AUTHORIZATION		\$ -

FUNDING:

Requisition

SALT SPRING ISLAND LIBRARY	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Contribution to Library	351,510	351,510	383,730	-	-	383,730	391,400	399,230	407,210	415,350
Allocations	7,670	7,670	11,620	-	-	11,620	15,320	19,220	23,320	23,780
Insurance	5,660	5,660	5,780	-	-	5,780	5,900	6,020	6,140	6,270
Other Operating Expenses	13,940	4,870	14,420	-	-	14,420	14,700	14,980	15,280	15,580
TOTAL OPERATING COSTS	378,780	369,710	415,550	-	-	415,550	427,320	439,450	451,950	460,980
Percentage change						9.7%	2.8%	2.8%	2.8%	2.0%
DEBT/RESERVES										
Transfer to Capital Reserve Fund	6,620	16,140	6,500	-	-	6,500	6,500	6,500	30,110	30,110
M.F.A. Principal Payment	122,360	122,360	122,360	-	-	122,360	122,360	122,360	104,880	104,880
M.F.A. Interest Payment	74,990	74,990	74,980	-	-	74,980	74,980	74,980	68,850	68,850
TOTAL DEBT/RESERVES	203,970	213,490	203,840	-	-	203,840	203,840	203,840	203,840	203,840
TOTAL COSTS	582,750	583,200	619,390	-	-	619,390	631,160	643,290	655,790	664,820
Percentage change						6.3%	1.9%	1.9%	1.9%	1.4%
FUNDING SOURCES (REVENUE)										
Grants in Lieu	(480)	(480)	(480)	-	-	(480)	(480)	(480)	(480)	(480)
Other Income	-	(450)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(480)	(930)	(480)	-	-	(480)	(480)	(480)	(480)	(480)
REQUISITION	(582,270)	(582,270)	(618,910)	-	-	(618,910)	(630,680)	(642,810)	(655,310)	(664,340)
*Percentage increase over prior year requisition						6.3%	1.9%	1.9%	1.9%	1.4%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.141	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$17,000	\$9,000	\$9,000	\$9,000	\$0	\$0	\$27,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$17,000	\$9,000	\$9,000	\$9,000	\$0	\$0	\$27,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$17,000	\$9,000	\$9,000	\$9,000	\$0	\$0	\$27,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$17,000	\$9,000	\$9,000	\$9,000	\$0	\$0	\$27,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.141
Service Name: SSI Public Library

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Replacement	Computer Equipment		\$27,000	E	Res	\$17,000	\$9,000	\$9,000	\$9,000	\$0	\$0	\$27,000
GRAND TOTAL				\$27,000			\$17,000	\$9,000	\$9,000	\$9,000	\$0	\$0	\$27,000

Reserve Schedule

Reserve Fund: 1.141 SALT SPRING ISLAND LIBRARY Capital Reserve Fund (Bylaw No. 3940)

- Capital Reserve Fund for SSI Library was established in 2014 under Bylaw No. 3940.
- Surplus monies from the operation of the service may be paid from time to time into the reserve fund.
- Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund: 1084 Fund Center: 102136	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	37,483	53,623	51,123	48,623	46,123	76,233
Transfer from Ops Budget	16,140	6,500	6,500	6,500	30,110	30,110
Expenditures		(9,000)	(9,000)	(9,000)	-	-
Interest Income						
Ending Balance \$	53,623	51,123	48,623	46,123	76,233	106,343

Assumptions/Background:
 Building and capital reserve fund are new. Fund should be maintained at level required to pay for capital improvements and repairs.

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Street Lighting

EASC Review

Compiled and Presented by CRD Finance

September 2018

1.234 SSI STREET LIGHTING

Service: 1.234 SSI Street Lighting	Committee: Electoral Area Services
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DEFINITION:

To provide street lighting on Salt Spring Island.
Bylaw No. 3746, December 14, 2011.

PARTICIPATION:

Salt Spring Island Electoral Area # 65, 2(764).
Order in Council No. 444, September 16, 2011.

MAXIMUM LEVY:

The greater of \$27,880 or the amount that could be raised by a property value tax rate of \$0.0075 / \$1,000 when applied to the net taxable value of land and improvements in the Service Area

FUNDING:

Requisition

SSI Street Lighting	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Electricity	23,670	23,660	24,620	-	-	24,620	25,600	26,620	27,680	28,790
Allocations	1,100	1,100	1,140	-	-	1,140	1,180	1,240	1,320	1,340
Interest Expense	50	70	50	-	-	50	50	50	50	50
TOTAL OPERATING COSTS	24,820	24,830	25,810	-	-	25,810	26,830	27,910	29,050	30,180
*Percentage Increase over prior year						4.0%	4.0%	4.0%	4.1%	3.9%
FUNDING SOURCES (REVENUE)										
Balance C/Fwd from 2017 to 2018	(410)	(410)	-	-	-	-	-	-	-	-
Revenue - Other	(20)	(30)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Grants in Lieu of Taxes	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	(450)	(460)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
REQUISITION	(24,370)	(24,370)	(25,770)	-	-	(25,770)	(26,790)	(27,870)	(29,010)	(30,140)
*Percentage increase over prior year requisition						5.7%	4.0%	4.0%	4.1%	3.9%

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Small Craft Harbour (Fernwood Dock)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.236 SSI Small Craft Harbour (Fernwood Dock)	Committee: Salt Spring Island
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DEFINITION:

A local service area to establish, acquire and operate a service of small craft harbour facilities.
Bylaw No. 3030, November 27, 2002.

SERVICE DESCRIPTION:

This is a service for funding and operating the Fernwood Dock, a small craft harbour facility on Salt Spring Island. This dock was divested to the CRD from the Department of Transportation in 2002. The Federal Government provided one-time funding of approximately \$280,000 for dock rehabilitation. This service is administered by the Fernwood Dock Management Commission.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

The Greater of \$189,910 or \$0.05/\$1,000 on hospital assessments for the Electoral Area of Salt Spring Island.

COMMISSION:

Fernwood Dock Management Commission (Bylaw # 3030, Nov 2002, Amendment Bylaw # 3762, Feb 2011).

FUNDING:

Parcel Tax

SSI Small Craft Harbour (Fernwood Dock)	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>DIRECTOR'S COSTS</u>										
Repairs & Maintenance	10,000	2,500	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Insurance	3,150	3,150	3,190	-	-	3,190	3,250	3,310	3,370	3,430
Supplies	810	-	830	-	-	830	850	870	890	910
Allocations	4,310	4,310	4,150	-	-	4,150	3,990	3,840	3,710	3,780
Other Operating Expenses	1,300	610	1,330	-	-	1,330	1,350	1,370	1,390	1,410
TOTAL OPERATING COSTS	19,570	10,570	19,500	-	-	19,500	19,440	19,390	19,360	19,530
Percentage change						-0.4%	-0.3%	-0.3%	-0.2%	0.9%
<u>CAPITAL/RESERVES</u>										
Transfer to Capital Reserve Fund	10,600	19,600	11,280	-	-	11,280	11,950	12,620	13,290	13,770
TOTAL COSTS	30,170	30,170	30,780	-	-	30,780	31,390	32,010	32,650	33,300
Percentage change										
<u>FUNDING SOURCES (REVENUE)</u>										
Interest Income	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
Grants in Lieu	(40)	(40)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(170)	(170)	(180)	-	-	(180)	(180)	(180)	(180)	(180)
REQUISITION - PARCEL TAX	(30,000)	(30,000)	(30,600)	-	-	(30,600)	(31,210)	(31,830)	(32,470)	(33,120)
*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 - 2019 to 2023

Service No.	1.236	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$15,000	\$62,500	\$0	\$30,000	\$64,000	\$10,000	\$166,500
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$15,000	\$62,500	\$0	\$30,000	\$64,000	\$10,000	\$166,500

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$47,500	\$0	\$30,000	\$64,000	\$10,000	\$151,500
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$15,000	\$62,500	\$0	\$30,000	\$64,000	\$10,000	\$166,500

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.236
Service Name: SSI Small Craft Harbour (Fernwood Dock)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-01	Renewal	Repairs and replacement	Replace and repair damaged sections	\$164,390	S	Cap	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000
18-01	Renewal	Utilities	Replace and repair damaged sections	\$5,000	S	Res	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
19-01	Renewal	Handrails	Replace and repair damaged sections	\$2,500	S	Res	\$0	\$2,500	\$0	\$0	\$0	\$0	\$2,500
19-02	Renewal	Bearing Pile and Bracing	Replace and repair damaged sections	\$40,000	S	Res	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
20-01	Renewal	Float	Replace and repair damaged sections	\$20,000	S	Res	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
20-02	Renewal	Gangway	Replace and repair damaged sections	\$10,000	S	Res	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
22-01	Renewal	Anticipated work from 2018 inspection	Replace and repair damaged sections	\$150,000	S	Res	\$0	\$0	\$0	\$0	\$64,000	\$10,000	\$74,000
GRAND TOTAL				\$391,890			\$15,000	\$62,500	\$0	\$30,000	\$64,000	\$10,000	\$166,500

Reserve Schedule

Reserve Fund: 1.236 SSI Small Craft Harbour (Fernwood Dock) Capital Reserve Fund - Bylaw 3808

Reserve Cash Flow

Fund: 1080 Fund Center: 102111	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	72,915	92,515	56,295	68,245	50,865	155
Transfer from Ops Budget	19,600	11,280	11,950	12,620	13,290	13,770
Interest Income						
Transfer to Capital		(47,500)	-	(30,000)	(64,000)	(10,000)
Ending Balance \$	92,515	56,295	68,245	50,865	155	3,925

Assumptions/Background:
 Require sufficient funds to replace dock within X years.

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Community Transit & Transportation

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.238 SSI Community Transit & Transportation 1.238A Community Transit (SSI) 1.238B Community Transportation (SSI)	Commission: SSI Community Transit & Transportation
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SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Transit - \$245,000 or \$0.076 per \$1,000 of actual assessments.

Transportation - \$396,250 or \$0.1346 per \$1,000 of actual assessments.

COMMISSION:

Salt Spring Island Community Transit and Transportation Commission.

FUNDING:

The transit service is funded by Transit Fare Revenue and requisition. The transportation service is funded by requisition.

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SALT SPRING ISLAND COMMUNITY TRANSIT	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Gross Municipal Obligation	402,080	400,290	436,160	2,360	-	438,520	488,650	576,180	587,700	599,450
Allocations	16,150	16,150	18,030	-	-	18,030	20,120	22,420	24,950	25,450
Other Operating Expenses	1,120	1,120	1,140	-	-	1,140	1,150	1,160	1,170	1,180
TOTAL OPERATING COSTS	419,350	417,560	455,330	2,360	-	457,690	509,920	599,760	613,820	626,080
*Percentage Increase over prior year						9.1%	11.4%	17.6%	2.3%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	8,830	10,620	9,000	-	-	9,000	9,000	9,000	9,000	9,000
TOTAL CAPITAL / RESERVES	8,830	10,620	9,000	-	-	9,000	9,000	9,000	9,000	9,000
TOTAL COSTS	428,180	428,180	464,330	2,360	-	466,690	518,920	608,760	622,820	635,080
OPERATING COSTS	428,180	428,180	464,330	2,360	-	466,690	518,920	608,760	622,820	635,080
<u>FUNDING SOURCES (REVENUE)</u>										
Transit Pass Revenue	(206,930)	(206,930)	(210,740)	(940)	-	(211,680)	(224,680)	(251,260)	(256,280)	(261,410)
Other Income	(500)	(500)	(500)	-	-	(500)	(500)	(500)	(500)	(500)
Grants in Lieu of Taxes	(150)	(150)	(150)	-	-	(150)	(320)	(320)	(320)	(320)
Transfer from Operating Reserve Fund	(15,220)	(15,220)	(37,290)	-	-	(37,290)	(63,770)	(113,700)	(49,370)	-
TOTAL REVENUE	(222,800)	(222,800)	(248,680)	(940)	-	(249,620)	(289,270)	(365,780)	(306,470)	(262,230)
REQUISITION	(205,380)	(205,380)	(215,650)	(1,420)	-	(217,070)	(229,650)	(242,980)	(316,350)	(372,850)
*Percentage increase over prior year requisition						5.7%	5.8%	5.8%	30.2%	17.9%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.238B	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$1,786,000	\$2,118,000	\$52,000	\$30,000	\$0	\$0	\$2,200,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$1,786,000	\$2,118,000	\$52,000	\$30,000	\$0	\$0	\$2,200,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$1,100,720	\$1,100,720	\$0	\$0	\$0	\$0	\$1,100,720
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$685,280	\$685,280	\$0	\$0	\$0	\$0	\$685,280
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$332,000	\$52,000	\$30,000	\$0	\$0	\$414,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$1,786,000	\$2,118,000	\$52,000	\$30,000	\$0	\$0	\$2,200,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.238B
Service Name: Community Transportation (SSI)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-01	New	North Ganges Transportation Plan	Pedestrian pathways and cycling	\$1,340,720	S	Cap	\$1,100,720	\$1,100,720	\$0	\$0	\$0	\$0	\$1,100,720
16-01	New	North Ganges Transportation Plan-Grant	Pedestrian pathways and cycling	\$685,280	S	Grant	\$685,280	\$685,280	\$0	\$0	\$0	\$0	\$685,280
18-01	New	Bus Shelter	Bus shelters	\$24,000	S	Res	\$0	\$12,000	\$12,000	\$0	\$0	\$0	\$24,000
18-02	New	Public Referendum	Public Referendum	\$20,000	S	Res	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
19-01	New	Pathway	Construct new pathway network	\$370,000	S	Res	\$0	\$300,000	\$40,000	\$30,000	\$0	\$0	\$370,000
GRAND TOTAL				\$2,440,000			\$1,786,000	\$2,118,000	\$52,000	\$30,000	\$0	\$0	\$2,200,000

Service: 1.238B **Community Transportation (SSI)**

Proj. No. 16-01	Capital Project Title North Ganges Transportation Plan	Capital Project Description Pedestrian pathways and cycling
Asset Class Engineered Structures	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Other
Project Rationale Construct a multi-use pathway on north side of Rainbow Road from Lower Ganges Road to Rainbow Road recreation centre. Construct active transportation networks on Lower Ganges Road to Rainbow Road with intersection improvements for pedestrian safety at Upper and Lower Ganges Road. Active transportation improvements along Fulford-Ganges Hill into Ganges Village.		

Proj. No. 18-01	Capital Project Title Bus Shelter	Capital Project Description Bus shelters
Asset Class Engineered Structures	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Other
Project Rationale Add bus shelter infrastructure		

Proj. No. 19-01	Capital Project Title Pathway	Capital Project Description Construct new pathway network
Asset Class Engineered Structures	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Other
Project Rationale Other pathway networks to be developed in collaboration with Island Pathways.		

**SSI Transit Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Reserve Account	264,092	226,802	163,032	49,332 -	38 -	38
Capital Reserve Fund	31,871	28,871	25,871	34,871	43,871	52,871
Total	295,963	255,673	188,903	84,203	43,833	52,833

Reserve Schedule

Reserve Fund: 1.238 SSI Transit Internal Reserve FC 105409

Reserve Cash Flow

Fund: 1500 Fund Center: 105409	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	279,312	264,092	226,802	163,032	49,332	(38)
Expenditure (to balance operating)	(15,220)	(37,290)	(63,770)	(113,700)	(49,370)	-
Interest Income						
Ending Balance \$	264,092	226,802	163,032	49,332	(38)	(38)

Assumptions/Background:
 To fund service expansions & bus leasing costs

Reserve Schedule

Reserve Fund: SSI Transit Capital Reserve Fund - Bylaw 4214

Reserve Cash Flow

Fund: 1091 Fund Center: 102201	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	21,251	31,871	28,871	25,871	34,871	43,871
Transfer from Ops budget	10,620	9,000	9,000	9,000	9,000	9,000
Interest Income						
Transfer to General Capital Fund		(12,000)	(12,000)			-
Ending Balance \$	31,871	28,871	25,871	34,871	43,871	52,871

Assumptions/Background:
 Capital Reserve Fund for future bus shelter replacements

SALT SPRING ISLAND COMMUNITY TRANSPORTATION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Pathway Maintenance	6,000	15,740	6,120	-	-	6,120	6,240	6,360	6,490	6,620
Allocations	57,590	57,590	57,510	-	-	57,510	57,570	57,720	57,950	59,110
Other Operating Expenses	1,740	2,070	2,000	-	-	2,000	2,020	2,040	2,060	2,080
TOTAL OPERATING COSTS	65,330	75,400	65,630	-	-	65,630	65,830	66,120	66,500	67,810
*Percentage Increase over prior year						0.5%	0.3%	0.4%	0.6%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	326,400	317,180	97,820	-	-	97,820	97,620	97,330	96,950	95,640
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	331,400	322,180	102,820	-	-	102,820	102,620	102,330	101,950	100,640
TOTAL COSTS	396,730	397,580	168,450	-	-	168,450	168,450	168,450	168,450	168,450
OPERATING COSTS	396,730	397,580	168,450	-	-	168,450	168,450	168,450	168,450	168,450
<u>FUNDING SOURCES (REVENUE)</u>										
Other Income	(150)	(1,000)	(1,000)	-	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Grants in Lieu of Taxes	(330)	(330)	(330)	-	-	(330)	(330)	(330)	(330)	(330)
TOTAL REVENUE	(480)	(1,330)	(1,330)	-	-	(1,330)	(1,330)	(1,330)	(1,330)	(1,330)
REQUISITION	(396,250)	(396,250)	(167,120)	-	-	(167,120)	(167,120)	(167,120)	(167,120)	(167,120)
*Percentage increase over prior year requisition						-57.8%	0.0%	0.0%	0.0%	0.0%

**SSI Transportation Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2018	2019	2020	2021	2022
Maintenance Reserve Fund	5,000	10,000	15,000	20,000	25,000	30,000
Pathways CRF	17,702	52,702	87,702	122,702	157,702	192,702
Sidewalks CRF	25,800	25,800	25,800	25,800	25,800	25,800
North Ganges Transportation Plan CRF	903,784	646,604	669,224	701,554	763,504	824,144
Total	952,286	735,106	797,726	870,056	972,006	1,072,646

Reserve Schedule

Reserve Fund: Maintenance Reserve Fund

For non-recurring repairs and maintenance on paths and trails

Reserve Cash Flow

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	-	5,000	10,000	15,000	20,000	25,000
Transfer from Ops Budget	5,000	5,000	5,000	5,000	5,000	5,000
Ending Balance \$	5,000	10,000	15,000	20,000	25,000	30,000

Reserve Schedule

Reserve Fund: Capital Reserve Fund - Bylaw 3943

For Pathway and Bike Lane infrastructure

Reserve Cash Flow

Fund: 1086 Fund Center: 102142	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	61,068	17,702	52,702	87,702	122,702	157,702
Transfer from Ops Budget	38,750	35,000	35,000	35,000	35,000	35,000
Contributions from Island Pathways						
Transfer from Capital	8,360					
Expenditures	(95,000)	-		-	-	-
Interest Income	4,524					
Ending Balance \$	17,702	52,702	87,702	122,702	157,702	192,702

Fund balance should allow for CRD to participate in partnership with Island Pathways on planned projects

Reserve Cash Flow

Fund: 1086 Fund Center: 102147	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	25,800	25,800	25,800	25,800	25,800	25,800
Transfer from Ops Budget	-	-	-	-	-	-
Ending Balance \$	25,800	25,800	25,800	25,800	25,800	25,800

Funds received from property owners for sidewalks in front of their properties

Reserve Cash Flow

Fund: 1086 Fund Center: 102148	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	625,354	903,784	646,604	669,224	701,554	763,504
Transfer from Ops Budget	278,430	62,820	62,620	62,330	61,950	60,640
Transfer from Capital		-	-	-	-	-
Transfer to General Capital Fund		(320,000)	(40,000)	(30,000)	-	
Ending Balance \$	903,784	646,604	669,224	701,554	763,504	824,144

\$250,000 per year transferred from requisition in accordance with Bylaw 3956 (four years 2015-2018)

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Arts

EASC Review

Compiled and Presented by CRD Finance

September 2018

1.299 Salt Spring Island Arts

Service: 1.299 SSI Arts	Committee: Electoral Area Services
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DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the ArtSpring Theatre and contributing to arts programming through the Gulf Islands Community Arts Council (Bylaw No. 3116, January 29, 2004).

SERVICE DESCRIPTION:

This is a service for the contribution to the operation of the ArtSpring Theatre and the arts programs on Salt Spring Island. ArtSpring Theatre is operated by the Island Arts Centre Society. The arts programs are run by the Gulf Islands Community Arts Council. The CRD owns the land that the ArtSpring Theatre is situated on and there is a 10 year license of occupation with the Island Arts Society. Funds provided to ArtSpring Theatre are for maintaining, equipping and operating the facility. Funds provided to the Community Arts Council are for arts programming.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

The greater of \$93,050 or \$0.031 per \$1,000 of net taxable value of land and improvements to a maximum of \$117,750

FUNDING:

Requisition

SSI Arts	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Island Arts Society	88,270	88,270	90,040	-	-	90,040	91,840	93,680	95,550	97,460
Finance Allocation	1,970	1,970	1,930	-	-	1,930	1,890	1,850	1,810	1,810
Other Operating Expenses	240	240	240	-	-	240	240	240	240	240
TOTAL OPERATING COSTS	90,480	90,480	92,210	-	-	92,210	93,970	95,770	97,600	99,510
*Percentage Increase over prior year						1.9%	1.9%	1.9%	1.9%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/fwd from 2018 to 2019	-	-	-	-	-	-	-	-	-	-
Balance C/Fwd from 2017 to 2018	(70)	(70)	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(70)	(70)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(140)	(140)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
REQUISITION	(90,340)	(90,340)	(92,050)	-	-	(92,050)	(93,810)	(95,610)	(97,440)	(99,350)
*Percentage increase over prior year requisition						1.9%	1.9%	1.9%	1.9%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Building Numbering

EASC Review

Compiled and Presented by CRD Finance

Septemeber 2018

Service: 1.316 SSI Building Numbering	Committee: Electoral Area Services
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DEFINITION:

To provide the extended service of numbering of buildings within the Electoral Area of Salt Spring Island.
Bylaw No. 2082, adopted February 1993.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

SSI Building Numbering	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Building Inspection	8,280	8,280	8,450	-	-	8,450	8,620	8,790	8,970	9,150
Finance Allocation	950	950	870	-	-	870	810	750	690	710
GIS	3,780	3,780	-	-	-	-	-	-	-	-
Other Operating Expenses	20	20	20	-	-	20	20	20	20	20
TOTAL COSTS	13,030	13,030	9,340	-	-	9,340	9,450	9,560	9,680	9,880
*Percentage Increase over prior year						-28.3%	1.2%	1.2%	1.3%	2.1%
FUNDING SOURCES (REVENUE)										
Amount carried forward from 2017 to 2018	(3,710)	(3,710)	-	-	-	-	-	-	-	-
Other Revenue	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	(3,740)	(3,740)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
REQUISITION	(9,290)	(9,290)	(9,310)	-	-	(9,310)	(9,420)	(9,530)	(9,650)	(9,850)
*Percentage increase over prior year requisition						0.2%	1.2%	1.2%	1.3%	2.1%

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Emergency Program

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.371 SSI Emergency Program	Committee: Electoral Area Services
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DEFINITION:

To provide an Emergency Program as an Extended Service in preparation for emergencies.
 Establishment Bylaw No. 2084 (December 16, 1992). Bylaw No. 2094 (February 1993), establishes the mode of operation and administration of the program.
 Bylaw No. 2204 (April 27, 1994) and Bylaw No. 2205 (April 27, 1994) repeal and replace Bylaws 2084 and 2094 respectively.
 Bylaw No. 2486 (March 26, 1997) establishes guidelines for the operation and administration of the SSI Program and repeals Bylaw No. 2205.
 Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3446, this service provides planning and management of community disaster emergency response and recovery plans for the communities of Salt Spring Island Electoral Area. The service was started in 1992 in response to the *Provincial Emergency Program Act*.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility.

The Salt Spring Island Emergency Management Commission (SSIEMC) administrates the service.

PARTICIPATION:

The service and participating area shall be coterminous with that of the Salt Spring Island Electoral Area.

LEVY:

The cost of providing the service established shall be recovered by requisition of money under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 of the Municipal Act.

FUNDING:

Requisition

SSI EMERGENCY PROGRAM	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Travel Expense	1,220	720	1,240	-	-	1,240	1,260	1,290	1,320	1,350
Contract for Services	47,620	46,690	48,570	-	-	48,570	49,540	50,530	51,540	52,570
Neighbourhood Program	15,430	10,910	15,720	-	-	15,720	16,020	16,350	16,680	17,020
Emergency Social Services	5,530	3,060	5,000	-	-	5,000	5,100	5,200	5,300	5,400
Building Rent	10,700	10,180	10,910	-	-	10,910	11,130	11,350	11,580	11,810
Staff Training & Development	1,000	1,080	1,020	-	-	1,020	1,040	1,060	1,080	1,100
Supplies	2,770	1,670	2,820	-	-	2,820	2,870	2,930	2,990	3,050
Allocations	2,300	2,300	2,990	-	-	2,990	3,720	4,510	5,350	5,460
Other Operating Expenses	14,310	15,920	14,850	-	-	14,850	15,130	15,410	15,700	15,990
TOTAL OPERATING COSTS	100,880	92,530	103,120	-	-	103,120	105,810	108,630	111,540	113,750
*Percentage Increase over prior year						2.2%	2.6%	2.7%	2.7%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	-	8,360	-	-	-	-	-	-	-	-
Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	8,360	-	-	-	-	-	-	-	-
TOTAL COSTS	100,880	100,890	103,120	-	-	103,120	105,810	108,630	111,540	113,750
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Other	(190)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Grants in Lieu of Taxes	(80)	(80)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(270)	(280)	(360)	-	-	(360)	(360)	(360)	(360)	(360)
REQUISITION	(100,610)	(100,610)	(102,760)	-	-	(102,760)	(105,450)	(108,270)	(111,180)	(113,390)
*Percentage increase over prior year requisition			2.1%			2.1%	2.6%	2.7%	2.7%	2.0%

**Reserve Schedules
Summary Schedule
2018 - 2022 Financial Plan**

Reserve/Fund Summary

		Budget				
	2017	2018	2019	2020	2021	2022
Reserve Account FC 105402	7,140	7,140	7,140	7,140	7,140	7,140
Equipment Replacement Fund	5,515	5,515	5,515	5,515	5,515	5,515
Capital Reserve	59,657	59,657	59,657	59,657	59,657	59,657
Total	72,312	72,312	72,312	72,312	72,312	72,312

Reserve Schedule

Reserve Fund: SSI Emergency OPERATING RESERVE FUND - Bylaw 4146

Reserve Cash Flow

Fund: 1500 Fund Center: 105402	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	7,140	7,140	7,140	7,140	7,140	7,140
Expenditures		-	-	-	-	-
Transfer from Operating Budget		-	-	-	-	-
Interest Income						
Ending Balance \$	7,140	7,140	7,140	7,140	7,140	7,140

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program EQUIPMENT REPLACEMENT FUND

Reserve Cash Flow

Fund: 1022 Fund Center: 101437 ERF Group: SSIEMERG.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	5,515	5,515	5,515	5,515	5,515	5,515
Planned Purchase (Based on Capital Plan)						
Transfer from Operating Budget		-	-	-	-	-
Interest Income		-	-	-	-	-
Ending Balance \$	5,515	5,515	5,515	5,515	5,515	5,515

Reserve Schedule

Reserve Fund: SSI Emergency CAPITAL RESERVE FUND - Bylaw 3389

Reserve Cash Flow

Fund: 1073 Fund Center: 101949

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	51,297	59,657	59,657	59,657	59,657	59,657
Expenditures	-	-	-	-	-	-
Transfer from Operating Budget	8,360	-	-	-	-	-
Interest Income						
Ending Balance \$	59,657	59,657	59,657	59,657	59,657	59,657

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Search and Rescue

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.378 SSI Search and Rescue	Committee: Electoral Area Services
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DEFINITION:

To establish a contribution to a search and rescue service in the Salt Spring Island Electoral Area.
Establishment Bylaw No. 3494 (Nov. 14, 2007).

SERVICE DESCRIPTION:

Governed by Bylaw #3494, the service provides cost coverage for overhead expenses for the Salt Spring Island Search and Rescue Society.
The CRD has no operational responsibility beyond payment for overhead.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

\$15,000 or \$0.0053 / \$1,000 on net taxable value of land and improvements to a maximum of \$20,131

FUNDING:

Requisition

SSI Search and Rescue	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Transfers to SSI SAR Society	16,230	16,230	16,560	-	-	16,560	16,890	17,230	17,570	17,920
Allocations	1,180	1,180	1,100	-	-	1,100	1,030	980	930	950
Other	50	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	17,460	17,410	17,660	-	-	17,660	17,920	18,210	18,500	18,870
*Percentage Increase over prior year						1.1%	1.5%	1.6%	1.6%	2.0%
TOTAL COSTS	17,460	17,410	17,660	-	-	17,660	17,920	18,210	18,500	18,870
FUNDING SOURCES (REVENUE)										
Estimated balance C/Fwd from 2018 to 2019	-	-	-	-	-	-	-	-	-	-
Balance C/Fwd from 2017 to 2018	200	200	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(10)	(10)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
Revenue - Other	(80)	(30)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
TOTAL REVENUE	110	160	(90)	-	-	(90)	(90)	(90)	(90)	(90)
REQUISITION	(17,570)	(17,570)	(17,570)	-	-	(17,570)	(17,830)	(18,120)	(18,410)	(18,780)
*Percentage increase over prior year requisition						0.0%	1.5%	1.6%	1.6%	2.0%
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2019 Budget

SALT SPRING ISLAND PARKS AND RECREATION

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.459 SSI Park Land & Rec Programs	Committee: Salt Spring Parks & Recreation
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DEFINITION:

A specified area established in 1972 to provide parks, recreation and related community programs, equipment, facilities and acquisition of real property. Bylaw No. 91(February 23, 1972). Since repealed, Bylaw No. 2422 (1996) and Bylaw No. 3183 (2004).

SERVICE DESCRIPTION:

This is a service for the provision of general administrative services, water access points, active parks (playing fields) and overseeing facility upgrades, leisure brochures for Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Maximum Levy - \$0.258 / \$1,000 on basis of net taxable value of land and improvements, \$979,945

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

SALT SPRING ISLAND RECREATION - ALL SERVICE AREAS	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Swimming Pool	811,620	785,920	784,670	-	-	784,670	804,640	819,230	834,100	849,240
Community Parks	555,660	542,120	617,160	-	-	617,160	634,010	649,590	665,600	672,960
Community Recreation	130,390	146,260	143,770	-	-	143,770	147,880	152,130	156,500	159,610
Parks, Land & Recreation	557,030	560,090	594,460	-	-	594,460	599,120	603,560	619,980	631,530
TOTAL OPERATING COSTS	2,054,700	2,034,390	2,140,060	-	-	2,140,060	2,185,650	2,224,510	2,276,180	2,313,340
*Percentage Increase						4.2%	2.1%	1.8%	2.3%	1.6%
CAPITAL / RESERVE										
Swimming Pool	70,850	70,850	73,860	-	-	73,860	77,870	212,190	229,070	235,130
Community Parks	7,660	7,660	10,260	-	-	10,260	10,240	11,970	13,750	21,100
Parks, Land & Recreation	152,360	168,380	154,080	-	-	154,080	217,110	286,530	351,300	429,000
DEBT CHARGES	189,100	189,430	190,580	-	-	190,580	171,210	26,980	-	-
TOTAL CAPITAL / RESERVES	419,970	436,320	428,780	-	-	428,780	476,430	537,670	594,120	685,230
TOTAL COSTS	2,474,670	2,470,710	2,568,840	-	-	2,568,840	2,662,080	2,762,180	2,870,300	2,998,570
Internal Recoveries	(147,850)	(140,010)	(200,510)	-	-	(200,510)	(220,660)	(223,440)	(226,260)	(229,140)
OPERATING LESS RECOVERIES	2,326,820	2,330,700	2,368,330	-	-	2,368,330	2,441,420	2,538,740	2,644,040	2,769,430
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2018 to 2019	-	-	-	-	-	-	-	-	-	-
Balance C/F from 2017 to 2018	(4,090)	(4,090)	-	-	-	-	-	-	-	-
Swimming Pool	(252,030)	(226,660)	(229,530)	-	-	(229,530)	(234,140)	(238,820)	(243,590)	(248,450)
Community Parks	(114,120)	(108,420)	(118,150)	-	-	(118,150)	(120,510)	(122,910)	(125,370)	(129,270)
Community Recreation	(82,960)	(98,830)	(99,560)	-	-	(99,560)	(101,540)	(103,570)	(105,630)	(107,730)
Parks, Land & Recreation	(2,820)	(21,900)	(12,870)	-	-	(12,870)	(13,900)	(14,430)	(14,960)	(15,490)
TOTAL REVENUE	(456,020)	(459,900)	(460,110)	-	-	(460,110)	(470,090)	(479,730)	(489,550)	(500,940)
REQUISITION	(1,870,800)	(1,870,800)	(1,908,220)	-	-	(1,908,220)	(1,971,330)	(2,059,010)	(2,154,490)	(2,268,490)
*Percentage increase over prior year requisition						2.0%	3.3%	4.4%	4.6%	5.3%
AUTHORIZED POSITIONS:										
Salaried	9.34	9.34	9.34	-	-	9.34	9.34	9.34	9.34	9.34
Hourly	0.50	0.50	0.50	-	-	0.50	0.50	0.50	0.50	0.50

SALT SPRING ISLAND - POOL, PARKS, LAND	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Pool	811,620	785,920	784,670	-	-	784,670	804,640	819,230	834,100	849,240
Parks, Land and Recreation	557,030	560,090	594,460	-	-	594,460	599,120	603,560	619,980	631,530
TOTAL OPERATING COSTS	1,368,650	1,346,010	1,379,130	-	-	1,379,130	1,403,760	1,422,790	1,454,080	1,480,770
*Percentage Increase						0.8%	1.8%	1.4%	2.2%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Pool CRF	49,850	49,850	48,860	-	-	48,860	52,370	162,190	174,070	180,130
Transfer to Pool ERF	21,000	21,000	25,000	-	-	25,000	25,500	50,000	55,000	55,000
Transfer to Park, Land & Recreation CRF	152,360	168,380	149,080	-	-	149,080	217,110	286,530	351,300	424,000
Transfer to Park, Land & Recreation ERF	-	-	5,000	-	-	5,000	-	-	-	5,000
TOTAL CAPITAL / RESERVES	223,210	239,230	227,940	-	-	227,940	294,980	498,720	580,370	664,130
DEBT CHARGES	189,100	189,430	190,580	-	-	190,580	171,210	26,980	-	-
TOTAL COSTS	1,780,960	1,774,670	1,797,650	-	-	1,797,650	1,869,950	1,948,490	2,034,450	2,144,900
Internal Recoveries	(69,080)	(69,080)	(69,080)	-	-	(69,080)	(69,080)	(69,080)	(69,080)	(69,080)
OPERATING LESS RECOVERIES	1,711,880	1,705,590	1,728,570	-	-	1,728,570	1,800,870	1,879,410	1,965,370	2,075,820
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from 2018 to 2019	-	-	-	-	-	-	-	-	-	-
Balance C/F from 2017 to 2018	-	-	-	-	-	-	-	-	-	-
Pool Fees	(249,860)	(223,490)	(228,000)	-	-	(228,000)	(232,580)	(237,230)	(241,970)	(246,800)
Payments in Lieu	(1,190)	(1,190)	(520)	-	-	(520)	(520)	(520)	(520)	(520)
Revenue - Other	(3,800)	(23,880)	(13,880)	-	-	(13,880)	(14,940)	(15,500)	(16,060)	(16,620)
TOTAL REVENUE	(254,850)	(248,560)	(242,400)	-	-	(242,400)	(248,040)	(253,250)	(258,550)	(263,940)
REQUISITION	(1,457,030)	(1,457,030)	(1,486,170)	-	-	(1,486,170)	(1,552,830)	(1,626,160)	(1,706,820)	(1,811,880)
*Percentage increase over prior year requisition						2.0%	4.5%	4.7%	5.0%	6.2%
AUTHORIZED POSITIONS:										
Salaried	5.5	5.5	5.5	-	-	5.5	5.5	5.5	5.5	5.5
User Funding %	14.0%					12.7%	12.4%	12.2%	11.9%	11.5%

Service: 1.455 SSI Community Parks	Committee: Salt Spring Parks & Recreation
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DEFINITION:

Supplementary Letters Patent - August, 1975 grants the power of acquiring, developing, operating and maintaining community parks. Bylaw No. 245 (Nov. 26, 1975); amended by Bylaw No. 461 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of, parks, trails, Saturday market, disc golf course and playgrounds on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Maximum Levy - \$0.12 / \$1,000 on the basis of net taxable value of land and improvements, \$357,316.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

SALT SPRING ISLAND RECREATION - COMMUNITY PARKS	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Salaries	339,020	343,920	395,540	-	-	395,540	404,450	410,740	417,130	423,670
Maintenance, Security & Insurance	45,540	43,040	46,210	-	-	46,210	47,140	48,090	49,050	49,720
Internal Allocations	66,940	66,940	70,000	-	-	70,000	75,940	82,140	88,620	90,400
Utilities & Operating - supplies	30,370	28,840	31,990	-	-	31,990	32,660	33,350	34,050	34,750
Contract for Services	39,960	34,700	40,400	-	-	40,400	40,160	40,970	41,790	39,300
Travel - Vehicles	17,100	17,100	17,440	-	-	17,440	17,790	18,140	18,500	18,870
Operating - Other	16,730	7,580	15,580	-	-	15,580	15,870	16,160	16,460	16,250
TOTAL OPERATING COSTS	555,660	542,120	617,160	-	-	617,160	634,010	649,590	665,600	672,960
*Percentage Increase						11.1%	2.7%	2.5%	2.5%	1.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	3,000	3,000	6,450	-	-	6,450	6,350	8,010	9,720	14,100
Transfer to Reserve Fund	4,660	4,660	3,810	-	-	3,810	3,890	3,960	4,030	7,000
TOTAL CAPITAL / RESERVES	7,660	7,660	10,260	-	-	10,260	10,240	11,970	13,750	21,100
Debt	-	-	-				-	8,330	137,230	137,230
Internal Time Recovery	(78,770)	(70,930)	(131,430)	-	-	(131,430)	(151,580)	(154,360)	(157,180)	(160,060)
TOTAL COSTS NET OF RECOVERIES	484,550	478,850	495,990	-	-	495,990	492,670	515,530	659,400	671,230
FUNDING SOURCES (REVENUE)										
Rental Income	(109,500)	(108,000)	(113,100)	-	-	(113,100)	(115,360)	(117,660)	(120,020)	(123,820)
Payments in Lieu	(300)	(300)	(650)	-	-	(650)	(660)	(670)	(680)	(690)
Revenue-Other	(4,320)	(120)	(4,400)	-	-	(4,400)	(4,490)	(4,580)	(4,670)	(4,760)
TOTAL REVENUE	(114,120)	(108,420)	(118,150)	-	-	(118,150)	(120,510)	(122,910)	(125,370)	(129,270)
REQUISITION	(370,430)	(370,430)	(377,840)	-	-	(377,840)	(372,160)	(392,620)	(534,030)	(541,960)
*Percentage increase over prior year requisition						2.0%	-1.5%	5.5%	36.0%	1.5%
AUTHORIZED POSITIONS:										
Salaried	3.84	3.84	3.84	-	-	3.84	3.84	3.84	3.84	3.84
User Funding	22.60%					22.80%	23.42%	22.82%	18.20%	18.45%

Service: 1.458 SSI Community Recreation	Committee: Salt Spring Parks & Recreation
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DEFINITION:

Supplementary Letters Patent, Division XV, October 3, 1975 established to provide recreational programs for any Electoral Area. Bylaw No. 462 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of recreation programs and day camps for youth on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Maximum Levy - \$0.063 / \$1,000 on basis of net taxable value of land and improvements

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

SALT SPRING ISLAND - COMMUNITY RECREATION PROGRAMS	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Salaries and Wages	72,930	75,360	76,790	-	-	76,790	78,320	79,890	81,490	83,110
Recreation Programs	26,940	36,210	33,750	-	-	33,750	34,440	35,140	35,840	36,560
Internal Allocations	15,290	16,790	17,500	-	-	17,500	19,100	20,770	22,520	22,970
Travel and Insurance	6,650	7,750	6,250	-	-	6,250	6,370	6,490	6,610	6,730
Other Operating	8,580	10,150	9,480	-	-	9,480	9,650	9,840	10,040	10,240
TOTAL OPERATING COSTS	130,390	146,260	143,770	-	-	143,770	147,880	152,130	156,500	159,610
*Percentage Increase						10.3%	2.9%	2.9%	2.9%	2.0%
TOTAL COSTS	130,390	146,260	143,770	-	-	143,770	147,880	152,130	156,500	159,610
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2018 to 2019	-	-	-	-	-	-	-	-	-	-
Balance C/F from 2017 to 2018	(4,090)	(4,090)	-	-	-	-	-	-	-	-
Revenue - Fees	(82,500)	(95,200)	(99,380)	-	-	(99,380)	(101,360)	(103,390)	(105,450)	(107,550)
Payments in Lieu	(40)	(40)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
Revenue - Other	(420)	(3,590)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(87,050)	(102,920)	(99,560)	-	-	(99,560)	(101,540)	(103,570)	(105,630)	(107,730)
REQUISITION	(43,340)	(43,340)	(44,210)	-	-	(44,210)	(46,340)	(48,560)	(50,870)	(51,880)
*Percentage increase over prior year requisition						2.0%	4.8%	4.8%	4.8%	2.0%
AUTHORIZED POSITIONS:										
Salaried		-	0.5	-	-	0.5	0.5	0.5	0.5	0.5
User Funding %	63.3%					69.1%	68.5%	68.0%	67.4%	67.4%
	-	-				-	-	-	-	-

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.459	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$345,000	\$50,000	\$25,000	\$25,000	\$25,000	\$470,000
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$30,000	\$630,000	\$530,000	\$30,000	\$30,000	\$1,250,000
Engineered Structures	S	\$0	\$0	\$0	\$0	\$50,000	\$0	\$50,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$375,000	\$680,000	\$555,000	\$105,000	\$55,000	\$1,770,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$250,000	\$0	\$0	\$250,000
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$375,000	\$680,000	\$305,000	\$105,000	\$55,000	\$1,520,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$375,000	\$680,000	\$555,000	\$105,000	\$55,000	\$1,770,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.459
Service Name: SSI Park Land & Rec Programs

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 2018	2019	2020	2021	2022	2023	5 - Year Total
20-10	New	Sport Field Development	Develop additional sports fields for youth and adults	\$500,000	L	Res	\$0	\$0	\$0	\$250,000	\$0	\$0	\$250,000
					I	Grant				\$250,000			\$250,000
19-12	New	Expand Trail Network	Expand existing trail network by connecting trail gaps and developing a cross island trail.	\$150,000	L	Res	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
19-13	New	Purchase Additional Parkland	The purchase of additional parkland (10-15 acres) is required to develop additional sports fields for youth and adults.	\$600,000	L	Res	\$0	\$0	\$600,000		\$0	\$0	\$600,000
20-14	Study	Park Maintenance Facility	Feasibility study, design and cost estimates for new park maintenance facility.	\$20,000	B	Res		\$20,000					\$20,000
18-01	Renewal	Repairs to Pool Building	Repairs to exterior doors, fencing and shower leak are required for as the facility reaches its tenth year.	\$125,000	B	Res	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
19-02	New	Constuction of Multipurpose Room or Portable	A multipurpose room or portable is required at the aquatic centre to expand current program offerings and to replace the aging portable at Portlock Park.	\$300,000	B	Res	\$0	\$300,000		\$0	\$0	\$0	\$300,000
20-03	Replacement	Replace Pool Flooring	Replacement of pool lobby flooring and re-grouting of pool tile bottom	\$25,000	B	Res	\$0	\$0	\$25,000		\$0	\$0	\$25,000
22-04	New	Upgrade Pool Parking Lot	Upgrade existing gravel lot to capped, paved or permeable surface.	\$50,000	S	Res	\$0	\$0	\$0	\$0	\$50,000		\$50,000
GRAND TOTAL				\$1,770,000			\$0	\$375,000	\$680,000	\$555,000	\$105,000	\$55,000	\$1,770,000

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.455	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$300,000	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Equipment	E	\$0	\$100,000	\$0	\$0	\$400,000	\$0	\$500,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$193,000	\$0	\$1,010,000	\$0	\$0	\$1,203,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$300,000	\$543,000	\$0	\$1,010,000	\$400,000	\$0	\$1,953,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$100,000	\$0	\$0	\$400,000	\$0	\$500,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$183,000	\$0	\$0	\$0	\$0	\$183,000
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$300,000	\$260,000	\$0	\$10,000	\$0	\$0	\$270,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$300,000	\$543,000	\$0	\$1,010,000	\$400,000	\$0	\$1,953,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.455
Service Name: SSI Community 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 = 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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-02	New	Family Bike Park	Woodland biking and bike park in Mouat Park	\$183,000	S	Grant	\$0	\$183,000	\$0	\$0	\$0	\$0	\$183,000
18-05	Renewal	Replace Park Washrooms	Washroom replacement at centennial park is required as current infrastructure cannot keep up with demand and has regular failures.	\$550,000	B	Res	\$300,000	\$250,000	\$0	\$0	\$0	\$0	\$250,000
20-06	New	Construction of Ganges Boardwalk	The construction of the Ganges boardwalk to connect the village core to the harbours end has been a long standing project. An feasibility study of existing features is currently underway.	\$1,000,000	S	Debt	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
19-07	Renewal	Improve Beach Accesses	Upgrades and improvements required for existing beach accesses on MOTI right of ways	\$20,000	S	Res	\$0	\$10,000	\$0	\$10,000		\$0	\$20,000
20-08	Replacement	Centennial Park Master Plan	Re-development and/or replacement of Centennial Park through a five phase Master Plan.	\$500,000	E	Cap	\$0	\$100,000			\$400,000		\$500,000
GRAND TOTAL				\$2,253,000			\$300,000	\$543,000	\$0	\$1,010,000	\$400,000	\$0	\$1,953,000

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.458	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$100,000	\$0	\$300,000	\$0	\$0	\$400,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$100,000	\$0	\$300,000	\$0	\$0	\$400,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$100,000	\$0	\$300,000	\$0	\$0	\$400,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$100,000	\$0	\$300,000	\$0	\$0	\$400,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.458
Service Name: SSI Community 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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
19-08	Replacement	Replace Multisport Court	Multisport court replacement is required to replace cracked pad and failed infrastructure.	\$100,000	S	Res	\$0	\$100,000		\$0	\$0	\$0	\$100,000
21-09	Replacement	Replace Tennis Court #2,3,4	Tennis court replacement required to mediate drainage issues and replace cracked pads	\$300,000	s	Res	\$0	\$0	\$0	\$300,000		\$0	\$300,000
GRAND TOTAL				\$400,000			\$0	\$100,000	\$0	\$300,000	\$0	\$0	\$400,000

**1.459 SSI Pool, Parks, Recreation and Parkland Reserves
Asset and Reserve Summary
2019 - 2023 Financial Plan**

Asset Profile

SSI, Parks, Recreation and Parkland Reserves

Assets held by the Salt Spring Island Parks and Recreation service consist of a pool, parks, park structures and various vehicles and equipment to support service delivery. The total historical value as of Dec 31, 2016 for all assets was \$8.2M with an estimated replacement value of \$8.1M for the pool and park structures.

Reserve/Fund Summary

Reserve/Fund Summary	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Projected year end balance						
Equipment Replacement Funds	223,298	228,298	228,298	228,298	228,298	233,298
Land Acquisition Reserve Fund- Bylaw 2110	735,366	735,366	135,366	135,366	135,366	135,366
Pool Facility Capital Reserve Fund	302,470	830	63,020	162,090	267,220	242,220
Park & Recreation, Second Capital Reserve	157,841	39,421	44,421	44,421	202,921	362,921
Park & Recreation Capital Reserve Fund	441,129	408,629	590,739	387,269	550,069	784,069
Park & Recreation Capital Reserve Fund	1,283	1,283	1,283	1,283	1,283	1,283
Total projected year end balance	1,861,387	1,413,827	1,063,127	958,727	1,385,157	1,759,157

Reserve Schedule

Reserve Fund: 1.459 SSI Park Land & Rec Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101412/44/45 ERF Group: SSIPARC.ERF	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	223,298	223,298	228,298	228,298	228,298	228,298
Planned Purchase (Based on Capital Plan)						
Transfer from Operating Budget		5,000	-	-	-	5,000
Interest Income						
Ending Balance \$	223,298	228,298	228,298	228,298	228,298	233,298

Assumptions/Background:
 Budgeted transfers are made in order to sustain the services' long term capital plans.

SSI Pool, Parks, Recreation and Land Reserve Schedules

Reserve Fund: Capital Reserve Fund - Bylaw 2110

Parkland Acquisition

Reserve Cash Flow						
Fund: 1035 Fund Center: 101379	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	534,791	735,366	735,366	135,366	135,366	135,366
Cash in lieu	50,650					
Interest Income	5,538	-	-	-	-	-
Transfer from Capital	144,387				-	-
Expenditures		-	(600,000)	-	-	-
Ending Balance \$	735,366	735,366	135,366	135,366	135,366	135,366

Reserve Fund: Capital Reserve Fund - Bylaw 3686

For improvements, additions and capital repairs of SSI Pool facility

Reserve Cash Flow						
Fund: 1078 Fund Center: 102045	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	300,042	302,470	830	63,020	162,090	267,220
Transfer from Ops Budget	-	23,360	112,190	124,070	180,130	-
3rd Party Contribution (SPPLASH)						
Interest Income	2,428					
Expenditures		(325,000)	(50,000)	(25,000)	(75,000)	(25,000)
Ending Balance \$	302,470	830	63,020	162,090	267,220	242,220

Reserve Fund: Capital Reserve Fund - Bylaw 3085

Centennial Park Capital Expenditures

Reserve Cash Flow						
Fund: 1064 Fund Center: 101792	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	(7,565)	157,841	39,421	44,421	44,421	202,921
Transfer from Ops Budget	165,490	61,580	5,000	-	158,500	160,000
Grant Funding						
Interest Income	(84)					
Expenditures		(180,000)	-	-	-	-
Ending Balance \$	157,841	39,421	44,421	44,421	202,921	362,921

SSI Pool, Parks, Recreation and Land Reserve Schedules

Reserve Fund: Capital Reserve Fund - Bylaw 2859

Boardwalk/Waterfront Access

Reserve Cash Flow						
Fund: 1060 Fund Center: 102030	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	17,306	22,446	17,546	22,546	17,646	22,846
Transfer from Ops Budget	5,000	5,100	5,000	5,100	5,200	-
Interest Income	140					
Expenditures		(10,000)	-	(10,000)	-	-
Ending Balance \$	22,446	17,546	22,546	17,646	22,846	22,846

Tennis Courts

Reserve Cash Flow						
Fund: 1060 Fund Center: 101786	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	117,844	121,347	77,817	267,057	69,247	114,467
Transfer from Ops Budget	2,550	6,470	189,240	2,190	45,220	100,070
Grant		50,000	-	100,000	-	-
Interest Income	953	-	-	-	-	-
Expenditures	-	(100,000)	-	(300,000)	-	-
Ending Balance \$	121,347	77,817	267,057	69,247	114,467	214,537

Parks and Recreation

Reserve Cash Flow						
Fund: 1060 Fund Center: 101603	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	294,950	297,337	313,267	301,137	300,377	412,757
Transfer from Ops Budget		65,930	17,870	279,240	142,380	163,930
Transfer from Reserve						
Transfer from Capital						
Interest Income	2,387					
Expenditures		(50,000)	(30,000)	(280,000)	(30,000)	(30,000)
Ending Balance \$	297,337	313,267	301,137	300,377	412,757	546,687

SSI Pool, Parks, Recreation and Land Reserve Schedules

Reserve Fund: Capital Reserve Fund - Bylaw 3286

Fund 1071 was created as a CRF for the 2nd SSI Parks service established by Bylaw 2809 for the purpose of buying real estate, servicing debt and contributing to a CRF. That Bylaw expired on Dec 31, 2010.

Reserve Cash Flow

Fund: 1071 Fund Center: 101898	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,283	1,283	1,283	1,283	1,283	1,283
Interest Income						
Transfer to FC 101603						
Ending Balance \$	1,283	1,283	1,283	1,283	1,283	1,283

All SSI Pool, Parks, Recreation and Land Capital Reserves are funded in accordance with the long term capital expenditure plan

CAPITAL REGIONAL DISTRICT

2019 Budget

Environmental Sustainability

SSI Stormwater Quality Management

EASC Review

Compiled and Presented by CRD Finance
Data provided by Environmental Sustainability

September 2018

Service: 1.535 SSI Stormwater Quality Management	Committee: Electoral Area Services
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DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2454 (adopted February, 1997 for the EA of Salt Spring Island) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Salt Spring Island Electoral Area to coordinate and provide information for management of stormwater quality and watershed protection.

PARTICIPATION:

The Electoral Area of the Salt Spring Island.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

SSI Stormwater Quality Management	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Contract for Services	2,710	2,710	2,760	-	-	2,760	2,820	2,880	2,930	2,990
Consultants	2,050	2,050	2,090	-	-	2,090	2,130	2,180	2,220	2,260
Other Operating Expenses	16,750	16,740	17,140	-	-	17,140	17,770	18,340	18,970	19,350
TOTAL OPERATING COSTS	21,510	21,500	21,990	-	-	21,990	22,720	23,400	24,120	24,600
*Percentage Increase over prior year						2.3%	3.3%	3.0%	3.1%	2.0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Other Revenue	(10)	-	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	(30)	(20)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
REQUISITION	(21,480)	(21,480)	(21,960)	-	-	(21,960)	(22,690)	(23,370)	(24,090)	(24,570)
*Percentage increase over prior year requisition						2.2%	3.3%	3.0%	3.1%	2.0%

Reserve Account Schedule

Reserve Fund: 1.535 SSI Stormwater Quality Management Internal Reserve Account (FC: 105529)

Reserve is being applied to supporting Salt Spring Island Watershed Protection Authority for studies related to drinking water lakes impacted by stormwater runoff.

Reserve Account Cash Flow

Reserve FC: 105529	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	28,658	28,658	28,658	28,658	28,658	28,658
Spending					-	-
Transfer from Operating						
Interest Income		-	-	-	-	-
Ending Balance \$	28,658	28,658	28,658	28,658	28,658	28,658

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

2019 Budget

SSI Emergency Comm. - CREST

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.925 SSI Emergency Comm. - CREST	Committee: Finance & Corporate Services
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DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

925 SSI EMERGENCY COMMUNICATIONS CREST	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Payments to CREST	81,120	81,120	82,740	-	-	82,740	84,390	86,080	87,800	89,560
Allocations	1,770	1,770	1,740	-	-	1,740	1,730	1,740	1,770	1,800
Other Operating Expenses	260	260	270	-	-	270	280	290	300	310
TOTAL OPERATING COSTS	83,150	83,150	84,750	-	-	84,750	86,400	88,110	89,870	91,670
*Percentage Increase over prior year						1.9%	1.9%	2.0%	2.0%	2.0%
TOTAL COSTS	83,150	83,150	84,750	-	-	84,750	86,400	88,110	89,870	91,670
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2017 to 2018	160	160	-	-	-	-	-	-	-	-
Interest Income	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Grants in Lieu of Taxes	(70)	(70)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	40	40	(120)	-	-	(120)	(120)	(120)	(120)	(120)
REQUISITION	(83,190)	(83,190)	(84,630)	-	-	(84,630)	(86,280)	(87,990)	(89,750)	(91,550)
*Percentage increase over prior year requisition						1.7%	1.9%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Highland Water (SSI)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Page 1

Service: 2.620 Highland Water (SSI)	Committee: Electoral Area Services
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DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Highland Water System Specified Area. Bylaw No. 847 (March 25, 1981). Local Service Establishment Bylaw No. 1937 (October 9, 1991).

PARTICIPATION:

Local Service Area #13, H(764)

MAXIMUM LEVY:

Greater of \$120,000 or \$5.50 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$501,589

MAXIMUM CAPITAL DEBT:

Authorized:	LA3580 (April 3, 2009)	\$559,000 *
Borrowed:	SI Bylaw 3634 (2009, 4.13%)	(\$250,000)
	SI Bylaw 3817 (2012, 3.4%)	(\$150,680)
Remaining:		\$158,320

COMMITTEE:

Highland Water Committee established by Resolution No. 675.

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

Parcel Tax: - Annual, only on properties capable of being connected to the system.

RESERVE FUND:

Highland Water System Capital Reserve Fund, Bylaw No. 1501 (Dec. 17, 1986)

Highland Water (SSI)	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019		TOTAL	2020	2021	2022	2023
				ONGOING	ONE-TIME					
<u>OPERATING COSTS:</u>										
Finance Allocation	1,820	1,820	1,460	-	-	1,460	1,100	740	390	390
TOTAL OPERATING COSTS	1,820	1,820	1,460	-	-	1,460	1,100	740	390	390
*Percentage Increase over prior year						-19.8%	-24.7%	-32.7%	-47.3%	0.0%
<u>DEBT/CAPITAL</u>										
MFA Debt Principal	20,010	20,010	20,010	-	-	20,010	20,010	20,010	20,010	20,010
MFA Debt Interest	15,450	15,450	15,450	-	-	15,450	15,450	15,450	15,450	15,450
TOTAL CAPITAL / RESERVES	35,460	35,460	35,460	-	-	35,460	35,460	35,460	35,460	35,460
TOTAL COSTS	37,280	37,280	36,920	-	-	36,920	36,560	36,200	35,850	35,850
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/f from 2016 to 2017	(50)	(50)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(50)	(50)	-	-	-	-	-	-	-	-
REQUISITION	(37,230)	(37,230)	(36,920)	-	-	(36,920)	(36,560)	(36,200)	(35,850)	(35,850)
*Percentage increase over prior year requisition						-0.8%	-1.0%	-1.0%	-1.0%	0.0%
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.620	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$173,623	\$95,561	\$93,623	\$0	\$0	\$0	\$189,184
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$173,623	\$95,561	\$93,623	\$0	\$0	\$0	\$189,184

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$173,623	\$80,000	\$93,623	\$0	\$0	\$0	\$173,623
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$15,561	\$0	\$0	\$0	\$0	\$15,561
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$173,623	\$95,561	\$93,623	\$0	\$0	\$0	\$189,184

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 2.620
Service Name: Highland Water (SSI)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-01	Renewal	Valve Distribution	Infrastructure upgrades	\$173,623	S	Cap	\$173,623	\$80,000	\$93,623	\$0	\$0	\$0	\$173,623
18-01	Study	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement	\$15,561	S	Grant	\$0	\$15,561	\$0	\$0	\$0	\$0	\$15,561
GRAND TOTAL				\$189,184			\$173,623	\$95,561	\$93,623	\$0	\$0	\$0	\$189,184

CAPITAL REGIONAL DISTRICT

2019 Budget

Highland & Fernwood Water (SSI)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Page 1

Service: 2.621 Highland & Fernwood Water (SSI)	Committee: Electoral Area Services
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DEFINITION:

To construct water works for the provision, supply, treatment, conveyance, storage and distribution of water for the Salt Spring Island Highland and Fernwood Water Service, Bylaw No. 3753 (April 13, 2011).

PARTICIPATION:

Local Service Area #63, 3(764)

MAXIMUM LEVY:

Greater of \$350,000 or \$2.572 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$337,974

MAXIMUM CAPITAL DEBT:

Authorized:	LA3754 (April 13, 2011)	\$500,000
Borrowed:	SI Bylaw 3800 (Aug 10, 2011)	(\$500,000) 3.25%
Remaining:		\$0

COMMITTEE:

Highland Water Committee established by Resolution No. 675 and Fernwood Local Service Committee established by Bylaw No. 1774.
Highland Fernwood Water Services Commission Established by Bylaw 3911, March 2015

FUNDING:

- Parcel Tax:** Annual, levied only on properties capable of being connected to the system.
- User Charge:** Annual Fixed Fee of \$699.94 per Water Service Connection.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL3933 March 2015)
 - First 38 cubic metres or portion - \$0.64 / cubic metre
 - Next 68 cubic metres or portion - \$2.00 / cubic metre
 - Greater than 106 cubic metres - \$5.13 / cubic metre
- Water Connection Charge:** Actual cost for the connection.

RESERVE FUND:

Established by Bylaw #3907 (April 16, 2014)

Highland & Fernwood Water (SSI)	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018		2019				2020	2021	2022	2023
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL				
<u>OPERATING COSTS:</u>										
Sludge Hauling Contract	9,300	9,300	9,490	-	-	9,490	9,680	9,870	10,070	10,270
Waste Sludge Disposal	15,520	15,520	15,830	-	-	15,830	16,150	16,470	16,800	17,140
Repairs & Maintenance	8,380	8,380	8,550	-	-	8,550	8,720	8,890	9,060	9,230
Allocations	23,170	23,170	22,650	-	-	22,650	22,230	21,950	21,820	22,250
Water Testing	12,730	12,730	12,980	-	-	12,980	13,240	13,500	13,770	14,050
Electricity	18,540	18,540	18,910	-	-	18,910	19,290	19,680	20,070	20,470
Supplies	23,680	23,680	24,150	-	-	24,150	24,630	25,120	25,610	26,120
Labour Charges	143,600	143,600	150,380	-	-	150,380	153,390	156,460	159,590	162,780
Other Operating Expenses	16,670	16,140	20,260	-	-	20,260	17,260	17,760	18,860	23,380
TOTAL OPERATING COSTS	271,590	271,060	283,200	-	-	283,200	284,590	289,700	295,650	305,690
*Percentage Increase over prior year						4.3%	0.5%	1.8%	2.1%	3.4%
<u>DEBT/RESERVES</u>										
Transfer to Operating Reserve Fund	32,480	32,480	19,580	-	-	19,580	19,970	20,370	20,780	21,200
Transfer to Capital Reserve Fund	40,060	40,590	41,680	-	-	41,680	36,040	36,570	33,810	15,740
MFA Debt Principal	24,970	24,970	24,970	-	-	24,970	29,260	29,260	30,340	35,710
MFA Debt Interest	16,250	16,250	16,920	-	-	16,920	20,250	20,420	22,080	30,580
TOTAL DEBT / RESERVES	113,760	114,290	103,150	-	-	103,150	105,520	106,620	107,010	103,230
TOTAL COSTS	385,350	385,350	386,350	-	-	386,350	390,110	396,320	402,660	408,920
<u>FUNDING SOURCES (REVENUE)</u>										
Sales - Water	(56,000)	(56,000)	(56,000)	-	-	(56,000)	(56,000)	(56,000)	(56,000)	(56,000)
User Charges	(273,750)	(273,750)	(273,750)	-	-	(273,750)	(277,510)	(283,720)	(290,060)	(296,320)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Other Revenue	(600)	(600)	(600)	-	-	(600)	(600)	(600)	(600)	(600)
TOTAL REVENUE	(330,350)	(330,350)	(330,350)	-	-	(330,350)	(334,110)	(340,320)	(346,660)	(352,920)
REQUISITION	(55,000)	(55,000)	(56,000)	-	-	(56,000)	(56,000)	(56,000)	(56,000)	(56,000)
*Percentage increase over prior year						0.0%	1.4%	2.2%	2.2%	2.2%
User Charges						1.8%	0.0%	0.0%	0.0%	0.0%
Requisition						0.3%	1.1%	1.9%	1.9%	1.8%
Combined										

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.621	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$80,000	\$0	\$20,000	\$100,000	\$500,000	\$700,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$20,000	\$37,000	\$150,000	\$0	\$0	\$70,000	\$257,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$20,000	\$117,000	\$150,000	\$20,000	\$100,000	\$570,000	\$957,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$80,000	\$0	\$20,000	\$100,000	\$520,000	\$720,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$20,000	\$37,000	\$150,000	\$0	\$0	\$50,000	\$237,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$20,000	\$117,000	\$150,000	\$20,000	\$100,000	\$570,000	\$957,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 2.621
Service Name: Highland & Fernwood Water (SSI)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-01	Study	Intake assessment and design	Complete intake assessment and designs for construction	\$20,000	S	Res	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$20,000
19-01	Replacement	Replace intake	Construct new intake	\$150,000	S	Res	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
19-02	New	DAF Float Waste Pump Design and Const	Design and construct waste pump	\$80,000	E	Debt		\$80,000					\$80,000
19-03	Study	Safe Work Procedures - Review and Development	Review and develop safe work procedures for operational and maintenance tasks.	\$17,000	S	Res		\$17,000					\$17,000
21-01	Renewal	Improvements identified in SAMP	Highland (2.62) SAMP work	\$50,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000
21-02	New	Back-Up Power Concept Design	New power infrastructure project	\$20,000	E	Debt			\$0	\$20,000			\$20,000
22-01	New	Back-Up Power Detailed Design	New power infrastructure project	\$100,000	E	Debt				\$0	\$100,000		\$100,000
23-01	New	Back-Up Power Construction	New power infrastructure project	\$500,000	E	Debt					\$0	\$500,000	\$500,000
23-02	New	Fernwood PS Haz Assess and Demolition	Assessment of hazard and demolition	\$20,000	S	Debt		\$0				\$20,000	\$20,000
GRAND TOTAL				\$957,000			\$20,000	\$117,000	\$150,000	\$20,000	\$100,000	\$570,000	\$957,000

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water Capital Reserve Fund (Bylaw No.: 3991)

Reserve Cash Flow

Fund: 1088 Fund Center: 102156

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	97,553	97,553	102,233	(11,727)	24,843	58,653
Transfer to Cap Fund (Based on Capital Plan)		(37,000)	(150,000)	-	-	(50,000)
Transfer from Cap Fund						
Transfer from Operating Budget		41,680	36,040	36,570	33,810	15,740
Interest Income*		-	-	-	-	-
Ending Balance \$	97,553	102,233	(11,727)	24,843	58,653	24,393

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

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water Operating Reserve Fund (Bylaw No.: 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc. Optimum minimum balance of \$30,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund 1500 Fund Center: 105205	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	31,425	1,425	1,005	5,585	25,555	45,925
Transfer from Operating Budget		19,580	19,580	19,970	20,370	20,780
Expenditure	(30,000)	(20,000)	(15,000)		-	-
Planned maintenance activity	Reservoir cleaning and inspection (Ph1)	Reservoir cleaning and inspection (Ph2)	Hydrant maintenance			
Interest Income						
Ending Balance \$	1,425	1,005	5,585	25,555	45,925	66,705

CAPITAL REGIONAL DISTRICT

2019 Budget

Cedars of Tuam Water (SSI)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.622 Cedars of Tuam Water (SSI)	Committee: Electoral Area Services
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DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedars of Tuam Water System Service Area. Bylaw No. 3021 (October 9, 2002).

PARTICIPATION:

Local Service Area #45, T(764).

MAXIMUM LEVY:

Greater of \$25,425 or \$6.75 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$54,475.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3024 (October 10, 2002)	24,000
BORROWED:	SI Bylaw No. 3050 (March 12, 2003) 5.5%	(24,000) (Rate reduced to 2.1% June 2013)
REMAINING:		<u><u>\$0</u></u>

COMMITTEE:

Cedars of Tuam Water Service Committee established by bylaw No 3055 (March 12, 2003).

FUNDING:

User Charge

- Annual Fixed Fee per Water Service Connection plus consumption charge
- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL4171 March 2017)
 - First 38 cubic metres or portion - \$0.90 / cubic metre
 - Greater than 38 cubic metres - \$7.70 / cubic metre

Water Connection Charge

- Actual cost for the connection. See rates and regulations Bylaw No 4171 (March 2017).

RESERVE FUND:

Fund 1057, established by Bylaw #3136 (June 14, 2004); amended by Bylaw 3948 (April 16, 2014).

Cedars of Tuam Water (SSI)	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Repairs & Maintenance	460	-	5,460	-	-	5,460	2,060	3,090	3,140	3,190
Allocations	2,180	2,140	2,010	-	-	2,010	1,890	1,790	1,700	1,730
Water Testing	1,950	1,950	1,990	-	-	1,990	2,030	2,070	2,110	2,150
Electricity	620	540	600	-	-	600	610	620	630	640
Supplies	690	590	700	-	-	700	710	720	730	740
Labour Charges	18,120	19,380	18,950	-	-	18,950	19,330	19,720	20,110	20,510
Other Operating Expenses	1,620	1,010	1,750	-	-	1,750	1,770	1,790	1,810	1,830
TOTAL OPERATING COSTS	25,640	25,610	31,460	-	-	31,460	28,400	29,800	30,230	30,790
*Percentage Increase over prior year						22.7%	-9.7%	4.9%	1.4%	1.9%
<u>DEBT/RESERVES</u>										
Transfer to Capital Reserve	1,600	3,280	1,670	-	-	1,670	1,700	1,750	1,780	1,780
Transfer to Operating Reserve Fund	1,030	1,030	2,700	-	-	2,700	2,750	2,810	2,870	2,930
MFA Debt Principal	1,110	1,110	-	-	-	-	5,370	26,840	26,840	26,840
MFA Debt Interest	500	500	840	-	-	840	8,330	25,000	25,000	25,000
TOTAL DEBT / RESERVES	4,240	5,920	5,210	-	-	5,210	18,150	56,400	56,490	56,550
TOTAL COSTS	29,880	31,530	36,670	-	-	36,670	46,550	86,200	86,720	87,340
<u>FUNDING SOURCES (REVENUE)</u>										
Sales - Water	(1,100)	(1,800)	(1,100)	-	-	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
User Charges	(28,720)	(29,600)	(30,520)	-	-	(30,520)	(40,400)	(80,050)	(85,570)	(86,190)
Transfer from Operating Reserve Fund	-	-	(5,000)	-	-	(5,000)	(5,000)	(5,000)	-	-
Other Revenue	(60)	(130)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(29,880)	(31,530)	(36,670)	-	-	(36,670)	(46,550)	(86,200)	(86,720)	(87,340)
REQUISITION	-	-	-	-	-	-	-	-	-	-
User Charge						6.3%	32.4%	98.1%	6.9%	0.7%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.622	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$100,000	\$400,000	\$0	\$0	\$0	\$500,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$14,100	\$15,100	\$0	\$5,000	\$0	\$0	\$20,100
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$14,100	\$115,100	\$400,000	\$5,000	\$0	\$0	\$520,100

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$9,100	\$9,100	\$0	\$0	\$0	\$0	\$9,100
Debenture Debt (New Debt Only)	Debt	\$0	\$100,000	\$400,000	\$0	\$0	\$0	\$500,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$5,000	\$6,000	\$0	\$5,000	\$0	\$0	\$11,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$14,100	\$115,100	\$400,000	\$5,000	\$0	\$0	\$520,100

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 2.622
Service Name: Cedars of Tuam Water (SSI)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-01	Study	Access Road	Negotiate access road to well	\$1,000	S	Cap	\$1,000	\$1,000	\$0	\$0	\$0	\$0	\$1,000
16-02	Study	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement	\$8,100	S	Cap	\$8,100	\$8,100	\$0	\$0	\$0	\$0	\$8,100
18-01		Abandon unused wells	Decommission wells	\$5,000	S	Res	\$5,000	\$0	\$0	\$5,000	\$0	\$0	\$5,000
19-01	Study	Design new well and dist system	New infrastructure for future needs	\$100,000	E	Debt		\$100,000		\$0			\$100,000
19-02	Study	Safe Work Procedures - Review and Development	Review and develop safe work procedures for operational and maintenance tasks.	\$6,000	S	Res		\$6,000					\$6,000
20-01	New	Construct new well and dist system	New infrastructure for future needs	\$400,000	E	Debt			\$400,000				\$400,000
GRAND TOTAL				\$520,100			\$14,100	\$115,100	\$400,000	\$5,000	\$0	\$0	\$520,100

**Cedars of Tuam Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Maintenance Reserve	8,536	6,236	7,486	7,796	10,666	13,596
Capital Reserve Fund	20,012	15,682	17,382	14,132	15,912	17,692
Total	28,548	21,918	24,868	21,928	26,578	31,288

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) Operating Reserve Fund

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant teardowns and ground water well maintenance. Optimum minimum balance of \$2,500 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Center: 105532

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	7,506	8,536	6,236	7,486	7,796	10,666
Transfer from Operating Budget	1,030	2,700	2,750	2,810	2,870	2,930
Expenditures		(5,000)	(1,500)	(2,500)		-
Planned maintenance activity		Reservoir cleaning and inspection	Hydrant Maintenance	Well inspection		
Interest Income*		-	-	-	-	-
Ending Balance \$	8,536	6,236	7,486	7,796	10,666	13,596

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) Capital Reserve Fund (Bylaw No.: 3948)

Reserve Cash Flow

Fund: 1057 Fund Center: 101843

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	16,732	20,012	15,682	17,382	14,132	15,912
Transfer to Cap Fund (Based on Capital Plan)		(6,000)	-	(5,000)	-	-
Transfer from Operating Budget	3,280	1,670	1,700	1,750	1,780	1,780
Transfer from Cap Fund						
Interest Income*		-	-	-	-	-
Ending Balance \$	20,012	15,682	17,382	14,132	15,912	17,692

Assumptions/Background:

Transfer as much as operating budget will allow

* 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

2019 Budget

Beddis Water (SSI)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.624 Beddis Water (SSI)	Committee: Electoral Area Services
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DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Beddis Water System Service Area. Bylaw No. 3188 (November 24, 2004).

PARTICIPATION:

Order in Council No 176, February 24, 2005.

MAXIMUM LEVY:

Greater of \$133,000 or \$2.71 / \$1,000 of actual assessed value of land and improvements, to a maximum of \$196,930.

MAXIMUM CAPITAL DEBT:

Beddis Waterworks 1994 previous debt paid out 2011	\$95,909	
AUTHORIZED: LA Bylaw No. 3193 (November 24, 2004)	\$325,500	
BORROWED: SI Bylaw No. 3291	(\$325,500)	4.17%
Remaining:	<u>\$0</u>	
AUTHORIZED: LA Bylaw No. 3825 (July 11, 2012)	\$400,000	
BORROWED: SI Bylaw No. 3882 (Jan 9, 2013) Matured 2023	(\$300,000)	3.15%
BORROWED: SI Bylaw No. 3910 (July 2013)	(\$70,000)	3.85%
Remaining:	<u>\$30,000</u>	

COMMITTEE:

Beddis Water Service committee established by Bylaw No. 3247 (Dec 15, 2004)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

- User Charge:** Fixed user charge + variable consumption charge to all metered properties.
- Parcel Tax:** Annual, only on properties capable of being connected to the system, starting 2006.
- User Charge:**
 - Annual Fixed Fee per Water Service Connection.
 - The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL4171 March 2017)
 - First 38 cubic metres or portion - \$2.50 / cubic metre
 - Next 68 cubic metres or portion - \$5.625 / cubic metre
 - Greater than 106 cubic metres - \$7.50 / cubic metre

Beddis Water (SSI)	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Operations Contracts	42,660	42,830	43,510	-	-	43,510	44,380	45,270	46,180	47,100
Grit & Waste Sludge Disposal	13,000	10,530	12,500	-	-	12,500	12,750	13,000	13,260	13,530
Repairs & Maintenance	6,120	11,200	21,160	-	-	21,160	6,580	14,710	15,000	15,290
Allocations	12,080	12,080	12,010	-	-	12,010	11,980	12,030	12,160	12,400
Water Testing	9,300	8,000	9,490	-	-	9,490	9,680	9,870	10,070	10,270
Electricity	10,710	10,710	11,140	-	-	11,140	11,360	11,590	11,820	12,060
Supplies	10,200	10,200	10,200	-	-	10,200	10,400	10,600	10,810	11,020
Labour Charges	31,000	28,500	32,500	-	-	32,500	33,150	33,810	34,490	35,180
Other Operating Expenses	20,150	27,660	23,810	-	-	23,810	21,210	21,630	22,060	22,490
TOTAL OPERATING COSTS	155,220	161,710	176,320	-	-	176,320	161,490	172,510	175,850	179,340
*Percentage Increase over prior year						13.6%	-8.4%	6.8%	1.9%	2.0%
<u>DEBT/RESERVES</u>										
Transfer to Operating Reserve	2,550	6,000	5,000	-	-	5,000	5,100	5,200	5,300	5,410
Transfer to Capital Reserve Fund	7,000	-	7,000	-	-	7,000	8,140	34,900	26,070	24,960
MFA Debt Principal	48,290	48,290	48,290	-	-	48,290	48,290	30,820	30,820	30,820
MFA Debt Interest	18,000	18,000	18,000	-	-	18,000	18,000	12,150	12,150	12,980
TOTAL DEBT / RESERVES	75,840	72,290	78,290	-	-	78,290	79,530	83,070	74,340	74,170
TOTAL COSTS	231,060	234,000	254,610	-	-	254,610	241,020	255,580	250,190	253,510
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from 2018 to 2019	-	(3,090)	3,090	-	-	3,090	-	-	-	-
Sales - Water	(83,150)	(83,000)	(83,000)	-	-	(83,000)	(84,660)	(86,350)	(88,080)	(89,840)
User Charges	(75,570)	(75,570)	(87,360)	-	-	(87,360)	(89,110)	(90,890)	(92,710)	(94,560)
Transfer from Operating Reserve Fund	-	-	(15,000)	-	-	(15,000)	-	(8,000)	-	-
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(158,820)	(158,670)	(185,460)	-	-	(185,460)	(173,870)	(185,340)	(180,890)	(184,500)
REQUISITION - PARCEL TAX	(72,240)	(72,240)	(72,240)	-	-	(72,240)	(67,150)	(70,240)	(69,300)	(69,010)
*Percentage increase over prior year						15.6%	2.0%	2.0%	2.0%	2.0%
User Fee						0.0%	-7.0%	4.6%	-1.3%	-0.4%
Requisition						8.0%	-2.1%	3.1%	0.5%	1.0%
Combined										

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.624	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$30,000	\$0	\$0	\$0	\$0	\$30,000	\$30,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$17,130	\$49,130	\$0	\$0	\$40,000	\$100,000	\$189,130
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$47,130	\$49,130	\$0	\$0	\$40,000	\$130,000	\$219,130

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$17,130	\$17,130	\$0	\$0	\$0	\$0	\$17,130
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$30,000	\$32,000	\$0	\$0	\$40,000	\$30,000	\$102,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$47,130	\$49,130	\$0	\$0	\$40,000	\$130,000	\$219,130

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 2.624
Service Name: Beddis Water (SSI)

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
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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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Decommission	Lautman reservoir	Dismantle and remove Lautman reservoir	\$30,000	E	Res	\$30,000		\$0	\$0	\$0	\$30,000	\$30,000
17-02	Replacement	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement	\$17,130	S	Grant	\$17,130	\$17,130	\$0	\$0	\$0	\$0	\$17,130
18-01	Study	Intake Assessment and Design	Complete assessment, designs, constructon estimates, and permit requirements.	\$20,000	S	Res	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
19-01	Study	Safe Work Procedures - Review and Development		\$12,000	S	Res		\$12,000					\$12,000
20-01	Study	Design booster pump at Sky Valley lower reservoir	Complete designs, constructon estimates, and permit requirements.	\$25,000	S	Res	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000
20-02	Study	Referendum for Sky Valley booster pump	Seek service area electors approval to fund project	\$15,000	S	Res	\$0	\$0	\$0	\$0	\$15,000	\$0	\$15,000
20-03	New	Construct booster pump at Sky Valley lower reservoir	Construction of booster pump at Sky Valley lower reservoir	\$100,000	S	Debt	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000
GRAND TOTAL				\$219,130			\$47,130	\$49,130	\$0	\$0	\$40,000	\$130,000	\$219,130

**Beddis Water Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Maintenance Reserve	13,307	307	5,407	2,607	7,907	13,317
Capital Reserve Fund	73,505	48,505	56,645	91,545	77,615	72,575
Total	86,812	48,812	62,052	94,152	85,522	85,892

Reserve Schedule

Reserve Fund: Operating Reserve Fund

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance. Optimum minimum balance of \$14,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Center: 105206	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	7,307	13,307	307	5,407	2,607	7,907
Transfer from Operating Budget	6,000	5,000	5,100	5,200	5,300	5,410
Expenditures		(18,000)	-	(8,000)	-	-
Planned maintenance activity		Reservoir cleaning and inspection and Arc Flash Study		Hydrant maintenance		
Interest Income		-	-	-	-	-
Ending Balance \$	13,307	307	5,407	2,607	7,907	13,317

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Reserve Schedule

Reserve Fund: Capital Reserve Fund - Bylaw 3274

For capital repairs, additions and improvements to water system infrastructure

Reserve Cash Flow

Fund: 1069 Fund Center: 101894	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	73,505	73,505	48,505	56,645	91,545	77,615
Transfer from Ops Budget	-	7,000	8,140	34,900	26,070	24,960
Transfer to Cap Fund (Based on Capital Plan)		(32,000)	-	-	(40,000)	(30,000)
Interest Income		-	-	-	-	-
Ending Balance \$	73,505	48,505	56,645	91,545	77,615	72,575

CAPITAL REGIONAL DISTRICT

2019 Budget

Fulford Water (SSI)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.626 Fulford Water (SSI)	Committee: Electoral Area Services
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DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fulford Water Local Service Area on Salt Spring Island.
Bylaw No. 3202 (November 24, 2004).

PARTICIPATION:

Order In Council No 177, Feb 24, 2005.

MAXIMUM LEVY:

Greater of \$156,000 or \$5.46 / \$1,000 to a maximum of \$275,871

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Fulford Water Service committee established by Bylaw No 3248 (Dec 15, 2004).

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.

- User Charge:** Fixed user charge + metered commercial properties.
- Parcel Tax:** Annual, levied only on properties capable of being connected to the system, starting 2006.
Parcel charge in lieu of parcel tax in 2005 only.
- Connection Charge:** The connection charge for a service shall be the actual cost for the connection.
- Consumption Charge:** Single Family Residential: No Consumption Charge
Other: \$3.27 per cubic metre
Minimum charge per three months is \$312.75 per service connection

MAXIMUM OPERATING EXPENDITURE:

RESERVE FUND BYLAW:

Fund 1070, established by Bylaw #3275 (April 27, 2005)

Fulford Water (SSI)	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Operations Contract	47,610	46,670	48,560	-	-	48,560	49,540	50,530	51,540	52,570
Grit & Waste Sludge Disposal	7,240	7,240	7,380	-	-	7,380	7,530	7,680	7,830	7,990
Repairs & Maintenance	7,760	10,200	15,880	-	-	15,880	8,200	28,370	8,940	9,110
Allocations	10,250	10,250	9,720	-	-	9,720	9,260	8,880	8,570	8,740
Water Testing	5,460	4,600	5,570	-	-	5,570	5,680	5,790	5,910	6,030
Electricity	10,210	9,400	9,800	-	-	9,800	10,000	10,200	10,400	10,610
Supplies	9,860	9,700	7,380	-	-	7,380	7,520	7,660	7,810	7,960
Labour Charges	18,360	22,000	19,200	-	-	19,200	19,580	19,970	20,370	20,780
Other Operating Expenses	19,830	19,850	19,870	-	-	19,870	20,280	20,700	21,120	21,550
TOTAL OPERATING COSTS	136,580	139,910	143,360	-	-	143,360	137,590	159,780	142,490	145,340
*Percentage Increase over prior year						5.0%	-4.0%	16.1%	-10.8%	2.0%
<u>DEBT/RESERVES</u>										
Transfer to Operating Reserve Fund	7,000	7,000	7,140	-	-	7,140	7,280	7,430	7,580	7,730
Transfer to Capital Reserve Fund	10,900	7,570	11,980	-	-	11,980	9,610	48,340	45,480	42,480
MFA Debt Principal	39,250	39,250	39,250	-	-	39,250	39,250	8,490	8,490	8,490
MFA Debt Interest	15,970	15,970	15,970	-	-	15,970	15,970	5,660	5,660	5,660
TOTAL DEBT / RESERVES	73,120	69,790	74,340	-	-	74,340	72,110	69,920	67,210	64,360
TOTAL COSTS	209,700	209,700	217,700	-	-	217,700	209,700	229,700	209,700	209,700
<u>FUNDING SOURCES (REVENUE)</u>										
Sales - Water	(15,000)	(15,000)	(15,000)	-	-	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
User Charges	(119,310)	(119,310)	(119,310)	-	-	(119,310)	(119,310)	(119,310)	(119,310)	(119,310)
Transfer from Operating Reserve Fund	-	-	(8,000)	-	-	(8,000)	(8,000)	(20,000)		
Other Revenue	(600)	(600)	(600)	-	-	(600)	(600)	(600)	(600)	(600)
TOTAL REVENUE	(134,910)	(134,910)	(142,910)	-	-	(142,910)	(134,910)	(154,910)	(134,910)	(134,910)
REQUISITION - PARCEL TAX	(74,790)	(74,790)	(74,790)	-	-	(74,790)	(74,790)	(74,790)	(74,790)	(74,790)
*Percentage increase over last year										
User Charges						0.0%	0.0%	0.0%	0.0%	0.0%
Requisition						0.0%	0.0%	0.0%	0.0%	0.0%
Combined						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.626	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$24,162	\$45,162	\$15,000	\$6,000	\$0	\$50,000	\$116,162
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$24,162	\$45,162	\$15,000	\$6,000	\$0	\$50,000	\$116,162

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$24,162	\$24,162	\$0	\$0	\$0	\$0	\$24,162
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$21,000	\$15,000	\$6,000	\$0	\$50,000	\$92,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$24,162	\$45,162	\$15,000	\$6,000	\$0	\$50,000	\$116,162

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 2.626
Service Name: Fulford Water (SSI)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-01	Replacement	Morningside Road water main replacement	Designs and permit approval for watermain	\$7,000	S	Cap	\$1,662	\$1,662	\$0	\$0	\$0	\$0	\$1,662
17-01	Replacement	Morningside Road water main construction	Construction to replace watermain	\$30,000	S	Cap	\$22,500	\$22,500	\$0	\$0	\$0	\$0	\$22,500
18-01	Study	Strategic Asset Management Plan - Phase 2	Identify condition of assets, develop prioritized list of infrastructure replacement	\$10,000	S	Res	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
18-02	Replacement	Sunnyside Pressure Control Station	Rebuild Sunnyside pressure control station and water meter	\$6,000	S	Res	\$0	\$0	\$0	\$6,000	\$0	\$0	\$6,000
18-03	Replacement	Decommissioning of the Reynolds Road strainer facility	Decommissioning of the Reynolds Road strainer facility	\$15,000	S	Res	\$0	\$0	\$15,000				\$15,000
19-01	Study	Safe Work Procedures - Review and Development	Review and develop safe work procedures for operational and maintenance tasks.	\$11,000	S	Res		\$11,000		\$0			\$11,000
20-01	Replacement	Improvements identified in SAMP	Infrastructure upgrades and improvements	\$50,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000
GRAND TOTAL				\$129,000			\$24,162	\$45,162	\$15,000	\$6,000	\$0	\$50,000	\$116,162

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (Salt Spring Island) Capital Reserve Fund (Bylaw No.: 3275)

Reserve Cash Flow

Fund: 1070 Fund Center: 101897

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	70,865	54,865	45,845	40,455	82,795	128,275
Transfer to Cap Fund (Based on Capital Plan)	(16,000)	(21,000)	(15,000)	(6,000)	-	(50,000)
Transfer from Cap Fund						
Transfer from Operating Budget		11,980	9,610	48,340	45,480	42,480
Interest Income		-	-	-	-	-
Ending Balance \$	54,865	45,845	40,455	82,795	128,275	120,755

Reserve Schedule

Reserve Fund: 2. Fulford Water (Salt Spring Island) Operating Reserve Fund (Bylaw No.: 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance. Optimum minimum balance of \$14,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Center: 105215	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	6,004	13,004	12,144	19,424	6,854	14,434
Transfer from Ops Budget	7,000	7,140	7,280	7,430	7,580	7,730
Interest Income						
Expenditures		(8,000)	-	(20,000)		-
Planned maintenance activity		Hydrant maintenance		Reservoir cleaning and inspection		
Ending Balance \$	13,004	12,144	19,424	6,854	14,434	22,164

CAPITAL REGIONAL DISTRICT

2019 Budget

Cedar Lane Water (SSI)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.63 Cedar Lane Water (SSI)	Committee: Electoral Area Services
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DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedar Lane Water Service Area.
Bylaw 3424 (Oct 10, 2007)

PARTICIPATION:

Local Service Area #31, P(764)

MAXIMUM LEVY:

Greater of \$54,000 or \$4.76/ \$1,000 of actual assessed value of land and improvements to \$65,800

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3425 (Oct 10, 2007)	\$168,000	
Borrowed:	SI Bylaw 3514 (Feb 13, 2008)	(\$60,000)	(matures 2023) 4.65%
	SI Bylaw 3634 (Aug 12, 2009)	(\$108,000)	
Remaining:		\$0	

COMMISSION:

Cedar Lane Water Service Commission established by Bylaw 3505, Feb 13, 2008.

FUNDING:

- Parcel Tax:** Annual charge only on properties capable of being connected to the system.
- User Charge:** Annual Fixed Fee per Water Service Connection.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL4171 March 2017)
 - First 38 cubic metres or portion - \$2.25 / cubic metre
 - Next 68 cubic metres or portion - \$8.00 / cubic metre
 - Greater than 105 cubic metres - \$25.00 / cubic metre

RESERVE FUND BYLAW:

Cedar Lane Water Service Capital Reserve Fund, Bylaw #3582 (Nov 12, 2008).

Cedar Lane Water (SSI)	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Operations Contract	20,690	20,690	21,100	-	-	21,100	21,520	21,950	22,390	22,840
Repairs & Maintenance	850	1,200	4,350	-	-	4,350	20,940	3,360	3,930	1,510
Allocations	3,760	3,760	3,530	-	-	3,530	3,330	3,170	3,020	3,070
Water Testing	2,870	2,700	2,930	-	-	2,930	2,990	3,050	3,110	3,170
Electricity	3,790	4,350	4,500	-	-	4,500	4,590	4,680	4,770	4,870
Supplies	1,600	1,580	1,800	-	-	1,800	1,830	1,860	1,890	1,920
Labour Charges	9,580	9,090	9,980	-	-	9,980	10,180	10,380	10,590	10,800
Other Operating Expenses	2,660	2,920	2,870	-	-	2,870	2,920	2,970	3,020	3,070
TOTAL OPERATING COSTS	45,800	46,290	51,060	-	-	51,060	68,300	51,420	52,720	51,250
*Percentage Increase over prior year						11.5%	33.8%	-24.7%	2.5%	-2.8%
<u>DEBT/RESERVES</u>										
Transfer to Capital Reserve Fund	1,000	1,000	5,390	-	-	5,390	5,360	5,330	5,300	5,310
Transfer to Operating Reserve Fund	1,000	1,000	1,020	-	-	1,020	1,040	1,060	1,080	1,100
MFA Debt Reserve Fund	90	90	-	-	-	-	-	-	-	-
MFA Debt Principal	8,390	32,410	5,390	-	-	5,390	5,390	5,390	5,390	5,390
MFA Debt Interest	5,860	5,860	4,460	-	-	4,460	4,460	4,460	4,460	4,460
TOTAL DEBT / RESERVES	16,340	40,360	16,260	-	-	16,260	16,250	16,240	16,230	16,260
TOTAL COSTS	62,140	86,650	67,320	-	-	67,320	84,550	67,660	68,950	67,510
<u>FUNDING SOURCES (REVENUE)</u>										
Sales - Water	(9,000)	(8,680)	(9,000)	-	-	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
User Charges	(31,630)	(31,630)	(39,340)	-	-	(39,340)	(40,070)	(41,180)	(41,970)	(43,030)
Transfers from Operating Reserve Fund	-	(24,020)	(3,500)	-	-	(3,500)	(20,000)	(2,000)	(2,500)	-
Other Revenue	(240)	(1,050)	(240)	-	-	(240)	(240)	(240)	(240)	(240)
TOTAL REVENUE	(40,870)	(65,380)	(52,080)	-	-	(52,080)	(69,310)	(52,420)	(53,710)	(52,270)
REQUISITION - PARCEL TAX	(21,270)	(21,270)	(15,240)	-	-	(15,240)	(15,240)	(15,240)	(15,240)	(15,240)
*Percentage increase over prior year										
Sales						0.0%	0.0%	0.0%	0.0%	0.0%
User Charge						24.4%	1.9%	2.8%	1.9%	2.5%
Parcel Tax						-28.3%	0.0%	0.0%	0.0%	0.0%
Combined						2.7%	1.1%	1.7%	1.2%	1.6%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.628	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$5,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$10,000	\$0	\$0	\$10,000	\$0	\$0	\$10,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$15,000	\$10,000	\$0	\$10,000	\$0	\$0	\$20,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$10,000	\$5,000	\$0	\$10,000	\$0	\$0	\$15,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$15,000	\$10,000	\$0	\$10,000	\$0	\$0	\$20,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 2.628
Service Name: Cedar Lane Water (SSI)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Study	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement	\$5,000	E	Grant	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
18-01	Renewal	Abandon unused wells	Decommission wells	\$10,000	S	Res	\$10,000	\$0	\$0	\$10,000	\$0	\$0	\$10,000
19-01	Study	Safe Work Procedures - Review and Development	Review and develop safe work procedures for operational and maintenance tasks.	\$5,000	E	Res		\$5,000					\$5,000
GRAND TOTAL				\$20,000			\$15,000	\$10,000	\$0	\$10,000	\$0	\$0	\$20,000

**Cedar Lane Water Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Maintenance Reserve	27,983	25,503	6,543	5,603	4,183	5,283
Capital Reserve Fund	83,300	83,690	89,050	84,380	89,680	94,990
Total	111,283	109,193	95,593	89,983	93,863	100,273

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water Operating Reserve Fund (Bylaw No.: 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and ground water well maintenance. Optimum minimum balance of \$4,500 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Center: 105208	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	27,983	27,983	25,503	6,543	5,603	4,183
Transfer from Operating Budget		1,020	1,040	1,060	1,080	1,100
Expenditures		(3,500)	(20,000)	(2,000)	(2,500)	-
Planned maintenance activity		Distribution system flush	Reservoir cleaning and inspection	hydrant maintenacne	Well inspection	-
Interest Income*						
Ending Balance \$	27,983	25,503	6,543	5,603	4,183	5,283

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water Capital Reserve Fund - Bylaw 3582

Reserve Cash Flow

Fund: 1076 Fund Center: 102020

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	106,463	83,300	83,690	89,050	84,380	89,680
Transfer to Cap Fund		(5,000)	-	(10,000)	-	-
Pay off Debt in 2018	(24,024)					
Transfer from the Cap Fund						
Transfer from Operating Budget		5,390	5,360	5,330	5,300	5,310
Interest Income*	861	-	-	-	-	-
Ending Balance \$	83,300	83,690	89,050	84,380	89,680	94,990

Assumptions/Background:
 Transfer as much as operating budget will allow

* 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

2019 Budget

Fernwood Water (SSI)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.660 Fernwood Water (SSI)	Committee: Electoral Area Services
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DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fernwood Water Local Service Area on Salt Spring Island Bylaw No. 1772 (January 1990). Amended Bylaw No. 2034 (July 15, 1992).

PARTICIPATION:

Fernwood Area of Salt Spring Island. Local Service Area #6, F(764).

MAXIMUM LEVY:

Greater of \$56,000 or \$5.07 / \$1,000 to a maximum of \$203,748.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3581 (April 8, 2009)	\$195,000
BORROWED:	SI Bylaw 3634 (Nov 2009)	\$ (100,000)
	SI Bylaw 3677 (Feb 2010)	\$ (50,000)
	SI Bylaw 3817 (May 2012)	\$ (45,000)

REMAINING:

\$0

COMMISSION:

Fernwood Local Services Committee established by Bylaw No. 1774.

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.
Parcel Tax: - Annual, levied only on properties capable of being connected to the system.

MAXIMUM OPERATING EXPENDITURE:

Under Bylaw No. 2187 - Maximum requisition greater of \$56,000 or \$5.07 / \$1,000 of actual assessments for land and improvements.

RESERVE FUND BYLAW:

Bylaw No. 1832.

Fernwood Water (SS)	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Finance Allocation	1,720	1,720	1,370	-	-	1,370	1,030	700	370	370
TOTAL OPERATING COSTS	1,720	1,720	1,370	-	-	1,370	1,030	700	370	370
*Percentage Increase over prior year						-20.3%	-24.8%	-32.0%	-47.1%	0.0%
<u>DEBT/CAPITAL</u>										
MFA Debt Principal	9,740	9,740	9,740	-	-	9,740	9,740	9,740	9,740	9,740
MFA Debt Interest	7,910	7,910	7,910	-	-	7,910	7,910	7,910	7,910	7,910
TOTAL CAPITAL / RESERVES	17,650	17,650	17,650	-	-	17,650	17,650	17,650	17,650	17,650
TOTAL COSTS	19,370	19,370	19,020	-	-	19,020	18,680	18,350	18,020	18,020
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/f from 2017 to 2018	(20)	(20)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(20)	(20)	-	-	-	-	-	-	-	-
REQUISITION - PARCEL TAX	(19,350)	(19,350)	(19,020)	-	-	(19,020)	(18,680)	(18,350)	(18,020)	(18,020)
*Percentage increase over prior year requisition						-1.7%	-1.8%	-1.8%	-1.8%	0.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.660	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 2.660
Service Name: Fernwood Water (SSI)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
13-01	Study	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement	\$5,000	S	Res	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
GRAND TOTAL				\$5,000			\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000

CAPITAL REGIONAL DISTRICT

2019 Budget

SSI Septage / Composting

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 3.705 SSI Septage / Composting	Committee: Electoral Area Services
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DEFINITION:

To provide, operate, collect, treat and dispose of septage and sewage sludge and co-compost septage and sewage sludge with wood waste for the local service area on Salt Spring Island under Bylaw No. 2118 (April 1993).

PARTICIPATION:

The additional local service area is co-terminus with the boundaries of the electoral area of Salt Spring Island.
The electoral area of Salt Spring Island is the only participating area for this additional local service.

MAXIMUM LEVY:

Greater of \$126,650 or \$0.10 / \$1,000 to a maximum of \$331,402 on actual assessments for land and improvements.

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Salt Spring Island Liquid Waste Disposal Local Services Committee established by Bylaw No. 2119 (May, 1993).

FUNDING:

Parcel Tax:	Annual, levied on all properties in the Electoral Area
Tipping Fee:	\$0.41 per imperial gallon (Bylaw No. 4171, April 12, 2017)
Connection Charge:	N/A

RESERVE FUND:

Bylaw No. 2274 (Feb 22, 1995)

SSI Septage / Composting	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018		2019				2020	2021	2022	2023
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL				
<u>OPERATING COSTS:</u>										
Sludge Hauling Contract	330,000	330,000	336,600	-	-	336,600	343,330	350,200	357,200	364,340
Grit & Waste Sludge Disposal	10,000	10,000	10,200	-	-	10,200	10,400	10,610	10,820	11,040
Repairs & Maintenance	6,350	6,350	6,470	-	-	6,470	6,590	6,710	6,840	6,970
Allocations	17,590	17,590	20,130	-	-	20,130	22,940	26,010	29,350	29,940
Electricity	2,650	2,650	2,700	-	-	2,700	2,750	2,810	2,870	2,930
Supplies	530	530	540	-	-	540	550	560	570	580
Labour Charges	130,080	130,080	136,190	-	-	136,190	138,920	141,690	144,520	147,410
Other Operating Expenses	10,310	9,790	10,510	-	-	10,510	10,690	10,870	11,050	11,230
TOTAL OPERATING COSTS	507,510	506,990	523,340	-	-	523,340	536,170	549,460	563,220	574,440
*Percentage Increase over prior year						3.1%	2.5%	2.5%	2.5%	2.0%
<u>DEBT/RESERVES</u>										
MFA Debt Reserve	-	-	500	-	-	500	2,000	-	-	10,000
MFA Debt Principal	104,880	104,880	104,880	-	-	104,880	107,560	118,300	118,300	118,300
MFA Debt Interest	89,140	89,140	89,550	-	-	89,550	93,300	101,640	101,640	109,970
Transfer to Operating Reserve Fund	2,760	2,760	2,640	-	-	2,640	2,690	2,740	2,790	2,850
Transfer to Capital Reserve Reserve Fund	17,460	17,480	21,320	-	-	21,320	103,690	83,930	80,970	51,360
TOTAL DEBT / RESERVES	214,240	214,260	218,890	-	-	218,890	309,240	306,610	303,700	292,480
TOTAL COSTS	721,750	721,250	742,230	-	-	742,230	845,410	856,070	866,920	866,920
<u>FUNDING SOURCES (REVENUE)</u>										
Sale - Septage Sludge	(249,000)	(249,000)	(254,890)	-	-	(254,890)	(260,920)	(267,080)	(273,360)	(273,360)
Sale - Sewage Sludge	(166,000)	(166,000)	(170,230)	-	-	(170,230)	(174,570)	(179,000)	(183,510)	(183,510)
Payments in Lieu	(410)	(410)	(240)	-	-	(240)	-	-	-	-
Other Revenue	(500)	-	(500)	-	-	(500)	-	-	-	-
TOTAL REVENUE	(415,910)	(415,410)	(425,860)	-	-	(425,860)	(435,490)	(446,080)	(456,870)	(456,870)
REQUISITION - Parcel Tax	(305,840)	(305,840)	(316,370)	-	-	(316,370)	(409,920)	(409,990)	(410,050)	(410,050)
*Percentage increase over prior year requisition						3.4%	29.6%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	3.705	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$50,000	\$200,000	\$0	\$0	\$0	\$250,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$175,000	\$79,000	\$0	\$40,000	\$180,000	\$1,000,000	\$1,299,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$175,000	\$129,000	\$200,000	\$40,000	\$180,000	\$1,000,000	\$1,549,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$175,000	\$70,000	\$0	\$0	\$105,000	\$0	\$175,000
Debenture Debt (New Debt Only)	Debt	\$0	\$50,000	\$200,000	\$0	\$0	\$1,000,000	\$1,250,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$9,000	\$0	\$40,000	\$75,000	\$0	\$124,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$175,000	\$129,000	\$200,000	\$40,000	\$180,000	\$1,000,000	\$1,549,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 3.705
Service Name: SSI Septage / Composting

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-02	Replacement	Septage Facility Upgrade	Septage receiving station and storage tanks	\$1,370,000	S	Cap	\$70,000	\$70,000	\$0	\$0	\$0	\$0	\$70,000
16-03	Study	Options Analysis	Options for treatment and disposal and public consultation	\$65,000	S	Cap	\$65,000	\$0	\$0	\$0	\$65,000	\$0	\$65,000
17-01	Study	Public Engagement and Referendum	Public Engagement and Referendum	\$40,000	S	Cap	\$40,000	\$0	\$0	\$0	\$40,000	\$0	\$40,000
18-01	Replacement	Treatment and Disposal	Engineering and construction of treatment and disposal	\$1,000,000	S	Debt	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
19-01	Replacement	Groundwater Monitoring	Groundwater monitoring	\$40,000	S	Res	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
19-02	Study	Safe Work Procedures - Review and Development	Review and develop safe work procedures for operational and maintenance tasks.	\$9,000	S	Res		\$9,000					\$9,000
19-03	New	Design of Safety Shower and Eyewash	Required safety infrastructure	\$50,000	E	Debt		\$50,000					\$50,000
20-01	Replacement	Lagoon Closure	Lagoon Closure	\$75,000	S	Res	\$0	\$0	\$0	\$0	\$75,000	\$0	\$75,000
20-02	New	Construct Safety Shower and Eyewash	Required safety infrastructure	\$200,000	E	Debt			\$200,000				\$200,000
GRAND TOTAL				\$2,849,000			\$175,000	\$129,000	\$200,000	\$40,000	\$180,000	\$1,000,000	\$1,549,000

Reserve Schedule

Reserve Fund: 3.705 SSI Septage / Composting Capital Reserve Fund (Bylaw No.:2274)

Reserve Cash Flow

Fund: 1087 Fund Center: 102146

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	139,841	157,321	169,641	273,331	317,261	323,231
Transfer to Cap Fund (Based on Capital Plan)		(9,000)	-	(40,000)	(75,000)	-
Transfer from Operating Budget	17,480	21,320	103,690	83,930	80,970	51,360
Interest Income*		-	-	-	-	-
Ending Balance \$	157,321	169,641	273,331	317,261	323,231	374,591

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

Reserve Schedule

Reserve Fund: 3.705 SSI Septage Operating Reserve Fund (Bylaw No. 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as access road maintenance, power line maintenance and septage holding tank maintenance etc. Optimum minimum balance of \$50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Center: 105209	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	32,422	35,182	37,822	40,512	43,252	46,042
Transfer from Operating Budget	2,760	2,640	2,690	2,740	2,790	2,850
Miscellaneous Revenue						
Interest Income						
Planned maintenance activity						
Ending Balance \$	35,182	37,822	40,512	43,252	46,042	48,892

CAPITAL REGIONAL DISTRICT

2019 Budget

Ganges Sewer Utility (SSI)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 3.810 Ganges Sewer Utility (SSI)	Committee: Electoral Area Services
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DEFINITION:

To provide, operate and maintain sewage collection treatment and disposal facilities in the Ganges area on Salt Spring Island. (Letters Patent - March, 1978; Bylaw No. 492, 1978) Local Service Conversion Bylaw No. 1923, July 12, 1991.

PARTICIPATION:

Ganges - C(764) LSA#10

MAXIMUM LEVY:

Greater of \$270,000 or \$7.46 / \$1,000 to a maximum of \$1,682,895 on actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

Authorized: (A Bylaw 4007, Aug 12, 2015)	\$3,900,000
Borrowed:	\$0

COMMISSION:

Ganges Sewer Local Services Committee established by Bylaw No. 1906, April 24, 1991.

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding all the property of BC Hydro and Power Authority.

- User Charge:** Based on water consumption billed annually to properties connected to the system.
- Parcel Tax:** Annual charge based only on properties capable of being connected to system.
- Connection Charge:** Based on actual cost.

RESERVE FUND:

Bylaw No. 3125 (November 26, 2003)

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Ganges Sewer Utility (SSI)										
<u>OPERATING COSTS:</u>										
Sludge Hauling Contracts	26,000	26,000	26,520	-	-	26,520	27,050	27,590	28,140	28,700
Screenings, Grit & Waste Sludge Disposal	116,600	116,600	118,930	-	-	118,930	121,310	123,730	126,200	128,720
Repairs & Maintenance	12,290	12,290	12,540	-	-	12,540	12,790	13,040	13,290	13,550
Allocations	43,630	43,630	44,820	-	-	44,820	46,340	48,180	50,350	51,350
Electricity	69,870	69,870	71,270	-	-	71,270	72,700	74,150	75,630	77,140
Water	4,660	4,660	4,750	-	-	4,750	4,850	4,950	5,050	5,150
Supplies	15,790	15,790	16,100	-	-	16,100	16,420	16,760	17,100	17,440
Labour Charges	305,080	305,080	318,940	-	-	318,940	325,320	331,800	338,440	345,210
Other Operating Expenses	28,620	29,190	29,170	-	-	29,170	29,720	30,300	30,880	31,480
TOTAL OPERATING COSTS	622,540	623,110	643,040	-	-	643,040	656,500	670,500	685,080	698,740
*Percentage Increase over prior year						3.3%	2.1%	2.1%	2.2%	2.0%
<u>DEBT/RESERVES</u>										
Transfer to Operating Reserve Fund	26,630	26,630	27,030	-	-	27,030	27,570	28,120	28,680	29,250
Transfer to Capital Reserve Fund	50,000	61,520	54,940	-	-	54,940	37,920	36,910	35,520	21,290
MFA Principal Payment	144,400	135,830	135,840	-	-	135,840	145,140	145,140	145,140	145,140
MFA Interest Payment	60,170	58,950	109,030	-	-	109,030	119,450	119,450	119,450	119,450
MFA Debt Reserve/Charges	20,300	18,000	2,500	-	-	2,500	-	-	-	-
TOTAL DEBT / RESERVES	301,500	300,930	329,340	-	-	329,340	330,080	329,620	328,790	315,130
TOTAL COSTS	924,040	924,040	972,380	-	-	972,380	986,580	1,000,120	1,013,870	1,013,870
<u>FUNDING SOURCES (REVENUE)</u>										
User Charges	(868,740)	(868,740)	(917,210)	-	-	(917,210)	(931,410)	(944,950)	(958,700)	(958,700)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Other Revenue	(1,170)	(1,170)	(1,040)	-	-	(1,040)	(1,040)	(1,040)	(1,040)	(1,040)
TOTAL REVENUE	(869,910)	(869,910)	(918,250)	-	-	(918,250)	(932,450)	(945,990)	(959,740)	(959,740)
REQUISITION	(54,130)	(54,130)	(54,130)	-	-	(54,130)	(54,130)	(54,130)	(54,130)	(54,130)
*Percentage increase over prior year										
User Charge						5.6%	1.5%	1.5%	1.5%	0.0%
Parcel Tax						0.0%	0.0%	0.0%	0.0%	0.0%
Combined						5.3%	1.5%	1.4%	1.4%	0.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	3.810	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$3,450,000	\$3,457,000	\$0	\$0	\$27,556	\$0	\$3,484,556
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$3,450,000	\$3,457,000	\$0	\$0	\$27,556	\$0	\$3,484,556

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$3,450,000	\$3,450,000	\$0	\$0	\$0	\$0	\$3,450,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$27,556	\$0	\$27,556
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$7,000	\$0	\$0	\$0	\$0	\$7,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$3,450,000	\$3,457,000	\$0	\$0	\$27,556	\$0	\$3,484,556

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 3.810
Service Name: Ganges Sewer Utility (SSI)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-01	Replacement	Ganges sewer system rehabilitation	Infrastructure upgrades	\$3,900,000	S	Debt	\$3,450,000	\$3,450,000	\$0	\$0	\$0	\$0	\$3,450,000
19-01	Study	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement	\$27,556	S	Grant		\$0	\$0	\$0	\$27,556	\$0	\$27,556
19-02	Study	Safe Work Procedures - Review and Development	Review and develop safe work procedures for operational and maintenance tasks.	\$7,000	S	Res		\$7,000					\$7,000
GRAND TOTAL				\$3,934,556			\$3,450,000	\$3,457,000	\$0	\$0	\$27,556	\$0	\$3,484,556

**Ganges Sewer Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Maintenance Reserve	38,600	65,630	93,200	91,320	40,000	59,250
Capital Reserve Fund	723,814	771,754	809,674	846,584	882,104	903,394
Total	762,414	837,384	902,874	937,904	922,104	962,644

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer Operating Reserve Fund (Bylaw.: 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tank cleaning and inspection, collection system flushing and inspection, outfall inspection etc. Optimum minimum balance of \$50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105210

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	25,181	38,600	65,630	93,200	91,320	40,000
Transfer from Operating Budget	22,700	27,030	27,570	28,120	28,680	29,250
Expenditures	(10,000)	-	-	(30,000)	(80,000)	(10,000)
Planned maintenance activity				WWTP tank cleaning and inspection	Sanitary sewer flushing and inspctions	Outfall inspection
Interest Income*	719					
Ending Balance \$	38,600	65,630	93,200	91,320	40,000	59,250

Reserve Schedule
Reserve Fund: 3.810 Ganges Sewer Utility (SSI) Capital Reserve Fund - Bylaw 3125
For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund: 1056 Fund Center: 101836 & 101900	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	662,294	723,814	771,754	809,674	846,584	882,104
Transfer to Cap Fund (Based on Capital Plan)	-	(7,000)	-	-	-	-
Transfer from Operating Budget	61,520	54,940	37,920	36,910	35,520	21,290
Interest Income*	-	-	-	-	-	-
Ending Balance \$	723,814	771,754	809,674	846,584	882,104	903,394

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

Reserve Cash Flow

Fund: 1056 Fund Center: 101836	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	587,778	649,298	697,238	735,158	772,068	807,588
Transfer from Cap Fund	-	(7,000)	-	-	-	-
Transfer from Ops Budget	61,520	54,940	37,920	36,910	35,520	21,290
Interest Income	-	-	-	-	-	-
Ending Balance \$	649,298	697,238	735,158	772,068	807,588	828,878

Reserve Cash Flow

Fund: 1056 Fund Center: 101900	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	74,516	74,516	74,516	74,516	74,516	74,516
Transfer to Cap Fund (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	74,516	74,516	74,516	74,516	74,516	74,516

For use only to fund costs resulting from expansion of service

CAPITAL REGIONAL DISTRICT

2019 Budget

Maliview Sewer Utility (SSI)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 3.820 Maliview Sewer Utility (SSI)	Committee: Electoral Area Services
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DEFINITION:

To operate and maintain a sewage collection and disposal system for the Maliview Estates Sewage Collection and disposal System Specified Area on Salt Spring Island (Local Service Establishment Bylaw No. 1938, October 23, 1991)

PARTICIPATION:

Maliview Estates - G(764) LSA#12

MAXIMUM LEVY:

Greater of \$20,000 or \$2.50 / \$1,000 to a maximum of \$69,068 on actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 2991	65,500
BORROWED:	Bylaw No. 3196 (Aug 2004)	(40,982)
	Bylaw No. 3364 (Aug 2006)	(24,000)
	Expired	(518)
REMAINING:		<u><u>\$0</u></u>

COMMITTEE:

Highlands Sewer & Water Committee

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes on by Special Act.

User Charge:	Annual Fixed Fee per water service connection \$1,163.26 per SFE
Parcel Tax:	Annual, levied only on properties capable of being connected to the system.
Consumption Charge:	\$1.75 per cubic meter of total water provided or delivered to the building served by the sewer connection to the CRD Highland Water System
Connection Charge:	Actual cost to connect

RESERVE FUND:

Maliview Estates Sewerage System Capital Reserve Fund, Bylaw No. 1499 (Dec. 17, 1986)

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Maliview Sewer Utility (SSI)										
<u>OPERATING COSTS:</u>										
Sludge Hauling Contracts	13,450	13,450	13,720	-	-	13,720	13,990	14,270	14,560	14,850
Screenings, Grit & Waste Sludge Disposal	21,530	21,530	21,960	-	-	21,960	22,400	22,850	23,310	23,780
Repairs & Maintenance	2,910	2,910	2,960	-	-	2,960	3,010	3,060	3,110	3,160
Allocations	11,280	11,280	11,200	-	-	11,200	11,210	11,260	11,370	11,600
Electricity	3,460	3,460	3,530	-	-	3,530	3,600	3,670	3,740	3,810
Water	620	620	630	-	-	630	640	650	660	670
Supplies	1,070	1,070	1,090	-	-	1,090	1,110	1,130	1,150	1,170
Labour Charges	37,540	37,540	39,110	-	-	39,110	39,900	40,700	41,510	42,340
Other Operating Expenses	8,230	8,230	8,390	-	-	8,390	8,530	8,680	8,840	9,000
TOTAL OPERATING COSTS	100,090	100,090	102,590	-	-	102,590	104,390	106,270	108,250	110,380
*Percentage Increase over prior year						2.5%	1.8%	1.8%	1.9%	2.0%
<u>DEBT/RESERVES</u>										
Transfer to Capital Reserve Fund	21,380	18,920	25,220	-	-	25,220	44,580	95,040	79,380	85,450
Transfer to Operating Reserve Fund	18,510	18,510	18,880	-	-	18,880	19,260	19,650	20,040	20,440
Debt Reserve Fund	-	-	3,150	-	-	3,150	-	-	8,600	-
MFA Principal Payment	3,340	3,340	3,340	-	-	3,340	20,250	20,250	20,250	20,250
MFA Interest Payment	1,320	1,320	3,950	-	-	3,950	17,070	17,070	24,240	24,240
TOTAL DEBT / RESERVES	44,550	42,090	54,540	-	-	54,540	101,160	152,010	152,510	150,380
TOTAL COSTS	144,640	142,180	157,130	-	-	157,130	205,550	258,280	260,760	260,760
<u>FUNDING SOURCES (REVENUE)</u>										
Sales - Sewer Use	(27,000)	(23,180)	(27,000)	-	-	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)
User Charges	(117,490)	(118,300)	(129,980)	-	-	(129,980)	(178,400)	(231,130)	(233,610)	(233,610)
Other Revenue	(150)	(700)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(144,640)	(142,180)	(157,130)	-	-	(157,130)	(205,550)	(258,280)	(260,760)	(260,760)
REQUISITION - PARCEL TAX	-	-	-	-	-	-	-	-	-	1
*Percentage increase over prior year										
User Charges						10.6%	37.3%	29.6%	1.1%	0.0%
Requisition						0.0%	0.0%	0.0%	0.0%	0.0%
Combined						10.6%	37.3%	29.6%	1.1%	0.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	3.820	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$35,000	\$357,000	\$0	\$0	\$860,000	\$0	\$1,217,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$35,000	\$357,000	\$0	\$0	\$860,000	\$0	\$1,217,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$315,000	\$0	\$0	\$860,000	\$0	\$1,175,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$35,000	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$7,000	\$0	\$0	\$0	\$0	\$7,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$35,000	\$357,000	\$0	\$0	\$860,000	\$0	\$1,217,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 3.820
Service Name: Maliview Sewer Utility (SSI)

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-02	Replacement	Outfall and sewer main upgrades	Outfall replacement an repairs	\$195,000	S	Grant	\$35,000	\$35,000	\$0	\$0	\$0		\$35,000
18-01	Renewal	Collection system repairs	Replacement of collection pipe and manholes	\$300,000	S	Debt	\$0	\$300,000	\$0	\$0	\$0		\$300,000
19-01	Study	Safe Work Procedures - Review and Development	Review and develop safe work procedures for operational and maintenance tasks.	\$7,000	S	Res		\$7,000					\$7,000
19-02	New	Vehicle Access Restriction - Design and Install		\$15,000	S	Debt		\$15,000					\$15,000
20-01	Replacement	Additional primary treatment	Add primary treatment for prescreening	\$860,000	S	Debt	\$0	\$0	\$0	\$0	\$860,000		\$860,000
GRAND TOTAL				\$1,377,000			\$35,000	\$357,000	\$0	\$0	\$860,000	\$0	\$1,217,000

**Maliview Sewer Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Maintenance Reserve	42,753	56,633	75,893	55,543	68,583	89,023
Capital Reserve Reserve Fund	36,310	54,530	99,110	194,150	273,530	358,980
Total	79,063	111,163	175,003	249,693	342,113	448,003

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) Operating Reserve Fund (Bylaw No. 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage cleaning and inspection, collection system flushing and inspection, outfall inspection etc. Optimum minimum balance of \$10,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Center: 105211	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	24,243	42,753	56,633	75,893	55,543	68,583
Transfer from Operating Budget	18,510	18,880	19,260	19,650	20,040	20,440
Expenditures		(5,000)		(40,000)	(7,000)	
Planned Maintenance Activity		Biofilter media change		Sanitary sewage	Outfall inspection	
Interest Income*						
Ending Balance \$	42,753	56,633	75,893	55,543	68,583	89,023

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) Capital Reserve Fund (Bylaw No.: 1499)

Reserve Cash Flow

Fund: 1041 Fund Center: 101385

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	22,390	36,310	54,530	99,110	194,150	273,530
Transfer to Cap Fund (Based on Capital Plan)	(5,000)	(7,000)	-	-	-	-
Transfer from Operating Budget Interest Income*	18,920	25,220	44,580	95,040	79,380	85,450
Ending Balance \$	36,310	54,530	99,110	194,150	273,530	358,980

* 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.

**EASC Budget Review
September 5, 2018
Juan de Fuca Budget
Highlights**

Operating Expenditures

The Requisition summary for Juan de Fuca is shown on pages 2 and 3. The key drivers for JDF include:

JDF Planning

An increase of \$42,000 (11%) in staff remuneration due to the promotion of the Manager as well as contract increases for all staff.

EA Community Parks

Increase of \$3,300 (3.7%) in staff remuneration and \$3,000 (17%) in contract for services for parks maintenance.

Capital Expenditures

Significant projects included in the 2019 Capital Plan for the JDF EA include the following:

Community Parks

\$111,000 for the Port Renfrew Tourism Trail and \$55,000 for Kemp Lake Foreshore access

Port Renfrew Water

\$46,000 is planned for the replacement of Hydro poles in the Port Renfrew water service area.

Wilderness Mountain Water

\$100,000 out of total budget of \$1,100,000 for upgrades to water treatment/supply infrastructure

Port Renfrew Sewer

\$10,000 is planned for a structural assessment of the wastewater treatment plan, and \$12,000 to replace the roof on the plant.

Juan de Fuca Requisition by Service

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	
	2019		2018			\$	%
1.101 Legislative & General Government	102,860	\$24.76	98,910	\$23.81	3,950	\$0.95	3.99%
1.101 G.I.S.	940	\$0.23	920	\$0.22	20	\$0.00	2.17%
1.224 Community Health - Homeless Sec.	5,990	\$1.44	5,980	\$1.44	10	\$0.00	0.17%
1.280 Regional Parks	141,310	\$34.02	132,260	\$31.84	9,050	\$2.18	6.84%
1.280A Regional Parks - Land Acquisition	56,570	\$13.62	56,570	\$13.62	0	\$0.00	0.00%
1.309 Climate Action and Adaptation	5,010	\$1.21	4,870	\$1.17	140	\$0.03	2.87%
1.310 Land Banking & Housing	22,140	\$5.33	18,890	\$4.55	3,250	\$0.78	17.20%
1.324 Regional Planning Service	17,830	\$4.29	17,340	\$4.17	490	\$0.12	2.83%
1.335 Geo-Spatial Referencing System	2,580	\$0.62	2,530	\$0.61	50.00	\$0.01	1.98%
1.374 Regional Emergency Program Support	1,680	\$0.40	1,650	\$0.40	30	\$0.01	1.82%
1.375 Hazardous Material Incident Response	4,200	\$1.01	4,200	\$1.01	-	\$0.00	0.00%
1.911 Call Answer	1,890	\$0.46	1,490	\$0.36	400	\$0.10	26.85%
1.921 Regional CREST Contribution	20,030	\$4.82	19,600	\$4.72	430	\$0.10	2.19%
Total Regional	383,030	\$92.22	365,210	\$87.93	17,820	\$4.29	4.88%
1.126 Victoria Family Court Committee	220	\$0.05	230	\$0.06	(10)	(\$0.00)	-4.35%
1.128 Greater Victoria Police Victim Services	670	\$1.64	660	\$1.62	10	\$0.02	1.52%
1.230 Traffic Safety Commission	1,110	\$0.27	1,110	\$0.27	-	\$0.00	0.00%
1.313 Animal Care Services	59,940	\$14.43	58,770	\$14.15	1,170	\$0.28	1.99%
1.330 Regional Growth Strategy	6,260	\$1.51	6,210	\$1.50	50	\$0.01	0.81%
1.912A Call Answer - CRD PSAP	3,790	\$0.91	4,130	\$0.99	(340)	(\$0.08)	-8.23%
1.913 Langford Fire Dispatch	40,620	\$9.78	37,010	\$8.91	3,610	\$0.87	9.75%
3.701 Millstream Remediation	12,950	\$3.12	13,050	\$3.14	(100)	(\$0.02)	-0.77%
Total Sub-Regional	125,560	\$31.71	121,170	\$30.63	4,390	\$1.08	3.52%
1.103 Elections	4,440	\$1.07	4,440	\$1.07	0	\$0.00	0.00%
1.104 U.B.C.M.	2,320	\$0.56	2,930	\$0.71	-610	(\$0.15)	-20.82%
1.318 Building Inspection	90,220	\$21.72	88,450	\$21.30	1,770	\$0.43	2.00%
1.320 Noise Control	6,610	\$1.59	6,480	\$1.56	130	\$0.03	2.01%
1.322 Nuisances & Unightly Premises	10,440	\$2.51	10,160	\$2.45	280	\$0.07	2.76%
1.372 Electoral Area Emergency Program	30,700	\$7.39	28,870	\$6.95	1,830	\$0.44	6.34%
Total Joint Electoral Area	144,730	\$34.85	141,330	\$34.03	3,400	\$0.82	2.41%
1.109 Electoral Area Admin Exp-JDF	52,650	\$12.68	22,440	\$5.40	30,210	\$7.27	134.63%
1.114 Grants in Aid - Juan de Fuca	21,180	\$5.10	19,160	\$4.61	2,020	\$0.49	10.54%
1.122 JDF Economic Development	-	\$0.00	-20,430	(\$4.92)	20,430	\$4.92	-100.00%
1.317 JDF Building Numbering	12,690	\$3.06	17,550	\$4.23	(4,860)	(\$1.17)	-27.69%
1.319 Soil Deposit Removal	5,460	\$1.31	5,380	\$1.30	80	\$0.02	1.49%
1.325 Electoral Area Services - Planning	651,560	\$156.87	595,090	\$143.27	56,470	\$13.60	9.49%
1.370 Juan de Fuca Emergency Program	83,460	\$20.09	81,260	\$19.56	2,200	\$0.53	2.71%
1.377 JDF Search and Rescue	62,000	\$14.93	62,000	\$14.93	0	\$0.00	0.00%
1.405 JDF EA - Community Parks	182,950	\$44.05	175,890	\$42.35	7,060	\$1.70	4.01%
1.924 Emergency Comm - Crest - J.D.F.	101,610	\$24.46	101,010	\$24.32	600	\$0.14	0.59%
Total JDF Electoral Area	1,173,560	\$282.55	1,059,350	\$255.05	114,210	\$27.50	10.78%
Total Capital Regional District	1,826,880	\$441.32	1,687,060	\$407.64	139,820	\$33.69	8.26%
Cost/average residential property	\$439.84		\$406.18		\$33.66		
CRHD Capital Regional Hospital District	474,266	\$114.18	466,332	\$112.27	7,934	\$1.91	1.70%
Total CRD and CRHD	2,301,146	\$555.50	2,153,392	\$519.91	147,754	\$35.60	6.85%

Average residential assessment (2019/2018) 491,367 491,367

Major Impacts	Increase in Cost per Avg Hshld	
	\$	% of total incr
REGIONAL		
Legislative & General Government	\$0.95	0.18%
Regional Parks	\$2.18	0.42%
Land, Banking & Housing	\$0.78	0.15%
SUB-REGIONAL		
Langford Fire Dispatch	\$0.87	0.17%
JDF EA		
Electoral Area Administration	\$7.27	1.40%
Economic Development	\$4.92	0.95%
Building Numbering	(\$1.17)	-0.23%
Electoral Area Planning	\$13.60	2.62%
Emergency Program	\$0.53	0.10%
Community Parks	\$1.70	0.33%
Capital Regional Hospital District	\$1.91	0.37%
Other	\$3.01	0.58%
Total	\$35.60	6.85%

Juan de Fuca Requisition by Service

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	
	2019		2018			\$	%
1.119 Vancouver Island Regional Library	303,460	\$80.37	297,020	\$78.66	6,440	\$1.71	2.17%
1.121 Sooke Regional Museum	68,550	\$18.16	67,240	\$17.81	1,310	\$0.35	1.95%
1.133 Langford E.A. - Greater Victoria Public Library	30,060	\$7.96	29,580	\$7.83	480	\$0.13	1.63%
1.232 Port Renfrew Street Lighting	2,150	\$25.71	3,610	\$43.18	(1,460)	(\$17.46)	-40.44%
1.350 Willis Point Fire Protection	139,460	\$597.33	136,890	\$493.66	2,570	\$103.67	21.00%
1.353 Otter Point Fire Protection	455,760	\$391.39	422,380	\$321.64	33,380	\$69.75	21.69%
1.354 Malahat Fire Protection	71,660	\$773.31	69,780	\$753.02	1,880	\$20.29	2.69%
1.355 Durrance Road Fire Protection	2,990	\$349.66	3,410	\$398.78	(420)	(\$49.12)	-12.32%
1.357 East Sooke Fire Protection	434,240	\$503.37	429,490	\$460.48	4,750	\$42.89	9.31%
1.358 Port Renfrew Fire Protection	96,480	\$259.54	94,730	\$226.48	1,750	\$33.07	14.60%
1.360 Shirley Fire Protection	155,690	\$476.81	152,790	\$412.19	2,900	\$64.62	15.68%
1.401 SEAPARC - Facilities & Recreation	678,350	\$179.66	653,480	\$155.75	24,870	\$23.91	15.35%
1.408 JDF EA - Community Recreation	65,150	\$17.25	63,870	\$17.26	1,280	(\$0.00)	-0.01%
1.421 JDF - Parks & Rec - Ice Arena	-	\$0.00	(20)	(\$0.01)	20	\$0.01	-100.00%
1.422 JDF - Curling Rink	-	\$0.00	(10)	(\$0.00)	10	\$0.00	-100.00%
1.423 JDF - Centennial Pool - EA	-	\$0.00	(20)	(\$0.01)	20	\$0.01	-100.00%
1.424 JDF - Juan de Fuca Park	-	\$0.00	(2,550)	(\$0.69)	2,550	\$0.69	-100.00%
1.523 Port Renfrew Refuse Disposal	31,860	\$7.67	31,260	\$7.53	600	\$0.14	1.92%
2.650 Port Renfrew Water	55,830	\$296.77	53,260	\$283.11	2,570	\$13.66	4.83%
2.655 Snuggery Cove Water	1,730	\$10.29	23,860	\$140.90	(22,130)	(\$130.62)	-92.70%
2.691 Wilderness Mountain	66,120	\$848.67	60,330	\$774.36	5,790	\$74.32	9.60%
3.700 Septage Disposal - JDF Service Area	480	\$0.12	480	\$0.12	-	\$0.00	0.00%
3.755 Regional Source Control - Port Renfrew Sewer	830	\$0.20	830	\$0.20	-	\$0.00	0.00%
3.850 Port Renfrew Sewer	46,510	\$556.27	44,750	\$535.22	1,760	\$21.05	3.93%
Total JdF Local/Specified/Defined Requisition	2,707,360		2,636,440				
Average residential assessment (2019/2018)	491,367		491,367				
Grand Total JDF	5,008,506		4,789,832		218,674	4.6%	

Juan de Fuca EA 2019 Capital Expenditure List

Service	Description	By Expenditure Type					By Corporate Priority Area					
		Replacement	Renewal	Study	New	Total	Recreation, Arts and Culture	Environmental Protection	Protective Services	Drinking Water	Other	Total
1.325 JDF Planning												
	Copier and computer equip	11,860	-	-	-	11,860	-	-	-	-	11,860	11,860
1.353 Otter Point Fire												
	Turnout gear	25,000	-	-	-	25,000	-	-	25,000	-	-	25,000
1.357 East Sooke Fire												
	Turnout gear	9,200	-	-	-	9,200	-	-	9,200	-	-	9,200
1.358 Port Renfrew Fire												
	Turnout gear, hoses etc	5,000	-	-	-	5,000	-	-	5,000	-	-	5,000
	Sea Can for Fire Hall	-	10,000	-	-	10,000	-	-	10,000	-	-	10,000
1.360 Shirley Fire												
	Fire hall upgrade	-	40,000	-	-	40,000	-	-	40,000	-	-	40,000
1.370 JDF Emergency												
	Portable generators	4,870	-	-	-	4,870	-	-	4,870	-	-	4,870
1.405 JDF EA Community Parks												
	Kemp Lake Foreshore	-	55,000	-	-	55,000	55,000	-	-	-	-	55,000
	Port Renfrew Tourism trail	-	-	-	111,000	111,000	111,000	-	-	-	-	111,000
2.650 Port Renfrew Water												
	Hydro pole replacements	46,000	-	-	-	46,000	-	-	-	46,000	-	46,000
2.691 Wilderness Mountain Water												
	William Brook Reservoir agreement	-	-	-	2,500	2,500	-	-	-	2,500	-	2,500
	Public Engagement	-	-	-	10,000	10,000	-	-	-	10,000	-	10,000
	Treatment/supply upgrades	-	100,000	-	-	100,000	-	-	-	100,000	-	100,000
3.850 Port Renfrew Sewer												
	WWTP Structural assessment	-	10,000	-	-	10,000	-	10,000	-	-	-	10,000
	WWTP Roof Replacement	12,000	-	-	-	12,000	-	12,000	-	-	-	12,000
Total Juan de Fuca EA		113,930	215,000	-	123,500	452,430	166,000	22,000	94,070	158,500	11,860	452,430

EASC Budget Review September 5, 2018

JUAN DE FUCA

[1.109 Administration](#)

[1.114 Grants in Aid](#)

[1.119 Vancouver Island Regional Library](#)

[1.121 Sooke Museum](#)

[1.133 Greater Victoria Public Library](#)

[1.232 Port Renfrew Street Lighting](#)

[1.317 House Numbering](#)

[1.318 Soil Deposit](#)

[1.325 Planning](#)

[1.350 Willis Point Fire](#)

[1.353 Otter Point Fire](#)

[1.354 Malahat Fire](#)

[1.355 Durrance Road Fire](#)

[1.357 East Sooke Fire](#)

[1.358 Port Renfrew Fire](#)

[1.360 Shirley Fire](#)

[1.370 Emergency Program](#)

**EASC Budget Review
September 5, 2018**

1.377 Search and Rescue

1.405 Community Parks

1.408 Community Recreation

1.523 Port Renfrew Refuse Disposal

1.924 Emergency Communications – CREST

2.650 Port Renfrew Water

2.655 Snuggery Cove Water

2.691 Wilderness Mountain Water

3.850 Port Renfrew Sewer

CAPITAL REGIONAL DISTRICT

2019 Budget

JDF Admin. Expenditures

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.109 JDF Admin. Expenditures	Committee: Electoral Area Services
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DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

JDF ADMINISTRATION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Director's Remuneration	35,260	35,730	37,390	-	-	37,390	38,140	38,900	39,680	40,470
Travel	1,620	1,330	1,650	-	-	1,650	1,680	1,710	1,740	1,770
Finance Allocation	12,790	12,790	10,260	-	-	10,260	7,750	5,260	2,810	2,860
All Other	3,190	2,960	3,400	-	-	3,400	6,180	8,940	11,670	11,910
TOTAL OPERATING COSTS	52,860	52,810	52,700	-	-	52,700	53,750	54,810	55,900	57,010
*Percentage Decrease						-0.3%	2.0%	2.0%	2.0%	2.0%
CAPITAL/RESERVES										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Total Capital/Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	52,860	52,810	52,700	-	-	52,700	53,750	54,810	55,900	57,010
*Percentage Increase						-0.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Amount carried forward from 2017 to 2018	950	950	-	-	-	-	-	-	-	-
Transfer from Feasibility Reserve Account	(31,270)	(31,270)	-	-	-	-	-	-	-	-
Other	(100)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(30,420)	(30,370)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
REQUISITION	(22,440)	(22,440)	(52,650)	-	-	(52,650)	(53,700)	(54,760)	(55,850)	(56,960)
*Percentage increase over prior year requisition						134.6%	2.0%	2.0%	2.0%	2.0%

Equipment Replacement Fund Schedule

Reserve Fund: 1.109 JDF Admin Expenditures Equipment Replacement Fund

ERF Cash Flow

Fund: 1022 Fund Center: 101839

ERF Groups: JDFADMIN.ERF

	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	6,139	4,260	4,260	4,260	4,260	4,260
Planned Purchases (Based on Capital Plan)	(1,879)	-	-	-	-	-
Transfer from Ops Budget		-	-	-	-	-
Interest Income		-	-	-	-	-
Ending Balance \$	4,260	4,260	4,260	4,260	4,260	4,260

Assumptions/Background:

Fund Balance should remain between \$5,000 and \$10,000.

CAPITAL REGIONAL DISTRICT

2019 Budget

JDF Grants in Aid

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.114 JDF Grants in Aid	Committee: Electoral Area Services
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DEFINITION:

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

* (District of Sooke incorporated from Sooke Electoral Area and Juan de Fuca Electoral Area created from the remainder along with addition of Langford Electoral Area).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

\$0.05 / \$1,000 \$75,355.00 on basis of converted hospital assessed value of land and improvements.

COMMISSION:

Committee: Electional Area Services Committee

FUNDING:

Requisition

Table of Contents

GRANTS IN AID - JDF	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Grants in Aid	40,000	20,000	40,000	-	-	40,000	40,000	40,000	40,000	40,000
Finance Allocation	1,180	1,180	1,400	-	-	1,400	1,640	1,900	2,190	2,230
TOTAL OPERATING COSTS	41,180	21,180	41,400	-	-	41,400	41,640	41,900	42,190	42,230
*Percentage Increase						0.5%	0.6%	0.6%	0.7%	0.1%
FUNDING SOURCES (REVENUE)										
Estimated balance c/f from 2018 to 2019	-	20,000	(20,000)	-	-	(20,000)	-	-	-	-
Amount carried forward from 2017 to 2018	(21,800)	(21,800)	-	-	-	-	-	-	-	-
Other Income	(220)	(220)	(220)			(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	(22,020)	(2,020)	(20,220)	-	-	(20,220)	(220)	(220)	(220)	(220)
REQUISITION	(19,160)	(19,160)	(21,180)	-	-	(21,180)	(41,420)	(41,680)	(41,970)	(42,010)
*Percentage increase over prior year requisition						10.5%	95.6%	0.6%	0.7%	0.1%

CAPITAL REGIONAL DISTRICT

2019 Budget

Van. Island Regional Library

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.119 Van. Island Regional Library	Committee: Electoral Area Services
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2019 Budget

A local service within the Juan de Fuca Electoral Area under Part 3 of the Library Act.
Bylaw No. 2248 (November 23, 1994). Amended by Bylaw No. 2346 (February 12, 1997).

SERVICE DESCRIPTION:

This service provides the services of the Vancouver Island Regional Library (VIRL) to the westerly portion of Juan de Fuca Electoral Area (JDFEA). The VIRL delivers service to the JDFEA through its Sooke and Port Renfrew Branches. Under the Library Act, S.B.C. 1994, the CRD was required to take over the library responsibilities belonging to School District No. 62 (Sooke) to participate in the regional library district. The library district is the Vancouver Island Regional Library District (VIRL), headquartered in Nanaimo. The CRD provides the service by funding a budget set by the VIRL and appointing a member to the library board. Service began in 1994.

PARTICIPATION:

Westerly portion of Juan de Fuca Electoral Area.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

Table of Contents

VANCOUVER ISLAND REGIONAL LIBRARY	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Payments to Vancouver Island Regional Library	292,440	292,440	298,290	-	-	298,290	304,260	310,350	316,560	322,890
Allocations	3,940	3,940	4,440	-	-	4,440	5,010	5,630	6,310	6,440
Other Operating Expenses	1,100	1,200	1,200	-	-	1,200	1,220	1,240	1,260	1,290
TOTAL OPERATING COSTS	297,480	297,580	303,930	-	-	303,930	310,490	317,220	324,130	330,620
*Percentage Increase over prior year						2.2%	2.2%	2.2%	2.2%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Est balance c/fwd from 2018 to 2019	-	(100)	100	-	-	100	-	-	-	-
Balance c/fwd from 2017 to 2018	110	110	-	-	-	-	-	-	-	-
Revenue - Other	(250)	(250)	(250)	-	-	(250)	(250)	(250)	(250)	(250)
Grants in Lieu of Taxes	(320)	(320)	(320)	-	-	(320)	(320)	(320)	(320)	(320)
TOTAL REVENUE	(460)	(560)	(470)	-	-	(470)	(570)	(570)	(570)	(570)
REQUISITION	(297,020)	(297,020)	(303,460)	-	-	(303,460)	(309,920)	(316,650)	(323,560)	(330,050)
*Percentage increase over prior year requisition						2.2%	2.1%	2.2%	2.2%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Sooke Regional Museum

EASC Review

Compiled and Presented by CRD Finance

September 2018

1.121 Sooke Regional Museum

Service: 1.121	Sooke Regional Museum	Committee: Electoral Area Services
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DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

The greater of \$203,100 or an amount equal to the amount that could be raised by a property value tax of \$0.063 / \$1,000 of net taxable value of land and improvements.

FUNDING:

Requisition

SOOKE REGIONAL MUSEUM	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Payments to Sooke Regional Museum	178,130	178,130	181,690	-	-	181,690	185,320	189,030	192,810	196,670
Allocations	3,780	3,780	3,740	-	-	3,740	3,740	3,780	3,860	3,940
Other Operating Expenses	60	60	60	-	-	60	60	60	60	60
TOTAL OPERATING COSTS	181,970	181,970	185,490	-	-	185,490	189,120	192,870	196,730	200,670
*Percentage Increase over prior year						1.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance C/F from 2017 to 2018	(10)	(10)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(320)	(320)	(320)	-	-	(320)	(320)	(320)	(320)	(320)
TOTAL REVENUE	(330)	(330)	(320)	-	-	(320)	(320)	(320)	(320)	(320)
REQUISITION	(181,640)	(181,640)	(185,170)	-	-	(185,170)	(188,800)	(192,550)	(196,410)	(200,350)
*Percentage increase over prior year requisition						1.9%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Greater Vic. Public Library - JDF EA

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.133	Greater Vic. Public Library - JDF EA	Committee: Electoral Area Services
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DEFINITION:

To establish a local service for the purpose of contributing to the cost of library services that are provided within the service area by the Greater Victoria Public Library District. Bylaw No. 2357 adopted February 1997.

SERVICE DESCRIPTION:

This service, established in 1997, provides the services of the Greater Victoria Public Library Board (GVPLB) to the Willis Point and Malahat areas within the Juan de Fuca Electoral Area. The service is on a contract basis because the service area is so small. The contract is annually renewed. Payment to the GVPLB is made in the form of a contribution to the GVLPB's budget. This service is one a number of services in which the CRD makes an annual contribution to a public library service.

PARTICIPATION:

A portion of the Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

The greater of \$183,000 or an amount equal to the amount that could be raised by a property value tax of \$0.33 per \$1,000 of net taxable value of land and improvements.

FUNDING:

Requisition

GREATER VICTORIA PUBLIC LIBRARY	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Payments to Greater Victoria Public Library	28,670	28,670	29,250	-	-	29,250	29,840	30,440	31,050	31,670
Allocations	1,030	1,030	920	-	-	920	820	720	630	640
Other Operating Expenses	10	10	10	-	-	10	10	10	10	10
TOTAL OPERATING COSTS	29,710	29,710	30,180	-	-	30,180	30,670	31,170	31,690	32,320
*Percentage Increase over prior year						1.6%	1.6%	1.6%	1.7%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from 2017 to 2018	(10)	(10)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(120)	(120)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	(130)	(130)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
REQUISITION	(29,580)	(29,580)	(30,060)	-	-	(30,060)	(30,550)	(31,050)	(31,570)	(32,200)
*Percentage increase over prior year requisition			1.6%			1.6%	1.6%	1.6%	1.7%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Port Renfrew Street Lighting

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.232 Port Renfrew Street Lighting	Committee: Electoral Area Services
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DEFINITION:

To provide, operate and maintain street lighting for the Port Renfrew Street Lighting Local Service Area.
Bylaw No. 1746, November 8, 1989; Bylaw No. 1986, January 29, 1992.

PARTICIPATION:

Port Renfrew Local Service Area # 4, D-762.

MAXIMUM LEVY:

The greater of \$7,500 or the amount that could be raised by a property value tax rate of \$3.42 / \$1,000 when applied to the net taxable value of land and improvements to a maximum of \$82,370

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Port Renfrew Street Lighting Commission established by Bylaw No. 1770.
Port Renfrew Utility Services Committee (Juan de Fuca EA) established by Bylaw No. 3281 (September 14, 2005).

USER CHARGE:

50% of operating cost to be imposed as an annual user fee to each connected property.

PARCEL TAX:

50% of operating costs are collected as a parcel tax to be charged to every parcel within the Local Service Area.

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Port Renfrew Street Lighting										
<u>OPERATING COSTS:</u>										
Electricity	7,060	6,500	6,760	-	-	6,760	7,020	7,290	7,580	7,870
Allocations	480	480	500	-	-	500	520	550	580	590
Internal Labour Charges	500	-	-	-	-	-	-	-	-	-
Contingency	2,750	-	1,000	-	-	1,000	1,000	1,000	1,000	1,000
Other Operating Expenses	110	60	110	-	-	110	110	110	110	110
TOTAL COSTS	10,900	7,040	8,370	-	-	8,370	8,650	8,950	9,270	9,570
*Percentage Increase over prior year						-23.2%	3.3%	3.5%	3.6%	3.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from 2018 to 2019	-	3,960	(3,960)	-	-	(3,960)	-	-	-	-
Balance C/F from 2017 to 2018	(3,570)	(3,570)	-	-	-	-	-	-	-	-
User Charges	(3,610)	(3,610)	(2,150)	-	-	(2,150)	(4,270)	(4,420)	(4,580)	(4,730)
Revenue - Other	(110)	(210)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
TOTAL REVENUE	(7,290)	(7,390)	(2,260)	-	-	(2,260)	(4,380)	(4,530)	(4,690)	(4,840)
REQUISITION - PARCEL TAX	(3,610)	(3,610)	(2,150)	-	-	(2,150)	(4,270)	(4,420)	(4,580)	(4,730)
*Percentage increase over prior year										
User Charges						-40.4%	98.6%	3.5%	3.6%	3.3%
Requisition						-40.4%	98.6%	3.5%	3.6%	3.3%
Combined						-40.4%	98.6%	3.5%	3.6%	3.3%

CAPITAL REGIONAL DISTRICT

2019 Budget

JDF Building Numbering

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.317 JDF Building Numbering	Committee: Electoral Area Services
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DEFINITION:

To provide the extended service of implementing a civic addressing system for the Juan de Fuca Electoral Area. Establishment Bylaw No. 2010, adopted September 1992. Amendment Bylaw No. 2093 (February 1993).

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

No limit.

FUNDING:

Requisition

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JDF Building Numbering	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Building Inspection	11,120	11,120	11,340	-	-	11,340	11,570	11,800	12,040	12,280
Finance Allocation	1,080	1,080	1,030	-	-	1,030	990	960	930	950
GIS	4,990	4,990	-	-	-	-	-	-	-	-
Other Operating Expenses	360	360	370	-	-	370	380	390	400	410
TOTAL COSTS	17,550	17,550	12,740	-	-	12,740	12,940	13,150	13,370	13,640
*Percentage Increase over prior year						-27.4%	1.6%	1.6%	1.7%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance c/fwd from 2018 to 2019	-	-	-	-	-	-	-	-	-	-
Balance C/F from 2017 to 2018	50	50	-	-	-	-	-	-	-	-
Other Income	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	-	-	(50)	-	-	(50)	(50)	(50)	(50)	(50)
REQUISITION	(17,550)	(17,550)	(12,690)	-	-	(12,690)	(12,890)	(13,100)	(13,320)	(13,590)
*Percentage change over prior year requisition						-27.7%	1.6%	1.6%	1.7%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Soil Deposit and Removal

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.319 Soil Deposit and Removal	Committee: Electoral Area Services
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DEFINITION:

The regulation of the deposit or removal of soil, sand, gravel, rock or other material on land in the municipality or in any area in the municipality (see 930(d)(e) of the Municipal Act). Authority received under SLP issued February 12, 1973, and as amended by SLP August 25, 1986. This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices, who ensure that permits are purchased by any person who deposits or removes said materials.

SERVICE DESCRIPTION:

Administration and enforcement of the Soil Deposit and Removal Bylaw for the Juan de Fuca Electoral Area (JdF EA).

PARTICIPATION:

Participants consist solely of the Juan de Fuca Electoral Area. Requisition to all participants on the basis of prior year caseload.

Participants Electoral Area	2000 est	Percentage
JdF EA	1	100%

MAXIMUM LEVY:

Net cost of this function not to exceed \$50,000.

FUNDING:

Requisition

Soil Deposit and Removal	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Allocations	1,330	1,330	1,290	-	-	1,290	1,260	1,230	1,210	1,230
Internal Time Charges	4,080	4,080	4,160	-	-	4,160	4,240	4,320	4,410	4,500
Other Operating Expenses	20	30	30			30	30	30	30	30
TOTAL OPERATING COSTS	5,430	5,440	5,480	-	-	5,480	5,530	5,580	5,650	5,760
*Percentage Increase over prior year			0.92%			0.9%	0.9%	0.9%	1.3%	1.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2017 to 2018	50	50	-	-	-	-	-	-	-	-
Other Income	(100)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Transfer from Operating Reserve Fund	-	(90)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(50)	(60)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
REQUISITION	(5,380)	(5,380)	(5,460)	-	-	(5,460)	(5,510)	(5,560)	(5,630)	(5,740)
*Percentage increase over prior year requisition						1.5%	0.9%	0.9%	1.3%	2.0%

Equipment Replacement Fund Schedule

Reserve Fund: 1.319 Soil Deposit

ERF Cash Flow

Fund: 1500 Fund Center: 105405 Operating Reserve	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	59,861	59,861	59,861	59,861	59,861	59,861
Transfer to Ops Budget	-	-	-	-		-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income		-	-	-	-	-
Ending Balance \$	59,861	59,861	59,861	59,861	59,861	59,861

Assumptions/Background:
Fund Balance should remain between \$5,000 and \$10,000.

Reserve Schedule

Reserve Fund: 1.319 Soil Deposit

Reserve Cash Flow

Fund: 1500 Fund Center: 105405	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	59,862	59,862	59,862	59,862	59,862	59,862
Expenditures (Based on Capital Plan)		-	-	-	-	-
Transfer from/to Operating Budget		-	-	-	-	-
Interest Income						
Ending Balance \$	59,862	59,862	59,862	59,862	59,862	59,862

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2019 Budget

JDF Community Planning

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.325 Community Planning	Committee: Electoral Area Services
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DEFINITION:

To provide land use planning services at the community level for the JDF electoral area (Supplementary Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

Community Planning service involves preparation, review and amendment of five official community plans and two comprehensive community development plans.

Development Services involves preparation and administration of Land Use Bylaws, subdivision Bylaw, and process zoning amendments, development permits, development variance permits, soil deposit/removal permits, and review land and water referrals, subdivisions referrals, and ALR exclusions.

Administrative Services involves preparation of agendas, minutes and providing administrative support for the Juan de Fuca (JdF) Land Use Committee (LUC), six advisory planning commissions (APC), three board of variances, the Agricultural Advisory Planning Commission (AAPC), and the Economic Development Commission (EDC).

PARTICIPATION:

JDF Electoral Area on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition and user fees.

JDF COMMUNITY PLANNING	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Salaries & Wages	368,860	368,860	411,210	-	-	411,210	427,080	435,050	443,200	451,510
Consultants	5,000	-	2,500	-	-	2,500	2,550	2,600	2,650	2,700
Legal Expenses	20,000	12,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
LIDAR Photography	3,250	-	6,400	-	-	6,400	-	6,400	-	6,400
Supplies	8,290	5,750	8,000	-	-	8,000	8,160	8,320	8,490	8,660
Land Use and Advisory Planning Cttees	29,710	28,580	4,550	-	-	4,550	4,640	4,730	25,820	4,910
Allocations	123,430	133,850	119,750	-	-	119,750	119,300	119,900	120,870	123,290
Labour Charges	19,000	25,860	19,380	-	-	19,380	19,770	20,170	20,570	20,980
Other Operating Expenses	54,130	47,120	59,530	-	-	59,530	60,730	61,940	63,170	64,410
TOTAL OPERATING COSTS	631,670	622,020	646,320	-	-	646,320	657,530	674,720	700,690	699,100
*Percentage Increase over prior year			2.3%			2.3%	1.7%	2.6%	3.8%	-0.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	7,070	7,070	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Operating Reserve Fund	-	3,200	8,450	-	-	8,450	8,450	8,450	8,450	8,450
TOTAL CAPITAL / RESERVES	7,070	10,270	13,450	-	-	13,450	13,450	13,450	13,450	13,450
Building Borrowing Repayment to Facilities Reserve	70,770	70,770	70,770	-	-	70,770	70,770	70,770	70,770	70,770
TOTAL COSTS	709,510	703,060	730,540	-	-	730,540	741,750	758,940	784,910	783,320
Internal Recoveries	(16,380)	(16,710)	(16,380)	-	-	(16,380)	(16,380)	(16,380)	(16,380)	(16,380)
OPERATING COSTS LESS INTERNAL RECOVERIES	693,130	686,350	714,160	-	-	714,160	725,370	742,560	768,530	766,940
FUNDING SOURCES (REVENUE)										
Estimated balance c/f from 2018 to 2019	-	23,740	(23,740)	-	-	(23,740)	-	-	-	-
Balance C/F from 2017 to 2018	(72,580)	(72,580)	-	-	-	-	-	-	-	-
Processing Fee Revenue	(23,000)	(40,000)	(30,000)	-	-	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Revenue - Other	(1,540)	(1,500)	(1,540)	-	-	(1,540)	(1,560)	(1,580)	(1,600)	(1,620)
Transfer from Operating Reserve Fund	-	-	(6,400)	-	-	(6,400)	-	(6,400)	(21,000)	(6,400)
Grants in Lieu of Taxes	(920)	(920)	(920)	-	-	(920)	(1,150)	(1,170)	(1,190)	(1,210)
TOTAL REVENUE	(98,040)	(91,260)	(62,600)	-	-	(62,600)	(32,710)	(39,150)	(53,790)	(39,230)
REQUISITION	(595,090)	(595,090)	(651,560)	-	-	(651,560)	(692,660)	(703,410)	(714,740)	(727,710)
*Percentage increase over prior year requisition						9.5%	6.3%	1.6%	1.6%	1.8%
AUTHORIZED POSITIONS:										
Salaried	3.7	3.7	3.7	-	-	3.7	3.7	3.7	3.7	3.7

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.325	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$1,860	\$3,830	\$1,940	\$0	\$2,020	\$9,650
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$1,860	\$3,830	\$1,940	\$0	\$2,020	\$9,650

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$1,860	\$3,830	\$1,940	\$0	\$2,020	\$9,650
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$1,860	\$3,830	\$1,940	\$0	\$2,020	\$9,650

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.325
Service Name: Community Planning

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 2018	2019	2020	2021	2022	2023	5 - Year Total
19-01	Replacement	Multi Function Printer	Printer/Copier	\$10,000	E	ERF	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
19-02	Replacement	Computer	Computer Replacement	\$5,000	E	ERF	\$0	\$1,860	\$3,830	\$1,940	\$0	\$2,020	\$9,650
GRAND TOTAL				\$15,000			\$0	\$11,860	\$3,830	\$1,940	\$0	\$2,020	\$19,650

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**JDF Planning Reserves
Summary Schedule
2018 - 2022 Financial Plan**

Reserve/Fund Summary

	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Equipment Replacement Fund	44,999	38,139	39,309	42,369	47,369	50,349
Internal Reserve Account	133,203	135,253	143,703	145,753	133,203	135,253
Total	178,202	173,392	183,012	188,122	180,572	185,602

Reserve Schedule

Reserve Fund: 1.325 Community Planning Equipment Replacement Fund - CMPLAN.ERF

Reserve Cash Flow

Fund: 1022 Fund Center: 101428 ERF Group: CMPLAN.ERF	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	37,929	44,999	38,139	39,309	42,369	47,369
Planned Purchases (Based on Capital Plan)	-	(11,860)	(3,830)	(1,940)	-	(2,020)
Transfer from Ops Budget	7,070	5,000	5,000	5,000	5,000	5,000
Interest Income		-	-	-	-	-
Ending Balance \$	44,999	38,139	39,309	42,369	47,369	50,349

Assumptions/Background:
 Maintain balance sufficient to fund required asset replacements

Reserve Schedule

Operating Reserve Fund: 1.325 Community Planning

Reserve Cash Flow

FC 105408	Estimated 2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	130,003	133,203	135,253	143,703	145,753	133,203
Transfer (to)/from Ops Budget	3,200	8,450	8,450	8,450	8,450	8,450
Transfer to Ops Budget	-	(6,400)	-	(6,400)	(21,000)	(6,400)
Interest Income						
Ending Balance \$	133,203	135,253	143,703	145,753	133,203	135,253

Assumptions/Background:
 For unforeseen legal expenses; ongoing air photo updates; election expenses

CAPITAL REGIONAL DISTRICT

2019 Budget

Willis Point Fire

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.350 Willis Point Fire	Committee: Electoral Area Services
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DEFINITION:

A service area for the purposes of constructing a fire hall/community centre and to provide fire protection and emergency response services and recreational facilities in the Willis Point Section of the Juan de Fuca Electoral Area.
Local Service Establishment Bylaw No. 1951 (January 15, 1992). Amended by Bylaw 2296 (1995) & 3214 (2004).

PARTICIPATION:

Based on converted hospital assessments - Willis Point Local Service Area #15 - A(763).

COMMISSION:

Willis Point Fire Protection and Recreation Facilities Commission established by Bylaw to oversee this function (Bylaw No. 3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010).

MAXIMUM LEVY:

Bylaw No. 1951 states "Greater of \$41,000 or \$1.71 / \$1,000 " to a maximum of \$213,340

FUNDING:

Requisition

WILLIS POINT FIRE PROTECTION & RECREATION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
<u>Fire Protection Costs</u>										
Travel - Vehicles	12,740	10,840	13,000	-	-	13,000	13,260	13,520	13,790	14,060
Insurance	7,290	7,290	7,360	-	-	7,360	7,510	7,660	7,810	7,960
Utilities	11,400	11,400	11,690	-	-	11,690	11,920	12,160	12,400	12,650
Staff Development	20,500	20,500	20,910	-	-	20,910	21,110	21,270	21,390	21,810
Allocations	3,710	3,710	3,970	-	-	3,970	4,270	4,620	5,020	5,120
Operating - Other	25,810	24,710	26,320	-	-	26,320	26,850	27,390	27,930	28,480
	81,450	78,450	83,250	-	-	83,250	84,920	86,620	88,340	90,080
<u>Recreation Costs</u>	13,060	8,930	13,330	-	-	13,330	13,600	13,870	14,150	14,430
TOTAL OPERATING COSTS	94,510	87,380	96,580	-	-	96,580	98,520	100,490	102,490	104,510
*Percentage Increase						2.2%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Capital Equipment Purchases	6,050	6,050	6,170	-	-	6,170	6,290	6,420	6,550	6,680
Transfer to Equipment Replacement Fund	41,000	41,000	41,000	-	-	41,000	41,000	41,000	41,000	41,000
Transfer to Reserve Fund	7,500	15,320	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL CAPITAL / RESERVES	54,550	62,370	54,670	-	-	54,670	54,790	54,920	55,050	55,180
TOTAL COSTS	149,060	149,750	151,250	-	-	151,250	153,310	155,410	157,540	159,690
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2017 to 2018	(6,950)	(6,950)	-	-	-	-	-	-	-	-
Other Income	(13,850)	(14,540)	(20,420)	-	-	(20,420)	(20,420)	(20,420)	(20,420)	(20,420)
TOTAL REVENUE	(20,800)	(21,490)	(20,420)	-	-	(20,420)	(20,420)	(20,420)	(20,420)	(20,420)
REQUISITION	(128,260)	(128,260)	(130,830)	-	-	(130,830)	(132,890)	(134,990)	(137,120)	(139,270)
*Percentage increase over prior year requisition						2.0%	1.6%	1.6%	1.6%	1.6%

**Willis Point Fire Reserves Schedule
 Summary Schedule
 2018 - 2022 Financial Plan**

Reserve/Fund Summary

		Budget				
	2017	2018	2019	2020	2021	2022
Equipment Replacement Fund	327,971	368,971	409,971	450,971	491,971	532,971
Capital Reserve Fund	180,175	187,675	195,175	202,675	210,175	217,675
Total	508,146	556,646	605,146	653,646	702,146	750,646

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection and Recreation Equipment Replacement Fund

For replacement of firefighting equipment, fire trucks, tenders and pumpers.

Reserve Cash Flow

Fund: 1022 Fund Center: 101429
ERF Group: WILLISPT.ERF

	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	327,971	327,971	368,971	409,971	450,971	491,971
Actual Purchases		-	-	-	-	-
Planned Purchases (Based on Capital Plan)		-	-	-	-	-
Transfer from Operating Budget		41,000	41,000	41,000	41,000	41,000
Interest Income		-	-	-	-	-
Ending Balance \$	327,971	368,971	409,971	450,971	491,971	532,971

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection and Recreation Capital Reserve Fund - Bylaw 2189

Reserve Cash Flow

Fund: 1014 Fund Center: 101358

	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	180,175	180,175	187,675	195,175	202,675	210,175
Transfer from Ops Budget		7,500	7,500	7,500	7,500	7,500
Interest Income		-	-	-	-	-
Ending Balance \$	180,175	187,675	195,175	202,675	210,175	217,675

CAPITAL REGIONAL DISTRICT

2019 Budget

Otter Point Fire

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.353 Otter Point Fire	Committee: Electoral Area Services
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DEFINITION:

A service area established to provide fire protection and emergency response on a volunteer basis in the Otter Point district of the Juan de Fuca Electoral Area. Fire department is operated by a Commission. Local Service Bylaw No. 2042 (September 9, 1992). Amended by Bylaws 2720, 3171 and 3215.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act. Local Service Area #17 - G (762).

COMMISSION

Otter Point Fire Protection and Emergency Response Service Commission established to oversee this function (Bylaw No.3654 -April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM LEVY:

Bylaw No. 2042 states "Greater of \$125,000 or \$2.50 / \$1,000 " to a maximum of \$979,511.

FUNDING:

Requisition

OTTER POINT FIRE PROTECTION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Fire Chief Salary and Honorariums	55,340	55,340	71,140	-	-	71,140	73,270	74,740	76,240	77,760
Travel & Vehicles	21,020	21,020	21,030	-	-	21,030	21,550	21,980	22,420	22,870
Contract for Services	95,470	95,470	107,800	-	-	107,800	109,840	112,040	114,280	116,570
Insurance	9,020	8,250	8,660	-	-	8,660	8,860	9,030	9,200	9,380
Staff Training	18,360	18,360	18,500	-	-	18,500	18,500	18,870	19,250	19,640
Recruiting and Retention	9,100	9,100	9,280	-	-	9,280	9,460	9,650	9,840	10,040
Maintenance	16,470	16,470	16,810	-	-	16,810	17,150	17,500	17,850	18,210
Internal Allocations	5,710	5,710	7,640	-	-	7,640	9,700	11,900	14,250	14,530
Operating - Supplies	13,470	13,470	13,720	-	-	13,720	13,970	14,250	14,540	14,830
Operating - Other	24,530	24,530	24,630	-	-	24,630	24,850	25,350	25,850	26,360
TOTAL OPERATING COSTS	268,490	267,720	299,210	-	-	299,210	307,150	315,310	323,720	330,190
*Percentage Increase			11.4%			11.4%	2.7%	2.7%	2.7%	2.0%
<u>CAPITAL / RESERVE</u>										
Capital Equipment Purchases	4,380	4,380	4,470	-	-	4,470	4,560	4,650	4,740	4,830
Transfer to Capital Reserve Fund	29,530	30,300	30,000	-	-	30,000	30,600	31,210	31,830	32,470
Transfer to Equipment Replacement Fund	97,370	97,370	99,470	-	-	99,470	101,460	103,490	105,560	107,670
TOTAL CAPITAL / RESERVES	131,280	132,050	133,940	-	-	133,940	136,620	139,350	142,130	144,970
TOTAL COSTS	399,770	399,770	433,150	-	-	433,150	443,770	454,660	465,850	475,160
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu	-	-	-	-	-	-	-	-	-	-
Other Revenue	(300)	(300)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
TOTAL REVENUE	(300)	(300)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
REQUISITION	(399,470)	(399,470)	(432,850)	-	-	(432,850)	(443,470)	(454,360)	(465,550)	(474,860)
*Percentage increase over prior year requisition			8.4%			8.4%	2.5%	2.5%	2.5%	2.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.353	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$25,000	\$218,900	\$39,000	\$28,300	\$10,000	\$321,200
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$25,000	\$218,900	\$39,000	\$28,300	\$10,000	\$321,200

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$188,900	\$9,000	\$28,300	\$10,000	\$236,200
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$25,000	\$30,000	\$30,000	\$0	\$0	\$85,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$25,000	\$218,900	\$39,000	\$28,300	\$10,000	\$321,200

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.353
Service Name: Otter Point Fire

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-02	Replacement	Turnout Gear/Pagers/Hose	Turnout Gear/Pagers/Hose	\$56,200	E	ERF	\$0	\$0	\$8,900	\$9,000	\$28,300	\$10,000	\$56,200
18-01	Replacement	Replace hall siding	Replace hall siding	\$25,000	E	Res		\$25,000	\$0	\$0	\$0	\$0	\$25,000
19-01	Replacement	Vehicle F00620 Tender complete	Vehicle F00620 Tender complete	\$180,000	E	ERF		\$0	\$180,000	\$0	\$0	\$0	\$180,000
19-02	Replacement	Replace driveway pavement	Replace driveway pavement	\$30,000	E	Res		\$0	\$30,000	\$0	\$0	\$0	\$30,000
20-01	Replacement	Replace roof	Replace roof	\$30,000	E	Res		\$0	\$0	\$30,000	\$0	\$0	\$30,000
GRAND TOTAL				\$321,200			\$0	\$25,000	\$218,900	\$39,000	\$28,300	\$10,000	\$321,200

**Otter Point Fire Reserves
Summary Schedule
2018 - 2022 Financial Plan**

Reserve/Fund Summary

		Budget				
	2017	2018	2019	2020	2021	2022
Equipment Replacement Fund	214,721	314,191	226,751	321,241	398,501	496,171
Capital Reserve Fund	81,294	86,294	86,894	88,104	119,934	152,404
Total	296,016	400,486	313,646	409,346	518,436	648,576

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101432
ERF Group: OTTERFIRE.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	117,351	214,721	314,191	226,751	321,241	398,501
Actual Purchases						
Planned Purchases	-	-	(188,900)	(9,000)	(28,300)	(10,000)
Transfer from Operating Budget	97,370	99,470	101,460	103,490	105,560	107,670
Interest Income	-	-	-	-	-	-
Ending Balance \$	214,721	314,191	226,751	321,241	398,501	496,171

Assumptions/Background:

Transfer as much of operating budget will allow in order to provide sufficient funding for vehicles.

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection Capital Reserve Fund - Bylaw 3995

Reserve Cash Flow

Fund: 1090 Fund Center: 102164

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	50,750	81,294	86,294	86,894	88,104	119,934
Expenditures (Based on Capital Plan)	-	(25,000)	(30,000)	(30,000)	-	-
Transfer from Operating Budget	30,300	30,000	30,600	31,210	31,830	32,470
Interest Income	244					
Ending Balance \$	81,294	86,294	86,894	88,104	119,934	152,404

CAPITAL REGIONAL DISTRICT

2019 Budget

Malahat Fire

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.354 Malahat Fire	Committee: Electoral Area Services
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DEFINITION:

A specified area established to provide fire protection and emergency response in the Malahat district of the Juan de Fuca Electoral Area through an agreement with the Cowichan Valley Regional District:

Bylaw No. 1368 (July 24, 1985) (Repealed). Amended Bylaw No. 1375 (September 23, 1985) (Repealed)
Bylaw No. 2731 (November 24, 1999) as amended by Bylaw No. 3226.

ANNUAL LEVY:

On all lands and improvements on the basis of Section 794 of the Municipal Act within the Specified Area # 23 (F-762).

MAXIMUM LEVY:

Greater of \$22,400 or \$1.28 / \$1,000 to a maximum of \$62,860

FUNDING:

Requisition

MALAHAT FIRE PROTECTION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019		TOTAL	2020	2021	2022	2023
				ONGOING	ONE-TIME					
<u>OPERATING COSTS:</u>										
Payment to Cowichan Valley Regional District	68,310	68,310	69,680	-	-	69,680	71,070	72,490	73,940	75,420
Operating - Other	1,480	1,480	1,980	-	-	1,980	2,520	3,100	3,710	3,780
TOTAL OPERATING COSTS	69,790	69,790	71,660	-	-	71,660	73,590	75,590	77,650	79,200
*Percentage Increase						2.7%	2.7%	2.7%	2.7%	2.0%
TOTAL COSTS	69,790	69,790	71,660	-	-	71,660	73,590	75,590	77,650	79,200
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from 2017 to 2018	(10)	(10)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(10)	(10)	-	-	-	-	-	-	-	-
REQUISITION	(69,780)	(69,780)	(71,660)	-	-	(71,660)	(73,590)	(75,590)	(77,650)	(79,200)
*Percentage increase over prior year requisition						2.7%	2.7%	2.7%	2.7%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Durrance Road Fire

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.355 Durrance Road Fire	Committee: Electoral Area Services
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DEFINITION:

A local service area established by Bylaw No. 2506 (July 9, 1997) to provide fire protection and emergency response to Durrance Road Fire Protection Area. Amended by Bylaw No. 3033 (2002) to increase rate and Bylaw No. 3216 (2004).

MAXIMUM LEVY:

Greater of \$1,350 or \$0.70 / \$1,000 to maximum of \$3,112.

FUNDING:

Parcel Tax

DURRANCE ROAD FIRE PROTECTION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS										
Payment to District of Saanich	2,500	2,500	2,500	-	-	2,500	2,500	2,500	2,500	2,500
Other Operating Expenses	530	530	490	-	-	490	440	400	360	360
TOTAL OPERATING COSTS	3,030	3,030	2,990	-	-	2,990	2,940	2,900	2,860	2,860
*Percentage Increase						-1.3%	-1.7%	-1.4%	-1.4%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated balance c/f from 2018 to 2019	-	-	-	-	-	-	-	-	-	-
Balance c/f from 2017 to 2018	380	380	-	-	-	-	-	-	-	-
TOTAL REVENUE	380	380	-	-	-	-	-	-	-	-
REQUISITION - PARCEL TAX	(3,410)	(3,410)	(2,990)	-	-	(2,990)	(2,940)	(2,900)	(2,860)	(2,860)
*Percentage increase over prior year requisition						-12.3%	-1.7%	-1.4%	-1.4%	0.0%

Reserve Schedule

Reserve Fund: 1.355 Durrance Road Fire Service Operating Reserve Fund (Bylaw No: 4146)

Cash Flow

FC 105400	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,571	1,691	1,811	1,931	2,051	2,171
Planned Payments	-	-	-	-	-	-
Transfer from Ops Budget	120	120	120	120	120	120
Interest Income		-	-	-	-	-
Ending Balance \$	1,691	1,811	1,931	2,051	2,171	2,291

Assumptions/Background:
 To set aside funds for reimbursing District of Saanich for incident response, as per agreement between the CRD and Saanich

CAPITAL REGIONAL DISTRICT

2019 Budget

East Sooke Fire

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.357 East Sooke Fire	Committee: Electoral Area Services
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DEFINITION:

A service area established by Bylaw No. 3390 (January 10, 2007) to provide fire protection and emergency response on a volunteer basis in the East Sooke district of the Juan de Fuca Electoral Area. Fire department is operated by a committee.

PARTICIPATION:

On net taxable value of land and improvements on the basis of hospital district assessments.

MAXIMUM LEVY:

Bylaw No. 3390 (amended by Bylaw 3862, 2014) states "greater of \$550,000 or \$1.310 / \$1,000" to a maximum of \$516,036

COMMISSION:

East Sooke Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Maximum Authorized: (Bylaw 3863)	\$ 2,120,000
Borrowed: 2014, 3.0%	\$ 1,800,000
Borrowed: 2016, 2.1%	\$ 150,000
Remaining	\$ 170,000

EAST SOOKE FIRE PROTECTION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Travel - Vehicles	26,840	21,430	27,380	-	-	27,380	27,930	28,490	29,060	29,640
Insurance	5,260	5,260	5,490	-	-	5,490	5,610	5,730	5,850	5,970
Contract for Service/Legal Expenses	4,320	1,230	4,400	-	-	4,400	4,480	4,570	4,660	4,750
Maintenance	13,990	12,490	14,270	-	-	14,270	14,560	14,850	15,150	15,450
Staff Training	23,000	13,090	23,460	-	-	23,460	23,930	24,410	24,900	25,400
Internal Allocations	4,460	4,460	5,720	-	-	5,720	7,080	8,540	10,090	10,290
Operating - Supplies	19,080	21,960	19,460	-	-	19,460	19,840	20,230	20,630	21,030
Operating - Other	53,360	56,610	54,450	-	-	54,450	55,540	56,650	57,790	58,950
Contingency	16,810	-	17,030	-	-	17,030	17,370	17,720	18,070	18,430
TOTAL FIRE DEPT OPERATING COSTS	167,120	136,530	171,660	-	-	171,660	176,340	181,190	186,200	189,910
*Percentage Increase						2.7%	2.7%	2.8%	2.8%	2.0%
COMMUNITY HALL COSTS	23,040	19,680	29,190	-	-	29,190	24,560	25,050	25,550	26,060
TOTAL OPERATING COSTS	190,160	156,210	200,850	-	-	200,850	200,900	206,240	211,750	215,970
*Percentage Increase						5.6%	0.0%	2.7%	2.7%	2.0%
CAPITAL / RESERVE										
Capital Equipment Purchases	10,500	5,500	10,710	-	-	10,710	10,920	11,140	11,360	11,580
Transfer to Equipment Replacement Fund	120,000	162,660	120,000	-	-	120,000	120,000	120,000	120,000	120,000
TOTAL CAPITAL / RESERVES	130,500	168,160	130,710	-	-	130,710	130,920	131,140	131,360	131,580
DEBT SERVICING										
Interest & Fees	57,150	57,150	57,150	-	-	57,150	57,150	57,150	57,150	57,150
Principal	97,960	97,960	97,960	-	-	97,960	97,960	97,960	97,960	97,960
TOTAL DEBT SERVICING	155,110	155,110	155,110	-	-	155,110	155,110	155,110	155,110	155,110
TOTAL COSTS	475,770	479,480	486,670	-	-	486,670	486,930	492,490	498,220	502,660
FUNDING SOURCES (REVENUE)										
Estimated balance c/fwd from 2018 to 2019	-	5,110	(5,110)	-	-	(5,110)	-	-	-	-
Balance c/fwd from 2017 to 2018	(900)	(900)	-	-	-	-	-	-	-	-
District of Sooke (for Silver Spray)	(45,440)	(52,830)	(45,440)	-	-	(45,440)	(46,350)	(47,280)	(48,230)	(49,190)
Rental Revenue	(22,140)	(23,640)	(24,080)	-	-	(24,080)	(24,560)	(25,050)	(25,550)	(26,060)
Other Income	(1,020)	(950)	(1,020)	-	-	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)
TOTAL REVENUE	(69,500)	(73,210)	(75,650)	-	-	(75,650)	(71,930)	(73,350)	(74,800)	(76,270)
REQUISITION	(406,270)	(406,270)	(411,020)	-	-	(411,020)	(415,000)	(419,140)	(423,420)	(426,390)
*Percentage increase over prior year requisition						1.2%	1.0%	1.0%	1.0%	0.7%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.357	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$9,200	\$7,000	\$7,200	\$7,300	\$7,400	\$38,100
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$80,000	\$160,000	\$0	\$0	\$240,000
		\$0	\$9,200	\$87,000	\$167,200	\$7,300	\$7,400	\$278,100

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$9,200	\$87,000	\$167,200	\$7,300	\$7,400	\$278,100
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$9,200	\$87,000	\$167,200	\$7,300	\$7,400	\$278,100

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.357
Service Name: East Sooke Fire

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-05	Replacement	Turn out Gear	Turn out Gear	\$38,100	E	ERF		\$9,200	\$7,000	\$7,200	\$7,300	\$7,400	\$38,100
18-01	Replacement	Tender	Tender	\$80,000	V	ERF			\$80,000				\$80,000
19-01	Replacement	Squad Car	Squad Car	\$160,000	V	ERF				\$160,000			\$160,000
GRAND TOTAL				\$278,100			\$0	\$9,200	\$87,000	\$167,200	\$7,300	\$7,400	\$278,100

**East Sooke Fire Reserves Schedule
Summary Schedule
2018 - 2022 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Equipment Replacement Fund	406,767	517,567	550,567	503,367	616,067	728,667
Capital Reserve Fund	18,793	18,793	18,793	18,793	18,793	18,793
Total	425,560	536,360	569,360	522,160	634,860	747,460

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101948
ERF Group: ESOOKFIRE.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	244,107	406,767	517,567	550,567	503,367	616,067
Expenditures (Based on Capital Plan)	-	(9,200)	(87,000)	(167,200)	(7,300)	(7,400)
Transfer from Operating Budget	162,660	120,000	120,000	120,000	120,000	120,000
Interest Income		-	-	-	-	-
Ending Balance \$	406,767	517,567	550,567	503,367	616,067	728,667

Assumptions/Background:

Transfer whatever operating budget will allow in order to have sufficient funds to replace vehicles.

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Capital Reserve Fund - Bylaw 3400

Reserve Cash Flow

Fund: 1079 Fund Center: 101309

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	18,673	18,793	18,793	18,793	18,793	18,793
Expenditures (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	120					
Ending Balance \$	18,793	18,793	18,793	18,793	18,793	18,793

Assumptions/Background:

New hall in under construction. Funding of reserve will resume when building is complete.

CAPITAL REGIONAL DISTRICT

2019 Budget

Port Renfrew Fire

Commssion Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.358 Port Renfrew Fire	Committee: Electoral Area Services
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DEFINITION:

To provide, operate and maintain a Fire Protection Service for local service area in the Port Renfrew District of the Juan de Fuca Electoral Area Establishment Bylaw No. 1743 (November, 1989). Amended by Bylaw 3223 (2005)

MAXIMUM LEVY:

Greater of \$10,000 or \$2.52 / \$1,000 to a maximum of \$169,241

COMMISSION:

Port Renfrew Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Bylaw 3456 (Nov 2007) - Authorized to borrow \$40,000 - \$0 issued

AUTHORIZED:	LA Bylaw No. 3456 (Nov. 2007)	\$	40,000
BORROWED:	Bylaw 3456 - 106 (2009 - 4.13%)		(40,000)
REMAINING AUTHORIZATION		\$	-

FUNDING:

User fee and requisition.

PORT RENFREW FIRE PROTECTION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS FIRE PROTECTION:</u>										
Honorarium	30,600	30,600	31,210	-	-	31,210	31,830	32,470	33,120	33,780
Travel - Vehicles	10,130	8,740	10,330	-	-	10,330	10,530	10,740	10,960	11,180
Insurance	1,150	1,150	1,220	-	-	1,220	1,240	1,260	1,280	1,300
Staff Training	24,540	15,000	25,030	-	-	25,030	25,530	26,040	26,560	27,090
Internal Allocations	3,700	3,700	4,210	-	-	4,210	4,780	5,420	6,110	6,230
Operating - Supplies	9,670	8,130	9,860	-	-	9,860	10,060	10,260	10,460	10,660
Operating - Other	11,040	11,640	11,210	-	-	11,210	11,430	11,650	11,880	12,110
Tsunami Warning System	13,440	-	13,710	-	-	13,710	13,980	14,260	14,540	14,830
Building Expenses	10,850	11,650	11,060	-	-	11,060	11,280	11,510	11,740	11,970
TOTAL OPERATING COSTS	115,120	90,610	117,840	-	-	117,840	120,660	123,610	126,650	129,150
*Percentage Increase						2.4%	2.4%	2.4%	2.5%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	31,600	56,110	31,600	-	-	31,600	31,600	31,600	31,600	31,600
TOTAL CAPITAL / RESERVES	31,600	56,110	31,600	-	-	31,600	31,600	31,600	31,600	31,600
TOTAL FIRE OPERATING COSTS	146,720	146,720	149,440	-	-	149,440	152,260	155,210	158,250	160,750
Debt charges	3,650	3,650	3,650	-	-	3,650	3,650	3,650	3,650	3,650
TOTAL COSTS	150,370	150,370	153,090	-	-	153,090	155,910	158,860	161,900	164,400
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Pacheedaht	(58,630)	(58,630)	(59,600)	-	-	(59,600)	(59,810)	(61,010)	(62,230)	(63,470)
Other Income	(1,200)	(1,200)	(1,200)	-	-	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)
TOTAL REVENUE	(59,830)	(59,830)	(60,800)	-	-	(60,800)	(61,010)	(62,210)	(63,430)	(64,670)
REQUISITION	(90,540)	(90,540)	(92,290)	-	-	(92,290)	(94,900)	(96,650)	(98,470)	(99,730)
*Percentage incr over prior year requisition			1.9%			1.9%	2.8%	1.8%	1.9%	1.3%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.358	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Equipment	E	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.358
Service Name: Port Renfrew Fire

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-02	Replacement	Firefighting equipment	Turnout gear, hoses, and other equipment	\$5,000	E	ERF	\$0	\$5,000					\$5,000
18-03	Renewal	Fire Hall attachment	Sea Can for Fire Hall	\$10,000	B	Res	\$0	\$10,000					\$10,000
GRAND TOTAL				\$15,000			\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000

**Reserve Schedules
 Summary Schedule
 2018 - 2022 Financial Plan**

Reserve/Fund Summary

		Budget				
	2017	2018	2019	2020	2021	2022
Equipment Replacement Fund	46,416	73,016	104,616	136,216	167,816	199,416
Capital Reserve Fund	43,525	33,525	33,525	33,525	33,525	33,525
Total	89,940	106,540	138,140	169,740	201,340	232,940

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101434
ERF Group: PTRENFIRE.ERF

	2018	Budget				
		2018	2019	2020	2021	2022
Beginning Balance	(9,694)	46,416	73,016	104,616	136,216	167,816
Expenditures (Based on Capital Plan)		(5,000)	-	-	-	-
Transfer from Operating Budget	56,110	31,600	31,600	31,600	31,600	31,600
Interest Income		-	-	-	-	-
Ending Balance \$	46,416	73,016	104,616	136,216	167,816	199,416

Assumptions/Background:
 Transfer as much as operating budget will allow in order to have funds sufficient to replace vehicles

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire Capital Reserve Fund - Bylaw 2702

Reserve Cash Flow

Fund: 1089 Fund Center: 102161	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	43,525	43,525	33,525	33,525	33,525	33,525
Expenditures (Based on Capital Plan)	-	(10,000)	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income						
Ending Balance \$	43,525	33,525	33,525	33,525	33,525	33,525

CAPITAL REGIONAL DISTRICT

2019 Budget

Shirley Fire Department

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.360 Shirley Fire Department	Committee: Electoral Area Services
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DEFINITION:

A Specified Area to provide Fire Protection Service and Emergency Response on a volunteer basis in the Shirley District of the Juan de Fuca Electoral Areas local service. Establishment Bylaw No. 1927 (September 11, 1991). Amended by Bylaw 3220 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of \$18,200 or \$1.31 / \$1,000 to a maximum of \$172,280

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Shirley Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

FUNDING:

Requisition

SHIRLEY FIRE PROTECTION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Honoraria	8,090	7,760	8,250	-	-	8,250	8,420	8,590	8,760	8,940
Travel - Vehicles	8,240	9,090	8,400	-	-	8,400	8,570	8,740	8,910	9,080
Insurance	6,900	6,900	6,990	-	-	6,990	7,120	7,260	7,400	7,550
Maintenance	9,170	5,510	9,360	-	-	9,360	9,550	9,750	9,950	10,150
Staff Development	6,590	5,810	6,720	-	-	6,720	6,850	6,990	7,130	7,270
Internal Allocations	3,010	3,010	3,200	-	-	3,200	3,430	3,700	4,010	4,090
Operating - Supplies	15,440	19,760	15,750	-	-	15,750	16,070	16,390	16,720	17,060
Operating - Other	11,630	12,290	11,850	-	-	11,850	12,070	12,310	12,550	12,790
Contingency	6,480	-	7,930	-	-	7,930	9,330	10,700	12,080	13,720
TOTAL OPERATING COSTS	75,550	70,130	78,450	-	-	78,450	81,410	84,430	87,510	90,650
*Percentage Increase						3.8%	3.8%	3.7%	3.6%	3.6%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	45,140	45,140	45,140	-	-	45,140	45,140	45,140	45,140	45,140
Transfer to Capital Reserve Fund	24,520	29,940	24,520	-	-	24,520	24,520	24,520	24,520	24,520
TOTAL CAPITAL / RESERVES	69,660	75,080	69,660	-	-	69,660	69,660	69,660	69,660	69,660
TOTAL COSTS	145,210	145,210	148,110	-	-	148,110	151,070	154,090	157,170	160,310
<u>FUNDING SOURCES (REVENUE)</u>										
Other Income	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Grants in Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
REQUISITION	(145,010)	(145,010)	(147,910)	-	-	(147,910)	(150,870)	(153,890)	(156,970)	(160,110)
*% 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 - 2019 to 2023

Service No.	1.360	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.360
Service Name: Shirley Fire Department

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Renewal	Fire Hall Improvements	Fire Hall Improvements	\$40,000	B	Res	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
GRAND TOTAL				\$40,000			\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000

**Shirley Fire Capital Reserves
Summary Schedule
2017 - 2021 Financial Plan**

Reserve/Fund Summary

	Budget					
	2016	2017	2018	2019	2020	2021
Equipment Replacement Fund	118,883	164,023	209,163	254,303	299,443	344,583
Capital Reserve Fund	39,751	24,271	48,791	73,311	97,831	122,351
Total	158,634	188,294	257,954	327,614	397,274	466,934

Reserve Schedule

Reserve Fund: 1.360 Shirley Fire Protection Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101436 ERF Group: SHIRFIRE.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	73,743	118,883	164,023	209,163	254,303	299,443
Proceeds/Disposal of Equipment						
Transfer from Ops Budget	45,140	45,140	45,140	45,140	45,140	45,140
Expenditures						
Interest Income/(Expense)						
Ending Balance \$	118,883	164,023	209,163	254,303	299,443	344,583

Reserve Schedule

Reserve Fund: 1.360 Shirley Fire Protection Capital Reserve Fund - Bylaw 2938

Reserve Cash Flow

Fund: 1062 Fund Center: 101701	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	54,811	39,751	24,271	48,791	73,311	97,831
Expenditures (Based on Capital Plan)	(45,000)	(40,000)	-	-	-	-
Transfer from Operating Budget	29,940	24,520	24,520	24,520	24,520	24,520
Interest Income						
Ending Balance \$	39,751	24,271	48,791	73,311	97,831	122,351

Assumptions/Background:
 Transfers in accordance with long term capital plan

CAPITAL REGIONAL DISTRICT

2019 Budget

JDF Emergency Program

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.370 JDF Emergency Program	Committee: Electoral Area Services
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DEFINITION:

To provide an Emergency Program as an Extended Service under the Emergency Program Act.
Establishment Bylaw No. 2109 (April 28, 1993). Repealed and replaced by Bylaw No. 2268 (December 14, 1994).
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3444, this service provides planning and management of an emergency response plan for the Juan de Fuca (JdF) Electoral Area, including Port Renfrew, Willis Point and the Malahat. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Emergency Management Commission (JDFEMC) administers the service.

PARTICIPATION:

Electoral Area of Juan de Fuca.

LEVY:

The annual costs of providing the Extended Service of Emergency Program, net of grants and other revenue, shall be recovered by requisition of money under Section 809.1 of the Municipal Act under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 (1) of the Municipal Act.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

JDF EMERGENCY PROGRAM	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Travel Expense	4,680	3,900	4,770	-	-	4,770	4,870	4,970	5,070	5,170
Contract for Services	20,810	21,370	21,230	-	-	21,230	21,650	22,080	22,520	22,970
Neighbourhood Program	2,500	1,200	2,550	-	-	2,550	2,600	2,650	2,700	2,750
Emergency Social Services	4,880	4,940	4,980	-	-	4,980	5,080	5,180	5,290	5,400
Staff Training & Development	2,600	2,600	2,650	-	-	2,650	2,700	2,750	2,810	2,870
Supplies	4,160	3,220	4,240	-	-	4,240	4,320	4,410	4,500	4,590
Allocations	9,930	10,180	10,980	-	-	10,980	11,580	12,220	12,890	13,150
Other Operating Expenses	14,940	13,450	15,410	-	-	15,410	15,700	15,990	16,290	16,600
TOTAL OPERATING COSTS	64,500	60,860	66,810	-	-	66,810	68,500	70,250	72,070	73,500
*Percentage Increase over prior year						3.6%	2.5%	2.6%	2.6%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	5,110	8,750	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	5,110	8,750	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Building Borrowing Repayment to Facilities Reserve	11,880	11,880	11,880	-	-	11,880	11,880	11,880	11,880	11,880
TOTAL COSTS	81,490	81,490	83,690	-	-	83,690	85,380	87,130	88,950	90,380
<u>FUNDING SOURCES (REVENUE)</u>						2.7%	2.0%	2.0%	2.1%	1.6%
Revenue - Other	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
Grants in Lieu of Taxes	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
TOTAL REVENUE	(230)	(230)	(230)	-	-	(230)	(230)	(230)	(230)	(230)
REQUISITION	(81,260)	(81,260)	(83,460)	-	-	(83,460)	(85,150)	(86,900)	(88,720)	(90,150)
*Percentage increase over prior year requisition			2.7%			2.7%	2.0%	2.1%	2.1%	1.6%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.370	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$4,870	\$4,970	\$11,710	\$7,470	\$0	\$29,020
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$4,870	\$4,970	\$11,710	\$7,470	\$0	\$29,020

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$4,870	\$4,970	\$11,710	\$7,470	\$0	\$29,020
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$4,870	\$4,970	\$11,710	\$7,470	\$0	\$29,020

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.370
Service Name: JDF Emergency 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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Replacement	Portable generators	Portable generators	\$20,080	E	ERF	\$0	\$4,870	\$4,970	\$5,070	\$5,170	\$0	\$20,080
20-01	New	In-reach devices	In-reach devices	\$3,940	E	ERF	\$0	\$0	\$0	\$3,940	\$0	\$0	\$3,940
20-02	Replacement	Computer	Computer	\$5,000	E	ERF	\$0	\$0	\$0	\$2,700	\$2,300	\$0	\$5,000
GRAND TOTAL				\$29,020			\$0	\$4,870	\$4,970	\$11,710	\$7,470	\$0	\$29,020

Reserve Schedule

Reserve Fund: 1.370 JDF Emergency Program Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101785 ERF Group: JDFEMERG.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	35,803	44,553	44,683	44,713	38,003	35,533
Expenditures (as per Capital Exp Plan)	-	(4,870)	(4,970)	(11,710)	(7,470)	-
Transfer from Ops Budget	8,750	5,000	5,000	5,000	5,000	5,000
Interest Income						
Ending Balance \$	44,553	44,683	44,713	38,003	35,533	40,533

Assumptions/Background:
Balance of \$15 - \$20k required for maintenance of equipment inventory

CAPITAL REGIONAL DISTRICT

2019 Budget

JDF Search and Rescue

EASC Review

Compiled and Presented by CRD Finance

September 2018

1.377 JDF Search and Rescue

Service: 1.377 JDF Search and Rescue	Committee: Electoral Area Services
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DEFINITION:

To establish the operation of a search and rescue service in the Juan de Fuca Electoral Area.
Establishment Bylaw No. 3101 (October 24, 2003).

SERVICE DESCRIPTION:

Governed by Bylaw #3128, the service provides Search and Rescue (SAR) for the Juan de Fuca (JdF) Electoral Area.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Search and Rescue Committee administrates the service.

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PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

\$62,000 or \$0.102 / \$1,000 on net taxable value of land and improvements to a maximum of \$174,683

FUNDING:

Requisition

JDF Search & Rescue	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Contract for Services	7,850	7,950	8,010	-	-	8,010	8,170	8,330	8,500	8,670
Building Rent	22,140	22,140	22,580	-	-	22,580	23,030	23,490	23,960	24,440
Staff Training & Development	18,110	4,000	16,070	-	-	16,070	14,760	13,440	12,080	10,680
Supplies	11,220	9,010	11,440	-	-	11,440	11,670	11,900	12,130	12,380
Allocations	2,070	2,070	2,580	-	-	2,580	3,140	3,740	4,380	4,470
Other Operating Expenses	21,130	20,800	21,540	-	-	21,540	21,960	22,380	22,820	23,270
TOTAL OPERATING COSTS	82,520	65,970	82,220	-	-	82,220	82,730	83,280	83,870	83,910
*Percentage Increase over prior year						-0.4%	0.6%	0.7%	0.7%	0.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	3,050	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	3,050	-	-	-	-	-	-	-	-
TOTAL COSTS	82,520	69,020	82,220	-	-	82,220	82,730	83,280	83,870	83,910
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Other	(20,450)	(6,950)	(20,150)	-	-	(20,150)	(20,150)	(20,150)	(20,150)	(20,150)
Grants in Lieu of Taxes	(70)	(70)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	(20,520)	(7,020)	(20,220)	-	-	(20,220)	(20,220)	(20,220)	(20,220)	(20,220)
REQUISITION	(62,000)	(62,000)	(62,000)	-	-	(62,000)	(62,510)	(63,060)	(63,650)	(63,690)
*Percentage increase over prior year requisition						0.0%	0.8%	0.9%	0.9%	0.1%

1.377 JDF Search and Rescue

Reserve Schedule

Reserve Fund: 1.377 JDF Serch and Rescue Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101986 ERF Group: JDFSAR.ERF	Estimated	Budget				
	2018	2019	2020	2021	2022	2020
Beginning Balance	23,816	26,866	26,866	26,866	26,866	26,866
Transfer from Operating Budget	3,050	-	-	-	-	-
Expenditures		-	-	-	-	-
Interest Income						
Ending Balance \$	26,866	26,866	26,866	26,866	26,866	26,866

CAPITAL REGIONAL DISTRICT

2019 Budget

JDF EA Community Parks & Recreation

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.405 JDF EA Community Parks & Recreation	Committee: Juan De Fuca Electoral Area Community Parks Com
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DEFINITION:

To acquire, develop, operate and maintain community parks in the JDF Electoral Area.
(Letters Patent - August 28, 1975).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for the Juan de Fuca Electoral Area. The services provide for ocean and lake beach/foreshore access, trails, right-of-ways, easements, playgrounds, sports fields, a tennis court and skate park.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

\$0.15 / \$1,000 of net taxable value of land and improvements, \$256,887. (Bylaw 4087, Amend bylaw 245, March, 2016)

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area.
Original establishment Bylaw for this commission Dec 2004.

AUTHORITY:

Requires written approval of electoral area Director. Participating electoral areas must be designated by bylaw.

FUNDING:

Requisition

Table of Contents

JDF EA COMMUNITY PARKS	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries & Wages	88,980	88,980	92,280	-	-	92,280	94,050	95,850	97,700	99,580
Contract for Services	17,000	20,000	20,000	-	-	20,000	20,400	20,810	21,230	21,650
Vehicles	4,890	1,800	5,000	-	-	5,000	5,100	5,200	5,300	5,410
Supplies	9,460	8,910	9,700	-	-	9,700	9,890	10,080	10,280	10,480
Allocations	28,130	27,270	28,270	-	-	28,270	28,890	29,600	30,400	31,010
Other Operating Expenses	8,380	8,580	8,470	-	-	8,470	8,640	8,810	8,980	9,150
TOTAL OPERATING COSTS	156,840	155,540	163,720	-	-	163,720	166,970	170,350	173,890	177,280
*Percentage Increase over prior year						4.4%	2.0%	2.0%	2.1%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to General Capital Fund	19,820	122,000	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	-	21,120	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Equipment Replacement Fund	-	-	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVES	19,820	143,120	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL COSTS	176,660	298,660	183,720	-	-	183,720	186,970	190,350	193,890	197,280
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Other	(500)	(500)	(500)	-	-	(500)	(500)	(500)	(500)	(500)
Grants in Lieu of Taxes	(270)	(270)	(270)	-	-	(270)	(270)	(270)	(270)	(270)
Grant Revenue	-	(122,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(770)	(122,770)	(770)	-	-	(770)	(770)	(770)	(770)	(770)
REQUISITION	(175,890)	(175,890)	(182,950)	-	-	(182,950)	(186,200)	(189,580)	(193,120)	(196,510)
*Percentage increase over prior year requisition			4.0%			4.0%	1.8%	1.8%	1.9%	1.8%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	0.8	0.8	0.6	-	-	0.6	0.6	0.6	0.6	0.6
	-	-	-				-	-	-	-

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.405	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$166,000	\$129,000	\$0	\$0	\$0	\$295,000
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$166,000	\$129,000	\$0	\$0	\$0	\$295,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$20,000	\$49,000	\$0	\$0	\$0	\$69,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$146,000	\$80,000	\$0	\$0	\$0	\$226,000
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$166,000	\$129,000	\$0	\$0	\$0	\$295,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

Service #: 1.405
Service Name: JDF EA Community Parks & 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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Renewal	Kemp Lake Foreshore Access	Improve existing lake access and fishing docks	\$55,000	L	Grant	\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000
					L	Cap	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
18-02	New	Port Renfrew Tourism Trail	1.5 km trail in the core area of Port Renfrew	\$111,000	L	Grant	\$0	\$101,000	\$0	\$0	\$0	\$0	\$101,000
					L	Cap	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
19-01	New	Becher Bay Viewpoint Access Trail	Develop a 123 metre trail on existing MOTI foreshore access. Construct 2-3 car parking, foot bridge and bench.	\$20,000	L	Cap	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
19-02	New	Shores Community Park Access Trail	Construct 165m trail from Petrel Drive cul-de-sac to the Juan de Fuca shoreline	\$24,000	L	Cap	\$0	\$0	\$24,000	\$0	\$0	\$0	\$24,000
19-03	New	Wieland Trail	Develop 1.7km trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route	\$85,000	L	Grant	\$0	\$0	\$80,000	\$0	\$0	\$0	\$80,000
				\$0	L	Cap	\$0	\$0	\$5,000	\$0	\$0	\$0	\$5,000
GRAND TOTAL				\$295,000			\$0	\$166,000	\$129,000	\$0	\$0	\$0	\$295,000

**JDF Parks Reserves
2018 - 2022 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Equipment Replacement Fund	57,661	68,661	79,661	90,661	101,661	112,661
Capital Reserve Fund	23,034	33,034	43,034	53,034	63,034	73,034
Total	80,695	101,695	122,695	143,695	164,695	185,695

Reserve Schedule

Reserve Fund: 1.405 JDF EA Community Parks & Recreation ERF

Reserve Cash Flow

Fund: 1022 ERF Group: JDPEAPRK.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	50,331	57,661	68,661	79,661	90,661	101,661
Expenditures (Based on Capital Plan)		-	-	-	-	-
Transfer from Parks Operating Budget	-	10,000	10,000	10,000	10,000	10,000
Transfer from Rec Operating Budget	7,330	1,000	1,000	1,000	1,000	1,000
Interest Income						
Ending Balance \$	57,661	68,661	79,661	90,661	101,661	112,661

Assumptions/Background:
 Transfers limited by maximum requisition level. Transfer as much as operating budget will allow.

Reserve Schedule

Reserve Fund: 1.405 JDF EA Community Parks & Recreation (Bylaw No. 1133)

Reserve Cash Flow

Fund: 1034 Fund Center: 101378	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	-	23,034	33,034	43,034	53,034	63,034
Transfer from Operating	21,120	10,000	10,000	10,000	10,000	10,000
Interest Income	1,914	-	-	-	-	-
Ending Balance \$	23,034	33,034	43,034	53,034	63,034	73,034

Assumptions/Background:
 \$100,000 was received from Orveas Bay Subdivision in 2011.

* 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

2019 Budget

JDF EA Community Recreation

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.408 JDF EA Community Recreation	Committee: Juan De Fuca Electoral Area Parks & Rec Com
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DEFINITION:

Supplementary Letters Patent - October 3, 1975, established to provide recreational programs in the JDF Electoral Area.

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs for the Juan de Fuca Electoral Area.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

\$0.063 / \$1,000 of net taxable value of land and improvements, \$89,806

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area.
Original establishment Bylaw for this commission Dec 2004.

FUNDING:

Requisition

JDF EA COMMUNITY RECREATION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Salaries & Wages	40,990	40,990	41,970	-	-	41,970	42,770	43,600	44,440	45,310
Recreation Programs	14,980	12,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Maintenance	3,120	6,020	3,200	-	-	3,200	3,260	3,330	3,400	3,470
Utilities & fuel	5,380	5,380	6,000	-	-	6,000	6,120	6,240	6,360	6,490
Supplies	1,460	1,560	870	-	-	870	890	910	930	950
Allocations	8,230	8,230	9,330	-	-	9,330	10,200	11,120	12,070	12,320
Other Operating Expenses	7,830	7,830	7,930	-	-	7,930	8,080	8,230	8,390	8,560
TOTAL OPERATING COSTS	81,990	82,010	84,300	-	-	84,300	86,620	89,040	91,510	93,340
*Percentage increase over prior year						2.8%	2.8%	2.8%	2.8%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to ERF	7,330	7,330	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	7,330	7,330	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL COSTS	89,320	89,340	85,300	-	-	85,300	87,620	90,040	92,510	94,340
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from 2017 to 2018	(5,300)	(5,300)	-	-	-	-	-	-	-	-
Rentals	(20,000)	(20,000)	(20,000)	-	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Revenue - Other	(150)	(170)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(25,450)	(25,470)	(20,150)	-	-	(20,150)	(20,150)	(20,150)	(20,150)	(20,150)
REQUISITION	(63,870)	(63,870)	(65,150)	-	-	(65,150)	(67,470)	(69,890)	(72,360)	(74,190)
*Percentage increase over prior year requisition						2.0%	3.6%	3.6%	3.5%	2.5%

CAPITAL REGIONAL DISTRICT

2019 Budget

Port Renfrew Refuse Disposal

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.523	Port Renfrew Refuse Disposal	Committee: Electoral Area Services
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DEFINITION:

To provide, maintain, operate and regulate disposal facilities. Local Service Bylaw No. 1745 (November 8, 1989), latest amendment 3357 (February 19, 2007).

SERVICE DESCRIPTION:

Provision of recycling and solid waste transfer station operations in Port Renfrew.

PARTICIPATION:

Local Service Area #3 of the Electoral Area of Sooke B(762)

MAXIMUM LEVY:

Greater of \$45,000 or \$15.18 / \$1,000 to a maximum of \$1,233,422 on actual assessments for land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Bylaw No. 3280, continues Port Renfrew Local Services Committee (September 14, 2005).
Bylaw No. 3707, discontinues Local Services Committee (June 9, 2010).
Bylaw No. 3745, continues under Port Renfrew Utility Committee (December 8, 2010).

RESERVE FUND:

Bylaw No. 2665 - Port Renfrew Solid Waste Removal and Disposal Capital Reserve Fund.

PORT RENFREW REFUSE DISPOSAL	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Contract for Services	19,790	19,790	20,190	-	-	20,190	20,590	21,000	21,420	21,850
Contracts	41,170	41,170	41,971	-	-	41,971	42,810	43,660	44,540	45,430
Allocations	3,280	3,280	3,319	-	-	3,319	3,390	3,460	3,530	3,600
Electricity	1,210	1,210	1,110	-	-	1,110	1,130	1,150	1,170	1,190
Internal Labour Charges	600	596	630	-	-	630	643	656	669	682
Other Operating Expenses	2,860	2,860	2,910	-	-	2,910	2,960	3,010	3,060	3,110
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	68,910	68,906	70,130	-	-	70,130	71,523	72,936	74,389	75,862
*Percentage Increase over prior year						1.8%	2.0%	2.0%	2.0%	2.0%
<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
Transfer to Capital Reserve Fund	10,000	10,004	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVES	12,000	12,004	12,000	-	-	12,000	12,000	12,000	12,000	12,000
TOTAL COSTS	80,910	80,910	82,130	-	-	82,130	83,523	84,936	86,389	87,862
Internal Recovery	(15,000)	(15,000)	(15,000)	-	-	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
NET COSTS	65,910	65,910	67,130	-	-	67,130	68,523	69,936	71,389	72,862
<u>FUNDING SOURCES (REVENUE)</u>										
Sale - Recyclables	(3,000)	(3,000)	(3,000)	-	-	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Recovery Cost	(31,240)	(31,240)	(31,860)	-	-	(31,860)	(32,557)	(33,263)	(33,990)	(34,726)
Other Revenue	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Grants in Lieu of Taxes	(360)	(360)	(360)	-	-	(360)	(360)	(360)	(360)	(360)
TOTAL REVENUE	(34,650)	(34,650)	(35,270)	-	-	(35,270)	(35,967)	(36,673)	(37,400)	(38,136)
REQUISITION	(31,260)	(31,260)	(31,860)	-	-	(31,860)	(32,557)	(33,263)	(33,990)	(34,726)
*Percentage increase over prior year requisition						1.9%	2.2%	2.2%	2.2%	2.2%

**Port Renfrew Refuse Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

	Budget					
	2018	2019	2020	2021	2022	2023
Equipment Replacement Fund	30,865	32,865	34,865	36,865	38,865	40,865
Capital Reserve Fund	55,113	65,113	75,113	85,113	95,113	105,113
	85,978	97,978	109,978	121,978	133,978	145,978

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101448
ERF Group: PTRENREF.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	28,865	30,865	32,865	34,865	36,865	38,865
Expenditures	-					
Transfer from Ops Budget	2,000	2,000	2,000	2,000	2,000	2,000
Interest Income		-	-	-	-	-
Ending Balance \$	30,865	32,865	34,865	36,865	38,865	40,865

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal Capital Reserve Fund - Bylaw 2665

Reserve Cash Flow

Fund: 1021 Fund Center: 101365	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	45,109	55,113	65,113	75,113	85,113	95,113
Transfer to Cap Fund (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Ops Budget	10,004	10,000	10,000	10,000	10,000	10,000
Interest Income*		-	-	-	-	-
Ending Balance \$	55,113	65,113	75,113	85,113	95,113	105,113

* 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

2019 Budget

JDF Emergency Comm. - CREST

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.924 JDF Emergency Comm. - CREST	Committee: Finance & Corporate Services
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DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

924 JDF EMERGENCY COMMUNICATIONS CREST	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Payments to CREST	93,390	93,390	95,260	-	-	95,260	97,170	99,110	101,090	103,110
Allocations	1,880	1,880	1,930	-	-	1,930	1,990	2,070	2,180	2,220
Other Operating Expenses	7,230	5,890	6,000	-	-	6,000	6,110	6,230	6,360	6,490
TOTAL OPERATING COSTS	102,500	101,160	103,190	-	-	103,190	105,270	107,410	109,630	111,820
*Percentage Increase over prior year						0.7%	2.0%	2.0%	2.1%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/fwd from 2018 to 2019	-	1,340	(1,340)	-	-	(1,340)	-	-	-	-
Balance C/fwd from 2017 to 2018	(1,250)	(1,250)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(170)	(170)	(170)	-	-	(170)	(170)	(170)	(170)	(170)
Other Income	(70)	(70)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	(1,490)	(150)	(1,580)	-	-	(1,580)	(240)	(240)	(240)	(240)
REQUISITION	(101,010)	(101,010)	(101,610)	-	-	(101,610)	(105,030)	(107,170)	(109,390)	(111,580)
*Percentage increase over prior year requisition						0.6%	3.4%	2.0%	2.1%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Port Renfrew Water

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.650 Port Renfrew Water	Committee: Electoral Area Services
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DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Port Renfrew Water Area. The service is to supply, treat, convey, store and distribute water. Local Service Area Bylaw No.1747 (Nov 8, 1989). Amended Bylaw No. 1960 (Jan. 29, 1992).

PARTICIPATION:

Local Service Area #5, E(762)

MAXIMUM LEVY:

Greater of \$40,000 or \$18.28 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$925,313

COMMISSION:

Port Renfrew Local Service Committee established by Bylaw No. 1770 (November 22, 1989).
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

Any deficiencies after user charge are to be levied on taxable hospital assessments.

User Charge:

50% of operating cost to be collected by an annual user fee to be charged per single family equivalency actually connected to the system.

Parcel Tax:

50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charges:

At cost - Bylaw No. 1803 (amended Bylaw 3892).

RESERVE FUND:

Approved by Bylaw No. 2138 (June 23, 1993); amended to sewer and water reserve fund by Bylaw No. 2577 (December 1997).

PORT RENFREW WATER	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Repairs & Maintenance	5,140	5,140	5,140	-	-	5,140	5,250	5,360	5,470	5,580
Allocations - Operations	70,450	65,700	73,840	-	-	73,840	75,320	76,830	78,370	79,940
Allocations - Other	8,630	8,630	8,600	-	-	8,600	8,580	8,600	8,680	8,860
Electricity	7,160	6,000	7,160	-	-	7,160	7,300	7,450	7,600	7,750
Supplies	3,020	6,270	3,020	-	-	3,020	3,080	3,140	3,200	3,260
Other Operating Expenses	4,420	5,620	4,450	-	-	4,450	4,520	4,590	4,660	4,730
TOTAL OPERATING COSTS	98,820	97,360	102,210	-	-	102,210	104,050	105,970	107,980	110,120
*Percentage Increase over prior year						3.4%	1.8%	1.8%	1.9%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	5,170	6,800	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL COSTS	103,990	104,160	112,210	-	-	112,210	114,050	115,970	117,980	120,120
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2017 to 2018	5,360	5,360	-	-	-	-	-	-	-	-
User Charges	(55,010)	(55,010)	(55,830)	-	-	(55,830)	(56,750)	(57,710)	(58,690)	(59,760)
Other Revenue	(1,080)	(1,250)	(550)	-	-	(550)	(550)	(550)	(550)	(550)
TOTAL REVENUE	(50,730)	(50,900)	(56,380)	-	-	(56,380)	(57,300)	(58,260)	(59,240)	(60,310)
REQUISITION - PARCEL TAX	(53,260)	(53,260)	(55,830)	-	-	(55,830)	(56,750)	(57,710)	(58,740)	(59,810)
*Percentage increase over prior year		-								
User Charges						1.5%	1.6%	1.7%	1.7%	1.8%
Requisition						4.8%	1.6%	1.7%	1.8%	1.8%
Combined						3.1%	1.6%	1.7%	1.7%	1.8%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.650	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$46,000	\$4,000	\$0	\$0	\$1,955,000	\$2,005,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$46,000	\$14,000	\$10,000	\$10,000	\$1,965,000	\$2,045,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$4,000	\$0	\$0	\$0	\$4,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$0	\$0	\$0	\$1,955,000	\$1,955,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$46,000	\$10,000	\$10,000	\$10,000	\$10,000	\$86,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$46,000	\$14,000	\$10,000	\$10,000	\$1,965,000	\$2,045,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 2.650
Service Name: Port Renfrew Water

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 2018	2019	2020	2021	2022	2023	5 - Year Total
14-01	Study	Strategic Asset Management Plan	Development of a prioritized list of infrastructure replacements to inform future spending requirements.	\$5,000	S	Cap	\$0	\$0	\$4,000	\$0	\$0	\$0	\$4,000
19-01	Replacement	WTP Hydro Pole Replacements	Due to poor condition 4 private power poles require replacement to maintain reliable service to the water treatment plant.	\$46,000	S	Res	\$0	\$46,000	\$0	\$0	\$0	\$0	\$46,000
20-01	Replacement	Hydrant Replacement Program	Hydrants are reaching their end of life and require replacement.	\$40,000	E	Res	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.	\$1,755,000	S	Debt	\$0	\$0	\$0	\$0	\$0	\$1,755,000	\$1,755,000
23-02	Replacement	AC Pipe Replacement Program	Frequent asbestos cement pipe failures necessitate their replacement to maintain the level of service.	\$200,000	S	Debt	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
GRAND TOTAL				\$2,046,000			\$0	\$46,000	\$14,000	\$10,000	\$10,000	\$1,965,000	\$2,045,000

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water Capital Reserve Fund (Bylaw No.: 2577)

Reserve Cash Flow

Fund: 1026 Fund Center: 101370

	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	84,215	87,015	51,015	51,015	51,015	51,015
Transfer to Cap Fund (Based on Capital Plan)	(4,000)	(46,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transfer from Operating Budget	6,800	10,000	10,000	10,000	10,000	10,000
Interest Income*		-	-	-	-	-
Ending Balance \$	87,015	51,015	51,015	51,015	51,015	51,015

Assumptions/Background:
 Transfer as much as operating budget will allow

* 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

2019 Budget

Pt. Renfrew Snuggery Cove Water

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.655 Pt. Renfrew Snuggery Cove Water	Committee: Electoral Area Services
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DEFINITION:

Waterworks system that is an expansion to the Port Renfrew water distribution system. Local Service Bylaw No. 3004 (October 9, 2002).

PARTICIPATION:

Local Service Area SVRA #44, W(762) of the Electoral Area of Sooke.

MAXIMUM LEVY:

Greater of \$40,000 or \$8.12 / \$1,000 on actual assessments for land and improvements, to a maximum of \$251,051

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 2996 (October 9, 2002)	325,000
BORROWED:	SI Bylaw No. 3154 (February 11, 2004)	(325,000)
REMAINING:		\$0

COMMISSION:

Port Renfrew Local Services Committee established by Bylaw No. 3083
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

Requisition of money under Section 806 of the Local Government Act to be collected by a property value tax to be collected on land and improvements within the service area.

PORT RENFREW SNUGGERY COVE WATER	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Finance and Corporate Services Allocation	880	880	712	-	-	712	-	-	-	-
Internal Interest Expense	100	100	130	-	-	130	-	-	-	-
TOTAL OPERATING COSTS	980	980	842	-	-	842	-	-	-	-
*Percentage Increase over prior year						-14.1%				
<u>DEBT/CAPITAL</u>										
MFA Debt Principal	15,061	15,061	15,061	-	-	15,061	-	-	-	-
MFA Debt Interest	7,799	7,799	3,899	-	-	3,899	-	-	-	-
TOTAL DEBT/CAPITAL	22,860	22,860	18,960	-	-	18,960	-	-	-	-
TOTAL COSTS	23,840	23,840	19,802	-	-	19,802	-	-	-	-
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from 2018 to 2019	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from from 2017 to 2018	40	40	-	-	-	-	-	-	-	-
Transfer from General Capital Fund	-	-	(18,050)	-	-	(18,050)	-	-	-	-
Interest Income	(20)	(20)	(20)	-	-	(20)	-	-	-	-
TOTAL REVENUE	20	20	(18,070)	-	-	(18,070)	-	-	-	-
REQUISITION	(23,860)	(23,860)	(1,732)	-	-	(1,732)	-	-	-	-
*Percentage increase over prior year requisition						-92.7%				

CAPITAL REGIONAL DISTRICT

2019 Budget

Wilderness Mountain Water Service

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.691 Wilderness Mountain Water Service

DEFINITION:

To finance, operate and maintain the supply, conveyance, treatment, storage and distribution of water to the Wilderness Mountain Local Service area that is within the JDF Electoral Area. The service was established by Bylaw No. 3503, adopted on May 14, 2008.

PARTICIPATION:

Wilderness Mountain Local Service Area

MAXIMUM LEVY:

Greater of \$130,000 or \$3.27/ \$1,000 of actual assessed value of land and improvements to a maximum of \$141,190
2013 Final Roll Assessment: \$43,642,641

MAXIMUM CAPITAL DEBT:

Maximum Authorized: \$281,000 (MFA Bylaw No.3504, Wilderness Mountain Water Service adopted on May 14, 2008)
Borrowed: \$281,000 (MFA Bylaw No.3504, Wilderness Mountain Water Service)

COMMISSION:

Wilderness Mountain Water Service Commission established by Bylaw No. 3511 (July 9, 2008).

FUNDING:

Consumption Charge:

Water Consumption charge will be collected from each Single Family Equivalent connected to the water system based on the rates defined in Bylaw No. 4170.

User Charge:

Collected as a fixed user fee charged quarterly to each Single Family Equivalent connected to the system

Parcel Tax:

Charged to each taxable parcel in the service area whether connected or not.

RESERVE FUND # 1075:

Approved by Bylaw No. 3535 adopted on November 12, 2008.

Wilderness Mountain Water Service	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Contract for Services	1,000	1,000	1,020	-	-	1,020	1,040	1,060	1,080	1,100
Allocations	14,470	7,940	14,880	-	-	14,880	15,358	15,880	16,450	16,780
Electricity	6,000	6,000	6,120	-	-	6,120	6,240	6,360	6,490	6,620
Supplies	11,220	11,220	11,440	-	-	11,440	11,660	11,900	12,140	12,390
Labour Charges	65,000	65,000	66,300	-	-	66,300	67,630	68,970	70,360	71,760
Contingency	680	680	5,100	-	-	5,100	5,172	5,270	5,380	5,490
Other Operating Expenses	11,480	11,430	11,720	-	-	11,720	11,930	12,150	12,370	12,590
TOTAL OPERATING COSTS	109,850	103,270	116,580	-	-	116,580	119,030	121,590	124,270	126,730
*Percentage Increase over prior year						6.1%	2.1%	2.2%	2.2%	2.0%
<u>DEBT/CAPITAL</u>										
Transfer to Capital Reserve Fund	-	6,680	-	-	-	-	-	-	-	-
MFA Debt Principal	14,033	14,033	14,030	-	-	14,030	68,970	71,470	71,470	71,470
MFA Debt Interest	9,547	9,547	18,720	-	-	18,720	64,970	64,970	67,050	67,050
TOTAL CAPITAL / RESERVES	23,580	30,260	32,750	-	-	32,750	133,940	136,440	138,520	138,520
TOTAL COSTS	133,430	133,530	149,330	-	-	149,330	252,970	258,030	262,790	265,250
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2017 to 2018	4,320	4,320	-	-	-	-	-	-	-	-
User Charge	(60,330)	(60,330)	(66,120)	-	-	(66,120)	(117,940)	(120,470)	(122,850)	(124,080)
Sale - Water	(17,040)	(17,040)	(17,040)	-	-	(17,040)	(17,040)	(17,040)	(17,040)	(17,040)
Transfers from Capital Reserve Fund										
Other Income	(50)	(150)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(73,100)	(73,200)	(83,210)	-	-	(83,210)	(135,030)	(137,560)	(139,940)	(141,170)
REQUISITION - PARCEL TAX	(60,330)	(60,330)	(66,120)	-	-	(66,120)	(117,940)	(120,470)	(122,850)	(124,080)
*Percentage increase over prior year requisition						9.6%	78.4%	2.1%	2.0%	1.0%
	-	-	-	-	-	-	-	0	0	0

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.691	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$2,500	\$2,500	\$0	\$0	\$0	\$0	\$2,500
Engineered Structures	S	\$0	\$110,000	\$550,000	\$500,000	\$25,000	\$0	\$1,185,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$2,500	\$112,500	\$550,000	\$500,000	\$25,000	\$0	\$1,187,500

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$2,500	\$2,500	\$0	\$0	\$0	\$0	\$2,500
Debenture Debt (New Debt Only)	Debt	\$0	\$100,000	\$550,000	\$500,000	\$0	\$0	\$1,150,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$2,500	\$112,500	\$550,000	\$500,000	\$25,000	\$0	\$1,187,500

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 2.691
Service Name: Wilderness Mountain Water Service

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-05	New	William Brook Reservoir - Transfer Agreement	Funding required for legal fees to transfer of the William Brook Reservoir.	\$2,500	L	Cap	\$2,500	\$2,500	\$0	\$0	\$0	\$0	\$2,500
17-01	New	Source Water Vulnerability Study	Study to determine the vulnerability of the source water and its viability as a water source.	\$25,000	S	Grant	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000
19-01	New	Public Engagement & Referendum	Public engagement and a referendum is required for funding future projects.	\$10,000	S	Res	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
19-02	Renewal	Treatment / Supply Improvements	Based upon the Water Service Options Analysis work on the chosen option will be carried out.	\$1,100,000	S	Debt	\$0	\$100,000	\$500,000	\$500,000	\$0	\$0	\$1,100,000
20-01	Renewal	Pipeline Pigging Upgrades	Cleaning of the water mains through a use of a "pig".	\$50,000	S	Debt	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000
GRAND TOTAL				\$1,187,500			\$2,500	\$112,500	\$550,000	\$500,000	\$25,000	\$0	\$1,187,500

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain Water Capital Reserve Fund (Bylaw No.: 3535)

Reserve Cash Flow

Fund: 1075 Fund Center: 101994	Estimated 2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	41,711	48,391	38,391	38,391	38,391	38,391
Transfer to Cap Fund (Based on Capital Plan)		(10,000)	-	-	-	-
Transfer from Operating Budget	6,680	-	-	-	-	-
Transfer from Cap Fund		-	-	-	-	-
Interest Income*		-	-	-	-	-
Ending Balance \$	48,391	38,391	38,391	38,391	38,391	38,391

Assumptions/Background:
 Transfer as much as operating budget will allow

* 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

2019 Budget

Port Renfrew Sewer

EASC Review

Compiled and Presented by CRD Finance
Data provided by Integrated Water Services

September 2018

Service: 3.850 Port Renfrew Sewer	Committee: Electoral Area Services
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DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Port Renfrew Sewerage System Specified Area - Bylaw No.1744, November 8, 1989. Amended Bylaw No. 1961, January 29, 1992.

PARTICIPATION:

Local Service Area C(762) LSA#2.

MAXIMUM LEVY:

Greater of \$40,000 or \$18.28 / \$1,000 to a maximum of \$357,740 on actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Port Renfrew Local Services Committee established by Bylaw No. 1770, November 22, 1989.
Port Renfrew Utility Services Committee (Juan de Fuca EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

Any deficiencies after user charge to be levied on taxable hospital assessments.

User Charge: 50% of operating cost to be imposed as an annual user fee to each connected property.

Parcel Tax: 50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charge: Based on actual cost.

RESERVE FUND:

Port Renfrew Sewer System Capital Reserve Fund, Bylaw No. 2139 (June 23, 1993).

PORT RENFREW SEWER	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019		TOTAL	2020	2021	2022	2023
				ONGOING	ONE-TIME					
<u>OPERATING COSTS:</u>										
Grit Disposal	5,500	5,500	5,610	-	-	5,610	5,720	5,830	5,950	6,070
Electricity	6,010	6,200	6,130	-	-	6,130	6,250	6,380	6,510	6,640
Supplies	1,390	1,390	1,420	-	-	1,420	1,450	1,480	1,510	1,540
Allocations - Operations	51,560	51,560	53,970	-	-	53,970	55,050	56,150	57,270	58,420
Allocations - Other	14,010	14,010	14,560	-	-	14,560	15,190	15,860	16,580	16,910
Contingency	5,380	-	6,120	-	-	6,120	6,240	6,360	6,490	6,620
Other Operating Expenses	4,100	4,000	4,170	-	-	4,170	4,250	4,330	4,410	4,490
TOTAL OPERATING COSTS	87,950	82,660	91,980	-	-	91,980	94,150	96,390	98,720	100,690
*Percentage Increase over prior year						4.6%	2.4%	2.4%	2.4%	2.0%
<u>CAPITAL / RESERVE / DEBT</u>										
Transfer to Capital Reserve	3,000	8,060	3,000	-	-	3,000	3,000	3,000	3,000	3,000
MFA Debt Principal	-	-	-	-	-	-	1,130	6,740	16,740	66,740
MFA Debt Interest	-	-	-	-	-	-	-	7,250	7,250	109,540
TOTAL CAPITAL / RESERVES	3,000	8,060	3,000	-	-	3,000	4,130	16,990	26,990	179,280
TOTAL COSTS	90,950	90,720	94,980	-	-	94,980	98,280	113,380	125,710	279,970
<u>FUNDING SOURCES (REVENUE)</u>										
User Charges	(44,860)	(44,860)	(46,510)	-	-	(46,510)	(48,160)	(49,650)	(51,450)	(51,450)
Other Revenue	(400)	(170)	(400)	-	-	(400)	(400)	(400)	(400)	(400)
Grants in Lieu of Taxes	(940)	(940)	(1,560)	-	-	(1,560)	(1,560)	(1,560)	(1,560)	(1,560)
TOTAL REVENUE	(46,200)	(45,970)	(48,470)	-	-	(48,470)	(50,120)	(51,610)	(53,410)	(53,410)
REQUISITION - PARCEL TAX	(44,750)	(44,750)	(46,510)	-	-	(46,510)	(48,160)	(61,770)	(72,300)	(226,560)
*Percentage increase over prior year requisition						3.9%	3.5%	28.3%	17.0%	213.4%

**CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023**

Service No.	3.850	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
EXPENDITURE								
Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$22,000	\$10,000	\$20,000	\$100,000	\$1,200,000	\$1,352,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$22,000	\$10,000	\$20,000	\$100,000	\$1,200,000	\$1,352,000
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$10,000	\$0	\$0	\$100,000	\$1,200,000	\$1,310,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$12,000	\$10,000	\$20,000	\$0	\$0	\$42,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$22,000	\$10,000	\$20,000	\$100,000	\$1,200,000	\$1,352,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 3.850
Service Name: Port Renfrew 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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Study	Strategic Asset Management Plan	Develop a plan to replace infrastructure and inform future spending requirements.	\$10,000	S	Res	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000
18-01	New	Wastewater Improvements Public Consultation	Carry out public consultation in order to borrow funds for future projects.	\$20,000	S	Res	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
19-01	Renewal	Inflow/Infiltration Construction	The 2010 smoke test & CCTV highlighted pipe sections requiring replacement or point repair.	\$100,000	S	Debt	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
19-02	Renewal	WWTP Structural Assessment	Assess the WWTP steel walkways.	\$10,000	S	Debt	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
19-3	Replacement	WWTP Roof Replacement	The roof has failed and has been temporarily patched, a replacement is required to maintain operation.	\$12,000	S	Res	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000
21-01	Replacement	WWTP Upgrades	Upgrade the WWTP to meet regulatory requirements.	\$1,200,000	S	Debt	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$1,200,000
GRAND TOTAL				\$1,352,000			\$0	\$22,000	\$10,000	\$20,000	\$100,000	\$1,200,000	\$1,352,000

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer Capital Reserve Fund (Bylaw No.: 2139)

Reserve Cash Flow

Fund: 1044 Fund Center: 101388	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	56,152	49,212	40,212	33,212	16,212	19,212
Transfer to Cap Fund (Based on Capital Plan)	(15,000)	(12,000)	(10,000)	(20,000)	-	-
Transfer from Operating Budget	8,060	3,000	3,000	3,000	3,000	3,000
Interest Income*		-	-	-	-	-
Ending Balance \$	49,212	40,212	33,212	16,212	19,212	22,212

Assumptions/Background:
 Transfer as much as operating budget will allow.

**EASC Budget Review
September 5, 2018
Southern Gulf
Islands Budget
Highlights**

Operating Expenditures

The Requisition summary for Southern Gulf Islands is shown on pages 2 and 3. The key drivers for SGI include:

SGI Administration

An ongoing item of \$53,700 (15.7%) to provide on-island support on each of the 4 large Islands in the EA (Pender, Mayne, Galiano and Saturna).

Capital Expenditures

Significant projects included in the 2019 Capital Plan for the SGI EA include the following:

SGI Harbours

\$791,000 for improvements to existing docks, plus \$470,000 for construction of a new dock at Anson Road on Mayne Island.

South Galiano Island Fire

\$1,200,000 out of a total planned cost of \$2.4million to construct a new fire hall.

Pender Island Fire

\$188,000 for improvements and upgrades to Hall #1; \$130,500 to replace rescue equipment, and 1 vehicle.

Water and Sewer Utilities

\$154,000 for upgrades to water utilities across all 4 islands. \$40,000 for inflow/infiltration program at Magic Lake Estates Sewer.

Southern Gulf Islands Requisition by Service

Electoral Area Southern Gulf Islands	Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
	2019	2018	2019	2018		\$	%
1.010 Legislative & General Government	149,120	\$21.36	143,410	\$20.54	5,710	\$0.82	3.98%
1.101 G.I.S.	1,370	\$0.20	1,370	\$0.20	-	\$0.00	0.00%
1.224 Community Health - Homeless Sec.	8,680	\$1.24	8,680	\$1.24	-	\$0.00	0.00%
1.280 Regional Parks	204,850	\$29.34	191,730	\$27.46	13,120	\$1.88	6.84%
1.280A Regional Parks - Land Acquisition	82,000	\$11.74	82,000	\$11.74	-	\$0.00	0.00%
1.309 Climate Action and Adaptation	6,170	\$0.88	5,990	\$0.86	180	\$0.03	3.01%
1.310 Land Banking & Housing	32,100	\$4.60	27,380	\$3.92	4,720	\$0.68	17.24%
1.324 Regional Planning Service	25,850	\$3.70	25,130	\$3.60	720	\$0.10	2.87%
1.335 Geo-Spatial Referencing System	3,740	\$0.54	3,670	\$0.53	70	\$0.01	1.91%
1.374 Regional Emergency Program Support	2,070	\$0.30	2,030	\$0.29	40	\$0.01	1.97%
1.375 Hazardous Material Incident Response	5,160	\$0.74	5,160	\$0.74	-	\$0.00	0.00%
1.911 Call Answer	1,820	\$0.26	1,440	\$0.21	103	\$0.05	26.39%
1.921 Regional CREST Contribution	19,380	\$2.78	18,960	\$2.72	294	\$0.06	2.22%
Total Regional	542,310	\$77.67	516,950	\$74.04	24,957	\$3.63	4.91%
1.230 Traffic Safety Commission	1,610	\$0.23	1,610	\$0.23	-	\$0.00	0.00%
1.297 Arts Grants	20,310	\$2.91	19,920	\$2.85	390	\$0.06	1.96%
1.311 Regional Housing Trust Fund	20,210	\$2.89	19,940	\$2.86	270	\$0.04	1.35%
1.313 Animal Care Services	86,890	\$12.44	85,190	\$12.20	1,700	\$0.24	2.00%
1.912A Call Answer - RCMP	3,660	\$0.52	3,990	\$0.57	(330)	(\$0.05)	-8.27%
1.913 Langford Fire Dispatch	39,290	\$5.63	35,800	\$5.13	3,490	\$0.50	9.75%
Total Sub-Regional	171,970	\$24.63	166,450	\$23.84	5,520	\$0.79	3.32%
1.103 Elections	6,430	\$0.92	6,430	\$0.92	-	\$0.00	0.00%
1.104 U.B.C.M.	3,360	\$0.48	4,250	\$0.61	(890)	(\$0.13)	-20.94%
1.318 Building Inspection	130,780	\$18.73	128,220	\$18.36	2,560	\$0.37	2.00%
1.320 Noise Control	9,580	\$1.37	9,400	\$1.35	180	\$0.03	1.91%
1.322 Nuisances & Unightly Premises	15,130	\$2.17	14,730	\$2.11	400	\$0.06	2.72%
1.372 Electoral Area Emergency Program	44,500	\$6.37	41,850	\$5.99	2,650	\$0.38	6.33%
Total Joint Electoral Area	209,780	\$30.05	204,880	\$29.34	4,900	\$0.70	2.39%
1.110 Electoral Area Admin Exp-SGI	369,290	\$52.89	279,380	\$40.01	89,910	\$12.88	32.18%
1.117 Grants in Aid - Southern Gulf Islands	80,630	\$11.55	86,730	\$12.42	(6,100)	(\$0.87)	-7.03%
1.125 SGI Economic Development Commission	44,820	\$6.42	44,160	\$6.32	660	\$0.09	1.49%
1.138 Southern Gulf Islands - Public Library	173,490	\$24.85	173,020	\$24.78	470	\$0.07	0.27%
1.235 SGI Small Craft Harbour Facilities	249,170	\$40.62	244,280	\$39.82	4,890	\$0.80	2.00%
1.314 SGI House Numbering	9,080	\$1.30	12,700	\$1.82	(3,620)	(\$0.52)	-28.50%
1.373 Southern Gulf Islands. Emergency Program	217,940	\$31.21	213,300	\$30.55	4,640	\$0.66	2.18%
1.533 Stormwater Quality Management - Southern Gulf Is.	43,490	\$6.23	42,640	\$6.11	850	\$0.12	1.99%
1.923 Emergency Comm - Crest - S.G.I.	156,730	\$22.45	153,460	\$21.98	3,270	\$0.47	2.13%
Total SGI Electoral Area	1,344,640	\$197.51	1,249,670	\$183.82	94,970	\$13.70	7.45%
Total Capital Regional District	2,268,700	\$329.86	2,137,950	\$311.04	130,347	\$18.82	6.05%
Cost/average residential property	\$329.86		\$311.04		\$20.77		
CRHD Capital Regional Hospital District	687,505	\$98.47	676,003	\$96.82	11,502	\$1.65	1.70%
Total CRD and CRHD	2,956,205	\$428.33	2,813,953	\$407.86	141,849	\$20.47	5.02%

Average residential assessment (2019/2018)

423,734

423,734

Major Impacts

Increase in Cost per Avg Hshld
\$ % of total incr

REGIONAL

Legislative & General Government \$0.82 0.20%
Regional Parks \$1.88 0.46%
Land, Banking and Housing \$0.68 0.17%

SUB-REGIONAL

Langford Fire Dispatch \$0.50 0.12%

SGI EA

Electoral Area Admin Exp-SGI \$12.88 3.16%
Grants in Aid (\$0.87) -0.21%
Small Craft Harbours \$0.80 0.20%
SGI House Numbering (\$0.52) -0.13%
Southern Gulf Islands. Emergency Program \$0.66 0.16%

Capital Regional Hospital District \$1.65 0.40%

Other \$2.82 0.69%

Total \$20.47 5.02%

Southern Gulf Islands Requisition by Service

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	
	2019		2018			\$	%
1.137 Galiano Island Library Service	58,000	\$37.38	56,890	\$36.66	1,110	\$0.72	1.95%
1.170 Gossip Island Electric Power Supply	57,420	\$1,079.19	57,730	\$1,085.01	(310)	(\$5.83)	-0.54%
1.228 Galiano Health Service	86,560	\$55.78	86,490	\$55.74	70	\$0.05	0.08%
1.352 South Galiano Fire Protection	366,138	\$389.55	302,000	\$287.35	64,138	\$102.20	35.57%
1.356 Pender Fire Protection	944,867	\$371.81	924,040	\$328.80	20,827	\$43.01	13.08%
1.359 N. Galiano Fire Protection	222,446	\$552.39	206,350	\$467.48	16,096	\$84.91	18.16%
1.363 Saturna Is. Fire Protection	145,630	\$221.35	145,110	\$220.56	520	\$0.79	0.36%
1.465 Saturna Is Community Parks	20,110	\$30.66	23,420	\$35.70	(3,310)	(\$5.05)	-14.13%
1.468 Saturna Is Community Recreation	9,710	\$14.80	7,490	\$11.42	2,220	\$3.38	29.64%
1.475 Mayne Is Community Parks	79,690	\$46.30	78,730	\$45.74	960	\$0.56	1.22%
1.478 Mayne Is Community Rec	32,640	\$18.96	32,330	\$18.78	310	\$0.18	0.96%
1.485 N & S Pender Community Parks	109,040	\$42.57	106,900	\$41.74	2,140	\$0.84	2.00%
1.488 N & S Pender Community Rec	58,380	\$22.79	57,240	\$22.35	1,140	\$0.45	1.99%
1.495 Galiano Parks	67,290	\$49.83	65,970	\$48.85	1,320	\$0.98	2.00%
1.498 Galiano Community Recreation	36,780	\$27.24	36,060	\$26.70	720	\$0.53	2.00%
2.630 Magic Lakes Estate Water System	568,990	\$497.81	568,990	\$497.81	-	\$0.00	0.00%
2.635 Magic Lakes Estate (2)	-	\$0.00	-30,360	(\$35.86)	30,360	\$35.86	-100.00%
2.640 Lyall Harbour/Boot Cove Water	113,240	\$684.97	110,310	\$667.25	2,930	\$17.72	2.66%
2.642 Skana Water	23,070	\$332.62	23,070	\$332.62	-	\$0.00	0.00%
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	\$329.15	33,150	\$329.15	-	\$0.00	0.00%
3.755 Regional Source Control - Magic Lake Estates	3,790	\$5.27	3,140	\$4.37	650	\$0.90	20.70%
3.830 Magic Lake Estates Sewer System	508,320	\$750.36	508,320	\$750.36	-	\$0.00	0.00%
Total Local/Specified/Defined Services	3,550,260		3,408,370				
Average residential assessment (2019/2018)	423,734		423,734				
Grand Total SGI	6,506,465		6,222,323		284,142		4.6%

Southern Gulf Islands EA 2019 Capital Expenditure List

Service	Description	By Expenditure Type					By Corporate Priority Area					
		Replacement	Renewal	Study	New	Total	Recreation, Arts and Culture	Regional Infrastructure	Environmental Protection	Protective Services	Drinking Water	Total
1.235 Harbours												
	Phase 1 Anson Road dock	-	-	-	380,000	380,000	-	380,000	-	-	-	380,000
	Public Engagement	-	10,000	-	-	10,000	-	10,000	-	-	-	10,000
	Port Browning dock	-	85,000	-	-	85,000	-	85,000	-	-	-	85,000
	Lyll Harbour dock	-	427,000	-	-	427,000	-	427,000	-	-	-	427,000
	Phase 2 Anson Road	-	-	-	90,000	90,000	-	90,000	-	-	-	90,000
	Retreat Cove Dock	-	269,000	-	-	269,000	-	269,000	-	-	-	269,000
1.352 South Galiano Island Fire												
	Replacement of fire hall	1,200,000	-	-	-	1,200,000	-	-	-	1,200,000	-	1,200,000
1.356 Pender Island Fire												
	Hall #1 Upgrades	-	133,000	-	-	133,000	-	-	-	133,000	-	133,000
	Hall #2 replacement of fixtures	50,000	-	-	-	50,000	-	-	-	50,000	-	50,000
	Hall #3 replacement of fixtures	5,000	-	-	-	5,000	-	-	-	5,000	-	5,000
	Vehicle refitting	-	10,000	-	-	10,000	-	-	-	10,000	-	10,000
	Dumpr chutes improvements	-	10,000	-	-	10,000	-	-	-	10,000	-	10,000
	Equipment replacements	35,500	-	-	-	35,500	-	-	-	35,500	-	35,500
	Vehicle replacements	75,000	-	-	-	75,000	-	-	-	75,000	-	75,000
1.495 Galiano Community Parks												
	DL 79	-	5,500	-	-	5,500	5,500	-	-	-	-	5,500
	Weley Road Shore access	-	2,400	-	-	2,400	2,400	-	-	-	-	2,400
	Zayer shore access	-	4,000	-	-	4,000	4,000	-	-	-	-	4,000
2.630 Magic Lake Estates Water												
	Buck Lake Dam safety review	-	-	50,000	-	50,000	-	-	-	-	50,000	50,000
	Public Engagement	-	-	-	-	-	-	-	-	-	-	-
	Storage tank replacement	-	-	-	-	-	-	-	-	-	-	-
	Water quality study	-	-	-	-	-	-	-	-	-	-	-
2.640 Lyall Harbour Water												
	Dam safety assessment	-	-	25,000	-	25,000	-	-	-	-	25,000	25,000
	Air valve replacement	20,000	-	-	-	20,000	-	-	-	-	20,000	20,000
	Public Engagement	-	-	-	20,000	20,000	-	-	-	-	20,000	20,000
2.642 Skana Water												
	Groundwater study	-	-	5,000	-	5,000	-	-	-	-	5,000	5,000
	Public Engagement	-	-	-	10,000	10,000	-	-	-	-	10,000	10,000
	Water quality study	-	-	10,000	-	10,000	-	-	-	-	10,000	10,000
2.665 Sticks Allison												
	Infrastructure assessment	-	-	6,000	-	6,000	-	-	-	-	6,000	6,000
2.667 Surfside Water												
	Prv Chamber hatch replacement	8,000	-	-	-	8,000	-	-	-	-	8,000	8,000
3.640 Magic Lake Estates Sewer												
	Inflow/infiltration repair	-	40,000	-	-	40,000	-	-	40,000	-	-	40,000
	Phase 2 public consultation	-	-	-	10,000	10,000	-	-	10,000	-	-	10,000
Total Southern Gulf Islands EA		1,393,500	995,900	96,000	510,000	2,995,400	11,900	1,261,000	50,000	1,518,500	154,000	2,995,400

EASC Budget Review September 5, 2018

SOUTHERN GULF ISLANDS

[1.110 Administration](#)

[1.117 Grants in Aid](#)

[1.125 Economic Development](#)

[1.137 Galiano Community Use Building](#)

[1.138 Southern Gulf Islands Public Library](#)

[1.170 Gossip Island Electric Power Supply](#)

[1.228 Galiano Health Service](#)

[1.235 Small Craft Harbour Facilities](#)

[1.314 Building Numbering](#)

[1.352 South Galiano Island Fire](#)

[1.356 Pender Island Fire](#)

[1.359 North Galiano Island Fire](#)

[1.363 Saturna Island Fire](#)

[1.373 Emergency Program](#)

[1.465 Saturna Island Community Parks](#)

[1.468 Saturna Island Community Recreation](#)

[1.475 Mayne Island Community Parks](#)

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[1.478 Mayne Island Community Recreation](#)

[1.485 Pender Island Community Parks](#)

[1.488 Pender Island Community Recreation](#)

[1.495 Galiano Island Community Parks](#)

[1.498 Galiano Island Community Recreation](#)

[1.533 Stormwater Quality](#)

[1.923 Emergency Communications – CREST](#)

[2.630 Magic Lake Estates Water \(Pender Island\)](#)

[2.640 Lyall Harbour/Boot Cove Water \(Saturna Island\)](#)

[2.642 Skana Water \(Mayne Island\)](#)

[2.665 Sticks Allison Water \(Galiano Island\)](#)

[2.667 Surfside Water \(Mayne Island\)](#)

[3.830 Magic Lake Estates Sewer System \(Pender Island\)](#)

CAPITAL REGIONAL DISTRICT

2019 Budget

SGI Administration Expenditures

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.110 SGI Admin. Expenditures

Committee: Electoral Area Services

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel , electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Southern Gulf Islands

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

**SOUTHERN GULF ISLANDS ADMINISTRATION
MANAGEMENT & DIRECTOR**

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE	ONGOING	2019 ONE-TIME	TOTAL	2020	2021	2022	2023
Administration	133,370	113,730	105,660	-	50,000	155,660	105,650	105,780	106,040	108,140
Management	208,780	179,560	206,780	53,700	-	260,480	271,580	279,670	289,560	292,670
TOTAL OPERATING COSTS	342,150	293,290	312,440	53,700	50,000	416,140	377,230	385,450	395,600	400,810
*Percentage Increase			6.5%			41.9%	-9.4%	2.2%	2.6%	1.3%
<u>CAPITAL/RESERVES</u>										
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
Transfer to Operating Reserve Fund	-	30,000	-	-	-	-	-	-	-	-
Purchases Equipment	25,000	7,900	-	-	-	-	-	-	-	-
TOTAL CAPITAL/RESERVES	26,000	38,900	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL COSTS	368,150	332,190	313,440	53,700	50,000	417,140	378,230	386,450	396,600	401,810
<u>FUNDING SOURCES (REVENUE)</u>										
Amount carried forward from 2018 to 2019	-	36,080	(36,080)	-	-	(36,080)	-	-	-	-
Amount carried forward from 2017 to 2018	(15,490)	(15,490)	-	-	-	-	-	-	-	-
Transfer from Feasibility Fund	(61,690)	(61,690)	-	-	-	-	-	-	-	-
Cost Recovery	(9,000)	(9,120)	(9,180)	-	-	(9,180)	(9,360)	(9,550)	(9,740)	(9,930)
Grants in Lieu	(980)	(980)	(980)	-	-	(980)	(980)	(980)	(980)	(980)
Other Revenue	(1,610)	(1,610)	(1,610)	-	-	(1,610)	(1,610)	(1,610)	(1,610)	(1,610)
TOTAL REVENUE	(88,770)	(52,810)	(47,850)	-	-	(47,850)	(11,950)	(12,140)	(12,330)	(12,520)
REQUISITION	(279,380)	(279,380)	(265,590)	(53,700)	(50,000)	(369,290)	(366,280)	(374,310)	(384,270)	(389,290)
*Percentage increase over prior year requisition			-4.9%			32.2%	-0.8%	2.0%	3.0%	1.0%
FTE	1.0	1.0	1.0	-		1.0	1.0	1.0	1.0	1.0

SOUTHERN GULF ISLANDS ADMINISTRATION DIRECTOR	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE	ONGOING	2019 ONE-TIME	TOTAL	2020	2021	2022	2023
Director's Remuneration	35,970	35,970	37,390	-	-	37,390	38,140	38,900	39,680	40,470
Contract for Services	15,000	15,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Consulting	35,000	20,000	10,000	-	50,000	60,000	10,200	10,400	10,610	10,820
Travel	9,340	5,360	5,500	-	-	5,500	5,610	5,720	5,830	5,950
Memberships & Professional Dues	500	-	-	-	-	-	-	-	-	-
Allocations	17,320	17,320	15,420	-	-	15,420	13,610	11,910	10,310	10,510
All Other	20,240	20,080	22,350	-	-	22,350	22,790	23,240	23,690	24,150
TOTAL OPERATING COSTS	133,370	113,730	105,660	-	50,000	155,660	105,650	105,780	106,040	108,140
*Percentage Increase			-20.8%			16.7%	-32.1%	0.1%	0.2%	2.0%
CAPITAL/RESERVES										
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
Transfer to Operating Reserve Fund	-	30,000	-	-	-	-	-	-	-	-
Purchases Equipment	25,000	7,900	-	-	-	-	-	-	-	-
TOTAL CAPITAL/RESERVES	26,000	38,900	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL COSTS	159,370	152,630	106,660	-	50,000	156,660	106,650	106,780	107,040	109,140
FUNDING SOURCES (REVENUE)										
Amount carried forward from 2018 to 2019	-	6,860	(6,860)	-	-	(6,860)	-	-	-	-
Amount carried forward from 2017 to 2018	(8,210)	(8,210)	-	-	-	-	-	-	-	-
Recovery from MLE Utilities	-	-	-	-	-	-	-	-	-	-
Transfer from Feasibility Fund	(61,690)	(61,690)	-	-	-	-	-	-	-	-
Cost Recovery	(9,000)	(9,120)	(9,180)	-	-	(9,180)	(9,360)	(9,550)	(9,740)	(9,930)
Grants in Lieu	(980)	(980)	(980)	-	-	(980)	(980)	(980)	(980)	(980)
Interest Income	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(80,080)	(73,340)	(17,220)	-	-	(17,220)	(10,540)	(10,730)	(10,920)	(11,110)
REQUISITION	(79,290)	(79,290)	(89,440)	-	(50,000)	(139,440)	(96,110)	(96,050)	(96,120)	(98,030)
*Percentage increase over prior year requisition						75.9%	-31.1%	0.0%	0.0%	2.0%

SOUTHERN GULF ISLANDS ADMINISTRATION MANAGEMENT	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE	ONGOING	2019 ONE-TIME	TOTAL	2020	2021	2022	2023
Salaries & Wages	122,470	102,060	138,450	-	-	138,450	147,110	155,830	164,630	165,230
Contract for Services	51,000	33,160	25,000	48,000	-	73,000	74,460	75,950	77,470	79,020
Program Development	9,470	3,060	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Travel	1,200	-	1,200	1,200	-	2,400	2,450	2,500	2,550	2,600
Memberships & Professional Dues	500	700	800	-	-	800	820	840	860	880
Allocations	18,190	23,040	17,430	-	-	17,430	17,780	15,000	13,900	14,180
All Other	5,950	17,540	8,900	4,500	-	13,400	13,660	13,940	14,230	14,520
TOTAL OPERATING COSTS	208,780	179,560	206,780	53,700	-	260,480	271,580	279,670	289,560	292,670
*Percentage Increase			-1.0%			24.8%	4.3%	3.0%	3.5%	1.1%
FUNDING SOURCES (REVENUE)										
Estimated balance c/fwd from 2018 to 2019	-	29,220	(29,220)	-	-	(29,220)	-	-	-	-
Balance c/fwd from 2017 to 2018	(7,280)	(7,280)	-	-	-	-	-	-	-	-
Other revenue	(1,410)	(1,410)	(1,410)	-	-	(1,410)	(1,410)	(1,410)	(1,410)	(1,410)
TOTAL REVENUE	(8,690)	20,530	(30,630)	-	-	(30,630)	(1,410)	(1,410)	(1,410)	(1,410)
REQUISITION	(200,090)	(200,090)	(176,150)	(53,700)	-	(229,850)	(270,170)	(278,260)	(288,150)	(291,260)
*Percentage increase over prior year requisition			-12.0%			14.9%	17.5%	3.0%	3.6%	1.1%
FTE	1.0	1.0	1.0	-	-	1.0	1.0	1.0	1.0	1.0

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.110	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$1,200	\$0	\$0	\$0	\$1,200
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$1,200	\$0	\$0	\$0	\$1,200

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$1,200	\$0	\$0	\$0	\$1,200
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$0	\$1,200	\$0	\$0	\$0	\$1,200

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.110
Service Name: SGI Admin. Expenditures

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
19-01	Replacement	Computer	Computer Replacement	\$1,200	E	ERF	\$0	\$0	\$1,200	\$0	\$0	\$0	\$1,200
GRAND TOTAL				\$1,200			\$0	\$0	\$1,200	\$0	\$0	\$0	\$1,200

Equipment Replacement Fund Schedule

Reserve Fund: 1.110 SGI Admin Equipment Replacement Fund

ERF Cash Flow

Fund: 1022 Fund Center: 101838

ERF Group: SGIADMIN.ERF

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	5,625	6,625	4,519	5,579	6,659	6,559
Planned Purchase (Based on Capital Plan)	-	-	(1,200)	-	-	-
Transfer from Ops Budget	1,000	1,000	1,000	1,000	1,000	1,000
Interest Income		-	-	-	-	-
Ending Balance \$	6,625	7,625	4,319	6,579	7,659	7,559

Assumptions/Background:

Fund Balance should remain between \$5,000 and \$10,000.

Operating Reserve Fund Schedule

Reserve Fund: 1.110 SGI Admin Operating Reserve Fund

ERF Cash Flow

Fund: 1015 Fund Center:

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	-	30,000	30,000	30,000	30,000	30,000
Expenditures	-	-	-	-	-	-
Transfer from Ops Budget	30,000	-	-	-	-	-
Interest Income		-	-	-	-	-
Ending Balance \$	30,000	30,000	30,000	30,000	30,000	30,000

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2019 Budget

SGL Grants in Aid

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.117 SGI Grants in Aid

Committee: Electoral Area Services

DEFINITION:

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

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

\$0.05 / \$1,000 \$143,199 on basis of converted hospital assessed value of land and improvements.

COMMISSION:

Committee: Electoral Area Services Committee

FUNDING:

Requisition

GRANTS IN AID - SGI	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Grants in Aid	77,220	77,220	80,000	-	-	80,000	80,000	80,000	80,000	80,000
Finance Allocation	1,520	1,520	2,130	-	-	2,130	2,770	3,460	4,190	4,280
Internal Interest	250	500	300	-	-	300	310	320	330	340
TOTAL OPERATING COSTS	78,990	79,240	82,430	-	-	82,430	83,080	83,780	84,520	84,620
*Percentage Increase						4.0%	0.8%	0.8%	0.9%	0.1%
FUNDING SOURCES (REVENUE)										
Estimated balance c/fwd from 2018 to 2019	-	910	(910)	-	-	(910)	-	-	-	-
Balance c/fwd from 2017 to 2018	8,530	8,530	-	-	-	-	-	-	-	-
Grants in Lieu	(790)	(790)	(790)	-	-	(790)	(790)	(790)	(790)	(790)
Other	-	(1,160)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	7,740	7,490	(1,800)	-	-	(1,800)	(890)	(890)	(890)	(890)
REQUISITION	(86,730)	(86,730)	(80,630)	-	-	(80,630)	(82,190)	(82,890)	(83,630)	(83,730)
*Percentage increase over prior year requisition						-7.0%	1.9%	0.9%	0.9%	0.1%

CAPITAL REGIONAL DISTRICT

2019 Budget

SIGI Economic Development

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.125 SGI Economic Development

Committee: Electoral Area Services

DEFINITION:

Economic Development Commission Establishing Bylaw No. 3803, with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None

COMMISSION:

Five members including the Director representing the Southern Gulf Islands Electoral Area, and one individual from each of Galiano Island, Mayne Island, Saturna Island and Pender Islands.

FUNDING:

Requisition

SOUTHERN GULF ISLANDS ECONOMIC DEVELOPMENT	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Contract for Services	20,400	6,340	20,810	-	-	20,810	21,230	21,650	22,080	22,520
Internal Allocations	3,470	3,470	3,720	-	-	3,720	3,980	4,280	4,600	4,700
Building Rent	4,390	4,390	4,480	-	-	4,480	4,570	4,660	4,750	4,850
Operating - Other	14,040	28,100	16,330	-	-	16,330	16,660	16,990	17,330	17,670
TOTAL OPERATING COSTS	42,300	42,300	45,340	-	-	45,340	46,440	47,580	48,760	49,740
*Percentage Increase						7.2%	2.4%	2.5%	2.5%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2017 to 2018	2,380	2,380	-	-	-	-	-	-	-	-
Interest Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
Grants in Lieu	(420)	(420)	(420)	-	-	(420)	(420)	(420)	(420)	(420)
TOTAL REVENUE	1,860	1,860	(520)	-	-	(520)	(520)	(520)	(520)	(520)
REQUISITION	(44,160)	(44,160)	(44,820)	-	-	(44,820)	(45,920)	(47,060)	(48,240)	(49,220)
*Percentage increase over prior year requisition			1.5%			1.5%	2.5%	2.5%	2.5%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Galiano Island Community Use Building

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.137 Galiano Island Community Use Building

Committee: Electoral Area Services

DEFINITION:

To establish a service for the purpose of constructing and operating a building on Galiano Island that will be used for library, community and local government purposes by Bylaw No. 3792 adopted Dec 2011.

SERVICE DESCRIPTION:

This service provides funding to operate, build and debt service a public use building on Galiano Island. It was started after a successful referendum in 2011. This building is home to the local library run by the Galiano Island Library Society and has a room for public use.

PARTICIPATION:

A portion of the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

The greater of \$100,000 or an amount equal to the amount that could be raised by a property value tax of \$0.165 per \$1,000 of net taxable value of land and improvements, \$109,780.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3793 (2013)	\$ 440,000
BORROWED:	LA Bylaw No. 3793A (2014,3.85%)	(310,000)
REMAINING AUTHORIZATION		<u>\$ 130,000</u>

FUNDING:

Requisiton

GALIANO ISLAND COMMUNITY USE BUILDING	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Allocations	1,620	3,120	3,090	-	-	3,090	3,100	3,120	3,160	3,230
Insurance	2,900	2,900	2,980	-	-	2,980	3,040	3,100	3,160	3,220
Building Maintenance	5,950	5,950	6,070	-	-	6,070	6,190	6,310	6,440	6,570
Utilities	4,260	4,420	4,430	-	-	4,430	4,520	4,610	4,700	4,790
Contingency	620	-	1,290	-	-	1,290	1,280	1,270	1,250	1,240
Other Operating Expenses	14,230	5,550	12,920	-	-	12,920	13,180	13,440	13,710	13,990
TOTAL OPERATING COSTS	29,580	21,940	30,780	-	-	30,780	31,310	31,850	32,420	33,040
Percentage change						4.1%	1.7%	1.7%	1.8%	1.9%
DEBT/RESERVES										
Transfer to Capital Reserve Fund	-	7,590	-	-	-	-	-	-	-	-
MFA Debt Reserve Fund	90	90	-	-	-	-	-	-	-	-
M.F.A. Principal Payment	15,480	15,480	15,480	-	-	15,480	15,480	15,480	15,480	15,480
M.F.A. Interest Payment	11,940	11,940	11,940	-	-	11,940	11,940	11,940	11,940	11,940
TOTAL DEBT/RESERVES	27,510	35,100	27,420	-	-	27,420	27,420	27,420	27,420	27,420
TOTAL COSTS	57,090	57,040	58,200	-	-	58,200	58,730	59,270	59,840	60,460
Percentage change										
FUNDING SOURCES (REVENUE)										
Grants in Lieu	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Other Income	(150)	(100)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(200)	(150)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
REQUISITION	(56,890)	(56,890)	(58,000)	-	-	(58,000)	(58,530)	(59,070)	(59,640)	(60,260)
*Percentage increase over prior year requisition						2.0%	0.9%	0.9%	1.0%	1.0%

Reserve Schedule

Reserve Fund: 1.137 Galiano Island Community Use Building Capital Reserve Fund (Bylaw No. 3939)

Reserve Cash Flow

Fund: 1083 Fund Center: 102135	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	32,785	40,375	40,375	40,375	40,375	40,375
Transfer from Operating Budget	7,590	-	-	-	-	-
Interest Income						
Ending Balance \$	40,375	40,375	40,375	40,375	40,375	40,375

Assumptions/Background:
 New Building. Transfers to reserve should provide for future capital repairs and improvements as well as replacement in long term

CAPITAL REGIONAL DISTRICT

2019 Budget

SGI Regional Library

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.138 SGI Regional Library

Committee: Electoral Area Services

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Southern Gulf Islands Library service by Bylaw No. 2880 adopted July 2001.

SERVICE DESCRIPTION:

This is a contribution service to provide funding and advisory support for the operation of the Pender Island Public Library and other 4 reading centres on the Southern Gulf Islands. Each centre is managed by volunteers and each has representation on the commission. Funding is provided under a 5-year agreement.

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

The greater of \$196,890 or an amount equal to the amount that could be raised by a property value tax of \$0.06875 per \$1,000 of net taxable value of land and improvements.

COMMISSION:

Southern Gulf Islands Public Library Commission (Bylaw No. 3523, April 9, 2008).

FUNDING:

Requisition

SGI REGIONAL LIBRARY	BUDGET REQUEST						FUTURE PROJECTIONS			
	2018		2019				2020	2021	2022	2023
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL				
Contribution to Library	169,190	169,190	172,570	-	-	172,570	176,020	179,540	183,130	186,790
Finance Allocation	3,570	3,570	3,640	-	-	3,640	3,560	3,560	3,550	3,550
Insurance	180	180	210	-	-	210	210	210	210	210
Other Operating Expenses	4,580	1,670	1,700	-	-	1,700	1,730	1,760	1,790	1,830
TOTAL OPERATING COSTS	177,520	174,610	178,120	-	-	178,120	181,520	185,070	188,680	192,380
Percentage change						0.3%	1.9%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Est balance c/f from 2018 to 2019	-	2,930	(2,930)	-	-	(2,930)	-	-	-	-
Balance C/F from 2017 to 2018	(2,800)	(2,800)	-	-	-	-	-	-	-	-
Grants in Lieu	(1,670)	(1,670)	(1,670)	-	-	(1,670)	(1,670)	(1,670)	(1,670)	(1,670)
Grant Revenue	-	-	-	-	-	-	-	-	-	-
Other Income	(30)	(50)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	(4,500)	(1,590)	(4,630)	-	-	(4,630)	(1,700)	(1,700)	(1,700)	(1,700)
REQUISITION	(173,020)	(173,020)	(173,490)	-	-	(173,490)	(179,820)	(183,370)	(186,980)	(190,680)
*Percentage increase over prior year requisition			0.3%			0.3%	3.6%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Gossip Island Electric Power Supply Service

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.170 Gossip Island Electric Power Supply Service

Committee: Electoral Area Services

DEFINITION:

A service established to provide capital financing for the supply and installation of underwater cabling from Galiano Island to Gossip Island (Bylaw No. 3578 - June 2009).

SERVICE DESCRIPTION:

This is strictly a financial service by which the CRD has agreed to borrow \$770,000 to fund the replacement of electric cabling to Gossip Island, off Galiano Island. CRD Corporate Services Department, Finance Division manages the service which includes annual debt charges and the related recovery from Gossip Island taxpayers. The service was started in June 2009 after a petition by a majority of residents. Electrical cabling to the island is provided by BC Hydro. The Gossip Island Electrification Society provides liaison with BC Hydro on electrical cabling matters.

PARTICIPATION:

56 of 66 parcels on Gossip Island

MAXIMUM LEVY:

The greater of \$85,310 or \$3.76 / \$1,000 of net taxable value of land and improvements

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3579 (2012)	\$ 770,000
BORROWED:	S.I. Bylaw No. 3579 (2012, 2.9%)	(715,000)
REMAINING AUTHORIZATION		<u>\$ 55,000</u>

FUNDING:

Parcel tax

Gossip Island Electric Power Supply Service	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Finance Allocation	1,170	1,170	950	-	-	950	740	530	310	310
Other Operating Expenses	170	120	170	-	-	170	170	170	170	170
TOTAL OPERATING COSTS	1,340	1,290	1,120	-	-	1,120	910	700	480	480
*Percentage Increase over prior year						-16.4%	-18.8%	-23.1%	-31.4%	0.0%
DEBT/RESERVES										
MFA Principal Payment	35,710	35,710	35,710	-	-	35,710	35,710	35,710	35,710	35,710
MFA Interest Payment	20,740	20,740	20,740	-	-	20,740	20,740	20,740	20,740	20,740
TOTAL DEBT/RESERVES	56,450	56,450	56,450	-	-	56,450	56,450	56,450	56,450	56,450
TOTAL COSTS	57,790	57,740	57,570	-	-	57,570	57,360	57,150	56,930	56,930
*Percentage Increase over prior year										
FUNDING SOURCES (REVENUE)										
Esimated balance c/f from 2018 to 2019	-	50	(50)	-	-	(50)	-	-	-	-
Balance C/F from 2017 to 2018	40	40	-	-	-	-	-	-	-	-
Interest Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(60)	(10)	(150)	-	-	(150)	(100)	(100)	(100)	(100)
REQUISITION - PARCEL TAX	(57,730)	(57,730)	(57,420)	-	-	(57,420)	(57,260)	(57,050)	(56,830)	(56,830)
*Percentage increase over prior year requisition						-0.5%	-0.3%	-0.4%	-0.4%	0.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Galiano Health Service

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.228 Galiano Health Service

Committee: Electoral Area Services

DEFINITION:

To provide secure and predictable funding for the Galiano Health Care Centre
Bylaw No. 3955 Galiano Health Care Centre Contribution Services Establishment Bylaw

PARTICIPATION:

Galiano Island

MAXIMUM LEVY:

The greater of \$126,410 or \$0.19 / \$1,000

FUNDING:

Requisition

Galiano Health Service	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Payment to Galiano Health Society	85,000	85,000	85,000	-	-	85,000	85,000	85,000	85,000	85,000
Operating - Other	1,580	1,580	1,640	-	-	1,640	1,700	1,770	1,830	1,830
TOTAL OPERATING COSTS	86,580	86,580	86,640	-	-	86,640	86,700	86,770	86,830	86,830
*Percentage Increase						0.0%	0.1%	0.1%	0.1%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from 2017 to 2018	(10)	(10)	-	-	-	-	-	-	-	-
Grants in Lieu	(80)	(80)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
TOTAL REVENUE	(90)	(90)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
REQUISITION	(86,490)	(86,490)	(86,560)	-	-	(86,560)	(86,620)	(86,690)	(86,750)	(86,750)
*Percentage increase over prior year requisition						0.1%	0.1%	0.1%	0.1%	0.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

SGI Small Craft Harbours

Commission Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.235 SGI Small Craft Harbour Facilities

Committee: Electoral Area Services

DEFINITION:

A local service, established by Bylaw No. 2614, October 6, 1998, in the Southern Gulf Islands Electoral Area to establish, acquire and operate a service of small craft harbour facilities.

SERVICE DESCRIPTION:

The SGI Small Craft Harbour Facilities service funds and operates 11 small craft harbour facilities in the Southern Gulf Islands. 9 docks are owned by the CRD and 2 are leased. The docks are located on Mayne, Galiano, North and South Pender, Saturna, Piers and Vancouver Islands. The service was undertaken by the CRD upon the Federal Government of Canada's divestiture of ownership and operation of small craft harbour facilities. The Federal Government provided 1-time funding of \$1.6million to the CRD for dock rehabilitation. The service is administered by the Southern Gulf Islands Harbour Commission.

MAXIMUM LEVY:

Greater of \$112,878 or \$0.10 / \$1,000 of actual assessed value of land and improvements, to a maximum of \$286,400

COMMISSION:

Southern Gulf Islands Harbour Commission as established by Bylaw #2972 in 2002.

FUNDING:

Parcel Tax
Moorage Fees

SGI Small Craft Harbours	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
<u>Management Expenditures</u>										
Contract for Services	12,180	4,550	12,420	-	-	12,420	12,670	12,920	13,180	13,440
Supplies, Advertising	1,020	1,520	1,040	-	-	1,040	1,060	1,080	1,100	1,120
Travel and Training	7,000	1,320	7,140	-	-	7,140	7,280	7,420	7,570	7,720
Internal Allocations	5,180	5,180	6,150	-	-	6,150	7,220	8,370	9,620	9,820
Labour Charges	15,000	6,370	15,720	-	-	15,720	16,030	16,350	16,680	17,010
Other Operating Expenses	8,800	8,580	8,950	-	-	8,950	9,130	9,310	9,490	9,670
Total Management Expenditures	49,180	27,520	51,420	-	-	51,420	53,390	55,450	57,640	58,780
*Percentage Increase over prior year						4.6%	3.8%	3.9%	3.9%	2.0%
<u>Dock Expenditures</u>										
Repairs and Maintenance	48,740	10,630	49,700	-	-	49,700	58,960	60,120	61,320	62,530
Wharfinger Compensation and Travel	45,550	35,890	46,510	-	-	46,510	50,280	53,260	54,340	55,430
Insurance	27,370	27,370	27,920	-	-	27,920	31,050	31,650	32,250	32,860
Electricity	2,960	2,620	3,020	-	-	3,020	3,580	3,650	3,720	3,790
Supplies	3,860	1,900	3,970	-	-	3,970	4,440	4,560	4,680	4,800
Operating - Other	3,700	760	3,810	-	-	3,810	4,230	4,350	4,470	4,590
Total Dock Expenditures	132,180	79,170	134,930	-	-	134,930	152,540	157,590	160,780	164,000
*Percentage Increase over prior year						2.1%	13.1%	3.3%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	156,020	219,070	150,240	-	-	150,240	147,930	147,620	149,190	151,920
MFA Debt	-	-	5,680	-	-	5,680	34,370	51,120	134,090	138,020
TOTAL CAPITAL / RESERVES	156,020	219,070	155,920	-	-	155,920	182,300	198,740	283,280	289,940
TOTAL COSTS	337,380	325,760	342,270	-	-	342,270	388,230	411,780	501,700	512,720
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue- Fees	(87,500)	(74,600)	(87,500)	-	-	(87,500)	(94,110)	(95,830)	(97,600)	(99,400)
Other Income	(5,600)	(6,880)	(5,600)	-	-	(5,600)	(5,600)	(5,600)	(5,600)	(5,600)
TOTAL REVENUE	(93,100)	(81,480)	(93,100)	-	-	(93,100)	(99,710)	(101,430)	(103,200)	(105,000)
REQUISITION - PARCEL TAX	(244,280)	(244,280)	(249,170)	-	-	(249,170)	(288,520)	(310,350)	(398,500)	(407,720)
*Percentage increase over prior year requisition						2.0%	15.8%	7.6%	28.4%	2.3%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to

2023

Service No.	1.235	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$115,000	\$1,261,000	\$143,000	\$280,000	\$545,000	\$350,000	\$2,579,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$115,000	\$1,261,000	\$143,000	\$280,000	\$545,000	\$350,000	\$2,579,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$359,000	\$143,000	\$280,000	\$545,000	\$350,000	\$1,677,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Reserve Fund	Res	\$115,000	\$552,000	\$0	\$0	\$0	\$0	\$552,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$115,000	\$1,261,000	\$143,000	\$280,000	\$545,000	\$350,000	\$2,579,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2019 & Forecast 2020 to 2023

Service #: 1.235
Service Name: SGI Small Craft Harbour Facilities

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-10	New	Anson Road Phase 1	Design and construction of a new dock facility on Mayne Island.	\$400,000	S	Res	\$20,000	\$380,000	\$0	\$0	\$0	\$0	\$380,000
17-03	Renewal	Alternative Approval Process		\$10,000	S	Res	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
18-03	Renewal	Port Browning	Upgrades to the Port Browning Dock Facility to maintain level of service.	\$115,500	S	Res	\$85,000	\$85,000	\$0	\$0	\$0	\$0	\$85,000
18-04	Renewal	Lyll Harbour	Upon acquisition of the Lyall Harbour Dock facility from DFO, funds are required to manage upgrades associated with the acquisition	\$77,000	S	Res	\$0	\$77,000	\$0	\$0	\$0	\$0	\$77,000
18-05				\$350,000	S	Other	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000
19-01	New	Anson Road Phase 2	Installation of additional fingers for moorage at the Anson Road facility.	\$90,000	S	Debt	\$0	\$90,000	\$0	\$0	\$0	\$0	\$90,000
19-02	Renewal	Retreat Cove	Upgrades to the Retreat Cove Dock Facility to maintain level of service.	\$269,000	S	Debt	\$0	\$269,000	\$0	\$0	\$0	\$0	\$269,000
20-01	Renewal	Sturdies Bay	Upgrades to the Sturdies Bay Dock Facility to maintain level of service.	\$143,000	S	Debt	\$0	\$0	\$143,000	\$0	\$0	\$0	\$143,000
21-01	Renewal	Dock Improvements	Dock improvements outlined from the 18-01 Inspections project.	\$155,000	S	Debt	\$0	\$0	\$0	\$155,000	\$0	\$0	\$155,000
21-02	Renewal	Inspections	Detailed inspections including underwater inspection.	\$125,000	S	Debt	\$0	\$0	\$0	\$125,000	\$0	\$0	\$125,000
22-01	Renewal	Dock Improvements	Dock improvements outlined from the 21-02 Inspections project.	\$545,000	S	Debt	\$0	\$0	\$0	\$0	\$545,000	\$0	\$545,000
23-01	Renewal	Dock Improvements	Dock improvements outlined from the 21-02 Inspections project.	\$350,000	S	Debt	\$0	\$0	\$0	\$0	\$0	\$350,000	\$350,000
GRAND TOTAL				\$2,629,500			\$115,000	\$1,261,000	\$143,000	\$280,000	\$545,000	\$350,000	\$2,579,000

Capital Reserve Fund Schedule

Reserve Fund: 1.235 SGI Small Craft Harbour Facilities Capital Reserve Fund (Bylaw No. 2719)

Capital Reserve Fund Cash Flow

Fund:1054 Fund Center: 101467	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	524,263	524,263	122,503	270,433	418,053	567,243
Transfer from Operating		150,240	147,930	147,620	149,190	151,920
Transfer to Cap Fund		(552,000)	-	-	-	-
Transfer from Capital (Unspent)		-	-	-	-	-
Interest Income*				-	-	-
Ending Balance \$	524,263	122,503	270,433	418,053	567,243	719,163

* 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

2019 Budget

SGI Building Numbering

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.314 SGI Building Numbering

Committee: Electoral Area Services

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Established by Bylaw No. 3230 (2004).
Southern Gulf Islands Building Numbering Regulation Bylaw No. 3231.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

None

FUNDING:

Requisition

SGI Building Numbering	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Building Inspection	8,200	8,200	8,380	-	-	8,380	8,550	8,720	8,890	9,070
Finance Allocation	850	850	800	-	-	800	750	710	680	690
GIS	3,730	3,730	-	-	-	-	-	-	-	-
Other Operating Expenses	40	40	40	-	-	40	40	40	40	40
TOTAL COSTS	12,820	12,820	9,220	-	-	9,220	9,340	9,470	9,610	9,800
*Percentage Increase over prior year						-28.1%	1.3%	1.4%	1.5%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2017 to 2018	20	20	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
Interest Income	(10)	(10)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	(120)	(120)	(140)	-	-	(140)	(140)	(140)	(140)	(140)
REQUISITION	(12,700)	(12,700)	(9,080)	-	-	(9,080)	(9,200)	(9,330)	(9,470)	(9,660)
*Percentage increase over prior year requisition						-28.5%	1.3%	1.4%	1.5%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

South Galiano Fire

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.352 South Galiano Fire

Committee: Electoral Area Services

DEFINITION:

A local service area established to provide fire protection and emergency response on a volunteer basis to the southern part of Galiano Island. Fire department is operated by the South Galiano Fire Protection Society in accordance with a written agreement between the Society and the CRD. Bylaw No. 70 (January 13, 1971). Repealed and replaced by Bylaw No. 2148 (January 12, 1994) Local Service Area #25 - M-764. Amended by Bylaw No. 3224 to add emergency response.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act. Specified Area #1 - A(764).

MAXIMUM LEVY:

Greater of \$269,580 or \$0.8125 / \$11,000.

FUNDING:

Requisition

SOUTH GALIANO FIRE PROTECTION

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Honorarium and Call Out Pay	81,880	81,880	102,920	-	-	102,920	104,980	107,080	109,220	111,400
Travel - Vehicles	41,520	31,360	29,720	-	-	29,720	28,930	28,030	27,930	28,490
Insurance	8,410	5,100	5,450	-	-	5,450	5,560	5,680	5,800	5,920
Staff Development	22,110	27,160	30,000	-	-	30,000	30,600	31,210	31,830	32,470
Maintenance	12,860	6,870	11,880	-	-	11,880	12,120	12,360	12,600	12,860
Internal Allocations	4,490	4,490	5,900	-	-	5,900	7,410	9,030	10,750	10,970
Operating Supplies and Other	31,330	28,670	33,800	-	-	33,800	34,460	35,120	35,810	36,520
TOTAL OPERATING COSTS	202,600	185,530	219,670	-	-	219,670	224,060	228,510	233,940	238,630
*Percentage Increase						8.4%	2.0%	2.0%	2.4%	2.0%
CAPITAL / RESERVE										
Capital Equipment Purchases	6,730	6,730	5,600	-	-	5,600	5,710	5,820	5,060	5,160
Transfer to Capital Reserve Fund	-	17,480	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	73,350	73,350	80,000	-	-	80,000	80,000	80,000	80,000	80,000
TOTAL CAPITAL / RESERVES	80,080	97,560	85,600	-	-	85,600	85,710	85,820	85,060	85,160
MFA Debt	-	-	-	42,000	-	42,000	128,880	149,760	149,760	149,760
TOTAL COSTS	282,680	283,090	305,270	42,000	-	347,270	438,650	464,090	468,760	473,550
FUNDING SOURCES (REVENUE)										
Other Income	(250)	(660)	(550)	-	-	(550)	(550)	(550)	(550)	(550)
TOTAL REVENUE	(250)	(660)	(550)	-	-	(550)	(550)	(550)	(550)	(550)
REQUISITION	(282,430)	(282,430)	(304,720)	(42,000)	-	(346,720)	(438,100)	(463,540)	(468,210)	(473,000)
*Percentage increase over prior year requisition						22.8%	26.4%	5.8%	1.0%	1.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.352	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$1,200,000	\$1,200,000	\$0	\$0	\$0	\$2,400,000
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$1,200,000	\$1,200,000	\$0	\$0	\$0	\$2,400,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt		\$0	\$1,200,000	\$1,200,000	\$0	\$0	\$0	\$2,400,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$1,200,000	\$1,200,000	\$0	\$0	\$0	\$2,400,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.352

Service Name: South Galiano Fire

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-02	Replacement	South Galiano Fire Hall	Post-disaster Fire Hall	\$2,400,000	B	Debt	\$0	\$1,200,000	\$1,200,000	\$0	\$0	\$0	\$2,400,000
GRAND TOTAL				\$2,400,000			\$0	\$1,200,000	\$1,200,000	\$0	\$0	\$0	\$2,400,000

Reserve Schedule

Reserve Fund: 1.352 Galiano South Fire Protection Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101431 SGALFIRE.ERF	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	51,423	124,773	204,773	284,773	364,773	444,773
Transfer from Operating Budget	73,350	80,000	80,000	80,000	80,000	80,000
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	124,773	204,773	284,773	364,773	444,773	524,773

Assumptions/Background:
 Need to transfer as much as operating budget will allow in order to fund replacement of fire vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2019 Budget

Pender Island Fire

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.356 Pender Island Fire

Protection & Emergency Response Service

Committee: Electoral Area Services

DEFINITION:

A specified area established to provide fire protection and emergency response on a volunteer basis to Pender Islands. Local Service Bylaw No. 2050 (October 28, 1992). Amended by Bylaw No. 3015 (November 29, 2002) to increase the levy rate to \$1.87. Amended by Bylaw No. 3283 to change the name and geographical area to include both North and South Pender Islands to create one fire service area known as the Pender Islands Fire Protection & Emergency Response Service. This Amendment also decreased the levy to \$0.92.

PARTICIPATION:

On all lands and improvements on the basis of taxable hospital district assessments. Local Service Area #18 - J(764).

MAXIMUM LEVY:

Bylaw No. 3994 states "Greater of \$918,000 or \$0.998 / \$1,000" to a maximum of \$851,536.

FUNDING:

Requisition

PENDER ISLAND FIRE PROTECTION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Travel - Vehicles	19,070	32,250	20,000	-	-	20,000	20,400	20,810	21,230	21,650
Insurance	7,030	7,030	7,150	-	-	7,150	7,290	7,430	7,580	7,730
Payment - Fire Protection Society	700,680	700,680	714,690	-	-	714,690	725,090	735,620	746,340	757,180
Internal Allocations	17,280	17,280	22,390	-	-	22,390	27,880	33,760	40,040	40,840
Operating - Other	10,470	8,560	10,440	-	-	10,440	10,640	10,850	11,070	11,300
TOTAL OPERATING COSTS	754,530	765,800	774,670	-	-	774,670	791,300	808,470	826,260	838,700
*Percentage Increase						2.7%	2.1%	2.2%	2.2%	1.5%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	65,790	65,790	131,580	-	-	131,580	131,580	131,580	131,580	131,580
Transfer to Reserve Fund	65,790	54,520	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	131,580	120,310	131,580	-	-	131,580	131,580	131,580	131,580	131,580
TOTAL COSTS	886,110	886,110	906,250	-	-	906,250	922,880	940,050	957,840	970,280
FUNDING SOURCES (REVENUE)										
Other Income	(1,000)	(1,000)	(1,000)	-	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Grants in Lieu of Taxes	(7,960)	(7,960)	(7,960)	-	-	(7,960)	(7,960)	(7,960)	(7,960)	(7,960)
TOTAL REVENUE	(8,960)	(8,960)	(8,960)	-	-	(8,960)	(8,960)	(8,960)	(8,960)	(8,960)
REQUISITION	(877,150)	(877,150)	(897,290)	-	-	(897,290)	(913,920)	(931,090)	(948,880)	(961,320)
*Percentage increase over prior year requisition						2.3%	1.9%	1.9%	1.9%	1.3%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	1.356	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$110,000	\$168,000	\$0	\$0	\$6,000	\$0	\$174,000
Equipment	E	\$0	\$45,500	\$12,000	\$15,000	\$0	\$8,000	\$80,500
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Vehicles	V	\$0	\$85,000	\$68,750	\$187,500	\$187,500	\$187,500	\$716,250
		\$110,000	\$318,500	\$80,750	\$202,500	\$193,500	\$195,500	\$990,750

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt	Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$130,500	\$80,750	\$202,500	\$193,500	\$195,500	\$802,750
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$110,000	\$188,000	\$0	\$0	\$0	\$0	\$188,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$110,000	\$318,500	\$80,750	\$202,500	\$193,500	\$195,500	\$990,750

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.356

Service Name: Pender Island Fire

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-01	Renewal	Hall 1 Firewall	Hall 1 Improvements and Upgrades	\$12,000	B	Res	\$12,000	\$12,000	\$0	\$0	\$0	\$0	\$12,000
17-02	Renewal	Hall 1 Roof replacement	Hall 1 Improvements and Upgrades	\$30,000	B	Res	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
17-03	Renewal	Hall 1 Install folding partition	Hall 1 Improvements and Upgrades	\$18,000	B	Res	\$18,000	\$18,000					\$18,000
17-04	Renewal	Training facility upgrades	Hall 1 Improvements and Upgrades	\$50,000	B	Res	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
18-01	Renewal	Hall 1 Potable water	Hall 1 Improvements and Upgrades	\$3,000	B	Res		\$3,000					\$3,000
18-02	Renewal	Hall 1 Paving repairs	Hall 1 Improvements and Upgrades	\$20,000	S	Res		\$20,000	\$0	\$0	\$0	\$0	\$20,000
18-03	Replacement	Hall 2 upgrades	Hall 2 Improvements and Upgrades	\$50,000	B	Res		\$50,000	\$0	\$0	\$0	\$0	\$50,000
18-04	Replacement	Hall 3 water supply upgrades	Hall 3 Improvements and Upgrades	\$5,000	B	Res		\$5,000	\$0	\$0	\$0	\$0	\$5,000
18-05	Replacement	Turnout gear	Firefighting equipment replacement	\$9,000	E	ERF		\$9,000					\$9,000
18-06	Renewal	Refit Units 639, 746, E32	Vehicle refitting	\$10,000	V	ERF		\$10,000					\$10,000
18-07	Renewal	Modify dump chutes	Replacement of ancillary equipment	\$10,000	E	ERF		\$10,000					\$10,000
18-08	Replacement	Replace Unit 1029	Vehicle Replacement	\$75,000	V	ERF		\$75,000					\$75,000
18-09	Replacement	Replace rescue equipment	Firefighting equipment replacement	\$6,000	E	ERF		\$6,000					\$6,000
18-10	Replacement	Ipads and phones	Computer equipment replacement	\$5,000	E	ERF		\$5,000					\$5,000
18-11	Replacement	Fire hoses	Firefighting equipment replacement	\$24,000	E	ERF		\$8,000	\$8,000			\$8,000	\$24,000
18-12	Replacement	Computer equipment	Computer equipment replacement	\$22,500	E	ERF		\$7,500		\$15,000			\$22,500
19-01	Replacement	Gas detectors	Replacement of ancillary equipment	\$4,000	E	ERF			\$4,000				\$4,000
19-02	Replacement	Replace R38	Vehicle Replacement	\$275,000	V	ERF			\$68,750	\$68,750	\$68,750	\$68,750	\$275,000
19-03	Replacement	Replace E27 pumper	Vehicle Replacement	\$356,250	V	ERF				\$118,750	\$118,750	\$118,750	\$356,250
21-01	Renewal	Hall 3 Painting	Hall 3 Improvements and Upgrades	\$6,000	B	ERF					\$6,000		\$6,000
GRAND TOTAL				\$990,750			\$110,000	\$318,500	\$80,750	\$202,500	\$193,500	\$195,500	\$990,750

**Pender Island Fire Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

	Budget					
	2018	2019	2020	2021	2022	2023
Equipment Replacement Fund	241,643	242,723	293,553	222,633	160,713	96,793
Capital Reserve Fund	256,244	68,244	68,244	68,244	68,244	68,244
Total	497,888	310,968	361,798	290,878	228,958	165,038

Reserve Schedule

Reserve Fund: Equipment Replacement Fund - NPENDFIRE.ERF & SPENDFIRE.ERF

Reserve Cash Flow

Fund: 1022 Fund Center: 101433 ERF Group: NPENDFIRE.ERF & SPENDFIRE.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	175,853	241,643	242,723	293,553	222,633	160,713
Expenditures (Based on Capital Plan)		(130,500)	(80,750)	(202,500)	(193,500)	(195,500)
Proceeds from Disposal	-					
Transfer from Operating Budget	65,790	131,580	131,580	131,580	131,580	131,580
Interest Income						
Ending Balance \$	241,643	242,723	293,553	222,633	160,713	96,793

Reserve Schedule

Reserve Fund: Pender Island Fire Capital Reserve Fund - Bylaw 3313

Reserve Cash Flow

Fund: 1013 Fund Center: 101357		Budget				
	2018	2018	2019	2020	2021	2022
Beginning Balance	201,724	256,244	68,244	68,244	68,244	68,244
Expenditures (Based on Capital Plan)	-	(188,000)	-	-	-	-
Transfer from Operating Budget	54,520	-	-	-	-	-
Interest Income						
Ending Balance \$	256,244	68,244	68,244	68,244	68,244	68,244

Assumptions/Background:
 Maintain fund at level required under long term capital plan.

CAPITAL REGIONAL DISTRICT

2019 Budget

North Galiano Fire

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.359 North Galiano Fire	Committee: Electoral Area Services
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DEFINITION:

A Specified Area to provide Fire Protection Services for North Galiano Island. Establishment Bylaw No. 1852 (November 17, 1990). Amended by Bylaw No. 2989 (November 27, 2002) to increase the levy rate to \$1.60. amended by Bylaw 3143 (Feb 11, 2004) to change boundaries. Amended by Bylaw 3221 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of \$267,000 or \$1.60 / \$1,000 to a maximum of \$247,580.

COMMISSION:

North Galiano Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3844 (Dec/12)	670,000
Borrowed:	SI Bylaw No. 3910 (July/13)	(290,000)
	SI Bylaw No. 3936 (Feb/14)	(280,000)
Remaining:		\$100,000

FUNDING:

Requisition and parcel tax.

NORTH GALIANO FIRE PROTECTION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Honoraria	75,090	75,070	76,590	-	-	76,590	78,120	79,680	81,270	82,890
Travel - Vehicles	17,040	18,330	17,380	-	-	17,380	17,730	18,080	18,440	18,800
Insurance	6,250	6,250	6,360	-	-	6,360	6,490	6,620	6,750	6,880
Maintenance	4,500	900	4,590	-	-	4,590	4,680	4,770	4,860	4,960
Staff Training & Development	15,000	10,000	15,300	-	-	15,300	15,610	15,920	16,240	16,560
Internal Allocations	3,250	3,250	4,360	-	-	4,360	5,550	6,820	8,170	8,340
Operating - Supplies	10,100	16,000	10,300	-	-	10,300	10,500	10,700	10,910	11,130
Operating - Other	22,800	21,940	25,090	-	-	25,090	25,590	26,090	26,610	27,130
TOTAL OPERATING COSTS	154,030	151,740	159,970	-	-	159,970	164,270	168,680	173,250	176,690
*Percentage Increase						3.9%	2.7%	2.7%	2.7%	2.0%
CAPITAL / RESERVE										
Capital Equipment Purchases	6,800	6,800	5,100	-	-	5,100	5,200	5,300	5,410	5,520
Transfer to Equipment Replacement Fund	-	2,290	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	6,800	9,090	5,100	-	-	5,100	5,200	5,300	5,410	5,520
DEBT SERVICING										
Principal	28,467	28,467	28,470	-	-	28,470	28,470	28,470	28,470	28,470
Interest	20,413	20,413	20,410	-	-	20,410	20,410	20,410	20,410	20,410
TOTAL DEBT SERVICING	48,880	48,880	48,880	-	-	48,880	48,880	48,880	48,880	48,880
TOTAL COSTS	209,710	209,710	213,950	-	-	213,950	218,350	222,860	227,540	231,090
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2017 to 2018	(11,860)	(11,860)	-	-	-	-	-	-	-	-
Other Income	(250)	(250)	(250)	-	-	(250)	(250)	(250)	(250)	(250)
Grants - In lieu of Taxes	(270)	(270)	(270)	-	-	(270)	(260)	(260)	(260)	(260)
TOTAL REVENUE	(12,380)	(12,380)	(520)	-	-	(520)	(510)	(510)	(510)	(510)
REQUISITION	(197,330)	(197,330)	(213,430)	-	-	(213,430)	(217,840)	(222,350)	(227,030)	(230,580)
*Percentage increase over prior year requisition						8.2%	2.1%	2.1%	2.1%	1.6%

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection Capital Reserve Fund - Bylaw 3944

Reserve Cash Flow

Fund: 1085 Fund Center: 102137

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	29,242	29,429	29,429	29,429	29,429	29,429
Expenditures (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget		-	-	-	-	-
Interest Income	188					
Ending Balance \$	29,429	29,429	29,429	29,429	29,429	29,429

Assumptions/Background:

Gradual increase in fund as per long term plan

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101435 ERF Group: NGALFIRE.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	140,949	140,949	140,949	140,949	140,949	140,949
Expenditures (Based on Capital Plan)	-	-	-	-	-	-
Proceeds/Disposal of Equipment	-	-	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income						
Ending Balance \$	140,949	140,949	140,949	140,949	140,949	140,949

CAPITAL REGIONAL DISTRICT

2019 Budget

Saturna Fire Protection

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.363 Saturna Fire Protection

Committee: Electoral Area Services

DEFINITION:

A Specified Area to provide Fire Protection and Emergency Response Services. Establishment Bylaw No.2165 (Nov. 29, 1993); Bylaw No.2575 (Jan. 28, 1998); Amended Bylaw No.2734 (Nov. 24, 1999).

MAXIMUM LEVY:

GreaGreater of \$73,500 or \$0.85 / \$1,000 to a maximum of \$176,893.

FUNDING:

Requisition

SATURNA ISLAND FIRE PROTECTION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Payment - Fire Protection Society	150,000	150,000	150,000	-	-	150,000	150,000	150,000	150,000	150,000
Operating - Other	2,580	2,580	2,700	-	-	2,700	2,820	2,930	3,050	3,050
TOTAL OPERATING COSTS	152,580	152,580	152,700	-	-	152,700	152,820	152,930	153,050	153,050
*Percentage Increase						0.1%	0.1%	0.1%	0.1%	0.0%
FUNDING SOURCES (REVENUE)										
Balance C/F from 2017 to 2018	(400)	(400)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(7,010)	(7,010)	(7,010)	-	-	(7,010)	(6,280)	(6,280)	(6,280)	(6,280)
Interest Income	(60)	(60)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
TOTAL REVENUE	(7,470)	(7,470)	(7,070)	-	-	(7,070)	(6,340)	(6,340)	(6,340)	(6,340)
REQUISITION	(145,110)	(145,110)	(145,630)	-	-	(145,630)	(146,480)	(146,590)	(146,710)	(146,710)
*Percentage increase over prior year requisition						0.4%	0.6%	0.1%	0.1%	0.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

SGI Emergency Program

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.373 SGI Emergency Program

Committee: Electoral Area Services

DEFINITION:

To establish and maintain an emergency management organization to develop and implement emergency plans and other preparedness responses and recovery measures for emergencies and disasters for the Electoral Area of Southern Gulf Islands.

Establishment Bylaw No. 2656 (November, 1998).

Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3445, this service provides planning and management of an emergency response plan for the Southern Gulf Islands Electoral Area. The service was started in 1998 in response to the *Provincial Emergency Program Act*. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility.

The Southern Gulf Islands Emergency Management Commission (SGIEMC) administers the service.

PARTICIPATION:

The service and participating area shall be coterminous with the Electoral Area of Southern Gulf Islands.

FUNDING:

Requisition

SGI EMERGENCY PROGRAM	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Travel Expense	21,300	13,440	18,230	-	-	18,230	18,590	18,960	19,330	19,710
Contract for Services	57,260	57,130	58,410	-	-	58,410	59,580	60,770	61,990	63,230
Staff Training & Development	6,960	7,320	6,780	-	-	6,780	6,920	7,060	7,200	7,340
Educational Material	16,830	16,830	9,790	-	-	9,790	9,990	10,190	10,390	10,600
Payments to 3rd Parties	11,910	13,580	11,950	-	-	11,950	12,190	12,440	12,690	12,940
Supplies	19,020	9,840	18,510	-	-	18,510	18,900	19,300	19,700	20,100
Allocations	3,820	3,820	5,490	-	-	5,490	7,270	9,160	11,160	11,380
Other Operating Expenses	73,190	66,820	75,500	-	-	75,500	76,990	78,520	80,070	81,650
TOTAL OPERATING COSTS	210,290	188,780	204,660	-	-	204,660	210,430	216,400	222,530	226,950
*Percentage Increase over prior year						-2.7%	2.8%	2.8%	2.8%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	7,230	7,230	12,500	-	-	12,500	12,500	12,500	12,500	12,500
Transfer to Operating Reserve Fund	-	19,710	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	7,230	26,940	17,500	-	-	17,500	17,500	17,500	17,500	17,500
TOTAL COSTS	217,520	215,720	222,160	-	-	222,160	227,930	233,900	240,030	244,450
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Other	(2,100)	(300)	(2,100)	-	-	(2,100)	(300)	(300)	(300)	(300)
Grants in Lieu of Taxes	(2,120)	(2,120)	(2,120)	-	-	(2,120)	(2,120)	(2,120)	(2,120)	(2,120)
TOTAL REVENUE	(4,220)	(2,420)	(4,220)	-	-	(4,220)	(2,420)	(2,420)	(2,420)	(2,420)
REQUISITION	(213,300)	(213,300)	(217,940)	-	-	(217,940)	(225,510)	(231,480)	(237,610)	(242,030)
*Percentage increase over prior year requisition			2.2%			2.2%	3.5%	2.6%	2.6%	1.9%

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Capital Reserve Fund - Bylaw 2965

Reserve Cash Flow

Fund: 1063 Fund Center: 101723

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	180,900	180,900	193,400	205,900	218,400	230,900
Expenditures (Based on Capital Plan)		-	-	-	-	-
Transfer from Operating Budget		12,500	12,500	12,500	12,500	12,500
Interest Income						
Ending Balance \$	180,900	193,400	205,900	218,400	230,900	243,400

Assumptions/Background:

Require sufficient funding to meet long range capital plan

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Operating Reserve Fund

Reserve Cash Flow

Fund: 1500 Fund Center: 105401

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	57,208	57,208	62,208	67,208	72,208	77,208
Expenditures		-	-	-	-	-
Transfer from/to Operating Budget		5,000	5,000	5,000	5,000	5,000
Interest Income						
Ending Balance \$	57,208	62,208	67,208	72,208	77,208	82,208

CAPITAL REGIONAL DISTRICT

2019 Budget

Saturna Island Community Parks

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.465 Saturna Island Community Parks

Committee: Saturna Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Saturna Island (Bylaw No. 2080, December 16, 1992).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Saturna Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Maximum Levy - \$0.15 / \$1,000 on basis of net taxable value of land and improvements, \$31,063. (Bylaw 4088 - Amends 2080 - March, 2016)

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

SATURNA ISLAND COMMUNITY PARKS	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Contract for Services	1,660	790	1,440	-	-	1,440	1,470	1,500	1,530	1,560
Supplies	1,220	-	200	-	-	200	200	210	210	220
Repairs & Maintenance	6,760	10,860	8,500	-	-	8,500	8,670	8,840	9,020	9,200
Allocations	3,320	3,320	3,310	-	-	3,310	3,310	3,330	3,360	3,430
Other Operating Expenses	5,450	2,230	6,810	-	-	6,810	6,770	6,740	6,700	6,660
TOTAL OPERATING COSTS	18,410	17,200	20,260	-	-	20,260	20,420	20,620	20,820	21,070
*Percentage Increase over prior year						10.0%	0.8%	1.0%	1.0%	1.2%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	6,160	7,370	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	6,160	7,370	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL COSTS	24,570	24,570	21,260	-	-	21,260	21,420	21,620	21,820	22,070
FUNDING SOURCES (REVENUE)										
Revenue - Other	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Grants in Lieu of Taxes	(1,100)	(1,100)	(1,100)	-	-	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
TOTAL REVENUE	(1,150)	(1,150)	(1,150)	-	-	(1,150)	(1,150)	(1,150)	(1,150)	(1,150)
REQUISITION	(23,420)	(23,420)	(20,110)	-	-	(20,110)	(20,270)	(20,470)	(20,670)	(20,920)
*Percentage increase over prior year requisition						-14.1%	0.8%	1.0%	1.0%	1.2%

Capital Reserve Fund Schedule

Reserve Fund: 1.465 Saturna Island Parks Capital Reserve Fund (Bylaw No. 2627)

Capital Reserve Fund Cash Flow

Fund: 1036 Fund Center: 101380

	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	72,528	80,248	81,248	82,248	83,248	84,248
Transfer from Operating Budget	7,370	1,000	1,000	1,000	1,000	1,000
Interest Income*	349	-	-	-	-	-
Ending Balance \$	80,248	81,248	82,248	83,248	84,248	85,248

* 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.

Land Reserve Fund Schedule

Reserve Fund: SATURNA ISLAND PARK LAND ACQUISITION RESERVE FUND (Bylaw No. 2398)

Land Reserve Fund Cash Flow

Fund: 1018 Fund Center: 101361	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	2,979	2,993	2,993	2,993	2,993	2,993
Interest Income*	14	-	-	-		-
Ending Balance \$	2,993	2,993	2,993	2,993	2,993	2,993

* 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

2019 Budget

Saturna Island Community Recreation

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.468 Saturna Island Community Recreation

Committee: Saturna Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Saturna Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Saturna Island.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Maximum Levy - \$0.063 / \$1,000 on basis of net taxable value of land and improvements, \$12,965.

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

SATURNA ISLAND COMMUNITY RECREATION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Recreation Programs	7,450	7,450	7,400	-	-	7,400	7,470	7,550	7,620	7,700
Special Events	1,000	1,000	800	-	-	800	820	830	850	870
Allocations	1,250	1,250	1,180	-	-	1,180	1,110	1,050	1,000	1,020
Other Operating Expenses	1,360	1,140	1,040	-	-	1,040	1,050	1,070	1,090	1,100
TOTAL OPERATING COSTS	11,060	10,840	10,420	-	-	10,420	10,450	10,500	10,560	10,690
*Percentage Increase over prior year						-5.8%	0.3%	0.5%	0.6%	1.2%
FUNDING SOURCES (REVENUE)										
Estimated balance c/fwd from 2018 to 2019	-	220	(220)	-	-	(220)	-	-	-	-
Balance c/fwd from 2017 to 2018	(3,080)	(3,080)	-	-	-	-	-	-	-	-
Revenue - Other	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Grants in Lieu of Taxes	(470)	(470)	(470)	-	-	(470)	(470)	(470)	(470)	(470)
TOTAL REVENUE	(3,570)	(3,350)	(710)	-	-	(710)	(490)	(490)	(490)	(490)
REQUISITION	(7,490)	(7,490)	(9,710)	-	-	(9,710)	(9,960)	(10,010)	(10,070)	(10,200)
*Percentage increase over prior year requisition						29.6%	2.6%	0.5%	0.6%	1.3%

CAPITAL REGIONAL DISTRICT

2019 Budget

Mayne Island Community Parks

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.475 Mayne Island Community Parks

Committee: Mayne Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Mayne Island (Bylaw No. 1602, January 13, 1988).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Mayne Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds, a Japanese Garden and sports fields.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Maximum Levy - \$0.15 / \$1,000 on basis of net taxable value of land and improvements, \$77,493. (Bylaw 4089 - Amends 1602 - March, 2016)

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

MAYNE ISLAND COMMUNITY PARKS	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Honoraria	3,280	3,060	3,280	-	-	3,280	3,280	3,280	3,280	3,280
Supplies	2,490	1,780	3,900	-	-	3,900	3,960	4,020	4,070	4,140
Repairs, Maintenance, & Improvements	60,000	61,280	55,350	-	-	55,350	54,390	57,020	56,080	58,740
Allocations	7,060	9,920	7,740	-	-	7,740	8,470	9,240	10,050	10,240
Other Operating Expenses	8,870	5,270	9,760	-	-	9,760	11,740	10,110	12,100	10,490
TOTAL OPERATING COSTS	81,700	81,310	80,030	-	-	80,030	81,840	83,670	85,580	86,890
*Percentage Increase over prior year						-2.0%	2.3%	2.2%	2.3%	1.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	81,700	81,310	80,030	-	-	80,030	81,840	83,670	85,580	86,890
<u>FUNDING SOURCES (REVENUE)</u>										
Rentals	(2,290)	(1,900)	-	-	-	-	-	-	-	-
Revenue - Other	(540)	(540)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Grants in Lieu of Taxes	(140)	(140)	(140)	-	-	(140)	(140)	(140)	(140)	(140)
TOTAL REVENUE	(2,970)	(2,580)	(340)	-	-	(340)	(340)	(340)	(340)	(340)
REQUISITION	(78,730)	(78,730)	(79,690)	-	-	(79,690)	(81,500)	(83,330)	(85,240)	(86,550)
*Percentage increase over prior year requisition						1.2%	2.3%	2.2%	2.3%	1.5%

Mayne Island Parks and Recreation Reserves
 Summary Schedule
 2017 - 2021 Financial Plan

Reserve/Fund Summary

	Budget					
	2016	2017	2018	2019	2020	2021
Capital Reserve	90,702	90,702	90,702	90,702	90,702	90,702
Equipment Replacement Fund	18,090	18,090	18,090	18,090	18,090	18,090
Total	108,791	108,791	108,791	108,791	108,791	108,791

Capital Reserve Fund Schedule

Reserve Fund: 1.475 Mayne Island Parks Capital Reserve Fund (Bylaw No. 2866)

Capital Reserve Fund Cash Flow

Fund: 1061 Fund Center: 101611

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	90,267	90,702	90,702	90,702	90,702	90,702
Transfer to Cap Fund (Based on Capital Plan)			-	-	-	-
Transfer from Operating Budget		-	-	-	-	-
Interest Income*	435		-	-		-
Ending Balance \$	90,702	90,702	90,702	90,702	90,702	90,702

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

ERF Fund Schedule

Reserve Fund: 1.475 Mayne Island Parks ERF

ERF Fund Cash Flow

Fund: 1022 Fund Centre: 101921 ERF Group: MAYNEPRK.ERF	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	18,090	18,090	18,090	18,090	18,090	18,090
Spending (Based on Capital Plan)		-	-	-	-	-
Transfer from Operating Budget						
Interest Income*			-	-		-
Ending Balance \$	18,090	18,090	18,090	18,090	18,090	18,090

* 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.

For replacement of lawnmowers and tractors

CAPITAL REGIONAL DISTRICT

2019 Budget

Mayne Island Community Recreation

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.478 Mayne Island Community Recreation

Committee: Mayne Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Mayne Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Mayne Island.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Maximum Levy - \$0.063 / \$1,000 on basis of net taxable value of land and improvements, \$31,850.

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

MAYNE ISLAND COMMUNITY RECREATION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Recreation Programs	23,810	21,440	24,500	-	-	24,500	22,000	25,400	22,500	26,000
Special Events	2,790	7,810	4,800	-	-	4,800	4,900	5,000	5,100	5,200
Allocations	1,890	1,890	2,060	-	-	2,060	2,250	2,470	2,700	2,760
Other Operating Expenses	8,220	5,570	1,370	-	-	1,370	4,090	1,460	4,330	1,510
TOTAL OPERATING COSTS	36,710	36,710	32,730	-	-	32,730	33,240	34,330	34,630	35,470
*Percentage Increase over prior year						-10.8%	1.6%	3.3%	0.9%	2.4%
FUNDING SOURCES (REVENUE)										
Balance C/F from 2017 to 2018	(4,290)	(4,290)	-	-	-	-	-	-	-	-
Revenue - Other	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Grants in Lieu of Taxes	(60)	(60)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
TOTAL REVENUE	(4,380)	(4,380)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
REQUISITION	(32,330)	(32,330)	(32,640)	-	-	(32,640)	(33,150)	(34,240)	(34,540)	(35,380)
*Percentage increase over prior year requisition						1.0%	1.6%	3.3%	0.9%	2.4%

CAPITAL REGIONAL DISTRICT

2019 Budget

Pender Island Community Parks

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.485 Pender Island Community Parks

Committee: Pender Island Community Parks

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Pender Island (Bylaw No. 1601, January 13, 1988)

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Pender Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds a disc park and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Maximum Levy - \$0.15 / \$1,000 on basis of net taxable value of land and improvements, \$129,357. (Bylaw 4091 - March, 2016)

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

PENDER ISLAND COMMUNITY PARKS	2018 BOARD BUDGET	2018 ESTIMATED ACTUAL	BUDGET REQUEST				FUTURE PROJECTIONS			
			CORE BUDGET	ONGOING	2019 ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Contract for Services	18,740	24,740	19,110	-	-	19,110	19,490	19,880	20,280	20,690
Supplies	11,560	8,890	11,790	-	-	11,790	12,020	12,260	12,500	12,750
Repairs, Maintenance, & Improvements	41,450	35,000	42,280	-	-	42,280	43,130	43,990	44,870	45,770
Allocations	10,340	11,150	11,210	-	-	11,210	12,140	13,120	14,150	14,440
Other Operating Expenses	18,020	14,980	17,790	-	-	17,790	17,580	17,330	17,050	17,510
TOTAL OPERATING COSTS	100,110	94,760	102,180	-	-	102,180	104,360	106,580	108,850	111,160
*Percentage Increase over prior year						2%	2%	2%	2%	2%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	7,930	21,640	8,000	-	-	8,000	8,000	8,000	8,000	8,000
TOTAL CAPITAL / RESERVES	7,930	21,640	8,000	-	-	8,000	8,000	8,000	8,000	8,000
TOTAL COSTS	108,040	116,400	110,180	-	-	110,180	112,360	114,580	116,850	119,160
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Other	(200)	(8,560)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Grants in Lieu of Taxes	(940)	(940)	(940)	-	-	(940)	(940)	(940)	(940)	(940)
TOTAL REVENUE	(1,140)	(9,500)	(1,140)	-	-	(1,140)	(1,140)	(1,140)	(1,140)	(1,140)
REQUISITION	(106,900)	(106,900)	(109,040)	-	-	(109,040)	(111,220)	(113,440)	(115,710)	(118,020)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%

**1.485 Pender Island Parks
Asset and Reserve Summary
2019 - 2023 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: 1.485 Pender Island Parks Capital Reserve Fund (Bylaw No. 2236)

- Capital Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2236.
- These reserves can only be used to fund capital expenditure.
- Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into the reserve fund..

Capital Reserve Fund Cash Flow

Capital Reserve Fund 1038 / 101382	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	130,546	152,186	160,186	168,186	176,186	184,186
Planned Capital Expenditure (Based on Capital Plan)			-	-	-	-
Transfer from General Capital Fund		-	-	-	-	-
Transfer from Operating Budget	21,640	8,000	8,000	8,000	8,000	8,000
Interest Income*		-	-	-	-	-
Ending Balance \$	152,186	160,186	168,186	176,186	184,186	192,186

** 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.

**1.485 Pender Island Parks
Asset and Reserve Summary
2019 - 2023 Financial Plan**

Land Reserve Fund Schedule

Reserve Fund: 1.485 Pender Island Parks Land Reserve Fund (Bylaw No. 2399)

- Capital Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2236.
 - These reserves can only be used to fund capital expenditure.
 - Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into the reserve fund..

Capital Reserve Fund Cash Flow

Land Acquisition Reserve Fund 1019/101362	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	32,802	32,802	32,802	32,802	32,802	32,802
Transfer to Cap Fund (Based on Capital Plan)		-	-	-	-	-
Transfer from Operating Budget		-	-	-	-	-
Interest Income**		-	-	-	-	-
Ending Balance \$	32,802	32,802	32,802	32,802	32,802	32,802

** 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

2019 Budget

Pender Island Community Rec

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.488 Pender Island Community Rec

Committee: Pender Island Community Parks

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Pender Island (Bylaw No. 1360, June 26, 1985).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Pender Island.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Maximum Levy - \$0.063 / \$1,000 on basis of net taxable value of land and improvements, \$54,330.

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

PENDER ISLAND COMMUNITY RECREATION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Recreation Programs	54,980	54,850	55,700	-	-	55,700	56,460	57,220	57,970	59,120
Allocations	2,910	2,910	3,280	-	-	3,280	3,670	4,100	4,560	4,650
Other Operating Expenses	90	120	140	-	-	140	140	140	140	140
TOTAL OPERATING COSTS	57,980	57,880	59,120	-	-	59,120	60,270	61,460	62,670	63,910
*Percentage Increase over prior year						2.0%	1.9%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Revenue - Other	(250)	(150)	(250)	-	-	(250)	(250)	(250)	(250)	(250)
Grants in Lieu of Taxes	(490)	(490)	(490)	-	-	(490)	(470)	(470)	(470)	(470)
TOTAL REVENUE	(740)	(640)	(740)	-	-	(740)	(720)	(720)	(720)	(720)
REQUISITION	(57,240)	(57,240)	(58,380)	-	-	(58,380)	(59,550)	(60,740)	(61,950)	(63,190)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Galiano Community Parks

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.495 Galiano Community Parks

Committee: Galiano Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Galiano Island (Bylaw No. 2294, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Galiano Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Maximum Levy - \$0.15 / \$1,000 on basis of net taxable value of land and improvements, \$72,760

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

GALIANO ISLAND COMMUNITY PARKS	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Repairs, Maintenance, & Improvements	55,890	47,420	56,020	-	-	56,020	56,760	57,480	58,210	59,430
Allocations	4,350	4,350	4,840	-	-	4,840	5,370	5,940	6,530	6,660
Internal Time Charges	-	2,850	-	-	-	-	-	-	-	-
Other Operating Expenses	3,920	3,360	4,510	-	-	4,510	4,590	4,670	4,750	4,830
TOTAL OPERATING COSTS	64,160	57,980	65,370	-	-	65,370	66,720	68,090	69,490	70,920
*Percentage Increase over prior year						1.9%	2.1%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	1,890	9,570	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL CAPITAL / RESERVES	1,890	9,570	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL COSTS	66,050	67,550	67,370	-	-	67,370	68,720	70,090	71,490	72,920
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Other	(30)	(1,530)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Grants in Lieu of Taxes	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(80)	(1,580)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
REQUISITION	(65,970)	(65,970)	(67,290)	-	-	(67,290)	(68,640)	(70,010)	(71,410)	(72,840)
*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 - 2019 to 2023

Service No.	1.495	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$11,900	\$0	\$0	\$0	\$0	\$11,900
Engineered Structures	S	\$0	\$0	\$10,000	\$5,000	\$0	\$0	\$15,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$11,900	\$10,000	\$5,000	\$0	\$0	\$26,900

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$11,900	\$10,000	\$5,000	\$0	\$0	\$26,900
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$11,900	\$10,000	\$5,000	\$0	\$0	\$26,900

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.495
Service Name: Galiano Community Parks

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Renewal	Galiano Island Park Upgrades	New Park at DL 79	\$18,500	L	Res	\$0	\$5,500	\$0	\$0	\$0	\$0	\$5,500
18-02	Renewal	Galiano Island Park Upgrades	Wesley Road Shore Access	\$3,550	L	Res	\$0	\$2,400	\$0	\$0	\$0	\$0	\$2,400
19-01	Renewal	Galiano Island Park Upgrades	Zayer Shore Access	\$4,000	L	Res	\$0	\$4,000	\$0	\$0	\$0	\$0	\$4,000
20-01	Renewal	Galiano Island Park Upgrades	Stairs to beach	\$15,000	S	Res	\$0	\$0	\$10,000	\$5,000	\$0	\$0	\$15,000
GRAND TOTAL				\$41,050			\$0	\$11,900	\$10,000	\$5,000	\$0	\$0	\$26,900

Capital Reserve Fund Schedule

Reserve Fund: 1.495 Galiano Parks Capital Reserve Fund (Bylaw No. 2851)

Capital Reserve Fund Cash Flow

Fund: 1058 Fund Center: 101604	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	63,126	66,196	56,296	48,296	45,296	47,296
Spending (Based on Capital Plan)	(6,500)	(11,900)	(10,000)	(5,000)	-	-
Transfer from Operating Budget	9,570	2,000	2,000	2,000	2,000	2,000
Interest Income*		-	-	-		-
Ending Balance \$	66,196	56,296	48,296	45,296	47,296	49,296

Assumptions/Background:
 Balance is sufficient. No additional transfers budgeted.

* 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

2019 Budget

Galiano Community Recreation

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.498 Galiano Community Recreation

Committee: Galiano Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Galiano Island (Bylaw No. 2295, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Galiano Island.

PARTICIPATION:

Galiano Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Maximum Levy - \$0.079 / \$1,000 on basis of net taxable value of land and improvements, \$41,493

COMMISSION:

Z

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

GALIANO ISLAND COMMUNITY RECREATION	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Recreation Programs	33,870	33,710	34,340	-	-	34,340	34,830	35,300	35,770	36,480
Allocations	1,830	1,830	2,060	-	-	2,060	2,300	2,570	2,860	2,920
Other Operating Expenses	390	550	410	-	-	410	420	430	440	450
TOTAL OPERATING COSTS	36,090	36,090	36,810	-	-	36,810	37,550	38,300	39,070	39,850
*Percentage Increase over prior year						2.0%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(30)	(30)	(30)	-	-	(30)	(30)]	(30)]	(30)]	(30)
TOTAL REVENUE	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
REQUISITION	(36,060)	(36,060)	(36,780)	-	-	(36,780)	(37,520)	(38,270)	(39,040)	(39,820)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2019 Budget

Environmental Sustainability

SGI Stormwater Quality Management

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.533 SGI Stormwater Quality Management

Committee: Electoral Area Services

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2452 (adopted February, 1997 for the EA of Southern Gulf Islands) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Southern Gulf Islands Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The Electoral Area of the Southern Gulf Islands.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

SGI Stormwater Quality Management	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Contract for Services & Consulting	4,470	4,470	3,770	-	-	3,770	4,650	4,480	4,270	4,360
Allocations	38,520	38,520	40,080	-	-	40,080	40,090	41,160	42,290	43,130
Other Operating Expenses	70	70	70	-	-	70	70	70	70	70
TOTAL OPERATING COSTS	43,060	43,060	43,920	-	-	43,920	44,810	45,710	46,630	47,560
*Percentage Increase over prior year						2.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu	(420)	(420)	(430)	-	-	(430)	(440)	(450)	(460)	(460)
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(420)	(420)	(430)	-	-	(430)	(440)	(450)	(460)	(460)
REQUISITION	(42,640)	(42,640)	(43,490)	-	-	(43,490)	(44,370)	(45,260)	(46,170)	(47,100)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%

Reserve Account Schedule

Reserve Fund: 1.533 SGI Stormwater Quality Internal Reserve Account (FC: 105530)

This service operates on a two-year work cycle with reporting and data analysis every second year. Reserve is also held for special projects (such as spills) and contaminant investigations.

Reserve Account Cash Flow

Reserve Account: 105530	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	3,614	3,614	3,614	3,614	3,614	3,614
Transfer to Operating						
Interest Income						
Ending Balance \$	3,614	3,614	3,614	3,614	3,614	3,614

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2019 Budget

SGI Emergency Comm. - CREST

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 1.923 SGI Emergency Comm. - CREST

Committee: Finance & Corporate Services

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

923 SGI EMERGENCY COMMUNICATIONS CREST	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Payments to CREST	151,190	151,190	154,210	-	-	154,210	157,290	160,440	163,650	166,920
Allocations	3,160	3,160	3,150	-	-	3,150	3,160	3,210	3,290	3,350
Other Operating Expenses	560	780	800	-	-	800	820	840	860	880
TOTAL OPERATING COSTS	154,910	155,130	158,160	-	-	158,160	161,270	164,490	167,800	171,150
*Percentage Increase over prior year						2.1%	2.0%	2.0%	2.0%	2.0%
TOTAL COSTS	154,910	155,130	158,160	-	-	158,160	161,270	164,490	167,800	171,150
FUNDING SOURCES (REVENUE)										
Estimated balance c/fwd from 2018 to 2019	-	(220)	220	-	-	220	-	-	-	-
Balance carried forward from 2017 to 2018	200	200	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,550)	(1,550)	(1,550)	-	-	(1,550)	(1,550)	(1,550)	(1,550)	(1,550)
Other Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(1,450)	(1,670)	(1,430)	-	-	(1,430)	(1,650)	(1,650)	(1,650)	(1,650)
REQUISITION	(153,460)	(153,460)	(156,730)	-	-	(156,730)	(159,620)	(162,840)	(166,150)	(169,500)
*Percentage increase over prior year requisition						2.1%	1.8%	2.0%	2.0%	2.0%
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2019 Budget

Magic Lake Estates Water (Pender)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.630 Magic Lake Estates Water (Pender)	Committee: Electoral Area Services
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DEFINITION:

LSA -1 To provide and operate water supply and distribution facilities for the Magic Lake Estates Water System. Specified Area on North Pender Island. Bylaw No. 1874 (June 11, 1991).

PARTICIPATION:

Local Service Area # 1 - D(764) LSA #9.

MAXIMUM LEVY:

Greater of \$160,000 or \$3.50 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$1,151,419

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3633 (Nov 2009).	\$	2,560,000
BORROWED:	SI Bylaw 3677 (Feb 2010).	\$	(723,000)
BORROWED:	SI Bylaw 3769 (Feb 2011).	\$	(250,000)
BORROWED:	SI Bylaw 3850 (Aug 2012).	\$	(559,500)
BORROWED:	SI Bylaw 3882 (Apr 2013).	\$	(1,002,500)
BORROWED:	SI Bylaw 3910 (July 2013).	\$	(25,000)
REMAINING AUTHORIZATION:		<u>\$</u>	<u>0</u>

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments.

User Charge: Annual charge per single family equivalency unit connected to the system.
 The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL3987 March 2015)

- Greater than 50 cubic metres - \$0.50 / cubic metre
- Greater than 80 cubic metres - \$1.00 / cubic metre

Parcel Tax: LSA-1 Annual charge only on properties capable of being connected to the system.

Turn on/Turn Off Fee: \$0 during normal working hours; \$25 outside of normal working hours

Connection Charges: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is \$500 - Bylaw No. 3987 (Mar 2015)

RESERVE FUND:

Magic Lake Estates - Water System Capital Reserve Fund. Bylaw No. 1498

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	2019 CORE BUDGET	2019 ONGOING	2019 ONE-TIME	2019 TOTAL	2020	2021	2022	2023
Magic Lake Estates Water (Pender)										
<u>OPERATING COSTS:</u>										
Repairs & Maintenance	26,830	39,030	27,030	-	-	27,030	27,570	28,110	28,670	29,240
Allocations	48,560	36,840	60,200	-	-	60,200	64,080	68,280	72,790	74,260
Water Testing	18,120	17,000	18,480	-	-	18,480	18,850	19,230	19,610	20,000
Electricity	47,500	47,000	49,400	-	-	49,400	50,390	51,400	52,430	53,480
Supplies	52,220	51,500	52,540	-	-	52,540	15,100	15,400	15,700	16,010
Labour Charges	346,910	218,670	354,260	-	-	354,260	361,350	368,580	375,950	383,470
Contingency	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	41,860	42,170	48,160	-	-	48,160	46,060	46,980	47,910	48,870
TOTAL OPERATING COSTS	582,000	452,210	610,070	-	-	610,070	583,400	597,980	613,060	625,330
*Percentage Increase over prior year						4.8%	-4.4%	2.5%	2.5%	2.0%
<u>DEBT/RESERVES</u>										
Transfer to Maintenance Reserve	15,000	15,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
Transfer to Capital Reserve Fund	92,390	227,560	90,750	-	-	90,750	94,870	112,080	89,020	76,540
MFA Debt Principal	127,849	127,849	127,860	-	-	127,860	127,860	127,860	127,860	180,980
MFA Debt Interest	91,821	91,821	91,810	-	-	91,810	91,810	91,810	100,350	127,650
TOTAL DEBT / RESERVES	327,060	462,230	320,420	-	-	320,420	324,740	342,150	327,840	395,990
TOTAL COSTS	909,060	914,440	930,490	-	-	930,490	908,140	940,130	940,900	1,021,320
<u>FUNDING SOURCES (REVENUE)</u>										
Sales - Water	(14,000)	(17,000)	(14,000)	-	-	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Lease Revenue	(8,100)	(8,100)	(8,100)	-	-	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)
User Charges	(297,200)	(299,580)	(336,100)	-	-	(336,100)	(336,100)	(336,100)	(336,100)	(336,100)
Transfer from Operating Reserve Fund	(20,000)	(20,000)	(3,000)	-	-	(3,000)	-	(20,000)	-	-
Other Revenue	(770)	(770)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
TOTAL REVENUE	(340,070)	(345,450)	(361,500)	-	-	(361,500)	(358,500)	(378,500)	(358,500)	(358,500)
REQUISITION - PARCEL TAX	(568,990)	(568,990)	(568,990)	-	-	(568,990)	(549,640)	(561,630)	(582,400)	(662,820)
*Percentage increase over prior year requisition						0.0%	-3.4%	2.2%	3.7%	13.8%

- (0) -

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.630	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$50,000	\$80,000	\$25,000	\$25,000	\$200,000	\$380,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$50,000	\$80,000	\$25,000	\$1,025,000	\$200,000	\$1,380,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt	Debt	\$0	\$0	\$0	\$0	\$1,025,000	\$200,000	\$1,225,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$50,000	\$80,000	\$25,000	\$0	\$0	\$155,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$50,000	\$80,000	\$25,000	\$1,025,000	\$200,000	\$1,380,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 2.630
Service Name: Magic Lake Estates Water (Pender)

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
19-02	Replacement	Buck Lake East Dam Detailed Design	Design for replacement of the Buck Lake East Dam.	\$80,000	E	Res	\$0	\$0	\$80,000	\$0	\$0	\$0	\$80,000
19-03	Renewal	Public Engagement for Future Projects	Inform and engage public within service area on upcoming works that will require borrowing to fund.	\$10,000	E	Res	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
19-04	Study	Buck Lake Dams Safety Review	Legislated safety review of the Buck Lake Dams.	\$50,000	E	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
20-03	Renewal	Referendum - Funding for Future Projects	Undertake a referendum to borrow funds to carry out the Buck Lake East Dam Remediation and adjustable intakes construction.	\$15,000	E	Res	\$0	\$0	\$0	\$15,000	\$0	\$0	\$15,000
21-02	Replacement	Design Buck Lake and Magic Lake Adjustable Intakes	Detailed design of adjustable intakes to inform future capital works to maintain water quality.	\$25,000	E	Debt	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000
21-03	Renewal	Buck Lake East Dam Remediation	Remediation of the Buck Lake East Dam.	\$1,000,000	S	Debt	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000
22-01	Replacement	Construction of Adjustable Intakes	Based upon Project 21-02, construct new adjustable intakes for Buck and Magic Lake.	\$200,000	E	Debt	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
GRAND TOTAL				\$1,380,000			\$0	\$50,000	\$80,000	\$25,000	\$1,025,000	\$200,000	\$1,380,000

**Magic Lake Estates Water
Reserves Summary
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Maintenance Reserve	57,716	69,716	85,016	80,626	96,546	112,786
Capital Reserve Fund	696,955	737,705	752,575	839,655	928,675	1,005,215
Total	754,671	807,421	837,591	920,281	1,025,221	1,118,001

Reserve Schedule

Reserve Fund: 2.630 Magic Lake Estates Water (Pender) Operating Reserve Fund (Bylaw No. 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc. Optimum minimum balance of \$50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	62,716	57,716	69,716	85,016	80,626	96,546
Transfer from Operating Budget	15,000	15,000	15,300	15,610	15,920	16,240
Interest Income						
Transfer to Operating Budget	(20,000)	(3,000)	-	(20,000)		-
Planned maintenance activity	Captains reservoir cleaning & inspection	Electrical Systems Arc Flash Study Maintenance		Frigate reservoir cleaning & inspection		
Ending Balance \$	57,716	69,716	85,016	80,626	96,546	112,786

Reserve Schedule

Reserve Fund: 2.630 Magic Lake Estates Water (Pender) Capital Reserve Fund - Bylaw 1498

Reserve Cash Flow

Fund: 1024 Fund Center: 101368

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	672,345	696,955	737,705	752,575	839,655	928,675
Transfer to Cap Fund (Based on Capital Plan)	(202,950)	(50,000)	(80,000)	(25,000)	-	-
Transfer from Cap Fund						
Transfer from Operating Budget	227,560	90,750	94,870	112,080	89,020	76,540
Interest Income		-	-	-	-	-
Ending Balance \$	696,955	737,705	752,575	839,655	928,675	1,005,215

CAPITAL REGIONAL DISTRICT

2019 Budget

Lyall Harbour Boot Cove Water (Saturna)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.640 Lyall Harbour Boot Cove Water (Saturna)

Committee: Electoral Area Services

DEFINITION:

To provide and operate and maintain a domestic water supply and distribution system for the Saturna Island Water Supply and Distribution System Specified Area in the Lyall Harbour/Boot Cove district on Saturna Island. Bylaw No. 513 (November 22, 1978).

PARTICIPATION:

Specified Area #14 - G(764)

MAXIMUM LEVY: Greater of \$150,000 or \$6.90 / \$1,000 of actual assessed value of land and improvements, to a maximum of \$367,159

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3587 (Jan 14, 2009)	\$430,000
BORROWED:	SI Bylaw 3634 (Aug 12, 2009) SI	\$250,000
BORROWED:	Bylaw 3677 (Feb 10, 2010)	\$180,000
REMAINING:		\$0

COMMITTEE:

Lyall Harbour/Boot Cove Water Committee established by Resolution - September 29, 1982
 Lyall Harbour/Boot Cove Water Local Services Committee established by Bylaw No. 1875 (December 12, 1990)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

- User Charge:** Annual charge per single family equivalency unit connected to the system.
- Parcel Tax:** Annual charge levied only on properties capable of being connected to the system.
- Connection Charges:** Actual Cost + 15% Admin Fee (Minimum Connection \$400 Bylaw No. 2137, April 28, 1993).

RESERVE FUND:

Bylaw No. 1785 (February 14, 1990)

Lyll Harbour Boot Cove Water (Saturna)

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
OPERATING COSTS:										
Repairs & Maintenance	4,910	1,000	5,010	-	-	5,010	5,110	5,210	5,320	5,430
Allocations	11,640	11,640	11,520	-	-	11,520	11,470	11,500	11,610	11,840
Water Testing	7,820	10,000	7,980	-	-	7,980	8,140	8,300	8,470	8,640
Electricity	4,900	3,800	4,000	-	-	4,000	4,080	4,160	4,240	4,320
Supplies	3,340	17,740	2,860	-	-	2,860	2,920	2,980	3,040	3,100
Labour Charges	99,920	140,660	104,710	-	-	104,710	106,800	108,940	111,120	113,340
Other Operating Expenses	9,380	79,760	9,270	-	-	9,270	9,460	9,650	9,840	10,030
TOTAL OPERATING COSTS	141,910	264,600	145,350	-	-	145,350	147,980	150,740	153,640	156,700
*Percentage Increase over prior year						2.4%	1.8%	1.9%	1.9%	2.0%
DEBT/RESERVES										
Transfer to Operating Reserve Fund	1,800	1,800	3,000	-	-	3,000	3,060	3,120	3,180	3,240
Transfer to Capital Reserve Fund	21,130	20,500	20,620	-	-	20,620	51,150	34,210	36,120	15,800
MFA Debt Principal	21,470	21,470	21,470	-	-	21,470	21,470	31,480	37,120	65,080
MFA Debt Interest	18,430	18,430	18,430	-	-	18,430	19,980	28,610	37,310	37,480
TOTAL DEBT / RESERVES	62,830	62,200	63,520	-	-	63,520	95,660	97,420	113,730	121,600
TOTAL COSTS	204,740	326,800	208,870	-	-	208,870	243,640	248,160	267,370	278,300
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2018 to 2019	-	(41,960)	41,370	-	-	41,370	-	-	-	-
User Charges	(93,610)	(93,610)	(126,700)	-	-	(126,700)	(126,700)	(126,700)	(126,700)	(126,700)
Transfer from Operating Reserve Fund	-	-	(10,000)	-	-	(10,000)	-	-	(6,000)	-
Insurance Recovery	-	(80,000)	-	-	-	-	-	-	-	-
Other Revenue	(820)	(920)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
TOTAL REVENUE	(94,430)	(216,490)	(95,630)	-	-	(95,630)	(127,000)	(127,000)	(133,000)	(127,000)
REQUISITION - PARCEL TAX	(110,310)	(110,310)	(113,240)	-	-	(113,240)	(116,640)	(121,160)	(134,370)	(151,300)
*Percentage increase over prior year										
User Charges			35.3%			35.3%	0.0%	0.0%	0.0%	0.0%
Requisition			2.7%			2.7%	3.0%	3.9%	10.9%	12.6%
Combined			17.7%			17.7%	1.4%	1.9%	5.3%	6.5%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.640	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$20,000	\$43,000	\$20,000	\$0	\$0	\$83,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$25,000	\$45,000	\$150,000	\$85,000	\$520,000	\$20,000	\$820,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$25,000	\$65,000	\$193,000	\$105,000	\$520,000	\$20,000	\$903,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$186,000	\$105,000	\$520,000	\$20,000	\$831,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$22,000	\$22,000	\$0	\$0	\$0	\$0	\$22,000
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$3,000	\$43,000	\$7,000	\$0	\$0	\$0	\$50,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$25,000	\$65,000	\$193,000	\$105,000	\$520,000	\$20,000	\$903,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 2.640
Service Name: Lyall Harbour Boot Cove Water (Saturna)

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-03	Study	Dam Safety Improvements - Seismic Design	Conduct a preliminary design study to inform detailed and construction cost estimates.	\$32,384	S	Grant	\$22,000	\$22,000	\$0	\$0	\$0	\$0	\$22,000
				\$7,616	S	Res	\$3,000	\$3,000	\$0	\$0	\$0	\$0	\$3,000
18-05	New	Biological Filter Backwash Upgrade	Upgrade the backwash system so that unchlorinated water is used to backwash the biological filter.	\$30,000	E	Debt	\$0	\$0	\$10,000	\$20,000	\$0	\$0	\$30,000
18-06	Renewal	Infrastructure Renewal	Renewal of infrastructure based upon the SAMP recommendations	\$100,000	S	Debt	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000	\$60,000
18-07	Study	WTP Optimization Study	Since construction of the WTP, additional works and elimination of extra infrastructure can improve operation.	\$10,000	E	Debt	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000
19-01	Replacement	Air Valve Replacement - Ph 2	Replace aging air valves that are a safety concern.	\$20,000	E	Res	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
19-02	Replacement	PRV Bypass Assembly Replacement	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenance.	\$8,000	E	Debt	\$0	\$0	\$8,000	\$0	\$0	\$0	\$8,000
19-03	Replacement	Standpipe and Valve Replacement	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable	\$8,000	E	Debt	\$0	\$0	\$8,000	\$0	\$0	\$0	\$8,000
19-04	New	Public Consultation & Referendum	Conduct public consultation to inform strategies for a referendum to borrow necessary future capital funds.	\$20,000	S	Res	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
20-01	Replacement	Chlorine Injection Pump	Install an additional chlorine injection pump to address dosing requirements related to fluctuating water demands.	\$7,000	E	Res	\$0	\$0	\$7,000	\$0	\$0	\$0	\$7,000
21-01	Replacement	Source Water Reliability Study	Study to determine vulnerability of the source water and its viability.	\$15,000	S	Debt	\$0	\$0	\$0	\$15,000	\$0	\$0	\$15,000
21-02	Renewal	Dam Safety Review	Conduct an audit type dam safety review.	\$50,000	S	Debt	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
22-01	New	Install Larger Supply Line to Tank	Construct a larger supply line to the tank to improve system reliability and operation.	\$150,000	S	Debt	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
22-02	Renewal	Money Lake Dam Seismic Upgrade	Seismic reinforcement of Money Lake Dam based upon the 2016 Dam Safety Review.	\$500,000	S	Debt	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
GRAND TOTAL				\$958,000			\$25,000	\$65,000	\$193,000	\$105,000	\$520,000	\$20,000	\$903,000

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Boot Cove Water (Saturna) Capital Reserve Fund - Bylaw 1785

Reserve Cash Flow

Fund: 1025 Fund Center: 101369	Estimated	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	43,753	29	(22,351)	21,799	56,009	92,129
Transfer to Cap Fund	(64,616)	(43,000)	(7,000)	-	-	-
Transfer from Operating Budget	20,500	20,620	51,150	34,210	36,120	15,800
Transfer from Cap Fund		-	-	-	-	-
Interest Income*	392	-	-	-	-	-
Ending Balance \$	29	(22,351)	21,799	56,009	92,129	107,929

Assumptions/Background:

To fully fund capital expenditure plan

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

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water Operating Reserve Fund (Bylaw No: 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, filter media replacement etc. Optimum minimum balance of \$6,500 (approximately 5%) of the annual operating budget.

Reserve Cash Flow

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	6,646	8,590	1,590	4,650	7,770	10,950
Transfer from Operating Budget	1,800	3,000	3,060	3,120	3,180	3,240
Transfer to Operating Budget	-	(10,000)	-	-	-	(10,000)
		Filter Media Replacement				Reservoir Cleaning and inspection
Interest Income	144	-	-	-	-	-
Ending Balance \$	8,590	1,590	4,650	7,770	10,950	4,190

Set level of transfers in order to avoid spikes in requisition resulting from unforeseen breakdowns in water infrastructure

CAPITAL REGIONAL DISTRICT

2019 Budget

Skana Water (Mayne)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.642 Skana Water (Mayne)	Committee: Electoral Area Services
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DEFINITION:

To provide for the construction of water supply and distribution facilities for Skana Water Service Area.
Bylaw No. 3090 (November 12, 2003).

PARTICIPATION:

Southern Gulf Islands Skana Water Service Area #47, U(764)

MAXIMUM LEVY:

Greater of \$54,100 or \$9.65 / \$1,000 to a maximum of \$111,182.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3090 (Nov. 12/03)	157,700		
BORROWED:	S.I. Bylaw No. 3154 (Apr. 22/04)	-78,850	2.40% 2014 Remaining:	\$32,889
	S.I. Bylaw No. 3196	-39,500	4.98% 2014 Remaining:	\$16,476
	S.I. Bylaw No. 3457 (2007)	-29,200	4.82% 2014 Remaining:	\$17,682
	Expired Nov 2008	-10,150		
REMAINING:		0		

COMMISSION:

Skana Water Service committee established by Bylaw # 3133 (Dec 10, 2003).

FUNDING:

- User Charge:** Annual charge per single family equivalency unit connected to the system.
- Parcel Tax: Annual charge only on properties capable of being connected to the system.
- Connection Charges: At cost or minimum of \$1,000.

RESERVE FUND:

Fund 1067, established by Bylaw # 3192 (July 14, 2004)

Skana Water (Mayne)	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2019 ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
JLB Services Contract	10,640	10,640	10,850	-	-	10,850	11,070	11,290	11,520	11,750
Repairs & Maintenance	1,100	1,500	2,610	-	-	2,610	2,670	2,730	2,790	2,850
Allocations	5,870	5,870	5,790	-	-	5,790	5,680	5,600	5,530	5,650
Water Testing	2,690	2,500	2,740	-	-	2,740	2,790	2,850	2,910	2,970
Electricity	2,400	2,100	2,400	-	-	2,400	2,450	2,500	2,550	2,600
Supplies	1,130	800	820	-	-	820	840	860	880	900
Labour Charges	19,540	15,220	20,450	-	-	20,450	20,860	21,280	21,710	22,140
Other Operating Expenses	3,260	3,250	3,300	-	-	3,300	3,260	3,320	3,380	3,440
TOTAL OPERATING COSTS	46,630	41,880	48,960	-	-	48,960	49,620	50,430	51,270	52,300
*Percentage Increase over prior year						5.0%	1.3%	1.6%	1.7%	2.0%
<u>DEBT/RESERVES</u>										
Transfer to Operating Reserve Fund	1,000	1,000	1,020	-	-	1,020	1,040	1,060	1,080	1,100
Transfer to Capital Reserve Fund	3,070	8,490	8,050	-	-	8,050	9,240	9,420	9,600	9,560
MFA Debt Principal	6,940	6,940	6,940	-	-	6,940	22,930	22,930	22,930	22,930
MFA Debt Interest	7,420	7,420	3,140	-	-	3,140	4,740	21,410	21,410	21,410
TOTAL DEBT / RESERVES	18,430	23,850	19,150	-	-	19,150	37,950	54,820	55,020	55,000
TOTAL COSTS	65,060	65,730	68,110	-	-	68,110	87,570	105,250	106,290	107,300
<u>FUNDING SOURCES (REVENUE)</u>										
User Charges	(41,890)	(42,560)	(43,440)	-	-	(43,440)	(43,870)	(44,880)	(45,920)	(46,930)
Transfer from Operating Reserve Fund	-	-	(1,500)	-	-	(1,500)	-	-	-	-
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(41,990)	(42,660)	(45,040)	-	-	(45,040)	(43,970)	(44,980)	(46,020)	(47,030)
REQUISITION - PARCEL TAX	(23,070)	(23,070)	(23,070)	-	-	(23,070)	(43,600)	(60,270)	(60,270)	(60,270)
*Percentage increase over prior year										
User Charges						3.7%	1.0%	2.3%	2.3%	2.2%
Requisition						0.0%	89.0%	38.2%	0.0%	0.0%
Combined.						2.4%	31.5%	20.2%	1.0%	1.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.642	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$25,000	\$25,000	\$0	\$25,000	\$0	\$0	\$50,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$25,000	\$25,000	\$400,000	\$25,000	\$0	\$0	\$450,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$25,000	\$25,000	\$0	\$25,000	\$0	\$0	\$50,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$25,000	\$25,000	\$400,000	\$25,000	\$0	\$0	\$450,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 2.642
 Service Name: Skana Water (Mayne)

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
17-02	Study	Groundwater Study	Identify any groundwater protection issues and conduct a water audit .	\$10,000	S	Res	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
17-03	New	Public Engagement/Referendum	Conduct public engage and referendum to seek elector assent to borrow funds for storage tank replacement.	\$10,000	S	Res	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
17-04	Renewal	Well #8 Upgrade	Conduct well improvements including new well liner, replacement of well seal and SCADA automation.	\$35,000	S	Res	\$0	\$0	\$0	\$25,000	\$0	\$0	\$25,000
18-01	Replacement	Storage Tank Replacement	Replace the existing storage tanks.	\$400,000	E	Debt	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000
18-02	Study	Water Quality Study	Conduct a groundwater quality study on Well #13 and its aquifer to determine if treatment is required.	\$15,000	S	Res	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
GRAND TOTAL				\$470,000			\$25,000	\$25,000	\$400,000	\$25,000	\$0	\$0	\$450,000

**Skana Water Reserves
Summary Schedule
2019 - 2023 Financial Plan**

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Reserve/Fund Summary

	2018	Budget				
		2019	2020	2021	2022	2023
Operating Reserve Fund	8,623	8,143	9,183	10,243	11,323	12,423
Capital Reserve Fund	45,385	28,435	37,675	22,095	31,695	41,255
Total	54,007	36,577	46,857	32,337	43,017	53,677

Reserve Schedule

Reserve Fund: 2.642 Skana Water Operating Reserve Fund (Bylaw No.: 4144)

Reserve Cash Flow

Fund: 1500 Fund Center: 105214

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	7,623	8,623	8,143	9,183	10,243	11,323
Transfer from Operating Budget	1,000	1,020	1,040	1,060	1,080	1,100
Transfer to Operating Budget		(1,500)	-	-	-	
Interest Income*		Hydrant Mtce -	-	-	-	-
Ending Balance \$	8,623	8,143	9,183	10,243	11,323	12,423

Assumptions/Background:

Maintain a minimum balance of \$4,000

Reserve Schedule

Reserve Fund: 2.642 Skana Water Capital Reserve Fund (Bylaw No.: 3192)

Reserve Cash Flow

Fund: 1067 Fund Center: 101849

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	36,895	45,385	28,435	37,675	22,095	31,695
Transfer to Cap Fund (Based on Capital Plan)		(25,000)	-	(25,000)	-	-
Transfer from Cap Fund						
Transfer from Operating Budget	8,490	8,050	9,240	9,420	9,600	9,560
Interest Income*		-	-	-	-	-
Ending Balance \$	45,385	28,435	37,675	22,095	31,695	41,255

Assumptions/Background:

Transfer whatever the operating budget will allow

* 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

2019 Budget

Sticks Allison Water

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.665	Sticks Allison Water (Galiano)	Committee: Electoral Area Services
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DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Sticks Allison Water Area. The service is to supply, treat, convey, store and distribute water. Local Service Area Bylaw No.2556 (January 28, 1998).

PARTICIPATION:

Local Service Area

MAXIMUM LEVY:

Greater of \$18,700 or \$2.27 / \$1,000 of actual assessed value of land and improvements, to a maximum of \$34,110

MAXIMUM CAPITAL DEBT:

AUTHORIZED TO BORROW:	LA Bylaw No. 2557	148,000		
BORROWED:	SI Bylaw No. 2632 - Mar '99	-20,000	15 Year	ended 2013
	SI Bylaw No. 2684 - Dec '99	-81,260	15 Year	ends 2014
PREPAYMENT:	\$3,895 x 12	-46,740		
REMAINING:		\$0		

COMMISSION:

Sticks Allison Local Service Committee established by Bylaw No. 2558.

FUNDING:

Any deficiencies after user charge are to be levied on taxable hospital assessments.

User Charge: Annual user fee to be charged per single family equivalency actually connected to the system. Excess consumption fee, all users, in excess of 10,000 imperial gallons per month @ \$10 per 1,000 Imperial Gallons.

Parcel Tax: Annual parcel tax levied only on properties capable of being connected to the system, and participating in debt servicing. Commuted Parcel Tax for prepayment in 1998 - 12 properties.

Connection Charges: Actual cost plus 15% administration fee - minimum connection \$400 (Bylaw No. 2559 - January 28, 1998).

RESERVE FUND:

Bylaw No. 2740.

STICKS ALLISON WATER GALIANO ISLAND	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
<u>OPERATING COSTS:</u>										
Repairs & Maintenance	850	400	10,760	-	-	10,760	10,970	11,180	11,400	11,620
Allocations	3,270	3,270	3,180	-	-	3,180	3,110	3,050	3,020	3,080
Water Testing	2,030	1,800	2,070	-	-	2,070	2,110	2,150	2,190	2,230
Electricity	1,240	1,200	1,290	-	-	1,290	1,320	1,350	1,380	1,410
Supplies	760	700	760	-	-	760	780	800	820	840
Labour Charges	29,270	28,000	30,700	-	-	30,700	31,310	31,940	32,580	33,230
Other Operating Expenses	3,130	3,130	3,170	-	-	3,170	3,210	3,250	3,290	3,330
TOTAL OPERATING COSTS	40,550	38,500	51,930	-	-	51,930	52,810	53,720	54,680	55,740
*Percentage Increase over prior year						28.1%	1.7%	1.7%	1.8%	1.9%
<u>DEBT/RESERVES</u>										
Transfer to Operating Reserve Fund	3,000	4,000	3,060	-	-	3,060	3,120	3,180	3,240	3,300
Transfer to Capital Reserve Fund	5,000	6,040	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL DEBT / RESERVES	8,000	10,040	8,060	-	-	8,060	8,120	8,180	8,240	8,300
TOTAL COSTS	48,550	48,540	59,990	-	-	59,990	60,930	61,900	62,920	64,040
<u>FUNDING SOURCES (REVENUE)</u>										
User Charges	(43,340)	(43,340)	(44,790)	-	-	(44,790)	(55,730)	(51,700)	(57,720)	(58,840)
Transfer from Operating Reserve Fund	-	-	(10,000)	-	-	(10,000)	-	(5,000)	-	-
Other Revenue	(210)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(43,550)	(43,540)	(54,990)	-	-	(54,990)	(55,930)	(56,900)	(57,920)	(59,040)
REQUISITION	(5,000)	(5,000)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
*Percentage increase over prior year										
User Charges						3.3%	24.4%	-7.2%	11.6%	1.9%
Requisition						0.0%	0.0%	0.0%	0.0%	0.0%
Combined						3.0%	22.0%	-6.6%	10.6%	1.8%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.665	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$6,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$6,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$6,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$6,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 2.665
Service Name: Sticks Allison Water (Galiano)

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Study	Condition Assessment	Conduct a condition assessment of the infrastructure.	\$6,000	S	Res	\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$6,000
													\$0
GRAND TOTAL				\$6,000			\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$6,000

**Sticks Allison Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

	Budget					
	2018	2019	2020	2021	2022	2023
Operating Reserve Fund	10,004	3,064	6,184	4,364	7,604	10,904
Capital Reserve Fund	14,419	13,419	18,419	23,419	28,419	33,419
Total	24,423	16,483	24,603	27,783	36,023	44,323

Reserve Schedule

Reserve Fund: 2.665 Sticks Allison Water (Galiano) Operating Reserve Fund (Bylaw No.: 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant teardowns and ground water well maintenance. Optimum minimum balance of \$4,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Center: 105215	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	6,004	10,004	3,064	6,184	4,364	7,604
Transfer from Ops Budget	4,000	3,060	3,120	3,180	3,240	3,300
Interest Income						
Expenditures		(10,000)		(5,000)		
Planned maintenance activity		Reservoir Cleaning and inspection		Hydrant teardown		
Ending Balance \$	10,004	3,064	6,184	4,364	7,604	10,904

Reserve Schedule

Reserve Fund: 2.665 Sticks Allison Water (Galiano) Capital Reserve Fund (Bylaw No.: 2740)

Reserve Cash Flow

Fund: 1068 Fund Center: 101890

	Estimate	Budget				
	2018	2019	2020	2021	2022	2023
Beginning Balance	14,419	14,419	13,419	18,419	23,419	28,419
Transfer to Cap Fund (Based on Capital Plan)		(6,000)	-	-	-	-
Transfer from Cap Fund						
Transfer from Operating Budget		5,000	5,000	5,000	5,000	5,000
Interest Income		-	-	-	-	-
Ending Balance \$	14,419	13,419	18,419	23,419	28,419	33,419

CAPITAL REGIONAL DISTRICT

2019 Budget

Surfside Park Estates (Mayne)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 2.667 Surfside Park Estates (Mayne)	Committee: Electoral Area Services
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DEFINITION:

To provide for the construction of water supply and distribution facilities for the Surfside Park Estates Water Service Area.
Bylaw No. 3088 (November 12, 2003).

PARTICIPATION:

The Southern Gulf Islands Surfside Park Estates Water Service Area #46, V(764).

MAXIMUM LEVY:

Greater of \$79,500 or \$13.97 / \$1,000 to a maximum of \$191,882 on actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3088 (Nov. 12/03)	272,000
BORROWED:	S.I. Bylaw No. 3154 (Apr. 22/04)	(100,000)
	S.I. Bylaw No. 3196	(104,000)
	S.I. Bylaw No. 3258	(48,000)
	S.I. Bylaw No. 3291	(20,000)
	REMAINING:	\$0

COMMISSION:

Surfside Park Estates Water Service committee established by Bylaw No 3131 (June 14, 2004)

FUNDING:

- User charge:** Annual charge per single family equivalency unit connected to the system.
- Parcel Tax:** Annual charge only on properties capable of being connected to the system.
- Connection Charge:** Actual Cost + 15% Admin fee (minimum connection \$400)

RESERVE:

Fund 1066, established by Bylaw # 3191 (July 16, 2004)

	2018		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2020	2021	2022	2023
Surfside Park Estates (Mayne)										
<u>OPERATING COSTS:</u>										
JLB Services Contract	17,920	17,000	18,280	-	-	18,280	18,650	19,020	19,400	19,790
Repairs & Maintenance	3,950	1,450	5,480	-	-	5,480	5,590	5,700	5,810	5,920
Allocations	7,690	7,690	7,600	-	-	7,600	7,510	7,460	7,470	7,620
Water Testing	3,740	3,500	3,810	-	-	3,810	3,890	3,970	4,050	4,130
Electricity	3,790	4,000	3,950	-	-	3,950	4,030	4,110	4,190	4,270
Supplies	7,480	10,900	7,630	-	-	7,630	7,780	7,930	8,080	8,240
Labour Charges	30,290	22,810	31,740	-	-	31,740	32,390	33,030	33,690	34,370
Other Operating Expenses	5,790	4,990	5,720	-	-	5,720	5,820	5,930	6,040	6,160
TOTAL OPERATING COSTS	80,650	72,340	84,210	-	-	84,210	85,660	87,150	88,730	90,500
*Percentage Increase over prior year						4.4%	1.7%	1.7%	1.8%	2.0%
<u>DEBT/RESERVES</u>										
Transfer to Operating Reserve Fund	1,800	5,930	1,840	-	-	1,840	1,880	1,920	1,960	2,000
Transfer to Capital Reserve Fund	5,000	10,000	5,000	-	-	5,000	15,320	21,780	23,510	23,510
MFA Debt Reserve Fund	-	-	-	-	-	-	-	-	-	-
MFA Debt Principal	12,930	12,930	12,930	-	-	12,930	3,230	-	-	-
MFA Debt Interest	5,580	5,580	5,580	-	-	5,580	1,100	-	-	-
TOTAL DEBT / RESERVES	25,310	34,440	25,350	-	-	25,350	21,530	23,700	25,470	25,510
TOTAL COSTS	105,960	106,780	109,560	-	-	109,560	107,190	110,850	114,200	116,010
<u>FUNDING SOURCES (REVENUE)</u>										
User Charges	(70,430)	(71,530)	(74,810)	-	-	(74,810)	(73,090)	(74,310)	(79,210)	(81,020)
Transfer from Operating Reserve Fund	(2,280)	(2,000)	(1,500)	-	-	(1,500)	-	(2,000)	-	-
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(72,810)	(73,630)	(76,410)	-	-	(76,410)	(73,190)	(76,410)	(79,310)	(81,120)
REQUISITION - PARCEL TAX	(33,150)	(33,150)	(33,150)	-	-	(33,150)	(34,000)	(34,440)	(34,890)	(34,890)
*Percentage increase over prior year										
User Charges						6.2%	-2.3%	1.7%	6.6%	2.3%
Requisition						0.0%	2.6%	1.3%	1.3%	0.0%
Combined						4.2%	-0.8%	1.6%	4.9%	1.6%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	2.667	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$8,000	\$0	\$0	\$0	\$65,000	\$73,000
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$8,000	\$0	\$0	\$0	\$65,000	\$73,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only) Debt		\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$0	\$8,000	\$0	\$0	\$0	\$65,000	\$73,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$8,000	\$0	\$0	\$0	\$65,000	\$73,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 2.667
Service Name: Surfside Park Estates (Mayne)

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
18-01	Renewal	Surfside Reservoir #2 Repair Program	Repair the concrete cradle and assess the tank condition.	\$65,000	E	Res	\$0	\$0	\$0	\$0	\$0	\$65,000	\$65,000
19-01	Replacement	PRV Chamber Hatch Replacement	Existing hatch has failed a safety assessment and requires replacement so that operators can access the chamber safely.	\$8,000	E	Res	\$0	\$8,000	\$0	\$0	\$0	\$0	\$8,000
GRAND TOTAL				<u>\$73,000</u>			<u>\$0</u>	<u>\$8,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$65,000</u>	<u>\$73,000</u>

**Surfside Water Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

	Budget					
	2018	2019	2020	2021	2022	2023
Operating Reserve Fund	5,773	6,113	7,993	7,913	9,873	11,873
Capital Reserve Fund	6,954	3,954	19,274	41,054	64,564	23,074
Total	12,727	10,067	27,267	48,967	74,437	34,947

Reserve Schedule

Reserve Fund: 2.667 Surfside Water Operating Reserve Fund (Bylaw No.: 4144)

Reserve Cash Flow

Fund: 1500 Fund Center: 105216

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	1,843	5,773	6,113	7,993	7,913	9,873
Transfer from Operating Budget	5,930	1,840	1,880	1,920	1,960	2,000
Interest Income						
Expenditures	(2,000)	(1,500)	-	(2,000)	-	-
Planned maintenance activitiy	Easement Maintenance	Hydrant Maintenance		Reservoir Cleaning		
Ending Balance \$	5,773	6,113	7,993	7,913	9,873	11,873

Assumptions/Background:

Maintain a minimum balance of \$4,000

Reserve Schedule

Reserve Fund: 2.667 Surfside Water Capital Reserve Fund (Bylaw No.: 3191)

Reserve Cash Flow

Fund: 1066 Fund Center: 101850

	2018	Budget				
		2019	2020	2021	2022	2023
Beginning Balance	47,154	6,954	3,954	19,274	41,054	64,564
Transfers to General Capital Fund	(50,200)	(8,000)	-	-	-	(65,000)
Transfer from General Capital Fund						
Transfer from Operating Budget	10,000	5,000	15,320	21,780	23,510	23,510
Interest Income*		-	-	-	-	-
Ending Balance \$	6,954	3,954	19,274	41,054	64,564	23,074

Assumptions/Background:

Transfer as much as operating budget will allow.

* 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

Magic Lake Sewer Utility (Pender)

EASC Review

Compiled and Presented by CRD Finance

September 2018

Service: 3.830 Magic Lake Sewer Utility (Pender)

Committee: Electoral Area Services

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Magic Lake Estates Sewerage System Specified Area on North Pender Island (Local Service Establishment Bylaw No. 1873 - June 26, 1991).

PARTICIPATION:

Specified Area - B(764) SA#8

MAXIMUM LEVY:

Greater of \$200,000 or \$7.10 / \$1,000 to a maximum of \$1,421,860 on actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

AUTHORIZED: LA Bylaw No. 4048 (Dec 2015). Fall Borrowing \$1,530,000 for 10 years

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes only by Special Act.

User Charge: Per single family equivalency unit to connected properties only (Bylaw 4074, April 13, 2016)

Parcel Tax: Only on properties capable of being connected to system.

Connection Charge: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is \$500 - Bylaw No. 4074 (April 2016)

RESERVE FUND:

Magic Lake Estates sewage system capital reserve fund (Dec 17, 1986). Bylaw No. 1497.

Magic Lake Sewer Utility (Pender)	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Sludge Hauling Contracts	57,020	71,600	73,000	-	-	73,000	74,460	75,950	77,470	79,020
Grit & Waste Sludge Disposal	55,690	71,600	73,000	-	-	73,000	74,460	75,950	77,470	79,020
Repairs & Maintenance	8,270	9,120	16,430	-	-	16,430	16,760	17,090	17,420	17,780
Allocations	33,080	31,860	33,470	-	-	33,470	35,310	37,390	39,710	40,510
Electricity	22,360	21,500	22,810	-	-	22,810	23,270	23,740	24,210	24,690
Supplies	16,150	19,150	16,470	-	-	16,470	16,790	17,120	17,450	17,780
Labour Charges	241,700	240,260	252,520	-	-	252,520	257,570	262,720	267,980	273,340
Other Operating Expenses	28,660	28,880	32,650	-	-	32,650	33,080	33,710	34,350	35,010
TOTAL OPERATING COSTS	462,930	493,970	520,350	-	-	520,350	531,700	543,670	556,060	567,150
*Percentage Increase over prior year						12.4%	2.2%	2.3%	2.3%	2.0%
<u>DEBT/RESERVES</u>										
Transfer to Capital Reserve Fund	123,470	87,850	75,360	-	-	75,360	49,320	-	-	-
Transfer to Operating Reserve Fund	13,000	13,000	13,260	-	-	13,260	13,530	13,800	14,080	14,360
Debt Reserve Fund	-	5,350	-	-	-	-	3,500	30,000	44,000	15,000
MFA Principal Payment	84,810	84,810	130,410	-	-	130,410	130,410	148,550	304,030	532,060
MFA Interest Payment	22,790	25,510	39,110	-	-	39,110	42,030	81,610	243,280	439,110
TOTAL DEBT / RESERVES	244,070	216,520	258,140	-	-	258,140	238,790	273,960	605,390	1,000,530
Sludge Disposal Recovery	(10,000)	(10,000)	(10,000)	-	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
TOTAL COSTS NET OF RECOVERIES	697,000	700,490	768,490	-	-	768,490	760,490	807,630	1,151,450	1,557,680
<u>FUNDING SOURCES (REVENUE)</u>										
User Charges	(187,150)	(188,650)	(251,360)	-	-	(251,360)	(251,360)	(251,360)	(251,360)	(251,360)
Grants in Lieu	(720)	(720)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
Transfer from Operating Reserve Fund	-	(2,000)	(8,000)	-	-	(8,000)	-	-	-	-
Other Revenue	(810)	(800)	(800)	-	-	(800)	(800)	(800)	(800)	(800)
TOTAL REVENUE	(188,680)	(192,170)	(260,170)	-	-	(260,170)	(252,170)	(252,170)	(252,170)	(252,170)
REQUISITION- PARCEL TAX	(508,320)	(508,320)	(508,320)	-	-	(508,320)	(508,320)	(555,460)	(899,280)	(1,305,510)
*Percentage increase over prior year requisition						0.0%	0.0%	9.3%	61.9%	45.2%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2019 to 2023

Service No.	3.830	Carry Forward from 2018	2019	2020	2021	2022	2023	TOTAL
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EXPENDITURE

Buildings	B	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	E	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	L	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	S	\$50,000	\$50,000	\$350,000	\$3,000,000	\$4,400,000	\$1,500,000	\$9,300,000
Vehicles	V	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$50,000	\$50,000	\$350,000	\$3,000,000	\$4,400,000	\$1,500,000	\$9,300,000

SOURCE OF FUNDS

Capital Funds on Hand	Cap	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Debenture Debt (New Debt Only)	Debt	\$0	\$0	\$350,000	\$3,000,000	\$4,400,000	\$1,500,000	\$9,250,000
Equipment Replacement Fund	ERF	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	Grant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	Res	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Short Term Loans	STLoan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Utility	WU	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$50,000	\$50,000	\$350,000	\$3,000,000	\$4,400,000	\$1,500,000	\$9,300,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 3.830
Service Name: Magic Lake Sewer Utility (Pender)

CAPITAL BUDGET FORM
 2019 & Forecast 2020 to 2023

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

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 2018	2019	2020	2021	2022	2023	5 - Year Total
16-04	Renewal	Inflow/Infiltration Reduction Program	Conduct and inflow/infiltration study and possibly some point repairs as part of the Infrastructure Replacement Phase 1 project.	\$217,000	S	Cap	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
17-02	New	Wastewater Improvements Phase II Public Consultation/Referendum	Public Engagement and a referendum is required to borrow funds to undertake Phase II upgrades (pump stations, Cannon and Schooner WWTPs)	\$25,000	S	Res	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
19-01	Renewal	Pipe Replacement	Based on results of the CCTV inspection from the I&I Reduction Program, replacement of the highest priority pipe (failing and leaking) will be undertaken.	\$2,500,000	S	Debt	\$0	\$0	\$200,000	\$1,200,000	\$1,100,000	\$0	\$2,500,000
19-02	Renewal	Upgrade 5 Lift Stations	Upgrade the Galleon, Masthead, Bucacaneers, Cutlass and Capstan pump stations.	\$1,000,000	S	Debt	\$0	\$0	\$100,000	\$900,000	\$0	\$0	\$1,000,000
20-01	Renewal	Upgrade Schooner Lift Station	Upgrade the Schooner Lift Station to replace end of life equipment.	\$750,000	S	Debt	\$0	\$0	\$50,000	\$700,000	\$0	\$0	\$750,000
21-01	Replacement	Replace Cannon WWTP with Pump Station & FM	Replace the over capacity Cannon WWTP with a pump station and forcemain to pump wastewater to the Schooner WWTP.	\$2,000,000	S	Debt	\$0	\$0	\$0	\$200,000	\$1,800,000	\$0	\$2,000,000
22-01	Replacement	Schooner WWTP Improvements	Replace and upgrade equipment and processes to improve capacity and operability.	\$3,000,000	S	Debt	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000	\$3,000,000
GRAND TOTAL				\$9,492,000			\$50,000	\$50,000	\$350,000	\$3,000,000	\$4,400,000	\$1,500,000	\$9,300,000

**Magice Lake Sewer Reserves
Summary Schedule
2019 - 2023 Financial Plan**

Reserve/Fund Summary

		Budget				
	2018	2019	2020	2021	2022	2023
Operating Reserve Fund	21,664	26,924	40,454	54,254	68,334	82,694
Capital Reserve Fund	214,530	279,890	329,210	329,210	329,210	329,210
Total	236,194	306,814	369,664	383,464	397,544	411,904

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Estates Sewer (Pender) Operating Reserve Fund (Bylaw No. 4144)

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage draining/cleaning/inspection etc. Optimum minimum balance of \$50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	10,664	21,664	26,924	40,454	54,254	68,334
Transfer from Ops Budget	13,000	13,260	13,530	13,800	14,080	14,360
Transfer from Environmental Services						
Interest Income						
Expenditures	(2,000)	(8,000)	-	-	-	-
Planned maintenance activity	Lab Oven Equipment Replacement	Clean Cannon aeration ditch/clarifier				
Ending Balance \$	21,664	26,924	40,454	54,254	68,334	82,694

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Estates Sewer (Pender) Capital Reserve Fund (Bylaw No.:1497)

Reserve Cash Flow

Fund: 1042 Fund Center: 101386

	Budget					
	2018	2019	2020	2021	2022	2023
Beginning Balance	126,680	214,530	279,890	329,210	329,210	329,210
Transfer to Cap Fund (Based on Capital Plan)		(10,000)	-	-	-	-
Transfer from Cap Fund						
Transfer from Operating Budget	87,850	75,360	49,320	-	-	-
Interest Income		-	-	-	-	-
Ending Balance \$	214,530	279,890	329,210	329,210	329,210	329,210

Long-Term Debt

CAPITAL REGIONAL DISTRICT

SUMMARY OF LONG-TERM DEBT (Unaudited)

		2018					
		Outstanding Dec 31/17	Additions	Principal	Actuarial	Total Debt Retirement	Outstanding Dec 31/18
General Capital - Debenture	(Schedule B)	\$ 23,599,612	4,000,000	\$ (2,957,619)	\$ (501,602)	\$ (3,459,221)	\$ 24,140,391
Non-Debenture	(Schedule B)	-	-	-	-	-	-
Sewer Capital - Debenture	(Schedule C)	32,051,442	17,335,000	(3,017,707)	(1,271,079)	(4,288,786)	45,097,656
Non-Debenture	(Schedule C)	17,700,000	32,000,000	-	-	-	49,700,000
Water Capital - Debenture	(Schedule D)	71,329,568	8,000,000	(6,767,319)	(2,603,897)	(9,371,216)	69,958,352
Non-Debenture	(Schedule D)	-	-	-	-	-	-
		144,680,622	61,335,000	(12,742,645)	(4,376,578)	(17,119,223)	188,896,399
Accrued actuarial valuation - CRD Debt		(2,344,850)			(129,885)	(129,885)	(2,474,735)
		142,335,772	61,335,000	(12,742,645)	(4,506,463)	(17,249,108)	186,421,664
Member Municipalities	(Schedule B)	161,805,674	836,630	(9,082,020)	(2,725,511)	(11,807,531)	150,834,773
CRD Total		304,141,446	62,171,630	(21,824,665)	(7,231,974)	(29,056,639)	337,256,437
CRHC Total		52,095,379	-	(4,818,884)	-	(4,818,884)	47,276,495
Consolidated Total		\$ 356,236,825	\$ 62,171,630	\$ (26,643,549)	\$ (7,231,974)	\$ (33,875,523)	\$ 384,532,932

TOTAL OUTSTANDING DEBT

General Capital (CRD and municipalities)	\$ 174,975,164
Sewer Capital	94,797,656
Water Capital	69,958,352
less accrued actuarial valuation	<u>2,474,735</u>
CRD	337,256,437
CRHC	<u>47,276,495</u>
Total	<u><u>\$ 384,532,932</u></u>

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT
General Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2017		Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
							Previous Outstanding	Principal 2018			
Regional Parks											
2017	4142	4198	142	2032	560,000	3.150%	560,000	30,109	-	30,109	529,891
2018	4142	4222	145	2033	4,000,000	3.150%	-	-	-	-	4,000,000
Total Regional Parks					4,560,000		560,000	30,109	-	30,109	4,529,891
Port Renfrew Fire											
2009	3456	3634	106	2024	40,000	4.130%	21,593	1,998	736	2,734	18,859
Total Port Renfrew Fire					40,000		21,593	1,998	736	2,734	18,859
Seaparc Golf Course											
2017	4052	4175	141	2032	660,000	2.800%	660,000	35,486	-	35,486	624,514
Total Seaparc Golf Course					660,000		660,000	35,486	-	35,486	624,514
Peninsula Recreation - Swimming Pool											
2008	3388	3514	103	2023	5,200,000	2.600%	2,451,714	259,694	109,931	369,625	2,082,089
2008	3388	3547	104	2023	1,600,000	2.900%	754,373	79,906	33,825	113,731	640,642
2009	3388	3594	105	2024	2,198,000	4.900%	1,186,550	109,771	40,458	150,229	1,036,321
Total Peninsula Recreation - Swimming Pool					8,998,000		4,392,637	449,371	184,214	633,585	3,759,052
Peninsula Recreation - Community Recreation											
2017	4116	4175	141	2032	1,080,000	2.800%	1,080,000	58,068	-	58,068	1,021,932
Total Peninsula Recreation - Community Rec.					1,080,000		1,080,000	58,068	-	58,068	1,021,932
Solid Waste - Refuse Disposal											
2008	3518	3547	104	2023	2,000,000	5.150%	942,968	900,687	42,281	942,968	-
2010	3518	3677	110	2025	2,500,000	4.500%	1,513,876	124,853	39,445	164,298	1,349,578
2011	3518	3769	116	2026	2,200,000	4.200%	1,471,232	109,870	29,151	139,021	1,332,211
Total Solid Waste - Refuse Disposal					6,700,000		3,928,076	1,135,410	110,877	1,246,287	2,681,789
Saltspring Island - Library											
2006	3308	3364	99	2021	350,000	1.750%	114,268	17,479	9,429	26,908	87,360
2011	3613	3800	117	2026	2,000,000	3.250%	1,337,484	99,882	26,501	126,383	1,211,101
2013	3613	3910	126	2028	100,000	3.850%	78,792	4,994	848	5,842	72,950
Total Saltspring Island - Library					2,450,000		1,530,544	122,355	36,778	159,133	1,371,411

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, 2017		Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
							Previous Outstanding	Principal 2018			
Saltspring Island - Indoor Pool											
2005	3207	3258	92	2020	2,500,000	1.550%	623,987	124,853	75,041	199,894	424,093
2006	3207	3364	99	2021	400,000	1.750%	130,591	19,976	10,776	30,752	99,839
Total Saltspring Island - Indoor Pool					2,900,000		754,578	144,829	85,817	230,646	523,932
Gossip Island - Electrification											
2012	3579		121	2027	715,000	2.900%	521,595	35,708	7,736	43,444	478,151
Total Gossip Island - Electrification					715,000		521,595	35,708	7,736	43,444	478,151
Galiano Island Public Building											
2013	3793	3910	126	2028	310,000	3.850%	244,257	15,482	2,630	18,112	226,145
Total Gossip Island - Electrification					310,000		244,257	15,482	2,630	18,112	226,145
Galiano Island Fire											
2013	3793	3910	126	2028	290,000	3.850%	228,498	14,483	2,460	16,943	211,555
Total Gossip Island - Electrification					290,000		228,498	14,483	2,460	16,943	211,555
North Galiano Fire											
2014	3844	3936	127	2029	280,000	3.300%	236,349	13,984	1,746	15,730	220,619
Total Gossip Island - Electrification					280,000		236,349	13,984	1,746	15,730	220,619
East Sook Fire											
2014	3863	4	130	2029	1,800,000	3.000%	1,519,387	89,894	11,225	101,119	1,418,268
2016	3863	4114	139	2031	150,000	2.100%	141,935	8,065	242	8,307	133,628
Total Gossip Island - Electrification					1,950,000		1,661,322	97,959	11,467	109,426	1,551,896
Land Banking and Housing											
2015	3715	4009	131	2030	9,413,000	2.200%	7,780,163	802,377	57,149	859,526	6,920,637
Total Land Banking and Housing					9,413,000		7,780,163	802,377	57,149	859,526	6,920,637
Total General - Debenture Debt					43,346,000		23,599,612	2,957,619	501,610	3,459,229	24,140,383

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, 2017		Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
						Previous Outstanding	Principal 2018			
MUNICIPALITIES										
Victoria										
2003	3026	79	2033	10,000,000	2.250%	7,050,126	150,514	147,494	298,008	6,752,118
2003	3026	80	2033	10,000,000	2.850%	7,050,126	150,514	147,494	298,008	6,752,118
2004	3026	81	2034	10,000,000	2.850%	7,333,943	150,514	133,303	283,817	7,050,126
2007	3467	102	2022	4,509,000	4.820%	1,805,410	225,184	108,144	333,328	1,472,082
2008	3515	103	2023	1,800,000	4.650%	848,670	89,894	38,053	127,947	720,723
2009	3515	105	2024	1,800,000	4.900%	971,695	89,894	33,132	123,026	848,669
2009	3595	105	2024	3,440,015	4.900%	1,857,029	171,798	63,319	235,117	1,621,912
2010	3515	110	2025	5,200,000	4.500%	3,148,863	259,694	82,046	341,740	2,807,123
2011	3770	115	2031	10,200,000	variable	7,908,274	435,610	-	435,610	7,472,664
2014	3770	130	2034	23,200,000	3.000%	20,767,971	779,097	97,281	876,378	19,891,593
2016	3770	139	2036	5,500,000	2.100%	5,295,314	204,686	6,141	210,827	5,084,487
2017	3770	142	2037	9,600,000	3.150%	9,600,000	357,271	-	357,271	9,242,729
Total Victoria				95,249,015		73,637,421	3,064,670	856,407	3,921,077	69,716,344
Central Saanich										
2010	3674	110	2025	1,000,000	4.500%	605,551	49,941	15,778	65,719	539,832
2011	3772	116	2026	1,333,333	4.200%	891,655	66,588	17,667	84,255	807,400
2014	3967	130	2019	1,085,540	2.050%	459,909	200,420	25,025	225,445	234,464
2015	4032	133	2040	8,523,540	2.750%	8,078,213	218,834	15,586	234,420	7,843,793
Total Central Saanich				11,942,413		10,035,328	535,783	74,056	609,839	9,425,489
Esquimalt										
2002	2999	78	2022	4,000,000	2.250%	1,389,636	120,970	130,518	251,488	1,138,148
2003	3092	80	2023	2,800,000	2.850%	1,140,404	84,679	82,980	167,659	972,745
2004	3198	85	2024	1,256,000	2.000%	583,176	37,985	33,641	71,626	511,550
2005	3293	95	2025	2,012,000	4.170%	992,493	73,965	35,683	109,648	882,845
2006	3369	99	2026	1,129,000	1.750%	617,680	37,914	20,453	58,367	559,313
2007	3464	102	2027	2,353,000	4.820%	1,404,302	79,018	37,948	116,966	1,287,336
2014	3969	130	2024	1,200,000	3.000%	887,999	99,949	12,480	112,429	775,570
Total Esquimalt				14,750,000		7,015,690	534,480	353,703	888,183	6,127,507

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, 2017		Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
						Previous Outstanding	Principal 2018			
MUNICIPALITIES										
Saanich										
2003	3051	79	2028	1,500,000	2.250%	884,039	31,429	30,798	62,227	821,812
2004	3197	85	2019	800,000	2.000%	143,311	37,074	32,834	69,908	73,403
2005	3257	92	2020	3,341,000	1.550%	833,897	166,853	100,284	267,137	566,760
2005	3292	95	2020	2,320,000	1.800%	576,412	124,542	61,026	185,568	390,844
2006	3363	99	2021	4,505,000	1.750%	1,470,776	224,985	121,369	346,354	1,124,422
2007	3466	102	2022	2,306,300	4.820%	923,446	115,179	55,314	170,493	752,953
2010	3726	111	2025	1,797,000	variable	1,067,772	118,595	-	118,595	949,177
2010	3726	112	2025	1,150,000	3.730%	696,385	57,432	18,145	75,577	620,808
2011	3771	114	2026	8,400,000	variable	5,569,298	533,853	-	533,853	5,035,445
2012	3853	121	2027	750,000	2.900%	547,127	37,456	8,115	45,571	501,556
2014	3968	130	2024	2,400,000	3.000%	1,774,555	199,898	24,960	224,858	1,549,697
2014	3968	130	2029	4,725,000	3.000%	3,989,833	235,972	29,464	265,436	3,724,397
2016	4061	137	2031	8,064,600	2.600%	7,646,652	417,948	14,628	432,576	7,214,076
2017	4163	141	2032	2,800,000	2.800%	2,800,000	150,546	-	150,546	2,649,454
2017	4199	142	2032	3,695,800	3.150%	3,695,800	198,711	-	198,711	3,497,089
2018	4163	144	2028	836,630	variable	-	41,832	-	41,832	794,798
Total Saanich				49,391,330		32,619,303	2,692,305	496,937	3,189,242	30,266,691
Oak Bay										
2003	3095	80	2023	4,715,000	2.850%	1,920,356	142,594	139,732	282,326	1,638,030
Total Oak Bay				4,715,000		1,920,356	142,594	139,732	282,326	1,638,030
North Saanich										
2003	3094	80	2018	4,900,000	2.400%	449,598	227,078	222,520	449,598	-
2007	3465	102	2032	7,722,907	4.820%	5,496,468	185,442	89,058	274,500	5,221,968
2014	3938	127	2029	1,680,000	3.300%	1,418,095	83,901	10,476	94,377	1,323,718
Total North Saanich				14,302,907		7,364,161	496,421	322,054	818,475	6,545,686

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, 2017		Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
						Previous Outstanding	Principal 2018			
MUNICIPALITIES										
Sidney										
2006	3359	99	2021	770,000	1.750%	251,387	38,455	20,745	59,200	192,187
2007	3414	101	2022	80,000	4.520%	32,033	3,995	1,919	5,914	26,119
2010	3676	110	2035	1,448,000	4.500%	1,173,382	34,769	10,985	45,754	1,127,628
2011	3801	117	2036	1,073,000	3.250%	902,103	25,765	6,836	32,601	869,502
2012	1958	118	2037	479,000	3.400%	416,702	11,502	2,492	13,994	402,708
2017	4200	142	2047	3,000,000	3.150%	3,000,000	63,058	-	63,058	2,936,942
Total Sidney				6,850,000		5,775,607	177,544	42,977	220,521	5,555,086
View Royal										
2011	3802	117	2026	2,445,000	3.250%	1,635,073	122,106	32,397	154,503	1,480,570
2014	3937	127	2034	5,490,000	3.300%	4,914,491	184,364	23,020	207,384	4,707,107
Total View Royal				7,935,000		6,549,564	306,470	55,417	361,887	6,187,677
Highlands										
2004	3153	81	2024	571,021	2.850%	265,133	17,269	15,294	32,563	232,570
2016	4115	139	2026	500,000	2.100%	456,385	43,615	1,308	44,923	411,462
Total Highlands				1,071,021		721,518	60,884	16,602	77,486	644,032
Colwood										
2009	3596	105	2019	265,000	4.900%	61,623	22,072	8,135	30,207	31,416
2009	3596	105	2022	733,000	4.900%	326,788	44,085	16,248	60,333	266,455
2009	3596	105	2022	963,000	4.900%	429,328	57,918	21,347	79,265	350,063
2009	3596	105	2023	720,000	4.900%	357,313	39,362	14,507	53,869	303,444
2009	3596	105	2024	3,396,000	4.900%	1,833,267	169,600	62,509	232,109	1,601,158
2012	3852	121	2038	3,710,323	2.900%	3,256,804	83,732	18,141	101,873	3,154,931
2012	3852	121	2018	1,662,700	2.100%	304,977	250,668	54,309	304,977	-
2016	4060	137	2046	4,501,000	2.600%	4,413,810	87,190	3,052	90,242	4,323,568
Total Colwood				15,951,023		10,983,910	754,627	198,248	952,875	10,031,035

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, 2017		Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
						Previous Outstanding	Principal 2018			
MUNICIPALITIES										
Sooke										
2006	3360	99	2026	8,800,000	1.750%	4,814,521	295,519	159,419	454,938	4,359,583
2007	3413	101	2027	617,101	4.520%	368,296	20,723	9,952	30,675	337,621
Total Sooke				9,417,101		5,182,817	316,242	169,371	485,613	4,697,204
Total Municipal				231,574,810		161,805,674	9,082,020	2,725,504	11,807,524	150,834,780
Total General Debenture				43,346,000		23,599,612	2,957,619	501,610	3,459,229	24,140,383
				274,920,810		185,405,286	12,039,639	3,227,114	15,266,753	174,975,163
Total General Non-Debenture				-		-	-	-	-	-
Grand Total				\$ 274,920,810		\$ 185,405,286	12,039,639	3,227,114	\$ 15,266,753	\$ 174,975,163

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, 2017 Previous Outstanding	Principal 2018	Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
Millstream Site Remediation											
2010	3513	3725	112	2025	288,234	3.730%	174,540	14,395	4,548	18,943	155,597
2012	3513	3817	118	2027	200,000	3.400%	145,901	9,988	2,164	12,152	133,749
2013	3513	3882	124	2028	600,000	3.150%	472,755	29,965	5,090	35,055	437,700
2013	3513	3910	126	2028	611,766	3.850%	482,027	30,552	5,190	35,742	446,285
Total Millstream Site Remediation					1,700,000		1,275,223	84,900	16,992	101,892	1,173,331
Septage/Composting - Saltspring Island											
2009	3564	3594	105	2024	280,000	4.900%	151,152	13,984	5,154	19,138	132,014
2009	3564	3634	106	2024	400,000	4.130%	215,934	19,976	7,363	27,339	188,595
2010	3564	3677	110	2025	650,000	4.500%	393,607	32,462	10,256	42,718	350,889
2013	3564	3910	126	2028	770,000	3.850%	606,703	38,455	6,532	44,987	561,716
Total Septage/Composting - SSI					2,100,000		1,367,396	104,877	29,305	134,182	1,233,214
Debt - NWT - Vortex / Siphon Upgrade											
2009	3532	3594	105	2019	99,680	4.900%	23,180	8,302	3,060	11,362	11,818
2011	3532	3769	116	2021	60,350	4.200%	27,008	5,027	1,334	6,361	20,647
Total NWT - Vortex / Siphon Upgrade					160,030		50,188	13,329	4,394	17,723	32,465
Debt - NWT - Macaulay Point/Genset											
2007	3339	3412	101	2022	196,790	4.520%	78,795	9,828	4,720	14,548	64,247
Total NWT - Macaulay Point/Genset					196,790		78,795	9,828	4,720	14,548	64,247
Debt - LWMP Core - NET / ECI Sewer Upgrade											
2005	3205	3261	92	2020	3,000,000	1.550%	748,784	149,823	90,049	239,872	508,912
2005	3205	3291	95	2020	3,000,000	1.800%	745,358	161,046	78,912	239,958	505,400
2006	3205	3325	97	2021	2,000,000	1.750%	652,954	99,882	53,882	153,764	499,190
2006	3205	3364	99	2021	4,000,000	1.750%	1,305,907	199,764	107,764	307,528	998,379
Total LWMP Core - NET / ECI Sewer Upg					12,000,000		3,453,003	610,515	330,607	941,122	2,511,881

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, 2017 Previous Outstanding	Principal 2018	Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice)											
2007	3205	3412	101	2022	7,000,000	4.520%	2,802,812	349,588	167,888	517,476	2,285,336
2007	3205	3457	102	2022	3,000,000	4.820%	1,201,206	149,823	71,952	221,775	979,431
2008	3205	3514	103	2023	1,000,000	4.650%	471,484	49,941	21,141	71,082	400,402
2008	3205	3547	104	2023	700,000	5.150%	330,037	34,958	14,798	49,756	280,281
Total LWMP Core-NET/ECI Sewer Upg					11,700,000		4,805,539	584,310	275,779	860,089	3,945,450
DEBT - NET Bowker											
2003	3049	3091	80	2018	2,153,367	2.400%	197,581	99,792	97,789	197,581	-
Total NET Bowker					2,153,367		197,581	99,792	97,789	197,581	-
Debt - NWT Upgrade - Phase 1											
2003	2765	3050	79	2018	700,000	2.100%	64,228	32,439	31,789	64,228	-
2005	2802	3258	92	2020	100,000	1.550%	24,960	4,993	3,002	7,995	16,965
Total NWT Upgrade - Phase 1					6,330,000		89,190	37,434	34,791	72,225	16,965
Debt - Craigflower PS Upgrade											
2005	3244	3291	95	2020	500,000	1.800%	124,226	26,841	13,152	39,993	84,233
2006	3244	3364	99	2021	400,000	1.750%	130,591	19,975	10,776	30,751	99,840
2008	3244	3514	103	2023	80,000	4.650%	37,718	3,995	1,691	5,686	32,032
Total Craigflower PS Upgrade					980,000		292,535	50,811	25,619	76,430	216,105
Debt - Saanich (Non Debt Assistance Grant)											
2003	2546	3050	79	2018	220,130	2.100%	20,198	10,201	9,997	20,198	-
Total Saanich (Non Debt Assistance Grant)					220,130		20,198	10,201	9,997	20,198	-
Debt- LWMP Core Treatment Facilities											
2008	3461	3547	104	2023	10,000,000	5.150%	4,714,836	499,410	211,407	710,817	4,004,019
Total LWMP Core Treatment Facilities					10,000,000		4,714,836	499,410	211,407	710,817	4,004,019

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, 2017 Previous Outstanding	Principal 2018	Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
Debt - Core Sewage Integrated Treatment Facilities											
2010	3615	3677	110	2025	12,000,000	4.500%	7,266,606	599,293	189,336	788,629	6,477,977
Total Core Sewage Integrated Trtmnt. Facs.					12,000,000		7,266,606	599,293	189,336	788,629	6,477,977
Debt - Core Area WasteWater Treatment Program											
2013	3887	3910	126	2038	6,100,000	3.850%	5,478,008	146,473	24,880	171,353	5,306,655
2018	3887	4253	146	2043	15,000,000	3.200%	-	-	-	-	15,000,000
Total Core Area WasteWater Trtmnt Pgrm.					6,100,000		5,478,008	146,473	24,880	171,353	20,306,655
Debt - Oak Bay - Humber/Rutland											
2007	3332	3412	101	2022	450,000	4.520%	180,180	22,474	10,793	33,267	146,913
Total Oak Bay - Humber/Rutland					450,000		180,180	22,474	10,793	33,267	146,913
Debt - Ganges Sewer (S.S.I.)											
2016	4007	4114	139	2036	350,000	2.100%	336,974	13,026	391	13,417	323,557
2017	4007	4198	142	2042	1,500,000	3.150%	1,500,000	41,142	-	41,142	1,458,858
2018	4007	4253	146	2038	1,800,000	3.200%	-	-	-	-	1,800,000
Total Debt - Ganges Sewer (S.S.I.)					350,000		1,836,974	54,168	391	54,559	3,582,415
Debt - Maliview Sewer (S.S.I.)											
2004	2991	3196	85	2019	40,982	2.000%	7,343	1,899	1,682	3,581	3,762
2006	2991	3364	99	2021	24,000	1.750%	7,834	1,199	647	1,846	5,988
Total Maliview Sewer (S.S.I.)					64,982		15,177	3,098	2,329	5,427	9,750
Debt - Magic Lake Estates (P.I.)											
2016	4048	4114	139	2026	745,000	2.100%	680,013	64,986	1,950	66,936	613,077
2017	4048	4198	142	2027	250,000	3.150%	250,000	21,808	-	21,808	228,192
2018	4048	4253	146	2028	535,000	3.200%	-	-	-	-	535,000
Total Debt - Magic Lake Estates (P.I.)					745,000		930,013	86,794	1,950	88,744	1,376,269

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2017 Previous Outstanding	Principal 2018	Actuarial 2018	Debt Retirement 2018	December 31, 2018 Outstanding
Total Sewer - Debenture Debt				67,631,129		32,051,442	3,017,707	1,271,079	4,288,786	45,097,656
Non Debenture Debt										
2014	3887	3888		17,700,000	variable	17,700,000	-	-	-	17,700,000
2018	3887	3888		32,000,000	variable	-	-	-	-	32,000,000
Total Sewer - Non Debenture Debt				49,700,000		17,700,000	-	-	-	49,700,000
Total Debt - Sewer				\$ 117,331,129		49,751,442	3,017,707	1,271,079	4,288,786	94,797,656

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, 2017		Actuarial 2018	Debt Retirement 2,018	December 31, 2018 Outstanding
							Previous Outstanding	Principal 2018			
Highland Water											
2009	3580	3634	106	2024	250,000	4.130%	134,958	12,485	4,602	17,087	117,871
2012	3580	3817	118	2027	150,680	3.400%	109,922	7,525	1,630	9,155	100,767
Total Highland water					400,680		244,880	20,010	6,232	26,242	218,638
Highland & Fernwood Water(SSI)											
2011	3754	3800	117	2026	500,000	3.250%	334,370	24,971	6,625	31,596	302,774
Total Highland water					500,000		334,370	24,971	6,625	31,596	302,774
Cedars of Tuam Water											
2003	3024	3050	79	2018	24,000	2.100%	2,202	1,112	1,090	2,202	-
Total Cedars of Tuam Water					24,000		2,202	1,112	1,090	2,202	-
Beddis Water											
2005	3193	3291	95	2020	325,500	1.800%	80,871	17,473	8,562	26,035	54,836
2013	3825	3882	124	2028	300,000	3.150%	193,893	24,987	4,244	29,231	164,662
2013	3825	3910	126	2023	70,000	3.850%	45,242	5,830	990	6,820	38,422
Total Beddis Water					695,500		320,006	48,290	13,797	62,087	257,919
Fulford Water											
2005	3203	3291	95	2020	573,000	1.800%	142,364	30,760	15,072	45,832	96,532
2012	3758	3817	118	2027	145,000	3.400%	105,778	7,241	1,569	8,810	96,968
2012	3758	3850	121	2027	25,000	2.900%	18,237	1,249	271	1,520	16,718
Total Fulford Water					743,000		266,379	39,250	16,912	56,162	210,217
Cedar Lane Water											
2008	3425	3514	103	2023	60,000	4.650%	28,292	27,024	1,268	28,292	-
2009	3425	3634	106	2024	108,000	4.130%	58,301	5,394	1,988	7,382	50,919
Total Cedar Lane Water					168,000		86,593	32,418	3,256	35,674	50,919

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT

Water Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2017		Actuarial 2018	Debt Retirement 2,018	December 31, 2018 Outstanding
							Previous Outstanding	Principal 2018			
Magic Lakes Water											
2010	3633	3677	110	2025	723,000	4.500%	437,813	36,107	11,407	47,514	390,299
2011	3633	3769	116	2026	250,000	4.200%	167,186	12,485	3,313	15,798	151,388
2012	3633	3850	121	2027	559,500	2.900%	408,157	27,942	6,054	33,996	374,161
2013	3633	3882	124	2028	1,002,500	3.150%	789,897	50,066	8,504	58,570	731,327
2013	3633	3882	126	2028	25,000	3.850%	19,698	1,249	212	1,461	18,237
Total Magic Lakes Water					2,560,000		1,822,751	127,849	29,490	157,339	1,665,412
Lyll Harbour/Boot Cove Water											
2009	3587	3634	106	2024	250,000	4.130%	134,958	12,485	4,602	17,087	117,871
2010	3587	3677	110	2025	180,000	4.500%	109,000	8,989	2,840	11,829	97,171
Total Lyll Harbour/Boot Cove Water					430,000		243,958	21,474	7,442	28,916	215,042
Skana Water-Mayne Island											
2004	3090	3154	81	2019	78,850	2.400%	14,125	3,654	3,236	6,890	7,235
2004	3090	3196	85	2019	39,500	2.000%	7,075	1,831	1,621	3,452	3,623
2007	3090	3457	102	2022	29,200	4.820%	11,692	1,458	700	2,158	9,534
Total Skana Water-Mayne Island					147,550		32,892	6,943	5,558	12,501	20,391
Port Renfrew Snuggery Cove Water System											
2004	2996	3154	81	2019	325,000	2.400%	58,221	15,061	13,339	28,400	29,821
Total Port Renfrew Snuggery Cove Water Sys					325,000		58,221	15,061	13,339	28,400	29,821
Fernwood Water											
2009	3581	3634	106	2024	100,000	4.130%	53,983	4,994	1,841	6,835	47,148
2010	3581	3677	110	2025	50,000	4.500%	30,277	2,497	789	3,286	26,991
2012	3581	3817	118	2027	45,000	3.400%	32,828	2,247	487	2,734	30,094
Total Fernwood Water					195,000		117,088	9,738	3,116	12,854	104,234

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT

Water Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2017			Debt Retirement 2,018	December 31, 2018 Outstanding
							Previous Outstanding	Principal 2018	Actuarial 2018		
Surfside Park Water											
2004	3088	3154	81	2019	100,000	2.400%	17,914	4,634	4,104	8,738	9,176
2004	3088	3196	85	2019	104,000	2.000%	18,630	4,820	4,268	9,088	9,542
2005	3088	3258	92	2020	48,000	1.550%	11,981	2,395	1,441	3,836	8,145
2005	3088	3291	95	2020	20,000	1.800%	4,969	1,074	526	1,600	3,369
Total Surfside Park Water					272,000		53,494	12,923	10,340	23,263	30,231
Wilderness Mountain											
2012	3504	3817	118	2027	281,000	3.400%	204,990	14,033	3,040	17,073	187,917
Total Port Renfrew Snuggery Cove Water Sys					281,000		204,990	14,033	3,040	17,073	187,917
Regional Water Supply											
2003	2862	3050	79	2018	5,000,000	2.100%	458,773	231,712	227,061	458,773	-
2003	2862	3091	80	2018	2,000,000	2.400%	183,512	92,688	90,824	183,512	-
2007	3419	3514	103	2023	7,000,000	2.600%	3,300,385	349,588	147,985	497,573	2,802,812
2007	3419	3547	104	2023	8,000,000	5.150%	3,771,868	399,528	169,125	568,653	3,203,215
2007	3451	3514	103	2022	60,000,000	2.600%	28,289,013	2,996,466	1,268,439	4,264,905	24,024,108
2009	3419	3594	105	2024	9,000,000	4.900%	4,858,482	449,470	165,661	615,131	4,243,351
2009	3419	3634	106	2024	1,000,000	4.130%	539,832	49,941	18,407	68,348	471,484
2010	3661	3725	112	2025	6,500,000	3.730%	3,936,078	324,617	102,557	427,174	3,508,904
2011	3661	3769	116	2026	1,500,000	4.200%	1,003,112	74,911	19,875	94,786	908,326
2012	3661	3817	118	2027	4,500,000	3.400%	3,282,763	224,735	48,689	273,424	3,009,339
2013	3661	3882	124	2028	1,700,000	3.150%	1,339,476	84,900	14,421	99,321	1,240,155
2015	3902	4009	131	2030	3,000,000	2.200%	2,683,608	155,475	11,074	166,549	2,517,059
2016	3902	4059	137	2031	1,500,000	2.600%	1,422,262	77,738	2,721	80,459	1,341,803
2018	3902	4222	145	2033	5,000,000	3.150%	-	-	-	-	5,000,000
Total Regional Water Supply					115,700,000		55,069,164	5,511,768	2,286,840	7,798,608	52,270,556

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT

Water Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2017			Debt Retirement 2,018	December 31, 2018 Outstanding
							Previous Outstanding	Principal 2018	Actuarial 2018		
Juan De Fuca Water Distribution											
2012	3782	3817	118	2027	2,500,000	3.400%	1,823,757	124,853	27,050	151,903	1,671,854
2013	3782	3882	124	2028	4,500,000	3.150%	3,545,671	224,735	38,173	262,908	3,282,763
2014	3782	3936	127	2029	5,000,000	3.300%	4,220,519	249,706	31,179	280,885	3,939,634
2016	3981	4059	137	2031	2,000,000	2.600%	1,896,350	103,650	3,628	107,278	1,789,072
2018	3981	4222	145	2033	3,000,000	3.150%	-	-	-	-	3,000,000
Total Juan De Fuca Water Distribution					17,000,000		11,486,297	702,944	100,030	802,974	13,683,323
Juan De Fuca Water Distribution - DCC											
2005	3164	3258	92	2019	1,500,000	1.550%	374,392	74,911	45,024	119,935	254,457
2005	3164	3291	95	2020	1,000,000	1.800%	248,453	53,682	26,304	79,986	168,467
2006	3164	3364	99	2021	500,000	1.750%	163,237	24,971	13,470	38,441	124,796
2007	3164	3412	101	2022	500,000	4.520%	200,201	24,971	11,992	36,963	163,238
Total Juan De Fuca Water Distribution-DCC					3,500,000		986,283	178,535	96,791	275,326	710,957
Total Water - Debenture Debt					142,941,730		71,329,568	6,767,319	2,603,897	9,371,216	69,958,352
Non Debenture Debt											
Total Water - Non Debenture Debt					-		-	-	-	-	-
Total Debt - Water					142,941,730		71,329,568	6,767,319	2,603,897	9,371,216	69,958,352