

CAPITAL REGIONAL DISTRICT

Fiscal Year 2020

ANNUAL FISCAL PLAN



CRD

Making a difference...together

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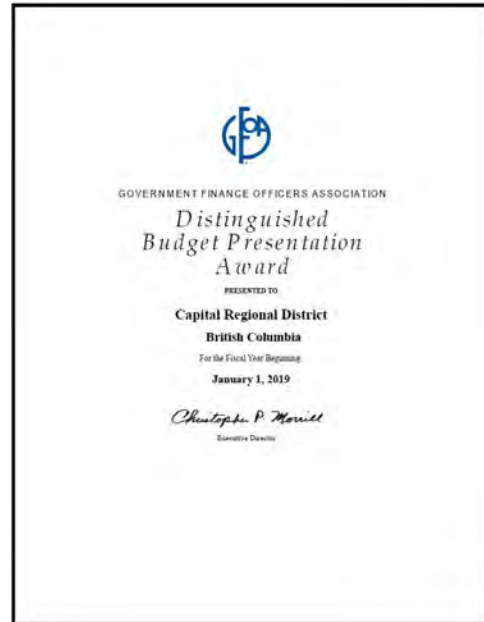
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GFOA Awards

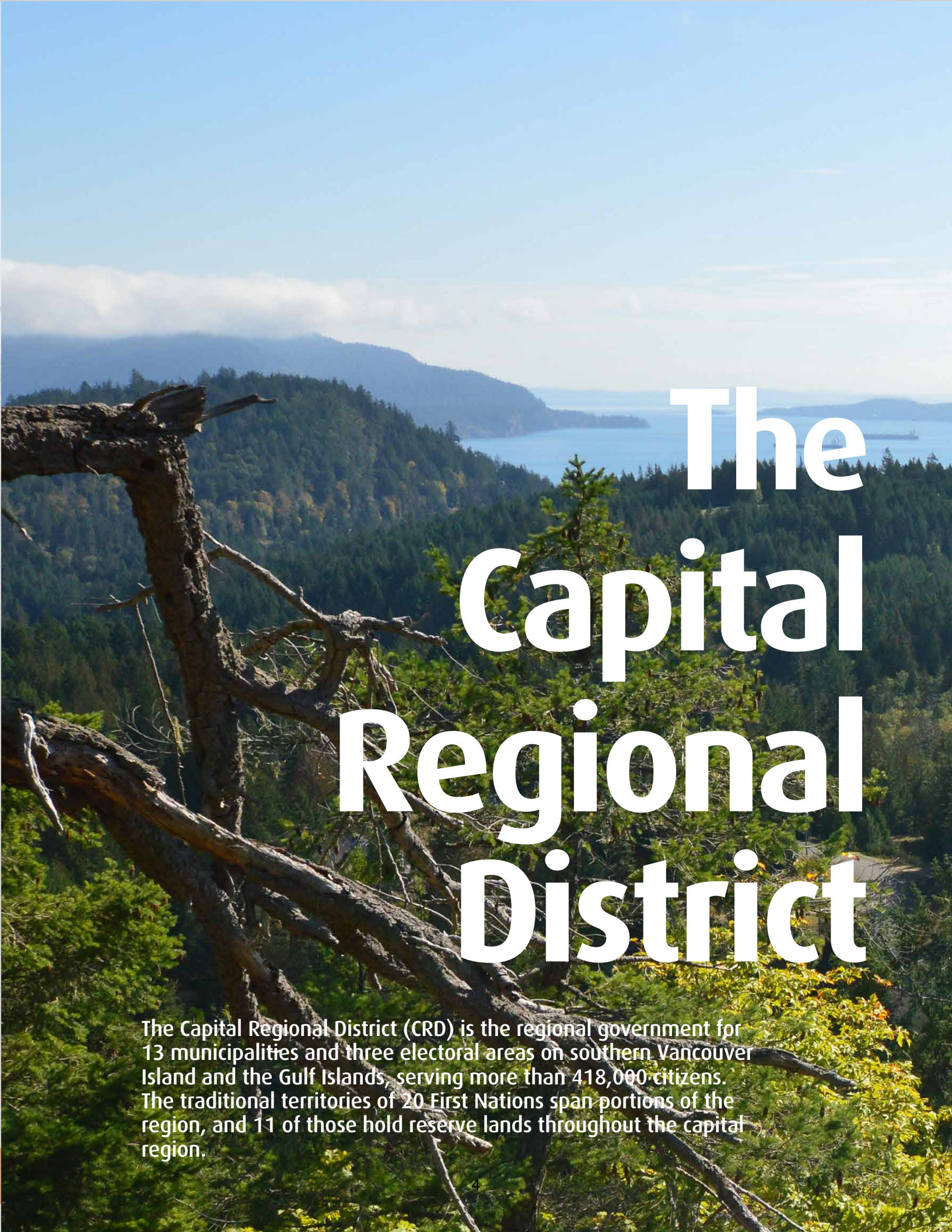
The Government Finance Officers' Association of the United States and Canada (GFOA) has given an award for the Distinguished Budget Presentation Award to Capital Regional District (CRD) for the Fiscal year beginning January 1, 2019.

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

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



An Award for Distinguished Budget Presentation is valid for a period of one year only. The CRD has previously won this award in 2018; and we believe our current report continues to conform to the Distinguished Budget Presentation requirements, and we are submitting it to GFOA.



The Capital Regional District

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 418,000 citizens. The traditional territories of 20 First Nations span portions of the region, and 11 of those hold reserve lands throughout the capital region.



Profile of the Capital Regional District

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

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

- ▶ **regional**, where all municipalities and electoral areas are served
- ▶ **sub-regional**, where two or more jurisdictions are served
- ▶ **local**, 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 1,286 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 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 20 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 418,000 residents by providing a wide range of services related to water supply, waste management and disposal, recycling, recreation, emergency response, and affordable housing.

Regional Government Leadership

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

On the Board, the directors:

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

Administrative Structure

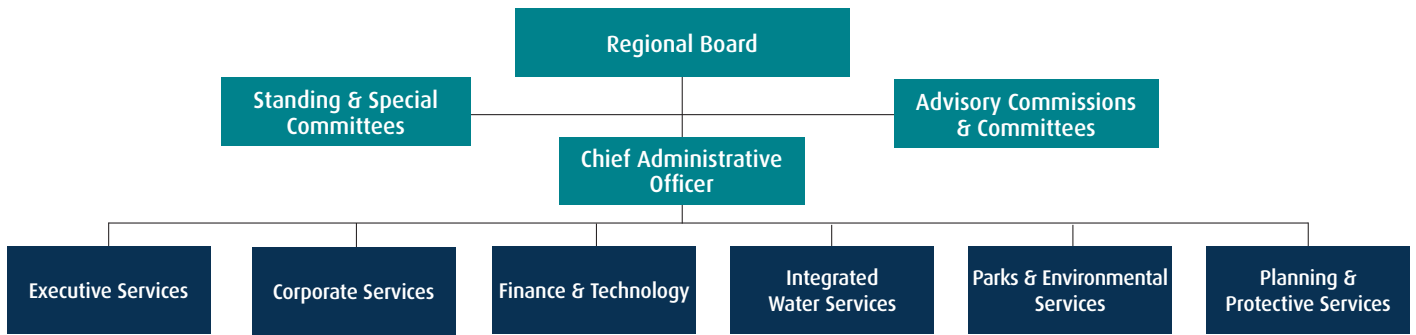
The Board is supported by the CRD's Chief Administrative Officer (CAO), who oversees staff in office service areas:

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

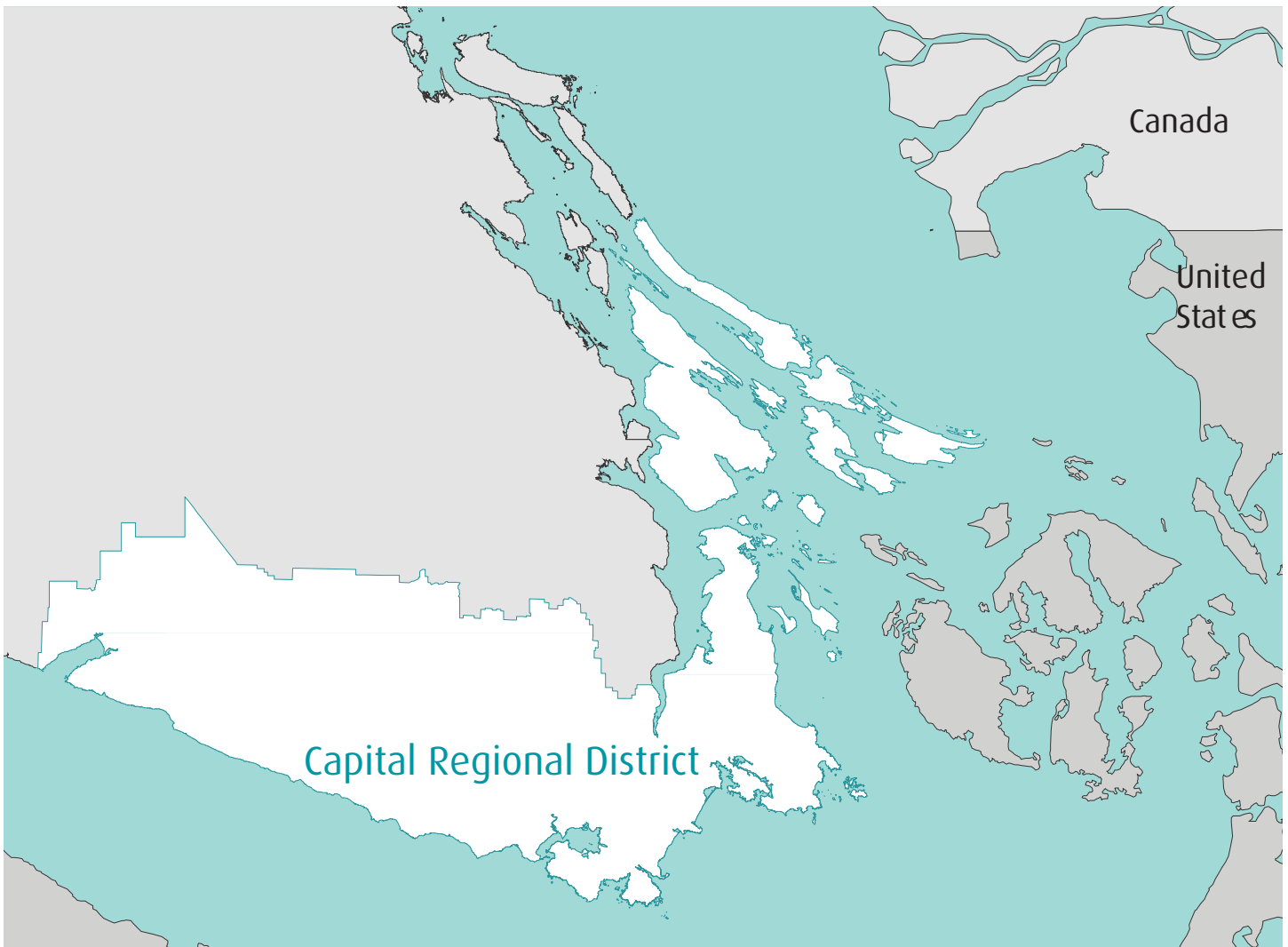
Altogether, the CRD administers more than 200 service-related reporting entities and employs more than 1100 staff.

Capital Regional District

Corporate Organization Chart and Capital Region Map



Capital Region Map



Setting the Stage

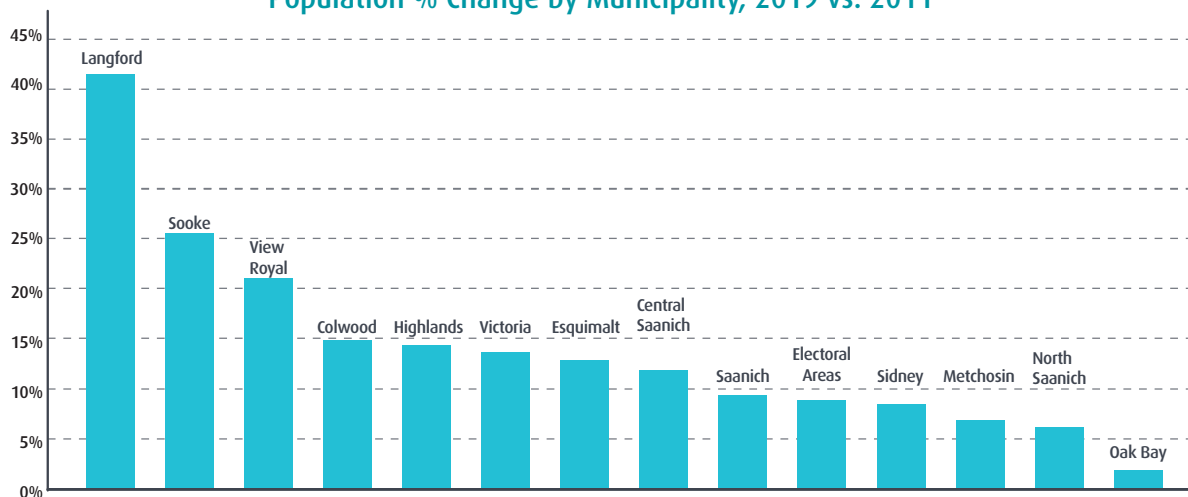
2019 Performance

The Regional Economy

While some indicators signaled a moderation and slowing of economic growth into 2020, regional demand and service utilization trends remained positive. Cost escalation pressures driven by a 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 Victoria area ended the year at 2.5% while Victoria's unemployment rate ended the year at 3.4%. The Victoria area unemployment rate was the lowest rate in the Province of BC (4.9%) and in Canada (5.7%). Although housing starts have slowed down in the region, many other regional growth indicators showed improvements relative to 2019 including total population, unemployment rate and taxable assessments.

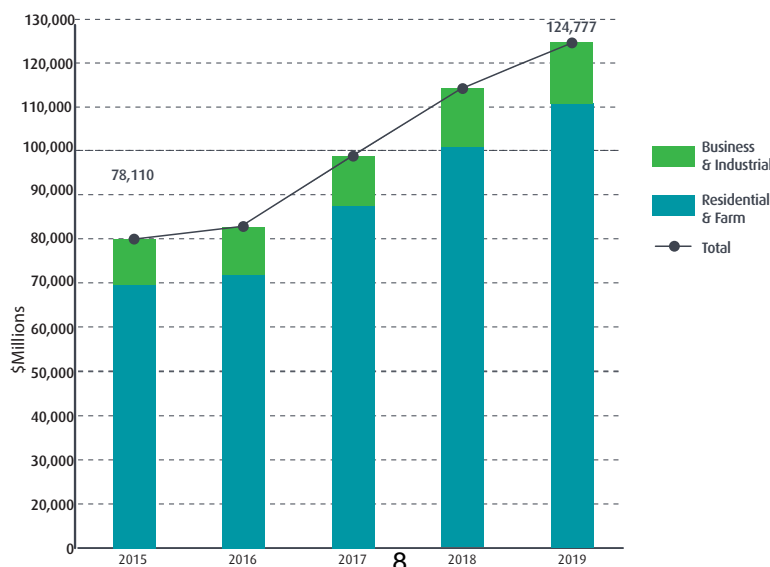
Population % Change by Municipality, 2019 vs. 2011



Population growth continues to drive the regional economy. Since 2011, the population of the CRD has increased 14%, continuing to outpace Metro Vancouver and the Province as a whole.

In 2019, total regional property assessments increased 10% to \$124.8 billion. The largest increases were in Colwood, Langford, View Royal and Sooke, while there was an 11% average increase in Electoral Areas including the Southern Gulf Islands, Salt Spring Island, and Juan de Fuca.

2019 Total Assessments



Building permit values totaled \$1.2 billion. Where building permits signal construction intentions, housing starts indicate construction activity. A decrease in dwellings of 32% is consistent with moderation and slowing of economic growth in the region.

Continued growth in taxable assessments overall has contributed to compounding the housing affordability pressure in the region, in spite of housing sales activity softening in Victoria. Sales of existing homes increased 3% in 2019.

According to RBC’s Housing Affordability Measure report, Victoria was the third least affordable market in Canada with an aggregate measure of 58% of median pre-tax household income on home ownership costs.

The regional growth and cost escalation pressures continue to be major factors in organization-wide service delivery. Focus remains on delivering key CRD infrastructure projects and optimization of services that align with long-term corporate and strategic planning as developed by the CRD Board while balancing cost pressures.

Financial Health

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

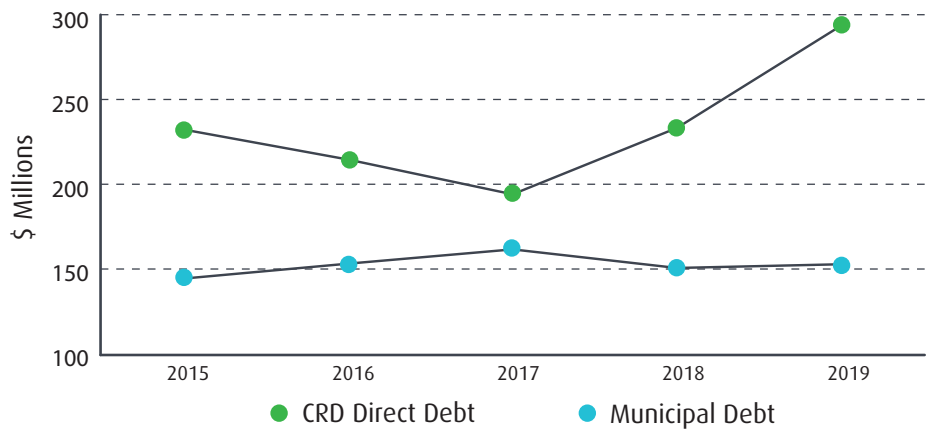
Current Ratio

The current ratio is a measure of the liquidity of an organization, meaning the CRD’s ability to meet current obligations through current assets. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. The current ratio has increased to 6.9 for 2019 from 3.8 in 2018 (adjusted to exclude balances for the WTP) which was primarily driven by funding held on deposit at year end. Generally, a current ratio greater than one is considered healthy for a government entity.



Debt

Debt increased by \$62.8 million to \$447.3 million in 2019. Debt includes debt for CRD, CRHC and member municipalities. While member municipality debt increased by \$2.1 million, CRD and CRHC debt increased by a combined \$60.7 million in 2019. This is due to a net increase of \$42.0 million in borrowing for WTP, \$11.3 million pay down of debt related to the sale of the Viewfield property, and \$35.5 million in borrowing related to the Millstream Ridge project for the Regional Housing First Program.



Net debt encompasses the difference between financial assets and financial liabilities for the current year. In 2019, the CRD’s net debt was \$100.4 million, which is an increase of \$28.6 million over 2018. Net debt is an indicator towards the financial flexibility of the CRD to acquire capital.

Assets Funded by Debt

The Capital Investment Funded by New Debt ratio measures the current year acquisition of capital assets that are funded by new debt. In 2019, excluding \$218.5 million investment towards the WTP, new debt funded \$52.5 million out of CRD’s capital investment balance of \$97.9 million.

**CAPITAL INVESTMENT
FUNDED BY NEW DEBT**

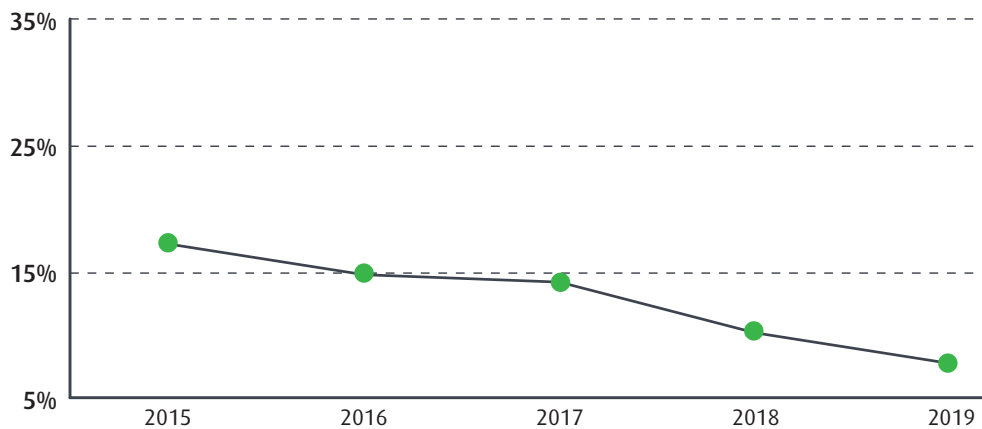
53.6%

Debt Servicing Costs

The Debt Service Costs to Total Revenue ratio is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt. A high percentage indicates greater use of revenue for the repayment of debt and less ability to adjust to unplanned events and changing circumstances. The CRD’s debt servicing costs (excluding member municipality debt servicing costs) have been trending down year over year. In 2019, debt servicing costs were \$29.8 million and total revenue was \$416.5 million.

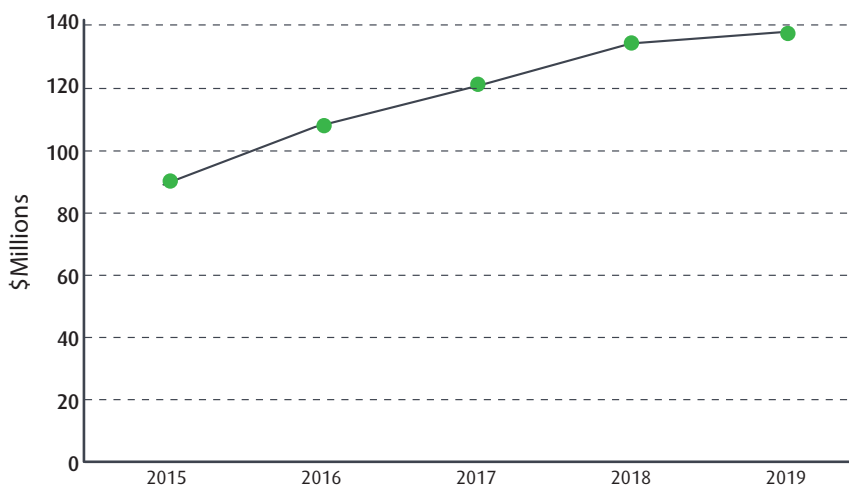
**DEBT SERVICE COSTS
TO TOTAL REVENUE**

7.2%



Contributions to Reserves

Contributions to reserves are needed to reduce costs of borrowing for asset renewal, replacement and to mitigate risk of asset failure. Reserves are savings supporting sustainable service delivery while balancing fluctuations in requisition and users fees. \$25.8 million or 6.2% of revenues collected in 2019 were transferred to operating and capital reserves increasing the total reserve to \$137.8 million, an increase of \$3.8 million. The following graph shows the cumulative growth in total reserves.



Financial Planning

Financial Management; Controls and Reporting

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

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

- Optimize fee for service revenues and stabilize tax rates to fund operations, maintenance, growth and asset depletion.
- Limit transfers to/from operating reserves, transferring only to fund one-time projects or with the intent of stabilizing revenue requirements.
- Levels of transfers to/from capital reserves are to be supported through development of life cycle funding requirements.

One-time variances resulting in surplus should be transferred to reserve to fund future capital liabilities or reduce future revenue requirements and only be applied to reduce tax rates in rare circumstances where the offset is sustainable and stable.

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

Controls and Reporting

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.

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

In 2019, the CRD engaged BDO Canada LLP to assist with an initial assessment of CRD's internal control environment. The goal of the engagement is to improve current controls and align to best practices, with the intent to implement CEO and CFO attestation of CRD's Internal Controls over Financial Reporting in the future.

Board and Corporate Planning

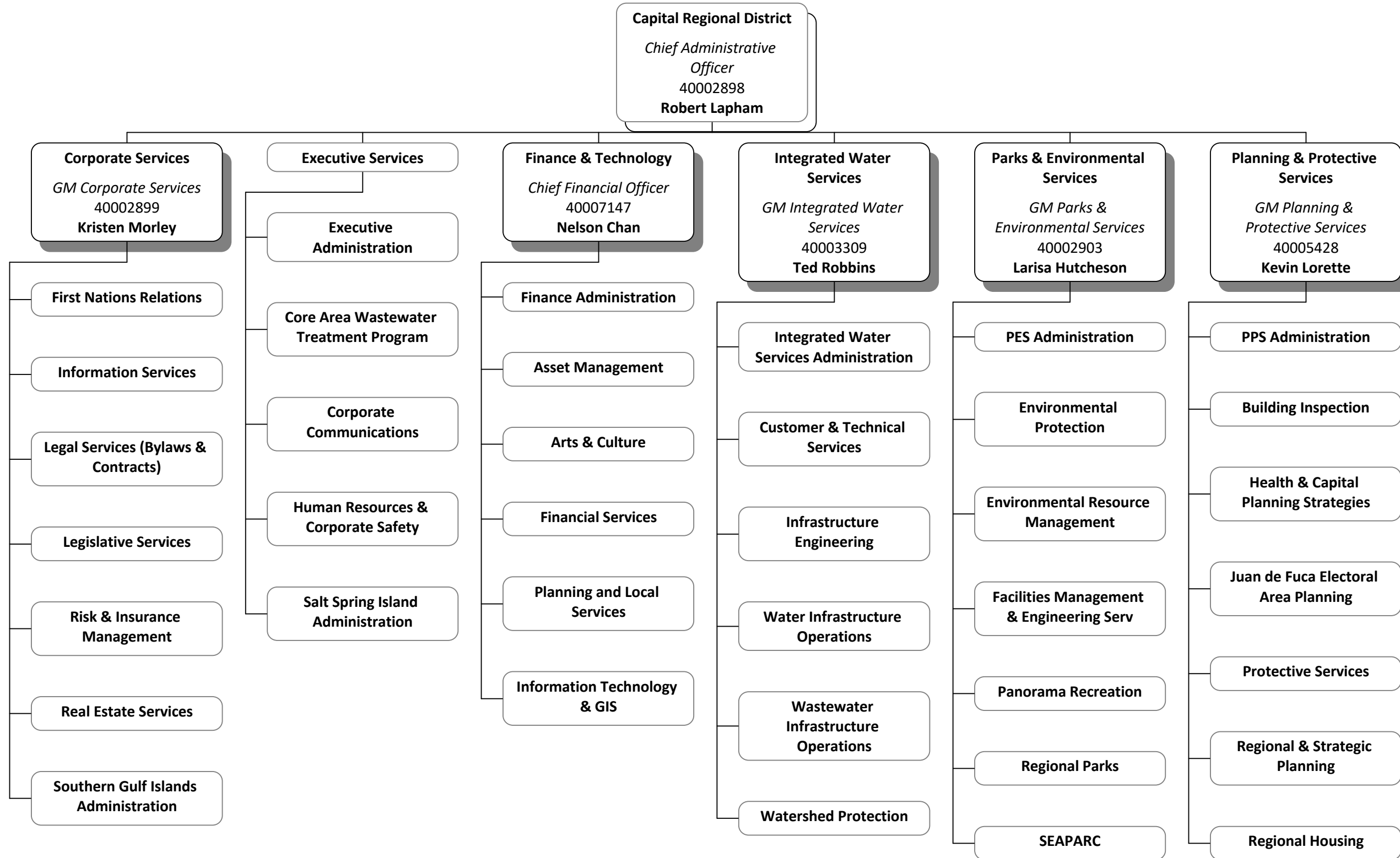
The CRD follows a four-year planning cycle to ensure alignment with the election terms. The CRD’s 5 year Financial Plan establishes a longer-term perspective of the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Board priorities. The budget planning cycle is linked to the statutory five year financial plan, which shows projected revenues and expenditures, and the planned contribution of operating revenue required to fund proposed capital projects, together with planned borrowing and anticipated grants.

Annually the CRD must develop a financial plan that includes the operating and capital expenditure plans for the next five years. The CRD Financial Plan consists of more than 200 service budgets funding delivery of regional, sub-regional and local services. Financial Plan revenues are derived from fees and charges, service and operating agreements, grants, and taxes. Expenditures are determined through a variety of processes and agreements, some of which the CRD Board controls directly, and others which are delegated or recommended by local service commissions. All of the budget recommendations derived from these processes are incorporated into the operating and capital expenditure plans for approval by the Board.



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

Organizational Chart 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.

Budget Planning Process Summary

CRD Timetable for 2021-2025 Financial Plan	
Month(s)	Description
June	Executive Leadership Team - Review and Prioritize initiative Business Cases Financial Plan Guidelines
June - August	Staff - Service Planning and Budget Preparation
September - October	Executive Leadership Team, Committees & Commissions - Review of Budgets and Service Plans
October	Electoral Area Committee - Budgets and Service Plans (Oct 7) Committee of the Whole - Financial Plan and Service Plans (Oct 28) Board - Approval Provisional Financial Plan (Oct 28)
January	Surplus/Deficits - Budget Recast
March	Board - Final Bylaw Approval
April	Requisition

Corporate Planning

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

Service Planning

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

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

Preliminary Budget

During September through October, the Service plans are presented for review to committees and commissions.

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

Final Budget

During February and March, the budget is finalized and year-end adjustments are presented to the Board. On March 31st the financial plan is approved through bylaw.

Budget Amendments

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

Board & Corporate Priorities Dashboard 2019-2022

For 2019-2022, with an annual review the CRD Board agreed to focus on the following regional priorities:

- Community Wellbeing - Transportation & Housing
- Climate Change Adaptation & Mitigation
- First Nations Reconciliation
- Advocacy, Governance & Accountability (incl. EA-specific initiatives)

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

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.

Board Priorities Dashboard > Progress Report No. 5 – 2020



Community Wellbeing Transportation & Housing

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
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"> ▶ <i>TC Feb. 27, 2019</i> ▶ <i>Board March 13, 2019</i> ▶ <i>EAC June 12, 2019</i> ▶ <i>Board June 12, 2019</i> ▶ <i>TC July 24, 2019</i> ▶ <i>COW Jan. 29, 2020</i> 	MOTI presented their draft Southern Vancouver Island Transportation Plan at the January 29 COW.	<ul style="list-style-type: none"> ▶ MOTI to finalise the Transportation Plan ▶ Continue to investigate grant opportunities and look for project partners 	<ul style="list-style-type: none"> ▶ Q3 2020 ▶ Ongoing
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.				<ul style="list-style-type: none"> ▶ <i>GFC July 3, 2019</i> 		<ul style="list-style-type: none"> ▶ Monitor CRD mayors' request to initiate rail service on E&N 	<ul style="list-style-type: none"> ▶ Ongoing
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.				<ul style="list-style-type: none"> ▶ <i>Board Feb. 13, 2019</i> ▶ <i>Board Sept. 11, 2019</i> ▶ <i>EAC Jan. 8, 2020</i> ▶ <i>Board Jan. 8, 2020</i> ▶ <i>Board Mar. 11, 2020</i> 	<p>Successful consent of electors approval to raise additional funding for Regional Housing First Program.</p> <p>Media Release: CRD Moves Forward with Bylaw Amendments for the Regional Housing First Program.</p> <p>Media Release: CRD Board Approves Bylaw Amendments for the Regional Housing First Program.</p>	<ul style="list-style-type: none"> ▶ Continue to implement Regional Housing First Program ▶ Staff develop a housing strategy for the Southern Gulf Islands Electoral Area ▶ Staff to add implementation of the SGI housing strategy to the 2021 service planning process 	<ul style="list-style-type: none"> ▶ Ongoing ▶ Q3 2020 ▶ Q3 2020

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
- ▶ RAFSC = Regional Arts Facilities Select Committee
- ▶ TC = Transportation Committee



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.

Board Priorities Dashboard > Progress Report No. 5 – 2020



Climate Action & Environmental Stewardship

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
2a Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.				<ul style="list-style-type: none"> ▶ <i>Board Feb 13, 2019</i> ▶ <i>Board April 10, 2019</i> 	<p>Submitted detailed feedback in response to the Province of BC's proposed Zero-Emissions Vehicles Act Regulations that will regulate the future sale of zero emission vehicles in the CRD, and BC more broadly.</p> <p>Staff continue to advance the CRD Residential (Energy) Retrofi Acceleration Strategy and have increased the number of retrofi rebates. The approach and timeline for the regional neighbourhood pilot program with Transition 2050 partners is being reassessed due to the COVID-19 health emergency.</p> <p>The report on communicating the climate emergency was distributed to local government staff.</p>	<ul style="list-style-type: none"> ▶ Staff working with Provincial and Federal staff on policy initiatives 	<ul style="list-style-type: none"> ▶ <i>Ongoing</i>
2b Work with local governments to further reduce emissions from buildings, transportation and solid waste.				<ul style="list-style-type: none"> ▶ <i>PEC May 22, 2019</i> ▶ <i>Board June 12, 2019</i> 	<p>Hosted Climate Action Inter-Municipal Working Group meeting. Climate Action Inter-Municipal Task Force meeting planned but postponed due to Board COVID-19 response directives.</p> <p>Forgoing a regional forum of community associations on climate change/climate emergency and instead plan to support a regional pilot program with Transition 2050 partners to enable neighbourhood leaders take climate action at home.</p>	<ul style="list-style-type: none"> ▶ Host CRD Climate Action Inter-Municipal Working Group and Task Force meetings ▶ Launch neighbourhood Transition 2050 'Bring It Home' Program 	<ul style="list-style-type: none"> ▶ <i>Quarterly</i> ▶ <i>On-hold due to COVID-19</i>
2c Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.				<ul style="list-style-type: none"> ▶ <i>Board Mar. 13, 2019</i> ▶ <i>Board May 8, 2019</i> ▶ <i>Board June 12, 2019</i> ▶ <i>Board July 10, 2019</i> ▶ <i>PEC Sept. 4, 2019</i> ▶ <i>Board Sept. 11, 2019</i> ▶ <i>Board Feb. 12, 2020</i> 	<p>The Solid Waste Management Plan 'What We Heard' report has been prepared, which summarized public consultation on the proposed strategies and targets for the new plan.</p> <p>Motion to allow a portion of biosolids produced at the Residuals Treatment Facility to be used at Hartland Landfill during cement factory shutdowns.</p> <p>Media Release: CRD Board Approves Limited Beneficial Use of Biosolids at Hartland Landfill</p> <p>Staff continued to explore options to upgrade to renewable natural gas for sale to Fortis BC or expand capacity to produce more electricity for BC Hydro. A decision on the future of landfill gas utilization will be made in 2020.</p>	<ul style="list-style-type: none"> ▶ Staff to report back on results of public consultation on the proposed strategies and targets for the new Solid Waste Management Plan ▶ Announce Biosolids contract ▶ Announce plans to develop a new agreement on landfill gas utilization 	<ul style="list-style-type: none"> ▶ <i>Q1-2020 Q2 2020</i> ▶ <i>Q1-2020 Q2 2020</i> ▶ <i>Q1-2020 Q3 2020</i>
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.				<ul style="list-style-type: none"> ▶ <i>Board April 10, 2019</i> ▶ <i>PEC Oct. 23, 2019</i> ▶ <i>COW Oct. 30, 2019</i> ▶ <i>Board Oct. 30, 2019</i> ▶ <i>Board Nov. 13, 2019</i> ▶ <i>Board Mar. 11, 2020</i> ▶ <i>Board Mar. 18, 2020</i> 	<p>Financial Plans approved with several amendments, including a new approach to administering the highly successful Parks Land Acquisition Fund, with an additional \$925,000 each year for capital reserves to fund the refurbishment and replacement of existing assets.</p> <p>Media Release: CRD and CRHD Boards Approve 2020 Financial Plans</p> <p>Media Release: CRD Acquires 30 Hectares of Land Near Money Lake on Saturna Island</p>	<ul style="list-style-type: none"> ▶ Staff to implement the Regional Parks sustainable service delivery report recommendations 	<ul style="list-style-type: none"> ▶ <i>Ongoing</i>
2e Develop model bylaws and best practices for use by municipalities and electoral areas.				<ul style="list-style-type: none"> ▶ <i>PEC July 24, 2019</i> ▶ <i>Board Aug. 14, 2019</i> ▶ <i>COW Oct. 30, 2019</i> ▶ <i>Board Oct. 30, 2019</i> ▶ <i>PEC Nov. 27, 2019</i> 	<p>Capital Region Coastal Flood Inundation Mapping Project work continues.</p> <p>Undertaking regional analysis to understand electric vehicle (EV) charging performance to coordinate local government bylaws.</p>	<ul style="list-style-type: none"> ▶ Staff to report the results of the Province's Plastics Action Plan Policy Consultation Paper when results are available and recommend next steps 	<ul style="list-style-type: none"> ▶ <i>Q2 2020</i>

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.

Board Priorities Dashboard ▶ Progress Report No. 5 – 2020



First Nations Reconciliation

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
3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.				<ul style="list-style-type: none"> ▶ <i>Board June 12, 2019</i> ▶ <i>FNRC Feb. 26, 2020</i> ▶ <i>Board March 11, 2020</i> 	Forum of All Councils event summary and recommendations submitted to the First Nations Standing Committee. Staff reports prepared for First Nations inclusion on CRD Board standing committees and remuneration to support increased First Nations participation.	<ul style="list-style-type: none"> ▶ Report back on implications and draft amendments to the Procedures Bylaw to enable the inclusion of First Nations elected representatives on Committees and appointed bodies of the Board. ▶ Report back on CRD Board Remuneration and Travel Expense policy that outlines remuneration for First Nations elected officials and draft First Nations Remuneration Policy that establishes compensation for specific cultural, technical or subject matter expertise on CRD projects and initiatives. 	<ul style="list-style-type: none"> ▶ Q2 2020 ▶ Q2 2020
3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.				<ul style="list-style-type: none"> ▶ <i>FNRC Sept. 18, 2019</i> 	<p>Feasibility Study of First Nations Economic Development Model process underway.</p> <p>Integrated Water Services continue to work towards water and wastewater service agreements with local First Nations.</p>	<ul style="list-style-type: none"> ▶ Report back on work developed with consultant to define scope of services for the Feasibility Study 	<ul style="list-style-type: none"> ▶ Q1-2020 Q3 2020
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.				<ul style="list-style-type: none"> ▶ <i>Board Mar. 13, 2019</i> ▶ <i>Board June 12, 2019</i> 	Archaeology protocol policy approved.	<ul style="list-style-type: none"> ▶ Archeology policy and procedures training program implementation 	<ul style="list-style-type: none"> ▶ Q3 2020
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 considered for 2021. Other service plan initiatives prioritized for 2020.		



The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and Committees/Commissions on transparently and efficiently addressing 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. 5 – 2020



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.				<ul style="list-style-type: none"> ▶ <i>EAC Mar. 13, 2019</i> ▶ <i>EAC July 10, 2019</i> ▶ <i>Board July 10, 2019</i> ▶ <i>EAC Jan. 8, 2020</i> ▶ <i>Board, Jan. 8 2020</i> ▶ <i>Board Feb. 12, 2020</i> 	Staff presented results of Southern Gulf Island Phase 1 Connectivity Strategy community and stakeholder engagement. through community and stakeholder engagement.	<ul style="list-style-type: none"> ▶ Staff be directed to seek partnerships with one or more Internet Service Providers ▶ Pursue funding for the design and implementation of the Southern Gulf Islands Connectivity Plan 	<ul style="list-style-type: none"> ▶ <i>Q3 2020</i> ▶ <i>Ongoing</i>
4b Develop a comprehensive strategy and operational review to reflect the unique need and governance of each electoral area.				<ul style="list-style-type: none"> ▶ <i>Board Jan. 9, 2019</i> ▶ <i>EAC Mar. 13, 2019</i> ▶ <i>EAC April 10, 2019</i> ▶ <i>EAC July 10, 2019</i> ▶ <i>Board July 10, 2019</i> ▶ <i>EAC Sept. 11, 2019</i> ▶ <i>Board Sept. 11, 2019</i> ▶ <i>Board Feb. 12, 2020</i> 	Submitted a letter of support for the application by TELUS to the Province of British Columbia Network BC Connecting British Columbia program and to the Canadian Radio-television and Telecommunications Commission Broadband Fund for a funding contribution towards the transport and last mile project for Jordan River - Port Renfrew. <i>Advocacy:</i> Electoral Areas Rural Status (January 31, 2020) <i>Advocacy:</i> Telus Resolution (February 13, 2020)	<ul style="list-style-type: none"> ▶ Continue to advocate with partners (BC Transit, BC Ferries and community groups) to define a service model to best serve the transportation needs of SGI ▶ Conduct Salt Spring Island Water Optimization Study public engagement and present results 	<ul style="list-style-type: none"> ▶ <i>Ongoing</i> ▶ <i>Q3 2020</i>
4c Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.					Regional concept of operations circulated to municipal CAOs to approve Memorandum of Understanding on operational protocol. Currently have 12 of 13 municipalities and two First Nations confirmed Coordinated Response to proposed new modernization of the BC Emergency Act submitted January 31	<ul style="list-style-type: none"> ▶ Awaiting Province to release new Act 	<ul style="list-style-type: none"> ▶ <i>Q3 2020</i>
4d Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.					Staff working to develop process for transparent, multi-criteria decision making on Initiative Business Case (IBC) review to drive service planning and ultimately financial budgets. Also working to develop measures for adequate reserve balances across services.	<ul style="list-style-type: none"> ▶ Report back on decision making criteria and prioritization through the service planning process ▶ Report back on reserve balance measures and gaps/surpluses 	<ul style="list-style-type: none"> ▶ <i>Q3 2020</i> ▶ <i>Q3 2020</i>
4e Facilitate a discussion of the region's art facility needs and explore partnerships to support 100% participation in the CRD arts function.				<ul style="list-style-type: none"> ▶ <i>GFC July 3, 2019</i> ▶ <i>GFC Oct. 2, 2019</i> ▶ <i>Board Oct. 9, 2019</i> ▶ <i>Board Oct. 30, 2019</i> ▶ <i>RAFSC Jan. 29, 2020</i> 	Request For Proposal for a consultant to facilitate the arts facilities discussion approved and posted.	<ul style="list-style-type: none"> ▶ Hire consultant to commence work related to a community engagement strategy 	<ul style="list-style-type: none"> ▶ <i>Q2 2020</i>
4f Explore how the CRD can best contribute to regional economic development.				<ul style="list-style-type: none"> ▶ <i>GFC July 3, 2019</i> ▶ <i>Board July 10, 2019</i> ▶ <i>GFC Oct. 2, 2019</i> ▶ <i>Board Oct. 9, 2019</i> ▶ <i>Board Mar 11, 2020</i> 	Board Chair recommendation proposed for an Economic Recovery Forum to be held. This proposed forum would be intended to bring together elected officials, business leaders and other stakeholders where we could discuss potential region-wide initiatives.	<ul style="list-style-type: none"> ▶ Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions 	<ul style="list-style-type: none"> ▶ <i>Ongoing</i>



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.				<ul style="list-style-type: none"> ▶ Board Mar. 18, 2020 	<p>Significant focus on the COVID-19 pandemic. Staff and Board members have been closely monitoring the COVID-19 situation and reviewing its essential services, decision-making processes and health and safety requirements to ensure business continuity during the COVID-19 pandemic.</p> <p>Media Release*: CRD Maintains Essential Services During COVID-19 Health Emergency *Many media releases have been distributed as a result of COVID-19. For a full list click here.</p> <p>Submitted application for Certificate of Recognition (CoR) for audit but this work is currently on-hold due to the COVID-19 pandemic. Successfully recruited Occupational Health and Safety Manager.</p>	<ul style="list-style-type: none"> ▶ Continue to monitor, assess and adapt in response to COVID-19 pandemic ▶ Progress on implementation to be reviewed quarterly by the Executive Leadership Team ▶ Requirements review for implementation of HRIS 	<ul style="list-style-type: none"> ▶ Ongoing ▶ Quarterly ▶ Q2 2020
Fiscal responsibility: Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability.				<ul style="list-style-type: none"> ▶ Board Mar. 13, 2019 ▶ GFC Oct. 2, 2019 ▶ PEC Oct. 23, 2019 ▶ COW Oct. 30, 2019 ▶ Board Oct. 30, 2019 ▶ Board Mar. 11, 2020 	<p>The multi-year Asset Management Initiative Business Case project continues to be implemented, with work on the Core Area Wastewater Service underway. Sustainable Service Delivery Plans are being developed across multiple service areas.</p> <p>Regional Parks Sustainable Service Delivery approved by Board.</p>	<ul style="list-style-type: none"> ▶ Service plan initiatives to be considered for 2021 	<ul style="list-style-type: none"> ▶ Q4 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.				<ul style="list-style-type: none"> ▶ COW Oct. 30, 2019 ▶ Board Oct. 30, 2019 ▶ Board Mar. 18, 2020 	<p>Staff completed a review of the 2019 service planning process and based on lessons learned, while ensuring work is aligned with the 2019-2022 Board Priorities and the 2019-2022 Corporate Business Plan have adjusted the service planning process for 2020.</p>	<ul style="list-style-type: none"> ▶ Complete 2021 service planning and develop organizational KPIs 	<ul style="list-style-type: none"> ▶ Q3 2020
Efficiency & collaboration: Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.					<p>Continue to advance initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, Wildfire response and First Nations.</p> <p>Continue work to seek new partnerships and transition informal partnerships to formal.</p>	<ul style="list-style-type: none"> ▶ Identify potential new or existing informal partnerships to transition into formal partnerships to enhance and advance priorities and initiatives 	<ul style="list-style-type: none"> ▶ Ongoing
Customer service: Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.				<ul style="list-style-type: none"> ▶ Board May 8, 2019 ▶ Board June 12, 2019 ▶ Board Dec. 11, 2019 ▶ Board Mar. 18, 2020 	<p>Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Staff developing signage to convey new health and safety requirements and operational impacts as directed by the Public Health Officer.</p> <p>EA email accounts have been activated for residents to send questions and comments to the CRD for response in a timely manner.</p>	<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

For a summary of completed actions on progress visit: www.crd.bc.ca/reporting

For more information on advocacy, including the CRD advocacy strategy and detailed correspondence list visit: www.crd.bc.ca/about/board-committees/board-advocacy

Capital Regional District

2019 – 2022

Corporate Plan

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

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

About the CRD

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas (EA) on southern Vancouver Island and the Gulf Islands, serving more than 418,000 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

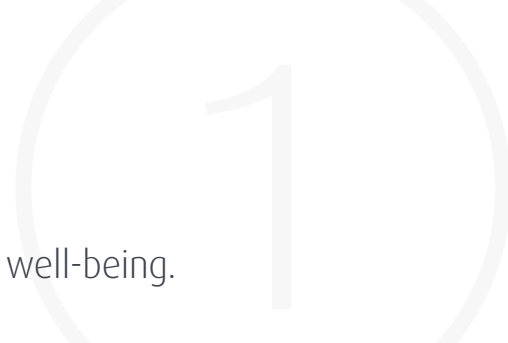
The Corporate Plan identifies actions that respond to community needs and deliver on the Board’s mission, vision and priorities and the organization’s ongoing service mandates and approved plans. The Corporate Plan, together with divisional service plans, will drive resource allocation decisions and 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

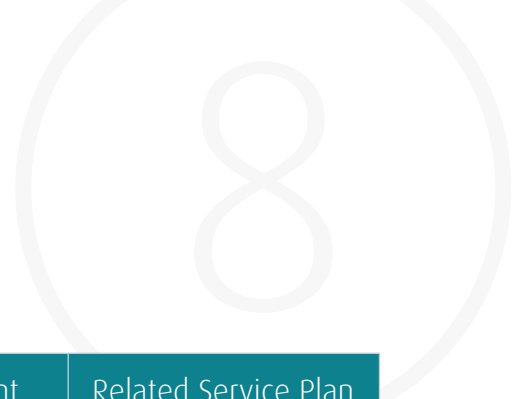
 Board Priorities (Quarterly reports monitor progress)



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



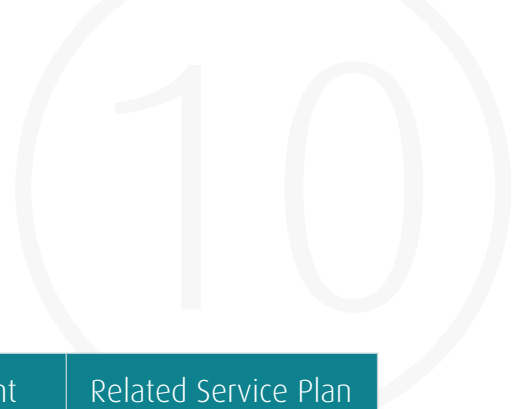
Landfill & Recycling

 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

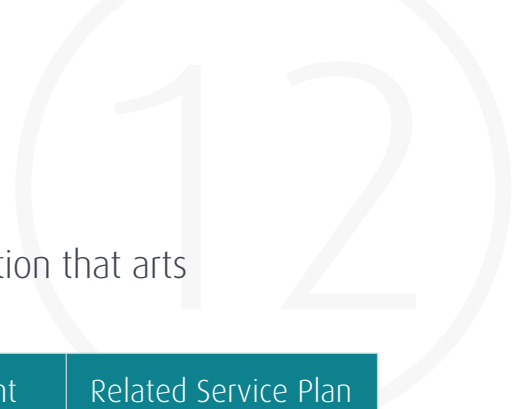


Planning & Development


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

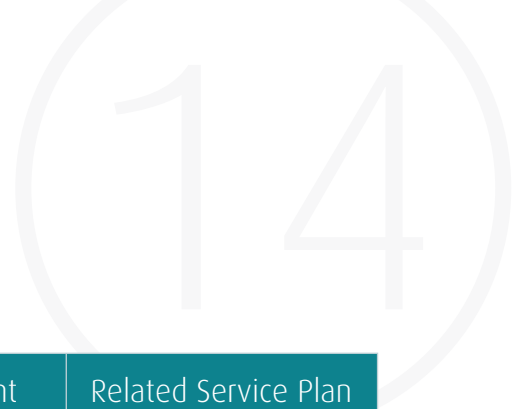


Recreation

 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.

Financial Guidelines

Financial Guidelines

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

The financial guidelines are based on the following major areas:

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

1) Financial Management Strategies

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

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

2) Service Levels Driven by Strategic and Corporate Priorities

The Board developed 2019–2022 strategic priorities which served as the guide in establishing the CRD's Corporate Plan; these priorities will be the basis for establishing work plans for the services. Service priorities and work plans are prepared and aligned with the Board and Corporate Priorities through Service Planning for the period of 2019-2022.

The rolling five-year financial plan (this year 2020–2024) will reflect estimated costs related to the deployment of the established priorities through the work plans which will be developed. The budget will also include core inflation and cost escalation reflected in market conditions, and related funding.

Key Drivers

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

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

Infrastructure

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

The CRD's financial management strategy is to support the objective to achieve full annual infrastructure lifecycle funding, setting transfers to reserve/savings to meet asset replacement costs into the future. The corporate asset management policy and strategy for the organization have been endorsed by the Board. These documents are well aligned with other strategic documents; specifically, to the Corporate Plan, climate action strategy and the risk management policy. The priority action from the asset management strategy is to develop Sustainable Service Delivery Plans (previously called asset management plans) for 2020, and, as they are developed, to integrate risk assessments, climate lens and adaptation, which will ultimately further inform financial management practices in the future. The financial implications of this work will be considered as part of the 2020 financial planning process.

3) Board and Public Preferences

The 2020 financial planning process is based on the corporate planning cycle and will reflect direction from Commissions, Committees and the Board, inclusive of feedback received in the last planning cycle. The public will again be invited to engage throughout the planning process with a communications and public input strategy similar to the 2019 planning process. There are also ongoing opportunities for public input directly through individual service activities at the Committee and Commission level.

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. Prudent financial management of surpluses, reserves, debt levels, and rigor over spending levels enables the organization to optimize revenue requirements and minimize requisition increases. The guidelines to maintain core service levels and incorporate new initiatives from the Strategic and Corporate Plans adjustments for inflation and market cost escalations, as detailed in this report for the 2020 budget, looks to minimize financial implications for the 2020 budget year.

Service Planning 2020: Community Needs Summaries

Through annual service and financial planning, the CRD identifies the most sustainable, affordable, and feasible ways to implement actions outlined in the Corporate Plan to address community needs.

COMMUNITY NEED SUMMARY

Affordable Housing

Strategy

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

Related Strategies
<ul style="list-style-type: none">• Regional Housing Affordability Strategy• Capital Regional Housing Corporation (CRHC) Strategic Plan• Regional Growth Strategy

Core Service Levels
<p>Housing Planning and Programs</p> <ul style="list-style-type: none">• Housing Policy and Programs (HPP) 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). HPP acts as the Community Entity for the Government of Canada on the Reaching Home program.
<p>Capital Region Housing Corporation</p> <ul style="list-style-type: none">• 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 CRHC currently owns and operates 1,418 units of housing and has four projects in varying stages of development.

Regional Housing First Program

- The Regional Housing First Program (RHFP) is a \$90M equity partnership the CRD, BC Housing 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 and transitioning CRD owned housing to the CRHC for operations. There are currently 8 projects/912 units that have been approved under the RHFP. A CRD Alternative Approval Process has been approved to request authority for an additional \$10M CRD long-term borrowing for the RHFP.

#	Initiatives	Description	Implementation Year	New FTEs For 2020	Budget Impact
1a-1	Affordable Housing per RGS	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	2019 - 2022		Absorbed in IBC 1a-2 to 1a-10
1a-2	Housing Investment through RHFP	Invest in/build Provincial Income Assistance rate, market rate & affordable housing units through the Regional Housing First Program (RHFP) & operate housing projects through the Capital Region Housing Corporation (CRHC)	2020 - 2022	3.0 Term 8.0 Ongoing	Included in CRD Provisional Budget and CRHC Budget
1a-3	Housing Investment through CRHC	Invest in/build affordable housing through the CRHC	2019 - 2022	1.0 Term	Included in CRHC Budget

#	Initiatives	Description	Implementation Year	New FTEs For 2020	Budget Impact
1a-4	Housing Continuation beyond RHFP	Determine continuation of housing supply program beyond RHFP implementation	2020 - 2022		No impact in 2020
1a-5	Housing Affordability Measurement	Measure housing affordability & engage with municipalities on affordability	2019 - 2020		Absorbed in core service
1a-6	Housing Asset	Optimize management of housing assets	2019 - 2022		No impact in 2020
1a-7	Greater Victoria Coalition to End Homelessness (GVCEH) Support	Fund & participate as leaders in GVCEH Provide 3 year funding of \$150k per year to Aboriginal Coalition to End Homelessness	2020		Included in CRD Provisional Budget
1a-8	Municipal Housing Support	Measure affordability and support municipalities in their affordable housing objectives	2020		Included in CRD Provisional Budget
1a-9	Housing System Improvement	Lead & participate in regional, provincial & federal affordable housing system improvement & planning initiatives	2019 - 2022		Already funded
1a-10	Reaching Home *	Reaching Home Program	2019 - 2022		Already funded

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

Business Model

Value Proposition

Regional Housing

The Regional Housing division develops, maintains and manages affordable housing throughout the region. The Regional Housing division works in collaboration with for-profit, non-profit and government partners to improve the housing ecosystem.

Who Contributes

- All municipalities and electoral areas (EAs) participate in some aspect of these services
- All local First Nations
- Non-profit housing & private housing providers
- BC Housing Management Commission (BCHMC)
- Canada Mortgage and Housing Corporation (CMHC)
- Employment and Social Development Canada

Metrics

Metric #1

Target: Increase affordable housing for low to moderate income households by 2,000 units through investment of the RHFP, RHTF, housing administration or direct development.

Current Status: The CRHC currently has 1,418 affordable housing units for low to moderate income households. The CRD manages housing administration agreements.

Metric #2

Target: Invest 2020-2024 \$11M (\$2.5M annually) in improving the current existing CRHC housing stock.

Current Status: CRHC is currently not meeting this target. CRHC currently invests \$2M - \$2.2M per year.

Metric #3

Target: Ensure turnover of CRHC units is no greater than 30 days.

Current Status: CRHC is currently not meeting this target. CRHC is currently at 32-34 days.

Metric #4

Target: Decrease chronic homelessness.

Current Status: Point-in-Time count numbers and annual shelter use data. Metric is currently under development with the implementation of the Housing Management Information System (HMIS) software.

COMMUNITY NEED SUMMARY

Climate Action & Adaptation

Strategy

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

Related Strategies	
<ul style="list-style-type: none"> • Corporate Climate Action Strategy • Regional Climate Action Strategy • Regional Growth Strategy • Regional Water Supply Strategic Plan 	<ul style="list-style-type: none"> • Special Task Force on First Nations Relations • Statement of Reconciliation • Solid Waste Management Plan

Core Service Levels
<p>Community Climate Action</p> <p>Support local governments in climate goals/commitments, liaise and advocate to senior levels of government. Provide climate data and indicators, public education and outreach.</p>
<p>Corporate Climate Action</p> <p>Support the organization with its corporate climate goals/commitments, develop and monitor corporate policies related to climate action, undertake annual reporting, support corporate building and fleet emission reduction and climate preparedness initiatives.</p>

#	Initiatives	Description	Budget Year	New FTEs For 2020	Budget Impact
5a-1	Climate Emergency	Declare a Climate Emergency & take a leadership role to pursue regional carbon neutrality by 2030	2020-2022		Absorbed in core service

#	Initiatives	Description	Budget Year	New FTEs For 2020	Budget Impact
5a-2	Collaborate with local governments	Work with local governments to further reduce emissions from buildings, transportation & solid waste	2020-2022		Absorbed in core service
5a-3	Model Bylaws	Develop model bylaws and best practices for use by municipalities and Electoral Areas	2020-2022		Absorbed in core service
5a-4	Facilitate networks	Utilize formal networks to support inter-municipal coordination & undertake regional programs	2020-2022		Absorbed in core service
5a-5	Create partnerships	Increase number of strategic partnerships to achieve community mitigation & adaptation goals	2020-2022		Absorbed in core service
5b-1	Reduce corporate emissions	Identify & implement projects to reduce corporate GHG emissions, referencing the Corporate Climate Action Strategy	2020-2022		Absorbed in core service
5b-2	Landfill Gas Usage	Determine best use of landfill gas to achieve the CRD's corporate targets in conjunction with the Solid Waste Management Plan	2020		Absorbed in core service
5b-3	Corporate strategies	Identify corporate mitigation & adaptation strategies that could most benefit from seed funding	2020-2022		Absorbed in 5b-1
5b-4	GHGe Reduction through alternative fuel	Determine how to reduce Green House Gas Emissions through an alternative fuel source or by off-setting	2020 - 2022		Included in Provisional Budget

#	Initiatives	Description	Budget Year	New FTEs For 2020	Budget Impact
5b-6	Corporate Climate Action Strategy	Update Corporate Climate Action Strategy with objective of pursuing carbon neutrality	2020 - 2021		Absorbed in 5b-1
5c-1	Regional Sea Level Rise	Undertake detailed regional sea level rise modeling & mapping to inform local government of flood hazard plans & policies	2019 - 2020		Included in Provisional Budget
5c-2	Regional Climate Action Strategy	Advance progress on regionally coordinated climate & energy policy approaches & clarify CRD's role, including updating the Regional Climate Action Strategy.	2020		Already funded

Business Model

Value Proposition

Environmental Protection

The Environmental Protection division provides corporate leadership and regulatory coordination for climate action through strategic planning, mitigation and adaptation research, reports, public education and project delivery.

Environmental Resource Management

The Environmental Resource Management division minimizes impacts to the environment by promoting waste reduction to the community and efficiently and effectively managing the region's solid waste in an environmentally, socially and economically responsible manner.

Who Contributes

All municipalities & EAs participate in these services.

Metrics

Metric #1

Target: Decrease community GHG emissions by 33% from 2007 levels by 2020 and 61% by 2038.

Current Status: Progress toward this target remains unknown due to incomplete Provincial Community Energy and Emissions Inventory data since the year 2010. In light of this, the CRD plans to complete a regional GHG inventory in late 2019.

Metric #2

Target: Decrease corporate GHG emissions by 33% from 2007 levels by 2020.

Current Status: In 2018, CRD operations produced 2,299 tonnes CO₂e. This represents an 18% reduction compared to 2007 levels.

COMMUNITY NEED SUMMARY

First Nations Relations

Strategy

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

Related Strategies	
<ul style="list-style-type: none"> • Special Task Force on First Nations Relations • Statement of Reconciliation • Regional Climate Action Strategy • Regional Food & Agricultural Strategy • Regional Growth Strategy 	<ul style="list-style-type: none"> • Regional Housing Affordability Strategy • Regional Parks Strategic Plan • Regional Water Supply Strategic Plan • Organizational Development Plan • Corporate Asset Management Strategy

Core Service Levels
<p>Leadership Vision</p> <p>Support the Board Priority through facilitating opportunities to build political relationships among the Board Chair, Directors, First Nations Chiefs and Councils.</p>
<p>Internal Departmental Support</p> <p>Support CRD Departments through consistent and ongoing outreach to explore and improve internal approaches, processes and protocols for working with First Nations though looking at augmenting divisional work plans.</p>

Emergent Issues & Opportunities

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

#	Initiatives	Description	Implementation Year	New FTEs For 2020	Budget Impact
3a-1	First Nations Regional Planning	Look to First Nations for leadership in understanding how to create new regional planning & decision-making systems together on their Traditional Territories	2020		Already Funded
3a-2	First Nations Economic Goals	Seek partnerships, share information & deliver fair & equitable services in working with First Nations on achieving their economic goals	2019		Already Funded
3a-3	First Nations Collaboration	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	2020		Included in Provisional Budget
3a-5	First Nations Strategic Plan	Develop, monitor and report out on a First Nations Relations Strategic Plan	2020		Included in Provisional Budget
3a-6	First Nations Service Plan and Budget	Present an amended First Nations Relations division service plan & budget to the Board in consideration of Task Force recommendations with	2019		Already Funded

#	Initiatives	Description	Implementation Year	New FTEs For 2020	Budget Impact
		financial & resource implications			

Blue highlighted areas are initiatives that are high-priority items.

Business Model

Value Proposition

First Nations Relations

The First Nations Relations division enhances relationships with First Nations by streamlining the CRD’s cross-departmental approach to First Nations engagement, increasing the CRD’s profile as a relevant government to First Nations needs and aspirations, and providing advice to the Board, executive leadership and staff on developing relationships.

Who Contributes

- All local First Nations
- All municipalities
- All EAs

Metrics

Metric #1

Target: Self-Determination: Increase in First Nations Participation in CRD decision-making processes.

Current Status: There are currently 2 decision-making tables with First Nation voting representation that include a degree of delegated authority: Saanich Peninsula Water Commission; Saanich Peninsula Wastewater Commission. For the most part, First Nations currently inform CRD decision-making through a primarily advisory role where the Nations are engaged on various projects and initiatives to provide input or sit on advisory committees.

Metric #2

Target: Shared Prosperity: Increase in the number of agreements/partnerships with First Nations that include, but is not limited to, provision of services and sharing of information.

Current Status: There are currently 9 active agreements (not including those specific to the relationship to the land and water) with First Nations including: water/wastewater (6); fire protection/emergency response (2); other (1).

Metric #3

Target: Relationship with the Land and Water: Increase in the number of collaborations related to taking care of the land.

Current Status: There are currently 3 active agreements with First Nations touching on the relationships to the land and water including: parks/camping (3).

COMMUNITY NEED SUMMARY

Health Facilities

Strategy

Target Outcome

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

Related Strategies

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

Core Service Levels

Capital Regional Hospital District (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.

Community Health

Public Health:

Enact and enforce public health bylaws.

Contract with the Medical Health office of Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws, e.g., Clean Air (non-smoking), Tanning, Tattoo, and Vehicle Idling Control. Provide oversight of public health bylaws enforcement.

Community Health:

Healthy communities planning through data and analytics, including coordination of ROM Collaborative and regular maintenance of and updates to Community Map. Capacity-building and public engagement through consulting, coordination, liaison, hosting of forums and workshops, and provision of tools and resources as needed.

#	Initiatives	Description	Implementation Year	New FTEs For 2020	Budget Impact
14a-1	Health Capital Projects and Funding	Work with Island Health to identify capital improvements & respond to funding requests for acute care, residential care & hospital equipment	2020		Already funded
14b-1	Public Health Bylaws	Work with Island Health to develop & enforce public health bylaws	2020		Included in Provisional Budget
14c-1	Health Data and Analytics	As part of the ROM Collaborative, determine appropriate baseline data & analytics to improve community health & well-being	2020		Already funded

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

Business Model

Value Proposition

Health & Capital Planning

The Health & Capital Planning Services division supports the health and well-being of residents by expanding, improving and maintaining healthcare facilities in the CRD.

Who Contributes

- Capital Regional Hospital District (CRHD): All municipalities, electoral areas, First Nations, non-profit providers, community, Island health, school districts, and other community planning and funding partners and numerous community foundations.
- Community Health: All municipalities, electoral areas, First Nations, non-profit, community, Island Health, school districts, and other community planning and funding partners such as the United Way and numerous community foundations.

Metrics

Metric #1

Target: Update 10 year capital plan annually.

Current Status: Ongoing

Metric #2

Target: Manage Capital projects on time and on budget to meet anticipate health infrastructure needs for the region.

Current Status: Ongoing

Metric #3

Target: Identify baseline data and indicators for all 10 Regional Outcomes Monitoring (ROM) Collaborative goal areas for the regional district.

Current Status: 7 out of 10 goal areas complete

COMMUNITY NEED SUMMARY

Landfill & Recycling

Strategy

Target Outcome
We envision minimizing waste disposal and maximizing waste diversion.

Related Strategies
<ul style="list-style-type: none">Solid Waste Management Plan

Core Service Levels
<p>Diversion Services</p> <p>Responsible for solid waste management planning in the Capital Region, including policy and program development to increase waste reduction or recycling.</p>
<p>Landfilling Services</p> <p>Ensure regional landfill capacity with the operation of the CRD’s Hartland Landfill. Ongoing capital and operating investments are made at Hartland to ensure compliance with BC Ministry of Environment landfill regulations, including leachate and landfill gas management infrastructure.</p>
<p>Resource Recovery Services</p> <p>Installation and operation of landfill collection and utilization infrastructure at Hartland Landfill to ensure landfill gas (methane) destruction and compliance with provincial environmental regulations. Seek to maximize the environmental and financial benefits of Hartland Landfill gas utilization.</p>

#	Initiatives	Description	Budget Year	New FTEs For 2020	Budget Impact
9a-1	Resource Recovery and Waste Reduction	Explore additional opportunities for resource recovery & identify best practices to further reduce waste, increase recycling & find beneficial uses for waste	2020		Absorbed in Core Service
9a-2	Infoline Support *	Supplement infoline position for Solid Waste Management Plan (SWMP) support	2020		Absorbed in Core Service
9b-1	Public Awareness of Extended Producer Responsibility	Increase level of awareness of residents about Extended Producer Responsibility programs, proper recycling & waste disposal options	2020		Absorbed in Core Service
9b-2	SWMP Update	Update Solid Waste Management Plan, including determining how to optimize landfill gas utilization	2020		Already funded
9b-3	Controlled Waste Permits *	Additional staff support for Hartland Controlled Waste Permit	2020		Already Funded
9b-4	Electronic Stewardship Attendant *	Electronics Stewardship Attendant	2020	1.0 Ongoing	Already Funded
9c-1	Changing Recycling Markets	Monitor global recycling markets & consult with solid waste industry stakeholders	2020		Absorbed in Core Service

#	Initiatives	Description	Budget Year	New FTEs For 2020	Budget Impact
9d-1	Hartland Landfill Longevity	Extend the life of Hartland landfill to 2100 & beyond through waste reduction & diversion programs and the development of new landfill design options	2020		Absorbed in Core Service
9e-1	Organic Waste Processing Procurement	Initiate the procurement process for in-region, or near in-region, kitchen scraps/yard waste organics processing capacity	2020		Absorbed in Core Service

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

Business Model

Value Proposition
<p>Environmental Resource Management</p> <p>The Environmental Resource Management division minimizes impacts to the environment by promoting waste reduction to the community and efficiently and effectively managing the region’s solid waste in an environmentally, socially and economically responsible manner.</p>
<p>Engineering & Facilities Management</p> <p>The Engineering & Facilities Management division provides professional engineering and project management services, ensures project stewardship and procurement standards are maintained, and delivers building management and inter-divisional services at 15 locations upon request.</p>
<p>Environmental Protection</p> <p>The Environmental Protection division provides regulatory monitoring and reporting, waste control programs and public education and outreach for waste reduction.</p>

Who Contributes

- The solid waste service is 100% funded by landfill tipping fees and recycling program revenues. There is no tax requisition required to run this CRD service.

Metrics

Metric #1

Target: The BC Government has set a 2020 solid waste disposal target rate of 350 kg/person per year.

Current Status: Currently, CRD is at 407 kg/person per year, which is less than the provincial average of 506 kg/person (2017).

Metric #2

Target: Capture 75% of landfill gas captured at Hartland landfill.

Current Status: Current capture rate is 66%.

Metric #3

Target: Waste compaction rate at Hartland Landfill of 850 kg/m³.

Current Status: Current waste compaction rate at the landfill exceeds the target at 1160 kg/m³.

COMMUNITY NEED SUMMARY (REVISED)

Parks & Natural Resource Protection

Strategy

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

Related Strategies	
<ul style="list-style-type: none">• Regional Climate Action Strategy• Regional Parks Strategic Plan• Land Acquisition Strategy	<ul style="list-style-type: none">• Special Task Force on First Nations Relations• Statement of Reconciliation

Core Service Levels
<p>Planning, Resource Management & Development</p> <p>Contribute to effective and efficient decision making through plan and policy development, natural and cultural resource management, capital development planning, project management and geographic mapping; development of the Strategic Plan and park management plans; provide oversight of the land acquisition program; and guide the implementation of scientific and technical work related to environmental management.</p>
<p>Regional Parks Operations</p> <p>Responsible for the daily operations and maintenance of regional parks, attending to nature centres, campgrounds, washrooms, trails, beaches, picnic areas, parking lots, bridges, kiosks and signs; implementing restoration projects and overseeing park safety and security, including bylaw enforcement and fire management.</p>
<p>Visitor Services</p> <p>Connect people with the natural environment, conduct social science research and planning, provides park volunteer opportunities for residents, cultivate community partnerships and</p>

provide administrative services; provides web-based park information and publications to the public, and issue park use permits for group picnic shelters and special events

Regional Trails

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

#	Initiatives	Description	Budget Year	New FTEs For 2020	Budget Impact
6a-1	Regional Parks Strategy Update	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 & park user groups	2020 - 2021		Absorbed in Core Service
6a-8	Capital Reserve*	Increase in funding to Capital Reserve, in order to address high value and critical capital infrastructure in regional parks	2020		Included in Provisional Budget
6b-1	Invasive Species Management	Provide residents with information for advancing with invasive species management by increasing the number of partnerships	2020-2022		Already funded

#	Initiatives	Description	Budget Year	New FTEs For 2020	Budget Impact
6b-2	Environmental Stewardship Programs	Pursue stakeholders to be involved with stewardship programs	2020-2022		Absorbed in Core Service
6b-3	Environmental Stewardship Volunteers	Leverage volunteer hours for restoration & stewardship	2020		Absorbed in Core Service
6b-4	Enhance Parks Operations*	Enhance operations service levels	2020	5.0 ongoing	Included in Provisional Budget
6b-5	Mountain Bike Policy*	Develop an overarching approach to mountain biking in CRD Regional Parks	2020-2021		Included in Provisional Budget
6d-1	Engage with First Nations	Undertake engagement with First Nations regarding greater collaboration & Parks management *	2020-2022		Absorbed within Core Service
6e-1	Land Acquisition Fund Renewal	Determine renewal of Land Acquisition Fund beyond 2019 & use of those funds for capital improvements, as well as land purchases	2020		Absorbed in Core Service
6f-1	Dog Management Policy Framework	Dog Management Policy Framework for Regional Parks and Trails	2020		Absorbed in Core Service

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

Business Model

Value Proposition

Regional Parks

The Regional Parks division protects and manages approximately 13,000 hectares of natural area in 30 regional parks and three regional trails, and supports approximately 8 million visits per year, thereby improving the well-being and enjoyment of residents throughout the region.

First Nations

The First Nations Relations division enhances relationships with First Nations by streamlining the CRD's cross-departmental approach to First Nations engagement, increasing the CRD's profile as a relevant government to First Nations needs and aspirations, and providing advice to the Board, executive leadership and staff on developing relationships.

Environmental Protection

The Environmental Protection division protects the environment by monitoring and assessing liquid and solid waste, enforcing environmental bylaws and promoting best practices of water consumption, waste reduction and climate action to the community.

Who Contributes

- All municipalities
- All EAs

Metrics

Metric #1

Target: 100% of critical infrastructure in good or better condition.

Current Status: Currently 75% of major critical infrastructure within the Regional Parks and Trails system are in good or very good condition.

Metric #2

Target: Maintain a visitor experience satisfaction rate of 85% or better for Regional Parks and Trails.

Current Status: The 2017 resident survey demonstrated a satisfaction rating of 85%. This survey will be conducted again in 2022.

Metric #3

Target: An average annual parks and trails asset renewal investment of \$2.5 million.

Current Status: Current average annual parks and trails asset renewal capital investment is \$1.6 million/year.

Metric #4

Target: A 25% contribution of land acquisition funding from community partners.

Current Status: To date, community partners in land acquisitions have contributed almost \$16.8M, representing 27% of overall costs.

Metric #5

Target: Maintain a volunteer base of greater than 500 people.

Current Status: The current number of active volunteers (2018) is 526 people.

COMMUNITY NEED SUMMARY

Planning & Development

Strategy

Target Outcome

We envision keeping approved plans current and monitoring for effectiveness.

Related Strategies

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

Core Service Levels

Regional Growth Strategy

- Prepares and updates the Regional Growth Strategy (RGS)
- Monitors RGS indicators and progress towards targets
- Evaluates development applications for consistency with RGS provisions

Regional Planning

- Prepare monthly and quarterly construction and development activity reports for building permits and subdivisions
- Provide monthly, quarterly and annual sub-regional profiles and fact sheets
- Monitor and report on completion of Board Strategic Priorities
- Disseminate Statistics Canada data
- Fulfill custom information, data and mapping requests, on demand
- Conduct special studies as directed

#	Initiatives	Description	Implementation Year	New FTEs For 2020	Budget Impact
11a-1	RGS Update	Prepare and update Regional Growth Strategy with new population projections	2019		Already funded
11a-2	Regional Context Statements	Review municipal Regional Context Statements and JdF OCPs for RGS consistency	2020		Already funded
11a-3	RGS Indicator Reporting	Report on and advance RGS implementation/indicators	2019		Already funded
11b-1	Affordable Farming Analysis	Undertake analysis regarding options for CRD support	2019		Already funded

Business Model

Value Proposition
<p>Regional Planning</p> <p>The Regional and Strategic Planning division prepares, updates and monitors the Regional Growth Strategy and collaborates with others to encourage implementation.</p>

Who Contributes
<ul style="list-style-type: none"> Regional Planning: All municipalities, all EAs and Tsawout and Songhees Nations Regional Growth: All municipalities, JdF EA (not SSI or SGI EAs) and Tsawout and Songhees Nations

Metrics

Metric #1

Target: Minimize change to the Urban Containment Policy Area (UCPA) from the date of adoption of the 2018 RGS.

Current Status: With support from our municipal partners through DPAC we are meeting the target. Since the March 2018 adoption of the RGS, there have been no changes to the UCPA.

Metric #2

Target: Receive Board approval of the municipal Regional Context Statements and JdF OCPs for RGS consistency within two years of RGS adoption.

Current Status: Progress towards this target is being made. The Board has approved three municipal context statements and eight others are being actively worked on.

Metric #3

Target: Increase the amount of land in food crop production in the Growth Management Planning Area by 5,000 hectares by 2038.

Current Status: We are making some progress toward this target. The most recent statistics from 2016 show there has been a slight increase in land being used for farming.

COMMUNITY NEED SUMMARY

Protective Services

Strategy

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

Related Strategies
<ul style="list-style-type: none">• Regional Climate Action Strategy• Regional Growth Strategy

Core Service Levels
<p>911 Call Answer</p> <p>Administration and oversight of 911 Call Answer services across the Capital Regional District (CRD).</p>
<p>Hazmat Response</p> <p>Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region’s fire departments.</p>
<p>Fire Dispatch</p> <p>Operational management of fire dispatch for the three electoral areas (JdF, SGI and SSI) and participating municipalities (Sooke, Metchosin, Langford and Highlands).</p>
<p>Bylaw & Animal Care Services</p> <p>Operation of a bylaw enforcement & animal control program that responds to municipal & CRD operations’ requests.</p>

CRD Emergency Management

Operation of a central CRD Emergency Operations Centre (EOC) to support local and regional emergencies, including

- Provision of 24/7 On-Call Duty Emergency Manager,
- Operation of Emergency Communications Centres,
- Support to internal departments and external agencies during emergencies impacting water systems and other CRD assets or services. Support includes advance planning, response coordination, site support, and after action reviews.

Regional Emergency Management Coordination

Coordinate 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 Protective Services staff and strategic direction.

#	Initiatives	Description	Implement- ation Year	New FTEs For 2020	Budget Impact
7a-1	Regional Coordination of Emergency Services	Support CRD Board in exploring more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks & vulnerabilities	2020	1.0 Ongoing	Included in Provisional Budget
7a-2	REMP Support	Support the Regional Emergency Management Partnership in the development of a regional concept of operations for response to multi-jurisdictional emergencies in the CRD	2020		Absorbed in Core Service

#	Initiatives	Description	Implementation Year	New FTEs For 2020	Budget Impact
7a-6	First Nations Emergency Support	Provide Fire Protection & Emergency Response services support to interested First Nations as requested	2020		Absorbed in Core Service
7a-13	Emergency Exercise *	An exercise to test collaboration of relevant parties in responding to a major regional emergency	2020		Included in Provisional Budget
7b-1	Bylaw Enforcement and Animal Control	Effectively respond to municipal & CRD operations' requests for bylaw enforcement services & animal control	2020		Absorbed in Core Service

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

Business Model

Value Proposition

Protective Services

The Protective Services division protects CRD residents by planning for, responding to and recovering from emergencies, providing 911 Call Answer and Fire Dispatch services, supporting volunteer emergency programs and fire services, enforcing bylaws and providing animal control services.

Who Contributes

Regional: 911 Call Answer, Hazmat Response, Regional Emergency Management Partnership (REMP) - all municipalities, EAs and First Nations participate in some aspect of these services.
 Sub-regional: Fire dispatch, Bylaw Services, Animal Care Services - all EAs and some municipalities participate in some aspect of these services.

Metrics

Metric #1

Target: 95% of 911 calls answered within 5 seconds of receipt.

Current Status: meeting 97%

Metric #2

Target: Emergency Operations Centre exercises conducted annually: 2

Current Status: 2 completed

Metric #3

Target: All municipalities and First Nations to sign the Regional Concept of Operations Memorandum of Understanding (MoU).

Current Status: 12 municipalities and 3 First Nations have signed the Regional Concept of Operations MoU.

COMMUNITY NEED SUMMARY

Transportation

Strategy

Target Outcome

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

Related Strategies

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

Core Service Levels

- Conduct annual bicycle and vehicle counts and provide public access to data
- Apply regional transportation data model to regional and sub-regional projects, on demand
- Contribute data and expertise to support inter-jurisdictional transportation projects and initiatives
- Implement and monitor the Regional Transportation Plan including the Pedestrian and Cycling Master Plan
- Fulfill custom information, data and mapping requests, on demand
- Conduct special studies as directed
- Provide support, expertise and information to CRD divisions and departments, etc.
- Enable the CRD, local governments and other agencies to advance active transportation infrastructure and programming
- Deliver active school travel planning services
- Undertake safety education campaigns
- Facilitate evidence based research on safety initiatives and work with partners to apply

#	Initiatives	Description	Implement- ation Year	New FTEs For 2020	Budget Impact
2a-1	Multi-modal Transportation System	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	2020		Already funded
2a-2	E&N Corridor	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	2019		Already funded
2b-1	Partner Collaboration for Multi-modal Transportation	Collaborate with partners to increase the number of people walking, biking or taking the bus	2019		Already funded
2b-2	School Transportation Planning	Deliver active & safe routes to school planning services	2019		Already funded
2c-1	Regional Transportation Data	Enhance collection & dissemination of regional transportation data	2019		Already funded
2d-1	Traffic Safety Education	Collaborate with stakeholders to provide traffic safety education	2020		Already funded

Business Model

Value Proposition

The Regional and Strategic Planning division collaborates with municipalities, electoral areas and provincial agencies to improve inter-municipal transportation for people and goods movement. The division collects and disseminates transportation data and is responsible for the Regional Transportation Plan. The division also provides administrative oversight of the Traffic Safety Commission and delivers school travel planning services.

Who Contributes

- All municipalities
- All EAs
- Tsawout Nation
- Songhees Nation

Metrics

Metric #1

Target: Achieve a transportation system that sees 42% of all trips made by walking, cycling and transit by 2038.

Current Status: Progress is being made toward this target. The past three Origin Destination Surveys show steady increases in active transportation and transit mode share over the past decade and is currently at 26.7%.

Metric #2

Target: Five schools to participate in the regional active and safe routes to school travel planning process each year.

Current Status: This target has been achieved.

2020 Financial Plan Presentation & Report to the Board



Capital Regional District > 2020 Final Budget

**Presentation to the Board Of Directors
Wednesday March 18, 2020**

- 1** Economic Indicators
- 2** Budget Planning Process
- 3** 2020 CRD Financial Plan
- 4** Impacts on Requisition
- 5** Financial Health Indicators



1.2^B
2019 BUILDING
PERMIT VALUES

3700
UNITS



2.5%
INFLATION RATE
IN VICTORIA



3.4%
LOWEST UNEMPLOYMENT
RATE IN CANADA



COST OF LIVING

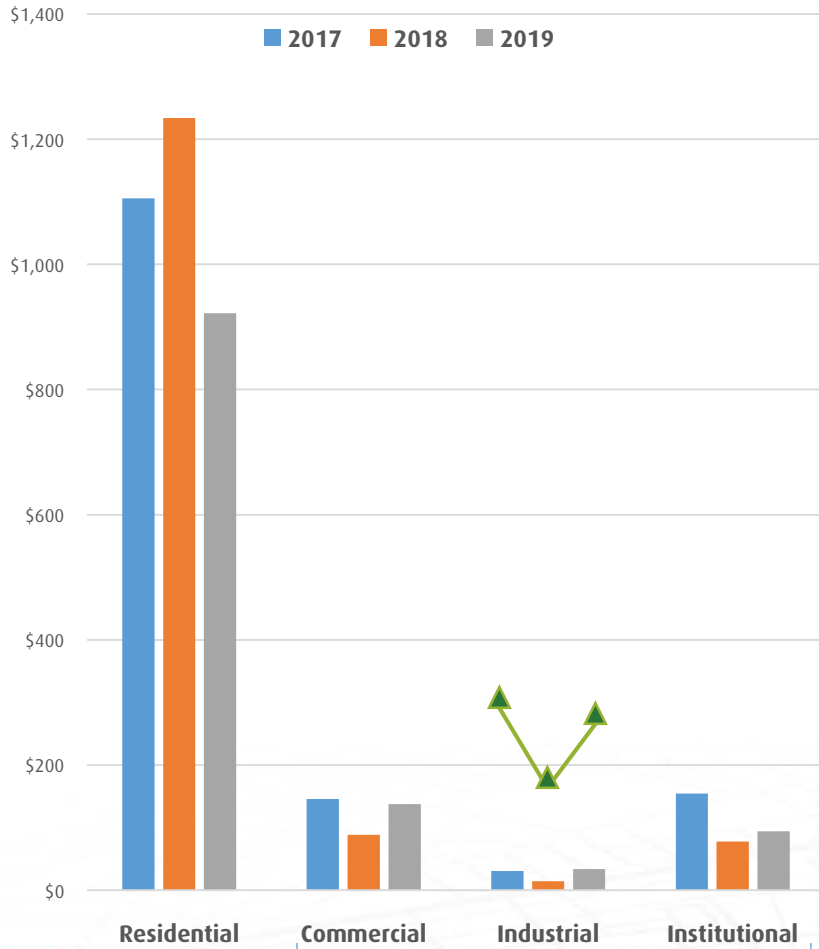
4.5%
FOOD & GROCERY

3.9%
HOUSING RENTAL

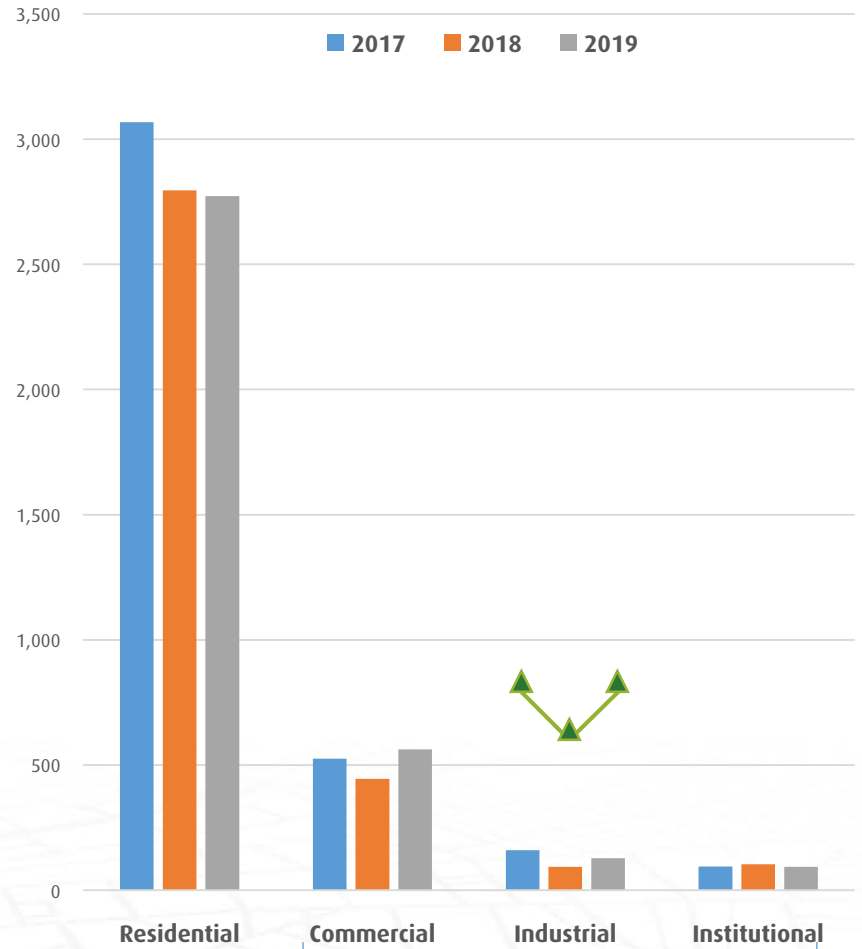
5.8%
UTILITIES (FUEL & GAS)



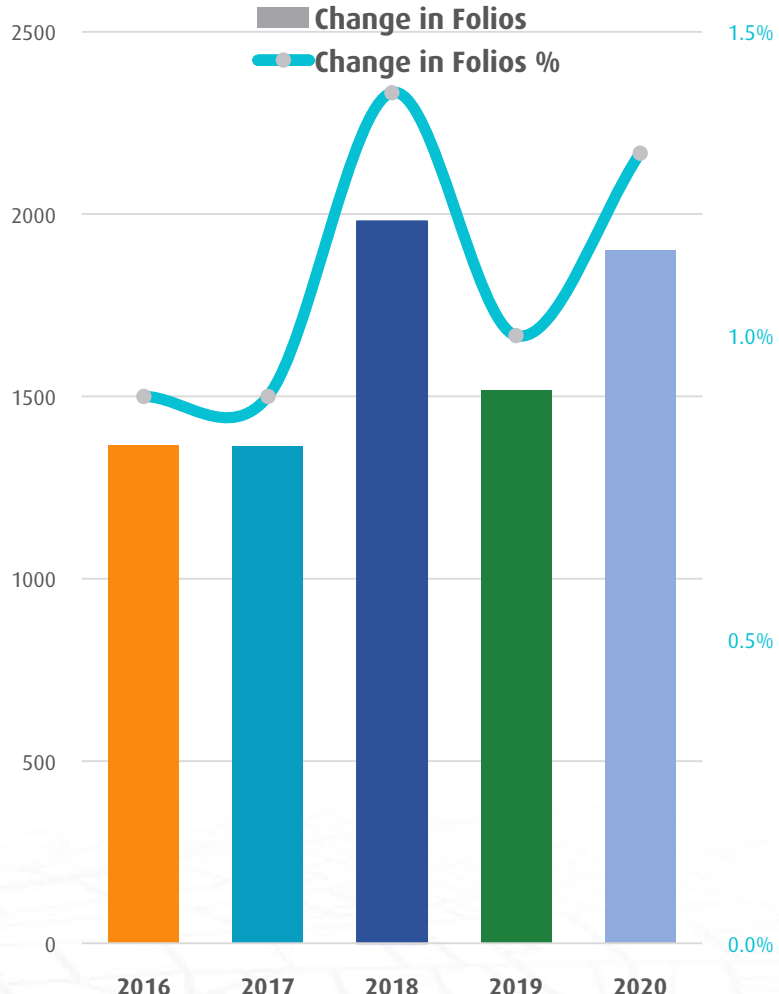
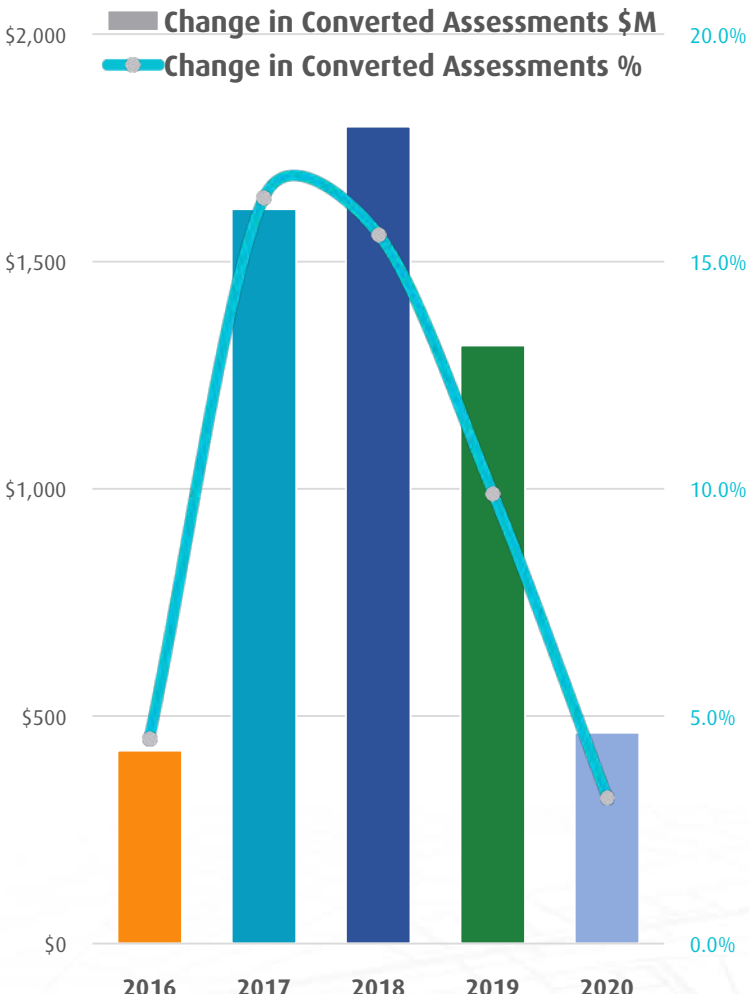
Building Permit Values



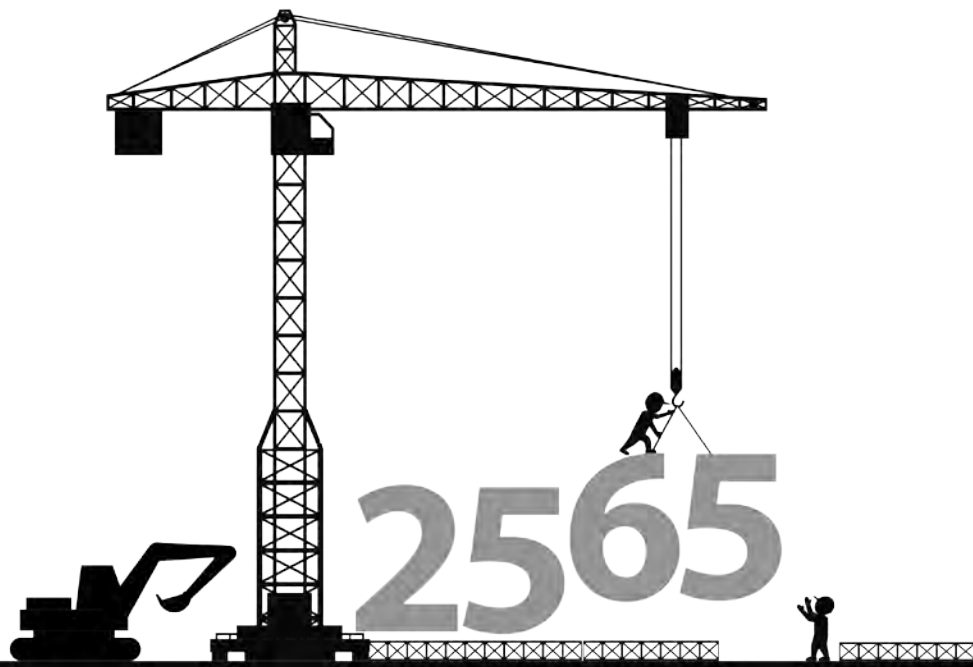
Number of Building Permits



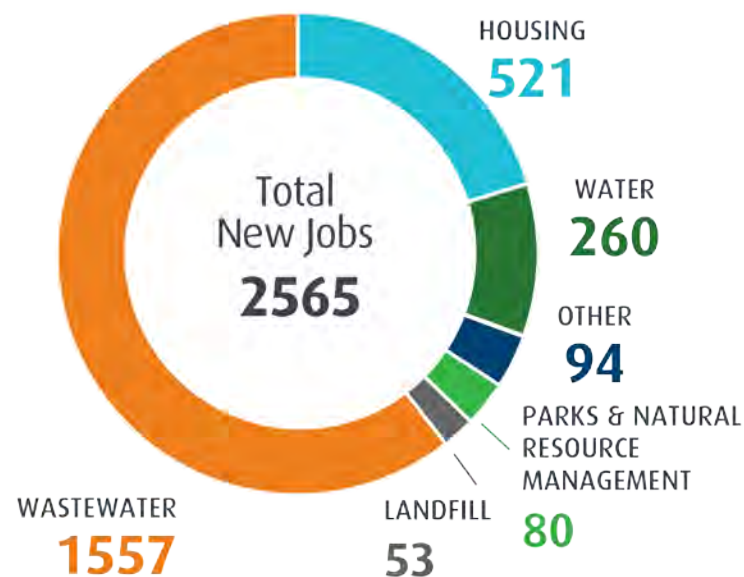
Economic Indicators



Number of **NEW JOBS** In the Province of BC



JOB CREATION By Community Need



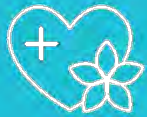
The CRD 2020 Capital Plan of \$402M is expected to generate 2,565 new jobs across British Columbia through the flow of goods and services among various industries.



Capital Budget



Capital Regional District
\$402M



Capital Regional Hospital District
\$32M



Capital Region Housing Corporation
\$15M

Total
\$449M

Operating Budget



Capital Regional District
\$283M

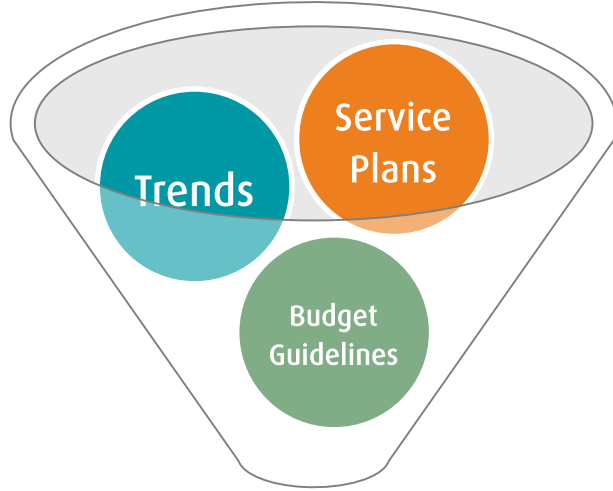


Capital Regional Hospital District
\$37M



Capital Region Housing Corporation
\$20M

Total
\$340M



-  **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

2020 Final Budget

Review Process

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

Provisional Budget

- Committee of the Whole review (October 30 2019)
- Requests authority to expend January 1 through March 31 2020

Final Budget

- Provisional approval updated with assessments, year-end results, and committee directed initiatives
- Approved by March 31 2020



2020 OPERATING BUDGET



Capital Regional District

\$283M

2020 CAPITAL BUDGET



Capital Regional District

\$402M



Managing the Cost of Debt

12% of revenue is planned for long-term debt payments



Supporting Board & Corporate Priorities

new 4 year strategic plan approved with initiatives targeting Community Needs



Adapting to Regional Challenges

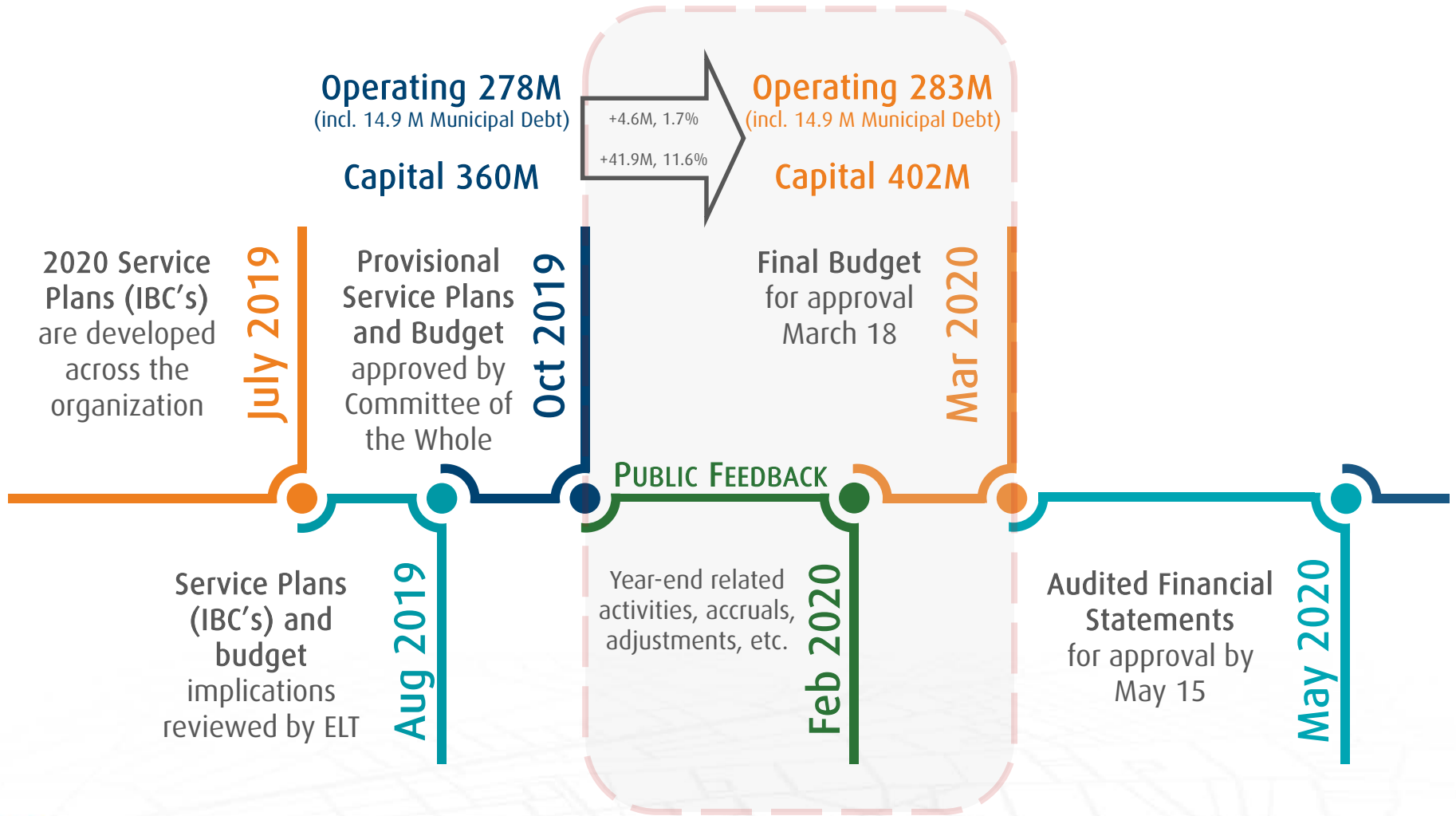
managing inflationary cost pressures, labour market constraints, population and economic growth



Diversifying Revenue Streams

almost 1/2 of operating revenue comes from sale of services while 1/4 comes from requisition

Budget Planning Timeline



Operating Budget Summary (\$M)

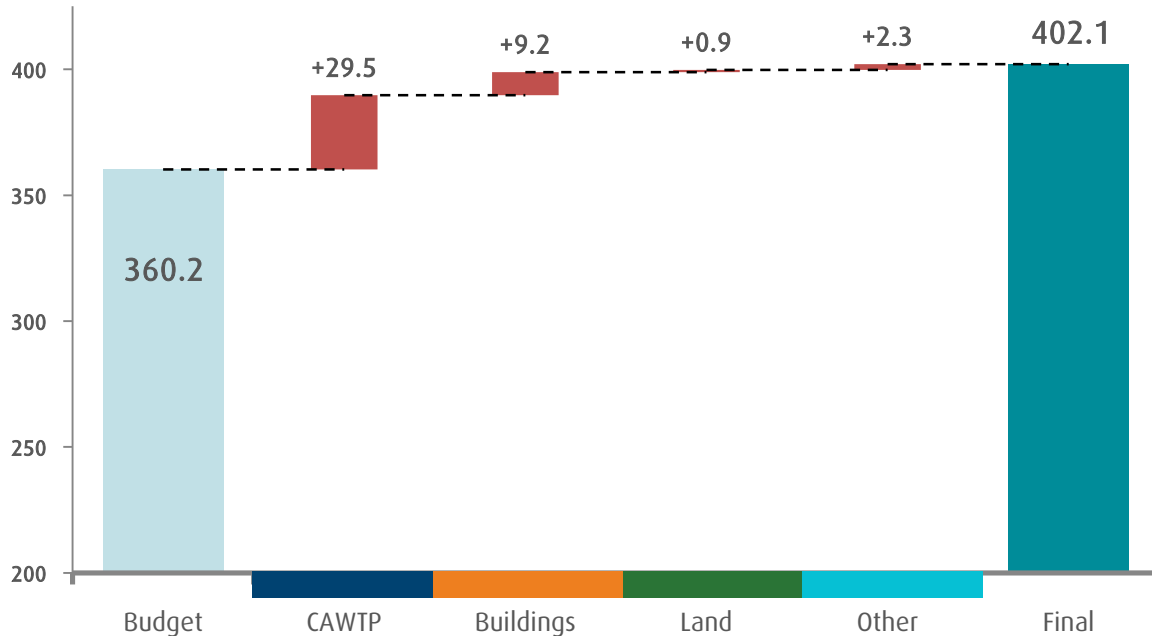
Expenditure Type	2020 Final Budget	2020 Preliminary	Δ \$	Δ %	2019 Budget
Operations	183.3	181.0	2.3	1.3%	165.3
Capital Funding	32.8	39.1	(6.3)	(16.1%)	41.3
Transfer to Reserves	24.4	17.6	3.8	38.6%	16.6
Debt Servicing	27.3	25.5	1.8	7.1%	23.6
Municipal Debt	14.8	14.8	0.0	0.0%	15.0
Total	\$282.6	\$278.0	\$4.6	1.7%	\$261.8

Capital Budget Summary (\$M)

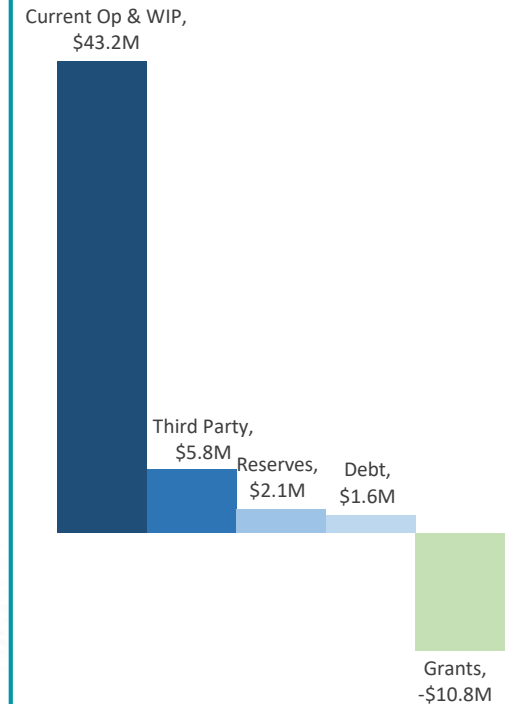
Expenditure Type	2020 Final Budget	2020 Preliminary	Δ \$	Δ %	2019 Budget
CAWTP (Core Project)	225.2	195.8	29.4	15.0%	260.3
Buildings	89.1	79.8	9.3	11.7%	52.9
Engineered Structures	72.5	70.2	2.3	3.3%	52.2
Land	3.2	2.3	0.9	39.1%	9.0
Equipment	9.0	9.0	0.0	0.0%	7.9
Vehicles	3.1	3.1	0.0	0.0%	2.0
Total	\$402.1	\$360.2	\$41.9	11.6%	\$384.3

Changes in Capital Budget

Capital Investment increased by \$41.9M or 11.6%



Changes in Investment Funding by Source



CAWTP +29.5 M

- Timing of construction costs moving from 2019 into 2020 related to conveyancing. Project team is forecasting to completion by end of 2020.
- Funded by Current Operating & WIP of unspent capital in 2019.

Buildings +9.2 M

- Timing of West Park Lane property acquisition moved from 2021 to 2020
- Timing of Hockley property acquisition moved from 2020 to 2021

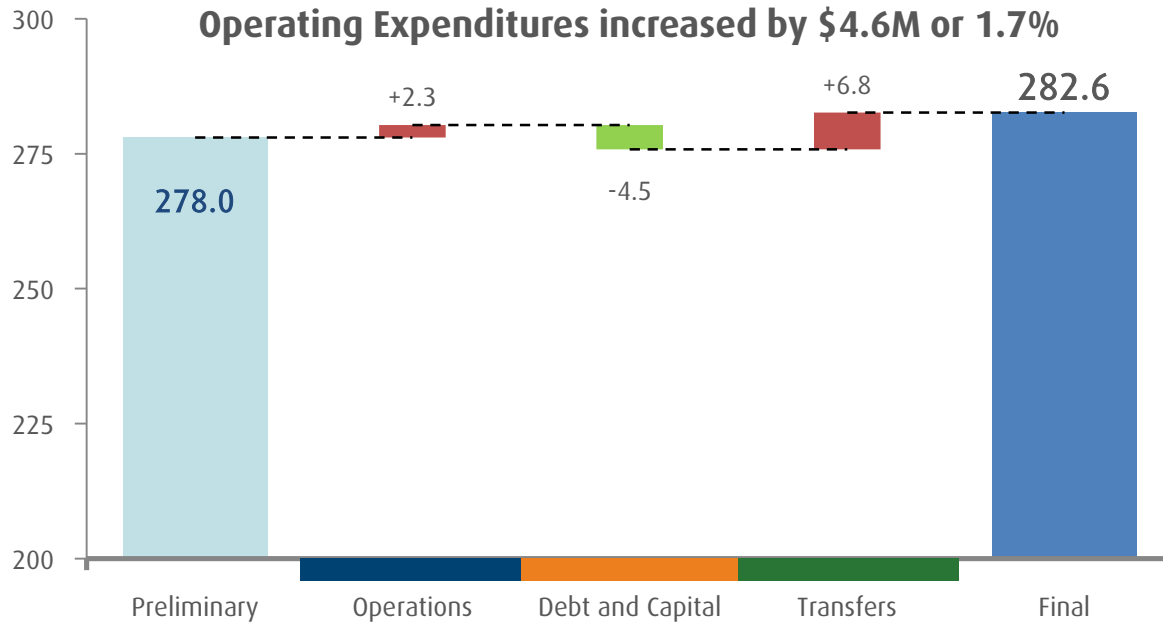
Land +0.9 M

- Land donation in the SGI Electoral Area

OTHER +2.3 M

- Revisions to various capital plans including engineering structures in Sooke Hills Wilderness Park, SSI Community Transportation Project, Durrance Lake Dam upgrade, and vehicles purchases for Pender Island Fire

Changes in Operating Budget



Operations +2.3 M

- 0.8M Liquid Waste Management Plan: initializing biosolids disposal for CAWTP
- 0.7M RHTF grant funding for West Park Lane deferred from 2019 to 2020
- 0.6M Legislative & General: Governance Review, Capital Reporting, HR ODP

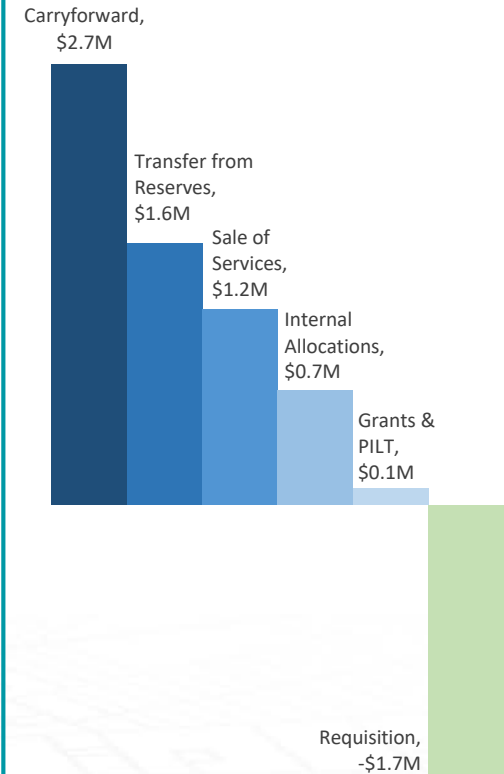
Debt & Capital -4.5M

- reclass to operating 0.9M Retirement of existing debt in Solid Waste Service
- 0.8M CAWTP refinement of FCM financing agreement
- (6.3M) reclassification of CAWTP transfer from capital to operating (see below)

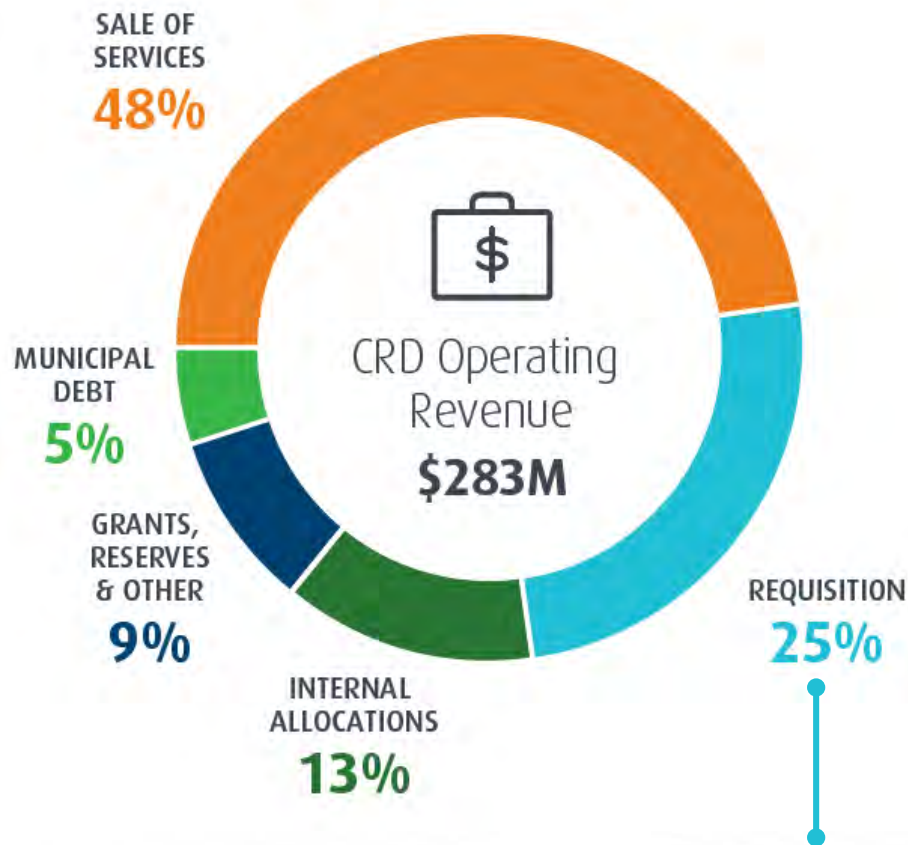
Transfer to Reserves 6.8 M

- 6.6M CAWTP transfer to reserve for future commitments related to the performance period of the plant and participating member municipalities

Changes in Operating Revenue by Source



Operating Budget Funding Sources



Sale of Services	134.7
Requisitions	71.1
Internal Allocations	37.9
Grants, Reserves & Other	24.0
Municipal Debt	14.8
Total	\$283M

2020 Final Budget	2020 Preliminary	Δ \$	Δ %	2019 Budget
\$71.1M	\$72.9M	(\$1.8M)	(2.4%)	\$67.6M

Impact of Assessment

Change in Converted Assessments;
Regional = **3.2%**

\$Avg. Residential Assessment | \$Cost/Avg HH

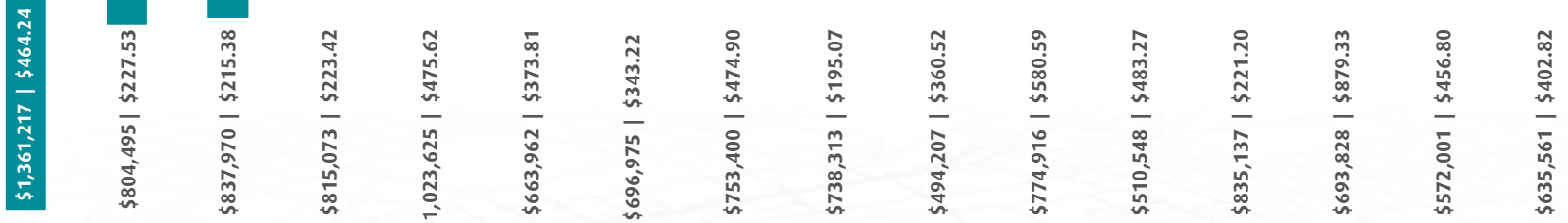
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Oak Bay Metchosin Saanich Highlands North Saanich Colwood Sidney Esquimalt View Royal South Gulf Islands Central Saanich Sooke Victoria Salt Spring Island Juan De Fuca Langford

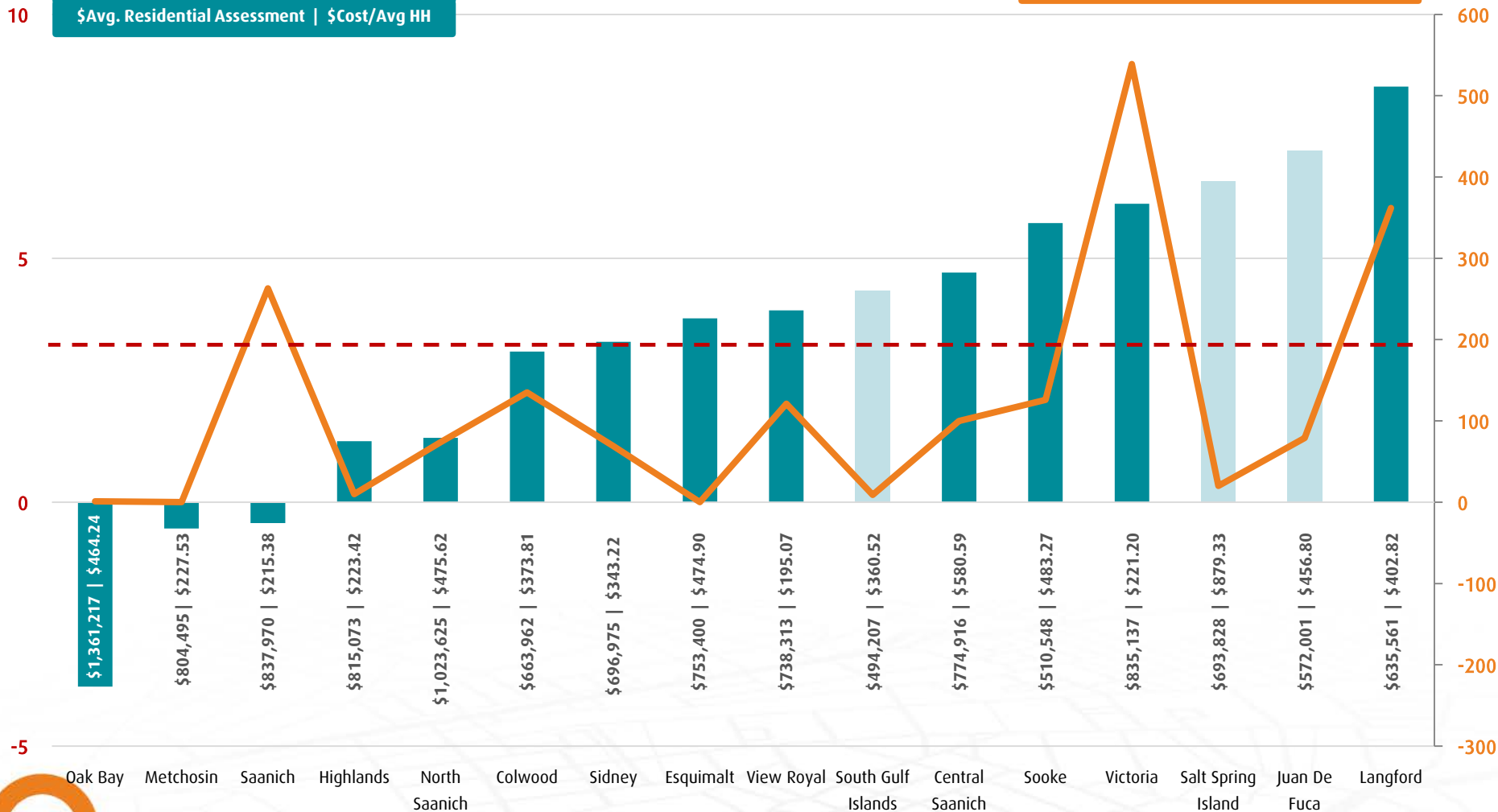


Impact of Assessment & Folios

Change in Converted Assessments;
Regional = **3.2%**

\$Avg. Residential Assessment | \$Cost/Avg HH

Change in Number of Folios;
Regional Total = 1,901



Requisition by Participant

	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 & Muni Debt
Colwood	0.0%		7.5%		3.3%		10.8%	7.3%	(2.4%)
Esquimalt	0.2%		0.7%		(0.4%)		0.5%	(0.2%)	(1.1%)
Langford	1.6%		8.6%		3.5%		13.7%	9.7%	6.4%
Oak Bay	(4.3%)		not requisitioned		4.3%		0.0%	(0.5%)	(4.6%)
Saanich	(2.9%)		not requisitioned		8.2%		5.3%	3.8%	(0.7%)
Victoria	2.4%		not requisitioned		9.1%		11.5%	6.0%	(1.5%)
View Royal	0.3%		(58.1%)		3.4%		(54.4%)	(55.7%)	(36.3%)
Central Saanich	0.7%				5.9%		6.6%	2.2%	(3.5%)
Highlands	(1.8%)				8.7%		6.9%	4.6%	(1.1%)
Metchosin	(3.2%)				8.4%		5.2%	4.8%	(0.9%)
North Saanich	(1.3%)				6.4%		5.1%	1.4%	(2.3%)
Sidney	0.1%				6.7%		6.8%	3.6%	2.8%
Sooke	0.5%				4.6%		5.1%	3.0%	1.3%
Juan de Fuca*	1.1%				4.6%		5.7%	4.1%	2.8%
Salt Spring Island*	0.6%				5.7%		6.3%	5.6%	4.5%
Southern Gulf Islands*	0.1%				8.3%		8.4%	8.4%	5.6%
First Nations	(0.4%)				4.9%		4.5%	-	-
Total	-		(0.6%)		5.9%		5.3%	2.5%	(0.8%)

*Excludes Specified Areas from total Requisition



Investing for the Future

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

Result: in 2020, the investment in capital will be \$97.2M* vs \$25.7M in amortization. This yields a 3.8x multiplier.

* excludes investment in CAWTP and RHFP, otherwise investment = 402.1M with an 15.6x 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 2020, reserve contributions will total \$24.4M vs a \$267.7M* operating budget. The result is 9.1%.

* excludes municipal debt servicing costs, otherwise operating budget = \$282.6 M with 8.6% contribution rate





Debt Affordability

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

Result: in 2020, debt servicing costs will account for \$27.3M* out of the total revenue of \$222.5M**. This equates to 12.3%.

* excludes municipal debt (14.8M)

** excludes municipal debt (14.8M), internal allocations (37.9M), and surplus carryforward (7.4M)



Debt Management

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

Result: in 2020, debt will fund approximately 16.2% of total capital investment of \$97.2M*.

* Excludes investment in CAWTP (\$225.2M) and RHFP (\$79.6M), inclusive of these investments debt funding is 9.9% of the plan





Managing the Cost of Debt

12% of revenue is planned for long-term debt payments



Supporting Board & Corporate Priorities

new 4 year strategic plan approved with initiatives targeting Community Needs



Adapting to Regional Challenges

managing inflationary cost pressures, labour market constraints, population and economic growth



Diversifying Revenue Streams

almost 1/2 of operating revenue comes from sale of services while 1/4 comes from requisition



BC Assessment Information

	Change in Requisition (in \$ millions)	Change in Converted Assessments (in \$ millions)	Change in Average Residential Assessments (in \$ millions)	Change in Cost per Average Residential Assessment	Change in Number of Folios
Central Saanich	0.304	29.7	0.004	12.60	100
Colwood	0.264	14.5	(0.001)	25.46	135
Esquimalt	0.013	16.7	0.023	(0.91)	(7)
Highlands	0.015	1.0	(0.007)	9.83	10
Langford	1.027	105.5	0.028	35.51	362
Metchosin	0.020	(0.8)	(0.007)	10.46	0
North Saanich	0.139	8.0	(0.024)	6.54	74
Oak Bay	0.001	(36.6)	(0.061)	(2.43)	1
Saanich	0.508	(16.8)	(0.016)	7.93	263
Sidney	0.172	17.3	0.001	12.03	69
Sooke	0.162	19.1	0.018	13.95	126
Victoria	1.105	232.7	0.007	12.54	539
View Royal	0.079	13.8	0.007	10.62	121
Juan De Fuca	0.105	16.5	0.031	18.13	79
Salt Spring Island	0.347	28.9	0.038	46.63	20
Southern Gulf Island	0.191	14.3	0.020	27.84	9
Total	4.450	463.7	0.060	246.86	1,901



BC Assessment Information %

	Percentage (%) +A:P	Change in Converted Assessments	Change in Average Residential Assessments	Change in Cost per Average Residential Assessment	Change in Number of Folios
Central Saanich	6.5%	4.7%	0.5%	2.2%	1.7%
Colwood	10.8%	3.1%	-0.1%	7.3%	2.2%
Esquimalt	0.4%	3.8%	3.1%	-0.2%	-0.1%
Highlands	6.8%	1.3%	-0.9%	4.6%	1.1%
Langford	13.7%	8.5%	4.7%	9.7%	2.6%
Metchosin	5.2%	-0.5%	-0.9%	4.8%	0.0%
North Saanich	5.1%	1.3%	-2.3%	1.4%	1.5%
Oak Bay	0.0%	-3.8%	-4.3%	-0.5%	0.0%
Saanich	5.3%	-0.4%	-1.8%	3.8%	0.7%
Sidney	6.8%	3.3%	0.2%	3.6%	1.2%
Sooke	5.1%	5.7%	3.6%	3.0%	2.2%
Victoria	11.5%	6.1%	0.9%	6.0%	2.0%
View Royal	8.9%	3.9%	0.9%	5.8%	3.3%
Juan De Fuca	5.7%	7.2%	5.6%	4.1%	2.5%
Salt Spring Island	6.3%	6.6%	5.7%	5.6%	0.3%
Southern Gulf Island	8.4%	4.3%	4.3%	8.4%	0.1%
Total	7.2%	3.2%	0.5%	4.4%	1.3%



Requisition by Participant *View Royal Normalized for Comparison Purposes*

	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 & Muni Debt
Colwood	0.0%		7.5%		3.3%		10.8%	7.3%	(2.4%)
Esquimalt	0.2%		0.7%		(0.4%)		0.5%	(0.2%)	(1.1%)
Langford	1.6%		8.6%		3.5%		13.7%	9.7%	6.4%
Oak Bay	(4.3%)		not requisitioned		4.3%		0.0%	(0.5%)	(4.6%)
Saanich	(2.9%)		not requisitioned		8.2%		5.3%	3.8%	(0.7%)
Victoria	2.4%		not requisitioned		9.1%		11.5%	6.0%	(1.5%)
View Royal	0.7%		not requisitioned		8.2%		8.9%	5.8%	(0.6%)
Central Saanich	0.7%				5.9%		6.6%	2.2%	(3.5%)
Highlands	(1.8%)				8.7%		6.9%	4.6%	(1.1%)
Metchosin	(3.2%)				8.4%		5.2%	4.8%	(0.9%)
North Saanich	(1.3%)				6.4%		5.1%	1.4%	(2.3%)
Sidney	0.1%				6.7%		6.8%	3.6%	2.8%
Sooke	0.5%				4.6%		5.1%	3.0%	1.3%
Juan de Fuca*	1.1%				4.6%		5.7%	4.1%	2.8%
Salt Spring Island*	0.6%				5.7%		6.3%	5.6%	4.5%
Southern Gulf Islands*	0.1%				8.3%		8.4%	8.4%	5.6%
First Nations	(0.4%)				4.9%		4.5%	-	-
Total	-		1.4%		5.8%		7.2%	4.4%	0.3%

*Excludes Specified Areas from total Requisition

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MARCH 18, 2020**

SUBJECT **Bylaw No. 4349: 2020 to 2024 Financial Plan Bylaw, 2020**

ISSUE SUMMARY

This report summarizes final updates to the 2020 budget and requests approval of Bylaw No. 4349 regarding the Capital Regional District (CRD) five-year Financial Plan for the years 2020-2024.

BACKGROUND

Section 374 of the *Local Government Act* requires the CRD to develop and approve a five year Financial Plan by March 31 each year. On October 30, 2019, the CRD Board approved 2020 Service Plans, the 2020 Staff Establishment Chart and the Provisional 2020-2024 Financial Plan. Before final approval, financial plans are amended based on year-end results, payments in lieu of taxes, revised assessment information, and other committee or commission directed changes.

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

The CRD Financial Plan consists of more than 200 budgets funding the delivery of regional, sub-regional and local services to over 400,000 residents, businesses and visitors to a dynamic and thriving region. Various trends and variables impact the Financial Plan including but not limited to economic conditions, population growth, demographics, climate change, and the regulatory environment. The Financial Plan aims to balance all of these factors in alignment with the Board approved strategic, corporate, and service plans.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4349, cited as “2020 to 2024 Financial Plan Bylaw, 2020”, be introduced, read a first, second and third time; and
2. That Bylaw No. 4349 be adopted.
3. That the Staff Establishment Chart as attached in Appendix G be approved.

Alternative 2

1. That Bylaw No. 4349 be cited as “2020 to 2024 Financial Plan Bylaw, 2020”, be introduced and read a first time and second time.
2. That Bylaw No. 4349 be amended as directed.
3. That Bylaw No. 4349 be read a third time.
4. That Bylaw No. 4349 be adopted.

IMPLICATIONS

Governance Implications

Public Consultation

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

Many CRD services are governed through commissions or committees which are composed of elected officials and in many cases volunteer local rate payers. With commission and committees providing oversight and direction to services, public input is received leading up to the preparation of budgets through these bodies during service plan reviews at the individual service level. This process includes a significant amount of work undertaken by many commissioners who volunteer their services in the Southern Gulf Islands, Salt Spring Island, and Juan de Fuca electoral areas. For regional services the Board has oversight over the budget process through standing committees.

Commissions and committees receive input in the form of user statistics, customer feedback, surveys, advisory body reports, operational reports, presentations, and correspondence. The CRD also conducts public consultations for major regional initiatives such as the preparation of a new solid waste management plan. The review of budgets takes place in meetings open to the public, with meeting details advertised in local newspapers and on the CRD website leading up to the meeting dates. Appendix K provides a summary of communications activities related to the final budget.

To supplement these processes, the CRD also makes budget materials publicly available on the website with a public feedback form following provisional budget and ahead of final budget review by the Board. These materials and infographics are designed to increase understanding of the CRD's financial position and performance, and the CRD features the opportunity to participate on its home page, social media channels and media materials.

Public feedback on the 2020-2024 Five Year Financial Plan Bylaw concluded on January 31 and feedback received have been shared through the Board correspondence portal. All public feedback is considered and incorporated in alignment with corporate and strategic planning for Board approval and integrated into service planning where applicable.

Legislative Implications

Financial Plan Bylaw

The Financial Plan Bylaw includes operating and capital expenditures, reserve transfers, and revenue requirements from 2020-2024. Bylaw No. 4349, cited as "2020 to 2024 Financial Plan Bylaw, 2020" and inclusive of Schedules A and B, reflect approved service plans and any adjustments since provisional approval and is included as Appendix L.

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

As approved by the Board, review and recommendation of all electoral area-only service budgets was delegated to the Electoral Areas Committee (EAC), including the review of budgets of local service commissions. The Electoral Area Committee recommended approval of the all electoral area-only budgets on March 11, 2020.

Economic Implications

Trends and Assumptions

While some indicators signal a moderation and slowing of economic growth in construction and housing starts, demand and service utilization trends remain positive. Cost escalation pressures such as inflation combined with low unemployment rates continue to be significant factors in service delivery costs across the organization. Key indicators include:

- The Consumer Price Index (CPI) for greater Victoria was 2.5%, compared to Vancouver at 2.4% and British Columbia at 2.3%; significantly higher than the national average of 1.9%.¹
- The total regional assessed value remained fairly flat at approximately \$128 billion versus \$125 billion in 2019, a change of 2.4%.² This is down from recent highs of 10%, 16% and 18% in 2019, 2018 and 2017 respectively.
- New building permit values dropped 14% to \$1.2 billion in 2019.³
- CMHC housing starts for the region through November 2019 showed a year over year decline of (7%) or 3,242 new units. The most significant reductions were in Central Saanich (75%), Oak Bay (73%), Saanich (57%), and North Saanich (51%). New housing starts were led by Esquimalt and Colwood with 223 (1927%) and 428 (128%) respectively.⁴
- The average price of a single family home is now \$868,100, an increase of 3.5%.⁵
- As of December 2020, the region had the lowest unemployment rate across Canada with 3.4%, compared to 4.8% in BC, and 5.6% nationally.⁶
- BC experienced the highest average hourly wage growth across Canada with a 5.8% year over year increase (\$1.55 increase to \$28.35/hour).⁷

Assessment and Growth

Assessment values and quantity of folios are primary factors impacting Financial Plan costs per household. Through 2020, the region experienced \$464 million or a 3.2% growth in converted assessments while folios grew by 1900 or 1.3%. The change in assessments varies by municipality and electoral area. The Financial Plan presentation includes several charts and tables comparing the changes across the region.

¹ At: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_annual_averages.pdf

At: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/consumerpriceindexhighlights_202002.pdf

² BC Assessment Values 2020

³ CRD Regional Planning Division Stats

⁴ At: <https://www.vrba.ca/blog/colwood-housing-up-128-while-saanich-declines-57/>

⁵ At: https://www.vreb.org/media/attachments/view/doc/statsrelease2020_02/pdf/statsrelease2020_02.pdf

⁶ At: <https://www.timescolonist.com/business/unemployment-rate-in-greater-victoria-is-canada-s-lowest-1.24050652>

At: <https://www150.statcan.gc.ca/n1/daily-quotidien/200110/dq200110a-eng.htm>

⁷ At: https://archive.news.gov.bc.ca/releases/news_releases_2017-2021/2019JTT0047-002143.htm

Financial Implications

Budget Overview

The 2020 CRD Financial Plan includes \$282.6 million in operating expenditures, an increase of \$20.8 million or 7.9%, and \$402.1 million in capital investment, an increase of \$17.8 million or 4.6% over 2019.

Table 1: 2020 CRD Budget – Change from prior year

Budget Type (\$M)	2020 Final	2019 Final	\$ Change	% Change
Operating	282.6	261.8	20.8	7.9%
Capital	402.1	384.3	17.8	4.6%
Total	684.7	646.1	38.6	6.0%

* 2019 Final as shown in Bylaw 4332

Appendix A provides additional tables summarizing 2020 year over year changes in operating and capital expenditures, requisition, and reserves. The total impact of the operating and capital budget on the 2020 Financial Plan Summaries, along with 2020 Individual Municipal and Electoral Area Requisitions, is included in Appendix J.

Updates Following Provisional Budget Approval

The final budget reflects amendments to the Provisional Financial Plan approval of October 2019, including year-end results, BC Assessment information, and committee, commission, and staff recommended initiatives. The focus of this report are changes since Provisional Budget approval, as such, tables 2 through 5 compare and summarize the 2020 Final to the Provisional budget. Appendix B and D provide an overview of the 2020 operating and capital budgets.

Operating Expenses

Since Provisional approval, the operating budget increased \$4.6 million or 1.7%. The following table summarizes changes by type of expense:

Table 2: Changes in Operating Expenses

Expenditure Type (\$M)	2020 Final	2020 Prelim	\$ Change	% Change
Operations	183.3	181.0	2.3	1.3%
Debt Servicing	42.1	40.3	1.8	4.5%
Capital Funding	32.8	39.1	-6.3	-16.1%
Transfer to Reserves	24.4	17.6	6.8	38.6%
Total	\$282.6	\$278.0	\$4.6	1.7%

Debt Servicing expenses have been revised based on an opportunity to retire an outstanding loan in the Solid Waste Disposal service resulting in ongoing interest savings. Capital Funding and Transfer to Reserves are related through the Core Area Wastewater Treatment Project, designating \$6.6 million to fund future operating commitments related to the performance period of the HRP contract, and participating municipality commitments.

The \$2.3 million change in Operations is a result of various service budgets being updated to reflect carry forward and deferral of 2019 work programs into 2020 as well as a number of new staff identified initiatives listed in Appendix C.

Operating Revenue

Funding of the operating expenditure changes listed in table 2 are summarized in table 4 below.

Table 4: Changes in Operating Revenue

Revenue Type (\$M)	2020 Final	2020 Prelim	\$ Change	% Change
Sale of Services	134.7	133.5	1.2	0.9%
Internal Allocations	37.9	37.2	0.7	1.9%
Rentals and other Revenue	8.7	8.7	0.0	0.0%
Surplus Carryforward	7.4	4.7	2.7	57.4%
Grants and PILT	4.5	4.4	0.1	2.3%
Transfer from Reserves	3.4	1.8	1.6	88.9%
Subtotal	196.6	190.3	6.3	3.3%
Requisition*	86.0	87.7	-1.7	-1.9%
Total	\$282.6	\$278.0	\$4.6	1.7%

* Total requisitions includes municipal debt payments of \$14.9 million.

The change in Sale of Services is a result of the Town of View Royal entering into a service agreement for Core Area Wastewater Treatment and Trunk Sewers costs. The agreement authorizes the CRD to move billings on a go forward basis (\$1.2 million for 2020) from Requisition to invoicing. In turn, this will provide the Town of View Royal the ability to recover costs by way of user fees instead of property taxes. For the CRD, this change results in a corresponding reduction in requisition revenue.

The Surplus Carryforward increase of \$2.7 million from Provisional approval is driven by surpluses in Solid Waste Disposal, Trunk Sewer Operating, and Land Banking & Housing. In addition there was a change in timing for a Regional Housing Trust Fund grant revised to 2020. A comprehensive list of operating revenue change drivers is included in Appendix C. As in previous years, surplus carryforward estimates are included in the Provisional budget as a forecast in each service and are revised for final budget with actual 2019 year end results.

Payments-in-Lieu (PILT)

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

Monies collected in each municipality are processed by the CRD and returned through credit to each of the services the municipalities participate in. These payments are a regular source of funding and are meant to compensate the municipality's share of annual costs for CRD services. The historical approach through the provisional budget is to plan prior year actuals, as current year PILT information is not available in time. Revisions for final budget include the actual PILT

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amounts. For 2020, the PILT received was slightly higher than the Provisional budget, totaling \$3.3 million or an increase of \$0.2 million. Appendix C includes a summary of PILT revenue by member municipality.

Capital Investment

Table 5 summarizes changes to the capital portion of the Financial Plan by Community Need.

Table 5: Changes in Capital Investment

Investment Type (\$M)	2020 Final	2020 Prelim	\$ Change	% Change
Affordable Housing	79.6	70.6	9.0	12.7%
CAWTP	225.2	195.7	29.5	15.1%
Climate Action & Adaptation	2.5	2.5	-	-%
Landfill & Recycling	7.6	7.6	-	-%
Parks & Natural Resource Protect.	12.3	10.6	1.7	16.0%
Protective Services & Transport.	8	6.8	1.2	17.6%
Recreation, Arts & Culture, Health	5	5	-	-%
Wastewater	15.7	15.6	0.1	0.6%
Water	42.5	42.2	0.3	0.7%
Accountability	3.7	3.6	0.1	2.8%
Total	\$402.1	\$360.2	\$41.9	11.6%

The drivers of the change in capital investment since Provisional Budget approval relate to the Core Area Wastewater Treatment Project (CAWTP) and the Regional Housing First Program (RHFP). The CAWTP increase is a result of unspent capital in 2019 being carried forward into 2020. The Project Team managing CAWTP continues to forecast the total capital program to be on budget. The RHFP is a net impact of two projects with revised timing; the purchase of West Park Lane was advanced from 2021 into 2020, while Hockley was deferred from 2020 to 2021. Additional details and explanations for change drivers in capital investment are summarized in Appendix F.

Capital Funding

Funding of the capital investment changes listed in table 5 are summarized in table 6 below.

Table 6: Changes in Capital Investment Funding

Investment Funding Source (\$M)	2020 Final	2020 Prelim	\$ Change	% Change
Current Operating and WIP	85.4	42.2	43.2	102.4%
Grants	178.6	189.4	-10.8	-5.7%
Debenture Debt	40.0	38.4	1.6	4.2%
Donations & Third Party Funding	62.4	56.6	5.8	10.2%
Reserve Funding	35.7	33.6	2.1	6.3%
Total	\$402.1	\$360.2	\$41.9	11.6%

Changes to capital funding are required to balance the capital plan. The increase in current operating and WIP is a result of deferrals related to CAWTP. Grants and Donations & Third Party Funding have been revised by a net \$4.8 to reflect timing of the West Park Lane and the Hockley RHFP projects, with the remaining change of 0.2 due to other initiatives.

The current 2020-2024 capital plan totals \$787 million and continues to reflect a focus on critical utility infrastructure while incorporating significant investment in affordable housing. As in previous years, any changes to the capital plan will be managed through quarterly amendments to the Board. A summary of CRD Capital Investment is included in Appendix D and a complete list of capital projects greater than \$0.5 million is included in Appendix E.

Staff Establishment Chart

The Staff Establishment Chart (SEC) is attached as Appendix G 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. While some positions have been shifted between divisions (Table 7), the overall total 2020 FTE's planned has not changed since the provisional approval.

Table 7 – Summary of Changes to Staff Establishment Chart

Department & Division	Change in FTEs since Preliminary Approval
Finance & Technology	
Financial Services	(1.00)
Asset Management	1.00
Integrated Water Services	
Administration	2.29
Customer & Technical Services	(4.29)
Infrastructure Operations	2.00
Total	-

Financial Indicators & Reserve Forecasts

Consolidated summaries of operating and capital reserve activity can be found in Appendix H.

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 I.

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 2020 through 2024. The 2020 budget was preliminarily approved by the Board on October 30, 2019.

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The 2020-2024 Financial Plan has been prepared in alignment with Board decisions and committee direction. Staff recommends approving the 2020-2024 Financial Plan bylaw as presented.

RECOMMENDATION

1. That Bylaw No. 4349, cited as “2020 to 2024 Financial Plan Bylaw, 2020”, be introduced, read a first, second and third time; and
2. That Bylaw No. 4349 be adopted.
3. That the Staff Establishment Chart as attached in Appendix G be approved.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

- Presentation: 2020 Capital Regional District Financial Plan Bylaw
- Appendix A: CRD 2020 Final vs. 2019 Final Budgets
- Appendix B: CRD 2020 Operating Budget Overview
- Appendix C: Drivers for Changes in Operating Budget
- Appendix D: CRD 2020 Capital Budget Overview
- Appendix E: CRD 2020 Major Capital Projects > \$500,000
- Appendix F: Drivers for Changes in Capital Budget
- Appendix G: CRD 2020 Staff Establishment Chart
- Appendix H: CRD Changes in Operating and Capital Reserve Forecasts
- Appendix I: CRD 2020 Financial Indicators
- Appendix J: CRD 2020 Financial Plan Summaries and Individual Municipality and Electoral Area Requisitions
- Appendix K: Public Input
- Appendix L: Bylaw No. 4349 cited as “2020 to 2024 Financial Plan Bylaw, 2020”, 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 2020 budget.

Operating Expenditures (in \$ millions)

Expenditure Type	2020 Final	2019 Final	\$ Change	% of Total Change
Operations	183.3	165.3	18.0	6.9%
Debt Servicing	42.1	38.6	3.5	1.3%
Capital Funding	32.8	41.3	-8.5	-3.3%
Transfers to Reserves	24.4	16.6	7.8	3.0%
Total	\$282.6	\$261.8	\$20.8	7.9%

Operating Revenues (in \$ millions)

Revenue Source	2020 Final	2019 Final	\$ Change	% of Total Change
Sale of services	134.7	124.0	10.7	4.1%
Requisitions*	86.0	82.5	3.5	1.3%
Allocation to other services	37.9	35.1	2.8	1.1%
Rentals and other revenue	8.7	9.0	-0.3	-0.1%
Surplus	7.4	5.2	2.2	0.8%
Grants and PILT	4.5	4.1	0.4	0.1%
Transfer from reserve for capital	3.4	1.9	1.5	0.6%
Total	\$282.6	\$261.8	\$20.8	7.9%

*Includes Municipal Debt

Requisitions (in \$ millions)

Description	2020 Final	2019 Final	\$ Change	% Change
Total Electoral Areas Only	14.5	13.8	0.7	5.1%
Regional / Sub Regional	56.7	53.8	2.9	5.4%
Total Before Municipal Debt	71.2	67.6	3.6	5.3%
Municipal Debt	14.8	14.9	-0.1	-0.7%
Total	\$86.0	\$82.5	\$3.5	4.2%

Capital Expenditures (in \$ millions)

Description	2020 Final (a)	2020 Prelim (b)	2019 Final (c)	Change (a-c)	% of Total Change
CAWTP	225.2	195.8	260.3	-35.1	-9.1%
Engineered Structures	72.5	70.2	52.2	20.3	5.2%
Buildings	89.1	79.8	52.9	36.2	9.4%
Equipment	9.0	9.0	7.9	1.1	0.3%
Land	3.2	2.3	9.0	-5.8	-1.5%
Vehicles	3.1	3.1	2.0	1.1	0.3%
Ending Balance	\$402.1	\$360.2	\$384.3	\$17.8	4.6%

Capital Revenues (in \$ millions)

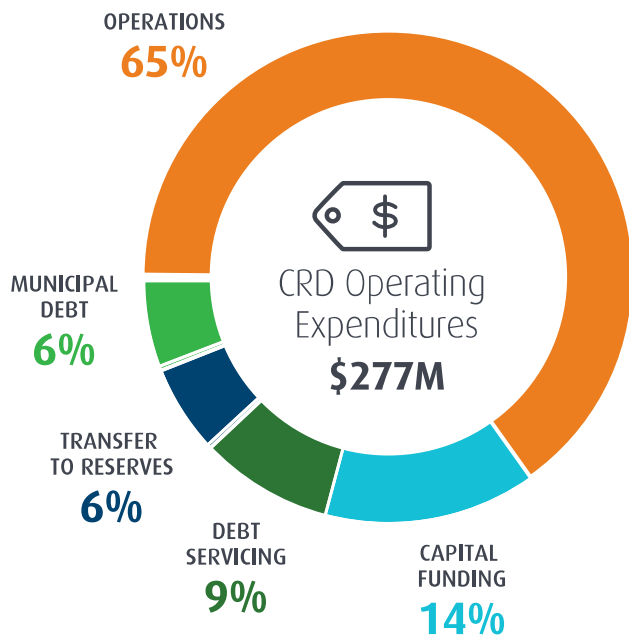
Description	2020 Final (a)	2020 Prelim (b)	2019 Final (c)	Change (a-c)	% of Total Change
Current Operating and WIP	85.4	42.2	154.6	-69.2	-18.0%
Grants	178.6	189.4	94.6	84.0	21.8%
Debt Issuance	40.0	38.3	70.3	-30.3	-7.9%
Donations & Third Party Funding	62.4	56.7	37.0	25.4	6.6%
Reserve Funding	35.7	33.6	27.8	7.9	2.1%
Ending Balance	\$402.1	\$360.2	\$384.3	\$17.8	4.6%

Reserves - Capital (in \$ millions)

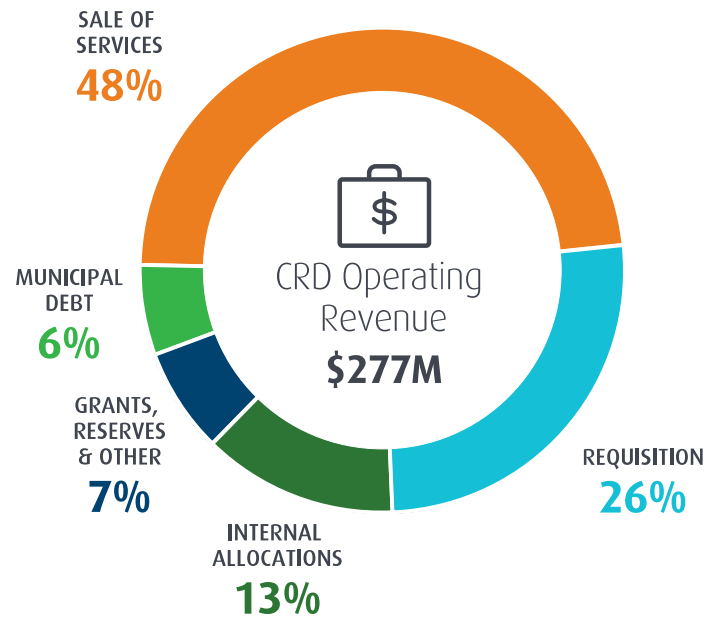
Reserve Activity - Forecast	2020 Final	2019 Final	\$ Change	% Change
Opening Reserve Balance Actual	82.8	83.4*	-0.6	-0.7%
Transfer to/from Operating	17.3	17.1	0.2	1.2%
Interest Income	1.7	1.8	-0.1	-5.6%
Transfer to Fund Capital Projects	-35.7	-19.5	-16.2	83.1%
Ending Balance	\$66.1	\$82.8	-\$16.7	-20.2%

*Balance updated to align with 2018 audited Financial Statements

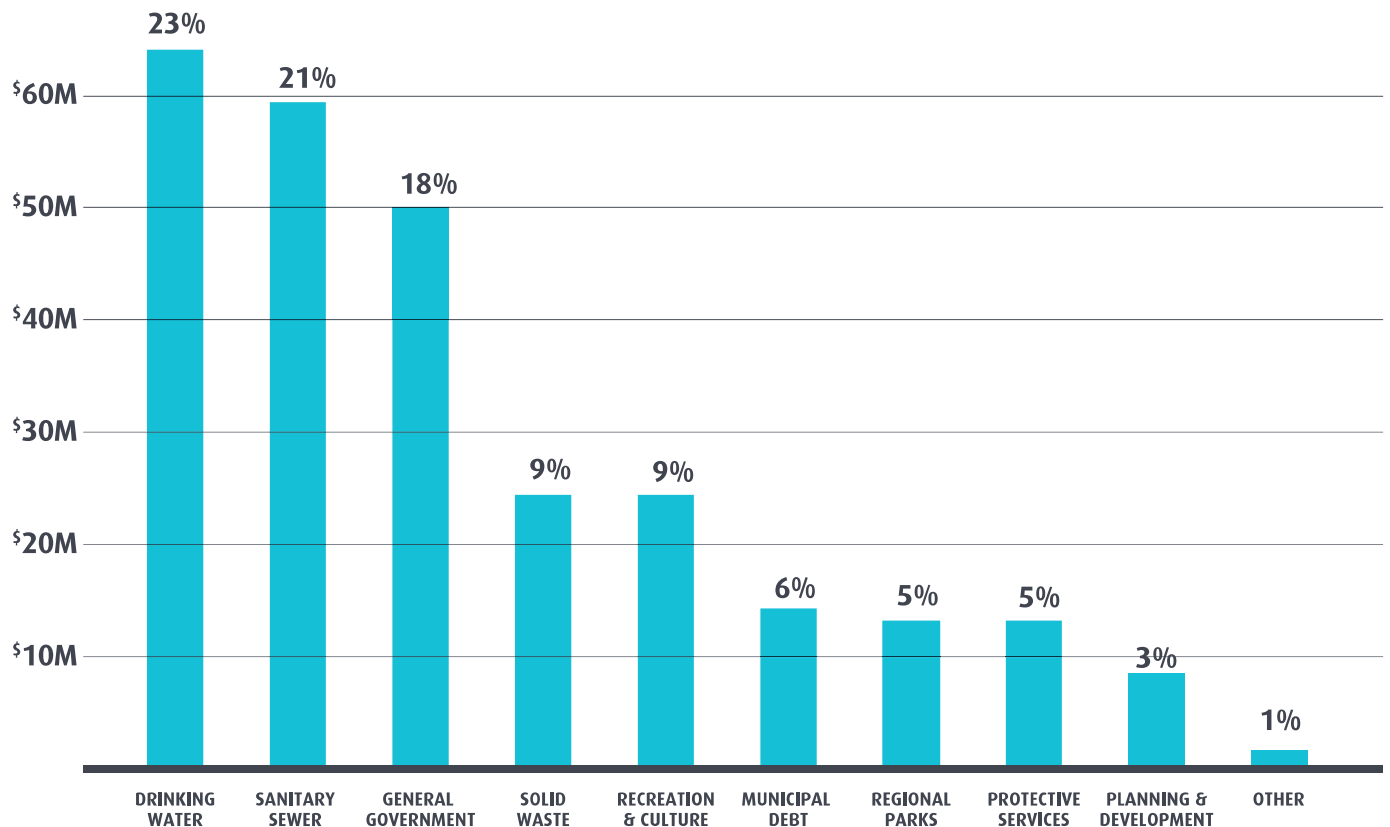
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



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

Table 1: Drivers for Change in Operating Expenses (Staff Identified)	Pages 2
Table 2: Drivers for Change in Operating Expenses	Pages 3-6
Table 3: Drivers for Change in Surplus Carry Forward	Pages 7
Table 4: Drivers for Change in Transfer from Reserves Revenue	Pages 8-9
Table 5: Drivers for Change in Requisition Revenue	Pages 10
Table 6: Drivers for Change in Payments in Lieu of Taxes (PILT)	Pages 11

Operating Expenses

Since Provisional approval, the operating budget increased by \$4.6 million or 1.7%. Table 1 and 2 provide a detailed listing of changes to the operating budget since Provisional.

Table 1: Changes in Operating Expenses – Staff Identified Requirements

Service	(\$M) Change	Description	Impact	Funding Source	Direction
Legislative and General Government	0.100	Commission Governance Review	Regional	Reserve (one-time)	Staff Identified Requirement
	Review of the CRD's 60 plus commissions and committees in the areas of governance, authority, records collection and FOI compliance, administrative support and adherence to CRD policy. Will address current inconsistencies and gaps in authority and mandate, effective service delivery and governance structure, and recommendations for consistency in aspects such as appointment processes and membership terms, meeting procedures, financial management and decision making authority.				
	0.100	Automate Capital Reporting	Regional	Reserve (one-time)	Staff Identified Requirement
	Automate manually intensive quarterly capital project variance reporting. Originally structured as a pilot, the report has provided value internally and publicly through the quarterly CAO report. Expanding to support more timely production, enhanced performance monitoring and decision support are included in the scope.				
	0.170	Various Human Resource Initiatives	Regional	Reserve (one-time)	Staff Identified Requirement
	In alignment with the approved Organizational Development Plan (ODP) and workforce development strategy the following initiatives have been added to the service plan and related budget; <ul style="list-style-type: none"> • iLead Leadership Development Program - offer a 2020 cohort certificate program • Hiring Dashboard Maintenance - updates to the job posting and application collection tool • Certificate of Recognition - to support a safe and healthy application for the Certificate of Recognition (CoR) Program through WorkSafeBC • Diversity and Inclusivity review – in alignment with actions identified through the Special Task Force on First Nations, CRD will develop and implement a comprehensive diversity and inclusion program 				
Solid Waste	0.943	Early payout of outstanding loan to reduce interest costs	Regional	Carry Forward (one-time)	Staff Identified Requirement
	Change in budget assumptions, given timing of existing debt renewal in early 2020. Surplus monies on hand a result of higher than planned revenues.				
Subtotal	\$1.313				

Table 2: Drivers for Change in Operating Expenses

Service	(\$M) Change	Description	Impact	Funding Source	Direction
Legislative and General Government	0.150	Corporate Services – Electronic Document and Records Management (EDRM)	Regional	Reserve (one-time)	Governance & Finance Committee October 30, 2019
	IBC 15f1.3 - begin modernizing its corporate records management program and will update its records management policies, Records Classification Schedule (RCS or file plan), develop training resources, select software and implement an Electronic Document and Records Management Solution (EDRMS) pilot project. One-time project money to be expended from operating budget in 2020. Due to timing - not included in operating at provisional. Funded from Reserve.				
	0.026	Board – update to remuneration reflecting update to CPI and benefit rate adjustment	Regional	Requisition (ongoing)	Change in Budget Assumptions
	Update for CPI adjustment implemented to 2020 Board remuneration and increase in Board remuneration (due to One-time exception to policy implemented in 2019) resulted in higher levels of statutory dedications.				
	0.012	Human Resources – Increase in GVLRA Fees	Regional	Reserve (ongoing)	Change in Budget Assumptions
	Adjustment to GVLRA membership fee, as provided by the GVLRA, and as a result of changes to GVLRA membership and staff resources.				
	0.060	Heritage Conservation Policy development and implementation deferred from 2019 to 2020 (previously identified as First Nation Archeology Study)	Regional	Reserve (one-time)	Included in 2019 Service Plan
	Work plan carried forward due to new priorities advanced by the CAWTP team. One-time funds required for Policy implementation through staff training sessions on RAAD and CAD systems; Archeologist-lead cultural orientation sessions for project management staff and contractors; support for engagement with First Nations to develop archeological protocols to enhance the heritage conservation policy.				

Climate Action and Adaptation	0.050	Funding for a regional greenhouse gas emissions inventory and modelling study, deferred from 2019 to 2020	Regional	Carry Forward (one-time)	Included in 2019 Service Plan
	Work plan carried forward as initiative is associated with a term position funded in part through the BC Hydro Community Energy Manager grant program. Grant Process and associated staff recruitment took longer than expected. Plan to complete in Q2 2020.				
Regional Parks	0.109	Increase in Land Acquisition Fund transfer as a result of the change in average residential home values.	Regional	Requisition (ongoing)	Land Acquisition Strategy
	2020 completed assessment values resulted in a change to the total levy to be collected.				
Regional Housing Trust Fund	0.676	West Park Lane grant funding was delayed from November 2019 to Spring 2020	Sub-Regional	Carry Forward (one-time)	Included in 2019 Service Plan
	Delay in receiving the building permit, and related documents for the funding agreement.				
CAWTP*	0.549	Net change in debt expenditures due to refinement of FCM financing agreement.	Sub-Regional	Existing Requisition (Ongoing)	Change in Assumptions – Existing Service Plan
	Change in assumptions contract terms and operating estimates. 1) Reduction in contract for services related to refinement of costs of disposal of biosolids 2) Reduction in transfers to capital project 3) Revised debt servicing estimates due to FCM loan agreement terms				
	(6.300)	Reduction in capital funding to project	Sub-Regional	Existing Requisition (Ongoing)	Change in Assumptions – Existing Service Plan
	Reclassification of ongoing operating commitment from transfer to capital to operating reserve to reflect appropriate designation of funding.				

	6.600	Increase in funding to operating reserve for future operations	Sub-Regional	Existing Requisition (Ongoing)	Change in Assumptions – Existing Service Plan
	Same as above.				
Liquid Waste Management Plan	0.840	Allocation of expense for initializing disposal of biosolids associated with CAWTP	Sub-Regional	Reserve (one-time)	Change in Assumptions – Existing Service Plan
	Assumption change to reflect the anticipated costs for biosolid disposal.				
Regional Source Control	0.062	5 year plan review and fermentation project deferred from 2019 to 2020	Sub-Regional	Carry Forward (one-time)	Included in 2019 Service Plan
	<p>5-year plan review: Work plan delayed by one year due to overall LWMP reviews that occurred in 2019. RSCP review was originally scheduled for early completion in 2019 and now will be done by Q4 2020.</p> <p>Fermentation Project: Due to less breweries participating in the project than anticipated, the study was extended into 2020 to collect more months of data within the same assigned budget. Plan to complete in Q2 2020.</p>				

On Site System Management Program	0.129	Database consulting work delayed from 2019 to 2020 due to lack of available vendors	Sub-Regional	Carry Forward, Reserves (one-time)	Included in 2019 Service Level
	Work plan carried forward due to initial consultant estimates exceeding project budget. A project rescoping is underway with IT department. Anticipated completion by end of 2020.				
All other services (Including EA)	0.324	Net increase across 67 other services			
Subtotal	\$3.287				
Total (Table 1 & 2)	\$4.600				

Operating Revenue

New initiatives and service plan adjustments since the provisional budget are funded through a variety of revenue sources totaling \$4.6 million. The following tables provide changes since provisional approval by revenue type.

Table 2: Drivers for Change in Surplus Carryforward

Service	(\$M) Change	Description	Impact	Direction
Solid Waste Disposal	0.943	To fund one-time charge to exercise option to payout of a loan early to reduce interest expense	Regional	Staff Identified Requirement
Regional Housing Trust Fund (RHTF)	0.676	Related to grant funding that was not disbursed in 2019 due to minor project delay. This will be granted in 2020	Sub-Regional	Included in 2019 Service Plan
Land Banking & Housing	0.216	Due to staff vacancies in the RHFP program, and savings on consultant contracts	Regional	Staff Identified Requirement
Environmental Services	0.100	Carry forward of operating to fund purchase of minor equipment.	Regional	Staff Identified Requirement
Trunk Sewers Debt	0.232	Interest savings in 2019 due to refinancing of existing loan carried forward to reduce requisition and invoicing.	Sub-Regional	Staff Identified Requirement
Regional Source Control	0.098	Carry forward of operating for 5 year plan review and fermentation project	Sub-Regional	Included in 2019 Service Plan
Septage Disposal – Municipal	0.064	Carry forward funds pending direction on Septage Disposal Agreement.	Sub-Regional	Included in 2019 Service Plan
Climate Action and Adaptation	0.051	Carry forward of operating for regional greenhouse gas emissions inventory and modelling study	Regional	Included in 2019 Service Plan
All other services (Including EA)	0.356	Net increase across 56 other services		
Total	\$2.7			

Table 3: Drivers for Change in Transfer from Reserves Revenue

Service	(\$M) Change	Description	Impact	Direction
Legislative and General Government	0.150	Corporate Services – Funding for Electronic Document and Records Management (EDRM)	Regional	Governance & Finance Committee October 30, 2019
	0.012	Human Resources – Funding for Increase in GVLRA Fees	Regional	Change in Budget Assumptions
	0.060	Funding for First Nation Archeology Study deferred from 2019 to 2020	Regional	Included in 2019 Service Level
	0.100	Corporate Services – Funding for Commission governance review	Regional	Staff Identified Requirement
	0.100	Finance – Funding for Enhanced Capital Reporting	Regional	Staff Identified Requirement
	0.060	Human Resources – Funding for iLead program funding for 2020	Regional	Adjustment to Existing Service Level
	0.020	Human Resources – Funding for Hiring Dashboard Maintenance	Regional	Staff Identified Requirement
	0.040	Human Resources – Funding for Certificate of Recognition	Regional	Staff Identified Requirement
	0.050	Human Resources – Funding for Diversity and inclusivity review of HR Development Plan	Regional	Staff Identified Requirement

Liquid Waste Management Plan	0.840	Funding for initializing disposal of biosolids associated with CAWTP	Sub-Regional	Change in Assumptions
On Site System Management Program	0.088	Partial funding for database consulting work, delayed from 2019 to 2020 due to lack of available vendors	Sub-Regional	Carry Forward
All other services (Including EA)	0.080	Net increase across 7 other services		
Total	\$1.6			

Table 4: Drivers for Change in Requisition Revenue

Service	(\$M) Change	Description	Impact	Direction
Regional Parks	0.101	Increase in Land Acquisition Fund transfer as a result of the change average residential home values	Regional	Land Acquisition Strategy
Core Area Trunk Sewers - Debt	(0.239)	Use of 2019 surplus to reduce requisition	Sub-Regional	Revised Amount
Core Area Wastewater Treatment and Trunk Sewers	(1.387)	View Royal moving from requisition to invoice for Sewer services	Sub-Regional	Operating Agreement February 12, 2020
Land Banking & Housing	(0.154)	Use of 2019 surplus to reduce requisition	Regional	Revised Amount
All other services (Including EA)	(0.021)	Net increase across 82 other services		
Total	\$(1.700)			

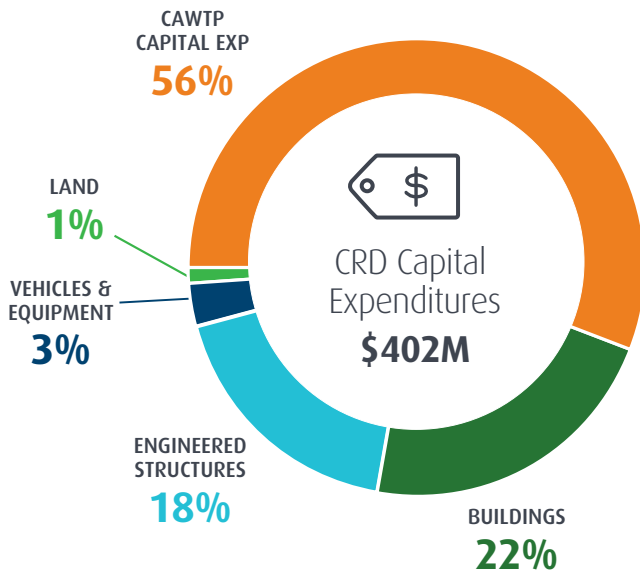
Table 5: Drivers for Change in Payments in Lieu of Taxes (PILT)

Municipality (\$M)	2020 Final	2020 Prelim	\$ Change	% Change
Township of Esquimalt	2.170	2.002	0.168	8%
City of Victoria	0.458	0.438	0.020	5%
District of North Saanich	0.265	0.280	-0.015	-5%
City of Colwood	0.246	0.228	0.018	8%
District of Saanich	0.196	0.187	0.009	5%
District of Metchosin	0.100	0.097	0.003	3%
Electoral Areas	0.056	0.054	0.002	4%
City of Langford	0.028	0.022	0.006	27%
District of Central Saanich	0.020	0.019	0.001	5%
Town of Sidney	0.010	0.009	0.001	11%
District of Sooke	0.007	0.006	0.001	17%
Town of View Royal	0.006	0.005	0.001	20%
District of Oak Bay	0.001	0.001	-	0%
Total	\$3.563	\$3.348	\$0.215	6%

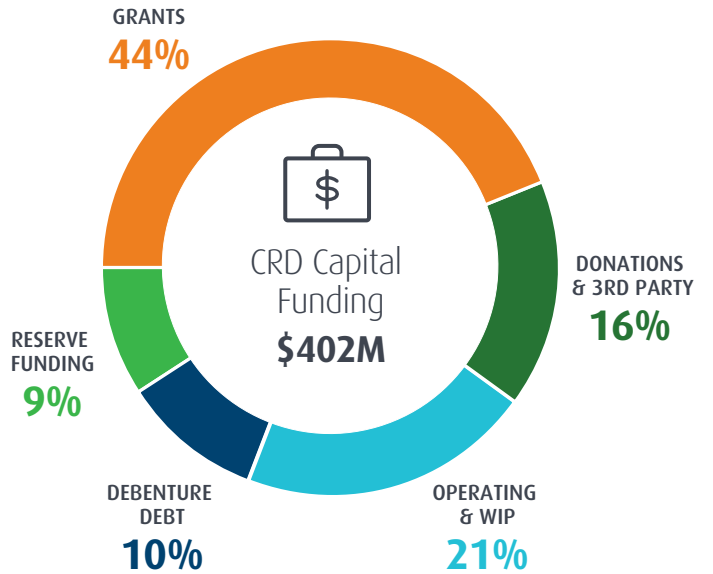
* excludes municipalities and electoral areas that do not receive PILT

CRD 2020 Capital Budget Overview

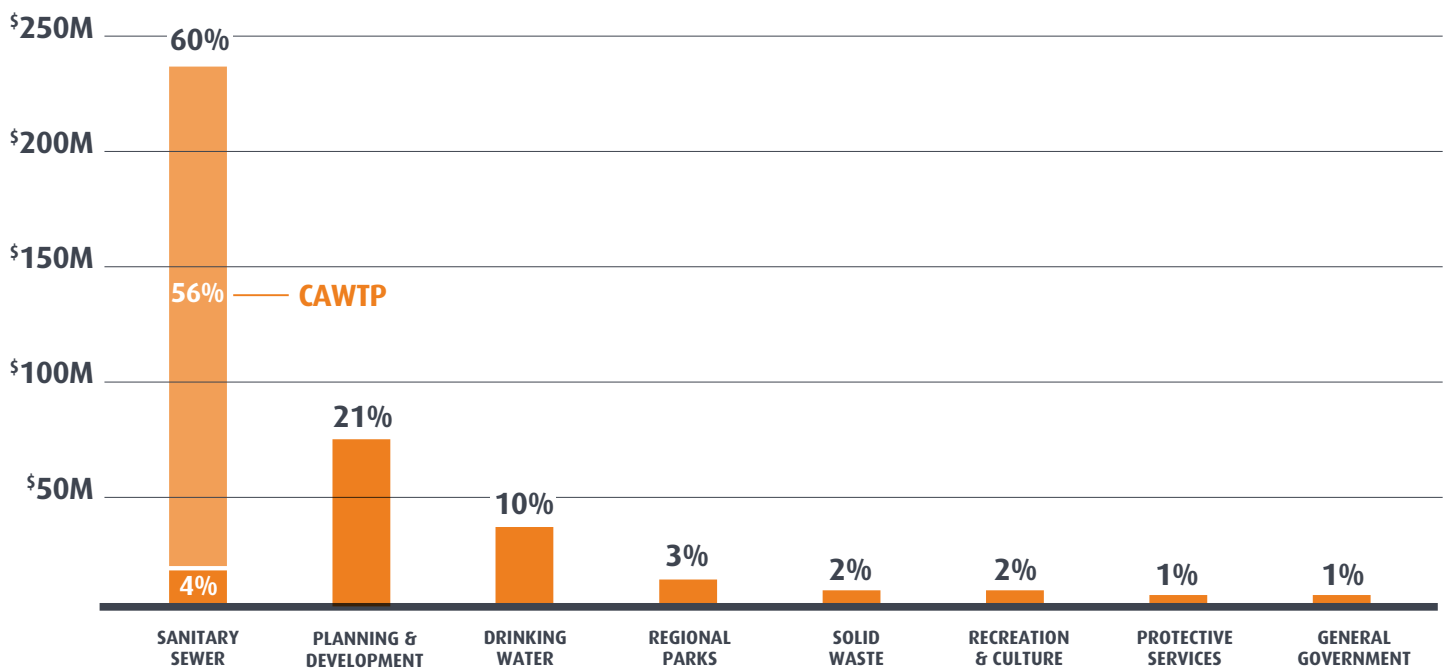
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



Capital Regional District

2020 Capital Projects Greater than \$500,000

SERVICE AREA	\$M	FUNDING SOURCE
Parks & Recreation		
REGIONAL PARKS		
Construct E&N Trail Phases 3 & 4	5.9	Grants, Capital Funds on Hand, Debt
Engineering - Todd Creek Trestle	0.9	Capital Funds on Hand
Parking lot for Sooke Hills Wilderness Regional Park	1.9	Capital Funds on Hand, Reserves
PANORAMA RECREATION		
Heat Recovery Plant	2.5	Grants, Debt
Integrated Water Services		
REGIONAL WATER SUPPLY		
Butchart Dam No. 5 Remediation	3.2	Capital Funds on Hand, Debt
St Giles & Cecilia Meter Replacements	1.0	Capital Funds on Hand, Debt
Charters Dam Decommissioning	0.9	Capital Funds on Hand, Debt
Sooke Lake Dam - Instrumentation System Improvements	0.8	Capital Funds on Hand, Debt
Sooke Dam Safety Improvements	0.6	Capital Funds on Hand, Debt
Bulk Supply Meter Replacement Program	0.6	Capital Funds on Hand, Debt
JDF WATER DISTRIBUTION		
Goldstream AC Replacement	5.0	Capital Funds on Hand, Debt
AC Pipe Replacement Program	3.0	Capital Funds on Hand, Debt
Bear Mountain Parkway Extension Supply Mains	1.5	Capital Funds on Hand, Debt
Comprehensive Pump Station Upgrades	1.2	Capital Funds on Hand, Debt
Sun River Reservoir Replacement	0.9	Capital Funds on Hand, Debt
Residential Service & Meter Replacement Program	0.8	Capital Funds on Hand, Debt
JDF WATER DISTRIBUTION (DCC)		
McCallum Pump Station	3.0	Reserves
NORTH WEST TRUNK SEWER		
Trunk Sewer Rehabilitation - Section 1 & 2	3.5	Reserves
EAST COAST INTERCEPTOR		
Trunk Sewer Repairs and Replacement - Section 3	0.9	Reserves
SAANICH PENINSULA TREATMENT PLANT		
SPWWTP Replacement of Rotary Presses	1.1	Reserves
Trunk Sewer Relining	1.1	Reserves
Turgoose Pump Station Upgrade	0.7	Reserves
Environmental Services		
ENVIRONMENTAL RESOURCE MANAGEMENT		
Aggregate Production for Internal Use	3.0	Reserves
Landfill Gas Utilization	0.8	Reserves
Gas & Leachate Collection Pipe Extension	0.7	Reserves
MILLSTREAM SITE REMEDIATION		
Millstream Remediation	0.8	Capital Funds on Hands, Grants
Sewer Service		
CORE AREA WASTEWATER TREATMENT PROGRAM		
Wastewater Treatment Plant	223.0	Grants, Capital Funds on Hand, Debt, Other
IT Capital Purchases	0.9	Capital Funds on Hand
New Fleet Purchases	0.9	Capital Funds on Hand

Continued on next page

Capital Regional District

2020 Capital Projects Greater than \$500,000

SERVICE AREA	\$M	FUNDING SOURCE
Planning & Protective Services		
LAND BANKING & HOUSING		
RHFP - Spencer Road, Langford (CRD/CMHC/CRHC)	37.9	Grants, Other
RHFP - Westpark Lane, View Royal (CRD/CMHC/CRHC)	41.7	Grants, Debt, Other
Salt Spring Island (SSI)		
COMMUNITY TRANSPORTATION (SSI)		
Pathway Booth Canal to Vesuvius - Phase 2	0.7	Grants, Reserves
North Ganges Transportation Plan	1.1	Grants, Capital Funds on Hand, Reserves
Fulford Ganges Road Seaview south (Ganges Hill)	1.0	Debt
Southern Gulf Islands (SGI)		
SOUTH GALIANO FIRE (SGI)		
South Galiano Fire Hall	2.0	Debt
PENDER ISLAND FIRE (SGI)		
New Pumper Truck - Replace E27 pumper	0.7	ERF, Other
SMALL CRAFT FACILITIES (SGI)		
Construction of the Anson Road facility	0.5	Capital Funds on Hand
SATURNA ISLAND COMMUNITY PARKS (SGI)		
Land Acquisition By Donation	0.5	Reserves, Other
MAGIC LAKE SEWER UTILITY (SGI)		
Wastewater Improvements - Phase 1	5.0	Debt

Total Projects > \$500K	362.2
Total Projects < \$500K	39.9
Total 2020 Capital Projects	402.1

Legend	
Capital Funds on Hand	Existing operating and capital funding for Work in Process (WIP)
Debt	Short and long term debt funding
ERF	Funding from dedicated equipment replacement reserve
Reserves	Funding from a capital reserve
Grants	Federal and Provincial grant contributions
Other	Alternative funding source, including prepaid leases, third party funding and donations

Drivers for Change in Capital Investment

Service	(\$M) Change	Description	Impact	Funding Source	Direction
Regional Housing First Program (RHFP)	41.7	West Park Lane RHFP purchase brought forward from 2021 to November 2020, due to accelerated construction schedule. No change to amount	Regional	Prepaid Lease \$30.8 Grants \$6.7 Debt \$40.2	Change in timing
	(32.7)	Hockley RHFP purchase moved from Dec 2020 to March 2021, due to delays with construction permitting. No change to amount	Regional	Prepaid Lease \$(25.5) Grants \$(7.2)	Change in timing
Core Area Wastewater Treatment Project	29.5	Carryforward of unspent capital in 2019, mainly related to conveyance works. Final budget update based on the value of the contracts awarded, and a refreshed cost estimate from contractors. On schedule for completion by end of 2020	Sub-Regional	Current Operating and WIP \$42.8 Debt \$(2.5) Grants \$(10.9)	Change in Assumptions
Regional Parks	1.3	Revision of parking lot cost estimate and required associated amenities, to address visitor access for Sooke Hills Wilderness Regional Park	Regional	Reserve \$1.3	Change in Assumptions
	(0.5)	Upgrade to Durrance Lake Dam moved from 2020 to 2021. Workplan timing re-estimated, as it was determined that additional consultation would be required prior to any implementation of upgrades	Regional	Reserve \$(0.5)	Staff Identified Change
All other services (Including EA)	2.7	Net increase across 19 capital projects planned in 2020			
Total	\$41.9				

REGULAR POSITIONS - ONGOING				
Department	Division	2018	2019	2020
Executive Services	<i>Executive Office</i>	3.00	4.00	4.00
	<i>Corporate Communications</i>	6.00	6.00	6.00
	<i>Human Resources & Corporate Safety</i>	10.00	10.00	11.00
TOTAL EXECUTIVE SERVICES		19.00	20.00	21.00
Corporate Services	<i>Administration & Legal Services</i>	2.00	3.00	3.00
	<i>Information Services</i>	2.00	1.00	2.00
	<i>Legislative Services</i>	3.00	3.00	3.00
	<i>Risk and Insurance</i>	4.00	3.00	3.00
	<i>First Nations Relations</i>	1.50	3.00	3.00
	<i>Real Estate Services</i>	3.00	3.00	3.00
	<i>SGI Administration</i>	1.00	1.00	1.00
TOTAL CORPORATE SERVICES		16.50	17.00	18.00
Finance & Technology	<i>Financial Services</i>	37.50	37.50	44.50
	<i>Asset Management</i>	2.00	2.00	2.00
	<i>IT & GIS</i>	28.00	29.00	33.00
	<i>Arts and Culture</i>	2.80	2.80	2.80
TOTAL FINANCE & TECHNOLOGY		70.30	71.30	82.30
Integrated Water Services	<i>Administration</i>	5.00	7.29	7.29
	<i>Customer & Technical Services</i>	19.29	14.00	14.00
	<i>Infrastructure Engineering</i>	24.00	27.00	27.00
	<i>Infrastructure Operations</i>	87.39	97.39	113.89
	<i>Watershed Protection</i>	26.00	26.00	26.00
TOTAL INTEGRATED WATER SERVICES		161.68	171.68	188.18
Parks & 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>	53.05	53.55	55.55
	<i>Environmental Resource Mgmt</i>	20.70	21.20	22.20
	<i>Panorama Recreation</i>	31.35	31.35	34.85
	<i>Regional Parks</i>	49.60	49.60	54.60
	<i>SEAPARC</i>	17.00	17.10	18.60
TOTAL PARKS & ENVIRONMENTAL SERVICES		195.70	196.80	209.80

REGULAR POSITIONS - ONGOING				
Department	Division	2018	2019	2020
Planning & Protective Services	<i>Administration</i>	2.50	3.00	3.00
	<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>	3.70	3.70	3.70
	<i>Protective Services</i>	18.70	15.20	16.20
	<i>Regional & Strategic Planning</i>	7.50	7.00	7.00
	<i>Regional Housing</i>	33.77	34.00	41.00
TOTAL PLANNING & PROTECTIVE SERVICES		77.87	74.60	82.60
SSI Administration (Executive Services)	<i>Administration</i>	4.80	5.80	5.80
	<i>SSI Parks and Recreation</i>	9.94	9.94	11.40
TOTAL SSI ADMINISTRATION		14.74	15.74	17.20
TOTAL CRD REGULAR POSITIONS (ONGOING)		555.79	567.12	619.08

REGULAR POSITIONS - FIXED DURATION				
Department	Division	2018	2019	2020
CAWTP	<i>CAWTP</i>	30.00	27.00	24.00
Executive Services	<i>Legislative & Information Svcs.</i>	1.00	0.00	0.00
Finance & Technology	<i>Financial Services</i>	4.00	4.00	4.00
Integrated Water Services	<i>Infrastructure Engineering</i>	1.00	1.00	0.00
Parks & Environmental Services	<i>Administration</i>	2.00	2.00	2.00
	<i>Environmental Protection</i>	2.50	3.50	3.50
	<i>Environmental Resource Mgmt</i>	1.00	1.00	0.00
Planning & Protective Services	<i>Health & Capital Planning</i>	1.00	2.00	1.00
	<i>Regional Housing</i>	2.00	3.00	7.00
TOTAL CRD REGULAR POSITIONS (FIXED DURATION)		44.50	43.50	41.50

Reserve Forecasts

Tables 1 and 3 provide the change in the operating and capital reserve forecasts since Provisional budget. Detailed reserve schedules for each service were provided as part of the preliminary budget review process. Tables 2 and 4 provide a summary of significant reserve balances at the end of 2019.

Table 1: Changes in Operating Reserve Forecasts

Reserve Activity	2020 Final	2020 Prelim	\$ Change	% Change
Opening Reserve Balance	47.8	41.0	6.8	16.5%
Transfers from Operating	7.1	0.5	6.6	1320.0%
Interest Income	1.0	0.8	0.2	21.9%
Transfer to Operating Plan	-3.4	-1.8	-1.6	88.9%
Closing Reserve Balance	\$52.5	\$40.5	\$12.0	29.5%

Consolidated operating reserves through the end of 2019 are \$47.8 million. Net budgeted transfers, interest income, and funding of operating costs result in a forecasted closing balance of \$52.5 million at the end of 2020. Operating reserves reflect funds retained and segregated by service to fund future operating activities. The CRD currently manages over 70 operating reserve funds.

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

Table 2: December 31, 2019 Operating Reserve Balances by Service (>\$1M)

Description	Amount (\$M)
Solid Waste	33.7
Regional Planning	1.9
LWMP	1.6
Regional Growth Strategy	1.3
North East Trunk Sewer	1.2
North West Trunk Sewer	1.1
Other (<\$1M)	6.9
Total	\$47.8

Table 3: Changes in Capital Reserve Forecasts

Reserve Activity	2020 Final	2020 Prelim	\$ Change	% Change
Opening Reserve Balance	82.8	75.5	7.3	9.7%
Transfers from Operating	17.3	16.7	0.6	3.6%
Interest Income	1.7	1.7	-0.0	-0.0%
Transfer to Capital Plan	-35.7	-33.6	-2.1	6.3%
Closing Reserve Balance	\$66.1	\$60.3	\$5.8	9.6%

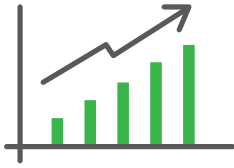
Capital reserves at the end of 2019 are \$82.8 million. Net of budgeted transfers, interest income, and funding to capital projects result in a forecasted closing balance of \$66.1 million at the end of 2020. The change from Provisional approval is primarily due to the increase in the Parks Visitor Facility Parking Lot estimate to be funded from reserve. Capital reserves reflect funds retained and segregated by service to fund future capital activities. The CRD currently manages over 70 capital reserve funds.

Table 4 summarizes the significant capital reserve balances by service and includes the consolidated balance for the Equipment Replacement Fund (ERF). The ERF is one fund established bylaw, but covers all CRD services. A detailed listing of reserve balances will be included in the audited financial statements.

Table 4: December 31, 2019 Capital Reserve Balances by Service, Including ERF (>\$1M)

Description	Amount (\$M)
Equipment Replacement Fund (All Services)	22.4
Trunk Sewers and Sewage Disposal Facilities	8.8
Solid Waste	8.0
Regional Parks	7.7
Saanich Peninsula Water Supply	7.6
Office Facilities & Equipment	7.6
S.P.W.W.S. Sewer Debt Reserve Fund	3.7
Saanich Peninsula Ice Arena Facility	3.2
McPherson Theatre	1.7
Salt Spring Island Transport	1.4
Regional Parks Land	1.1
Various (<\$1M)	9.5
Total	\$82.8

BUILDING INFRASTRUCTURE

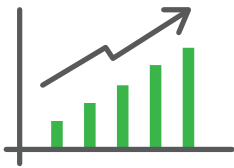


Investment on capital is **15.6x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2020, the investment in capital will be \$402.0M* compared to an amortization of \$25.7M*.

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

MANAGING DEBT



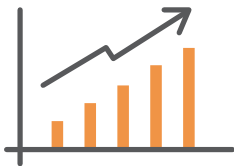
Debt servicing costs are **12.3%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2020, debt servicing costs will account for \$27.3M* out of total revenue of \$222.3M.**

**This excludes municipal borrowing.*

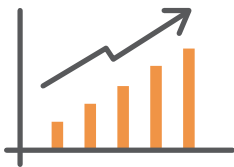
***This excludes municipal debt (14.9M), internal allocations (37.2M), and surplus carryforward (4.7M).*

SAVING FOR THE FUTURE



Reserve transfers make up **8.6%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2020, reserve transfers will total \$24.4M while the operating budget will total \$282.6M.



Reserve transfers make up **2.0%** 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 2020, reserve transfers will total \$24.4M while the net book value will total \$1,192.7M.*

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

CAPITAL REGIONAL DISTRICT

2020 Financial Plan Summary

Prepared by CRD Financial Services
March 18, 2020

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CAPITAL REGIONAL DISTRICT - YEAR 2020 FINANCIAL PLAN

Regional	Service	Gross	Gross	Carry Fwd.	Allocations	Other	Requisition		Req.
		Expenditure	Expenditure				to 2020	to Other	
		2019	2020	Operating	Services	revenue			
1.010	Legislative & General Government	19,629,991	23,004,037	450,000	11,567,124	2,844,522	8,142,391	6,769,004	20.29%
1.10X	Facilities Management	2,916,401	3,012,068		2,635,829	220,951	155,288	147,385	5.36%
1.101	G.I.S.	530,690	558,174		491,222	3,250	63,702	61,550	3.50%
1.112	Regional Grant in Aid	1,406,070	1,444,622	1,408,622		36,000			
1.224	Community Health	702,068	827,419	25,144		187,848	614,427	474,780	29.41%
1.226	Health Facilities - VIHA	1,979,292	1,997,072			1,997,072			
1.280	Regional Parks	10,277,391	11,997,067		30,919	1,125,409	10,840,739	9,137,288	18.64%
1.280A	Regional Parks - Land Acquisition	3,751,181	3,859,865				3,859,865	3,751,181	2.90%
1.309	Climate Action and Adaptation	519,982	577,551	51,153		75,642	450,756	449,410	0.30%
1.310	Land Banking & Housing	2,279,471	2,764,165	263,170	739,746	478,784	1,282,465	1,442,335	-11.08%
1.324	Regional Planning Services	1,652,400	1,654,488	173,970	160,470	151,816	1,168,232	1,168,290	
1.335	Geo-Spatial Referencing System	184,570	178,520			16,900	161,620	167,815	-3.69%
1.374	Regional Emergency Program Support	172,850	166,266			37,003	129,263	119,590	8.09%
1.375	Hazardous Material Incident Response	316,050	330,004			17,306	312,698	298,020	4.93%
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	24,001,928	24,905,334	943,419		23,961,915			
1.525	Solid Waste Disposal - Debt	440,753	1,385,658	1,335		1,384,323			
1.57X	Environmental Services	17,500,172	18,494,888	60,000	18,342,488	92,400			
1.911	911 Systems	2,271,830	2,672,114			2,521,114	151,000	147,260	2.54%
1.921	Regional CREST Contribution	1,661,190	1,690,484			101,300	1,589,184	1,557,750	2.02%
2.670	Regional Water Supply	32,111,512	34,055,398			34,055,398			
21.ALL	Feasibility Study Reserve Fund - All	22,350	64,976	24,976			40,000		
Total Regional		124,328,142	135,640,170	3,401,789	33,967,798	69,308,953	28,961,630	25,691,658	12.73%
Sub-Regional	Service	Gross	Gross	Carry Fwd.	Allocations	Other	Requisition		Req.
		Expenditure	Expenditure				to 2020	to Other	
		2019	2020	Operating	Services	revenue			
1.121	Sooke Regional Museum	189,500	193,331	53		315	192,963	188,820	2.19%
1.123	Prov. Court of B.C. (Family Court)	185,350	145,295			145,295		-36,763	-100.00%
1.126	Victoria Family Court Committee	15,926	15,934	46		888	15,000	15,000	
1.128	Greater Victoria Police Victim Services	280,457	286,371	600		14,571	271,200	265,032	2.33%
1.230	Traffic Safety Commission	78,230	112,630	38,013		3,505	71,112	69,480	2.35%
1.290	Royal Theatre	580,000	580,000				580,000	580,000	
1.295	McPherson Theatre	786,410	785,843			35,843	750,000	750,000	
1.297	Arts Grants	2,823,418	2,893,591		13,220	197,665	2,682,706	2,622,187	2.31%
1.311	Regional Housing Trust Fund	3,162,570	4,232,219	3,148,119		84,100	1,000,000	1,000,000	
1.330	Regional Growth Strategy	502,240	331,689			36,915	294,774	384,660	-23.37%
1.40X	SEAPARC	4,000,703	4,310,976			1,451,100	2,859,876	2,769,509	3.26%
1.44X	Panorama Rec. Center.	9,187,399	9,690,732			4,696,885	4,993,847	4,834,316	3.30%
1.531	Stormwater Quality Management - Sooke	36,137	36,921			77	36,844	36,060	2.17%
1.536	LWMP-Stormwater Quality Management-Core	739,337	735,936	27,716		93,999	614,221	614,221	
1.537	Stormwater Quality Management - Peninsula	111,748	113,795			3,849	109,946	107,962	1.84%
1.538	Source - Stormwater Quality - Peninsula	55,708	61,433	3,519		5,650	52,264	51,093	2.29%
1.912A	911 Call Answer - RCMP	121,900		18,408		3,322	-21,730	99,750	-121.78%
1.912B	911 Call Answer - Municipalities	51,700		48,995	809,100	-54,678	-803,417	-699,550	-14.85%
1.913	913 Fire Dispatch	648,010	706,691			12,313	694,378	636,420	9.11%
2.610	Saanich Peninsula Water Supply	6,385,469	6,957,371			6,957,371			
2.680	Juan de Fuca Water Distribution	18,598,435	20,135,341		6,000	20,129,341			
3.700	Septage Disposal - Municipal	406,361	203,465	64,310		91,283	47,872	47,086	1.67%
3.701	Millstream Remediation Service	661,164	660,156	17		340,139	320,000	320,000	
3.707	On Site System Management Program - LWMP	309,302	318,571	41,197		95,934	181,440	181,114	0.18%
3.718	Peninsula Wastewater TP	3,744,012	3,849,705		218,850	2,009,280	1,621,575	1,553,552	4.38%
3.720	LWMP (Peninsula) - Implementation	20,866	46,875			35,200	11,675	11,424	2.20%
3.750	LWMP	458,975	1,204,917			1,003,216	201,701	257,382	-21.63%
3.752	Harbours Program	343,697	342,942			24,178	318,764	318,764	
3.755	Regional Source Control	1,660,964	1,605,745	97,774	53,696	153,348	1,300,927	1,300,927	
3.775	Debt - Saanich Pen. Waste Water System			593		-209	-384	-33,749	-98.86%
3.71X	Trk Swrs & Swge Disp - oper	7,646,360	7,095,562	30,581	425,714	5,199,145	1,440,122	1,799,446	-19.97%
3.7XX	Trk Swrs - debt	36,794,107	41,084,449	235,422	840,000	32,110,944	7,898,083	8,072,490	-2.16%
Total Sub-Regional		100,586,455	108,738,486	3,755,363	2,366,580	74,880,783	27,735,759	28,116,633	-1.35%
Total CRD		224,914,597	244,378,656	7,157,152	36,334,378	144,189,736	56,697,389	53,808,291	5.37%
Total Electoral Areas Only		21,900,685	23,325,681	290,101	1,641,945	6,955,581	14,438,054	13,757,041	4.95%
Total CRD excluding Municipal Debt		246,815,282	267,704,337	7,447,253	37,976,323	151,145,317	71,135,444	67,565,332	5.28%
1.15X	Municipalities' Own Debt - M.F.A.	15,011,947	14,907,745			64,520	14,843,225	14,959,487	-0.78%
Total CRD		261,827,229	282,612,082	7,447,253	37,976,323	151,209,837	85,978,669	82,524,819	4.19%
CRHD	Capital Regional Hospital District	33,389,503	37,441,471	504,998		7,553,426	29,383,047	30,749,979	-4.45%
Total CRD, CRHD & Municipal Debt		295,216,732	320,053,553	7,952,251	37,976,323	158,763,263	115,361,716	113,274,798	1.84%

CAPITAL REGIONAL DISTRICT - YEAR 2020 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function	Gross Expenditure 2019	Gross Expenditure 2020	Carry Fwd. to 2020 Operating	Allocations to Other Services	Other revenue	Requisition 2020	Requisition 2019	Req. % Incr.
Joint Electoral Area Services								
1.103 Elections	20,170	20,158	-	-	158	20,000	20,000	0.00%
1.104 U.B.C.M.	16,590	16,805	2,832	-	87	13,886	12,680	9.51%
1.313 Animal Care Services	1,133,530	1,154,051	-	-	728,126	425,925	414,040	2.87%
1.318 Building Inspection	1,506,930	1,561,459	-	29,362	1,123,300	408,797	398,370	2.62%
1.320 Noise Control	36,390	38,561	-	-	231	38,330	36,200	5.88%
1.322 Nuisances & Unsightly Premises	49,360	51,123	-	-	278	50,845	49,090	3.58%
1.323 By-Law Enforcement	437,130	492,508	-	464,909	27,599	-	-	0
1.372 Electoral Area Emergency Program	555,500	586,703	29,307	413,859	791	142,746	135,580	5.29%
TOTAL JOINT ELECTORAL AREA SERVICES	3,755,600	3,921,368	32,139	908,130	1,880,570	1,100,529	1,065,960	3.24%
Juan de Fuca Electoral Area								
1.109 Electoral Area Admin Exp - JDF	56,270	59,372	1,216	-	122	58,034	52,780	9.95%
1.114 Grant-in-Aid - Juan de Fuca	41,400	41,626	31,545	-	222	9,859	16,130	-38.88%
1.317 JDF Building Numbering	12,830	12,722	46	-	37	12,639	12,780	-1.10%
1.319 Soil Deposit Removal	5,480	5,554	-	-	20	5,534	5,460	1.36%
1.325 Electoral Area Services - Planning	730,540	782,922	-	17,418	92,850	672,654	651,590	3.23%
1.370 Juan de Fuca Emergency Program	83,690	85,538	-	-	334	85,204	83,470	2.08%
1.377 JDF Search and Rescue	82,240	84,277	-	-	20,674	63,603	62,000	2.59%
1.405 JDF EA - Community Parks	183,720	187,745	-	-	749	186,996	182,960	2.21%
1.924 Emergency Comm - CREST - J.D.F.	104,230	105,685	-	-	210	105,475	102,920	2.48%
Total JDF Regional	1,300,400	1,365,441	32,807	17,418	115,218	1,199,998	1,170,090	2.56%
1.119 Vancouver Island Regional Library	310,290	304,608	-	-	530	304,078	309,740	-1.83%
1.129 Vancouver Island Regional Library - Debt	404,520	213,900	-	-	213,900	-	-	0
1.133 Langford E.A. - Greater Victoria Public Library	30,190	30,675	4	-	82	30,589	30,100	1.62%
1.232 Port Renfrew Street Lighting	8,600	8,766	1,943	-	3,060	3,763	2,040	84.46%
1.350 Willis Point Fire Protect & Recreation	164,170	204,256	46,183	-	32,865	125,208	130,830	-4.30%
1.353 Otter Point Fire Protection	436,650	497,637	-	-	300	497,337	436,350	13.98%
1.354 Malahat Fire Protection	65,850	61,569	139	-	-	61,430	65,720	-6.53%
1.355 Durrance Road Fire Protection	2,990	2,939	-	-	-	2,939	2,990	-1.71%
1.357 East Sooke Fire Protection	492,590	492,495	5,120	-	80,620	406,755	411,020	-1.04%
1.358 Port Renfrew Fire Protection	141,560	146,195	-	-	59,062	87,133	85,460	1.96%
1.360 Shirley Fire Protection	150,270	153,389	-	-	200	153,189	150,070	2.08%
1.369 Electoral Area Fire Services - JDF	66,127	66,901	-	-	100	66,801	66,027	1.17%
1.408 JDF EA - Community Recreation	85,300	87,510	-	-	20,209	67,301	65,150	3.30%
1.523 Port Renfrew Refuse Disposal	82,100	85,010	-	15,000	37,155	32,855	31,860	3.12%
2.650 Port Renfrew Water	112,210	117,738	-	-	59,411	58,327	55,570	4.96%
2.655 Snuggery Cove (Port Renfrew)	19,883	-	8,034	-	-	(8,034)	1,719	-567.36%
2.691 Wilderness Mountain Water Service	142,600	147,157	-	-	83,298	63,859	62,090	2.85%
3.700 Septage Disposal - JDF Service Area	436	443	-	-	-	443	436	1.67%
3.850 Port Renfrew Sewer	92,680	97,641	-	-	49,431	48,210	45,620	5.68%
Total JDF Local/Specified/Defined Services	2,809,016	2,718,829	61,423	15,000	640,223	2,002,183	1,952,792	2.53%
TOTAL JUAN DE FUCA ELECTORAL AREA	4,109,416	4,084,270	94,230	32,418	755,441	3,202,181	3,122,882	2.54%

CAPITAL REGIONAL DISTRICT - YEAR 2020 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function	Gross Expenditure 2019	Gross Expenditure 2020	Carry Fwd. to 2020 Operating	Allocations to Other Services	Other revenue	Requisition 2020	Requisition 2019	Req. % Incr.	
Salt Spring Island Electoral Area									
1.111	Electoral Area Admin Exp - SSI	710,720	776,992	36,730	227,280	702	512,280	496,800	3.12%
1.116	Grant-in-Aid - Salt Spring Island	46,350	45,628	-	-	231	45,397	38,810	16.97%
1.124	SSI Economic Development Commission	75,930	77,599	-	-	571	77,028	75,380	2.19%
1.236	Salt Spring Island Fernwood Dock	30,780	31,454	-	-	171	31,283	30,610	2.20%
1.141	Salt Spring Island Public Library	619,970	661,397	-	-	1,162	660,235	618,940	6.67%
1.238A	Community Transit (S.S.I.)	466,690	462,938	-	-	230,685	232,253	217,070	6.99%
1.238B	Community Transportation (S.S.I.)	168,420	168,631	-	-	1,135	167,496	167,120	0.22%
1.299	Salt Spring Island Arts	93,790	116,348	267	-	76	116,005	93,580	23.96%
1.316	SSI Building Numbering	9,340	9,286	-	-	20	9,266	9,300	-0.37%
1.371	S.S.I. Emergency Program	108,120	111,595	-	-	287	111,308	107,840	3.22%
1.378	S.S.I. Search and Rescue	22,124	24,352	2,220	-	98	22,034	22,034	0.00%
1.455	Salt Spring Island - Community Parks	495,630	856,149	-	350,735	125,106	380,308	377,840	0.65%
1.458	Salt Spring Is. - Community Rec	143,770	231,954	-	-	182,036	49,918	44,260	12.78%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,805,010	1,949,320	-	112,958	295,204	1,541,158	1,491,930	3.30%
1.535	Stormwater Quality Management - S.S.I.	21,992	22,861	-	-	359	22,502	21,962	2.46%
1.925	Emergency Comm - CREST - S.S.I.	86,080	89,156	463	-	120	88,573	85,970	3.03%
Total S.S.I. Regional		4,904,716	5,635,660	39,680	690,973	837,963	4,067,044	3,899,446	4.30%
1.234	S.S.I. Street Lighting	26,620	27,704	2,262	-	41	25,401	25,770	-1.43%
2.620	SSI Highland Water System	36,920	31,744	1,120	-	110	30,514	36,840	-17.17%
2.621	Highland / Fernwood Water - SSI	412,710	420,636	-	-	363,814	56,822	55,000	3.31%
2.622	Cedars of Tuam	42,460	46,813	-	-	46,813	-	-	0
2.624	Beddis Water	254,610	249,790	-	-	177,550	72,240	72,240	0.00%
2.626	Fulford Water	217,700	212,992	-	-	146,633	66,359	74,790	-11.27%
2.628	Cedar Lane Water (S.S.I.)	67,480	81,430	-	-	69,479	11,951	13,090	-8.70%
2.660	Fernwood Water	19,020	16,639	451	-	50	16,138	18,980	-14.97%
3.705	S.S.I. Liquid Waste Disposal	767,480	812,276	-	-	463,471	348,805	310,090	12.49%
3.810	Ganges Sewer	959,760	978,061	-	-	923,933	54,128	54,130	0.00%
3.820	Maliview Estates Sewer System	151,640	154,900	-	-	154,900	-	-	0
Total S.S.I. Local/Specified/Defined Services		2,956,400	3,032,985	3,833	-	2,346,794	682,358	660,930	3.24%
TOTAL S.S.I. ELECTORAL AREA		7,861,116	8,668,645	43,513	690,973	3,184,757	4,749,402	4,560,376	4.14%
Southern Gulf Islands Electoral Area									
1.110	Electoral Area Admin Exp - SGI	387,620	420,697	57,835	-	20,477	342,385	319,040	7.32%
1.117	Grant-in-Aid - Southern Gulf Islands	87,430	63,643	-	-	852	62,791	84,160	-25.39%
1.125	SGI Economic Development Commission	65,340	98,462	6,952	-	679	90,831	64,820	40.13%
1.138	Southern Gulf Islands Regional Library	178,120	203,001	1,140	-	1,583	200,278	173,720	15.29%
1.235	S. G. I. Small Craft Harbour Facilities	346,590	369,758	-	-	96,411	273,347	250,190	9.26%
1.314	SGI House Numbering	9,270	9,173	22	-	92	9,059	9,140	-0.89%
1.373	S.G.I. Emergency Program	222,160	244,937	-	-	2,049	242,888	218,050	11.39%
1.533	Stormwater Quality Management - Outer Gulf Is.	43,920	44,877	-	-	389	44,488	43,520	2.22%
1.923	Emergency Comm - CREST - S.G.I.	159,940	161,541	564	-	1,516	159,461	158,390	0.68%
Total Southern Gulf Islands Regional		1,500,390	1,616,089	66,513	-	124,048	1,425,528	1,321,030	7.91%
1.137	Galiano Island Community Use Building	58,270	60,862	-	-	246	60,616	58,030	4.46%
1.170	Gossip Island Electric Power Supply	57,840	57,504	152	-	273	57,079	57,420	-0.59%
1.227	Saturna Island Medical Clinic	28,650	15,387	8,000	-	1,701	5,686	28,650	-80.15%
1.228	Galiano Health Service	116,640	123,011	289	-	38	122,684	116,510	5.30%
1.352	South Galiano Fire Protection	347,020	379,103	-	-	300	378,803	346,720	9.25%
1.356	Pender Fire Protection	941,930	1,027,091	-	-	66,981	960,110	897,270	7.00%
1.359	N. Galiano Fire Protection	208,270	224,034	21,654	-	667	201,713	197,310	2.23%
1.363	Saturna Island Fire	162,700	170,002	20	-	7,241	162,741	155,600	4.59%
1.369	Electoral Area Fire Services - SGI	76,163	75,389	-	-	-	75,389	76,163	-1.02%
1.465	Saturna Island Comm, Parks	23,820	18,615	-	-	1,061	17,554	18,860	-6.92%
1.468	Saturna Island - Community Rec.	11,680	13,529	1,565	-	343	11,621	9,940	16.91%
1.475	Mayne Is. Com. Parks & Rec	80,030	81,525	-	-	262	81,263	79,760	1.88%
1.476	Mayne Is. Comm. Parks (reserve)	23,140	22,177	18,167	-	4,010	-	-	0
1.478	Mayne Is. Community Rec.	34,470	35,745	2,892	-	56	32,797	32,670	0.39%
1.485	North & South Pender Com. Parks	151,650	154,960	-	-	1,240	153,720	150,530	2.12%
1.488	North & South Pender Com. Rec	60,110	60,366	896	-	817	58,653	58,380	0.47%
1.495	Galiano Parks	90,080	90,080	-	-	60	90,020	90,020	0.00%
1.498	Galiano Community Recreation	37,270	35,981	71	-	16	35,894	36,800	-2.46%
2.630	Magic Lakes Estate Water System	929,390	949,363	-	-	380,846	568,517	568,990	-0.08%
2.640	Saturna Island Water System (Lyall Harbour)	211,750	236,700	-	-	105,670	131,030	119,180	9.94%
2.642	Skana Water (Mayne)	67,410	66,870	-	-	43,800	23,070	23,070	0.00%
2.665	Sticks Allison Water (Galiano)	60,130	52,102	-	-	47,102	5,000	5,000	0.00%
2.667	Surfside Park Estates (Mayne)	109,560	110,845	-	-	83,002	27,843	33,150	-16.01%
3.830	Magic Lake Estates Sewer System	786,190	974,068	-	10,424	265,033	698,611	526,770	32.62%
Total S.G.I. Local/Specified/Defined Services		4,674,163	5,035,309	53,706	10,424	1,010,765	3,960,414	3,686,793	7.42%
TOTAL S.G.I. ELECTORAL AREA		6,174,553	6,651,398	120,219	10,424	1,134,813	5,385,942	5,007,823	7.55%
TOTAL FOR ELECTORAL AREAS ONLY		21,900,685	23,325,681	290,101	1,641,945	6,955,581	14,438,054	13,757,041	4.95%

CAPITAL REGIONAL DISTRICT

Municipal Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 18, 2020

CENTRAL SAANICH		2020 CENTRAL SAANICH	Cost per Avg. Residential Assessment	2019 CENTRAL SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	364,222	\$42.77	299,183	\$36.62	65,039	6.15	16.80%
1.101	G.I.S.	2,796	\$0.33	2,663	\$0.33	134	0.00	0.76%
1.224	Community Health	26,973	\$3.17	20,539	\$2.51	6,434	0.65	25.99%
1.280	Regional Parks	475,901	\$55.89	398,167	\$48.74	77,734	7.15	14.67%
1.280A	Regional Parks - Land Acquisition	169,445	\$19.90	159,379	\$19.51	10,066	0.39	2.00%
1.309	Climate Action and Adaptation	19,673	\$2.31	19,471	\$2.38	203	-0.07	-3.06%
1.310	Land Banking & Housing	56,299	\$6.61	62,394	\$7.64	(6,095)	-1.03	-13.43%
1.324	Regional Planning Services	51,285	\$6.02	50,539	\$6.19	745	-0.16	-2.65%
1.335	Geo-Spatial Referencing System	7,116	\$0.84	7,282	\$0.89	(166)	-0.06	-6.24%
1.374	Regional Emergency Program Support	5,642	\$0.66	5,181	\$0.63	460	0.03	4.46%
1.375	Hazardous Material Incident response	13,648	\$1.60	12,912	\$1.58	736	0.02	1.41%
1.911	Call Answer	6,552	\$0.77	6,390	\$0.78	162	-0.01	-1.62%
1.921	Regional CREST Contribution	69,588	\$8.17	68,212	\$8.35	1,376	-0.18	-2.13%
21.ALL	Feasibility Study Reserve Fund - ALL	1,761	\$0.21	0	\$0.00	1,761	0.21	0%
Total Regional		1,270,902	\$149.24	1,112,311	\$136.15	158,591	13.09	9.62%
1.126	Victoria Family Court Committee	689	\$0.08	695	\$0.09	(6)	0.00	-4.87%
1.128	Greater Victoria Police Victim Services	13,726	\$1.61	13,195	\$1.62	531	0.00	-0.20%
1.230	Traffic Safety Commission	3,257	\$0.38	3,137	\$0.38	120	0.00	-0.39%
1.311	Regional Housing Trust Fund	51,592	\$6.06	51,078	\$6.25	515	-0.19	-3.09%
1.330	Regional Growth Strategy	13,681	\$1.61	17,569	\$2.15	(3,888)	-0.54	-25.29%
1.44X	Panorama Recreation Center	1,961,342	\$230.32	1,885,366	\$230.77	75,976	-0.45	-0.19%
1.537	Stormwater Quality Management - Peninsula	30,324	\$3.56	32,176	\$3.94	(1,852)	-0.38	-9.58%
1.538	Source - Stormwater Quality - Peninsula	21,911	\$2.57	21,420	\$2.62	491	-0.05	-1.86%
1.912B	Call Answer - Municipalities	(53,432)	-\$6.27	(46,524)	-\$5.69	(6,908)	-0.58	-10.18%
3.700	Septage Disposal	2,080	\$0.24	2,046	\$0.25	34	-0.01	-2.46%
3.701	Millstream Remediation	15,763	\$1.85	15,763	\$1.93	0	-0.08	-4.06%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	53,330	\$6.26	49,366	\$6.04	3,964	0.22	3.64%
3.718	Peninsula Wastewater TP	1,503,354	\$176.54	1,445,002	\$176.87	58,352	-0.33	-0.19%
3.720	L.W.M.P. (Peninsula) - Implementation	5,034	\$0.59	4,882	\$0.60	153	-0.01	-1.06%
3.755	Regional Source Control Program	50,765	\$5.96	49,906	\$6.11	858	-0.15	-2.41%
3.775	Debt - Saanich Pen. Waste Water System	(193)	-\$0.02	(16,995)	-\$2.08	16,802	2.06	98.91%
Total Sub Regional		3,673,224	\$431.35	3,528,081	\$431.84	145,143	-0.49	-0.11%
Total Capital Regional District % Change		4,944,125	\$580.59	4,640,392	\$567.99	303,733	12.60	2.22%
Cost/average residential property		\$580.59		\$567.99		\$12.60		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	670,760	\$78.77	893,434	\$109.36	(222,674)	-30.59	-27.97%
CRHD	Capital Regional Hospital District	1,289,895	\$151.47	1,330,222	\$162.82	(40,327)	-11.35	-6.97%
TOTAL CRD, CRHD & MUNICIPAL DEBT		6,904,780	\$810.84	6,864,048	\$840.17	40,732	-29.34	-3.49%

Average residential assessment - 2020/2019

774,916

771,388

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$6.15	0.73%
Community Health	\$0.65	0.08%
Regional Parks	\$7.15	0.85%
Land Banking & Housing	-\$1.03	-0.12%
Regional Growth Strategy	-\$0.54	-0.06%
Call Answer - Municipalities	-\$0.58	-0.07%
Debt - Saanich Pen. Waste Water System	\$2.06	0.24%
Debt Service - M.F.A. (not included in CRD % Change)	-\$30.59	-3.64%
Capital Regional Hospital District	-\$11.35	-1.35%
Various	-\$1.26	-0.15%
TOTAL CRD, CRHD & MUNICIPAL DEBT	-\$29.34	-3.49%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$6.15	1.08%
Community Health	\$0.65	0.12%
Regional Parks	\$7.15	1.26%
Land Banking & Housing	-\$1.03	-0.18%
Regional Growth Strategy	-\$0.54	-0.10%
Call Answer - Municipalities	-\$0.58	-0.10%
Debt - Saanich Pen. Waste Water	\$2.06	0.36%
Various	-\$1.26	-0.22%
Total CRD	\$12.60	2.22%

**Capital Regional District
Sewers Operating - 2020**

Capital Regional District Sewers Operating - 2020				Municipality's Share	
Service	2019 Requisition	2020 Requisition	Increase (Decrease)	2020 Total C. Saanich	Share of Budget
3.714 C. Saanich	49,366	53,330	3,964	53,330	100%
3.718 Peninsula Wastewater	3,490,343	3,604,302	113,959	1,503,354	42%
Sewer Operating	3,539,709	3,657,632		1,556,684	

Sewers Debt - 2020

Sewers Debt - 2020				Municipality's Share	
Service	2019 Requisition	2020 Requisition	Increase (Decrease)	2020 Total C. Saanich	Share of Budget
3.775 SPWWT System	(40,844)	(465)	40,379	(193)	42%
Sewer Debt	(40,844)	(465)		(193)	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

COLWOOD		2020 COLWOOD	Cost per Avg. Residential Assessment	2019 COLWOOD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	265,922	\$36.65	221,860	\$31.56	44,061	5.09	16.11%
1.101	G.I.S.	2,042	\$0.28	1,974	\$0.28	67	0.00	0.18%
1.224	Community Health	19,693	\$2.71	15,231	\$2.17	4,463	0.55	25.26%
1.280	Regional Parks	347,460	\$47.88	295,263	\$42.00	52,197	5.88	14.00%
1.280A	Regional Parks - Land Acquisition	123,714	\$17.05	118,188	\$16.81	5,525	0.24	1.40%
1.309	Climate Action and Adaptation	17,420	\$2.40	17,374	\$2.47	46	-0.07	-2.87%
1.310	Land Banking & Housing	41,105	\$5.66	46,269	\$6.58	(5,164)	-0.92	-13.94%
1.324	Regional Planning Services	37,443	\$5.16	37,478	\$5.33	(34)	-0.17	-3.21%
1.335	Geo-Spatial Referencing System	5,196	\$0.72	5,400	\$0.77	(204)	-0.05	-6.79%
1.374	Regional Emergency Program Support	4,995	\$0.69	4,623	\$0.66	372	0.03	4.67%
1.375	Hazardous Material Incident response	12,084	\$1.67	11,521	\$1.64	563	0.03	1.61%
1.911	Call Answer	6,831	\$0.94	6,662	\$0.95	169	-0.01	-0.66%
1.921	Regional CREST Contribution	72,553	\$10.00	71,118	\$10.12	1,435	-0.12	-1.17%
21.ALL	Feasibility Study Reserve Fund - ALL	1,286	\$0.18	0	\$0.00	1,286	0.18	0.00%
Total Regional		957,744	\$131.99	852,962	\$121.34	104,782	10.65	8.78%
1.126	Victoria Family Court Committee	601	\$0.08	593	\$0.08	8	0.00	-1.86%
1.128	Greater Victoria Police Victim Services	10,022	\$1.38	9,785	\$1.39	237	-0.01	-0.78%
1.330	Regional Growth Strategy	9,988	\$1.38	13,028	\$1.85	(3,040)	-0.48	-25.73%
1.536	Stormwater Quality Management - Core Area	26,941	\$3.71	28,197	\$4.01	(1,255)	-0.30	-7.44%
1.912A	Call Answer - RCMP	(2,864)	-\$0.39	13,149	\$1.87	(16,014)	-2.27	-121.10%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,507,705	\$207.78	1,326,835	\$188.75	180,871	19.03	10.08%
3.700	Septage Disposal	2,888	\$0.40	2,841	\$0.40	47	-0.01	-1.51%
3.701	Millstream Remediation	49,786	\$6.86	49,786	\$7.08	0	-0.22	-3.12%
3.707	On Site System Management Program	72,112	\$9.94	71,983	\$10.24	130	-0.30	-2.95%
3.750	LWMP	13,634	\$1.88	17,398	\$2.47	(3,764)	-0.60	-24.08%
3.752	Stage 3 Harbour Studies	19,618	\$2.70	19,618	\$2.79	0	-0.09	-3.12%
3.755	Regional Source Control Program	44,300	\$6.10	42,558	\$6.05	1,742	0.05	0.84%
Total Sub Regional		1,754,731	\$241.82	1,595,769	\$227.01	158,962	14.81	6.53%
Total Capital Regional District % Change		2,712,475	\$373.81	2,448,732	\$348.35	263,744	25.46	7.31%
Cost/average residential property		\$373.81		\$348.35		\$25.46		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	834,039	\$114.94	1,019,866	\$145.08	(185,827)	-30.14	-20.78%
CRHD	Capital Regional Hospital District	941,765	\$129.79	986,433	\$140.33	(44,668)	-10.54	-7.51%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,488,280	\$618.53	4,455,031	\$633.75	33,249	-15.22	-2.40%

Average residential assessment - 2020/2019

663,962

664,812

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$5.09	0.80%
Community Health	\$0.55	0.09%
Regional Parks	\$5.88	0.93%
Land Banking & Housing	-\$0.92	-0.14%
Call Answer - RCMP	-\$2.27	-0.36%
W.W. (Trk Swrs & Swge Disp) - Debt	\$19.03	3.00%
LWMP	-\$0.60	-0.09%
Debt Service - M.F.A. (not included in CRD % Change)	-\$30.14	-4.76%
Capital Regional Hospital District	-\$10.54	-1.66%
Various	-\$1.30	-0.21%
TOTAL CRD, CRHD & MUNICIPAL DEBT	-\$15.22	-2.40%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$5.09	1.46%
Community Health	\$0.55	0.16%
Regional Parks	\$5.88	1.69%
Land Banking & Housing	-\$0.92	-0.26%
Call Answer - RCMP	-\$2.27	-0.65%
W.W. (Trk Swrs & Swge Disp) - Debt	\$19.03	5.46%
LWMP	-\$0.60	-0.17%
Various	-\$1.30	-0.37%
Total CRD	\$25.46	7.31%

**Capital Regional District
Sewers Operating - 2020**

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Colwood	Share of Budget
3.710 N W Trunk	3,017,583	2,766,953	(250,630)	233,940	8%
(invoice) Sewer Operating	3,017,583	2,766,953		233,940	

Sewers Debt - 2020

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Colwood	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	14,253	3,396	(10,857)	1,276	38%
3.769 Macaulay - Genset	5,487	13,562	8,075	2,787	21%
3.772 NWT Upgrade	5,395	14,435	9,040	217	2%
3.776 W. Communities Trunk	(1,496)	86	1,582	25	29%
3.777 Esq Trunk Upgrade	-	452	452	155	34%
3.792 Craigflower PS	64,880	66,358	1,478	21,670	33%
3.798 Core - Sewage Integrated T.F.	950,106	526,554	(423,552)	26,042	5%
3.798B Core - Sewage Integrated T.F.	1,095,845	1,102,198	6,353	42,644	4%
3.798C Core - Wastewater Treatment Program	30,000,000	35,000,000	5,000,000	1,412,890	4%
Sewer Debt	32,134,470	36,727,050		1,507,705	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

ESQUIMALT		2020 ESQUIMALT	Cost per Avg. Residential Assessment	2019 ESQUIMALT	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	252,983	\$41.58	209,688	\$34.69	43,295	6.90	19.88%
1.101	G.I.S.	1,942	\$0.32	1,866	\$0.31	76	0.01	3.43%
1.224	Community Health	18,735	\$3.08	14,395	\$2.38	4,340	0.70	29.32%
1.280	Regional Parks	330,553	\$54.33	279,063	\$46.16	51,490	8.17	17.70%
1.280A	Regional Parks - Land Acquisition	117,694	\$19.35	111,704	\$18.48	5,990	0.87	4.69%
1.309	Climate Action and Adaptation	17,061	\$2.80	16,972	\$2.81	90	0.00	-0.11%
1.310	Land Banking & Housing	39,105	\$6.43	43,730	\$7.23	(4,626)	-0.81	-11.14%
1.324	Regional Planning Services	35,621	\$5.86	35,422	\$5.86	200	0.00	-0.07%
1.335	Geo-Spatial Referencing System	4,943	\$0.81	5,104	\$0.84	(161)	-0.03	-3.77%
1.374	Regional Emergency Program Support	4,893	\$0.80	4,516	\$0.75	376	0.06	7.65%
1.375	Hazardous Material Incident response	11,836	\$1.95	11,255	\$1.86	581	0.08	4.50%
1.911	Call Answer	6,827	\$1.12	6,658	\$1.10	169	0.02	1.89%
1.921	Regional CREST Contribution	72,504	\$11.92	71,070	\$11.76	1,434	0.16	1.37%
21.ALL	Feasibility Study Reserve Fund - ALL	1,223	\$0.20	0	\$0.00	1,223	0.20	0.00%
Total Regional		915,921	\$150.55	811,442	\$134.23	104,479	16.32	12.16%
1.123	Victoria Family Court Building	0	\$0.00	(3,897)	-\$0.64	3,897	0.64	100.00%
1.126	Victoria Family Court Committee	604	\$0.10	603	\$0.10	1	0.00	-0.46%
1.128	Greater Victoria Police Victim Services	9,534	\$1.57	9,248	\$1.53	286	0.04	2.44%
1.230	Traffic Safety Commission	2,262	\$0.37	2,198	\$0.36	64	0.01	2.24%
1.297	Arts Grants	154,021	\$25.32	149,665	\$24.76	4,356	0.56	2.26%
1.311	Regional Housing Trust Fund	44,882	\$7.38	44,682	\$7.39	200	-0.01	-0.19%
1.330	Regional Growth Strategy	9,502	\$1.56	12,313	\$2.04	(2,811)	-0.47	-23.32%
1.536	Stormwater Quality Management - Core Area	55,569	\$9.13	60,000	\$9.93	(4,431)	-0.79	-7.97%
1.912B	Call Answer - Municipalities	(55,671)	-\$9.15	(48,474)	-\$8.02	(7,197)	-1.13	-14.12%
3.700	Septage Disposal	965	\$0.16	950	\$0.16	16	0.00	1.02%
3.701	Millstream Remediation	8,725	\$1.43	8,725	\$1.44	0	-0.01	-0.63%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	51,609	\$8.48	172,446	\$28.53	(120,837)	-20.04	-70.26%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,573,482	\$258.64	1,529,789	\$253.06	43,693	5.58	2.20%
3.750	LWMP	23,724	\$3.90	30,273	\$5.01	(6,549)	-1.11	-22.13%
3.752	Stage 3 Harbour Studies	19,604	\$3.22	19,604	\$3.24	0	-0.02	-0.63%
3.755	Regional Source Control Program	74,468	\$12.24	76,830	\$12.71	(2,363)	-0.47	-3.69%
Total Sub Regional		1,973,280	\$324.35	2,064,955	\$341.59	(91,675)	-17.23	-5.05%
Total Capital Regional District % Change		2,889,201	\$474.90	2,876,397	\$475.82	12,804	-0.91	-0.19%
Cost/average residential property		\$474.90		\$475.82		(\$0.91)		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	874,317	\$143.71	874,317	\$144.63	0	-0.92	-0.63%
CRHD	Capital Regional Hospital District	895,941	\$147.27	932,312	\$154.22	(36,371)	-6.96	-4.51%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,659,459	\$765.89	4,683,026	\$774.67	(23,567)	-8.79	-1.13%

Average residential assessment - 2020/2019

753,400

730,657

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$6.90	0.89%
Regional Parks	\$8.17	1.05%
Regional Parks - Land Acquisition	\$0.87	0.11%
Land Banking & Housing	-\$0.81	-0.10%
Victoria Family Court Building	\$0.64	0.08%
Arts Grants	\$0.56	0.07%
Stormwater Quality Management - Core Area	-\$0.79	-0.10%
Call Answer - Municipalities	-\$1.13	-0.15%
W.W. (Trk Swrs & Swge Disp) - Operating	-\$20.04	-2.59%
W.W. (Trk Swrs & Swge Disp) - Debt	\$5.58	0.72%
LWMP	-\$1.11	-0.14%
Debt Service - M.F.A. (not included in CRD % Change)	-\$0.92	-0.12%
Capital Regional Hospital District	-\$6.96	-0.90%
Various	\$0.25	0.03%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$8.79)	-1.13%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$6.90	1.45%
Regional Parks	\$8.17	1.72%
Regional Parks - Land Acquisition	\$0.87	0.18%
Land Banking & Housing	-\$0.81	-0.17%
Victoria Family Court Building	\$0.64	0.14%
Arts Grants	\$0.56	0.12%
Stormwater Quality Management	-\$0.79	-0.17%
Call Answer - Municipalities	-\$1.13	-0.24%
W.W. (Trk Swrs & Swge Disp) - Op	-\$20.04	-4.21%
W.W. (Trk Swrs & Swge Disp) - Debt	\$5.58	1.17%
LWMP	-\$1.11	-0.23%
Various	\$0.25	0.05%
Total CRD	(\$0.91)	-0.19%

**Capital Regional District
Sewers Operating - 2020**

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Esquimalt	Share of Budget
3.710 N W Trunk	3,017,583	2,766,953	(250,630)	51,609	2%
Sewer Operating	3,017,583	2,766,953		51,609	

Sewers Debt - 2020

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Esquimalt	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	14,253	3,396	(10,857)	(129)	-4%
3.769 Macaulay - Genset	5,487	13,562	8,075	5,952	44%
3.772 NWT Upgrade	5,395	14,435	9,040	9,697	67%
3.776 W. Communities Trunk	(1,496)	86	1,582	5	6%
3.777 Esq Trunk Upgrade	-	452	452	69	15%
3.792 Craigflower PS	64,880	66,358	1,478	247	0%
3.798 Core - Sewage Integrated T.F.	950,106	526,554	(423,552)	3,036	1%
3.798B Core - Sewage Integrated T.F.	1,095,845	1,102,198	6,353	40,110	4%
3.798C Core - Wastewater Treatment Program	30,000,000	35,000,000	5,000,000	1,514,494	4%
Sewer Debt	32,134,470	36,727,050		1,573,482	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

HIGHLANDS		2020 HIGHLANDS	Cost per Avg. Residential Assessment	2019 HIGHLANDS	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	46,153	\$44.99	39,206	\$39.04	6,948	5.95	15.24%
1.101	G.I.S.	354	\$0.35	349	\$0.35	5	0.00	-0.58%
1.224	Community Health	3,418	\$3.33	2,691	\$2.68	727	0.65	24.32%
1.280	Regional Parks	60,305	\$58.78	52,177	\$51.95	8,128	6.83	13.15%
1.280A	Regional Parks - Land Acquisition	21,472	\$20.93	20,885	\$20.80	586	0.13	0.64%
1.309	Climate Action and Adaptation	2,595	\$2.53	2,611	\$2.60	(16)	-0.07	-2.71%
1.374	Regional Emergency Program Support	744	\$0.73	695	\$0.69	49	0.03	4.85%
1.375	Hazardous Material Incident response	1,800	\$1.75	1,732	\$1.72	69	0.03	1.78%
1.911	Call Answer	899	\$0.88	877	\$0.87	22	0.00	0.38%
1.310	Land Banking & Housing	7,134	\$6.95	8,176	\$8.14	(1,042)	-1.19	-14.58%
1.324	Regional Planning Services	6,499	\$6.33	6,623	\$6.59	(124)	-0.26	-3.94%
1.335	Geo-Spatial Referencing System	902	\$0.88	954	\$0.95	(52)	-0.07	-7.49%
1.921	Regional CREST Contribution	9,547	\$9.31	9,358	\$9.32	189	-0.01	-0.13%
21.ALL	Feasibility Study Reserve Fund - ALL	223	\$0.22	0	\$0.00	223	0.22	0.00%
Total Regional		162,046	\$157.95	146,334	\$145.70	15,712	12.25	8.41%
3.700	Septage Disposal	4,783	\$4.66	4,705	\$4.68	79	-0.02	-0.47%
1.128	Greater Victoria Police Victim Services	1,739	\$1.70	1,729	\$1.72	10	-0.03	-1.52%
1.297	Arts Grants	7,022	\$6.84	6,896	\$6.87	126	-0.02	-0.32%
1.311	Regional Housing Trust Fund	6,810	\$6.64	6,853	\$6.82	(43)	-0.19	-2.72%
1.126	Victoria Family Court Committee	91	\$0.09	91	\$0.09	(1)	0.00	-2.83%
1.313	Animal Care Services	21,789	\$21.24	21,983	\$21.89	(193)	-0.65	-2.96%
1.912A	Call Answer - RCMP	(377)	-\$0.37	1,730	\$1.72	(2,107)	-2.09	-121.33%
1.913	Fire Dispatch	20,090	\$19.58	18,413	\$18.33	1,677	1.25	6.81%
1.330	Regional Growth Strategy	1,734	\$1.69	2,302	\$2.29	(569)	-0.60	-26.29%
1.230	Traffic Safety Commission	413	\$0.40	411	\$0.41	2	-0.01	-1.72%
3.701	Millstream Remediation	3,065	\$2.99	3,065	\$3.05	0	-0.06	-2.10%
Total Sub Regional		67,160	\$65.46	68,179	\$67.89	(1,019)	-2.42	-3.57%
Total Capital Regional District % Change		229,206	\$223.42	214,513	\$213.59	14,693	9.83	4.60%
Cost/average residential property		\$223.42		\$213.59		\$9.83		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	87,658	\$85.44	86,373	\$86.00	1,285	-0.56	-0.65%
CRHD	Capital Regional Hospital District	163,453	\$159.32	174,315	\$173.56	(10,863)	-14.24	-8.21%
TOTAL CRD, CRHD & MUNICIPAL DEBT		480,316	\$468.18	475,202	\$473.15	5,115	-4.97	-1.05%

Average residential assessment - 2020/2019

815,073

822,284

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$5.95	1.26%
Community Health	\$0.65	0.14%
Regional Parks	\$6.83	1.44%
Land Banking & Housing	-\$1.19	-0.25%
Animal Care Services	-\$0.65	-0.14%
Call Answer - RCMP	-\$2.09	-0.44%
Fire Dispatch	\$1.25	0.26%
Capital Regional Hospital District	-\$14.24	-3.01%
Various	-\$1.49	-0.31%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$4.97)	-1.05%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$5.95	2.79%
Community Health	\$0.65	0.31%
Regional Parks	\$6.83	3.20%
Land Banking & Housing	-\$1.19	-0.56%
Animal Care Services	-\$0.65	-0.30%
Call Answer - RCMP	-\$2.09	-0.98%
Fire Dispatch	\$1.25	0.58%
Various	-\$0.93	-0.43%
Total CRD	\$9.83	4.60%

LANGFORD		2020 LANGFORD	Cost per Avg. Residential Assessment	2019 LANGFORD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	741,532	\$35.08	587,735	\$28.83	153,797	6.25	21.68%
1.101	G.I.S.	5,693	\$0.27	5,231	\$0.26	463	0.01	4.98%
1.224	Community Health	54,915	\$2.60	40,348	\$1.98	14,568	0.62	31.27%
1.280	Regional Parks	968,903	\$45.84	782,187	\$38.37	186,716	7.47	19.47%
1.280A	Regional Parks - Land Acquisition	344,980	\$16.32	313,095	\$15.36	31,885	0.96	6.27%
1.309	Climate Action and Adaptation	42,625	\$2.02	41,510	\$2.04	1,115	-0.02	-0.96%
1.310	Land Banking & Housing	114,622	\$5.42	122,572	\$6.01	(7,950)	-0.59	-9.81%
1.324	Regional Planning Services	104,412	\$4.94	99,283	\$4.87	5,129	0.07	1.43%
1.335	Geo-Spatial Referencing System	14,488	\$0.69	14,305	\$0.70	183	-0.02	-2.32%
1.374	Regional Emergency Program Support	12,223	\$0.58	11,046	\$0.54	1,177	0.04	6.73%
1.375	Hazardous Material Incident response	29,569	\$1.40	27,527	\$1.35	2,043	0.05	3.60%
1.911	Call Answer	15,062	\$0.71	14,689	\$0.72	373	-0.01	-1.11%
1.921	Regional CREST Contribution	159,969	\$7.57	156,805	\$7.69	3,164	-0.12	-1.61%
21.ALL	Feasibility Study Reserve Fund - ALL	3,586	\$0.17	0	\$0.00	3,586	0.17	0.00%
Total Regional		2,612,579	\$123.59	2,216,332	\$108.71	396,248	14.88	13.69%
1.126	Victoria Family Court Committee	1,401	\$0.07	1,380	\$0.07	21	0.00	-2.08%
1.128	Greater Victoria Police Victim Services	27,946	\$1.32	25,921	\$1.27	2,025	0.05	3.98%
1.230	Traffic Safety Commission	6,630	\$0.31	6,162	\$0.30	468	0.01	3.77%
1.330	Regional Growth Strategy	27,853	\$1.32	34,513	\$1.69	(6,661)	-0.38	-22.17%
1.536	Stormwater Quality Management - Core Area	57,926	\$2.74	55,241	\$2.71	2,685	0.03	1.13%
1.912A	Call Answer - RCMP	(6,316)	-\$0.30	28,992	\$1.42	(35,308)	-1.72	-121.01%
1.913	Fire Dispatch	336,627	\$15.92	308,530	\$15.13	28,097	0.79	5.23%
3.700	Septage Disposal	4,832	\$0.23	4,753	\$0.23	79	0.00	-1.95%
3.701	Millstream Remediation	43,995	\$2.08	43,995	\$2.16	0	-0.08	-3.55%
3.707	On Site System Management Program	59,411	\$2.81	59,304	\$2.91	107	-0.10	-3.38%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	4,688,325	\$221.79	4,045,279	\$198.42	643,046	23.37	11.78%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	493,399	\$23.34	496,274	\$24.34	(2,875)	-1.00	-4.11%
3.750	LWMP	23,423	\$1.11	29,889	\$1.47	(6,466)	-0.36	-24.42%
3.752	Stage 3 Harbour Studies	43,254	\$2.05	43,254	\$2.12	0	-0.08	-3.55%
3.755	Regional Source Control Program	93,795	\$4.44	88,588	\$4.35	5,207	0.09	2.11%
Total Sub Regional		5,902,502	\$279.23	5,272,076	\$258.60	630,427	20.63	7.98%
Total Capital Regional District % Change		8,515,081	\$402.82	7,488,407	\$367.31	1,026,674	35.51	9.67%
Cost/average residential property		\$402.82		\$367.31		\$35.51		
CRHD	Capital Regional Hospital District	2,626,142	\$124.23	2,613,180	\$128.18	12,962	-3.94	-3.08%
TOTAL CRD, CRHD & MUNICIPAL DEBT		11,141,223	\$527.05	10,101,587	\$495.49	1,039,636	31.57	6.37%

Average residential assessment - 2020/2019

635,561

607,255

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$6.25	1.26%
Community Health	\$0.62	0.12%
Regional Parks	\$7.47	1.51%
Regional Parks - Land Acquisition	\$0.96	0.19%
Call Answer - RCMP	-\$1.72	-0.35%
Fire Dispatch	\$0.79	0.16%
W.W. (Trk Swrs & Swge Disp) - Debt	\$23.37	4.72%
W.W. (Trk Swrs & Swge Disp) - Operating	-\$1.00	-0.20%
Capital Regional Hospital District	-\$3.94	-0.80%
Various	-\$1.23	-0.25%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$31.57	6.37%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$6.25	1.70%
Community Health	\$0.62	0.17%
Regional Parks	\$7.47	2.03%
Regional Parks - Land Acquisition	\$0.96	0.26%
Call Answer - RCMP	-\$1.72	-0.47%
Fire Dispatch	\$0.79	0.22%
W.W. (Trk Swrs & Swge Disp) - Debt	\$23.37	6.36%
W.W. (Trk Swrs & Swge Disp) - Op	-\$1.00	-0.27%
Various	-\$1.23	-0.33%
Total CRD	\$35.51	9.67%

**Capital Regional District
Sewers Operating - 2020**

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Langford	Share of Budget
3.710 N W Trunk	3,017,583	2,766,953	(250,630)	493,399	18%
Sewer Operating	3,017,583	2,766,953		493,399	

Sewers Debt - 2020

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Langford	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	14,253	3,396	(10,857)	2,248	66%
3.769 Macaulay - Genset	5,487	13,562	8,075	4,434	33%
3.772 NWT Upgrade	5,395	14,435	9,040	253	2%
3.776 W. Communities Trunk	(1,496)	86	1,582	50	58%
3.777 Esq Trunk Upgrade	-	452	452	186	41%
3.792 Craigflower PS	64,880	66,358	1,478	25,899	39%
3.798 Core - Sewage Integrated T.F.	950,106	526,554	(423,552)	29,729	6%
3.798B Core - Sewage Integrated T.F.	1,095,845	1,102,198	6,353	79,935	7%
3.798C Core - Wastewater Treatment Program	30,000,000	35,000,000	5,000,000	4,545,589	13%
Sewer Debt	32,134,470	36,727,050		4,688,325	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

METCHOSIN		2020 METCHOSIN	Cost per Avg. Residential Assessment	2019 METCHOSIN	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	77,598	\$44.40	67,105	\$38.53	10,493	5.88	15.25%
1.101	G.I.S.	596	\$0.34	597	\$0.34	(1)	0.00	-0.57%
1.112	Regional Grants in Aid	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.224	Community Health	5,747	\$3.29	4,607	\$2.64	1,140	0.64	24.33%
1.280	Regional Parks	101,392	\$58.02	89,307	\$51.27	12,085	6.75	13.16%
1.280A	Regional Parks - Land Acquisition	36,101	\$20.66	35,748	\$20.52	353	0.13	0.65%
1.285	Regional Parks - Debt	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.309	Climate Action and Adaptation	4,846	\$2.77	4,911	\$2.82	(64)	-0.05	-1.63%
1.310	Land Banking & Housing	11,995	\$6.86	13,995	\$8.03	(2,000)	-1.17	-14.57%
1.324	Regional Planning Services	10,926	\$6.25	11,336	\$6.51	(409)	-0.26	-3.93%
1.328	Environmental Roundtable	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.335	Geo-Spatial Referencing System	1,516	\$0.87	1,633	\$0.94	(117)	-0.07	-7.48%
1.374	Regional Emergency Program Support	1,390	\$0.80	1,307	\$0.75	83	0.05	6.01%
1.375	Hazardous Material Incident response	3,362	\$1.92	3,256	\$1.87	106	0.05	2.90%
1.911	Call Answer	1,835	\$1.05	1,789	\$1.03	45	0.02	2.20%
1.921	Regional CREST Contribution	19,487	\$11.15	19,101	\$10.97	385	0.18	1.68%
21.ALL	Feasibility Study Reserve Fund - ALL	375	\$0.21	0	\$0.00	375	0.21	0.00%
Total Regional		277,166	\$158.60	254,692	\$146.22	22,474	12.38	8.46%
1.126	Victoria Family Court Committee	174	\$0.10	174	\$0.10	(1)	0.00	-0.62%
1.128	Greater Victoria Police Victim Services	2,924	\$1.67	2,960	\$1.70	(35)	-0.03	-1.51%
1.297	Arts Grants	13,120	\$7.51	12,980	\$7.45	141	0.06	0.75%
1.311	Regional Housing Trust Fund	12,737	\$7.29	12,908	\$7.41	(172)	-0.12	-1.66%
1.313	Animal Care Services	36,635	\$20.96	37,626	\$21.60	(991)	-0.64	-2.96%
1.330	Regional Growth Strategy	2,915	\$1.67	3,941	\$2.26	(1,026)	-0.59	-26.28%
1.423	JdF - Centennial Pool - Debt	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.429	JdF - Public Building	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.912A	Call Answer - RCMP	(769)	-\$0.44	3,532	\$2.03	(4,301)	-2.47	-121.71%
1.913	Fire Dispatch	41,006	\$23.46	37,584	\$21.58	3,423	1.89	8.75%
1.922	Regional CREST Contribution	0	\$0.00	0	\$0.00	0	0.00	0.00%
3.700	Septage Disposal	1,531	\$0.88	1,506	\$0.86	25	0.01	1.33%
3.701	Millstream Remediation	10,188	\$5.83	10,188	\$5.85	0	-0.02	-0.33%
3.707	On Site System Management Program	0	\$0.00	0	\$0.00	0	0.00	0.00%
Total Sub Regional		120,461	\$68.93	123,397	\$70.85	(2,937)	-1.91	-2.70%
Total Capital Regional District % Change		397,627	\$227.53	378,089	\$217.07	19,538	10.46	4.82%
Cost/average residential property		\$227.53		\$217.07		\$10.46		
CRHD	Capital Regional Hospital District	274,816	\$157.26	298,362	\$171.30	(23,546)	-14.04	-8.20%
TOTAL CRD, CRHD & MUNICIPAL DEBT		672,443	\$384.79	676,451	\$388.37	(4,008)	-3.58	-0.92%

Average residential assessment - 2020/2019

804,495

811,537

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$5.88	1.51%
Regional Parks	\$6.75	1.74%
Land Banking & Housing	-\$1.17	-0.30%
Animal Care Services	-\$0.64	-0.16%
Regional Growth Strategy	-\$0.59	-0.15%
Call Answer - RCMP	-\$2.47	-0.64%
Fire Dispatch	\$1.89	0.49%
Capital Regional Hospital District	-\$14.04	-3.62%
Various	\$0.82	0.21%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$3.58)	-0.92%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$5.88	2.71%
Regional Parks	\$6.75	3.11%
Land Banking & Housing	-\$1.17	-0.54%
Animal Care Services	-\$0.64	-0.29%
Regional Growth Strategy	-\$0.59	-0.27%
Call Answer - RCMP	-\$2.47	-1.14%
Fire Dispatch	\$1.89	0.87%
Various	\$0.82	0.38%
Total CRD	\$10.46	4.82%

NORTH SAANICH		2020 N.SAANICH	Cost per Avg. Residential Assessment	2019 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	340,494	\$56.50	289,053	\$49.72	51,441	6.78	13.64%
1.101	G.I.S.	2,614	\$0.43	2,572	\$0.44	42	-0.01	-1.96%
1.224	Community Health	25,216	\$4.18	19,843	\$3.41	5,372	0.77	22.59%
1.280	Regional Parks	444,898	\$73.82	384,687	\$66.16	60,211	7.66	11.57%
1.280A	Regional Parks - Land Acquisition	158,407	\$26.28	153,983	\$26.48	4,424	-0.20	-0.75%
1.309	Climate Action and Adaptation	15,937	\$2.64	16,059	\$2.76	(122)	-0.12	-4.26%
1.310	Land Banking & Housing	52,632	\$8.73	60,282	\$10.37	(7,650)	-1.64	-15.77%
1.324	Regional Planning Services	47,944	\$7.96	48,828	\$8.40	(885)	-0.44	-5.27%
1.335	Geo-Spatial Referencing System	6,653	\$1.10	7,036	\$1.21	(383)	-0.11	-8.78%
1.374	Regional Emergency Program Support	4,570	\$0.76	4,273	\$0.74	297	0.02	3.17%
1.375	Hazardous Material Incident response	11,056	\$1.83	10,649	\$1.83	406	0.00	0.16%
1.911	Call Answer	4,481	\$0.74	4,370	\$0.75	111	-0.01	-1.08%
1.921	Regional CREST Contribution	47,587	\$7.90	46,645	\$8.02	941	-0.13	-1.58%
21.ALL	Feasibility Study Reserve Fund - ALL	1,647	\$0.27	0	\$0.00	1,647	0.27	0.00%
Total Regional		1,164,133	\$193.16	1,048,281	\$180.30	115,852	12.87	7.14%
3.700	Septage Disposal	2,883	\$0.48	2,836	\$0.49	47	-0.01	-1.92%
3.701	Millstream Remediation	15,695	\$2.60	15,695	\$2.70	0	-0.10	-3.53%
1.330	Regional Growth Strategy	12,789	\$2.12	16,974	\$2.92	(4,185)	-0.80	-27.31%
1.126	Victoria Family Court Committee	563	\$0.09	573	\$0.10	(11)	-0.01	-5.30%
1.311	Regional Housing Trust Fund	41,692	\$6.92	41,995	\$7.22	(302)	-0.30	-4.22%
1.44X	Panorama Recreation Center	1,552,700	\$257.64	1,517,634	\$261.03	35,066	-3.39	-1.30%
1.537	Stormwater Quality Management - Peninsula	39,232	\$6.51	37,325	\$6.42	1,908	0.09	1.40%
1.538	Source - Stormwater Quality - Peninsula	14,983	\$2.49	14,648	\$2.52	336	-0.03	-1.32%
3.720	L.W.M.P. (Peninsula) - Implementation	1,852	\$0.31	1,750	\$0.30	102	0.01	2.10%
1.912A	Call Answer - RCMP	(1,879)	-\$0.31	8,624	\$1.48	(10,503)	-1.80	-121.02%
1.230	Traffic Safety Commission	3,044	\$0.51	3,031	\$0.52	14	-0.02	-3.08%
3.755	Regional Source Control Program	18,678	\$3.10	17,894	\$3.08	784	0.02	0.70%
Total Sub Regional		1,702,235	\$282.45	1,678,979	\$288.78	23,256	-6.32	-2.19%
Total Capital Regional District % Change		2,866,368	\$475.62	2,727,260	\$469.08	139,108 5.10%	6.54	1.39%
Cost/average residential property		\$475.62		\$469.08		\$6.54		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	498,548	\$82.72	498,548	\$85.75	0	-3.02	-3.53%
CRHD	Capital Regional Hospital District	1,205,864	\$200.09	1,285,186	\$221.05	(79,322)	-20.96	-9.48%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,570,781	\$758.43	4,510,994	\$775.87	59,786	-17.44	-2.25%

Average residential assessment - 2020/2019

1,023,625

1,047,236

Major Impacts

<u>TOTAL CRD, CRHD & MUNICIPAL DEBT</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$6.78	0.87%
Regional Parks	\$7.66	0.99%
Land Banking & Housing	-\$1.64	-0.21%
Regional Growth Strategy	-\$0.80	-0.10%
Panorama Recreation Center	-\$3.39	-0.44%
Call Answer - RCMP	-\$1.80	-0.23%
Debt Service - M.F.A. (not included in CRD % Change)	-\$3.02	-0.39%
Capital Regional Hospital District	-\$20.96	-2.70%
Various	-\$0.29	-0.04%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$17.44)	-2.25%

<u>TOTAL CRD</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$6.78	1.45%
Regional Parks	\$7.66	1.63%
Land Banking & Housing	-\$1.64	-0.35%
Regional Growth Strategy	-\$0.80	-0.17%
Panorama Recreation Center	-\$3.39	-0.72%
Call Answer - RCMP	-\$1.80	-0.38%
Various	-\$0.29	-0.06%
Total CRD	\$6.54	1.39%

**Capital Regional District
Sewers Operating - 2020**

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total N. Saanich	Share of Budget
3.718 Peninsula Wastewater	3,490,343	3,604,302	113,959	552,900	15%
(invoice) Sewer Operating	3,490,343	3,604,302		552,900	

Sewers Debt - 2020

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total N. Saanich	Share of Budget
3.775 SPWWT System	(40,844)	(465)	40,379	(81)	17%
(invoice) Sewer Debt	(40,844)	(465)		(81)	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

OAK BAY		2020 OAK BAY	Cost per Avg. Residential Assessment	2019 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	514,733	\$75.13	460,128	\$67.54	54,605	7.59	11.24%
1.101	G.I.S.	3,952	\$0.58	4,095	\$0.60	(143)	-0.02	-4.03%
1.224	Community Health	38,119	\$5.56	31,587	\$4.64	6,532	0.93	20.00%
1.280	Regional Parks	672,562	\$98.17	612,361	\$89.89	60,201	8.28	9.21%
1.280A	Regional Parks - Land Acquisition	239,467	\$34.95	245,117	\$35.98	(5,650)	-1.03	-2.85%
1.309	Climate Action and Adaptation	24,421	\$3.56	25,357	\$3.72	(936)	-0.16	-4.23%
1.310	Land Banking & Housing	79,564	\$11.61	95,959	\$14.09	(16,395)	-2.47	-17.55%
1.324	Regional Planning Services	72,477	\$10.58	77,727	\$11.41	(5,250)	-0.83	-7.28%
1.335	Geo-Spatial Referencing System	10,057	\$1.47	11,199	\$1.64	(1,142)	-0.18	-10.70%
1.374	Regional Emergency Program Support	7,003	\$1.02	6,748	\$0.99	256	0.03	3.20%
1.375	Hazardous Material Incident response	16,941	\$2.47	16,815	\$2.47	126	0.00	0.18%
1.911	Call Answer	6,994	\$1.02	6,820	\$1.00	173	0.02	1.96%
1.921	Regional CREST Contribution	74,277	\$10.84	72,808	\$10.69	1,469	0.15	1.45%
21.ALL	Feasibility Study Reserve Fund - ALL	2,489	\$0.36	0	\$0.00	2,489	0.36	0.00%
Total Regional		1,763,058	\$257.34	1,666,723	\$244.65	96,335	12.69	5.19%
1.123	Victoria Family Court Building	0	\$0.00	(3,897)	-\$0.57	3,897	0.57	100.00%
1.126	Victoria Family Court Committee	900	\$0.13	918	\$0.13	(18)	0.00	-2.46%
1.128	Greater Victoria Police Victim Services	19,399	\$2.83	20,293	\$2.98	(894)	-0.15	-4.94%
1.230	Traffic Safety Commission	4,602	\$0.67	4,824	\$0.71	(222)	-0.04	-5.13%
1.290	Royal Theatre	56,463	\$8.24	61,239	\$8.99	(4,775)	-0.75	-8.32%
1.297	Arts Grants	220,007	\$32.11	222,723	\$32.69	(2,716)	-0.58	-1.77%
1.311	Regional Housing Trust Fund	63,903	\$9.33	66,297	\$9.73	(2,394)	-0.40	-4.15%
1.330	Regional Growth Strategy	19,334	\$2.82	27,020	\$3.97	(7,686)	-1.14	-28.85%
1.536	Stormwater Quality Management - Core Area	54,847	\$8.01	58,038	\$8.52	(3,191)	-0.51	-6.03%
1.912B	Call Answer - Municipalities	(57,033)	-\$8.32	(49,660)	-\$7.29	(7,373)	-1.04	-14.20%
3.700	Septage Disposal	19	\$0.00	19	\$0.00	0	0.00	1.10%
3.701	Millstream Remediation	8,143	\$1.19	8,143	\$1.20	0	-0.01	-0.56%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	764,945	\$111.65	838,067	\$123.02	(73,122)	-11.36	-9.24%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	128,141	\$18.70	110,071	\$16.16	18,069	2.55	15.76%
3.750	LWMP	28,321	\$4.13	36,139	\$5.30	(7,818)	-1.17	-22.07%
3.755	Regional Source Control Program	105,505	\$15.40	112,301	\$16.48	(6,796)	-1.08	-6.58%
Total Sub Regional		1,417,496	\$206.90	1,512,535	\$222.02	(95,039)	-15.12	-6.81%
Total Capital Regional District % Change		3,180,554	\$464.24	3,179,259	\$466.67	1,295	-2.43	-0.52%
Cost/average residential property		\$464.24		\$466.67		(\$2.43)		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	276,972	\$40.43	276,972	\$40.66	0	-0.23	-0.56%
CRHD	Capital Regional Hospital District	1,822,932	\$266.08	2,045,816	\$300.30	(222,884)	-34.22	-11.39%
TOTAL CRD, CRHD & MUNICIPAL DEBT		5,280,458	\$770.75	5,502,046	\$807.62	(221,589)	-36.88	-4.57%

Average residential assessment - 2020/2019

1,361,217

1,422,694

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$7.59	0.94%
Regional Parks	\$8.28	1.03%
Regional Parks - Land Acquisition	-\$1.03	-0.13%
Land Banking & Housing	-\$2.47	-0.31%
Regional Growth Strategy	-\$1.14	-0.14%
Call Answer - Municipalities	-\$1.04	-0.13%
W.W. (Trk Swrs & Swge Disp) - Operating	-\$11.36	-1.41%
W.W. (Trk Swrs & Swge Disp) - Debt	\$2.55	0.32%
LWMP	-\$1.17	-0.14%
Regional Source Control Program	-\$1.08	-0.13%
Capital Regional Hospital District	-\$34.22	-4.24%
Various	-\$1.78	-0.22%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$36.88)	-4.57%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$7.59	1.63%
Regional Parks	\$8.28	1.77%
Regional Parks - Land Acquisition	-\$1.03	-0.22%
Land Banking & Housing	-\$2.47	-0.53%
Regional Growth Strategy	-\$1.14	-0.25%
Call Answer - Municipalities	-\$1.04	-0.22%
W.W. (Trk Swrs & Swge Disp) - Op	-\$11.36	-2.43%
W.W. (Trk Swrs & Swge Disp) - Debt	\$2.55	0.55%
LWMP	-\$1.17	-0.25%
Regional Source Control Program	-\$1.08	-0.23%
Various	-\$1.55	-0.33%
Total CRD	(\$2.43)	-0.52%

**Capital Regional District
Sewers Operating - 2020**

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Oak Bay	Share of Budget
3.712 NE Trunk	2,202,265	1,952,873	(249,392)	347,026	18%
3.713 East Coast Interceptor	939,778	958,579	18,801	287,765	30%
3.715 NE Trunk #2 - Bowker	491,529	501,362	9,833	130,154	26%
Sewer Operating	3,633,572	3,412,814		764,945	

Sewers Debt - 2020

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Oak Bay	Share of Budget
3.771 NET Bowker	(55,322)	(660)	54,662	(261)	40%
3.779 LWMP	-	9	9	1	6%
3.770 NET & ECI Upgrade	817,507	795,545	(21,962)	128,401	16%
3.770A NET & ECI Upgrade	603,767	856,122	252,355	138,178	16%
3.770A NET & ECI Upgrade (100% for Invoice)			-	(138,178)	Invoice
3.798 Core - Sewage Integrated T.F.	950,106	526,554	(423,552)	34,480	7%
3.798 Core - Sewage Integrated T.F. (100%)			-	(34,480)	Invoice
3.798B Core - Sewage Integrated T.F.	1,095,845	1,102,198	6,353	97,010	9%
3.798B Core - Sewage Integrated T.F. (100%)			-	(97,010)	Invoice
3.798C Core - Wastewater Treatment Program	30,000,000	35,000,000	5,000,000	2,323,272	7%
3.798C Core - Wastewater Treatment Program			-	(2,323,272)	Invoice
3.799 Oak Bay - Humber / Rutland	22,384	32,649	10,265	32,649	100%
3.799 Oak Bay - Humber / Rutland (100%)				(32,649)	Invoice
Sewer Debt	33,434,287	38,312,417		128,141	

*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.
2019 Sewer Debt Total restated to include NET Bowker Requisition erroneously excluded.
NET Bowker Inclusion does not affect or change 2019 Municipal share of Budget*

SAANICH		2020 SAANICH	Cost per Avg. Residential Assessment	2019 SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	2,161,383	\$46.25	1,867,033	\$40.53	294,350	5.73	14.13%
1.101	G.I.S.	16,595	\$0.36	16,616	\$0.36	(21)	-0.01	-1.54%
1.224	Community Health	160,064	\$3.43	128,170	\$2.78	31,894	0.64	23.12%
1.280	Regional Parks	2,824,115	\$60.43	2,484,741	\$53.93	339,374	6.50	12.05%
1.280A	Regional Parks - Land Acquisition	1,005,531	\$21.52	994,596	\$21.59	10,936	-0.07	-0.33%
1.309	Climate Action and Adaptation	124,991	\$2.67	126,741	\$2.75	(1,750)	-0.08	-2.78%
1.310	Land Banking & Housing	334,094	\$7.15	389,369	\$8.45	(55,275)	-1.30	-15.41%
1.324	Regional Planning Services	304,335	\$6.51	315,388	\$6.85	(11,053)	-0.33	-4.87%
1.335	Geo-Spatial Referencing System	42,230	\$0.90	45,444	\$0.99	(3,213)	-0.08	-8.39%
1.374	Regional Emergency Program Support	35,844	\$0.77	33,726	\$0.73	2,117	0.03	4.77%
1.375	Hazardous Material Incident response	86,709	\$1.86	84,047	\$1.82	2,662	0.03	1.71%
1.911	Call Answer	44,406	\$0.95	43,306	\$0.94	1,100	0.01	1.09%
1.921	Regional CREST Contribution	471,619	\$10.09	462,290	\$10.03	9,329	0.06	0.57%
21.ALL	Feasibility Study Reserve Fund - ALL	10,452	\$0.22	0	\$0.00	10,452	0.22	0.00%
Total Regional		7,622,368	\$163.11	6,991,467	\$151.76	630,901	11.35	7.48%
1.536	Stormwater Quality Management - Core Area	189,464	\$4.05	196,498	\$4.27	(7,034)	-0.21	-4.94%
3.700	Septage Disposal	4,551	\$0.10	4,477	\$0.10	75	0.00	0.23%
1.128	Greater Victoria Police Victim Services	81,456	\$1.74	82,343	\$1.79	(886)	-0.04	-2.48%
3.701	Millstream Remediation	72,139	\$1.54	72,139	\$1.57	0	-0.02	-1.41%
1.123	Victoria Family Court Building	0	\$0.00	(9,496)	-\$0.21	9,496	0.21	100.00%
1.126	Victoria Family Court Committee	4,489	\$0.10	4,547	\$0.10	(57)	0.00	-2.65%
1.290	Royal Theatre	276,304	\$5.91	300,320	\$6.52	(24,016)	-0.61	-9.30%
1.230	Traffic Safety Commission	19,326	\$0.41	19,574	\$0.42	(249)	-0.01	-2.67%
1.297	Arts Grants	1,127,437	\$24.13	1,115,843	\$24.22	11,594	-0.09	-0.39%
1.311	Regional Housing Trust Fund	328,122	\$7.02	332,732	\$7.22	(4,610)	-0.20	-2.78%
1.330	Regional Growth Strategy	81,184	\$1.74	109,637	\$2.38	(28,453)	-0.64	-27.00%
1.912B	Call Answer - Municipalities	(362,126)	-\$7.75	(315,310)	-\$6.84	(46,816)	-0.90	-13.22%
3.707	On Site System Management Program	48,617	\$1.04	48,529	\$1.05	87	-0.01	-1.24%
3.750	LWMP	101,298	\$2.17	129,262	\$2.81	(27,964)	-0.64	-22.74%
3.752	Stage 3 Harbour Studies	127,520	\$2.73	127,520	\$2.77	0	-0.04	-1.41%
3.755	Regional Source Control Program	342,799	\$7.34	347,281	\$7.54	(4,481)	-0.20	-2.69%
Total Sub Regional		2,442,582	\$52.27	2,565,896	\$55.70	(123,315)	-3.43	-6.15%
Total Capital Regional District % Change		10,064,950	\$215.38	9,557,363	\$207.45	507,587	7.93	3.82%
Cost/average residential property		\$215.38		\$207.45		\$7.93		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	4,244,761	\$90.83	3,956,493	\$85.88	288,268	4.95	5.77%
CRHD	Capital Regional Hospital District	7,654,561	\$163.80	8,301,182	\$180.19	(646,620)	-16.39	-9.09%
TOTAL CRD, CRHD & MUNICIPAL DEBT		21,964,272	\$470.01	21,815,038	\$473.52	149,234	-3.51	-0.74%

Average residential assessment - 2020/2019

837,970

853,651

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$5.73	1.21%
Community Health	\$0.64	0.14%
Regional Parks	\$6.50	1.37%
Land Banking & Housing	-\$1.30	-0.28%
Royal Theatre	-\$0.61	-0.13%
Regional Growth Strategy	-\$0.64	-0.14%
Call Answer - Municipalities	-\$0.90	-0.19%
LWMP	-\$0.64	-0.13%
Debt Service - M.F.A. (not included in CRD % Change)	\$4.95	1.05%
Capital Regional Hospital District	-\$16.39	-3.46%
Various	-\$0.85	-0.18%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$3.51)	-0.74%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$5.73	2.76%
Community Health	\$0.64	0.31%
Regional Parks	\$6.50	3.13%
Land Banking & Housing	-\$1.30	-0.63%
Royal Theatre	-\$0.61	-0.29%
Regional Growth Strategy	-\$0.64	-0.31%
Call Answer - Municipalities	-\$0.90	-0.44%
LWMP	-\$0.64	-0.31%
Various	-\$0.85	-0.41%
Total CRD	\$7.93	3.82%

**Capital Regional District
Sewers Operating - 2020**

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Saanich	Share of Budget
3.710 N W Trunk	3,017,583	2,766,953	(250,630)	1,266,448	46%
3.712 NE Trunk	2,202,265	1,952,873	(249,392)	382,177	20%
3.713 East Coast Interceptor	939,778	958,579	18,801	316,906	33%
3.715 NE Trunk #2 - Bowker	491,529	501,362	9,833	20,756	4%
(Invoice) Sewer Operating	6,651,155	6,179,767		1,986,288	

Sewers Debt - 2020

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Saanich	Share of Budget
3.771 NET Bowker	(55,322)	(660)	54,662	(45)	7%
3.772 NWT Upgrade	5,395	14,435	9,040	2,374	16%
3.779 LWMP	-	9	9	3	31%
3.770 NET & ECI Upgrade	817,507	795,545	(21,962)	178,759	22%
3.770A NET & ECI Upgrade	603,767	856,122	252,355	192,371	22%
3.794 Saanich (no grant)	(6,178)	(90)	6,088	(90)	100%
3.798 Core - Sewage Integrated T.F.	950,106	526,554	(423,552)	172,850	33%
3.798B Core - Sewage Integrated T.F.	1,095,845	1,102,198	6,353	346,971	31%
3.798C Core - Wastewater Treatment Program	30,000,000	35,000,000	5,000,000	11,000,422	31%
(Invoice) Sewer Debt	33,411,120	38,294,113		11,893,615	

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.

2019 Sewer Debt Total restated to include NET Bowker Requisition erroneously excluded.

NET Bowker Inclusion does not affect or change 2019 Municipal share of Budget

SIDNEY		2020 SIDNEY	Cost per Avg. Residential Assessment	2019 SIDNEY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	300,449	\$38.47	250,187	\$33.03	50,262	5.44	16.48%
1.101	G.I.S.	2,307	\$0.30	2,227	\$0.29	80	0.00	0.49%
1.224	Community Health	22,250	\$2.85	17,175	\$2.27	5,075	0.58	25.65%
1.280	Regional Parks	392,574	\$50.26	332,962	\$43.95	59,612	6.31	14.36%
1.280A	Regional Parks - Land Acquisition	139,777	\$17.90	133,278	\$17.59	6,498	0.30	1.72%
1.309	Climate Action and Adaptation	15,022	\$1.92	14,968	\$1.98	53	-0.05	-2.66%
1.310	Land Banking & Housing	46,442	\$5.95	52,176	\$6.89	(5,735)	-0.94	-13.67%
1.324	Regional Planning Services	42,305	\$5.42	42,263	\$5.58	42	-0.16	-2.91%
1.335	Geo-Spatial Referencing System	5,870	\$0.75	6,090	\$0.80	(219)	-0.05	-6.50%
1.374	Regional Emergency Program Support	4,308	\$0.55	3,983	\$0.53	325	0.03	4.90%
1.375	Hazardous Material Incident response	10,421	\$1.33	9,926	\$1.31	495	0.02	1.83%
1.911	Call Answer	4,596	\$0.59	4,482	\$0.59	114	0.00	-0.54%
1.921	Regional CREST Contribution	48,815	\$6.25	47,850	\$6.32	966	-0.07	-1.05%
21.ALL	Feasibility Study Reserve Fund - ALL	1,453	\$0.19	0	\$0.00	1,453	0.19	0.00%
Total Regional		1,036,588	\$132.72	917,567	\$121.13	119,021	11.60	9.57%
1.126	Victoria Family Court Committee	527	\$0.07	522	\$0.07	5	0.00	-2.04%
1.128	Greater Victoria Police Victim Services	11,323	\$1.45	11,034	\$1.46	289	-0.01	-0.47%
1.230	Traffic Safety Commission	2,686	\$0.34	2,623	\$0.35	63	0.00	-0.66%
1.297	Arts Grants	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.311	Regional Housing Trust Fund	39,344	\$5.04	39,203	\$5.18	141	-0.14	-2.66%
1.330	Regional Growth Strategy	11,285	\$1.44	14,692	\$1.94	(3,406)	-0.49	-25.50%
1.44X	Panorama Recreation Center	1,479,805	\$189.47	1,431,315	\$188.94	48,489	0.53	0.28%
1.444	Panorama Recreation Center - 2nd Pool	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.537	Stormwater Quality Management - Peninsula	26,747	\$3.42	25,065	\$3.31	1,682	0.12	3.50%
1.538	Source - Stormwater Quality - Peninsula	15,370	\$1.97	15,026	\$1.98	344	-0.02	-0.78%
1.912A	Call Answer - RCMP	(1,927)	-\$0.25	8,847	\$1.17	(10,774)	-1.41	-121.13%
3.700	Septage Disposal	405	\$0.05	398	\$0.05	7	0.00	-1.39%
3.701	Millstream Remediation	5,536	\$0.71	5,536	\$0.73	0	-0.02	-3.01%
3.720	L.W.M.P. (Peninsula) - Implementation	4,788	\$0.61	4,792	\$0.63	(4)	-0.02	-3.08%
3.755	Regional Source Control Program	48,283	\$6.18	48,991	\$6.47	(708)	-0.29	-4.41%
3.775	Debt - Saanich Pen. Waste Water System	(191)	-\$0.02	(16,754)	-\$2.21	16,563	2.19	98.90%
Total Sub Regional		1,643,981	\$210.49	1,591,290	\$210.06	52,692	0.43	0.21%
Total Local		0	\$0.00	0	\$0.00	0	0.00	0.00%
Total Capital Regional District % Change		2,680,570	\$343.22	2,508,857	\$331.19	171,713	12.03	3.63%
Cost/average residential property		\$343.22		\$331.19		\$12.03		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	522,686	\$66.92	403,638	\$53.28	119,048	13.64	25.60%
CRHD	Capital Regional Hospital District	1,064,043	\$136.24	1,112,379	\$146.84	(48,336)	-10.60	-7.22%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,267,299	\$546.38	4,024,874	\$531.31	242,425	15.07	2.84%

Average residential assessment - 2020/2019

696,975

695,685

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$5.44	1.02%
Community Health	\$0.58	0.11%
Regional Parks	\$6.31	1.19%
Land Banking & Housing	-\$0.94	-0.18%
Panorama Recreation Center	\$0.53	0.10%
Call Answer - RCMP	-\$1.41	-0.27%
Debt - Saanich Pen. Waste Water System	\$2.19	0.41%
Debt Service - M.F.A. (not included in CRD % Change)	\$13.64	2.57%
Capital Regional Hospital District	-\$10.60	-2.00%
Various	-\$0.67	-0.13%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$15.07	2.84%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$5.44	1.64%
Community Health	\$0.58	0.18%
Regional Parks	\$6.31	1.91%
Land Banking & Housing	-\$0.94	-0.28%
Panorama Recreation Center	\$0.53	0.16%
Call Answer - RCMP	-\$1.41	-0.43%
Debt - Saanich Pen. Waste Water System	\$2.19	0.66%
Various	-\$0.67	-0.20%
Total CRD	\$12.03	3.63%

**Capital Regional District
Sewers Operating - 2020**

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Sidney	Share of Budget
3.718 Peninsula Wastewater	3,490,343	3,604,302	113,959	1,429,827	40%
(Invoice) Sewer Operating	3,490,343	3,604,302		1,429,827	

Sewers Debt - 2020

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Sidney	Share of Budget
3.775 SPWWT System	(40,844)	(465)	40,379	(191)	41%
Sewer Debt	(40,844)	(465)		(191)	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

SOOKE		2020 SOOKE	Cost per Avg. Residential Assessment	2019 SOOKE	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	194,514	\$28.18	158,250	\$23.40	36,264	4.78	20.43%
1.101	G.I.S.	1,493	\$0.22	1,408	\$0.21	85	0.01	3.90%
1.224	Community Health	14,405	\$2.09	10,864	\$1.61	3,541	0.48	29.91%
1.280	Regional Parks	254,157	\$36.82	210,607	\$31.14	43,550	5.68	18.24%
1.280A	Regional Parks - Land Acquisition	90,493	\$13.11	84,302	\$12.47	6,191	0.64	5.17%
1.309	Climate Action and Adaptation	13,195	\$1.91	13,029	\$1.93	166	-0.01	-0.78%
1.310	Land Banking & Housing	30,067	\$4.36	33,003	\$4.88	(2,936)	-0.52	-10.74%
1.324	Regional Planning Services	27,389	\$3.97	26,732	\$3.95	656	0.02	0.38%
1.335	Geo-Spatial Referencing System	3,801	\$0.55	3,852	\$0.57	(51)	-0.02	-3.33%
1.374	Regional Emergency Program Support	3,784	\$0.55	3,467	\$0.51	317	0.04	6.93%
1.375	Hazardous Material Incident response	9,154	\$1.33	8,640	\$1.28	514	0.05	3.80%
1.911	Call Answer	5,300	\$0.77	5,169	\$0.76	131	0.00	0.46%
1.921	Regional CREST Contribution	56,294	\$8.16	55,180	\$8.16	1,113	0.00	-0.05%
21.ALL	Feasibility Study Reserve Fund - ALL	941	\$0.14	0	\$0.00	941	0.14	0.00%
Total Regional		704,986	\$102.13	614,505	\$90.86	90,482	11.27	12.40%
1.126	Victoria Family Court Committee	449	\$0.07	443	\$0.07	6	0.00	-0.78%
1.230	Traffic Safety Commission	1,739	\$0.25	1,659	\$0.25	80	0.01	2.70%
1.297	Arts Grant	35,736	\$5.18	34,474	\$5.10	1,262	0.08	1.56%
1.311	Regional Housing Trust Fund	34,714	\$5.03	34,311	\$5.07	403	-0.04	-0.87%
1.313	Animal Care Services	91,832	\$13.30	88,731	\$13.12	3,101	0.18	1.40%
1.330	Regional Growth Strategy	7,306	\$1.06	9,293	\$1.37	(1,987)	-0.32	-22.97%
1.40X	SEAPARC	2,157,346	\$312.54	2,089,177	\$308.91	68,168	3.62	1.17%
1.912A	Call Answer - RCMP	(2,223)	-\$0.32	10,202	\$1.51	(12,425)	-1.83	-121.34%
1.913	Fire Dispatch	118,460	\$17.16	108,573	\$16.05	9,888	1.11	6.90%
3.700	Septage Disposal	5,865	\$0.85	5,768	\$0.85	96	0.00	-0.39%
3.701	Millstream Remediation	21,937	\$3.18	21,937	\$3.24	0	-0.07	-2.02%
Total Sub Regional		2,473,161	\$358.29	2,404,569	\$355.55	68,592	2.74	0.77%
1.121	Sooke Regional Museum	120,874	\$17.51	118,830	\$17.57	2,044	-0.06	-0.34%
1.531	Stormwater Quality Management	36,844	\$5.34	36,060	\$5.33	784	0.01	0.11%
Total Local		157,718	\$22.85	154,890	\$22.90	2,828	-0.05	-0.24%
Total Capital Regional District % Change		3,335,866	\$483.27	3,173,964	\$469.31	161,902	13.95	2.97%
Cost/average residential property		\$483.27		\$469.31		\$13.95		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	484,127	\$70.14	484,127	\$71.58	0	-1.45	-2.02%
CRHD	Capital Regional Hospital District	688,874	\$99.80	703,610	\$104.04	(14,736)	-4.24	-4.08%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,508,867	\$653.20	4,361,701	\$644.94	147,166	8.26	1.28%

Average residential assessment - 2020/2019

510,548

492,895

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$4.78	0.74%
Regional Parks	\$5.68	0.88%
Regional Parks - Land Acquisition	\$0.64	0.10%
SEAPARC	\$3.62	0.56%
Call Answer - RCMP	-\$1.83	-0.28%
Fire Dispatch	\$1.11	0.17%
Debt Service - M.F.A. (not included in CRD % Change)	-\$1.45	-0.22%
Capital Regional Hospital District	-\$4.24	-0.66%
Various	-\$0.05	-0.01%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$8.26	1.28%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & General Government	\$4.78	1.02%
Regional Parks	\$5.68	1.21%
Regional Parks - Land Acquisition	\$0.64	0.14%
SEAPARC	\$3.62	0.77%
Call Answer - RCMP	-\$1.83	-0.39%
Fire Dispatch	\$1.11	0.24%
Various	-\$0.05	-0.01%
Total CRD	\$13.95	2.97%

VICTORIA		2020 VICTORIA	Cost per Avg. Residential Assessment	2019 VICTORIA	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	2,227,161	\$46.09	1,805,129	\$39.31	422,032	6.79	17.27%
1.101	G.I.S.	17,100	\$0.35	16,065	\$0.35	1,035	0.00	1.17%
1.224	Community Health	164,935	\$3.41	123,921	\$2.70	41,015	0.72	26.51%
1.280	Regional Parks	2,910,061	\$60.23	2,402,355	\$52.31	507,706	7.92	15.14%
1.280A	Regional Parks - Land Acquisition	1,036,133	\$21.44	961,618	\$20.94	74,515	0.51	2.42%
1.309	Climate Action and Adaptation	110,860	\$2.29	108,860	\$2.37	2,001	-0.08	-3.20%
1.310	Land Banking & Housing	344,262	\$7.13	376,459	\$8.20	(32,197)	-1.07	-13.08%
1.324	Regional Planning Services	313,597	\$6.49	304,931	\$6.64	8,666	-0.15	-2.25%
1.335	Geo-Spatial Referencing System	43,515	\$0.90	43,937	\$0.96	(421)	-0.06	-5.86%
1.374	Regional Emergency Program Support	31,791	\$0.66	28,968	\$0.63	2,823	0.03	4.31%
1.375	Hazardous Material Incident response	76,906	\$1.59	72,189	\$1.57	4,717	0.02	1.26%
1.911	Call Answer	33,741	\$0.70	32,905	\$0.72	836	-0.02	-2.54%
1.921	Regional CREST Contribution	358,351	\$7.42	351,263	\$7.65	7,088	-0.23	-3.03%
21.ALL	Feasibility Study Reserve Fund - ALL	10,770	\$0.22	0	\$0.00	10,770	0.22	0.00%
Total Regional		7,679,184	\$158.93	6,628,598	\$144.33	1,050,586	14.60	10.12%
1.123	Victoria Family Court Building	0	\$0.00	(19,473)	-\$0.42	19,473	0.42	100.00%
1.126	Victoria Family Court Committee	3,835	\$0.08	3,792	\$0.08	44	0.00	-3.86%
1.128	Greater Victoria Police Victim Services	83,935	\$1.74	79,612	\$1.73	4,323	0.00	0.21%
1.230	Traffic Safety Commission	19,914	\$0.41	18,925	\$0.41	988	0.00	0.01%
1.290	Royal Theatre	247,232	\$5.12	218,441	\$4.76	28,791	0.36	7.58%
1.295	McPherson Theatre	750,000	\$15.52	750,000	\$16.33	0	-0.81	-4.95%
1.297	Arts Grants	999,056	\$20.68	957,192	\$20.84	41,864	-0.17	-0.79%
1.311	Regional Housing Trust Fund	290,336	\$6.01	285,154	\$6.21	5,182	-0.20	-3.22%
1.330	Regional Growth Strategy	83,655	\$1.73	106,002	\$2.31	(22,347)	-0.58	-24.99%
1.536	Stormwater Quality Management - Core Area	185,463	\$3.84	177,131	\$3.86	8,333	-0.02	-0.48%
1.912B	Call Answer - Municipalities	(275,155)	-\$5.69	(239,582)	-\$5.22	(35,572)	-0.48	-9.16%
3.700	Septage Disposal	16,929	\$0.35	16,652	\$0.36	278	-0.01	-3.36%
3.701	Millstream Remediation	42,835	\$0.89	42,835	\$0.93	0	-0.05	-4.95%
3.752	Stage 3 Harbour Studies	96,894	\$2.01	96,894	\$2.11	0	-0.10	-4.95%
3.755	Regional Source Control Program	463,389	\$9.59	460,256	\$10.02	3,134	-0.43	-4.30%
Total Sub Regional		3,008,318	\$62.26	2,953,829	\$64.32	54,489	-2.06	-3.20%
Total Capital Regional District % Change		10,687,502	\$221.20	9,582,428	\$208.65	1,105,075	12.54	6.01%
Cost/average residential property		\$221.20		\$208.65		\$12.54		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	5,782,254	\$119.67	5,898,616	\$128.44	(116,362)	-8.76	-6.82%
CRHD	Capital Regional Hospital District	7,887,513	\$163.25	8,025,942	\$174.76	(138,429)	-11.51	-6.59%
TOTAL CRD, CRHD & MUNICIPAL DEBT		24,357,270	\$504.11	23,506,985	\$511.85	850,284	-7.73	-1.51%

Average residential assessment - 2020/2019

835,137

827,946

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$6.79	1.33%
Community Health	\$0.72	0.14%
Regional Parks	\$7.92	1.55%
Land Banking & Housing	-\$1.07	-0.21%
McPherson Theatre	-\$0.81	-0.16%
Debt Service - M.F.A. (not included in CRD % Change)	-\$8.76	-1.71%
Capital Regional Hospital District	-\$11.51	-2.25%
Various	-\$1.00	-0.20%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$7.73)	-1.51%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$6.79	3.25%
Community Health	\$0.72	0.34%
Regional Parks	\$7.92	3.80%
Land Banking & Housing	-\$1.07	-0.51%
McPherson Theatre	-\$0.81	-0.39%
Various	-\$1.00	-0.48%
Total CRD	\$12.54	6.01%

**Capital Regional District
Sewers Operating - 2020**

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Victoria	Share of Budget
3.710 N W Trunk	3,017,583	2,766,953	(250,630)	481,879	17%
3.712 NE Trunk	2,202,265	1,952,873	(249,392)	1,223,670	63%
3.713 East Coast Interceptor	939,778	958,579	18,801	353,907	37%
3.715 NE Trunk #2 - Bowker	491,529	501,362	9,833	350,452	70%
Total Sewer Operating	6,651,155	6,179,767	(471,388)	2,409,908	
(Invoice) Sewer Operating	-	-		2,409,908	
Net Sewer Operating	6,651,155	6,179,767		-	

L.W.M.P. - 2020

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Victoria	Share of Budget
3.750 LWMP	430,743	337,558	(93,185)	135,857	40%
Total L.W.M.P.	430,743	337,558	(93,185)	135,857	
(Invoice) L.W.M.P.	-	-		135,857	
Net L.W.M.P.	430,743	337,558		-	

Sewers Debt - 2020

Service	2019 Requisition	2020 Requisition	Increase (Decrease)	Municipality's Share	
				2020 Total Victoria	Share of Budget
3.771 NET Bowker	(55,322)	(660)	54,662	(354)	54%
3.772 NWT Upgrade	5,395	14,435	9,040	1,873	13%
3.776 W. Communities Trunk	(1,496)	86	1,582	6	7%
3.779 LWMP	-	9	9	4	42%
3.770 NET & ECI Upgrade	817,507	795,545	(21,962)	488,385	61%
3.770A NET & ECI Upgrade	603,767	856,122	252,355	525,573	61%
3.798 Core - Sewage Integrated T.F.	950,106	526,554	(423,552)	233,335	44%
3.798B Core - Sewage Integrated T.F.	1,095,845	1,102,198	6,353	465,341	42%
3.798C Core - Wastewater Treatment Program	30,000,000	35,000,000	5,000,000	13,057,148	37%
Total Sewer Debt	33,415,802	38,294,289	4,878,487	14,771,311	
(Invoice) Sewer Debt	-	-		14,771,311	
Net Sewer Debt	33,415,802	38,294,289		-	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

VIEW ROYAL		2020 VIEW ROYAL	Cost per Avg. Residential Assessment	2019 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	200,821	\$40.75	166,200	\$34.73	34,621	6.02	17.34%
1.101	G.I.S.	1,542	\$0.31	1,479	\$0.31	63	0.00	1.23%
1.224	Community Health	14,872	\$3.02	11,409	\$2.38	3,463	0.63	26.58%
1.280	Regional Parks	262,397	\$53.25	221,187	\$46.22	41,211	7.03	15.20%
1.280A	Regional Parks - Land Acquisition	93,427	\$18.96	88,537	\$18.50	4,890	0.46	2.47%
1.285	Regional Parks - Debt	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.309	Climate Action and Adaptation	11,626	\$2.36	11,553	\$2.41	74	-0.05	-2.27%
1.310	Land Banking & Housing	31,042	\$6.30	34,661	\$7.24	(3,619)	-0.94	-13.03%
1.324	Regional Planning Services	28,277	\$5.74	28,075	\$5.87	202	-0.13	-2.19%
1.335	Geo-Spatial Referencing System	3,924	\$0.80	4,045	\$0.85	(122)	-0.05	-5.81%
1.374	Regional Emergency Program Support	3,334	\$0.68	3,074	\$0.64	260	0.03	5.32%
1.375	Hazardous Material Incident response	8,065	\$1.64	7,661	\$1.60	404	0.04	2.24%
1.911	Call Answer	4,135	\$0.84	4,032	\$0.84	102	0.00	-0.42%
1.921	Regional CREST Contribution	43,913	\$8.91	43,044	\$8.99	869	-0.08	-0.93%
21.ALL	Feasibility Study Reserve Fund - ALL	971	\$0.20	0	\$0.00	971	0.20	0.00%
Total Regional		708,346	\$143.74	624,958	\$130.59	83,388	13.15	10.07%
1.126	Victoria Family Court Committee	405	\$0.08	398	\$0.08	7	0.00	-1.30%
1.128	Greater Victoria Police Victim Services	7,568	\$1.54	7,330	\$1.53	238	0.00	0.27%
1.230	Traffic Safety Commission	1,796	\$0.36	1,742	\$0.36	53	0.00	0.07%
1.297	Arts Grants	104,873	\$21.28	101,735	\$21.26	3,137	0.02	0.10%
1.311	Regional Housing Trust Fund	30,522	\$6.19	30,342	\$6.34	180	-0.15	-2.31%
1.330	Regional Growth Strategy	7,543	\$1.53	9,760	\$2.04	(2,217)	-0.51	-24.95%
1.536	Stormwater Quality Management - Core Area	39,802	\$8.08	34,975	\$7.31	4,827	0.77	10.51%
1.912A	Call Answer - RCMP	(1,734)	-\$0.35	7,959	\$1.66	(9,692)	-2.01	-121.15%
3.700	Septage Disposal	138	\$0.03	136	\$0.03	2.3	0.00	-1.27%
3.701	Millstream Remediation	9,102	\$1.85	9,102	\$1.90	0	-0.05	-2.89%
3.707	On Site System Management Program	1,300	\$0.26	1,298	\$0.27	2	-0.01	-2.72%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	0	\$0.00	164,203	\$34.31	(164,203)	-34.31	-100.00%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	0	\$0.00	1,060,257	\$221.55	(1,060,257)	-221.55	-100.00%
3.750	LWMP	8,837	\$1.79	11,277	\$2.36	(2,440)	-0.56	-23.90%
3.752	Stage 3 Harbour Studies	11,874	\$2.41	11,874	\$2.48	0	-0.07	-2.89%
3.755	Regional Source Control Program	30,939	\$6.28	29,803	\$6.23	1,135	0.05	0.81%
Total Sub Regional		252,965	\$51.33	1,482,192	\$309.72	(1,229,227)	-258.39	-83.43%
Total Capital Regional District % Change		961,311	\$195.07	2,107,150	\$440.31	(1,145,839)	-245.24	-55.70%
Cost/average residential property		\$195.07		\$440.31		(\$245.24)		
1.15X	Debt Service - M.F.A. (not included in CRD % Change)	567,103	\$115.08	567,103	\$118.50	0	-3.43	-2.89%
CRHD	Capital Regional Hospital District	711,210	\$144.32	738,955	\$154.41	(27,746)	-10.09	-6.54%
TOTAL CRD, CRHD & MUNICIPAL DEBT		2,239,623	\$454.47	3,413,208	\$713.23	(1,173,584)	-258.76	-36.28%

Average residential assessment - 2020/2019

738,313

731,548

Adjustment for Comparative Purposes

Total Capital Regional District		961,311	\$195.07	2,107,150	\$440.31	(1,145,839)	-245.24	-55.70%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating			(164,203)	-\$34.31	164,203	34.31	
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt			(1,060,257)	-\$221.55	1,060,257	221.55	
Total Capital Regional District - Updated % Change		961,311	\$195.07	882,689	\$184.45	78,622	10.62	5.76%
TOTAL CRD, CRHD & MUNICIPAL DEBT - Updated		2,239,623	\$454.47	2,188,747	\$457.36	50,876	-2.90	-0.63%

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$6.02	0.84%
Community Health	\$0.63	0.09%
Regional Parks	\$7.03	0.99%
Stormwater Quality Management - Core Area	\$0.77	0.11%
Call Answer - RCMP	-\$2.01	-0.28%
W.W. (Trk Swrs & Swge Disp) - Operating	-\$34.31	-4.81%
W.W. (Trk Swrs & Swge Disp) - Debt	-\$221.55	-31.06%
Debt Service - M.F.A. (not included in CRD % Change)	-\$3.43	-0.48%
Capital Regional Hospital District	-\$10.09	-1.42%
Various	-\$1.81	-0.25%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$258.76)	-36.28%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$6.02	1.37%
Community Health	\$0.63	0.14%
Regional Parks	\$7.03	1.60%
Stormwater Quality Management - Core Area	\$0.77	0.17%
Call Answer - RCMP	-\$2.01	-0.46%
W.W. (Trk Swrs & Swge Disp) - Operati	-\$34.31	-7.79%
W.W. (Trk Swrs & Swge Disp) - Debt	-\$221.55	-50.32%
Various	-\$1.81	-0.41%
Total CRD	(\$245.24)	-55.70%

**Capital Regional District
Sewers Operating - 2020**

Capital Regional District Sewers Operating - 2020				Municipality's Share	
Service	2019 Requisition	2020 Requisition	Increase (Decrease)	2020 Total View Royal	Share of Budget
3.710 N W Trunk	3,017,583	2,766,953	(250,630)	162,839	6%
Total Sewer Operating	3,017,583	2,766,953	(250,630)	162,839	
(Invoice) Sewer Operating	-	-		162,839	
Net Sewer Operating	3,017,583	2,766,953		-	

Sewers Debt - 2020

Sewers Debt - 2020				Municipality's Share	
Service	2019 Requisition	2020 Requisition	Increase (Decrease)	2020 Total View Royal	Share of Budget
3.772 NWT Upgrade	5,395	14,435	9,040	23	0.2%
3.792 Craigflower PS	64,880	66,358	1,478	18,542	27.9%
3.798 Core - Sewage Integrated T.F.	950,106	526,554	(423,552)	27,083	5.1%
3.798B Core - Sewage Integrated T.F.	1,095,845	1,102,198	6,353	30,187	2.7%
3.798C Core - Wastewater Treatment Program	30,000,000	35,000,000	5,000,000	1,146,184	3.3%
Total Sewer Debt	32,116,226	36,709,554	4,593,328	1,222,019	
(Invoice) Sewer Debt	-	-		1,222,019	
Net Sewer Debt	32,116,226	36,709,554		-	

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.

CAPITAL REGIONAL DISTRICT

Electoral Area Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 18, 2020

Electoral Area Juan de Fuca	Cost per Avg.		Cost per Avg.		Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
	2020	Res Asst/ Parcel	2019	Res Asst/ Parcel		\$	%
1,101 Legislative & General Government	134,999	\$31.57	108,303	\$25.71	26,696	\$5.87	22.82%
1,101 G.I.S.	1,037	\$0.24	964	\$0.23	73	\$0.01	5.96%
1,224 Community Health - Homeless Sec.	9,998	\$2.34	7,435	\$1.76	2,563	\$0.57	32.49%
1,280 Regional Parks	176,392	\$41.25	144,135	\$34.21	32,257	\$7.04	20.58%
1,280A Regional Parks - Land Acquisition	62,805	\$14.69	57,695	\$13.69	5,110	\$0.99	7.26%
1,309 Climate Action and Adaptation	6,609	\$1.55	6,452	\$1.53	157	\$0.01	0.93%
1,310 Land Banking & Housing	20,867	\$4.88	22,587	\$5.36	(1,719)	(\$0.48)	-8.97%
1,324 Regional Planning Service	19,009	\$4.45	18,295	\$4.34	714	\$0.10	2.38%
1,335 Geo-Spatial Referencing System	2,638	\$0.62	2,636	\$0.63	2	(\$0.01)	-1.41%
1,374 Regional Emergency Program Support	1,895	\$0.44	1,717	\$0.41	178	\$0.04	8.77%
1,375 Hazardous Material Incident Response	4,585	\$1.07	4,278	\$1.02	306	\$0.06	5.59%
1,911 Call Answer	1,971	\$0.46	1,922	\$0.46	49	\$0.00	1.04%
1,921 Regional CREST Contribution	20,933	\$4.90	20,518	\$4.87	414	\$0.03	0.52%
21.ALL Feasibility Study Reserve Fund - ALL	653	\$0.15	-	\$0.00	653	\$0.15	0.00%
Total Regional	464,389	\$108.60	396,937	\$94.21	67,452	\$14.39	15.28%
1,126 Victoria Family Court Committee	224	\$0.05	222	\$0.05	2	(\$0.00)	-0.36%
1,128 Greater Victoria Police Victim Services	688	\$1.51	638	\$1.57	50	(\$0.06)	-3.92%
1,230 Traffic Safety Commission	1,207	\$0.28	1,135	\$0.27	72	\$0.01	4.74%
1,313 Animal Care Services	63,734	\$14.91	60,726	\$14.41	3,009	\$0.49	3.41%
1,330 Regional Growth Strategy	5,071	\$1.19	6,360	\$1.51	(1,289)	(\$0.32)	-21.44%
1,912A Call Answer - RCMP	(826)	(\$0.19)	3,794	\$0.90	(4,620)	(\$1.09)	0.00%
1,913 Fire Dispatch	44,049	\$10.30	40,372	\$9.58	3,677	\$0.72	7.51%
3,701 Millstream Remediation	13,092	\$3.06	13,092	\$3.11	-	(\$0.05)	-1.47%
Total Sub-Regional	127,239	\$31.10	126,338	\$31.40	900	(\$0.30)	-0.96%
1,103 Elections	4,542	\$1.06	4,486	\$1.06	57	(\$0.00)	-0.22%
1,104 U.B.C.M.	3,210	\$0.75	2,898	\$0.69	312	\$0.06	9.16%
1,318 Building Inspection	94,514	\$22.10	91,047	\$21.61	3,466	\$0.49	2.28%
1,320 Noise Control	8,862	\$2.07	8,273	\$1.96	588	\$0.11	5.54%
1,322 Nuisances & Unsanitary Premises	11,755	\$2.75	11,219	\$2.66	536	\$0.09	3.24%
1,372 Electoral Area Emergency Program	33,003	\$7.72	30,987	\$7.35	2,016	\$0.36	4.94%
Total Joint Electoral Area	155,886	\$36.46	148,911	\$35.34	6,976	\$1.11	3.15%
1,109 Electoral Area Admin Exp-JDF	58,034	\$13.57	52,780	\$12.53	5,254	\$1.04	8.34%
1,114 Grants in Aid - Juan de Fuca	9,859	\$2.31	16,130	\$3.83	(6,271)	(\$1.52)	-39.77%
1,122 JDF Economic Development Commission	-	\$0.00	-	\$0.00	-	\$0.00	0.00%
1,317 JDF Building Numbering	12,639	\$2.96	12,780	\$3.03	(141)	(\$0.08)	-2.55%
1,319 Soil Deposit Removal	5,534	\$1.29	5,460	\$1.30	74	(\$0.00)	-0.13%
1,325 Electoral Area Services - Planning	672,654	\$157.31	651,590	\$154.65	21,064	\$2.66	1.72%
1,370 Juan de Fuca Emergency Program	85,204	\$19.93	83,470	\$19.81	1,734	\$0.11	0.58%
1,377 JDF Search and Rescue	63,603	\$14.87	62,000	\$14.72	1,603	\$0.16	1.08%
1,405 JDF EA - Community Parks	186,996	\$43.73	182,960	\$43.42	4,036	\$0.31	0.71%
1,924 Emergency Comm - Crest - J.D.F.	105,475	\$24.67	102,920	\$24.43	2,555	\$0.24	0.98%
Total JDF Electoral Area	1,199,998	\$280.64	1,170,090	\$277.71	29,908	\$2.92	1.05%
Total Capital Regional District	1,947,512	\$456.80	1,842,276	\$438.67	105,236	\$18.13	4.13%
Cost/average residential property	\$456.80		\$438.67		\$18.13		
CRHD Capital Regional Hospital District	478,099	\$111.81	481,536	\$114.29	(3,437)	(\$2.48)	-2.17%
Total CRD and CRHD	2,425,611	\$568.61	2,323,812	\$552.96	101,799	\$15.65	2.83%

Average residential assessment (2019/2020)

572,001 541,463

Major Impacts

Change in Cost per Average Household

	\$	% of total incr
REGIONAL		
Legislative & General Government	\$5.87	1.06%
Community Health - Homeless Sec.	\$0.57	0.10%
Regional Parks	\$7.04	1.27%
Regional Parks - Land Acquisition	\$0.99	0.18%
SUB-REGIONAL		
Fire Dispatch	\$0.72	0.13%
Call Answer - RCMP	(\$1.09)	-0.20%
JDF EA		
Electoral Area Admin Exp-JDF	\$1.04	0.19%
Grants in Aid - Juan de Fuca	(\$1.52)	-0.28%
Electoral Area Services - Planning	\$2.66	0.48%
Capital Regional Hospital District	(\$2.48)	-0.45%
Other	\$1.84	0.33%
Total	\$15.65	2.83%

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	
	2020	2019	2020	2019		\$	%
1,119 Vancouver Island Regional Library	304,078	\$79.39	309,740	\$80.96	(5,662)	(\$1.56)	-1.93%
1,121 Sooke Regional Museum	72,089	\$18.82	69,990	\$18.29	2,099	\$0.53	2.89%
1,133 Langford E.A. - Greater Victoria Public Library	30,589	\$66.98	30,100	\$73.98	489	(\$7.00)	-9.46%
1,232 Port Renfrew Street Lighting	3,763	\$45.01	2,040	\$24.40	1,723	\$20.61	84.46%
1,350 Willis Point Fire Protection	132,637	\$570.30	138,714	\$596.33	(6,077)	(\$26.03)	-4.36%
1,353 Otter Point Fire Protection	520,530	\$423.15	459,101	\$377.03	61,429	\$46.12	12.23%
1,354 Malahat Fire Protection	61,430	\$667.38	65,720	\$704.82	(4,290)	(\$37.44)	-5.31%
1,355 Durrance Road Fire Protection	2,939	\$343.70	2,990	\$349.66	(51)	(\$5.96)	-1.71%
1,357 East Sooke Fire Protection	430,325	\$494.31	434,150	\$501.50	(3,826)	(\$7.19)	-1.43%
1,358 Port Renfrew Fire Protection	91,505	\$239.35	89,644	\$239.88	1,861	(\$0.54)	-0.22%
1,360 Shirley Fire Protection	161,427	\$489.02	158,148	\$482.92	3,279	\$6.10	1.26%
1,40X SEAPARC	702,530	\$183.43	680,332	\$177.82	22,199	\$5.61	3.15%
1,408 JDF EA - Community Recreation	67,301	\$17.57	65,150	\$17.03	2,151	\$0.54	3.19%
1,523 Port Renfrew Refuse Disposal	32,855	\$85.75	31,860	\$85.07	995	\$0.68	0.80%
2,650 Port Renfrew Water	58,327	\$311.50	55,570	\$296.77	2,757	\$14.72	4.96%
2,655 Snuggery Cove Water	(8,034)	(\$43.37)	1,719	\$9.96	(9,753)	(\$53.33)	0.00%
2,691 Wilderness Mountain	63,859	\$819.65	62,090	\$796.95	1,769	\$22.71	2.85%
3,700 Septage Disposal - JDF Service Area	443	\$0.11	436	\$0.11	7	(\$0.00)	-0.06%
3,755 Regional Source Control - Port Renfrew Sewer	722	\$7.80	715	\$7.67	7	\$0.13	1.68%
3,850 Port Renfrew Sewer	48,210	\$577.23	45,620	\$546.22	2,590	\$31.01	5.68%
Total JdF Local/Specified/Defined Requisition	2,777,525		2,703,829		73,696		

Average residential assessment (2019/2020)

572,001

541,463

Electoral Area	Cost per Avg. Parcel		Cost per Avg. Parcel		Difference (Decrease)	Change in cost per avg household/Parcel	
	2020	2019	2020	2019		\$	%
1.1010	Legislative & General Government	258,918	\$38.30	208,957	\$31.15	49,961	\$7.15 22.94%
1.101	G.I.S.	1,988	\$0.29	1,860	\$0.28	128	\$0.02 6.07%
1.224	Community Health - Homeless Sec.	19,175	\$2.84	14,345	\$2.14	4,830	\$0.70 32.63%
1.280	Regional Parks	338,309	\$50.04	278,091	\$41.45	60,218	\$8.58 20.71%
1.280A	Regional Parks - Land Acquisition	120,455	\$17.82	111,315	\$16.59	9,141	\$1.22 7.37%
1.309	Climate Action and Adaptation	13,215	\$1.95	12,952	\$1.93	263	\$0.02 1.23%
1.310	Land Banking & Housing	40,022	\$5.92	43,578	\$6.50	(3,556)	(\$0.58) -8.88%
1.324	Regional Planning Service	36,457	\$5.39	35,298	\$5.26	1,159	\$0.13 2.48%
1.335	Geo-Spatial Referencing System	5,059	\$0.75	5,086	\$0.76	(27)	(\$0.01) -1.31%
1.374	Regional Emergency Program Support	3,790	\$0.56	3,447	\$0.51	343	\$0.05 9.09%
1.375	Hazardous Material Incident Response	9,167	\$1.36	8,589	\$1.28	578	\$0.08 5.90%
1.911	Call Answer	4,142	\$0.61	4,039	\$0.60	103	\$0.01 1.74%
1.921	Regional CREST Contribution	43,987	\$6.51	43,116	\$6.43	870	\$0.08 1.22%
21.ALL	Feasibility Study Reserve Fund - ALL	1,252	\$0.19	-	\$0.00	1,252	\$0.19 0.00%
Total Regional		895,935	\$132.51	770,673	\$114.88	125,262	\$17.63 15.35%
1.230	Traffic Safety Commission	2,315	\$0.34	2,191	\$0.33	124	\$0.02 4.85%
1.311	Regional Housing Trust Fund	34,624	\$5.12	33,946	\$5.06	678	\$0.06 1.20%
1.313	Animal Care Services	122,238	\$18.08	117,163	\$17.47	5,075	\$0.61 3.52%
1.912A	Call Answer - RCMP	(1,737)	(\$0.26)	7,972	\$1.19	(9,709)	(\$1.45) 0.00%
1.913	Fire Dispatch	92,562	\$13.69	84,836	\$12.65	7,726	\$1.04 8.26%
Total Sub-Regional		250,002	\$36.98	246,108	\$36.69	3,894	\$0.29 0.79%
1.103	Elections	8,712	\$1.29	8,654	\$1.29	58	(\$0.00) -0.12%
1.104	U.B.C.M.	6,157	\$0.91	5,591	\$0.83	566	\$0.08 9.26%
1.318	Building Inspection	181,270	\$26.81	175,665	\$26.19	5,606	\$0.62 2.39%
1.320	Noise Control	16,996	\$2.51	15,963	\$2.38	1,034	\$0.13 5.65%
1.322	Nuisances & Unsanitary Premises	22,546	\$3.33	21,647	\$3.23	899	\$0.11 3.34%
1.372	Electoral Area Emergency Program	63,297	\$9.36	59,785	\$8.91	3,512	\$0.45 5.05%
Total Joint Electoral Area		298,979	\$44.22	287,305	\$42.83	11,674	\$1.39 3.25%
1.111	Electoral Area Admin Exp-SSI	512,280	\$75.77	496,800	\$74.06	15,480	\$1.71 2.31%
1.116	Grants in Aid - Salt Spring Island	45,397	\$6.71	38,810	\$5.79	6,587	\$0.93 16.06%
1.124	SSI Economic Development Commission	77,028	\$11.39	75,380	\$11.24	1,648	\$0.16 1.39%
1.141	Salt Spring Island Public Library	660,235	\$97.65	618,940	\$92.26	41,295	\$5.39 5.84%
1.236	Salt Spring Island Fernwood Dock	31,283	\$5.64	30,610	\$5.52	673	\$0.12 2.20%
1.238A	Community Transit (S.S.I.)	232,253	\$34.35	217,070	\$32.36	15,183	\$1.99 6.16%
1.238B	Community Transportation (S.S.I.)	167,496	\$24.77	167,120	\$24.91	376	(\$0.14) -0.56%
1.299	Salt Spring Island Arts	116,005	\$17.16	93,580	\$13.95	22,425	\$3.21 23.00%
1.316	SSI House Numbering	9,266	\$1.37	9,300	\$1.39	(34)	(\$0.02) -1.14%
1.371	S.S.I. Emergency Program	111,308	\$16.46	107,840	\$16.08	3,468	\$0.39 2.41%
1.378	SSI Search and Rescue	22,034	\$3.26	22,034	\$3.28	-	(\$0.03) -0.78%
1.455	Salt Spring Island Community Parks	380,308	\$56.25	377,840	\$56.32	2,468	(\$0.07) -0.13%
1.458	Salt Spring Island Community Rec	49,918	\$7.38	44,260	\$6.60	5,658	\$0.79 11.90%
1.459	Salt Spring Island Park, Land & Rec Prog	1,541,158	\$227.95	1,491,930	\$222.40	49,228	\$5.55 2.49%
1.535	Stormwater Quality Management - S.S.I.	22,502	\$3.33	21,962	\$3.27	540	\$0.05 1.66%
1.925	Emergency Comm - Crest - S.S.I.	88,573	\$13.10	85,970	\$12.82	2,603	\$0.29 2.22%
3.705	S.S.I. Liquid Waste Disposal**	348,805	\$63.07	310,090	\$56.07	38,715	\$7.00 12.49%
Total SSI Electoral Area		4,415,849	\$665.62	4,209,536	\$638.30	206,313	\$27.31 4.28%
Total Capital Regional District		5,860,765	\$879.33	5,513,621	\$832.70	347,144	\$46.63 6.3% 5.60%
Cost/average residential property		\$879.33		\$832.70		\$46.63	
CRHD	Capital Regional Hospital District	916,961	\$135.62	929,064	\$138.49	(12,103)	(\$2.87) -2.07%
Total CRD and CRHD		6,777,726	\$1,014.95	6,442,685	\$971.19	335,041	\$43.76 4.51%

Average residential assessment (2019/2020)

693,828

656,131

Major Impacts

Change in Cost per Average Household

	\$	% of total incr
REGIONAL		
Legislative & General Government	\$7.15	0.74%
Regional Parks	\$8.58	0.88%
Regional Parks - Land Acquisition	\$1.22	0.13%
SUB-REGIONAL		
Fire Dispatch	\$1.04	0.11%
Call Answer - RCMP	(\$1.45)	-0.15%
SSI EA		
Electoral Area Admin Exp-SSI	\$1.71	0.18%
Grants in Aid - Salt Spring Island	\$0.93	0.10%
Salt Spring Island Public Library	\$5.39	0.55%
Community Transit (S.S.I.)	\$1.99	0.21%
Salt Spring Island Arts	\$3.21	0.33%
Salt Spring Island Park, Land & Rec Prog	\$5.55	0.57%
S.S.I. Liquid Waste Disposal**	\$7.00	0.72%
Capital Regional Hospital District	(\$2.87)	-0.30%
Other	\$4.30	0.44%
Total	\$43.76	4.51%

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	
	2020		2019			\$	%
1,234 Salt Spring Island Street Lighting	25,401	\$3.85	25,770	\$3.94	(369)	(\$0.09)	-2.22%
2,620 SSI Highland Water System	30,514	\$126.44	36,840	\$152.65	(6,326)	(\$26.21)	-17.17%
2,621 Highland / Fernwood Water - SSI	56,822	\$179.60	55,000	\$173.84	1,822	\$5.76	3.31%
2,624 Beddis Water	72,240	\$554.98	72,240	\$554.98	-	\$0.00	0.00%
2,626 Fulford Water	66,359	\$684.77	74,790	\$771.77	(8,431)	(\$87.00)	-11.27%
2,628 Cedar Lane Water	11,951	\$339.96	13,090	\$372.36	(1,139)	(\$32.40)	-8.70%
2,660 Fernwood Water	16,138	\$215.00	18,980	\$252.87	(2,842)	(\$37.86)	-14.97%
3,755 Regional Source Control - Maliview Estates / Ganges Sewer	7,280	\$15.80	6,551	\$14.27	730	\$1.53	10.73%
3,810 Ganges Sewer	54,128	\$136.61	54,130	\$136.62	(2)	(\$0.01)	0.00%
Total Local/Specified/Defined Services	340,833		357,391		(16,557)		

Average residential assessment (2019/2020)

693,828

656,131

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		
	2020		2019			\$	%	
1.010	Legislative & General Government	189,990	\$27.28	156,611	\$22.50	33,379	\$4.78	21.23%
1.101	G.I.S.	1,459	\$0.21	1,394	\$0.20	65	\$0.01	4.59%
1.224	Community Health - Homeless Sec.	14,070	\$2.02	10,751	\$1.54	3,319	\$0.48	30.78%
1.280	Regional Parks	248,245	\$35.64	208,425	\$29.95	39,819	\$5.70	19.02%
1.280A	Regional Parks - Land Acquisition	88,388	\$12.69	83,429	\$11.99	4,959	\$0.70	5.87%
1.309	Climate Action and Adaptation	7,938	\$1.14	7,857	\$1.13	81	\$0.01	0.96%
1.310	Land Banking & Housing	29,368	\$4.22	32,661	\$4.69	(3,294)	(\$0.48)	-10.15%
1.324	Regional Planning Service	26,752	\$3.84	26,455	\$3.80	296	\$0.04	1.05%
1.335	Geo-Spatial Referencing System	3,712	\$0.53	3,812	\$0.55	(100)	(\$0.01)	-2.69%
1.374	Regional Emergency Program Support	2,276	\$0.33	2,091	\$0.30	186	\$0.03	8.80%
1.375	Hazardous Material Incident Response	5,507	\$0.79	5,210	\$0.75	296	\$0.04	5.61%
1.911	Call Answer	1,861	\$0.27	1,815	\$0.26	46	\$0.01	2.47%
1.921	Regional CREST Contribution	19,761	\$2.94	19,370	\$2.78	391	\$0.05	1.95%
21.ALL	Feasibility Study Reserve Fund - ALL	919	\$0.13	-	\$0.00	919	\$0.13	0.00%
Total Regional		640,244	\$91.92	559,882	\$80.44	80,363	\$11.48	14.27%
1.230	Traffic Safety Commission	1,699	\$0.24	1,642	\$0.24	57	\$0.01	3.39%
1.297	Arts Grants	21,434	\$3.08	20,679	\$2.97	756	\$0.11	3.58%
1.311	Regional Housing Trust Fund	20,721	\$2.98	20,499	\$2.95	223	\$0.03	1.01%
1.313	Animal Care Services	89,696	\$12.88	87,812	\$12.62	1,884	\$0.26	2.07%
1.912A	Call Answer - RCMP	(780)	(\$0.11)	3,581	\$0.51	(4,362)	(\$0.63)	0.00%
1.913	Fire Dispatch	41,584	\$5.97	38,113	\$5.48	3,471	\$0.49	9.03%
Total Sub-Regional		174,354	\$25.03	172,326	\$24.76	2,028	\$0.27	1.11%
1.103	Elections	6,393	\$0.92	6,486	\$0.93	(94)	(\$0.01)	-1.51%
1.104	U.B.C.M.	4,518	\$0.65	4,191	\$0.60	328	\$0.05	7.74%
1.318	Building Inspection	133,013	\$19.10	131,658	\$18.92	1,355	\$0.18	0.96%
1.320	Noise Control	12,472	\$1.79	11,964	\$1.72	508	\$0.07	4.17%
1.322	Nuisances & Unsightly Premises	16,544	\$2.38	16,224	\$2.33	320	\$0.04	1.90%
1.372	Electoral Area Emergency Program	46,446	\$6.67	44,808	\$6.44	1,638	\$0.23	3.58%
Total Joint Electoral Area		219,386	\$31.50	215,331	\$30.94	4,055	\$0.56	1.81%
1.110	Electoral Area Admin Exp-SGI	342,385	\$49.16	319,040	\$45.84	23,345	\$3.32	7.24%
1.117	Grants in Aid - Southern Gulf Islands	62,791	\$9.02	84,160	\$12.09	(21,369)	(\$3.08)	-25.44%
1.125	SGI Economic Development Commission	90,831	\$13.04	64,820	\$9.31	26,011	\$3.73	40.03%
1.138	Southern Gulf Islands - Public Library	200,278	\$28.75	173,720	\$24.96	26,558	\$3.80	15.21%
1.235	SGI Small Craft Harbour Facilities**	273,347	\$46.64	250,190	\$42.69	23,157	\$3.95	9.26%
1.314	SGI House Numbering	9,059	\$1.30	9,140	\$1.31	(81)	(\$0.01)	-0.96%
1.373	Southern Gulf Islands. Emergency Program	242,888	\$34.87	218,050	\$31.33	24,838	\$3.54	11.31%
1.533	Stormwater Quality Management - Southern Gulf Is.	44,488	\$6.39	43,520	\$6.25	968	\$0.13	2.15%
1.923	Emergency Comm - Crest - S.G.I.	159,461	\$22.89	158,390	\$22.76	1,071	\$0.14	0.61%
Total SGI Electoral Area		1,425,528	\$212.06	1,321,030	\$196.54	104,498	\$15.52	7.90%
Total Capital Regional District		2,459,512	\$360.52	2,268,569	\$332.68	190,943	\$27.84	8.37%
						8.4%		
Cost/average residential property		\$360.52		\$332.68		\$27.84		
CRHD	Capital Regional Hospital District	672,850	\$96.60	696,321	\$100.04	(23,471)	(\$3.44)	-3.44%
Total CRD and CRHD		3,132,362	\$457.12	2,964,890	\$432.72	167,472	\$24.40	5.64%

Average residential assessment (2019/2020)

494,207

473,970

Major Impacts

Change in Cost per Average Household

	\$	% of total incr
REGIONAL		
Legislative & General Government	\$4.78	1.10%
Regional Parks	\$5.70	1.32%
SGI EA		
Electoral Area Admin Exp-SGI	\$3.32	0.77%
Grants in Aid - Southern Gulf Islands	(\$3.08)	-0.71%
SGI Economic Development Commission	\$3.73	0.86%
Southern Gulf Islands - Public Library	\$3.80	0.88%
SGI Small Craft Harbour Facilities**	\$3.95	0.91%
Southern Gulf Islands. Emergency Program	\$3.54	0.82%
Capital Regional Hospital District	(\$3.44)	-0.80%
Other	\$2.10	0.49%
Total	\$24.40	5.64%

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	
		2020	2019	2020	2019		\$	%
1,137	Galiano Island Community Use Building	60,616	\$39.03	58,030	\$37.50	2,586	\$1.53	4.08%
1,170	Gossip Island Electric Power Supply	57,079	\$1,072.78	57,420	\$1,079.19	(341)	(\$6.41)	-0.59%
1,227	Saturna Island Medical Clinic	5,686	\$99.75	28,650	\$502.63	(22,964)	(\$402.88)	-80.15%
1,228	Galiano Health Service	122,684	\$79.00	116,510	\$75.30	6,174	\$3.70	4.92%
1,352	South Galiano Fire Protection	397,887	\$424.84	365,800	\$391.56	32,088	\$33.28	8.50%
1,356	Pender Fire Protection	1,007,586	\$400.02	945,432	\$374.22	62,154	\$25.80	6.89%
1,359	N. Galiano Fire Protection	210,542	\$524.10	206,231	\$513.37	4,311	\$10.73	2.09%
1,363	Saturna Is. Fire Protection	162,741	\$245.44	155,600	\$235.51	7,141	\$9.93	4.22%
1,465	Saturna Is Community Parks	17,554	\$26.59	18,860	\$28.63	(1,306)	(\$2.03)	-7.11%
1,468	Saturna Is Community Recreation	11,621	\$17.61	9,940	\$15.09	1,681	\$2.52	16.68%
1,475	Mayne Is Community Parks	81,263	\$47.28	79,760	\$46.46	1,503	\$0.83	1.78%
1,478	Mayne Is Community Rec	32,797	\$19.08	32,670	\$19.03	127	\$0.06	0.29%
1,485	N & S Pender Community Parks	153,720	\$60.55	150,530	\$59.11	3,190	\$1.43	2.43%
1,488	N & S Pender Community Rec	58,653	\$23.10	58,380	\$22.93	273	\$0.18	0.77%
1,495	Galiano Parks	90,020	\$66.66	90,020	\$66.91	-	(\$0.25)	-0.38%
1,498	Galiano Community Recreation	35,894	\$26.58	36,800	\$27.35	(906)	(\$0.77)	-2.83%
2,630	Magic Lakes Estate Water System	568,517	\$497.39	568,990	\$497.81	(473)	(\$0.41)	-0.08%
2,640	Lyall Harbour/Boot Cove Water	131,030	\$792.58	119,180	\$720.90	11,850	\$71.68	9.94%
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	27,843	\$279.09	33,150	\$332.29	(5,307)	(\$53.20)	-16.01%
3,755	Regional Source Control - Magic Lake Estates	3,769	\$5.26	3,471	\$4.84	298	\$0.42	8.66%
3,830	Magic Lake Estates Sewer System	698,611	\$1,031.26	526,770	\$777.60	171,841	\$253.66	32.62%
Total Local/Specified/Defined Services		3,964,183		3,690,264		273,919		

Average residential assessment (2019/2020)

494,207

473,970

Communications Summary

2020 Financial Plan

CRD Corporate Communications

Purpose

This report serves as a summary of communication activities conducted following provisional approval of the 2020 financial plan to build awareness of the financial plan and collect feedback from residents.

Background

The CRD Financial Plan consists of individual service and sub-service agreements and budgets; some of which are recommended directly through standing committees to the Board, and others which are recommended by advisory committees and commissions with various degrees of delegated authority.

Under the *Local Government Act*, regional districts must annually adopt, by bylaw, a five-year financial plan by March 31. Regional district financial plans are based on individual services and show the proposed expenditures, funding sources, and transfers between funds for each service.

Section 816 of the *Local Government Act* stipulates the following process requirements for a financial plan:

- 1) A board must undertake a process of public consultation regarding the proposed financial plan before it is adopted.
- 2) The designated regional district officer must send a copy of the financial plan to each municipality in the regional district and to the inspector.

The *Act* does not specify or provide any information on the scope or type of public consultation that must be carried out. The CRD reviews financial plan information in open meetings for which notifications are given in local newspapers. The financial information is also made available on the CRD website. In addition, various CRD commissions and committees receive input leading up to the preparation of budgets in the form of user statistics, surveys, advisory body reports, annual operational reports and from a wide variety of public engagement activities. Local and sub-regional commissions may also include rate payer representatives.

Communications Summary

2020 Financial Plan



Communications Activities

In addition to the above mentioned engagement activities, the CRD augments the process with web, media and social media materials aimed at increasing understanding of the CRD's financial position, with the following objectives:

- Inform residents about the preliminary financial plan through website, media, and social media communications.
- Illustrate the CRD's commitment to fiscal responsibility and provide opportunity for feedback to the CRD Board through an online form.
- Correct any misconceptions or misunderstandings about the financial plan or process.

Activities to support these objectives are summarized below.

Web pages and feedback form:

The [Budget in Brief page](#) was updated to include a feedback form that meets privacy and consent requirements, infographics explaining the process and the proposed financial plan, and links to key documents.

During the feedback period, the web page received 306 unique page views. 4 comments were submitted via the feedback form that were forwarded to the Board correspondence portal to be reviewed alongside related correspondence.

Media materials:

Bulletins were sent to media to help build understanding of the preliminary financial plan, how plans are prepared and approved and how to provide feedback. In addition, the Board Chair wrote an op-ed that was distributed to and printed by two local print outlets.

Communications Summary

2020 Financial Plan

CRD Corporate Communications

- [Media Info Bulletin](#): “CRD Board Approves Amended 2020 Provisional Financial Plan” issued October 31, 2019.
- [CRD Board Chair Colin Plant’s Editorial](#) posted in Media Room November 12, 2019.
- [Media Info Bulletin](#): “Public Feedback Encouraged on the 2020 CRD Provisional Financial Plan” issued December 20, 2019.

Social Media: Staff scheduled social media posts using graphics and key messages from the website and media materials, inviting residents to visit the website to review details and provide feedback. Twitter and Facebook posts scheduled during the feedback period are summarized below. In total, Facebook posts resulted in 4,396 impressions (number of times they appeared on newsfeeds) and Twitter activity resulted in 14,871 impressions.

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4349

A BYLAW TO ADOPT THE FIVE YEAR FINANCIAL PLAN FOR THE YEARS 2020 – 2024

WHEREAS pursuant to Section 374 of the *Local Government Act*, the Regional District must adopt a five year financial plan for the years 2020 to 2024, by bylaw, by the 31st of March;

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

1. Schedule "A" attached hereto and made part of this bylaw comprises the five year financial plan for the years 2020 to 2024.
2. Schedule "B" attached hereto and made part of this bylaw comprises the five year capital expenditure plan for the years 2020 to 2024.
3. This Bylaw may be cited as "2020 to 2024 Financial Plan Bylaw, 2020".

READ A FIRST TIME this	th	day of	2020.
READ A SECOND TIME this	th	day of	2020.
READ A THIRD TIME this	th	day of	2020.
ADOPTED this	th	day of	2020.

CHAIR

CORPORATE OFFICER

Attachment: Schedules A and B

CAPITAL REGIONAL DISTRICT 2020 FINANCIAL PLAN							Schedule A									
		Expenditures					Transfers to Reserves	Revenue								
		Total 2020	Operations	Interest & Principal	Deficit	Capital		Total 2020	Surplus 2019	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2020
1,010	Legislative & General Government	23,004,037	22,184,221			566,370	253,446	23,004,037	450,000	11,567,124	1,271,786	1,278,041	294,695		8,142,391	8,142,391
1,10X	Facilities and Risk	3,012,068	2,894,773				117,295	3,012,068		2,635,829		218,251	2,700		155,288	155,288
1,101	G.I.S.	558,174	535,644			22,530		558,174		491,222		3,250			63,702	63,702
1,103	Elections	20,158	166				19,992	20,158				158			20,000	20,000
1,104	U.B.C.M.	16,805	16,805					16,805	2,832			87			13,886	13,886
1,109	Electoral Area Admin Exp - JDF	59,372	59,372					59,372	1,216			122			58,034	58,034
1,110	Electoral Area Admin Exp - SGI	420,697	413,697			6,000	1,000	420,697	57,835			20,477			342,385	342,385
1,111	Electoral Area Admin Exp - SSI	776,992	729,242			40,000	7,750	776,992	36,730	227,280		702			512,280	512,280
1,112	Regional Grant in Aid	1,444,622	1,444,622					1,444,622	1,408,622			36,000				
1,114	Grant-in-Aid - Juan de Fuca	41,626	41,626					41,626	31,545			222			9,859	9,859
1,116	Grant-in-Aid - Salt Spring Island	45,628	45,357			271		45,628				231			45,397	45,397
1,117	Grant-in-Aid - Southern Gulf Islands	63,643	63,326			317		63,643				852			62,791	62,791
1,119	Vancouver Island Regional Library	304,608	303,741			867		304,608				530			304,078	304,078
1,121	Sooke Regional Museum	193,331	193,331					193,331	53			315			192,963	192,963
1,123	Prov. Court of B.C. (Family Court)	145,295	120,137				25,158	145,295				145,295				
1,124	SSI Economic Development Commission	77,599	77,599					77,599				571			77,028	77,028
1,125	SGI Economic Development Commission	98,462	98,462					98,462	6,952			679			90,831	90,831
1,126	Victoria Family Court Committee	15,934	15,934					15,934	46			888			15,000	15,000
1,128	Greater Victoria Police Victim Services	286,371	286,371					286,371	600			14,571			271,200	271,200
1,129	Vancouver Island Regional Library - Debt	213,900	60,000	153,900				213,900				213,900				
1,133	Langford E.A. - Greater Victoria Public Library	30,675	30,675					30,675	4			82			30,589	30,589
1,137	Galiano Island Community Use Building	60,862	33,445	27,417				60,862				246			60,616	60,616
1,138	Southern Gulf Islands Regional Library	203,001	203,001					203,001	1,140			1,583			200,278	200,278
1,141	Salt Spring Island Public Library	661,397	457,567	197,330			6,500	661,397				1,162			660,235	660,235
1,15X	Municipalities' Own Debt - M.F.A.	14,907,745	64,520	14,843,225				14,907,745				64,520		14,843,225	14,843,225	14,843,225
1,170	Gossip Island Electric Power Supply	57,504	1,061	56,443				57,504	152			273	57,079		57,079	57,079
1,224	Community Health - Homeless Sec.	827,419	827,419					827,419	25,144			187,848			614,427	614,427
1,226	Community Health (CHR) Facilities	1,997,072	1,443,402				553,670	1,997,072				1,997,072				
1,227	Saturna Island Medical Clinic	15,387	15,387					15,387	8,000			1,701			5,686	5,686
1,228	Galiano Health Service	123,011	123,011					123,011	289			38			122,684	122,684
1,230	Traffic Safety Commission	112,630	112,630					112,630	38,013			3,505			71,112	71,112
1,232	Port Renfrew Street Lighting	8,766	8,766					8,766	1,943			76	2,984	3,763	3,763	3,763
1,234	S.S.I. Street Lighting	27,704	27,704					27,704	2,262			41			25,401	25,401
1,235	S. G. I. Small Craft Harbour Facilities	369,758	199,758			170,000		369,758				5,411	91,000	273,347	273,347	273,347
1,236	Salt Spring Island Fernwood Dock	31,454	19,351			12,103		31,454				171	31,283		31,283	31,283
1,238A	Community Transit (S.S.I.)	462,938	453,938			9,000		462,938		10,000		220,685			232,253	232,253
1,238B	Community Transportation (S.S.I.)	168,631	73,281			95,350		168,631				1,135			167,496	167,496
1,280	Regional Parks	11,997,067	8,996,552	388,815		237,200	2,374,500	11,997,067		30,919	10,500	802,429	312,480		10,840,739	10,840,739
1,280A	Regional Parks - Land Acquisition	3,859,865					3,859,865	3,859,865							3,859,865	3,859,865
1,290	Royal Theatre	580,000	100,000			100,000	380,000	580,000							580,000	580,000
1,295	McPherson Theatre	785,843	348,322			84,000	353,521	785,843				35,843			750,000	750,000
1,297	Arts Grants	2,893,591	2,893,591					2,893,591		13,220	12,000	185,665			2,682,706	2,682,706
1,299	Salt Spring Island Arts	116,348	116,348					116,348	267			76			116,051	116,051
1,309	Climate Action and Adaptation	577,551	577,551					577,551	51,153			75,642			450,756	450,756
1,310	Land Banking & Housing	2,764,165	1,676,762	1,033,963		49,440	4,000	2,764,165	263,170	739,746		443,654	35,130		1,282,465	1,282,465
1,311	Regional Housing Trust Fund	4,232,219	4,232,219					4,232,219	3,148,119			84,100			1,000,000	1,000,000
1,313	Animal Care Services	1,154,051	1,144,051				10,000	1,154,051				699,126	29,000		425,925	425,925
1,314	SGI House Numbering	9,173	9,173					9,173	22			92			9,059	9,059
1,316	SSI Building Numbering	9,286	9,229			57		9,286				20			9,266	9,266
1,317	JDF Building Numbering	12,722	12,722					12,722	46			37			12,639	12,639
1,318	Building Inspection	1,561,459	1,522,027			6,132	33,300	1,561,459		29,362	114,247	3,443	1,005,610		408,797	408,797
1,319	Soil Deposit Removal	5,554	5,554					5,554				20			5,534	5,534
1,320	Noise Control	38,561	38,561					38,561				231			38,330	38,330
1,322	Nuisances & Unsanitary Premises	51,123	51,123					51,123				278			50,845	50,845
1,323	By-Law Enforcement	492,508	455,548				36,960	492,508		464,909		27,599				
1,324	Regional Planning Services	1,654,488	1,598,288				56,200	1,654,488	173,970	160,470	88,000	63,816			1,168,232	1,168,232
1,325	Electoral Area Services - Planning	782,922	699,907				83,015	782,922		17,418	45,423	2,427	45,000		672,654	672,654
1,330	Regional Growth Strategy	331,689	331,689					331,689			15,000	21,915			294,774	294,774
1,335	Geo-Spatial Referencing System	178,520	128,538				49,982	178,520				16,900			161,620	161,620
1,350	Willis Point Fire Protect & Recreation	204,256	137,086			6,170	61,000	204,256	46,183			32,865			125,208	125,208
1,352	South Galiano Fire Protection	379,103	247,528	46,280		5,600	79,695	379,103				300			312,423	312,423
1,353	Otter Point Fire Protection	497,637	320,317			5,000	172,320	497,637				300		66,380	497,337	497,337
1,354	Malahat Fire Protection	61,569	61,569					61,569	139						61,430	61,430
1,355	Durrance Road Fire Protection	2,939	2,939					2,939					2,939			
1,356	Pender Fire Protection	1,027,091	824,979	58,200			143,912	1,027,091			58,200	8,781			960,110	960,110
1,357	East Sooke Fire Protection	492,495	212,536	155,109			124,850	492,495	5,120			25,550	55,070		406,755	406,755
1,358	Port Renfrew Fire Protection	146,195	118,634	2,898			24,663	146,195				1,072	57,990		87,133	87,133
1,359	N. Galiano Fire Protection	224,034	157,030	48,872		13,132	5,000	224,034	21,654			667		24,440	177,273	177,273
1,360	Shirley Fire Protection	153,389	83,729			10,000	59,660	153,389				200			153,189	153,189
1,363	Saturna Island Fire	170,002	170,002					170,002	20			7,241			162,741	162,741
1,369	Electoral Area Fire Services - JDF	66,901	57,966			3,462	5,472	66,901				100			66,801	66,801
1,369	Electoral Area Fire Services - SGI	75,389	65,307			3,908	6,175	75,389				75,389			75,389	75,389
1,370	Juan de Fuca Emergency Program	85,538	68,548				16,990	85,538				334			85,204	85,204
1,371	S.S.I. Emergency Program	111,595	111,595					111,595				287			111,308	111,308
1,372	Electoral Area Emergency Program	586,703	586,703					586,703	29,307	413,859		791			142,746	142,746
1,373	S.G.I. Emergency Program	244,937	227,437				17,500	244,937				2,049			242,888	242,888
1,374	Regional Emergency Program Support	166,266	166,266					166,266			30,000	7,003			129,263	129,263
1,375	Hazardous Material Incident Response	330,004	320,444				9,560	330,004				17,306			312,698	312,698
1,377	J.D.F. Search and Rescue	84,277	84,277					84,277				20,674			63,603	63,603
1,378	S.S.I. Search and Rescue	24,352	24,352					24,352	2,220			98			22,034	22,034
1,40X	SEAPARC	4,310,976	3,792,010	103,966			415,000	4,310,976				446,003	1,005,097		2,859,876	2,859,876
1,405	JDF EA - Community Parks	187,745	185,356				22,389	187,745				749			186,996	186,996
1,408	JDF EA - Community Recreation	87,510	86,510				1,000	87,510				20,209			67,301	67,301

CAPITAL REGIONAL DISTRICT 2020 FINANCIAL PLAN																	Schedule A		
		Expenditures						Revenue											
		Total	Interest &			Transfers to	Total	Surplus	Recovery from	Transfers from	Other	Fee &	Parcel	Property	Requisition				
		2020	Operations	Principal	Deficit	Capital	Reserves	2020	2019	other services	Reserves	revenue	Charges	Tax	Value Tax	2020			
1.44X	Panorama Rec. Center.	9,690,732	8,075,541	800,259			814,932	9,690,732				1,494,212	3,202,673		4,993,847	4,993,847			
1.455	Salt Spring Island - Community Parks	856,149	851,149				5,000	856,149		350,735		125,106			380,308	380,308			
1.458	Salt Spring Is. - Community Rec	231,954	231,954					231,954				36	182,000		49,918	49,918			
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec, Pro	1,949,320	1,568,976	171,204			209,140	1,949,320		112,958		17,669	277,535		1,541,158	1,541,158			
1.465	Saturna Island Comm, Parks	18,615	18,615					18,615				1,061			17,554	17,554			
1.468	Saturna Island - Community Rec.	13,529	13,529					13,529	1,565			343			11,621	11,621			
1.475	Mayne Is, Com, Parks & Rec	81,525	81,525					81,525				262			81,263	81,263			
1.476	Mayne Is, Comm, Parks (reserve)	22,177	22,177					22,177	18,167			3,630	380		-	-			
1.478	Mayne Is, Community Rec.	35,745	35,745					35,745	2,892			56			32,797	32,797			
1.485	North & South Pender Com, Parks	154,960	104,400				50,560	154,960				1,240			153,720	153,720			
1.488	North & South Pender Com, Rec	60,366	60,366					60,366	896			817			58,653	58,653			
1.495	Galiano Parks	90,080	75,486				14,594	90,080				60			90,020	90,020			
1.498	Galiano Community Recreation	35,981	35,981					35,981	71			16			35,894	35,894			
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	24,905,334	21,389,281				3,516,053	24,905,334	943,419			6,492,358	17,469,557		-	-			
1.523	Port Renfrew Refuse Disposal	85,010	78,306				6,704	85,010		15,000		37,155			32,855	32,855			
1.525	Solid Waste Disposal - Debt	1,385,658	1,280	1,384,378				1,385,658	1,335			1,280	1,383,043		-	-			
1.531	Stormwater Quality Management - Sooke	36,921	24,721				12,200	36,921				77			36,844	36,844			
1.533	Stormwater Quality Management - S.G.I.	44,877	44,877					44,877				389			44,488	44,488			
1.535	Stormwater Quality Management - S.S.I.	22,861	22,861					22,861			331	28			22,502	22,502			
1.536	LWMP-Stormwater Quality Management-Core	735,936	733,936				2,000	735,936	27,716			93,999			614,221	614,221			
1.537	Stormwater Quality Management - Peninsula	113,795	113,795					113,795				3,849			109,946	109,946			
1.538	Source - Stormwater Quality - Peninsula	61,433	61,433					61,433	3,519		4,100	1,550			52,264	52,264			
1.57X	Environmental Services	18,494,888	18,254,765			15,000	225,123	18,494,888	60,000	18,342,488		92,400			-	-			
1.911	911 Systems	2,672,114	1,565,647	1,011,949			94,518	2,672,114				2,325,364	195,750		151,000	151,000			
1.912A	911 Call Answer - RCMP	-	-					-	18,408			3,322			(21,730)	(21,730)			
1.912B	911 Call Answer - Municipalities	-	-					-	48,995	809,100		(54,678)			(803,417)	(803,417)			
1.913	913 Fire Dispatch	706,691	700,391				6,300	706,691				12,313			694,378	694,378			
1.921	Regional CREST Contribution	1,690,484	1,689,602		882			1,690,484				101,300			1,589,184	1,589,184			
1.923	Emergency Comm - CREST - S.G.I.	161,541	161,541					161,541	564			1,516			159,461	159,461			
1.924	Emergency Comm - CREST - J.D.F.	105,685	105,372		313			105,685				210			105,475	105,475			
1.925	Emergency Comm - CREST - S.S.I.	89,156	89,156					89,156	463			120			88,573	88,573			
2.610	Saanich Peninsula Water Supply	6,957,371	6,257,371				700,000	6,957,371				500	6,956,871		-	-			
2.620	SSI Highland Water System	31,744	986	30,758				31,744	1,120			110		30,514	30,514				
2.621	Highland / Fernwood Water - SSI	420,636	311,264	42,782			66,590	420,636			20,000	730	343,084	56,822	56,822				
2.622	Cedars of Tuam	46,813	40,705	358				46,813			12,500	50	34,263		-	-			
2.624	Beddis Water	249,790	170,256	66,294			13,240	249,790			8,000	310	169,240	72,240	72,240				
2.626	Fulford Water	212,992	138,593	55,219			18,180	212,992				840	145,793	66,359	66,359				
2.628	Cedar Lane Water (S.S.I.)	81,430	68,510	7,824			5,096	81,430			20,000	180	49,299	11,951	11,951				
2.630	Magic Lakes Estate Water System	949,363	627,303	219,670			102,390	949,363			20,000	9,943	350,903	568,517	568,517				
2.640	Saturna Island Water System (Lyal Harbour)	236,700	150,428	35,199	33,573		17,500	236,700				917	104,753	131,030	131,030				
2.642	Skana Water (Mayne)	66,870	48,715	2,115			16,040	66,870				150	43,650	23,070	23,070				
2.650	Port Renfrew Water	117,738	107,738				10,000	117,738				1,077	58,334	58,327	58,327				
2.655	Snuggery Cove (Port Renfrew)	-	-					-	8,034						(8,034)	(8,034)			
2.660	Fernwood Water	16,639	871	15,768				16,639	451			50		16,138	16,138				
2.665	Sticks Allison Water (Galiano)	52,102	43,902				8,200	52,102				100	47,002	5,000	5,000				
2.667	Surfside Park Estates (Mayne)	110,845	89,762	4,203			16,880	110,845				200	77,802	27,843	27,843				
2.670	Regional Water Supply	34,055,398	16,185,686	8,463,204		9,107,214	299,294	34,055,398				612,540	33,442,858		-	-			
2.680	Juan de Fuca Water Distribution	20,135,341	12,970,668	1,749,868		5,200,860	213,945	20,135,341		6,000	228,160	179,550	19,721,631		-	-			
2.691	Wilderness Mountain Water Service	147,157	116,291	23,587	5,639		1,640	147,157				120	83,178	63,859	63,859				
3.700	Septage Disposal - Municipal	203,465	138,883			63,582		203,465	64,310			88,783	2,500		47,872	47,872			
3.700	Septage Disposal - JDF Service Area	443	443					443							443	443			
3.701	Millstream Remediation Service	660,156	3,769	144,904		511,483		660,156	17		320,000	20,139		320,000	320,000				
3.705	S.S.I. Liquid Waste Disposal	812,276	594,593	179,072	9,341		29,270	812,276				1,471	462,000	348,805	348,805				
3.707	On Site System Management Program - LWMP	318,571	318,571					318,571	41,197			87,500	8,434		181,440	181,440			
3.71X	Trk Swrs & Swge Disp - oper	10,945,267	10,244,149				701,118	10,945,267	30,581	644,564	80,000	7,128,424			3,061,698	3,061,698			
3.7XX	Trk Swrs - debt	41,084,449	6,880,401	10,068,778	10,027	16,749,355	7,375,888	41,084,449	236,015	840,000		32,110,735			7,897,699	7,897,699			
3.720	LWMP (Peninsula) - Implementation	46,875	46,875					46,875				35,000	200		11,675	11,675			
3.750	LWMP	1,204,917	1,204,917					1,204,917				840,000	163,216		201,701	201,701			
3.752	Harbours Program	342,942	342,942					342,942				24,178			318,764	318,764			
3.755	Regional Source Control	1,605,745	1,605,745					1,605,745	97,774	53,696	4,426	95,922	53,000		1,300,927	1,300,927			
3.810	Ganges Sewer	978,061	674,548	245,813			57,700	978,061				1,712	922,221	54,128	54,128				
3.820	Mallview Estates Sewer System	154,900	117,281	1,619			36,000	154,900			5,000	27,170	122,730		-	-			
3.830	Magic Lake Estates Sewer System	974,068	623,634	257,174			93,260	974,068		10,424	15,000	1,803	248,230	698,611	698,611				
3.850	Port Renfrew Sewer	97,641	92,641				5,000	97,641				1,205	48,226	48,210	48,210				
21.ALL	Feasibility Study Reserve Fund - All	64,976	64,976					64,976	24,976						40,000	40,000			

CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN							Schedule A									
		Expenditures					Transfers to Reserves	Total 2021	Surplus 2020	Recovery from other services	Transfers from Reserves	Revenue				
		Total 2021	Operations	Interest & Principal	Deficit	Capital						Total 2021	Surplus 2020	Recovery from other services	Transfers from Reserves	Other revenue
1.010	Legislative & General Government	23,026,960	22,120,112			651,080	255,768	23,026,960		12,603,087		1,283,794	308,554		8,831,525	8,831,525
1.10X	Facilities and Risk	3,177,712	3,057,059				120,653	3,177,712		2,795,255		220,993	2,759		158,704	158,704
1.101	G.I.S.	577,646	554,616			23,030		577,646		509,231		3,310			65,105	65,105
1.103	Elections	20,170	207				19,963	20,170				170			20,000	20,000
1.104	U.B.C.M.	17,139	17,139					17,139				90			17,049	17,049
1.109	Electoral Area Admin Exp - JDF	54,335	54,335					54,335				80			54,255	54,255
1.110	Electoral Area Admin Exp - SGI	402,139	401,139				1,000	402,139				12,280			389,859	389,859
1.111	Electoral Area Admin Exp - SSI	768,725	755,815			5,000	7,910	768,725		232,280		620			535,825	535,825
1.112	Regional Grant in Aid	-						-								
1.114	Grant-in-Aid - Juan de Fuca	41,885	41,885					41,885				230			41,655	41,655
1.116	Grant-in-Aid - Salt Spring Island	50,384	50,384					50,384				200			50,184	50,184
1.117	Grant-in-Aid - Southern Gulf Islands	99,073	99,073					99,073				920			98,153	98,153
1.119	Vancouver Island Regional Library	323,222	323,222					323,222				570			322,652	322,652
1.121	Sooke Regional Museum	197,162	197,162					197,162				315			196,847	196,847
1.123	Prov. Court of B.C. (Family Court)	149,360	123,801				25,559	149,360				149,360			-	-
1.124	SSI Economic Development Commission	79,489	79,489					79,489				560			78,929	78,929
1.125	SGI Economic Development Commission	93,407	93,407					93,407				530			92,877	92,877
1.126	Victoria Family Court Committee	15,916	15,916					15,916				916			15,000	15,000
1.128	Greater Victoria Police Victim Services	292,396	292,396					292,396				14,703			277,693	277,693
1.129	Vancouver Island Regional Library - Debt	369,767		369,767				369,767				369,767			-	-
1.133	Langford E.A. - Greater Victoria Public Library	31,179	31,179					31,179				80			31,099	31,099
1.137	Galiano Island Community Use Building	61,455	34,038	27,417				61,455				280			61,175	61,175
1.138	Southern Gulf Islands Regional Library	207,048	207,048					207,048				1,700			205,348	205,348
1.141	Salt Spring Island Public Library	666,263	462,433	197,330			6,500	666,263				1,140			665,123	665,123
1.15X	Municipalities' Own Debt - M.F.A.	14,545,847	64,520	14,481,327				14,545,847				64,520		14,481,327	14,481,327	14,481,327
1.170	Gossip Island Electric Power Supply	57,323	880	56,443				57,323				273	57,050		57,050	57,050
1.224	Community Health - Homeless Sec.	707,523	707,523					707,523				125,448			582,075	582,075
1.226	Community Health (CHR) Facilities	2,083,796	1,530,126				553,670	2,083,796				2,083,796			-	-
1.227	Saturna Island Medical Clinic	18,295	18,295					18,295							18,295	18,295
1.228	Galiano Health Service	129,172	129,172					129,172				30			129,142	129,142
1.230	Traffic Safety Commission	76,270	76,270					76,270				3,700			72,570	72,570
1.232	Port Renfrew Street Lighting	8,817	8,817					8,817				110	4,350	4,357	4,357	4,357
1.234	S.S.I. Street Lighting	28,830	28,830					28,830				40			28,790	28,790
1.235	S. G. I. Small Craft Harbour Facilities	360,970	209,026	1,944			150,000	360,970				5,500	92,860	262,610	262,610	262,610
1.236	Salt Spring Island Fernwood Dock	32,142	19,572					32,142				170		31,972	31,972	31,972
1.238A	Community Transit (S.S.I.)	544,902	535,902					544,902			50,000	252,120			242,782	242,782
1.238B	Community Transportation (S.S.I.)	174,382	79,032					174,382				1,330			173,052	173,052
1.280	Regional Parks	12,660,908	9,621,996	388,815		114,668	2,535,429	12,660,908		31,483		797,658	318,790		11,512,977	11,512,977
1.280A	Regional Parks - Land Acquisition	3,751,180						3,751,180							3,751,180	3,751,180
1.290	Royal Theatre	580,000	100,000			100,000	380,000	580,000							580,000	580,000
1.295	McPherson Theatre	786,410	348,322			88,000	350,088	786,410				36,410			750,000	750,000
1.297	Arts Grants	2,946,266	2,946,266					2,946,266		13,512		188,471			2,744,283	2,744,283
1.299	Salt Spring Island Arts	118,059	118,059					118,059				70			117,989	117,989
1.309	Climate Action and Adaptation	509,637	509,637					509,637			4,524	54,357			450,756	450,756
1.310	Land Banking & Housing	2,689,633	1,565,920	1,119,713			4,000	2,689,633		772,592		277,612	35,130		1,604,299	1,604,299
1.311	Regional Housing Trust Fund	931,850	931,850					931,850				84,100			847,750	847,750
1.313	Animal Care Services	1,181,238	1,171,238				10,000	1,181,238				713,200	29,581		438,457	438,457
1.314	SGI House Numbering	9,334	9,334					9,334				130			9,204	9,204
1.316	SSI Building Numbering	9,376	9,376					9,376				30			9,346	9,346
1.317	JDF Building Numbering	12,964	12,964					12,964				50			12,914	12,914
1.318	Building Inspection	1,605,169	1,565,599			6,270	33,300	1,605,169		30,008	116,770	3,550	1,027,720		427,121	427,121
1.319	Soil Deposit Removal	5,640	5,640					5,640				20			5,620	5,620
1.320	Noise Control	39,740	39,740					39,740				200			39,540	39,540
1.322	Nuisances & Unsanitary Premises	52,805	52,805					52,805				270			52,535	52,535
1.323	By-Law Enforcement	505,308	467,532				37,776	505,308		477,098		28,210			-	-
1.324	Regional Planning Services	1,872,462	1,816,262				56,200	1,872,462		166,823	268,840	65,320			1,371,479	1,371,479
1.325	Electoral Area Services - Planning	809,732	726,717				83,015	809,732		17,798	43,814	2,480	45,990		699,650	699,650
1.330	Regional Growth Strategy	329,041	329,041					329,041				23,080			305,961	305,961
1.335	Geo-Spatial Referencing System	182,450	123,574				58,876	182,450				17,270			165,180	165,180
1.350	Willis Point Fire Protect & Recreation	160,845	106,035			6,310	48,500	160,845				32,885			127,960	127,960
1.352	South Galiano Fire Protection	450,872	237,885	125,817		5,720	81,450	450,872				310	129,717		320,845	450,562
1.353	Otter Point Fire Protection	469,900	329,560			5,110	135,230	469,900				310			469,590	469,590
1.354	Malahat Fire Protection	69,332	69,332					69,332							69,332	69,332
1.355	Durrance Road Fire Protection	2,898	2,898					2,898					2,898		2,898	2,898
1.356	Pender Fire Protection	1,103,948	841,478	116,400			146,070	1,103,948			116,400	9,670			977,878	977,878
1.357	East Sooke Fire Protection	496,053	213,344	155,109			127,600	496,053				26,110	56,280		413,663	413,663
1.358	Port Renfrew Fire Protection	149,115	121,707	2,898			24,510	149,115				1,240	59,150		88,725	88,725
1.359	N. Galiano Fire Protection	215,204	154,952	48,872		6,270	5,110	215,204				700		25,013	189,491	214,504
1.360	Shirley Fire Protection	156,691	85,721			10,000	60,970	156,691				200			156,491	156,491
1.363	Saturna Island Fire	168,191	168,191					168,191				6,820			161,371	161,371
1.369	Electoral Area Fire Services - JDF	66,901	57,755			3,538	5,608	66,901				100			66,801	66,801
1.369	Electoral Area Fire Services - SGI	75,389	65,068			3,992	6,329	75,389				75,389			75,389	75,389
1.370	Juan de Fuca Emergency Program	87,528	70,428				17,100	87,528							87,308	87,308
1.371	S.S.I. Emergency Program	114,534	114,534					114,534				280			114,254	114,254
1.372	Electoral Area Emergency Program	610,892	600,892				10,000	610,892				800			150,421	150,421
1.373	S.G.I. Emergency Program	251,486	233,986				17,500	251,486		459,671		2,150			249,336	249,336
1.374	Regional Emergency Program Support	141,107	141,107					141,107				7,310			133,797	133,797
1.375	Hazardous Material Incident Response	340,037	330,267				9,770	340,037				18,440			321,597	321,597
1.377	J.D.F. Search and Rescue	86,642	86,642					86,642				21,130			65,512	65,512
1.378	S.S.I. Search and Rescue	22,124	22,124					22,124				90			22,034	22,034
1.40X	SEAPARC	4,426,416	3,907,450	103,966			415,000	4,426,416				455,511	1,032,365		2,938,540	2,938,540
1.405	JDF EA - Community Parks	191,880	169,074				22,806	191,880				780			191,100	191,100
1.408	JDF EA - Community Recreation	90,130	89,110				1,020	90,130				20,590			69,540	69,540

CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN																Schedule A	
		Expenditures					Revenue										
		Total	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total	Surplus	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2021	
		2021						2021	2020								
1.44X	Panorama Rec. Center.	10,064,756	8,318,086	923,437			823,233	10,064,755				3,266,788			5,175,221	5,175,221	
1.455	Salt Spring Island - Community Parks	879,699	874,589				5,110	879,699		358,450		127,550			393,699	393,699	
1.458	Salt Spring Is. - Community Rec	287,290	287,290					287,290					227,620		59,670	59,670	
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec, Pro	2,005,628	1,618,384	26,976			360,268	2,005,628		103,044		16,800	283,640		1,602,144	1,602,144	
1.465	Saturna Island Comm, Parks	18,938	18,938					18,938				1,160			17,778	17,778	
1.468	Saturna Island - Community Rec.	13,735	13,735					13,735				380			13,355	13,355	
1.475	Mayne Is, Com, Parks & Rec	83,868	83,868					83,868				340			83,528	83,528	
1.476	Mayne Is, Comm, Parks (reserve)	4,010	4,010					4,010				3,630	380			-	
1.478	Mayne Is, Community Rec.	34,100	34,100					34,100				60		34,040	34,040		
1.485	North & South Pender Com, Parks	158,360	107,414				50,946	158,360				1,160		157,200	157,200		
1.488	North & South Pender Com, Rec	62,039	62,039					62,039				780		61,259	61,259		
1.495	Galiano Parks	92,060	77,579				14,481	92,060				60		92,000	92,000		
1.498	Galiano Community Recreation	37,000	37,000					37,000				10		36,990	36,990		
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	24,671,687	23,580,290				1,091,397	24,671,687				6,492,357	18,179,330			-	
1.523	Port Renfrew Refuse Disposal	86,322	79,903				6,419	86,322		15,000		37,866		33,456	33,456		
1.525	Solid Waste Disposal - Debt	203,550	1,280	202,270				203,550				1,280	202,270			-	
1.531	Stormwater Quality Management - Sooke	40,954	40,954					40,954			3,358	79		37,517	37,517		
1.533	Stormwater Quality Management - S.G.I.	46,135	46,135					46,135				410		45,725	45,725		
1.535	Stormwater Quality Management - S.S.I.	23,597	23,597					23,597				30		22,995	22,995		
1.536	LWMP-Stormwater Quality Management-Core	735,216	720,216				15,000	735,216				92,762		642,454	642,454		
1.537	Stormwater Quality Management - Peninsula	116,455	116,455					116,455				3,870		112,585	112,585		
1.538	Source - Stormwater Quality - Peninsula	59,271	59,271					59,271			4,300	1,651		53,320	53,320		
1.57X	Environmental Services	18,854,021	18,628,898				225,123	18,854,021		18,761,621		92,400				-	
1.911	911 Systems	2,674,880	1,563,450	1,011,949			99,481	2,674,880				2,323,930	195,750	155,200	155,200		
1.912A	911 Call Answer - RCMP	-	-					-								-	
1.912B	911 Call Answer - Municipalities	-	-					-	809,100			(57,220)		(751,880)	(751,880)		
1.913	913 Fire Dispatch	730,661	724,221				6,440	730,661				11,840		718,821	718,821		
1.921	Regional CREST Contribution	1,723,234	1,723,234					1,723,234				107,510		1,615,724	1,615,724		
1.923	Emergency Comm - CREST - S.G.I.	168,811	168,811					168,811				1,630		167,181	167,181		
1.924	Emergency Comm - CREST - J.D.F.	110,133	110,133					110,133				240		109,893	109,893		
1.925	Emergency Comm - CREST - S.S.I.	90,758	90,758					90,758				120		90,638	90,638		
2.610	Saanich Peninsula Water Supply	7,190,796	6,440,796				750,000	7,190,796				500	7,190,296			-	
2.620	SSI Highland Water System	31,464	706	30,758				31,464				110		31,354	31,354		
2.621	Highland / Fernwood Water - SSI	427,630	310,966	48,604			68,060	427,630			15,000	740	350,076	61,814	61,814		
2.622	Cedars of Tuam	50,389	35,262	9,247			5,880	50,389			1,500	50	48,839			-	
2.624	Beddis Water	248,376	167,059	47,107			34,210	248,376				310	170,490	77,576	77,576		
2.626	Fulford Water	233,046	164,246	15,271			53,529	233,046			20,000	850	148,396	63,800	63,800		
2.628	Cedar Lane Water (S.S.I.)	67,328	54,294	7,824			5,210	67,328			5,000	180	50,104	12,044	12,044		
2.630	Magic Lakes Estate Water System	967,503	643,413	219,670			104,420	967,503			20,000	9,470	356,521	581,512	581,512		
2.640	Saturna Island Water System (Lyal Harbour)	221,944	153,988	35,456			32,500	221,944				320	116,355	105,269	105,269		
2.642	Skana Water (Mayne)	69,734	51,559	2,115			16,060	69,734			2,000	150	44,514	23,070	23,070		
2.650	Port Renfrew Water	119,908	109,908				10,000	119,908				1,090	59,409	59,409	59,409		
2.655	Snuggery Cove (Port Renfrew)	-	-					-								-	
2.660	Fernwood Water	16,376	608	15,768				16,376				50		16,326	16,326		
2.665	Sticks Allison Water (Galiano)	58,062	49,682				8,380	58,062				100	47,852	5,110	5,110		
2.667	Surfside Park Estates (Mayne)	108,318	91,398				16,920	108,318				200	80,914	22,204	22,204		
2.670	Regional Water Supply	35,007,956	16,417,873	8,484,204		9,800,000	305,878	35,007,956				612,540	34,395,416			-	
2.680	Juan de Fuca Water Distribution	21,219,924	13,434,657	2,066,615		5,500,000	218,652	21,219,924		6,000	69,941	179,550	20,964,433			-	
2.691	Wilderness Mountain Water Service	153,354	123,553	24,801			5,000	153,354				120	85,137	68,097	68,097		
3.700	Septage Disposal - Municipal	143,037	143,037					143,037				91,165	2,555	49,317	49,317		
3.700	Septage Disposal - JDF Service Area	457	457					457						457	457		
3.701	Millstream Remediation Service	147,639	2,735	144,904				147,639			63,287	21,064		63,288	63,288		
3.705	S.S.I. Liquid Waste Disposal	848,706	615,264	179,072			54,370	848,706				1,070	461,430	381,206	381,206		
3.707	On Site System Management Program - LWMP	194,147	194,147					194,147				8,952		185,195	185,195		
3.71X	Trk Swrs & Swge Disp - oper	10,941,537	10,281,925				659,612	10,941,537		661,165	150,000	6,969,843		3,160,529	3,160,529		
3.7XX	Trk Swrs - debt	46,193,692	20,505,013	10,512,414		5,529,745	9,646,520	46,193,692			1,335,858	35,897,240		8,960,593	8,960,593		
3.720	LWMP (Peninsula) - Implementation	12,032	12,032					12,032				210		11,822	11,822		
3.750	LWMP	372,215	372,215					372,215				167,012		205,203	205,203		
3.752	Harbours Program	358,423	358,423					358,423				25,432		332,991	332,991		
3.755	Regional Source Control	1,580,563	1,578,896				3,667	1,580,563		54,878		106,547	63,000	1,356,138	1,356,138		
3.810	Ganges Sewer	994,868	690,085	245,813			58,970	994,868				1,730	937,818	55,320	55,320		
3.820	Mallview Estates Sewer System	194,247	155,547	2,130			36,570	194,247				27,170	127,077			-	
3.830	Magic Lake Estates Sewer System	1,141,634	582,241	464,083			95,310	1,141,634		10,654		1,090	253,690	876,200	876,200		
3.850	Port Renfrew Sewer	100,010	95,010				5,000	100,010				1,210	49,400	49,400	49,400		
21.ALL	Feasibility Study Reserve Fund - All	-	-					-								-	

CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN														Schedule A		
		Expenditures					Revenue									
		Total	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total	Surplus	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2022
		2022						2022	2021							
1.44X	Panorama Rec. Center.	10,196,411	8,441,275	923,437			831,699	10,196,411				1,614,704	3,338,012		5,243,695	5,243,695
1.455	Salt Spring Island - Community Parks	903,304	892,967	5,117			5,220	903,304		366,340		130,350			406,614	406,614
1.458	Salt Spring Is. - Community Rec	296,883	296,883					296,883					234,014		62,869	62,869
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec, Pro	1,911,467	1,661,675				249,792	1,911,467		105,310		17,150	289,870		1,499,137	1,499,137
1.465	Saturna Island Comm, Parks	19,267	19,267					19,267				1,180			18,087	18,087
1.468	Saturna Island - Community Rec.	13,938	13,938					13,938				390			13,548	13,548
1.475	Mayne Is, Com, Parks & Rec	86,283	86,283					86,283				340			85,943	85,943
1.476	Mayne Is, Comm, Parks (reserve)	4,010	4,010					4,010				3,630	380		-	-
1.478	Mayne Is, Community Rec.	34,850	34,850					34,850				60			34,790	34,790
1.485	North & South Pender Com, Parks	161,840	110,495				51,345	161,840				1,180			160,660	160,660
1.488	North & South Pender Com, Rec	63,757	63,757					63,757				800			62,957	62,957
1.495	Galiano Parks	94,080	79,721				14,359	94,080				60			94,020	94,020
1.498	Galiano Community Recreation	38,039	38,039					38,039				10			38,029	38,029
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	24,671,687	21,954,025				2,717,662	24,671,687				6,492,357	18,179,330		-	-
1.523	Port Renfrew Refuse Disposal	87,660	81,717				5,943	87,660		15,000		38,535			34,125	34,125
1.525	Solid Waste Disposal - Debt	203,550	1,280	202,270				203,550				1,280	202,270		-	-
1.531	Stormwater Quality Management - Sooke	52,058	52,058					52,058			13,710	81			38,267	38,267
1.533	Stormwater Quality Management - S.G.I.	47,426	47,426					47,426				420			47,006	47,006
1.535	Stormwater Quality Management - S.S.I.	24,351	24,351					24,351			820	30			23,501	23,501
1.536	LWMP-Stormwater Quality Management-Core	753,384	738,384				15,000	753,384				94,803			658,581	658,581
1.537	Stormwater Quality Management - Peninsula	119,184	119,184					119,184				3,954			115,230	115,230
1.538	Source - Stormwater Quality - Peninsula	60,658	60,658					60,658		4,500		1,686			54,472	54,472
1.57X	Environmental Services	19,139,780	18,914,657				225,123	19,139,780		19,047,380		92,400			-	-
1.911	911 Systems	2,679,350	1,561,005	1,011,949			106,396	2,679,350				2,324,100	195,750		159,500	159,500
1.912A	911 Call Answer - RCMP	-	-					-							-	-
1.912B	911 Call Answer - Municipalities	-	-					-	809,100			(58,370)			(750,730)	(750,730)
1.913	913 Fire Dispatch	755,316	748,736				6,580	755,316				12,100			743,216	743,216
1.921	Regional CREST Contribution	1,757,539	1,757,539					1,757,539				109,600			1,647,939	1,647,939
1.923	Emergency Comm - CREST - S.G.I.	173,629	173,629					173,629				1,630			171,999	171,999
1.924	Emergency Comm - CREST - J.D.F.	113,279	113,279					113,279				240			113,039	113,039
1.925	Emergency Comm - CREST - S.S.I.	93,326	93,326					93,326				120			93,206	93,206
2.610	Saanich Peninsula Water Supply	7,447,490	6,647,490				800,000	7,447,490				500	7,446,990		-	-
2.620	SSI Highland Water System	31,172	414	30,758				31,172				110		31,062	31,062	31,062
2.621	Highland / Fernwood Water - SSI	447,290	323,824	53,906			69,560	447,290		20,000		750	359,323	67,217	67,217	67,217
2.622	Cedars of Tuam	76,533	28,481	42,042				76,533				50	76,483		-	-
2.624	Beddis Water	268,995	168,906	65,769			34,320	268,995				310	174,230	94,455	94,455	94,455
2.626	Fulford Water	214,863	144,979	32,728			37,156	214,863				860	151,479	62,524	62,524	62,524
2.628	Cedar Lane Water (S.S.I.)	63,228	50,084	7,824				63,228				180	50,914	12,134	12,134	12,134
2.630	Magic Lakes Estate Water System	992,042	639,892	245,650			106,500	992,042				9,470	378,022	604,550	604,550	604,550
2.640	Saturna Island Water System (Lyal Harbour)	230,781	158,086	40,195			32,500	230,781				320	137,653	92,808	92,808	92,808
2.642	Skana Water (Mayne)	76,780	50,375	15,325			11,080	76,780				150	45,410	31,220	31,220	31,220
2.650	Port Renfrew Water	122,083	112,083				10,000	122,083				1,110	60,487	60,486	60,486	60,486
2.655	Snuggery Cove (Port Renfrew)	-	-					-							-	-
2.660	Fernwood Water	16,103	335	15,768				16,103				50		16,053	16,053	16,053
2.665	Sticks Allison Water (Galiano)	59,031	50,471				8,560	59,031			5,000	100	48,711	5,220	5,220	5,220
2.667	Surfside Park Estates (Mayne)	104,992	88,032				16,960	104,992				200	84,151	20,641	20,641	20,641
2.670	Regional Water Supply	36,141,182	16,822,097	8,706,477		10,300,000	312,607	36,141,182				612,540	35,528,642		-	-
2.680	Juan de Fuca Water Distribution	22,620,309	13,871,927	2,524,920		6,000,000	223,462	22,620,309		6,000	30,596	179,550	22,404,163		-	-
2.691	Wilderness Mountain Water Service	164,616	124,328	35,288			5,000	164,616				120	90,768	73,728	73,728	73,728
3.700	Septage Disposal - Municipal	145,655	145,655					145,655				91,161	2,555		51,939	51,939
3.700	Septage Disposal - JDF Service Area	481	481					481							481	481
3.701	Millstream Remediation Service	146,564	1,660	144,904				146,564			62,750	21,064			62,750	62,750
3.705	S.S.I. Liquid Waste Disposal	860,965	626,333	179,072			55,560	860,965				1,080	471,580	388,305	388,305	388,305
3.707	On Site System Management Program - LWMP	198,243	198,243					198,243				9,149			189,094	189,094
3.71X	Trk Swrs & Swge Disp - oper	11,072,740	10,411,251				661,489	11,072,740		678,173		65,000	7,102,158		3,227,409	3,227,409
3.7XX	Trk Swrs - debt	48,511,764	22,931,787	10,913,535		5,529,745	9,136,697	48,511,764			3,357,228	36,092,442			9,062,095	9,062,095
3.720	LWMP (Peninsula) - Implementation	12,190	12,190					12,190				214			11,976	11,976
3.750	LWMP	379,660	379,660					379,660				170,353			209,307	209,307
3.752	Harbours Program	366,489	366,489					366,489				25,941			340,548	340,548
3.755	Regional Source Control	1,733,693	1,730,502				3,191	1,733,693		56,082	120,000	108,638	63,000		1,385,973	1,385,973
3.810	Ganges Sewer	1,022,019	715,946	245,813			60,260	1,022,019				10,000	953,729	56,540	56,540	56,540
3.820	Malviw Estates Sewer System	170,470	124,873	8,447				170,470				7,000	27,170		-	-
3.830	Magic Lake Estates Sewer System	1,186,733	596,183	493,140			97,410	1,186,733		10,888	10,000	1,110	259,270	905,465	905,465	905,465
3.850	Port Renfrew Sewer	104,563	98,783	780			5,000	104,563				1,230	51,667	51,666	51,666	51,666
21.ALL	Feasibility Study Reserve Fund - All	-	-					-							-	-

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN														Schedule A		
		Expenditures					Transfers to Reserves	Total 2023	Surplus 2022	Recovery from other services	Transfers from Reserves	Revenue				
		Total 2023	Operations	Interest & Principal	Deficit	Capital						Total 2023	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2023
1,010	Legislative & General Government	23,524,938	22,693,252			571,140	260,546	23,524,938		13,095,273		1,295,703	338,333	8,795,629	8,795,629	
1,10X	Facilities and Risk	3,404,196	3,275,310				128,886	3,404,196		3,007,701		227,786	2,946	165,764	165,764	
1,101	G.I.S.	595,533	571,473			24,060		595,533		524,059		3,440		68,034	68,034	
1,103	Elections	20,170	253				19,917	20,170				170		20,000	20,000	
1,104	U.B.C.M.	17,810	17,810					17,810				90		17,720	17,720	
1,109	Electoral Area Admin Exp - JDF	53,506	53,506					53,506				80		53,426	53,426	
1,110	Electoral Area Admin Exp - SGI	412,420	411,420				1,000	412,420				12,820		399,600	399,600	
1,111	Electoral Area Admin Exp - SSI	782,608	761,778			5,000	15,830	782,608	242,613			660		539,335	539,335	
1,112	Regional Grant in Aid	-	-					-						-	-	
1,114	Grant-in-Aid - Juan de Fuca	42,197	42,197					42,197				230		41,967	41,967	
1,116	Grant-in-Aid - Salt Spring Island	60,459	60,459					60,459				200		60,259	60,259	
1,117	Grant-in-Aid - Southern Gulf Islands	99,939	99,939					99,939				920		99,019	99,019	
1,119	Vancouver Island Regional Library	336,830	336,830					336,830				570		336,260	336,260	
1,121	Sooke Regional Museum	205,082	205,082					205,082				315		204,767	204,767	
1,123	Prov. Court of B.C. (Family Court)	149,360	122,396				26,964	149,360				149,360				
1,124	SSI Economic Development Commission	82,590	82,590					82,590				580		82,010	82,010	
1,125	SGI Economic Development Commission	96,997	96,997					96,997				550		96,447	96,447	
1,126	Victoria Family Court Committee	15,916	15,916					15,916				916		15,000	15,000	
1,128	Greater Victoria Police Victim Services	304,502	304,502					304,502				14,703		289,799	289,799	
1,129	Vancouver Island Regional Library - Debt	369,767		369,767				369,767				369,767		-	-	
1,133	Langford E.A. - Greater Victoria Public Library	32,321	32,321					32,321				80		32,241	32,241	
1,137	Galiano Island Community Use Building	62,712	35,295	27,417				62,712				277		62,435	62,435	
1,138	Southern Gulf Islands Regional Library	215,400	215,400					215,400				1,700		213,700	213,700	
1,141	Salt Spring Island Public Library	648,452	468,226	173,726			6,500	648,452				1,140		647,312	647,312	
1,15X	Municipalities' Own Debt - M.F.A.	13,304,865	64,520	13,240,345				13,304,865				64,520		13,240,345	13,240,345	
1,170	Gossip Island Electric Power Supply	57,140	697	56,443				57,140				273	56,867	56,867		
1,224	Community Health - Homeless Sec.	554,991	554,991					554,991				125,448		429,543	429,543	
1,226	Community Health (CHR) Facilities	2,081,838	1,528,168				553,670	2,081,838				2,081,838		-	-	
1,227	Saturna Island Medical Clinic	21,711	21,711					21,711						21,711	21,711	
1,228	Galiano Health Service	142,346	142,346					142,346				30		142,316	142,316	
1,230	Traffic Safety Commission	79,680	79,680					79,680				3,880		75,800	75,800	
1,232	Port Renfrew Street Lighting	9,216	9,216					9,216				110	4,550	4,556	4,556	
1,234	S.S.I. Street Lighting	31,162	31,162					31,162				40		31,122	31,122	
1,235	S. G. I. Small Craft Harbour Facilities	410,542	218,848	41,694			150,000	410,542				5,500	96,710	308,332	308,332	
1,236	Salt Spring Island Fernwood Dock	32,142	20,133				12,009	32,142				170	31,972	31,972	31,972	
1,238A	Community Transit (S.S.I.)	570,777	561,777				9,000	570,777		50,000		263,320		257,457	257,457	
1,238B	Community Transportation (S.S.I.)	165,102	69,752				95,350	165,102				1,390		163,712	163,712	
1,280	Regional Parks	13,070,404	9,928,486	388,815		119,769	2,633,334	13,070,404	32,641	20,000	803,726	328,564		11,885,473	11,885,473	
1,280A	Regional Parks - Land Acquisition	3,751,180					3,751,180	3,751,180						3,751,180	3,751,180	
1,290	Royal Theatre	580,000	100,000			100,000	380,000	580,000						580,000	580,000	
1,295	McPherson Theatre	786,410	348,322			92,000	346,088	786,410				36,410		750,000	750,000	
1,297	Arts Grants	3,074,500	3,074,500					3,074,500	14,114			188,471		2,871,915	2,871,915	
1,299	Salt Spring Island Arts	121,599	121,599					121,599				70		121,529	121,529	
1,309	Climate Action and Adaptation	416,640	416,640					416,640				21,960		394,680	394,680	
1,310	Land Banking & Housing	3,591,375	1,202,030	2,385,345			4,000	3,591,375	469,830			345,421	2,000	2,774,124	2,774,124	
1,311	Regional Housing Trust Fund	-	-					-						-	-	
1,313	Animal Care Services	1,221,282	1,211,282				10,000	1,221,282				742,010	30,770	448,502	448,502	
1,314	SGI House Numbering	9,703	9,703					9,703				130		9,573	9,573	
1,316	SSI Building Numbering	9,735	9,735					9,735				30		9,705	9,705	
1,317	JDF Building Numbering	13,499	13,499					13,499				50		13,449	13,449	
1,318	Building Inspection	1,668,043	1,628,193			6,550	33,300	1,668,043	31,343	121,970		3,700	1,073,444	437,586	437,586	
1,319	Soil Deposit Removal	5,747	5,747					5,747				20		5,727	5,727	
1,320	Noise Control	41,331	41,331					41,331				200		41,131	41,131	
1,322	Nuisances & Unsightly Premises	54,690	54,690					54,690				270		54,420	54,420	
1,323	By-Law Enforcement	519,041	479,584				39,457	519,041	489,571			29,470		-	-	
1,324	Regional Planning Services	1,750,602	1,694,402				56,200	1,750,602	176,997	90,560		68,230		1,414,815	1,414,815	
1,325	Electoral Area Services - Planning	833,024	749,734				83,290	833,024	18,590	11,020		2,580	48,030	752,804	752,804	
1,330	Regional Growth Strategy	346,709	346,709					346,709				24,090		322,619	322,619	
1,335	Geo-Spatial Referencing System	190,550	120,887				69,663	190,550				18,030		172,520	172,520	
1,350	Willis Point Fire Protect & Recreation	166,750	111,660			6,590	48,500	166,750				32,925		133,825	133,825	
1,352	South Galiano Fire Protection	476,533	245,976	139,507		5,980	85,070	476,533				330	139,507	336,696	476,203	
1,353	Otter Point Fire Protection	492,982	346,422			5,330	141,230	492,982				310		492,672	492,672	
1,354	Malahat Fire Protection	72,644	72,644					72,644						72,644	72,644	
1,355	Durrance Road Fire Protection	2,859	2,859					2,859					2,859		2,859	
1,356	Pender Fire Protection	1,139,536	874,874	116,400			148,262	1,139,536			116,400	10,060		1,013,076	1,013,076	
1,357	East Sooke Fire Protection	512,564	224,175	155,109			133,280	512,564				27,230	58,790	426,544	426,544	
1,358	Port Renfrew Fire Protection	155,129	127,541	2,898			24,690	155,129				1,280	61,539	92,310	92,310	
1,359	N. Galiano Fire Protection	221,451	160,699	48,872		6,550	5,330	221,451				740		197,921	220,711	
1,360	Shirley Fire Protection	163,257	89,577			10,000	63,680	163,257				200		163,057	163,057	
1,363	Saturna Island Fire	173,453	173,453					173,453				6,820		166,633	166,633	
1,369	Electoral Area Fire Services - JDF	66,901	58,761			3,697	4,442	66,901				100		66,801	66,801	
1,369	Electoral Area Fire Services - SGI	75,389	66,204			4,173	5,013	75,389						75,389	75,389	
1,370	Juan de Fuca Emergency Program	91,235	73,905				17,330	91,235						91,015	91,015	
1,371	S.S.I. Emergency Program	119,887	119,887					119,887				280		119,607	119,607	
1,372	Electoral Area Emergency Program	634,025	623,585				10,440	634,025		479,179		840		154,006	154,006	
1,373	S.G.I. Emergency Program	263,339	245,839				17,500	263,339				2,250		261,089	261,089	
1,374	Regional Emergency Program Support	144,656	144,656					144,656				7,630		137,026	137,026	
1,375	Hazardous Material Incident Response	357,998	347,798				10,200	357,998				19,250		338,748	338,748	
1,377	J.D.F. Search and Rescue	91,024	91,024					91,024				22,060		68,964	68,964	
1,378	S.S.I. Search and Rescue	22,124	22,124					22,124				90		22,034	22,034	
1,40X	SEAPARC	4,598,105	4,064,139	103,966			430,000	4,598,105				474,406	1,075,968	3,047,730	3,047,730	
1,405	JDF EA - Community Parks	200,420	176,615				23,805	200,420				820		199,600	199,600	
1,408	JDF EA - Community Recreation	94,802	93,742				1,060	94,802						73,302	73,302	

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN							Schedule A									
		Expenditures					Transfers to Reserves	Total 2023	Surplus 2022	Recovery from other services	Transfers from Reserves	Revenue				
		Total 2023	Operations	Interest & Principal	Deficit	Capital						Total 2023	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2023
1.44X	Panorama Rec. Center.	10,316,213	8,621,342	854,537			840,334	10,316,213				1,647,437	3,412,160	5,256,615	5,256,615	
1.455	Salt Spring Island - Community Parks	1,002,139	912,342	84,467			5,330	1,002,139				133,210		494,529	494,529	
1.458	Salt Spring Is.- Community Rec	303,350	303,350					303,350						64,229	64,229	
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec, Pro	2,189,770	1,776,438	136,631			276,701	2,189,770	107,630			17,500	296,230	1,768,410	1,768,410	
1.465	Saturna Island Comm, Parks	19,671	19,671					19,671				1,200		18,471	18,471	
1.468	Saturna Island - Community Rec.	14,240	14,240					14,240				400		13,840	13,840	
1.475	Mayne Is, Com, Parks & Rec	88,156	88,156					88,156				340		87,816	87,816	
1.476	Mayne Is, Comm, Parks (reserve)	4,010	4,010					4,010				3,630	380	-	-	
1.478	Mayne Is, Community Rec.	35,620	35,620					35,620				60		35,560	35,560	
1.485	North & South Pender Com, Parks	165,390	112,882				52,508	165,390				1,200		164,190	164,190	
1.488	North & South Pender Com, Rec	65,149	65,149					65,149				820		64,329	64,329	
1.495	Galiano Parks	96,150	81,489				14,661	96,150				60		96,090	96,090	
1.498	Galiano Community Recreation	38,878	38,878					38,878				10		38,868	38,868	
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	26,071,687	22,122,168				3,949,519	26,071,687				7,892,357	18,179,330	-	-	
1.523	Port Renfrew Refuse Disposal	89,026	83,339				5,687	89,026	15,000			39,218		34,808	34,808	
1.525	Solid Waste Disposal - Debt	203,550	1,280	202,270				203,550				1,280	202,270	-	-	
1.531	Stormwater Quality Management - Sooke	39,115	26,740				12,375	39,115				82		39,033	39,033	
1.533	Stormwater Quality Management - S.G.I.	48,461	48,461					48,461				430		48,031	48,031	
1.535	Stormwater Quality Management - S.S.I.	24,884	24,884					24,884			836	30		24,018	24,018	
1.536	LWMP-Stormwater Quality Management-Core	819,836	819,836					819,836	50,000		96,889			672,947	672,947	
1.537	Stormwater Quality Management - Peninsula	121,756	121,756					121,756				4,041		117,715	117,715	
1.538	Source - Stormwater Quality - Peninsula	57,124	57,124					57,124				1,720		55,404	55,404	
1.57X	Environmental Services	19,545,153	19,320,030				225,123	19,545,153	19,452,753			92,400		-	-	
1.911	911 Systems	2,683,910	1,575,212	1,011,949			96,749	2,683,910				2,324,270	195,750	163,890	163,890	
1.912A	911 Call Answer - RCMP	-	-					-						-	-	
1.912B	911 Call Answer - Municipalities	-	-					-	809,100		(59,540)			(749,560)	(749,560)	
1.913	913 Fire Dispatch	773,880	767,160				6,720	773,880				12,360		761,520	761,520	
1.921	Regional CREST Contribution	1,792,529	1,792,529					1,792,529				111,730		1,680,799	1,680,799	
1.923	Emergency Comm - CREST - S.G.I.	178,606	178,606					178,606				1,630		176,976	176,976	
1.924	Emergency Comm - CREST - J.D.F.	116,462	116,462					116,462				240		116,222	116,222	
1.925	Emergency Comm - CREST - S.S.I.	95,991	95,991					95,991				120		95,871	95,871	
2.610	Saanich Peninsula Water Supply	7,663,613	6,813,613				850,000	7,663,613				500	7,663,113	-	-	
2.620	SSI Highland Water System	31,178	420	30,758				31,178				110		31,068	31,068	
2.621	Highland / Fernwood Water - SSI	448,171	309,048	68,033			71,090	448,171				760	366,145	81,266	81,266	
2.622	Cedars of Tuam	78,326	28,954	43,232			6,140	78,326				50	78,276	-	-	
2.624	Beddis Water	275,304	173,560	67,304			34,440	275,304				310	178,030	96,964	96,964	
2.626	Fulford Water	216,919	148,115	32,728			36,076	216,919				870	154,775	61,274	61,274	
2.628	Cedar Lane Water (S.S.I.)	64,410	51,156	7,824			5,430	64,410				180	52,006	12,224	12,224	
2.630	Magic Lakes Estate Water System	1,073,696	653,756	311,320			108,620	1,073,696				9,470	454,854	609,372	609,372	
2.640	Saturna Island Water System (Lyal Harbour)	254,949	172,627	49,822			32,500	254,949		10,000		320	167,037	77,592	77,592	
2.642	Skana Water (Mayne)	98,449	51,447	35,902			11,100	98,449				150	46,320	51,979	51,979	
2.650	Port Renfrew Water	155,336	134,030	11,306			10,000	155,336				1,130	77,103	77,103	77,103	
2.655	Snuggery Cove (Port Renfrew)	-	-					-						-	-	
2.660	Fernwood Water	16,109	341	15,768				16,109				50		16,059	16,059	
2.665	Sticks Allison Water (Galiano)	55,165	46,425				8,740	55,165				100	49,735	5,330	5,330	
2.667	Surfside Park Estates (Mayne)	108,427	91,427				17,000	108,427		1,500		200	87,517	19,210	19,210	
2.670	Regional Water Supply	37,067,668	17,171,470	8,276,713	11,300,000		319,484	37,067,668				612,540	36,455,128	-	-	
2.680	Juan de Fuca Water Distribution	23,702,387	14,244,172	2,729,836	6,500,000		228,378	23,702,387	6,000			179,550	23,516,837	-	-	
2.691	Wilderness Mountain Water Service	167,340	127,052	35,288			5,000	167,340				120	92,130	75,090	75,090	
3.700	Septage Disposal - Municipal	148,612	148,612					148,612				91,228	2,555	54,829	54,829	
3.700	Septage Disposal - JDF Service Area	508	508					508						508	508	
3.701	Millstream Remediation Service	146,588	1,684	144,904				146,588			62,762	21,064		62,762	62,762	
3.705	S.S.I. Liquid Waste Disposal	899,949	648,980	194,189			56,780	899,949			9,000	1,090	481,950	407,909	407,909	
3.707	On Site System Management Program - LWMP	202,297	202,297					202,297				9,351		192,946	192,946	
3.71X	Trk Swrs & Swge Disp - oper	11,395,580	10,748,127				647,453	11,395,580	692,455		309,000	7,272,911		3,121,214	3,121,214	
3.7XX	Trk Swrs - debt	45,667,734	20,414,807	10,221,112	5,529,745		9,502,070	45,667,733			387,858	35,911,422		9,368,454	9,368,454	
3.720	LWMP (Peninsula) - Implementation	12,457	12,457					12,457				219		12,238	12,238	
3.750	LWMP	387,253	387,253					387,253				173,760		213,493	213,493	
3.752	Harbours Program	374,286	374,286					374,286				26,460		347,826	347,826	
3.755	Regional Source Control	1,768,490	1,768,490					1,768,490	57,314		120,940	110,771	63,000	1,416,465	1,416,465	
3.810	Ganges Sewer	1,108,652	801,249	245,813			61,590	1,108,652			80,000	1,770	969,102	57,780	57,780	
3.820	Mallview Estates Sewer System	184,171	132,039	14,382			37,750	184,171				27,170	157,001	-	-	
3.830	Magic Lake Estates Sewer System	1,191,578	598,888	493,140			99,550	1,191,578	11,128			1,130	264,970	914,350	914,350	
3.850	Port Renfrew Sewer	131,002	111,542	14,460			5,000	131,002				1,250	64,876	64,876	64,876	
21.ALL	Feasibility Study Reserve Fund - All	-	-					-						-	-	

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN															Schedule A		
		Expenditures						Revenue									
		Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2024	Surplus 2023	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2024	
1,010	Legislative & General Government	23,938,376	23,193,858			481,510	263,008	23,938,376		13,359,695		1,301,858	345,166		8,931,657	8,931,657	
1,10X	Facilities and Risk	3,476,586	3,345,902				130,685	3,476,586		3,072,863		231,302	3,010		169,411	169,411	
1,101	G.I.S.	608,459	583,869			24,590		608,459		535,409		3,510			69,540	69,540	
1,103	Elections	20,170	258				19,912	20,170				170			20,000	20,000	
1,104	U.B.C.M.	18,158	18,158					18,158				90			18,068	18,068	
1,109	Electoral Area Admin Exp - JDF	54,485	54,485					54,485				80			54,405	54,405	
1,110	Electoral Area Admin Exp - SGI	421,122	420,122				1,000	421,122				13,100			408,022	408,022	
1,111	Electoral Area Admin Exp - SSI	799,376	778,206			5,000	16,170	799,376		247,950		680			550,746	550,746	
1,112	Regional Grant in Aid	-	-					-							-	-	
1,114	Grant-in-Aid - Juan de Fuca	42,241	42,241					42,241				230			42,011	42,011	
1,116	Grant-in-Aid - Salt Spring Island	65,509	65,509					65,509				200			65,309	65,309	
1,117	Grant-in-Aid - Southern Gulf Islands	100,032	100,032					100,032				920			99,112	99,112	
1,119	Vancouver Island Regional Library	343,532	343,532					343,532				570			342,962	342,962	
1,121	Sooke Regional Museum	209,182	209,182					209,182				315			208,867	208,867	
1,123	Prov. Court of B.C. (Family Court)	149,359	121,668				27,691	149,359			149,359	-			-	-	
1,124	SSI Economic Development Commission	83,955	83,955					83,955				590			83,365	83,365	
1,125	SGI Economic Development Commission	98,676	98,676					98,676				560			98,116	98,116	
1,126	Victoria Family Court Committee	15,916	15,916					15,916				916			15,000	15,000	
1,128	Greater Victoria Police Victim Services	310,589	310,589					310,589				14,703			295,886	295,886	
1,129	Vancouver Island Regional Library - Debt	369,767		369,767				369,767				369,767			-	-	
1,133	Langford E.A. - Greater Victoria Public Library	32,964	32,964					32,964				80			32,884	32,884	
1,137	Galiano Island Community Use Building	63,602	36,185	27,417				63,602				280			63,322	63,322	
1,138	Southern Gulf Islands Regional Library	219,696	219,696					219,696				1,700			217,996	217,996	
1,141	Salt Spring Island Public Library	649,447	469,221	173,726			6,500	649,447				1,140			648,307	648,307	
1,15X	Municipalities' Own Debt - M.F.A.	12,592,553	62,830	12,529,723				12,592,553				62,830			12,529,723	12,529,723	
1,170	Gossip Island Electric Power Supply	57,145	702	56,443				57,145				273	56,872		56,872	56,872	
1,224	Community Health - Homeless Sec.	556,077	556,077					556,077				125,448			430,629	430,629	
1,226	Community Health (CHR) Facilities	2,112,395	1,558,725				553,670	2,112,395				2,112,395			-	-	
1,227	Saturna Island Medical Clinic	22,145	22,145					22,145							22,145	22,145	
1,228	Galiano Health Service	149,385	149,385					149,385				30			149,355	149,355	
1,230	Traffic Safety Commission	81,440	81,440					81,440				3,970			77,470	77,470	
1,232	Port Renfrew Street Lighting	9,415	9,415					9,415				110	4,650	4,655	4,655	4,655	
1,234	S.S.I. Street Lighting	32,381	32,381					32,381				40			32,341	32,341	
1,235	S. G. I. Small Craft Harbour Facilities	431,259	219,990	61,269			150,000	431,259				5,500	98,680	327,079	327,079	327,079	
1,236	Salt Spring Island Fernwood Dock	32,142	20,551				11,591	32,142				170	31,972		31,972	31,972	
1,238A	Community Transit (S.S.I.)	583,084	574,084					583,084			50,000	269,110			263,974	263,974	
1,238B	Community Transportation (S.S.I.)	166,461	71,111				95,350	166,461				1,420			165,041	165,041	
1,280	Regional Parks	13,360,996	10,158,398	388,815		122,404	2,691,379	13,360,996		33,235		806,859	333,614		12,187,289	12,187,289	
1,280A	Regional Parks - Land Acquisition	3,751,180					3,751,180	3,751,180							3,751,180	3,751,180	
1,290	Royal Theatre	580,000	100,000			100,000	380,000	580,000							580,000	580,000	
1,295	McPherson Theatre	786,410	348,322			92,000	346,088	786,410				36,410			750,000	750,000	
1,297	Arts Grants	3,137,788	3,137,788					3,137,788		14,424		188,471			2,934,893	2,934,893	
1,299	Salt Spring Island Arts	124,026	124,026					124,026				70			123,956	123,956	
1,309	Climate Action and Adaptation	422,161	422,161					422,161				22,422			399,739	399,739	
1,310	Land Banking & Housing	3,616,715	1,227,370	2,385,345			4,000	3,616,715		479,832		240,372	2,000		2,894,511	2,894,511	
1,311	Regional Housing Trust Fund	-	-					-							-	-	
1,313	Animal Care Services	1,247,473	1,237,473				10,000	1,247,473				756,860	31,391		459,222	459,222	
1,314	SGI House Numbering	9,914	9,914					9,914				130			9,784	9,784	
1,316	SSI Building Numbering	9,946	9,946					9,946				30			9,916	9,916	
1,317	JDF Building Numbering	13,796	13,796					13,796				50			13,746	13,746	
1,318	Building Inspection	1,703,206	1,663,216			6,690	33,300	1,703,206		32,032	124,660	3,780	1,097,066		445,668	445,668	
1,319	Soil Deposit Removal	5,864	5,864					5,864				20			5,844	5,844	
1,320	Noise Control	42,212	42,212					42,212				200			42,012	42,012	
1,322	Nuisances & Unsightly Premises	55,862	55,862					55,862				270			55,592	55,592	
1,323	By-Law Enforcement	530,216	489,904				40,312	530,216		500,096		30,120			-	-	
1,324	Regional Planning Services	1,784,930	1,728,730				56,200	1,784,930		180,727	91,450	69,740			1,443,013	1,443,013	
1,325	Electoral Area Services - Planning	837,387	753,977				83,410	837,387		18,999		2,630	49,090		766,668	766,668	
1,330	Regional Growth Strategy	354,178	354,178					354,178				24,620			329,558	329,558	
1,335	Geo-Spatial Referencing System	194,740	123,478				71,262	194,740				18,420			176,320	176,320	
1,350	Willis Point Fire Protect & Recreation	169,790	114,560			6,730	48,500	169,790				32,945			136,845	136,845	
1,352	South Galiano Fire Protection	483,896	251,339	139,507		6,110	86,940	483,896				340	139,507		344,049	483,556	
1,353	Otter Point Fire Protection	503,773	353,993			5,450	144,330	503,773				310			503,463	503,463	
1,354	Malahat Fire Protection	74,094	74,094					74,094							74,094	74,094	
1,355	Durrance Road Fire Protection	2,862	2,862					2,862					2,862		2,862	2,862	
1,356	Pender Fire Protection	1,158,943	892,057	116,400			150,486	1,158,943			116,400	10,261			1,032,282	1,032,282	
1,357	East Sooke Fire Protection	520,362	229,043	155,109			136,210	520,362				27,810	60,080		432,472	432,472	
1,358	Port Renfrew Fire Protection	158,226	130,304	2,898			25,024	158,226				1,300	62,770		94,156	94,156	
1,359	N. Galiano Fire Protection	225,074	164,062	48,872		6,690	5,450	225,074				760		22,043	202,271	224,314	
1,360	Shirley Fire Protection	166,533	91,443			10,000	65,090	166,533				200			166,333	166,333	
1,363	Saturna Island Fire	178,522	178,522					178,522				6,820			171,702	171,702	
1,369	Electoral Area Fire Services - JDF	66,901	60,042			3,777	3,081	66,901				100			66,801	66,801	
1,369	Electoral Area Fire Services - SGI	75,389	67,649			4,263	3,478	75,389							75,389	75,389	
1,370	Juan de Fuca Emergency Program	93,613	76,163				17,450	93,613				220			93,393	93,393	
1,371	S.S.I. Emergency Program	122,262	122,262					122,262				280			121,982	121,982	
1,372	Electoral Area Emergency Program	647,632	636,962				10,670	647,632		489,721		860			157,051	157,051	
1,373	S.G.I. Emergency Program	268,617	251,117				17,500	268,617				2,300			266,317	266,317	
1,374	Regional Emergency Program Support	147,770	147,770					147,770				7,800			139,970	139,970	
1,375	Hazardous Material Incident Response	365,826	355,406				10,420	365,826									

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN							Schedule A										
		Expenditures					Transfers to Reserves	Revenue									
		Total 2024	Operations	Interest & Principal	Deficit	Capital		Total 2024	Surplus 2023	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2024	
1.44X	Panorama Rec. Center.	10,477,613	8,778,298	374,910			1,324,405	10,477,612					1,679,614	3,481,608		5,316,391	5,316,391
1.455	Salt Spring Island - Community Parks	1,022,047	932,130	84,467			5,450	1,022,047				136,140				503,267	503,267
1.458	Salt Spring Is. - Community Rec	309,959	309,959					309,959					244,343			65,616	65,616
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec, Pro	2,456,426	1,734,470	438,790			283,166	2,456,426		110,000			302,750			2,025,816	2,025,816
1.465	Saturna Island Comm, Parks	20,075	20,075					20,075					1,230			18,845	18,845
1.468	Saturna Island - Community Rec.	14,542	14,542					14,542				410			14,132	14,132	
1.475	Mayne Is, Com, Parks & Rec	90,073	90,073					90,073				340			89,733	89,733	
1.476	Mayne Is, Comm, Parks (reserve)	4,010	4,010					4,010				3,630	380		-	-	-
1.478	Mayne Is, Community Rec.	36,400	36,400					36,400				60			36,340	36,340	
1.485	North & South Pender Com, Parks	169,020	115,330				53,690	169,020				1,220			167,800	167,800	
1.488	North & South Pender Com, Rec	66,573	66,573					66,573				840			65,733	65,733	
1.495	Galiano Parks	98,260	83,278				14,982	98,260				60			98,200	98,200	
1.498	Galiano Community Recreation	39,737	39,737					39,737				10			39,727	39,727	
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	26,571,687	22,434,431				4,137,256	26,571,687				8,392,357	18,179,330		-	-	-
1.523	Port Renfrew Refuse Disposal	90,418	84,991				5,427	90,418		15,000		39,914			35,504	35,504	
1.525	Solid Waste Disposal - Debt	203,550	1,280	202,270				203,550				1,280	202,270		-	-	-
1.531	Stormwater Quality Management - Sooke	39,898	27,280				12,618	39,898				85			39,813	39,813	
1.533	Stormwater Quality Management - S.G.I.	49,516	49,516					49,516				440			49,076	49,076	
1.535	Stormwater Quality Management - S.S.I.	25,426	25,426					25,426			850	30			24,546	24,546	
1.536	LWMP-Stormwater Quality Management-Core	786,650	786,650				20,000	786,650				99,021			687,629	687,629	
1.537	Stormwater Quality Management - Peninsula	124,384	124,384					124,384				4,130			120,254	120,254	
1.538	Source - Stormwater Quality - Peninsula	58,369	58,369					58,369				1,759			56,610	56,610	
1.57X	Environmental Services	19,958,710	19,733,587				225,123	19,958,710		19,866,310		92,400			-	-	-
1.911	911 Systems	2,688,570	1,589,850	1,011,949			86,771	2,688,570				2,324,440	195,750		168,380	168,380	-
1.912A	911 Call Answer - RCMP	-	-					-							-	-	-
1.912B	911 Call Answer - Municipalities	-	-					-		809,100		(60,730)			(748,370)	(748,370)	-
1.913	913 Fire Dispatch	792,899	786,029				6,870	792,899				12,630			780,269	780,269	-
1.921	Regional CREST Contribution	1,828,220	1,828,220					1,828,220				113,910			1,714,310	1,714,310	-
1.923	Emergency Comm - CREST - S.G.I.	183,723	183,723					183,723				1,630			182,093	182,093	-
1.924	Emergency Comm - CREST - J.D.F.	119,736	119,736					119,736				240			119,496	119,496	-
1.925	Emergency Comm - CREST - S.S.I.	98,738	98,738					98,738				120			98,618	98,618	-
2.610	Saanich Peninsula Water Supply	7,897,484	6,997,484				900,000	7,897,484				500	7,896,984		-	-	-
2.620	SSI Highland Water System	31,184	426	30,758				31,184				110		31,074	31,074	-	-
2.621	Highland / Fernwood Water - SSI	457,597	315,517	69,420			72,660	457,597				770	374,262	82,565	16,065	82,565	-
2.622	Cedars of Tuam	89,092	39,590	43,232			6,270	89,092			10,000	50	79,042		-	-	-
2.624	Beddis Water	300,074	191,299	74,215			34,560	300,074			15,000	310	181,930	102,834	102,834	-	-
2.626	Fulford Water	219,095	151,347	32,728			35,020	219,095				880	158,167	60,048	60,048	-	-
2.628	Cedar Lane Water (S.S.I.)	65,640	52,266	7,824			5,550	65,640				180	53,136	12,324	12,324	-	-
2.630	Magic Lakes Estate Water System	1,101,846	667,916	323,140			110,790	1,101,846				9,470	471,647	620,729	620,729	-	-
2.640	Saturna Island Water System (Lyal Harbour)	273,561	183,869	57,192			32,500	273,561			20,000	320	170,729	82,512	82,512	-	-
2.642	Skana Water (Mayne)	99,572	52,550	35,902			11,120	99,572				150	47,250	52,172	52,172	-	-
2.650	Port Renfrew Water	248,390	116,930	121,460			10,000	248,390				1,150	123,620	123,620	123,620	-	-
2.655	Snuggery Cove (Port Renfrew)	-	-					-							-	-	-
2.660	Fernwood Water	16,115	347	15,768				16,115				50		16,065	16,065	-	-
2.665	Sticks Allison Water (Galiano)	61,341	52,401				8,940	61,341			5,000	100	50,791	5,450	5,450	-	-
2.667	Surfside Park Estates (Mayne)	108,943	91,903				17,040	108,943				200	91,018	17,725	17,725	-	-
2.670	Regional Water Supply	38,112,950	17,687,308	3,499,130	16,600,000		326,513	38,112,950				612,540	37,500,410		-	-	-
2.680	Juan de Fuca Water Distribution	24,701,934	14,647,089	2,821,443	7,000,000		233,402	24,701,934		6,000		179,550	24,516,384		-	-	-
2.691	Wilderness Mountain Water Service	170,134	129,846	35,288			5,000	170,134				120	93,527	76,487	76,487	-	-
3.700	Septage Disposal - Municipal	151,809	151,809					151,809				91,300	2,555		57,954	57,954	-
3.701	Septage Disposal - JDF Service Area	537	537					537							537	537	-
3.701	Millstream Remediation Service	146,613	1,709	144,904				146,613			62,775	21,064		62,774	62,774	-	-
3.705	S.S.I. Liquid Waste Disposal	972,342	653,923	260,389			58,030	972,342				1,100	492,550	478,692	478,692	-	-
3.707	On Site System Management Program - LWMP	206,437	206,437					206,437				9,556			196,881	196,881	-
3.71X	Trk Swrs & Swge Disp - oper	11,451,971	10,802,600				649,371	11,451,971		707,040		145,000	7,272,923		3,327,008	3,327,008	-
3.7XX	Trk Swrs - debt	45,268,334	20,531,214	13,117,490	5,529,745		6,089,885	45,268,334				66,493	35,863,568		9,338,273	9,338,273	-
3.720	LWMP (Peninsula) - Implementation	12,706	12,706					12,706				219			12,487	12,487	-
3.750	LWMP	394,998	394,998					394,998				177,235			217,763	217,763	-
3.752	Harbours Program	382,250	382,250					382,250				26,988			355,262	355,262	-
3.755	Regional Source Control	1,682,153	1,677,792				4,361	1,682,153		58,580		112,946	63,000		1,447,627	1,447,627	-
3.810	Ganges Sewer	1,075,632	768,879	245,813			62,940	1,075,632				1,790	984,792	59,050	59,050	-	-
3.820	Malkiwew Estates Sewer System	279,708	134,920	108,428			38,360	279,708				27,170	252,538		-	-	-
3.830	Magic Lake Estates Sewer System	1,206,743	611,863	493,140			101,740	1,206,743		11,372		1,150	270,800	923,421	923,421	-	-
3.850	Port Renfrew Sewer	181,078	101,698	74,380			5,000	181,078				1,270	89,904	89,904	89,904	-	-
21.ALL	Feasibility Study Reserve Fund - All	-	-					-							-	-	-

SCHEDULE B

CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2020 to 2024

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2020	2021	2022	2023	2024	TOTAL
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EXPENDITURE

B	Buildings	89,040,639	39,494,282	116,395,000	9,938,000	4,422,500	259,290,421
E	Equipment	9,929,754	9,222,084	9,472,337	3,945,196	3,387,579	35,956,950
L	Land	3,175,562	2,190,000	600,000	640,000	1,145,000	7,750,562
S	Engineered Structures	295,957,207	50,470,269	45,146,968	42,283,424	41,535,744	475,393,612
V	Vehicles	3,962,000	828,000	928,000	921,500	1,588,000	8,227,500
		402,065,162	102,204,635	172,542,305	57,728,120	52,078,823	786,619,045

SOURCE OF FUNDS

C	Capital Funds on Hand	85,369,782	21,464,109	20,818,744	20,539,744	23,832,744	172,025,123
D	Debenture Debt (New Debt Only)	39,954,405	16,628,000	25,446,000	15,020,000	11,620,000	108,668,405
E	Equipment Replacement Fund	5,646,054	2,902,376	3,121,337	2,598,396	3,247,579	17,515,742
G	Grants (Federal, Provincial)	178,631,478	15,587,308	2,325,000	852,556	3,575,000	200,971,341
R	Reserve Fund	30,059,741	20,082,116	20,131,224	18,491,124	9,803,500	98,567,705
O	Other	62,403,703	25,540,726	100,700,000	226,300	-	188,870,729
		402,065,162	102,204,635	172,542,305	57,728,120	52,078,823	786,619,045

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2020

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.011	Board Expenditures	105,700					105,700			105,700					105,700
1.014	Chief Administrative Officer	2,742					2,742			2,742					2,742
1.015	Real Estate	1,828					1,828			1,828					1,828
1.016	Human Resources	1,495					1,495			1,495					1,495
1.017	Finance	169,140					169,140	125,000		44,140					169,140
1.018	Health & Capital Planning Strategies	6,495					6,495			6,495					6,495
1.022	Information Technology	331,400					331,400	307,000		24,400					331,400
1.024	GM - Planning & Protective Services	-					-			-					-
1.025	Corporate Emergency	-					-			-					-
1.105	Facilities Management	6,750	35,000				41,750			41,750					41,750
1.106	CRD Fisgard HQ Building	50,000			259,729		309,729	-				309,729			309,729
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	1,200					1,200			1,200					1,200
1.118	Corporate Communications	2,990					2,990			2,990					2,990
1.123	Family Court Building				257,500		257,500	90,000				167,500			257,500
1.141	SSI Public Library	9,000			20,000		29,000					29,000			29,000
1.226	Health Facilities - VIHA	-			940,000		940,000	160,000				780,000			940,000
1.235	SGI Small Craft Harbour Facilities				1,423,000		1,423,000	867,000	-			531,000	25,000		1,423,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				2,500		2,500					2,500			2,500
1.238A	Community Transit (SSI)				15,000		15,000					15,000			15,000
1.238B	Community Transportation (SSI)				2,795,680		2,795,680	45,460	1,000,000		1,175,220	575,000			2,795,680
1.280	Regional Parks	114,000	375,000		10,293,442	20,000	10,802,442	6,496,985	540,000	364,000	1,000,000	2,401,457			10,802,442
1.290	Royal Theatre	30,000			406,306		436,306	96,306				280,000	60,000		436,306
1.295	McPherson Theatre	130,000			722,646		852,646	422,646				430,000			852,646
1.297	Arts Grants and Development	1,890					1,890			1,890					1,890
1.310	Land Banking and Housing	5,000			79,603,003		79,608,003		4,200,000	5,000	14,460,000		60,943,003	79,608,003	
1.313	Animal Care Services	2,970	18,000				20,970			20,970					20,970
1.318	Building Inspection	5,000	80,000				85,000			85,000					85,000
1.323	ByLaw Services	950	15,000				15,950			15,950					15,950
1.324	Regional Planning Services	10,700					10,700			10,700					10,700
1.325	Community Planning	18,910					18,910			18,910					18,910
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			2,040,000			2,040,000	2,040,000							2,040,000
1.353	Otter Point Fire	565,000					565,000			400,000		165,000			565,000
1.356	Pender Island Fire	51,944	695,000	185,455			932,399			201,944		185,455	545,000		932,399
1.357	East Sooke Fire	9,200					9,200			9,200					9,200
1.358	Port Renfrew Fire	28,000					28,000			28,000					28,000
1.359	North Galiano Fire						-								-
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	2,000					2,000			2,000					2,000
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					199,000	199,000	10,000		10,000	95,000	84,000			199,000
1.40X	SEAPARC	205,200	30,000	400,000	35,000		670,200			89,200		581,000			670,200
1.44x	Panorama Recreation	498,000	418,000	3,185,000	193,600		4,294,600	322,000	1,753,000	766,000	767,500	686,100			4,294,600
1.455	SSI Community Parks	5,000			255,000		260,000			5,000	125,000	130,000			260,000
1.458	SSI Community Recreation	5,000					5,000			5,000					5,000
1.459	SSI Park Land & Rec Programs	33,240		215,000		90,000	338,240			33,240		305,000			338,240
1.465	Saturna Island Community Parks				10,000	516,000	526,000					20,000	506,000		526,000
1.475	Mayne Island Community Parks	6,000				10,000	16,000					16,000			16,000
1.485	Pender Island Community Parks				470,000		470,000				460,000	10,000			470,000
1.495	Galiano Community Parks				23,000		23,000					23,000			23,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2020

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.521	Environmental Resource Management	603,000	30,000		6,940,000		7,573,000	780,000		283,000		6,510,000		7,573,000
1.523	Port Renfrew Refuse Disposal	15,000			15,000		30,000			15,000		15,000		30,000
1.575	Environmental Administration Services	10,000					10,000			10,000				10,000
1.576	Environmental Engineering Services	37,000	-				37,000			37,000				37,000
1.577	IW - Environmental Operations	723,000					723,000			723,000				723,000
1.578	Environmental Protection	360,000	210,000				570,000			570,000				570,000
1.579	Environmental Water Quality	10,000					10,000			10,000				10,000
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			1,405,000		1,525,000			50,000		1,475,000		1,525,000
2.620	Highland Water (SSI)				92,963		92,963	92,963						92,963
2.621	Highland & Fernwood Water (SSI)	80,000			137,000		217,000	17,000	100,000			100,000		217,000
2.622	Cedars of Tuam Water (SSI)	10,500			75,000		85,500	3,000	70,000			12,500		85,500
2.624	Beddis Water (SSI)	20,000			12,000		32,000	12,000	-			20,000		32,000
2.626	Fulford Water (SSI)	10,000			26,000		36,000	11,000	-			25,000		36,000
2.628	Cedar Lane Water (SSI)	5,000			40,000		45,000	5,000				40,000		45,000
2.630	Magic Lake Estates Water (Pender)	94,000			-		94,000	80,000	-			14,000		94,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	10,000			-	253,000	263,000				10,000	-	253,000	263,000
2.642	Skana Water (Mayne)	5,000			-		5,000					5,000		5,000
2.650	Port Renfrew Water	10,000			-		10,000					10,000		10,000
2.660	Fernwood Water (SSI)				-		-							-
2.665	Sticks Allison Water (Galiano)	5,000					5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	3,000					3,000					3,000		3,000
2.670	Regional Water Supply	3,312,500	492,000	685,000	14,709,000	1,245,000	20,443,500	20,076,500	-	367,000				20,443,500
2.680	JDF Water Distribution	792,500	625,000	95,000	17,975,000		19,487,500	9,442,500	5,100,000	425,000		4,520,000		19,487,500
2.691	Wilderness Mountain Water Service				105,000		105,000				85,000	20,000		105,000
3.701	Millstream Site Remediation					842,562	842,562	513,963			328,599			842,562
3.705	SSI Septage / Composting				71,109		71,109	31,109	-			40,000		71,109
3.710	North West Trunk Sewer				4,740,000		4,740,000	10,000		200,000		4,530,000		4,740,000
3.712	North East Trunk Sewer	40,000			100,000		140,000			100,000		40,000		140,000
3.713	East Coast Interceptor				1,180,000		1,180,000			100,000		1,080,000		1,180,000
3.715	North East Trunk 2 (Bowker)				-		-			-				-
3.718	Saanich Peninsula Wastewater	225,000			3,949,000		4,174,000	100,000		375,000		3,699,000		4,174,000
3.798C	Debt - Core Area Wastewater Treatment Program	900,000	850,000		223,473,808		225,223,808	45,205,450	20,000,000		160,018,359			225,223,808
3.810	Ganges Sewer Utility (SSI)	13,500			188,405		201,905	7,000	151,405			43,500		201,905
3.820	Malview Sewer Utility (SSI)	10,000			151,700		161,700	14,900		106,800		40,000		161,700
3.830	Magic Lake Sewer Utility (Pender)				5,000,000		5,000,000		5,000,000					5,000,000
3.850	Port Renfrew Sewer				-		-							-
TOTAL		9,929,754	3,962,000	89,040,639	295,957,207	3,175,562	402,065,162	85,369,782	39,954,405	5,646,054	178,631,478	30,059,741	62,403,703	402,065,162

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2021

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.011	Board Expenditures	37,200					37,200			37,200					37,200
1.014	Chief Administrative Officer	5,151					5,151			5,151					5,151
1.015	Real Estate	914					914			914					914
1.016	Human Resources	5,732					5,732			5,732					5,732
1.017	Finance	219,278					219,278	200,000		19,278					219,278
1.018	Health & Capital Planning Strategies	2,990					2,990			2,990					2,990
1.022	Information Technology	315,250					315,250	295,000		20,250					315,250
1.024	GM - Planning & Protective Services	-					-			-					-
1.025	Corporate Emergency	-					-			-					-
1.105	Facilities Management	16,000	70,000				86,000			86,000					86,000
1.106	CRD Fisgard HQ Building	-		20,000			20,000			-		20,000			20,000
1.107	Corporate Satellite Facilities	-					-			-					-
1.109	JDF Admin, Expenditures	-					-			-					-
1.110	SGI Admin, Expenditures	-					-			-					-
1.111	SSI Admin, Expenditures	6,210					6,210			6,210					6,210
1.118	Corporate Communications	7,227					7,227			7,227					7,227
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	75,000		2,522,500			2,597,500			-		2,597,500			2,597,500
1.235	SGI Small Craft Harbour Facilities				756,423		756,423		380,000		246,423	80,000	50,000		756,423
1.236	SSI Small Craft Harbour (Fernwood Dock)						-								-
1.238A	Community Transit (SSI)		20,000		15,000		35,000					35,000			35,000
1.238B	Community Transportation (SSI)				20,000		20,000					20,000			20,000
1.280	Regional Parks	1,469,000	140,000	600,000	2,990,740	20,000	5,219,740			209,000	2,700,000	2,310,740			5,219,740
1.290	Royal Theatre			1,290,000			1,290,000				500,000	790,000			1,290,000
1.295	McPherson Theatre	80,000					80,000					80,000			80,000
1.297	Arts Grants and Development						-								-
1.310	Land Banking and Housing	2,000		32,683,518			32,685,518			2,000	7,200,000		25,483,518		32,685,518
1.313	Animal Care Services	3,029	18,000				21,029			21,029					21,029
1.318	Building Inspection						-			-					-
1.323	ByLaw Services	970	15,000				15,970			15,970					15,970
1.324	Regional Planning Services	17,300					17,300			17,300					17,300
1.325	Community Planning	1,830					1,830			1,830					1,830
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			3,000			3,000			3,000					3,000
1.353	Otter Point Fire	40,000					40,000			40,000		30,000			40,000
1.356	Pender Island Fire	34,000	75,000	18,000			127,000			109,000		18,000			127,000
1.357	East Sooke Fire	7,000	80,000				87,000			87,000					87,000
1.358	Port Renfrew Fire						-			-					-
1.359	North Galiano 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						-			-					-
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					170,000	170,000				50,000	120,000			170,000
1.40X	SEAPARC	183,200		9,500			192,700			38,200	70,000	84,500			192,700
1.44x	Panorama Recreation	353,900	50,000	445,000			848,900			373,900	15,000	460,000			848,900
1.455	SSI Community Parks	23,000					23,000			23,000					23,000
1.458	SSI Community Recreation	5,000			300,000		305,000			5,000	175,000	125,000			305,000
1.459	SSI Park Land & Rec Programs	42,725		65,000		1,250,000	1,357,725			42,725	425,000	890,000			1,357,725
1.465	Saturna Island Community Parks				10,000		10,000					10,000			10,000
1.475	Mayne Island Community Parks	15,000					15,000					15,000			15,000
1.485	Pender Island Community Parks				10,000		10,000					10,000			10,000
1.495	Galiano Community Parks				14,500		14,500					14,500			14,500

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2021

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.521	Environmental Resource Management	253,000	30,000		8,243,612		8,526,612	-		283,000		8,243,612		8,526,612
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
1.575	Environmental Administration Services	10,000					10,000			10,000				10,000
1.576	Environmental Engineering Services	40,000	40,000				80,000			80,000				80,000
1.577	IW - Environmental Operations	277,000					277,000			277,000				277,000
1.578	Environmental Protection	82,500	35,000				117,500			117,500				117,500
1.579	Environmental Water Quality	5,000					5,000			5,000				5,000
1.911	911 Call Answer	1,413,000					1,413,000		1,413,000					1,413,000
1.913	913 Fire Dispatch	5,000					5,000			5,000				5,000
2.610	Saanich Peninsula Water Supply	75,000			260,000		335,000			50,000		285,000		335,000
2.620	Highland Water (SSI)				29,365		29,365	29,365						29,365
2.621	Highland & Fernwood Water (SSI)				-		-							-
2.622	Cedars of Tuam Water (SSI)	585,000					585,000		585,000					585,000
2.624	Beddis Water (SSI)	150,000			135,000		285,000		270,000		15,000			285,000
2.626	Fulford Water (SSI)	165,000			70,000		235,000		220,000		15,000			235,000
2.628	Cedar Lane Water (SSI)				15,000		15,000				15,000			15,000
2.630	Magic Lake Estates Water (Pender)	25,000					25,000				25,000			25,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	7,000			70,000		77,000		50,000		27,000			77,000
2.642	Skana Water (Mayne)				20,000		20,000				20,000			20,000
2.650	Port Renfrew Water	10,000					10,000				10,000			10,000
2.660	Fernwood Water (SSI)				-		-							-
2.665	Sticks Allison Water (Galiano)	9,500					9,500				9,500			9,500
2.667	Surfside Park Estates (Mayne)				-		-							-
2.670	Regional Water Supply	2,377,500	185,000	1,740,000	6,610,000	750,000	11,662,500	10,577,500	900,000	185,000				11,662,500
2.680	JDF Water Distribution	627,500	70,000	40,000	12,785,000		13,522,500	4,832,500	6,500,000	70,000		2,120,000		13,522,500
2.691	Wilderness Mountain Water Service				400,000		400,000		210,000		190,000			400,000
3.701	Millstream Site Remediation						-							-
3.705	SSI Septage / Composting						-							-
3.710	North West Trunk Sewer				200,000		200,000			200,000				200,000
3.712	North East Trunk Sewer				100,000		100,000			100,000				100,000
3.713	East Coast Interceptor				100,000		100,000			100,000				100,000
3.715	North East Trunk 2 (Bowker)						-							-
3.718	Saanich Peninsula Wastewater				1,650,000		1,650,000			150,000		1,500,000		1,650,000
3.798C	Debt - Core Area Wastewater Treatment Program				14,545,629		14,545,629	5,529,744	5,000,000		4,015,885			14,545,629
3.810	Ganges Sewer Utility (SSI)						-							-
3.820	Malview Sewer Utility (SSI)				100,000		100,000		100,000					100,000
3.830	Magic Lake Sewer Utility (Pender)				1,000,000		1,000,000		1,000,000					1,000,000
3.850	Port Renfrew Sewer				20,000		20,000				20,000			20,000
TOTAL		9,222,084	828,000	39,494,282	50,470,269	2,190,000	102,204,635	21,464,109	16,628,000	2,902,376	15,587,308	20,082,116	25,540,726	102,204,635

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2022														
Schedule B														
Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	95,000					95,000			95,000				95,000
1.014	Chief Administrative Officer	3,656					3,656			3,656				3,656
1.015	Real Estate	-					-			-				-
1.016	Human Resources	3,904					3,904			3,904				3,904
1.017	Finance	250,120					250,120	200,000		50,120				250,120
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	541,350					541,350	529,000		12,350				541,350
1.024	GM - Planning & Protective Services	1,495					1,495			1,495				1,495
1.025	Corporate Emergency	6,000					6,000			6,000				6,000
1.105	Facilities Management	2,000	80,000				82,000			82,000				82,000
1.106	CRD Fisgard HQ Building	-					-			-				-
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	9,890					9,890			9,890				9,890
1.118	Corporate Communications	5,732					5,732			5,732				5,732
1.123	Family Court Building	-					-			-				-
1.141	SSI Public Library	9,000					9,000				9,000			9,000
1.226	Health Facilities - VIHA	85,000					85,000				85,000			85,000
1.235	SGI Small Craft Harbour Facilities				190,000		190,000		90,000		100,000			190,000
1.236	SSI Small Craft Harbour (Fernwood Dock)													
1.238A	Community Transit (SSI)				15,000		15,000				15,000			15,000
1.238B	Community Transportation (SSI)													
1.280	Regional Parks	68,000	225,000		2,585,000	20,000	2,898,000			293,000	2,000,000	605,000		2,898,000
1.290	Royal Theatre			1,540,000			1,540,000						1,000,000	1,540,000
1.295	McPherson Theatre			700,000			700,000					700,000		700,000
1.297	Arts Grants and Development	1,550					1,550			1,550				1,550
1.310	Land Banking and Housing	1,500		111,000,000			111,001,500	11,300,000		1,500			99,700,000	111,001,500
1.313	Animal Care Services	4,040	18,000				22,040			22,040				22,040
1.318	Building Inspection													
1.323	ByLaw Services	990	15,000				15,990			15,990				15,990
1.324	Regional Planning Services	5,100					5,100			5,100				5,100
1.325	Community Planning	35,000					35,000			35,000				35,000
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			3,000			3,000			3,000				3,000
1.353	Otter Point Fire	40,000					40,000			40,000		30,000		40,000
1.356	Pender Island Fire	4,000					4,000			4,000				4,000
1.357	East Sooke Fire	7,200	160,000				167,200			167,200				167,200
1.358	Port Renfrew Fire													
1.359	North Galiano 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													
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	113,700		330,000			443,700			108,700		335,000		443,700
1.44x	Panorama Recreation	284,650		130,000	70,000		484,650			221,650		263,000		484,650
1.455	SSI Community Parks	5,000	40,000		1,110,000		1,155,000	1,000,000		45,000		110,000		1,155,000
1.458	SSI Community Recreation	5,000					5,000			5,000				5,000
1.459	SSI Park Land & Rec Programs	48,250		600,000		50,000	698,250			48,250	325,000	325,000		698,250
1.465	Saturna Island Community Parks				10,000		10,000					10,000		10,000
1.475	Mayne Island Community Parks													
1.485	Pender Island Community Parks				10,000		10,000					10,000		10,000
1.495	Galiano Community Parks				20,000		20,000					20,000		20,000

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		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.521	Environmental Resource Management	253,000	30,000		13,212,224		13,495,224	-		283,000		13,212,224		13,495,224
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
1.575	Environmental Administration Services	10,000					10,000			10,000				10,000
1.576	Environmental Engineering Services	40,000					40,000			40,000				40,000
1.577	IW - Environmental Operations	387,000					387,000			387,000				387,000
1.578	Environmental Protection	99,000					99,000			99,000				99,000
1.579	Environmental Water Quality	5,000					5,000			5,000				5,000
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)	20,000					20,000			-		20,000		20,000
2.622	Cedars of Tuam Water (SSI)	10,000			5,000		15,000		15,000	-		-		15,000
2.624	Beddis Water (SSI)	-			25,000		25,000			-		25,000		25,000
2.626	Fulford Water (SSI)	-			-		-			-		-		-
2.628	Cedar Lane Water (SSI)	-			10,000		10,000			-		10,000		10,000
2.630	Magic Lake Estates Water (Pender)	25,000			1,000,000		1,025,000		1,025,000	-		-		1,025,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	46,000			185,000		231,000		231,000	-		-		231,000
2.642	Skana Water (Mayne)	400,000			75,000		475,000		400,000			75,000		475,000
2.650	Port Renfrew Water	10,000			-		10,000			-		10,000		10,000
2.660	Fernwood Water (SSI)	-			-		-			-		-		-
2.665	Sticks Allison Water (Galiano)	10,000					10,000					10,000		10,000
2.667	Surfside Park Estates (Mayne)	-					-			-		-		-
2.670	Regional Water Supply	6,207,500	150,000	2,040,000	7,240,000	530,000	16,167,500	9,017,500	7,000,000	150,000				16,167,500
2.680	JDF Water Distribution	232,500	210,000	40,000	11,295,000		11,777,500	5,437,500	3,100,000	210,000		3,030,000		11,777,500
2.691	Wilderness Mountain Water Service	-			-		-			-		-		-
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	-			200,000		200,000			200,000		-		200,000
3.712	North East Trunk Sewer	-			100,000		100,000			100,000		-		100,000
3.713	East Coast Interceptor	-			100,000		100,000			100,000		-		100,000
3.715	North East Trunk 2 (Bowker)	-			-		-			-		-		-
3.718	Saanich Peninsula Wastewater	-			335,000		335,000			150,000		185,000		335,000
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	Malview Sewer Utility (SSI)	-			1,160,000		1,160,000		1,160,000			-		1,160,000
3.830	Magic Lake Sewer Utility (Pender)	-			-		-			-		-		-
3.850	Port Renfrew Sewer	-			125,000		125,000		125,000			-		125,000
TOTAL		9,472,337	928,000	116,395,000	45,146,968	600,000	172,542,305	20,818,744	25,446,000	3,121,337	2,325,000	20,131,224	100,700,000	172,542,305

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.011	Board Expenditures	21,500					21,500			21,500					21,500
1.014	Chief Administrative Officer	13,625					13,625			13,625					13,625
1.015	Real Estate	-					-			-					-
1.016	Human Resources	4,485					4,485			4,485					4,485
1.017	Finance	133,290					133,290	100,000		33,290					133,290
1.018	Health & Capital Planning Strategies	-					-			-					-
1.022	Information Technology	269,650					269,650	265,000		4,650					269,650
1.024	GM - Planning & Protective Services	1,828					1,828			1,828					1,828
1.025	Corporate Emergency	6,000					6,000			6,000					6,000
1.105	Facilities Management	2,650	-				2,650			2,650					2,650
1.106	CRD Fisgard HQ Building	-		15,000			15,000	-		-		15,000			15,000
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	1,200					1,200			1,200					1,200
1.118	Corporate Communications	1,828					1,828			1,828					1,828
1.123	Family Court Building	-		10,000			10,000	-		-		10,000			10,000
1.141	SSI Public Library	-		-			-	-		-		-			-
1.226	Health Facilities - VIHA	255,000		25,000			280,000	-		-		280,000			280,000
1.235	SGI Small Craft Harbour Facilities	-		-	525,000		525,000	-	350,000	-		175,000		-	525,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	-		-	197,000		197,000	-	-		50,000	147,000		-	197,000
1.238A	Community Transit (SSI)	-		-	-		-	-	-		-	-		-	-
1.238B	Community Transportation (SSI)	-		-	-		-	-	-		-	-		-	-
1.280	Regional Parks	102,000	238,500	-	1,895,000	20,000	2,255,500	-	-	280,500	675,000	1,300,000		-	2,255,500
1.290	Royal Theatre	-		500,000			500,000	-		-		500,000		-	500,000
1.295	McPherson Theatre	-		1,100,000			1,100,000	-		-	100,000	900,000	100,000		1,100,000
1.297	Arts Grants and Development	-		-			-	-		-		-			-
1.310	Land Banking and Housing	4,000		-			4,000	-		4,000		-		-	4,000
1.313	Animal Care Services	4,120	18,000				22,120			22,120					22,120
1.318	Building Inspection	5,000					5,000			5,000					5,000
1.323	ByLaw Services	1,010	15,000				16,010			16,010					16,010
1.324	Regional Planning Services	12,000					12,000			12,000					12,000
1.325	Community Planning	2,410					2,410			2,410					2,410
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	-		3,000			3,000			3,000					3,000
1.353	Otter Point Fire	40,000					40,000			10,000		30,000			40,000
1.356	Pender Island Fire	25,000					25,000			25,000					25,000
1.357	East Sooke Fire	7,300					7,300			7,300					7,300
1.358	Port Renfrew Fire	-					-			-		-			-
1.359	North Galiano 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	116,000	30,000		250,000		396,000			66,000		330,000			396,000
1.44x	Panorama Recreation	179,000	26,000	125,000			330,000			175,000		155,000			330,000
1.455	SSI Community Parks	5,000					5,000			5,000					5,000
1.458	SSI Community Recreation	5,000					5,000			5,000					5,000
1.459	SSI Park Land & Rec Programs	89,500		8,025,000	50,000	50,000	8,214,500	8,000,000		89,500		125,000			8,214,500
1.465	Saturna Island Community Parks	10,000			10,000		10,000			10,000		10,000			10,000
1.475	Mayne Island Community Parks	-					-			-		-			-
1.485	Pender Island Community Parks	-			10,000		10,000			-		10,000			10,000
1.495	Galiano Community Parks	-			16,900		16,900			-		16,900			16,900

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.521	Environmental Resource Management	253,000	30,000		14,012,224		14,295,224	-		283,000		14,012,224		14,295,224
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
1.575	Environmental Administration Services	10,000					10,000			10,000				10,000
1.576	Environmental Engineering Services	40,000	40,000				80,000			80,000				80,000
1.577	IW - Environmental Operations	128,000					128,000			128,000				128,000
1.578	Environmental Protection	74,500	-				74,500			74,500				74,500
1.579	Environmental Water Quality	5,000					5,000			5,000				5,000
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)	250,000			-		250,000		250,000	-		-		250,000
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)	-			-		-		-		-			-
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)	45,000			520,000	-	565,000		565,000		-		-	565,000
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)	-			-		-		-		-			-
2.670	Regional Water Supply	1,207,500	50,000	90,000	7,065,000	570,000	8,982,500	8,932,500	-	50,000				8,982,500
2.680	JDF Water Distribution	182,500	474,000	40,000	6,910,000		7,606,500	5,712,500	1,400,000	474,000	20,000			7,606,500
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				200,000		200,000			200,000				200,000
3.712	North East Trunk Sewer	-			100,000		100,000			100,000				100,000
3.713	East Coast Interceptor				100,000		100,000			100,000				100,000
3.715	North East Trunk 2 (Bowker)				-		-			-				-
3.718	Saanich Peninsula Wastewater	-			350,000		350,000			150,000	200,000			350,000
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	Malview Sewer Utility (SSI)	-			-		-			-				-
3.830	Magic Lake Sewer Utility (Pender)				-		-			-				-
3.850	Port Renfrew Sewer				1,200,000		1,200,000		1,200,000					1,200,000
TOTAL		3,945,196	921,500	9,938,000	42,283,424	640,000	57,728,120	20,539,744	15,020,000	2,598,396	852,556	18,491,124	226,300	57,728,120

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.011	Board Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
1.014	Chief Administrative Officer	2,742	-	-	-	-	2,742	-	-	2,742	-	-	-	2,742
1.015	Real Estate	1,828	-	-	-	-	1,828	-	-	1,828	-	-	-	1,828
1.016	Human Resources	1,495	-	-	-	-	1,495	-	-	1,495	-	-	-	1,495
1.017	Finance	32,409	-	-	-	-	32,409	-	-	32,409	-	-	-	32,409
1.018	Health & Capital Planning Strategies	1,495	-	-	-	-	1,495	-	-	1,495	-	-	-	1,495
1.022	Information Technology	667,600	-	-	-	-	667,600	648,000	-	19,600	-	-	-	667,600
1.024	GM - Planning & Protective Services	-	-	-	-	-	-	-	-	-	-	-	-	-
1.025	Corporate Emergency	8,000	-	-	-	-	8,000	-	-	8,000	-	-	-	8,000
1.105	Facilities Management	9,150	-	-	-	-	9,150	-	-	9,150	-	-	-	9,150
1.106	CRD Fisgard HQ Building	-	-	-	-	-	-	-	-	-	-	-	-	-
1.107	Corporate Satellite Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-
1.109	JDF Admin, Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
1.110	SGI Admin, Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
1.111	SSI Admin, Expenditures	1,200	-	-	-	-	1,200	-	-	1,200	-	-	-	1,200
1.118	Corporate Communications	2,990	-	-	-	-	2,990	-	-	2,990	-	-	-	2,990
1.123	Family Court Building	-	-	-	-	-	-	-	-	-	-	-	-	-
1.141	SSI Public Library	-	-	-	-	-	-	-	-	-	-	-	-	-
1.226	Health Facilities - VIHA	120,000	-	-	-	75,000	195,000	-	-	-	-	195,000	-	195,000
1.235	SGI Small Craft Harbour Facilities	-	-	-	400,000	-	400,000	-	-	-	-	400,000	-	400,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	-	-	-	-	-	-	-	-	-	-	-	-	-
1.238A	Community Transit (SSI)	-	-	-	-	-	-	-	-	-	-	-	-	-
1.238B	Community Transportation (SSI)	-	-	-	-	-	-	-	-	-	-	-	-	-
1.280	Regional Parks	74,000	555,000	-	1,584,000	20,000	2,233,000	-	-	629,000	575,000	1,029,000	-	2,233,000
1.290	Royal Theatre	-	-	1,000,000	-	-	1,000,000	-	-	-	500,000	500,000	-	1,000,000
1.295	McPherson Theatre	-	-	500,000	-	-	500,000	-	-	-	-	500,000	-	500,000
1.297	Arts Grants and Development	-	-	-	-	-	-	-	-	-	-	-	-	-
1.310	Land Banking and Housing	5,000	-	-	-	-	5,000	-	-	5,000	-	-	-	5,000
1.313	Animal Care Services	4,205	18,000	-	-	-	22,205	-	-	22,205	-	-	-	22,205
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	-	-	-	-	-	-	-	-	-	-	-	-	-
1.325	Community Planning	3,910	-	-	-	-	3,910	-	-	3,910	-	-	-	3,910
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	-	600,000	-	-	-	600,000	-	-	600,000	-	-	-	600,000
1.353	Otter Point Fire	10,000	-	-	-	-	10,000	-	-	10,000	-	-	-	10,000
1.356	Pender Island Fire	-	-	-	-	-	-	-	-	-	-	-	-	-
1.357	East Sooke Fire	7,400	-	-	-	-	7,400	-	-	7,400	-	-	-	7,400
1.358	Port Renfrew Fire	-	-	-	-	-	-	-	-	-	-	-	-	-
1.359	North Galiano Fire	-	-	-	-	-	-	-	-	-	-	-	-	-
1.360	Shirley Fire Department	-	-	-	-	-	-	-	-	-	-	-	-	-
1.369	Electoral Area Fire Services	-	-	-	-	-	-	-	-	-	-	-	-	-
1.370	JDF Emergency Program	-	-	-	-	-	-	-	-	-	-	-	-	-
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	66,000	-	-	-	500,000	566,000	-	500,000	66,000	-	-	-	566,000
1.44x	Panorama Recreation	428,625	-	409,000	-	-	837,625	-	-	248,625	-	589,000	-	837,625
1.455	SSI Community Parks	5,000	-	-	210,000	-	215,000	-	-	5,000	-	210,000	-	215,000
1.458	SSI Community Recreation	5,000	-	-	-	-	5,000	-	-	5,000	-	-	-	5,000
1.459	SSI Park Land & Rec Programs	27,500	-	2,425,000	-	150,000	2,602,500	-	-	27,500	2,400,000	175,000	-	2,602,500
1.465	Saturna Island Community Parks	-	-	-	10,000	-	10,000	-	-	-	-	10,000	-	10,000
1.475	Mayne Island Community Parks	-	-	-	-	-	-	-	-	-	-	-	-	-
1.485	Pender Island Community Parks	-	-	-	10,000	-	10,000	-	-	-	-	10,000	-	10,000
1.495	Galiano Community Parks	-	-	-	2,000	-	2,000	-	-	-	-	2,000	-	2,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.521	Environmental Resource Management	253,000	30,000		5,350,000		5,633,000	-		283,000		5,350,000		5,633,000
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
1.575	Environmental Administration Services	10,000					10,000			10,000				10,000
1.576	Environmental Engineering Services	40,000	80,000				120,000			120,000				120,000
1.577	IW - Environmental Operations	65,000					65,000			65,000				65,000
1.578	Environmental Protection	73,000	-				73,000			73,000				73,000
1.579	Environmental Water Quality	5,000					5,000			5,000				5,000
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)	-			-		-			-		-		-
2.624	Beddis Water (SSI)	-			-		-			-		-		-
2.626	Fulford Water (SSI)	-			-		-			-		-		-
2.628	Cedar Lane Water (SSI)	-			-		-			-		-		-
2.630	Magic Lake Estates Water (Pender)	-			-		-			-		-		-
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			-		10,000			-		10,000		10,000
2.660	Fernwood Water (SSI)	-			-		-			-		-		-
2.665	Sticks Allison Water (Galiano)	-			-		-			-		-		-
2.667	Surfside Park Estates (Mayne)	200,000					200,000				100,000	100,000		200,000
2.670	Regional Water Supply	987,500	250,000	40,000	18,315,000	400,000	19,992,500	11,642,500	8,100,000	250,000				19,992,500
2.680	JDF Water Distribution	182,500	-	40,000	5,965,000		6,187,500	6,012,500	-	-		175,000		6,187,500
2.691	Wilderness Mountain Water Service	-			-		-			-		-		-
3.701	Millstream Site Remediation	-			-		-			-		-		-
3.705	SSI Septage / Composting	-			-		-			-		-		-
3.710	North West Trunk Sewer	-			200,000		200,000			200,000		-		200,000
3.712	North East Trunk Sewer	-			100,000		100,000			100,000		-		100,000
3.713	East Coast Interceptor	-			100,000		100,000			100,000		-		100,000
3.715	North East Trunk 2 (Bowker)	-			-		-			-		-		-
3.718	Saanich Peninsula Wastewater	-			510,000		510,000			150,000		360,000		510,000
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	Malview Sewer Utility (SSI)	-			-		-			-		-		-
3.830	Magic Lake Sewer Utility (Pender)	-			3,000,000		3,000,000		3,000,000	-		-		3,000,000
3.850	Port Renfrew Sewer	-			-		-			-		-		-
TOTAL		3,387,579	1,588,000	4,422,500	41,535,744	1,145,000	52,078,823	23,832,744	11,620,000	3,247,579	3,575,000	9,803,500	-	52,078,823

2 Year Budget Variance Summary

2018 - 2020

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%

The following 2 pages are an excerpt from the 2020 Financial Plan Presentation to the Board (located on pgs 121-122)

The following charts summarize the change in operating and capital plans, year over year, after final adjustments to the 2020 budget.

Operating Expenditures (in \$ millions)

Expenditure Type	2020 Final	2019 Final	\$ Change	% of Total Change
Operations	183.3	165.3	18.0	6.9%
Debt Servicing	42.1	38.6	3.5	1.3%
Capital Funding	32.8	41.3	-8.5	-3.3%
Transfers to Reserves	24.4	16.6	7.8	3.0%
Total	\$282.6	\$261.8	\$20.8	7.9%

Operating Revenues (in \$ millions)

Revenue Source	2020 Final	2019 Final	\$ Change	% of Total Change
Sale of services	134.7	124.0	10.7	4.1%
Requisitions*	86.0	82.5	3.5	1.3%
Allocation to other services	37.9	35.1	2.8	1.1%
Rentals and other revenue	8.7	9.0	-0.3	-0.1%
Surplus	7.4	5.2	2.2	0.8%
Grants and PILT	4.5	4.1	0.4	0.1%
Transfer from reserve for capital	3.4	1.9	1.5	0.6%
Total	\$282.6	\$261.8	\$20.8	7.9%

*Includes Municipal Debt

Requisitions (in \$ millions)

Description	2020 Final	2019 Final	\$ Change	% Change
Total Electoral Areas Only	14.5	13.8	0.7	5.1%
Regional / Sub Regional	56.7	53.8	2.9	5.4%
Total Before Municipal Debt	71.2	67.6	3.6	5.3%
Municipal Debt	14.8	14.9	-0.1	-0.7%
Total	\$86.0	\$82.5	\$3.5	4.2%

Capital Expenditures
(in \$ millions)

Description	2020 Final (a)	2020 Prelim (b)	2019 Final (c)	Change (a-c)	% of Total Change
CAWTP	225.2	195.8	260.3	-35.1	-9.1%
Engineered Structures	72.5	70.2	52.2	20.3	5.2%
Buildings	89.1	79.8	52.9	36.2	9.4%
Equipment	9.0	9.0	7.9	1.1	0.3%
Land	3.2	2.3	9.0	-5.8	-1.5%
Vehicles	3.1	3.1	2.0	1.1	0.3%
Ending Balance	\$402.1	\$360.2	\$384.3	\$17.8	4.6%

Capital Revenues
(in \$ millions)

Description	2020 Final (a)	2020 Prelim (b)	2019 Final (c)	Change (a-c)	% of Total Change
Current Operating and WIP	85.4	42.2	154.6	-69.2	-18.0%
Grants	178.6	189.4	94.6	84.0	21.8%
Debt Issuance	40.0	38.3	70.3	-30.3	-7.9%
Donations & Third Party Funding	62.4	56.7	37.0	25.4	6.6%
Reserve Funding	35.7	33.6	27.8	7.9	2.1%
Ending Balance	\$402.1	\$360.2	\$384.3	\$17.8	4.6%

Reserves - Capital
(in \$ millions)

Reserve Activity - Forecast	2020 Final	2019 Final	\$ Change	% Change
Opening Reserve Balance Actual	82.8	83.4*	-0.6	-0.7%
Transfer to/from Operating	17.3	17.1	0.2	1.2%
Interest Income	1.7	1.8	-0.1	-5.6%
Transfer to Fund Capital Projects	-35.7	-19.5	-16.2	83.1%
Ending Balance	\$66.1	\$82.8	-\$16.7	-20.2%

*Balance updated to align with 2018 audited Financial Statements

Committee Of The Whole Budget Review Package

Committee of the Whole Budget Package was presented on October 30, 2019 and is the preliminary budget. The final budget is presented to the Board each year and accounts for yearly surpluses and deficits by service area and also new initiatives. The preliminary budget contains the full detail for each service which includes the following:

1. Service Description/ Overview
2. Bridging document details major changes from 2019 to 2020
3. Operating Committee Summary
4. Capital Plan Summary
5. Reserve Schedules

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

Electoral Area Committee Package

Electoral Area Committee Budget Package was presented October 9, 2019 and is the preliminary budget. The final budget is presented to the Board each year and accounts for yearly surpluses and deficits by service area and also new initiatives. The preliminary budget contains the full detail for each service which includes the following:

1. Service Description/ Overview
2. Bridging document detailing major changes from 2019-2020
3. Operating Committee Summary
4. Capital Plan Summary
5. Reserve Schedules

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

Long-Term Debt

Existing long-term debt is detailed by Fund in the following overview. In addition to existing long-term debt borrowings, future borrowing amounts are assessed during budget development. These amounts are determined by service, based on planned future capital spending. The future borrowings are included with existing long-term debt in individual services budgets, and summarized in Schedule A of the 2020-2024 Five Year Financial Plan Bylaw (p.186-196).

SUMMARY OF LONG-TERM DEBT (Unaudited)

		2019					
		Outstanding Dec 31/18	Additions	Principal	Actuarial	Total Debt Retirement	Outstanding Dec 31/19
General Capital - Debenture	(Schedule B)	\$ 24,140,391	12,900,000	\$ (2,271,998)	\$ (554,362)	(2,826,360)	\$ 34,214,031
Non-Debenture	(Schedule B)	-	1,500,000	-	-	-	1,500,000
Sewer Capital - Debenture	(Schedule C)	45,097,656	60,250,000	(3,400,352)	(1,288,974)	(4,689,326)	100,658,330
Non-Debenture	(Schedule C)	49,700,000	85,000,000	(114,290,000)	-	(114,290,000)	20,410,000
Water Capital - Debenture	(Schedule D)	69,958,352	-	(6,844,922)	(2,629,617)	(9,474,539)	60,483,813
Non-Debenture	(Schedule D)	-	-	-	-	-	-
		188,896,399	159,650,000	(126,807,272)	(4,472,953)	(131,280,225)	217,266,174
Accrued actuarial valuation - CRD Debt		(2,474,735)			(340,455)	(340,455)	(2,815,190)
		186,421,664	159,650,000	(126,807,272)	(4,813,408)	(131,620,680)	214,450,984
Member Municipalities	(Schedule B)	150,834,773	13,670,000	(8,686,508)	(2,848,258)	(11,534,766)	152,970,007
CRD Total		337,256,437	173,320,000	(135,493,780)	(7,661,666)	(143,155,446)	367,420,991
CRHC Total		47,276,495	37,844,141	(5,193,348)	-	(5,193,348)	79,927,288
Consolidated Total		\$ 384,532,932	\$ 211,164,141	\$ (140,687,128)	\$ (7,661,666)	\$ (148,348,794)	\$ 447,348,279

TOTAL OUTSTANDING DEBT

General Capital (CRD and municipalities)	\$ 188,684,038
Sewer Capital	121,068,330
Water Capital	60,483,813
less accrued actuarial valuation	2,815,190
	<hr/>
CRD	367,420,991
CRHC	79,927,288
	<hr/>
Total	\$ 447,348,279

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT
General Capital Fund

Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2018 Previous Outstanding	Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding	
Regional Parks												
2017	4142	4198	142	2032	560,000	3.150%	529,891	-	30,109	903	31,012	498,879
2018	4142	4222	145	2033	4,000,000	3.150%	4,000,000	-	215,066	-	215,066	3,784,934
Total Regional Parks					4,560,000		4,529,891	-	245,175	903	246,078	4,283,813
Port Renfrew Fire												
2009	3456	3634	106	2024	40,000	2.250%	18,859	-	1,998	846	2,844	16,015
Total Port Renfrew Fire					40,000		18,859	-	1,998	846	2,844	16,015
Seaparc Golf Course												
2017	4052	4175	141	2032	660,000	2.800%	624,514	-	35,486	1,065	36,551	587,963
Total Seaparc Golf Course					660,000		624,514	-	35,486	1,065	36,551	587,963
Peninsula Recreation - Swimming Pool												
2008	3388	3514	103	2023	5,200,000	2.600%	2,082,089	-	259,694	124,716	384,410	1,697,679
2008	3388	3547	104	2023	1,600,000	2.900%	640,642	-	79,906	38,374	118,280	522,362
2009	3388	3594	105	2024	2,198,000	2.200%	1,036,321	-	109,771	46,467	156,238	880,083
Total Peninsula Recreation - Swimming Pool					8,998,000		3,759,052	-	449,371	209,557	658,928	3,100,124
Peninsula Recreation - Community Recreation												
2017	4116	4175	141	2032	1,080,000	2.800%	1,021,932	-	58,068	1,742	59,810	962,122
Total Peninsula Recreation - Community Rec.					1,080,000		1,021,932	-	58,068	1,742	59,810	962,122
Solid Waste - Refuse Disposal												
2010	3518	3677	110	2025	2,500,000	4.500%	1,349,578	-	124,853	46,017	170,870	1,178,708
2011	3518	3769	116	2026	2,200,000	4.200%	1,332,211	-	109,870	34,712	144,582	1,187,629
Total Solid Waste - Refuse Disposal					4,700,000		2,681,789	-	234,723	80,729	315,452	2,366,337
Saltspring Island - Library												
2006	3308	3364	99	2021	350,000	1.750%	87,360	-	17,479	10,506	27,985	59,375
2011	3613	3800	117	2026	2,000,000	3.250%	1,211,101	-	99,882	31,556	131,438	1,079,663
2013	3613	3910	126	2028	100,000	3.850%	72,950	-	4,994	1,082	6,076	66,874
Total Saltspring Island - Library					2,450,000		1,371,411	-	122,355	43,144	165,499	1,205,912
Saltspring Island - Indoor Pool												
2005	3207	3258	92	2020	2,500,000	1.550%	424,093	-	124,853	83,036	207,889	216,204
2006	3207	3364	99	2021	400,000	1.750%	99,839	-	19,976	12,006	31,982	67,857
Total Saltspring Island - Indoor Pool					2,900,000		523,932	-	144,829	95,042	239,871	284,061

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT
General Capital Fund

Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2018 Previous Outstanding	Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding	
Gossip Island - Electrification												
2012	3579	3850	121	2027	715,000	2.900%	478,151	-	35,708	9,474	432,969	
					715,000		478,151	-	35,708	9,474	432,969	
Galiano Island Public Building												
2013	3793	3910	126	2028	310,000	3.850%	226,145	-	15,482	3,354	207,309	
					310,000		226,145	-	15,482	3,354	207,309	
Galiano Island Fire												
2013	3793	3910	126	2028	290,000	3.850%	211,555	-	14,483	3,138	193,934	
					290,000		211,555	-	14,483	3,138	193,934	
North Galiano Fire												
2014	3844	3936	127	2029	280,000	3.300%	220,619	-	13,984	2,375	204,260	
					280,000		220,619	-	13,984	2,375	204,260	
East Sooke Fire												
2014	3863	3966	130	2029	1,800,000	3.000%	1,418,268	-	89,894	15,269	1,313,105	
2016	3863	4114	139	2031	150,000	2.100%	133,628	-	8,065	491	125,072	
					1,950,000		1,551,896	-	97,959	15,760	1,438,177	
Land Banking and Housing												
2015	3715	4009	131	2030	9,413,000	2.200%	6,920,645	-	802,377	87,233	6,031,035	
					9,413,000		6,920,645	-	802,377	87,233	6,031,035	
911 Call Answer												
2019	4119	4198	147	2034	7,000,000	2.660%	-	7,000,000	-	-	7,000,000	
2019	4119	4318	149	2034	5,900,000	2.240%	-	5,900,000	-	-	5,900,000	
					12,900,000		-	12,900,000	-	-	12,900,000	
Total General - Debenture Debt					51,246,000		24,140,391	12,900,000	2,271,998	554,362	2,826,360	34,214,031
Non-Debenture Debt												
					1,500,000		-	1,500,000	-	-	1,500,000	
Total General - Non-Debenture Debt					1,500,000		-	1,500,000	-	-	1,500,000	
Total Debt - General					\$ 52,746,000		24,140,391	14,400,000	2,271,998	554,362	2,826,360	35,714,031

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, 2018	Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
						Previous Outstanding					
MUNICIPALITIES											
Victoria											
2003	3026	79	2033	10,000,000	2.250%	6,752,118	-	150,514	162,394	312,908	6,439,210
2003	3026	80	2033	10,000,000	2.850%	6,752,118	-	150,514	162,394	312,908	6,439,210
2004	3026	81	2034	10,000,000	2.850%	7,050,126	-	150,514	147,494	298,008	6,752,118
2007	3467	102	2022	4,509,000	2.250%	1,472,082	-	225,184	121,477	346,661	1,125,421
2008	3515	103	2023	1,800,000	2.600%	720,723	-	89,894	43,171	133,065	587,658
2009	3515	105	2024	1,800,000	2.200%	848,669	-	89,894	38,053	127,947	720,722
2009	3595	105	2024	3,440,015	2.200%	1,621,911	-	171,798	72,724	244,522	1,377,389
2010	3515	110	2025	5,200,000	4.500%	2,807,123	-	259,694	95,715	355,409	2,451,714
2011	3770	115	2031	10,200,000	variable	7,472,664	-	452,555	-	452,555	7,020,109
2014	3770	130	2034	23,200,000	3.000%	19,891,593	-	779,097	132,336	911,433	18,980,160
2016	3770	139	2036	5,500,000	2.100%	5,084,487	-	204,686	12,465	217,151	4,867,336
2017	3770	142	2037	9,600,000	3.150%	9,242,729	-	357,271	10,718	367,989	8,874,740
Total Victoria				95,249,015		69,716,343	-	3,081,615	998,941	4,080,556	65,635,787
Central Saanich											
2010	3674	110	2025	1,000,000	4.500%	539,832	-	49,941	18,407	68,348	471,484
2011	3772	116	2026	1,333,333	4.200%	807,400	-	66,588	21,037	87,625	719,775
2014	3967	130	2019	1,085,540	2.050%	234,464	-	200,420	34,044	234,464	-
2015	4032	133	2040	8,523,540	2.750%	7,843,793	-	218,834	23,791	242,625	7,601,168
Total Central Saanich				11,942,413		9,425,489	-	535,783	97,279	633,062	8,792,427
Esquimalt											
2002	2999	78	2022	4,000,000	2.250%	1,138,148	-	120,970	143,093	264,063	874,085
2003	3092	80	2023	2,800,000	2.850%	972,745	-	84,679	91,363	176,042	796,703
2004	3198	85	2024	1,256,000	2.000%	511,550	-	37,985	37,222	75,207	436,343
2005	3293	95	2025	2,012,000	1.800%	882,845	-	73,965	39,520	113,485	769,360
2006	3369	99	2026	1,129,000	1.750%	559,313	-	37,914	22,787	60,701	498,612
2007	3464	102	2027	2,353,000	2.250%	1,287,336	-	79,018	42,627	121,645	1,165,691
2014	3969	130	2024	1,200,000	3.000%	775,570	-	99,949	16,977	116,926	658,644
Total Esquimalt				14,750,000		6,127,507	-	534,480	393,589	928,069	5,199,438

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, 2018		Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
						Previous Outstanding						
MUNICIPALITIES												
Saanich												
2003	3051	79	2028	1,500,000	2.250%	821,812	-	31,429	33,909	65,338	756,474	
2004	3197	85	2019	800,000	2.000%	73,403	-	37,074	36,329	73,403	-	
2005	3257	92	2020	3,341,000	1.550%	566,760	-	166,853	110,970	277,823	288,937	
2005	3292	95	2020	2,320,000	1.800%	390,844	-	124,542	67,520	192,062	198,782	
2006	3363	99	2021	4,505,000	1.750%	1,124,421	-	224,985	135,223	360,208	764,213	
2007	3466	102	2022	2,306,300	2.250%	752,953	-	115,179	62,134	177,313	575,640	
2010	3726	111	2025	1,797,000	variable	949,177	-	122,567	-	122,567	826,610	
2010	3726	112	2025	1,150,000	3.730%	620,808	-	57,432	21,168	78,600	542,208	
2011	3771	114	2026	8,400,000	variable	5,035,445	-	553,339	-	553,339	4,482,106	
2012	3853	121	2027	750,000	2.900%	501,556	-	37,456	9,938	47,394	454,162	
2014	3968	130	2024	2,400,000	3.000%	1,549,697	-	199,898	33,954	233,852	1,315,845	
2014	3968	130	2029	4,725,000	3.000%	3,724,397	-	235,972	40,082	276,054	3,448,343	
2016	4061	137	2031	8,064,600	2.600%	7,214,074	-	417,948	29,768	447,716	6,766,358	
2017	4163	141	2032	2,800,000	2.800%	2,649,454	-	150,546	4,516	155,062	2,494,392	
2017	4199	142	2032	3,695,800	3.150%	3,497,089	-	198,711	5,961	204,672	3,292,417	
2018	4163	144	2028	836,630	variable	794,798	-	83,663	-	83,663	711,135	
2019	4283	147	2034	4,605,000	2.660%	-	4,605,000	-	-	-	4,605,000	
2019	4319	149	2034	6,565,000	2.240%	-	6,565,000	-	-	-	6,565,000	
Total Saanich				60,561,330		30,266,688	11,170,000	2,757,594	591,472	3,349,066	38,087,622	
Oak Bay												
2003	3095	80	2023	4,715,000	2.850%	1,638,030	-	142,594	153,848	296,442	1,341,588	
Total Oak Bay				4,715,000		1,638,030	-	142,594	153,848	296,442	1,341,588	
North Saanich												
2007	3465	102	2032	7,722,907	2.250%	5,221,968	-	185,442	100,038	285,480	4,936,488	
2014	3938	127	2029	1,680,000	3.300%	1,323,718	-	83,901	14,251	98,152	1,225,566	
Total North Saanich				9,402,907		6,545,686	-	269,343	114,289	383,632	6,162,054	

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, 2018		Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
						Previous Outstanding						
MUNICIPALITIES												
Sidney												
2006	3359	99	2021	770,000	1.750%	192,187		-	38,455	23,112	61,567	130,620
2007	3414	101	2022	80,000	2.250%	26,118		-	3,995	2,155	6,150	19,968
2010	3676	110	2035	1,448,000	4.500%	1,127,628		-	34,769	12,815	47,584	1,080,044
2011	3801	117	2036	1,073,000	3.250%	869,502		-	25,765	8,140	33,905	835,597
2012	1958	118	2037	479,000	3.400%	402,708		-	11,502	3,052	14,554	388,154
2017	4200	142	2047	3,000,000	3.150%	2,936,942		-	63,058	1,892	64,950	2,871,992
2019	4284	147	2049	2,500,000	2.660%	-		2,500,000	-	-	-	2,500,000
Total Sidney				9,350,000		5,555,085		2,500,000	177,544	51,166	228,710	7,826,375
View Royal												
2011	3802	117	2026	2,445,000	3.250%	1,480,570		-	122,106	38,577	160,683	1,319,887
2014	3937	127	2034	5,490,000	3.300%	4,707,107		-	184,364	31,316	215,680	4,491,427
Total View Royal				7,935,000		6,187,677		-	306,470	69,893	376,363	5,811,314
Highlands												
2004	3153	81	2024	571,021	2.850%	232,570		-	17,269	16,923	34,192	198,378
2016	4115	139	2026	500,000	2.100%	411,462		-	43,615	2,656	46,271	365,191
Total Highlands				1,071,021		644,032		-	60,884	19,579	80,463	563,569
Colwood												
2009	3596	105	2019	265,000	4.900%	31,416		-	22,072	9,344	31,416	-
2009	3596	105	2022	733,000	2.200%	266,455		-	44,085	18,662	62,747	203,708
2009	3596	105	2022	963,000	2.200%	350,063		-	57,918	24,518	82,436	267,627
2009	3596	105	2023	720,000	2.200%	303,443		-	39,362	16,662	56,024	247,419
2009	3596	105	2024	3,396,000	2.200%	1,601,158		-	169,600	71,794	241,394	1,359,764
2012	3852	121	2038	3,710,323	2.900%	3,154,931		-	83,732	22,216	105,948	3,048,983
2016	4060	137	2046	4,501,000	2.600%	4,323,568		-	87,190	6,210	93,400	4,230,168
Total Colwood				14,288,323		10,031,034		-	503,959	169,406	673,365	9,357,669

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, 2018			Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
						Previous Outstanding	Additions 2019					
MUNICIPALITIES												
Sooke												
2006	3360	99	2026	8,800,000	1.750%	4,359,582	-	295,519	177,617	473,136	3,886,446	
2007	3413	101	2027	617,101	2.250%	337,621	-	20,723	11,179	31,902	305,719	
Total Sooke				9,417,101		4,697,203	-	316,242	188,796	505,038	4,192,165	
Total Municipal				238,682,110		150,834,773	13,670,000	8,686,508	2,848,258	11,534,766	152,970,007	
Total General Debenture				51,246,000		24,140,391	12,900,000	2,271,998	554,362	2,826,360	34,214,031	
				289,928,110		174,975,164	26,570,000	10,958,506	3,402,620	14,361,126	187,184,038	
Total General Non-Debenture				1,500,000		-	1,500,000	-	-	-	1,500,000	
Grand Total				\$ 291,428,110		\$ 174,975,164	\$ 28,070,000	10,958,506	3,402,620	\$ 14,361,126	\$ 188,684,038	

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2018		Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
							Previous Outstanding	Additions 2019				
Millstream Site Remediation												
2010	3513	3725	112	2025	288,234	3.730%	155,597	-	14,395	5,305	19,700	135,897
2012	3513	3817	118	2027	200,000	3.400%	133,749	-	9,988	2,650	12,638	121,111
2013	3513	3882	124	2028	600,000	3.150%	437,700	-	29,965	6,492	36,457	401,243
2013	3513	3910	126	2028	611,766	3.850%	446,285	-	30,552	6,619	37,171	409,114
Total Millstream Site Remediation					1,700,000		1,173,331	-	84,900	21,066	105,966	1,067,365
Septage/Composting - Saltspring Island												
2009	3564	3594	105	2024	280,000	2.200%	132,014	-	13,984	5,919	19,903	112,111
2009	3564	3634	106	2024	400,000	2.250%	188,595	-	19,976	8,456	28,432	160,163
2010	3564	3677	110	2025	650,000	4.500%	350,889	-	32,462	11,964	44,426	306,463
2013	3564	3910	126	2028	770,000	3.850%	561,716	-	38,455	8,331	46,786	514,930
Total Septage/Composting - SSI					2,100,000		1,233,214	-	104,877	34,670	139,547	1,093,667
Debt - NWT - Vortex / Siphon Upgrade												
2009	3532	3594	105	2019	99,680	2.200%	11,818	-	8,302	3,516	11,818	-
2011	3532	3769	116	2021	60,350	4.200%	20,647	-	5,027	1,588	6,615	14,032
Total NWT - Vortex / Siphon Upgrade					160,030		32,465	-	13,329	5,104	18,433	14,032
Debt - NWT - Macaulay Point/Genset												
2007	3339	3412	101	2022	196,790	2.250%	64,247	-	9,828	5,302	15,130	49,117
Total NWT - Macaulay Point/Genset					196,790		64,247	-	9,828	5,302	15,130	49,117
Debt - LWMP Core - NET / ECI Sewer Upgrade												
2005	3205	3261	92	2020	3,000,000	1.550%	508,912	-	149,823	99,644	249,467	259,445
2005	3205	3291	95	2020	3,000,000	1.800%	505,400	-	161,046	87,311	248,357	257,043
2006	3205	3325	97	2021	2,000,000	1.750%	499,190	-	99,882	60,032	159,914	339,276
2006	3205	3364	99	2021	4,000,000	1.750%	998,379	-	199,764	120,065	319,829	678,550
Total LWMP Core - NET / ECI Sewer Upg					12,000,000		2,511,881	-	610,515	367,052	977,567	1,534,314

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2018		Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
							Previous Outstanding	Additions 2019				
Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice)												
2007	3205	3412	101	2022	7,000,000	2.250%	2,285,336	-	349,588	188,587	538,175	1,747,161
2007	3205	3457	102	2022	3,000,000	2.250%	979,431	-	149,823	80,823	230,646	748,785
2008	3205	3514	103	2023	1,000,000	2.600%	400,402	-	49,941	23,984	73,925	326,477
2008	3205	3547	104	2023	700,000	2.900%	280,281	-	34,959	16,789	51,748	228,533
Total LWMP Core-NET/ECI Sewer Upg					11,700,000		3,945,450	-	584,311	310,183	894,494	3,050,956
Debt - NWT Upgrade - Phase 1												
2005	2802	3258	92	2020	100,000	1.550%	16,965	-	4,994	3,321	8,315	8,650
Total NWT Upgrade - Phase 1					100,000		16,965	-	4,994	3,321	8,315	8,650
Debt - Craigflower PS Upgrade												
2005	3244	3291	95	2020	500,000	1.800%	84,233	-	26,841	14,552	41,393	42,840
2006	3244	3364	99	2021	400,000	1.750%	99,840	-	19,976	12,006	31,982	67,858
2008	3244	3514	103	2023	80,000	2.600%	32,032	-	3,995	1,919	5,914	26,118
Total Craigflower PS Upgrade					980,000		216,105	-	50,812	28,477	79,289	136,816
Debt- LWMP Core Treatment Facilities												
2008	3461	3547	104	2023	10,000,000	2.900%	4,004,019	-	499,411	239,839	739,250	3,264,769
Total LWMP Core Treatment Facilities					10,000,000		4,004,019	-	499,411	239,839	739,250	3,264,769

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2018		Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
							Previous Outstanding	Additions 2019				
Debt - Core Sewage Integrated Treatment Facilities												
2010	3615	3677	110	2025	12,000,000	4.500%	6,477,977	-	599,293	220,881	820,174	5,657,803
Total Core Sewage Integrated Trtmnt. Facs.					12,000,000		6,477,977	-	599,293	220,881	820,174	5,657,803
Debt - Core Area WasteWater Treatment Program												
2013	3887	3910	126	2038	6,100,000	3.850%	5,306,655	-	146,473	31,734	178,207	5,128,448
2018	3887	4253	146	2043	15,000,000	3.200%	15,000,000	-	411,418	-	411,418	14,588,582
2019	4204	4282	147	2044	60,000,000	2.660%	-	60,000,000	-	-	-	60,000,000
Total Core Area WasteWater Trtmnt Pgrm.					81,100,000		20,306,655	60,000,000	557,891	31,734	589,625	79,717,030
Debt - Oak Bay - Humber/Rutland												
2007	3332	3412	101	2022	450,000	2.250%	146,913	-	22,474	12,123	34,597	112,316
Total Oak Bay - Humber/Rutland					450,000		146,913	-	22,474	12,123	34,597	112,316
Debt - Ganges Sewer (S.S.I.)												
2016	4007	4114	139	2036	350,000	2.100%	323,557	-	13,026	793	13,819	309,738
2017	4007	4198	142	2042	1,500,000	3.150%	1,458,858	-	41,142	1,234	42,376	1,416,482
2018	4007	4253	146	2038	1,800,000	3.200%	1,800,000	-	66,988	-	66,988	1,733,012
2019	4007	4318	149	2044	250,000	2.240%	-	250,000	-	-	-	250,000
Total Debt - Ganges Sewer (S.S.I.)					3,900,000		3,582,415	250,000	121,156	2,027	123,183	3,709,232
Debt - Maliview Sewer (S.S.I.)												
2004	2991	3196	85	2019	40,982	2.000%	3,762	-	1,899	1,863	3,762	-
2006	2991	3364	99	2021	24,000	1.750%	5,988	-	1,199	720	1,919	4,069
Total Maliview Sewer (S.S.I.)					64,982		9,750	-	3,098	2,583	5,681	4,069
Debt - Magic Lake Estates (P.I.)												
2016	4048	4114	139	2026	745,000	2.100%	613,077	-	64,987	3,958	68,945	544,132
2017	4048	4198	142	2027	250,000	3.150%	228,192	-	21,808	654	22,462	205,730
2018	4048	4253	146	2028	535,000	3.200%	535,000	-	46,668	-	46,668	488,332
Total Debt - Magic Lake Estates (P.I.)					1,530,000		1,376,269	-	133,463	4,612	138,075	1,238,194

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2018 Previous Outstanding	Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
Total Sewer - Debenture Debt					137,981,802		45,097,656	60,250,000	3,400,352	1,288,974	4,689,326	100,658,330
Non Debenture Debt												
2014	3887	3888			17,700,000	variable	17,700,000	-	11,290,000	-	11,290,000	6,410,000
2018	3887	3888			32,000,000	variable	32,000,000	21,000,000	53,000,000	-	53,000,000	-
2019	4204	4252			64,000,000	variable		64,000,000	50,000,000		50,000,000	14,000,000
Total Sewer - Non Debenture Debt					113,700,000		49,700,000	85,000,000	114,290,000	-	114,290,000	20,410,000
Total Debt - Sewer					\$ 251,681,802		94,797,656	145,250,000	117,690,352	1,288,974	118,979,326	121,068,330

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, 2018 Previous Outstanding	Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
Highland Water												
2009	3580	3634	106	2024	250,000	2.250%	117,871	-	12,485	5,285	17,770	100,101
2012	3580	3817	118	2027	150,680	3.400%	100,767	-	7,525	1,997	9,522	91,245
Total Highland water					400,680		218,638	-	20,010	7,282	27,292	191,346
Highland & Fernwood Water(SSI)												
2011	3754	3800	117	2026	500,000	3.250%	302,774	-	24,971	7,889	32,860	269,914
Total Highland water					500,000		302,774	-	24,971	7,889	32,860	269,914
Beddis Water												
2005	3193	3291	95	2020	325,500	1.800%	54,836	-	17,473	9,473	26,946	27,890
2013	3825	3882	124	2028	300,000	3.150%	164,661	-	24,987	5,414	30,401	134,260
2013	3825	3910	126	2023	70,000	3.850%	38,422	-	5,830	1,263	7,093	31,329
Total Beddis Water					695,500		257,919	-	48,290	16,150	64,440	193,479
Fulford Water												
2005	3203	3291	95	2020	573,000	1.800%	96,532	-	30,760	16,676	47,436	49,096
2012	3758	3817	118	2027	145,000	3.400%	96,967	-	7,241	1,921	9,162	87,805
2012	3758	3850	121	2027	25,000	2.900%	16,718	-	1,249	331	1,580	15,138
Total Fulford Water					743,000		210,217	-	39,250	18,928	58,178	152,039
Cedar Lane Water												
2009	3425	3634	106	2024	108,000	2.250%	50,919	-	5,394	2,283	7,677	43,242
Total Cedar Lane Water					108,000		50,919	-	5,394	2,283	7,677	43,242

LONG-TERM DEBT
Water Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2018 Previous Outstanding	Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
Magic Lakes Water												
2010	3633	3677	110	2025	723,000	4.500%	390,299	-	36,107	13,308	49,415	340,884
2011	3633	3769	116	2026	250,000	4.200%	151,388	-	12,485	3,945	16,430	134,958
2012	3633	3850	121	2027	559,500	2.900%	374,161	-	27,942	7,414	35,356	338,805
2013	3633	3882	124	2028	1,002,500	3.150%	731,327	-	50,066	10,847	60,913	670,414
2013	3633	3882	126	2028	25,000	3.850%	18,237	-	1,249	271	1,520	16,717
Total Magic Lakes Water					2,560,000		1,665,412	-	127,849	35,785	163,634	1,501,778
Lyll Harbour/Boot Cove Water												
2009	3587	3634	106	2024	250,000	2.250%	117,871	-	12,485	5,285	17,770	100,101
2010	3587	3677	110	2025	180,000	4.500%	97,171	-	8,989	3,313	12,302	84,869
Total Lyll Harbour/Boot Cove Water					430,000		215,042	-	21,474	8,598	30,072	184,970
Skana Water-Mayne Island												
2004	3090	3154	81	2019	78,850	2.400%	7,235	-	3,654	3,581	7,235	-
2004	3090	3196	85	2019	39,500	2.000%	3,623	-	1,831	1,792	3,623	-
2007	3090	3457	102	2022	29,200	2.250%	9,533	-	1,458	787	2,245	7,288
Total Skana Water-Mayne Island					147,550		20,391	-	6,943	6,160	13,103	7,288
Port Renfrew Snuggery Cove Water System												
2004	2996	3154	81	2019	325,000	2.400%	29,821	-	15,061	14,760	29,821	-
Total Port Renfrew Snuggery Cove Water Syst					325,000		29,821	-	15,061	14,760	29,821	-
Fernwood Water												
2009	3581	3634	106	2024	100,000	2.250%	47,149	-	4,994	2,114	7,108	40,041
2010	3581	3677	110	2025	50,000	4.500%	26,991	-	2,497	920	3,417	23,574
2012	3581	3817	118	2027	45,000	3.400%	30,094	-	2,247	596	2,843	27,251
Total Fernwood Water					195,000		104,234	-	9,738	3,630	13,368	90,866

LONG-TERM DEBT

Water Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2018 Previous Outstanding	Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
Surfside Park Water												
2004	3088	3154	81	2019	100,000	2.400%	9,176	-	4,634	4,542	9,176	-
2004	3088	3196	85	2019	104,000	2.000%	9,542	-	4,820	4,722	9,542	-
2005	3088	3258	92	2020	48,000	1.550%	8,144	-	2,397	1,594	3,991	4,153
2005	3088	3291	95	2020	20,000	1.800%	3,369	-	1,074	582	1,656	1,713
Total Surfside Park Water					272,000		30,231	-	12,925	11,440	24,365	5,866
Wilderness Mountain												
2012	3504	3817	118	2027	281,000	3.400%	187,917	-	14,033	3,723	17,756	170,161
Total Port Renfrew Snuggery Cove Water Syst					281,000		187,917	-	14,033	3,723	17,756	170,161
Regional Water Supply												
2007	3419	3514	103	2023	7,000,000	2.600%	2,802,812	-	349,588	167,888	517,476	2,285,336
2007	3419	3547	104	2023	8,000,000	2.900%	3,203,215	-	399,529	191,871	591,400	2,611,815
2007	3451	3514	103	2022	60,000,000	2.600%	24,024,108	-	2,996,466	1,439,036	4,435,502	19,588,606
2009	3419	3594	105	2024	9,000,000	2.200%	4,243,351	-	449,470	190,266	639,736	3,603,615
2009	3419	3634	106	2024	1,000,000	2.250%	471,484	-	49,941	21,141	71,082	400,402
2010	3661	3725	112	2025	6,500,000	3.730%	3,508,904	-	324,617	119,644	444,261	3,064,643
2011	3661	3769	116	2026	1,500,000	4.200%	908,326	-	74,912	23,667	98,579	809,747
2012	3661	3817	118	2027	4,500,000	3.400%	3,009,339	-	224,735	59,626	284,361	2,724,978
2013	3661	3882	124	2028	1,700,000	3.150%	1,240,155	-	84,900	18,394	103,294	1,136,861
2015	3902	4009	131	2030	3,000,000	2.200%	2,517,059	-	155,475	16,903	172,378	2,344,681
2016	3902	4059	137	2031	1,500,000	2.600%	1,341,803	-	77,738	5,537	83,275	1,258,528
2018	3902	4222	145	2033	5,000,000	3.150%	5,000,000	-	268,833	-	268,833	4,731,167
Total Regional Water Supply					108,700,000		52,270,556	-	5,456,204	2,253,973	7,710,177	44,560,379

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, 2018 Previous Outstanding	Additions 2019	Principal 2019	Actuarial 2019	Debt Retirement 2019	December 31, 2019 Outstanding
Juan De Fuca Water Distribution												
2012	3782	3817	118	2027	2,500,000	3.400%	1,671,854	-	124,853	33,126	157,979	1,513,875
2013	3782	3882	124	2028	4,500,000	3.150%	3,282,763	-	224,735	48,689	273,424	3,009,339
2014	3782	3936	127	2029	5,000,000	3.300%	3,939,634	-	249,706	42,415	292,121	3,647,513
2016	3981	4059	137	2031	2,000,000	2.600%	1,789,072	-	103,650	7,382	111,032	1,678,040
2018	3981	4222	145	2033	3,000,000	3.150%	3,000,000	-	161,300	-	161,300	2,838,700
Total Juan De Fuca Water Distribution					17,000,000		13,683,323	-	864,244	131,612	995,856	12,687,467
Juan De Fuca Water Distribution - DCC												
2005	3164	3258	92	2019	1,500,000	1.550%	254,457	-	74,912	49,822	124,734	129,723
2005	3164	3291	95	2020	1,000,000	1.800%	168,467	-	53,682	29,104	82,786	85,681
2006	3164	3364	99	2021	500,000	1.750%	124,796	-	24,971	15,008	39,979	84,817
2007	3164	3412	101	2022	500,000	2.250%	163,238	-	24,971	13,470	38,441	124,797
Total Juan De Fuca Water Distribution-DCC					3,500,000		710,958	-	178,536	107,404	285,940	425,018
Total Water - Debenture Debt					135,857,730		69,958,352	-	6,844,922	2,629,617	9,474,539	60,483,813
Non Debenture Debt												
Total Water - Non Debenture Debt					-		-	-	-	-	-	-
Total Debt - Water					135,857,730		69,958,352	-	6,844,922	2,629,617	9,474,539	60,483,813

Acronyms Glossary

CAWTP (Core Area Wastewater Treatment Plant)

COW (Committee Of The Whole)

EA (Electoral Area)

ELT (Executive Leadership Team):

IBC (Initiative Business Case)

JDF (Juan de Fuca)

MFA (Municipal Finance Authority)

SGL (Southern Gulf Islands)

SSI (Salt Spring Island)