

Fiscal Year 2021

Annual Fiscal Plan

Capital Regional District |



CRD

Making a difference...together

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Reference

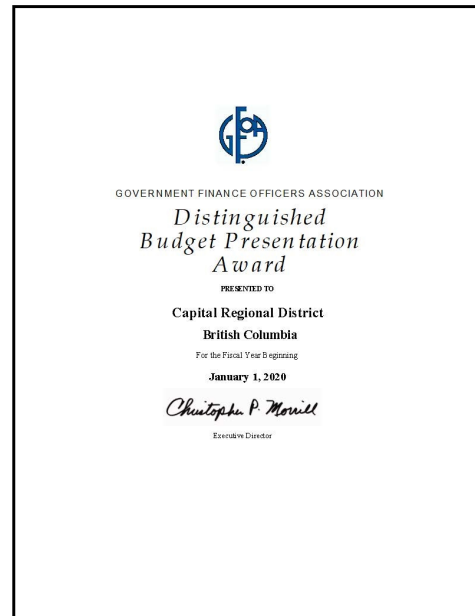
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GFOA Awards

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, 2020.

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

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



An Award for Distinguished Budget Presentation is valid for a period of one year only. The CRD has continuously won this award from 2018 to 2020; and we believe our current report continues to conform to the Distinguished Budget Presentation requirements.

The Capital Regional District

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 425,500 people.

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

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

The CRD has 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 government and has direct relationships with individuals, businesses, organizations, institutions and communities that access regional utilities and services.

The CRD owns and operates the Capital Region Housing Corporation (CRHC), a non-profit provider of 1,773 affordable rental homes throughout the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment.



The Capital Regional District

Capital Regional District

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

Regional Government Leadership

The CRD derives authority from Letters Patent and from provincial legislation, primarily the Local Government Act and the Community Charter. It is run by a Board of 24 directors who represent 13 municipalities and 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

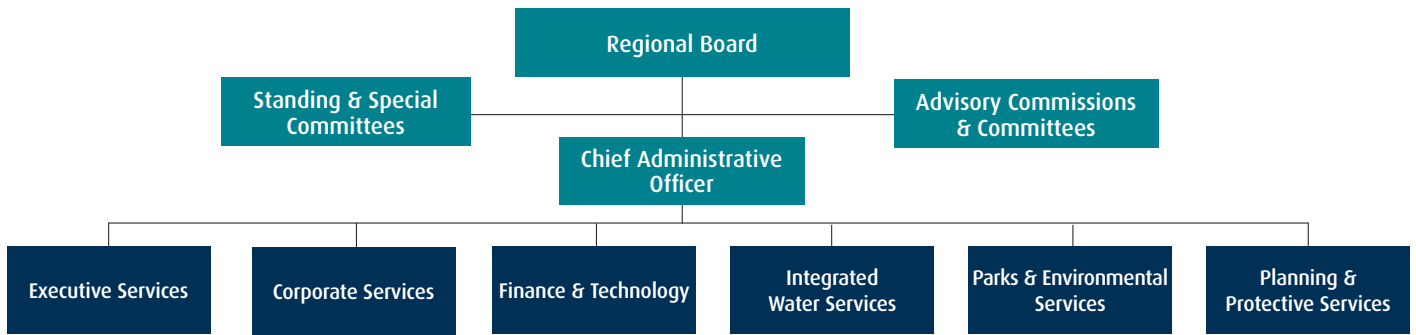
The Board is supported by the CRD's Chief Administrative Officer (CAO), who oversees staff in five service areas:

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

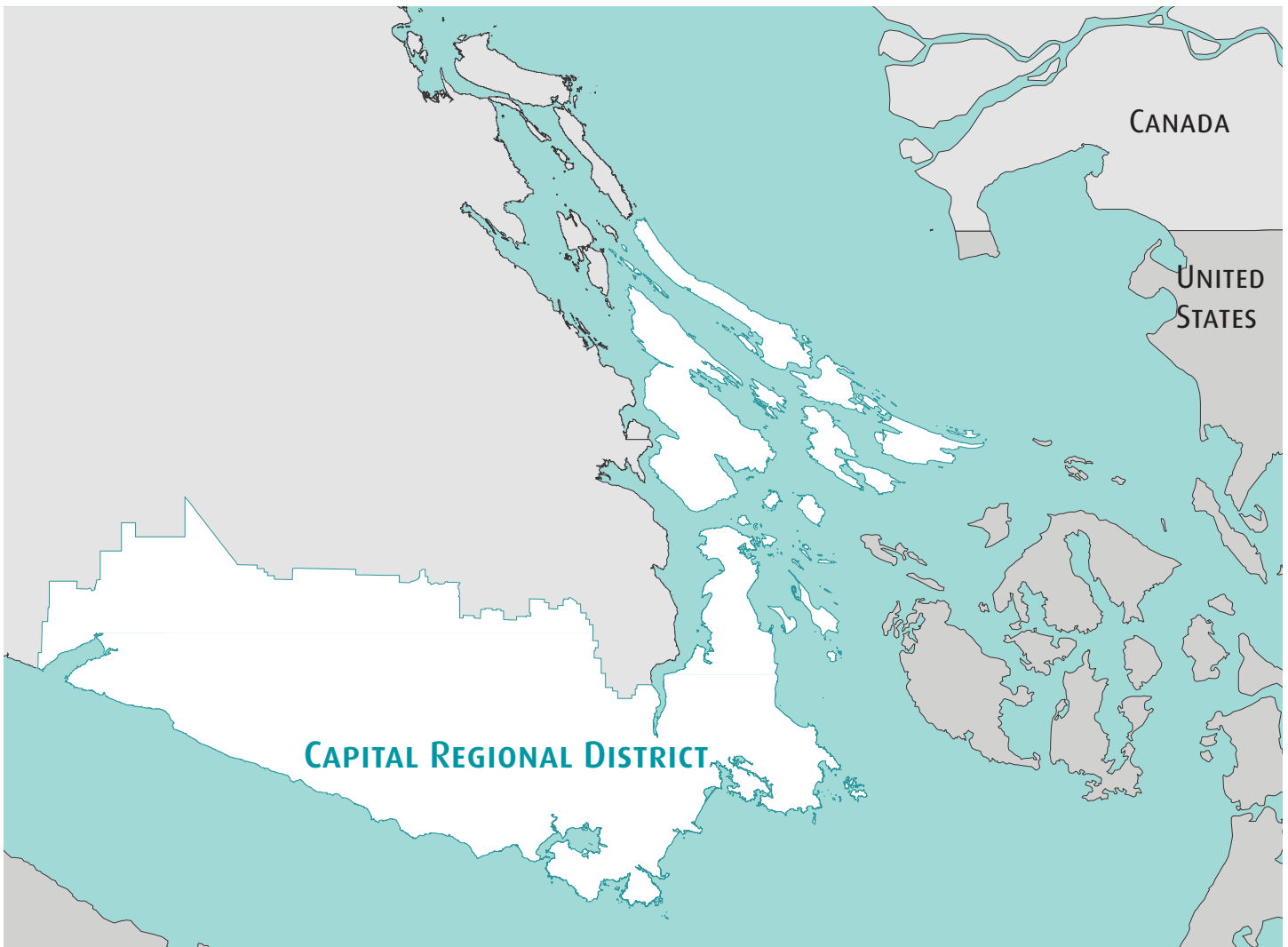
Altogether, the CRD administers approximately 200 service-related reporting entities and employs more than 1,100 staff.

Capital Regional District

Corporate Organization Chart and Capital Region Map



Capital Region Map



Setting the Stage

2020 Performance

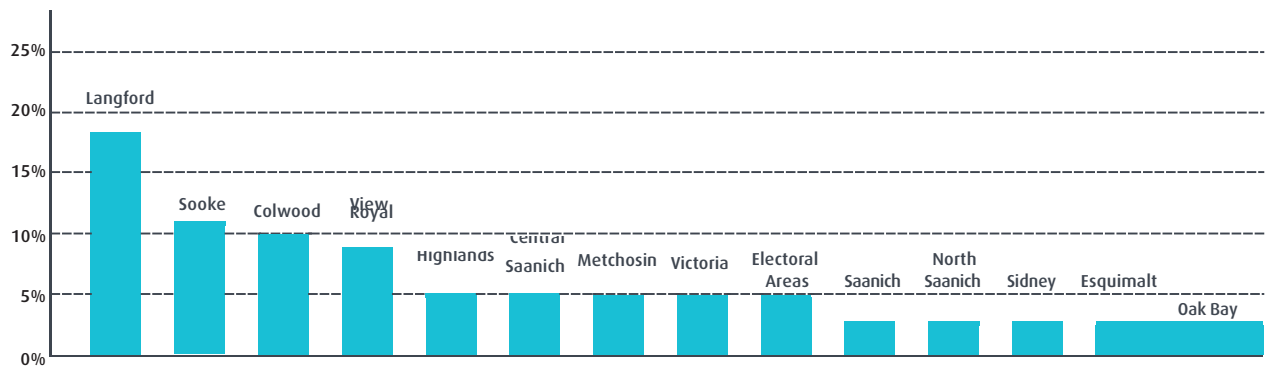
The Regional Economy

The economic uncertainty in 2020 due to the global COVID-19 pandemic led to provincial restrictions, operational health and safety measures impacting service delivery, and increased unemployment throughout the region. Throughout the year, with the exception of CRD recreation centres, demand for services remained strong and some services experienced record utilization. Visitations to Regional Parks increased by more than 25%, landfill tipping tonnage grew by 2.8%, and water consumption rose by 2.0%.

Cost escalation pressures continue to impact the regional economy, and while unemployment increased sharply during the pandemic, at year-end Victoria's unemployment rate recovered to 5.8%, the lowest rate in the country when compared to the provincial rate of 7.2% and national rate of 8.8%³. The Consumer Price Index (CPI) for Greater Victoria was 1.1%, compared to Vancouver at 0.6%, British Columbia at 0.8%; significantly higher than the national average of 0.7%.

Population growth in the region continues to trend upward boosting the regional economy. Over the past five years, the population of the CRD has increased (6.2%), continuing to outpace the Metro Vancouver (6.0%) and the Province as a whole (5.9%).

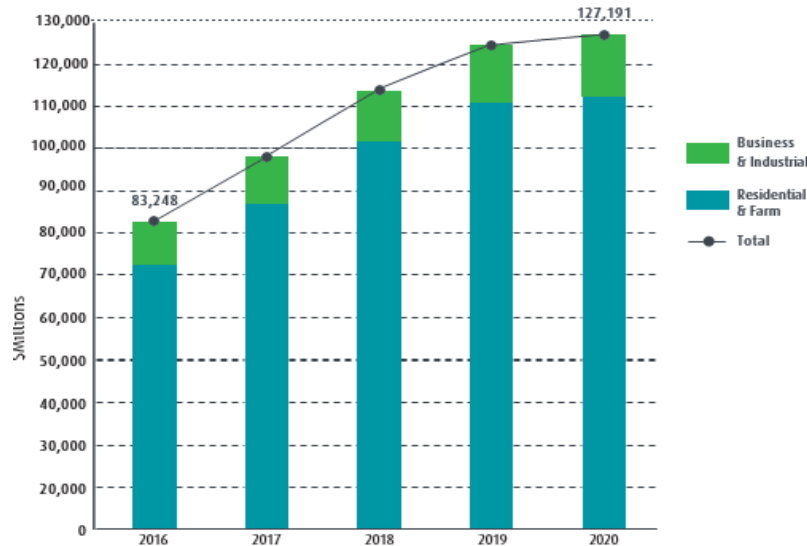
Population % Change by Municipality, 2020 vs. 2016



In 2020, total regional property assessments increased 1.9% to \$127.2 billion. The average increase in the region was 2.7%, with the largest increases in Victoria (4.2%), Langford (7.5%), View Royal (3.5%) and Sooke (5.7%). The three Electoral Areas of the Southern Gulf Islands (4.0%), Salt Spring Island (5.9%), Juan de Fuca (7.7%) experienced an average assessment increase of 5.8%.

New building permit values increased 26% to \$1.4 billion in 2020 while housing starts decreased by 8.3%. Continued growth in the local population continues to create affordability pressure in the region.

2020 Total Assessments



Additionally, the pandemic unexpectedly increased demand for housing in the region causing the average price of a single family dwelling to increase by 9% to \$948,200 over 2020.⁸ According to RBC's Housing Affordability Measure report, Victoria was the third most expensive housing market in Canada with an average of 55.3% pre-tax income spent on home ownership.

With growth and cost escalation pressures continuing to be significant factors in organization-wide service delivery, the focus remains on delivering critical infrastructure projects and optimizing services that align with long-term corporate and strategic planning directed and approved by the CRD Board.

Financial Health

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

Current Ratio

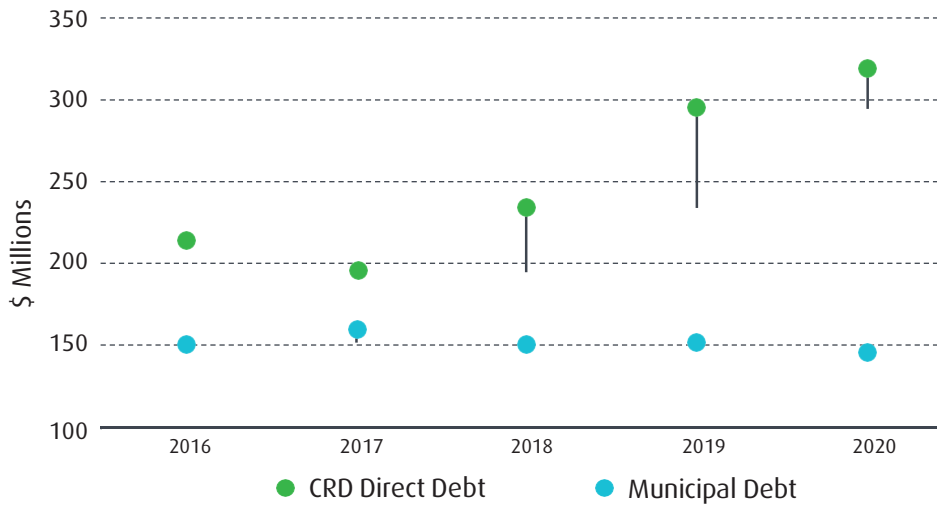
The current ratio is a measure of the liquidity of an organization, meaning the CRD's ability to meet current obligations through current assets. A high ratio indicates a greater ability to meet budgeted and unexpected expenditure. The current ratio has increased to 7.3 for 2020 from 6.9 in 2019 (adjusted to exclude balances for the Wastewater Treatment Project (WTP)). Generally, a current ratio greater than one is considered healthy for a government entity.

CURRENT RATIO

7.3

Debt

Debt includes CRD, CRHC and member municipalities. Short-term debt increased by \$61.3 million in CRHC related to new housing purchases through the Regional Housing First Program. This debt was rolled into long-term mortgages subsequent to year-end. Long-term debt decreased by \$42.3 million to \$405.0 million in 2020. The majority of the decrease comes from CRD which paid down \$36.1 million in total. \$30.9 million related to WTP debt repayments as the project nears completion. The remaining decrease relates to member municipality debt which decreased by \$6.1 million. In 2020, when excluding member municipality debt, net total debt comprised of both short and long-term debt increased by \$19.0 million.



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 2020, excluding \$133.2 million investment towards the WTP, new debt funded \$71.6 million out of CRD's capital investment balance of \$135.2 million.

CAPITAL INVESTMENT
FUNDED BY NEW DEBT

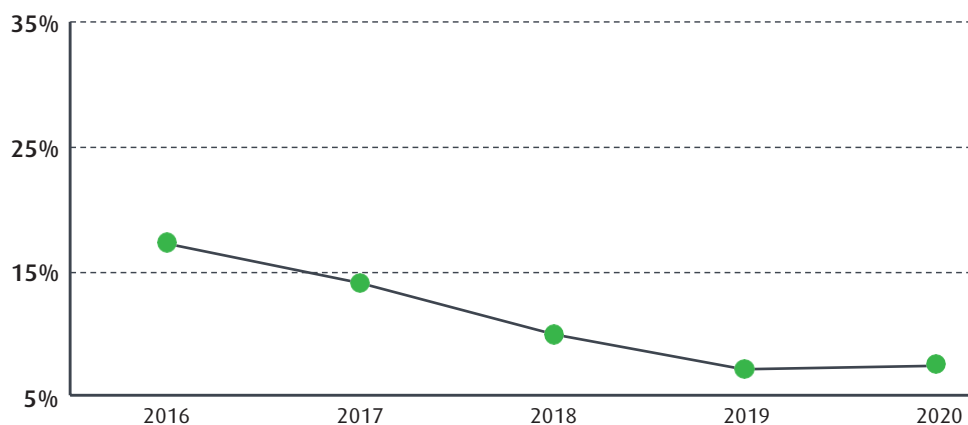
53.0%

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 2020, debt servicing costs were \$31.9 million and total revenue was \$417.8 million*.

DEBT SERVICE COSTS
TO TOTAL REVENUE

7.6%



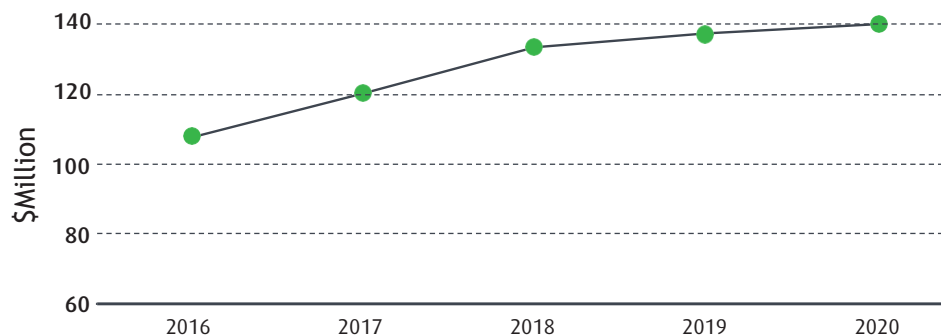
* Revenue excludes debt servicing costs paid by member municipalities

Contributions to Reserves

Contributions to reserves are needed to reduce costs of borrowing for asset renewal, replacement and to mitigate risk of asset failure. Reserves are savings supporting sustainable service delivery while balancing fluctuations in requisition and users fees. \$30.8 million or 7.1% of revenues collected in 2020 were transferred to reserves and to fund capital projects. Reserves increased by \$3.6 million to a total of \$141.4 million. The following graph shows the cumulative growth in total reserves.

RESERVE BALANCE

\$141.4M



Financial Planning

Financial Management

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

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

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

Controls and Reporting

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

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

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

In 2020, the CRD received a report from BDO Canada LLP regarding their assessment of CRD's internal control environment. Using the information outlined in this report, management is working to improve current controls and align to best practices.

Basis of Budgeting

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

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

Each year development of the expenditure plan includes:

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

Board and Corporate Planning

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




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



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

ORGANIZATIONAL STRUCTURE 2021

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

| | | | | | |
|---|---|---|---|---|---|
| Housing Corporation Board Lisa Helps, Chair 250.360.3125 |  | Regional Board Colin Plant, Chair 250.360.3125 |  | Hospital District Board Denise Blackwell, Chair 250.360.3125 |  |
|---|---|---|---|---|---|

Standing & Special Committees

Commissions & Advisory Committees

Robert Lapham
 Chief Administrative Officer
 250.360.3125




Budget Planning Process & Overview

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

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

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

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

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

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

CRD 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 | 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, including Initiative Business Cases |
| October | Electoral Area Committee - Budgets and Initiative Business Cases (Oct 7) Committee of the Whole - Financial Plan and Initiative Business Cases (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. The final budget is required to be approved by March 31st .

Budget Amendments

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

Board & Corporate Priorities Dashboard 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. 9 – Q1 2021



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"> ▶ Board Jan. 13, 2021 | <p>The CRD Board approved the terms of reference establishing a Transportation Committee on January 12, 2021. Since then, staff have been working with municipal, electoral area and agency partners on identifying priority transportation initiatives to inform advocacy with the province and prioritize resources.</p> <p>Ready Step Roll 2021/22 cohort has been confirmed. This year, the program will support schools in Langford, Colwood and Esquimalt.</p> | <ul style="list-style-type: none"> ▶ Staff to bring forward a report identifying priorities and investigating possible governance mechanisms for committee consideration | <ul style="list-style-type: none"> ▶ Q2 2021 |
| 1b Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor. | | | | | <p>Operationalized. The South Island Transportation Strategy considered the E&N corridor in its findings and will continue to protect it as a transportation corridor.</p> | | |
| 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. | | | | | <p>Several major announcements brought forward to support this initiative.</p> <p>Advocacy: Letter to support Aboriginal Coalition to End Homelessness Society (Mar. 24, 2021)</p> <p>Media Release: Hockley House opens in Langford with 120 new affordable homes (Mar. 26, 2021)</p> <p>Media Release: More than 190 new supportive homes underway in Victoria (Mar. 24, 2021)</p> <p>Media Release: Government of Canada announces support for Rapid Housing Initiative in Capital Regional District (Mar. 24, 2021)</p> <p>Media Release: New homes coming for people in Sooke (Feb. 17, 2021)</p> <p>Media Release: New Housing Relief Fund and Rent Bank Launched in Greater Victoria to help renter households struggling to maintain their housing (Feb. 16, 2021)</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 actions from the SGI housing strategy to the 2021 service planning process | <ul style="list-style-type: none"> ▶ Ongoing ▶ Q2 2021 ▶ Q3 2021 |




Standing Committee Legend

- ▶ EAC = Electoral Area Committee
- ▶ EC = Environment 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
- ▶ RPC = Regional Parks 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. 9 – Q1 2021

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





Climate Action & Environmental Stewardship





| 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. | |  | | | The Climate Action Program continues to support promotion of the Provincial home heating fuel switching rebate program with municipal partners to encourage residents to switch to heat pumps. | <ul style="list-style-type: none"> ▶ Staff working with municipal, Provincial and Federal staff on policy initiatives ▶ Staff to complete renewed CRD Climate Action Strategy and present to Board for approval. | <ul style="list-style-type: none"> ▶ Ongoing ▶ Q3 2021 |
| 2b Work with local governments to further reduce emissions from buildings, transportation and solid waste. | |  | | | <p>Hosted both a Climate Action Inter-Municipal Working Group and Task Force quarterly meeting.</p> <p>Extended Transition 2050 'Bring It Home 4 Climate' Program to encourage residential retrofits.</p> <p>Collaborated with Saanich and Victoria to execute a social media campaign to increase electric vehicle (EV) awareness and uptake across the capital region.</p> | <ul style="list-style-type: none"> ▶ Host CRD Climate Action Inter-Municipal Working Group and Task Force meetings ▶ Staff to complete regional residential energy retrofit program business case. | <ul style="list-style-type: none"> ▶ Quarterly ▶ Q2 2021 |
| 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"> ▶ ESC, Jan. 2021 ▶ Board Feb. 10, 2021 ▶ ESC, Feb. 17, 2021 ▶ Board, Mar. 10, 2021 | <p>Staff completed community and local government consultation on the draft Solid Waste Management Plan in February 2021, including targeted engagement with First Nations groups and residents in the area of Hartland Landfill. This input has informed the final draft plan that will be considered by the Board in Q2 2021.</p> <p>Media Release: CRD Board to Consider Final Draft Solid Waste Management Plan in May (Mar. 31, 2021)</p> <p>Staff issued a Request for Qualifications seeking submissions for the design and construction of a new facility that will upgrade the biogas generated at Hartland Landfill to renewable natural gas. CRD staff and FortisBC have executed a supply contract that will be submitted to the British Columbia Utilities Commission for approval this spring.</p> <p>Media Release CRD seeks proposals for landfill gas upgrade project (Mar. 22, 2021)</p> | <ul style="list-style-type: none"> ▶ Present final draft of Solid Waste Management Plan, including phase II public consultation results ▶ Submit Terms of agreement to BC Utilities Commission for approval of the Renewable Natural Gas Initiative at Hartland Landfill | <ul style="list-style-type: none"> ▶ Q2 2021 ▶ Q3 2021 |
| 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"> ▶ RPC Jan 27, 2021 ▶ Board Feb. 10, 2021 ▶ RPC Feb. 24, 2021 ▶ Board Mar. 10, 2021 | <p>CRD Regional Parks and Trails 2020 year in review submitted to Board. The Regional Trails Widening Study was received by Board for information and staff directed to conduct public engagement. The Board endorsed the appropriateness of the property tax requisition as the primary revenue source for operating costs and staff directed to report back on additional options for parking revenues as part of the Parks strategic planning process</p> <p>Mountain Biking Advisory Committee completed final report.</p> <p>Media Release: CRD Regional Parks rolls revenue generation into Strategic Plan (Mar. 11, 2021)</p> | <ul style="list-style-type: none"> ▶ Staff to conduct public engagement on regional trail widening ▶ Commence review and update process for Regional Parks Strategic Plan 2021-2024 ▶ Present mountain biking guidelines and Mountain Biking Advisory Committee report to Regional Parks Committee | <ul style="list-style-type: none"> ▶ Q2 2021 ▶ Q3 2021 ▶ Q2 2021 |
| 2e Develop model bylaws and best practices for use by municipalities and electoral areas. | |  | | | Completed Regional Electric Vehicle Charging Roadmap. | <ul style="list-style-type: none"> ▶ Share results and offer additional learning opportunities related to EV Charging Roadmap | <ul style="list-style-type: none"> ▶ Q3 2021 |

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. 9 – Q1 2021

First Nations Reconciliation

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

| Board Initiatives | Status & Condition | | | Resolutions | Comments | Next Steps | |
|---|--------------------|---|-----------|-------------------------------|---|---|---|
| | Not Started | In Progress | Completed | | | Action | Timing |
| 3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories. | |  | | ▶ <i>Board Jan. 13, 2021</i> | <p>Terms of Reference approved for all CRD Standing Committees be amended to allow for First Nation Member participation at their pleasure in accordance with CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee. All closed matters will be directed to the Regional Board, where First Nation Member participation can be determined on an item-by-item basis. Amendments to the CRD Board Remuneration And Travel Expense Reimbursement Policy include First Nation Members, including all standing committees and set remuneration rates for First Nation Members.</p> <p>CRD First Nations Relations staff are supporting CRD Parks staff in park planning efforts.</p> <p>Media Release: CRD Board approves inclusion of First Nations in regional governance and decision-making (Jan. 13, 2021)</p> | <ul style="list-style-type: none"> ▶ Schedule CRD committee orientation sessions for First Nations elected leadership ▶ Implement First Nations Remuneration Policy (honoraria for cultural work) ▶ Staff to reach out to established Cultural Training providers to develop and offer Cultural Confident Training Program for staff | <ul style="list-style-type: none"> ▶ Q2 2021 ▶ Q2 2021 ▶ Q3 2021 |
| 3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals. | |  | | ▶ <i>Board, Jan. 13, 2021</i> | <p>Ongoing work in progress, as recommended by the Economic Partnership Model from The Indigenomics Institute, to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program.</p> <p>Board motion approving participation in the Coastal Communities Social Procurement Initiative</p> <p>December 2020 letters were sent to local First Nations informing them of additional Reaching Home COVID-19 Funding that was available, detailed information on how to apply was provided. To date there are 3 First Nations with projects underway to support providing temporary and long term housing, and basic needs such as groceries, transportation, and personal hygiene supplies.</p> | <ul style="list-style-type: none"> ▶ Work with CRD Human Resources to identify auxiliary job postings to post as Indigenous internship opportunities, in partnership with Vancouver Island University Indigenous Internship program | <ul style="list-style-type: none"> ▶ Q2 2021 |
| 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. | |  | | | <p>The WSÁNEC Leadership Council (WLC) and the CRD through the approved draft WSÁNEC Land Altering Works MOU have begun meeting quarterly in late 2020 to review upcoming works taking place in WSÁNEC Territory, and receive feedback from the Nations on the proposed works.</p> <p>First Nations Relations Division is supporting the culling of Fallow Deer on Mayne island, to support the ecology of the island and provide food for First Nations communities.</p> | <ul style="list-style-type: none"> ▶ Coordinate bi-annual corporate wide training to support the new Protection and Conservation of Heritage Sites Policy and the BC Archaeology Branch's Remote Access to Archaeological Data (RAAD) training | <ul style="list-style-type: none"> ▶ Ongoing |
| 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. | |  | | | <p>Ecological Asset Management Plan project scoping ongoing with multiple CRD divisions.</p> | <ul style="list-style-type: none"> ▶ Bring report findings to the First Nations Relations Standing Committee | <ul style="list-style-type: none"> ▶ Q3 2021 |



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

Advocacy, Governance & Accountability



Board Priorities Dashboard

Progress Report No. 9 – Q1 2021

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 |
| 4a Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. | | | | | The CRD Board has supported two requests by Internet Service Providers for federal funding aimed at improving service in the Southern Gulf Island electoral area. Advocacy: Letter to Innovation, Science and Economic Development Canada (Mar. 15, 2021) | <ul style="list-style-type: none"> ▶ Complete Connectivity Design Plan to support partnerships and investment by Internet Service providers ▶ Consider Connectivity Design Plan implementation recommendation and advance next steps | <ul style="list-style-type: none"> ▶ Q2 2021 ▶ Q4 2021 |
| 4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area. | | | | | Contract for the Rural Dividend grant project to establish a shared business services model has been awarded to Rural Island Economic Partnership. Contract for the SGI Transportation Integration Plan has been awarded. Media Release: CRD and North Salt Spring Waterworks District Release Water Optimization Study (Mar. 31, 2021) | <ul style="list-style-type: none"> ▶ Development of terms of references for Salt Spring Island operational review initiative | <ul style="list-style-type: none"> ▶ Q2 Q4 2021 |
| 4c Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities. | | | | <ul style="list-style-type: none"> ▶ EAC Feb. 10, 2021 ▶ Board, Feb. 10 2021 | SEOC continues to facilitate coordination of actions and resources in the Electoral Areas and regionally. Electoral Area Volunteer Fire Service Regulatory Review reported on and staff directed to report back with operational, administrative, and governance strategies to meet and sustain regulatory compliance and funds be reallocated from operational reserves for 2021 to be available for a temporary increase in staff resources to support fire services to attain compliance. Public Alert Notification System RFQ process complete and contract awarded. | <ul style="list-style-type: none"> ▶ Initiate Firesmart Project ▶ RFP initiated for Emergency Management Software and Public Alert Notification System | <ul style="list-style-type: none"> ▶ Q2 2021 ▶ Q2 2021 |
| 4d Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. | | | | <ul style="list-style-type: none"> ▶ Board Mar. 24, 2021 | Staff brought reserve balances, analysis, modelling and two draft reserve guideline iterations through ELT. Government Finance Officers Association US & Canada awarded CRD with this year's Distinguished Budget Presentation Award and the Canadian Award for Financial Reporting. Media Release: Capital and operating financial plans approved for 2021 (Mar. 24, 2021) | <ul style="list-style-type: none"> ▶ Update reserve guidelines based on feedback and report through Finance Committee | <ul style="list-style-type: none"> ▶ Q4 2021 |
| 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"> ▶ Board Jan. 13, 2021 ▶ Board Mar. 10, 2021 | Implementation and implications of the consultant's recommendations from Stage One: A Public Conversation about Performing Arts Facilities in the CRD report received and direction to staff to add additional funds to the 2021 final budget. | <ul style="list-style-type: none"> ▶ Staff to begin process of establishing a regional service for the purposes of planning, developing and funding of performing arts facilities that have regional impact ▶ Create a committee to oversee the work of creation of an arts service | <ul style="list-style-type: none"> ▶ Q2 2021 ▶ Q2 2021 |
| 4f Explore how the CRD can best contribute to regional economic development. | | | | | Board endorsed three applications to the Investing in Canada Infrastructure Program - COVID-19 Resilience Infrastructure Stream to support all three electoral areas. The 2021 work program for the Southern Gulf Islands Economic Sustainability Commission (CESC) is underway and includes COVID-19 economic resiliency, an SGI affordable housing strategy, connectivity (broadband planning), food security and transportation planning. Media Release: Island Coastal Economic Trust expands to more communities (Feb. 19, 2021) 22 Advocacy: COVID Safe Restart Grants - AVICC (Feb. 22, 2021) - UBSM (Jan. 29 2021) | <ul style="list-style-type: none"> ▶ Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions ▶ REIP to report back to commission on Shared Business Model ▶ SGI economic resiliency and recovery program development ▶ SGI Integrated Food Security and Sustainability Planning | <ul style="list-style-type: none"> ▶ Ongoing ▶ Q2 2021 ▶ Q2 2021 ▶ Q4 2021 |

Accountability

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

| 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. | | | | | Occupational Health and Safety continues to update and create documents outlining health and safety protocols consistent with requirements of Public Health, WorkSafeBC, and other regulating bodies. Recreation centre staff planning for expanded spring and summer programming with safety protocols in place. | <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 | <ul style="list-style-type: none"> ▶ Ongoing ▶ Quarterly |
| Fiscal responsibility: Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability. | | | | | <p>Initiative approved through service planning to develop life-cycle costing policy & procedures to improve business case options development and decision-making.</p> <p>Staff brought revisions to the Board approved investment policies of CRD and CRHC (March 2020) to consolidate, align investment goals and diversification, as well as formalize social responsible investment parameters.</p> | <ul style="list-style-type: none"> ▶ Integrate life-cycle evaluation in the reserve guidelines and optimal funding model | <ul style="list-style-type: none"> ▶ Q4 2021 |
| Transparency: Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability. | | | | | Operationalized. Executing service planning and annual check-in program. | <ul style="list-style-type: none"> ▶ Annual Board strategic check-in | <ul style="list-style-type: none"> ▶ Q2 2021 |
| Efficiency & collaboration: Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration. | | | | | <p>Operationalized. Partnerships directory and guidelines in place.</p> <p>Continue to advance existing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, Wildfire response and First Nations and identify new partnerships to advance priorities and initiatives.</p> | | |
| Customer service: Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service. | | | | | <p>New corporate sign strategy approved and aligned with best practices. CRD Bike Map is now available online in a digital format to help riders find the best route conveniently on desktop or mobile device.</p> <p>Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Signage and other measures taken to convey new health and safety requirements.</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 413,000 citizens. The traditional territories of over 20 First Nations span portions of the region and 11 of those hold reserve lands throughout the capital region.

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

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

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

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

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

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

The CRD owns and operates the Capital Region Housing Corporation (CRHC), a non-profit provider of 1,418 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



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

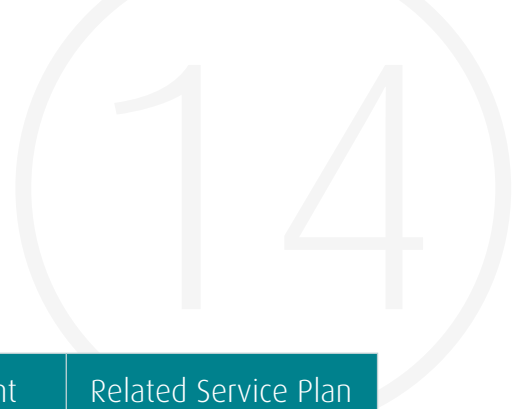
 We envision residents having access to appropriate and affordable recreation opportunities.

| 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 |

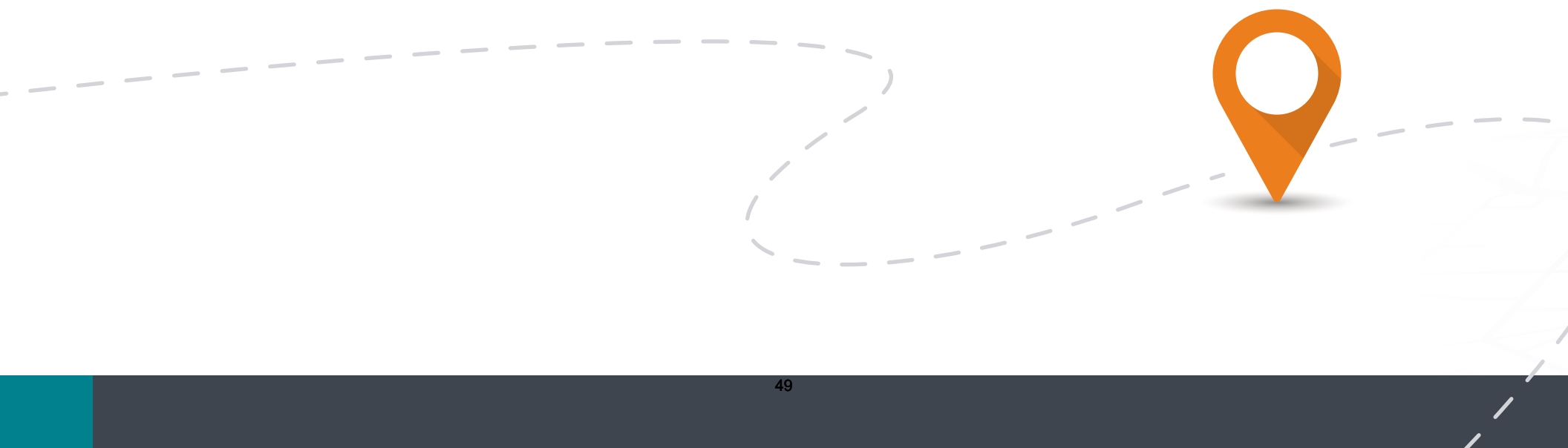


Health Facilities

 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

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

The financial guidelines are based on the following major areas:

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

1) Financial Management Strategies

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

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

2) Service Levels Driven by Strategic and Corporate Priorities

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

The rolling five-year financial plan (this year 2021–2025) 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 2021, and, as they are developed, to integrate risk assessments, climate lens and adaption, which will ultimately further inform financial management practices in the future. The financial implications of this work will be considered as part of the 2021 financial planning process.

3) Board and Public Preferences

The 2021 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 2020 planning process. There are also ongoing opportunities for public input directly through individual service activities at the Committee and Commission level.

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. Prudent financial management of surpluses, reserves, debt levels, and rigor over spending levels enables the organization to optimize revenue requirements and minimize requisition increases. The guidelines to maintain core service levels and incorporate new initiatives from the Strategic and Corporate Plans adjusts for inflation and market cost escalations, as detailed in this report for the 2021 budget, looks to minimize financial implications for the 2021 budget year.

Service Planning 2021: Community Needs Summaries

The 2021 service planning process marks the third year of a four-year planning cycle. This cycle is designed to ensure alignment with and implementation of Board Priorities, which set the strategic course for the CRD.

Each year, the service planning process identifies sustainable and efficient ways to implement actions outlined in the 2019-2022 Corporate Plan. Community Need Summaries outline anticipated activities for the year ahead, subject to review by standing committees and the Board in open meetings.

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

Accountability

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

COVID-19

- COVID-19 is impacting how the organization communicates, meets and collaborates. It is expected that these impacts will continue to be felt into the coming year.
- Consultation and engagement processes are adapting, meetings are migrating to an electronic format, and along with the growing demand for more diverse options to meet and engage with staff and elected/appointed officials (including with new participants, such as First Nations), COVID-19 has accelerated the move towards digital collaboration tools. This has increased demand for audio-visual support, collaboration solutions, staff training, etc. which have drawn from existing staffing capacity in the Legislative Services division and the Information Technology & GIS (IT&GIS) division.
- The pandemic has resulted in an increase in external grant programs. The CRD is being tactical in its approach to grant submissions to ensure equitable opportunities are made available across service areas and that the most critical projects are put forward for submission.

A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- The corporate records management program framework identifies measures to respond to increasingly complex information access requests, investigations, legal matters and disaster recovery events with increased investments over several years.
- The organization is subject to a stream of known and unknown threats which can impact IT systems

2021 Summary

and business operations. We have invested in a number of cyber security measures based on audit recommendations and continue to monitor risks.

- The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of many CRD services. A comprehensive review of governance, mandate and adherence to policy and processes is needed to ensure consistency and improve service efficiency.
- We also continue to modernize our approach and materials to adapt to the shift from print to digital communication channels.
- The CRD is developing Sustainable Service Delivery Plans (SSDPs) for around 70 services in line with the Corporate Asset Management Strategy. These plans are becoming more commonplace in Canada, with grant funding providers increasingly making it a requirement to be considered for funding. Developing and maintaining SSDPs involves large amounts of effort and specialized expertise. Internal and external resources are being evaluated to ensure good progress is made.

Demand for Corporate Support Services

- Information Technology continues to experience high demand for technology services and solutions focused on the growth and complexity of the organization. Solutions for: workforce management, budgeting, reporting, analytics, dashboards, data modelling, application development and systems implementations such as systems to manage increased Mobile Information access, Asset Management, Maintenance Management and Asset Retirement functionality. Increased staff turnover creates an ongoing high demand for staff onboarding and training. These coupled with the pace of technological change is putting service delivery under pressure.
- There is also growing demand for services across financial functions, financial reporting, analytics, and application interface. Further investment in report modelling, application development and staffing capacity will be required in future in order to keep pace. The Financial Services division is also seeing higher demand in Electoral Areas for enhanced levels of service. More advisory services are required for financial management policies, procedures, guidelines and processes.
- The growth in corporate scale and complexity is also placing pressure on cashflow and treasury activities, requiring investment in more planning and analytics. Finally, the required implementation of PSAB3280 Asset Retirement Obligations has increased pressure on existing financial services staff in accounting, budgeting and reporting to meet existing ongoing service levels.
- Corporate growth in the Housing Department and the Regional Housing First program are increasing pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues. Additional legal staff may be required in 2022 to maintain core service levels.
- The number of information requests under FOIPPA, as well as the complexity of requests, continue to increase year over year driving more demand for Information Services support.

People

- Changing workplace and society demographics have significant impact on the nature of Human Resource programs. There are a number of trends impacting the CRD including: significant workplace

2021 Summary

retirements, more employee transitional/family needs, acceleration of workplace and technological change, shifting economic conditions, COVID-19, doing-more-with-less, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce and succession planning, recruitment and retention, and learning and development will be paramount to ensure the continued success of the organization. We are addressing these multifaceted impacts through the Organizational Development Plan and subsequent implementation strategies, which include diversity & inclusion, performance management and strategic workforce planning.

- The shortage and cost of skilled IT resources is directly impacting the division’s ability to hire and retain skilled employees. Skilled workers are looking for higher pay while existing current employees leave the organization for higher pay and better benefits. These issues coupled with the aforementioned accelerated rate of technological change continues to place pressure on IT&GIS’s ability to deliver solutions.

Services

| Core Services Levels | |
|--|---|
| Service | Levels |
| <p>Executive Services Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services</p> | <ul style="list-style-type: none"> • Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board |
| <p>Corporate Communications Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information.</p> | <ul style="list-style-type: none"> • Board communication support (agendas, priorities, programs and overall information to support public understanding of organization) • Create and update corporate documents and website content (e.g. reports, dashboards, progress updates); provide guidance on survey approaches for service areas • Media strategy and relations. • Coordinate advertising buys and social media strategy • Internal communications framework and implementation; maintain CRD Central intranet • Establish communication protocols and training for the organization that lead to efficiency, alignment and best practise |

| Core Services Levels | |
|--|--|
| Service | Levels |
| | <ul style="list-style-type: none"> • Provide creative direction for print, online, video and event communications |
| <p>Human Resources and Corporate Safety Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.</p> | <ul style="list-style-type: none"> • Employment relations, including over 300 job opportunities, labour relations for two unions, and HRIS management and reporting for over 1,100 employees and 1,400 volunteers • Occupational health and safety, corporate wellness and benefits, and disability management • Development and administration of over 80 personnel policies and corporate safe work practices. • Developing and delivering corporate learning and development programs (600+ participants annually) • Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below industry norms |
| <p>Financial Services Financial Services provides guidance on the overall financial stability of the organisation and is responsible for the organisation's adherence to the legislated framework governing financial administration in local government.</p> <ul style="list-style-type: none"> • Financial Planning • Financial Accounting and Reporting • Revenues (taxes and fees) • Disbursements (Inc. Payroll) • Corporate Finance Decision Support • Treasury and Banking • Financial Systems • Procurement (IWS) • Corporate-wide administrative services, such as printing and internal interoffice mail | <ul style="list-style-type: none"> • Annual budget processing for approximately 200 services (Q1) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring • Daily transaction processing and monthly reports delivered for approximately 200 services with combined operating budget of \$370M (2020 Budget) • Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. \$280M • Daily cash management review and investments (\$190M in net working capital and \$160M on reserve) • Manage semi-annual long term financing bylaws & debt issues (CRD & municipal debt of \$350M and principal payments \$65M) • Biweekly payroll processing, reporting for 1,250 employees totaling \$76M in four employee groups • Weekly cheque and EFT runs produce 14,000 vendor payments a year |

| Core Services Levels | |
|--|--|
| Service | Levels |
| | <ul style="list-style-type: none"> • Process on average four periodic updates to the financial system for legislative and financial system upgrades • Monthly and quarterly billing and collections for 25,000 water billing customers. • Develop banking services for CRD (transactions flow through 35 bank accounts a year); monthly reconciliation of all bank accounts for 6,000 banking transactions and integration of over 130,000 transactions a year • Procurement of approx. 100 water services RFPs, RFQs, tenders & contracts annually • Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 15 CRD offices |
| <p>Information Technology and GIS Services (IT&GIS)</p> <p>Comprised of a team of IT professionals who provide a wide variety of technology services, systems, and tools to all CRD Departments, the public and the Board.</p> <ul style="list-style-type: none"> • Corporate-wide communications systems (voice, data and radio) • Corporate Website • Board and Committee meeting management • Asset and Maintenance Management • Financial Systems, payroll, and HR • Corporate-wide Cyber Security Program • Equipment purchasing and maintenance • Project Management • Geographic Information Services • Orthophotography and lidar data • Reporting and data analytics • Application development | <ul style="list-style-type: none"> • Manage the technology infrastructure for 30 sites across the CRD, including 1,000 computers, 600 smartphones, 300 servers and 24 phone systems • Annual hardware and software procurement • Manage procurement of GIS orthophotography and lidar imagery for 23 partners across the Capital Region • Produce and support processing 200,000 utility bills annually, generating approximately \$22M • Support the Hartland Landfill automated scales, processing 140,000 tonnes of garbage generating \$16M annually • Provide daily operational and technical support for Tempest system, providing for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately \$1.25M annually • Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately \$14.5M annually |

| Core Services Levels | |
|---|--|
| Service | Levels |
| <ul style="list-style-type: none"> Utility billing (water and sewer) | <ul style="list-style-type: none"> Produce and process approximately 30,000 maintenance workorders annually for Housing, Integrated Water, and Facilities Management Management of Project System which processes annually \$400M in capital projects Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs Develop, implement, and support a corporate Enterprise Asset Management system, providing management and planning capabilities for \$1.5B in CRD assets |
| <p>Asset & Grants Management</p> <p>Provides professional advice and expertise to having a sustainable service delivery.</p> <p>Manages the organization’s grants portfolio.</p> | <ul style="list-style-type: none"> Develop and advise on corporate asset management strategies, plans, standards and procedures Provide advice/expert guidance for developing SSDPs Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and reliability-centered design, operations, and maintenance Manage the Community Works Fund and Grants-in-Aid Fund (internal CRD grant programs for the Electoral Areas) Manage the organization’s external grants portfolio by notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board. Received over \$500M in grant funding from senior levels of government since 2014. |

| Core Services Levels | |
|---|---|
| Service | Levels |
| <p>Information Services</p> <p>Guides and supports the organization to effectively manage and use its valuable information resources to meet legislative and statutory requirements, legal obligations, business needs & strategic goals and for historical reference. Develops and administers the corporate records and privacy management programs. Administers information access requests and other legal matters under FOIPPA.</p> | <ul style="list-style-type: none"> • Corporate records and privacy management program administration including: policies, systems, processes, procedures, advice & support for managing records, metadata and personal information according to legal, business/technical requirements and industry standards • Conduct records inventories & appraisals and develop lifecycle management plan for all records to ensure timely and effective management • Process more than 130 FOI requests annually and respond to complaints or matters involving the Office of the Privacy Commissioner, under FOIPPA • Conduct Privacy Impact Assessments reviews and provide advice & recommendation • Conduct mandatory corporate training for all staff |
| <p>Legal Services</p> <p>Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.</p> | <ul style="list-style-type: none"> • Bylaw drafting and review, including supervision of outside counsel when required • Manage governance changes and advise on legislative and statutory interpretation • Manage policy development to ensure compliance with policy framework and modern principles of policy development • Staff training in procurement, policy, and contract and bylaw drafting • Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC • Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas • Report quarterly on contracts and procurement trends at the CRD • Draft, review and approve more than 600 agreements per year, and respond to more than 1,500 inquiries for legal advice |

| Core Services Levels | |
|--|--|
| Service | Levels |
| <p>Legislative Services</p> <p>Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, and elector approval processes.</p> | <ul style="list-style-type: none"> • Administrative and legislative support to the three CRD Boards, eight standing committees, and more than 70 committees and commissions • Publish agendas and record minutes for approximately 150 open and closed meetings annually for the three CRD Boards and nine Standing Committees • Facilitate over 200 delegations from residents and organizations who wish to speak at CRD Board or Committee meetings • Conduct elections and assent processes • Process approximately 70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval • Coordinate over 120 appointments annually to CRD committees and commissions • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure • Annually review and distribute over 1100 pieces of correspondence addressed to the CRD Board |
| <p>Risk & Insurance</p> <p>Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.</p> | <ul style="list-style-type: none"> • Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • Binding insurance for property loss for \$650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project • Oversee and maintain volunteer insurance program • Business Continuity Planning for all CRD services • Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations |

| Core Services Levels | |
|---|--|
| Service | Levels |
| <p>Real Estate Services</p> <p>Provides professional advice and expertise related to the strategic management of the CRD’s real estate portfolio including the acquisition and disposal of property, registering CRD rights on properties, and property management services.</p> | <ul style="list-style-type: none"> • Manage the real estate portfolio and property management services across the organization • Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services. • Co-ordinate the internal review and response to 3rd party referrals submitted to the CRD • Manage corporate land and land agreement data both tabular and spatial • Co-ordinate, complete and manage leases, licenses, permits, and land-use applications. • Oversee the completion and registration of approximately 150 new covenants and statutory right-of-way annually in favour of CRD. • Conduct land research and due diligence to support corporate initiatives and decisions. |
| <p>Facilities Management (FM)</p> <p>Delivers comprehensive FM services to corporate facilities to all CRD departments. FM provides support for Facilities Master Planning, SSDPs, Energy Management, and Space Planning, and provides the following services:</p> <ul style="list-style-type: none"> • Project Management • Condition Assessments • Security • Operations & Maintenance Planning <p>Team of specialized maintenance technicians, project coordinators and tradespersons who ensure CRD facilities are performing optimally and are safe and comfortable for CRD staff and public.</p> | <ul style="list-style-type: none"> • FM directly manages approx. 12 locations and provides FM support services to all CRD departments in 10 locations • Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards (manage approx. 75 contracts of varying complexities) • Process approx. 3,500 work orders annually for preventative and corrective maintenance • Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and back flow preventers • Deliver 25 capital projects (\$1.5M) annually as well as numerous maintenance projects; provide Project |

Community Need



2021 Summary

| Core Services Levels | |
|---|--|
| Service | Levels |
| FM's portfolio is continually growing. Managed assets consist of leased and owned facilities valued at approx. \$80M. | Management services for facility projects to other CRD departments |

| Initiatives | | | | | |
|-------------|---|---|-------------|--------------------|--|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 5b-5 | CAMS Life-Cycle Costing | Develop policy and procedure relating to the utilization of lifecycle assessment in options considered in business cases | 2021 – 2022 | NEW Not started | Included in provisional budget |
| 15a-1 | Commission Review | Review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support | 2020 – 2021 | NEW In progress | Included in provisional budget |
| 15b-1 | Financial Services Treasury Position | Create position responsible for growing investment and debt portfolio on behalf of 200+ CRD Services | 2021 | NEW Not started | 1.0 Ongoing Included in provisional budget |
| 15b-2 | Financial Services Support for Local Services/PPS | Increase Financial Services staff complement to support growing Electoral Area requirements for responsive and dynamic financial advisory support | 2021 | NEW Not started | 1.0 Term conversion 1.0 Ongoing Included in provisional budget |
| 15c-1.2 | Facilities Management Worker Formalization | Formalizing the status of an existing position to support facility maintenance and operations duties | 2021 | NEW Not started | 1.0 Ongoing Included in provisional budget |
| 15c-1.3 | Diversity, Inclusion and Organizational | Create position to deliver integrated diversity and | 2021 | NEW Not started | 1.0 Ongoing |

2021 Summary

| Initiatives | | | | | |
|-------------|---|--|-------------|---|--|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| | Development and Alignment | inclusion initiatives under the multi-faceted Organizational Development Plan | | | Included in provisional budget |
| 15d-1.2 | Graphic Standards Update | Update to graphic standards package to reflect shift from print to digital and include First Nations elements in the CRD brand | 2021 | NEW Not started | Included in provisional budget |
| 15f-1.0 | Systems + Policies Bylaw Management System | Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service | 2020 - 2021 | In progress | Already funded |
| 15f-1.1 | Contract Database + E-Approvals | Create an agreement database and e-approvals process | 2020 | Development completed and system testing is underway. | Already funded |
| 15f-1.3 | Systems + Policies EDRMS | Modernize CRD records management program framework of policies, systems & practices to support electronic records management | 2020 – 2025 | In progress. Selection of EDRMS moved to 2021-2022 | Funding earmarked through reserves |
| 15f-1.3 | Facilities Management Centralization Strategy | Creation of new Project Coordinator position to support low and medium level complexity project for Facilities Management, primarily for VIHA projects | 2021 | NEW Not started | 1.0 ^{Ongoing} Included in provisional budget |
| 15f-1.4 | Support for Hartland Scales and PerfectMind | Create new position to provide technical support for the Hartland Landfill scales, | 2021 | NEW Not started | 1.0 ^{Ongoing} |

2021 Summary

| Initiatives | | | | | |
|-------------|---|--|-------------|--------------------|--|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| | | Recreation facilities and Regional Parks | | | Included in provisional budget |
| 15f-1.5 | Mobile Maintenance Workorder Platform Support | Create new position to provide technical support for mobile workorders users, including Regional Housing and CAWTP | 2021 | NEW Not started | 1.0 ^{Ongoing} Included in provisional budget |
| 15f-1.6 | Electronic Signatures | Pilot the use of electronic signature software to approve, track and execute Real Estate licenses, leases and agreements | 2021 | NEW Not started | Included in provisional budget |
| 15f-1.7 | Systems + Policies – Toolkits | Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service | 2020 - 2021 | In progress | Already funded |
| 15f-1.7 | Microsoft Office 365 | Migration of a number of Microsoft Office applications to the Azure Cloud | 2020 | NEW Not started | Included in provisional budget |
| 15f-1.8 | Systems + Policies – Website Upgrade | Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service | 2022 | Postponed | Already funded |
| 15f-1.9 | IWS Infrastructure Resilience Support | Create a new position to provide day-to-day technical support to Integrated Water Services and support for asset replacement programmes | 2021 | NEW Not started | 1.0 ^{Ongoing} Included in provisional budget |

2021 Summary

| Initiatives | | | | | |
|-------------|-----------------------------------|---|-------------|-------------|--|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 15f-1.10 | Systems + Policies – Mobile GIS * | Regional Parks Mobile GIS Program | 2020 - 2021 | In progress | |
| 15f-1.13 | Staffing Initiative | Staffing Initiative for Financial Services, Information Technology & GIS and Human Resources and Corporate Safety | 2021 | Not started | 5.7 ^{Ongoing} Included in provisional budget |

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

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- | | |
|--|---|
| <ul style="list-style-type: none"> • 15a-1 – EA Strategy and Operations • 15b-1 – Triple-Bottom-Line (TBL) Budgeting • 15b-2 – Asset Management and Risk Analysis • 15c-2 – SGI-CRD Liaisons • 15d-1 – Service Planning and KPIs • 15e-1 – Partnership Directory | <p>Systems + Policies initiatives:</p> <ul style="list-style-type: none"> • 15f-1.4 – HR + Corporate Safety Systems • 15f-1.5 – Rise + Report Tracking System • 15f-1.6 – Signage • 15f-1.9 – IWS Record Management – SAP Development * • 15f-1.11 – Information Security Program* |
|--|---|

Business Model

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

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

| Community Need Key Performance Indicator (KPI) | | | |
|---|--------------------|---------------------|--------------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: Organizational Transparency Definition and source: total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics</p> | 1.8M | 2.3M | 2.5M |
| <p>Metric 2: Communication Campaigns Reach Definition and source: percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/social); data from CRD Corporate Communications</p> | 74% | 76% | 76% |
| <p>Metric 3: Workforce Engagement Definition and source: (A) Employee Turnover: total number of CRD staff (regular) that have left their employment with us as a percentage of the regular staff pool; data retrieved from corporate enterprise resource planning system (B) Unplanned Absenteeism: percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system</p> | A: 9.2% B: 2.6% | A: 8.5% B: 4.0%* | A: 7-9% B: 3.5% |
| <p>Metric 4: Board decision-making Definition and source: total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services</p> | 223 | 237 | 230 |
| Discussion | | | |
| <p>Link to Target Outcome</p> <ul style="list-style-type: none"> • Transparency and reach performance indicators measure the reach of our organizational information and how engaged our audiences are with the information disseminated. • Workforce Engagement performance indicators measure the strength of the organization through the active engagement of employees, and assists in responding to changes in our external and internal environments through our Organizational Development Plan. • The Board decision-making measure tracks the work of the three CRD boards. | | | |

Discussion

- **Metric 1:** The CRD website is our most important transparency tool through which we make significant amounts of information available for the communities we serve about the services and programs we deliver as well as the decisions that are made for the benefit of the region. Year-on-year increases in website visits indicates higher awareness of the CRD and its work among the region. The most frequently visited parts of the website are: recycling information & schedules, online maps & GIS data, current job opportunities, pets for adoption, landfill hours and rates and recreation programs.
- **Metric 2:** Ensuring that the information disseminated reaches its intended audience is important. A high percentage indicates that our planned campaigns are addressing the topics that matter most to the capital region communities.
- **Metric 3:** Workforce engagement can be attributed to a number of influences, and is tracked through regular employee turnover and absenteeism. Industry norms suggest healthy turnover of 7-9%, and unplanned absenteeism under 3.5%. *The current COVID-19 health pandemic is impacting absenteeism rates across the country and is being actively monitored to ensure essential service levels remain attained. In future, we will look to measure the total number of page views and employees using CRD Central to assess level of internal engagement.
- **Metric 4:** This measure is presented as an indicator of level of work undertaken by the three CRD Boards and engagement with services and initiatives delivery. Monitoring the level of work undertaken annually is useful, but setting a target would not be appropriate as the number of staff reports submitted is dependent upon many factors (e.g. progress made on existing projects and initiatives, new emerging strategic priorities and operating environment impacts, such as COVID-19). The metric excludes all staff reports submitted to Committees and any staff reports with a recommendation to receive for information.

Affordable Housing

Strategy

Target Outcome

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

Strategic Context

Strategies

- [Regional Housing Affordability Strategy](#)
- [Capital Regional Housing Corporation \(CRHC\) Strategic Plan](#)
- [Regional Growth Strategy](#)

Trends, risks and issues

- Changing rental housing market dynamics related to negative economic impacts of COVID (higher vacancy rates, declining rents)
- Potential declines in the costs of acquiring property for affordable housing projects
- Increased project administration and oversight
- Increase in funding available for investment through various streams
- More units coming online impact on future staffing requirements

Services

| Core Services Levels | |
|--|--|
| Service | Levels |
| <p>Housing Initiatives and Programs (HIP) 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). HIP acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP).</p> | <ul style="list-style-type: none"> • Complete Regional Housing Needs Reports Project and initiate planning for the development of a Regional Housing Data system with municipalities and electoral areas • Review and process required Letters of Intent and proposals for the Regional Housing Trust Fund • Renew and manage Greater Victoria Coalition to End Homelessness (GVCEH) Service Agreement • Continue to manage the Reaching Home Program – Designated Communities and COVID streams to support efforts to respond to homelessness in the region. • Support the Government of Canada in its implementation of a sustained agreement to support the RHP Indigenous Communities stream. • Administer Housing Agreements. |
| <p>Capital Region Housing Corporation (CRHC) Wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities. The CRHC currently owns and operates 1,773 units of housing/49 properties and has three projects in varying stages of development.</p> | <ul style="list-style-type: none"> • Operational management of units, adjusting service delivery needs as required • Property management of 114 units • Asset management: building envelope remediation of Carey Lane. • Contract management of Umbrella Operating Agreement with BC Housing • Development: progressing with construction of 2 redevelopment projects (Michigan and Caledonia) and one RHFP project (Hockley) |
| <p>Regional Housing First Program (RHFP) A \$120m equity partnership the CRD, BC Housing Management Commission (BC Housing), Canada Mortgage and Housing Corporation (CMHC) and Island Health in delivering the RHFP. There are</p> | <ul style="list-style-type: none"> • Issuing quarterly Request for Proposals to non-profit and private developers • Acquiring, developing and building housing in accordance with the Regional Housing First Program Framework and, where appropriate, |

| Core Services Levels | |
|---|---|
| Service | Levels |
| currently eight projects/907 units that have been approved under the RHFP. | <ul style="list-style-type: none"> transitioning CRD owned housing to the CRHC for operations. A CRD Alternative Approval Process has been approved to request authority for an additional \$10m CRD long-term borrowing for the RHFP. |
| <p>Planning & Development and Capital Construction</p> <p>Supports all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies. Facilitates the capital construction of all CRHC projects and also supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.</p> | <ul style="list-style-type: none"> Fulfills the CRHC mission to develop affordable housing within the capital region through review and analysis of existing residential assets to identify opportunities for redevelopment or renewal. Furtheres the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible. Responsible for early feasibility, site analysis, conceptual design development and coordination of municipal approvals required to progress new affordable housing developments to the construction stage. Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region. Evaluates and recommends to the CRD/CRHC Board of Directors opportunities for new land acquisitions or air space parcel leases to further the vision and mission of the CRHC to provide additional affordable housing to low and moderate income residents of the capital region. |

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

| Initiatives | | | | | |
|-------------|---|---|-------------|---------------------------------|-----------------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 1a-1 | Affordable Housing per Regional Growth Strategy (RGS) | Create & deliver more affordable housing across the region in a manner aligned with the RGS in order to address the needs of a diverse & growing population, including vulnerable residents | 2019 – 2022 | In progress | |
| 1a-2 | Housing Investment through the CRD/CRHC | Invest in/build Provincial Income Assistance rate, market rate and affordable housing units through the RHFP and operate housing projects through the CRHC | 2020 – 2022 | NEW additional request for 2021 | 6.5 Ongoing 2 Term |
| 1a-3 | Housing Investment through CRHC | Invest in/build affordable housing through the CRHC | 2019 – 2022 | In progress | |
| 1a-4 | Housing Continuation beyond RHFP | Determine continuation of housing supply program beyond RHFP implementation | 2020 – 2022 | In progress | |
| 1a-6 | Housing Asset | Optimize management of housing assets | 2019 – 2022 | In progress | |
| 1a-7 | Greater Victoria Coalition to End Homelessness Support & Aboriginal Coalition to End Homelessness | Fund and participate as leaders in GVCEH; provide three year funding of \$150K per year to Aboriginal Coalition to End Homelessness | 2020 – 2022 | In progress | |

2021 Summary

| Initiatives | | | | | |
|-------------|---------------------------------------|---|-------------|---------------------------------|--------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 1a-9 | Housing System Improvement | Lead & participate in regional, provincial & federal affordable housing system improvement & planning initiatives | 2019 – 2022 | In progress | |
| 1a-10 | Reaching Home * | Reaching Home Program Administer Designated and COVID funding through 2021 and Indigenous funding according to Government of Canada direction. Complete planning and implementation of coordinated access service to comply with Government of Canada directives. | 2019 – 2024 | NEW additional request for 2021 | 0.8 FTE |
| 1a-11 | Southern Gulf Island Housing Strategy | Develop a Strategy that aligns with the CRD’s Regional Housing Affordability Strategy and will focus on housing solutions that are tailored to the context of the Southern Gulf Islands. | 2021 | NEW Not started | |

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

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 1a-5 – Housing Affordability Measurement
- 1a-8 – Municipal Housing Support

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

- | | |
|--|---|
| • Capital Regional District Board | • Canadian Mortgage and Housing Corporation |
| • Capital Region Housing Corporation Board | • Employment and Social Development Canada |
| • Hospitals and Housing Committee Board | • Tenant Advisory Committee |
| • Regional Housing Trust Fund Commission | • Regional Housing Advisory Committee |
| • BC Housing Executive Committee | • District Planning Advisory Committee |

| Community Need Key Performance Indicator (KPI) | | | |
|---|-----------------|-----------------|-----------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: Increase directly managed affordable housing for low to moderate income households to 2,000 units by 2022</p> <p>Definition and source: total number of affordable units directly owned and managed by the CRHC.</p> | 1,418 (CRHC) | 1,773 (CRHC) | 1,893 (CRHC) |
| <p>Metric 2: Meet the terms of the RHFP Definitive Agreement by December 31, 2022 of having 400 shelter rate units under construction or completed, with 300 of the 400 under construction or completed by December 31, 2021.</p> <p>Definition and source: total number of approved RHFP units that are under construction or completed.</p> | 80 | 132 | 300 |
| <p>Metric 3: Invest 2020-2024 \$11m (\$2.5m annually) in improving the current existing CRHC housing stock</p> <p>Definition and source: total annual investment (\$m); data from CRHC Capital Budget</p> | 2.9 | 1.6 | 4.5 |
| <p>Metric 4: Ensure turnover of CRHC units is no greater than 30 days.</p> <p>Definition and source: average number of days to turnover a unit after is has been vacated; data from CRHC operations.</p> | 34 | 39 | 30 |
| <p>Metric 5: Decrease chronic homelessness</p> <p>Definition and source: TBC Point in Time metric; data from Point in Time Count; data from Homeless Individuals and Families Information System (under development)</p> | TBC | TBC | TBC |

Discussion

[Link to Target Outcome](#)

Discussion

- Metric 1: CRHC is currently meeting its target.
- Metric 2: the RHFP is currently meeting its target for 2020. Need to approve additional projects to meet 2021 target.
- Metric 3: CRHC is currently not meeting this target due to the inability to enter units due to COVID-19 restrictions.
- Metric 4: CRHC is currently not meeting this target due to the inability to enter units due to COVID-19 restrictions.
- Metric 5: Point-in-Time count numbers and annual shelter use data. Metric is currently under development with the implementation of Government of Canada's preferred Housing Management Information System (HMIS) software – the Homeless Individuals and Families Information System (HIFIS). This system is not expected to be operational on a region wide basis until 2022.

Arts and Culture

Strategy

Target Outcome

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

Strategic Context

Strategies

- [Arts Development Service Strategic Plan](#)

Trends, risks and issues

- Municipal investment in the arts recognises the contribution that arts organizations make to the quality of life and the economic benefits that accrue to the region through the activities of funded organizations.
- Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to provide support. In 2019, the CRD Arts and Culture funding programs funded 94 organizations that provided programming that supported a wide range of artistic activity by local and regional artists. We expect to fund 92 organization in 2020.
- Restrictions on public gatherings due to COVID19 has created significant instability in the arts sector and adaptation to programming and operational support to funded organizations.

Services

| Core Services Levels | |
|--|---|
| Service | Levels |
| <p>Arts & Culture Support Service Supports, promotes and celebrates arts and cultural activities for the benefit of the community through funding programs and outreach activities.</p> | <ul style="list-style-type: none"> • Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs. • Provide support to Arts Commission by maintaining accountable processes for allocation of program budgets. • Respond to inquiries on funding (CRD and other sources). • Liaise with arts funders at other levels of government. • Collect data for internal use and by outside agencies • Manage web-database of regional public art for the region. |
| <p>The McPherson Playhouse Service Contribution agreement for the municipal support of the theatre.</p> | <ul style="list-style-type: none"> • Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre |
| <p>The Royal Theatre Service Contribution agreement for the municipal support of the theatre.</p> | <ul style="list-style-type: none"> • Provides capital and operating support for pleasure, recreation and community uses related to the Royal Theatre. |
| <p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p> | <ul style="list-style-type: none"> • Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services. |

2021 Summary

| Initiatives | | | | | |
|-------------|-------------------------------------|--|---------|--------------------------------|----------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 12a-1 | Art Facility Needs and Partnerships | Facilitate a discussion of the region's art facility needs & explore partnerships to support 100% participation in the CRD arts function | 2020-21 | Estimated completion Dec. 2020 | Already funded |

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

Initiatives approved in prior years which are now part of Core Services:

- 12b-1 – Community Engagement in Arts
- 12b-2 – Arts and Culture Strategic Plan
- 12c-1 – Arts Grant Program Review

Business Model

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

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

| Community Need Key Performance Indicator (KPI) | | | |
|---|-------------|---------------|--------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| Metric 1: Social contributions | | | |
| (A) total number of events and workshops hosted by CRD | (A) 3,357 | (A) see note | (A) see note |
| (B) total attendees at CRD-funded arts events | (B) 644K+ | (B) see note | (B) see note |
| (C) total number of IDEA and Equity Grants distributed | (C) 18 | (C) 20 | (C) 20 |
| Data from 2019 Arts & Culture Progress Report | | | |
| Metric 2: Economic contributions | | | |
| (D) total funding (\$M) invested (via CRD grants) in operating grant recipients | (D) \$2.4M | (D) \$2.4M | (D)\$2.4M |
| (E) total revenue (\$M) generated | (E) \$27.5M | (E) see note | (E) see note |
| Data from 2019 Arts & Culture Progress Report | | | |
| Discussion | | | |
| Link to Target Outcome | | | |
| Funding programs and other activities of the Arts & Culture Service recognise the contribution that arts organizations make to the economy and quality of life, the provincial and national visibility they bring to the region and their role in providing a wide range of activities for citizens and visitors. | | | |
| Discussion | | | |
| <u>NOTE:</u> all 2020 and 2021 metrics are expected to be adversely impacted by Covid19 | | | |
| <ul style="list-style-type: none"> • Metric 1: (A) 3,357 of events and workshops provided events and activities accessible to citizens and visitors and provided opportunities for 5,395 volunteers advancing social cohesion; (B & C) Events and attendance are normally measured in in-person attendance. With restrictions on public gatherings resulting in the closing of venues, the reporting and the structure for measuring online video, audio, pop-up, and other alternative programming replacements is in development. IDEA Grants is a flexible, small-awards program designed to respond to one-time opportunities and to encourage innovative or developmental arts projects and events. Equity grants support arts initiatives by applicants from the communities that are at risk of exclusion or have difficulty accessing support for systemic reasons. • Metric 2: Operating grant recipients generated \$27.5M in additional revenues of which 8% (\$2.4 million) was provided by the CRD. For every \$1 invested organizations generated an additional \$11.55 (data from the 2019 Arts & Culture Progress Report). (E) It is expected that self-generated revenues by funded organization will be significantly reduced due to COVID19. However, at this point in the financial years there is insufficient information to provide estimates for the purposes of this report. | | | |

Climate Action & Adaptation

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- A Climate Emergency Declaration with a commitment to accelerate corporate and community efforts was made in February 2019; this will guide the updating of the CRD's Climate Action Strategies in 2021.
- There was a 1% reduction in the overall regional greenhouse gas emissions (GHG) reductions between 2007 and 2018, equivalent to 14% reduction per capita. Population growth and concurrent economic growth will continue to add emissions as the region transitions to a reduced dependence on fossil fuels.
- Climate is changing, which will result in various regional impacts to human health, water supply and demand, rainwater and coastal storm management, transportation networks, ecosystems and species, buildings and energy systems, tourism and recreation, and food and agriculture
- Climate action is a shared responsibility and the regional government has a limited role focused on research, education and outreach, facilitation, regional program delivery, and managing emissions and adaptation within its own service delivery.

Services

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

Initiatives

Initiatives approved in prior years, which have been now been delivered or absorbed in Core Services.

- 5a-1 – Climate Emergency
- 5a-2 – Collaborate with local governments
- 5a-4 – Facilitate networks
- 5a-5 – Create partnerships
- 5b-1 – Reduce corporate emissions
- 5b-2 – Landfill Gas Usage
- 5c-1 – Regional Sea Level Rise

Business Model

Funding

Who contributes

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

Funding Sources

- Requisitions and grants

Reporting Structure

- [Environmental Services Committee](#)

| Community Need Key Performance Indicator (KPI) | | | |
|--|--|--|--|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: Community GHG Emissions – target to decrease community GHG emissions by 33% from 2007 levels by 2020 and 61% by 2038.</p> <p>Percentage reduction in GHG emissions generated by community activities, including stationary energy, transportation, waste, industrial process and product use, agriculture, forestry and other land use; data from Regional GHG Inventory Study (Stantec, 2020)</p> | <p>1%* overall 14%* per capita</p> | <p>1%* overall 14%* per capita</p> | <p>Annualized target not currently available</p> |
| <p>Metric 2: Corporate GHG Emissions – target to decrease corporate GHG emissions by 33% from 2007 levels by 2020.</p> <p>Percentage reduction in GHG emissions generated by CRD operations; data from CRD 2019 Climate Action Annual Report</p> <p style="text-align: right;">* Based on 2018 results</p> | <p>18%*</p> | <p>20%</p> | <p>Annualized target not currently available</p> |

Discussion

Link to Target Outcome

The metrics included provide community and corporate GHG reduction results.

Discussion

- Metric 1:** The CRD completed a regional GHG inventory in 2020, which provides emissions for 2007, 2010, 2012 and 2018 following the GPC Basic+ Framework. In 2018, the CRD emitted approximately 1.7 million tonnes of CO₂e. The region is not on track to meet its 2020 Regional Growth Strategy GHG reduction target. While a decrease is expected, it is unknown at this time what the impacts of COVID-19 will be on regional emissions. Refined KPIs will be determined during the update of the CRD Climate Action Strategy in 2021.
- Metric 2:** In 2018, CRD operations produced 2,299 tonnes of CO₂e. This represents an 18% reduction compared to 2007 levels. The CRD has been carbon neutral since 2012, through a combination of corporate reductions and with carbon credits generated through previous methane destruction from the Hartland landfill gas capture system. While COVID-19 impacts are expected to slightly reduce corporate emission in 2020, new services such as the McLaughlin Point Wastewater Treatment Plant are expected to increase overall emissions in 2020. A new target will be determined during the update of the CRD Climate Action Strategy in 2021.

Economic Development

Strategy

Target Outcome

We envision increasing economic development potential in the region.

Strategic Context

Strategies

- Broaden shoulder season tourism, agriculture, food, housing, economic diversity, business efficiency, improve island business core, build economic support through coordination, communication, and advocacy
- Establish a gulf island Shared Business Services entity to act as a “single window” point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; act as a “broker” to help obtain favourable rates for services

Trends, risks and issues

- Support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Advocate for rural designation within the Electoral Areas (EAs) to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Help local businesses grow and thrive through economic challenges, including Covid-19, by developing entrepreneurial opportunities and establishing shared service offerings to diversify marketing and sales resources, shared labour force pool, coordinated island supply and delivery chain management, distribution and export hub for island products, access to professional services, IT and administrative services, and business skills training.
- Protect and sustain rural island culture through housing strategies and by facilitating ways to implement effective and sustainable year-round tourism destination management practices.
- Address local transportation needs by optimizing integrated transportation opportunities through coordination with BC ferries and local entities and consideration of service establishment in the Southern Gulf Island (SGI) EA.

Community Need



2021 Summary

- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.

Services

| Core Services Levels | |
|---|---|
| Service | Levels |
| <p>Salt Spring Island (SSI) Administration</p> <p>Responsible for the administration and management of the SSI Parks and Recreation Commission, Transportation and Transit Commission, Community Economic Development Commission, Fernwood dock; and in collaboration with other CRD divisions, eight local water and sewer service areas, and Liquid Waste Management Commission. The SSI division is also responsible for planning, organizing, and delivering services for SSI and support to the EA Director through these various service Commissions and Committees.</p> | <ul style="list-style-type: none"> • Implement the economic strategic development plan in areas of tourism, agriculture and food, • Build economic support through communication and advocacy in areas of tourism, agriculture and food, diversify the economy, provide business support, and enhance and beautify Ganges and Fulford villages |
| <p>Southern Gulf Island (SGI) Administration</p> <p>Responsible for the administration and management of service delivery in the SGI in the areas of Community Parks and Recreation, Commission support, the receipt and award of grant funding, and by assisting with the economic development initiatives of the SGI Community Economic Sustainability Commission. The SGI division also provides community planning, organizing and coordination to support the goals of the EA Director.</p> | <ul style="list-style-type: none"> • Support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the Southern Gulf Islands. • Provide project management, and make recommendations for strategies that support service delivery in the region, including broadband connectivity, transportation, and affordable housing. |

2021 Summary

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

| Initiatives | | | | | |
|-------------|---|--|-------------|-------------|----------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 4a-1 | High-speed Internet Services | Support CRD Board on building an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. Finalization of a Connectivity Design Plan for the SGI EA. | 2019-2021 | In Progress | Already funded |
| 4a-2 | Regional Economic Development | Provide data & recommendations to support CRD Board's exploring how the CRD can best contribute to regional economic development | 2020 - 2021 | In progress | Already funded |
| 4b-1 | Grants Dashboard for EAs | Ensure Electoral Areas take full advantage of available grants by enhancing grants dashboard | 2020 - 2021 | In progress | Already funded |
| 4b-2 | Economic Development & Plans through Commissions - SGI Administration | Advance connectivity planning, integrated transportation planning, Covid-19 economic response and recovery, and the coordination of an SGI Housing Strategy. | 2020 - 2021 | In progress | Already funded |

2021 Summary

| Initiatives | | | | | |
|-------------|---|--|-------------|-------------|----------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 4b-2 | Economic Development & Plans through Commissions - SSI Administration | Advance economic development & plans through Commissions | 2020 - 2021 | In progress | Already funded |

Business Model

| Funding |
|--|
| <p>Who contributes</p> <ul style="list-style-type: none"> • SSI Administration Service: SSI EA • SGI Administration Service: SGI EA • Support Services: varies per service <p>Funding Sources</p> <ul style="list-style-type: none"> • Requisitions and grants |

| Reporting Structure |
|---|
| <ul style="list-style-type: none"> • Electoral Areas Committee |

| Community Need Key Performance Indicator (KPI) | | | |
|--|--|---------------|-------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: Jobs to population ratio Ratio of job to population in (A) Core Area, (B) Saanich Peninsula and (C) West Shore; data from Statistics Canada 2016</p> | <p>(A) 0.54* (B) 0.46* (C) 0.26*</p> | See notes | See notes |
| <p><i>Future Metric 2: Island businesses participating in Shared Business Services</i></p> | N/A | N/A | N/A |

2021 Summary

| | | | |
|--|-----|-----|-----|
| Number of island businesses registered with Shared Business Services; data from SSI division | | | |
| <i>Future Metric 3: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community</i> | | | |
| Total value of investment made by ISPs to connect the SGI community to high-speed internet; data from SGI division * based on 2016 data, new data will be available in 2022 | N/A | N/A | N/A |

Discussion

Link to Target Outcome

Improving broadband connection helps stimulate sustainable economic growth and improve community health and resilience. It has been a long-standing goal for SGI.

Discussion

- Metric 1:** This is an indicator of the region’s economic potential. A balanced distribution of employment and jobs indicates economic opportunities spread across the region. The Regional Growth Strategy identified the following long-term jobs to population ration targets:

 - (A) 0.60 in the Core Area
 - (B) 0.53 in the Saanich Peninsula
 - (C) 0.6 in the West Shore

This measure is dependent on census data; a refresh of the data will be available in 2022. As a result, annualized targets have not been developed. The most recent statistic (from 2016) shows that all three regions made modest progress towards their target.
- Metric 2:** This is highlighted as a future metric; the CRD’s intention is to report on this from October 2021. This metric highlights the success of the Shared Business Services strategy for the Gulf Islands measured as the total number of participants in the project. A pilot project will be run in 2020 to validate the proposed service offering and refine before scaling up and making this service available to all businesses in the Gulf islands. This initiative will be contracted out.
- Metric 3:** This is highlighted as a future metric; the CRD’s intention is to report on this from October 2021. This metric highlights the total amount of ISP investment attracted to bring high-speed broadband connection to the SGI community (high-speed defined as per the federal standard of download/upload speeds of 50/10 Mbps). Connectivity planning ensures infrastructure investments are coordinated, scalable, provide value for money, and achieve priority objectives for the region. A community-based connectivity plan is currently under development. It is hoped that it will guide Internet Service Providers in their investment decisions. The plan will help determine future KPI targets.

Electoral Area

Strategy

Overview

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

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

Strategic Context

Strategies

- [SSI Parks Strategic Plan](#): provide access to quality, safe, diverse, year-round, and inclusive parks, recreation and sport facilities, trails and water access, and deliver recreational programs that enhance quality of life, promote healthy lifestyles, strengthen the sense of community, and connect all residents and visitors with nature, while following environmental best practices.
- Broaden shoulder season tourism, agriculture, food, housing, economic diversity, business efficiency, improve island business core, and build economic support through coordination, communication, and advocacy.
- Establish a gulf island Shared Business Services entity to act as a “single window” point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; act as a “broker” to help obtain favourable rates for services.
- Optimize allocation of resources, support long term financial plans to fund infrastructure renewal/replacement as required to ensure water and sewer systems meet acceptable levels of service, regulatory requirements, and recommendations from asset management plans.

Trends, risks and issues

- Support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Advocate for rural designation within the EAs to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Help local businesses grow and thrive through economic challenges, including Covid-19, by developing entrepreneurial opportunities and establishing shared service offerings to diversify marketing and sales resources, shared labour force pool, coordinated island supply and delivery chain management, distribution and export hub for island products, access to professional services, IT and administrative services, and business skills training.
- Protect and sustain rural island culture through housing strategies and by facilitating ways to implement effective and sustainable year-round tourism destination management practices.
- Address local transportation needs by optimizing integrated transportation opportunities through coordination with BC ferries and local entities and consideration of service establishment in the SGI EA.
- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- From a land planning and building inspection point of view, changes to the Building Code, seasonal and weather patterns and building activity cycles related to the economy can all affect the cost and volume of construction projects and therefore processing time for applications and permits.
- Annual changes (increase/decrease) in residential, commercial and industrial construction and the number of building permits and development permits being issued (e.g. as a result of changes in market demand for new parcels of land and changes in land use); existing staffing capacity is redirected to longer-term project work, such as OCP and land use bylaw review, during periods of lower development activity.
- Changes to Federal and/or Provincial legislation, including changes to public consultation procedures and bylaw enforcement action (e.g. introduction of Cannabis Retail licensing process), have resulted in additional staff time required to process applications and permits.
- Prioritized capital project improvements to water and sewer systems in the EAs.

Services

| Core Services Levels | |
|----------------------|--|
| Service | Levels |
| SSI Administration | <ul style="list-style-type: none"> • Implement the economic strategic development plan in areas of tourism, agriculture and food, and build economic support through communication and advocacy, economic |

| Core Services Levels | |
|---|---|
| Service | Levels |
| <p>Responsible for the administration and management of the SSI Parks and Recreation Commission, Transportation and Transit Commission, Community Economic Development Commission, Fernwood dock; and in collaboration with other CRD divisions, eight local water and sewer service areas, and Liquid Waste Management Commission. The SSI division is also responsible for planning, organizing, and delivering services for SSI and support to the EA Director through these various service Commissions and Committees.</p> | <p>diversification, business support, and enhancement and beautification of Ganges and Fulford villages</p> <ul style="list-style-type: none"> • Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste • Develop active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety) • Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation, Island’s Trust, BC Ferries, BC Transit) • Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters • Manage and operate dock facility • Develop and maintain community trails, beach accesses, active and passive parks, community recreation, aquatic centre, child care centre, and Salt Spring Island Saturday Market • Facility maintenance of the Salt Spring Island Library • Support contribution services and use agreements for ArtSpring and Salt Spring Island Library services • Manage stormwater quality and provide for a monitoring service |

| Core Services Levels | |
|--|---|
| Service | Levels |
| <p>SGI Administration</p> <p>Responsible for the administration and management of service delivery in the SGI in the areas of Community Parks and Recreation, Commission support, the receipt and award of grant funding, and by assisting with the economic development initiatives of the SGI Community Economic Sustainability Commission. The SGI division also provides community planning, organizing and coordination to support the goals of the EA Director.</p> | <ul style="list-style-type: none"> • Support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the Southern Gulf Islands. • Provide project management, and make recommendations for strategies that support service delivery in the region, including broadband connectivity, transportation, and affordable housing • Administer the delivery of parks and recreation services by the Galiano Island Parks and Recreation Commission, the Pender Island Parks and Recreation Commission, the Mayne Island Parks and Recreation Commission, and the Saturna Island Parks and Recreation Commission • Manage the CRD liaisons who coordinate and support CRD programs on each island |
| Planning & Development | |
| <p>Building Inspections</p> <p>Oversees the construction, alteration, repair or demolition of buildings and structures in the EAs by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.</p> | <ul style="list-style-type: none"> • Provide information on the building permit process, BC Building Code requirements and approved construction practices • Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances • Provide between 6,000 and 8,000 building inspection services per year • Review all building permit applications for compliance with all applicable regulations • Manage property files and enforcement, as needed. |
| <p>JdF Community Planning</p> <p>Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth,</p> | <ul style="list-style-type: none"> • Review, evaluate and process approx. 50-60 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications • Review all building permit applications for compliance with land use regulations |

| Core Services Levels | |
|---|--|
| Service | Levels |
| protection of the environment, sustainable communities and resource management. | <ul style="list-style-type: none"> • Provide land use information in response to inquiries from to the public, developers, realtors, and consultants • Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation • Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection • Provide administrative and technical support to the JdF Land Use Committee and advisory commissions |
| Protective Services | |
| Fire Dispatch Operational management of fire dispatch | <ul style="list-style-type: none"> • Operational management of fire dispatch for the three EAs |
| EA Emergency Coordination Oversight and administration of the EA Emergency Programs | <ul style="list-style-type: none"> • Oversee and coordinate emergency planning and response by the EA Emergency Programs |
| EA Emergency Program and Search and Rescue (SAR) Operation of a community-based emergency management program, supported by the CRD EOC, that meets the needs of the local community | <ul style="list-style-type: none"> • Program oversight for the Juan de Fuca SAR service • Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs |
| EA Fire Services | <ul style="list-style-type: none"> • Oversight and support of and to Fire and Rescue Commissions and services |
| Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control | <ul style="list-style-type: none"> • Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests |
| Parks & Environmental Resource Management | |
| Juan de Fuca (JdF) Community Parks & Recreation | Inspection, maintenance and repair of: <ul style="list-style-type: none"> • 8.1km of trails • 23 park facilities |

| Core Services Levels | |
|---|---|
| Service | Levels |
| <p>The JdF EA Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the electoral area. Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.</p> | <ul style="list-style-type: none"> • Two baseball fields and two tennis courts • Two playgrounds <p>Administration of:</p> <ul style="list-style-type: none"> • 4 stewardship programs and 65 volunteers • 6 recreation program contracts and events • Operating costs of Port Renfrew Community Centre through revenue |
| Water | |
| <p>Water Systems Operations & Maintenance</p> <p>Wholesale water supply to the small water systems in the JdF Water Distribution and Electoral Areas.</p> | <p>The following key service areas support the small water systems in the Electoral Areas</p> <ul style="list-style-type: none"> • Water systems operations and maintenance • Emergency response/system failure • Infrastructure Planning • Capital Project Delivery & Works • Engineering Services <p>For more detail, please refer to the Water Community Need Summary</p> |
| Support Services | |
| <p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p> | <ul style="list-style-type: none"> • Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services. |

Initiatives

Initiatives approved in prior years which have now been delivered or absorbed in Core Services:

Arts & Culture

- 12c-2 – SSI Art Spring/SSI Art Council Operating & Maintenance Recreation

Accountability

- 15a-1 – EA Strategy & Operations
- 15c-2 – CRD Liaisons *

Economic Development

- 4b-1 – Grants Dashboards for EAs
- 4b-2 – Economic Development Plans through Commissions SGIA

Parks & Environmental Resource Management

- 6c-1.1 – EA Community Parks – JdF Planning
- 6c-1.3 – EA Community Parks – SSIA

Planning & Development

- 11b-2 – Fallow Deer on SGI
- 11c-1 – Building Inspection on EAs
- 11d-1 – New Development Application Review JdF Planning

Protective Services

- 7a-10 – Jordan River Dam Breach Siren*
- 7a-12 – SSI Community Safety*
- 7c-1 – FireSmart Program for EAs

Recreation

- 13a-1.4 – Recreational Programming & Rates SGIA
- 13a-1.5 – Recreational Programming & Rates SSIA

Transportation

- 2e-1 – SSI Transit Services
- 2e-2 – SSI Cycling & Pedestrian Infrastructure
- 2e-3 – SGI Public Transportation

Water

- 10d-4 SSI Watershed Protection

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

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

[Electoral Area Committee](#)

Various [Local Service Areas Commissions](#) incl.:

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

- [Emergency Management Committee](#)
- [Planning, Transportation and Protective Services Committee](#)
- [Traffic Safety Commission](#)

| Performance | | | |
|---|-------------|---------------|-------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| Metric 1: EA Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports | N/A | 9 | 9 |
| Metric 2: Building permits in all three EAs Total number of permits issued annually; data from CRD Tempest application database | 866 | 800 | 880* |
| Metric 3: Development application levels in the JdF EA Total number of development applications received annually; data from CRD Tempest application database | 58 | 50 | 55* |
| <i>Future Metric 4: Island businesses participating in Shared Business Services</i> Number of island businesses registered with Shared Business Services; data from SSI Administration division | N/A | N/A | N/A |
| <i>Future Metric 5: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community</i> Total value of investment made by ISPs to connect the SGI community to high-speed internet; data from SGI Administration division | N/A | N/A | N/A |
| Discussion | | | |
| <ul style="list-style-type: none"> • Metric 1: All fire services in BC are required to meet the standards for their declared service levels as established by the OFC Playbook and WSBC • Metric 2: *This an indicator of construction level therefore a target is not appropriate. Estimated volume has been provided instead. This volume of permits results in 6,000 to 8,000 inspections per year. • Metric 3: *This is an indicator of development activity therefore a target is not appropriate. Estimated volume has been provided instead. • Metric 4: This is highlighted as a future metric; the CRD’s intention is to report on this from October 2021. This metric highlights the success of the Shared Business Services strategy for the Gulf Islands measured as the total number of participants in the project. A pilot project will be run in 2020 to validate the proposed service offering and refine before scaling up and making this service available to all businesses in the Gulf islands. This initiative will be contracted out. | | | |

Community Need



2021 Summary

- **Metric 5:** This is highlighted as a future metric; the CRD's intention is to report on this from October 2021. This metric highlights the total amount of ISP investment attracted to bring high-speed broadband connection to the SGI community (high-speed defined as per the federal standard of download/upload speeds of 50/10 Mbps). Connectivity planning ensures infrastructure investments are coordinated, scalable, provide value for money, and achieve priority objectives for the region. A community-based connectivity plan is currently under development. It is hoped that it will guide Internet Service Providers in their investment decisions. The plan will help determine future KPI targets.

First Nations Relations

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- Increasing interest in collaborative process on plans and projects between various First Nations and the CRD
- Moving toward more inclusive governance creating opportunities for shared decision-making
- Increased desire to see Indigenous cultural knowledge and practice within corporate processes
- First Nations increasingly identifying economic reconciliation as an area of interest
- Ongoing risks related to undertaking land-altering works and inclusion of cultural practices and monitoring
- As corporate and region-wide efforts to support reconciliation with First Nations continue, additional capacity within the CRD and/or within First Nations will likely be required to support continued efforts
- Unclear how the ongoing implementation of the *Declaration on the Rights of Indigenous Peoples Act* will impact the delivery of region, sub-regional and local services by the CRD
- Ongoing treaty negotiations between First Nations and the provincial and federal government increasingly touch on items that intersect with CRD services/interests

2021 Summary

- With the pending conclusion of the Core Area Wastewater Project it is expected that resources available though that project currently supporting capacity in five First Nations will cease and this will impact the CRD's ability to dialogue on a range of matters

Services

| Core Services Levels | |
|---|---|
| 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> | <ul style="list-style-type: none"> • 10% • Advance inclusive governance across CRD • Identify opportunities for gatherings or events • Provide updates to committee on the progress of various items related to Board Priority • Support implementation of First Nations component of the Board Remuneration and Travel Reimbursement policy |
| <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> | <ul style="list-style-type: none"> • 40% • Develop and implement training on protection and conservation of heritage sites • Provide support to CRD division looking to engage First Nations on activities and initiatives • Develop Cultural Confidence Program (3a-5) and Indigenous Internship Leadership Program (3a-2.1) • Arrange materials and facilitate First Nations liaison meetings • Manage the CRD's Standing Offer List for Archaeological Services • Participate in and/or negotiate various agreements with First Nations |
| <p>Emergent Issues & Opportunities</p> <p>Explore, develop, and action areas of common interest with First Nations through seeking Board direction while working closely with First Nations and affected CRD Divisions.</p> | <ul style="list-style-type: none"> • 27% • Respond to and work to help coordinate activities related to correspondence from First Nations • Participate in Treaty and Reconciliation Agreement processes • Liaise with provincial and/or federal staff to discuss items and areas of opportunity |

Community Need



2021 Summary

| | |
|---|--|
| | <ul style="list-style-type: none"> Support the development of an Indigenous Economic Development Partnership Model including: <ul style="list-style-type: none"> First Nations Economic Opportunity Portal (3a-2.2) Advance updates to Procurement Policy Support a review of First Nations' water rates Develop a First Nations Initiative Endorsement Policy |
| <p>External First Nations Support</p> <p>Directly engage First Nations on a range of projects, initiatives, and activities to build and maintain relationships with First Nations and share information from the CRD that may align with Indigenous interests.</p> | <ul style="list-style-type: none"> 23% Maintain visibility and presence in First Nations' communities Draft materials and summarize documents for First Nations Host and/or attend meeting with First Nations to share information on activities and processes Listen to and work to understand the interests and activities of First Nations |
| <p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p> | <ul style="list-style-type: none"> Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services. |

| Initiatives | | | | | |
|-------------|-------------------------------|---|---------|--------------------|--------------------------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 3a-2.1 | Indigenous Leadership Program | Corporate participation in an established Indigenous internship program with the goal of advancing Reconciliation through the attraction, growth and retention of future Indigenous leaders | 2021 | NEW Not started | Included in Provisional Budget |

2021 Summary

| Initiatives | | | | | |
|-------------|--|---|---------|-----------------|--------------------------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 3a-2.2 | First Nations Economic Opportunity Portal Social Value Procurement | Complement existing CRD Business Opportunities Portal by providing tailored entry point for First Nations and First Nations' businesses. | 2021 | NEW Not started | Included in Provisional Budget |
| 3a-5 | Cultural Confidence Program Development & Implementation | Develop a multi-module training programme for CRD staff and Directors to raise levels of Indigenous Cultural awareness and understanding. | 2021 | NEW Not started | Included in Provisional Budget |

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 3a-2 – First Nations Economic Goals – *see 3a-2.1 and 3a-2.2 for follow-on initiatives*
- 3a-3 – First Nations Collaboration
- 3a-5 – First Nations Strategic Plan
- 3a-6 – First Nations Service Plan and Budget

Business Model

| Funding | |
|---|---|
| <p>Who contributes</p> <ul style="list-style-type: none"> • All local First Nations • All 13 municipalities • Three Electoral Areas • Support Services: varies per service | <p>Funding Sources</p> <ul style="list-style-type: none"> • Allocation/internal recovery • Requisition |

| Reporting Structure |
|---|
| <ul style="list-style-type: none"> • First Nations Relations Committee |

| Community Need Key Performance Indicator (KPI) | | | |
|--|-------------|---------------|-------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: Self-Determination – increase in First Nations Participation in CRD decision-making processes</p> <p>Total number of decision-making tables with First Nation voting representation; data from meeting committee, commission minutes.</p> | 2 | 3 | 7 |
| <p>Metric 2: Shared Prosperity – increase in the number of agreements/partnerships with First Nations that include, but is not limited to, provision of services and sharing of information</p> <p>Total number of active agreements/partnerships with First Nations; data from partnership index</p> | 9 | 11 | 13 |
| <p>Metric 3: Relationship with the Land and Water – increase in the number of collaborations related to taking care of the land</p> <p>Total number of active agreements/partnerships with First Nations; data from partnership index</p> | 3 | 4 | 6 |

Discussion

Link to Target Outcome

Increasing the representation of First Nations' elected representatives around CRD tables will establish additional relationships between all participating First Nations and CRD Directors while ensuring information is shared effectively and all are working toward more collaborative process in support of reconciliation. Economic reconciliation has been identified as a critical interest of First Nations and an area of opportunity within CRD services. These relationships are often detailed through various services agreements and measuring progress using signed agreements helps to track specific steps forward in this area. Finally, First Nations have asserted a deep and reciprocal relationship to the land and water lasting since time immemorial and by looking to collaborations that involve this area the CRD can ensure that corporate activities are undertaken in a way that seeks to include Indigenous knowledge and are done collaboratively with First Nations.

Discussion

Metric 1: Decision-making tables with First Nation voting representation: 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.

There is now First Nations' representation on the Solid Waste Advisory Committee, an area of increasing interest. Going forward, the CRD is developing a model of more inclusive governance at the Board Standing, Select and Advisory Committees as well as Commissions, which could be transformative in how First Nations' elected representatives are included across the CRD.

Metric 2: Active agreements (excl. those specific to the relationship to the land and water) with First Nations: water/wastewater (6); fire protection/emergency response (2); other (1).

Efforts are underway to develop additional agreements but capacity challenges continue to impact progress. It takes a great deal of time to work through the specifics on any agreement. This remains an important metric and staff will continue to consider First Nations' capacity and interests when engaging in these processes.

Metric 3: Three parks/camping active agreements with First Nations touching on the relationships to the land and water.

Staff, primarily in Regional Parks, continue to work alongside the First Nations Relations Division staff to explore and determine opportunities for agreements that fit into this category. There have been some positive engagements, but similar to the agreements identified above, progress can be slow.

Health Facilities

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment throughout the capital region.
- At the same time, future needs have been identified for which strategies will have to be developed and implementation planning undertaken. This includes the following:
 - The Board has identified a need to explore designated health facilities in Sooke, on the Saanich Peninsula, and in the Westshore.
 - Island Health has identified primary, community, and long-term care as priorities and a major focus. This includes both replacement and new beds in long-term care.
- The division needs to be able to respond to emerging opportunities, such as developing existing land holdings and new strategic land acquisition, for future health-related facilities in order to meet future demands across the region.

Services

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

| Initiatives | | | | | |
|-------------|-----------------------------|--|-------------|---------------------------|-------------------------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 14a-1 | Health Capital Planning | Term position to support development and planning for new capital projects for the CRHD | 2021 - 2022 | NEW Not started | 1.0 ^{Term} |
| 14a-2 | Health Capital Planning | Convert an existing Senior Financial Officer position, created in 2017, to ongoing | 2021 | NEW Ongoing | 1.0 ^{Converted} |
| 14b-1 | Public Health Bylaws | Work with Island Health to develop & enforce public health bylaws | 2021 | Ongoing | |
| 14c-1 | Healthy Communities Planner | Extension of Term position to facilitate ROM Collaborative, gather data and metrics and support public health bylaw implementation | 2021 - 2024 | NEW Ongoing | 1.0 ^{Term Extension} |

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

Business Model

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

Reporting Structure

- [CRHD Board](#)
- [CRD Board](#)
- [Hospital and Housing Committee](#)

Community Need Key Performance Indicator (KPI)

| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
|---|-------------|---------------|-------------|
| <p>Metric 1: Meet the annual contribution of health infrastructure to minor capital projects and equipment.</p> <p>Definition: Projects with total value 100K<\$2.0M. Breakdown: Projects \$3.75M; Equipment \$2.955M</p> <p>Source: Schedule B; 2020 Capital Expenditures (approved by Board March 18, 2020)</p> | \$6.7M | \$6.7M | \$6.7M |
| <p>Metric 2: Meet the annual contribution of health infrastructure to major capital projects.</p> <p>Definition: Projects with total value >\$2.0M.</p> <p>Source: 2020: Schedule B; 2020 Capital Expenditures (approved by Board March 18, 2020)</p> <p>Source: 2021 Draft Capital Plan as of Sept 8, 2020</p> | \$30.9M | \$25.7M | \$28.0M |

Discussion

Link to Target Outcome

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

Landfill & Recycling

Strategy

Target Outcome

We envision minimizing waste disposal and maximizing waste diversion

Strategic Context

Strategies

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

Trends, risks and issues

- Hartland public drop-off area is experiencing increased customer volumes of homeowners dropping off garbage and recycling. Increased WorkSafe requirements when receiving homeowner renovation and demolition materials at the landfill.
- Ongoing consideration of solid waste resource recovery projects to maximize the environmental/economic benefits associated with waste diversion and disposal.
- A new Solid Waste Management Plan (SWMP) is currently being drafted and should be completed and approved by the Province by the end of 2021.
- The ongoing efforts to engage with local communities regarding the application of biosolids at Hartland Landfill is likely to continue for the next five years during development of the long-term biosolids management plan.

Services

| Core Services Levels | |
|--|--|
| 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> | <ul style="list-style-type: none"> • Planning & policy development activities include the SWMP and the administration of 49 contracts and agreements and Compost Facilities Bylaw • Delivery of the recycling programs, which include curbside collection from 123,000 households and packaging, printed paper and glass collection from six electoral area depots. Today, Hartland recycling facility collects over 80 items from 28 product categories |
| <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> | <ul style="list-style-type: none"> • Administration of five contracts and agreements • Residential service at bin area (9am-6pm weekdays, 9am-2pm Saturdays) • Commercial service at active face (7am-5pm weekdays, 9am-2pm Saturdays) |
| <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> | <ul style="list-style-type: none"> • Electricity generation using landfill gas generates enough electricity to power 1,600 homes |
| <p>Hartland Environmental Programs</p> <p>Monitoring, assessment and technical reporting to support regulatory compliance and contaminant reduction at Hartland Landfill</p> | <ul style="list-style-type: none"> • Regulatory compliance monitoring of surface water, groundwater, landfill gas and leachate |

Community Need



2021 Summary

| | |
|--|---|
| <p>Engineering Services</p> <p>Provide engineering feasibility studies, detailed design, tendering, construction management and commissioning services that support a number of community needs (Landfill & Recycling, Parks & Environmental Resource Management, Health Facilities, Climate Action, Recreation and Electoral Areas).</p> | <ul style="list-style-type: none"> • Lead or support the planning, design and project management of over a dozen construction projects averaging \$3.5 to \$5 million annually • Projects include ongoing contract management of the solid waste filling and aggregate production contracts, as well as smaller projects related to landfill gas collection, leachate management, environmental controls and emergency response preparation • Engineering Services also manages an additional 15-20 projects each year for other CRD facilities • Lead engineering and procurement on the RNG and Kitchen Scraps and Organics Processing Capital Projects |
| <p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p> | <ul style="list-style-type: none"> • Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services. |

| Initiatives | | | | | |
|-------------|---|--|-------------|--------------------|------------------------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 9a-1.1 | Senior Project Coordinator, Resource Recovery | Position to facilitate Hartland resource recovery projects (including RNG and potentially organics processing) | 2021 - 2023 | NEW Not started | 1.0 ^{Term} |
| 9b-0.1 | Hartland Waste Technician | Increase resourcing from half to 1FTE to monitor and enforce WorkSafe BC material handling protocols | 2021 | NEW Not started | 1.0 ^{Ongoing} |
| 9b-0.2 | Hartland Landfill Attendant | Conversion of two part-time auxiliary positions to ongoing to meet increasing volumes of waste at public drop off area | 2021 | NEW Not started | 2 x 0.5 ^{Converted} |

Community Need



2021 Summary

| | | | | | |
|--------|-----------------------|--|-------------|--------------------|----------|
| 9b-0.3 | Food Waste Attendance | Term position to facilitates the consolidation and trucking of materials brought to the Hartland kitchen scraps transfer station by commercial waste haulers | 2021 - 2022 | NEW Not started | 1.0 Term |
|--------|-----------------------|--|-------------|--------------------|----------|

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 9a-1 – Resource Recovery and Waste Reduction
- 9a-2 – Infoline Support *
- 9b-1 – Public Awareness of Extended Producer Responsibility
- 9b-2 – SWMP Update
- 9b-3 – Controlled Waste Permits *
- 9b-4 – Electronic Stewardship Attendant *
- 9c-1 – Changing Recycling Markets
- 9d-1 – Hartland Landfill Longevity
- 9e-1 – Organic Waste Processing Procurement

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

Business Model

Funding

Who contributes

- Every jurisdiction in the region – not requisition/tax based – user fee-for-service based
- Support Services: varies per service

Funding Sources

- Landfill tipping fees and recycling program revenues

Reporting Structure

- [Environmental Services Committee](#)
- Project based reporting for Environmental Engineering: Parks Committee, Electoral Areas Committee, Recreations

| Community Need Key Performance Indicator (KPI) | | | |
|--|-------------|---------------|-------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: Solid waste disposal target rate of 350 kg/person per year by 2020</p> <p>Annual kilos of solid waste per capita; calculation based on provincial Municipal Solid Waste methodology</p> | 382 | 360 | 350 |
| <p>Metric 2: Capture 75% of landfill gas at Hartland landfill</p> <p>Percentage of landfill gas captured at Hartland Landfill; data from CRD staff measurement and calculation</p> | 66% | 65% | 70% |
| <p>Metric 3: Waste compaction rate at Hartland Landfill of 850 kg/m³</p> <p>Kilos per cubic metre; data from CRD staff measurement</p> | 1,160 | 950 | 950 |
| Discussion | | | |
| <p>Link to Target Outcome</p> <p>The landfill and recycling metrics focus on minimizing waste disposal and maximizing waste diversion (Metric 1) while ensuring they are done efficiently (Metric 3) and environmentally sustainably (Metric 2).</p> <p>Discussion</p> <ul style="list-style-type: none"> • Metric 1: Currently, the capital region’s waste disposal rate is at 382 kg/person per year, which is better than the provincial average of 506 kg/person (2017) and well on the way to the target set by the province of 350kg/capita. • Metric 2: There is a target set by the province to capture 75% of landfill gas. • Metric 3: Effective waste compaction results in efficient use of landfill airspace and the prolonged use of existing landfill capacity. | | | |

Parks & Natural Resources Management

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- Protection of important ecosystems, species and cultural values - With increasing visitor use, protecting park values while offering recreational opportunities is a major challenge. Compliance education is one of the best tools to alleviate these pressures.
- Sustainable Funding into the Future – Resourcing levels may have been adequate in the past, but now, with an expanding land base and higher levels of use, resources for the construction of new assets are not sufficient. A revenue strategy is being prepared for Fall of 2020 that will look at a fair and equitable system of administering Regional Parks and Trails user fees.
- Helping Understand and Fight Climate Change – The CRD continues to work with researchers and academics to collaborate on climate change research in our parks and protected areas.
- Planning for Regional Parks – With new Regional Parks opening and with the public and First Nations increasing their participation in the park planning process, it is more important than ever to ensure preparation of management plans is timely and effective. Management Plans are essential for the protection of values and the management of activities.
- Aging infrastructure continues to be a concern as some critical assets are reaching the end of their serviceable lives and require increased effort and money to renew or replace them.
- Connecting with Nature – Outdoor space and activities play an important role in the lives of residents of the capital region especially during COVID times.
- COVID 19 – 2020 has been typified by the efforts required to manage against the spread of Covid-19.

2021 Summary

From remote meetings, to changes in public consultation, from frequency of facility cleaning to the sheer number of people seeking social distancing opportunities in the parks, 2020 has been particularly challenging for staff to find new ways of protecting themselves and others as they manage the public expectation to have outdoor areas in which to recreate.

- Managing for Growth - Population growth and aging of the region’s current population will have profound implications for the Regional Parks and Trails as well as their assets.
- Embracing First Nations Relationships through Cultural Connections - Respect for First Nations traditions, culture and communities will be an important part of CRD Regional Parks’ future. That future includes more First Nations communities showcasing their heritage and cultural practices as well as offering opportunities for park visitors to learn about indigenous perspectives.

Services

| Core Services Levels | |
|---|---|
| Service | Levels |
| <p>Planning, Resource Management & Development</p> <p>Contribute to effective and efficient decision making through plan and policy development, natural and cultural resource management, capital development planning, project management and geographic mapping; development of the Strategic Plan and park management plans. Provide oversight of the land acquisition program. Guide the implementation of scientific and technical work related to environmental management.</p> | <ul style="list-style-type: none"> • Manage two Management Plan processes with at least one approval annually; direct and conduct engagement with, on average, three First Nations per plan. • Evaluate 20 candidate properties for land acquisition and complete one acquisition per year. Annual budget of \$3.7m. Develop activity reports and strategy documents. • Support planning and provide project management where needed for capital facility projects, annual expenditures to \$2m. • Manage two contracts per year for technical planning studies or services. • Undertake five conservation projects per year and maintain existing formal partnership agreements. • Manage asset inventory data and coordinate renewal forecasting asset management and capital project planning • Provide spatial and GIS data analysis and collection for a range of purposes, including existing and new digital data sharing |

Community Need



2021 Summary

| | |
|--|--|
| | <p>agreements and up to 200 public and internal cartography products for 34 parks and 100s of sign posts, park facilities, trails, etc.</p> <ul style="list-style-type: none"> • Maintain and develop asset management data. • Respond to around 70 development referrals per year. |
| <p>Regional Parks Operations 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> | <ul style="list-style-type: none"> • Manage and maintain 400km of park trails, 55 washrooms and 132 garbage containers (most serviced daily) • Undertake 20+ infrastructure and facility replacement and repair projects annually • Every year, prepare or update a Facilities Plan and 33 Operating Plans • Manage three campgrounds; meet target of 65% weekend occupancy rate at Sooke Potholes and Island View Beach (from May to September) • Conduct 5,000 compliance and enforcement patrol hours annually (CRD bylaw enforcement officers and CRD park rangers) |
| <p>Visitor Services Connect people with the natural environment, conduct social science research and planning, provide park volunteer opportunities for residents, cultivate community partnerships and provide administrative services; provide web-based park information and publications to the public, and issue park use permits for group picnic shelters and special events</p> | <ul style="list-style-type: none"> • 580 volunteers delivering 5,700 hours of engagement, parks and trails condition checks, and invasive species removal • Deliver 120 educational programs, 130 nature outings and 10 outreach events annually • Process 240 special events permits annually • Conduct up to eight Visitor Use Surveys annually <p><i>(subject to COVID-19 health protocols)</i></p> |
| <p>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.</p> | <ul style="list-style-type: none"> • Operate, manage and maintain 95km of multi-use regional trails • Conduct 250km of boom flail vegetation removal annually |

Community Need



2021 Summary

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

Initiatives

| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
|-----|------------|-------------|---------|--------|--------------|
|-----|------------|-------------|---------|--------|--------------|

Regional Parks did not submit IBCs for 2021

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- | | |
|--|--|
| <ul style="list-style-type: none"> • 6a-8 – Capital Reserve and addition of 5 FTEs* • 6b-4 – Enhance Parks Operations* | <ul style="list-style-type: none"> • 6e-1 – Land Acquisition Fund Renewal • 6f-1 – Dog Management Policy Framework |
|--|--|

Business Model

Funding

Who contributes

- All 13 Municipalities and 3 Electoral Areas
- Support Services: varies per service

Funding Sources

- Requisitions, grants, donations and non-tax revenue

Reporting Structure

- [Regional Parks Committee](#)

| Community Need Key Performance Indicator (KPI) | | | |
|--|-------------|---------------|-------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: 100% of critical infrastructure in the Regional Parks and Trails system in good or better condition</p> <p>Percentage of critical infrastructure in the Regional Parks and Trails system that is in good or very good condition; data from asset management sustainable report cards.</p> | 75% | 85% | 90% |
| <p>Metric 2: Maintain a visitor experience satisfaction rate of 85% or better for Regional Parks and Trails</p> <p>Percentage of visitors that described their overall experience with Regional Parks and Trails as 'quite satisfactory' or 'very satisfactory'; data from CRD Regional Parks Resident Survey 2017 (collected every 5 years)</p> | 85%* | 85%* | 85%* |
| <p>Metric 3: A 25% contribution of land acquisition funding from community partners</p> <p>Percentage of the Land Acquisition Fund contributions annually that comes from community partners; data from Land Acquisition Updates</p> | 0% | 40% | 25% |
| <p>Metric 4: Maintain a volunteer base of greater than 500 people</p> <p>Number of active volunteers in Regional Parks and Trails; data from volunteer registry</p> | 526 | 350 | 500 |
| Discussion | | | |
| <p>Link to Target Outcome</p> <ul style="list-style-type: none"> The Land Acquisition Fund provides funding for the purchase of land for regional parks and trails. Tracking community contributions helps demonstrate the sufficient availability of funding and community support for the strategy that has been put in place. Measuring the level of asset renewal investment and condition of parks and recreation trail infrastructure is a good indicator of how well-maintained, and therefore accessible and inclusive, the infrastructure is. This is supplemented by information about visitor satisfaction to ensure that expectations are met and that CRD actions and initiatives are facilitating a good experience for visitors. <p>Discussion</p> <ul style="list-style-type: none"> Metric 1: Ensuring critical regional park assets are in good or better condition supports active living and recreation in a safe, inclusive outdoor environment. During COVID times increased access to a safe and inclusive regional parks and trails system is essential to personal health and wellness. | | | |

| Community Need Key Performance Indicator (KPI) | | | |
|---|-------------|---------------|-------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <ul style="list-style-type: none"> • Metric 2: Maintaining visitor experience satisfaction suggests that CRD presence and actions are facilitating more than 7.5M visits where people connect with and embrace the regional parks and trails system. This in turn will generate the support for additional land acquisitions. • Metric 3: Since 2000, with the support of partners, the regional parks system has grown by almost 4,800 hectares through a number of land acquisitions valued at \$62.6M. The CRD partners in land acquisitions have contributed almost \$16.8M, or 27% of the overall cost of the purchases. Going forward, the CRD will seek an average of 25% contribution of land acquisition funding from community partners. The data recorded shows the following: <ul style="list-style-type: none"> ○ 2019: \$6.5M invested in acquisitions with no partnership/community contribution ○ 2020: forecasted invested of \$1.1M for three potential acquisitions, with \$775,000 in partnership/community expenditure • Metric 4: Maintain a volunteer base of greater than 500 people. The number of volunteers in 2020 is lower due to COVID-19 and the cessation of volunteer activities. We expect that the volunteer base will return to pre-COVID-19 levels and we will continue to monitor the volunteer numbers in relation to the ongoing pandemic. | | | |

Planning and Development

Strategy

Target Outcome

We envision keeping approved plans current and monitoring for effectiveness.

Strategic Context

Strategies

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

Trends, risks and issues

- Regional & Strategic Planning's (RSP's) knowledge and expertise is often called upon to explore new areas of regional interest and assess the feasibility of developing new services; this is challenging, complex work which requires the coordination of numerous internal and external stakeholders.
- There has been an increase in the number of externally-driven activities requiring RSP to provide demographic, planning, development and growth management analysis across the region, such as senior government regulatory changes and municipal planning initiatives that help keep pace with the rate of development in the region. To date, Regional & Strategic Planning has been able to absorb these pressures.
- The manner in which information is conveyed and absorbed is changing. Our partners seek open data that is conveyed visually and is available in real-time on the CRD website. At the same time, demand for specialized data/information/modelling is increasing, with expectations for very short turn-around times. RSP aims to meet partner needs, while balancing the fast pace of change in this sector
- A number of services in Planning & Development also support regional economic development. Data services provide information and the Regional Growth Strategy Indicators report is the monitoring tool.
- From a land use planning and building inspection point of view, changes to the Building Code, seasonal and weather patterns and building activity cycles related to the economy can all affect the cost and volume of construction projects and therefore processing time for applications and permits.

2021 Summary

- Building Inspection and Juan de Fuca Community Planning sees annual changes (increase/decrease) in residential, commercial and industrial construction and the number of building permits and development permits being issued (e.g. as a result of changes in market demand for new parcels of land and changes in land use). Existing staffing capacity is redirected to longer-term project work, such as OCP and land use bylaw review, during periods of lower development activity.
- Changes to Federal and/or Provincial legislation, including changes to public consultation procedures and bylaw enforcement action (e.g. introduction of Cannabis Retail licensing process), have resulted in additional staff time required to process applications and permits.

Services

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

| Core Services Levels | |
|---|---|
| Service | Levels |
| | <p>and spatial data, and conduct special studies, as needed</p> <ul style="list-style-type: none"> Analyze, visualize and report on transportation, land use and housing data to support regional service delivery (e.g. regional transportation and urban growth models, climate action reporting) |
| <p>Building Inspection (Electoral Area only) Oversees the construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.</p> | <ul style="list-style-type: none"> Provide information on the building permit process, BC Building Code requirements and approved construction practices Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances Provide between 6,000 and 8,000 building inspection services per year Review all building permit applications for compliance with all applicable regulations Manage property files and enforcement, as needed. |
| <p>Juan de Fuca (JdF) Community Planning (Electoral Area only) Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.</p> | <ul style="list-style-type: none"> Review, evaluate and process approx. 50-60 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications Review all building permit applications for compliance with land use regulations Provide land use information in response to inquiries from the public, developers, realtors, and consultants Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation |

| Core Services Levels | |
|---|--|
| Service | Levels |
| | <ul style="list-style-type: none"> Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection Provide administrative and technical support to the JdF Land Use Committee and advisory commissions |
| <p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p> | <ul style="list-style-type: none"> Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services. |

| Initiatives | | | | | |
|-------------|-----------------------------|---|---------|-------------|----------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 11a-1 | RGS Update | Prepare and update Regional Growth Strategy with new population projections | 2020-21 | In progress | Already funded |
| 11b-1 | Affordable Farming Analysis | Undertake analysis regarding options for CRD support | 2020-21 | In progress | Already funded |

Initiatives approved in prior years which have now been delivered or absorbed in Core Services:

- 11a-2 – Regional Context Statements
- 11a-3 – RGS Indicator Reporting
- 11b-2 – Fallow Deer on SGI
- 11c-1 – Building Inspection on EAs
- 11d-1 – New Development Application Review Process JdF Planning

Business Model

Funding

Who contributes

- **RGS Service:** All municipalities, JdF Electoral Area (not Salt Spring Island or Southern Gulf Island EAs) and Tsawout and Songhees Nations
- **Regional Planning Service:** All municipalities, all Electoral Area and Tsawout and Songhees Nations
- **Building Inspection Service:** Electoral Area communities
- **JdF Community Planning Service:** Juan de Fuca Electoral Area
- **Support Services:** varies per service

Funding Sources

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

Reporting Structure

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

| Community Need Key Performance Indicator (KPI) | | | |
|---|--------------------|--------------------|--------------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: Maintain urban containment boundary by minimizing changes to the Urban Containment Policy Area (UCPA)</p> <p>Hectares added to the land growth boundary, as defined the UCPA, from the date of adoption of the 2018 RGS; data from CRD Regional Planning</p> | 0 | 0 | 0 |
| <p>Metric 2: Increase the amount of land in food crop production in the Growth Management Planning Area by 5,000 hectares by 2038</p> <p>Net increase in total land being used for farming; data from Statistics Canada 2016</p> | 8,538 [^] | 8,538 [^] | 8,538 [^] |
| <p>Metric 3: Building permits in all three EAs</p> <p>Total number of permits issued annually; data from CRD Tempest application database</p> | 866 | 800 | 880 [*] |
| <p>Metric 4: Development application levels in the JdF EA</p> <p>Total number of development applications received annually; data from CRD Tempest application database</p> | 58 | 50 | 55 [*] |
| <p>Metric 5 – Future Metric: Application of BC Energy Step Code for new construction may be considered for review.</p> <p style="text-align: center;"> [^] based on data for 2016, new data will be available in 2022 [*] these are indicators of development/construction activity; we have therefore provided expected volumes rather than targets </p> | | | |

Discussion

Link to Target Outcome

- Tracking changes to the Urban Containment Policy Area and land in food crop production are useful indicators of the region's continued commitment to managing and balancing regional growth. Both help demonstrate that the current plan is still relevant and their implementation is progressing, as intended.
- Monitoring building and development applications helps monitor the economic health as well as the capacity of our existing services in meeting the needs of the region.

Discussion

- **Metric 1:** The UCPA is intended to hold a land supply that will house the region's population. Any amendment to the UCPA requires an amendment to the RGS. With support from our municipal partners through the Development and Planning Advisory Committee, the region is currently meeting the target. Since the March 2018 adoption of the RGS, there have been no changes to the UCPA.
- **Metric 2:** This measure is dependent on census data; a refresh of the data will be available in 2022. The most recent statistic (from 2016) shows a slight increase in land being used for farming (from 8,154 in 2006 to 8,538 in 2016).
- **Metric 3:** This an indicator of construction level therefore a target is not appropriate. This volume of permits results in 6,000 to 8,000 inspections per year. Between 2015 and 2019, there were on average 237 building permits received for Sooke/Juan de Fuca EA, 297 permits for Southern Gulf Island EA and 347 permits for Salt Spring Island EA.
- **Metric 4:** This is an indicator of development activity therefore a target is not appropriate.
- **Metric 5:** This could be considered as an indicator of progress towards greenhouse gas emissions reductions.

Protective Services

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, Risks and Issues

- Significant staff time was required to focus on response and Emergency Operations Centre (EOC) operations for COVID-19. The ongoing pandemic will likely impact division operations into 2021.
- We are seeing an increasing number of emergency incidents and threats (e.g. wildfire) every year requiring dedicated staff time; this is impacting the Protective Services Division's ability to maintain focus on day-to-day activities.
- Increased public expectations/demand for timely communications during emergency events and for service outside program mandates.
- Pending modernization of the *Emergency Program Act* and regulations will require review of CRD emergency plans to ensure alignment with new legislation.
- Fire dispatch in the region is provided by three different Fire Dispatch Centres creating concerns around service delivery efficiency.
- Current Fire Commission and Fire Society approach to fire service delivery in the Electoral Areas has inherent risk to the CRD and staff due to challenges meeting mandated standards and the limited capability of the volunteer commission and society members to meet regulatory and administrative requirements.
- Increased First Nation capacity in emergency management with corresponding increased expectation in government to government coordination.
- Aging volunteer base with corresponding decrease in volunteerism amongst younger populations creating challenges to maintain EA emergency programs, such as Emergency Support Services and within volunteer fire services.

Services

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

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

| Initiatives | | | | | |
|-------------|----------------------|---|---------|---|----------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 7a-13 | Emergency Exercise * | A full, functional exercise to test collaboration of relevant parties in responding to a major regional emergency | 2020-21 | Deferred due to COVID - change to After Action Review of COVID response | Already funded |

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 7a-1 – Regional Coordination of Emergency Services
- 7a-2 – REMP Support
- 7a-6 – First Nations Emergency Support
- 7a-10 – Jordan River Dam Breach Siren*
- 7b-1 – Bylaw Enforcement and Animal Control
- 7c-1 – FireSmart Program for Electoral Areas

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

Business Model

| Funding |
|--|
| <p>Who contributes</p> <ul style="list-style-type: none"> • All 13 Municipalities, all Electoral Areas and First Nations participate in some aspect of these regional or sub-regional services • Support Services: varies per service <p>Funding Sources</p> <ul style="list-style-type: none"> • 911 Call Answer is funded by a Call-Answer Levy collected from all telephone landline service providers and most cellphone providers within the capital region, and by requisition • All other services are funded by requisition, fee for service and/or grants |

| Reporting Structure |
|--|
| <ul style="list-style-type: none"> • Emergency Management Committee • Planning, Transportation and Protective Services Committee • Electoral Area Committee |

| Community Need Key Performance Indicator (KPI) | | | |
|--|-------------|---------------|-------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: Emergency Response Time</p> <p>(A) 911 – 95% of calls answered within five seconds; data from E-Comm</p> <p>(B) Fire Dispatch – 90% of calls answered within 15 seconds; data from CRD Fire Dispatch</p> | 97% | 97% | 95% |
| | 92% | 92% | 90% |

2021 Summary

| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
|--|-------------|---------------|-------------|
| Metric 2: Emergency Preparedness | | | |
| (C) Number of EOC exercises conducted annually; data from CRD Protective Services | 2 | 1 | 2 |
| (D) Number of CRD Emergency Hazmat Team (EHT) Training sessions held annually at potential hazard sites in the region; EHT contractor training records | 6 | 12 | 6 |
| Metric 3: Electoral Area Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services | | | |
| Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports | N/A | 9 | 9 |
| Metric 4: Animal Shelter – successful rehoming of >90% of pets received | | | |
| Percentage of pets received that year that were successfully rehomed; data from the CRD Animal Shelter | 93% | 93% | 90% |

Discussion

Link to Target Outcome

The metrics provided are indicators of the regional emergency preparedness and response time. We also track how well EA fire departments are meeting fire services guidelines and animal rehoming. Collectively the KPIs highlight how effectively the CRD is managing its services and creating effective regional cooperation to protect public safety and preparing for, responding to, and recovering from emergencies.

Discussion

- **Metric 1:** (A) Aligns with CRD Contract expectations and the national standards for 911 call answer service; (B) Fire dispatch call answer standards are established by the National Fire Protection Association and the metrics presented align with those guidelines.
- **Metric 2:** (C) Emergency exercises are an integral component of emergency preparedness programs and aligns with national emergency preparedness standards; (D) Regular training for team members on hazmat response and processes is necessary to align with NFPA 472 guidelines governing hazmat operations. In 2020, an increased number of smaller training sessions were held due to COVID restrictions hence the increase.
- **Metric 3:** All fire services in BC are required to meet the standards for their declared service levels as established by the OFC Playbook and WSBC.
- **Metric 4:** Rehoming of pets is preferable to euthanasia. This is a CRD generated target that is well above the norm for regular shelters.

Recreation

Strategy

Target Outcome

We envision residents having access to appropriate and affordable recreation opportunities

Strategic Context

Strategies

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

Trends, risks and issues

- The COVID-19 pandemic continues to impact all Recreation Centers' service delivery and budgets in 2020. Restrictions were put in place by the Provincial Health Officer and the province to safeguard the health and safety of the public and workers. This led to a rebalancing of activities to favour operations in larger spaces and outdoor venues and, in some cases, the cancellation of some programs and services.
- Staffing capacity was also impacted, both in terms of budget and staff availability, creating additional challenges for service delivery.
- Aquatic recruitment and retention continue to challenge small pool operations as employment markets respond to economic uncertainty
- Recreation Centers continue to shift towards alternative spaces (e.g. outdoors) and online programs to continue to provide the services upon which many in the community depend.
- These new challenges have to be managed alongside the existing challenge of aging infrastructure.

Services

| Core Services Levels | |
|---|--|
| Service | Levels |
| <p>Juan de Fuca (JdF) Community Parks & Recreation</p> <p>The JdF EA Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the electoral area. Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.</p> | <p>Inspection, maintenance and repair of:</p> <ul style="list-style-type: none"> • 8.1km of trails • 23 park facilities • Two baseball fields and two tennis courts • Two playgrounds <p>Administration of:</p> <ul style="list-style-type: none"> • 4 stewardship programs and 65 volunteers • 6 recreation program contracts and events • Operating costs of Port Renfrew Community Centre through revenue |
| <p>Peninsula Recreation</p> <p>Provides recreational programming and maintains recreational facilities in North Saanich. Peninsula Recreation also operates a satellite location, Greenglade Community Centre. The Centre has become a valuable asset for the delivery of recreation programs and services.</p> | <p>For Panorama Recreation Centre, administration of the delivery of programs and services for:</p> <ul style="list-style-type: none"> • Two arenas • An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible, waterslide in the region • Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts • Weight room and fitness studio • Three small multi-purpose rooms <p>For Greenglade Community Centre, amenities include:</p> <ul style="list-style-type: none"> • Gymnasium • Activity rooms for program use • Pottery studio • Weight and fitness room, mind and body studio and dance studio • Teen lounge and sports fields |
| <p>Sooke and Electoral Area Parks and Recreation (SEAPARC)</p> <p>Provides recreational programming and maintains recreational facilities with a focus on the citizens of the</p> | <p>Administration of</p> <ul style="list-style-type: none"> • Ice arena/dry floor • Aquatic centre • Community recreation programs |

Community Need



2021 Summary

| | |
|--|--|
| <p>District of Sooke and the Juan de Fuca Electoral Area.</p> | <ul style="list-style-type: none"> • Facility and grounds maintenance • Program, multi-purpose and boardroom spaces • Slo-pitch field and baseball diamond • Bike park and skateboard park • Joint Use Agreement with School District 62 Community Events • Multi-use trail • DeMamiel Creek golf course • Fitness facility and programs |
| <p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p> | <ul style="list-style-type: none"> • Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services. |

| Initiatives | | | | | |
|-------------|--|--|---------|--------------------|--------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 13a-1.1 | Recreational Programming – SEAPARC Aquatic Team Leader | Reduce risk of service interruption by creating part-time Aquatic Team leader position | Ongoing | NEW Not started | 0.5 ongoing |

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

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 13a-1.1 – Recreational Programming and Rates PANORAMA
- 13a-1.2 – Recreational Programming and Rates Regional Parks
- 13a-1.3 – Recreational Programming and Rates SEAPARC
- 13a-1.4 – Recreational Programming and Rates SGIA
- 13a-1.5 – Recreational Programming and Rates SSIA

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

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

| Community Need Key Performance Indicator (KPI) | | | |
|--|---|--|--|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| Peninsula Recreation | | | |
| <p>Metric 1: Offer programs that meet community need Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from PerfectMind Activity Registration Summary.</p> | 77% | 70% | 65% |
| <p>Metric 2: Maximize participation levels in drop-in recreation programs and services, given capacity and staffing limitations</p> <p>(A) Aquatics (B) Arena during ice season (C) Fitness classes (D) Weights (E) Sports</p> <p>Total annual visitors to drop-in reservable programs; data from PerfectMind Daily Attendance Report – Date Range.</p> | (A) 153,538 (B) 10,099 (C) 26,097 (D) 147,531 (E) 5,893 | (A) 43,800 (B) 3,875 (C) 13,515 (D) 58,612 (E) n/a | (A) 30,000 (B) 1,476 (C) 17,045 (D) 55,016 (E) n/a |
| <p>Metric 3: Increase new program offerings and maximize revenue</p> <p>(F) Total new program offerings (identified as a program not offered in the prior year); data from program coordinators and PerfectMind Activity Registration report (G) Total registered programs revenue (gross revenue) generated by registration in programs; data from PerfectMind General Ledger (H) Admissions – revenue generated by single admission purchase; data from PerfectMind General Ledger (I) Admissions – revenue generated by punch pass purchases; data from PerfectMind General Ledger</p> | (F) 74 (G) \$1,692M (H) \$345,756 (I) \$1,117,535 | (F) 15 (G) \$792,000 (H) \$315,000 (I) \$360,000 | (F) 15 (G) \$1,157M (H) \$544,683 (I) n/a |

| Community Need Key Performance Indicator (KPI) | | | |
|---|-------------|---------------|-------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| SEAPARC | | | |
| Metric 1: Deliver fitness programs and service that meet community need and recover operation investment. Target admissions or the revenue generated by single admission and punch pass purchases; data from PerfectMind General Ledger | \$30k | \$20k | \$60k |
| Metric 2: Manage 2020 user funding at approximately 20% User funding or tax investment (without debt) | 30.5% | 19.5% | 20% |
| Metric 3: Increase Community Recreation program revenue by each year Total registered programs revenue (gross revenue) generated by registration in programs; data from PerfectMind General Ledger | \$443,855 | \$126,566 | \$176,000 |
| Discussion | | | |
| <p>Link to Target Outcome</p> <p>The metrics below reflect attendance and overall success of programs and services which show that what is offered to the community meets their needs and is affordable.</p> | | | |
| <p>Discussion</p> <p>Peninsula Recreation</p> <ul style="list-style-type: none"> Metric 1: 77% of registered programs were successful in 2019. Staff are encouraged to be mindful of this metric when programming, as each program offered takes up facility space and advertising resources. This metric will likely decline over the next year, as staff are not as certain what the comfort level of the community is in returning to recreation programs and services with COVID-19 and margins to run programs are tighter. Metric 2: Metrics in all areas are anticipated to be reduced significantly due to COVID-19. Capacity of facilities is reduced at a given time, facility operating hours are limited and some community members may not feel comfortable attending at this time. Metric 3: In 2019, total of 518 registered programs and 43 drop-in services were offered. Staff will work to maintain registered programs and drop-in services, however modifications and reduced capacities due to COVID-19 will impact program revenue. As monthly and annual passes are not currently available | | | |

Community Need



2021 Summary

to the public, all per visit pass revenue and individual admission will be captured in the target admission revenue. While this appears to be higher than 2019 and 2020, it is now a combination of passes and admissions, so the overall result is less revenue due to COVID-19.

SEAPARC

- **Metric 1:** To deliver fitness programs and services that meet community need and recover operation investment. Modifications and reduced capacities due to COVID-19 will impact program revenue.
- **Metric 2:** To manage 2020 user funding to 20%. This metric will likely decline over the next year, as staff are not as certain what the comfort level of the community is in returning to recreation programs and services with COVID-19. Program margins will be tighter. Reduced hours of operation and facility and program capacity limits will impact all program and admission revenue. Monthly and annual passes are not currently available which will result in less revenue due to COVID-19.
- **Metric 3:** To manage Recreation core program revenue based on community demand with program adaptations as a result of COVID-19 impacts. Programs will be introduced in a phased approach to support a sustainable implementation.

Transportation

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- The CRD has demonstrated that playing a coordinating role on transportation projects can successfully enhance collaboration with stakeholders around the region. Collaboration is critical to securing investments and prioritizing management of the region's sustainable, long-term growth in terms of reducing congestion, improving travel time and taking action on climate change. This success has led to increasing demand for and scope of partnerships, which all have to be balanced against existing demands. To date, Regional & Strategic Planning (RSP) has been able to absorb these pressures.
- The manner in which information is conveyed and absorbed is changing. Our partners seek open data that is conveyed visually and is available in real-time on the CRD website. At the same time, demand for specialized data/information/modelling is increasing, with expectations for very short turn-around times. RSP aims to meet partner needs, while balancing the fast pace of change in this sector.
- The active transportation data review initiative is currently being implemented. Improved data collection has supported analysis of cycling volume along regional trails, providing early insights related to the climate action and trail usage impacts arising from the COVID-19 pandemic.
- The active school travel planning initiative has been in place for almost five years. Interest in the initiative and requests for participation continue to grow year-on-year.

Services

| Core Services Levels | |
|--|---|
| Service | Levels |
| <p>Regional Planning – Transportation</p> <p>Service is responsible for data collection, research and modelling related to multi-modal regional travel. The service supports the development and implementation of regional district services and informs local, agency and senior government transportation and land use planning processes.</p> | <ul style="list-style-type: none"> • Every five years, update the regional transportation model with new census data and the origin and destination survey. • Collect and monitor multi-modal transportation data on an ongoing basis and liaise and disseminate findings to municipal, electoral area, government, academic and other partners, on demand. • Deliver active school travel planning services to five schools per year. • Analyse the impacts of actual and projected changes to the transportation system and provide transportation planning advice and expertise to regional, sub-regional and local planning and transportation projects and initiatives, on demand. • Implement and monitor the Regional Transportation Plan, including research, analysis and advice to achieve the multi-modal Regional Transportation Network and support CRD departments advance active transportation infrastructure and programming. |
| <p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p> | <ul style="list-style-type: none"> • Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services. |

2021 Summary

| Initiatives | | | | | |
|-------------|-----------------------------------|--|---------|-------------|----------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 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 | 2020-21 | In progress | 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 | 2020-21 | In progress | Already funded |

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 2b-1 Partner Collaboration for Multi-modal Transportation
- 2b-2 School Transportation Planning
- 2c-1 Regional Transportation Data
- 2d-1 Traffic Safety Education
- 2e-1 SSI Transit Services
- 2e-2 SSI Cycling & Pedestrian Infrastructure
- 2e-3 SGI Public Transportation

Business Model

| Funding |
|--|
| <p>Who contributes</p> <ul style="list-style-type: none"> • All 13 Municipalities, all 3 Electoral Areas, Tsawout Nation and Songhees Nation • Support Services: varies per service <p>Funding Sources</p> <ul style="list-style-type: none"> • Requisitions and grants |

| Reporting Structure |
|---|
| <ul style="list-style-type: none"> • Planning, Transportation and Protective Services Committee • Traffic Safety Commission |

| Community Need Key Performance Indicator (KPI) | | | |
|--|-------------|---------------|-------------|
| Definition and Source | 2019 Actual | 2020 Forecast | 2021 Target |
| <p>Metric 1: Multi-Modal Transportation – achieve a transportation system that sees 42% of all trips made by walking, cycling and transit by 2038</p> <p>Percentage of all trips made annually in the capital region by walking, cycling and public transit; data from CRD Origin Destination survey 2017</p> | 26.7%* | 26.7%* | 26.7%* |
| <p>Metric 2: Active School Travel Planning – schools participation in the regional Ready Step Roll initiative</p> <p>Total number of schools that have participated in the regional Ready Step Roll initiative since 2015; data from CRD Regional Planning</p> | 30 | 35 | 40 |
| * based on data from 2017, new data will be available in 2022 | | | |
| Discussion | | | |
| <p>Link to Target Outcome</p> <ul style="list-style-type: none"> • Mode share is a good indicator of residents’ willingness and ability to make sustainable transport choices for at least some of their trips. • Measuring the number of schools participating in the Ready Step Roll program tracks the number of school that have received hands on support to educate younger residents on the matters of traffic safety and sustainable mode choice. <p>Discussion</p> <ul style="list-style-type: none"> • Metric 1: The target for this metric was set in the 2018 Regional Growth Strategy. Progress is being made toward this target. The past three Origin Destination Surveys show steady increases in active transportation and transit mode share over a decade (20.5% in 2006, 22.4% in 2011 and 26.6% in 2017). • Metric 2: This initiative is coordinated by the CRD alongside selected local governments, schools and school districts to facilitate active school travel planning. Ready Step Roll became a regional planning initiative in 2019 with the aim to work with five schools per year across the region. Where staff capacity permits, additional fee-for service schools may be considered at the request of a municipality. The initiative is on track. | | | |

Wastewater

Strategy

Target Outcome

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

Strategic Context

Strategies

- [Core Area Liquid Waste Management Plan](#)
- Transition to stable operation of McLoughlin Point Wastewater Treatment Plant and Residuals Treatment Facility
- Transition of residual solids from other wastewater treatment facilities to the Residuals Treatment Facility
- Continue to effectively operate and maintain the Saanich Peninsula Wastewater Treatment Plant.
- Continue to effectively operate and maintain five small wastewater systems in the Electoral Areas.

Trends, risks and issues

- Monitoring programs for new wastewater infrastructure in the Core Area to be implemented
- Enhanced Key Manhole study to inform CRD source control initiatives and wastewater operations to be completed 2021-2022.
- Biosolids short-term implementation, and long term planning, options analysis and pilot testing
- Transition of residual solids from other wastewater treatment facilities to the Residuals Treatment Facility
- Optimization of operation and maintenance of new infrastructure in the Core Area
- Continued onboarding of new staff to operate and maintain the new infrastructure
- Continue to operate and maintain the other wastewater infrastructure in the Core Area, Saanich Peninsula, and the Electoral Areas. This infrastructure is of various ages and in several cases large scale infrastructure renewal is required.
- Facilities Management's role in supporting maintenance of superstructures in wastewater is evolving.

Services

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

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

2021 Summary

| Initiatives | | | | | |
|-------------|--|--|---------|--|--------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 8a-1 | Wastewater Management through LWMP | Advance management of wastewater & storm water through liquid waste management planning & construction/ maintenance of facilities Update of Core Area and Saanich Peninsula liquid waste management plans | 2020 | Absorbed in Core, see 8a-1.1-3 for follow-on initiatives | |
| 8a-1.1 | Wastewater Management | New resources to support Core Area Wasterwater Treatment facility coming into service at the end of 2020 Biosolids short-term implementation, and long term planning, options analysis and pilot testing | 2021 | NEW Not started | 4.0 Ongoing |
| 8a-1.2 | Facilities Centralization Strategy – FMW (CAWTP) | New facility operationas and maintenance support for Core Area Wasterwater Treatment facility coming into service at the end of 2020 | 2021 | NEW Not started | 1.0 Ongoing |
| 8a-1.3 | Saanich Peninsula Liquid Waste Management Plan – I&I | Develop detailed inflow and infiltration reduction program for the Peninsula | 2021 | NEW Not started | |

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

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 8a-2 – Stormwater Contaminant Sources

Business Model

Funding

Who contributes

- Core Area Municipalities (Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal) and Songhees and Esquimalt First Nations
- Saanich Peninsula Municipalities (Central Saanich, North Saanich, Sidney) and Saanich Peninsula First Nations Bands
- Local Wastewater Service Areas in the Electoral Areas
- Support Services: varies per service

Funding Sources

- Requisitions

Reporting Structure

- [Core Area Liquid Waste Management Committee](#)
- [Saanich Peninsula Wastewater Commission](#)

Community Need Key Performance Indicator (KPI)

Discussion

Link to Target Outcome

The following KPIs link to the CRD's goals of safe, resilient and environmentally sound wastewater conveyance and treatment for our customers in the Capital Region and protection of the environmental and public health. These KPIs are being established with new performance targets that will be reported in future service plans.

- Compliance with provincial and federal regulatory requirements and operational certificates
- Total volume of wastewater collected and treated
- Operating cost per megaliter of wastewater collected and treated
- Energy use per megalitre of wastewater treated
- Volume/percent of biosolids beneficially used
- Utilization of gas generated at the Residuals Treatment Facility
- Annual number of wet-weather related sanitary sewer overflow events from CRD systems (resulting in near-shore discharges/beach closures)
- Delivery of annual capital program
- Number of complaints related to operation (noise/odour)

Water

Strategy

Target Outcome

We envisage a sustainable and resilient water supply

Strategic Context

Strategies

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

Trends, risks and issues

- **Security and patrols:** there have been an increased number of security incursions/recreational pressure into the Greater Victoria Water Supply Area (GVWSA) from Sooke Hills Wilderness Regional Park and from the rapidly developing residential area around Langford and Goldstream. This is putting additional pressure on the Watershed team.
- **Climate Action:** the most significant risks for water services relate to climate and environmental changes. Predicted trends of drier, hotter summers will impact the water services in a number of ways:
 - Demand for water, including for local agricultural activities, will continue to increase which will in turn increase the risk of water shortages; addressing this challenge will require a continued focus on water conservation effort, watershed protection, ongoing monitoring and awareness of the need for good governance of the water service
 - Water quality may be affected due to increased biological growth in the source water and distribution system; expecting to see increasing pressure to include filtration as a step in the RWS treatment process
 - In the GVWSA, increasing periods of elevated wildfire risk, peak flows from winter storms, drought stress on trees which could lead to increased mortality and forest pests/diseases
 - Increased risk of power outages
- **Infrastructure Vulnerability, resiliency, and Emergency Preparedness:** we are seeing increases in operation and maintenance demand from a growing region combined with aging infrastructure. An

2021 Summary

updated Water Management Plan for water supply will identify a strategy to address supply (quantity) and critical delivery infrastructure (redundancy) needs

Services

| Core Services Levels | |
|---|---|
| Service | Levels |
| Regional Water Supply (RWS), Juan de Fuca (JdF) Water Distribution, Saanich Peninsula Water and Small Water Systems in the Electoral Areas Wholesale water supply to the 370,000 consumers in Greater Victoria and residents in three municipalities on the Saanich Peninsula, water distribution system within Langford, Sooke, View Royal, Colwood, East Sooke, Metchosin and Highlands and the small water systems in the Electoral Areas supported through following key service areas: | |
| Water Systems Operations and Maintenance Water treatment, supply and distribution system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance | <ul style="list-style-type: none"> • Water treatment • Supply and distribution system operation • System monitoring • Customer service • System and facility maintenance • Consumables management • Component preventative maintenance |
| Emergency Response/System Failure Water main breaks | <ul style="list-style-type: none"> • 24/7 emergency response to water main breaks and other system emergencies |
| Infrastructure Planning Strategic asset management for all services/systems including modeling and capacity analysis, | <ul style="list-style-type: none"> • Asset management and capital planning • Adjust plans for 15 water services • System expansion and growth planning |

Community Need



2021 Summary

| | |
|---|--|
| <p>vulnerability assessment, infrastructure renewal plans.</p> | |
| <p>Capital Project Delivery and Works Project design, procurement and delivery of capital projects annually on time/budget. Main installations, dam upgrades, equipment replacement and capital projects support</p> | <ul style="list-style-type: none"> • Capital program delivery • Water main installations and equipment replacement • Dam maintenance and upgrade projects • Capital project support |
| <p>Engineering Services Development referrals, survey and mapping, engineering support to utility operations, and dam safety inspections and administration.</p> | <ul style="list-style-type: none"> • Engineering support of utility operations for the 15 water services. |
| <p>Watershed Protection Forest land management of the 20,550 hectares of the Greater Victoria Water Supply Area to ensure high-quality source drinking water for the Regional Water Supply System through following service areas:</p> | |
| <p>Wildfire, Security & Emergency Response: Watershed security, and wildfire and spill preparedness, prevention and response</p> | <ul style="list-style-type: none"> • 24/7 watershed emergency duty officer standby • Security/wildfire patrols (weekends and holidays; daily during elevated fire conditions) • Wildfire detection air patrol during high and extreme fire hazard |
| <p>Watershed Operations Silviculture, forest health and forest fuel management; invasive plant management; vegetation management and road maintenance, upgrades and rehabilitation</p> | <ul style="list-style-type: none"> • Winter/summer road maintenance • Culvert and bridge upgrades to accommodate higher peak flows to higher standards and changing climate • Fuel management treatment and fire smarting maintenance • Brushing around facilities, dams, for tree release • Danger tree assessment and removal along roads and powerlines • Invasive plant management |
| <p>Resource Planning Wildlife management, ecological inventories and analyses, risk assessment and management, and GIS and data management</p> | <ul style="list-style-type: none"> • Development of a comprehensive hydrology monitoring program • Annual forest health survey • Partnering in climate change and other research in the GVWSA |

Community Need



2021 Summary

| | |
|---|--|
| | <ul style="list-style-type: none"> • Management of beaver, Canada geese and bullfrogs • Public tours of the Water Supply Area and facilities |
| Environmental Protection Regulatory and non-regulatory services and a support role across the organization that focuses on enhanced integration of drinking water quality protection programs and integration of communication initiatives. | |
| Water Quality Monitoring, assessment, reporting and technical advice to meet water quality regulatory requirements | <ul style="list-style-type: none"> • Source water and distribution system monitoring, assessment and reporting • Physical, chemical and biological analytical services, assessment and reporting |
| Demand Management Research and data to inform capital planning, water conservation, and communications and education | <ul style="list-style-type: none"> • Accurate data • Per capita targets (residential and ICI) |
| Cross Connection Control Oversight, monitoring and reporting of potential sources of contamination that may flow in a reverse direction into the Regional Water Supply | <ul style="list-style-type: none"> • Contamination prevention through facility inspections, testing and education for backflow prevention devices • Monitor and track (>28,000) backflow prevention devices |
| Communications & Environmental Education Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services | <ul style="list-style-type: none"> • Increased public awareness of CRD messages and subsequent behavior changes (declining trend in per capita and per sector water use) |
| Support Services | |
| Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary. | <ul style="list-style-type: none"> • Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services. |

2021 Summary

| Initiatives | | | | | |
|-------------|---|--|-----------|------------------------------------|--|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| 10a-1 | Post-Disaster Water Supply Plan | Implement approved Post-Disaster Water Supply Plan, including undertaking seismic resiliency study of critical water supply infrastructure | 2020-2022 | In progress | |
| 10a-3 | RWSSP Update | Update Regional Water Supply Strategic Plan | 2022-2023 | In progress | |
| 10d-1 | Future Water Supply + Infrastructure | Conduct population & land use studies & estimate growth-related water demand & future water supply & infrastructure needs | 2020-2022 | In progress | |
| 10a-4 | Cross Connection Control (CCC) Inspector* | CCC Program: convert a current temporary CCC Inspector position to permanent to meet the requirements by Island Health and protect the public health | 2021 | Completed | 1.0 FTE ^{Converted} Included in provisional budget |
| 10d-2 | Leech River Water Quality Operations* | Water Quality Operations Program: This multi-year initiative is to collect and analyze water quality data from the Leech River Watershed, the future water supply for the Greater Victoria Drinking Water System | 2021 | In progress | 0.4 FTE ^{Ongoing} Included in provisional budget |
| 10a-0.1 | Watershed Security Position | Create new shift position to respond to security issues and wildfire. | 2021 | NEW | 1.0 FTE ^{ongoing} Included in provisional budget |
| 10a-2.1 | Water Infrastructure Resilience | Review infrastructure redundancy & improvements, renew/replace infrastructure to avoid infrastructure deficits & ensure reliable, safe service delivery & resilience | 2020-2021 | NEW additional request for 2021 | 1.0 FTE ^{ongoing} Included in provisional budget |
| 10d-3 | Watershed Hydrology Monitoring* | Expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area | 2020-2021 | NEW additional | Included in provisional budget |

Community Need



2021 Summary

| Initiatives | | | | | |
|-------------|------------|-------------|---------|------------------|--------------|
| Ref | Initiative | Description | Year(s) | Status | 2021 impacts |
| | | | | request for 2021 | |

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

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 10a-5 – Water Billing
- 10a-7 – Salt Spring Island + Southern Gulf Islands Water Operations
- 10b-1 – Water Conservation through Demand Management
- 10c-1 – Agricultural Water Subsidy
- 10d-4 – SSI Watershed Protection

Business Model

Funding

Who contributes

Water Supply and Distribution:

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

Environmental Protection

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

Support Services

- Varies per service

Funding Sources

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

Reporting Structure

[Regional Water Supply Commission](#) – [Water Advisory Committee](#) – [Saanich Peninsula Water Commission](#) – [JDF Water Distribution Commission](#)

– [Various LSA Commissions](#) (Port Renfrew, Lyall Harbour/Boot Cove, Magic Lake Estates, Skana, Beddis, Cedar Lane, Cedars of Tuam, Fernwood, Fulford, Highland, Sticks Allison, Surfside Park, Wilderness Mountain)

Community Need Key Performance Indicator (KPI)

Discussion

Link to Target Outcome

The following KPIs link to the CRD's goals of safe, sustainable and resilient water resources for the Capital Region. These KPIs are being established with new performance targets that will be reported in future service plans.

- Compliance with Island Health, provincial and federal regulatory requirements and operational certificates
- Water quality samples analyzed from source reservoirs (raw water) and transmission/distribution systems (treated water)
- Peak day per capita water use and average day per capita water use
- Operating cost per megaliter of drinking water treated and supplied/distributed
- Energy use per megalitre of drinking water treated and supplied/distributed
- Delivery of annual capital program
- Volume of raw water released from RWS watersheds to rivers to support fish habitat
- Number of water quality complaints
- Number of leak repairs annually per kilometer of pipe (distribution systems)
- Number of water main failures annually per kilometer of pipe (distribution systems)

2021 Financial Plan Presentation & Report to the Board



Capital Regional District > 2021 Final Budget

**Presentation to the Board Of Directors
Wednesday March 24, 2021**

- 1** Economic Indicators
- 2** Budget Planning Process
- 3** 2021 CRD Financial Plan
- 4** Impacts on Requisition
- 5** Financial Health Indicators





(8%)

DECREASE IN HOUSING STARTS

44%

INCREASE IN HOUSING SALES

(38%)

DECREASE # OF HOUSING LISTINGS



1.3%

POPULATION GROWTH



25%

INCREASE IN PARKS VISITORS



1.7%

FORECASTED CPI



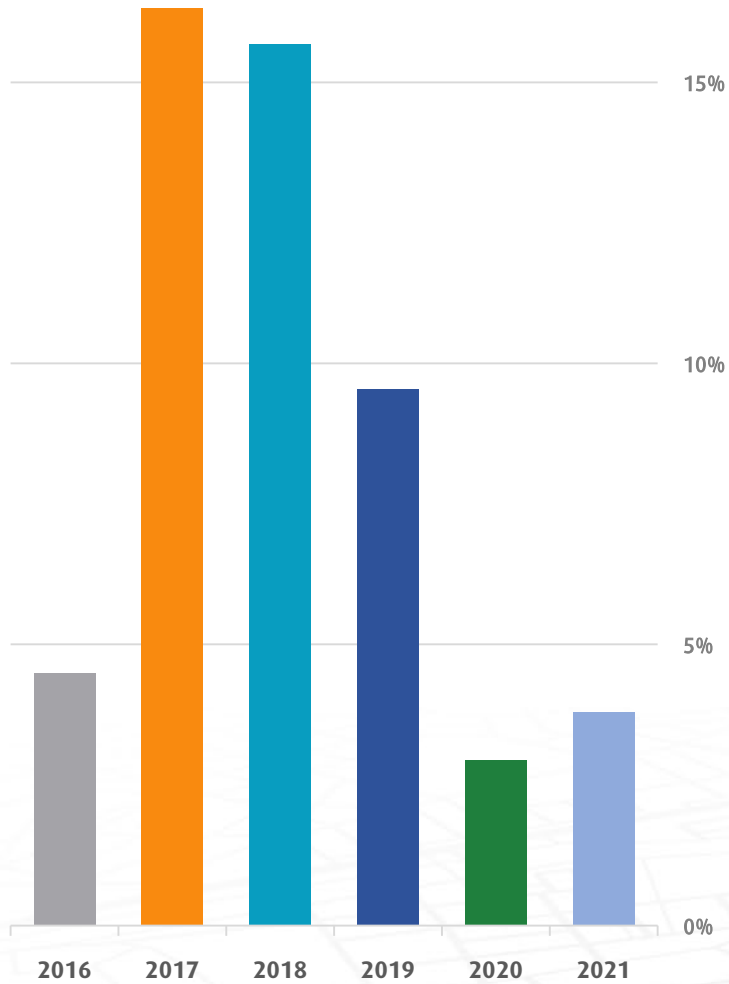
5.8%

UNEMPLOYMENT RATE

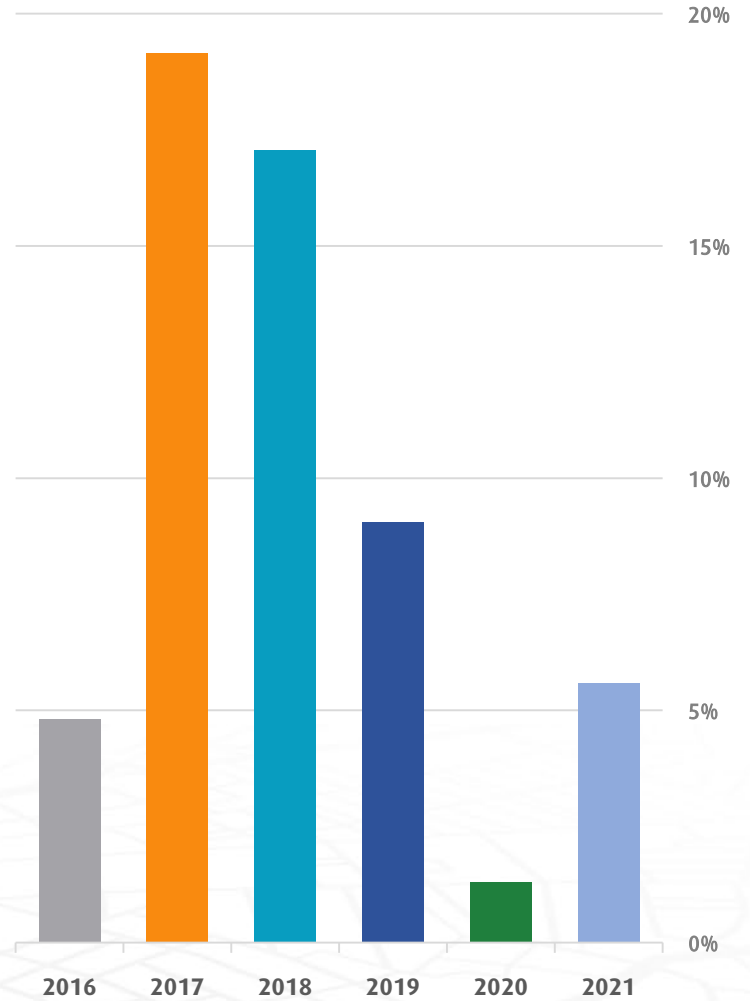


Assessment Impacts

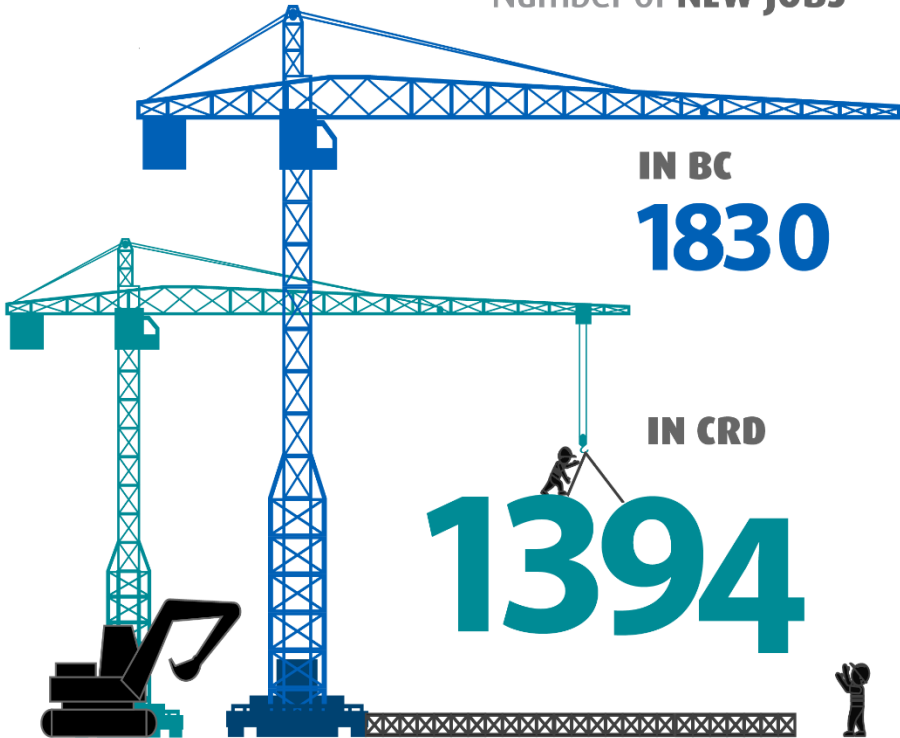
Change in Converted Assessments %



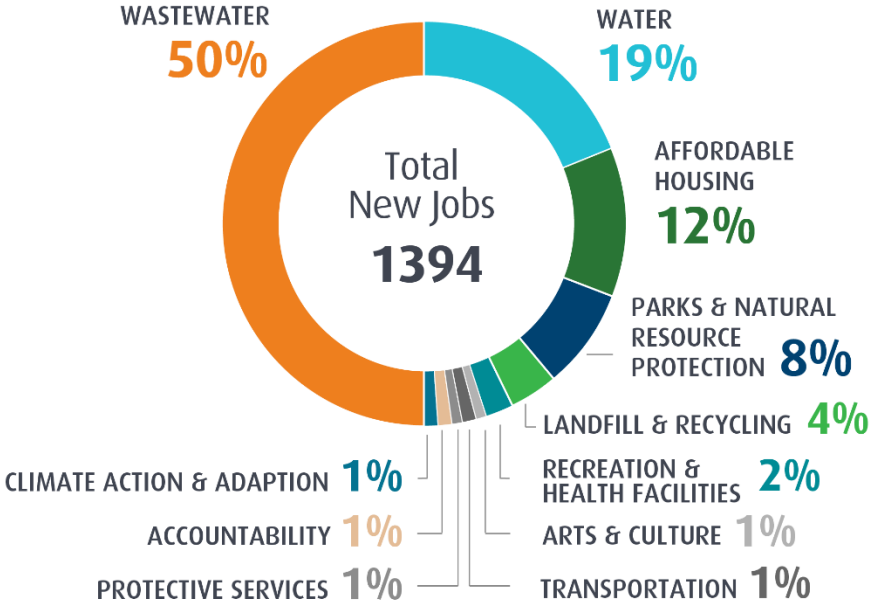
Change in Residential Assessments %



Number of **NEW JOBS**






JOB CREATION By Community Need



The CRD 2021 Capital Plan of \$284M is expected to generate 1,394 new jobs in the region through the flow of goods and services among various industries.






Capital Budget

-  Capital Regional District **\$284M**
-  Capital Regional Hospital District **\$35M**
-  Capital Region Housing Corporation **\$33M**

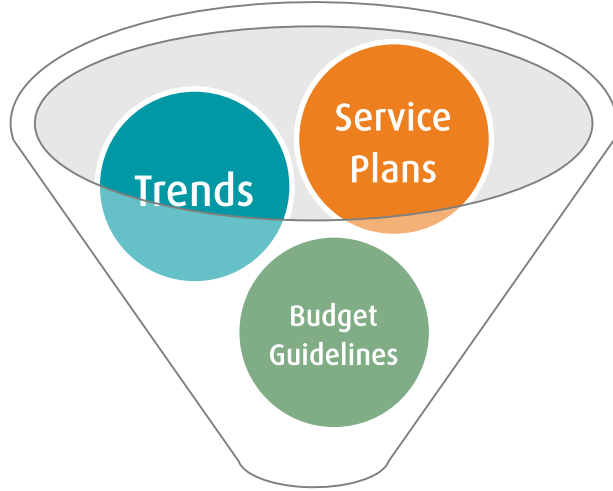
Total
\$352M

Operating Budget

-  Capital Regional District **\$296M**
-  Capital Regional Hospital District **\$36M**
-  Capital Region Housing Corporation **\$24M**

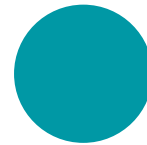
Total
\$356M





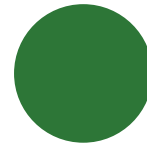
Service Planning Process

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

2021 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 28 2020)
- Requests authority to expend January 1 through March 31 2021

Final Budget

- Provisional approval updated with assessments, year-end results, and committee directed initiatives
- Approved by March 31 2021



2021 OPERATING BUDGET



Capital Regional District

\$296M

2021 CAPITAL BUDGET



Capital Regional District

\$284M



Managing Capital Investments

capital investment is 4.7x depreciation while 11% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

alignment of initiatives with approved corporate plan targeting key Community Needs



Adapting to Regional Challenges

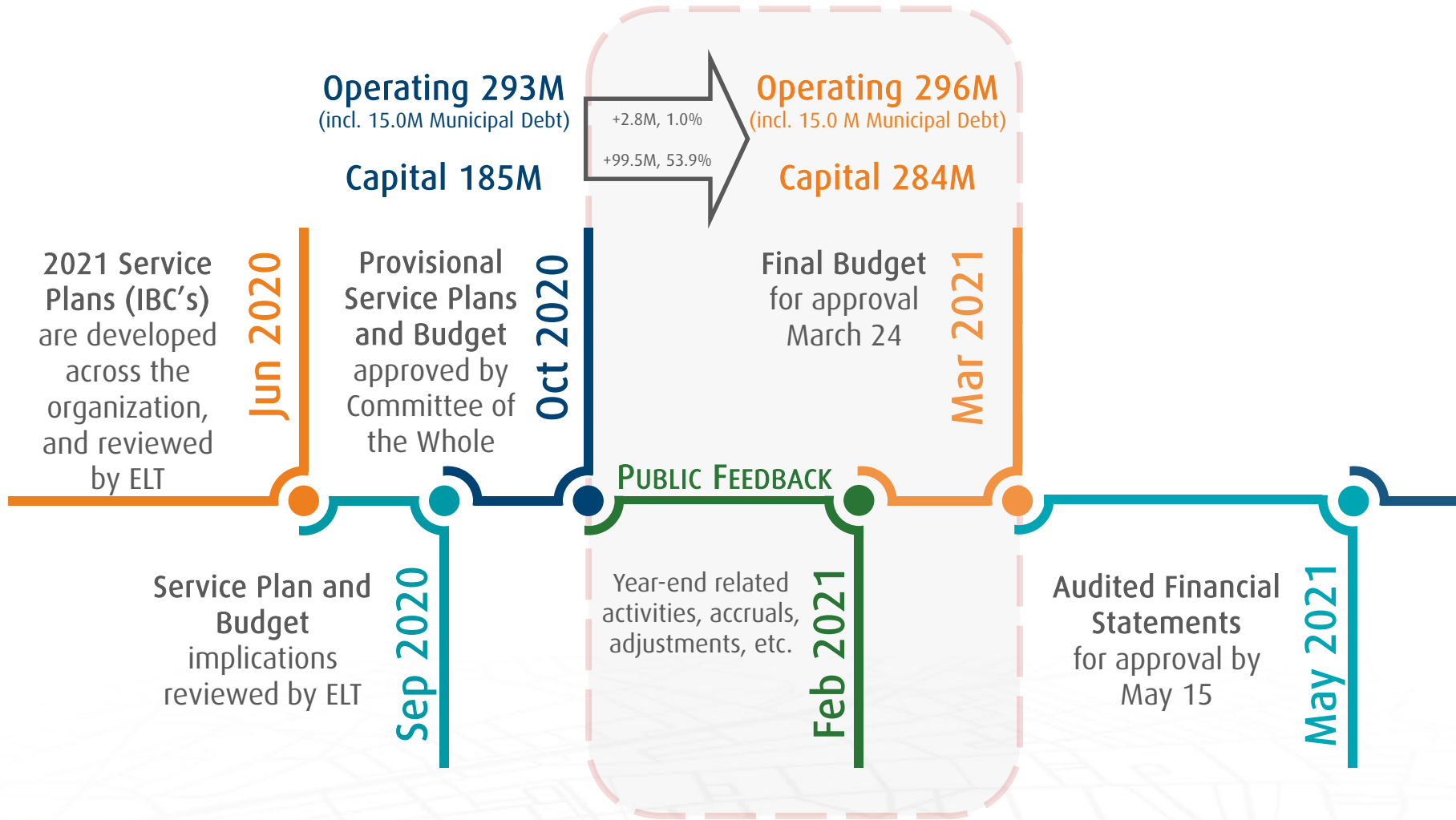
extraordinary economic environment, labour market conditions, unprecedented growth in asset utilization



Diversifying Revenue Streams

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

Budget Planning Timeline



Operating Budget Summary (\$M)

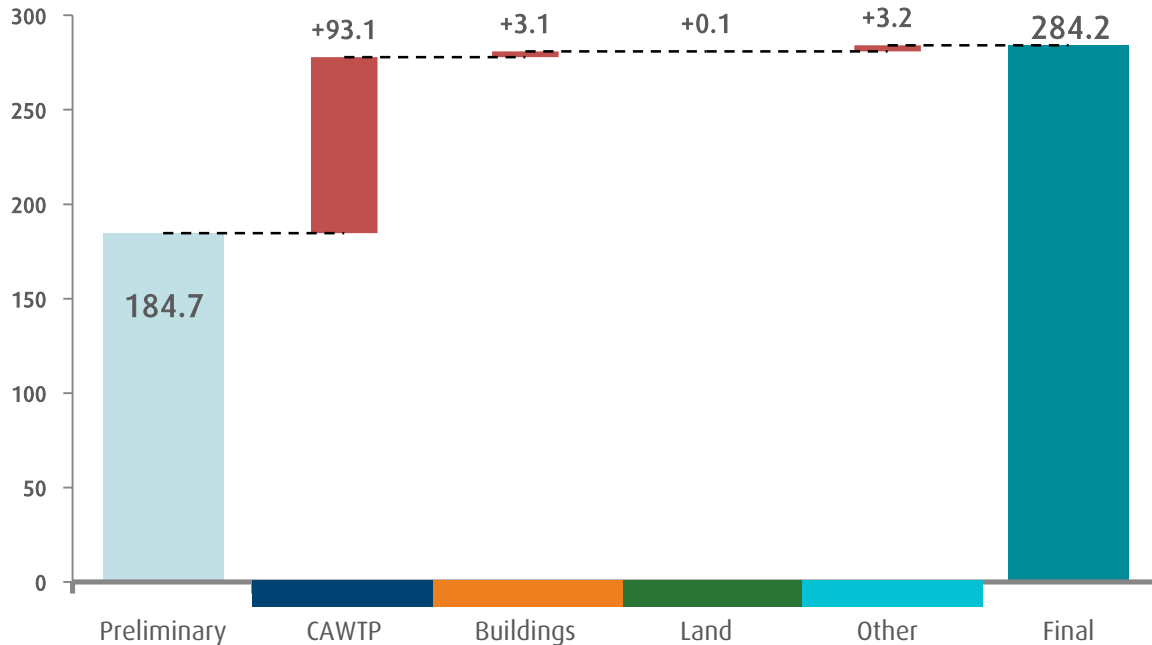
| Expenditure Type | 2021 Final Budget | 2021 Preliminary | Δ \$ | Δ % | 2020 Budget |
|----------------------|-------------------|------------------|--------------|-------------|----------------|
| Operations | 208.2 | 205.5 | 2.7 | 1.3% | 181.4 |
| Debt Servicing | 25.0 | 25.0 | 0.0 | 0.0% | 27.3 |
| Capital Funding | 21.5 | 21.2 | 0.3 | 1.4% | 32.8 |
| Transfer to Reserves | 26.4 | 26.6 | (0.2) | 1.4% | 24.0 |
| Municipal Debt | 15.0 | 15.0 | 0.0 | 0.0% | 14.8 |
| Total | \$296.1 | \$293.3 | \$2.8 | 1.0% | \$280.3 |

Capital Budget Summary (\$M)

| Expenditure Type | 2021 Final Budget | 2021 Preliminary | Δ \$ | Δ % | 2020 Budget |
|-----------------------|-------------------|------------------|---------------|--------------|----------------|
| CAWTP (Core Project) | 128.7 | 35.6 | 93.1 | 261.3% | 225.2 |
| Engineered Structures | 77.8 | 75.9 | 1.9 | 2.5% | 66.9 |
| Buildings | 46.0 | 42.9 | 3.1 | 7.2% | 90.0 |
| Equipment | 14.3 | 13.4 | 0.9 | 6.7% | 9.2 |
| Land | 14.5 | 14.4 | 0.1 | 0.7% | 5.2 |
| Vehicles | 2.9 | 2.5 | 0.4 | 16.1% | 3.1 |
| Total | \$284.2 | \$184.7 | \$99.5 | 53.9% | \$399.6 |

Changes in Capital Budget

Capital Investment increased by \$99.5M or 53.9%



CAWTP +93.1 M

- 93.1M Carryforward of unspent capital from 2020 related to timing of service commencement of the RTF and completion of conveyance components
- Funded by Grants and Current Operating & WIP of unspent capital in 2020

Buildings +3.1 M

- 1.5M Redesign of Fisgard Headquarters to accommodate current/near-term growth
- 1.0M Repairs for Royal and McPherson Theatres advanced to 2021 due to grant timing

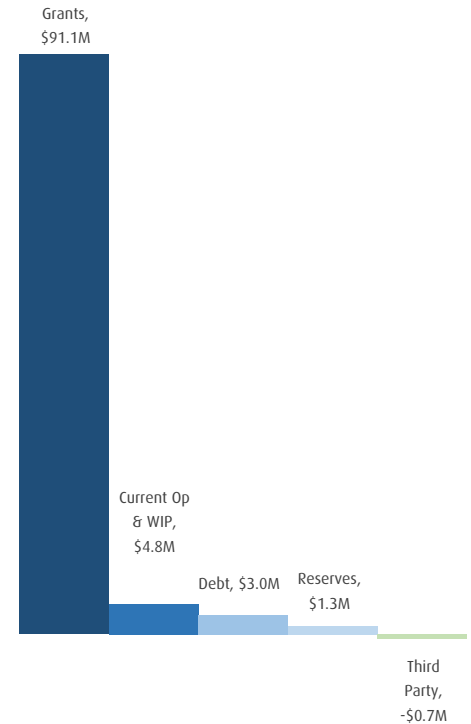
Land +0.1 M

- 0.1M Community Parks & Recreation improvements

OTHER +3.2 M

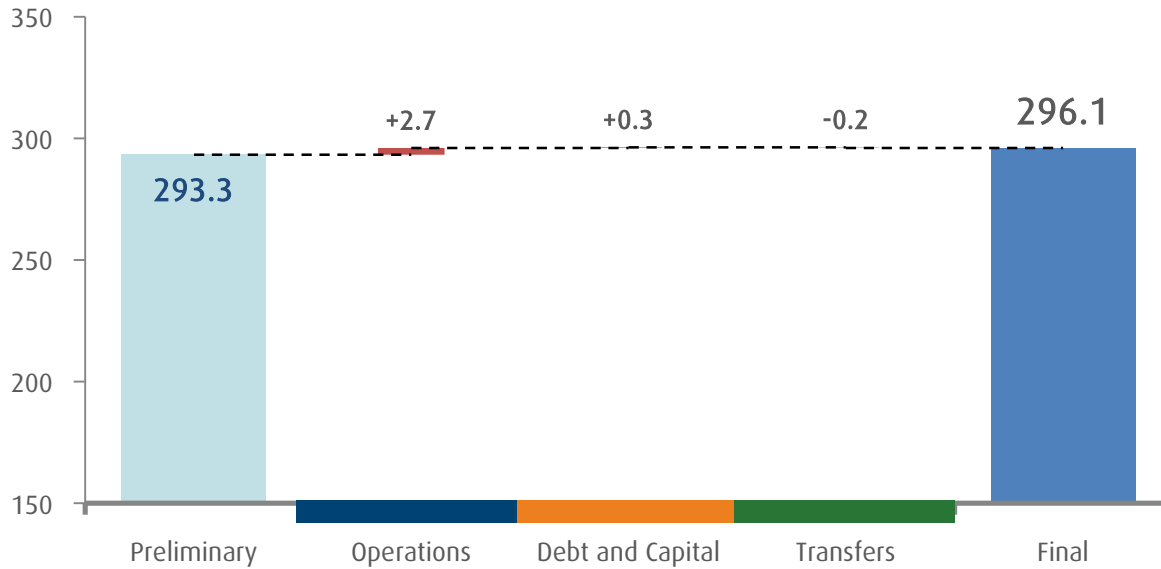
- 3.0M Upgrades to Magic Lake Estates Wastewater contingent on grants, 0.9M completion of delayed Anson Road construction, 0.6M Pender Island Fire truck replacement, and 0.5M continued work on E&N Trail phases 3&4 pending additional debt funding. Offset by (2.4M) in grant delays for Regional Water and Saanich Peninsula Water related to seismic resiliency upgrades.

Changes in Investment Funding by Source



Changes in Operating Budget

Operating Expenditures increased by \$2.8M or 1.0%



Operations +2.7 M

- 0.9M Safe Restart Grant to fund incremental Corporate Emergency operations related to COVID-19
- 0.4M RHTF grant funding for Croftonbrook deferred from 2020 to 2021
- 0.2M office space design study led by Environmental Engineering

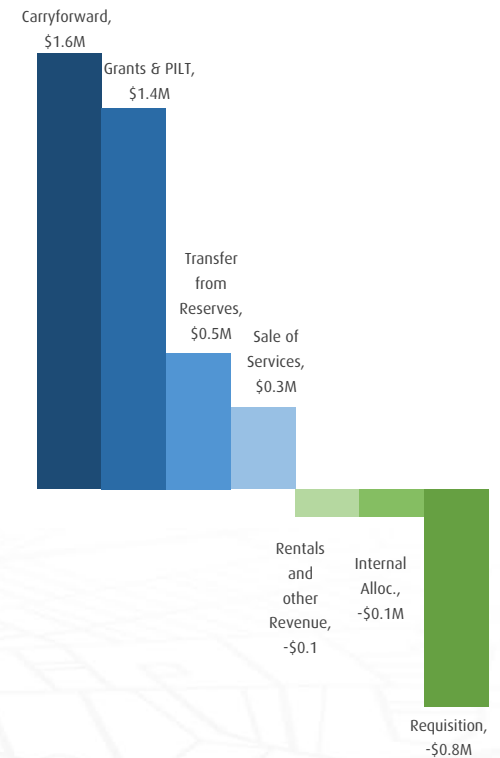
Debt & Capital +0.3M

- 0.1M 2020 Surplus for Environmental Engineering allocated to building upgrades
- 0.1M reallocation of operating costs to capital transfers to corporate ERP replacement fund

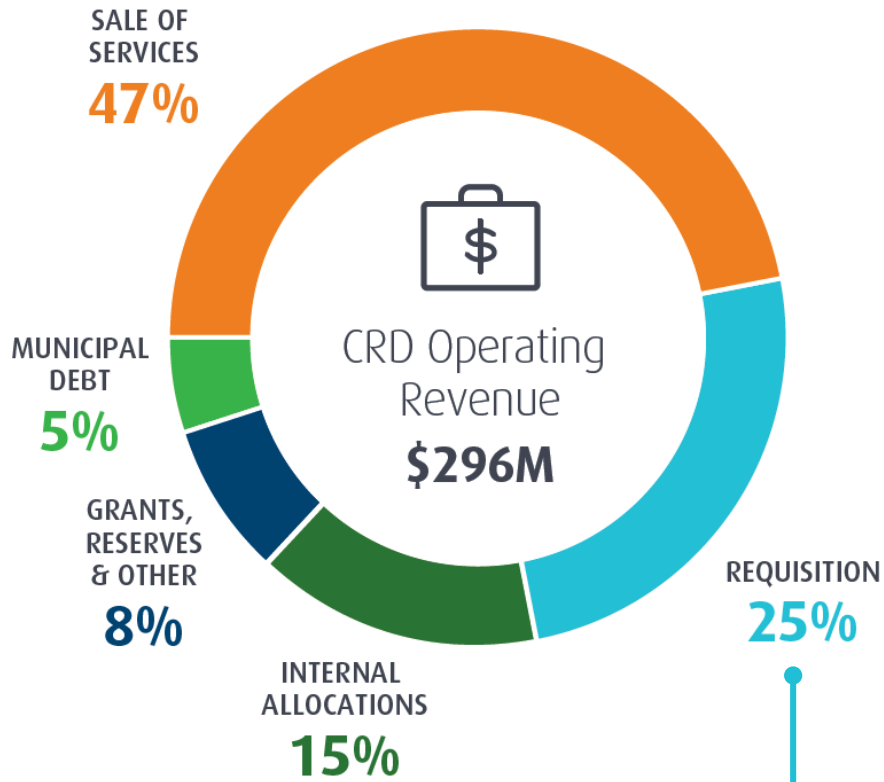
Transfer to Reserves (0.2 M)

- (0.4M) Increase in Solid Waste operating contracts, offset by reduced transfers to operating reserves
- 0.2M of 2020 Surplus carryforward for Panorama Recreation, returned to capital reserves

Changes in Operating Revenue by Source



Operating Budget Funding Sources



| | |
|--------------------------|---------------|
| Sale of Services | 138.3 |
| Requisitions | 73.6 |
| Internal Allocations | 44.5 |
| Grants, Reserves & Other | 24.7 |
| Municipal Debt | 15.0 |
| Total | \$296M |

| 2021 Final Budget | 2021 Preliminary | Δ \$ | Δ % | 2020 Budget |
|-------------------|------------------|----------|--------|-------------|
| \$73.6M | \$74.4M | (\$0.8M) | (1.0%) | \$71.1M |

Impact of Assessment & Folios

Change in Converted Assessments;
Regional = **3.8%**

Change in Number of Folios;
Regional Total = 1,817

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



Requisition by Participant

| | A | + | B | + | C | = | D | | |
|------------------------|----------------------|---|--------------------------------|---|---------------|---|-------------|-----------------|------------------------------------|
| Municipalities & EAs | Impact of Assessment | | Impact of Core Area Wastewater | | All Other CRD | | CRD Final | Cost per HH CRD | Cost per HH CRD & CRHD & Muni Debt |
| Colwood | 1.7% | | (22.7%) | | (0.2%) | | (21.2%) | (22.2%) | (13.9%) |
| Esquimalt | 1.5% | | 19.2% | | 0.5% | | 21.2% | 16.1% | 8.5% |
| Langford | 1.2% | | (0.4%) | | 0.7% | | 1.5% | 0.0% | (0.5%) |
| Oak Bay | 0.8% | | 20.5% | | 4.4% | | 25.7% | 25.8% | 14.4% |
| Saanich | (0.1%) | | not requisitioned | | 2.7% | | 2.6% | 2.9% | 0.8% |
| Victoria | (2.6%) | | not requisitioned | | 2.4% | | (0.2%) | 0.8% | (2.1%) |
| View Royal | (1.9%) | | not requisitioned | | 2.0% | | 0.1% | 2.4% | 0.1% |
| Central Saanich | 0.2% | | | | 6.6% | | 6.8% | 7.7% | 4.6% |
| Highlands | 5.1% | | | | 2.7% | | 7.8% | 2.4% | (0.6%) |
| Metchosin | 3.0% | | | | 1.3% | | 4.3% | 5.0% | 3.6% |
| North Saanich | (0.2%) | | | | 2.8% | | 2.6% | 4.8% | 2.5% |
| Sidney | (1.3%) | | | | 3.5% | | 2.2% | 2.8% | 2.5% |
| Sooke | 1.5% | | | | 2.2% | | 3.7% | 3.2% | 2.2% |
| Juan de Fuca* | 0.3% | | | | 2.1% | | 2.4% | 6.2% | 5.2% |
| Salt Spring Island* | 0.5% | | | | 1.1% | | 1.6% | 2.1% | 1.8% |
| Southern Gulf Islands* | 0.4% | | | | 6.1% | | 6.5% | 7.1% | 5.3% |
| Total | - | | 1.1% | | 2.5% | | 3.6% | 4.9% | 2.7% |

COMMITTEE DIRECTED INITIATIVES +0.2%



CRD



Investing for the Future

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

Result: in 2021, the investment in capital will be \$122.8M* vs \$26.1M in amortization. This yields a 4.7x multiplier.

* excludes investment in CAWTP and RHFP, otherwise investment = 284.2M with an 10.9x multiplier



Saving for a Rainy Day

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

Result: in 2021, reserve contributions will total \$26.4M vs a \$281.1M* operating budget. The result is 9.4%.

* excludes municipal debt servicing costs, otherwise operating budget = \$296.1M with 8.9% contribution rate





Debt Affordability

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

Result: in 2021, debt servicing costs will account for \$25.0M* out of the total revenue of \$227.6M**. This equates to 11.0%.

* excludes municipal debt (15.0M)

** excludes municipal debt (15.0M), internal allocations (44.6M), and surplus carryforward (9.0M); otherwise, debt servicing costs = 40.0M and total revenue = \$296.1M with a servicing rate of 13.5%



Debt Management

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

Result: in 2021, debt will fund approximately 14.6% of total capital investment of \$122.8M*.

* Excludes investment in CAWTP (\$128.7M) and RHFP (\$32.7M), inclusive of these investments, debt funding is 17.3% of the plan





Managing Capital Investments

capital investment is 4.7x depreciation while 11% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

alignment of initiatives with approved corporate plan targeting key Community Needs



Adapting to Regional Challenges

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



Diversifying Revenue Streams

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





Making a difference...together

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MARCH 24, 2021**

SUBJECT **Bylaw No. 4409: 2021 to 2025 Financial Plan Bylaw, 2021**

ISSUE SUMMARY

This report summarizes final updates to the 2021 budget and requests approval of Bylaw No. 4409 regarding the Capital Regional District (CRD) five-year Financial Plan for the years 2021–2025.

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 28, 2020, the CRD Board approved 2021 Service Plans, the 2021 Staff Establishment Chart and the Provisional 2021-2025 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 approximately 200 budgets funding the delivery of regional, sub-regional and local services to over 400,000 residents, businesses and visitors throughout the region. Various trends and variables impact the Financial Plan including, but not limited to, economic conditions, population growth, demographics, climate change, and regulatory or legislative amendments. The Financial Plan aims to balance these factors in alignment with the Board approved strategic, corporate, and service plans.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4409, “2021 to 2025 Financial Plan Bylaw, 2021”, be introduced, read a first, second and third time; and
2. That Bylaw No. 4409 be adopted.
3. That the amended Staff Establishment Chart as attached in Appendix G be approved.

Alternative 2

1. That Bylaw No. 4409, “2021 to 2025 Financial Plan Bylaw, 2021”, be introduced, read a first time and second time.
2. That Bylaw No. 4409 be amended as directed.
3. That Bylaw No. 4409 be read a third time.
4. That Bylaw No. 4409 be adopted.
5. That the amended Staff Establishment Chart as attached in Appendix G be approved.

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 2021-2025 Five Year Financial Plan Bylaw concluded on January 31 and feedback received has 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 2021-2025. Bylaw No. 4409, cited as "2021 to 2025 Financial Plan Bylaw, 2021", including Schedules A and B, reflect approved service plans and any adjustments since provisional approval. The bylaw and schedules are included in Appendix M.

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 10, 2021.

Economic Implications

Trends and Assumptions

Many local and national key performance indicators continue to reflect the impact of COVID-19 on the economy. While there are signals of moderation and slowing in construction and housing starts, demand and utilization of CRD services remain strong. Key indicators include:

- As of January 2021, the Consumer Price Index (CPI) for greater Victoria was 1.4%, compared to Vancouver at 1.0% and British Columbia at 1.1%; significantly higher than National CPI of 1.0%.
- At the end of 2020, Victoria's unemployment rate was 5.8%, down from 10.3% in August, but still higher than 3.5% at the beginning of the year. British Columbia's unemployment rate and the national rate were 7.2% and 8.8% respectively compared to 4.5%, 5.5% pre COVID-19.¹
- Population growth continues to drive the regional economy as well as the need for investments in infrastructure and increases in service delivery. Since 2011, the population of the CRD has grown 15%, or 1.3% in the last year.² The rate of growth continues to outpace Metro Vancouver and the Province, both with 1.1% in 2020.³
- The value of building permit activity through 2020 ended higher than forecast by \$200 million at \$1.4 billion.⁴ Housing starts, generally regarded to more closely indicate construction activity, improved in the second half of 2020 but were lower by (8.3%) from the prior year.⁵
- The local real estate market showed increased sales of single family homes, up 43.9% from the same month in 2020 and decreased number of listings by (38.0%), suggesting development activity may accelerate to meet demand.⁶
- In February 2021, the Victoria Real Estate Board reported 863 properties sold, 57.2% more than the same period last year and an increase from 2020. The average price of a single family home is now \$948,200, an increase of 9.0%.⁷

1 At: <https://www.workbc.ca/labour-market-industry/b-c-s-economy/labour-market-snapshots.aspx?month=December&year=2020>
At: <https://www150.statcan.gc.ca/n1/daily-quotidien/210108/dq210108a-eng.htm>

2 At: <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>
Table name: pop_municipal_subprov_areas_2011_2020

3 At: <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>
Table name: pop_municipal_subprov_areas_2011_2020

4 CRD Regional Planning Statistics

5 At: <https://www150.statcan.gc.ca/n1/en/type/data?MM=1#tables> Table: Canada Mortgage and Housing Corporation, housing starts, under construction and completions in selected census metropolitan areas, annual 1, 2, 3

6 At: <https://www.vreb.org/pdf/VREBNewsReleaseAndSummary.pdf>

7 At: <https://www.vreb.org/pdf/VREBNewsReleaseAndSummary.pdf>

- Through 2020, population growth and economic activity continued to drive demand on CRD services and utilization. Regional park visitors increased by 25%, landfill tipping tonnage grew by 2.8%, and water consumption rose by 2%.

Assessment and Growth

With the majority of CRD services cost apportioned on an assessment basis, assessment values and folios are primary factors impacting estimates on costs per average household. Historical trends in assessments growth have been positive on an aggregate regional basis, but difficult to forecast on a participant basis. Through 2020, the region experienced an increase of \$561 million or 3.8% in converted assessments while folios grew by 1,823 or 1.3%.⁸ 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.

Financial Implications

Budget Overview

The 2021 CRD Financial Plan includes \$296.1 million in operating expenditures, an increase of \$15.8 million or 5.6%, and \$284.2 million in capital investment, a decrease of \$115.4 million or 28.9% over 2020.

Table 1: 2020 CRD Budget – Change from prior year

| Budget Type (\$M) | 2021 Final | 2020 Final* | \$ Change | % Change |
|-------------------|--------------|--------------|---------------|----------------|
| Operating | 296.1 | 280.3 | 15.8 | 5.6% |
| Capital | 284.2 | 399.6 | (115.4) | (28.9%) |
| Total | 580.3 | 679.9 | (99.6) | (14.6%) |

* 2020 Final as amended by Bylaw No. 4396, 2020-2024 Financial Plan Bylaw, 2020, Amendment Bylaw No. 5, 2020

Appendix A provides additional tables summarizing 2021 year over year changes in operating and capital expenditures, requisition, and reserves. The total impact of the operating and capital budget on the 2021 Financial Plan Summaries, along with 2021 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 approved in October with year-end results, BC Assessment information, and additional committee, commission, and staff recommended initiatives. This report focuses on changes since Provisional Budget approval; as such, Tables 2 through 5 compare and summarize the 2021 Final to the Provisional budget. Appendix B and D provide an overview of the 2021 operating and capital budgets.

Operating Expenses

Since provisional approval, the operating budget increased \$2.8 million or 1.0%. The following table summarizes changes by type of expense:

⁸ BC Assessment 2021 Tax Roll

Table 2: Changes in Operating Expenses

| Expenditure Type (\$M) | 2021 Final | 2021 Prelim | \$ Change | % Change |
|------------------------------------|----------------|----------------|---------------|--------------|
| Operations | 208.2 | 205.5 | 2.7 | 1.3% |
| Debt Servicing | 40.0 | 40.0 | 0.0 | 0.0% |
| Capital Funding | 21.5 | 21.2 | 0.3 | 1.4% |
| Transfer to Reserves | 26.4 | 26.6 | -0.2 | -0.8% |
| Total | \$296.1 | \$293.3 | \$2.8 | 1.0% |
| <i>Incremental Recommendations</i> | <i>+\$0.2</i> | | <i>+\$0.2</i> | <i>+0.1%</i> |

The \$2.7 million change in operations is a result of various service budgets being updated to reflect carry forward and deferral of 2020 work programs into 2021, one-time regional support via the BC Safe Restart Grant, and updated cost implications, as listed in Appendix C.

The net \$0.1 million increase in capital funding and transfers to reserve are a result of year end balancing of surplus carryforward and payment-in-lieu (PILT) revenue adjustments. The adjustments fund current and future capital. Of note is the reinstated transfer to reserve for Panorama Recreation Center funded through surplus carry forward.

The incremental recommendation is to include \$0.2 million in additional operating expenses within the Feasibility Studies Service to begin the process of establishing a Regional Arts Facilities Service, as approved by the CRD Board on March 10, 2021.

Operating Revenue

As a result of changes to the operating expenses shown in Table 2, revenue requirements need to be balanced and these are summarized in Table 3 below.

Table 3: Changes in Operating Revenue

| Revenue Type (\$M) | 2021 Final | 2021 Prelim | \$ Change | % Change |
|--------------------------------|---------------|--------------|---------------|--------------|
| Sale of Services | 138.3 | 138.0 | 0.3 | 0.2% |
| Internal Allocations | 44.5 | 44.6 | -0.1 | -0.2% |
| Rentals and other Revenue | 7.4 | 7.5 | -0.1 | -1.3% |
| Surplus Carryforward | 9.0 | 7.4 | 1.6 | 21.6% |
| Grants and PILT | 5.9 | 4.5 | 1.4 | 31.1% |
| Transfer from Reserves | 2.4 | 1.9 | 0.5 | 26.3% |
| Subtotal | 207.5 | 203.9 | 3.6 | 1.8% |
| Requisition* | 88.6 | 89.4 | -0.8 | -0.9% |
| Total | 296.1 | 293.3 | 2.8 | 1.0% |
| <i>Incremental Requisition</i> | <i>+\$0.2</i> | | <i>+\$0.2</i> | <i>+0.1%</i> |

* Total requisitions includes municipal debt payments of \$15.0 million.

The Surplus Carryforward increase of \$1.6 million from provisional approval is driven by a timing change on a Regional Housing Trust Fund grant for the Croftonbrook Housing Project, Core Area

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Wastewater debt refinancing, and incremental revenue from Panorama Recreation as a result of adjusted programming in late 2020.

An increase in grants and PILT funding of \$1.4 million is driven by \$1.3 million related to the COVID-19 Safe Restart Grant for Local Governments.

The increase of \$0.5 million in transfers from reserve is due to a number of projects and programs such as studies and review projects carried forward from 2020 for completion of work in 2021.

A comprehensive list of changes in operating revenue by driver is included in Appendix C. As in previous years, surplus carryforward estimates were included in the provisional budget as a forecast in each service and are revised for final budget with actual 2020 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 at the time. Revisions for final budget include the actual PILT distributed. For 2021, the PILT received was higher than the Provisional budget, totaling \$3.6 million or an increase of \$0.1 million. Appendix C includes a summary of PILT revenue by member municipality.

Capital Investment

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

Table 4: Changes in Capital Investment

| Investment Type (\$M) | 2021 Final | 2021 Prelim | \$ Change | % Change |
|------------------------------------|----------------|----------------|---------------|--------------|
| Wastewater | 144.3 | 47.8 | 96.5 | 201.9% |
| Water | 53.7 | 56.0 | -2.3 | -4.1% |
| Affordable Housing | 32.7 | 32.7 | 0.0 | 0.0% |
| Parks & Natural Resource Protect. | 21.7 | 20.7 | 1.0 | 4.8% |
| Recreation, Arts & Culture, Health | 8.6 | 7.4 | 1.2 | 16.2% |
| Landfill & Recycling | 11.0 | 11.1 | -0.1 | -0.9% |
| Protective Services & Transport. | 6.0 | 4.5 | 1.5 | 33.3% |
| Accountability | 3.6 | 1.9 | 1.7 | 89.5% |
| Climate Action & Adaptation | 2.6 | 2.6 | 0.0 | 0.0% |
| Total | \$284.2 | \$184.7 | \$99.5 | 53.9% |

Changes to capital investment since provisional budget approval relate largely to the Core Area Wastewater Treatment Project (CAWTP). The CAWTP increase is a result of unspent capital in

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2020 being carried forward into 2021. Additional details and explanations for all capital change drivers are included in Appendix F.

Capital Funding

As a result of changes to capital investment, shown in Table 4, revenue requirements need to be balanced and this is summarized in Table 5 below.

Table 5: Changes in Capital Investment Funding

| Investment Funding Source (\$M) | 2021 Final | 2021 Prelim | \$ Change | % Change |
|---------------------------------|----------------|----------------|---------------|--------------|
| Current Operating and WIP | 52.2 | 47.4 | 4.8 | 10.1% |
| Grants | 104.1 | 13.0 | 91.1 | 700.8% |
| Debenture Debt | 49.2 | 46.2 | 3.0 | 6.5% |
| Donations & Third Party Funding | 28.9 | 29.6 | -0.7 | -2.4% |
| Reserve Funding | 49.8 | 48.5 | 1.3 | 2.7% |
| Total | \$284.2 | \$184.7 | \$99.5 | 53.9% |

The change in grant funding is primarily driven by an \$88 million increase related to completion timing of CAWTP. These funds were planned to be received in 2020, but have been deferred to 2021. The final 2021 budget includes CAWTP grant contributions from P3 Canada, the Federation of Canadian Municipalities and the remaining grant contribution from the Province of BC.

The current 2021-2025 capital plan totals \$780 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 budget amendments with the approval of the Board. A summary of 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, detailing Full-Time Equivalent (FTE) employees included in each department and division budget within the CRD. While the overall total 2021 FTE's has not changed since the provisional approval, 1.0 FTE is requested to be converted from a fixed term duration ending in Q1 of 2022 to a permanent ongoing position within the Regional Housing division.

Table 7 – Summary of Changes to Staff Establishment Chart

| Department & Division | Change in FTEs since Preliminary Approval |
|---|---|
| Planning & Protective Services | |
| Regional Housing (Ongoing) | 1.00 |
| Regional Housing (Fixed Duration) | (1.00) |
| Total | - |

Financial Indicators & Reserve Forecasts

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

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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 2021 through 2025. The 2021 budget was preliminarily approved by the Board on October 28, 2020.

The 2021-2025 Financial Plan has been prepared in alignment with Board decisions and committee direction. Staff recommends approving the 2021-2025 Financial Plan bylaw as presented.

RECOMMENDATION

1. That Bylaw No. 4409, “2021 to 2025 Financial Plan Bylaw, 2021”, be introduced, read a first, second and third time; and
2. That Bylaw No. 4409 be adopted.
3. That the amended Staff Establishment Chart as attached in Appendix G be approved.

| | |
|---------------|--|
| Submitted by: | Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services |
| Concurrence: | Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer |
| Concurrence: | Stephen Henderson, A/General Manager, Corporate Services |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

ATTACHMENT(S)

- Presentation: Capital Regional District 2021 Final Budget
- Appendix A: CRD 2021 Final vs. 2020 Final Budgets
- Appendix B: CRD 2021 Operating Budget Overview
- Appendix C: Drivers for Changes in Operating Budget
- Appendix D: CRD 2021 Capital Budget Overview
- Appendix E: CRD 2021 Major Capital Projects > \$500,000
- Appendix F: Drivers for Changes in Capital Budget
- Appendix G: CRD 2021 Staff Establishment Chart
- Appendix H: CRD Changes in Operating and Capital Reserve Forecasts
- Appendix I: CRD 2021 Financial Indicators
- Appendix J: CRD 2021 Financial Plan Summaries and Individual Municipality and Electoral Area Requisitions
- Appendix K: Public Input
- Appendix L: CRD 2021 Operating Cost Summary by Service
- Appendix M: Bylaw No. 4409, “2021 to 2025 Financial Plan Bylaw, 2021”, 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 2021 budget.

Operating Expenditures (in \$ millions)

| Expenditure Type | 2021 Final | 2020 Final ¹ | \$ Change | % of Total Change |
|-----------------------|----------------|-------------------------|---------------|-------------------|
| Operations | 208.2 | 181.4 | 26.8 | 9.6% |
| Debt Servicing | 40.0 | 42.1 | -2.1 | -0.8% |
| Capital Funding | 21.5 | 32.8 | -11.3 | -4.0% |
| Transfers to Reserves | 26.4 | 24.0 | 2.4 | 0.8% |
| Total | \$296.1 | \$280.3 | \$15.8 | 5.6% |

¹2020 Final amounts as shown in Bylaw 4396

Operating Revenues (in \$ millions)

| Revenue Source | 2021 Final | 2020 Final ¹ | \$ Change | % of Total Change |
|-----------------------------------|----------------|-------------------------|---------------|-------------------|
| Sale of services | 138.3 | 132.2 | 6.1 | 2.2% |
| Requisitions ² | 88.6 | 86.0 | 2.6 | 0.9% |
| Allocation to other services | 44.5 | 38.0 | 6.5 | 2.3% |
| Rentals and other revenue | 7.4 | 8.4 | -1.0 | -0.4% |
| Surplus | 9.0 | 7.4 | 1.6 | 0.6% |
| Grants and PILT | 5.9 | 4.5 | 1.4 | 0.5% |
| Transfer from reserve for capital | 2.4 | 3.8 | -1.4 | -0.5% |
| Total | \$296.1 | \$280.3 | \$15.8 | 5.6% |

¹2020 Final amounts as shown in Bylaw 4396

²Includes Municipal Debt

Requisitions (in \$ millions)

| Description | 2021 Final | 2020 Final | \$ Change | % Change |
|------------------------------------|---------------|---------------|--------------|-------------|
| Total Electoral Areas Only | 14.7 | 14.5 | 0.2 | 1.4% |
| Regional / Sub Regional | 58.9 | 56.7 | 2.2 | 3.9% |
| Total Before Municipal Debt | 73.6 | 71.2 | 2.4 | 3.4% |
| Municipal Debt | 15.0 | 14.8 | 0.2 | 1.4% |
| Total | \$88.6 | \$86.0 | \$2.6 | 3.0% |

Capital Expenditures (in \$ millions)

| Description | 2021 Final (a) | 2021 Prelim (b) | 2020 Final ¹ (c) | Change (a-c) | % of Total Change |
|-----------------------|-------------------|--------------------|--------------------------------|-----------------|----------------------|
| CAWTP | 128.7 | 35.6 | 225.2 | -96.5 | -24.2% |
| Engineered Structures | 77.8 | 75.9 | 66.9 | 10.9 | 2.7% |
| Buildings | 46.0 | 42.9 | 90.0 | -44.0 | -11.0% |
| Equipment | 14.3 | 13.4 | 9.2 | 5.1 | 1.3% |
| Land | 14.5 | 14.4 | 5.2 | 9.3 | 2.3% |
| Vehicles | 2.9 | 2.5 | 3.1 | -0.2 | -0.1% |
| Ending Balance | \$284.2 | \$184.7 | \$399.6 | -\$115.4 | -28.9% |

¹2020 Final amounts as shown in Bylaw 4396

Capital Revenues (in \$ millions)

| Description | 2021 Final (a) | 2021 Prelim (b) | 2020 Final ¹ (c) | Change (a-c) | % of Total Change |
|------------------------------------|-------------------|--------------------|--------------------------------|-----------------|----------------------|
| Current Operating and WIP | 52.2 | 47.4 | 78.6 | -26.4 | -6.6% |
| Grants | 104.2 | 13.0 | 179.7 | -75.5 | -18.9% |
| Debt Issuance | 49.2 | 46.2 | 40.0 | 9.2 | 2.3% |
| Donations & Third Party Funding | 28.9 | 29.6 | 62.4 | -33.5 | -8.4% |
| Reserve Funding | 49.7 | 48.5 | 38.9 | 10.8 | 2.7% |
| Ending Balance | \$284.2 | \$184.7 | \$399.6 | -\$115.4 | -28.9% |

¹2020 Final amounts as shown in Bylaw 4396

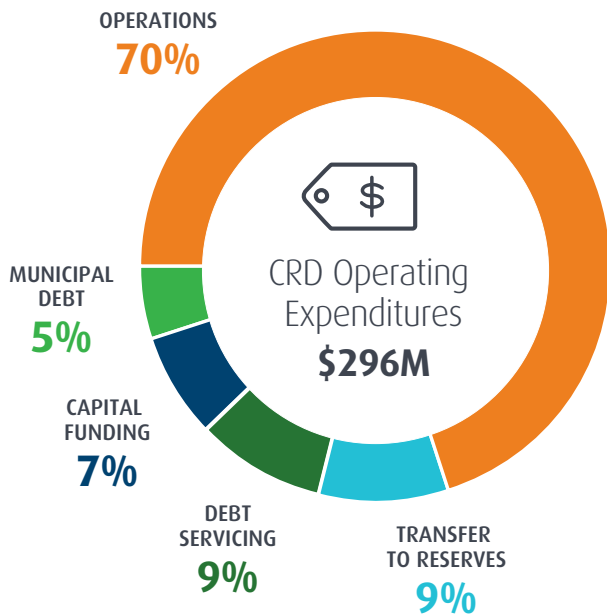
Reserves - Capital (in \$ millions)

| Reserve Activity - Forecast | 2021 Final | 2020 Final ¹ | \$ Change | % Change |
|-----------------------------------|---------------|-------------------------|----------------|---------------|
| Opening Reserve Balance Actual | 78.0 | 82.2 | -4.2 | -5.1% |
| Transfer to/from Operating | 24.8 | 19.9 | 4.9 | 24.6% |
| Interest Income | 1.6 | 1.3 | 0.3 | 23.1% |
| Transfer to Fund Capital Projects | -49.8 | -25.4 | -24.4 | 96.1% |
| Ending Balance | \$54.6 | \$78.0 | -\$23.4 | -30.0% |

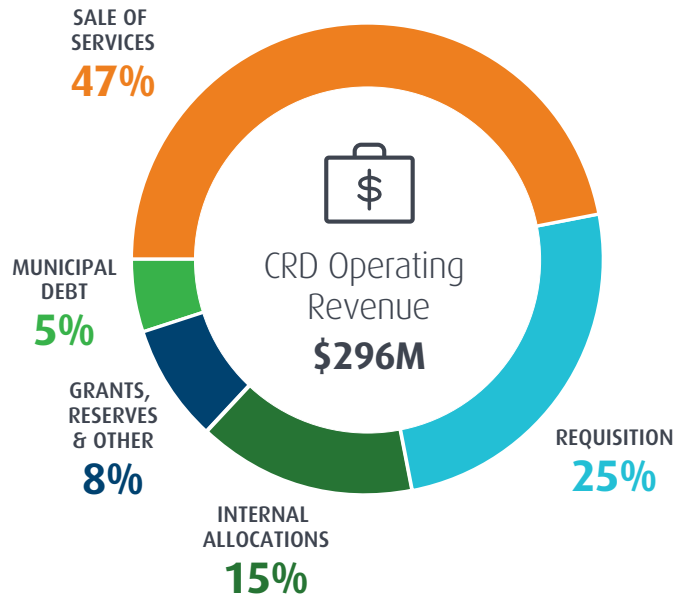
¹2020 opening balance updated to align with 2019 audited Financial Statements

CRD 2021 Operating Budget Overview

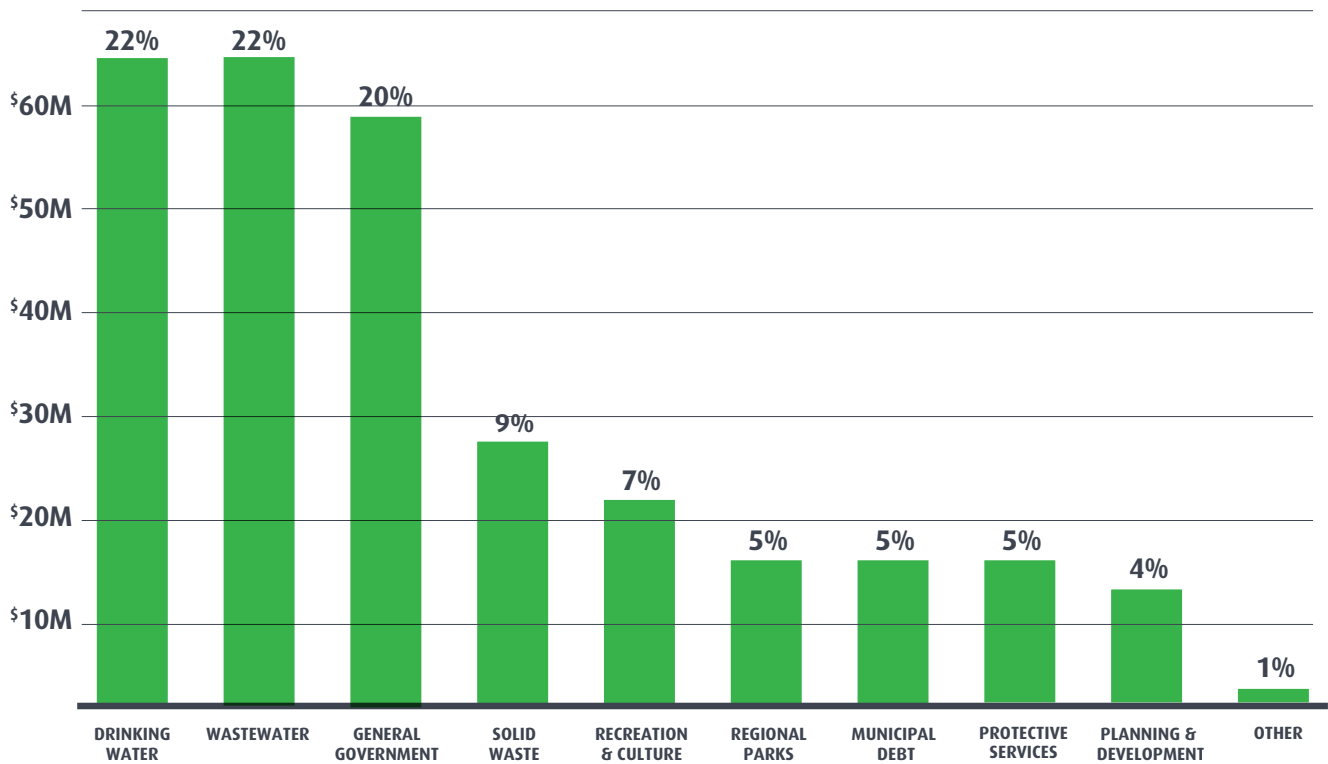
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



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

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

Operating Expenses

Since Provisional approval, the operating budget increased by \$2.8 million or 1.0%. Table 1 provides a detailed listing of changes to the operating budget since Provisional.

Table 1: Drivers for Change in Operating Expenses

| Service | (\$M) Change | Description | Impact | Funding Source | Direction |
|---|--|--|----------|---------------------------|----------------------------------|
| Legislative and General Government | 0.944 | Corporate Emergency - COVID Safe Restart Grant | Regional | Grant (one-time) | CRD Board December 9, 2020 |
| | The regional portion of the Safe Restart Grant for Local Government distributed to the CRD has been allocated to the Corporate Emergency budget, to fund incremental EOC operations and COVID-19 related costs. In 2021, these costs include labour for safety and tech support; vehicle and equipment rentals; operating supplies; computer and other technology costs to enhance interconnectivity and virtual communication; protective equipment and facility management. Of this amount, \$365k is identified as unspecified grants - this amount will be used to address various COVID-19 related initiatives as they arise throughout the year. | | | | |
| | 0.110 | First Nations initiatives | Regional | Reserve (one-time) | Included in 2020 Service Plan |
| | 2020 work plan deferred and carried forward to 2021 for archeology works and the Cultural Programming initiative with Parks (IBC 3a-3), for \$60k. A further \$50k of 2020 funding has been carried forward to extend the workplan in 2021 to engage with local nations on expanding CRDs Archaeological Overview Assessment (AOA). | | | | |
| | 0.060 | Corporate Services - EDRMS and Commission Governance Review | Regional | Reserve (one-time) | Included in 2020 Service Plan |
| | Carry forward of unspent funds from 2020 to be spent in 2021, for EDRMS (IBC 15f1-3) and Commission Governance Review (IBC 15a-1). | | | | |
| | 0.040 | Real Estate - land tenure costs for CAWTP completion | Regional | Reserve (one-time) | Included in 2020 Service Plan |
| | Unspent contract for services budget from 2020 to be spent in 2021, related to outstanding land tenure agreements that will be incurred at the completion of the Wastewater Treatment Project. | | | | |

| | | | | | |
|--------------------------------------|--|--|--------------|-----------------------------|---|
| Regional Housing Trust Fund | 0.371 | Croftonbrook Phase 3 grant funding was delayed from 2020 to Spring 2021 | Sub-Regional | Carry Forward (one-time) | Included in 2020 Service Plan |
| | Delay in receiving the building permit, and related documents for the funding agreement. | | | | |
| Environmental Engineering | 0.210 | Office space considerations. | Regional | Carry Forward (one-time) | Staff Identified Requirement |
| | Carry forward 2020 surplus to fund office space considerations in 2021 led by Environmental Engineering. \$150k for an office space study for IWS, Parks and Bylaw building planning, involving advanced concept design. A further \$60k for reconfiguration of the Engineering/Facilities Management offices at Fisgard headquarters. | | | | |
| Panorama Recreation | 0.176 | Increase in capital reserve transfer | Sub-Regional | Carry Forward (one-time) | Peninsula Recreation Commission, February 4, 2021 |
| | 2020 surplus being carried forward to 2021, to restore annual capital reserve contributions to pre-COVID-19 levels. | | | | |
| Regional Parks | 0.083 | Increase in capital reserve transfer | Regional | Other Revenue (one-time) | Change in Budget Assumption |
| | PILT allocation directed to capital reserve transfer. | | | | |
| Harbours Environmental Action | 0.065 | Establishment of a new Harbours Environmental Action service for Saanich Peninsula | Sub-Regional | Requisition (ongoing) | Saanich Peninsula Wastewater Commission November 10, 2020 |
| | The establishment of this service has been introduced since preliminary budget. This service is to support environmental stewardship on the Peninsula in response to increasing stressors on the marine environment. | | | | |

| | | | | | |
|--|--|---------------------------------------|--------------|---------------------------|---|
| Electoral Area Fire Services | 0.065 | EA Fire Services Regulatory Review | Local Area | Reserve (one-time) | Electoral Area Committee February 10, 2021 |
| | Recent Fire Services Review report identified administrative and operational improvements required to bring departments into compliance with provincial legislation. One-time costs to facilitate increased support to fire departments and achieve regulatory compliance. | | | | |
| SSI Community Parks | 0.056 | 2020 deficit carry-forward, COVID-19 | Local Area | Grant (one-time) | EA Director Approval |
| | SSI Community Parks experienced a deficit in 2020, due to drop in rental revenues resulting from COVID-19. The 2020 deficit is carried forward into 2021, to be offset by one-time Safe Restart Initiatives Grant funding. | | | | |
| SSI Emergency Communication - CREST | 0.051 | CREST: P25 radio equipment | Local Area | Requisition (ongoing) | Change in Budget Assumption |
| | Increase in payment to CREST due to upgrade to new P25 radio equipment for emergency program and fire service. | | | | |
| Regional Septage | 0.050 | Additional capital contribution | Sub-Regional | Service Fees (ongoing) | Changes in Budget Assumptions |
| | Additional income of \$50k resulting from new agreement with SPL (from \$0.01/gallon to \$0.015/gallon). This additional revenue is used to fund increased capital fund contributions for monitoring and remediation projects. | | | | |
| All other services (Including EA) | 0.511 | Net increase across 84 other services | | | |
| Subtotal | \$2.8 | | | | |

Operating Revenue

Service plan adjustments and budget assumption changes since the provisional budget are funded through a variety of revenue sources totaling \$2.8 million. The following tables provide changes since provisional approval by revenue type.

Table 2: Drivers for Change in Surplus Carryforward

| Service | (\$M) Change | Description | Impact | Direction |
|--|-----------------|--|--------------|---|
| Regional Housing Trust Fund (RHTF) | 0.371 | Related to grant funding that was not disbursed in 2020 due to minor project delay. This will be granted in 2021 | Sub-Regional | Included in 2020 Service Plan |
| Core Sewage Integrated Treatment Facility - Debt (3.798B) | 0.280 | Surplus carried forward to to reduce requisition and invoicing. Surplus generated by renewal of existing loan at lower than planned interest rate. | Sub-Regional | Revised Amount |
| Panorama Recreation | 0.259 | Savings from adjusted programming in the COVID-19 environment in 2020, to restore capital reserve funding levels in 2021, and reduce impact to requisition | Sub-Regional | Peninsula Recreation Commission, February 4, 2021 |
| Environmental Engineering | 0.210 | Carry Forward of operating to fund office reconfiguration and study on office space for IWS, Parks and Bylaw Building space. | Regional | Staff Identified Requirement |
| NET & ECI Sewer Upgrade - Debt | 0.119 | Debt reserve fund earnings returned upon debt maturity, carried forward to reduce 2021 requisition | Sub-Regional | Revised Amount |
| Regional Planning | 0.072 | Carry forward of operating to fund one-time initiative of Implementation of Data Review, and to reduce requisition. | Regional | Staff Identified Requirement |
| All other services (Including EA) | 0.244 | Net increase across 46 other services | | |
| Total | \$1.6 | | | |

Table 3: Drivers for Change in Transfer from Reserves Revenue

| Service | (\$M) Change | Description | Impact | Direction |
|---|-----------------|--|------------|---|
| Legislative and General Government | 0.110 | First Nations - Funding for Cultural Programming initiative, deferred archeology works, and engagement with local nations on expanding CRDs Archaeological Overview Assessment (AOA) | Regional | Included in 2020 Service Level |
| | 0.060 | Corporate Services - Funding for EDRMS and Commission Governance Review work deferred to 2021 | Regional | Included in 2020 Service Level |
| | 0.040 | Real Estate - Funding for land tenure costs for CAWTP completion | Regional | Included in 2020 Service Level |
| Electoral Area Fire Services | 0.065 | Funding for EA Fire Services review findings implementation | Local Area | Electoral Area Committee February 10, 2021 |
| Regional Planning | (0.050) | Fund one-time Implementation of Data Review study, to be funded by 2020 surplus carryforward instead of reserve | Regional | Staff Identified Requirement |
| All other services (Including EA) | 0.225 | Net increase across 19 other services | | |
| Total | \$0.5 | | | |

Table 4: Drivers for Change in Requisition Revenue

| Service | (\$M) Change | Description | Impact | Direction |
|---|-----------------|--|--------------|---|
| 911 Call Answer - Municipalities | 0.070 | Increase due to higher deficit carry-forward to 2021 as the result of lower 911 Call Levy revenue in 2020 | Sub-Regional | Revised Amount |
| Harbours Environmental Action | 0.065 | | Sub-Regional | Saanich Peninsula Wastewater Commission November 10, 2020 |
| SSI Emergency Communication - CREST | 0.051 | Increase due to purchase of new fire equipment from CREST | Local Area | Change in Budget Assumption |
| SSI Community Transit | (0.059) | Use of the BC Transit Safe Restart Grant to mitigate the requisition impact | Local Area | EA Director Approval |
| Core Sewage Integrated Treatment Facility - Debt | (0.063) | Use of 2020 surplus to reduce requisition | Sub-Regional | Revised Amount |
| Legislative and General Government | (0.067) | Use of updated PILT adjustment to reduce requisition | Regional | Revised Amount |
| Panorama Recreation | (0.081) | Use of 2020 surplus to reduce requisition | Sub-Regional | Revised Amount |
| Core Area Wastewater Operations and Capital | (0.629) | Change due to participation by requisition versus invoice and cost apportionment updates based on year-end flow adjustments. | Sub-Regional | Operating and Capital Agreements |
| All other services (Including EA) | (0.038) | Net decrease across 95 other services | | |
| Total | (\$0.8) | | | |

Table 5: Drivers for Change in Grant Revenue

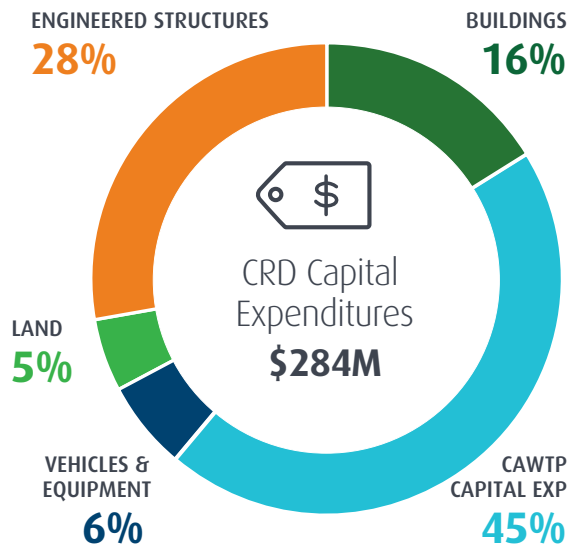
| Service | (\$M) Change | Description | Impact | Direction |
|---|-----------------|---|------------|-------------------------------|
| Legislative and General Government | 0.944 | Corporate Emergency - COVID Safe Restart Grant funding for incremental regional EOC operations and COVID-19 related costs | Regional | Included in 2020 Service Plan |
| SSI Community Transit | 0.196 | BC Transit Safe Restart Grant funding, utilized to mitigate impact to requisition | Local Area | EA Director Approval |
| SSI Community Parks | 0.056 | Utilizing COVID Safe Restart Grant funding for SSI Electoral Area. Applied to offset 2020 deficit carryforward, due to lost rental revenue during COVID-19. | Local Area | EA Director Approval |
| All other services (Including EA) | 0.216 | Net increase across 9 other services | | |
| Total | \$1.4 | | | |

Table 6: Drivers for Change in Payments in Lieu of Taxes (PILT)

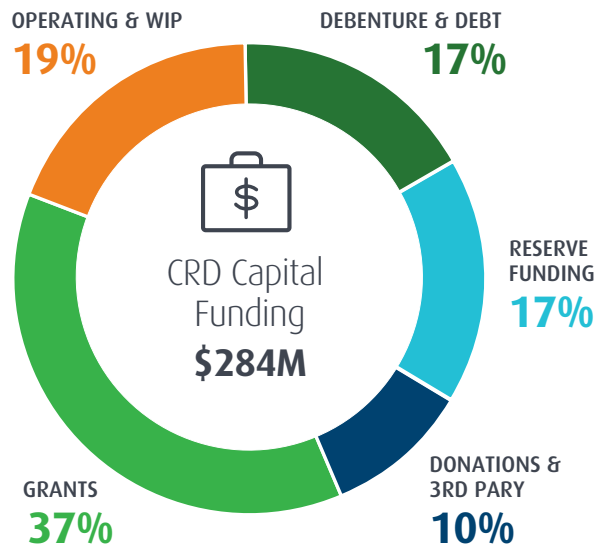
| Municipality (\$M) | 2021 Final | 2021 Prelim | \$ Change | % Change |
|-----------------------------|----------------|----------------|----------------|-----------|
| Township of Esquimalt | 2.091 | 2.170 | -0.079 | -4% |
| City of Victoria | 0.496 | 0.458 | 0.038 | 8% |
| District of North Saanich | 0.292 | 0.246 | 0.046 | 19% |
| City of Colwood | 0.276 | 0.265 | 0.011 | 4% |
| District of Saanich | 0.197 | 0.196 | 0.001 | 1% |
| District of Metchosin | 0.124 | 0.100 | 0.024 | 24% |
| Electoral Areas | 0.067 | 0.056 | 0.011 | 20% |
| City of Langford | 0.034 | 0.028 | 0.006 | 21% |
| District of Central Saanich | 0.011 | 0.020 | -0.009 | -45% |
| Town of Sidney | 0.009 | 0.010 | -0.001 | -10% |
| District of Sooke | 0.007 | 0.007 | - | 0% |
| Town of View Royal | 0.006 | 0.006 | - | 0% |
| District of Oak Bay | 0.000 | 0.001 | -0.001 | -100% |
| Total | \$3.610 | \$3.563 | \$0.047 | 1% |

*Excludes municipalities and electoral areas that do not receive PILT

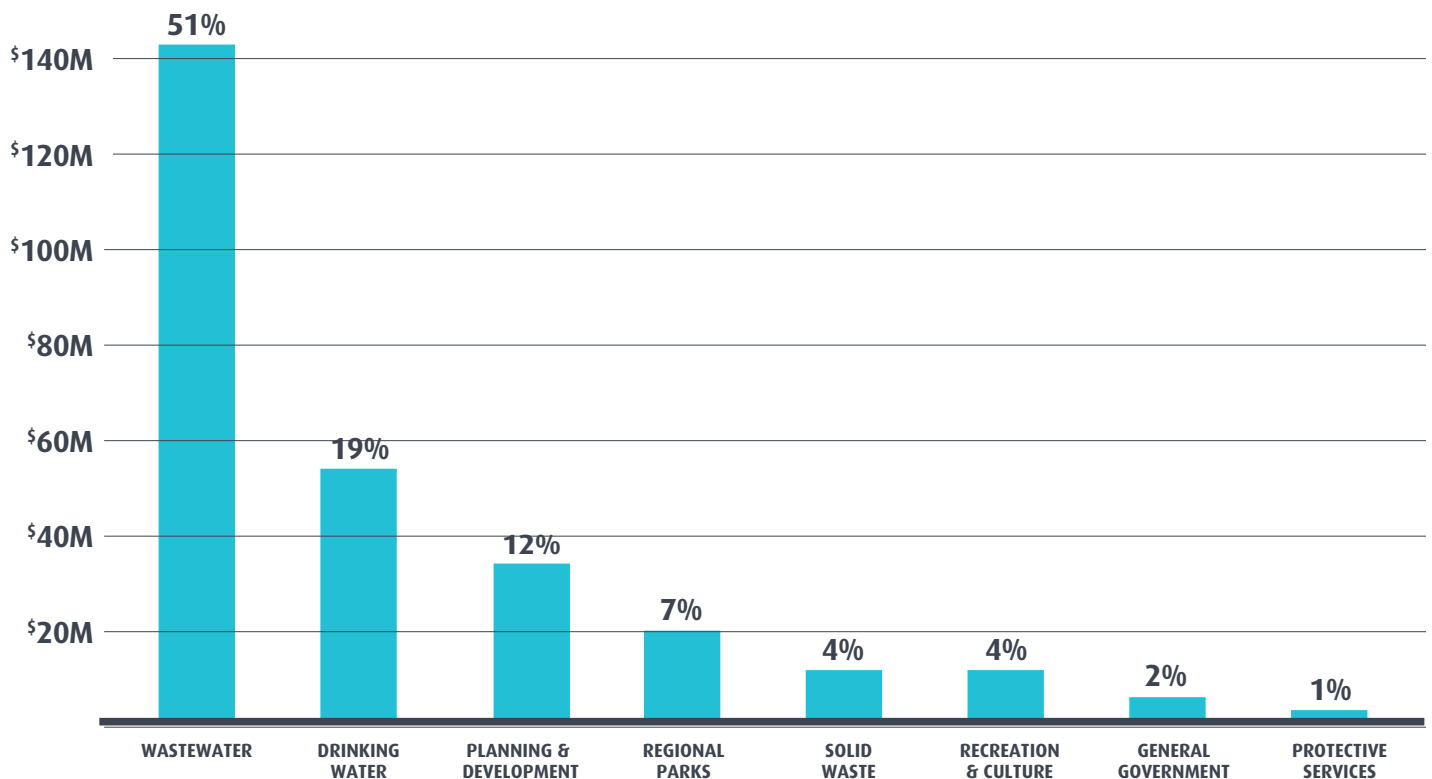
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



Capital Regional District

2021 Capital Projects Greater than \$500,000

| SERVICE AREA | \$M | FUNDING SOURCE |
|---|------|---|
| Parks & Recreation | | |
| REGIONAL PARKS | | |
| Parkland Acquisition | 11.0 | Reserves |
| Construct E&N Rail Trail Phases 3 & 4 | 3.9 | Capital Funds on Hand, Debt |
| Purchase and Install Elk Lake Remediation Systems | 1.4 | Grants, Reserves |
| Mayne Island Demonstration Trail | 1.2 | Capital Funds on Hand, Grants, Reserves |
| Construct Hamsterly Beach Washroom | 0.6 | Reserves |
| PANORAMA RECREATION | | |
| Heat Recovery Plant | 2.4 | Debt, Grants |
| Planning & Protective Services | | |
| LAND BANKING & HOUSING | | |
| RHFP - Hockley (Langford) (CRD/CMHC/CRHC) | 32.7 | Grants, Other |
| 911 CALL ANSWER | | |
| New Equipment | 1.0 | ERF |
| Environmental Services | | |
| ENVIRONMENTAL RESOURCE MANAGEMENT | | |
| Aggregate Production for Internal Use | 4.2 | Reserves |
| Hartland North Site Buffer Acquisition | 2.0 | Capital Funds on Hand, Reserves |
| Landfill Gas Utilization | 1.4 | Reserves |
| MILLSTREAM SITE REMEDIATION | | |
| Millstream Meadows Remediation | 0.6 | Capital Funds on Hand, Grants |
| Facilities | | |
| CRD HEADQUARTERS | | |
| 1st Floor Redesign | 1.9 | Reserves |
| Royal Theatre | | |
| Repair Building Envelope | 0.5 | Grants |
| Integrated Water Services | | |
| SAANICH PENINSULA WATER SUPPLY | | |
| SPW System Upgrade and Expansion | 1.8 | Reserves |
| REGIONAL WATER SUPPLY | | |
| Butchart Dam No. 5 Remediation | 2.9 | Capital Funds on Hand |
| RWS Supply Main No. 4 Upgrade | 1.8 | Debt |
| Implications from Sooke Lake Dam Safety Review | 0.9 | Capital Funds on Hand |
| Sooke Lake Dam - Instrumentation System Improvements | 0.9 | Capital Funds on Hand |
| Sooke Intake Screens Replacement | 0.8 | Capital Funds on Hand |
| GVWSA Land Acquisition Priorities | 0.8 | Capital Funds on Hand |
| Cabin Pond Dams Decommissioning | 0.6 | Capital Funds on Hand |
| JDF WATER DISTRIBUTION | | |
| Rocky Point Upgrades | 5.4 | Capital Funds on Hand, Other |
| Goldstream AC Replacement | 4.8 | Capital Funds on Hand, Debt |
| AC Pipe Replacement Program | 3.0 | Capital Funds on Hand |
| Comprehensive Pump Station Upgrades (10 year Program) | 1.0 | Capital Funds on Hand |
| Sun River Reservoir Replacement | 0.8 | Debt |
| Residential Service & Meter Replacement | 0.8 | Capital Funds on Hand, Debt |

Continued on next page

Capital Regional District

2021 Capital Projects Greater than \$500,000

| SERVICE AREA | \$M | FUNDING SOURCE |
|---|-------|---------------------------------------|
| JDF WATER DISTRIBUTION (DC) | | |
| McCallum Pump Station and Tank 4 | 4.6 | Reserves |
| REGIONAL WATER SUPPLY & JDF WATER DISTRIBUTION | | |
| Voice Radio Upgrade | 0.6 | Capital Funds on Hand |
| SAANICH PENINSULA TREATMENT PLANT | | |
| SPWWTP Replacement of Rotary Presses | 1.2 | Reserves |
| Trunk Sewer Relining | 1.1 | Reserves |
| SPWWTP Concrete Tank Repairs | 0.9 | Reserves |
| CORE AREA WASTEWATER | | |
| Wastewater Treatment Plant | 113.2 | Grants, Debt, Capital Funds on Hand |
| Bowker Sewer Rehabilitation | 4.3 | Debt |
| NW Trunk Sewer Rehabilitation Sections 1 & 2 | 2.0 | Capital Funds on Hand |
| New Fleet Purchases | 0.8 | Capital Funds on Hand |
| IT Capital Purchases and Plant Optimization | 0.6 | Capital Funds on Hand |
| Salt Spring Island (SSI) | | |
| COMMUNITY TRANSPORTATION (SSI) | | |
| Pathway Booth Canal to Vesuvius - Phase 2 | 0.7 | Capital Funds on Hand, Grants |
| PARKS AND RECREATION (SSI) | | |
| Purchase Additional Parkland | 0.8 | Reserves |
| Southern Gulf Islands (SGI) | | |
| SOUTH GALIANO FIRE (SGI) | | |
| South Galiano Fire Hall | 0.6 | Debt |
| PENDER ISLAND FIRE | | |
| New Pumper Truck - Replace E27 pumper | 0.6 | ERF, Other |
| MAGIC LAKE SEWER SYSTEM | | |
| Wastewater Improvements - Phase I | 5.8 | Debt |
| Wastewater Improvements - Phase II | 3.0 | Grants |
| SMALL CRAFT HARBOUR | | |
| Anson Road | 1.0 | Capital Funds on Hand, Debt, Reserves |

| | |
|------------------------------------|--------------|
| Total Projects > \$500K | 232.9 |
| Total Projects < \$500K | 51.3 |
| Total 2021 Capital Projects | 284.2 |

Drivers for Change in Capital Investment

| Service | (\$M) Change | Description | Impact | Funding Source | Direction |
|---|-----------------|---|--------------|--|-----------------------|
| Core Area Wastewater Treatment Project | 89.7 | Carry forward of unspent capital in 2020 related to timing of service commencement for the Residual Treatment Facility, and completion of conveyance components including the Arbutus Attenuation Tank and Trent force main. Final budget update based on year end contractor cash flows. The project's total budget remains set at \$775M, and is scheduled for completion in May 2021 | Sub-Regional | Grants \$87.7 Debt \$3.6 Current Operating and WIP \$(1.6) | Change in Timing |
| | 3.5 | Carry forward unspent capital in 2020 related to procurement for Fleet and IT components and contractor delays related to the completion of trunk sewer inspections and repairs. Projects on schedule to be completed in 2021 | Sub-Regional | Current Operating and WIP \$3.9 Debt \$(0.4) | Change in Timing |
| Magic Lake Estates Sewer | 3.0 | Wastewater upgrades advanced to 2021 from 2024, contingent upon successful grant application | Local Area | Grants \$3.0 | Change in Timing |
| Facilities | 1.3 | Redesign of Fisgard Headquarters 1st floor office space, including former Starbucks space, Centre for Engagement, HR training room, and lobby. Redesign is to provide efficient office and meeting space, and to accommodate current and near term growth | Regional | Reserve \$1.3 | Change in Assumptions |
| Small Craft Harbour | 0.9 | Anson road construction delayed in 2020 due to regulatory approval. Work began in December 2020, with the remainder of the project carried forward for completion in 2021 | Local Area | Debt \$0.1 Current Operating and WIP \$0.2 Reserve \$0.6 | Change in Timing |
| Pender Island Fire | 0.6 | Fire truck replacement project was not completed in 2020, and deferred until 2021 when the truck is expected to be received | Local Area | Debt \$0.5 ERF \$0.1 | Change in Timing |

| | | | | | |
|--|---------------|--|--------------|----------------|------------------|
| Regional Parks | 0.5 | Completion of E&N trail phases 3&4 delayed from 2020. Additional funding required to complete trail phases due to higher construction costs. Additional funding will be acquired from existing debt authorization. | Regional | Debt \$0.5 | Change in Value |
| Royal Theatre | 0.5 | Building envelope repair moved from 2023 to 2021, due to anticipated timing of grant funding | Sub-Regional | Grants \$0.5 | Change in Timing |
| McPherson Theatre | 0.5 | Building envelope repair moved from 2023 to 2021, due to anticipated timing of grant funding | Sub-Regional | Grants \$0.5 | Change in Timing |
| Regional Water Supply | (1.2) | An expected federal grant was not received to complete a seismic resiliency upgrade to RWS Main No. 4. The portion of the project dependant on grant funding was reduced by the amount of the expected grant. The remaining project will be funded by capital funds on hand and debt | Sub-Regional | Grants \$(1.2) | Change in Value |
| Saanich Peninsula Water Supply | (1.2) | An expected federal grant was not received to complete seismic resiliency work to portions of the SPWS system. The portion of the project dependant on grant funding has been removed. The project will continue in 2021 with the remaining portion funded by capital reserves | Sub-Regional | Grants \$(1.2) | Change in Value |
| All other services (Including EA) | 1.4 | Net increase across 28 capital plans for 2021 | | | |
| Total | \$99.5 | | | | |

| REGULAR POSITIONS - ONGOING | | Approved | | Proposed | |
|---|---|---------------|---------------|---------------|--|
| Department | Division | 2019 | 2020 | 2021 | |
| Executive Services | <i>Executive Office</i> | 4.00 | 4.00 | 4.00 | |
| | <i>Corporate Communications</i> | 6.00 | 6.00 | 6.00 | |
| | <i>Human Resources & Corporate Safety</i> | 10.00 | 11.00 | 13.00 | 15c-1.3 Diversity, Inclusion and Organizational Development and Alignment (1) Human Resources Support (1) |
| TOTAL EXECUTIVE SERVICES | | 20.00 | 21.00 | 23.00 | |
| Corporate Services | <i>Administration & Legal Services</i> | 3.00 | 3.00 | 3.00 | |
| | <i>Information Services</i> | 1.00 | 2.00 | 2.00 | |
| | <i>Legislative Services</i> | 3.00 | 3.00 | 3.00 | |
| | <i>Risk and Insurance</i> | 3.00 | 3.00 | 3.00 | |
| | <i>First Nations Relations</i> | 3.00 | 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 | | 17.00 | 18.00 | 18.00 | |
| Finance & Technology | <i>Financial Services</i> | 37.50 | 44.50 | 50.70 | 14a-2 Health Capital Planning (1 Term to Ongoing) 15b-2 Financial Services Analysts for EA (1 Term to Ongoing, 1 Auxiliary to Ongoing) 15b-1 FS Treasury Position (1) Financial Services Support (2.2) |
| | <i>Asset Management</i> | 2.00 | 2.00 | 2.00 | |
| | <i>Information Technology & GIS</i> | 29.00 | 33.00 | 39.00 | 15f-1.4 It Support for Hartland Scales and Perfectmind Applications (1) 15f-1.5 Mobile Maintenance Workorder Platform Support (1) 15f-1.9 IWS Infrastructure Resilience - IT (1) IT Support (2.5) |
| | <i>Arts & Culture</i> | 2.80 | 2.80 | 2.80 | 1a-2 Housing Investment Through RHFP and Other Funding Programs (0.5) |
| | TOTAL FINANCE & TECHNOLOGY | | 71.30 | 82.30 | 94.50 |
| Integrated Water Services | <i>Administration</i> | 7.29 | 7.29 | 7.29 | |
| | <i>Customer & Technical Services</i> | 14.00 | 14.00 | 14.00 | |
| | <i>Infrastructure Engineering</i> | 27.00 | 27.00 | 26.00 | Engineering position transferred to PES-Facility Mgmt. & Engineering (-1) |
| | <i>Infrastructure Operations</i> | 97.39 | 113.89 | 0.00 | |
| | <i>Wastewater Infrastructure Operations</i> | | | 68.89 | Separate Infrastructure Operations into Water and Wastewater divisions 8a-1.1 Wastewater Management (3 New, 1 Term to Ongoing) |
| | <i>Water Infrastructure Operations</i> | | | 50.00 | Separate Infrastructure Operations into Water and Wastewater divisions 10a-2.1 Water Infrastructure Resilience (1) |
| | <i>Watershed Protection</i> | 26.00 | 26.00 | 27.00 | 10a-0.1 Watershed Security Position (1 Auxiliary to Ongoing) |
| TOTAL INTEGRATED WATER SERVICES | | 171.68 | 188.18 | 193.18 | |
| Parks & Environmental Services | <i>Administration</i> | 3.00 | 3.00 | 3.00 | |
| | <i>Facility Mgmt. & Engineering</i> | 21.00 | 21.00 | 25.00 | 15c-1.2 Facility Maintenance Worker - Formalize FTE (1) 8a-1.2 FM Centralization Strategy - FMW (CAWTP) (1) 15f-1.3 FM Centralization Strategy - Project Coordinator (1) Engineering position transferred from IWS-Infrastructure Engineering (1) |
| | <i>Environmental Protection</i> | 53.55 | 55.55 | 56.95 | 10a.4 - Cross Connection Control Inspector (1 Term to Ongoing) 10d-2 Leech River Water Quality Operations (0.4) |
| | <i>Environmental Resource Mgmt</i> | 21.20 | 22.20 | 23.70 | 9b-0.1 Hartland Waste Technician (0.5) 9b-0.2 Hartland Landfill Attendant (1 Auxiliary to Ongoing) |
| | <i>Panorama Recreation</i> | 31.35 | 34.85 | 34.85 | |
| | <i>Regional Parks</i> | 49.60 | 54.60 | 54.60 | |
| | <i>SEAPARC</i> | 17.10 | 18.60 | 19.10 | 13a-1.1 SEAPARC Aquatic Team Leader (0.5 Auxiliary to Ongoing) |
| TOTAL PARKS & ENVIRONMENTAL SERVICES | | 196.80 | 209.80 | 217.20 | |

2021 Staff Establishment Chart - Final Budget

| REGULAR POSITIONS - ONGOING | | Approved | | Proposed | |
|---|--|---------------|---------------|---------------|---|
| Department | Division | 2019 | 2020 | 2021 | |
| Planning & Protective Services | <i>Administration</i> | 3.00 | 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> | 15.20 | 16.20 | 16.20 | |
| | <i>Regional & Strategic Planning</i> | 7.00 | 7.00 | 7.00 | |
| | <i>Regional Housing</i> | 34.00 | 41.00 | 48.00 | 1a-2 Housing Investment Through RHFP and Other Funding Programs (6) Manager, Construction and Capital Projects (1 Term to Ongoing) |
| TOTAL PLANNING & PROTECTIVE SERVICES | | 74.60 | 82.60 | 89.60 | |
| SSI Administration (Executive Svcs) | <i>SSI Administration</i> | 5.80 | 5.80 | 5.80 | |
| | <i>SSI Parks & Recreation</i> | 9.94 | 11.40 | 11.40 | |
| TOTAL SSI ADMINISTRATION | | 15.74 | 17.20 | 17.20 | |
| TOTAL CRD REGULAR POSITIONS (ONGOING) | | 567.12 | 619.08 | 652.68 | |

| REGULAR POSITIONS - FIXED DURATION | | | | | |
|---|--------------------------------------|--------------|--------------|--------------|---|
| Department | Division | 2019 | 2020 | 2021 | Notes |
| CAWTP | <i>CAWTP</i> | 27.00 | 24.00 | 0.00 | Term end (-23) 8a-1.1 Wastewater Management (-1 Term to Ongoing) |
| Finance & Technology | <i>Financial Services</i> | 4.00 | 4.00 | 0.00 | Term end (-2) 15b-2 Financial Services Analyst Position for EA (-1 Term to Ongoing) 14a-2 Health Capital Planning (-1 Term to Ongoing) |
| Integrated Water Services | <i>Infrastructure Engineering</i> | 1.00 | 0.00 | 0.00 | |
| Parks & Environmental Services | <i>PES Administration</i> | 2.00 | 2.00 | 0.00 | Term end (-1) Env Science Officer 4 transferred to PES-Environmental Resource Mgmt (-1) |
| | <i>Environmental Protection</i> | 3.50 | 3.50 | 2.00 | Term end (-0.5) 5a-1 Climate Emergency Response (Extension) 10a-4 Cross Connection Control Inspector (-1 Term to Ongoing) |
| | <i>Environmental Resource Mgmt</i> | 1.00 | 0.00 | 2.00 | Env Science Officer 4 transferred from PES-Administration (1) 9a-1.1 Sr Project Coordinator Resource Recovery (Extension) 9b-0.3 Food Waste Attendant (1 Auxiliary to Term) |
| Planning & Protective Services | <i>Health & Capital Planning</i> | 2.00 | 1.00 | 2.00 | 14c-1 Healthy Communities Planner (Extension) 14a-1 Health Capital Planning (1) |
| | <i>Regional Housing</i> | 3.00 | 7.00 | 8.80 | 1a-10 Reaching Home (0.8) 1a-2 Housing Investment Through RHFP and Other Funding Programs (2) Manager, Construction and Capital Projects (-1 Term to Ongoing) |
| TOTAL CRD REGULAR POSITIONS (FIXED DURATION) | | 43.50 | 41.50 | 14.80 | |

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 2020.

Table 1: Changes in Operating Reserve Forecasts

| Reserve Activity | 2021 Final | 2021 Prelim | \$ Change | % Change |
|--------------------------------|---------------|---------------|--------------|--------------|
| Opening Reserve Balance | \$54.2 | 46.9 | 7.3 | 15.7% |
| Transfers from Operating | 1.6 | 1.6 | 0.0 | 0.0% |
| Interest Income | 1.1 | 0.9 | 0.2 | 17.4% |
| Transfer to Operating | -2.4 | -1.9 | -0.5 | 26.3% |
| Closing Reserve Balance | \$54.5 | \$47.5 | \$7.0 | 14.8% |

Consolidated operating reserves through the end of 2020 are \$54.2 million. Net budgeted transfers, interest income, and funding of operating costs result in a forecasted closing balance of \$54.5 million at the end of 2021. Operating reserves reflect funds retained and segregated by service to fund future operating activities. The CRD currently manages 82 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, 2020 Operating Reserve Balances by Service (>\$1M)

| Description | Amount (\$M) |
|--------------------------|---------------|
| Solid Waste | 38.8 |
| Regional Planning | 2.0 |
| Regional Growth Strategy | 1.4 |
| North East Trunk Sewer | 1.3 |
| Legislative & General | 1.2 |
| North West Trunk Sewer | 1.1 |
| Other (<\$1M) | 8.4 |
| Total | \$54.2 |

Table 3: Changes in Capital Reserve Forecasts

| Reserve Activity | 2021 Final | 2021 Prelim | \$ Change | % Change |
|--------------------------------|---------------|---------------|---------------|--------------|
| Opening Reserve Balance | \$78.0 | \$61.9 | 16.1 | 26.1% |
| Transfers from Operating | 24.8 | 25.0 | -0.2 | -0.8% |
| Interest Income | 1.6 | 1.2 | 0.4 | 29.3% |
| Transfer to Capital Plan | -49.8 | -48.5 | -1.3 | 2.7% |
| Closing Reserve Balance | \$54.6 | \$39.6 | \$15.0 | 37.9% |

Capital reserves at the end of 2020 are \$78.0 million. Net of budgeted transfers, interest income, and funding to capital projects result in a forecasted closing balance of \$54.6 million at the end of 2021. Capital reserves reflect funds retained and segregated by service to fund future capital activities. The CRD currently manages 74 capital reserve funds.

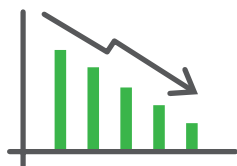
Table 4 summarizes the significant capital reserve balances by service and includes the consolidated balance for the Equipment Replacement Fund (ERF). The ERF is one fund established bylaw, but covers all CRD services. A detailed listing of reserve balances will be included in the audited financial statements.

Table 4: December 31, 2020 Capital Reserve Balances by Service, Including ERF (>\$1M)

| Description | Amount (\$M) |
|---|---------------|
| Equipment Replacement Fund (All Services) | 25.7 |
| Regional Parks | 10.5 |
| Saanich Peninsula Water Supply | 7.7 |
| Office Facilities & Equipment | 7.6 |
| Trunk Sewers and Sewage Disposal Facilities | 4.3 |
| Solid Waste | 3.5 |
| Saanich Peninsula Ice Arena Facility | 3.5 |
| S.P.W.W.S. Sewer Debt Reserve Fund | 1.9 |
| McPherson Theatre | 1.9 |
| Regional Parks Land | 1.1 |
| Royal Theatre | 1.0 |
| Various (<\$1M) | 9.3 |
| Total | \$78.0 |

CRD 2021 Financial Indicators

BUILDING INFRASTRUCTURE

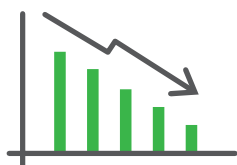


Investment on capital is **10.9x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2021, the investment in capital will be \$284.2M* compared to an amortization of \$26.1M*.

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

MANAGING DEBT



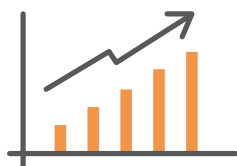
Debt servicing costs are **11.0%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2021, debt servicing costs will account for \$25.0M* out of total revenue of \$227.6M.**

*This excludes municipal borrowing.

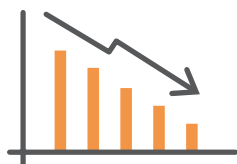
**This excludes municipal debt (15.0M), internal allocations (44.6M), and surplus carryforward (9.0M).

SAVING FOR THE FUTURE



Reserve transfers make up **8.9%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2021, reserve transfers will total \$26.5M while the operating budget will total \$296.1M.



Reserve transfers make up **1.8%** 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 2021, reserve transfers will total \$26.4M while the net book value will total \$1,467.2M.*

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

Arrow direction shown above reflects increase/decrease from prior year

CAPITAL REGIONAL DISTRICT

2021 Financial Plan Summary

Prepared by CRD Financial Services
March 24, 2021

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CAPITAL REGIONAL DISTRICT - YEAR 2021 FINANCIAL PLAN

| Regional | Service | Gross | Gross | Carry Fwd. | Allocations | Other | Requisition | | Req. |
|--|---|--------------------|--------------------|------------------|-------------------|--------------------|--------------------|--------------------|---------------|
| | | Expenditure | Expenditure | | | | to 2021 | to Other | |
| | | 2020 | 2021 | Operating | Services | revenue | | | |
| 1.010 | Legislative & General Government | 23,882,917 | 25,637,694 | 450,000 | 13,359,786 | 3,298,629 | 8,529,279 | 8,142,391 | 4.75% |
| 1.10X | Facilities Management | 3,012,068 | 3,343,746 | | 2,965,267 | 219,305 | 159,174 | 155,288 | 2.50% |
| 1.101 | G.I.S. | 558,174 | 559,343 | | 491,222 | 3,220 | 64,901 | 63,702 | 1.88% |
| 1.112 | Regional Grant in Aid | 1,444,622 | 1,457,513 | 1,435,513 | | 22,000 | | | |
| 1.224 | Community Health | 827,419 | 806,116 | 18,326 | | 192,253 | 595,537 | 614,427 | -3.07% |
| 1.226 | Health Facilities - VIHA | 1,997,072 | 1,580,254 | | | 1,580,254 | | | |
| 1.280 | Regional Parks | 11,997,067 | 12,363,073 | | 66,923 | 1,244,072 | 11,052,078 | 10,840,739 | 1.95% |
| 1.280A | Regional Parks - Land Acquisition | 3,859,865 | 4,028,308 | | | | 4,028,308 | 3,859,865 | 4.36% |
| 1.309 | Climate Action and Adaptation | 577,551 | 588,818 | 45,082 | | 85,317 | 458,419 | 450,756 | 1.70% |
| 1.310 | Land Banking & Housing | 2,764,165 | 2,785,019 | 57,195 | 903,390 | 486,872 | 1,337,562 | 1,282,465 | 4.30% |
| 1.324 | Regional Planning Services | 1,654,488 | 1,662,662 | 197,639 | 197,268 | 99,524 | 1,168,231 | 1,168,232 | |
| 1.335 | Geo-Spatial Referencing System | 178,520 | 179,599 | | | 16,368 | 163,231 | 161,620 | 1.00% |
| 1.374 | Regional Emergency Program Support | 166,266 | 169,443 | | | 40,195 | 129,248 | 129,263 | -0.01% |
| 1.375 | Hazardous Material Incident Response | 330,004 | 344,703 | | | 27,875 | 316,828 | 312,698 | 1.32% |
| 1.521 | SWMP - Solid Waste Disposal (Refuse Disposal) | 24,905,334 | 25,260,498 | 1,008,244 | | 24,252,254 | | | |
| 1.525 | Solid Waste Disposal - Debt | 1,385,658 | 203,660 | | | 203,660 | | | |
| 1.57X | Environmental Services | 18,494,888 | 22,861,504 | 259,995 | 22,509,109 | 92,400 | | | |
| 1.911 | 911 Systems | 2,672,114 | 2,595,230 | | | 2,441,885 | 153,345 | 151,000 | 1.55% |
| 1.921 | Regional CREST Contribution | 1,690,484 | 1,723,234 | 962 | | 101,434 | 1,620,838 | 1,589,184 | 1.99% |
| 2.670 | Regional Water Supply | 34,055,398 | 34,921,283 | | | 34,921,283 | | | |
| 21.ALL | Feasibility Study Reserve Fund - All | 54,976 | 21,749 | 19,737 | | 2,012 | | 40,000 | -100.00% |
| Total Regional | | 136,509,050 | 143,093,449 | 3,492,693 | 40,492,965 | 69,330,812 | 29,776,979 | 28,961,630 | 2.82% |
| Sub-Regional | Service | Gross | Gross | Carry Fwd. | Allocations | Other | Requisition | | Req. |
| | | Expenditure | Expenditure | | | | to 2021 | to Other | |
| | | 2020 | 2021 | Operating | Services | revenue | | | |
| 1.121 | Sooke Regional Museum | 193,331 | 196,593 | 44 | | 332 | 196,217 | 192,963 | 1.69% |
| 1.123 | Prov. Court of B.C. (Family Court) | 145,295 | 149,360 | | | 149,360 | | | |
| 1.126 | Victoria Family Court Committee | 15,934 | 15,904 | 31 | | 873 | 15,000 | 15,000 | |
| 1.128 | Greater Victoria Police Victim Services | 286,371 | 292,562 | | | 14,732 | 277,830 | 271,200 | 2.44% |
| 1.230 | Traffic Safety Commission | 112,630 | 137,652 | 63,067 | | 3,473 | 71,112 | 71,112 | |
| 1.290 | Royal Theatre | 580,000 | 580,000 | | | | 580,000 | 580,000 | |
| 1.295 | McPherson Theatre | 785,843 | 784,851 | | | 34,851 | 750,000 | 750,000 | |
| 1.297 | Arts Grants | 2,893,591 | 2,942,074 | | 13,552 | 200,665 | 2,727,857 | 2,682,706 | 1.68% |
| 1.311 | Regional Housing Trust Fund | 4,232,219 | 4,511,970 | 3,430,738 | | 81,232 | 1,000,000 | 1,000,000 | |
| 1.330 | Regional Growth Strategy | 331,689 | 379,205 | 45,000 | | 38,080 | 296,125 | 294,774 | 0.46% |
| 1.40X | SEAPARC | 3,557,036 | 3,684,094 | | | 766,963 | 2,917,131 | 2,859,876 | 2.00% |
| 1.44X | Panorama Rec. Center. | 7,182,406 | 8,071,561 | 259,421 | | 2,718,418 | 5,093,722 | 4,993,847 | 2.00% |
| 1.531 | Stormwater Quality Management - Sooke | 36,921 | 66,404 | | | 28,934 | 37,470 | 36,844 | 1.70% |
| 1.536 | LWMP-Stormwater Quality Management-Core | 735,936 | 720,359 | | | 95,699 | 624,660 | 614,221 | 1.70% |
| 1.537 | Stormwater Quality Management - Peninsula | 113,795 | 115,765 | | | 3,945 | 111,820 | 109,946 | 1.70% |
| 1.538 | Source - Stormwater Quality - Peninsula | 61,433 | 62,480 | | | 9,330 | 53,150 | 52,264 | 1.70% |
| 1.912A | 911 Call Answer - RCMP | | | | | | | -21,730 | -100.00% |
| 1.912B | 911 Call Answer - Municipalities | | 26,344 | | 751,860 | -60,243 | -665,273 | -803,417 | 17.19% |
| 1.913 | 913 Fire Dispatch | 706,691 | 725,219 | | | 16,214 | 709,005 | 694,378 | 2.11% |
| 2.610 | Saanich Peninsula Water Supply | 6,957,371 | 7,169,999 | | | 7,169,999 | | | |
| 2.680 | Juan de Fuca Water Distribution | 20,135,341 | 20,799,372 | | 6,000 | 20,793,372 | | | |
| 3.700 | Septage Disposal - Municipal | 203,520 | 206,222 | | | 157,383 | 48,839 | 47,927 | 1.90% |
| 3.701 | Millstream Remediation Service | 660,156 | 374,541 | | | 197,581 | 176,960 | 320,000 | -44.70% |
| 3.707 | On Site System Management Program - LWMP | 318,571 | 293,643 | 102,986 | | 9,217 | 181,440 | 181,440 | |
| 3.718 | Peninsula Wastewater TP | 3,849,705 | 4,404,946 | | 153,311 | 2,391,553 | 1,860,082 | 1,621,575 | 14.71% |
| 3.720 | LWMP (Peninsula) - Implementation | 46,875 | 82,728 | | | 29,858 | 52,870 | 11,675 | 352.85% |
| 3.750 | LWMP | 1,204,917 | 364,063 | | | 154,776 | 209,287 | 201,701 | 3.76% |
| 3.752 | Harbours Program | 342,942 | 342,124 | | | 23,356 | 318,768 | 318,764 | |
| 3.755 | Regional Source Control | 1,605,745 | 1,685,236 | 67,096 | 54,610 | 240,490 | 1,323,040 | 1,300,927 | 1.70% |
| 3.756 | Harbours Environmental Action | | 65,290 | | | | 65,290 | | |
| 3.775 | Debt - Saanich Pen. Waste Water System | | | | | | | -384 | -100.00% |
| 3.71X | Trk Swrs & Swge Disp - oper | 7,095,562 | 29,895,048 | 53,528 | 1,371,174 | 24,440,412 | 4,029,934 | 1,440,122 | 179.83% |
| 3.7XX | Trk Swrs - debt | 41,084,449 | 24,223,646 | 1,153,089 | | 16,961,572 | 6,108,985 | 7,898,083 | -22.65% |
| Total Sub-Regional | | 105,476,275 | 113,369,255 | 5,175,000 | 2,350,507 | 76,672,427 | 29,171,321 | 27,735,814 | 5.18% |
| Total CRD - Regional & Sub-Regional | | 241,985,325 | 256,462,704 | 8,667,693 | 42,843,472 | 146,003,239 | 58,948,300 | 56,697,444 | 3.97% |
| Total Electoral Areas Only | | 23,423,746 | 24,604,467 | 293,387 | 1,706,782 | 7,879,020 | 14,725,278 | 14,437,999 | 1.99% |
| Total CRD excluding Municipal Debt | | 265,409,071 | 281,067,171 | 8,961,080 | 44,550,254 | 153,882,259 | 73,673,578 | 71,135,443 | 3.57% |
| 1.15X | Municipalities' Own Debt - M.F.A. | 14,907,745 | 15,032,079 | | | 70,460 | 14,961,619 | 14,843,225 | 0.80% |
| Total CRD | | 280,316,816 | 296,099,250 | 8,961,080 | 44,550,254 | 153,952,719 | 88,635,197 | 85,978,668 | 3.09% |
| CRHD | Capital Regional Hospital District | 37,441,471 | 36,111,357 | | | 7,972,849 | 28,138,508 | 29,383,047 | -4.24% |
| Total CRD, CRHD & Municipal Debt | | 317,758,287 | 332,210,607 | 8,961,080 | 44,550,254 | 161,925,568 | 116,773,705 | 115,361,715 | 1.22% |

CAPITAL REGIONAL DISTRICT - YEAR 2021 FINANCIAL PLAN

ELECTORAL AREAS ONLY

| Function | Gross Expenditure 2020 | Gross Expenditure 2021 | Carry Fwd. to 2021 Operating | Allocations to Other Services | Other revenue | Requisition 2021 | Requisition 2020 | Req. % Incr. |
|---|------------------------|------------------------|------------------------------|-------------------------------|------------------|------------------|------------------|--------------|
| Joint Electoral Area Services | | | | | | | | |
| 1.103 Elections | 20,158 | 25,070 | - | - | 66 | 25,004 | 20,000 | 25.02% |
| 1.104 U.B.C.M. | 16,805 | 12,893 | 5,169 | - | 97 | 7,627 | 13,886 | -45.07% |
| 1.313 Animal Care Services | 1,154,051 | 1,175,450 | - | - | 745,033 | 430,417 | 425,925 | 1.05% |
| 1.318 Building Inspection | 1,561,459 | 1,653,290 | - | 29,486 | 1,186,540 | 437,264 | 408,797 | 6.96% |
| 1.320 Noise Control | 38,561 | 39,140 | - | - | 255 | 38,885 | 38,330 | 1.45% |
| 1.322 Nuisances & Unightly Premises | 51,123 | 51,990 | - | - | 306 | 51,684 | 50,845 | 1.65% |
| 1.323 By-Law Enforcement | 492,508 | 509,296 | - | 480,016 | 29,280 | - | - | 0 |
| 1.372 Electoral Area Emergency Program | 664,823 | 619,967 | 14,486 | 459,671 | 888 | 144,922 | 142,746 | 1.52% |
| 21.E.A. Feasibility Study Reserve Fund - E.A. | 10,000 | 10,000 | 10,000 | - | - | - | - | 0 |
| TOTAL JOINT ELECTORAL AREA SERVICES | 4,009,488 | 4,097,096 | 29,655 | 969,173 | 1,962,465 | 1,135,803 | 1,100,529 | 3.21% |
| Juan de Fuca Electoral Area | | | | | | | | |
| 1.109 Electoral Area Admin Exp - JDF | 59,372 | 60,767 | 3,952 | - | 133 | 56,682 | 58,034 | -2.33% |
| 1.114 Grant-in-Aid - Juan de Fuca | 41,626 | 65,061 | 36,941 | - | 28,120 | - | 9,859 | -100.00% |
| 1.317 JDF Building Numbering | 12,722 | 12,900 | 73 | - | 38 | 12,789 | 12,639 | 1.19% |
| 1.319 Soil Deposit Removal | 5,554 | 5,661 | - | - | 40 | 5,621 | 5,534 | 1.57% |
| 1.325 Electoral Area Services - Planning | 782,922 | 865,106 | - | 17,798 | 163,283 | 684,025 | 672,654 | 1.69% |
| 1.370 Juan de Fuca Emergency Program | 85,538 | 92,825 | 6,000 | - | 222 | 86,603 | 85,204 | 1.64% |
| 1.377 JDF Search and Rescue | 84,277 | 89,344 | - | - | 20,681 | 68,663 | 63,603 | 7.96% |
| 1.405 JDF EA - Community Parks | 187,745 | 190,953 | - | - | 778 | 190,175 | 186,996 | 1.70% |
| 1.924 Emergency Comm - CREST - J.D.F. | 105,685 | 121,470 | - | - | 221 | 121,249 | 105,475 | 14.96% |
| Total JDF Regional | 1,365,441 | 1,504,087 | 46,966 | 17,798 | 213,516 | 1,225,807 | 1,199,998 | 2.15% |
| 1.119 Vancouver Island Regional Library | 304,608 | 310,943 | - | - | 549 | 310,394 | 304,078 | 2.08% |
| 1.129 Vancouver Island Regional Library - Debt | 213,900 | 213,900 | - | - | 213,900 | - | - | 0 |
| 1.133 Langford E.A. - Greater Victoria Public Library | 30,675 | 31,086 | 9 | - | 92 | 30,985 | 30,589 | 1.29% |
| 1.232 Port Renfrew Street Lighting | 8,766 | 8,875 | 2,148 | - | 3,406 | 3,321 | 3,763 | -11.75% |
| 1.350 Willis Point Fire Protect & Recreation | 204,256 | 176,399 | 14,582 | - | 32,875 | 128,942 | 125,208 | 2.98% |
| 1.353 Otter Point Fire Protection | 497,637 | 497,245 | - | - | 310 | 496,935 | 497,337 | -0.08% |
| 1.354 Malahat Fire Protection | 61,569 | 63,814 | 4 | - | - | 63,810 | 61,430 | 3.87% |
| 1.355 Durrance Road Fire Protection | 2,939 | 2,990 | - | - | - | 2,990 | 2,939 | 1.74% |
| 1.357 East Sooke Fire Protection | 492,495 | 509,420 | 21,058 | - | 82,170 | 406,192 | 406,755 | -0.14% |
| 1.358 Port Renfrew Fire Protection | 146,195 | 148,139 | - | - | 60,374 | 87,765 | 87,133 | 0.73% |
| 1.360 Shirley Fire Protection | 153,389 | 154,153 | - | - | 200 | 153,953 | 153,189 | 0.50% |
| 1.369 Electoral Area Fire Services - JDF | 66,940 | 97,135 | - | - | 30,542 | 66,593 | 66,840 | -0.37% |
| 1.408 JDF EA - Community Recreation | 87,510 | 88,526 | - | - | 20,216 | 68,310 | 67,301 | 1.50% |
| 1.523 Port Renfrew Refuse Disposal | 85,010 | 86,737 | - | 15,590 | 37,823 | 33,324 | 32,855 | 1.43% |
| 2.650 Port Renfrew Water | 117,738 | 121,108 | - | - | 61,092 | 60,016 | 58,327 | 2.90% |
| 2.655 Snuggery Cove (Port Renfrew) | - | - | - | - | - | - | (8,034) | -100.00% |
| 2.691 Wilderness Mountain Water Service | 147,157 | 149,544 | 2,932 | - | 87,092 | 59,520 | 63,859 | -6.79% |
| 3.700 Septage Disposal - JDF Service Area | 388 | 297 | - | - | - | 297 | 388 | -23.39% |
| 3.850 Port Renfrew Sewer | 97,641 | 118,030 | - | - | 58,574 | 59,456 | 48,210 | 23.33% |
| Total JDF Local/Specified/Defined Services | 2,718,813 | 2,778,341 | 40,733 | 15,590 | 689,215 | 2,032,803 | 2,002,167 | 1.53% |
| TOTAL JUAN DE FUCA ELECTORAL AREA | 4,084,254 | 4,282,428 | 87,699 | 33,388 | 902,731 | 3,258,610 | 3,202,165 | 1.76% |

CAPITAL REGIONAL DISTRICT - YEAR 2021 FINANCIAL PLAN

ELECTORAL AREAS ONLY

| Function | Gross Expenditure 2020 | Gross Expenditure 2021 | Carry Fwd. to 2021 Operating | Allocations to Other Services | Other revenue | Requisition 2021 | Requisition 2020 | Req. % Incr. | |
|--|--|------------------------|------------------------------|-------------------------------|------------------|------------------|-------------------|-------------------|---------------|
| Salt Spring Island Electoral Area | | | | | | | | | |
| 1.111 | Electoral Area Admin Exp - SSI | 776,992 | 800,916 | 37,102 | 240,729 | 5,509 | 517,576 | 512,280 | 1.03% |
| 1.116 | Grant-in-Aid - Salt Spring Island | 45,628 | 56,685 | 6,398 | - | 235 | 50,052 | 45,397 | 10.25% |
| 1.124 | SSI Economic Development Commission | 87,599 | 97,588 | - | - | 20,580 | 77,008 | 77,028 | -0.03% |
| 1.236 | Salt Spring Island Fernwood Dock | 31,454 | 31,453 | - | - | 170 | 31,283 | 31,283 | 0.00% |
| 1.141 | Salt Spring Island Public Library | 661,397 | 663,395 | - | - | 2,043 | 661,352 | 660,235 | 0.17% |
| 1.238A | Community Transit (S.S.I.) | 462,938 | 506,175 | - | - | 323,923 | 182,252 | 232,253 | -21.53% |
| 1.238B | Community Transportation (S.S.I.) | 168,631 | 171,382 | - | - | 1,150 | 170,232 | 167,496 | 1.63% |
| 1.299 | Salt Spring Island Arts | 116,348 | 118,602 | - | - | 90 | 118,512 | 116,005 | 2.16% |
| 1.316 | SSI Building Numbering | 9,286 | 9,478 | - | - | 20 | 9,458 | 9,266 | 2.07% |
| 1.371 | S.S.I. Emergency Program | 111,595 | 139,100 | 6,000 | - | 5,187 | 127,913 | 111,308 | 14.92% |
| 1.378 | S.S.I. Search and Rescue | 24,352 | 28,303 | 4,870 | - | 97 | 23,336 | 22,034 | 5.91% |
| 1.455 | Salt Spring Island - Community Parks | 856,149 | 975,615 | - | 356,700 | 201,404 | 417,511 | 380,308 | 9.78% |
| 1.458 | Salt Spring Is.- Community Rec | 231,954 | 265,655 | - | - | 212,144 | 53,511 | 49,918 | 7.20% |
| 1.459 | Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog | 1,949,320 | 1,750,579 | - | 96,138 | 185,522 | 1,468,919 | 1,541,158 | -4.69% |
| 1.535 | Stormwater Quality Management - S.S.I. | 22,861 | 27,528 | - | - | 28 | 27,500 | 22,502 | 22.21% |
| 1.925 | Emergency Comm - CREST - S.S.I. | 89,156 | 142,105 | 215 | - | 119 | 141,771 | 88,573 | 60.06% |
| Total S.S.I. Regional | | 5,645,660 | 5,784,559 | 54,585 | 693,567 | 958,221 | 4,078,186 | 4,067,044 | 0.27% |
| 1.234 | S.S.I. Street Lighting | 27,704 | 25,995 | 3,428 | - | 40 | 22,527 | 25,401 | -11.31% |
| 2.620 | SSI Highland Water System | 31,744 | 31,272 | 33 | - | 120 | 31,119 | 30,514 | 1.98% |
| 2.621 | Highland / Fernwood Water - SSI | 420,636 | 515,341 | - | - | 440,341 | 75,000 | 56,822 | 31.99% |
| 2.622 | Cedars of Tuam | 46,813 | 49,363 | - | - | 49,363 | - | - | 0 |
| 2.624 | Beddis Water | 249,790 | 259,352 | - | - | 185,882 | 73,470 | 72,240 | 1.70% |
| 2.626 | Fulford Water | 212,992 | 207,368 | - | - | 169,868 | 37,500 | 66,359 | -43.49% |
| 2.628 | Cedar Lane Water (S.S.I.) | 81,430 | 89,751 | - | - | 79,727 | 10,024 | 11,951 | -16.12% |
| 2.660 | Fernwood Water | 16,639 | 14,753 | 1,200 | - | 60 | 13,493 | 16,138 | -16.39% |
| 3.705 | S.S.I. Liquid Waste Disposal | 812,276 | 897,276 | - | - | 540,580 | 356,696 | 348,805 | 2.26% |
| 3.810 | Ganges Sewer | 978,061 | 1,059,376 | - | - | 1,002,376 | 57,000 | 54,128 | 5.31% |
| 3.820 | Maliview Estates Sewer System | 154,900 | 217,583 | - | - | 212,913 | 4,670 | - | 0 |
| Total S.S.I. Local/Specified/Defined Services | | 3,032,985 | 3,367,430 | 4,661 | - | 2,681,270 | 681,499 | 682,358 | -0.13% |
| TOTAL S.S.I. ELECTORAL AREA | | 8,678,645 | 9,151,989 | 59,246 | 693,567 | 3,639,491 | 4,759,685 | 4,749,402 | 0.22% |
| Southern Gulf Islands Electoral Area | | | | | | | | | |
| 1.110 | Electoral Area Admin Exp - SGI | 420,697 | 429,198 | 37,166 | - | 50,468 | 341,564 | 342,385 | -0.24% |
| 1.117 | Grant-in-Aid - Southern Gulf Islands | 63,643 | 143,732 | - | - | 40,751 | 102,981 | 62,791 | 64.01% |
| 1.125 | SGI Economic Development Commission | 98,462 | 119,726 | 1,700 | - | 1,042 | 116,984 | 90,831 | 28.79% |
| 1.138 | Southern Gulf Islands Regional Library | 203,001 | 227,895 | 1,735 | - | 2,107 | 224,053 | 200,278 | 11.87% |
| 1.235 | S. G. I. Small Craft Harbour Facilities | 369,758 | 396,645 | - | - | 105,541 | 291,104 | 273,347 | 6.50% |
| 1.314 | SGI House Numbering | 9,173 | 9,340 | 33 | - | 104 | 9,203 | 9,059 | 1.59% |
| 1.373 | S.G.I. Emergency Program | 244,937 | 273,227 | 28,000 | - | 2,619 | 242,608 | 242,888 | -0.12% |
| 1.533 | Stormwater Quality Management - Outer Gulf Is. | 44,877 | 38,336 | - | - | 461 | 37,875 | 44,488 | -14.86% |
| 1.923 | Emergency Comm - CREST - S.G.I. | 161,541 | 180,064 | 122 | - | 1,754 | 178,188 | 159,461 | 11.74% |
| Total Southern Gulf Islands Regional | | 1,616,089 | 1,818,163 | 68,756 | - | 204,847 | 1,544,560 | 1,425,528 | 8.35% |
| 1.137 | Galiano Island Community Use Building | 60,862 | 61,968 | - | - | 253 | 61,715 | 60,616 | 1.81% |
| 1.170 | Gossip Island Electric Power Supply | 57,504 | 57,220 | 79 | - | 293 | 56,848 | 57,079 | -0.40% |
| 1.227 | Saturna Island Medical Clinic | 15,387 | 32,553 | - | - | 373 | 32,180 | 5,686 | 465.95% |
| 1.228 | Galiano Health Service | 123,011 | 129,258 | 183 | - | 46 | 129,029 | 122,684 | 5.17% |
| 1.352 | South Galiano Fire Protection | 379,103 | 424,362 | - | - | 310 | 424,052 | 378,803 | 11.95% |
| 1.356 | Pender Fire Protection | 1,027,091 | 1,115,136 | - | - | 126,649 | 988,487 | 960,110 | 2.96% |
| 1.359 | N. Galiano Fire Protection | 224,034 | 210,298 | 12,270 | - | 714 | 197,314 | 201,713 | -2.18% |
| 1.363 | Saturna Island Fire | 170,002 | 168,292 | - | - | 10,620 | 157,672 | 162,741 | -3.11% |
| 1.369 | Electoral Area Fire Services - SGI | 75,350 | 110,155 | - | - | 34,558 | 75,597 | 75,350 | 0.33% |
| 1.465 | Saturna Island Comm. Parks | 18,615 | 24,060 | - | - | 1,194 | 22,866 | 17,554 | 30.26% |
| 1.468 | Saturna Island - Community Rec. | 13,529 | 20,109 | 6,361 | - | 777 | 12,971 | 11,621 | 11.62% |
| 1.475 | Mayne Is. Com. Parks & Rec | 81,525 | 83,484 | - | - | 269 | 83,215 | 81,263 | 2.40% |
| 1.476 | Mayne Is. Comm. Parks (reserve) | 22,177 | 20,433 | 16,510 | - | 3,923 | - | - | 0 |
| 1.478 | Mayne Is. Community Rec. | 35,745 | 42,441 | 8,174 | - | 58 | 34,209 | 32,797 | 4.31% |
| 1.485 | North & South Pender Com. Parks | 154,960 | 157,082 | - | - | 1,733 | 155,349 | 153,720 | 1.06% |
| 1.488 | North & South Pender Com. Rec | 60,366 | 64,922 | - | - | 765 | 64,157 | 58,653 | 9.38% |
| 1.495 | Galiano Parks | 90,080 | 92,140 | - | - | 67 | 92,073 | 90,020 | 2.28% |
| 1.498 | Galiano Community Recreation | 35,981 | 41,174 | 4,454 | - | 15 | 36,705 | 35,894 | 2.26% |
| 2.630 | Magic Lakes Estate Water System | 949,363 | 979,675 | - | - | 411,158 | 568,517 | 568,517 | 0.00% |
| 2.640 | Saturna Island Water System (Lyll Harbour) | 236,700 | 248,197 | - | - | 120,459 | 127,738 | 131,030 | -2.51% |
| 2.642 | Skana Water (Mayne) | 66,870 | 69,509 | - | - | 46,624 | 22,885 | 23,070 | -0.80% |
| 2.665 | Sticks Allison Water (Galiano) | 52,102 | 59,999 | - | - | 54,999 | 5,000 | 5,000 | 0.00% |
| 2.667 | Surfside Park Estates (Mayne) | 110,845 | 108,251 | - | - | 86,251 | 22,000 | 27,843 | -20.99% |
| 3.830 | Magic Lake Estates Sewer System | 974,068 | 854,863 | - | 10,654 | 267,378 | 576,831 | 698,611 | -17.43% |
| 3.830D | Magic Lake Estates Sewer Debt | - | 79,210 | - | - | - | 79,210 | - | 0 |
| Total S.G.I. Local/Specified/Defined Services | | 5,035,270 | 5,254,791 | 48,031 | 10,654 | 1,169,486 | 4,026,620 | 3,960,375 | 1.67% |
| TOTAL S.G.I. ELECTORAL AREA | | 6,651,359 | 7,072,954 | 116,787 | 10,654 | 1,374,333 | 5,571,180 | 5,385,903 | 3.44% |
| TOTAL FOR ELECTORAL AREAS ONLY | | 23,423,746 | 24,604,467 | 293,387 | 1,706,782 | 7,879,020 | 14,725,278 | 14,437,999 | 1.99% |

CAPITAL REGIONAL DISTRICT

Municipal Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 24, 2021

| CENTRAL SAANICH | | 2021 CENTRAL SAANICH | Cost per Avg. Residential Assessment | 2020 CENTRAL SAANICH | Cost per Avg. Residential Assessment | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|----------------------|--------------------------------------|----------------------|--------------------------------------|---------------------------------|-----------------------------------|--------------|
| | | | | | | | \$ | % |
| 1.010 | Legislative & General Government | 380,197 | 45.03 | 364,311 | 42.76 | 15,886 | 2.26 | 5.29% |
| 1.101 | G.I.S. | 2,848 | 0.34 | 2,797 | 0.33 | 51 | 0.01 | 2.74% |
| 1.224 | Community Health | 26,137 | 3.10 | 26,979 | 3.17 | (842) | (0.07) | -2.26% |
| 1.280 | Regional Parks | 485,061 | 57.44 | 476,009 | 55.88 | 9,051 | 1.57 | 2.81% |
| 1.280A | Regional Parks - Land Acquisition | 176,797 | 20.94 | 169,484 | 19.89 | 7,313 | 1.04 | 5.24% |
| 1.309 | Climate Action and Adaptation | 20,000 | 2.37 | 19,688 | 2.31 | 312 | 0.06 | 2.49% |
| 1.310 | Land Banking & Housing | 58,704 | 6.95 | 56,312 | 6.61 | 2,392 | 0.34 | 5.17% |
| 1.324 | Regional Planning Services | 51,272 | 6.07 | 51,296 | 6.02 | (24) | 0.05 | 0.84% |
| 1.335 | Geo-Spatial Referencing System | 7,192 | 0.85 | 7,118 | 0.84 | 74 | 0.02 | 1.94% |
| 1.374 | Regional Emergency Program Support | 5,639 | 0.67 | 5,646 | 0.66 | (7) | 0.01 | 0.76% |
| 1.375 | Hazardous Material Incident response | 13,823 | 1.64 | 13,658 | 1.60 | 165 | 0.03 | 2.10% |
| 1.911 | Call Answer | 6,650 | 0.79 | 6,560 | 0.77 | 90 | 0.02 | 2.27% |
| 1.921 | Regional CREST Contribution | 70,882 | 8.39 | 69,638 | 8.17 | 1,244 | 0.22 | 2.69% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 1,762 | 0.21 | (1,762) | (0.21) | -100.00% |
| Total Regional | | \$1,305,202 | \$154.57 | \$1,271,259 | \$149.23 | \$33,942 | \$5.35 | 3.58% |
| 1.126 | Victoria Family Court Committee | 695 | 0.08 | 689 | 0.08 | 6 | 0.00 | 1.71% |
| 1.128 | Greater Victoria Police Victim Services | 14,101 | 1.67 | 13,731 | 1.61 | 369 | 0.06 | 3.60% |
| 1.230 | Traffic Safety Commission | 3,263 | 0.39 | 3,258 | 0.38 | 5 | 0.00 | 1.05% |
| 1.311 | Regional Housing Trust Fund | 51,877 | 6.14 | 51,702 | 6.07 | 176 | 0.07 | 1.23% |
| 1.330 | Regional Growth Strategy | 13,762 | 1.63 | 13,683 | 1.61 | 79 | 0.02 | 1.47% |
| 1.44X | Panorama Recreation Center | 2,007,957 | 237.80 | 1,960,672 | 230.15 | 47,285 | 7.65 | 3.32% |
| 1.537 | Stormwater Quality Management - Peninsula | 35,549 | 4.21 | 30,324 | 3.56 | 5,224 | 0.65 | 18.27% |
| 1.538 | Source - Stormwater Quality - Peninsula | 22,882 | 2.71 | 22,403 | 2.63 | 479 | 0.08 | 3.05% |
| 1.912B | Call Answer - Municipalities | (44,269) | (5.24) | (53,519) | (6.28) | 9,249 | 1.04 | 16.55% |
| 3.700 | Septage Disposal | 1,930 | 0.23 | 1,860 | 0.22 | 69 | 0.01 | 4.63% |
| 3.701 | Millstream Remediation | 8,706 | 1.03 | 15,764 | 1.85 | (7,058) | (0.82) | -44.28% |
| 3.71X | W.W. (Trk Swrs & Swge Disp) - Operating | 31,153 | 3.69 | 53,330 | 6.26 | (22,177) | (2.57) | -41.07% |
| 3.718 | Peninsula Wastewater TP | 1,725,013 | 204.29 | 1,503,354 | 176.47 | 221,658 | 27.82 | 15.76% |
| 3.720 | L.W.M.P. (Peninsula) - Implementation | 22,897 | 2.71 | 5,034 | 0.59 | 17,863 | 2.12 | 358.86% |
| 3.755 | Regional Source Control Program | 49,695 | 5.89 | 50,765 | 5.96 | (1,070) | (0.07) | -1.24% |
| 3.756 | Harbours Environmental Action | 28,109 | 3.33 | - | - | 28,109 | 3.33 | 0.00% |
| 3.775 | Debt - Saanich Pen. Waste Water System | - | - | (193) | (0.02) | 193 | 0.02 | -100.00% |
| Total Sub Regional | | \$3,973,317 | \$470.55 | \$3,672,858 | \$431.14 | \$300,459 | \$39.42 | 9.14% |
| Total Capital Regional District % Change | | \$5,278,519 | \$625.12 | \$4,944,117 | \$580.36 | \$334,401 | \$44.76 | 7.71% |
| | | | | | | 6.76% | | |
| Cost/average residential property | | \$625.12 | | \$580.36 | | \$44.76 | | |
| 1.15X | Debt Service - M.F.A. | 642,301 | 76.07 | 670,760 | 78.74 | (28,459) | (2.67) | -3.39% |
| CRHD | Capital Regional Hospital District | 1,234,961 | 146.25 | 1,290,189 | 151.45 | (55,229) | (5.19) | -3.43% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$7,155,780 | \$847.44 | \$6,905,067 | \$810.55 | \$250,714 | \$36.90 | 4.55% |

Average residential assessment - 2021/2020

\$808,854

\$772,372

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Increase in \$/ Avg. Hshld | % of Total Increase |
|---|----------------------------|---------------------|
| Legislative & General Government | 2.26 | 0.28% |
| Regional Parks | 1.57 | 0.19% |
| Regional Parks - Land Acquisition | 1.04 | 0.13% |
| Panorama Recreation Center | 7.65 | 0.94% |
| Call Answer - Municipalities | 1.04 | 0.13% |
| Millstream Remediation | (0.82) | -0.10% |
| W.W. (Trk Swrs & Swge Disp) - Operating | (2.57) | -0.32% |
| Peninsula Wastewater TP | 27.82 | 3.43% |
| L.W.M.P. (Peninsula) - Implementation | 2.12 | 0.26% |
| Harbours Environmental Action | 3.33 | 0.41% |
| Debt Service - M.F.A. | (2.67) | -0.33% |
| Capital Regional Hospital District | (5.19) | -0.64% |
| Various | 1.32 | 0.16% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | \$36.90 | 4.55% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|---------------------------------------|----------------------------|---------------------|
| Legislative & General Government | 2.26 | 0.39% |
| Regional Parks | 1.57 | 0.27% |
| Regional Parks - Land Acquisition | 1.04 | 0.18% |
| Panorama Recreation Center | 7.65 | 1.32% |
| Call Answer - Municipalities | 1.04 | 0.18% |
| Millstream Remediation | (0.82) | -0.14% |
| W.W. (Trk Swrs & Swge Disp) - Op | (2.57) | -0.44% |
| Peninsula Wastewater TP | 27.82 | 4.79% |
| L.W.M.P. (Peninsula) - Implementation | 2.12 | 0.37% |
| Harbours Environmental Action | 3.33 | 0.57% |
| Various | 1.32 | 0.23% |
| TOTAL CRD | \$44.76 | 7.71% |

**Capital Regional District
Sewers Operating - 2021**

| Capital Regional District Sewers Operating - 2021 | | | | Municipality's Share | |
|--|-----------------------------|-----------------------------|--------------------------------|----------------------------------|----------------------------|
| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | 2021 Total C. Saanich | Share of Budget |
| 3.714 C. Saanich | 53,330 | 31,153 | (22,177) | 31,153 | 100% |
| 3.718 Peninsula Wastewater | 3,604,302 | 4,117,958 | 513,656 | 1,725,013 | 42% |
| Sewer Operating | 3,657,632 | 4,149,111 | | 1,756,166 | |

Sewers Debt - 2021

| Sewers Debt - 2021 | | | | Municipality's Share | |
|---------------------------|-----------------------------|-----------------------------|--------------------------------|----------------------------------|----------------------------|
| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | 2021 Total C. Saanich | Share of Budget |
| 3.775 SPWWT System | (465) | - | 465 | - | 0% |
| Sewer Debt | (465) | - | | - | |

| COLWOOD | | 2021 COLWOOD | Cost per Avg. Residential Assessment | 2020 COLWOOD | Cost per Avg. Residential Assessment | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|--------------------|--------------------------------------|--------------------|--------------------------------------|---------------------------------|-----------------------------------|----------------|
| | | | | | | | \$ | % |
| 1.010 | Legislative & General Government | 291,057 | 39.31 | 266,632 | 36.46 | 24,425 | 2.84 | 7.80% |
| 1.101 | G.I.S. | 2,181 | 0.29 | 2,047 | 0.28 | 133 | 0.01 | 5.19% |
| 1.224 | Community Health | 20,009 | 2.70 | 19,745 | 2.70 | 264 | 0.00 | 0.07% |
| 1.280 | Regional Parks | 371,334 | 50.15 | 348,382 | 47.64 | 22,953 | 2.51 | 5.26% |
| 1.280A | Regional Parks - Land Acquisition | 135,346 | 18.28 | 124,042 | 16.96 | 11,304 | 1.31 | 7.75% |
| 1.309 | Climate Action and Adaptation | 18,194 | 2.46 | 17,456 | 2.39 | 738 | 0.07 | 2.93% |
| 1.310 | Land Banking & Housing | 44,940 | 6.07 | 41,214 | 5.64 | 3,726 | 0.43 | 7.68% |
| 1.324 | Regional Planning Services | 39,251 | 5.30 | 37,543 | 5.13 | 1,708 | 0.17 | 3.25% |
| 1.335 | Geo-Spatial Referencing System | 5,506 | 0.74 | 5,210 | 0.71 | 296 | 0.03 | 4.37% |
| 1.374 | Regional Emergency Program Support | 5,130 | 0.69 | 5,006 | 0.68 | 124 | 0.01 | 1.19% |
| 1.375 | Hazardous Material Incident response | 12,574 | 1.70 | 12,109 | 1.66 | 465 | 0.04 | 2.54% |
| 1.911 | Call Answer | 7,020 | 0.95 | 6,843 | 0.94 | 177 | 0.01 | 1.31% |
| 1.921 | Regional CREST Contribution | 74,822 | 10.10 | 72,633 | 9.93 | 2,188 | 0.17 | 1.73% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 1,289 | 0.18 | (1,289) | (0.18) | -100.00% |
| Total Regional | | \$1,027,363 | \$138.74 | \$960,151 | \$131.30 | \$67,212 | \$7.44 | 5.67% |
| 1.126 | Victoria Family Court Committee | 602 | 0.08 | 601 | 0.08 | 1 | (0.00) | -1.12% |
| 1.128 | Greater Victoria Police Victim Services | 10,795 | 1.46 | 10,050 | 1.37 | 745 | 0.08 | 6.07% |
| 1.330 | Regional Growth Strategy | 10,535 | 1.42 | 10,015 | 1.37 | 521 | 0.05 | 3.89% |
| 1.536 | Stormwater Quality Management - Core Area | 31,350 | 4.23 | 26,967 | 3.69 | 4,383 | 0.55 | 14.80% |
| 1.912A | Call Answer - RCMP | - | - | (2,865) | (0.39) | 2,865 | 0.39 | -100.00% |
| 3.7XX | W.W. (Trk Swrs & Swge Disp) - Debt | 874,876 | 118.15 | 1,507,705 | 206.18 | (632,830) | (88.03) | -42.70% |
| 3.700 | Septage Disposal | 3,383 | 0.46 | 2,780 | 0.38 | 603 | 0.08 | 20.17% |
| 3.701 | Millstream Remediation | 27,573 | 3.72 | 49,790 | 6.81 | (22,217) | (3.09) | -45.31% |
| 3.707 | On Site System Management Program | 77,673 | 10.49 | 74,533 | 10.19 | 3,139 | 0.30 | 2.91% |
| 3.750 | LWMP | 12,826 | 1.73 | 13,634 | 1.86 | (808) | (0.13) | -7.10% |
| 3.752 | Stage 3 Harbour Studies | 19,679 | 2.66 | 19,528 | 2.67 | 152 | (0.01) | -0.48% |
| 3.755 | Regional Source Control Program | 44,512 | 6.01 | 44,300 | 6.06 | 212 | (0.05) | -0.77% |
| Total Sub Regional | | \$1,113,802 | \$150.41 | \$1,757,037 | \$240.27 | (\$643,235) | (\$89.86) | -37.40% |
| Total Capital Regional District % Change | | \$2,141,165 | \$289.15 | \$2,717,188 | \$371.57 | (\$576,023) | (\$82.42) | -22.18% |
| Cost/average residential property | | \$289.15 | | \$371.57 | | (\$82.42) | | |
| 1.15X | Debt Service - M.F.A. | 834,039 | 112.63 | 834,039 | 114.05 | - | (1.42) | -1.25% |
| CRHD | Capital Regional Hospital District | 945,415 | 127.67 | 944,264 | 129.13 | 1,151 | (1.45) | -1.13% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$3,920,619 | \$529.45 | \$4,495,491 | \$614.75 | (\$574,873) | (\$85.30) | -13.88% |

Average residential assessment - 2021/2020

\$706,086

\$658,535

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Decrease in \$/ Avg. Hshld | % of Total Decrease |
|---|-----------------------------------|----------------------------|
| Legislative & General Government | 2.84 | 0.46% |
| Regional Parks | 2.51 | 0.41% |
| Regional Parks - Land Acquisition | 1.31 | 0.21% |
| W.W. (Trk Swrs & Swge Disp) - Debt | (88.03) | -14.32% |
| Millstream Remediation | (3.09) | -0.50% |
| Debt Service - M.F.A. | (1.42) | -0.23% |
| Capital Regional Hospital District | (1.45) | -0.24% |
| Various | 2.03 | 0.33% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | (\$85.30) | -13.88% |

| TOTAL CRD | Decrease in \$/ Avg. Hshld | % of Total Decrease |
|------------------------------------|-----------------------------------|----------------------------|
| Legislative & General Government | 2.84 | 0.77% |
| Regional Parks | 2.51 | 0.67% |
| Regional Parks - Land Acquisition | 1.31 | 0.35% |
| W.W. (Trk Swrs & Swge Disp) - Debt | (88.03) | -23.69% |
| Millstream Remediation | (3.09) | -0.83% |
| Various | 2.03 | 0.55% |
| TOTAL CRD | (\$82.42) | -22.18% |

**Capital Regional District
Sewers Operating - 2021**

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|---------------------------------------|---------------------|---------------------|------------------------|-----------------------|--------------------|
| | | | | 2021 Total Colwood | Share of Budget |
| 3.710 N W Trunk | 2,766,953 | - | (2,766,953) | - | 0% |
| 3.717 Core Area Wastewater Operations | - | 27,618,405 | 27,618,405 | 970,111 | 4% |
| (invoice) Sewer Operating | 2,766,953 | 27,618,405 | | 970,111 | |

Sewers Debt - 2021

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|--|---------------------|---------------------|------------------------|-----------------------|--------------------|
| | | | | 2021 Total Colwood | Share of Budget |
| 3.768 NWT - Vortex / Siphon Upgrade | 3,396 | 6,256 | 2,860 | 1,728 | 28% |
| 3.769 Macaulay - Genset | 13,562 | 9,645 | (3,917) | 2,639 | 27% |
| 3.772 NWT Upgrade | 14,435 | (22,439) | (36,874) | (657) | 3% |
| 3.776 W. Communities Trunk | 86 | - | (86) | - | 0% |
| 3.777 Esq Trunk Upgrade | 452 | - | (452) | - | 0% |
| 3.792 Craigflower PS | 66,358 | 20,462 | (45,896) | 5,630 | 28% |
| 3.798 Core - Sewage Integrated T.F. | 526,554 | 781,466 | 254,912 | 40,605 | 5% |
| 3.798B Core - Sewage Integrated T.F. | 1,102,198 | 491,224 | (610,974) | 16,787 | 3% |
| 3.798C Core - Wastewater Treatment Program | 35,000,000 | 19,979,118 | (15,020,882) | 808,143 | 4% |
| Sewer Debt | 36,727,050 | 21,265,732 | | 874,876 | |

| ESQUIMALT | | 2021 ESQUIMALT | Cost per Avg. Residential Assessment | 2020 ESQUIMALT | Cost per Avg. Residential Assessment | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|--------------------|--------------------------------------|--------------------|--------------------------------------|---------------------------------|-----------------------------------|---------------|
| | | | | | | | \$ | % |
| 1.010 | Legislative & General Government | 276,004 | 43.58 | 252,523 | 41.62 | 23,481 | 1.96 | 4.72% |
| 1.101 | G.I.S. | 2,068 | 0.33 | 1,939 | 0.32 | 129 | 0.01 | 2.18% |
| 1.224 | Community Health | 18,974 | 3.00 | 18,701 | 3.08 | 274 | (0.09) | -2.79% |
| 1.280 | Regional Parks | 352,129 | 55.60 | 329,947 | 54.37 | 22,183 | 1.22 | 2.25% |
| 1.280A | Regional Parks - Land Acquisition | 128,346 | 20.26 | 117,478 | 19.36 | 10,867 | 0.90 | 4.67% |
| 1.309 | Climate Action and Adaptation | 17,602 | 2.78 | 16,991 | 2.80 | 611 | (0.02) | -0.75% |
| 1.310 | Land Banking & Housing | 42,616 | 6.73 | 39,033 | 6.43 | 3,583 | 0.30 | 4.60% |
| 1.324 | Regional Planning Services | 37,221 | 5.88 | 35,556 | 5.86 | 1,665 | 0.02 | 0.29% |
| 1.335 | Geo-Spatial Referencing System | 5,221 | 0.82 | 4,934 | 0.81 | 287 | 0.01 | 1.38% |
| 1.374 | Regional Emergency Program Support | 4,963 | 0.78 | 4,872 | 0.80 | 90 | (0.02) | -2.42% |
| 1.375 | Hazardous Material Incident response | 12,165 | 1.92 | 11,787 | 1.94 | 378 | (0.02) | -1.12% |
| 1.911 | Call Answer | 6,890 | 1.09 | 6,788 | 1.12 | 102 | (0.03) | -2.75% |
| 1.921 | Regional CREST Contribution | 73,439 | 11.60 | 72,052 | 11.87 | 1,387 | (0.28) | -2.35% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 1,221 | 0.20 | (1,221) | (0.20) | -100.00% |
| Total Regional | | \$977,637 | \$154.36 | \$913,821 | \$150.60 | \$63,816 | \$3.76 | 2.50% |
| 1.126 | Victoria Family Court Committee | 605 | 0.10 | 604 | 0.10 | 1 | (0.00) | -4.00% |
| 1.128 | Greater Victoria Police Victim Services | 10,236 | 1.62 | 9,518 | 1.57 | 718 | 0.05 | 3.04% |
| 1.230 | Traffic Safety Commission | 2,369 | 0.37 | 2,258 | 0.37 | 111 | 0.00 | 0.50% |
| 1.297 | Arts Grants | 159,665 | 25.21 | 153,375 | 25.28 | 6,290 | (0.07) | -0.26% |
| 1.311 | Regional Housing Trust Fund | 45,773 | 7.23 | 44,768 | 7.38 | 1,005 | (0.15) | -2.04% |
| 1.330 | Regional Growth Strategy | 9,990 | 1.58 | 9,485 | 1.56 | 506 | 0.01 | 0.92% |
| 1.536 | Stormwater Quality Management - Core Area | 54,180 | 8.55 | 55,557 | 9.16 | (1,377) | (0.60) | -6.57% |
| 1.912B | Call Answer - Municipalities | (45,866) | (7.24) | (55,374) | (9.13) | 9,508 | 1.88 | 20.64% |
| 3.700 | Septage Disposal | 620 | 0.10 | 949 | 0.16 | (329) | (0.06) | -37.38% |
| 3.701 | Millstream Remediation | 4,790 | 0.76 | 8,673 | 1.43 | (3,883) | (0.67) | -47.08% |
| 3.71X | W.W. (Trk Swrs & Swge Disp) - Operating | 1,230,627 | 194.31 | 51,609 | 8.51 | 1,179,018 | 185.80 | 2184.58% |
| 3.7XX | W.W. (Trk Swrs & Swge Disp) - Debt | 926,157 | 146.23 | 1,573,482 | 259.31 | (647,325) | (113.08) | -43.61% |
| 3.750 | LWMP | 22,877 | 3.61 | 23,724 | 3.91 | (846) | (0.30) | -7.61% |
| 3.752 | Stage 3 Harbour Studies | 19,316 | 3.05 | 19,371 | 3.19 | (56) | (0.14) | -4.47% |
| 3.755 | Regional Source Control Program | 79,386 | 12.53 | 74,468 | 12.27 | 4,918 | 0.26 | 2.14% |
| Total Sub Regional | | \$2,520,725 | \$398.00 | \$1,972,466 | \$325.06 | \$548,259 | \$72.94 | 22.44% |
| Total Capital Regional District % Change | | \$3,498,362 | \$552.36 | \$2,886,287 | \$475.66 | \$612,075 | \$76.70 | 16.13% |
| | | | | | | 21.21% | | |
| Cost/average residential property | | \$552.36 | | \$475.66 | | \$76.70 | | |
| 1.15X | Debt Service - M.F.A. | 877,457 | 138.54 | 874,317 | 144.09 | 3,140 | (5.54) | -3.85% |
| CRHD | Capital Regional Hospital District | 896,519 | 141.55 | 894,297 | 147.38 | 2,222 | (5.83) | -3.95% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$5,272,338 | \$832.46 | \$4,654,901 | \$767.12 | \$617,437 | \$65.34 | 8.52% |

Average residential assessment - 2021/2020

\$782,852

\$751,618

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Increase in \$/ Avg. Hshld | % of Total Increase |
|---|-------------------------------|------------------------|
| Legislative & General Government | 1.96 | 0.26% |
| Regional Parks | 1.22 | 0.16% |
| Regional Parks - Land Acquisition | 0.90 | 0.12% |
| Call Answer - Municipalities | 1.88 | 0.25% |
| W.W. (Trk Swrs & Swge Disp) - Operating | 185.80 | 24.22% |
| W.W. (Trk Swrs & Swge Disp) - Debt | (113.08) | -14.74% |
| Debt Service - M.F.A. | (5.54) | -0.72% |
| Capital Regional Hospital District | (5.83) | -0.76% |
| Various | (1.99) | -0.26% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | \$65.34 | 8.52% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|------------------------------------|-------------------------------|------------------------|
| Legislative & General Government | 1.96 | 0.41% |
| Regional Parks | 1.22 | 0.26% |
| Regional Parks - Land Acquisition | 0.90 | 0.19% |
| Call Answer - Municipalities | 1.88 | 0.40% |
| W.W. (Trk Swrs & Swge Disp) - Op | 185.80 | 39.06% |
| W.W. (Trk Swrs & Swge Disp) - Debt | (113.08) | -23.77% |
| Various | (1.99) | -0.42% |
| TOTAL CRD | \$76.70 | 16.13% |

**Capital Regional District
Sewers Operating - 2021**

| Capital Regional District Sewers Operating - 2021 | | | | Municipality's Share | |
|--|-----------------------------|-----------------------------|--------------------------------|---------------------------------|----------------------------|
| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | 2021 Total Esquimalt | Share of Budget |
| 3.710 N W Trunk | 2,766,953 | - | (2,766,953) | - | 0% |
| 3.717 Core Area Wastewater Operations | - | 27,618,405 | 27,618,405 | 1,230,627 | 4% |
| Sewer Operating | 2,766,953 | 27,618,405 | | 1,230,627 | |

Sewers Debt - 2021

| Sewers Debt - 2021 | | | | Municipality's Share | |
|--|-----------------------------|-----------------------------|--------------------------------|---------------------------------|----------------------------|
| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | 2021 Total Esquimalt | Share of Budget |
| 3.768 NWT - Vortex / Siphon Upgrade | 3,396 | 6,256 | 2,860 | 2,075 | 33% |
| 3.769 Macaulay - Genset | 13,562 | 9,645 | (3,917) | 2,191 | 23% |
| 3.772 NWT Upgrade | 14,435 | (22,439) | (36,874) | (9,767) | 44% |
| 3.776 W. Communities Trunk | 86 | - | (86) | - | 0% |
| 3.777 Esq Trunk Upgrade | 452 | - | (452) | - | 0% |
| 3.792 Craigflower PS | 66,358 | 20,462 | (45,896) | 8 | 0% |
| 3.798 Core - Sewage Integrated T.F. | 526,554 | 781,466 | 254,912 | 39,622 | 5% |
| 3.798B Core - Sewage Integrated T.F. | 1,102,198 | 491,224 | (610,974) | 8,115 | 2% |
| 3.798C Core - Wastewater Treatment Program | 35,000,000 | 19,979,118 | (15,020,882) | 883,914 | 4% |
| Sewer Debt | 36,727,050 | 21,265,732 | | 926,157 | |

| HIGHLANDS | | 2021 HIGHLANDS | Cost per Avg. Residential Assessment | 2020 HIGHLANDS | Cost per Avg. Residential Assessment | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|------------------|--------------------------------------|------------------|--------------------------------------|---------------------------------|-----------------------------------|---------------|
| | | | | | | | \$ | % |
| 1.010 | Legislative & General Government | 51,893 | 48.02 | 46,264 | 45.09 | 5,629 | 2.93 | 6.51% |
| 1.101 | G.I.S. | 389 | 0.36 | 355 | 0.35 | 34 | 0.01 | 3.93% |
| 1.224 | Community Health | 3,567 | 3.30 | 3,426 | 3.34 | 141 | (0.04) | -1.13% |
| 1.280 | Regional Parks | 66,206 | 61.27 | 60,449 | 58.92 | 5,757 | 2.35 | 4.00% |
| 1.280A | Regional Parks - Land Acquisition | 24,131 | 22.33 | 21,523 | 20.98 | 2,608 | 1.36 | 6.46% |
| 1.309 | Climate Action and Adaptation | 2,701 | 2.50 | 2,600 | 2.53 | 101 | (0.03) | -1.37% |
| 1.374 | Regional Emergency Program Support | 761 | 0.70 | 746 | 0.73 | 16 | (0.02) | -3.03% |
| 1.375 | Hazardous Material Incident response | 1,866 | 1.73 | 1,803 | 1.76 | 63 | (0.03) | -1.73% |
| 1.911 | Call Answer | 888 | 0.82 | 900 | 0.88 | (12) | (0.06) | -6.28% |
| 1.310 | Land Banking & Housing | 8,013 | 7.42 | 7,151 | 6.97 | 861 | 0.45 | 6.39% |
| 1.324 | Regional Planning Services | 6,998 | 6.48 | 6,514 | 6.35 | 484 | 0.13 | 2.01% |
| 1.335 | Geo-Spatial Referencing System | 982 | 0.91 | 904 | 0.88 | 78 | 0.03 | 3.12% |
| 1.921 | Regional CREST Contribution | 9,466 | 8.76 | 9,551 | 9.31 | (85) | (0.55) | -5.89% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 224 | 0.22 | (224) | (0.22) | -100.00% |
| Total Regional | | \$177,862 | \$164.60 | \$162,411 | \$158.29 | \$15,451 | \$6.31 | 3.99% |
| 3.700 | Septage Disposal | 10,182 | 9.42 | 8,154 | 7.95 | 2,028 | 1.48 | 18.58% |
| 1.128 | Greater Victoria Police Victim Services | 1,925 | 1.78 | 1,744 | 1.70 | 181 | 0.08 | 4.80% |
| 1.297 | Arts Grants | 7,349 | 6.80 | 7,034 | 6.86 | 315 | (0.05) | -0.80% |
| 1.311 | Regional Housing Trust Fund | 7,004 | 6.48 | 6,831 | 6.66 | 172 | (0.18) | -2.65% |
| 1.126 | Victoria Family Court Committee | 90 | 0.08 | 91 | 0.09 | (1) | (0.01) | -5.76% |
| 1.313 | Animal Care Services | 22,889 | 21.18 | 21,817 | 21.26 | 1,072 | (0.08) | -0.38% |
| 1.912A | Call Answer - RCMP | - | - | (377) | (0.37) | 377 | 0.37 | -100.00% |
| 1.913 | Fire Dispatch | 19,662 | 18.20 | 19,869 | 19.37 | (207) | (1.17) | -6.04% |
| 1.330 | Regional Growth Strategy | 1,878 | 1.74 | 1,738 | 1.69 | 141 | 0.04 | 2.64% |
| 1.230 | Traffic Safety Commission | 445 | 0.41 | 414 | 0.40 | 32 | 0.01 | 2.22% |
| 3.701 | Millstream Remediation | 1,679 | 1.55 | 3,065 | 2.99 | (1,386) | (1.43) | -47.99% |
| Total Sub Regional | | \$73,102 | \$67.65 | \$70,379 | \$68.59 | \$2,723 | (\$0.94) | -1.37% |
| Total Capital Regional District % Change | | \$250,964 | \$232.26 | \$232,790 | \$226.89 | \$18,174 | \$5.37 | 2.37% |
| Cost/average residential property | | \$232.26 | | \$226.89 | | \$5.37 | | |
| 1.15X | Debt Service - M.F.A. | 87,658 | 81.12 | 87,658 | 85.43 | - | (4.31) | -5.05% |
| CRHD | Capital Regional Hospital District | 168,561 | 155.99 | 163,843 | 159.69 | 4,717 | (3.69) | -2.31% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$507,183 | \$469.37 | \$484,292 | \$472.01 | \$22,891 | (\$2.64) | -0.56% |

Average residential assessment - 2021/2020

\$862,724

\$814,394

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Decrease in \$/ Avg. Hshld | % of Total Decrease |
|---|-----------------------------------|----------------------------|
| Legislative & General Government | 2.93 | 0.62% |
| Regional Parks | 2.35 | 0.50% |
| Regional Parks - Land Acquisition | 1.36 | 0.29% |
| Septage Disposal | 1.48 | 0.31% |
| Fire Dispatch | (1.17) | -0.25% |
| Millstream Remediation | (1.43) | -0.30% |
| Debt Service - M.F.A. | (4.31) | -0.91% |
| Capital Regional Hospital District | (3.69) | -0.78% |
| Various | (0.15) | -0.03% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | (\$2.64) | -0.56% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|-----------------------------------|-----------------------------------|----------------------------|
| Legislative & General Government | 2.93 | 1.29% |
| Regional Parks | 2.35 | 1.04% |
| Regional Parks - Land Acquisition | 1.36 | 0.60% |
| Septage Disposal | 1.48 | 0.65% |
| Fire Dispatch | (1.17) | -0.52% |
| Millstream Remediation | (1.43) | -0.63% |
| Various | (0.15) | -0.07% |
| TOTAL CRD | \$5.37 | 2.37% |

| LANGFORD | | 2021 LANGFORD | | 2020 LANGFORD | | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|---------------------|--------------------------------------|---------------------|--------------------------------------|---------------------------------|-----------------------------------|---------------|
| | | | Cost per Avg. Residential Assessment | | Cost per Avg. Residential Assessment | | \$ | % |
| 1.010 | Legislative & General Government | 802,362 | 37.48 | 740,836 | 35.12 | 61,526 | 2.37 | 6.74% |
| 1.101 | G.I.S. | 6,011 | 0.28 | 5,688 | 0.27 | 323 | 0.01 | 4.15% |
| 1.224 | Community Health | 55,160 | 2.58 | 54,863 | 2.60 | 297 | (0.02) | -0.91% |
| 1.280 | Regional Parks | 1,023,665 | 47.82 | 967,978 | 45.89 | 55,687 | 1.94 | 4.22% |
| 1.280A | Regional Parks - Land Acquisition | 373,110 | 17.43 | 344,650 | 16.34 | 28,460 | 1.09 | 6.69% |
| 1.309 | Climate Action and Adaptation | 45,098 | 2.11 | 43,213 | 2.05 | 1,885 | 0.06 | 2.85% |
| 1.310 | Land Banking & Housing | 123,888 | 5.79 | 114,512 | 5.43 | 9,375 | 0.36 | 6.62% |
| 1.324 | Regional Planning Services | 108,204 | 5.06 | 104,312 | 4.94 | 3,892 | 0.11 | 2.23% |
| 1.335 | Geo-Spatial Referencing System | 15,178 | 0.71 | 14,475 | 0.69 | 703 | 0.02 | 3.34% |
| 1.374 | Regional Emergency Program Support | 12,715 | 0.59 | 12,392 | 0.59 | 323 | 0.01 | 1.12% |
| 1.375 | Hazardous Material Incident response | 31,169 | 1.46 | 29,978 | 1.42 | 1,191 | 0.04 | 2.47% |
| 1.911 | Call Answer | 15,968 | 0.75 | 15,469 | 0.73 | 499 | 0.01 | 1.73% |
| 1.921 | Regional CREST Contribution | 170,202 | 7.95 | 164,204 | 7.78 | 5,998 | 0.17 | 2.15% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 3,582 | 0.17 | (3,582) | (0.17) | -100.00% |
| Total Regional | | \$2,782,730 | \$130.00 | \$2,616,152 | \$124.01 | \$166,577 | \$5.99 | 4.83% |
| 1.126 | Victoria Family Court Committee | 1,436 | 0.07 | 1,401 | 0.07 | 35 | 0.00 | 1.02% |
| 1.128 | Greater Victoria Police Victim Services | 29,758 | 1.39 | 27,923 | 1.32 | 1,834 | 0.07 | 5.03% |
| 1.230 | Traffic Safety Commission | 6,886 | 0.32 | 6,625 | 0.31 | 261 | 0.01 | 2.44% |
| 1.330 | Regional Growth Strategy | 29,043 | 1.36 | 27,825 | 1.32 | 1,217 | 0.04 | 2.87% |
| 1.536 | Stormwater Quality Management - Core Area | 60,218 | 2.81 | 57,911 | 2.75 | 2,306 | 0.07 | 2.48% |
| 1.912A | Call Answer - RCMP | - | - | (6,477) | (0.31) | 6,477 | 0.31 | -100.00% |
| 1.913 | Fire Dispatch | 353,520 | 16.52 | 341,587 | 16.19 | 11,933 | 0.32 | 2.00% |
| 3.700 | Septage Disposal | 4,581 | 0.21 | 5,605 | 0.27 | (1,024) | (0.05) | -19.46% |
| 3.701 | Millstream Remediation | 24,717 | 1.15 | 44,429 | 2.11 | (19,712) | (0.95) | -45.17% |
| 3.707 | On Site System Management Program | 49,270 | 2.30 | 54,871 | 2.60 | (5,601) | (0.30) | -11.51% |
| 3.71X | W.W. (Trk Swrs & Swge Disp) - Operating | 2,441,915 | 114.08 | 493,399 | 23.39 | 1,948,516 | 90.69 | 387.76% |
| 3.7XX | W.W. (Trk Swrs & Swge Disp) - Debt | 2,685,172 | 125.44 | 4,688,325 | 222.24 | (2,003,153) | (96.80) | -43.56% |
| 3.750 | LWMP | 29,805 | 1.39 | 23,423 | 1.11 | 6,382 | 0.28 | 25.40% |
| 3.752 | Stage 3 Harbour Studies | 44,766 | 2.09 | 44,146 | 2.09 | 619 | (0.00) | -0.06% |
| 3.755 | Regional Source Control Program | 103,432 | 4.83 | 93,795 | 4.45 | 9,637 | 0.39 | 8.68% |
| Total Sub Regional | | \$5,864,517 | \$273.98 | \$5,904,789 | \$279.91 | (\$40,272) | (\$5.93) | -2.12% |
| Total Capital Regional District % Change | | \$8,647,247 | \$403.98 | \$8,520,941 | \$403.92 | \$126,306 | \$0.06 | 0.01% |
| | | | | | | 1.48% | | |
| Cost/average residential property | | \$403.98 | | \$403.92 | | \$0.06 | | |
| CRHD | Capital Regional Hospital District | 2,606,244 | 121.76 | 2,623,635 | 124.37 | (17,391) | (2.61) | -2.10% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$11,253,491 | \$525.74 | \$11,144,576 | \$528.29 | \$108,915 | (\$2.56) | -0.48% |

Average residential assessment - 2021/2020

\$673,378

\$634,274

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Decrease in \$/ Avg. Hshld | % of Total Decrease |
|---|-----------------------------------|----------------------------|
| Legislative & General Government | 2.37 | 0.45% |
| Regional Parks | 1.94 | 0.37% |
| Regional Parks - Land Acquisition | 1.09 | 0.21% |
| Millstream Remediation | (0.95) | -0.18% |
| W.W. (Trk Swrs & Swge Disp) - Operating | 90.69 | 17.17% |
| W.W. (Trk Swrs & Swge Disp) - Debt | (96.80) | -18.32% |
| Capital Regional Hospital District | (2.61) | -0.49% |
| Various | 1.72 | 0.33% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | (\$2.56) | -0.48% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|------------------------------------|-----------------------------------|----------------------------|
| Legislative & General Government | 2.37 | 0.59% |
| Regional Parks | 1.94 | 0.48% |
| Regional Parks - Land Acquisition | 1.09 | 0.27% |
| Millstream Remediation | (0.95) | -0.24% |
| W.W. (Trk Swrs & Swge Disp) - Op | 90.69 | 22.45% |
| W.W. (Trk Swrs & Swge Disp) - Debt | (96.80) | -23.96% |
| Various | 1.72 | 0.43% |
| TOTAL CRD | \$0.06 | 0.01% |

**Capital Regional District
Sewers Operating - 2021**

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|---------------------------------------|---------------------|---------------------|------------------------|------------------------|--------------------|
| | | | | 2021 Total Langford | Share of Budget |
| 3.710 N W Trunk | 2,766,953 | - | (2,766,953) | - | 0% |
| 3.717 Core Area Wastewater Operations | - | 27,618,405 | 27,618,405 | 2,441,915 | 9% |
| Sewer Operating | 2,766,953 | 27,618,405 | | 2,441,915 | |

Sewers Debt - 2021

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|--|---------------------|---------------------|------------------------|------------------------|--------------------|
| | | | | 2021 Total Langford | Share of Budget |
| 3.768 NWT - Vortex / Siphon Upgrade | 3,396 | 6,256 | 2,860 | 2,453 | 39% |
| 3.769 Macaulay - Genset | 13,562 | 9,645 | (3,917) | 4,426 | 46% |
| 3.772 NWT Upgrade | 14,435 | (22,439) | (36,874) | (671) | 3% |
| 3.776 W. Communities Trunk | 86 | - | (86) | - | 0% |
| 3.777 Esq Trunk Upgrade | 452 | - | (452) | - | 0% |
| 3.792 Craigflower PS | 66,358 | 20,462 | (45,896) | 8,602 | 42% |
| 3.798 Core - Sewage Integrated T.F. | 526,554 | 781,466 | 254,912 | 42,043 | 5% |
| 3.798B Core - Sewage Integrated T.F. | 1,102,198 | 491,224 | (610,974) | 36,396 | 7% |
| 3.798C Core - Wastewater Treatment Program | 35,000,000 | 19,979,118 | (15,020,882) | 2,591,922 | 13% |
| Sewer Debt | 36,727,050 | 21,265,732 | | 2,685,172 | |

| METCHOSIN | | 2021 METCHOSIN | | 2020 METCHOSIN | | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|------------------|--------------------------------------|------------------|--------------------------------------|---------------------------------|-----------------------------------|---------------|
| | | | Cost per Avg. Residential Assessment | | Cost per Avg. Residential Assessment | | \$ | % |
| 1.010 | Legislative & General Government | 85,387 | 49.17 | 77,613 | 44.42 | 7,774 | 4.75 | 10.69% |
| 1.101 | G.I.S. | 640 | 0.37 | 596 | 0.34 | 44 | 0.03 | 8.01% |
| 1.224 | Community Health | 5,870 | 3.38 | 5,748 | 3.29 | 122 | 0.09 | 2.76% |
| 1.280 | Regional Parks | 108,938 | 62.73 | 101,410 | 58.04 | 7,528 | 4.69 | 8.08% |
| 1.280A | Regional Parks - Land Acquisition | 39,706 | 22.87 | 36,107 | 20.67 | 3,599 | 2.20 | 10.64% |
| 1.309 | Climate Action and Adaptation | 4,994 | 2.88 | 4,906 | 2.81 | 88 | 0.07 | 2.42% |
| 1.310 | Land Banking & Housing | 13,184 | 7.59 | 11,997 | 6.87 | 1,187 | 0.73 | 10.57% |
| 1.324 | Regional Planning Services | 11,515 | 6.63 | 10,928 | 6.25 | 587 | 0.38 | 6.02% |
| 1.335 | Geo-Spatial Referencing System | 1,615 | 0.93 | 1,516 | 0.87 | 99 | 0.06 | 7.17% |
| 1.374 | Regional Emergency Program Support | 1,408 | 0.81 | 1,407 | 0.81 | 1 | 0.01 | 0.70% |
| 1.375 | Hazardous Material Incident response | 3,451 | 1.99 | 3,403 | 1.95 | 48 | 0.04 | 2.04% |
| 1.911 | Call Answer | 1,829 | 1.05 | 1,874 | 1.07 | (45) | (0.02) | -1.79% |
| 1.921 | Regional CREST Contribution | 19,500 | 11.23 | 19,896 | 11.39 | (395) | (0.16) | -1.39% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 375 | 0.21 | (375) | (0.21) | -100.00% |
| Total Regional | | \$298,038 | \$171.63 | \$277,776 | \$158.99 | \$20,262 | \$12.64 | 7.95% |
| 1.126 | Victoria Family Court Committee | 171 | 0.10 | 174 | 0.10 | (3) | (0.00) | -0.93% |
| 1.128 | Greater Victoria Police Victim Services | 3,167 | 1.82 | 2,925 | 1.67 | 241 | 0.15 | 8.92% |
| 1.297 | Arts Grants | 13,590 | 7.83 | 13,281 | 7.60 | 308 | 0.22 | 2.95% |
| 1.311 | Regional Housing Trust Fund | 12,972 | 7.47 | 12,915 | 7.39 | 58 | 0.08 | 1.06% |
| 1.313 | Animal Care Services | 37,662 | 21.69 | 36,600 | 20.95 | 1,062 | 0.74 | 3.53% |
| 1.330 | Regional Growth Strategy | 3,091 | 1.78 | 2,915 | 1.67 | 176 | 0.11 | 6.68% |
| 1.912A | Call Answer - RCMP | - | - | (785) | (0.45) | 785 | 0.45 | -100.00% |
| 1.913 | Fire Dispatch | 40,503 | 23.32 | 41,388 | 23.69 | (885) | (0.36) | -1.54% |
| 3.700 | Septage Disposal | 1,834 | 1.06 | 1,910 | 1.09 | (76) | (0.04) | -3.37% |
| 3.701 | Millstream Remediation | 5,611 | 3.23 | 10,230 | 5.85 | (4,618) | (2.62) | -44.81% |
| Total Sub Regional | | \$118,601 | \$68.30 | \$121,553 | \$69.57 | (\$2,953) | (\$1.27) | -1.83% |
| Total Capital Regional District % Change | | \$416,639 | \$239.93 | \$399,329 | \$228.56 | \$17,309 | \$11.37 | 4.97% |
| Cost/average residential property | | \$239.93 | | \$228.56 | | \$11.37 | | |
| CRHD | Capital Regional Hospital District | 277,355 | 159.72 | 274,864 | 157.32 | 2,491 | 2.40 | 1.53% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$693,994 | \$399.65 | \$674,193 | \$385.88 | \$19,801 | \$13.77 | 3.57% |

Average residential assessment - 2021/2020

\$883,326

\$802,315

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Increase in \$/ Avg. Hshld | % of Total Increase |
|---|----------------------------|---------------------|
| Legislative & General Government | 4.75 | 1.23% |
| Regional Parks | 4.69 | 1.22% |
| Regional Parks - Land Acquisition | 2.20 | 0.57% |
| Land Banking & Housing | 0.73 | 0.19% |
| Animal Care Services | 0.74 | 0.19% |
| Millstream Remediation | (2.62) | -0.68% |
| Capital Regional Hospital District | 2.40 | 0.62% |
| Various | 0.89 | 0.23% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | \$13.77 | 3.57% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|-----------------------------------|----------------------------|---------------------|
| Legislative & General Government | 4.75 | 2.08% |
| Regional Parks | 4.69 | 2.05% |
| Regional Parks - Land Acquisition | 2.20 | 0.96% |
| Land Banking & Housing | 0.73 | 0.32% |
| Animal Care Services | 0.74 | 0.32% |
| Millstream Remediation | (2.62) | -1.15% |
| Various | 0.89 | 0.39% |
| TOTAL CRD | \$11.37 | 4.97% |

| NORTH SAANICH | | Cost per Avg. Residential Assessment | | Cost per Avg. Residential Assessment | | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|--------------------------------------|-----------------|--------------------------------------|-----------------|---------------------------------|-----------------------------------|--------------|
| | | 2021 N.SAANICH | | 2020 N.SAANICH | | | \$ | % |
| 1.010 | Legislative & General Government | 353,390 | 59.91 | 340,650 | 56.57 | 12,740 | 3.34 | 5.91% |
| 1.101 | G.I.S. | 2,648 | 0.45 | 2,615 | 0.43 | 32 | 0.01 | 3.34% |
| 1.224 | Community Health | 24,294 | 4.12 | 25,227 | 4.19 | (932) | (0.07) | -1.69% |
| 1.280 | Regional Parks | 450,860 | 76.43 | 445,094 | 73.91 | 5,766 | 2.52 | 3.41% |
| 1.280A | Regional Parks - Land Acquisition | 164,331 | 27.86 | 158,477 | 26.32 | 5,855 | 1.54 | 5.86% |
| 1.309 | Climate Action and Adaptation | 15,831 | 2.68 | 15,682 | 2.60 | 149 | 0.08 | 3.06% |
| 1.310 | Land Banking & Housing | 54,565 | 9.25 | 52,655 | 8.74 | 1,910 | 0.51 | 5.79% |
| 1.324 | Regional Planning Services | 47,657 | 8.08 | 47,965 | 7.96 | (308) | 0.11 | 1.43% |
| 1.335 | Geo-Spatial Referencing System | 6,685 | 1.13 | 6,656 | 1.11 | 29 | 0.03 | 2.53% |
| 1.374 | Regional Emergency Program Support | 4,463 | 0.76 | 4,497 | 0.75 | (34) | 0.01 | 1.32% |
| 1.375 | Hazardous Material Incident response | 10,941 | 1.85 | 10,879 | 1.81 | 62 | 0.05 | 2.67% |
| 1.911 | Call Answer | 4,335 | 0.73 | 4,307 | 0.72 | 28 | 0.02 | 2.76% |
| 1.921 | Regional CREST Contribution | 46,211 | 7.83 | 45,720 | 7.59 | 491 | 0.24 | 3.18% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 1,647 | 0.27 | (1,647) | (0.27) | -100.00% |
| Total Regional | | \$1,186,212 | \$201.09 | \$1,162,071 | \$192.97 | \$24,141 | \$8.12 | 4.21% |
| 3.700 | Septage Disposal | 2,689 | 0.46 | 2,626 | 0.44 | 63 | 0.02 | 4.53% |
| 3.701 | Millstream Remediation | 8,544 | 1.45 | 15,497 | 2.57 | (6,953) | (1.12) | -43.72% |
| 1.330 | Regional Growth Strategy | 12,792 | 2.17 | 12,795 | 2.12 | (3) | 0.04 | 2.06% |
| 1.126 | Victoria Family Court Committee | 557 | 0.09 | 563 | 0.09 | (5) | 0.00 | 1.10% |
| 1.311 | Regional Housing Trust Fund | 40,959 | 6.94 | 41,060 | 6.82 | (101) | 0.13 | 1.84% |
| 1.44X | Panorama Recreation Center | 1,585,672 | 268.80 | 1,552,253 | 257.76 | 33,419 | 11.05 | 4.29% |
| 1.537 | Stormwater Quality Management - Peninsula | 37,241 | 6.31 | 39,232 | 6.51 | (1,991) | (0.20) | -3.09% |
| 1.538 | Source - Stormwater Quality - Peninsula | 14,918 | 2.53 | 14,708 | 2.44 | 209 | 0.09 | 3.54% |
| 3.720 | L.W.M.P. (Peninsula) - Implementation | 8,344 | 1.41 | 1,852 | 0.31 | 6,492 | 1.11 | 359.87% |
| 1.912A | Call Answer - RCMP | - | - | (1,803) | (0.30) | 1,803 | 0.30 | -100.00% |
| 1.230 | Traffic Safety Commission | 3,033 | 0.51 | 3,046 | 0.51 | (13) | 0.01 | 1.64% |
| 3.755 | Regional Source Control Program | 18,109 | 3.07 | 18,678 | 3.10 | (569) | (0.03) | -1.02% |
| 3.756 | Harbours Environmental Action | 18,325 | 3.11 | - | - | 18,325 | 3.11 | 0.00% |
| Total Sub Regional | | 1,751,183 | 296.86 | 1,700,507 | 282.37 | 50,676 | 14.49 | 5.13% |
| Total Capital Regional District % Change | | \$2,937,395 | \$497.95 | \$2,862,578 | \$475.34 | \$74,816 | \$22.61 | 4.76% |
| Cost/average residential property | | \$497.95 | | \$475.34 | | \$22.61 | | |
| 1.15X | Debt Service - M.F.A. | 498,548 | 84.51 | 498,548 | 82.79 | - | 1.73 | 2.09% |
| CRHD | Capital Regional Hospital District | 1,147,887 | 194.59 | 1,206,396 | 200.33 | (58,509) | (5.74) | -2.86% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$4,583,829 | \$777.05 | \$4,567,522 | \$758.45 | \$16,307 | \$18.60 | 2.45% |

Average residential assessment - 2021/2020

\$1,076,173

\$1,021,646

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Increase in \$/ Avg. Hshld | % of Total Increase |
|---|----------------------------|---------------------|
| Legislative & General Government | 3.34 | 0.44% |
| Regional Parks | 2.52 | 0.33% |
| Regional Parks - Land Acquisition | 1.54 | 0.20% |
| Millstream Remediation | (1.12) | -0.15% |
| Panorama Recreation Center | 11.05 | 1.46% |
| L.W.M.P. (Peninsula) - Implementation | 1.11 | 0.15% |
| Harbours Environmental Action | 3.11 | 0.41% |
| Debt Service - M.F.A. | 1.73 | 0.23% |
| Capital Regional Hospital District | (5.74) | -0.76% |
| Various | 1.07 | 0.14% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | \$18.60 | 2.45% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|---------------------------------------|----------------------------|---------------------|
| Legislative & General Government | 3.34 | 0.70% |
| Regional Parks | 2.52 | 0.53% |
| Regional Parks - Land Acquisition | 1.54 | 0.32% |
| Millstream Remediation | (1.12) | -0.24% |
| Panorama Recreation Center | 11.05 | 2.32% |
| L.W.M.P. (Peninsula) - Implementation | 1.11 | 0.23% |
| Harbours Environmental Action | 3.11 | 0.65% |
| Various | \$1.07 | 0.22% |
| TOTAL CRD | \$22.61 | 4.76% |

**Capital Regional District
Sewers Operating - 2021**

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|----------------------------|---------------------|---------------------|------------------------|--------------------------|--------------------|
| | | | | 2021 Total N. Saanich | Share of Budget |
| 3.718 Peninsula Wastewater | 3,604,302 | 4,117,958 | 513,656 | 628,400 | 15% |
| (invoice) Sewer Operating | 3,604,302 | 4,117,958 | | 628,400 | |

Sewers Debt - 2021

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|----------------------|---------------------|---------------------|------------------------|--------------------------|--------------------|
| | | | | 2021 Total N. Saanich | Share of Budget |
| 3.775 SPWWT System | (465) | - | 465 | - | 0% |
| (invoice) Sewer Debt | (465) | - | | - | |

| OAK BAY | | Cost per Avg. Residential Assessment | | Cost per Avg. Residential Assessment | | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|--------------------------------------|-----------------|--------------------------------------|-----------------|---------------------------------|-----------------------------------|---------------|
| | | 2021 OAK BAY | | 2020 OAK BAY | | | \$ | % |
| 1.010 | Legislative & General Government | 544,043 | 79.52 | 515,613 | 75.32 | 28,431 | 4.20 | 5.58% |
| 1.101 | G.I.S. | 4,076 | 0.60 | 3,959 | 0.58 | 117 | 0.02 | 3.03% |
| 1.224 | Community Health | 37,401 | 5.47 | 38,184 | 5.58 | (782) | (0.11) | -1.99% |
| 1.280 | Regional Parks | 694,098 | 101.45 | 673,700 | 98.41 | 20,398 | 3.04 | 3.09% |
| 1.280A | Regional Parks - Land Acquisition | 252,988 | 36.98 | 239,872 | 35.04 | 13,116 | 1.94 | 5.54% |
| 1.309 | Climate Action and Adaptation | 24,641 | 3.60 | 24,057 | 3.51 | 584 | 0.09 | 2.49% |
| 1.310 | Land Banking & Housing | 84,002 | 12.28 | 79,699 | 11.64 | 4,303 | 0.64 | 5.47% |
| 1.324 | Regional Planning Services | 73,368 | 10.72 | 72,600 | 10.60 | 768 | 0.12 | 1.12% |
| 1.335 | Geo-Spatial Referencing System | 10,291 | 1.50 | 10,074 | 1.47 | 217 | 0.03 | 2.22% |
| 1.374 | Regional Emergency Program Support | 6,947 | 1.02 | 6,899 | 1.01 | 48 | 0.01 | 0.77% |
| 1.375 | Hazardous Material Incident response | 17,030 | 2.49 | 16,689 | 2.44 | 341 | 0.05 | 2.11% |
| 1.911 | Call Answer | 6,855 | 1.00 | 6,734 | 0.98 | 121 | 0.02 | 1.86% |
| 1.921 | Regional CREST Contribution | 73,065 | 10.68 | 71,482 | 10.44 | 1,582 | 0.24 | 2.28% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 2,493 | 0.36 | (2,493) | (0.36) | -100.00% |
| Total Regional | | \$1,828,806 | \$267.30 | \$1,762,056 | \$257.38 | \$66,750 | \$9.92 | 3.86% |
| 1.126 | Victoria Family Court Committee | 866 | 0.13 | 900 | 0.13 | (34) | (0.00) | -3.74% |
| 1.128 | Greater Victoria Police Victim Services | 20,177 | 2.95 | 19,434 | 2.84 | 743 | 0.11 | 3.89% |
| 1.230 | Traffic Safety Commission | 4,669 | 0.68 | 4,611 | 0.67 | 58 | 0.01 | 1.33% |
| 1.290 | Royal Theatre | 52,804 | 7.72 | 55,580 | 8.12 | (2,776) | (0.40) | -4.93% |
| 1.297 | Arts Grants | 223,498 | 32.67 | 216,720 | 31.66 | 6,779 | 1.01 | 3.19% |
| 1.311 | Regional Housing Trust Fund | 63,765 | 9.32 | 63,005 | 9.20 | 760 | 0.12 | 1.27% |
| 1.330 | Regional Growth Strategy | 19,693 | 2.88 | 19,366 | 2.83 | 326 | 0.05 | 1.75% |
| 1.536 | Stormwater Quality Management - Core Area | 56,374 | 8.24 | 54,880 | 8.02 | 1,494 | 0.22 | 2.79% |
| 1.912B | Call Answer - Municipalities | (45,632) | (6.67) | (54,936) | (8.02) | 9,304 | 1.35 | 16.88% |
| 3.700 | Septage Disposal | 40 | 0.01 | 31 | 0.00 | 9 | 0.00 | 30.42% |
| 3.701 | Millstream Remediation | 4,344 | 0.63 | 7,845 | 1.15 | (3,501) | (0.51) | -44.59% |
| 3.71X | W.W. (Trk Swrs & Swge Disp) - Operating | - | - | 764,945 | 111.73 | (764,945) | (111.73) | -100.00% |
| 3.7XX | W.W. (Trk Swrs & Swge Disp) - Debt | 1,622,392 | 237.13 | 128,141 | 18.72 | 1,494,251 | 218.42 | 1166.92% |
| 3.750 | LWMP | 31,854 | 4.66 | 28,321 | 4.14 | 3,533 | 0.52 | 12.55% |
| 3.755 | Regional Source Control Program | 110,540 | 16.16 | 105,505 | 15.41 | 5,036 | 0.75 | 4.84% |
| Total Sub Regional | | \$2,165,385 | \$316.50 | \$1,414,348 | \$206.59 | \$751,037 | \$109.91 | 53.20% |
| Total Capital Regional District % Change | | \$3,994,191 | \$583.80 | \$3,176,404 | \$463.97 | \$817,788 | \$119.83 | 25.83% |
| Cost/average residential property | | \$583.80 | | \$463.97 | | \$119.83 | | |
| 1.15X | Debt Service - M.F.A. | 276,972 | 40.48 | 276,972 | 40.46 | - | 0.03 | 0.06% |
| CRHD | Capital Regional Hospital District | 1,767,169 | 258.30 | 1,826,017 | 266.72 | (58,847) | (8.43) | -3.16% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$6,038,332 | \$882.58 | \$5,279,392 | \$771.16 | \$758,940 | \$111.43 | 14.45% |

Average residential assessment - 2021/2020

\$1,428,494

\$1,360,271

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Increase in \$/ Avg. Hshld | % of Total Increase |
|---|----------------------------|---------------------|
| Legislative & General Government | 4.20 | 0.55% |
| Regional Parks | 3.04 | 0.39% |
| Regional Parks - Land Acquisition | 1.94 | 0.25% |
| Arts Grants | 1.01 | 0.13% |
| Call Answer - Municipalities | 1.35 | 0.18% |
| W.W. (Trk Swrs & Swge Disp) - Operating | (111.73) | -14.49% |
| W.W. (Trk Swrs & Swge Disp) - Debt | 218.42 | 28.32% |
| Regional Source Control Program | 0.75 | 0.10% |
| Capital Regional Hospital District | (8.43) | -1.09% |
| Various | 0.87 | 0.11% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | \$111.43 | 14.45% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|------------------------------------|----------------------------|---------------------|
| Legislative & General Government | 4.20 | 0.91% |
| Regional Parks | 3.04 | 0.66% |
| Regional Parks - Land Acquisition | 1.94 | 0.42% |
| Arts Grants | 1.01 | 0.22% |
| Call Answer - Municipalities | 1.35 | 0.29% |
| W.W. (Trk Swrs & Swge Disp) - Op | (111.73) | -24.08% |
| W.W. (Trk Swrs & Swge Disp) - Debt | 218.42 | 47.08% |
| Regional Source Control Program | 0.75 | 0.16% |
| Various | \$0.85 | 0.34% |
| TOTAL CRD | \$119.83 | 25.99% |

**Capital Regional District
Sewers Operating - 2021**

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|---------------------------------------|---------------------|---------------------|------------------------|-----------------------|--------------------|
| | | | | 2021 Total Oak Bay | Share of Budget |
| 3.712 NE Trunk | 1,952,873 | - | (1,952,873) | - | 0% |
| 3.713 East Coast Interceptor | 958,579 | - | (958,579) | - | 0% |
| 3.715 NE Trunk #2 - Bowker | 501,362 | - | (501,362) | - | 0% |
| 3.717 Core Area Wastewater Operations | - | 27,618,405 | 27,618,405 | 2,621,261 | 9% |
| (invoice) Sewer Operating | 3,412,814 | 27,618,405 | | 2,621,261 | |

Sewers Debt - 2021

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|--|---------------------|---------------------|------------------------|-----------------------|--------------------|
| | | | | 2021 Total Oak Bay | Share of Budget |
| 3.771 NET Bowker | (660) | - | 660 | - | 0% |
| 3.779 LWMP | 9 | - | (9) | - | 0% |
| 3.770 NET & ECI Upgrade | 795,545 | 208,447 | (587,098) | 33,643 | 16% |
| 3.770A NET & ECI Upgrade | 856,122 | 858,825 | 2,703 | 138,614 | 16% |
| 3.798 Core - Sewage Integrated T.F. | 526,554 | 781,466 | 254,912 | 48,579 | 6% |
| 3.798B Core - Sewage Integrated T.F. | 1,102,198 | 491,224 | (610,974) | 44,389 | 9% |
| 3.798C Core - Wastewater Treatment Program | 35,000,000 | 19,979,118 | (15,020,882) | 1,324,528 | 7% |
| 3.799 Oak Bay - Humber / Rutland | 32,649 | 32,639 | (10) | 32,639 | 100% |
| Sewer Debt | 38,312,417 | 22,351,719 | | 1,622,392 | |

| SAANICH | | 2021 SAANICH | Cost per Avg. Residential Assessment | 2020 SAANICH | Cost per Avg. Residential Assessment | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|---------------------|--------------------------------------|---------------------|--------------------------------------|---------------------------------|-----------------------------------|--------------|
| | | | | | | | \$ | % |
| 1.010 | Legislative & General Government | 2,248,862 | 48.34 | 2,162,695 | 46.35 | 86,167 | 1.99 | 4.30% |
| 1.101 | G.I.S. | 16,848 | 0.36 | 16,605 | 0.36 | 244 | 0.01 | 1.77% |
| 1.224 | Community Health | 154,602 | 3.32 | 160,158 | 3.43 | (5,556) | (0.11) | -3.18% |
| 1.280 | Regional Parks | 2,869,130 | 61.67 | 2,825,781 | 60.56 | 43,349 | 1.11 | 1.84% |
| 1.280A | Regional Parks - Land Acquisition | 1,045,753 | 22.48 | 1,006,125 | 21.56 | 39,628 | 0.92 | 4.25% |
| 1.309 | Climate Action and Adaptation | 127,262 | 2.74 | 124,882 | 2.68 | 2,380 | 0.06 | 2.21% |
| 1.310 | Land Banking & Housing | 347,232 | 7.46 | 334,291 | 7.16 | 12,941 | 0.30 | 4.18% |
| 1.324 | Regional Planning Services | 303,274 | 6.52 | 304,515 | 6.53 | (1,241) | (0.01) | -0.11% |
| 1.335 | Geo-Spatial Referencing System | 42,541 | 0.91 | 42,256 | 0.91 | 285 | 0.01 | 0.98% |
| 1.374 | Regional Emergency Program Support | 35,881 | 0.77 | 35,812 | 0.77 | 68 | 0.00 | 0.49% |
| 1.375 | Hazardous Material Incident response | 87,955 | 1.89 | 86,633 | 1.86 | 1,322 | 0.03 | 1.83% |
| 1.911 | Call Answer | 45,332 | 0.97 | 44,309 | 0.95 | 1,023 | 0.02 | 2.62% |
| 1.921 | Regional CREST Contribution | 483,185 | 10.39 | 470,336 | 10.08 | 12,848 | 0.31 | 3.04% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 10,458 | 0.22 | (10,458) | (0.22) | -100.00% |
| Total Regional | | \$7,807,856 | \$167.83 | \$7,624,856 | \$163.41 | \$183,000 | \$4.43 | 2.71% |
| 1.536 | Stormwater Quality Management - Core Area | 194,221 | 4.17 | 189,527 | 4.06 | 4,694 | 0.11 | 2.79% |
| 3.700 | Septage Disposal | 5,189 | 0.11 | 4,665 | 0.10 | 525 | 0.01 | 11.58% |
| 1.128 | Greater Victoria Police Victim Services | 83,405 | 1.79 | 81,515 | 1.75 | 1,889 | 0.05 | 2.63% |
| 3.701 | Millstream Remediation | 39,979 | 0.86 | 71,975 | 1.54 | (31,996) | (0.68) | -44.29% |
| 1.126 | Victoria Family Court Committee | 4,418 | 0.09 | 4,489 | 0.10 | (71) | (0.00) | -1.29% |
| 1.290 | Royal Theatre | 278,826 | 5.99 | 275,982 | 5.91 | 2,844 | 0.08 | 1.34% |
| 1.230 | Traffic Safety Commission | 19,299 | 0.41 | 19,339 | 0.41 | (39) | 0.00 | 0.10% |
| 1.297 | Arts Grants | 1,154,369 | 24.81 | 1,126,439 | 24.14 | 27,930 | 0.67 | 2.79% |
| 1.311 | Regional Housing Trust Fund | 330,442 | 7.10 | 328,302 | 7.04 | 2,140 | 0.07 | 0.96% |
| 1.330 | Regional Growth Strategy | 81,401 | 1.75 | 81,229 | 1.74 | 172 | 0.01 | 0.51% |
| 1.912B | Call Answer - Municipalities | (301,769) | (6.49) | (361,464) | (7.75) | 59,695 | 1.26 | 16.26% |
| 3.707 | On Site System Management Program | 53,085 | 1.14 | 50,664 | 1.09 | 2,421 | 0.06 | 5.10% |
| 3.750 | LWMP | 100,352 | 2.16 | 101,298 | 2.17 | (945) | (0.01) | -0.63% |
| 3.752 | Stage 3 Harbour Studies | 127,084 | 2.73 | 126,451 | 2.71 | 634 | 0.02 | 0.80% |
| 3.755 | Regional Source Control Program | 348,248 | 7.49 | 342,799 | 7.35 | 5,448 | 0.14 | 1.90% |
| Total Sub Regional | | \$2,518,551 | \$54.14 | \$2,443,210 | \$52.36 | \$75,340 | \$1.78 | 3.39% |
| Total Capital Regional District % Change | | \$10,326,407 | \$221.97 | \$10,068,067 | \$215.76 | \$258,340 | \$6.20 | 2.88% |
| Cost/average residential property | | \$221.97 | | \$215.76 | | \$6.20 | | |
| 1.15X | Debt Service - M.F.A. | 4,445,410 | 95.56 | 4,244,761 | 90.97 | 200,649 | 4.59 | 5.04% |
| CRHD | Capital Regional Hospital District | 7,304,784 | 157.02 | 7,659,077 | 164.14 | (354,293) | (7.12) | -4.34% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$22,076,601 | \$474.54 | \$21,971,905 | \$470.87 | \$104,696 | \$3.67 | 0.78% |

Average residential assessment - 2021/2020

\$868,388

\$837,093

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Increase in \$/ Avg. Hshld | % of Total Increase |
|---|-------------------------------|------------------------|
| Legislative & General Government | 1.99 | 0.42% |
| Regional Parks | 1.11 | 0.24% |
| Regional Parks - Land Acquisition | 0.92 | 0.19% |
| Call Answer - Municipalities | 1.26 | 0.27% |
| Debt Service - M.F.A. | 4.59 | 0.97% |
| Capital Regional Hospital District | (7.12) | -1.51% |
| Various | 0.92 | 0.20% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | \$3.67 | 0.78% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|-----------------------------------|-------------------------------|------------------------|
| Legislative & General Government | 1.99 | 0.92% |
| Regional Parks | 1.11 | 0.52% |
| Regional Parks - Land Acquisition | 0.92 | 0.42% |
| Call Answer - Municipalities | 1.26 | 0.58% |
| Various | 0.92 | 0.43% |
| TOTAL CRD | \$6.20 | 2.88% |

**Capital Regional District
Sewers Operating - 2021**

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|---------------------------------------|---------------------|---------------------|------------------------|-----------------------|--------------------|
| | | | | 2021 Total Saanich | Share of Budget |
| 3.710 N W Trunk | 2,766,953 | - | (2,766,953) | - | 0% |
| 3.712 NE Trunk | 1,952,873 | - | (1,952,873) | - | 0% |
| 3.713 East Coast Interceptor | 958,579 | - | (958,579) | - | 0% |
| 3.715 NE Trunk #2 - Bowker | 501,362 | - | (501,362) | - | 0% |
| 3.717 Core Area Wastewater Operations | - | 27,618,405 | 27,618,405 | 8,258,108 | 30% |
| (Invoice) Sewer Operating | 6,179,767 | 27,618,405 | | 8,258,108 | |

Sewers Debt - 2021

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|--|---------------------|---------------------|------------------------|-----------------------|--------------------|
| | | | | 2021 Total Saanich | Share of Budget |
| 3.771 NET Bowker | (660) | - | 660 | - | 0% |
| 3.772 NWT Upgrade | 14,435 | (22,439) | (36,874) | (6,307) | 28% |
| 3.779 LWMP | 9 | - | (9) | - | 0% |
| 3.770 NET & ECI Upgrade | 795,545 | 208,447 | (587,098) | 46,838 | 22% |
| 3.770A NET & ECI Upgrade | 856,122 | 858,825 | 2,703 | 192,978 | 22% |
| 3.794 Saanich (no grant) | (90) | - | 90 | - | 0% |
| 3.798 Core - Sewage Integrated T.F. | 526,554 | 781,466 | 254,912 | 243,531 | 31% |
| 3.798B Core - Sewage Integrated T.F. | 1,102,198 | 491,224 | (610,974) | 158,763 | 32% |
| 3.798C Core - Wastewater Treatment Program | 35,000,000 | 19,979,118 | (15,020,882) | 6,271,484 | 31% |
| (Invoice) Sewer Debt | 38,294,113 | 22,296,641 | | 6,907,287 | |

| SIDNEY | | 2021 SIDNEY | Cost per Avg. Residential Assessment | 2020 SIDNEY | Cost per Avg. Residential Assessment | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|--------------------|--------------------------------------|--------------------|--------------------------------------|---------------------------------|-----------------------------------|--------------|
| | | | | | | | \$ | % |
| 1.010 | Legislative & General Government | 307,332 | 39.49 | 301,196 | 38.47 | 6,136 | 1.02 | 2.64% |
| 1.101 | G.I.S. | 2,303 | 0.30 | 2,313 | 0.30 | (10) | 0.00 | 0.16% |
| 1.224 | Community Health | 21,128 | 2.71 | 22,305 | 2.85 | (1,177) | (0.13) | -4.71% |
| 1.280 | Regional Parks | 392,099 | 50.38 | 393,543 | 50.26 | (1,444) | 0.11 | 0.22% |
| 1.280A | Regional Parks - Land Acquisition | 142,914 | 18.36 | 140,122 | 17.90 | 2,792 | 0.47 | 2.60% |
| 1.309 | Climate Action and Adaptation | 14,800 | 1.90 | 14,805 | 1.89 | (5) | 0.01 | 0.56% |
| 1.310 | Land Banking & Housing | 47,453 | 6.10 | 46,556 | 5.95 | 897 | 0.15 | 2.53% |
| 1.324 | Regional Planning Services | 41,446 | 5.32 | 42,409 | 5.42 | (964) | (0.09) | -1.69% |
| 1.335 | Geo-Spatial Referencing System | 5,814 | 0.75 | 5,885 | 0.75 | (71) | (0.00) | -0.62% |
| 1.374 | Regional Emergency Program Support | 4,173 | 0.54 | 4,246 | 0.54 | (73) | (0.01) | -1.13% |
| 1.375 | Hazardous Material Incident response | 10,229 | 1.31 | 10,270 | 1.31 | (42) | 0.00 | 0.19% |
| 1.911 | Call Answer | 4,461 | 0.57 | 4,437 | 0.57 | 24 | 0.01 | 1.14% |
| 1.921 | Regional CREST Contribution | 47,551 | 6.11 | 47,102 | 6.02 | 449 | 0.09 | 1.55% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 1,456 | 0.19 | (1,456) | (0.19) | -100.00% |
| Total Regional | | \$1,041,702 | \$133.84 | \$1,036,645 | \$132.40 | \$5,057 | \$1.44 | 1.08% |
| 1.126 | Victoria Family Court Committee | 528 | 0.07 | 527 | 0.07 | 1 | 0.00 | 0.85% |
| 1.128 | Greater Victoria Police Victim Services | 11,398 | 1.46 | 11,353 | 1.45 | 46 | 0.01 | 1.00% |
| 1.230 | Traffic Safety Commission | 2,637 | 0.34 | 2,693 | 0.34 | (56) | (0.01) | -1.49% |
| 1.311 | Regional Housing Trust Fund | 38,338 | 4.93 | 38,812 | 4.96 | (474) | (0.03) | -0.64% |
| 1.330 | Regional Growth Strategy | 11,124 | 1.43 | 11,313 | 1.44 | (188) | (0.02) | -1.08% |
| 1.44X | Panorama Recreation Center | 1,500,093 | 192.73 | 1,480,922 | 189.14 | 19,171 | 3.59 | 1.90% |
| 1.537 | Stormwater Quality Management - Peninsula | 27,206 | 3.50 | 26,747 | 3.42 | 459 | 0.08 | 2.32% |
| 1.538 | Source - Stormwater Quality - Peninsula | 15,350 | 1.97 | 15,153 | 1.94 | 197 | 0.04 | 1.90% |
| 1.912A | Call Answer - RCMP | - | - | (1,858) | (0.24) | 1,858 | 0.24 | -100.00% |
| 3.700 | Septage Disposal | 702 | 0.09 | 601 | 0.08 | 101 | 0.01 | 17.49% |
| 3.701 | Millstream Remediation | 2,931 | 0.38 | 5,353 | 0.68 | (2,423) | (0.31) | -44.93% |
| 3.720 | L.W.M.P. (Peninsula) - Implementation | 21,629 | 2.78 | 4,788 | 0.61 | 16,840 | 2.17 | 354.39% |
| 3.755 | Regional Source Control Program | 46,941 | 6.03 | 48,283 | 6.17 | (1,342) | (0.14) | -2.20% |
| 3.756 | Harbours Environmental Action | 18,856 | 2.42 | - | - | 18,856 | 2.42 | 0.00% |
| 3.775 | Debt - Saanich Pen. Waste Water System | - | - | (191) | (0.02) | 191 | 0.02 | 100.00% |
| Total Sub Regional | | \$1,697,734 | \$218.12 | \$1,644,496 | \$210.03 | \$53,238 | \$8.09 | 3.85% |
| Total Capital Regional District % Change | | \$2,739,436 | \$351.96 | \$2,681,141 | \$342.43 | \$58,295 | \$9.52 | 2.78% |
| Cost/average residential property | | \$351.96 | | \$342.43 | | \$9.52 | | |
| 1.15X | Debt Service - M.F.A. | 613,739 | 78.85 | 522,686 | 66.76 | 91,053 | 12.09 | 18.12% |
| CRHD | Capital Regional Hospital District | 998,281 | 128.26 | 1,066,670 | 136.23 | (68,389) | (7.98) | -5.86% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$4,351,456 | \$559.06 | \$4,270,497 | \$545.42 | \$80,959 | \$13.64 | 2.50% |

Average residential assessment - 2021/2020

\$709,321

\$694,782

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Increase in \$/ Avg. Hshld | % of Total Increase |
|---|-------------------------------|------------------------|
| Legislative & General Government | 1.02 | 0.19% |
| Panorama Recreation Center | 3.59 | 0.66% |
| L.W.M.P. (Peninsula) - Implementation | 2.17 | 0.40% |
| Harbours Environmental Action | 2.42 | 0.44% |
| Debt Service - M.F.A. | 12.09 | 2.22% |
| Capital Regional Hospital District | (7.98) | -1.46% |
| Various | 0.33 | 0.06% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | \$13.64 | 2.50% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|---------------------------------------|-------------------------------|------------------------|
| Legislative & General Government | 1.02 | 0.30% |
| Panorama Recreation Center | 3.59 | 1.05% |
| L.W.M.P. (Peninsula) - Implementation | 2.17 | 0.63% |
| Harbours Environmental Action | 2.42 | 0.71% |
| Various | 2.75 | 0.80% |
| TOTAL CRD | \$11.95 | 3.49% |

**Capital Regional District
Sewers Operating - 2021**

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|----------------------------|---------------------|---------------------|------------------------|----------------------|--------------------|
| | | | | 2021 Total Sidney | Share of Budget |
| 3.718 Peninsula Wastewater | 3,604,302 | 4,117,958 | 513,656 | 1,629,476 | 40% |
| (Invoice) Sewer Operating | 3,604,302 | 4,117,958 | | 1,629,476 | |

Sewers Debt - 2021

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|--------------------|---------------------|---------------------|------------------------|----------------------|--------------------|
| | | | | 2021 Total Sidney | Share of Budget |
| 3.775 SPWWT System | (465) | - | 465 | - | 0% |
| Sewer Debt | (465) | - | | - | |

| SOOKE | | 2021 SOOKE | Cost per Avg. Residential Assessment | 2020 SOOKE | Cost per Avg. Residential Assessment | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|--------------------------------------|--------------------|--------------------------------------|--------------------|--------------------------------------|---------------------------------|-----------------------------------|--------------|
| | | | | | | | \$ | % |
| 1.010 | Legislative & General Government | 213,093 | 30.60 | 195,452 | 28.22 | 17,641 | 2.39 | 8.45% |
| 1.101 | G.I.S. | 1,596 | 0.23 | 1,501 | 0.22 | 96 | 0.01 | 5.83% |
| 1.224 | Community Health | 14,649 | 2.10 | 14,474 | 2.09 | 175 | 0.01 | 0.68% |
| 1.280 | Regional Parks | 271,867 | 39.04 | 255,377 | 36.87 | 16,490 | 2.17 | 5.90% |
| 1.280A | Regional Parks - Land Acquisition | 99,091 | 14.23 | 90,928 | 13.13 | 8,164 | 1.10 | 8.41% |
| 1.309 | Climate Action and Adaptation | 13,807 | 1.98 | 13,243 | 1.91 | 564 | 0.07 | 3.71% |
| 1.310 | Land Banking & Housing | 32,902 | 4.73 | 30,211 | 4.36 | 2,691 | 0.36 | 8.34% |
| 1.324 | Regional Planning Services | 28,737 | 4.13 | 27,520 | 3.97 | 1,217 | 0.15 | 3.87% |
| 1.335 | Geo-Spatial Referencing System | 4,031 | 0.58 | 3,819 | 0.55 | 212 | 0.03 | 5.00% |
| 1.374 | Regional Emergency Program Support | 3,893 | 0.56 | 3,798 | 0.55 | 95 | 0.01 | 1.97% |
| 1.375 | Hazardous Material Incident response | 9,543 | 1.37 | 9,187 | 1.33 | 356 | 0.04 | 3.33% |
| 1.911 | Call Answer | 5,465 | 0.78 | 5,316 | 0.77 | 150 | 0.02 | 2.27% |
| 1.921 | Regional CREST Contribution | 58,253 | 8.37 | 56,426 | 8.15 | 1,827 | 0.22 | 2.70% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 945 | 0.14 | (945) | (0.14) | -100.00% |
| Total Regional | | \$756,929 | \$108.70 | \$708,197 | \$102.24 | \$48,732 | \$6.46 | 6.32% |
| 1.126 | Victoria Family Court Committee | 455 | 0.07 | 449 | 0.06 | 6 | 0.00 | 0.71% |
| 1.230 | Traffic Safety Commission | 1,829 | 0.26 | 1,748 | 0.25 | 81 | 0.01 | 4.09% |
| 1.297 | Arts Grant | 37,574 | 5.40 | 35,865 | 5.18 | 1,709 | 0.22 | 4.22% |
| 1.311 | Regional Housing Trust Fund | 35,913 | 5.16 | 34,897 | 5.04 | 1,016 | 0.12 | 2.37% |
| 1.313 | Animal Care Services | 93,989 | 13.50 | 92,169 | 13.31 | 1,820 | 0.19 | 1.44% |
| 1.330 | Regional Growth Strategy | 7,713 | 1.11 | 7,341 | 1.06 | 372 | 0.05 | 4.52% |
| 1.40X | SEAPARC | 2,229,834 | 320.23 | 2,159,679 | 311.78 | 70,155 | 8.44 | 2.71% |
| 1.912A | Call Answer - RCMP | - | - | (2,226) | (0.32) | 2,226 | 0.32 | -100.00% |
| 1.913 | Fire Dispatch | 120,995 | 17.38 | 117,381 | 16.95 | 3,614 | 0.43 | 2.54% |
| 3.700 | Septage Disposal | 4,192 | 0.60 | 4,238 | 0.61 | (46) | (0.01) | -1.61% |
| 3.701 | Millstream Remediation | 12,174 | 1.75 | 21,947 | 3.17 | (9,773) | (1.42) | -44.82% |
| Total Sub Regional | | \$2,544,668 | \$365.44 | \$2,473,488 | \$357.09 | \$71,180 | \$8.35 | 2.34% |
| 1.121 | Sooke Regional Museum | 124,564 | 17.89 | 121,038 | 17.47 | 3,525 | 0.41 | 2.37% |
| 1.531 | Stormwater Quality Management | 37,470 | 5.38 | 36,844 | 5.32 | 626 | 0.06 | 1.17% |
| Total Local | | \$162,034 | \$23.27 | \$157,882 | \$22.79 | \$4,151 | \$0.48 | 2.09% |
| Total Capital Regional District % Change | | \$3,463,631 | \$497.41 | \$3,339,567 | \$482.12 | \$124,064 | \$15.29 | 3.17% |
| Cost/average residential property | | \$497.41 | | \$482.12 | | \$15.29 | | |
| 1.15X | Debt Service - M.F.A. | 484,127 | 69.53 | 484,127 | 69.89 | - | (0.37) | -0.52% |
| CRHD | Capital Regional Hospital District | 692,171 | 99.40 | 692,182 | 99.93 | (11) | (0.53) | -0.53% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$4,639,929 | \$666.34 | \$4,515,877 | \$651.94 | \$124,053 | \$14.40 | 2.21% |

Average residential assessment - 2021/2020

\$549,744

\$509,623

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Increase in \$/ Avg. Hshld | % of Total Increase |
|---|----------------------------|---------------------|
| Legislative & General Government | 2.39 | 0.37% |
| Regional Parks | 2.17 | 0.33% |
| Regional Parks - Land Acquisition | 1.10 | 0.17% |
| SEAPARC | 8.44 | 1.29% |
| Millstream Remediation | (1.42) | -0.22% |
| Capital Regional Hospital District | (0.53) | -0.08% |
| Various | 2.24 | 0.34% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | \$14.40 | 2.21% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|-----------------------------------|----------------------------|---------------------|
| Legislative & General Government | 2.39 | 0.49% |
| Regional Parks | 2.17 | 0.45% |
| Regional Parks - Land Acquisition | 1.10 | 0.23% |
| SEAPARC | 8.44 | 1.75% |
| Millstream Remediation | (1.42) | -0.29% |
| Various | \$2.61 | 0.54% |
| TOTAL CRD | \$15.29 | 3.17% |

| VICTORIA | | 2021 VICTORIA | Cost per Avg. Residential Assessment | 2020 VICTORIA | Cost per Avg. Residential Assessment | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|---------------------|--------------------------------------|---------------------|--------------------------------------|---------------------------------|-----------------------------------|---------------|
| | | | | | | | \$ | % |
| 1.010 | Legislative & General Government | 2,246,486 | 47.17 | 2,223,786 | 46.22 | 22,700 | 0.95 | 2.06% |
| 1.101 | G.I.S. | 16,831 | 0.35 | 17,074 | 0.35 | (243) | (0.00) | -0.41% |
| 1.224 | Community Health | 154,439 | 3.24 | 164,683 | 3.42 | (10,244) | (0.18) | -5.26% |
| 1.280 | Regional Parks | 2,866,099 | 60.18 | 2,905,603 | 60.39 | (39,503) | (0.21) | -0.35% |
| 1.280A | Regional Parks - Land Acquisition | 1,044,648 | 21.93 | 1,034,545 | 21.50 | 10,103 | 0.43 | 2.01% |
| 1.309 | Climate Action and Adaptation | 110,576 | 2.32 | 111,294 | 2.31 | (717) | 0.01 | 0.37% |
| 1.310 | Land Banking & Housing | 346,866 | 7.28 | 343,734 | 7.14 | 3,131 | 0.14 | 1.94% |
| 1.324 | Regional Planning Services | 302,954 | 6.36 | 313,117 | 6.51 | (10,163) | (0.15) | -2.25% |
| 1.335 | Geo-Spatial Referencing System | 42,496 | 0.89 | 43,449 | 0.90 | (953) | (0.01) | -1.19% |
| 1.374 | Regional Emergency Program Support | 31,176 | 0.65 | 31,916 | 0.66 | (739) | (0.01) | -1.32% |
| 1.375 | Hazardous Material Incident response | 76,423 | 1.60 | 77,207 | 1.60 | (784) | (0.00) | 0.00% |
| 1.911 | Call Answer | 34,211 | 0.72 | 34,093 | 0.71 | 118 | 0.01 | 1.37% |
| 1.921 | Regional CREST Contribution | 364,647 | 7.66 | 361,897 | 7.52 | 2,751 | 0.13 | 1.79% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 10,753 | 0.22 | (10,753) | (0.22) | -100.00% |
| Total Regional | | \$7,637,850 | \$160.36 | \$7,673,149 | \$159.47 | (\$35,299) | \$0.89 | 0.56% |
| 1.126 | Victoria Family Court Committee | 3,893 | 0.08 | 3,835 | 0.08 | 58 | 0.00 | 2.56% |
| 1.128 | Greater Victoria Police Victim Services | 83,316 | 1.75 | 83,818 | 1.74 | (502) | 0.01 | 0.42% |
| 1.230 | Traffic Safety Commission | 19,279 | 0.40 | 19,885 | 0.41 | (606) | (0.01) | -2.05% |
| 1.290 | Royal Theatre | 248,370 | 5.21 | 248,438 | 5.16 | (68) | 0.05 | 1.00% |
| 1.295 | McPherson Theatre | 750,000 | 15.75 | 750,000 | 15.59 | - | 0.16 | 1.02% |
| 1.297 | Arts Grants | 1,002,971 | 21.06 | 1,003,039 | 20.85 | (68) | 0.21 | 1.02% |
| 1.311 | Regional Housing Trust Fund | 286,534 | 6.02 | 291,864 | 6.07 | (5,331) | (0.05) | -0.82% |
| 1.330 | Regional Growth Strategy | 81,315 | 1.71 | 83,524 | 1.74 | (2,209) | (0.03) | -1.65% |
| 1.536 | Stormwater Quality Management - Core Area | 180,295 | 3.79 | 185,376 | 3.85 | (5,081) | (0.07) | -1.74% |
| 1.912B | Call Answer - Municipalities | (227,737) | (4.78) | (278,125) | (5.78) | 50,388 | 1.00 | 17.28% |
| 3.700 | Septage Disposal | 13,352 | 0.28 | 14,339 | 0.30 | (986) | (0.02) | -5.92% |
| 3.701 | Millstream Remediation | 23,612 | 0.50 | 43,184 | 0.90 | (19,572) | (0.40) | -44.76% |
| 3.752 | Stage 3 Harbour Studies | 95,907 | 2.01 | 97,296 | 2.02 | (1,389) | (0.01) | -0.42% |
| 3.755 | Regional Source Control Program | 465,040 | 9.76 | 463,389 | 9.63 | 1,651 | 0.13 | 1.38% |
| Total Sub Regional | | \$3,026,148 | \$63.54 | \$3,009,862 | \$62.55 | \$16,286 | \$0.98 | 1.57% |
| Total Capital Regional District % Change | | \$10,663,999 | \$223.90 | \$10,683,011 | \$222.03 | (\$19,013) | \$1.88 | 0.84% |
| Cost/average residential property | | \$223.90 | | \$222.03 | | \$1.88 | | |
| 1.15X | Debt Service - M.F.A. | 5,634,265 | 118.30 | 5,782,254 | 120.17 | (147,989) | (1.88) | -1.56% |
| CRHD | Capital Regional Hospital District | 7,297,067 | 153.21 | 7,875,428 | 163.68 | (578,361) | (10.47) | -6.39% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$23,595,331 | \$495.41 | \$24,340,693 | \$505.88 | (\$745,363) | (\$10.47) | -2.07% |

Average residential assessment - 2021/2020

\$847,323

\$834,734

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Decrease in \$/ Avg. Hshld | % of Total Decrease |
|---|-----------------------------------|----------------------------|
| Legislative & General Government | 0.95 | 0.19% |
| Regional Parks - Land Acquisition | 0.43 | 0.09% |
| Call Answer - Municipalities | 1.00 | 0.20% |
| Debt Service - M.F.A. | (1.88) | -0.37% |
| Capital Regional Hospital District | (10.47) | -2.07% |
| Various | (0.51) | -0.10% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | (\$10.47) | -2.07% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|-----------------------------------|-----------------------------------|----------------------------|
| Legislative & General Government | 0.95 | 0.43% |
| Regional Parks - Land Acquisition | 0.43 | 0.19% |
| Call Answer - Municipalities | 1.00 | 0.45% |
| Various | (\$0.51) | -0.23% |
| TOTAL CRD | \$1.88 | 0.84% |

**Capital Regional District
Sewers Operating - 2021**

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|---------------------------------------|---------------------|---------------------|------------------------|------------------------|--------------------|
| | | | | 2021 Total Victoria | Share of Budget |
| 3.710 N W Trunk | 2,766,953 | - | (2,766,953) | - | 0% |
| 3.712 NE Trunk | 1,952,873 | - | (1,952,873) | - | 0% |
| 3.713 East Coast Interceptor | 958,579 | - | (958,579) | - | 0% |
| 3.715 NE Trunk #2 - Bowker | 501,362 | - | (501,362) | - | 0% |
| 3.717 Core Area Wastewater Operations | - | 27,618,405 | 27,618,405 | 11,029,723 | 40% |
| Total Sewer Operating | 6,179,767 | 27,618,405 | 21,438,638 | 11,029,723 | |
| (Invoice) Sewer Operating | - | - | | 11,029,723 | |
| Net Sewer Operating | 6,179,767 | 27,618,405 | | - | |

L.W.M.P. - 2021

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|--------------------|---------------------|---------------------|------------------------|------------------------|--------------------|
| | | | | 2021 Total Victoria | Share of Budget |
| 3.750 LWMP | 337,558 | 343,296 | 5,738 | 134,009 | 39% |
| Total L.W.M.P. | 337,558 | 343,296 | 5,738 | 134,009 | |
| (Invoice) L.W.M.P. | - | - | | 134,009 | |
| Net L.W.M.P. | 337,558 | 343,296 | | - | |

Sewers Debt - 2021

| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | Municipality's Share | |
|--|---------------------|---------------------|------------------------|------------------------|--------------------|
| | | | | 2021 Total Victoria | Share of Budget |
| 3.771 NET Bowker | (660) | - | 660 | - | 0% |
| 3.772 NWT Upgrade | 14,435 | (22,439) | (36,874) | (4,976) | 22% |
| 3.776 W. Communities Trunk | 86 | - | (86) | - | 0% |
| 3.779 LWMP | 9 | - | (9) | - | 0% |
| 3.770 NET & ECI Upgrade | 795,545 | 208,447 | (587,098) | 127,966 | 61% |
| 3.770A NET & ECI Upgrade | 856,122 | 858,825 | 2,703 | 527,233 | 61% |
| 3.798 Core - Sewage Integrated T.F. | 526,554 | 781,466 | 254,912 | 328,748 | 42% |
| 3.798B Core - Sewage Integrated T.F. | 1,102,198 | 491,224 | (610,974) | 212,925 | 43% |
| 3.798C Core - Wastewater Treatment Program | 35,000,000 | 19,979,118 | (15,020,882) | 7,444,050 | 37% |
| Total Sewer Debt | 38,294,289 | 22,296,641 | (15,997,648) | 8,635,946 | |
| (Invoice) Sewer Debt | - | - | | 8,635,946 | |
| Net Sewer Debt | 38,294,289 | 22,296,641 | | - | |

| VIEW ROYAL | | 2021 VIEW ROYAL | Cost per Avg. Residential Assessment | 2020 VIEW ROYAL | Cost per Avg. Residential Assessment | Difference Increase/ (Decrease) | Change in Cost per Avg. Household | |
|---|---|--------------------|--------------------------------------|--------------------|--------------------------------------|---------------------------------|-----------------------------------|--------------|
| | | | | | | | \$ | % |
| 1.010 | Legislative & General Government | 203,439 | 42.35 | 200,489 | 40.79 | 2,950 | 1.55 | 3.81% |
| 1.101 | G.I.S. | 1,524 | 0.32 | 1,539 | 0.31 | (15) | 0.00 | 1.29% |
| 1.224 | Community Health | 13,986 | 2.91 | 14,847 | 3.02 | (861) | (0.11) | -3.63% |
| 1.280 | Regional Parks | 259,550 | 54.03 | 261,959 | 53.30 | (2,409) | 0.73 | 1.36% |
| 1.280A | Regional Parks - Land Acquisition | 94,602 | 19.69 | 93,271 | 18.98 | 1,331 | 0.71 | 3.76% |
| 1.309 | Climate Action and Adaptation | 11,790 | 2.45 | 11,708 | 2.38 | 82 | 0.07 | 3.02% |
| 1.310 | Land Banking & Housing | 31,412 | 6.54 | 30,990 | 6.31 | 422 | 0.23 | 3.69% |
| 1.324 | Regional Planning Services | 27,435 | 5.71 | 28,230 | 5.74 | (794) | (0.03) | -0.58% |
| 1.335 | Geo-Spatial Referencing System | 3,848 | 0.80 | 3,917 | 0.80 | (69) | 0.00 | 0.50% |
| 1.374 | Regional Emergency Program Support | 3,324 | 0.69 | 3,357 | 0.68 | (33) | 0.01 | 1.29% |
| 1.375 | Hazardous Material Incident response | 8,148 | 1.70 | 8,122 | 1.65 | 26 | 0.04 | 2.63% |
| 1.911 | Call Answer | 4,286 | 0.89 | 4,195 | 0.85 | 91 | 0.04 | 4.52% |
| 1.921 | Regional CREST Contribution | 45,686 | 9.51 | 44,530 | 9.06 | 1,155 | 0.45 | 4.96% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 969 | 0.20 | (969) | (0.20) | -100.00% |
| Total Regional | | \$709,030 | \$147.59 | \$708,124 | \$144.08 | \$906 | \$3.51 | 2.43% |
| 1.126 | Victoria Family Court Committee | 406 | 0.08 | 405 | 0.08 | 1 | 0.00 | 2.63% |
| 1.128 | Greater Victoria Police Victim Services | 7,545 | 1.57 | 7,557 | 1.54 | (12) | 0.03 | 2.14% |
| 1.230 | Traffic Safety Commission | 1,746 | 0.36 | 1,793 | 0.36 | (47) | (0.00) | -0.37% |
| 1.297 | Arts Grants | 106,941 | 22.26 | 105,608 | 21.49 | 1,333 | 0.77 | 3.59% |
| 1.311 | Regional Housing Trust Fund | 30,622 | 6.37 | 30,783 | 6.26 | (162) | 0.11 | 1.77% |
| 1.330 | Regional Growth Strategy | 7,364 | 1.53 | 7,530 | 1.53 | (166) | 0.00 | 0.04% |
| 1.536 | Stormwater Quality Management - Core Area | 41,105 | 8.56 | 39,793 | 8.10 | 1,312 | 0.46 | 5.68% |
| 1.912A | Call Answer - RCMP | - | - | (1,757) | (0.36) | 1,757 | 0.36 | -100.00% |
| 3.700 | Septage Disposal | 145 | 0.03 | 170 | 0.03 | (25) | (0.00) | -12.76% |
| 3.701 | Millstream Remediation | 5,081 | 1.06 | 9,164 | 1.86 | (4,083) | (0.81) | -43.28% |
| 3.707 | On Site System Management Program | 1,413 | 0.29 | 1,372 | 0.28 | 41 | 0.01 | 5.34% |
| 3.750 | LWMP | 8,984 | 1.87 | 8,837 | 1.80 | 147 | 0.07 | 4.00% |
| 3.752 | Stage 3 Harbour Studies | 12,016 | 2.50 | 11,972 | 2.44 | 44 | 0.07 | 2.68% |
| 3.755 | Regional Source Control Program | 31,177 | 6.49 | 30,939 | 6.29 | 238 | 0.19 | 3.09% |
| Total Sub Regional | | \$254,544 | \$52.98 | \$254,167 | \$51.71 | \$378 | \$1.27 | 2.45% |
| Total Capital Regional District % Change | | \$963,574 | \$200.57 | \$962,290 | \$195.79 | \$1,284 | \$4.78 | 2.44% |
| | | | | | | 0.13% | | |
| Cost/average residential property | | \$200.57 | | \$195.79 | | \$4.78 | | |
| 1.15X | Debt Service - M.F.A. | 567,103 | 118.04 | 567,103 | 115.39 | - | 2.66 | 2.30% |
| CRHD | Capital Regional Hospital District | 660,813 | 137.55 | 710,022 | 144.47 | (49,209) | (6.92) | -4.79% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | | \$2,191,490 | \$456.16 | \$2,239,415 | \$455.65 | (\$47,925) | \$0.52 | 0.11% |

Average residential assessment - 2021/2020

\$760,713

\$736,763

Major Impacts

| TOTAL CRD, CRHD & MUNICIPAL DEBT | Increase in \$/ Avg. Hshld | % of Total Increase |
|---|----------------------------|---------------------|
| Legislative & General Government | 1.55 | 0.34% |
| Regional Parks | 0.73 | 0.16% |
| Regional Parks - Land Acquisition | 0.71 | 0.16% |
| Arts Grants | 0.77 | 0.17% |
| Millstream Remediation | (0.81) | -0.18% |
| Debt Service - M.F.A. | 2.66 | 0.58% |
| Capital Regional Hospital District | (6.92) | -1.52% |
| Various | 1.82 | 0.40% |
| TOTAL CRD, CRHD & MUNICIPAL DEBT | \$0.52 | 0.11% |

| TOTAL CRD | Increase in \$/ Avg. Hshld | % of Total Increase |
|-----------------------------------|----------------------------|---------------------|
| Legislative & General Government | 1.55 | 0.79% |
| Regional Parks | 0.73 | 0.37% |
| Regional Parks - Land Acquisition | 0.71 | 0.36% |
| Arts Grants | 0.77 | 0.39% |
| Millstream Remediation | (0.81) | -0.41% |
| Various | 1.82 | 0.93% |
| TOTAL CRD | \$4.78 | 2.44% |

**Capital Regional District
Sewers Operating - 2021**

| Capital Regional District Sewers Operating - 2021 | | | | Municipality's Share | |
|--|-----------------------------|-----------------------------|--------------------------------|----------------------------------|----------------------------|
| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | 2021 Total View Royal | Share of Budget |
| 3.710 N W Trunk | 2,766,953 | - | (2,766,953) | - | 0% |
| 3.717 Core Area Wastewater Operations | - | 27,618,405 | 27,618,405 | 740,421 | 3% |
| Total Sewer Operating | 2,766,953 | 27,618,405 | 24,851,452 | 740,421 | |
| (Invoice) Sewer Operating | - | - | | 740,421 | |
| Net Sewer Operating | 2,766,953 | 27,618,405 | | - | |

Sewers Debt - 2021

| Sewers Debt - 2021 | | | | Municipality's Share | |
|--|-----------------------------|-----------------------------|--------------------------------|----------------------------------|----------------------------|
| Service | 2020 Requisition | 2021 Requisition | Increase (Decrease) | 2021 Total View Royal | Share of Budget |
| 3.772 NWT Upgrade | 14,435 | (22,439) | (36,874) | (62) | 0% |
| 3.792 Craigflower PS | 66,358 | 20,462 | (45,896) | 6,222 | 30% |
| 3.798 Core - Sewage Integrated T.F. | 526,554 | 781,466 | 254,912 | 38,338 | 5% |
| 3.798B Core - Sewage Integrated T.F. | 1,102,198 | 491,224 | (610,974) | 13,849 | 3% |
| 3.798C Core - Wastewater Treatment Program | 35,000,000 | 19,979,118 | (15,020,882) | 655,076 | 3% |
| Total Sewer Debt | 36,709,554 | 21,249,831 | (15,459,723) | 713,424 | |
| (Invoice) Sewer Debt | - | - | | 713,424 | |
| Net Sewer Debt | 36,709,554 | 21,249,831 | | - | |

CAPITAL REGIONAL DISTRICT

Electoral Area Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 24, 2021

| Electoral Area | Juan de Fuca | Cost per Avg. Res Asst/ Parcel | | Cost per Avg. Res Asst/ Parcel | | Difference Increase/ (Decrease) | Change in cost per avg household/Parcel | |
|--|---|--------------------------------|-----------------|--------------------------------|-----------------|---------------------------------|---|---------------|
| | | 2021 | 2020 | 2020 | 2021 | | \$ | % |
| 1.010 | Legislative & General Government | 143,721 | 34.88 | 135,196 | 31.64 | 8,525 | 3.24 | 10.24% |
| 1.101 | G.I.S. | 1,077 | 0.26 | 1,038 | 0.24 | 39 | 0.02 | 7.57% |
| 1.224 | Community Health - Homeless Sec. | 9,880 | 2.40 | 10,012 | 2.34 | (132) | 0.05 | 2.34% |
| 1.280 | Regional Parks | 183,362 | 44.50 | 176,647 | 41.34 | 6,714 | 3.16 | 7.64% |
| 1.280A | Regional Parks - Land Acquisition | 66,832 | 16.22 | 62,896 | 14.72 | 3,937 | 1.50 | 10.19% |
| 1.309 | Climate Action and Adaptation | 6,751 | 1.64 | 6,610 | 1.55 | 141 | 0.09 | 5.92% |
| 1.310 | Land Banking & Housing | 22,191 | 5.39 | 20,897 | 4.89 | 1,294 | 0.50 | 10.12% |
| 1.324 | Regional Planning Service | 19,382 | 4.70 | 19,036 | 4.45 | 346 | 0.25 | 5.59% |
| 1.335 | Geo-Spatial Referencing System | 2,719 | 0.66 | 2,642 | 0.62 | 77 | 0.04 | 6.73% |
| 1.374 | Regional Emergency Program Support | 1,903 | 0.46 | 1,896 | 0.44 | 8 | 0.02 | 4.13% |
| 1.375 | Hazardous Material Incident Response | 4,666 | 1.13 | 4,586 | 1.07 | 80 | 0.06 | 5.52% |
| 1.911 | Call Answer | 1,973 | 0.48 | 1,968 | 0.46 | 4 | 0.02 | 3.93% |
| 1.921 | Regional CREST Contribution | 21,026 | 5.10 | 20,893 | 4.89 | 133 | 0.21 | 4.36% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 654 | 0.15 | (654) | (0.15) | -100.00% |
| Total Regional | | \$485,483 | \$117.82 | \$464,970 | \$108.82 | \$20,512 | \$9.01 | 8.28% |
| 1.126 | Victoria Family Court Committee | 229 | 0.06 | 224 | 0.05 | 5 | 0.00 | 6.11% |
| 1.128 | Greater Victoria Police Victim Services | 757 | 1.54 | 691 | 1.51 | 66 | 0.03 | 1.97% |
| 1.230 | Traffic Safety Commission | 1,233 | 0.30 | 1,209 | 0.28 | 24 | 0.02 | 5.80% |
| 1.313 | Animal Care Services | 63,391 | 15.38 | 63,755 | 14.92 | (363) | 0.46 | 3.11% |
| 1.330 | Regional Growth Strategy | 5,202 | 1.26 | 5,078 | 1.19 | 124 | 0.07 | 6.24% |
| 1.912A | Call Answer - RCMP | - | - | (824) | (0.19) | 824 | 0.19 | -100.00% |
| 1.913 | Fire Dispatch | 43,672 | 10.60 | 43,462 | 10.17 | 209 | 0.43 | 4.20% |
| 3.701 | Millstream Remediation | 7,220 | 1.75 | 13,086 | 3.06 | (5,866) | (1.31) | -42.79% |
| Total Sub-Regional | | \$121,704 | \$30.90 | \$126,681 | \$31.00 | (\$4,976) | (\$0.10) | -0.33% |
| 1.103 | Elections | 5,593 | 1.36 | 4,549 | 1.06 | 1,044 | 0.29 | 27.50% |
| 1.104 | U.B.C.M. | 1,753 | 0.43 | 3,215 | 0.75 | (1,463) | (0.33) | -43.48% |
| 1.318 | Building Inspection | 100,475 | 24.38 | 94,657 | 22.15 | 5,818 | 2.23 | 10.08% |
| 1.320 | Noise Control | 8,935 | 2.17 | 8,875 | 2.08 | 60 | 0.09 | 4.40% |
| 1.322 | Nuisances & Unightly Premises | 11,876 | 2.88 | 11,773 | 2.76 | 103 | 0.13 | 4.61% |
| 1.372 | Electoral Area Emergency Program | 33,300 | 8.08 | 33,053 | 7.74 | 247 | 0.35 | 4.48% |
| Total Joint Electoral Area | | \$161,932 | \$39.30 | \$156,123 | \$36.54 | \$5,809 | \$2.76 | 7.56% |
| 1.109 | Electoral Area Admin Exp-JDF | 56,682 | 13.76 | 58,034 | 13.58 | (1,352) | 0.17 | 1.29% |
| 1.114 | Grants in Aid - Juan de Fuca | - | - | 9,859 | 2.31 | (9,859) | (2.31) | -100.00% |
| 1.317 | JDF Building Numbering | 12,789 | 3.10 | 12,639 | 2.96 | 150 | 0.15 | 4.93% |
| 1.319 | Soil Deposit Removal | 5,621 | 1.36 | 5,534 | 1.30 | 87 | 0.07 | 5.33% |
| 1.325 | Electoral Area Services - Planning | 684,025 | 166.01 | 672,654 | 157.42 | 11,371 | 8.59 | 5.46% |
| 1.370 | Juan de Fuca Emergency Program | 86,603 | 21.02 | 85,204 | 19.94 | 1,399 | 1.08 | 5.41% |
| 1.377 | JDF Search and Rescue | 68,663 | 16.66 | 63,603 | 14.88 | 5,060 | 1.78 | 11.95% |
| 1.405 | JDF EA - Community Parks | 190,175 | 46.15 | 186,996 | 43.76 | 3,179 | 2.39 | 5.47% |
| 1.924 | Emergency Comm - Crest - J.D.F. | 121,249 | 29.43 | 105,475 | 24.68 | 15,774 | 4.74 | 19.21% |
| Total JDF Electoral Area | | \$1,225,807 | \$297.49 | \$1,199,998 | \$280.83 | \$25,809 | \$16.66 | 5.93% |
| Total Capital Regional District | | \$1,994,926 | \$485.51 | \$1,947,772 | \$457.18 | \$47,154 | \$28.33 | 6.20% |
| | | | | | | 2.4% | | |
| Cost/average residential property | | \$485.51 | | \$457.18 | | \$28.33 | | |
| CRHD | Capital Regional Hospital District | 466,837 | 113.30 | 478,790 | 112.05 | (11,953) | 1.25 | 1.11% |
| Total CRD and CRHD | | \$2,461,763 | \$598.81 | \$2,426,562 | \$569.23 | \$35,201 | \$29.58 | 5.20% |

Average residential assessment - 2021/2020

\$626,588

\$571,443

Major Impacts

Change in Cost per Average Household

| | \$ Change | % of Total Increase |
|------------------------------------|----------------|---------------------|
| REGIONAL | | |
| Legislative & General Government | 3.24 | 0.57% |
| Regional Parks | 3.16 | 0.56% |
| Regional Parks - Land Acquisition | 1.50 | 0.26% |
| SUB-REGIONAL | | |
| Millstream Remediation | (1.31) | -0.23% |
| JOINT EA | | |
| Building Inspection | 2.23 | 0.39% |
| JDF EA | | |
| Grants in Aid - Juan de Fuca | (2.31) | -0.41% |
| Electoral Area Services - Planning | 8.59 | 1.51% |
| Juan de Fuca Emergency Program | 1.08 | 0.19% |
| JDF Search and Rescue | 1.78 | 0.31% |
| JDF EA - Community Parks | 2.39 | 0.42% |
| Emergency Comm - Crest - J.D.F. | 4.74 | 0.83% |
| Capital Regional Hospital District | 1.25 | 0.22% |
| Other | 3.23 | 0.57% |
| Total | \$29.58 | 5.20% |

| 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 | |
|--|---|--------------------------------------|--------|--------------------------------------|---------|---------------------------------------|--|----------|
| | | 2021 | 2020 | 2021 | 2020 | | \$ | % |
| 1.119 | Vancouver Island Regional Library | 310,394 | 85.45 | 304,078 | 79.45 | 6,316 | 6.00 | 7.56% |
| 1.121 | Sooke Regional Museum | 71,653 | 19.73 | 71,925 | 18.79 | (271) | 0.93 | 4.97% |
| 1.133 | Langford E.A. - Greater Victoria Public Library | 30,985 | 63.14 | 30,589 | 66.98 | 396 | (3.83) | -5.72% |
| 1.232 | Port Renfrew Street Lighting | 3,321 | 39.72 | 3,763 | 45.01 | (442) | (5.29) | -11.75% |
| 1.350 | Willis Point Fire Protection | 136,066 | 578.73 | 132,660 | 570.41 | 3,405 | 8.32 | 1.46% |
| 1.353 | Otter Point Fire Protection | 520,046 | 464.49 | 520,563 | 423.47 | (517) | 41.02 | 9.69% |
| 1.354 | Malahat Fire Protection | 63,810 | 680.90 | 61,430 | 667.38 | 2,380 | 13.52 | 2.03% |
| 1.355 | Durrance Road Fire Protection | 2,990 | 349.66 | 2,939 | 343.70 | 51 | 5.96 | 1.74% |
| 1.357 | East Sooke Fire Protection | 429,928 | 491.17 | 430,286 | 495.86 | (358) | (4.69) | -0.95% |
| 1.358 | Port Renfrew Fire Protection | 92,300 | 239.06 | 91,513 | 239.30 | 787 | (0.24) | -0.10% |
| 1.360 | Shirley Fire Protection | 162,041 | 490.72 | 161,440 | 489.01 | 601 | 1.70 | 0.35% |
| 1.40X | SEAPARC | 687,297 | 210.24 | 700,197 | 182.95 | (12,900) | 27.29 | 14.92% |
| 1.408 | JDF EA - Community Recreation | 68,310 | 20.90 | 67,301 | 17.58 | 1,009 | 3.31 | 18.83% |
| 1.523 | Port Renfrew Refuse Disposal | 33,324 | 86.13 | 32,855 | 85.73 | 469 | 0.40 | 0.47% |
| 2.650 | Port Renfrew Water | 60,016 | 320.52 | 58,327 | 311.50 | 1,689 | 9.02 | 2.90% |
| 2.655 | Snuggery Cove Water | - | - | (8,034) | (43.36) | 8,034 | 43.36 | -100.00% |
| 2.691 | Wilderness Mountain | 59,520 | 763.96 | 63,859 | 819.65 | (4,339) | (55.69) | -6.79% |
| 3.700 | Septage Disposal - JDF Service Area | 297 | 0.08 | 388 | 0.10 | (91) | (0.02) | -20.08% |
| 3.755 | Regional Source Control - Port Renfrew Sewer | 698 | 7.62 | 722 | 7.80 | (24) | (0.18) | -2.32% |
| 3.850 | Port Renfrew Sewer | 59,456 | 711.88 | 48,210 | 577.23 | 11,246 | 134.65 | 23.33% |
| Total JdF Local/Specified/Defined Requisition | | \$2,792,451 | | \$2,775,011 | | \$17,440 | | |

Average residential assessment - 2021/2020

\$626,588

\$571,443

| Electoral Area Salt Spring Island | Cost per Avg. Res Asst/ Parcel | | Cost per Avg. Res Asst/ Parcel | | Difference (Decrease) | Change in cost per avg household/Parcel | |
|--|--------------------------------|-------------------|--------------------------------|-------------------|-----------------------|---|--------------|
| | 2021 | 2020 | 2021 | 2020 | | \$ | % |
| 1.010 Legislative & General Government | 279,052 | 41.55 | 258,772 | 38.30 | 20,281 | 3.25 | 8.49% |
| 1.101 G.I.S. | 2,091 | 0.31 | 1,987 | 0.29 | 104 | 0.02 | 5.87% |
| 1.224 Community Health - Homeless Sec. | 19,184 | 2.86 | 19,163 | 2.84 | 21 | 0.02 | 0.72% |
| 1.280 Regional Parks | 356,019 | 53.01 | 338,112 | 50.04 | 17,907 | 2.97 | 5.94% |
| 1.280A Regional Parks - Land Acquisition | 129,763 | 19.32 | 120,385 | 17.82 | 9,378 | 1.50 | 8.44% |
| 1.309 Climate Action and Adaptation | 13,519 | 2.01 | 13,117 | 1.94 | 402 | 0.07 | 3.69% |
| 1.310 Land Banking & Housing | 43,087 | 6.42 | 39,999 | 5.92 | 3,088 | 0.50 | 8.37% |
| 1.324 Regional Planning Service | 37,632 | 5.60 | 36,436 | 5.39 | 1,196 | 0.21 | 3.91% |
| 1.335 Geo-Spatial Referencing System | 5,279 | 0.79 | 5,056 | 0.75 | 223 | 0.04 | 5.04% |
| 1.374 Regional Emergency Program Support | 3,812 | 0.57 | 3,762 | 0.56 | 50 | 0.01 | 1.94% |
| 1.375 Hazardous Material Incident Response | 9,344 | 1.39 | 9,100 | 1.35 | 244 | 0.04 | 3.30% |
| 1.911 Call Answer | 4,105 | 0.61 | 4,079 | 0.60 | 26 | 0.01 | 1.25% |
| 1.921 Regional CREST Contribution | 43,755 | 6.51 | 43,298 | 6.41 | 456 | 0.11 | 1.67% |
| 21.ALL Feasibility Study Reserve Fund - ALL | - | - | 1,251 | 0.19 | (1,251) | (0.19) | -100.00% |
| Total Regional | \$946,642 | \$140.94 | \$894,517 | \$132.38 | \$52,124 | \$8.56 | 6.47% |
| 1.230 Traffic Safety Commission | 2,395 | 0.36 | 2,314 | 0.34 | 81 | 0.01 | 4.12% |
| 1.311 Regional Housing Trust Fund | 35,024 | 5.21 | 34,408 | 5.09 | 615 | 0.12 | 2.41% |
| 1.313 Animal Care Services | 123,082 | 18.33 | 122,029 | 18.06 | 1,053 | 0.27 | 1.47% |
| 1.912A Call Answer - RCMP | - | - | (1,708) | (0.25) | 1,708 | 0.25 | -100.00% |
| 1.913 Fire Dispatch | 90,881 | 13.53 | 90,072 | 13.33 | 809 | 0.20 | 1.51% |
| Total Sub-Regional | \$251,381 | \$37.43 | \$247,115 | \$36.57 | \$4,266 | \$0.86 | 2.34% |
| 1.103 Elections | 10,860 | 1.62 | 8,707 | 1.29 | 2,153 | 0.33 | 25.48% |
| 1.104 U.B.C.M. | 3,403 | 0.51 | 6,154 | 0.91 | (2,751) | (0.40) | -44.37% |
| 1.318 Building Inspection | 195,084 | 29.05 | 181,178 | 26.81 | 13,906 | 2.23 | 8.33% |
| 1.320 Noise Control | 17,348 | 2.58 | 16,988 | 2.51 | 361 | 0.07 | 2.74% |
| 1.322 Nuisances & Unightly Premises | 23,059 | 3.43 | 22,534 | 3.33 | 524 | 0.10 | 2.95% |
| 1.372 Electoral Area Emergency Program | 64,657 | 9.63 | 63,265 | 9.36 | 1,392 | 0.26 | 2.82% |
| Total Joint Electoral Area | \$314,411 | \$46.81 | \$298,827 | \$44.22 | \$15,584 | \$2.59 | 5.85% |
| 1.111 Electoral Area Admin Exp-SSI | 517,576 | 77.06 | 512,280 | 75.81 | 5,296 | 1.25 | 1.65% |
| 1.116 Grants in Aid - Salt Spring Island | 50,052 | 7.45 | 45,397 | 6.72 | 4,655 | 0.73 | 10.92% |
| 1.124 SSI Economic Development Commission | 77,008 | 11.47 | 77,028 | 11.40 | (20) | 0.07 | 0.58% |
| 1.141 Salt Spring Island Public Library | 661,352 | 98.47 | 660,235 | 97.71 | 1,117 | 0.76 | 0.78% |
| 1.236 Salt Spring Island Fernwood Dock | 31,283 | 5.64 | 31,283 | 5.64 | - | - | 0.00% |
| 1.238A Community Transit (S.S.I.) | 182,252 | 27.13 | 232,253 | 34.37 | (50,001) | (7.24) | -21.05% |
| 1.238B Community Transportation (S.S.I.) | 170,232 | 25.35 | 167,496 | 24.79 | 2,736 | 0.56 | 2.25% |
| 1.299 Salt Spring Island Arts | 118,512 | 17.64 | 116,005 | 17.17 | 2,507 | 0.48 | 2.78% |
| 1.316 SSI House Numbering | 9,458 | 1.41 | 9,266 | 1.37 | 192 | 0.04 | 2.69% |
| 1.371 S.S.I. Emergency Program | 127,913 | 19.04 | 111,308 | 16.47 | 16,605 | 2.57 | 15.62% |
| 1.378 SSI Search and Rescue | 23,336 | 3.47 | 22,034 | 3.26 | 1,302 | 0.21 | 6.55% |
| 1.455 Salt Spring Island Community Parks | 417,511 | 62.16 | 380,308 | 56.28 | 37,203 | 5.88 | 10.45% |
| 1.458 Salt Spring Island Community Rec | 53,511 | 7.97 | 49,918 | 7.39 | 3,593 | 0.58 | 7.85% |
| 1.459 Salt Spring Island Park, Land & Rec Prog | 1,468,919 | 218.70 | 1,541,158 | 228.07 | (72,239) | (9.37) | -4.11% |
| 1.535 Stormwater Quality Management - S.S.I. | 27,500 | 4.09 | 22,502 | 3.33 | 4,998 | 0.76 | 22.95% |
| 1.925 Emergency Comm - Crest - S.S.I. | 141,771 | 21.11 | 88,573 | 13.11 | 53,198 | 8.00 | 61.03% |
| 3.705 S.S.I. Liquid Waste Disposal | 356,696 | 64.50 | 348,805 | 63.07 | 7,891 | 1.43 | 2.26% |
| Total SSI Electoral Area | \$4,434,882 | \$672.67 | \$4,415,849 | \$665.96 | \$19,033 | \$6.71 | 1.01% |
| Total Capital Regional District | \$5,947,316 | \$897.85 | \$5,856,308 | \$879.13 | \$91,007 | \$18.72 | 2.13% |
| Cost/average residential property | \$897.85 | | \$879.13 | | \$18.72 | | |
| CRHD Capital Regional Hospital District | 906,422 | 134.95 | 916,428 | 135.62 | (10,005) | (0.67) | -0.49% |
| Total CRD and CRHD | \$6,853,738 | \$1,032.80 | \$6,772,736 | \$1,014.75 | \$81,002 | \$18.05 | 1.78% |

Average residential assessment - 2021/2020

\$746,360

\$691,653

Major Impacts

Change in Cost per Average Household

| | \$ Change | % of Total Increase |
|--|----------------|---------------------|
| REGIONAL | | |
| Legislative & General Government | 3.25 | 0.32% |
| Regional Parks | 2.97 | 0.29% |
| Regional Parks - Land Acquisition | 1.50 | 0.15% |
| JOINT EA | | |
| Building Inspection | 2.23 | 0.22% |
| SSI EA | | |
| Electoral Area Admin Exp-SSI | 1.25 | 0.12% |
| Community Transit (S.S.I.) | (7.24) | -0.71% |
| S.S.I. Emergency Program | 2.57 | 0.25% |
| Salt Spring Island Community Parks | 5.88 | 0.58% |
| Salt Spring Island Park, Land & Rec Prog | (9.37) | -0.92% |
| Emergency Comm - Crest - S.S.I. | 8.00 | 0.79% |
| S.S.I. Liquid Waste Disposal | 1.43 | 0.14% |
| Capital Regional Hospital District | (0.67) | -0.07% |
| Other | 6.24 | 0.61% |
| Total | \$18.05 | 1.78% |

| 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 | |
|--|---|--------------------------------------|--------|--------------------------------------|--------|---------------------------------------|--|---------|
| | | 2021 | 2020 | 2021 | 2020 | | \$ | % |
| 1.234 | Salt Spring Island Street Lighting | 22,527 | 3.44 | 25,401 | 3.85 | (2,874) | (0.41) | -10.70% |
| 2.620 | SSI Highland Water System | 31,119 | 128.95 | 30,514 | 126.44 | 605 | 2.51 | 1.98% |
| 2.621 | Highland / Fernwood Water - SSI | 75,000 | 237.06 | 56,822 | 179.60 | 18,178 | 57.46 | 31.99% |
| 2.624 | Beddis Water | 73,470 | 564.43 | 72,240 | 554.98 | 1,230 | 9.45 | 1.70% |
| 2.626 | Fulford Water | 37,500 | 386.97 | 66,359 | 684.77 | (28,859) | (297.80) | -43.49% |
| 2.628 | Cedar Lane Water | 10,024 | 285.14 | 11,951 | 339.96 | (1,927) | (54.82) | -16.12% |
| 2.660 | Fernwood Water | 13,493 | 179.76 | 16,138 | 215.00 | (2,645) | (35.24) | -16.39% |
| 3.755 | Regional Source Control - Maliview Estates / Ganges Sewer | 6,270 | 14.75 | 7,280 | 15.80 | (1,011) | (1.05) | -6.66% |
| 3.810 | Ganges Sewer | 57,000 | 143.86 | 54,128 | 136.61 | 2,872 | 7.25 | 5.31% |
| 3.820 | Maliview Estates Sewer System | 4,670 | 49.54 | - | - | 4,670 | 49.54 | 0.00% |
| Total Local/Specified/Defined Services | | 331,073 | | 340,833 | | (9,761) | | |

Average residential assessment - 2021/2020

\$746,360

\$691,653

| 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 | |
|---|---|--------------------------------------|-----------------|--------------------------------------|-----------------|---------------------------------------|--|--------------|
| | | 2021 | 2020 | 2020 | 2021 | | \$ | % |
| 1.010 | Legislative & General Government | 202,697 | 29.30 | 189,906 | 27.28 | 12,792 | 2.03 | 7.43% |
| 1.101 | G.I.S. | 1,519 | 0.22 | 1,458 | 0.21 | 61 | 0.01 | 4.83% |
| 1.224 | Community Health - Homeless Sec. | 13,935 | 2.01 | 14,063 | 2.02 | (129) | (0.01) | -0.27% |
| 1.280 | Regional Parks | 258,604 | 37.39 | 248,131 | 35.64 | 10,473 | 1.75 | 4.90% |
| 1.280A | Regional Parks - Land Acquisition | 94,257 | 13.63 | 88,348 | 12.69 | 5,910 | 0.94 | 7.39% |
| 1.309 | Climate Action and Adaptation | 8,048 | 1.16 | 7,904 | 1.14 | 144 | 0.03 | 2.49% |
| 1.310 | Land Banking & Housing | 31,297 | 4.52 | 29,354 | 4.22 | 1,943 | 0.31 | 7.32% |
| 1.324 | Regional Planning Service | 27,335 | 3.95 | 26,739 | 3.84 | 596 | 0.11 | 2.90% |
| 1.335 | Geo-Spatial Referencing System | 3,834 | 0.55 | 3,710 | 0.53 | 124 | 0.02 | 4.02% |
| 1.374 | Regional Emergency Program Support | 2,269 | 0.33 | 2,267 | 0.33 | 3 | 0.00 | 0.77% |
| 1.375 | Hazardous Material Incident Response | 5,563 | 0.80 | 5,483 | 0.79 | 79 | 0.02 | 2.11% |
| 1.911 | Call Answer | 1,797 | 0.26 | 1,839 | 0.26 | (43) | (0.00) | -1.70% |
| 1.921 | Regional CREST Contribution | 19,149 | 2.77 | 19,526 | 2.80 | (377) | (0.04) | -1.29% |
| 21.ALL | Feasibility Study Reserve Fund - ALL | - | - | 918 | 0.13 | (918) | (0.13) | -100.00% |
| Total Regional | | \$670,304 | \$96.91 | \$639,648 | \$91.87 | \$30,656 | \$5.03 | 5.48% |
| 1.230 | Traffic Safety Commission | 1,740 | 0.25 | 1,698 | 0.24 | 41 | 0.01 | 3.11% |
| 1.297 | Arts Grants | 21,899 | 3.17 | 21,344 | 3.07 | 555 | 0.10 | 3.27% |
| 1.311 | Regional Housing Trust Fund | 20,778 | 3.00 | 20,651 | 2.97 | 127 | 0.04 | 1.27% |
| 1.313 | Animal Care Services | 89,404 | 12.93 | 89,554 | 12.86 | (150) | 0.06 | 0.49% |
| 1.912A | Call Answer - RCMP | - | - | (770) | (0.11) | 770 | 0.11 | -100.00% |
| 1.913 | Fire Dispatch | 39,773 | 5.75 | 40,619 | 5.83 | (846) | (0.08) | -1.44% |
| Total Sub-Regional | | \$173,593 | \$25.10 | \$173,097 | \$24.86 | \$497 | \$0.23 | 0.94% |
| 1.103 | Elections | 7,888 | 1.14 | 6,390 | 0.92 | 1,498 | 0.22 | 24.26% |
| 1.104 | U.B.C.M. | 2,472 | 0.36 | 4,516 | 0.65 | (2,045) | (0.29) | -44.92% |
| 1.318 | Building Inspection | 141,705 | 20.49 | 132,962 | 19.10 | 8,743 | 1.39 | 7.27% |
| 1.320 | Noise Control | 12,602 | 1.82 | 12,467 | 1.79 | 135 | 0.03 | 1.74% |
| 1.322 | Nuisances & Unightly Premises | 16,749 | 2.42 | 16,537 | 2.38 | 212 | 0.05 | 1.94% |
| 1.372 | Electoral Area Emergency Program | 46,965 | 6.79 | 46,428 | 6.67 | 537 | 0.12 | 1.82% |
| Total Joint Electoral Area | | \$228,381 | \$33.02 | \$219,301 | \$31.50 | \$9,080 | \$1.52 | 4.82% |
| 1.110 | Electoral Area Admin Exp-SGI | 341,564 | 49.38 | 342,385 | 49.18 | (821) | 0.20 | 0.41% |
| 1.117 | Grants in Aid - Southern Gulf Islands | 102,981 | 14.89 | 62,791 | 9.02 | 40,190 | 5.87 | 65.08% |
| 1.125 | SGI Economic Development Commission | 116,984 | 16.91 | 90,831 | 13.05 | 26,153 | 3.87 | 29.64% |
| 1.138 | Southern Gulf Islands - Public Library | 224,053 | 32.39 | 200,278 | 28.77 | 23,775 | 3.63 | 12.60% |
| 1.235 | SGI Small Craft Harbour Facilities** | 291,104 | 49.67 | 273,347 | 46.64 | 17,757 | 3.03 | 6.50% |
| 1.314 | SGI House Numbering | 9,203 | 1.33 | 9,059 | 1.30 | 144 | 0.03 | 2.25% |
| 1.373 | Southern Gulf Islands. Emergency Program | 242,608 | 35.07 | 242,888 | 34.89 | (280) | 0.19 | 0.54% |
| 1.533 | Stormwater Quality Management - Southern Gulf Is. | 37,875 | 5.48 | 44,488 | 6.39 | (6,613) | (0.91) | -14.31% |
| 1.923 | Emergency Comm - Crest - S.G.I. | 178,188 | 25.76 | 159,461 | 22.90 | 18,727 | 2.86 | 12.48% |
| Total SGI Electoral Area | | \$1,544,560 | \$230.88 | \$1,425,528 | \$212.13 | \$119,032 | \$18.75 | 8.84% |
| Total Capital Regional District | | \$2,616,838 | \$385.90 | \$2,457,573 | \$360.36 | \$159,265 | \$25.54 | 7.09% |
| Cost/average residential property | | \$385.90 | | \$360.36 | | \$25.54 | | 6.5% |
| CRHD | Capital Regional Hospital District | 658,404 | 95.19 | 672,541 | 96.60 | (14,137) | (1.41) | -1.46% |
| Total CRD and CRHD | | \$3,275,242 | \$481.09 | \$3,130,114 | \$456.96 | \$145,128 | \$24.13 | 5.28% |

Average residential assessment - 2021/2020

\$526,419

\$492,635

Major Impacts

Change in Cost per Average Household

| | \$ Change | % of Total Increase |
|--|----------------|------------------------|
| REGIONAL | | |
| Legislative & General Government | 2.03 | 0.44% |
| Regional Parks | 1.75 | 0.38% |
| Regional Parks - Land Acquisition | 0.94 | 0.21% |
| JOINT EA | | |
| Building Inspection | 1.39 | 0.30% |
| SGI EA | | |
| Grants in Aid - Southern Gulf Islands | 5.87 | 1.28% |
| SGI Economic Development Commission | 3.87 | 0.85% |
| Southern Gulf Islands - Public Library | 3.63 | 0.79% |
| SGI Small Craft Harbour Facilities** | 3.03 | 0.66% |
| Emergency Comm - Crest - S.G.I. | 2.86 | 0.63% |
| Capital Regional Hospital District | (1.41) | -0.31% |
| Other | 0.19 | 0.04% |
| Total | \$24.13 | 5.28% |

| 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 | |
|---|--|--------------------------------------|----------|--------------------------------------|----------|---------------------------------------|--|---------|
| | | 2021 | 2020 | 2021 | 2020 | | \$ | % |
| 1.137 | Galiano Island Community Use Building | 61,715 | 40.33 | 60,616 | 39.02 | 1,099 | 1.31 | 3.37% |
| 1.170 | Gossip Island Electric Power Supply | 56,848 | 1,068.44 | 57,079 | 1,072.78 | (231) | (4.34) | -0.40% |
| 1.227 | Saturna Island Medical Clinic | 32,180 | 49.22 | 5,686 | 8.66 | 26,494 | 40.57 | 468.55% |
| 1.228 | Galiano Health Service | 129,029 | 84.33 | 122,684 | 78.98 | 6,345 | 5.35 | 6.78% |
| 1.352 | South Galiano Fire Protection | 443,290 | 479.06 | 397,892 | 424.73 | 45,397 | 54.33 | 12.79% |
| 1.356 | Pender Fire Protection | 1,035,974 | 413.91 | 1,007,568 | 400.43 | 28,405 | 13.48 | 3.37% |
| 1.359 | N. Galiano Fire Protection | 206,186 | 513.25 | 210,515 | 524.03 | (4,329) | (10.78) | -2.06% |
| 1.363 | Saturna Is. Fire Protection | 157,672 | 238.83 | 162,741 | 245.38 | (5,069) | (6.55) | -2.67% |
| 1.465 | Saturna Is Community Parks | 22,866 | 34.79 | 17,554 | 26.59 | 5,312 | 8.21 | 30.87% |
| 1.468 | Saturna Is Community Recreation | 12,971 | 19.74 | 11,621 | 17.60 | 1,350 | 2.14 | 12.13% |
| 1.475 | Mayne Is Community Parks | 83,215 | 48.56 | 81,263 | 47.27 | 1,952 | 1.29 | 2.73% |
| 1.478 | Mayne Is Community Rec | 34,209 | 19.96 | 32,797 | 19.08 | 1,412 | 0.89 | 4.64% |
| 1.485 | N & S Pender Community Parks | 155,349 | 61.58 | 153,720 | 60.61 | 1,629 | 0.97 | 1.59% |
| 1.488 | N & S Pender Community Rec | 64,157 | 25.43 | 58,653 | 23.13 | 5,504 | 2.30 | 9.96% |
| 1.495 | Galiano Parks | 92,073 | 69.41 | 90,020 | 66.64 | 2,053 | 2.78 | 4.17% |
| 1.498 | Galiano Community Recreation | 36,705 | 27.67 | 35,894 | 26.57 | 811 | 1.10 | 4.15% |
| 2.630 | Magic Lakes Estate Water System | 568,517 | 497.39 | 568,517 | 497.39 | - | - | 0.00% |
| 2.640 | Lyll Harbour/Boot Cove Water | 127,738 | 772.67 | 131,030 | 792.58 | (3,292) | (19.91) | -2.51% |
| 2.642 | Skana Water | 22,885 | 329.95 | 23,070 | 332.62 | (185) | (2.67) | -0.80% |
| 2.665 | Sticks Allison Water | 5,000 | 138.49 | 5,000 | 138.49 | - | - | 0.00% |
| 2.667 | Surfside Park Estates Water | 22,000 | 220.52 | 27,843 | 279.09 | (5,843) | (58.57) | -20.99% |
| 3.755 | Regional Source Control - Magic Lake Estates | 3,631 | 5.09 | 3,769 | 5.26 | (138) | (0.18) | -3.36% |
| 3.830 | Magic Lake Estates Sewer System | 576,831 | 851.49 | 698,611 | 1,031.26 | (121,780) | (179.77) | -17.43% |
| 3.830D | Magic Lake Estates Sewer Debt | 79,210 | 123.26 | - | - | 79,210 | 123.26 | 0.00% |
| Total Local/Specified/Defined Services | | \$4,030,251 | | \$3,964,144 | | \$66,107 | | |

Average residential assessment - 2021/2020

\$526,419

\$492,635

Communications Summary

2021 Financial Plan

CRD | Corporate Communications

Purpose

This report serves as a summary of communication activities conducted following provisional approval of the 2021 financial plan to build awareness of the financial plan and collect feedback from residents.

Background

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. Each year, the CRD prepares a financial plan outlining how the CRD will manage fiscal resources to support the efficient and effective delivery of services to over 418,000 people in the region.

Under the *Local Government Act*, regional districts must annually adopt, by bylaw, a five-year financial plan by March 31. Section 375 stipulates that a board must undertake a process of public consultation regarding the proposed financial plan before it is adopted.

CRD committees and commissions review services, initiatives and budgets in open meetings as part of the service and financial planning process. Additional information is made available on the CRD website at www.crd.bc.ca/budget. A public feedback form is used to collect comments after Board approval of the provisional plan and before a final plan is brought forward to Board.

The CRD reviews financial plan information in open meetings for which notifications are given in local newspapers. Meeting details are also published on the CRD website and shared on social media. 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

2021 Financial Plan

Communications Activities

The CRD augments the above mentioned engagement processes with web, media and social media materials aimed at increasing understanding of the CRD's financial position, with the following objectives:

1. Inform residents about the service and financial planning process and outcomes through website, media, and social media communications.
2. Illustrate the CRD's commitment to corporate planning and fiscal responsibility and provide opportunity for feedback to the CRD Board through an online form.
3. Request feedback on the provisional financial plan, with a focus on providing services and infrastructure based on community need.
4. Correct any misconceptions or misunderstandings about the service planning process and financial plan or process.

Activities to support these objectives are summarized below.

Web pages and feedback form:

The [Budget Overview 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.

A feature topic ran on the CRD homepage from October 28, 2020 – January 31, 2021, directly linking to the [Budget Overview](#) page and feedback form. A panel of information was added to the [Get Involved](#) page for the same time period. A new [Service Planning Process](#) page was created with an overview of

Communications Summary

2021 Financial Plan

CRD | Corporate Communications

the 2021 service planning process with documentation for each Community Needs summary available alongside a link to the Budget Overview page and feedback form.

During the feedback period, the [Budget Overview](#) web page received 655 unique page views. 26 comments were submitted via the feedback form that were forwarded to the Board correspondence portal to be reviewed by the Board.

Media materials:

A media information bulletin was sent to media following provisional plan approval. The bulletin highlighted the preliminary financial plan and next steps, including how to provide feedback. Agenda items from the October 28 Committee of the Whole meeting were also included in the Board Highlights e-newsletter sent to subscribers after the November 18 Board meeting.

- [Media Info Bulletin](#): “Public feedback encouraged on CRD and CRHD 2021 provisional financial plans” issued October 29, 2020.
- [Board Highlights](#): included link to feedback form and Budget Overview page, issued November 23, 2020

Social Media: Staff scheduled social media posts, 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 5,545 impressions (number of times they appeared on newsfeeds) and Twitter activity resulted in 17,836 impressions.

This year, additional content focused on Community Needs was used to educate the public on the CRD’s service planning process and initiatives that impact the budget.

Communications Summary

2021 Financial Plan

Example: Facebook post

Post Details



Capital Regional District

Published by Hootsuite [?] · December 30, 2020 ·

...

Driven by Board priorities and community needs, such as parks and natural resources, the 2021 provisional financial plan includes the annual budget for each service and forecasts the following four years. The CRD protects and manages more than 13,000 hectares of spectacular natural areas in 34 regional parks and trails on southern Vancouver Island and the Gulf Islands, providing outdoor experiences and activities that improve personal health and foster appreciation and respect for the region's natural environments.

Guided by the Regional Parks Strategic Plan, the CRD develops and maintains park facilities, offers interpretive programs for continued park stewardship, and plans for future land acquisitions focused on parcels with a high potential for conserving and restoring our natural resources. If you would like to learn more, our community need summaries and provisional budget for 2021 are available online for public review and feedback at www.crd.bc.ca/budget.



PARKS & NATURAL RESOURCE PROTECTION

Additional land acquisitions and increased access to parks and recreational trails



 **Get More Likes, Comments and Shares**
When you boost this post, you'll show it to more people.

792
People Reached

44
Engagements

Boost Post

 Sue Askew, Mark A Wilson and 6 others
1 Comment 1 Share



Performance for Your Post

792 People Reached

12 Likes, Comments & Shares 

| | | |
|----------------------|---------------------|-----------------------|
| 8 Likes | 8 On Post | 0 On Shares |
| 3 Comments | 3 On Post | 0 On Shares |
| 1 Shares | 1 On Post | 0 On Shares |

32 Post Clicks

| | | |
|-------------------------|---|---|
| 3 Photo Views | 2 Link Clicks  | 27 Other Clicks  |
|-------------------------|---|---|

NEGATIVE FEEDBACK

| | |
|-------------------------|-------------------------|
| 1 Hide Post | 0 Hide All Posts |
| 0 Report as Spam | 0 Unlike Page |

Reported stats may be delayed from what appears on posts

Communications Summary

2021 Financial Plan

CRD | Corporate Communications

Example: Tweet

CRD
@crd_bc

The CRD is working together with First Nations to address our communities' needs. For more information about our work, the community need summaries and provisional budget for 2021 are available for public review and feedback at crd.bc.ca/budget. #crdbudget

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

CRD

11:01 AM · Jan 21, 2021 · Hootsuite Inc.

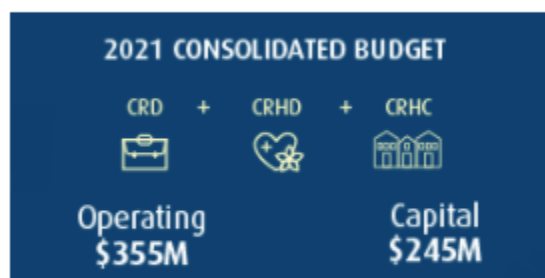
Communications Summary

2021 Financial Plan

CRD | Corporate Communications

Example: Feature topic

2021 FINANCIAL PLANNING



Provide feedback on the CRD and CRHD 2021 provisional financial plans until January 31.

| CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN | | Expenditures | | | | | | | | | | | | | | |
|---|--|--------------|--------------------|-------------------|---------------------|------------------------|-------------------------|------------------------------|-----------|------------|--------------------------|-----------|-----------|------------|-----------|--------------|
| | Total | Total | | | | | | | | | | | | Interest & | | Transfers to |
| | 2020 | 2021 | Salaries and Wages | Cost Allocations* | Contracted Services | Materials and Supplies | Repairs and Maintenance | Grant and 3rd Party Payments | Utilities | Bulk Water | Other Operating Expenses | Principal | Deficit | Capital | Reserves | |
| 1.010 | Legislative & General Government | 23,882,917 | 25,637,694 | 18,320,345 | 1,476,867 | 1,827,534 | 495,058 | 82,240 | 371,259 | 1,560 | - | 2,220,466 | - | 576,080 | 266,285 | |
| 1.10X | Facility Management & Building Services | 3,012,068 | 3,343,746 | 1,173,965 | 834,742 | 268,217 | 71,420 | 195,441 | - | 205,060 | - | 410,307 | - | - | 184,594 | |
| 1.101 | G.I.S. | 558,174 | 559,343 | 375,324 | 9,529 | 93,110 | 44,020 | 5,310 | - | - | - | 9,020 | - | 23,030 | - | |
| 1.103 | Elections | 20,158 | 20,158 | 20,070 | 7 | - | - | - | - | - | - | 30 | - | - | 25,033 | |
| 1.104 | U.B.C.M. | 16,805 | 12,893 | - | 833 | - | - | - | - | - | - | - | - | - | - | |
| 1.109 | Electoral Area Admin Exp - J.D.F. | 59,372 | 60,767 | 46,978 | 5,819 | - | 330 | - | - | - | - | 7,640 | - | - | - | |
| 1.110 | Electoral Area Admin Exp - S.G.I. | 420,697 | 429,198 | 198,722 | 35,466 | 88,200 | 7,090 | - | - | 1,020 | - | 88,125 | - | - | 10,575 | |
| 1.111 | Electoral Area Admin Exp - S.S.I. | 776,992 | 800,916 | 762,052 | (140,826) | 28,500 | 16,700 | 1,000 | - | 8,220 | - | 119,770 | - | - | 5,500 | |
| 1.112 | Regional Grant in Aid | 1,444,622 | 1,457,513 | - | - | - | - | - | 1,457,513 | - | - | - | - | - | - | |
| 1.114 | Grant-in-Aid - Juan de Fuca | 41,626 | 65,061 | - | 1,858 | - | - | - | 63,203 | - | - | - | - | - | - | |
| 1.116 | Grant-in-Aid - Salt Spring Island | 45,628 | 56,685 | - | 2,287 | - | - | - | 54,398 | - | - | - | - | - | - | |
| 1.117 | Grant-in-Aid - Southern Gulf Islands | 63,643 | 143,732 | - | 2,679 | - | - | - | 140,000 | - | - | 800 | - | 253 | - | |
| 1.119 | Vancouver Island Regional Library | 304,608 | 310,943 | - | 5,562 | - | - | - | 304,095 | - | - | 1,240 | - | 46 | - | |
| 1.121 | Sooke Regional Museum | 193,331 | 196,593 | - | 3,903 | - | - | - | 192,630 | - | - | 60 | - | - | - | |
| 1.123 | Prov. Court of B.C. (Family Court) | 145,295 | 149,360 | - | 29,456 | - | - | - | - | 17,900 | - | 7,650 | - | - | 94,354 | |
| 1.124 | SSI Economic Development Commission | 87,599 | 97,588 | - | 9,992 | 15,000 | - | - | 20,000 | - | - | 50,036 | - | - | 2,560 | |
| 1.125 | SSI Economic Development Commission | 98,462 | 119,726 | - | 4,443 | 72,000 | 500 | - | 20,000 | - | - | 22,783 | - | - | - | |
| 1.126 | Victoria Family Court Committee | 15,934 | 15,904 | - | 268 | - | - | - | 15,636 | - | - | - | - | - | - | |
| 1.128 | Greater Victoria Police Victim Services | 286,371 | 292,562 | - | 5,401 | - | - | - | 286,800 | - | - | 285 | - | 76 | - | |
| 1.129 | Vancouver Island Regional Library - Debt | 213,900 | 213,900 | - | - | - | - | - | - | - | - | 60,000 | 153,900 | - | - | |
| 1.133 | Langford E.A. - Greater Victoria Public Library | 30,675 | 31,086 | - | 726 | - | - | - | 30,350 | - | - | 10 | - | - | - | |
| 1.137 | Galiano Island Community Use Building | 60,862 | 61,968 | - | 16,711 | - | 500 | 5,000 | - | 3,800 | - | 7,040 | 27,417 | - | 1,500 | |
| 1.138 | Southern Gulf Islands Regional Library | 203,001 | 227,895 | - | 4,065 | - | - | - | 221,930 | - | - | 1,900 | - | - | - | |
| 1.141 | Salt Spring Island Public Library | 661,397 | 663,395 | - | 24,552 | - | - | 3,250 | 425,850 | - | - | 12,413 | 197,330 | - | - | |
| 1.170 | Gossip Island Electric Power Supply | 57,520 | 57,520 | - | 57,520 | - | - | - | - | - | - | 420 | - | - | - | |
| 1.224 | Community Health - Homeless Sec. | 827,419 | 806,116 | 107,149 | 37,694 | 479,068 | 315 | - | 176,750 | - | - | 56,443 | - | - | - | |
| 1.226 | Community Health (CHR) Facilities | 1,997,072 | 1,580,254 | - | 567,519 | 3,000 | 9,300 | 178,855 | - | 196,400 | - | 71,510 | - | - | 553,670 | |
| 1.227 | Saturna Island Medical Clinic | 15,387 | 32,553 | - | 308 | - | - | - | 32,245 | - | - | - | - | - | - | |
| 1.228 | Galiano Health Service | 123,011 | 129,258 | - | 2,370 | - | - | - | 126,788 | - | - | 100 | - | - | - | |
| 1.230 | Traffic Safety Commission | 112,630 | 137,652 | - | 5,135 | - | - | - | 49,290 | - | - | 83,227 | - | - | - | |
| 1.232 | Port Renfrew Street Lighting | 8,776 | 8,776 | - | 425 | - | - | - | - | 7,150 | - | 1,300 | - | - | - | |
| 1.234 | SSI Street Lighting | 27,704 | 25,995 | - | 1,347 | - | - | - | - | 24,648 | - | - | - | - | - | |
| 1.235 | S.G.I. Small Craft Harbour Facilities | 369,758 | 396,645 | 1,590 | 25,504 | 24,340 | 5,390 | 47,330 | - | 3,130 | - | 116,166 | 3,195 | - | 170,000 | |
| 1.236 | Salt Spring Island Ferwood Dock | 31,454 | 31,454 | - | 3,846 | 3,020 | 745 | 9,150 | - | 295 | - | 4,087 | - | - | 12,310 | |
| 1.238A | Community Transit (S.S.I.) | 462,938 | 506,175 | - | 21,216 | 420,259 | - | - | - | - | - | 820 | - | - | 63,880 | |
| 1.238B | Community Transportation (S.S.I.) | 168,631 | 171,382 | - | 67,645 | - | - | 6,000 | - | 60 | - | 1,560 | - | - | 96,117 | |
| 1.280 | Regional Parks | 11,997,067 | 12,338,516 | 6,408,455 | 905,025 | 292,500 | 369,660 | 255,997 | - | 78,530 | - | 943,840 | 498,815 | 114,670 | 2,471,024 | |
| 1.280A | Regional Parks - Land Acquisition | 3,859,865 | 4,052,865 | - | - | - | - | - | - | - | - | - | - | - | 4,052,865 | |
| 1.290 | Royal Theatre | 580,000 | 580,000 | - | 21,087 | - | - | 45,773 | - | - | - | 33,140 | - | 100,000 | 380,000 | |
| 1.295 | McPherson Theatre | 785,843 | 784,851 | - | 40,486 | - | - | 309,214 | - | - | - | 300 | - | 92,000 | 342,851 | |
| 1.297 | Arts Grants | 2,893,591 | 2,942,074 | - | 296,642 | 67,536 | 1,000 | 5,826 | 2,546,500 | - | - | 24,570 | - | - | - | |
| 1.299 | Salt Spring Island Arts | 116,348 | 116,348 | - | 2,377 | - | - | 115,900 | - | - | - | 200 | - | 125 | - | |
| 1.309 | Climate Action and Adaptation | 577,551 | 588,818 | 109,038 | 339,577 | 44,580 | - | - | - | - | - | 94,575 | - | - | 1,048 | |
| 1.310 | Land Banking & Housing | 2,764,165 | 2,785,019 | 1,290,571 | 310,271 | 113,970 | 9,434 | - | - | - | - | 38,800 | 1,009,463 | 8,510 | 4,000 | |
| 1.311 | Regional Housing Trust Fund | 4,232,219 | 4,511,970 | - | 4,070 | 102 | - | 1,043,191 | - | - | - | 3,464,607 | - | - | - | |
| 1.313 | Animal Care Services | 1,154,051 | 1,175,450 | 732,246 | 205,439 | 47,530 | 36,000 | - | - | 700 | - | 143,535 | - | - | 10,000 | |
| 1.314 | S.G.I. House Numbering | 9,173 | 9,340 | - | 9,270 | - | - | - | - | - | - | 70 | - | - | - | |
| 1.316 | S.S.I. Building Numbering | 9,286 | 9,478 | - | 9,430 | - | - | - | - | - | - | 20 | - | 28 | - | |
| 1.317 | J.D.F. Building Numbering | 12,722 | 12,900 | - | 12,470 | - | - | - | - | - | - | 430 | - | - | - | |
| 1.318 | Building Inspection | 1,561,459 | 1,653,290 | 1,151,316 | 225,494 | 14,530 | 17,280 | 160 | - | 850 | - | 204,120 | - | 6,240 | 33,300 | |
| 1.319 | Soil Deposit Removal | 5,554 | 5,561 | - | 5,631 | - | - | - | - | - | - | 30 | - | - | - | |
| 1.320 | Noise Control | 38,561 | 39,140 | - | 32,180 | 6,900 | - | - | - | - | - | 60 | - | - | - | |
| 1.322 | Nuisances & Unsanitary Premises | 51,123 | 51,990 | - | 49,575 | 2,085 | - | - | - | - | - | 330 | - | - | - | |
| 1.323 | By-Law Enforcement | 492,508 | 509,296 | 345,927 | 72,179 | 12,610 | 1,000 | - | - | - | - | 40,620 | - | - | 36,960 | |
| 1.324 | Regional Planning Services | 1,654,488 | 1,662,662 | 983,474 | 354,472 | 102,415 | 11,928 | - | - | - | - | 207,873 | - | - | 2,500 | |
| 1.325 | Electoral Area Services - Planning | 782,922 | 865,106 | 468,123 | 162,755 | 65,080 | 16,340 | - | - | - | - | 77,038 | - | - | 75,770 | |
| 1.330 | Regional Growth Strategy | 331,689 | 379,205 | 166,595 | 105,280 | 31,450 | - | - | - | - | - | 75,880 | - | - | - | |
| 1.335 | Geo-Spatial Referencing System | 178,520 | 179,599 | - | 32,823 | 36,610 | 3,190 | 8,020 | - | - | - | 40,080 | - | - | 58,876 | |
| 1.350 | Wills Point Fire Protect & Recreation | 204,256 | 176,359 | 12,160 | 6,487 | 176,359 | 3,820 | 19,330 | - | 12,150 | - | 69,542 | - | 6,300 | 46,610 | |
| 1.352 | South Galiano Fire Protection | 379,103 | 424,362 | 149,170 | 10,655 | - | 20,850 | 9,170 | - | 5,820 | - | 97,529 | 43,418 | 5,700 | 82,050 | |
| 1.353 | Other Point Fire Protection | 497,637 | 497,245 | 6,000 | 13,715 | 114,000 | 17,680 | 19,160 | - | 10,170 | - | 161,430 | - | 5,090 | 150,000 | |
| 1.354 | Malahat Fire Protection | 61,569 | 63,814 | - | 2,632 | - | - | - | 61,172 | - | - | 10 | - | - | - | |
| 1.355 | Durrance Road Fire Protection | 2,939 | 2,990 | - | 191 | - | - | - | 2,500 | - | - | 79 | - | - | 220 | |
| 1.356 | Pender Fire Protection | 1,027,091 | 1,115,136 | - | 35,660 | - | - | 779,834 | - | 1,220 | - | 34,480 | 116,400 | - | 147,542 | |
| 1.357 | East Sooke Fire Protection | 492,495 | 509,420 | 15,330 | 9,603 | 19,250 | 29,360 | 12,550 | - | 18,190 | - | 123,058 | 155,109 | - | 126,970 | |
| 1.358 | Port Renfrew Fire Protection | 146,195 | 148,139 | 35,800 | 5,401 | - | 17,250 | 2,320 | - | 13,470 | - | 46,340 | 2,898 | - | 24,660 | |
| 1.359 | N. Galiano Fire Protection | 224,034 | 210,298 | 73,600 | 6,716 | 1,250 | 13,050 | 4,300 | - | 4,590 | - | 46,560 | 48,872 | 6,270 | 5,090 | |
| 1.360 | Shirley Fire Protection | 153,389 | 153,389 | 8,440 | 3,973 | - | 21,780 | 7,440 | - | 5,870 | - | 35,680 | - | 10,000 | 60,970 | |
| 1.363 | Saturna Island Fire | 170,002 | 168,292 | - | 3,269 | - | - | 165,000 | - | - | - | - | - | 23 | - | |
| 1.369 | Electoral Area Fire Services - J.D.F. | 66,940 | 97,135 | - | 39,414 | 37,644 | - | - | - | - | - | 11,171 | - | - | 5,455 | |
| 1.369- | Electoral Area Fire Services - S.G.I. | 75,350 | 110,155 | - | 44,692 | 42,686 | - | - | - | - | - | 12,666 | - | - | 6,192 | |
| 1.370 | Juan de Fuca Emergency Program | 85,538 | 92,825 | 5,800 | 12,935 | 22,650 | 10,100 | 680 | 1,000 | - | - | 23,780 | - | - | 15,880 | |
| 1.371 | S.S.I. Emergency Program | 111,595 | 139,100 | - | 4,821 | 79,969 | 10,750 | - | 1,000 | - | - | 42,560 | - | - | - | |
| 1.372 | Electoral Area Emergency Program | 664,823 | 619,967 | 532,583 | 59,170 | 2,010 | - | 1,880 | - | - | - | 18,880 | - | - | 7,324 | |
| 1.373 | S.G.I. Emergency Program | 244,537 | 273,227 | 28,200 | 9,561 | 64,950 | 19,575 | 1,880 | 37,960 | 4,200 | - | 90,801 | - | - | 16,100 | |
| 1.374 | Regional Emergency Program Support | 166,266 | 169,443 | 114,085 | 21,358 | - | - | - | - | - | - | 33,480 | - | - | - | |
| 1.375 | Hazardous Material Incident Response | 330,004 | 344,703 | 11,470 | 110,640 | 67,240 | 1,550 | 13,050 | 5,173 | - | - | 126,020 | - | - | 9,560 | |
| 1.377 | J.D.F. Search and Rescue | 84,277 | 89,344 | - | 3,689 | 8,190 | 11,700 | - | - | - | - | 61,300 | - | - | - | |
| 1.378 | S.S.I. Search and Rescue | 24,352 | 28,303 | - | 1,323 | - | - | - | 26,980 | - | - | - | - | 4,465 | - | |
| 1.40X | SEAPARC | 3,557,036 | 3,684,094 | 2,120,982 | 245,509 | 54,050 | 140,310 | 176,910 | 2,000 | 234,737 | - | 190,630 | 103,966 | - | 415,000 | |
| 1.405 | J.D.F. EA - Community Parks | 187,745 | 190,953 | 96,264 | 30,109 | 22,380 | 8,140 | - | - | 150 | - | 13,910 | - | - | 20,000 | |
| 1.408 | J.D.F. EA - Community Recreation | 87,510 | 88,526 | - | 11,424 | - | 910 | 4,070 | - | 6,100 | - | 22,300 | - | - | - | |
| 1.44X | Panorama Rec. Center | 7,182,406 | 8,071,561 | 4,075,145 | 597,646 | 378,155 | 257,677 | 248,733 | - | 550,752 | - | 756,214 | - | - | 604,963 | |
| 1.455 | Salt Spring Island - Community Parks | 856,149 | 975,615 | 430,030 | 349,967 | 33,100 | 19,100 | 25,230 | - | 11,510 | - | 40,950 | - | 55,938 | 10,090 | |
| 1.458 | Salt Spring Is. - Community Rec | 231,954 | 265,655 | 136,993 | 36,287 | 56,640 | 6,220 | - | - | - | - | 28,180 | - | 1,335 | - | |
| 1.459 | Salt Spring Is. - Pool, Parks, Land, Art & Rec. Prog | 1,949,320 | 1,750,579 | 708,854 | 358,058 | 15,560 | 86,630 | 63,480 | - | 152,390 | - | 97,631 | 26,976 | - | | |

| CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN | | Expenditures | | | | | | | | | | | | | | |
|---|---|--------------------|--------------------|-------------------|-------------------|-------------------|------------------|------------------|-------------------|------------------|-------------------|-------------------|-------------------|----------------|-------------------|-------------------|
| | Total | Total | Cost | | Contracted | Materials and | Repairs and | Grant and 3rd | Utilities | Bulk Water | Other Operating | Interest & | | Transfers to | | |
| | 2020 | 2021 | Salaries and Wages | Allocations* | Services | Supplies | Maintenance | Party Payments | | | Expenses | Principal | Deficit | Capital | Reserves | |
| 1.476 | Mayne Is. Comm. Parks (reserve) | 22,177 | 20,433 | - | 895 | 400 | 150 | - | - | 1,340 | - | - | - | - | - | |
| 1.478 | Mayne Is. Community Rec. | 35,745 | 42,441 | - | 1,627 | - | - | - | - | - | - | - | - | - | - | |
| 1.485 | North & South Pender Com. Parks | 154,960 | 157,082 | - | 8,922 | 27,720 | 12,250 | 43,940 | - | 200 | - | - | - | - | 43,000 | |
| 1.488 | North & South Pender Com. Rec | 60,366 | 64,922 | - | 2,667 | - | - | - | - | - | - | - | - | - | - | |
| 1.495 | Galiano Parks | 90,080 | 92,140 | - | 3,259 | - | - | 61,740 | - | - | - | - | - | - | 14,481 | |
| 1.498 | Galiano Community Recreation | 35,981 | 41,174 | - | 1,590 | - | - | - | - | - | - | - | - | - | - | |
| 1.521 | SWMP - Solid Waste Disposal (Refuse Disposal) | 24,905,334 | 25,260,498 | 2,976,868 | 5,058,570 | 11,623,080 | 201,780 | 486,980 | 278,110 | 112,980 | - | 2,436,980 | - | - | 2,085,150 | |
| 1.523 | Port Renfrew Refuse Disposal | 85,010 | 86,737 | - | 3,867 | 72,790 | - | 710 | - | 1,490 | - | 1,880 | - | - | 6,000 | |
| 1.525 | Solid Waste Disposal - Debt | 1,385,658 | 203,660 | - | - | - | - | - | - | - | - | - | 202,270 | - | - | |
| 1.531 | Stormwater Quality Management - Sooke | 36,921 | 66,404 | - | 19,663 | 46,181 | - | - | - | - | - | - | - | - | - | |
| 1.533 | Stormwater Quality Management - S.G.I. | 44,877 | 38,336 | - | 32,895 | 5,371 | - | - | - | - | - | - | - | - | - | |
| 1.535 | Stormwater Quality Management - S.S.I. | 22,861 | 27,528 | - | 10,390 | 16,498 | - | - | - | - | - | - | - | - | - | |
| 1.536 | LWMP-Stormwater Quality Management-Core | 735,936 | 720,359 | - | 499,704 | 150,186 | 3,050 | - | - | - | - | 67,419 | - | - | - | |
| 1.537 | Stormwater Quality Management - Peninsula | 113,795 | 115,765 | - | 74,263 | 37,500 | - | - | - | - | - | - | - | - | 2,822 | |
| 1.538 | Source - Stormwater Quality - Peninsula | 61,433 | 62,480 | - | 52,240 | 10,050 | 100 | - | - | - | - | 90 | - | - | - | |
| 1.57X | Environmental Services | 18,494,888 | 22,861,504 | 17,426,897 | 2,807,852 | 66,195 | 635,611 | 16,120 | - | - | 1,506,206 | - | - | 105,000 | 297,623 | |
| 1.911 | 911 Systems | 2,672,114 | 2,595,230 | - | 277,841 | 300,750 | - | - | - | - | - | - | - | - | 96,120 | |
| 1.912A | 911 Call Answer - RCMP | 0 | 0 | - | - | - | - | 751,860 | - | - | - | 1,011,949 | - | - | - | |
| 1.912B | 911 Call Answer - Municipalities | 0 | 26,344 | - | - | - | - | - | - | - | - | - | 26,344 | - | - | |
| 1.913 | 913 Fire Dispatch | 706,691 | 725,219 | - | 52,997 | 656,062 | - | - | - | - | - | 13,160 | - | - | 3,000 | |
| 1.921 | Regional CREST Contribution | 1,690,484 | 1,723,234 | - | - | - | - | 1,715,234 | - | - | - | 8,000 | - | - | - | |
| 1.923 | Emergency Comm - CREST - S.G.I. | 161,541 | 180,064 | - | 3,247 | - | - | 175,997 | - | - | - | 820 | - | - | - | |
| 1.924 | Emergency Comm - CREST - J.D.F. | 105,685 | 121,470 | - | 2,064 | - | - | 110,982 | - | - | - | 6,290 | 2,134 | - | - | |
| 1.925 | Emergency Comm - CREST - S.S.I. | 89,156 | 142,105 | - | 1,811 | - | - | 139,694 | - | - | - | 600 | - | - | - | |
| 2.610 | Saanich Peninsula Water Supply | 6,957,371 | 7,169,999 | - | 1,168,478 | 8,177 | 40,527 | 47,148 | - | 218,086 | 4,860,640 | 76,943 | - | - | 750,000 | |
| 2.620 | SSI Highland Water System | 31,744 | 31,272 | - | 394 | - | - | - | - | - | - | 120 | - | - | - | |
| 2.621 | Highland / Fernwood Water - S.S.I. | 420,636 | 515,341 | - | 193,497 | 11,230 | 22,720 | 8,880 | - | 33,860 | - | 32,860 | 43,416 | 100,918 | 67,960 | |
| 2.622 | Cedars of Tuam | 46,813 | 49,363 | - | 23,683 | 50 | 720 | 12,960 | - | 2,700 | - | 1,450 | - | - | 7,800 | |
| 2.624 | Beddis Water | 249,790 | 259,352 | - | 48,050 | 66,340 | 10,550 | 14,670 | - | 21,260 | - | 14,680 | 42,962 | 13,650 | 27,190 | |
| 2.626 | Fulford Water | 212,992 | 207,368 | - | 31,443 | 67,490 | 7,650 | 28,000 | - | 16,140 | - | 14,100 | 14,145 | - | 28,400 | |
| 2.628 | Cedar Lane Water (S.S.I.) | 81,430 | 89,751 | - | 16,017 | 22,200 | 1,540 | 25,980 | - | 7,620 | - | 3,200 | 7,824 | - | 5,370 | |
| 2.630 | Magic Lakes Estate Water System | 949,363 | 979,675 | - | 442,981 | 1,000 | 46,590 | 70,910 | - | 68,010 | - | 48,720 | 199,074 | - | 102,390 | |
| 2.640 | Saturna Island Water System (Lyal Harbour) | 236,700 | 248,197 | - | 122,037 | - | 5,980 | 15,200 | - | 12,510 | - | 10,590 | 30,077 | - | 30,000 | |
| 2.642 | Skana Water (Mayne) | 66,870 | 69,509 | - | 27,354 | 11,260 | 710 | 3,180 | - | 5,380 | - | 3,270 | 2,115 | - | 16,060 | |
| 2.650 | Port Renfrew Water | 117,738 | 121,108 | - | 86,778 | - | 3,090 | 8,560 | - | 6,390 | - | 2,290 | - | - | 14,000 | |
| 2.655 | Snuggery Cove (Port Renfrew) | 0 | 0 | - | - | - | - | - | - | - | - | - | - | - | - | |
| 2.660 | Fernwood Water | 16,639 | 14,753 | - | 348 | - | - | - | - | - | - | 60 | 14,345 | - | - | |
| 2.665 | Slicks Allison Water (Galiano) | 52,102 | 59,999 | - | 35,459 | - | 790 | 5,980 | - | 3,510 | - | 3,260 | - | - | 11,000 | |
| 2.667 | Surside Park Estates (Mayne) | 110,845 | 108,251 | - | 41,391 | 18,970 | 7,910 | 9,110 | - | 7,980 | - | 5,890 | - | - | 17,000 | |
| 2.670 | Regional Water Supply | 34,055,398 | 34,921,283 | 16,529,080 | (7,599,679) | 1,504,222 | 1,097,287 | 86,239 | - | 545,874 | - | 4,829,873 | 8,333,667 | 9,297,180 | 297,540 | |
| 2.680 | Juan de Fuca Water Distribution | 20,135,341 | 20,799,372 | 547,368 | 4,196,291 | 439,935 | 313,538 | 4,331 | - | 251,675 | 6,361,720 | 1,263,159 | 1,888,336 | 5,278,916 | 258,003 | |
| 2.691 | Wilderness Mountain Water Service | 147,157 | 149,544 | - | 79,157 | 900 | 22,160 | - | - | 15,470 | - | 3,580 | 23,567 | - | 5,000 | |
| 3.700 | Septage Disposal - Municipal | 203,520 | 206,222 | - | 113,247 | 16,971 | - | - | - | - | - | 10,113 | - | - | - | |
| 3.700 | Septage Disposal - JDF Service Area | 388 | 297 | - | - | - | - | - | - | - | - | 297 | - | - | 65,891 | |
| 3.701 | Millstream Remediation Service | 660,156 | 374,541 | - | 1,441 | - | - | - | - | - | - | 470 | 138,920 | 233,710 | - | |
| 3.705 | S.S.I. Liquid Waste Disposal | 812,276 | 897,276 | - | 183,103 | 482,870 | 7,530 | 12,490 | - | 8,340 | - | 12,580 | 160,573 | - | 29,790 | |
| 3.707 | On Site System Management Program - LWMP | 318,571 | 293,643 | - | 167,193 | 6,000 | - | - | - | - | - | 33,244 | - | - | 87,206 | |
| 3.71X | Trk Swrs & Swge Disp - oper | 10,945,267 | 34,299,994 | - | 13,273,558 | 6,395,316 | 4,456,370 | 1,972,967 | - | 4,720,221 | - | 1,676,745 | - | - | 1,804,817 | |
| 3.7XX | Trk Swrs - debt | 41,084,449 | 24,223,646 | - | 2,552 | - | - | - | - | - | - | 454,898 | 9,194,296 | 2,087 | 5,529,745 | |
| 3.720 | LWMP (Peninsula) - Implementation | 46,875 | 82,728 | - | 82,728 | - | - | - | - | - | - | - | - | - | - | |
| 3.750 | LWMP | 1,204,917 | 364,063 | - | 169,731 | 135,600 | 6,820 | - | - | - | - | - | - | - | 1,910 | |
| 3.752 | Harbours Program | 342,942 | 342,124 | - | 335,238 | 6,336 | - | - | - | - | - | 550 | - | - | 50,002 | |
| 3.755 | Regional Source Control | 1,605,745 | 1,685,236 | - | 1,418,163 | 230,273 | 5,450 | - | - | - | - | 31,350 | - | - | - | |
| 3.756 | Harbours Environmental Action | 0 | 65,290 | - | 45,100 | 15,000 | - | - | - | - | - | 5,190 | - | - | - | |
| 3.810 | Ganges Sewer | 978,061 | 1,059,376 | - | 413,020 | 31,780 | 15,890 | 13,140 | - | 70,650 | - | 150,910 | 245,813 | - | 118,173 | |
| 3.820 | Malview Estates Sewer System | 154,900 | 217,583 | - | 63,807 | 27,370 | 1,120 | 7,810 | - | 4,550 | - | 43,330 | 3,299 | 27,727 | 38,570 | |
| 3.830 | Magic Lake Estates Sewer System | 974,068 | 854,863 | - | 308,390 | 88,940 | 21,520 | 23,640 | - | 23,400 | - | 121,610 | 174,103 | - | 93,260 | |
| 3.830D | Magic Lake Estates Sewer Debt | 0 | 79,210 | - | - | - | - | - | - | - | - | 37,600 | 41,610 | - | - | |
| 3.850 | Port Renfrew Sewer | 97,641 | 116,030 | - | - | 5,000 | 2,440 | 630 | - | 6,820 | - | 13,050 | - | - | - | |
| 21.ALL | Feasibility Study Reserve Fund - All | 54,976 | 21,749 | - | - | - | - | - | - | - | - | - | - | - | 21,749 | |
| 21.E.A. | Feasibility Study Reserve Fund - E.A. | 10,000 | 10,000 | - | - | - | - | - | - | - | - | - | - | - | - | |
| Total CRD excluding Municipal Debt | | 265,409,071 | 281,067,171 | 79,024,452 | 32,553,136 | 27,721,695 | 8,775,463 | 4,428,711 | 12,303,811 | 7,751,038 | 11,222,360 | 24,124,617 | 25,003,555 | 260,069 | 21,478,722 | 26,419,541 |
| 1.15X | Municipalities' Own Debt - M.F.A. | 14,907,745 | 15,032,079 | - | - | - | - | - | - | - | - | 70,460 | 14,961,619 | 0 | 0 | |
| TOTAL CRD | | 280,316,816 | 296,099,250 | 79,024,452 | 32,553,136 | 27,721,695 | 8,775,463 | 4,428,711 | 12,303,811 | 7,751,038 | 11,222,360 | 24,195,077 | 39,965,174 | 260,069 | 21,478,722 | 26,419,541 |
| CRHD | Capital Regional Hospital District | 37,441,471 | 36,111,357 | - | 910,841 | 11,034 | - | 108,136 | - | 200,176 | - | 1,922,778 | 21,157,754 | - | 2,955,000 | 8,845,638 |
| TOTAL CRD, CRHD & Municipal Debt | | 317,758,287 | 332,210,607 | 79,024,452 | 33,463,977 | 27,732,729 | 8,775,463 | 4,536,847 | 12,303,811 | 7,951,214 | 11,222,360 | 26,117,855 | 61,122,928 | 260,069 | 24,433,722 | 35,265,179 |

* Includes Labour Charges

| CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN | | | | | | | | | | | | | | Schedule A | |
|---|---|--------------|------------|----------------------|---------|-----------|-----------------------|------------|--------------|------------------------------|-------------------------|---------------|---------------|------------|--------------------|
| | | Expenditures | | | | | Revenue | | | | | | | | |
| | | Total 2021 | Operations | Interest & Principal | Deficit | Capital | Transfers to Reserves | Total 2021 | Surplus 2020 | Recovery from other services | Transfers from Reserves | Other revenue | Fee & Charges | Parcel Tax | Property Value Tax |
| 1.010 | Legislative & General Government | 25,637,694 | 24,795,329 | | 576,080 | 266,285 | 25,637,694 | 450,000 | 13,359,786 | 864,500 | 2,350,129 | 84,000 | | 8,529,279 | 8,529,279 |
| 1.10X | Facilities and Risk | 3,343,746 | 3,159,152 | | | 184,594 | 3,343,746 | | 2,965,267 | | 216,605 | 2,700 | | 159,174 | 159,174 |
| 1.101 | G.I.S. | 559,343 | 556,313 | | 23,030 | | 559,343 | | 491,222 | | 3,220 | | | 64,901 | 64,901 |
| 1.103 | Elections | 25,070 | 37 | | | 25,033 | 25,070 | | | | 66 | | | 25,004 | 25,004 |
| 1.104 | U.B.C.M. | 12,893 | 12,893 | | | | 12,893 | 5,169 | | | 97 | | | 7,627 | 7,627 |
| 1.109 | Electoral Area Admin Exp - JDF | 60,767 | 60,767 | | | | 60,767 | 3,952 | | | 133 | | | 56,682 | 56,682 |
| 1.110 | Electoral Area Admin Exp - SGI | 429,198 | 418,623 | | | 10,575 | 429,198 | 37,166 | | 33,000 | 17,468 | | | 341,564 | 341,564 |
| 1.111 | Electoral Area Admin Exp - SSI | 800,916 | 795,416 | | | 5,500 | 800,916 | 37,102 | 240,729 | | 5,509 | | | 517,576 | 517,576 |
| 1.112 | Regional Grant in Aid | 1,457,513 | 1,457,513 | | | | 1,457,513 | 1,435,513 | | | 22,000 | | | - | - |
| 1.114 | Grant-in-Aid - Juan de Fuca | 65,061 | 65,061 | | | | 65,061 | 36,941 | | | 28,120 | | | - | - |
| 1.116 | Grant-in-Aid - Salt Spring Island | 56,685 | 56,685 | | | | 56,685 | 6,398 | | | 235 | | | 50,052 | 50,052 |
| 1.117 | Grant-in-Aid - Southern Gulf Islands | 143,732 | 143,479 | 253 | | | 143,732 | | | | 40,751 | | | 102,981 | 102,981 |
| 1.119 | Vancouver Island Regional Library | 310,943 | 310,897 | 46 | | | 310,943 | | | | 549 | | | 310,394 | 310,394 |
| 1.121 | Sooke Regional Museum | 196,593 | 196,593 | | | | 196,593 | 44 | | | 332 | | | 196,217 | 196,217 |
| 1.123 | Prov. Court of B.C. (Family Court) | 149,360 | 55,006 | | | 94,354 | 149,360 | | | | 149,360 | | | - | - |
| 1.124 | SSI Economic Development Commission | 97,588 | 95,028 | | | 2,560 | 97,588 | | | 20,000 | 580 | | | 77,008 | 77,008 |
| 1.125 | SGI Economic Development Commission | 119,726 | 119,726 | | | | 119,726 | 1,700 | | | 1,042 | | | 116,984 | 116,984 |
| 1.126 | Victoria Family Court Committee | 15,904 | 15,904 | | | | 15,904 | 31 | | | 873 | | | 15,000 | 15,000 |
| 1.128 | Greater Victoria Police Victim Services | 292,562 | 292,486 | 76 | | | 292,562 | | | | 14,732 | | | 277,830 | 277,830 |
| 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 | 31,086 | 31,086 | | | | 31,086 | 9 | | | 92 | | | 30,985 | 30,985 |
| 1.137 | Galiano Island Community Use Building | 61,968 | 33,051 | 27,417 | | 1,500 | 61,968 | 253 | | | 253 | | | 61,715 | 61,715 |
| 1.138 | Southern Gulf Islands Regional Library | 227,895 | 227,895 | | | | 227,895 | 1,735 | | | 2,107 | | | 224,053 | 224,053 |
| 1.141 | Salt Spring Island Public Library | 663,395 | 466,065 | 197,330 | | | 663,395 | 2,043 | | | 2,043 | | | 661,352 | 661,352 |
| 1.15X | Municipalities' Own Debt - M.F.A. | 15,032,079 | 70,460 | 14,961,619 | | | 15,032,079 | | | | 70,460 | | | 14,961,619 | 14,961,619 |
| 1.170 | Gossip Island Electric Power Supply | 57,220 | 777 | 56,443 | | | 57,220 | 79 | | | 293 | | 56,848 | 56,848 | 56,848 |
| 1.224 | Community Health - Homeless Sec. | 806,116 | 806,116 | | | | 806,116 | 18,326 | | | 192,253 | | | 595,537 | 595,537 |
| 1.226 | Community Health (CHR) Facilities | 1,580,254 | 1,026,584 | | | 553,670 | 1,580,254 | | | | 1,580,254 | | | - | - |
| 1.227 | Saturna Island Medical Clinic | 32,553 | 32,553 | | | | 32,553 | | | | 373 | | | 32,180 | 32,180 |
| 1.228 | Galiano Health Service | 129,258 | 129,258 | | | | 129,258 | 183 | | | 46 | | | 129,029 | 129,029 |
| 1.230 | Traffic Safety Commission | 137,652 | 137,652 | | | | 137,652 | 63,067 | | | 3,473 | | | 71,112 | 71,112 |
| 1.232 | Port Renfrew Street Lighting | 8,875 | 8,875 | | | | 8,875 | 2,148 | | | 336 | 3,070 | 3,321 | 3,321 | 3,321 |
| 1.234 | S.S.I. Street Lighting | 25,995 | 25,995 | | | | 25,995 | 3,428 | | | 40 | | | 22,527 | 22,527 |
| 1.235 | S. G. I. Small Craft Harbour Facilities | 396,645 | 223,450 | 3,195 | | 170,000 | 396,645 | | | | 6,241 | 99,300 | 291,104 | 291,104 | 291,104 |
| 1.236 | Salt Spring Island Fernwood Dock | 31,453 | 19,143 | | | 12,310 | 31,453 | | | | 170 | | 31,283 | 31,283 | 31,283 |
| 1.238A | Community Transit (S.S.I.) | 506,175 | 442,295 | | | 63,880 | 506,175 | | | | 323,923 | | | 182,252 | 182,252 |
| 1.238B | Community Transportation (S.S.I.) | 96,117 | 75,265 | | | | 96,117 | 1,150 | | | 1,150 | | | 170,232 | 170,232 |
| 1.280 | Regional Parks | 12,363,073 | 9,254,007 | 498,815 | | 114,670 | 12,363,073 | | 66,923 | | 836,872 | 407,200 | | 11,052,078 | 11,052,078 |
| 1.280A | Regional Parks - Land Acquisition | 4,028,308 | | | | 4,028,308 | 4,028,308 | | | | | | | 4,028,308 | 4,028,308 |
| 1.290 | Royal Theatre | 580,000 | 100,000 | | 100,000 | 380,000 | 580,000 | | | | 580,000 | | | 580,000 | 580,000 |
| 1.295 | McPherson Theatre | 784,851 | 350,000 | | 92,000 | 342,851 | 784,851 | | | | 34,851 | | | 750,000 | 750,000 |
| 1.297 | Arts Grants | 2,942,074 | 2,942,074 | | | | 2,942,074 | | 13,552 | 19,955 | 180,710 | | | 2,727,857 | 2,727,857 |
| 1.299 | Salt Spring Island Arts | 118,602 | 118,477 | 125 | | | 118,602 | | | | 90 | | | 118,512 | 118,512 |
| 1.309 | Climate Action and Adaptation | 588,818 | 587,770 | | | 1,048 | 588,818 | 45,082 | | 10,000 | 75,317 | | | 458,419 | 458,419 |
| 1.310 | Land Banking & Housing | 2,785,019 | 1,763,046 | 1,009,463 | | 8,510 | 2,785,019 | 57,195 | 903,390 | 65,236 | 386,506 | 35,130 | | 1,337,562 | 1,337,562 |
| 1.311 | Regional Housing Trust Fund | 4,511,970 | 4,511,970 | | | | 4,511,970 | 3,430,738 | | | 81,232 | | | 1,000,000 | 1,000,000 |
| 1.313 | Animal Care Services | 1,175,450 | 1,165,450 | | | 10,000 | 1,175,450 | | | | 715,593 | 29,440 | | 430,417 | 430,417 |
| 1.314 | SGI House Numbering | 9,340 | 9,340 | | | | 9,340 | 33 | | | 104 | | | 9,203 | 9,203 |
| 1.316 | SSI Building Numbering | 9,478 | 9,450 | 28 | | | 9,478 | | | | 20 | | | 9,458 | 9,458 |
| 1.317 | JDF Building Numbering | 12,900 | 12,900 | | | | 12,900 | 73 | | | 38 | | | 12,789 | 12,789 |
| 1.318 | Building Inspection | 1,653,290 | 1,613,750 | | 6,240 | 33,300 | 1,653,290 | | 29,486 | 126,400 | 4,218 | 1,055,922 | | 437,264 | 437,264 |
| 1.319 | Soil Deposit Removal | 5,661 | 5,661 | | | | 5,661 | | | | 40 | | | 5,621 | 5,621 |
| 1.320 | Noise Control | 39,140 | 39,140 | | | | 39,140 | | | | 255 | | | 38,885 | 38,885 |
| 1.322 | Nuisances & Unsightly Premises | 51,990 | 51,990 | | | | 51,990 | | | | 306 | | | 51,684 | 51,684 |
| 1.323 | By-Law Enforcement | 509,296 | 472,336 | | | 36,960 | 509,296 | | 480,016 | | 29,280 | | | - | - |
| 1.324 | Regional Planning Services | 1,662,662 | 1,660,162 | | | 2,500 | 1,662,662 | 197,639 | 197,268 | 36,491 | 63,033 | | | 1,168,231 | 1,168,231 |
| 1.325 | Electoral Area Services - Planning | 865,106 | 789,336 | | | 75,770 | 865,106 | | 17,798 | 71,248 | 60,035 | 32,000 | | 684,025 | 684,025 |
| 1.330 | Regional Growth Strategy | 379,205 | 379,205 | | | | 379,205 | 45,000 | | 21,250 | 16,830 | | | 296,125 | 296,125 |
| 1.335 | Geo-Spatial Referencing System | 179,599 | 120,723 | | | 58,876 | 179,599 | | | | 8,398 | 7,970 | | 163,231 | 163,231 |
| 1.350 | Willis Point Fire Protect & Recreation | 176,399 | 123,489 | | 6,300 | 46,610 | 176,399 | 14,582 | | | 32,875 | | | 128,942 | 128,942 |
| 1.352 | South Galiano Fire Protection | 424,362 | 293,194 | 43,418 | | 5,700 | 424,362 | | | | 310 | | 66,417 | 357,635 | 424,052 |
| 1.353 | Otter Point Fire Protection | 497,245 | 342,155 | | 5,090 | 150,000 | 497,245 | | | | 310 | | | 496,935 | 496,935 |
| 1.354 | Malahat Fire Protection | 63,814 | 63,814 | | | | 63,814 | 4 | | | | | | 63,810 | 63,810 |
| 1.355 | Durrance Road Fire Protection | 2,990 | 2,770 | | | 220 | 2,990 | | | | | 2,990 | | 2,990 | 2,990 |
| 1.356 | Pender Fire Protection | 1,115,136 | 851,194 | 116,400 | | 147,542 | 1,115,136 | | | 116,400 | 10,249 | | | 988,487 | 988,487 |
| 1.357 | East Sooke Fire Protection | 509,420 | 227,341 | 155,109 | | 126,970 | 509,420 | 21,058 | | | 26,160 | 56,010 | | 406,192 | 406,192 |
| 1.358 | Port Renfrew Fire Protection | 148,139 | 120,581 | 2,898 | | 24,660 | 148,139 | | | | 1,144 | | | 87,765 | 87,765 |
| 1.359 | N. Galiano Fire Protection | 210,298 | 150,066 | 48,872 | | 6,270 | 210,298 | 12,270 | | | 714 | | 24,440 | 172,874 | 197,314 |
| 1.360 | Shirley Fire Protection | 154,153 | 83,183 | | 10,000 | 60,970 | 154,153 | | | | 200 | | | 153,953 | 153,953 |
| 1.363 | Saturna Island Fire | 168,292 | 168,269 | 23 | | | 168,292 | | | | 10,620 | | | 157,672 | 157,672 |
| 1.369 | Electoral Area Fire Services - JDF | 97,135 | 88,229 | | 3,452 | 5,455 | 97,135 | | | 30,442 | 100 | | | 66,593 | 66,593 |
| 1.369 | Electoral Area Fire Services - SGI | 110,155 | 100,044 | | 3,918 | 6,192 | 110,155 | | | 34,558 | | | | 75,597 | 75,597 |
| 1.370 | Juan de Fuca Emergency Program | 92,825 | 76,945 | | | 15,880 | 92,825 | 6,000 | | | 222 | | | 86,603 | 86,603 |
| 1.371 | S.S.I. Emergency Program | 139,100 | 139,100 | | | | 139,100 | 6,000 | | 5,000 | 187 | | | 127,913 | 127,913 |
| 1.372 | Electoral Area Emergency Program | 619,967 | 612,643 | | | 7,324 | 619,967 | 14,486 | 459,671 | | 888 | | | 144,922 | 144,922 |
| 1.373 | S.G.I. Emergency Program | 273,227 | 257,127 | | | 16,100 | 273,227 | 28,000 | | | 2,619 | | | 242,608 | 242,608 |

| CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN | | | | | | | | | | | Schedule A | | | | | |
|---|---|--------------|------------|----------------------|---------|-----------|-----------------------|------------|--------------|------------------------------|-------------------------|---------------|---------------|------------|--------------------|------------------|
| | | Expenditures | | | | | Transfers to Reserves | Revenue | | | | | | | | |
| | | Total 2021 | Operations | Interest & Principal | Deficit | Capital | | Total 2021 | Surplus 2020 | Recovery from other services | Transfers from Reserves | Other revenue | Fee & Charges | Parcel Tax | Property Value Tax | Requisition 2021 |
| 1.374 | Regional Emergency Program Support | 169,443 | 169,443 | | | | | 169,443 | | | | 32,760 | 7,435 | | 129,248 | 129,248 |
| 1.375 | Hazardous Material Incident Response | 344,703 | 335,143 | | | | 9,560 | 344,703 | | | | 10,000 | 17,875 | | 316,828 | 316,828 |
| 1.377 | J.D.F. Search and Rescue | 89,344 | 84,879 | | 4,465 | | | 89,344 | | | | | 20,681 | | 68,663 | 68,663 |
| 1.378 | S.S.I. Search and Rescue | 28,303 | 28,303 | | | | | 28,303 | 4,870 | | | | 97 | | 23,336 | 23,336 |
| 1.40X | SEAPARC | 3,684,094 | 3,165,128 | 103,966 | | | 415,000 | 3,684,094 | | | | 293,541 | 473,422 | | 2,917,131 | 2,917,131 |
| 1.405 | JDF EA - Community Parks | 190,953 | 170,953 | | | | 20,000 | 190,953 | | | | | 778 | | 190,175 | 190,175 |
| 1.408 | JDF EA - Community Recreation | 88,526 | 88,526 | | | | | 88,526 | | | | | 20,216 | | 68,310 | 68,310 |
| 1.44X | Panorama Rec. Center. | 8,071,561 | 6,710,364 | 756,214 | | | 604,983 | 8,071,561 | 259,421 | | 51,000 | 1,226,383 | 1,441,035 | | 5,093,722 | 5,093,722 |
| 1.455 | Salt Spring Island - Community Parks | 975,615 | 909,587 | | 55,938 | | 10,090 | 975,615 | | 356,700 | | 201,404 | | | 417,511 | 417,511 |
| 1.458 | Salt Spring Is. - Community Rec | 265,655 | 264,320 | | 1,335 | | | 265,655 | | | | 1,374 | 210,770 | | 53,511 | 53,511 |
| 1.459 | Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro | 1,750,579 | 1,482,603 | 26,976 | | | 241,000 | 1,750,579 | | 96,138 | | 44,372 | 141,150 | | 1,468,919 | 1,468,919 |
| 1.465 | Saturna Island Comm. Parks | 24,060 | 18,582 | | | | 5,478 | 24,060 | | | | 1,194 | | | 22,866 | 22,866 |
| 1.468 | Saturna Island - Community Rec. | 20,109 | 20,109 | | | | | 20,109 | 6,361 | | | | 777 | | 12,971 | 12,971 |
| 1.475 | Mayne Is. Com. Parks & Rec | 83,484 | 76,464 | | | 7,020 | | 83,484 | | | | | 269 | | 83,215 | 83,215 |
| 1.476 | Mayne Is. Comm. Parks (reserve) | 20,433 | 20,433 | | | | | 20,433 | 16,510 | | | | 3,543 | | - | - |
| 1.478 | Mayne Is. Community Rec. | 42,441 | 42,441 | | | | | 42,441 | 8,174 | | | | 58 | | 34,209 | 34,209 |
| 1.485 | North & South Pender Com. Parks | 157,082 | 114,082 | | | | 43,000 | 157,082 | | | | | 1,733 | | 155,349 | 155,349 |
| 1.488 | North & South Pender Com. Rec | 64,922 | 64,307 | | 615 | | | 64,922 | | | | | 765 | | 64,157 | 64,157 |
| 1.495 | Galiano Parks | 92,140 | 77,659 | | | | 14,481 | 92,140 | | | | | 67 | | 92,073 | 92,073 |
| 1.498 | Galiano Community Recreation | 41,174 | 41,174 | | | | | 41,174 | 4,454 | | | | 15 | | 36,705 | 36,705 |
| 1.521 | SWMP -Solid Waste Disposal (Refuse Disposal | 25,260,498 | 23,175,348 | | | | 2,085,150 | 25,260,498 | 1,008,244 | | | 6,548,024 | 17,704,230 | | - | - |
| 1.523 | Port Renfrew Refuse Disposal | 86,737 | 80,737 | | | | 6,000 | 86,737 | | 15,590 | | 37,823 | | | 33,324 | 33,324 |
| 1.525 | Solid Waste Disposal - Debt | 203,660 | 1,390 | 202,270 | | | | 203,660 | | | | 1,390 | 202,270 | | - | - |
| 1.531 | Stormwater Quality Management - Sooke | 66,404 | 66,404 | | | | | 66,404 | | | 28,855 | 79 | | | 37,470 | 37,470 |
| 1.533 | Stormwater Quality Management - S.G.I. | 38,336 | 38,336 | | | | | 38,336 | | | | 461 | | | 37,875 | 37,875 |
| 1.535 | Stormwater Quality Management - S.S.I. | 27,528 | 27,528 | | | | | 27,528 | | | | 28 | | | 27,500 | 27,500 |
| 1.536 | LWMP-Stormwater Quality Management-Core | 720,359 | 720,359 | | | | | 720,359 | | | 6,003 | 89,696 | | | 624,660 | 624,660 |
| 1.537 | Stormwater Quality Management - Peninsula | 115,765 | 112,943 | | | | 2,822 | 115,765 | | | | 3,945 | | | 111,820 | 111,820 |
| 1.538 | Source - Stormwater Quality - Peninsula | 62,480 | 62,480 | | | | | 62,480 | | | 7,816 | 1,514 | | | 53,150 | 53,150 |
| 1.57X | Environmental Services | 22,861,504 | 22,458,881 | | | 105,000 | 297,623 | 22,861,504 | 259,995 | 22,509,109 | | 92,400 | | | - | - |
| 1.911 | 911 Systems | 2,595,230 | 1,487,161 | 1,011,949 | | | 96,120 | 2,595,230 | | | 66,843 | 2,233,722 | 141,320 | | 153,345 | 153,345 |
| 1.912A | 911 Call Answer - RCMP | - | - | | | | | - | | | | | | | - | - |
| 1.912B | 911 Call Answer - Municipalities | 26,344.00 | - | 26,344 | | | | 26,344.00 | | 751,860 | | (60,243) | | (665,273) | (665,273) | (665,273) |
| 1.913 | 913 Fire Dispatch | 725,219 | 722,219 | | | | 3,000 | 725,219 | | | | 16,214 | | | 709,005 | 709,005 |
| 1.921 | Regional CREST Contribution | 1,723,234 | 1,723,234 | | | | | 1,723,234 | 962 | | | 101,434 | | | 1,620,838 | 1,620,838 |
| 1.923 | Emergency Comm - CREST - S.G.I. | 180,064 | 180,064 | | | | | 180,064 | 122 | | | 1,754 | | | 178,188 | 178,188 |
| 1.924 | Emergency Comm - CREST - J.D.F. | 121,470 | 119,336 | | 2,134 | | | 121,470 | | | | 221 | | | 121,249 | 121,249 |
| 1.925 | Emergency Comm - CREST - S.S.I. | 142,105 | 142,105 | | | | | 142,105 | 215 | | | 119 | | | 141,771 | 141,771 |
| 2.610 | Saanich Peninsula Water Supply | 7,169,999 | 6,419,999 | | | | 750,000 | 7,169,999 | | | | 500 | 7,169,499 | | - | - |
| 2.620 | SSI Highland Water System | 31,272 | 514 | 30,758 | | | | 31,272 | 33 | | | 120 | | 31,119 | 31,119 | 31,119 |
| 2.621 | Highland / Fernwood Water - SSI | 515,341 | 303,047 | 43,416 | 100,918 | | 67,960 | 515,341 | | | | 750 | 439,591 | 75,000 | 75,000 | 75,000 |
| 2.622 | Cedars of Tuam | 49,363 | 41,563 | | | | 7,800 | 49,363 | | | 12,500 | 50 | 36,813 | | - | - |
| 2.624 | Beddis Water | 259,352 | 175,550 | 42,962 | 13,650 | | 27,190 | 259,352 | | | 8,000 | 320 | 177,562 | 73,470 | 73,470 | 73,470 |
| 2.626 | Fulford Water | 207,368 | 164,823 | 14,145 | | | 28,400 | 207,368 | | | 20,000 | 870 | 148,998 | 37,500 | 37,500 | 37,500 |
| 2.628 | Cedar Lane Water (S.S.I.) | 89,751 | 76,557 | 7,824 | | | 5,370 | 89,751 | | | 25,000 | 180 | 54,547 | 10,024 | 10,024 | 10,024 |
| 2.630 | Magic Lakes Estate Water System | 979,675 | 678,211 | 199,074 | | | 102,390 | 979,675 | | | 40,000 | 9,603 | 361,555 | 568,517 | 568,517 | 568,517 |
| 2.640 | Saturna Island Water System (Lyll Harbour) | 248,197 | 166,017 | 30,077 | 22,103 | | 30,000 | 248,197 | | | 10,000 | 997 | 109,462 | 127,738 | 127,738 | 127,738 |
| 2.642 | Skana Water (Mayne) | 69,509 | 51,334 | 2,115 | | | 16,060 | 69,509 | | | 2,000 | 110 | 44,514 | 22,885 | 22,885 | 22,885 |
| 2.650 | Port Renfrew Water | 121,108 | 107,108 | | | | 14,000 | 121,108 | | | | 1,083 | 60,009 | 60,016 | 60,016 | 60,016 |
| 2.655 | Snuggery Cove (Port Renfrew) | - | - | | | | | - | | | | | | | - | - |
| 2.660 | Fernwood Water | 14,753 | 408 | 14,345 | | | | 14,753 | 1,200 | | | 60 | | 13,493 | 13,493 | 13,493 |
| 2.665 | Sticks Allison Water (Galiano) | 59,999 | 48,999 | | | | 11,000 | 59,999 | | | 5,000 | 100 | 49,899 | 5,000 | 5,000 | 5,000 |
| 2.667 | Surfside Park Estates (Mayne) | 108,251 | 91,251 | | | | 17,000 | 108,251 | | | 5,000 | 100 | 81,151 | 22,000 | 22,000 | 22,000 |
| 2.670 | Regional Water Supply | 34,921,283 | 16,992,896 | 8,333,667 | | 9,297,180 | 297,540 | 34,921,283 | | | | 615,670 | 34,305,613 | | - | - |
| 2.680 | Juan de Fuca Water Distribution | 20,799,372 | 13,374,117 | 1,888,336 | | 5,278,916 | 258,003 | 20,799,372 | | 6,000 | 69,941 | 181,230 | 20,542,201 | | - | - |
| 2.691 | Wilderness Mountain Water Service | 149,544 | 120,957 | 23,587 | | | 5,000 | 149,544 | 2,932 | | | 130 | 86,962 | 59,520 | 59,520 | 59,520 |
| 3.700 | Septage Disposal - Municipal | 206,222 | 140,331 | | | 65,891 | | 206,222 | | | | 154,843 | 2,540 | | 48,839 | 48,839 |
| 3.700 | Septage Disposal - JDF Service Area | 297 | 297 | | | | | 297 | | | | | | 297 | 297 | 297 |
| 3.701 | Millstream Remediation Service | 374,541 | 1,911 | 138,920 | | 233,710 | | 374,541 | | | 176,961 | 20,620 | | 176,960 | 176,960 | 176,960 |
| 3.705 | S.S.I. Liquid Waste Disposal | 897,276 | 706,913 | 160,573 | | | 29,790 | 897,276 | | | 5,000 | 1,580 | 534,000 | 356,696 | 356,696 | 356,696 |
| 3.707 | On Site System Management Program - LWMP | 293,643 | 206,437 | | | | 87,206 | 293,643 | 102,986 | | | 9,217 | | | 181,440 | 181,440 |
| 3.71X | Trk Swrs & Swge Disp - oper | 34,299,994 | 32,495,177 | | | | 1,804,817 | 34,299,994 | 53,528 | 1,524,485 | 200,000 | 26,631,965 | | 5,890,016 | 5,890,016 | 5,890,016 |
| 3.7XX | Trk Swrs - debt | 24,223,646 | 457,450 | 9,194,296 | 2,087 | 5,529,745 | 9,040,068 | 24,223,646 | 1,153,089 | | | 16,961,572 | | 6,108,985 | 6,108,985 | 6,108,985 |
| 3.720 | LWMP (Peninsula) - Implementation | 82,728 | 82,728 | | | | | 82,728 | | | 29,658 | 200 | | 52,870 | 52,870 | 52,870 |
| 3.750 | LWMP | 364,063 | 314,061 | | | | 50,002 | 364,063 | | | | 154,776 | | 209,287 | 209,287 | 209,287 |
| 3.752 | Harbours Program | 342,124 | 342,124 | | | | | 342,124 | | | | 23,356 | | 318,768 | 318,768 | 318,768 |
| 3.755 | Regional Source Control | 1,685,236 | 1,685,236 | | | | | 1,685,236 | 67,096 | 54,610 | 94,967 | 91,623 | 53,900 | 1,323,040 | 1,323,040 | 1,323,040 |
| 3.756 | Harbours Environmental Action | 65,290 | 65,290 | | | | | 65,290 | | | | | | 65,290 | 65,290 | 65,290 |
| 3.810 | Ganges Sewer | 1,059,376 | 695,390 | 245,813 | | | 118,173 | 1,059,376 | | | | 2,073 | 1,000,303 | 57,000 | 57,000 | 57,000 |
| 3.820 | Maliview Estates Sewer System | 217,583 | 147,987 | 3,299 | 27,727 | | 38,570 | 217,583 | | | 5,000 | 27,160 | 180,753 | 4,670 | 4,670 | 4,670 |
| 3.830 | Magic Lake Estates Sewer System | 854,863 | 587,500 | 174,103 | | | 93,260 | 854,863 | | 10,654 | 15,000 | 2,175 | 250,203 | 576,831 | 576,831 | 576,831 |
| 3.830D | Magic Lake Estates Sewer Debt | 79,210 | 37,600 | 41,610 | | | | 79,210 | | | | | | 79,210 | 79,210 | 79,210 |
| 3.850 | Port Renfrew Sewer | 118,030 | 100,828 | | 2,202 | | 15,000 | 118,030 | | | | 1,265 | 57,309 | 59,456 | 59,456 | 59,456 |
| 21.ALL | Feasibility Study Reserve Fund - All | 171,749 | 171,749 | | | | | 171,749 | 19,737 | | | 2,012 | | 150,000 | 150,000 | 150,000 |
| 21.E.A. | Feasibility Study Reserve Fund - E.A. | 10,000 | 10,000 | | | | | 10,000 | 10,000 | | | | | | | |

| CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN | | | | | | | | | | | | | | Schedule A | |
|---|---|--------------|------------|----------------------|---------|---------|-----------------------|------------|--------------|------------------------------|-------------------------|---------------|---------------|------------|--------------------|
| | | Expenditures | | | | | Transfers to Reserves | Revenue | | | | | | | |
| | | Total 2022 | Operations | Interest & Principal | Deficit | Capital | | Total 2022 | Surplus 2021 | Recovery from other services | Transfers from Reserves | Other revenue | Fee & Charges | Parcel Tax | Property Value Tax |
| 1.010 | Legislative & General Government | 24,565,301 | 23,930,696 | | | 360,100 | 274,505 | 24,565,301 | 400,000 | 13,594,875 | | 1,345,980 | 84,880 | 9,139,566 | 9,139,566 |
| 1.10X | Facilities and Risk | 3,403,092 | 3,217,984 | | | | 185,108 | 3,403,092 | | 3,023,894 | | 214,141 | 2,700 | 162,357 | 162,357 |
| 1.101 | G.I.S. | 563,902 | 540,412 | | | 23,490 | | 563,902 | | 494,422 | | | | 66,200 | 66,200 |
| 1.103 | Elections | 227,301 | 197,438 | | | | 29,863 | 227,301 | | | 122,331 | 74,970 | | 30,000 | 30,000 |
| 1.104 | U.B.C.M. | 13,157 | 13,157 | | | | | 13,157 | | | | 90 | | 13,067 | 13,067 |
| 1.109 | Electoral Area Admin Exp - JDF | 57,038 | 57,038 | | | | | 57,038 | | | | 120 | | 56,918 | 56,918 |
| 1.110 | Electoral Area Admin Exp - SGI | 407,813 | 394,690 | | | | 13,123 | 407,813 | | | 30,000 | 16,886 | | 360,927 | 360,927 |
| 1.111 | Electoral Area Admin Exp - SSI | 787,630 | 782,130 | | | | 5,500 | 787,630 | | 262,527 | | 640 | | 524,463 | 524,463 |
| 1.112 | Regional Grant in Aid | - | - | | | | | - | | | | | | - | - |
| 1.114 | Grant-in-Aid - Juan de Fuca | 22,123 | 22,123 | | | | | 22,123 | | | | 310 | | 21,813 | 21,813 |
| 1.116 | Grant-in-Aid - Salt Spring Island | 55,313 | 55,313 | | | | | 55,313 | | | | 200 | | 55,113 | 55,113 |
| 1.117 | Grant-in-Aid - Southern Gulf Islands | 104,030 | 104,030 | | | | | 104,030 | | | | 890 | | 103,140 | 103,140 |
| 1.119 | Vancouver Island Regional Library | 317,636 | 317,636 | | | | | 317,636 | | | | 540 | | 317,096 | 317,096 |
| 1.121 | Sooke Regional Museum | 200,487 | 200,487 | | | | | 200,487 | | | | 330 | | 200,157 | 200,157 |
| 1.123 | Prov. Court of B.C. (Family Court) | 149,359 | 55,850 | | | | 93,509 | 149,359 | | | | 149,359 | | - | - |
| 1.124 | SSI Economic Development Commission | 79,140 | 76,579 | | | | 2,561 | 79,140 | | | | 570 | | 78,570 | 78,570 |
| 1.125 | SGI Economic Development Commission | 122,222 | 122,222 | | | | | 122,222 | | | | 710 | | 121,512 | 121,512 |
| 1.126 | Victoria Family Court Committee | 15,888 | 15,888 | | | | | 15,888 | | | | 888 | | 15,000 | 15,000 |
| 1.128 | Greater Victoria Police Victim Services | 298,542 | 298,542 | | | | | 298,542 | | | | 14,571 | | 283,971 | 283,971 |
| 1.129 | Vancouver Island Regional Library - Debt | 369,767 | | 369,767 | | | | 369,767 | | | | 369,767 | | - | - |
| 1.133 | Langford E.A. - Greater Victoria Public Library | 31,596 | 31,596 | | | | | 31,596 | | | | 80 | | 31,516 | 31,516 |
| 1.137 | Galiano Island Community Use Building | 63,197 | 33,686 | 27,417 | | | 2,094 | 63,197 | | | | 247 | | 62,950 | 62,950 |
| 1.138 | Southern Gulf Islands Regional Library | 232,441 | 232,441 | | | | | 232,441 | | | | 1,640 | | 230,801 | 230,801 |
| 1.141 | Salt Spring Island Public Library | 667,152 | 478,426 | 173,726 | | | 15,000 | 667,152 | | | | 2,070 | | 665,082 | 665,082 |
| 1.15X | Municipalities' Own Debt - M.F.A. | 14,654,933 | 70,460 | 14,584,473 | | | | 14,654,933 | | | | 70,460 | | 14,584,473 | 14,584,473 |
| 1.170 | Gossip Island Electric Power Supply | 57,079 | 636 | 56,443 | | | | 57,079 | | | | 293 | 56,786 | 56,786 | 56,786 |
| 1.224 | Community Health - Homeless Sec. | 815,787 | 815,787 | | | | | 815,787 | | | | 192,253 | | 623,534 | 623,534 |
| 1.226 | Community Health (CHR) Facilities | 1,607,863 | 1,054,193 | | | | 553,670 | 1,607,863 | | | | 1,607,863 | | - | - |
| 1.227 | Saturna Island Medical Clinic | 32,559 | 32,559 | | | | | 32,559 | | | | 1,760 | | 30,799 | 30,799 |
| 1.228 | Galiano Health Service | 135,736 | 135,736 | | | | | 135,736 | | | | 40 | | 135,696 | 135,696 |
| 1.230 | Traffic Safety Commission | 76,160 | 76,160 | | | | | 76,160 | | | | 3,630 | | 72,530 | 72,530 |
| 1.232 | Port Renfrew Street Lighting | 9,037 | 9,037 | | | | | 9,037 | | | | 300 | 3,983 | 4,754 | 4,754 |
| 1.234 | S.S.I. Street Lighting | 26,553 | 26,553 | | | | | 26,553 | | | | 40 | | 26,513 | 26,513 |
| 1.235 | S. G. I. Small Craft Harbour Facilities | 411,546 | 212,847 | 48,699 | | | 150,000 | 411,546 | | | | 5,500 | 107,680 | 298,366 | 298,366 |
| 1.236 | Salt Spring Island Fernwood Dock | 31,813 | 19,253 | | | | | 31,813 | | | | 170 | 31,643 | 31,643 | 31,643 |
| 1.238A | Community Transit (S.S.I.) | 508,278 | 498,278 | | | | | 508,278 | | | 131,536 | 182,870 | | 193,872 | 193,872 |
| 1.238B | Community Transportation (S.S.I.) | 173,551 | 76,701 | 2,850 | | | 94,000 | 173,551 | | | | 1,360 | | 172,191 | 172,191 |
| 1.280 | Regional Parks | 12,800,651 | 9,745,710 | 498,815 | | 117,190 | 2,438,936 | 12,800,651 | | 32,057 | | 755,648 | 413,200 | 11,599,746 | 11,599,746 |
| 1.280A | Regional Parks - Land Acquisition | 4,245,865 | | | | | 4,245,865 | 4,245,865 | | | | | | 4,245,865 | 4,245,865 |
| 1.290 | Royal Theatre | 580,000 | 100,000 | | | 100,000 | 380,000 | 580,000 | | | | | | 580,000 | 580,000 |
| 1.295 | McPherson Theatre | 785,843 | 350,000 | | | 88,000 | 347,843 | 785,843 | | | | 35,843 | | 750,000 | 750,000 |
| 1.297 | Arts Grants | 3,001,369 | 3,001,369 | | | | | 3,001,369 | | 13,582 | | 185,665 | | 2,802,122 | 2,802,122 |
| 1.299 | Salt Spring Island Arts | 120,213 | 120,213 | | | | | 120,213 | | | | 70 | | 120,143 | 120,143 |
| 1.309 | Climate Action and Adaptation | 544,190 | 544,190 | | | | | 544,190 | | | | 76,600 | | 467,590 | 467,590 |
| 1.310 | Land Banking & Housing | 3,340,480 | 1,493,492 | 1,842,988 | | | 4,000 | 3,340,480 | | 654,929 | | 516,173 | 35,129 | 2,134,249 | 2,134,249 |
| 1.311 | Regional Housing Trust Fund | 262,475 | 262,475 | | | | | 262,475 | | | | | | 262,475 | 262,475 |
| 1.313 | Animal Care Services | 1,193,807 | 1,183,807 | | | | 10,000 | 1,193,807 | | | | 731,290 | 29,960 | 432,557 | 432,557 |
| 1.314 | SGI House Numbering | 9,486 | 9,486 | | | | | 9,486 | | | | 130 | | 9,356 | 9,356 |
| 1.316 | SSI Building Numbering | 9,585 | 9,585 | | | | | 9,585 | | | | 30 | | 9,555 | 9,555 |
| 1.317 | JDF Building Numbering | 13,122 | 13,122 | | | | | 13,122 | | | | 50 | | 13,072 | 13,072 |
| 1.318 | Building Inspection | 1,678,455 | 1,638,795 | | | 6,360 | 33,300 | 1,678,455 | | 30,076 | 37,409 | 4,212 | 1,105,181 | 501,577 | 501,577 |
| 1.319 | Soil Deposit Removal | 5,660 | 5,660 | | | | | 5,660 | | | | 40 | | 5,620 | 5,620 |
| 1.320 | Noise Control | 39,754 | 39,754 | | | | | 39,754 | | | | 200 | | 39,554 | 39,554 |
| 1.322 | Nuisances & Unsightly Premises | 52,734 | 52,734 | | | | | 52,734 | | | | 270 | | 52,464 | 52,464 |
| 1.323 | By-Law Enforcement | 512,709 | 475,749 | | | | 36,960 | 512,709 | | 482,849 | | 29,860 | | - | - |
| 1.324 | Regional Planning Services | 2,289,313 | 2,286,813 | | | | 2,500 | 2,289,313 | | 203,635 | 771,428 | 66,760 | | 1,247,490 | 1,247,490 |
| 1.325 | Electoral Area Services - Planning | 804,998 | 729,228 | | | | 75,770 | 804,998 | | 18,150 | | 33,398 | 32,640 | 718,290 | 718,290 |
| 1.330 | Regional Growth Strategy | 342,159 | 342,159 | | | | | 342,159 | | | 15,000 | 23,580 | | 303,579 | 303,579 |
| 1.335 | Geo-Spatial Referencing System | 175,932 | 115,882 | | | | 60,050 | 175,932 | | | | 8,560 | 8,130 | 159,242 | 159,242 |
| 1.350 | Willis Point Fire Protect & Recreation | 180,831 | 106,901 | | | 6,430 | 67,500 | 180,831 | | | | 49,395 | | 131,436 | 131,436 |
| 1.352 | South Galiano Fire Protection | 478,646 | 277,344 | 112,052 | | 5,810 | 83,440 | 478,646 | | | | 320 | 112,052 | 366,274 | 366,274 |
| 1.353 | Otter Point Fire Protection | 512,336 | 351,346 | | | 5,190 | 155,800 | 512,336 | | | | 310 | | 512,026 | 512,026 |
| 1.354 | Malahat Fire Protection | 65,550 | 65,550 | | | | | 65,550 | | | | | | 65,550 | 65,550 |
| 1.355 | Durrance Road Fire Protection | 3,050 | 2,730 | | | | 320 | 3,050 | | | | | 3,050 | 3,050 | 3,050 |
| 1.356 | Pender Fire Protection | 1,140,798 | 873,905 | 116,400 | | | 150,493 | 1,140,798 | | | 116,400 | 9,294 | | 1,015,104 | 1,015,104 |
| 1.357 | East Sooke Fire Protection | 496,932 | 211,823 | 155,109 | | | 130,000 | 496,932 | | | | 26,670 | 57,130 | 413,132 | 413,132 |
| 1.358 | Port Renfrew Fire Protection | 151,438 | 123,540 | 2,898 | | | 25,000 | 151,438 | | | | 1,110 | | 89,918 | 89,918 |
| 1.359 | N. Galiano Fire Protection | 214,681 | 154,219 | 48,872 | | 6,400 | 5,190 | 214,681 | | | | 720 | 24,440 | 189,521 | 189,521 |
| 1.360 | Shirley Fire Protection | 156,260 | 85,260 | | | 10,000 | 61,000 | 156,260 | | | | 200 | | 156,060 | 156,060 |
| 1.363 | Saturna Island Fire | 178,468 | 178,468 | | | | | 178,468 | | | | 7,510 | | 170,958 | 170,958 |
| 1.369 | Electoral Area Fire Services - JDF | 68,023 | 57,470 | | | 3,522 | 7,032 | 68,023 | | | | 100 | | 67,923 | 67,923 |
| 1.369 | Electoral Area Fire Services - SGI | 77,107 | 65,126 | | | 3,998 | 7,982 | 77,107 | | | | | | 77,107 | 77,107 |
| 1.370 | Juan de Fuca Emergency Program | 88,795 | 72,835 | | | | 15,960 | 88,795 | | | | 220 | | 88,575 | 88,575 |
| 1.371 | S.S.I. Emergency Program | 129,890 | 129,890 | | | | | 129,890 | | | | 180 | | 129,710 | 129,710 |
| 1.372 | Electoral Area Emergency Program | 621,907 | 614,437 | | | | 7,470 | 621,907 | | 468,864 | | 830 | | 152,213 | 152,213 |
| 1.373 | S.G.I. Emergency Program | 249,589 | 234,989 | | | | 14,600 | 249,589 | | | | 2,120 | | 247,469 | 247,469 |

| CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN | | | | | | | Schedule A | | | | | | | | | | |
|---|---|--------------|------------|----------------------|---------|-----------|-----------------------|------------|--------------|------------------------------|-------------------------|---------------|---------------|------------|--------------------|------------------|-----------|
| | | Expenditures | | | | | Transfers to Reserves | Revenue | | | | | | | | | |
| | | Total 2022 | Operations | Interest & Principal | Deficit | Capital | | Total 2022 | Surplus 2021 | Recovery from other services | Transfers from Reserves | Other revenue | Fee & Charges | Parcel Tax | Property Value Tax | Requisition 2022 | |
| 1.374 | Regional Emergency Program Support | 144,868 | 144,868 | | | | | 144,868 | | | | | 7,560 | | | 137,308 | 137,308 |
| 1.375 | Hazardous Material Incident Response | 354,669 | 345,109 | | | | 9,560 | 354,669 | | | | | 17,970 | | | 336,699 | 336,699 |
| 1.377 | J.D.F. Search and Rescue | 87,108 | 87,108 | | | | | 87,108 | | | | | 21,090 | | | 66,018 | 66,018 |
| 1.378 | S.S.I. Search and Rescue | 23,436 | 23,436 | | | | | 23,436 | | | | | 100 | | | 23,336 | 23,336 |
| 1.40X | SEAPARC | 3,896,148 | 3,372,182 | 103,966 | | | 420,000 | 3,896,148 | | | | 299,008 | 483,195 | | | 3,113,945 | 3,113,945 |
| 1.405 | JDF EA - Community Parks | 193,897 | 173,497 | | | | 20,400 | 193,897 | | | | | 780 | | | 193,117 | 193,117 |
| 1.408 | JDF EA - Community Recreation | 90,593 | 90,593 | | | | | 90,593 | | | | | 20,610 | | | 69,983 | 69,983 |
| 1.44X | Panorama Rec. Center. | 8,688,393 | 7,155,393 | 923,437 | | | 609,563 | 8,688,393 | | | | 1,305,372 | 2,039,233 | | | 5,343,788 | 5,343,788 |
| 1.455 | Salt Spring Island - Community Parks | 962,936 | 938,396 | 14,250 | | | 10,290 | 962,936 | | 363,830 | | | 148,070 | | | 451,036 | 451,036 |
| 1.458 | Salt Spring Is. - Community Rec | 298,844 | 298,844 | | | | | 298,844 | | | | | 228,020 | | | 70,824 | 70,824 |
| 1.459 | Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro | 1,948,716 | 1,701,541 | | | | 247,175 | 1,948,716 | | 98,254 | | | 16,155 | 275,000 | | 1,559,307 | 1,559,307 |
| 1.465 | Saturna Island Comm. Parks | 24,640 | 18,889 | | | | 5,751 | 24,640 | | | | | 1,180 | | | 23,460 | 23,460 |
| 1.468 | Saturna Island - Community Rec. | 13,920 | 13,920 | | | | | 13,920 | | | | | 390 | | | 13,530 | 13,530 |
| 1.475 | Mayne Is. Com. Parks & Rec | 85,728 | 78,578 | | | 7,150 | | 85,728 | | | | | 270 | | | 85,458 | 85,458 |
| 1.476 | Mayne Is. Comm. Parks (reserve) | 3,887 | 3,887 | | | | | 3,887 | | | | | 3,507 | | | - | - |
| 1.478 | Mayne Is. Community Rec. | 34,953 | 34,953 | | | | | 34,953 | | | | | 60 | | | 34,893 | 34,893 |
| 1.485 | North & South Pender Com. Parks | 160,094 | 117,094 | | | | 43,000 | 160,094 | | | | | 1,470 | | | 158,624 | 158,624 |
| 1.488 | North & South Pender Com. Rec | 65,999 | 65,999 | | | | | 65,999 | | | | | 880 | | | 65,119 | 65,119 |
| 1.495 | Galiano Parks | 94,720 | 79,720 | | | | 15,000 | 94,720 | | | | | 60 | | | 94,660 | 94,660 |
| 1.498 | Galiano Community Recreation | 37,675 | 37,675 | | | | | 37,675 | | | | | 20 | | | 37,655 | 37,655 |
| 1.521 | SWMP -Solid Waste Disposal (Refuse Disposal | 24,251,374 | 23,194,807 | | | | 1,056,567 | 24,251,374 | | | | 6,547,144 | 17,704,230 | | | - | - |
| 1.523 | Port Renfrew Refuse Disposal | 88,384 | 82,384 | | | | 6,000 | 88,384 | | 15,900 | | | 38,627 | | | 33,857 | 33,857 |
| 1.525 | Solid Waste Disposal - Debt | 203,660 | 1,390 | 202,270 | | | | 203,660 | | | | | 1,390 | 202,270 | | - | - |
| 1.531 | Stormwater Quality Management - Sooke | 79,190 | 77,292 | | | | 1,898 | 79,190 | | | 40,890 | | 80 | | | 38,220 | 38,220 |
| 1.533 | Stormwater Quality Management - S.G.I. | 39,329 | 39,329 | | | | | 39,329 | | | | | 410 | | | 38,919 | 38,919 |
| 1.535 | Stormwater Quality Management - S.S.I. | 27,530 | 27,530 | | | | | 27,530 | | | | | 30 | | | 27,500 | 27,500 |
| 1.536 | LWMP-Stormwater Quality Management-Core | 734,760 | 732,690 | | | | 2,070 | 734,760 | | | 6,120 | | 91,490 | | | 637,150 | 637,150 |
| 1.537 | Stormwater Quality Management - Peninsula | 118,040 | 115,200 | | | | 2,840 | 118,040 | | | | | 3,980 | | | 114,060 | 114,060 |
| 1.538 | Source - Stormwater Quality - Peninsula | 55,820 | 53,603 | | | | 2,217 | 55,820 | | | | | 1,610 | | | 54,210 | 54,210 |
| 1.57X | Environmental Services | 22,888,199 | 22,570,576 | | | | 317,623 | 22,888,199 | | 22,795,799 | | | 92,400 | | | - | - |
| 1.911 | 911 Systems | 2,606,188 | 1,496,199 | 1,011,949 | | | 98,040 | 2,606,188 | | | 59,000 | 2,246,637 | 141,320 | | | 159,231 | 159,231 |
| 1.912A | 911 Call Answer - RCMP | - | - | | | | | - | | | | | | | | - | - |
| 1.912B | 911 Call Answer - Municipalities | - | - | | | | | - | | 759,700 | | | (54,678) | | | (705,022) | (705,022) |
| 1.913 | 913 Fire Dispatch | 753,372 | 747,072 | | | | 6,300 | 753,372 | | | | | 12,760 | | | 740,612 | 740,612 |
| 1.921 | Regional CREST Contribution | 1,757,539 | 1,757,539 | | | | | 1,757,539 | | | | | 104,970 | | | 1,652,569 | 1,652,569 |
| 1.923 | Emergency Comm - CREST - S.G.I. | 183,635 | 183,635 | | | | | 183,635 | | | | | 1,630 | | | 182,005 | 182,005 |
| 1.924 | Emergency Comm - CREST - J.D.F. | 121,750 | 121,750 | | | | | 121,750 | | | | | 210 | | | 121,540 | 121,540 |
| 1.925 | Emergency Comm - CREST - S.S.I. | 144,909 | 144,909 | | | | | 144,909 | | | | | 120 | | | 144,789 | 144,789 |
| 2.610 | Saanich Peninsula Water Supply | 7,420,483 | 6,588,183 | 32,300 | | | 800,000 | 7,420,483 | | | | 500 | 7,419,983 | | | - | - |
| 2.620 | SSI Highland Water System | 31,079 | 321 | 30,758 | | | | 31,079 | | | | | 120 | | 30,959 | 30,959 | 30,959 |
| 2.621 | Highland / Fernwood Water - SSI | 503,837 | 347,787 | 86,640 | | | 69,410 | 503,837 | | | 27,000 | | 760 | 396,077 | 80,000 | 80,000 | 80,000 |
| 2.622 | Cedars of Tuam | 40,014 | 31,056 | 98 | | | | 40,014 | | | 1,500 | | 50 | 38,464 | | - | - |
| 2.624 | Beddis Water | 250,918 | 172,241 | 44,387 | | | 34,290 | 250,918 | | | | | 320 | 175,491 | 75,107 | 75,107 | 75,107 |
| 2.626 | Fulford Water | 195,370 | 147,675 | 14,145 | | | 33,550 | 195,370 | | | | | 880 | 154,085 | 40,405 | 40,405 | 40,405 |
| 2.628 | Cedar Lane Water (S.S.I.) | 68,626 | 52,272 | 7,824 | | | 8,530 | 68,626 | | | | | 180 | 56,342 | 12,104 | 12,104 | 12,104 |
| 2.630 | Magic Lakes Estate Water System | 955,190 | 653,726 | 199,074 | | | 102,390 | 955,190 | | | | 9,603 | 371,387 | 574,200 | | 574,200 | 574,200 |
| 2.640 | Saturna Island Water System (Lyll Harbour) | 258,743 | 170,487 | 30,756 | | | 57,500 | 258,743 | | | 10,200 | | 330 | 118,213 | 130,000 | 130,000 | 130,000 |
| 2.642 | Skana Water (Mayne) | 68,600 | 49,985 | 2,115 | | | 16,500 | 68,600 | | | | | 110 | 48,490 | 20,000 | 20,000 | 20,000 |
| 2.650 | Port Renfrew Water | 131,021 | 109,021 | | | | 22,000 | 131,021 | | | | | 1,110 | 64,955 | 64,956 | 64,956 | 64,956 |
| 2.655 | Snuggery Cove (Port Renfrew) | - | - | | | | | - | | | | | | | | - | - |
| 2.660 | Fernwood Water | 14,583 | 238 | 14,345 | | | | 14,583 | | | | | 60 | 14,523 | | 14,523 | 14,523 |
| 2.665 | Sticks Allison Water (Galiano) | 61,718 | 44,718 | | | | 17,000 | 61,718 | | | | | 100 | 50,618 | 11,000 | 11,000 | 11,000 |
| 2.667 | Surfside Park Estates (Mayne) | 104,711 | 87,711 | | | | 17,000 | 104,711 | | | | | 100 | 83,611 | 21,000 | 21,000 | 21,000 |
| 2.670 | Regional Water Supply | 35,626,618 | 17,164,279 | 8,658,848 | | 9,500,000 | 303,491 | 35,626,618 | | | | 615,672 | 35,010,946 | | | - | - |
| 2.680 | Juan de Fuca Water Distribution | 21,831,756 | 13,697,884 | 2,370,709 | | 5,500,000 | 263,163 | 21,831,756 | | 6,000 | 30,596 | | 181,230 | 21,613,930 | | - | - |
| 2.691 | Wilderness Mountain Water Service | 169,328 | 133,741 | 23,587 | | | 12,000 | 169,328 | | | 10,000 | | 130 | 88,359 | 70,839 | 70,839 | 70,839 |
| 3.700 | Septage Disposal - Municipal | 201,612 | 145,982 | | | 55,630 | | 201,612 | | | | 164,950 | 2,590 | | 34,072 | 34,072 | 34,072 |
| 3.700 | Septage Disposal - JDF Service Area | 207 | 207 | | | | | 207 | | | | | | | 207 | 207 | 207 |
| 3.701 | Millstream Remediation Service | 140,140 | 1,220 | 138,920 | | | | 140,140 | | | 69,836 | | 470 | | 69,834 | 69,834 | 69,834 |
| 3.705 | S.S.I. Liquid Waste Disposal | 923,253 | 719,340 | 160,573 | | | 43,340 | 923,253 | | | | | 1,140 | 544,680 | 377,433 | 377,433 | 377,433 |
| 3.707 | On Site System Management Program - LWMP | 190,200 | 190,200 | | | | | 190,200 | | | | | 8,760 | | 181,440 | 181,440 | 181,440 |
| 3.71X | Trk Swrs & Swge Disp - oper | 35,210,205 | 33,340,200 | | | | 1,870,005 | 35,210,205 | | 10,000 | 1,581,337 | | 27,179,096 | | 5,947,290 | 5,947,290 | 5,947,290 |
| 3.7XX | Trk Swrs - debt | 24,276,823 | 131,998 | 11,303,855 | | 5,529,745 | 7,311,225 | 24,276,823 | | | | 17,784,919 | | 6,491,904 | 6,491,904 | 6,491,904 | 6,491,904 |
| 3.720 | LWMP (Peninsula) - Implementation | 119,140 | 119,140 | | | | | 119,140 | | | | | 210 | | 118,930 | 118,930 | 118,930 |
| 3.750 | LWMP | 371,340 | 322,655 | | | | 48,685 | 371,340 | | | | | 157,868 | | 213,472 | 213,472 | 213,472 |
| 3.752 | Harbours Program | 347,946 | 347,946 | | | | | 347,946 | | | | | 23,830 | | 324,116 | 324,116 | 324,116 |
| 3.755 | Regional Source Control | 1,559,199 | 1,559,199 | | | | | 1,559,199 | | | | | 54,980 | | 1,298,511 | 1,298,511 | 1,298,511 |
| 3.756 | Harbours Environmental Action | 66,596 | 66,596 | | | | | 66,596 | | 55,700 | 58,345 | | 91,663 | | 66,596 | 66,596 | 66,596 |
| 3.810 | Ganges Sewer | 1,095,884 | 720,541 | 245,813 | | | 129,530 | 1,095,884 | | | 10,000 | 2,090 | 1,024,794 | 59,000 | 59,000 | 59,000 | 59,000 |
| 3.820 | Malivue Estates Sewer System | 232,851 | 163,628 | 30,073 | | | 39,150 | 232,851 | | | 7,000 | 27,160 | 149,508 | 49,183 | 49,183 | 49,183 | 49,183 |
| 3.830 | Magic Lake Estates Sewer System | 863,018 | 595,655 | 174,103 | | | 93,260 | 863,018 | | 10,888 | 10,000 | 1,220 | 290,913 | 549,997 | 549,997 | 549,997 | 549,997 |
| 3.830D | Magic Lake Estates Sewer Debt | 188,374 | 10,000 | 178,374 | | | | 188,374 | | | | | | 188,374 | 188,374 | 188,374 | 188,374 |
| 3.850 | Port Renfrew Sewer | 118,215 | 103,215 | | | | 15,000 | 118,215 | | | | 1,230 | 58,495 | 58,490 | 58,490 | 58,490 | 58,490 |
| 21.ALL | Feasibility Study Reserve Fund - All | - | - | | | | | - | | | | | | | - | - | - |
| 21.E.A. | Feasibility Study Reserve Fund - E.A. | - | - | | | | | - | | | | | | | - | - | - |

| CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN | | | | | | | Schedule A | | | | | | | | |
|---|---|--------------|------------|----------------------|---------|---------|-----------------------|------------|--------------|------------------------------|-------------------------|---------------|---------------|------------|--------------------|
| | | Expenditures | | | | | Transfers to Reserves | Revenue | | | | | | | |
| | | Total 2023 | Operations | Interest & Principal | Deficit | Capital | | Total 2023 | Surplus 2022 | Recovery from other services | Transfers from Reserves | Other revenue | Fee & Charges | Parcel Tax | Property Value Tax |
| 1.010 | Legislative & General Government | 25,066,092 | 24,318,996 | | | 469,310 | 277,786 | 25,066,092 | 400,000 | 13,753,532 | | 1,352,770 | 85,780 | 9,474,010 | 9,474,010 |
| 1.10X | Facilities and Risk | 3,470,302 | 3,281,489 | | | | 188,813 | 3,470,302 | | 3,083,193 | | 218,804 | 2,700 | 165,605 | 165,605 |
| 1.101 | G.I.S. | 575,755 | 551,795 | | | 23,960 | | 575,755 | | 504,895 | | 3,340 | | 67,520 | 67,520 |
| 1.103 | Elections | 32,070 | 39 | | | | 32,031 | 32,070 | | | | 70 | | 32,000 | 32,000 |
| 1.104 | U.B.C.M. | 13,414 | 13,414 | | | | | 13,414 | | | | 90 | | 13,324 | 13,324 |
| 1.109 | Electoral Area Admin Exp - JDF | 58,189 | 58,189 | | | | | 58,189 | | | | 120 | | 58,069 | 58,069 |
| 1.110 | Electoral Area Admin Exp - SGI | 415,843 | 402,660 | | | | 13,183 | 415,843 | | | 18,000 | 17,125 | | 380,718 | 380,718 |
| 1.111 | Electoral Area Admin Exp - SSI | 804,175 | 798,675 | | | | 5,500 | 804,175 | | 268,124 | | 660 | | 535,391 | 535,391 |
| 1.112 | Regional Grant in Aid | - | - | | | | | - | | | | | | - | - |
| 1.114 | Grant-in-Aid - Juan de Fuca | 22,165 | 22,165 | | | | | 22,165 | | | | 320 | | 21,845 | 21,845 |
| 1.116 | Grant-in-Aid - Salt Spring Island | 60,359 | 60,359 | | | | | 60,359 | | | | 200 | | 60,159 | 60,159 |
| 1.117 | Grant-in-Aid - Southern Gulf Islands | 104,094 | 104,094 | | | | | 104,094 | | | | 900 | | 103,194 | 103,194 |
| 1.119 | Vancouver Island Regional Library | 323,990 | 323,990 | | | | | 323,990 | | | | 550 | | 323,440 | 323,440 |
| 1.121 | Sooke Regional Museum | 204,495 | 204,495 | | | | | 204,495 | | | | 340 | | 204,155 | 204,155 |
| 1.123 | Prov. Court of B.C. (Family Court) | 149,360 | 56,969 | | | | 92,391 | 149,360 | | | | 149,360 | | - | - |
| 1.124 | SSI Economic Development Commission | 80,720 | 77,715 | | | | 3,005 | 80,720 | | | | 580 | | 80,140 | 80,140 |
| 1.125 | SGI Economic Development Commission | 124,272 | 124,272 | | | | | 124,272 | | | | 720 | | 123,552 | 123,552 |
| 1.126 | Victoria Family Court Committee | 15,888 | 15,888 | | | | | 15,888 | | | | 888 | | 15,000 | 15,000 |
| 1.128 | Greater Victoria Police Victim Services | 304,509 | 304,509 | | | | | 304,509 | | | | 14,571 | | 289,938 | 289,938 |
| 1.129 | Vancouver Island Regional Library - Debt | 369,767 | | 369,767 | | | | 369,767 | | | | 369,767 | | - | - |
| 1.133 | Langford E.A. - Greater Victoria Public Library | 32,228 | 32,228 | | | | | 32,228 | | | | 80 | | 32,148 | 32,148 |
| 1.137 | Galiano Island Community Use Building | 64,457 | 34,376 | 27,417 | | | 2,664 | 64,457 | | | | 247 | | 64,210 | 64,210 |
| 1.138 | Southern Gulf Islands Regional Library | 237,094 | 237,094 | | | | | 237,094 | | | | 1,670 | | 235,424 | 235,424 |
| 1.141 | Salt Spring Island Public Library | 676,678 | 487,952 | 173,726 | | | 15,000 | 676,678 | | | | 2,100 | | 674,578 | 674,578 |
| 1.15X | Municipalities' Own Debt - M.F.A. | 13,791,097 | 70,460 | 13,720,637 | | | | 13,791,097 | | | | 70,460 | | 13,720,637 | 13,720,637 |
| 1.170 | Gossip Island Electric Power Supply | 57,084 | 641 | 56,443 | | | | 57,084 | | | | 293 | 56,791 | 56,791 | 56,791 |
| 1.224 | Community Health - Homeless Sec. | 669,199 | 669,199 | | | | | 669,199 | | | | 192,253 | | 476,946 | 476,946 |
| 1.226 | Community Health (CHR) Facilities | 1,629,153 | 1,075,483 | | | | 553,670 | 1,629,153 | | | | 1,629,153 | | - | - |
| 1.227 | Saturna Island Medical Clinic | 28,480 | 28,480 | | | | | 28,480 | | | | 1,800 | | 26,680 | 26,680 |
| 1.228 | Galiano Health Service | 142,443 | 142,443 | | | | | 142,443 | | | | 40 | | 142,403 | 142,403 |
| 1.230 | Traffic Safety Commission | 77,680 | 77,680 | | | | | 77,680 | | | | 3,700 | | 73,980 | 73,980 |
| 1.232 | Port Renfrew Street Lighting | 9,196 | 9,196 | | | | | 9,196 | | | | 300 | 4,053 | 4,843 | 4,843 |
| 1.234 | S.S.I. Street Lighting | 27,081 | 27,081 | | | | | 27,081 | | | | 40 | | 27,041 | 27,041 |
| 1.235 | S. G. I. Small Craft Harbour Facilities | 432,653 | 212,378 | 70,275 | | | 150,000 | 432,653 | | | | 5,500 | 109,670 | 317,483 | 317,483 |
| 1.236 | Salt Spring Island Fernwood Dock | 32,437 | 19,627 | | | | 12,810 | 32,437 | | | | 170 | | 32,267 | 32,267 |
| 1.238A | Community Transit (S.S.I.) | 513,393 | 508,393 | | | | | 513,393 | | | 107,137 | 188,506 | | 217,750 | 217,750 |
| 1.238B | Community Transportation (S.S.I.) | 177,444 | 78,129 | 16,315 | | | 83,000 | 177,444 | | | | 1,390 | | 176,054 | 176,054 |
| 1.280 | Regional Parks | 13,095,494 | 9,992,963 | 498,815 | | 119,770 | 2,483,946 | 13,095,495 | | 32,641 | 20,000 | 757,379 | 419,320 | 11,866,154 | 11,866,154 |
| 1.280A | Regional Parks - Land Acquisition | 4,438,865 | | | | | 4,438,865 | 4,438,865 | | | | | | 4,438,865 | 4,438,865 |
| 1.290 | Royal Theatre | 580,000 | 100,000 | | | 100,000 | | 580,000 | | | | | | 580,000 | 580,000 |
| 1.295 | McPherson Theatre | 785,843 | 350,000 | | | 88,000 | 347,843 | 785,843 | | | | 35,843 | | 750,000 | 750,000 |
| 1.297 | Arts Grants | 3,061,862 | 3,061,862 | | | | | 3,061,862 | | 13,876 | | 185,665 | | 2,862,321 | 2,862,321 |
| 1.299 | Salt Spring Island Arts | 122,021 | 122,021 | | | | | 122,021 | | | | 70 | | 121,951 | 121,951 |
| 1.309 | Climate Action and Adaptation | 504,080 | 504,080 | | | | | 504,080 | | | | 27,140 | | 476,940 | 476,940 |
| 1.310 | Land Banking & Housing | 3,639,196 | 1,375,938 | 2,259,258 | | | 4,000 | 3,639,196 | | 509,537 | | 508,715 | 2,000 | 2,618,944 | 2,618,944 |
| 1.311 | Regional Housing Trust Fund | - | - | | | | | - | | | | | | - | - |
| 1.313 | Animal Care Services | 1,217,629 | 1,207,629 | | | | 10,000 | 1,217,629 | | | | 741,830 | 30,500 | 445,299 | 445,299 |
| 1.314 | SGI House Numbering | 9,674 | 9,674 | | | | | 9,674 | | | | 130 | | 9,544 | 9,544 |
| 1.316 | SSI Building Numbering | 9,776 | 9,776 | | | | | 9,776 | | | | 30 | | 9,746 | 9,746 |
| 1.317 | JDF Building Numbering | 13,386 | 13,386 | | | | | 13,386 | | | | 50 | | 13,336 | 13,336 |
| 1.318 | Building Inspection | 1,712,916 | 1,673,136 | | | 6,480 | 33,300 | 1,712,916 | | 30,677 | 4,000 | 4,366 | 1,127,280 | 546,593 | 546,593 |
| 1.319 | Soil Deposit Removal | 5,764 | 5,764 | | | | | 5,764 | | | | 40 | | 5,724 | 5,724 |
| 1.320 | Noise Control | 40,510 | 40,510 | | | | | 40,510 | | | | 200 | | 40,310 | 40,310 |
| 1.322 | Nuisances & Unsightly Premises | 53,734 | 53,734 | | | | | 53,734 | | | | 270 | | 53,464 | 53,464 |
| 1.323 | By-Law Enforcement | 522,428 | 485,468 | | | | 36,960 | 522,428 | | 491,978 | | 30,450 | | - | - |
| 1.324 | Regional Planning Services | 1,640,433 | 1,637,933 | | | | 2,500 | 1,640,433 | | 207,733 | 67,080 | 68,230 | | 1,297,390 | 1,297,390 |
| 1.325 | Electoral Area Services - Planning | 823,246 | 747,476 | | | | 75,770 | 823,246 | | 18,510 | | 2,570 | 33,290 | 747,020 | 747,020 |
| 1.330 | Regional Growth Strategy | 633,904 | 633,904 | | | | | 633,904 | | | 300,000 | 24,090 | | 309,814 | 309,814 |
| 1.335 | Geo-Spatial Referencing System | 179,446 | 118,196 | | | | 61,250 | 179,446 | | | | 8,720 | 8,290 | 162,436 | 162,436 |
| 1.350 | Willis Point Fire Protect & Recreation | 187,157 | 111,791 | 1,306 | | 6,560 | 67,500 | 187,157 | | | | 49,415 | | 137,742 | 137,742 |
| 1.352 | South Galiano Fire Protection | 485,738 | 282,896 | 112,052 | | 5,930 | 84,860 | 485,738 | | | | 330 | 112,052 | 373,356 | 485,408 |
| 1.353 | Otter Point Fire Protection | 522,583 | 358,373 | | | 5,290 | 158,920 | 522,583 | | | | 310 | | 522,273 | 522,273 |
| 1.354 | Malahat Fire Protection | 66,863 | 66,863 | | | | | 66,863 | | | | | | 66,863 | 66,863 |
| 1.355 | Durrance Road Fire Protection | 3,110 | 2,733 | | | | 377 | 3,110 | | | | | 3,110 | 3,110 | 3,110 |
| 1.356 | Pender Fire Protection | 1,161,287 | 891,384 | 116,400 | | | 153,503 | 1,161,287 | | | 116,400 | 9,480 | | 1,035,407 | 1,035,407 |
| 1.357 | East Sooke Fire Protection | 504,147 | 216,038 | 155,109 | | | 133,000 | 504,147 | | | | 27,190 | 58,270 | 418,687 | 418,687 |
| 1.358 | Port Renfrew Fire Protection | 153,919 | 126,021 | 2,898 | | | 25,000 | 153,919 | | | | 1,130 | 61,620 | 91,169 | 91,169 |
| 1.359 | N. Galiano Fire Protection | 217,991 | 157,299 | 48,872 | | 6,530 | 5,290 | 217,991 | | | | 740 | 24,440 | 192,811 | 217,251 |
| 1.360 | Shirley Fire Protection | 158,156 | 87,156 | | | 10,000 | 61,000 | 158,156 | | | | 200 | | 157,956 | 157,956 |
| 1.363 | Saturna Island Fire | 188,537 | 188,537 | | | | | 188,537 | | | | 7,660 | | 180,877 | 180,877 |
| 1.369 | Electoral Area Fire Services - JDF | 69,381 | 58,685 | | | 3,592 | 7,104 | 69,381 | | | | 100 | | 69,281 | 69,281 |
| 1.369 | Electoral Area Fire Services - SGI | 78,649 | 66,507 | | | 4,078 | 8,064 | 78,649 | | | | | | 78,649 | 78,649 |
| 1.370 | Juan de Fuca Emergency Program | 90,319 | 74,279 | | | | 16,040 | 90,319 | | | | 220 | | 90,099 | 90,099 |
| 1.371 | S.S.I. Emergency Program | 130,944 | 130,944 | | | | | 130,944 | | | | 180 | | 130,764 | 130,764 |
| 1.372 | Electoral Area Emergency Program | 635,152 | 627,532 | | | | 7,620 | 635,152 | | 479,179 | | 850 | | 155,123 | 155,123 |
| 1.373 | S.G.I. Emergency Program | 254,271 | 239,671 | | | | 14,600 | 254,271 | | | | 2,160 | | 252,111 | 252,111 |

| CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN | | | | | | | Schedule A | | | | | | | | | | |
|---|---|--------------|------------|----------------------|---------|------------|-----------------------|------------|--------------|------------------------------|-------------------------|---------------|---------------|------------|--------------------|------------------|-----------|
| | | Expenditures | | | | | Transfers to Reserves | Revenue | | | | | | | | | |
| | | Total 2023 | Operations | Interest & Principal | Deficit | Capital | | Total 2023 | Surplus 2022 | Recovery from other services | Transfers from Reserves | Other revenue | Fee & Charges | Parcel Tax | Property Value Tax | Requisition 2023 | |
| 1.374 | Regional Emergency Program Support | 147,966 | 147,966 | | | | | 147,966 | | | | | 7,700 | | | 140,266 | 140,266 |
| 1.375 | Hazardous Material Incident Response | 362,090 | 352,530 | | | | 9,560 | 362,090 | | | | | 18,330 | | | 343,760 | 343,760 |
| 1.377 | J.D.F. Search and Rescue | 88,854 | 88,854 | | | | | 88,854 | | | | | 21,510 | | | 67,344 | 67,344 |
| 1.378 | S.S.I. Search and Rescue | 23,436 | 23,436 | | | | | 23,436 | | | | | 100 | | | 23,336 | 23,336 |
| 1.40X | SEAPARC | 3,977,321 | 3,443,355 | 103,966 | | | 430,000 | 3,977,321 | | | | | 304,885 | 492,859 | | 3,179,577 | 3,179,577 |
| 1.405 | JDF EA - Community Parks | 197,857 | 177,057 | | | | 20,800 | 197,857 | | | | | 800 | | | 197,057 | 197,057 |
| 1.408 | JDF EA - Community Recreation | 92,439 | 92,439 | | | | | 92,439 | | | | | 21,020 | | | 71,419 | 71,419 |
| 1.44X | Panorama Rec. Center. | 8,973,989 | 7,304,128 | 854,537 | | | 815,324 | 8,973,989 | | | | | 1,327,792 | 2,080,015 | | 5,566,183 | 5,566,183 |
| 1.455 | Salt Spring Island - Community Parks | 1,033,569 | 946,254 | 76,825 | | | 10,490 | 1,033,569 | | 371,110 | | | 151,030 | | | 511,429 | 511,429 |
| 1.458 | Salt Spring Is- Community Rec | 304,654 | 304,654 | | | | | 304,654 | | | | | 232,780 | | | 71,874 | 71,874 |
| 1.459 | Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro | 2,119,235 | 1,814,571 | 52,000 | | | 252,664 | 2,119,235 | | 98,559 | | | 17,290 | 280,500 | | 1,722,886 | 1,722,886 |
| 1.465 | Saturna Island Comm. Parks | 25,130 | 19,258 | | | | 5,872 | 25,130 | | | | | 1,200 | | | 23,930 | 23,930 |
| 1.468 | Saturna Island - Community Rec. | 14,204 | 14,204 | | | | | 14,204 | | | | | 400 | | | 13,804 | 13,804 |
| 1.475 | Mayne Is. Com. Parks & Rec | 87,441 | 80,151 | | | 7,290 | | 87,441 | | | | | 270 | | | 87,171 | 87,171 |
| 1.476 | Mayne Is. Comm. Parks (reserve) | 3,856 | 3,856 | | | | | 3,856 | | | | | 3,476 | 380 | | - | - |
| 1.478 | Mayne Is. Community Rec. | 36,389 | 36,389 | | | | | 36,389 | | | | | 60 | | | 36,329 | 36,329 |
| 1.485 | North & South Pender Com. Parks | 162,411 | 119,411 | | | | 43,000 | 162,411 | | | | | 1,490 | | | 160,921 | 160,921 |
| 1.488 | North & South Pender Com. Rec | 67,360 | 67,360 | | | | | 67,360 | | | | | 900 | | | 66,460 | 66,460 |
| 1.495 | Galiano Parks | 96,307 | 81,307 | | | | 15,000 | 96,307 | | | | | 60 | | | 96,247 | 96,247 |
| 1.498 | Galiano Community Recreation | 38,432 | 38,432 | | | | | 38,432 | | | | | 20 | | | 38,412 | 38,412 |
| 1.521 | SWMP -Solid Waste Disposal (Refuse Disposal | 23,952,492 | 23,061,088 | | | | 891,404 | 23,952,492 | | | | | 6,272,144 | 17,680,348 | | - | - |
| 1.523 | Port Renfrew Refuse Disposal | 90,013 | 84,013 | | | | 6,000 | 90,013 | | 16,220 | | | 39,447 | | | 34,346 | 34,346 |
| 1.525 | Solid Waste Disposal - Debt | 227,542 | 19,015 | 208,527 | | | | 227,542 | | | | | 1,390 | 226,152 | | - | - |
| 1.531 | Stormwater Quality Management - Sooke | 39,060 | 31,596 | | | | 7,464 | 39,060 | | | | | 80 | | | 38,980 | 38,980 |
| 1.533 | Stormwater Quality Management - S.G.I. | 40,115 | 40,115 | | | | | 40,115 | | | | | 420 | | | 39,695 | 39,695 |
| 1.535 | Stormwater Quality Management - S.S.I. | 27,530 | 27,530 | | | | | 27,530 | | | | | 30 | | | 27,500 | 27,500 |
| 1.536 | LWMP-Stormwater Quality Management-Core | 749,450 | 747,340 | | | | 2,110 | 749,450 | | | 6,240 | | 93,320 | | | 649,890 | 649,890 |
| 1.537 | Stormwater Quality Management - Peninsula | 120,400 | 117,509 | | | | 2,891 | 120,400 | | | | | 4,060 | | | 116,340 | 116,340 |
| 1.538 | Source - Stormwater Quality - Peninsula | 56,930 | 54,670 | | | | 2,260 | 56,930 | | | | | 1,640 | | | 55,290 | 55,290 |
| 1.57X | Environmental Services | 23,366,070 | 23,048,447 | | | | 317,623 | 23,366,070 | | 23,273,670 | | | 92,400 | | | - | - |
| 1.911 | 911 Systems | 2,647,523 | 1,535,574 | 1,011,949 | | | 100,000 | 2,647,523 | | | | | 2,283,697 | 141,320 | | 182,506 | 182,506 |
| 1.912A | 911 Call Answer - RCMP | - | - | | | | | - | | | | | - | | | - | - |
| 1.912B | 911 Call Answer - Municipalities | - | - | | | | | - | | 782,560 | | | (54,678) | | | (727,882) | (727,882) |
| 1.913 | 913 Fire Dispatch | 771,847 | 765,417 | | | | 6,430 | 771,847 | | | | | 13,010 | | | 758,837 | 758,837 |
| 1.921 | Regional CREST Contribution | 1,792,529 | 1,792,529 | | | | | 1,792,529 | | | | | 107,010 | | | 1,685,519 | 1,685,519 |
| 1.923 | Emergency Comm - CREST - S.G.I. | 187,291 | 187,291 | | | | | 187,291 | | | | | 1,630 | | | 185,661 | 185,661 |
| 1.924 | Emergency Comm - CREST - J.D.F. | 124,163 | 124,163 | | | | | 124,163 | | | | | 210 | | | 123,953 | 123,953 |
| 1.925 | Emergency Comm - CREST - S.S.I. | 147,795 | 147,795 | | | | | 147,795 | | | | | 120 | | | 147,675 | 147,675 |
| 2.610 | Saanich Peninsula Water Supply | 7,698,865 | 6,843,009 | 255,856 | | | 600,000 | 7,698,865 | | | | | 500 | 7,698,365 | | - | - |
| 2.620 | SSI Highland Water System | 31,083 | 325 | 30,758 | | | | 31,083 | | | | | 120 | | | 30,963 | 30,963 |
| 2.621 | Highland / Fernwood Water - SSI | 613,371 | 330,430 | 212,051 | | | 70,890 | 613,371 | | | 20,000 | | 770 | 507,601 | 85,000 | 85,000 | 85,000 |
| 2.622 | Cedars of Tuam | 48,712 | 36,001 | 4,791 | | | | 48,712 | | | | | 50 | 48,662 | | - | - |
| 2.624 | Beddis Water | 264,151 | 177,140 | 52,611 | | | 34,400 | 264,151 | | | | | 320 | 179,000 | 84,831 | 84,831 | 84,831 |
| 2.626 | Fulford Water | 212,574 | 158,623 | 17,945 | | | 36,006 | 212,574 | | | | | 890 | 157,173 | 54,511 | 54,511 | 54,511 |
| 2.628 | Cedar Lane Water (S.S.I.) | 70,503 | 53,309 | 7,824 | | | 9,370 | 70,503 | | | | | 180 | 57,469 | 12,854 | 12,854 | 12,854 |
| 2.630 | Magic Lakes Estate Water System | 967,972 | 666,508 | 199,074 | | | 102,390 | 967,972 | | | | | 9,603 | 378,429 | 579,940 | 579,940 | 579,940 |
| 2.640 | Saturna Island Water System (Lyllal Harbour) | 270,588 | 177,025 | 41,063 | | | 52,500 | 270,588 | | | 15,000 | | 330 | 130,258 | 125,000 | 125,000 | 125,000 |
| 2.642 | Skana Water (Mayne) | 71,405 | 51,239 | 166 | | | 20,000 | 71,405 | | | | | 110 | 52,769 | 18,526 | 18,526 | 18,526 |
| 2.650 | Port Renfrew Water | 137,580 | 114,155 | 1,425 | | | 22,000 | 137,580 | | | | | 1,130 | 68,225 | 68,225 | 68,225 | 68,225 |
| 2.655 | Snuggery Cove (Port Renfrew) | - | - | | | | | - | | | | | - | | | - | - |
| 2.660 | Fernwood Water | 14,586 | 241 | 14,345 | | | | 14,586 | | | | | 60 | 14,526 | | 14,526 | 14,526 |
| 2.665 | Sticks Allison Water (Galiano) | 67,570 | 50,570 | | | | 17,000 | 67,570 | | | | | 100 | 51,470 | 11,000 | 11,000 | 11,000 |
| 2.667 | Surfside Park Estates (Mayne) | 107,948 | 90,948 | | | | 17,000 | 107,948 | | | 5,000 | | 100 | 87,348 | 19,000 | 19,000 | 19,000 |
| 2.670 | Regional Water Supply | 36,991,439 | 17,537,318 | 8,944,560 | | 10,200,000 | 309,561 | 36,991,439 | | | | | 615,670 | 36,375,769 | | - | - |
| 2.680 | Juan de Fuca Water Distribution | 23,151,598 | 14,161,867 | 2,721,305 | | 6,000,000 | 268,426 | 23,151,598 | | 6,000 | | | 181,230 | 22,964,368 | | - | - |
| 2.691 | Wilderness Mountain Water Service | 162,076 | 126,489 | 23,587 | | | 12,000 | 162,076 | | | | | 130 | 89,483 | 71,963 | 71,963 | 71,963 |
| 3.700 | Septage Disposal - Municipal | 205,777 | 149,027 | | | 56,750 | | 205,777 | | | | | 168,250 | 2,640 | | 34,888 | 34,888 |
| 3.700 | Septage Disposal - JDF Service Area | 212 | 212 | | | | | 212 | | | | | | | | 212 | 212 |
| 3.701 | Millstream Remediation Service | 140,154 | 1,234 | 138,920 | | | | 140,154 | | | | | 69,843 | 470 | | 69,841 | 69,841 |
| 3.705 | S.S.I. Liquid Waste Disposal | 976,119 | 762,636 | 170,073 | | | 43,410 | 976,119 | | | | | 9,000 | 1,150 | 555,570 | 410,399 | 410,399 |
| 3.707 | On Site System Management Program - LWMP | 190,370 | 190,370 | | | | | 190,370 | | | | | 8,930 | | | 181,440 | 181,440 |
| 3.71X | Trk Swrs & Swge Disp - oper | 35,542,509 | 33,603,344 | | | | 1,939,165 | 35,542,509 | | 10,000 | 1,546,666 | | 205,000 | 27,712,440 | 6,068,403 | 6,068,403 | 6,068,403 |
| 3.7XX | Trk Swrs - debt | 24,307,942 | 109,778 | 11,357,194 | | 5,529,745 | 7,311,225 | 24,307,942 | | | | | 17,764,979 | | | 6,542,963 | 6,542,963 |
| 3.720 | LWMP (Peninsula) - Implementation | 24,080 | 24,080 | | | | | 24,080 | | | | | 210 | | | 23,870 | 23,870 |
| 3.750 | LWMP | 378,770 | 329,127 | | | | 49,643 | 378,770 | | | | | 161,031 | | | 217,739 | 217,739 |
| 3.752 | Harbours Program | 354,906 | 354,906 | | | | | 354,906 | | | | | 24,310 | | | 330,596 | 330,596 |
| 3.755 | Regional Source Control | 1,590,388 | 1,590,388 | | | | | 1,590,388 | | | | | 91,703 | 56,080 | | 1,324,491 | 1,324,491 |
| 3.756 | Harbours Environmental Action | 67,927 | 67,927 | | | | | 67,927 | | 56,810 | | 61,304 | | | | 67,927 | 67,927 |
| 3.810 | Ganges Sewer | 1,181,350 | 804,617 | 245,813 | | | 130,920 | 1,181,350 | | | | | 2,110 | 1,037,240 | 62,000 | 62,000 | 62,000 |
| 3.820 | Malivue Estates Sewer System | 322,755 | 140,258 | 142,747 | | | 39,750 | 322,755 | | | | | 27,160 | 181,251 | 114,344 | 114,344 | 114,344 |
| 3.830 | Magic Lake Estates Sewer System | 864,600 | 597,237 | 174,103 | | | 93,260 | 864,600 | | | 11,128 | | 1,240 | 352,234 | 499,998 | 499,998 | 499,998 |
| 3.830D | Magic Lake Estates Sewer Debt | 207,774 | 207,774 | | | | | 207,774 | | | | | | | | 207,774 | 207,774 |
| 3.850 | Port Renfrew Sewer | 119,723 | 106,748 | 975 | | | 12,000 | 119,723 | | | | | 1,250 | 59,238 | 59,235 | 59,235 | 59,235 |
| 21.ALL | Feasibility Study Reserve Fund - All | - | - | | | | | - | | | | | - | | | - | - |
| 21.E.A. | Feasibility Study Reserve Fund - E.A. | - | - | | | | | - | | | | | - | | | - | - |

| 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 |
| 1.010 | Legislative & General Government | 25,605,290 | 24,845,493 | | | 478,690 | 281,107 | 25,605,290 | 400,000 | 14,031,007 | | 1,359,710 | 86,700 | 9,727,873 | 9,727,873 |
| 1.10X | Facilities and Risk | 3,538,334 | 3,347,275 | | | | 191,059 | 3,538,334 | | 3,144,192 | | 222,525 | 2,700 | 168,917 | 168,917 |
| 1.101 | G.I.S. | 587,864 | 563,424 | | | 24,440 | | 587,864 | | 515,594 | | 3,400 | | 68,870 | 68,870 |
| 1.103 | Elections | 34,070 | 39 | | | | 34,031 | 34,070 | | | | 70 | | 34,000 | 34,000 |
| 1.104 | U.B.C.M. | 13,682 | 13,682 | | | | | 13,682 | | | | 90 | | 13,592 | 13,592 |
| 1.109 | Electoral Area Admin Exp - JDF | 59,360 | 59,360 | | | | | 59,360 | | | | 120 | | 59,240 | 59,240 |
| 1.110 | Electoral Area Admin Exp - SGI | 424,072 | 410,823 | | | | 13,249 | 424,072 | | | 12,000 | 17,406 | | 394,666 | 394,666 |
| 1.111 | Electoral Area Admin Exp - SSI | 821,060 | 815,560 | | | | 5,500 | 821,060 | | 273,838 | | 680 | | 546,542 | 546,542 |
| 1.112 | Regional Grant in Aid | - | - | | | | | - | | | | | | - | - |
| 1.114 | Grant-in-Aid - Juan de Fuca | 22,209 | 22,209 | | | | | 22,209 | | | | 330 | | 21,879 | 21,879 |
| 1.116 | Grant-in-Aid - Salt Spring Island | 65,407 | 65,407 | | | | | 65,407 | | | | 200 | | 65,207 | 65,207 |
| 1.117 | Grant-in-Aid - Southern Gulf Islands | 104,160 | 104,160 | | | | | 104,160 | | | | 920 | | 103,240 | 103,240 |
| 1.119 | Vancouver Island Regional Library | 330,477 | 330,477 | | | | | 330,477 | | | | 560 | | 329,917 | 329,917 |
| 1.121 | Sooke Regional Museum | 208,583 | 208,583 | | | | | 208,583 | | | | 350 | | 208,233 | 208,233 |
| 1.123 | Prov. Court of B.C. (Family Court) | 149,361 | 58,106 | | | | 91,255 | 149,361 | | | | 149,361 | | - | - |
| 1.124 | SSI Economic Development Commission | 82,330 | 78,856 | | | | 3,474 | 82,330 | | | | 590 | | 81,740 | 81,740 |
| 1.125 | SGI Economic Development Commission | 126,334 | 126,334 | | | | | 126,334 | | | | 730 | | 125,604 | 125,604 |
| 1.126 | Victoria Family Court Committee | 15,888 | 15,888 | | | | | 15,888 | | | | 888 | | 15,000 | 15,000 |
| 1.128 | Greater Victoria Police Victim Services | 310,595 | 310,595 | | | | | 310,595 | | | | 14,571 | | 296,024 | 296,024 |
| 1.129 | Vancouver Island Regional Library - Debt | 369,767 | | 369,767 | | | | 369,767 | | | | 369,767 | | - | - |
| 1.133 | Langford E.A. - Greater Victoria Public Library | 32,871 | 32,871 | | | | | 32,871 | | | | 80 | | 32,791 | 32,791 |
| 1.137 | Galiano Island Community Use Building | 65,740 | 35,073 | 27,417 | | | 3,250 | 65,740 | | | | 250 | | 65,490 | 65,490 |
| 1.138 | Southern Gulf Islands Regional Library | 241,839 | 241,839 | | | | | 241,839 | | | | 1,700 | | 240,139 | 240,139 |
| 1.141 | Salt Spring Island Public Library | 686,395 | 497,669 | 173,726 | | | 15,000 | 686,395 | | | | 2,130 | | 684,265 | 684,265 |
| 1.15X | Municipalities' Own Debt - M.F.A. | 13,080,475 | 70,460 | 13,010,015 | | | | 13,080,475 | | | | 70,460 | | 13,010,015 | 13,010,015 |
| 1.170 | Gossip Island Electric Power Supply | 57,088 | 645 | 56,443 | | | | 57,088 | | | | 293 | 56,795 | 56,795 | 56,795 |
| 1.224 | Community Health - Homeless Sec. | 588,631 | 588,631 | | | | | 588,631 | | | | 132,253 | | 456,378 | 456,378 |
| 1.226 | Community Health (CHR) Facilities | 1,650,863 | 1,097,193 | | | | 553,670 | 1,650,863 | | | | 1,650,863 | | - | - |
| 1.227 | Saturna Island Medical Clinic | 27,752 | 27,752 | | | | | 27,752 | | | | 1,840 | | 25,912 | 25,912 |
| 1.228 | Galiano Health Service | 149,483 | 149,483 | | | | | 149,483 | | | | 40 | | 149,443 | 149,443 |
| 1.230 | Traffic Safety Commission | 79,230 | 79,230 | | | | | 79,230 | | | | 3,770 | | 75,460 | 75,460 |
| 1.232 | Port Renfrew Street Lighting | 9,355 | 9,355 | | | | | 9,355 | | | | 300 | 4,122 | 4,933 | 4,933 |
| 1.234 | S.S.I. Street Lighting | 27,620 | 27,620 | | | | | 27,620 | | | | 40 | | 27,580 | 27,580 |
| 1.235 | S. G. I. Small Craft Harbour Facilities | 436,917 | 216,642 | 70,275 | | | 150,000 | 436,917 | | | | 5,500 | 111,720 | 319,697 | 319,697 |
| 1.236 | Salt Spring Island Fernwood Dock | 33,073 | 20,003 | | | | 13,070 | 33,073 | | | | 170 | | 32,903 | 32,903 |
| 1.238A | Community Transit (S.S.I.) | 523,554 | 518,554 | | | | 5,000 | 523,554 | | | 40,621 | 230,829 | | 252,104 | 252,104 |
| 1.238B | Community Transportation (S.S.I.) | 180,268 | 79,588 | 31,680 | | | 69,000 | 180,268 | | | | 1,420 | | 178,848 | 178,848 |
| 1.280 | Regional Parks | 13,275,746 | 10,114,529 | 498,815 | | 122,400 | 2,540,003 | 13,275,747 | | 33,235 | | 759,148 | 425,563 | 12,057,801 | 12,057,801 |
| 1.280A | Regional Parks - Land Acquisition | 4,631,865 | | | | | 4,631,865 | 4,631,865 | | | | | | 4,631,865 | 4,631,865 |
| 1.290 | Royal Theatre | 580,000 | 100,000 | | | 100,000 | | 580,000 | | | | 380,000 | | 580,000 | 580,000 |
| 1.295 | McPherson Theatre | 785,843 | 350,000 | | | 90,000 | 345,843 | 785,843 | | | | 35,843 | | 750,000 | 750,000 |
| 1.297 | Arts Grants | 3,123,572 | 3,123,572 | | | | | 3,123,572 | | 14,174 | | 185,665 | | 2,923,733 | 2,923,733 |
| 1.299 | Salt Spring Island Arts | 124,459 | 124,459 | | | | | 124,459 | | | | 70 | | 124,389 | 124,389 |
| 1.309 | Climate Action and Adaptation | 514,170 | 514,170 | | | | | 514,170 | | | | 27,690 | | 486,480 | 486,480 |
| 1.310 | Land Banking & Housing | 4,354,219 | 1,281,706 | 3,068,513 | | | 4,000 | 4,354,219 | | 307,140 | | 405,632 | 2,000 | 3,639,447 | 3,639,447 |
| 1.311 | Regional Housing Trust Fund | - | - | | | | | - | | | | | | - | - |
| 1.313 | Animal Care Services | 1,242,218 | 1,232,218 | | | | 10,000 | 1,242,218 | | | | 756,620 | 31,060 | 454,538 | 454,538 |
| 1.314 | SGI House Numbering | 9,867 | 9,867 | | | | | 9,867 | | | | 130 | | 9,737 | 9,737 |
| 1.316 | SSI Building Numbering | 9,972 | 9,972 | | | | | 9,972 | | | | 30 | | 9,942 | 9,942 |
| 1.317 | JDF Building Numbering | 13,654 | 13,654 | | | | | 13,654 | | | | 50 | | 13,604 | 13,604 |
| 1.318 | Building Inspection | 1,748,106 | 1,708,206 | | | 6,600 | 33,300 | 1,748,106 | | 31,291 | | 4,521 | 1,149,830 | 562,464 | 562,464 |
| 1.319 | Soil Deposit Removal | 5,873 | 5,873 | | | | | 5,873 | | | | 40 | | 5,833 | 5,833 |
| 1.320 | Noise Control | 41,294 | 41,294 | | | | | 41,294 | | | | 200 | | 41,094 | 41,094 |
| 1.322 | Nuisances & Unsightly Premises | 54,778 | 54,778 | | | | | 54,778 | | | | 270 | | 54,508 | 54,508 |
| 1.323 | By-Law Enforcement | 532,584 | 495,624 | | | | 36,960 | 532,584 | | 501,524 | | 31,060 | | - | - |
| 1.324 | Regional Planning Services | 1,672,630 | 1,670,130 | | | | 2,500 | 1,672,630 | | 211,922 | | 69,740 | | 1,336,310 | 1,336,310 |
| 1.325 | Electoral Area Services - Planning | 827,631 | 751,861 | | | | 75,770 | 827,631 | | 18,880 | 10,211 | 2,620 | 33,960 | 761,960 | 761,960 |
| 1.330 | Regional Growth Strategy | 340,779 | 340,779 | | | | | 340,779 | | | | 24,620 | | 316,159 | 316,159 |
| 1.335 | Geo-Spatial Referencing System | 183,041 | 120,561 | | | | 62,480 | 183,041 | | | | 8,890 | 8,460 | 165,691 | 165,691 |
| 1.350 | Willis Point Fire Protect & Recreation | 206,521 | 111,204 | 21,127 | | 6,690 | 67,500 | 206,521 | | | | 49,435 | | 157,086 | 157,086 |
| 1.352 | South Galiano Fire Protection | 493,136 | 288,534 | 112,052 | | 6,050 | 86,500 | 493,136 | | | | 340 | 112,052 | 380,744 | 492,796 |
| 1.353 | Otter Point Fire Protection | 533,036 | 365,526 | | | 5,400 | 162,110 | 533,036 | | | | 310 | | 532,726 | 532,726 |
| 1.354 | Malahat Fire Protection | 68,197 | 68,197 | | | | | 68,197 | | | | | | 68,197 | 68,197 |
| 1.355 | Durrance Road Fire Protection | 3,170 | 2,736 | | | | 434 | 3,170 | | | | | 3,170 | 3,170 | 3,170 |
| 1.356 | Pender Fire Protection | 1,182,193 | 909,220 | 116,400 | | | 156,573 | 1,182,193 | | | 116,400 | 9,669 | | 1,056,124 | 1,056,124 |
| 1.357 | East Sooke Fire Protection | 511,456 | 220,347 | 155,109 | | | 136,000 | 511,456 | | | | 27,720 | 59,440 | 424,296 | 424,296 |
| 1.358 | Port Renfrew Fire Protection | 156,423 | 128,525 | 2,898 | | | 25,000 | 156,423 | | | | 1,150 | 62,850 | 92,423 | 92,423 |
| 1.359 | N. Galiano Fire Protection | 221,364 | 160,432 | 48,872 | | 6,660 | 5,400 | 221,364 | | | | 760 | 24,440 | 196,164 | 220,604 |
| 1.360 | Shirley Fire Protection | 160,083 | 89,083 | | | 10,000 | 61,000 | 160,083 | | | | 200 | | 159,883 | 159,883 |
| 1.363 | Saturna Island Fire | 193,608 | 193,608 | | | | | 193,608 | | | | 7,810 | | 185,798 | 185,798 |
| 1.369 | Electoral Area Fire Services - JDF | 70,768 | 59,929 | | | 3,662 | 7,176 | 70,768 | | | | 100 | | 70,668 | 70,668 |
| 1.369 | Electoral Area Fire Services - SGI | 80,222 | 67,918 | | | 4,158 | 8,147 | 80,222 | | | | | | 80,222 | 80,222 |
| 1.370 | Juan de Fuca Emergency Program | 91,868 | 75,748 | | | | 16,120 | 91,868 | | | | 220 | | 91,648 | 91,648 |
| 1.371 | S.S.I. Emergency Program | 132,010 | 132,010 | | | | | 132,010 | | | | 180 | | 131,830 | 131,830 |
| 1.372 | Electoral Area Emergency Program | 648,675 | 640,905 | | | | 7,770 | 648,675 | | 489,721 | | 870 | | 158,084 | 158,084 |
| 1.373 | S.G.I. Emergency Program | 259,008 | 244,408 | | | | 14,600 | 259,008 | | | | 2,200 | | 256,808 | 256,808 |

| 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 | | | | |
| 1.374 | Regional Emergency Program Support | 151,129 | 151,129 | | | | | | | | | | | | | | | | | |
| 1.375 | Hazardous Material Incident Response | 369,313 | 359,753 | | | | 9,560 | | | | | | | 7,850 | | | | 143,279 | 143,279 | |
| 1.377 | J.D.F. Search and Rescue | 90,632 | 90,632 | | | | | | | | | | | 18,700 | | | | 350,613 | 350,613 | |
| 1.378 | S.S.I. Search and Rescue | 23,436 | 23,436 | | | | | | | | | | | 21,940 | | | | 68,692 | 68,692 | |
| 1.40X | SEAPARC | 4,059,398 | 3,515,432 | 103,966 | | | 440,000 | | | | | | | 23,436 | | | | 23,336 | 23,336 | |
| 1.405 | JDF EA - Community Parks | 201,903 | 180,683 | | | | 21,220 | | | | | | | 4,059,398 | | | 310,881 | 3,245,799 | 3,245,799 | |
| 1.408 | JDF EA - Community Recreation | 94,322 | 94,322 | | | | | | | | | | | 100 | | | | 201,083 | 201,083 | |
| 1.44X | Panorama Rec. Center. | 9,125,983 | 7,455,960 | 374,910 | | | 1,295,114 | | | | | | | 820 | | | | 21,440 | 72,882 | |
| 1.455 | Salt Spring Island - Community Parks | 1,051,915 | 964,490 | 76,825 | | | 10,600 | | | 378,530 | | | | 21,440 | | | | 2,882 | 72,882 | |
| 1.458 | Salt Spring Is. - Community Rec | 310,580 | 310,580 | | | | | | | | | | | 1,350,663 | | | 2,121,619 | 5,653,701 | 5,653,701 | |
| 1.459 | Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro | 2,486,485 | 1,769,759 | 457,764 | | | 258,962 | | | 98,870 | | | | 154,040 | | | | 519,345 | 519,345 | |
| 1.465 | Saturna Island Comm. Parks | 25,640 | 19,628 | | | | 6,012 | | | | | | | | | | | 72,940 | 72,940 | |
| 1.468 | Saturna Island - Community Rec. | 14,488 | 14,488 | | | | | | | | | | | 14,488 | | | | 24,410 | 24,410 | |
| 1.475 | Mayne Is. Com. Parks & Rec | 89,196 | 81,746 | | | 7,450 | | | | | | | | 410 | | | | 14,078 | 14,078 | |
| 1.476 | Mayne Is. Comm. Parks (reserve) | 3,885 | 3,885 | | | | | | | | | | | 270 | | | | 88,926 | 88,926 | |
| 1.478 | Mayne Is. Community Rec. | 36,727 | 36,727 | | | | | | | | | | | 3,885 | | | | - | - | |
| 1.485 | North & South Pender Com. Parks | 164,770 | 121,770 | | | | 43,000 | | | | | | | 60 | | | | 36,667 | 36,667 | |
| 1.488 | North & South Pender Com. Rec | 68,753 | 68,753 | | | | | | | | | | | 380 | | | | - | - | |
| 1.495 | Galiano Parks | 97,925 | 82,925 | | | | 15,000 | | | | | | | 920 | | | | 163,260 | 163,260 | |
| 1.498 | Galiano Community Recreation | 39,209 | 39,209 | | | | | | | | | | | 60 | | | | 67,833 | 67,833 | |
| 1.521 | SWMP -Solid Waste Disposal (Refuse Disposal | 27,044,000 | 23,149,534 | | | | 3,894,466 | | | | | | | 20 | | | | 97,865 | 97,865 | |
| 1.523 | Port Renfrew Refuse Disposal | 91,675 | 85,675 | | | | 6,000 | | | 16,540 | | | | 91,675 | | | | 39,189 | 39,189 | |
| 1.525 | Solid Waste Disposal - Debt | 361,034 | 13,244 | 347,790 | | | | | | | | | | 40,282 | | | | 34,853 | 34,853 | |
| 1.531 | Stormwater Quality Management - Sooke | 39,840 | 32,232 | | | | 7,608 | | | | | | | 1,390 | | | | - | - | |
| 1.533 | Stormwater Quality Management - S.G.I. | 40,912 | 40,912 | | | | | | | | | | | 80 | | | | 39,760 | 39,760 | |
| 1.535 | Stormwater Quality Management - S.S.I. | 27,530 | 27,530 | | | | | | | | | | | 430 | | | | 40,482 | 40,482 | |
| 1.536 | LWMP-Stormwater Quality Management-Core | 764,440 | 762,290 | | | | 2,150 | | | | | | | 30 | | | | 27,500 | 27,500 | |
| 1.537 | Stormwater Quality Management - Peninsula | 122,810 | 119,860 | | | | 2,950 | | | | | | | 95,190 | | | | 662,890 | 662,890 | |
| 1.538 | Source - Stormwater Quality - Peninsula | 58,070 | 55,759 | | | | 2,311 | | | | | | | 4,140 | | | | 118,670 | 118,670 | |
| 1.57X | Environmental Services | 23,852,956 | 23,535,333 | | | | 317,623 | | | 23,760,556 | | | | 1,670 | | | | 56,400 | 56,400 | |
| 1.911 | 911 Systems | 2,666,555 | 1,552,606 | 1,011,949 | | | 102,000 | | | | | | | 92,400 | | | | - | - | |
| 1.912A | 911 Call Answer - RCMP | - | - | | | | | | | | | | | 2,304,097 | | | | 191,138 | 191,138 | |
| 1.912B | 911 Call Answer - Municipalities | - | - | | | | | | | 782,560 | | | | 141,320 | | | | - | - | |
| 1.913 | 913 Fire Dispatch | 790,788 | 784,228 | | | | 6,560 | | | | | | | 13,260 | | | | 777,528 | 777,528 | |
| 1.921 | Regional CREST Contribution | 1,828,220 | 1,828,220 | | | | | | | | | | | 109,090 | | | | 1,719,130 | 1,719,130 | |
| 1.923 | Emergency Comm - CREST - S.G.I. | 191,019 | 191,019 | | | | | | | | | | | 1,630 | | | | 189,389 | 189,389 | |
| 1.924 | Emergency Comm - CREST - J.D.F. | 126,636 | 126,636 | | | | | | | | | | | 210 | | | | 126,426 | 126,426 | |
| 1.925 | Emergency Comm - CREST - S.S.I. | 150,742 | 150,742 | | | | | | | | | | | 120 | | | | 150,622 | 150,622 | |
| 2.610 | Saanich Peninsula Water Supply | 8,016,296 | 7,019,883 | 646,413 | | | 350,000 | | | | | | | 500 | | | | - | - | |
| 2.620 | SSI Highland Water System | 31,087 | 329 | 30,758 | | | | | | | | | | 120 | | | | 30,967 | 30,967 | |
| 2.621 | Highland / Fernwood Water - SSI | 621,462 | 337,001 | 212,051 | | | 72,410 | | | | | | | 780 | | | | 90,000 | 90,000 | |
| 2.622 | Cedars of Tuam | 71,964 | 30,507 | 35,477 | | | | | | 20,000 | | | | 50 | | | | - | - | |
| 2.624 | Beddis Water | 267,720 | 177,599 | 34,571 | | | 55,550 | | | | | | | 320 | | | | 84,831 | 84,831 | |
| 2.626 | Fulford Water | 247,080 | 153,625 | 75,605 | | | 17,850 | | | | | | | 900 | | | | 85,865 | 85,865 | |
| 2.628 | Cedar Lane Water (S.S.I.) | 71,658 | 54,374 | 7,824 | | | 9,460 | | | | | | | 180 | | | | 12,854 | 12,854 | |
| 2.630 | Magic Lakes Estate Water System | 981,048 | 679,584 | 199,074 | | | 102,300 | | | | | | | 9,603 | | | | 585,740 | 585,740 | |
| 2.640 | Saturna Island Water System (Lyllal Harbour) | 279,030 | 185,467 | 41,063 | | | 52,500 | | | | | | | 330 | | | | 120,000 | 120,000 | |
| 2.642 | Skana Water (Mayne) | 76,502 | 51,813 | 2,689 | | | 22,000 | | | | | | | 110 | | | | 22,699 | 22,699 | |
| 2.650 | Port Renfrew Water | 158,390 | 113,342 | 23,048 | | | 22,000 | | | | | | | 1,150 | | | | 78,620 | 78,620 | |
| 2.655 | Snuggery Cove (Port Renfrew) | - | - | | | | | | | | | | | 60 | | | | - | - | |
| 2.660 | Fernwood Water | 14,590 | 245 | 14,345 | | | | | | | | | | 14,530 | | | | 14,530 | 14,530 | |
| 2.665 | Sticks Allison Water (Galiano) | 68,436 | 51,436 | | | | 17,000 | | | | | | | 100 | | | | 11,000 | 11,000 | |
| 2.667 | Surfside Park Estates (Mayne) | 108,272 | 91,272 | | | | 17,000 | | | | | | | 100 | | | | 17,000 | 17,000 | |
| 2.670 | Regional Water Supply | 38,082,551 | 17,962,498 | 5,152,302 | | 14,652,000 | 315,751 | | | | | | | 615,670 | | | | - | - | |
| 2.680 | Juan de Fuca Water Distribution | 24,184,947 | 14,559,836 | 2,851,316 | | 6,500,000 | 273,795 | | | 6,000 | | | | 24,184,947 | | | | - | - | |
| 2.691 | Wilderness Mountain Water Service | 167,878 | 132,291 | 23,587 | | | 12,000 | | | | | | | 130 | | | | 73,114 | 73,114 | |
| 3.700 | Septage Disposal - Municipal | 209,906 | 152,026 | | | 57,880 | | | | | | | | 171,610 | | | | 35,606 | 35,606 | |
| 3.700 | Septage Disposal - JDF Service Area | 217 | 217 | | | | | | | | | | | 217 | | | | 217 | 217 | |
| 3.701 | Millstream Remediation Service | 140,170 | 1,250 | 138,920 | | | | | | | | | | 69,851 | | | | 69,849 | 69,849 | |
| 3.705 | S.S.I. Liquid Waste Disposal | 1,102,769 | 748,205 | 311,074 | | | 43,490 | | | | | | | 1,160 | | | | 534,929 | 534,929 | |
| 3.707 | On Site System Management Program - LWMP | 190,540 | 190,540 | | | | | | | | | | | 9,100 | | | | 181,440 | 181,440 | |
| 3.71X | Trk Swrs & Swge Disp - oper | 36,750,913 | 34,738,281 | | | | 2,012,632 | | | 10,000 | | | | 36,750,913 | | | | 6,116,666 | 6,116,666 | |
| 3.7XX | Trk Swrs - debt | 23,984,530 | 115,408 | 14,988,258 | | 5,529,745 | 3,351,119 | | | | | | | 17,830,770 | | | | 6,153,760 | 6,153,760 | |
| 3.720 | LWMP (Peninsula) - Implementation | 24,557 | 24,557 | | | | | | | | | | | 210 | | | | 24,347 | 24,347 | |
| 3.750 | LWMP | 386,340 | 335,717 | | | | 50,623 | | | | | | | 164,248 | | | | 222,092 | 222,092 | |
| 3.752 | Harbours Program | 362,019 | 362,019 | | | | | | | | | | | 24,800 | | | | 337,219 | 337,219 | |
| 3.755 | Regional Source Control | 1,622,194 | 1,622,194 | | | | | | | | | | | 57,200 | | | | 1,350,990 | 1,350,990 | |
| 3.756 | Harbours Environmental Action | 69,287 | 69,287 | | | | | | | 57,950 | | | | 64,311 | | | | 69,287 | 69,287 | |
| 3.810 | Ganges Sewer | 1,147,123 | 768,970 | 245,813 | | | 132,340 | | | | | | | 2,130 | | | | 65,000 | 65,000 | |
| 3.820 | Maliview Estates Sewer System | 366,149 | 183,042 | 142,747 | | | 40,360 | | | | | | | 40,000 | | | | 114,344 | 114,344 | |
| 3.830 | Magic Lake Estates Sewer System | 876,434 | 609,071 | 174,103 | | | 93,260 | | | | | | | 1,260 | | | | 449,998 | 449,998 | |
| 3.830D | Magic Lake Estates Sewer Debt | 207,774 | 207,774 | | | | | | | 11,372 | | | | 207,774 | | | | 207,774 | 207,774 | |
| 3.850 | Port Renfrew Sewer | 150,167 | 120,812 | 17,355 | | | 12,000 | | | | | | | 1,270 | | | | 74,445 | 74,445 | |
| 21.ALL | Feasibility Study Reserve Fund - All | - | - | | | | | | | | | | | - | | | | - | - | |
| 21.E.A. | Feasibility Study Reserve Fund - E.A. | - | - | | | | | | | | | | | - | | | | - | - | |

| CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN | | | | | | | | | | | | | | Schedule A | |
|---|---|--------------|------------|----------------------|---------|---------|-----------------------|------------|--------------|------------------------------|-------------------------|---------------|---------------|------------|--------------------|
| | | Expenditures | | | | | Transfers to Reserves | Revenue | | | | | | | |
| | | Total 2025 | Operations | Interest & Principal | Deficit | Capital | | Total 2025 | Surplus 2024 | Recovery from other services | Transfers from Reserves | Other revenue | Fee & Charges | Parcel Tax | Property Value Tax |
| 1.010 | Legislative & General Government | 26,155,448 | 25,382,678 | | | 488,270 | 284,500 | 26,155,448 | 400,000 | 14,312,451 | | 1,366,780 | 87,630 | 9,988,587 | 9,988,587 |
| 1.10X | Facilities and Risk | 3,605,699 | 3,413,859 | | | | 191,840 | 3,605,699 | | 3,206,412 | | 224,292 | 2,700 | 172,295 | 172,295 |
| 1.101 | G.I.S. | 600,223 | 575,293 | | | 24,930 | | 600,223 | | 526,513 | | 3,460 | | 70,250 | 70,250 |
| 1.103 | Elections | 36,070 | 39 | | | | 36,031 | 36,070 | | | | 70 | | 36,000 | 36,000 |
| 1.104 | U.B.C.M. | 13,950 | 13,950 | | | | | 13,950 | | | | 90 | | 13,860 | 13,860 |
| 1.109 | Electoral Area Admin Exp - JDF | 60,563 | 60,563 | | | | | 60,563 | | | | 120 | | 60,443 | 60,443 |
| 1.110 | Electoral Area Admin Exp - SGI | 432,785 | 419,285 | | | | 13,500 | 432,785 | | | 10,000 | 17,692 | | 405,093 | 405,093 |
| 1.111 | Electoral Area Admin Exp - SSI | 838,312 | 832,812 | | | | 5,500 | 838,312 | | 279,677 | | 700 | | 557,935 | 557,935 |
| 1.112 | Regional Grant in Aid | - | - | | | | | - | | | | | | - | - |
| 1.114 | Grant-in-Aid - Juan de Fuca | 22,253 | 22,253 | | | | | 22,253 | | | | 340 | | 21,913 | 21,913 |
| 1.116 | Grant-in-Aid - Salt Spring Island | 66,715 | 66,715 | | | | | 66,715 | | | | 200 | | 66,515 | 66,515 |
| 1.117 | Grant-in-Aid - Southern Gulf Islands | 104,227 | 104,227 | | | | | 104,227 | | | | 940 | | 103,287 | 103,287 |
| 1.119 | Vancouver Island Regional Library | 337,086 | 337,086 | | | | | 337,086 | | | | 570 | | 336,516 | 336,516 |
| 1.121 | Sooke Regional Museum | 212,754 | 212,754 | | | | | 212,754 | | | | 360 | | 212,394 | 212,394 |
| 1.123 | Prov. Court of B.C. (Family Court) | 149,360 | 59,264 | | | | 90,096 | 149,360 | | | | 149,360 | | - | - |
| 1.124 | SSI Economic Development Commission | 83,970 | 80,034 | | | | 3,936 | 83,970 | | | | 600 | | 83,370 | 83,370 |
| 1.125 | SGI Economic Development Commission | 128,429 | 128,429 | | | | | 128,429 | | | | 740 | | 127,689 | 127,689 |
| 1.126 | Victoria Family Court Committee | 15,888 | 15,888 | | | | | 15,888 | | | | 888 | | 15,000 | 15,000 |
| 1.128 | Greater Victoria Police Victim Services | 316,803 | 316,803 | | | | | 316,803 | | | | 14,461 | | 302,342 | 302,342 |
| 1.129 | Vancouver Island Regional Library - Debt | 369,767 | | 369,767 | | | | 369,767 | | | | 369,767 | | - | - |
| 1.133 | Langford E.A. - Greater Victoria Public Library | 33,524 | 33,524 | | | | | 33,524 | | | | 80 | | 33,444 | 33,444 |
| 1.137 | Galiano Island Community Use Building | 67,050 | 35,776 | 27,417 | | | 3,857 | 67,050 | | | | 250 | | 66,800 | 66,800 |
| 1.138 | Southern Gulf Islands Regional Library | 246,675 | 246,675 | | | | | 246,675 | | | | 1,740 | | 244,935 | 244,935 |
| 1.141 | Salt Spring Island Public Library | 696,304 | 507,578 | 173,726 | | | 15,000 | 696,304 | | | | 2,160 | | 694,144 | 694,144 |
| 1.15X | Municipalities' Own Debt - M.F.A. | 11,873,721 | 70,460 | 11,803,261 | | | | 11,873,721 | | | | 70,460 | | 11,803,261 | 11,803,261 |
| 1.170 | Gossip Island Electric Power Supply | 57,093 | 650 | 56,443 | | | | 57,093 | | | | 290 | | 56,803 | 56,803 |
| 1.224 | Community Health - Homeless Sec. | 561,755 | 561,755 | | | | | 561,755 | | | | 132,253 | | 429,502 | 429,502 |
| 1.226 | Community Health (CHR) Facilities | 1,673,020 | 1,119,350 | | | | 553,670 | 1,673,020 | | | | 1,673,020 | | - | - |
| 1.227 | Saturna Island Medical Clinic | 28,483 | 28,483 | | | | | 28,483 | | | | 1,880 | | 26,603 | 26,603 |
| 1.228 | Galiano Health Service | 156,874 | 156,874 | | | | | 156,874 | | | | 40 | | 156,834 | 156,834 |
| 1.230 | Traffic Safety Commission | 80,820 | 80,820 | | | | | 80,820 | | | | 3,850 | | 76,970 | 76,970 |
| 1.232 | Port Renfrew Street Lighting | 9,514 | 9,514 | | | | | 9,514 | | | | 300 | | 5,022 | 5,022 |
| 1.234 | S.S.I. Street Lighting | 28,169 | 28,169 | | | | | 28,169 | | | | 40 | 4,192 | 28,129 | 28,129 |
| 1.235 | S. G. I. Small Craft Harbour Facilities | 441,241 | 220,966 | 70,275 | | | 150,000 | 441,241 | | | | 5,500 | 113,830 | 321,911 | 321,911 |
| 1.236 | Salt Spring Island Fernwood Dock | 33,710 | 20,380 | | | | | 33,710 | | | | 170 | | 33,540 | 33,540 |
| 1.238A | Community Transit (S.S.I.) | 533,918 | 528,918 | | | | | 533,918 | | | 6,329 | 235,442 | | 292,147 | 292,147 |
| 1.238B | Community Transportation (S.S.I.) | 184,123 | 81,078 | 47,045 | | | 56,000 | 184,123 | | | | 1,450 | | 182,673 | 182,673 |
| 1.280 | Regional Parks | 13,549,387 | 10,335,346 | 498,815 | | 125,100 | 2,580,126 | 13,549,387 | | 33,834 | 8,000 | 760,950 | 431,929 | 12,314,674 | 12,314,674 |
| 1.280A | Regional Parks - Land Acquisition | 4,824,865 | | | | | 4,824,865 | 4,824,865 | | | | | | 4,824,865 | 4,824,865 |
| 1.290 | Royal Theatre | 580,000 | 100,000 | | | 100,000 | 380,000 | 580,000 | | | | | | 580,000 | 580,000 |
| 1.295 | McPherson Theatre | 785,843 | 350,000 | | | 90,000 | 345,843 | 785,843 | | | | 35,843 | | 750,000 | 750,000 |
| 1.297 | Arts Grants | 3,186,526 | 3,186,526 | | | | | 3,186,526 | | 14,480 | | 185,665 | | 2,986,381 | 2,986,381 |
| 1.299 | Salt Spring Island Arts | 126,949 | 126,949 | | | | | 126,949 | | | | 70 | | 126,879 | 126,879 |
| 1.309 | Climate Action and Adaptation | 524,460 | 524,460 | | | | | 524,460 | | | | 28,250 | | 496,210 | 496,210 |
| 1.310 | Land Banking & Housing | 4,176,824 | 1,307,854 | 2,864,970 | | | 4,000 | 4,176,824 | | 313,142 | | 371,271 | 2,000 | 3,490,411 | 3,490,411 |
| 1.311 | Regional Housing Trust Fund | - | - | | | | | - | | | | | | - | - |
| 1.313 | Animal Care Services | 1,267,250 | 1,257,250 | | | | 10,000 | 1,267,250 | | | | 771,750 | 31,620 | 463,880 | 463,880 |
| 1.314 | SGI House Numbering | 10,062 | 10,062 | | | | | 10,062 | | | | 130 | | 9,932 | 9,932 |
| 1.316 | SSI Building Numbering | 10,170 | 10,170 | | | | | 10,170 | | | | 30 | | 10,140 | 10,140 |
| 1.317 | JDF Building Numbering | 13,928 | 13,928 | | | | | 13,928 | | | | 50 | | 13,878 | 13,878 |
| 1.318 | Building Inspection | 1,783,972 | 1,743,952 | | | 6,720 | 33,300 | 1,783,972 | | 31,920 | | 4,510 | 1,172,830 | 574,712 | 574,712 |
| 1.319 | Soil Deposit Removal | 5,984 | 5,984 | | | | | 5,984 | | | | 40 | | 5,944 | 5,944 |
| 1.320 | Noise Control | 42,101 | 42,101 | | | | | 42,101 | | | | 200 | | 41,901 | 41,901 |
| 1.322 | Nuisances & Unsightly Premises | 55,839 | 55,839 | | | | | 55,839 | | | | 270 | | 55,569 | 55,569 |
| 1.323 | By-Law Enforcement | 542,935 | 505,975 | | | | 36,960 | 542,935 | | 511,255 | | 31,680 | | - | - |
| 1.324 | Regional Planning Services | 1,705,463 | 1,702,963 | | | | 2,500 | 1,705,463 | | 216,191 | 55,102 | 71,130 | | 1,363,040 | 1,363,040 |
| 1.325 | Electoral Area Services - Planning | 854,575 | 778,805 | | | | 75,770 | 854,575 | | 19,260 | 20,805 | 2,670 | 34,640 | 777,200 | 777,200 |
| 1.330 | Regional Growth Strategy | 347,792 | 347,792 | | | | | 347,792 | | | | 25,110 | | 322,682 | 322,682 |
| 1.335 | Geo-Spatial Referencing System | 186,687 | 122,957 | | | | 63,730 | 186,687 | | | | 9,060 | 8,630 | 168,997 | 168,997 |
| 1.350 | Willis Point Fire Protect & Recreation | 208,856 | 113,409 | 21,127 | | 6,820 | 67,500 | 208,856 | | | | 49,455 | | 159,401 | 159,401 |
| 1.352 | South Galiano Fire Protection | 500,269 | 294,277 | 112,052 | | 6,170 | 87,770 | 500,269 | | | | 350 | 112,052 | 387,867 | 499,919 |
| 1.353 | Otter Point Fire Protection | 543,706 | 372,836 | | | 5,510 | 165,360 | 543,706 | | | | 320 | | 543,386 | 543,386 |
| 1.354 | Malahat Fire Protection | 69,562 | 69,562 | | | | | 69,562 | | | | | | 69,562 | 69,562 |
| 1.355 | Durrance Road Fire Protection | 3,230 | 2,739 | | | | 491 | 3,230 | | | | | 3,230 | 3,230 | 3,230 |
| 1.356 | Pender Fire Protection | 1,203,510 | 927,406 | 116,400 | | | 159,704 | 1,203,510 | | | 116,400 | 9,863 | | 1,077,247 | 1,077,247 |
| 1.357 | East Sooke Fire Protection | 518,860 | 224,751 | 155,109 | | | 139,000 | 518,860 | | | | 28,260 | 60,630 | 429,970 | 429,970 |
| 1.358 | Port Renfrew Fire Protection | 156,111 | 131,111 | | | | 25,000 | 156,111 | | | | 1,170 | | 90,831 | 90,831 |
| 1.359 | N. Galiano Fire Protection | 224,811 | 163,639 | 48,872 | | 6,790 | 5,510 | 224,811 | | | | 780 | 24,440 | 199,591 | 224,031 |
| 1.360 | Shirley Fire Protection | 162,052 | 91,052 | | | 10,000 | 61,000 | 162,052 | | | | 200 | | 161,852 | 161,852 |
| 1.363 | Saturna Island Fire | 203,680 | 203,680 | | | | | 203,680 | | | | 7,970 | | 195,710 | 195,710 |
| 1.369 | Electoral Area Fire Services - JDF | 72,182 | 61,131 | | | 3,737 | 7,314 | 72,182 | | | | 100 | | 72,082 | 72,082 |
| 1.369 | Electoral Area Fire Services - SGI | 81,828 | 69,283 | | | 4,243 | 8,302 | 81,828 | | | | | | 81,828 | 81,828 |
| 1.370 | Juan de Fuca Emergency Program | 93,463 | 77,263 | | | | 16,200 | 93,463 | | | | 220 | | 93,243 | 93,243 |
| 1.371 | S.S.I. Emergency Program | 133,089 | 133,089 | | | | | 133,089 | | | | 180 | | 132,909 | 132,909 |
| 1.372 | Electoral Area Emergency Program | 662,470 | 654,540 | | | | 7,930 | 662,470 | | 499,520 | | 890 | | 162,060 | 162,060 |
| 1.373 | S.G.I. Emergency Program | 263,889 | 249,289 | | | | 14,600 | 263,889 | | | | 2,240 | | 261,649 | 261,649 |

| CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN | | | | | | | Schedule A | | | | | | | | | | | | | |
|---|---|--------------|------------|----------------------|---------|------------|-----------------------|------------|--------------|------------------------------|-------------------------|---------------|---------------|------------|--------------------|------------------|--------|-----------|-----------|-----------|
| | | Expenditures | | | | | Transfers to Reserves | Revenue | | | | | | | | | | | | |
| | | Total 2025 | Operations | Interest & Principal | Deficit | Capital | | Total 2025 | Surplus 2024 | Recovery from other services | Transfers from Reserves | Other revenue | Fee & Charges | Parcel Tax | Property Value Tax | Requisition 2025 | | | | |
| 1.374 | Regional Emergency Program Support | 154,346 | 154,346 | | | | | | | | | | | | | | | | | |
| 1.375 | Hazardous Material Incident Response | 376,501 | 366,941 | | | | 9,560 | | | | | | | 8,010 | | | | 146,336 | 146,336 | |
| 1.377 | J.D.F. Search and Rescue | 92,441 | 92,441 | | | | | | | | | | | 19,070 | | | | 357,431 | 357,431 | |
| 1.378 | S.S.I. Search and Rescue | 23,436 | 23,436 | | | | | | | | | | | 22,370 | | | | 70,071 | 70,071 | |
| 1.40X | SEAPARC | 4,082,049 | 3,588,083 | 53,966 | | | 440,000 | | | | | | | 23,436 | | | | 23,336 | 23,336 | |
| 1.405 | JDF EA - Community Parks | 206,016 | 184,376 | | | | 21,640 | | | | | | | 100 | | | | 316,998 | 3,252,279 | 3,252,279 |
| 1.408 | JDF EA - Community Recreation | 96,253 | 96,253 | | | | | | | | | | | 840 | | | | 205,176 | 205,176 | |
| 1.44X | Panorama Rec. Center. | 9,143,858 | 7,608,168 | 240,411 | | | 1,295,279 | | | | | | | 21,860 | | | | 74,393 | 74,393 | |
| 1.455 | Salt Spring Island - Community Parks | 1,070,755 | 983,120 | 76,825 | | | 10,810 | | | 386,100 | | | | 1,373,986 | 2,164,052 | | | 5,605,820 | 5,605,820 | |
| 1.458 | Salt Spring Is. - Community Rec | 316,362 | 316,362 | | | | | | | | | | | 157,130 | | | | 527,525 | 527,525 | |
| 1.459 | Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro | 2,527,711 | 1,806,161 | 457,764 | | | 263,786 | | | 99,163 | | | | 242,390 | | | | 73,972 | 73,972 | |
| 1.465 | Saturna Island Comm. Parks | 26,150 | 19,997 | | | | 6,153 | | | | | | | 17,960 | | | | 2,118,758 | 2,118,758 | |
| 1.468 | Saturna Island - Community Rec. | 14,782 | 14,782 | | | | | | | | | | | 1,250 | | | | 24,900 | 24,900 | |
| 1.475 | Mayne Is. Com. Parks & Rec | 90,982 | 83,372 | | | 7,610 | | | | | | | | 420 | | | | 14,362 | 14,362 | |
| 1.476 | Mayne Is. Comm. Parks (reserve) | 3,960 | 3,960 | | | | | | | | | | | 270 | | | | 90,712 | 90,712 | |
| 1.478 | Mayne Is. Community Rec. | 33,895 | 33,895 | | | | | | | | | | | 3,960 | 390 | | | - | - | |
| 1.485 | North & South Pender Com. Parks | 167,170 | 124,170 | | | | 43,000 | | | | | | | 60 | | | | 33,835 | 33,835 | |
| 1.488 | North & South Pender Com. Rec | 70,167 | 70,167 | | | | | | | | | | | 940 | | | | 165,640 | 165,640 | |
| 1.495 | Galiano Parks | 99,575 | 84,575 | | | | 15,000 | | | | | | | 60 | | | | 69,227 | 69,227 | |
| 1.498 | Galiano Community Recreation | 39,997 | 39,997 | | | | | | | | | | | 20 | | | | 99,515 | 99,515 | |
| 1.521 | SWMP -Solid Waste Disposal (Refuse Disposal | 26,965,024 | 23,418,344 | | | | 3,546,680 | | | | | | | 9,497,144 | 17,467,880 | | | - | - | |
| 1.523 | Port Renfrew Refuse Disposal | 93,408 | 87,368 | | | | 6,040 | | | 16,870 | | | | 41,194 | | | | 35,344 | 35,344 | |
| 1.525 | Solid Waste Disposal - Debt | 440,010 | 1,390 | 438,620 | | | | | | | | | | 1,390 | 438,620 | | | - | - | |
| 1.531 | Stormwater Quality Management - Sooke | 40,640 | 32,868 | | | | 7,772 | | | | | | | 80 | | | | 40,560 | 40,560 | |
| 1.533 | Stormwater Quality Management - S.G.I. | 41,731 | 41,731 | | | | | | | | | | | 440 | | | | 41,291 | 41,291 | |
| 1.535 | Stormwater Quality Management - S.S.I. | 27,530 | 27,530 | | | | | | | | | | | 30 | | | | 27,500 | 27,500 | |
| 1.536 | LWMP-Stormwater Quality Management-Core | 779,740 | 777,550 | | | | 2,190 | | | 6,490 | | | | 97,100 | | | | 676,150 | 676,150 | |
| 1.537 | Stormwater Quality Management - Peninsula | 125,260 | 122,250 | | | | 3,010 | | | | | | | 4,220 | | | | 121,040 | 121,040 | |
| 1.538 | Source - Stormwater Quality - Peninsula | 59,230 | 56,870 | | | | 2,360 | | | | | | | 1,700 | | | | 57,530 | 57,530 | |
| 1.57X | Environmental Services | 24,350,117 | 24,032,494 | | | | 317,623 | | | 24,257,717 | | | | 92,400 | | | | - | - | |
| 1.911 | 911 Systems | 2,681,130 | 1,565,141 | 1,011,949 | | | 104,040 | | | | | | | 2,324,907 | 141,320 | | | 194,903 | 194,903 | |
| 1.912A | 911 Call Answer - RCMP | - | - | | | | | | | | | | | - | | | | - | - | |
| 1.912B | 911 Call Answer - Municipalities | - | - | | | | | | | 782,560 | | | | (54,678) | | | | (727,882) | (727,882) | |
| 1.913 | 913 Fire Dispatch | 806,604 | 799,914 | | | | 6,690 | | | | | | | 13,520 | | | | 793,084 | 793,084 | |
| 1.921 | Regional CREST Contribution | 1,864,624 | 1,864,624 | | | | | | | | | | | 111,210 | | | | 1,753,414 | 1,753,414 | |
| 1.923 | Emergency Comm - CREST - S.G.I. | 194,827 | 194,827 | | | | | | | | | | | 1,630 | | | | 193,197 | 193,197 | |
| 1.924 | Emergency Comm - CREST - J.D.F. | 129,161 | 129,161 | | | | | | | | | | | 210 | | | | 128,951 | 128,951 | |
| 1.925 | Emergency Comm - CREST - S.S.I. | 153,750 | 153,750 | | | | | | | | | | | 120 | | | | 153,630 | 153,630 | |
| 2.610 | Saanich Peninsula Water Supply | 8,428,732 | 7,208,068 | 920,664 | | | 300,000 | | | | | | | 500 | 8,428,232 | | | - | - | |
| 2.620 | SSI Highland Water System | 12,981 | 333 | 12,648 | | | | | | | | | | 120 | | | | 12,861 | 12,861 | |
| 2.621 | Highland / Fernwood Water - SSI | 609,210 | 323,299 | 212,051 | | | 73,860 | | | | | | | 790 | 513,420 | 95,000 | | 95,000 | 95,000 | |
| 2.622 | Cedars of Tuam | 82,589 | 41,072 | 35,477 | | | 6,040 | | | | | | | 50 | 72,539 | | | - | - | |
| 2.624 | Beddis Water | 286,348 | 196,117 | 34,571 | | | 55,660 | | | | | | | 320 | 186,197 | 84,831 | | 84,831 | 84,831 | |
| 2.626 | Fulford Water | 253,304 | 156,689 | 75,605 | | | 21,010 | | | | | | | 910 | 163,529 | 88,865 | | 88,865 | 88,865 | |
| 2.628 | Cedar Lane Water (S.S.I.) | 92,006 | 75,456 | | | | 16,550 | | | | | | | 20,000 | 180 | 59,796 | 12,030 | 12,030 | 12,030 | |
| 2.630 | Magic Lakes Estate Water System | 989,695 | 692,858 | 194,447 | | | 102,390 | | | | | | | 9,613 | 388,482 | 591,600 | | 591,600 | 591,600 | |
| 2.640 | Saturna Island Water System (Lyllal Harbour) | 263,453 | 169,152 | 21,801 | | | 72,500 | | | | | | | 230 | 148,223 | 115,000 | | 115,000 | 115,000 | |
| 2.642 | Skana Water (Mayne) | 88,347 | 61,758 | 4,589 | | | 22,000 | | | | | | | 110 | 54,638 | 28,599 | | 28,599 | 28,599 | |
| 2.650 | Port Renfrew Water | 163,572 | 117,574 | 23,998 | | | 22,000 | | | | | | | 1,180 | 81,196 | 81,196 | | 81,196 | 81,196 | |
| 2.655 | Snuggery Cove (Port Renfrew) | - | - | | | | | | | | | | | - | | | | - | - | |
| 2.660 | Fernwood Water | 7,030 | 249 | 6,781 | | | | | | | | | | 60 | | 6,970 | | 6,970 | 6,970 | |
| 2.665 | Sticks Allison Water (Galiano) | 64,376 | 47,376 | | | | 17,000 | | | | | | | 100 | 53,276 | 11,000 | | 11,000 | 11,000 | |
| 2.667 | Surfside Park Estates (Mayne) | 110,082 | 93,082 | | | | 17,000 | | | | | | | 100 | 94,982 | 15,000 | | 15,000 | 15,000 | |
| 2.670 | Regional Water Supply | 39,475,779 | 18,084,254 | 5,196,255 | | 15,873,204 | 322,066 | | | | | | | 615,673 | 38,860,106 | | | - | - | |
| 2.680 | Juan de Fuca Water Distribution | 25,185,545 | 15,036,929 | 2,869,346 | | 7,000,000 | 279,270 | | | 6,000 | | | | 181,230 | 24,998,315 | | | - | - | |
| 2.691 | Wilderness Mountain Water Service | 166,213 | 130,626 | 23,587 | | | 12,000 | | | | | | | 130 | 91,802 | 74,281 | | 74,281 | 74,281 | |
| 3.700 | Septage Disposal - Municipal | 214,127 | 155,087 | | | 59,040 | | | | | | | | 175,040 | 2,740 | | | 36,347 | 36,347 | |
| 3.700 | Septage Disposal - JDF Service Area | 221 | 221 | | | | | | | | | | | | | | | 221 | 221 | |
| 3.701 | Millstream Remediation Service | 140,186 | 1,266 | 138,920 | | | | | | | | | | 69,859 | 470 | | | 69,857 | 69,857 | |
| 3.705 | S.S.I. Liquid Waste Disposal | 1,067,498 | 763,133 | 260,805 | | | 43,560 | | | | | | | 1,170 | 578,020 | 488,308 | | 488,308 | 488,308 | |
| 3.707 | On Site System Management Program - LWMP | 190,710 | 190,710 | | | | | | | | | | | 9,270 | | | | 181,440 | 181,440 | |
| 3.71X | Trk Swrs & Swge Disp - oper | 38,445,445 | 36,354,673 | | | | 2,090,772 | | | 10,000 | 1,609,165 | | | 28,968,352 | 6,442,928 | | | 6,442,928 | 6,442,928 | |
| 3.7XX | Trk Swrs - debt | 24,596,477 | 120,408 | 11,253,776 | | 5,529,745 | 7,692,548 | | | | | | | 17,830,770 | 6,765,707 | | | 6,765,707 | 6,765,707 | |
| 3.720 | LWMP (Peninsula) - Implementation | 25,047 | 25,047 | | | | | | | | | | | 210 | | | | 24,837 | 24,837 | |
| 3.750 | LWMP | 394,070 | 342,444 | | | | 51,626 | | | | | | | 167,534 | | | | 226,536 | 226,536 | |
| 3.752 | Harbours Program | 369,254 | 369,254 | | | | | | | | | | | 25,300 | | | | 343,954 | 343,954 | |
| 3.755 | Regional Source Control | 1,654,625 | 1,654,625 | | | | | | | | | | | 59,110 | | | | 1,378,010 | 1,378,010 | |
| 3.756 | Harbours Environmental Action | 70,672 | 70,672 | | | | | | | | | | | 67,382 | 91,783 | 58,340 | | 70,672 | 70,672 | |
| 3.810 | Ganges Sewer | 1,133,218 | 753,615 | 245,813 | | | 133,790 | | | | | | | 2,150 | 1,060,880 | 70,188 | | 70,188 | 70,188 | |
| 3.820 | Maliview Estates Sewer System | 329,547 | 145,870 | 142,747 | | | 40,930 | | | | | | | 27,700 | 187,503 | 114,344 | | 114,344 | 114,344 | |
| 3.830 | Magic Lake Estates Sewer System | 888,496 | 621,133 | 174,103 | | | 93,260 | | | | | | | 1,280 | 475,615 | 400,001 | | 400,001 | 400,001 | |
| 3.830D | Magic Lake Estates Sewer Debt | 207,774 | 207,774 | | | | | | | | | | | | 207,774 | | | 207,774 | 207,774 | |
| 3.850 | Port Renfrew Sewer | 213,896 | 113,426 | 88,430 | | | 12,040 | | | | | | | 1,290 | 106,306 | 106,300 | | 106,300 | 106,300 | |
| 21.ALL | Feasibility Study Reserve Fund - All | - | - | | | | | | | | | | | - | | | | - | - | |
| 21.E.A. | Feasibility Study Reserve Fund - E.A. | - | - | | | | | | | | | | | - | | | | - | - | |

**CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025**

| EXPENDITURE / FUNDING SUMMARY (ALL SERVICES) | 2021 | 2022 | 2023 | 2024 | 2025 | TOTAL |
|---|--------------------|--------------------|--------------------|-------------------|-------------------|--------------------|
| EXPENDITURE | | | | | | |
| B Buildings | 46,015,926 | 164,703,000 | 12,845,800 | 5,511,500 | 795,000 | 229,871,226 |
| E Equipment | 15,381,458 | 11,482,994 | 8,108,716 | 4,789,704 | 3,243,223 | 43,006,095 |
| L Land | 14,527,947 | 4,755,000 | 4,530,000 | 4,975,000 | 4,200,000 | 32,987,947 |
| S Engineered Structures | 204,527,919 | 87,151,713 | 76,925,709 | 59,537,745 | 35,721,145 | 463,864,231 |
| V Vehicles | 3,743,000 | 1,958,000 | 1,520,000 | 2,226,000 | 873,000 | 10,320,000 |
| | 284,196,251 | 270,050,707 | 103,930,225 | 77,039,949 | 44,832,368 | 780,049,500 |
| SOURCE OF FUNDS | | | | | | |
| C Capital Funds on Hand | 52,162,420 | 22,299,095 | 23,752,969 | 26,057,745 | 16,689,745 | 140,961,975 |
| D Debenture Debt (New Debt Only) | 49,178,000 | 63,518,000 | 48,577,541 | 30,285,375 | 14,350,000 | 205,908,916 |
| E ERF | 6,462,653 | 4,173,494 | 3,883,516 | 3,972,704 | 2,456,223 | 20,948,590 |
| G Grants (Federal, Provincial) | 104,182,300 | 10,741,518 | 3,541,500 | 2,425,000 | 25,000 | 120,915,318 |
| R Reserve Fund | 43,296,359 | 34,093,600 | 24,174,699 | 14,299,125 | 11,311,400 | 127,175,183 |
| O Other | 28,914,518 | 135,225,000 | - | - | - | 164,139,518 |
| | 284,196,251 | 270,050,707 | 103,930,225 | 77,039,949 | 44,832,368 | 780,049,500 |

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 | | |
| 1.011 | Board Expenditures | 62,200 | | | | | 62,200 | | | 62,200 | | | | | 62,200 |
| 1.014 | Chief Administrative Officer | 4,835 | | | | | 4,835 | | | 4,835 | | | | | 4,835 |
| 1.015 | Real Estate | 967 | | | | | 967 | | | 967 | | | | | 967 |
| 1.016 | Human Resources | 7,326 | | | | | 7,326 | | | 7,326 | | | | | 7,326 |
| 1.017 | Finance | 199,075 | | | | | 199,075 | 100,000 | | 99,075 | | | | | 199,075 |
| 1.018 | Health & Capital Planning Strategies | 3,000 | | | | | 3,000 | | | 3,000 | | | | | 3,000 |
| 1.022 | Information Technology | 715,250 | | | | | 715,250 | 695,000 | | 20,250 | | | | | 715,250 |
| 1.024 | GM - Planning & Protective Services | - | | | | | - | | | - | | | | | - |
| 1.025 | Corporate Emergency | - | | | | | - | | | - | | | | | - |
| 1.105 | Facilities Management | 18,600 | 120,000 | | | | 138,600 | | | 138,600 | | | | | 138,600 |
| 1.106 | Facilities and Risk | 65,000 | | 2,234,729 | | | 2,299,729 | 109,729 | | | | 2,190,000 | | | 2,299,729 |
| 1.107 | Corporate Satellite Facilities | | | 25,000 | | | 25,000 | | | | | 25,000 | | | 25,000 |
| 1.109 | JDF Admin. Expenditures | - | | | | | - | | | - | | | | | - |
| 1.110 | SGI Admin. Expenditures | - | | | | | - | | | - | | | | | - |
| 1.111 | SSI Admin. Expenditures | 6,210 | | | | | 6,210 | | | 6,210 | | | | | 6,210 |
| 1.118 | Corporate Communications | 7,899 | | | | | 7,899 | | | 7,899 | | | | | 7,899 |
| 1.123 | Family Court Building | | | 287,500 | | | 287,500 | 87,500 | | | | 200,000 | | | 287,500 |
| 1.137 | Galiano Island Community Use Building | | | 15,000 | | | 15,000 | | | | | 15,000 | | | 15,000 |
| 1.141 | SSI Public Library | | | 80,000 | | | 80,000 | | | | 50,000 | 30,000 | | | 80,000 |
| 1.226 | Health Facilities - VIHA | 75,000 | | 830,000 | | | 905,000 | 680,000 | | | | 225,000 | | | 905,000 |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 1,624,000 | | 1,624,000 | 362,000 | 710,000 | | | 552,000 | | | 1,624,000 |
| 1.236 | SSI Small Craft Harbour (Fernwood Dock) | | | | 5,500 | | 5,500 | | | | | 5,500 | | | 5,500 |
| 1.238A | Community Transit (SSI) | | | | 45,000 | | 45,000 | | | | 5,000 | 40,000 | | | 45,000 |
| 1.238B | Community Transportation (SSI) | | | | 760,000 | | 760,000 | 210,000 | | | 490,000 | 60,000 | | | 760,000 |
| 1.280 | Regional Parks | 1,526,640 | 180,000 | 690,000 | 6,713,627 | 11,150,000 | 20,260,267 | 3,310,267 | 1,040,000 | 209,000 | 1,275,000 | 14,426,000 | | | 20,260,267 |
| 1.290 | Royal Theatre | 212,000 | | 1,706,000 | | | 1,918,000 | 50,000 | | | 599,000 | 752,000 | | 517,000 | 1,918,000 |
| 1.295 | McPherson Theatre | 170,000 | | 1,085,000 | | | 1,255,000 | 370,000 | | | 505,000 | 371,000 | | 9,000 | 1,255,000 |
| 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 | 10,000 | 45,000 | | | | 55,000 | | | 55,000 | | | | | 55,000 |
| 1.323 | ByLaw Services | 970 | 15,000 | | | | 15,970 | | | 15,970 | | | | | 15,970 |
| 1.324 | Regional Planning Services | 32,300 | | | | | 32,300 | | | 32,300 | | | | | 32,300 |
| 1.325 | Community Planning | 11,830 | | | | | 11,830 | | | 11,830 | | | | | 11,830 |
| 1.335 | Geo-Spatial Referencing | 40,000 | | | | | 40,000 | | | 40,000 | | | | | 40,000 |
| 1.350 | Willis Point Fire | 161,865 | | 38,000 | | | 199,865 | | | 120,000 | 41,865 | 38,000 | | | 199,865 |
| 1.352 | South Galiano Fire | | | 603,000 | | | 603,000 | | 600,000 | 3,000 | | | | | 603,000 |
| 1.353 | Otter Point Fire | 296,692 | | 60,000 | | | 356,692 | 20,000 | | 296,692 | | 40,000 | | | 356,692 |
| 1.356 | Pender Island Fire | 24,500 | 625,000 | 53,000 | | | 702,500 | | | 104,500 | | 53,000 | | 545,000 | 702,500 |
| 1.357 | East Sooke Fire | 36,000 | 30,000 | | | | 66,000 | 30,000 | | 12,000 | | 24,000 | | | 66,000 |
| 1.358 | Port Renfrew Fire | 10,000 | | | | | 10,000 | | | 10,000 | | | | | 10,000 |
| 1.360 | Shirley Fire Department | 10,000 | | | | | 10,000 | | | 10,000 | | | | | 10,000 |
| 1.369 | Electoral Area Fire Services | 156,300 | | | | | 156,300 | | | | | 156,300 | | | 156,300 |
| 1.370 | JDF Emergency Program | 4,970 | | | | | 4,970 | | | 4,970 | | | | | 4,970 |
| 1.371 | SSI Emergency Program | | | | | | - | | | - | | | | | - |
| 1.372 | Emergency Planning Coordination | 2,500 | | | | | 2,500 | | | 2,500 | | | | | 2,500 |
| 1.373 | SGI Emergency Program | 47,000 | | | | | 47,000 | | | | | 47,000 | | | 47,000 |
| 1.375 | Hazardous Material Incident Response | 10,000 | | | | | 10,000 | | | 10,000 | | | | | 10,000 |
| 1.377 | JDF Search and Rescue | - | | | | | - | | | - | | | | | - |
| 1.405 | JDF EA Community Parks & Recreation | | | | | 220,000 | 220,000 | | | | 220,000 | | | | 220,000 |
| 1.40X | SEAPARC | 266,700 | | 424,500 | 35,000 | | 726,200 | 37,000 | | 89,700 | 470,000 | 129,500 | | | 726,200 |
| 1.44x | Panorama Recreation | 499,600 | 468,000 | 3,669,179 | 80,000 | | 4,716,779 | 487,179 | 1,753,000 | 817,600 | 750,000 | 909,000 | | | 4,716,779 |
| 1.455 | SSI Community Parks | 5,000 | 65,000 | | 290,000 | | 360,000 | | | 5,000 | 125,000 | 230,000 | | | 360,000 |
| 1.458 | SSI Community Recreation | 5,000 | | 15,000 | | | 20,000 | | | 5,000 | | 15,000 | | | 20,000 |
| 1.459 | SSI Park Land & Rec Programs | 27,500 | | 481,500 | 50,000 | 910,000 | 1,469,000 | | | 27,500 | 246,500 | 1,195,000 | | | 1,469,000 |
| 1.465 | Saturna Island Community Parks | | | | | 33,000 | 33,000 | | | | | 33,000 | | | 33,000 |
| 1.475 | Mayne Island Community Parks | | | | 18,000 | | 18,000 | | | | 15,000 | 3,000 | | | 18,000 |

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 | | |
| 1.485 | Pender Island Community Parks | | | 15,000 | 261,563 | | 276,563 | | | | | 243,963 | 32,600 | | 276,563 |
| 1.495 | Galiano Community Parks | | | | 49,145 | | 49,145 | | 6,186 | | | | 42,959 | | 49,145 |
| 1.521 | Environmental Resource Management | 843,000 | | | 10,133,000 | | 10,976,000 | 1,953,000 | - | 643,000 | | | 8,380,000 | | 10,976,000 |
| 1.523 | Port Renfrew Refuse Disposal | 15,000 | | | 15,000 | | 30,000 | | | 15,000 | | | 15,000 | | 30,000 |
| 1.575 | Environmental Administration Services | 7,000 | | | | | 7,000 | | | 7,000 | | | | | 7,000 |
| 1.576 | Environmental Engineering Services | 40,000 | 125,000 | | | | 165,000 | 45,000 | | 120,000 | | | | | 165,000 |
| 1.577 | IW - Environmental Operations | 776,200 | | | | | 776,200 | | | 776,200 | | | | | 776,200 |
| 1.578 | Environmental Protection | 415,000 | 42,000 | | | | 457,000 | | | 457,000 | | | | | 457,000 |
| 1.579 | Environmental Water Quality | 21,000 | | | | | 21,000 | | | 21,000 | | | | | 21,000 |
| 1.911 | 911 Call Answer | 1,000,000 | | | | | 1,000,000 | | | 1,000,000 | | | | | 1,000,000 |
| 1.913 | 913 Fire Dispatch | 5,000 | | | | | 5,000 | | | 5,000 | | | | | 5,000 |
| 2.610 | Saanich Peninsula Water Supply | 133,000 | | | 3,425,000 | | 3,558,000 | | - | 60,000 | | | 3,498,000 | | 3,558,000 |
| 2.620 | Highland Water (SSI) | | | | 117,067 | | 117,067 | 117,067 | | | | | | | 117,067 |
| 2.621 | Highland & Fernwood Water (SSI) | 74,000 | | | 620,000 | | 694,000 | 50,000 | 490,000 | | 85,000 | 69,000 | | | 694,000 |
| 2.622 | Cedars of Tuam Water (SSI) | 36,000 | | | - | | 36,000 | | | | 30,000 | 6,000 | | | 36,000 |
| 2.624 | Beddis Water (SSI) | 132,000 | | | 36,000 | | 168,000 | | | | 150,000 | 18,000 | | | 168,000 |
| 2.626 | Fulford Water (SSI) | 13,000 | | | 120,000 | | 133,000 | | | | 80,000 | 53,000 | | | 133,000 |
| 2.628 | Cedar Lane Water (SSI) | | | | 105,000 | | 105,000 | | | | 65,000 | 40,000 | | | 105,000 |
| 2.630 | Magic Lake Estates Water (Pender) | 250,000 | | | 90,000 | | 340,000 | | | | | 340,000 | | | 340,000 |
| 2.640 | Lyll Harbour Boot Cove Water (Saturna) | 20,000 | | | - | | 20,000 | | | | - | 20,000 | | | 20,000 |
| 2.642 | Skana Water (Mayne) | | | | 50,000 | | 50,000 | | | | | 50,000 | | | 50,000 |
| 2.650 | Port Renfrew Water | 35,000 | | | - | | 35,000 | | | | 25,000 | 10,000 | | | 35,000 |
| 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) | 25,000 | | | | | 25,000 | | | | | 25,000 | | | 25,000 |
| 2.670 | Regional Water Supply | 4,670,000 | 520,000 | 480,000 | 15,048,000 | 1,615,350 | 22,333,350 | 20,223,350 | 1,800,000 | 310,000 | | | | | 22,333,350 |
| 2.680 | JDF Water Distribution | 745,000 | 650,000 | 540,000 | 24,065,000 | | 26,000,000 | 13,125,000 | 5,435,000 | 450,000 | | 4,630,000 | 2,360,000 | | 26,000,000 |
| 2.691 | Wilderness Mountain Water Service | | | | 34,000 | | 34,000 | | | | 30,000 | 4,000 | | | 34,000 |
| 3.701 | Millstream Site Remediation | | | | | 632,597 | 632,597 | 289,397 | | | 343,200 | | | | 632,597 |
| 3.705 | SSI Septage / Composting | | | | 152,700 | | 152,700 | 30,000 | - | | 47,700 | 75,000 | | | 152,700 |
| 3.718 | Saanich Peninsula Wastewater | 192,500 | | | 4,065,000 | | 4,257,500 | 100,000 | | 342,500 | | 3,815,000 | | | 4,257,500 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | 1,080,000 | 840,000 | | 126,774,817 | | 128,694,817 | 9,674,745 | 31,300,000 | | 87,720,072 | | | | 128,694,817 |
| 3.810 | Ganges Sewer Utility (SSI) | 106,500 | | | 357,500 | | 464,000 | | | | 140,000 | 324,000 | | | 464,000 |
| 3.820 | Malview Sewer Utility (SSI) | | | | 525,000 | | 525,000 | | 300,000 | | 200,000 | 25,000 | | | 525,000 |
| 3.830 | Magic Lake Sewer Utility (Pender) | | | | 8,780,000 | | 8,780,000 | | 5,750,000 | | 3,000,000 | 30,000 | | | 8,780,000 |
| 3.850 | Port Renfrew Sewer | | | | 50,000 | | 50,000 | | | | 30,000 | 20,000 | | | 50,000 |
| TOTAL | | 15,381,458 | 3,743,000 | 46,015,926 | 204,527,919 | 14,527,947 | 284,196,251 | 52,162,420 | 49,178,000 | 6,462,653 | 104,182,300 | 43,296,359 | 28,914,518 | | 284,196,251 |

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 | | |
| 1.011 | Board Expenditures | 95,000 | | | | | 95,000 | | | 95,000 | | | | | 95,000 |
| 1.014 | Chief Administrative Officer | 2,901 | | | | | 2,901 | | | 2,901 | | | | | 2,901 |
| 1.015 | Real Estate | - | | | | | - | | | - | | | | | - |
| 1.016 | Human Resources | 3,917 | | | | | 3,917 | | | 3,917 | | | | | 3,917 |
| 1.017 | Finance | 215,570 | | | | | 215,570 | 200,000 | | 15,570 | | | | | 215,570 |
| 1.018 | Health & Capital Planning Strategies | - | | | | | - | | | - | | | | | - |
| 1.022 | Information Technology | 1,491,350 | | | | | 1,491,350 | 1,479,000 | | 12,350 | | | | | 1,491,350 |
| 1.024 | GM - Planning & Protective Services | 1,475 | | | | | 1,475 | | | 1,475 | | | | | 1,475 |
| 1.025 | Corporate Emergency | 6,000 | | | | | 6,000 | | | 6,000 | | | | | 6,000 |
| 1.105 | Facilities Management | 2,000 | 50,000 | | | | 52,000 | | | 52,000 | | | | | 52,000 |
| 1.106 | Facilities and Risk | - | | 250,000 | | | 250,000 | - | | - | | 250,000 | | | 250,000 |
| 1.107 | Corporate Satellite Facilities | | | - | | | - | | | - | | - | | | - |
| 1.109 | JDF Admin. Expenditures | 2,000 | | | | | 2,000 | | | 2,000 | | | | | 2,000 |
| 1.110 | SGI Admin. Expenditures | 1,500 | | | | | 1,500 | | | 1,500 | | | | | 1,500 |
| 1.111 | SSI Admin. Expenditures | 9,890 | | | | | 9,890 | | | 9,890 | | | | | 9,890 |
| 1.118 | Corporate Communications | 5,851 | | | | | 5,851 | | | 5,851 | | | | | 5,851 |
| 1.123 | Family Court Building | | | - | | | - | | | - | | - | | | - |
| 1.137 | Galiano Island Community Use Building | | | - | | | - | | | - | | - | | | - |
| 1.141 | SSI Public Library | | | 10,000 | | | 10,000 | | | - | | 10,000 | | | 10,000 |
| 1.226 | Health Facilities - VIHA | 85,000 | | 2,522,500 | | | 2,607,500 | - | | - | | 2,607,500 | | | 2,607,500 |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 520,000 | | 520,000 | - | 470,000 | | | 50,000 | | | 520,000 |
| 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) | | | | 265,000 | | 265,000 | - | 200,000 | | | 65,000 | | | 265,000 |
| 1.280 | Regional Parks | 68,000 | 225,000 | 485,000 | 5,580,000 | 3,830,000 | 10,188,000 | - | - | 293,000 | 4,328,000 | 5,567,000 | | | 10,188,000 |
| 1.290 | Royal Theatre | | | 500,000 | | | 500,000 | | | - | | 500,000 | | | 500,000 |
| 1.295 | McPherson Theatre | | | 500,000 | | | 500,000 | | | - | | 500,000 | | | 500,000 |
| 1.297 | Arts Grants and Development | 1,550 | | | | | 1,550 | | | | | 1,550 | | | 1,550 |
| 1.310 | Land Banking and Housing | 1,500 | | 156,500,000 | | | 156,501,500 | | 21,300,000 | 1,500 | | | 135,200,000 | | 156,501,500 |
| 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 | 10,100 | | | | | 10,100 | | | 10,100 | | | | | 10,100 |
| 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 | 6,000 | | | | | 6,000 | | | 6,000 | | | | | 6,000 |
| 1.352 | South Galiano Fire | | | 6,500 | | | 6,500 | | | 6,500 | | | | | 6,500 |
| 1.353 | Otter Point Fire | 131,000 | | 40,000 | | | 171,000 | | | 131,000 | | 40,000 | | | 171,000 |
| 1.356 | Pender Island Fire | 10,000 | 300,000 | 115,000 | | | 425,000 | | | 310,000 | | 90,000 | 25,000 | | 425,000 |
| 1.357 | East Sooke Fire | 7,200 | 460,000 | | | | 467,200 | | | 467,200 | | | | | 467,200 |
| 1.358 | Port Renfrew Fire | | | | | | - | | | - | | - | | | - |
| 1.360 | Shirley Fire Department | | | | | | - | | | - | | - | | | - |
| 1.369 | Electoral Area Fire Services | | | | | | - | | | - | | - | | | - |
| 1.370 | JDF Emergency Program | 11,710 | | | | | 11,710 | | | 11,710 | | | | | 11,710 |
| 1.371 | SSI Emergency Program | | | | | | - | | | - | | - | | | - |
| 1.372 | Emergency Planning Coordination | | | | | | - | | | - | | - | | | - |
| 1.373 | SGI Emergency Program | | | | | | - | | | - | | - | | | - |
| 1.375 | Hazardous Material Incident Response | 90,000 | | | | | 90,000 | | | 90,000 | | | | | 90,000 |
| 1.377 | JDF Search and Rescue | | | | | | - | | | - | | - | | | - |
| 1.405 | JDF EA Community Parks & Recreation | | | | | 80,000 | 80,000 | | | | 80,000 | | | | 80,000 |
| 1.40X | SEAPARC | 118,700 | 30,000 | 330,000 | | | 478,700 | | | 93,700 | | 385,000 | | | 478,700 |
| 1.44x | Panorama Recreation | 286,150 | | 190,000 | 103,600 | | 579,750 | 80,000 | | 286,150 | 55,000 | 158,600 | | | 579,750 |
| 1.455 | SSI Community Parks | 5,000 | 40,000 | | 1,030,000 | | 1,075,000 | | 1,000,000 | 45,000 | | 30,000 | | | 1,075,000 |
| 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 | 62,500 | | 175,000 | 400,000 | | 637,500 | | | 62,500 | 325,000 | 250,000 | | | 637,500 |
| 1.465 | Saturna Island Community Parks | | | | 23,000 | | 23,000 | | | | | 23,000 | | | 23,000 |
| 1.475 | Mayne Island Community Parks | 5,000 | | 4,000 | 2,000 | | 11,000 | | | | | 11,000 | | | 11,000 |

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 | | |
| 1.485 | Pender Island Community Parks | | | - | 10,000 | | 10,000 | | | | | - | 10,000 | | 10,000 |
| 1.495 | Galliano Community Parks | | | | 16,500 | | 16,500 | | | | | | 16,500 | | 16,500 |
| 1.521 | Environmental Resource Management | 283,000 | | | 16,565,000 | | 16,848,000 | 250,000 | - | 283,000 | | | 16,315,000 | | 16,848,000 |
| 1.523 | Port Renfrew Refuse Disposal | - | | | - | | - | | | | | | - | | - |
| 1.575 | Environmental Administration Services | - | | | - | | - | | | | | | - | | - |
| 1.576 | Environmental Engineering Services | 40,000 | - | | | | 40,000 | | | 40,000 | | | | | 40,000 |
| 1.577 | IW - Environmental Operations | 604,600 | | | | | 604,600 | | | 604,600 | | | | | 604,600 |
| 1.578 | Environmental Protection | 76,000 | 240,000 | | | | 316,000 | | | 316,000 | | | | | 316,000 |
| 1.579 | Environmental Water Quality | - | | | | | - | | | - | | | | | - |
| 1.911 | 911 Call Answer | - | | | | | - | | | - | | | | | - |
| 1.913 | 913 Fire Dispatch | 5,000 | | | | | 5,000 | | | 5,000 | | | | | 5,000 |
| 2.610 | Saanich Peninsula Water Supply | 284,000 | | | 3,020,000 | | 3,304,000 | | 2,550,000 | 60,000 | | | 694,000 | | 3,304,000 |
| 2.620 | Highland Water (SSI) | | | | - | | - | | | - | | | | | - |
| 2.621 | Highland & Fernwood Water (SSI) | 280,000 | | | 1,500,000 | | 1,780,000 | | 1,740,000 | | | | 40,000 | | 1,780,000 |
| 2.622 | Cedars of Tuam Water (SSI) | 35,000 | | | 77,000 | | 112,000 | | 15,000 | | | 79,000 | 18,000 | | 112,000 |
| 2.624 | Beddis Water (SSI) | 150,000 | | | 85,000 | | 235,000 | | 150,000 | | | 50,000 | 35,000 | | 235,000 |
| 2.626 | Fulford Water (SSI) | 25,000 | | | - | | 25,000 | | | | | | 25,000 | | 25,000 |
| 2.628 | Cedar Lane Water (SSI) | | | | 10,000 | | 10,000 | | | | | | 10,000 | | 10,000 |
| 2.630 | Magic Lake Estates Water (Pender) | - | | | 35,000 | | 35,000 | | | | | | 35,000 | | 35,000 |
| 2.640 | Lyll Harbour Boot Cove Water (Saturna) | 66,000 | | | 725,600 | | 791,600 | | 143,000 | | | 625,600 | 23,000 | | 791,600 |
| 2.642 | Skana Water (Mayne) | - | | | 30,000 | | 30,000 | | | | | | 30,000 | | 30,000 |
| 2.650 | Port Renfrew Water | 10,000 | | | 1,648,918 | | 1,658,918 | | | | | 1,573,918 | 85,000 | | 1,658,918 |
| 2.660 | Fernwood Water (SSI) | | | | - | | - | | | - | | | | | - |
| 2.665 | Sticks Allison Water (Galliano) | 10,000 | | | | | 10,000 | | | | | | 10,000 | | 10,000 |
| 2.667 | Surfside Park Estates (Mayne) | - | | | | | - | | | | | | | | - |
| 2.670 | Regional Water Supply | 5,745,000 | 215,000 | 2,235,000 | 16,575,000 | 845,000 | 25,615,000 | 9,500,000 | 15,900,000 | 215,000 | | | | | 25,615,000 |
| 2.680 | JDF Water Distribution | 490,000 | 350,000 | 840,000 | 13,865,000 | | 15,545,000 | 4,120,000 | 6,400,000 | 350,000 | | | 4,675,000 | | 15,545,000 |
| 2.691 | Wilderness Mountain Water Service | | | | - | | - | | | | | | | | - |
| 3.701 | Millstream Site Remediation | | | | | | - | | | | | | | | - |
| 3.705 | SSI Septage / Composting | | | | 210,000 | | 210,000 | | | | | 100,000 | 110,000 | | 210,000 |
| 3.718 | Saanich Peninsula Wastewater | 17,500 | | | 950,000 | | 967,500 | | | 167,500 | | | 800,000 | | 967,500 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | - | - | | 18,410,095 | | 18,410,095 | 6,670,095 | 11,740,000 | | | | | | 18,410,095 |
| 3.810 | Ganges Sewer Utility (SSI) | 550,000 | | | 50,000 | | 600,000 | | | | | 140,000 | 460,000 | | 600,000 |
| 3.820 | Malview Sewer Utility (SSI) | | | | 1,910,000 | | 1,910,000 | | 1,910,000 | | | | | | 1,910,000 |
| 3.830 | Magic Lake Sewer Utility (Pender) | | | | 3,150,000 | | 3,150,000 | | | | | 3,150,000 | | | 3,150,000 |
| 3.850 | Port Renfrew Sewer | | | | 85,000 | | 85,000 | | | | | 60,000 | 25,000 | | 85,000 |
| TOTAL | | 11,482,994 | 1,958,000 | 164,703,000 | 87,151,713 | 4,755,000 | 270,050,707 | 22,299,095 | 63,518,000 | 4,173,494 | 10,741,518 | 34,093,600 | 135,225,000 | | 270,050,707 |

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 | 13,128 | | | | | 13,128 | | | 13,128 | | | | | 13,128 |
| 1.015 | Real Estate | - | | | | | - | | | - | | | | | - |
| 1.016 | Human Resources | 4,425 | | | | | 4,425 | | | 4,425 | | | | | 4,425 |
| 1.017 | Finance | 234,732 | | | | | 234,732 | 200,000 | | 34,732 | | | | | 234,732 |
| 1.018 | Health & Capital Planning Strategies | 1,973 | | | | | 1,973 | | | 1,973 | | | | | 1,973 |
| 1.022 | Information Technology | 1,544,650 | | | | | 1,544,650 | 1,540,000 | | 4,650 | | | | | 1,544,650 |
| 1.024 | GM - Planning & Protective Services | 1,934 | | | | | 1,934 | | | 1,934 | | | | | 1,934 |
| 1.025 | Corporate Emergency | 6,000 | | | | | 6,000 | | | 6,000 | | | | | 6,000 |
| 1.105 | Facilities Management | 2,000 | 50,000 | | | | 52,000 | | | 52,000 | | | | | 52,000 |
| 1.106 | Facilities and Risk | - | | 1,115,000 | | | 1,115,000 | - | | | | 1,115,000 | | | 1,115,000 |
| 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 | 1,934 | | | | | 1,934 | | | 1,934 | | | | | 1,934 |
| 1.123 | Family Court Building | | | | | | - | | | - | | | | | - |
| 1.137 | Galiano Island Community Use Building | | | | | | - | | | - | | | | | - |
| 1.141 | SSI Public Library | | | | | | - | | | - | | | | | - |
| 1.226 | Health Facilities - VIHA | 245,000 | | | | | 245,000 | | | | | 245,000 | | | 245,000 |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 125,000 | | 125,000 | | | | | 125,000 | | | 125,000 |
| 1.236 | SSI Small Craft Harbour (Fernwood Dock) | | | | 191,500 | | 191,500 | | | | 44,500 | 147,000 | | | 191,500 |
| 1.238A | Community Transit (SSI) | | | | | | - | | | - | | - | | | - |
| 1.238B | Community Transportation (SSI) | | | | 240,000 | | 240,000 | | 200,000 | | | 40,000 | | | 240,000 |
| 1.280 | Regional Parks | 102,000 | 236,000 | | 4,314,740 | 3,800,000 | 8,452,740 | | | 278,000 | 2,100,000 | 6,074,740 | | | 8,452,740 |
| 1.290 | Royal Theatre | | | 221,000 | | | 221,000 | | | | | 221,000 | | | 221,000 |
| 1.295 | McPherson Theatre | | | 131,000 | | | 131,000 | | | | | 131,000 | | | 131,000 |
| 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 | 60,000 | 650,000 | 5,000 | | | 715,000 | | 275,000 | 435,000 | | 5,000 | | | 715,000 |
| 1.352 | South Galiano Fire | | | 5,800 | | | 5,800 | | | 5,800 | | | | | 5,800 |
| 1.353 | Otter Point Fire | 28,300 | | 40,000 | | | 68,300 | | | 28,300 | | 40,000 | | | 68,300 |
| 1.356 | Pender Island Fire | 10,000 | | | | | 10,000 | | | 10,000 | | | | | 10,000 |
| 1.357 | East Sooke Fire | 7,300 | | | | | 7,300 | | | 7,300 | | | | | 7,300 |
| 1.358 | Port Renfrew Fire | | | | | | - | | | - | | | | | - |
| 1.360 | Shirley Fire Department | | | | | | - | | | - | | | | | - |
| 1.369 | Electoral Area Fire Services | | | | | | - | | | - | | | | | - |
| 1.370 | JDF Emergency Program | 7,470 | | | | | 7,470 | | | 7,470 | | | | | 7,470 |
| 1.371 | SSI Emergency Program | | | | | | - | | | - | | | | | - |
| 1.372 | Emergency Planning Coordination | | | | | | - | | | - | | | | | - |
| 1.373 | SGI Emergency Program | | | | | | - | | | - | | | | | - |
| 1.375 | Hazardous Material Incident Response | 10,000 | | | | | 10,000 | | | 10,000 | | | | | 10,000 |
| 1.377 | JDF Search and Rescue | | | | | | - | | | - | | | | | - |
| 1.405 | JDF EA Community Parks & Recreation | | | | | | - | | | - | | | | | - |
| 1.40X | SEAPARC | 116,000 | 30,000 | | 1,000,000 | | 1,146,000 | | | 66,000 | 750,000 | 330,000 | | | 1,146,000 |
| 1.44x | Panorama Recreation | 180,500 | 26,000 | 70,000 | | | 276,500 | | | 206,500 | | 70,000 | | | 276,500 |
| 1.455 | SSI Community Parks | 5,000 | | | 140,000 | | 145,000 | | | 5,000 | | 140,000 | | | 145,000 |
| 1.458 | SSI Community Recreation | 5,000 | | | | | 5,000 | | | 5,000 | | | | | 5,000 |
| 1.459 | SSI Park Land & Rec Programs | 60,000 | | 8,205,000 | 100,000 | | 8,365,000 | | 8,000,000 | 60,000 | 150,000 | 155,000 | | | 8,365,000 |
| 1.465 | Saturna Island Community Parks | | | | | | 9,000 | | | | | 9,000 | | | 9,000 |
| 1.475 | Mayne Island Community Parks | | | 3,000 | 10,000 | | 13,000 | | | | | 13,000 | | | 13,000 |

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 | | |
| 1.485 | Pender Island Community Parks | | | | 10,000 | | 10,000 | | | | | 10,000 | | | 10,000 |
| 1.495 | Galiano Community Parks | | | | 18,500 | | 18,500 | | | | | 18,500 | | | 18,500 |
| 1.521 | Environmental Resource Management | 283,000 | | | 17,398,000 | | 17,681,000 | | 1,762,541 | 1,233,000 | | 14,685,459 | | | 17,681,000 |
| 1.523 | Port Renfrew Refuse Disposal | - | | | - | | - | | | | | - | | | - |
| 1.575 | Environmental Administration Services | 10,500 | | | | | 10,500 | | | 10,500 | | | | | 10,500 |
| 1.576 | Environmental Engineering Services | 40,000 | 40,000 | | | | 80,000 | | | 80,000 | | | | | 80,000 |
| 1.577 | IW - Environmental Operations | 418,100 | | | | | 418,100 | | | 418,100 | | | | | 418,100 |
| 1.578 | Environmental Protection | 96,000 | | | | | 96,000 | | | | | 96,000 | | | 96,000 |
| 1.579 | Environmental Water Quality | - | | | | | - | | | | | - | | | - |
| 1.911 | 911 Call Answer | - | | | | | - | | | | | - | | | - |
| 1.913 | 913 Fire Dispatch | 5,000 | | | | | 5,000 | | | 5,000 | | | | | 5,000 |
| 2.610 | Saanich Peninsula Water Supply | - | | | 5,820,000 | | 5,820,000 | | 5,550,000 | 60,000 | | 210,000 | | | 5,820,000 |
| 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) | 600,000 | | | 5,000 | | 605,000 | | 605,000 | | | - | | | 605,000 |
| 2.624 | Beddis Water (SSI) | - | | | 300,000 | | 300,000 | | 300,000 | | | - | | | 300,000 |
| 2.626 | Fulford Water (SSI) | 806,000 | | | | | 806,000 | | 800,000 | | | 6,000 | | | 806,000 |
| 2.628 | Cedar Lane Water (SSI) | | | | 30,000 | | 30,000 | | | | | 30,000 | | | 30,000 |
| 2.630 | Magic Lake Estates Water (Pender) | - | | | 15,000 | | 15,000 | | | | | 15,000 | | | 15,000 |
| 2.640 | Lyll Harbour Boot Cove Water (Saturna) | 45,000 | | | 420,000 | | 465,000 | | | | 465,000 | | | | 465,000 |
| 2.642 | Skana Water (Mayne) | - | | | 60,000 | | 60,000 | | 35,000 | | | 25,000 | | | 60,000 |
| 2.650 | Port Renfrew Water | 110,000 | | | 200,000 | | 310,000 | | 300,000 | | | 10,000 | | | 310,000 |
| 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) | - | | | | | - | | | | | - | | | - |
| 2.670 | Regional Water Supply | 2,760,000 | 265,000 | 2,210,000 | 21,425,000 | 730,000 | 27,390,000 | 9,925,000 | 17,200,000 | 265,000 | | | | | 27,390,000 |
| 2.680 | JDF Water Distribution | 165,000 | 190,000 | 840,000 | 7,110,000 | | 8,305,000 | 5,995,000 | 2,100,000 | 190,000 | | 20,000 | | | 8,305,000 |
| 2.691 | Wilderness Mountain Water Service | | | | - | | - | | | | | - | | | - |
| 3.701 | Millstream Site Remediation | | | | | | - | | | | | - | | | - |
| 3.705 | SSI Septage / Composting | | | | 2,000,000 | | 2,000,000 | | 2,000,000 | | | | | | 2,000,000 |
| 3.718 | Saanich Peninsula Wastewater | - | | | 400,000 | | 400,000 | | | 150,000 | | 250,000 | | | 400,000 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | - | - | | 15,392,969 | | 15,392,969 | 6,092,969 | 9,300,000 | | | | | | 15,392,969 |
| 3.810 | Ganges Sewer Utility (SSI) | - | | | - | | - | | | | | - | | | - |
| 3.820 | Malview Sewer Utility (SSI) | | | | 41,000 | | 41,000 | | | | 32,000 | 9,000 | | | 41,000 |
| 3.830 | Magic Lake Sewer Utility (Pender) | | | | - | | - | | | | | - | | | - |
| 3.850 | Port Renfrew Sewer | | | | 150,000 | | 150,000 | | 150,000 | | | | | | 150,000 |
| TOTAL | | 8,108,716 | 1,520,000 | 12,845,800 | 76,925,709 | 4,530,000 | 103,930,225 | 23,752,969 | 48,577,541 | 3,883,516 | 3,541,500 | 24,174,699 | - | - | 103,930,225 |

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024

Schedule B

| Service # | Service Name | CAPITAL EXPENDITURE | | | | | TOTAL | SOURCE OF FUNDING | | | | | | TOTAL | |
|-----------|---|---------------------|----------|-----------|-----------------------|-----------|-----------|-----------------------|---------|---------------------|-----------|------------------|-------|-------|-----------|
| | | Equipment | Vehicles | Buildings | Engineered Structures | Land | | Capital Funds on Hand | Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | | |
| 1.011 | Board Expenditures | 37,000 | | | | | 37,000 | | | 37,000 | | | | | 37,000 |
| 1.014 | Chief Administrative Officer | 3,917 | | | | | 3,917 | | | 3,917 | | | | | 3,917 |
| 1.015 | Real Estate | 1,934 | | | | | 1,934 | | | 1,934 | | | | | 1,934 |
| 1.016 | Human Resources | 2,950 | | | | | 2,950 | | | 2,950 | | | | | 2,950 |
| 1.017 | Finance | 140,178 | | | | | 140,178 | 100,000 | | 40,178 | | | | | 140,178 |
| 1.018 | Health & Capital Planning Strategies | 1,505 | | | | | 1,505 | | | 1,505 | | | | | 1,505 |
| 1.022 | Information Technology | 1,652,600 | | | | | 1,652,600 | 1,633,000 | | 19,600 | | | | | 1,652,600 |
| 1.024 | GM - Planning & Protective Services | - | | | | | - | | | - | | | | | - |
| 1.025 | Corporate Emergency | 8,000 | | | | | 8,000 | | | 8,000 | | | | | 8,000 |
| 1.105 | Facilities Management | 3,500 | 50,000 | | | | 53,500 | | | 53,500 | | | | | 53,500 |
| 1.106 | Facilities and Risk | - | | 1,600,000 | | | 1,600,000 | - | | - | | 1,600,000 | | | 1,600,000 |
| 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 | 2,950 | | | | | 2,950 | | | 2,950 | | | | | 2,950 |
| 1.123 | Family Court Building | | | - | | | - | | | - | | - | | | - |
| 1.137 | Galiano Island Community Use Building | | | - | | | - | | | - | | - | | | - |
| 1.141 | SSI Public Library | | | - | | | - | | | - | | - | | | - |
| 1.226 | Health Facilities - VIHA | 110,000 | | | | 75,000 | 185,000 | | | - | | 185,000 | | | 185,000 |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 175,000 | | 175,000 | | | - | | 175,000 | | | 175,000 |
| 1.236 | SSI Small Craft Harbour (Fernwood Dock) | | | | - | | - | | | - | | - | | | - |
| 1.238A | Community Transit (SSI) | | | | - | | - | | | - | | - | | | - |
| 1.238B | Community Transportation (SSI) | | | | 240,000 | | 240,000 | | 200,000 | | | 40,000 | | | 240,000 |
| 1.280 | Regional Parks | 74,000 | 555,000 | | 1,635,000 | 3,800,000 | 6,064,000 | | | 629,000 | | 5,435,000 | | | 6,064,000 |
| 1.290 | Royal Theatre | | | 700,000 | | | 700,000 | | | - | | 700,000 | | | 700,000 |
| 1.295 | McPherson Theatre | | | - | | | - | | | - | | - | | | - |
| 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 | | 45,000 | | | | 45,000 | | | 45,000 | | | | | 45,000 |
| 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 | | | 3,500 | | | 3,500 | | | - | | 3,500 | | | 3,500 |
| 1.352 | South Galiano Fire | | 603,000 | | | | 603,000 | | | 603,000 | | | | | 603,000 |
| 1.353 | Otter Point Fire | 15,000 | | | | | 15,000 | | | 15,000 | | | | | 15,000 |
| 1.356 | Pender Island Fire | 28,000 | | | | | 28,000 | | | 28,000 | | | | | 28,000 |
| 1.357 | East Sooke Fire | 7,400 | | | | | 7,400 | | | 7,400 | | | | | 7,400 |
| 1.358 | Port Renfrew Fire | | | | | | - | | | - | | - | | | - |
| 1.360 | Shirley Fire Department | | | | | | - | | | - | | - | | | - |
| 1.369 | Electoral Area Fire Services | | | | | | - | | | - | | - | | | - |
| 1.370 | JDF Emergency Program | | | | | | - | | | - | | - | | | - |
| 1.371 | SSI Emergency Program | | | | | | - | | | - | | - | | | - |
| 1.372 | Emergency Planning Coordination | 2,500 | | | | | 2,500 | | | 2,500 | | | | | 2,500 |
| 1.373 | SGI Emergency Program | | | | | | - | | | - | | - | | | - |
| 1.375 | Hazardous Material Incident Response | 10,000 | | | | | 10,000 | | | 10,000 | | | | | 10,000 |
| 1.377 | JDF Search and Rescue | | | | | | - | | | - | | - | | | - |
| 1.405 | JDF EA Community Parks & Recreation | | | | | | - | | | - | | - | | | - |
| 1.40X | SEAPARC | 66,000 | | 200,000 | | 500,000 | 766,000 | | 500,000 | 66,000 | | 200,000 | | | 766,000 |
| 1.44x | Panorama Recreation | 524,525 | | 136,000 | | | 660,525 | | | 374,525 | | 286,000 | | | 660,525 |
| 1.455 | SSI Community Parks | 5,000 | | | 30,000 | | 35,000 | | | 5,000 | | 30,000 | | | 35,000 |
| 1.458 | SSI Community Recreation | 5,000 | | | | | 5,000 | | | 5,000 | | | | | 5,000 |
| 1.459 | SSI Park Land & Rec Programs | 35,000 | | 2,445,000 | 30,000 | 100,000 | 2,610,000 | | | 35,000 | 2,425,000 | 150,000 | | | 2,610,000 |
| 1.465 | Saturna Island Community Parks | | | | 6,000 | | 6,000 | | | - | | 6,000 | | | 6,000 |
| 1.475 | Mayne Island Community Parks | 5,000 | | 7,000 | | | 12,000 | | | - | | 12,000 | | | 12,000 |

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 | | |
| 1.485 | Pender Island Community Parks | | | | 10,000 | | 10,000 | | | | | 10,000 | | | 10,000 |
| 1.495 | Galliano Community Parks | | | | 32,000 | | 32,000 | | | | | 32,000 | | | 32,000 |
| 1.521 | Environmental Resource Management | 283,000 | | | 5,050,000 | | 5,333,000 | 250,000 | 1,185,375 | 283,000 | | 3,614,625 | | | 5,333,000 |
| 1.523 | Port Renfrew Refuse Disposal | - | | | - | | - | | | | | - | | | - |
| 1.575 | Environmental Administration Services | | | | | | | | | | | | | | |
| 1.576 | Environmental Engineering Services | 40,000 | 80,000 | | | | 120,000 | | | 120,000 | | | | | 120,000 |
| 1.577 | IW - Environmental Operations | 311,400 | | | | | 311,400 | | | 311,400 | | | | | 311,400 |
| 1.578 | Environmental Protection | 98,000 | | | | | 98,000 | | | 98,000 | | | | | 98,000 |
| 1.579 | Environmental Water Quality | | | | | | | | | | | | | | |
| 1.911 | 911 Call Answer | | | | | | | | | | | | | | |
| 1.913 | 913 Fire Dispatch | 5,000 | | | | | 5,000 | | | 5,000 | | | | | 5,000 |
| 2.610 | Saanich Peninsula Water Supply | | | | 4,720,000 | | 4,720,000 | | 4,500,000 | 60,000 | | 160,000 | | | 4,720,000 |
| 2.620 | Highland Water (SSI) | | | | | | | | | | | | | | |
| 2.621 | Highland & Fernwood Water (SSI) | 25,000 | | | | | 25,000 | | | | | 25,000 | | | 25,000 |
| 2.622 | Cedars of Tuam Water (SSI) | | | | | | | | | | | | | | |
| 2.624 | Beddis Water (SSI) | | | | 50,000 | | 50,000 | | | | | 50,000 | | | 50,000 |
| 2.626 | Fulford Water (SSI) | 10,000 | | | | | 10,000 | | | | | 10,000 | | | 10,000 |
| 2.628 | Cedar Lane Water (SSI) | | | | | | | | | | | | | | |
| 2.630 | Magic Lake Estates Water (Pender) | | | | 135,000 | | 135,000 | | | | | 135,000 | | | 135,000 |
| 2.640 | Lyall Harbour Boot Cove Water (Saturna) | | | | | | | | | | | | | | |
| 2.642 | Skana Water (Mayne) | | | | | | | | | | | | | | |
| 2.650 | Port Renfrew Water | 10,000 | | | | | 10,000 | | | | | 10,000 | | | 10,000 |
| 2.660 | Fernwood Water (SSI) | | | | | | | | | | | | | | |
| 2.665 | Sticks Allison Water (Galliano) | | | | | | | | | | | | | | |
| 2.667 | Surfside Park Estates (Mayne) | | | | | | | | | | | | | | |
| 2.670 | Regional Water Supply | 1,020,000 | 280,000 | 80,000 | 21,500,000 | 500,000 | 23,380,000 | 12,000,000 | 11,100,000 | 280,000 | | | | | 23,380,000 |
| 2.680 | JDF Water Distribution | 165,000 | 580,000 | 340,000 | 6,360,000 | | 7,445,000 | 6,545,000 | 300,000 | 580,000 | | 20,000 | | | 7,445,000 |
| 2.691 | Wilderness Mountain Water Service | | | | | | | | | | | | | | |
| 3.701 | Millstream Site Remediation | | | | | | | | | | | | | | |
| 3.705 | SSI Septage / Composting | | | | | | | | | | | | | | |
| 3.718 | Saanich Peninsula Wastewater | | | | 1,535,000 | | 1,535,000 | | | 150,000 | | 1,385,000 | | | 1,535,000 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | | | | 16,679,745 | | 16,679,745 | 5,529,745 | 11,150,000 | | | | | | 16,679,745 |
| 3.810 | Ganges Sewer Utility (SSI) | 25,000 | | | | | 25,000 | | | | | 25,000 | | | 25,000 |
| 3.820 | Malview Sewer Utility (SSI) | | | | | | | | | | | | | | |
| 3.830 | Magic Lake Sewer Utility (Pender) | | | | | | | | | | | | | | |
| 3.850 | Port Renfrew Sewer | | | | 1,350,000 | | 1,350,000 | | 1,350,000 | | | | | | 1,350,000 |
| TOTAL | | 4,789,704 | 2,226,000 | 5,511,500 | 59,537,745 | 4,975,000 | 77,039,949 | 26,057,745 | 30,285,375 | 3,972,704 | 2,425,000 | 14,299,125 | - | - | 77,039,949 |

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2025

Schedule B

| Service # | Service Name | CAPITAL EXPENDITURE | | | | | TOTAL | SOURCE OF FUNDING | | | | | | TOTAL | |
|-----------|---|---------------------|----------|-----------|-----------------------|-----------|-----------|-----------------------|---------|---------------------|--------|------------------|-------|-------|-----------|
| | | Equipment | Vehicles | Buildings | Engineered Structures | Land | | Capital Funds on Hand | Debt | Equipment Repl Fund | Grants | Capital Reserves | Other | | |
| 1.011 | Board Expenditures | 35,000 | | | | | 35,000 | | | 35,000 | | | | | 35,000 |
| 1.014 | Chief Administrative Officer | 4,835 | | | | | 4,835 | | | 4,835 | | | | | 4,835 |
| 1.015 | Real Estate | 967 | | | | | 967 | | | 967 | | | | | 967 |
| 1.016 | Human Resources | 7,326 | | | | | 7,326 | | | 7,326 | | | | | 7,326 |
| 1.017 | Finance | 21,818 | | | | | 21,818 | - | | 21,818 | | | | | 21,818 |
| 1.018 | Health & Capital Planning Strategies | 3,009 | | | | | 3,009 | | | 3,009 | | | | | 3,009 |
| 1.022 | Information Technology | 285,000 | | | | | 285,000 | 260,000 | | 25,000 | | | | | 285,000 |
| 1.024 | GM - Planning & Protective Services | - | | | | | - | | | - | | | | | - |
| 1.025 | Corporate Emergency | - | | | | | - | | | - | | | | | - |
| 1.105 | Facilities Management | 2,000 | - | | | | 2,000 | | | 2,000 | | | | | 2,000 |
| 1.106 | Facilities and Risk | - | | 100,000 | | | 100,000 | - | | - | | 100,000 | | | 100,000 |
| 1.107 | Corporate Satellite Facilities | | | - | | | - | | | - | | - | | | - |
| 1.109 | JDF Admin. Expenditures | - | | | | | - | | | - | | - | | | - |
| 1.110 | SGI Admin. Expenditures | - | | | | | - | | | - | | - | | | - |
| 1.111 | SSI Admin. Expenditures | - | | | | | - | | | - | | - | | | - |
| 1.118 | Corporate Communications | 7,899 | | | | | 7,899 | | | 7,899 | | | | | 7,899 |
| 1.123 | Family Court Building | | | - | | | - | - | | - | | - | | | - |
| 1.137 | Galiano Island Community Use Building | | | - | | | - | - | | - | | - | | | - |
| 1.141 | SSI Public Library | | | - | | | - | - | | - | | - | | | - |
| 1.226 | Health Facilities - VIHA | - | | - | | | - | - | | - | | - | | | - |
| 1.235 | SGI Small Craft Harbour Facilities | | | | 50,000 | | 50,000 | - | | - | | 50,000 | | | 50,000 |
| 1.236 | SSI Small Craft Harbour (Fernwood Dock) | | | | - | | - | - | | - | | - | | | - |
| 1.238A | Community Transit (SSI) | | - | | | | - | - | | - | | - | | | - |
| 1.238B | Community Transportation (SSI) | | | | 240,000 | | 240,000 | - | 200,000 | - | | 40,000 | | | 240,000 |
| 1.280 | Regional Parks | 60,000 | 370,000 | - | 2,770,000 | 3,800,000 | 7,000,000 | - | - | 430,000 | | 6,570,000 | | | 7,000,000 |
| 1.290 | Royal Theatre | - | | 250,000 | | | 250,000 | - | | - | | 250,000 | | - | 250,000 |
| 1.295 | McPherson Theatre | - | | - | | | - | - | | - | | - | | - | - |
| 1.297 | Arts Grants and Development | - | | - | | | - | - | | - | | - | | - | - |
| 1.310 | Land Banking and Housing | - | | - | | | - | - | | - | | - | | - | - |
| 1.313 | Animal Care Services | - | - | | | | - | - | | - | | - | | - | - |
| 1.318 | Building Inspection | - | - | | | | - | - | | - | | - | | - | - |
| 1.323 | ByLaw Services | - | - | | | | - | - | | - | | - | | - | - |
| 1.324 | Regional Planning Services | - | | - | | | - | - | | - | | - | | - | - |
| 1.325 | Community Planning | - | | - | | | - | - | | - | | - | | - | - |
| 1.335 | Geo-Spatial Referencing | - | | - | | | - | - | | - | | - | | - | - |
| 1.350 | Willis Point Fire | 50,000 | - | - | | | 50,000 | - | | 50,000 | | - | | | 50,000 |
| 1.352 | South Galiano Fire | | 3,000 | - | | | 3,000 | - | | 3,000 | | - | | | 3,000 |
| 1.353 | Otter Point Fire | 15,000 | | - | | | 15,000 | - | | 15,000 | | - | | | 15,000 |
| 1.356 | Pender Island Fire | 105,000 | - | - | | | 105,000 | - | | 105,000 | | - | | - | 105,000 |
| 1.357 | East Sooke Fire | 7,500 | - | - | | | 7,500 | - | | 7,500 | | - | | | 7,500 |
| 1.358 | Port Renfrew Fire | - | | - | | | - | - | | - | | - | | - | - |
| 1.360 | Shirley Fire Department | - | | - | | | - | - | | - | | - | | - | - |
| 1.369 | Electoral Area Fire Services | - | | - | | | - | - | | - | | - | | - | - |
| 1.370 | JDF Emergency Program | - | | - | | | - | - | | - | | - | | - | - |
| 1.371 | SSI Emergency Program | - | | - | | | - | - | | - | | - | | - | - |
| 1.372 | Emergency Planning Coordination | - | | - | | | - | - | | - | | - | | - | - |
| 1.373 | SGI Emergency Program | - | | - | | | - | - | | - | | - | | - | - |
| 1.375 | Hazardous Material Incident Response | 10,000 | | - | | | 10,000 | | | 10,000 | | - | | | 10,000 |
| 1.377 | JDF Search and Rescue | - | - | | | | - | - | | - | | - | | - | - |
| 1.405 | JDF EA Community Parks & Recreation | - | | - | | | - | - | | - | | - | | - | - |
| 1.40X | SEAPARC | - | - | - | 200,000 | | 200,000 | - | | - | | 200,000 | | | 200,000 |
| 1.44x | Panorama Recreation | 613,069 | - | 250,000 | - | | 863,069 | - | | 478,069 | | 385,000 | | | 863,069 |
| 1.455 | SSI Community Parks | 5,000 | 55,000 | - | 40,000 | | 100,000 | - | | 60,000 | | 40,000 | | | 100,000 |
| 1.458 | SSI Community Recreation | 5,000 | | - | - | | 5,000 | - | | 5,000 | | - | | | 5,000 |
| 1.459 | SSI Park Land & Rec Programs | 30,000 | | 75,000 | - | | 105,000 | - | | 30,000 | 25,000 | 50,000 | | | 105,000 |
| 1.465 | Saturna Island Community Parks | | | | 6,000 | | 6,000 | | | - | | 6,000 | | | 6,000 |
| 1.475 | Mayne Island Community Parks | | | | 15,000 | | 15,000 | | | - | | 15,000 | | | 15,000 |

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2025

Schedule B

| Service # | Service Name | CAPITAL EXPENDITURE | | | | | TOTAL | SOURCE OF FUNDING | | | | | TOTAL | |
|--------------|---|---------------------|----------------|----------------|-----------------------|------------------|-------------------|-----------------------|-------------------|---------------------|---------------|-------------------|----------|-------------------|
| | | Equipment | Vehicles | Buildings | Engineered Structures | Land | | Capital Funds on Hand | Debt | Equipment Repl Fund | Grants | Capital Reserves | | Other |
| 1.485 | Pender Island Community Parks | | | | 10,000 | | 10,000 | | | | | 10,000 | | 10,000 |
| 1.495 | Galiano Community Parks | | | | 25,900 | | 25,900 | | | | | 25,900 | | 25,900 |
| 1.521 | Environmental Resource Management | | | | 2,000,000 | | 2,000,000 | | | | | 2,000,000 | | 2,000,000 |
| 1.523 | Port Renfrew Refuse Disposal | | | | - | | - | | | | | - | | - |
| 1.575 | Environmental Administration Services | | | | - | | - | | | | | - | | - |
| 1.576 | Environmental Engineering Services | 40,000 | | | | | 40,000 | | | 40,000 | | | | 40,000 |
| 1.577 | IW - Environmental Operations | 379,300 | | | | | 379,300 | | | 379,300 | | | | 379,300 |
| 1.578 | Environmental Protection | 75,500 | | | | | 75,500 | | | 75,500 | | | | 75,500 |
| 1.579 | Environmental Water Quality | | | | | | - | | | - | | | | - |
| 1.911 | 911 Call Answer | | | | | | - | | | - | | | | - |
| 1.913 | 913 Fire Dispatch | 5,000 | | | | | 5,000 | | | 5,000 | | | | 5,000 |
| 2.610 | Saanich Peninsula Water Supply | | | | 1,124,500 | | 1,124,500 | | 300,000 | 60,000 | | 764,500 | | 1,124,500 |
| 2.620 | Highland Water (SSI) | | | | - | | - | | | - | | - | | - |
| 2.621 | Highland & Fernwood Water (SSI) | 40,000 | | | | | 40,000 | | | | | 40,000 | | 40,000 |
| 2.622 | Cedars of Tuam Water (SSI) | | | | - | | - | | | - | | - | | - |
| 2.624 | Beddis Water (SSI) | 30,000 | | | | | 30,000 | | | | | 30,000 | | 30,000 |
| 2.626 | Fulford Water (SSI) | | | | - | | - | | | - | | - | | - |
| 2.628 | Cedar Lane Water (SSI) | | | | - | | - | | | - | | - | | - |
| 2.630 | Magic Lake Estates Water (Pender) | | | | 45,000 | | 45,000 | | | | | 45,000 | | 45,000 |
| 2.640 | Lyll Harbour Boot Cove Water (Saturna) | | | | - | | - | | | - | | - | | - |
| 2.642 | Skana Water (Mayne) | 400,000 | | | | | 400,000 | | 400,000 | | | | | 400,000 |
| 2.650 | Port Renfrew Water | 10,000 | | | 200,000 | | 210,000 | | 200,000 | | | 10,000 | | 210,000 |
| 2.660 | Fernwood Water (SSI) | | | | - | | - | | | - | | - | | - |
| 2.665 | Sticks Allison Water (Galiano) | | | | - | | - | | | - | | - | | - |
| 2.667 | Surfside Park Estates (Mayne) | | | | - | | - | | | - | | - | | - |
| 2.670 | Regional Water Supply | 830,000 | 280,000 | 80,000 | 2,850,000 | 400,000 | 4,440,000 | 4,160,000 | | 280,000 | | | | 4,440,000 |
| 2.680 | JDF Water Distribution | 165,000 | 165,000 | 40,000 | 6,555,000 | | 6,925,000 | 6,740,000 | | 165,000 | | 20,000 | | 6,925,000 |
| 2.691 | Wilderness Mountain Water Service | | | | - | | - | | | - | | - | | - |
| 3.701 | Millstream Site Remediation | | | | - | | - | | | - | | - | | - |
| 3.705 | SSI Septage / Composting | | | | - | | - | | | - | | - | | - |
| 3.718 | Saanich Peninsula Wastewater | | | | 810,000 | | 810,000 | | | 150,000 | | 660,000 | | 810,000 |
| 3.798C | Debt - Core Area Wastewater Treatment Program | | | | 18,379,745 | | 18,379,745 | 5,529,745 | 12,850,000 | | | | | 18,379,745 |
| 3.810 | Ganges Sewer Utility (SSI) | | | | - | | - | | | - | | - | | - |
| 3.820 | Malview Sewer Utility (SSI) | | | | - | | - | | | - | | - | | - |
| 3.830 | Magic Lake Sewer Utility (Pender) | | | | - | | - | | | - | | - | | - |
| 3.850 | Port Renfrew Sewer | | | | 400,000 | | 400,000 | | 400,000 | | | | | 400,000 |
| TOTAL | | 3,243,223 | 873,000 | 795,000 | 35,721,145 | 4,200,000 | 44,832,368 | 16,689,745 | 14,350,000 | 2,456,223 | 25,000 | 11,311,400 | - | 44,832,368 |

2 Year Budget Variance Summary

2019 - 2021

Three Year Consolidated Financial Schedules - 2021, 2020, and 2019

Operating Expenditures

(in \$ millions)

| | (a) | (b) | (c) | (a-c) |
|-----------------------|----------------|----------------|----------------|-----------------|
| Expenditure Type | 2021 Final | 2020 Final | 2019 Final | % 2 Year Change |
| Operations | 208.2 | 181.4 | 165.3 | 26.0% |
| Debt Servicing | 40.0 | 42.1 | 38.6 | 3.6% |
| Capital Funding | 21.5 | 32.8 | 41.3 | -47.9% |
| Transfers to Reserves | 26.4 | 24.0 | 16.6 | 59.0% |
| Total | \$296.1 | \$280.3 | \$261.8 | 13.1% |

Operating Revenues

(in \$ millions)

| Revenue Source | 2021 Final | 2020 Final | 2019 Final | % 2 Year Change |
|-----------------------------------|----------------|----------------|----------------|-----------------|
| Sale of services | 138.3 | 132.2 | 124.0 | 11.5% |
| Requisitions* | 88.6 | 86.0 | 82.5 | 7.4% |
| Allocation to other services | 44.5 | 38.0 | 35.1 | 26.8% |
| Rentals and other revenue | 7.4 | 8.4 | 9.0 | -17.8% |
| Surplus | 9.0 | 7.4 | 5.2 | 73.1% |
| Grants and PILT | 5.9 | 4.5 | 4.1 | 43.9% |
| Transfer from reserve for capital | 2.4 | 3.8 | 1.9 | 26.3% |
| Total | \$296.1 | \$280.3 | \$261.8 | 13.1% |

*Includes Municipal Debt

Requisitions

(in \$ millions)

| Description | 2021 Final | 2020 Final | 2019 Final | % 2 Year Change |
|------------------------------------|---------------|---------------|---------------|-----------------|
| Total Electoral Areas Only | 14.7 | 14.5 | 13.8 | 6.5% |
| Regional / Sub Regional | 58.9 | 56.7 | 53.8 | 9.5% |
| Total Before Municipal Debt | 73.6 | 71.2 | 67.6 | 8.9% |
| Municipal Debt | 15.0 | 14.8 | 14.9 | 0.7% |
| Total | \$88.6 | \$86.0 | \$82.5 | 7.4% |

Reserves - Capital

(in \$ millions)

| | (a) | (b) | (c) | (a-c) |
|-----------------------------------|---------------|---------------|---------------|-----------------|
| Reserve Activity - Forecast | 2021 Final | 2020 Final | 2019 Final | % 2 Year Change |
| Opening Reserve Balance Actual | 78.0 | 82.2 | 82.8 | -5.8% |
| Transfer to/from Operating | 24.8 | 19.9 | 17.1 | 45.0% |
| Interest Income | 1.6 | 1.3 | 1.8 | -11.1% |
| Transfer to Fund Capital Projects | -49.8 | -25.4 | -19.5 | 155.4% |
| Ending Balance | \$54.6 | \$78.0 | \$82.2 | -33.6% |

Capital Expenditures

(in \$ millions)

| Description | 2021 Final | 2020 Final | 2019 Final | % 2 Year Change |
|-----------------------|----------------|----------------|----------------|-----------------|
| CAWTP | 128.7 | 225.2 | 260.3 | -50.6% |
| Engineered Structures | 77.8 | 66.9 | 52.2 | 49.0% |
| Buildings | 46.0 | 90.0 | 52.9 | -13.0% |
| Equipment | 14.3 | 9.2 | 7.9 | 80.7% |
| Land | 14.5 | 5.2 | 9.0 | 61.5% |
| Vehicles | 2.9 | 3.1 | 2.0 | 42.9% |
| Total | \$284.2 | \$399.6 | \$384.3 | -26.0% |

Capital Funding

(in \$ millions)

| Description | 2021 Final | 2020 Final | 2019 Final | % 2 Year Change |
|---------------------------------|----------------|----------------|----------------|-----------------|
| Current Operating and WIP | 52.2 | 78.6 | 154.6 | -66.3% |
| Grants | 104.2 | 179.7 | 94.6 | 10.1% |
| Debt Issuance | 49.2 | 40.0 | 70.3 | -30.0% |
| Donations & Third Party Funding | 28.9 | 62.4 | 37.0 | -21.8% |
| Reserve Funding | 49.7 | 38.9 | 27.8 | 79.1% |
| Total | \$284.2 | \$399.6 | \$384.3 | -26.0% |

Committee Of The Whole Budget Review Package

Committee of the Whole Budget Package was presented on October 28, 2020 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 2020 to 2021
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 28, 2020 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 2020 to 2021
3. Operating Committee Summary
4. Capital Plan Summary
5. Reserve Schedules

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

Final Budget Packages

The Final Budget Packages were presented and approved on March 24, 2021. 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 final budget packages contains the full detail for each service which includes the following:

1. Service Description/ Overview
2. Operating Committee Summary
3. Capital Plan Summary
4. Reserve Schedules

The CRD Regional and Sub-Regional Final Budget Package can be found [here](#).

The Juan de Fuca Electoral Services Final Budget Package can be found [here](#).

The Salt Spring Island Electoral Services Final Budget Package can be found [here](#).

The Southern Gulf Islands Electoral Services Final Budget Package can be found [here](#).

The Joint Electoral Services Final Budget Package can be found [here](#).

Long-Term Debt

The CRD periodically borrows money to fund capital projects for various services. Regional districts in British Columbia are not subject to legislated financial leverage limits under the Local Government Act. For municipalities, the Municipal Finance Authority of BC (MFA) restricts borrowing limits to 25% of a municipality's controllable and sustainable revenues for the previous year. CRD debt levels are determined by service area guided by financial prudence and best practices. The cost of debt is factored into the debt servicing room in each CRD service area and proactively monitored through review of financial indicators.

Future borrowing requirements are driven by planned capital spending. These requirements are assessed during the annual budget development process in each CRD service area. The existing debt and future debt are combined in each CRD service area budget. This is summarized in Schedule A of the 2021-2025 Five Year Financial Plan Bylaw (p. 255-264).

On an annual basis, the CRD self-assesses an indicative Dominion Bond Rating Service ("DBRS") credit rating. This process is conducted using audited financial statement information and the DBRS criteria for local governments. The most recent self-assessment resulted in an indicative credit rating of AA. This rating suggests the CRD possesses an excellent credit quality, demonstrating superior financial sustainability, flexibility and low vulnerability to future negative financial shocks. For additional context, as of September 2020, the major Canadian Schedule 1 banks maintain a DBRS credit rating ranging from AA to AA (high).

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT
General Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA/CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|--|----------|-------------|----------------|---------------|------------------|---------------|--|----------------|------------------|----------------|----------------------|-------------------------------|
| Regional Parks | | | | | | | | | | | | |
| 2017 | 4142 | 4198 | 142 | 2032 | 560,000 | 3.150% | 498,879 | - | 30,109 | 1,834 | 31,943 | 466,936 |
| 2018 | 4142 | 4222 | 145 | 2033 | 4,000,000 | 3.150% | 3,784,934 | - | 215,066 | 6,452 | 221,518 | 3,563,416 |
| Total Regional Parks | | | | | 4,560,000 | | 4,283,813 | - | 245,176 | 8,286 | 253,461 | 4,030,352 |
| Port Renfrew Fire | | | | | | | | | | | | |
| 2009 | 3456 | 3634 | 106 | 2024 | 40,000 | 2.250% | 16,015 | - | 1,998 | 959 | 2,957 | 13,058 |
| Total Port Renfrew Fire | | | | | 40,000 | | 16,015 | - | 1,998 | 959 | 2,957 | 13,058 |
| Seaparc Golf Course | | | | | | | | | | | | |
| 2017 | 4052 | 4175 | 141 | 2032 | 660,000 | 2.800% | 587,963 | - | 35,486 | 2,161 | 37,647 | 550,316 |
| Total Seaparc Golf Course | | | | | 660,000 | | 587,963 | - | 35,486 | 2,161 | 37,647 | 550,316 |
| Peninsula Recreation - Swimming Pool | | | | | | | | | | | | |
| 2008 | 3388 | 3514 | 103 | 2023 | 5,200,000 | 2.650% | 1,697,679 | - | 259,694 | 140,093 | 399,787 | 1,297,892 |
| 2008 | 3388 | 3547 | 104 | 2023 | 1,600,000 | 2.900% | 522,362 | - | 79,906 | 43,105 | 123,011 | 399,351 |
| 2009 | 3388 | 3594 | 105 | 2024 | 2,198,000 | 2.250% | 880,083 | - | 109,771 | 52,717 | 162,487 | 717,596 |
| Total Peninsula Recreation - Swimming Pool | | | | | 8,998,000 | | 3,100,124 | - | 449,370 | 235,915 | 685,285 | 2,414,839 |
| Peninsula Recreation - Community Recreation | | | | | | | | | | | | |
| 2017 | 4116 | 4175 | 141 | 2032 | 1,080,000 | 2.800% | 962,122 | - | 58,068 | 3,536 | 61,604 | 900,518 |
| Total Peninsula Recreation - Community Rec. | | | | | 1,080,000 | | 962,122 | - | 58,068 | 3,536 | 61,604 | 900,518 |
| Solid Waste - Refuse Disposal | | | | | | | | | | | | |
| 2010 | 3518 | 3677 | 110 | 2025 | 2,500,000 | 1.280% | 1,178,708 | - | 1,125,857 | 52,852 | 1,178,709 | - |
| 2011 | 3518 | 3769 | 116 | 2026 | 2,200,000 | 4.200% | 1,187,629 | - | 109,870 | 40,495 | 150,365 | 1,037,264 |
| Total Solid Waste - Refuse Disposal | | | | | 4,700,000 | | 2,366,337 | - | 1,235,728 | 93,346 | 1,329,074 | 1,037,264 |
| Saltspring Island - Library | | | | | | | | | | | | |
| 2006 | 3308 | 3364 | 99 | 2021 | 350,000 | 1.750% | 59,375 | - | 17,479 | 11,625 | 29,104 | 30,271 |
| 2011 | 3613 | 3800 | 117 | 2026 | 2,000,000 | 3.250% | 1,079,663 | - | 99,882 | 36,813 | 136,696 | 942,967 |
| 2013 | 3613 | 3910 | 126 | 2028 | 100,000 | 3.850% | 66,874 | - | 4,994 | 1,325 | 6,319 | 60,555 |
| Total Saltspring Island - Library | | | | | 2,450,000 | | 1,205,912 | - | 122,356 | 49,764 | 172,119 | 1,033,793 |
| Saltspring Island - Indoor Pool | | | | | | | | | | | | |
| 2005 | 3207 | 3258 | 92 | 2020 | 2,500,000 | 1.550% | 216,204 | - | 124,853 | 91,352 | 216,205 | - |
| 2006 | 3207 | 3364 | 99 | 2021 | 400,000 | 1.750% | 67,857 | - | 19,976 | 13,286 | 33,262 | 34,595 |
| Total Saltspring Island - Indoor Pool | | | | | 2,900,000 | | 284,061 | - | 144,829 | 104,638 | 249,467 | 34,595 |
| Gossip Island - Electrification | | | | | | | | | | | | |
| 2012 | 3579 | 3850 | 121 | 2027 | 715,000 | 2.900% | 432,969 | - | 35,708 | 11,281 | 46,989 | 385,980 |

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT

General Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA/CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|---|----------|-------------|----------------|---------------|----------------------|---------------|--|----------------|------------------|----------------|----------------------|-------------------------------|
| Total Gossip Island - Electrification | | | | | 715,000 | | 432,969 | - | 35,708 | 11,281 | 46,989 | 385,980 |
| Galiano Island Public Building | | | | | | | | | | | | |
| 2013 | 3793 | 3910 | 126 | 2028 | 310,000 | 3.850% | 207,309 | - | 15,482 | 4,107.50 | 19,589 | 187,720 |
| Total Gossip Island - Electrification | | | | | 310,000 | | 207,309 | - | 15,482 | 4,108 | 19,589 | 187,720 |
| Galiano Island Fire | | | | | | | | | | | | |
| 2013 | 3793 | 3910 | 126 | 2028 | 290,000 | 3.850% | 193,934 | - | 14,483 | 3,842 | 18,326 | 175,608 |
| Total Galiano Island Fire | | | | | 290,000 | | 193,934 | - | 14,483 | 3,842 | 18,326 | 175,608 |
| North Galiano Fire | | | | | | | | | | | | |
| 2014 | 3844 | 3936 | 127 | 2029 | 280,000 | 3.300% | 204,260 | - | 13,984 | 3,030 | 17,013 | 187,247 |
| Total North Galiano Fire | | | | | 280,000 | | 204,260 | - | 13,984 | 3,030 | 17,013 | 187,247 |
| East Sooke Fire | | | | | | | | | | | | |
| 2014 | 3863 | 3966 | 130 | 2029 | 1,800,000 | 3.000% | 1,313,105 | - | 89,894 | 19,476 | 109,370 | 1,203,735 |
| 2016 | 3863 | 4114 | 139 | 2031 | 150,000 | 2.100% | 125,072 | - | 8,065 | 748 | 8,813 | 116,259 |
| Total East Sooke Fire | | | | | 1,950,000 | | 1,438,177 | - | 97,959 | 20,224 | 118,183 | 1,319,994 |
| Land Banking and Housing | | | | | | | | | | | | |
| 2015 | 3715 | 4009 | 131 | 2030 | 9,413,000 | 2.200% | 6,031,035 | - | 802,377 | 118,369 | 920,746 | 5,110,289 |
| Total Land Banking and Housing | | | | | 9,413,000 | | 6,031,035 | - | 802,377 | 118,369 | 920,746 | 5,110,289 |
| 911 Call Answer | | | | | | | | | | | | |
| 2019 | 4119 | 4198 | 147 | 2034 | 7,000,000 | 2.660% | 7,000,000 | - | 376,366 | - | 376,366 | 6,623,634 |
| 2019 | 4119 | 4318 | 149 | 2034 | 5,900,000 | 2.240% | 5,900,000 | - | 317,223 | - | 317,223 | 5,582,777 |
| Total 911 Call Answer | | | | | 12,900,000 | | 12,900,000 | - | 693,589 | - | 693,589 | 12,206,411 |
| Total General - Debenture Debt | | | | | 51,246,000 | | 34,214,031 | - | 3,966,591 | 659,459 | 4,626,050 | 29,587,981 |
| Non-Debenture Debt | | | | | | | | | | | | |
| South Galiano Island Fire Hall | | | | | 1,500,000 | | 1,500,000 | - | - | - | - | 1,500,000 |
| Equipment Financing Loan | | | | | 227,000 | | - | 227,000 | 47,361 | - | 47,361 | 179,639 |
| Total General - Non-Debenture Debt | | | | | 1,727,000 | | 1,500,000 | 227,000 | 47,361 | - | 47,361 | 1,679,639 |
| Total Debt - General | | | | | \$ 52,973,000 | | 35,714,031 | 227,000 | 4,013,952 | 659,459 | 4,673,410 | 31,267,620 |

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, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|------------------------------|-------------|----------------|---------------|-------------------|---------------|--|----------------|------------------|------------------|----------------------|-------------------------------|
| MUNICIPALITIES | | | | | | | | | | | |
| Victoria | | | | | | | | | | | |
| 2003 | 3026 | 79 | 2033 | 10,000,000 | 2.250% | 6,439,210 | - | 150,514 | 178,040 | 328,554 | 6,110,656 |
| 2003 | 3026 | 80 | 2033 | 10,000,000 | 2.850% | 6,439,210 | - | 150,514 | 178,040 | 328,554 | 6,110,656 |
| 2004 | 3026 | 81 | 2034 | 10,000,000 | 2.850% | 6,752,118 | - | 150,514 | 162,394 | 312,909 | 6,439,209 |
| 2007 | 3467 | 102 | 2022 | 4,509,000 | 2.250% | 1,125,421 | - | 225,184 | 135,343 | 360,528 | 764,893 |
| 2008 | 3515 | 103 | 2023 | 1,800,000 | 2.650% | 587,658 | - | 89,894 | 48,494 | 138,388 | 449,270 |
| 2009 | 3515 | 105 | 2024 | 1,800,000 | 2.250% | 720,722 | - | 89,894 | 43,171 | 133,065 | 587,657 |
| 2009 | 3595 | 105 | 2024 | 3,440,015 | 2.250% | 1,377,389 | - | 171,798 | 82,505 | 254,303 | 1,123,086 |
| 2010 | 3515 | 110 | 2025 | 5,200,000 | 1.280% | 2,451,714 | - | 259,694 | 109,931 | 369,625 | 2,082,089 |
| 2011 | 3770 | 115 | 2031 | 10,200,000 | 3.890% | 7,020,109 | - | 470,159 | - | 470,159 | 6,549,950 |
| 2014 | 3770 | 130 | 2034 | 23,200,000 | 3.000% | 18,980,160 | - | 779,097 | 168,794 | 947,890 | 18,032,270 |
| 2016 | 3770 | 139 | 2036 | 5,500,000 | 2.100% | 4,867,336 | - | 204,686 | 18,980 | 223,666 | 4,643,670 |
| 2017 | 3770 | 142 | 2037 | 9,600,000 | 3.150% | 8,874,740 | - | 357,271 | 21,758 | 379,029 | 8,495,711 |
| Total Victoria | | | | 95,249,015 | | 65,635,787 | - | 3,099,220 | 1,147,449 | 4,246,669 | 61,389,118 |
| Central Saanich | | | | | | | | | | | |
| 2010 | 3674 | 110 | 2025 | 1,000,000 | 1.280% | 471,484 | - | 49,941 | 21,141 | 71,082 | 400,402 |
| 2011 | 3772 | 116 | 2026 | 1,333,333 | 4.200% | 719,775 | - | 66,588 | 24,542 | 91,130 | 628,645 |
| 2015 | 4032 | 133 | 2040 | 8,523,540 | 2.750% | 7,601,168 | - | 218,834 | 32,283 | 251,117 | 7,350,051 |
| Total Central Saanich | | | | 10,856,873 | | 8,792,427 | - | 335,363 | 77,966 | 413,329 | 8,379,098 |
| Esquimalt | | | | | | | | | | | |
| 2002 | 2999 | 78 | 2022 | 4,000,000 | 2.250% | 874,085 | - | 120,970 | 156,296 | 277,266 | 596,819 |
| 2003 | 3092 | 80 | 2023 | 2,800,000 | 2.850% | 796,703 | - | 84,679 | 100,165 | 184,844 | 611,859 |
| 2004 | 3198 | 85 | 2024 | 1,256,000 | 2.250% | 436,343 | - | 37,985 | 40,983 | 78,967 | 357,376 |
| 2005 | 3293 | 95 | 2025 | 2,012,000 | 0.910% | 769,360 | - | 73,965 | 43,492 | 117,457 | 651,903 |
| 2006 | 3369 | 99 | 2026 | 1,129,000 | 1.750% | 498,612 | - | 37,914 | 25,215 | 63,129 | 435,483 |
| 2007 | 3464 | 102 | 2027 | 2,353,000 | 2.250% | 1,165,691 | - | 79,018 | 47,492 | 126,510 | 1,039,181 |
| 2014 | 3969 | 130 | 2024 | 1,200,000 | 3.000% | 658,644 | - | 99,949 | 21,654 | 121,603 | 537,041 |
| Total Esquimalt | | | | 14,750,000 | | 5,199,438 | - | 534,480 | 435,298 | 969,778 | 4,229,660 |

LONG-TERM DEBT
General Capital Fund (Unaudited)

| Issue Date | Issue Bylaw | MFA/CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|----------------------------|-------------|----------------|---------------|-------------------|---------------|--|------------------|------------------|------------------|----------------------|-------------------------------|
| MUNICIPALITIES | | | | | | | | | | | |
| Saanich | | | | | | | | | | | |
| 2003 | 3051 | 79 | 2028 | 1,500,000 | 2.250% | 756,474 | - | 31,429 | 37,176 | 68,605 | 687,869 |
| 2005 | 3257 | 92 | 2020 | 3,341,000 | 1.550% | 288,937 | - | 166,853 | 122,083 | 288,936 | - |
| 2005 | 3292 | 95 | 2020 | 2,320,000 | 1.800% | 198,782 | - | 124,542 | 74,238 | 198,780 | - |
| 2006 | 3363 | 99 | 2021 | 4,505,000 | 1.750% | 764,213 | - | 224,985 | 149,631 | 374,616 | 389,597 |
| 2007 | 3466 | 102 | 2022 | 2,306,300 | 2.250% | 575,640 | - | 115,179 | 69,226 | 184,406 | 391,234 |
| 2010 | 3726 | 111 | 2025 | 1,797,000 | 3.350% | 826,610 | - | 126,673 | - | 126,673 | 699,937 |
| 2010 | 3726 | 112 | 2025 | 1,150,000 | 1.280% | 542,208 | - | 57,432 | 24,312 | 81,744 | 460,464 |
| 2011 | 3771 | 114 | 2026 | 8,400,000 | 3.650% | 4,482,106 | - | 573,536 | - | 573,536 | 3,908,570 |
| 2012 | 3853 | 121 | 2027 | 750,000 | 2.900% | 454,162 | - | 37,456 | 11,833 | 49,289 | 404,873 |
| 2014 | 3968 | 130 | 2024 | 2,400,000 | 3.000% | 1,315,845 | - | 199,898 | 43308.54 | 243,207 | 1,072,638 |
| 2014 | 3968 | 130 | 2029 | 4,725,000 | 3.000% | 3,448,343 | - | 235,972 | 51,124 | 287,096 | 3,161,247 |
| 2016 | 4061 | 137 | 2031 | 8,064,600 | 2.600% | 6,766,358 | - | 417,948 | 45,438 | 463,387 | 6,302,971 |
| 2017 | 4163 | 141 | 2032 | 2,800,000 | 2.800% | 2,494,392 | - | 150,546 | 9,168 | 159,715 | 2,334,677 |
| 2017 | 4199 | 142 | 2032 | 3,695,800 | 3.150% | 3,292,417 | - | 198,711 | 12,101 | 210,812 | 3,081,605 |
| 2018 | 4163 | 144 | 2028 | 836,630 | 3.410% | 711,135 | - | 83,663 | - | 83,663 | 627,472 |
| 2019 | 4283 | 147 | 2034 | 4,605,000 | 2.660% | 4,605,000 | - | 247,595 | - | 247,595 | 4,357,405 |
| 2019 | 4319 | 149 | 2034 | 6,565,000 | 2.240% | 6,565,000 | - | 441,133 | - | 441,133 | 6,123,867 |
| 2020 | 4361 | 152 | 2025 | 695,000 | 0.910% | - | 695,000 | - | - | - | 695,000 |
| 2020 | 4361 | 152 | 2035 | 650,000 | 0.910% | - | 650,000 | - | - | - | 650,000 |
| 2020 | 4361 | 152 | 2035 | 950,000 | 0.910% | - | 950,000 | - | - | - | 950,000 |
| 2020 | 4361 | 152 | 2035 | 335,000 | 0.910% | - | 335,000 | - | - | - | 335,000 |
| 2020 | 4361 | 152 | 2035 | 650,000 | 0.910% | - | 650,000 | - | - | - | 650,000 |
| Total Saanich | | | | 63,041,330 | | 38,087,622 | 3,280,000 | 3,433,551 | 649640.84 | 4,083,192 | 37,284,427 |
| Oak Bay | | | | | | | | | | | |
| 2003 | 3095 | 80 | 2023 | 4,715,000 | 2.850% | 1,341,588 | - | 142,594 | 168,671 | 311,264 | 1,030,324 |
| Total Oak Bay | | | | 4,715,000 | | 1,341,588 | - | 142,594 | 168,671 | 311,264 | 1,030,324 |
| North Saanich | | | | | | | | | | | |
| 2007 | 3465 | 102 | 2032 | 7,722,907 | 2.250% | 4,936,488 | - | 185,442 | 111,457 | 296,899 | 4,639,589 |
| 2014 | 3938 | 127 | 2029 | 1,680,000 | 3.300% | 1,225,566 | - | 83,901 | 18,177 | 102,078 | 1,123,488 |
| Total North Saanich | | | | 9,402,907 | | 6,162,054 | - | 269,343 | 129,634 | 398,977 | 5,763,077 |

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, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|-------------------------|-------------|----------------|---------------|-------------------|---------------|--|------------------|----------------|----------------|----------------------|-------------------------------|
| MUNICIPALITIES | | | | | | | | | | | |
| Sidney | | | | | | | | | | | |
| 2006 | 3359 | 99 | 2021 | 770,000 | 1.750% | 130,620 | - | 38,455 | 25,575 | 64,030 | 66,590 |
| 2007 | 3414 | 101 | 2022 | 80,000 | 2.250% | 19,968 | - | 3,995 | 2,401 | 6,397 | 13,571 |
| 2010 | 3676 | 110 | 2035 | 1,448,000 | 1.280% | 1,080,044 | - | 34,769 | 14,718 | 49,488 | 1,030,556 |
| 2011 | 3801 | 117 | 2036 | 1,073,000 | 3.250% | 835,597 | - | 25,765 | 9,496 | 35,261 | 800,336 |
| 2012 | 1958 | 118 | 2037 | 479,000 | 3.400% | 388,154 | - | 11,502 | 3,634 | 15,135 | 373,019 |
| 2017 | 4200 | 142 | 2047 | 3,000,000 | 3.150% | 2,871,992 | - | 63,058 | 3,840 | 66,898 | 2,805,094 |
| 2019 | 4284 | 147 | 2049 | 2,500,000 | 2.660% | 2,500,000 | - | 52,548 | - | 52,548 | 2,447,452 |
| 2020 | 4346 | 150 | 2050 | 3,000,000 | 1.990% | - | 3,000,000 | - | - | - | 3,000,000 |
| Total Sidney | | | | 12,350,000 | | 7,826,375 | 3,000,000 | 230,092 | 59,665 | 289,757 | 10,536,618 |
| View Royal | | | | | | | | | | | |
| 2011 | 3802 | 117 | 2026 | 2,445,000 | 3.250% | 1,319,887 | - | 122,106 | 45,004 | 167,110 | 1,152,777 |
| 2014 | 3937 | 127 | 2034 | 5,490,000 | 3.300% | 4,491,427 | - | 184,364 | 39,943 | 224,307 | 4,267,120 |
| Total View Royal | | | | 7,935,000 | | 5,811,314 | - | 306,470 | 84,947 | 391,417 | 5,419,896 |
| Highlands | | | | | | | | | | | |
| 2004 | 3153 | 81 | 2024 | 571,021 | 2.850% | 198,378 | - | 17,269 | 18,632 | 35,901 | 162,477 |
| 2016 | 4115 | 139 | 2026 | 500,000 | 2.100% | 365,191 | - | 43,615 | 4,044 | 47,660 | 317,531 |
| Total Highlands | | | | 1,071,021 | | 563,569 | - | 60,884 | 22,676 | 83,561 | 480,008 |
| Colwood | | | | | | | | | | | |
| 2009 | 3596 | 105 | 2022 | 733,000 | 2.080% | 203,708 | - | 44,085 | 21,172 | 65,257 | 138,451 |
| 2009 | 3596 | 105 | 2022 | 963,000 | 2.080% | 267,627 | - | 57,918 | 27,815 | 85,733 | 181,894 |
| 2009 | 3596 | 105 | 2023 | 720,000 | 2.200% | 247,419 | - | 39,362 | 18,903 | 58,265 | 189,154 |
| 2009 | 3596 | 105 | 2024 | 3,396,000 | 2.250% | 1,359,764 | - | 169,600 | 81,449 | 251,049 | 1,108,715 |
| 2012 | 3852 | 121 | 2038 | 3,710,323 | 2.900% | 3,048,983 | - | 83,732 | 26,454 | 110,186 | 2,938,797 |
| 2016 | 4060 | 137 | 2046 | 4,501,000 | 2.600% | 4,230,168 | - | 87,190 | 9,479 | 96,670 | 4,133,498 |
| Total Colwood | | | | 14,023,323 | | 9,357,669 | - | 481,888 | 185,272 | 667,160 | 8,690,509 |

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, 2019 | | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|------------------------------------|-------------|--------------------|---------------|-----------------------|---------------|-----------------------|---------------------|-------------------|------------------|----------------------|-------------------------------|
| | | | | | | Previous Outstanding | Additions 2020 | | | | |
| MUNICIPALITIES | | | | | | | | | | | |
| Sooke | | | | | | | | | | | |
| 2006 | 3360 | 99 | 2026 | 8,800,000 | 1.750% | 3,886,446 | - | 295,519 | 196,542 | 492,062 | 3,394,384 |
| 2007 | 3413 | 101 | 2027 | 617,101 | 2.250% | 305,719 | - | 20,723 | 12,455 | 33,179 | 272,540 |
| Total Sooke | | | | 9,417,101 | | 4,192,165 | - | 316,243 | 208,998 | 525,240 | 3,666,925 |
| | | | | | | | | | | 146,869,663 | |
| Total Municipal | | | | 242,811,570 | | 152,970,007 | 6,280,000 | 9,210,127 | 3,170,217 | 12,380,344 | 146,869,663 |
| Total General Debenture | | | | 51,246,000 | | 34,214,023 | - | 3,966,591 | 659,459 | 4,626,050 | 29,587,981 |
| | | | | 294,057,570 | | 187,184,030 | 6,280,000 | 13,176,718 | 3,829,676 | 17,006,394 | 176,457,644 |
| Total General Non-Debenture | | | | 1,727,000 | | 1,500,000 | 227,000 | 47,361 | - | 47,361 | 1,679,639 |
| Grand Total | | | | \$ 295,784,570 | | \$ 188,684,030 | \$ 6,507,000 | 13,224,079 | 3,829,676 | \$ 17,053,755 | \$ 178,137,283 |

LONG-TERM DEBT
Sewer Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA\ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|--|----------|-------------|-----------------|---------------|-------------------|---------------|--|----------------|----------------|----------------|----------------------|-------------------------------|
| Millstream Site Remediation | | | | | | | | | | | | |
| 2010 | 3513 | 3725 | 112 | 2025 | 288,234 | 1.280% | 135,897 | - | 14,395 | 6,093 | 20,488 | 115,409 |
| 2012 | 3513 | 3817 | 118 | 2027 | 200,000 | 3.400% | 121,111 | - | 9,988 | 3,156 | 13,144 | 107,967 |
| 2013 | 3513 | 3882 | 124 | 2028 | 600,000 | 3.150% | 401,243 | - | 29,965 | 7,950 | 37,915 | 363,328 |
| 2013 | 3513 | 3910 | 126 | 2028 | 611,766 | 3.850% | 409,114 | - | 30,552 | 8,106 | 38,658 | 370,456 |
| Total Millstream Site Remediation | | | | | 1,700,000 | | 1,067,365 | - | 84,900 | 25,305 | 110,205 | 957,160 |
| Septage/Composting - Saltspring Island | | | | | | | | | | | | |
| 2009 | 3564 | 3594 | 105 | 2024 | 280,000 | 2.250% | 112,111 | - | 13,984 | 6,716 | 20,699 | 91,412 |
| 2009 | 3564 | 3634 | 106 | 2024 | 400,000 | 2.250% | 160,163 | - | 19,976 | 9,594 | 29,570 | 130,593 |
| 2010 | 3564 | 3677 | 110 | 2025 | 650,000 | 1.280% | 306,463 | - | 32,462 | 13,741 | 46,203 | 260,260 |
| 2013 | 3564 | 3910 | 126 | 2028 | 770,000 | 3.850% | 514,930 | - | 38,455 | 10,203 | 48,657 | 466,273 |
| Total Septage/Composting - SSI | | | | | 2,100,000 | | 1,093,667 | - | 104,876 | 40,253 | 145,130 | 948,537 |
| Debt - NWT - Vortex / Siphon Upgrade | | | | | | | | | | | | |
| 2011 | 3532 | 3769 | 116 | 2021 | 60,350 | 4.200% | 14,032 | - | 5,027 | 1,853 | 6,879 | 7,153 |
| Total NWT - Vortex / Siphon Upgrade | | | | | 60,350 | | 14,032 | - | 5,027 | 1,853 | 6,879 | 7,153 |
| Debt - NWT - Macaulay Point/Genset | | | | | | | | | | | | |
| 2007 | 3339 | 3412 | 101 | 2022 | 196,790 | 2.250% | 49,117 | - | 9,828 | 5,907 | 15,735 | 33,382 |
| Total NWT - Macaulay Point/Genset | | | | | 196,790 | | 49,117 | - | 9,828 | 5,907 | 15,735 | 33,382 |
| Debt - LWMP Core - NET / ECI Sewer Upgrade | | | | | | | | | | | | |
| 2005 | 3205 | 3261 | 92 | 2020 | 3,000,000 | 1.550% | 259,445 | - | 149,823 | 109,622 | 259,445 | - |
| 2005 | 3205 | 3291 | 95 | 2020 | 3,000,000 | 1.800% | 257,043 | - | 161,046 | 95,998 | 257,043 | - |
| 2006 | 3205 | 3325 | 97 | 2021 | 2,000,000 | 1.750% | 339,276 | - | 99,882 | 66,429 | 166,311 | 172,965 |
| 2006 | 3205 | 3364 | 99 | 2021 | 4,000,000 | 1.750% | 678,550 | - | 199,764 | 132,858 | 332,622 | 345,928 |
| Total LWMP Core - NET / ECI Sewer Upg | | | | | 12,000,000 | | 1,534,314 | - | 610,516 | 404,907 | 1,015,422 | 518,892 |

CAPITAL REGIONAL DISTRICT

Schedule C

LONG-TERM DEBT
Sewer Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA\ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|--|----------|-------------|-----------------|---------------|---------------|---------------|--|----------------|----------------|----------------|----------------------|-------------------------------|
| Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice) | | | | | | | | | | | | |
| 2007 | 3205 | 3412 | 101 | 2022 | 7,000,000 | 2.250% | 1,747,161 | - | 349,588 | 210,113 | 559,701 | 1,187,460 |
| 2007 | 3205 | 3457 | 102 | 2022 | 3,000,000 | 2.250% | 748,785 | - | 149,823 | 90,049 | 239,872 | 508,913 |
| 2008 | 3205 | 3514 | 103 | 2023 | 1,000,000 | 2.650% | 326,477 | - | 49,941 | 26,941 | 76,882 | 249,595 |
| 2008 | 3205 | 3547 | 104 | 2023 | 700,000 | 2.900% | 228,533 | - | 34,959 | 18,859 | 53,817 | 174,716 |
| Total LWMP Core-NET/ECI Sewer Upg | | | | | 11,700,000 | | 3,050,956 | - | 584,311 | 345,962 | 930,273 | 2,120,683 |
| Debt - NWT Upgrade - Phase 1 | | | | | | | | | | | | |
| 2005 | 2802 | 3258 | 92 | 2020 | 100,000 | 1.550% | 8,650 | - | 4,994 | 3,654 | 8,650 | - |
| Total NWT Upgrade - Phase 1 | | | | | 100,000 | | 8,650 | - | 4,994 | 3,654 | 8,650 | - |
| Debt - Craigflower PS Upgrade | | | | | | | | | | | | |
| 2005 | 3244 | 3291 | 95 | 2020 | 500,000 | 1.800% | 42,840 | - | 26,841 | 16,000 | 42,840 | - |
| 2006 | 3244 | 3364 | 99 | 2021 | 400,000 | 1.750% | 67,858 | - | 19,976 | 13,286 | 33,262 | 34,596 |
| 2008 | 3244 | 3514 | 103 | 2023 | 80,000 | 2.650% | 26,118 | - | 3,995 | 2,155 | 6,151 | 19,967 |
| Total Craigflower PS Upgrade | | | | | 980,000 | | 136,816 | - | 50,813 | 31,441 | 82,252 | 54,563 |
| Debt- LWMP Core Treatment Facilities | | | | | | | | | | | | |
| 2008 | 3461 | 3547 | 104 | 2023 | 10,000,000 | 2.900% | 3,264,769 | - | 499,411 | 269,409 | 768,820 | 2,495,949 |
| Total LWMP Core Treatment Facilities | | | | | 10,000,000 | | 3,264,769 | - | 499,411 | 269,409 | 768,820 | 2,495,949 |

LONG-TERM DEBT
Sewer Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA\ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 | | | Debt Retirement 2020 | December 31, 2020 Outstanding | |
|--|----------|-------------|-----------------|---------------|---------------|---------------|----------------------|----------------|----------------|----------------------|-------------------------------|------------|
| | | | | | | | Previous Outstanding | Additions 2020 | Principal 2020 | | | |
| Debt - Core Sewage Integrated Treatment Facilities | | | | | | | | | | | | |
| 2010 | 3615 | 3677 | 110 | 2025 | 12,000,000 | 1.280% | 5,657,803 | - | 599,293 | 253,688 | 852,981 | 4,804,822 |
| Total Core Sewage Integrated Trtmnt. Facs. | | | | | 12,000,000 | | 5,657,803 | - | 599,293 | 253,688 | 852,981 | 4,804,822 |
| Debt - Core Area WasteWater Treatment Program | | | | | | | | | | | | |
| 2013 | 3887 | 3910 | 126 | 2038 | 6,100,000 | 3.850% | 5,128,448 | - | 146,473 | 38,862 | 185,335 | 4,943,113 |
| 2018 | 3887 | 4253 | 146 | 2043 | 15,000,000 | 3.200% | 14,588,582 | - | 411,418 | 12,343 | 423,761 | 14,164,821 |
| 2019 | 4204 | 4282 | 147 | 2044 | 60,000,000 | 2.660% | 60,000,000 | - | 1,645,672 | - | 1,645,672 | 58,354,328 |
| Total Core Area WasteWater Trtmnt Pgrm. | | | | | 81,100,000 | | 79,717,030 | - | 2,203,563 | 51,205 | 2,254,768 | 77,462,262 |
| Debt - Oak Bay - Humber/Rutland | | | | | | | | | | | | |
| 2007 | 3332 | 3412 | 101 | 2022 | 450,000 | 2.250% | 112,316 | - | 22,474 | 13,507 | 35,981 | 76,335 |
| Total Oak Bay - Humber/Rutland | | | | | 450,000 | | 112,316 | - | 22,474 | 13,507 | 35,981 | 76,335 |
| Debt - Ganges Sewer (S.S.I.) | | | | | | | | | | | | |
| 2016 | 4007 | 4114 | 139 | 2036 | 350,000 | 2.100% | 309,738 | - | 13,026 | 1,208 | 14,233 | 295,505 |
| 2017 | 4007 | 4198 | 142 | 2042 | 1,500,000 | 3.150% | 1,416,482 | - | 41,142 | 2,506 | 43,647 | 1,372,835 |
| 2018 | 4007 | 4253 | 146 | 2038 | 1,800,000 | 3.200% | 1,733,012 | - | 66,988 | 2,010 | 68,998 | 1,664,014 |
| 2019 | 4007 | 4318 | 149 | 2044 | 250,000 | 2.240% | 250,000 | - | 6,857 | - | 6,857 | 243,143 |
| Total Debt - Ganges Sewer (S.S.I.) | | | | | 3,900,000 | | 3,709,232 | - | 128,013 | 5,723 | 133,736 | 3,575,496 |
| Debt - Maliview Sewer (S.S.I.) | | | | | | | | | | | | |
| 2006 | 2991 | 3364 | 99 | 2021 | 24,000 | 1.750% | 4,069 | - | 1,199 | 797 | 1,996 | 2,073 |
| Total Maliview Sewer (S.S.I.) | | | | | 24,000 | | 4,069 | - | 1,199 | 797 | 1,996 | 2,073 |
| Debt - Magic Lake Estates (P.I.) | | | | | | | | | | | | |
| 2016 | 4048 | 4114 | 139 | 2026 | 745,000 | 2.100% | 544,132 | - | 64,987 | 6,026 | 71,013 | 473,119 |
| 2017 | 4048 | 4198 | 142 | 2027 | 250,000 | 3.150% | 205,730 | - | 21,808 | 1,328 | 23,136 | 182,594 |
| 2018 | 4048 | 4253 | 146 | 2028 | 535,000 | 3.200% | 488,332 | - | 46,668 | 1,400 | 48,068 | 440,264 |
| Total Debt - Magic Lake Estates (P.I.) | | | | | 1,530,000 | | 1,238,194 | - | 133,463 | 8,754 | 142,217 | 1,095,977 |

LONG-TERM DEBT
Sewer Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA\ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|---|----------|-------------|-----------------|---------------|-----------------------|---------------|--|------------------|-------------------|------------------|----------------------|-------------------------------|
| Total Sewer - Debenture Debt | | | | | 137,841,140 | | 100,658,330 | - | 5,042,679 | 1,462,365 | 6,505,044 | 94,153,286 |
| Non Debenture Debt | | | | | | | | | | | | |
| 2014 | 3887 | 3888 | | | 17,700,000 | Variable | 6,410,000 | - | 6,410,000 | - | 6,410,000 | - |
| 2019 | 4204 | 4252 | | | 64,000,000 | Variable | 14,000,000 | 4,000,000 | 18,000,000 | - | 18,000,000 | - |
| Total Sewer - Non Debenture Debt | | | | | 81,700,000 | | 20,410,000 | 4,000,000 | 24,410,000 | - | 24,410,000 | - |
| Total Debt - Sewer | | | | | \$ 219,541,140 | | 121,068,330 | 4,000,000 | 29,452,679 | 1,462,365 | 30,915,044 | 94,153,286 |

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT

Water Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|---------------------------------|----------|-------------|--------------------|---------------|---------------|---------------|---|----------------|----------------|----------------|----------------------|----------------------------------|
| Highland Water | | | | | | | | | | | | |
| 2009 | 3580 | 3634 | 106 | 2024 | 250,000 | 2.250% | 100,101 | - | 12,485 | 5,996 | 18,481 | 81,620 |
| 2012 | 3580 | 3817 | 118 | 2027 | 150,680 | 3.400% | 91,245 | - | 7,525 | 2,377 | 9,903 | 81,342 |
| Total Highland water | | | | | 400,680 | | 191,346 | - | 20,010 | 8,373 | 28,384 | 162,962 |
| Highland & Fernwood Water (SSI) | | | | | | | | | | | | |
| 2011 | 3754 | 3800 | 117 | 2026 | 500,000 | 3.250% | 269,914 | - | 24,971 | 9,203 | 34,174 | 235,740 |
| Total Highland water | | | | | 500,000 | | 269,914 | - | 24,971 | 9,203 | 34,174 | 235,740 |
| Beddis Water | | | | | | | | | | | | |
| 2005 | 3193 | 3291 | 95 | 2020 | 325,500 | 1.800% | 27,890 | - | 17,473 | 10,416 | 27,889 | - |
| 2013 | 3825 | 3882 | 124 | 2028 | 300,000 | 3.150% | 134,261 | - | 24,987 | 6,630 | 31,617 | 102,644 |
| 2013 | 3825 | 3910 | 126 | 2023 | 70,000 | 3.850% | 31,329 | - | 5,830 | 1,547 | 7,377 | 23,952 |
| Total Beddis Water | | | | | 695,500 | | 193,480 | - | 48,291 | 18,592 | 66,883 | 126,596 |
| Fulford Water | | | | | | | | | | | | |
| 2005 | 3203 | 3291 | 95 | 2020 | 573,000 | 1.800% | 49,096 | - | 30,760 | 18,336 | 49,095 | - |
| 2012 | 3758 | 3817 | 118 | 2027 | 145,000 | 3.400% | 87,806 | - | 7,241 | 2,288 | 9,529 | 78,277 |
| 2012 | 3758 | 3850 | 121 | 2027 | 25,000 | 2.900% | 15,138 | - | 1,249 | 394 | 1,643 | 13,495 |
| Total Fulford Water | | | | | 743,000 | | 152,040 | - | 39,250 | 21,018 | 60,268 | 91,772 |
| Cedar Lane Water | | | | | | | | | | | | |
| 2009 | 3425 | 3634 | 106 | 2024 | 108,000 | 2.250% | 43,242 | - | 5,394 | 2,590 | 7,984 | 35,258 |
| Total Cedar Lane Water | | | | | 108,000 | | 43,242 | - | 5,394 | 2,590 | 7,984 | 35,258 |

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT

Water Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|------------------------------------|----------|-------------|--------------------|---------------|---------------|---------------|---|----------------|----------------|----------------|----------------------|----------------------------------|
| Magic Lakes Water | | | | | | | | | | | | |
| 2010 | 3633 | 3677 | 110 | 2025 | 723,000 | 1.280% | 340,884 | - | 36,107 | 15,285 | 51,392 | 289,492 |
| 2011 | 3633 | 3769 | 116 | 2026 | 250,000 | 4.200% | 134,958 | - | 12,485 | 4,602 | 17,087 | 117,871 |
| 2012 | 3633 | 3850 | 121 | 2027 | 559,500 | 2.900% | 338,805 | - | 27,942 | 8,828 | 36,770 | 302,035 |
| 2013 | 3633 | 3882 | 124 | 2028 | 1,002,500 | 3.150% | 670,414 | - | 50,066 | 13,283 | 63,349 | 607,065 |
| 2013 | 3633 | 3882 | 126 | 2028 | 25,000 | 3.850% | 16,717 | - | 1,249 | 331 | 1,580 | 15,137 |
| Total Magic Lakes Water | | | | | 2,560,000 | | 1,501,778 | - | 127,849 | 42,329 | 170,178 | 1,331,600 |
| Lyll Harbour/Boot Cove Water | | | | | | | | | | | | |
| 2009 | 3587 | 3634 | 106 | 2024 | 250,000 | 2.250% | 100,101 | - | 12,485 | 5,996 | 18,481 | 81,620 |
| 2010 | 3587 | 3677 | 110 | 2025 | 180,000 | 1.280% | 84,869 | - | 8,989 | 3,805 | 12,795 | 72,074 |
| Total Lyll Harbour/Boot Cove Water | | | | | 430,000 | | 184,970 | - | 21,475 | 9,801 | 31,276 | 153,694 |
| Skana Water-Mayne Island | | | | | | | | | | | | |
| 2007 | 3090 | 3457 | 102 | 2022 | 29,200 | 2.250% | 7,289 | - | 1,458 | 876 | 2,335 | 4,954 |
| Total Skana Water-Mayne Island | | | | | 29,200 | | 7,289 | - | 1,458 | 876 | 2,335 | 4,954 |
| Fernwood Water | | | | | | | | | | | | |
| 2009 | 3581 | 3634 | 106 | 2024 | 100,000 | 2.250% | 40,040 | - | 4,994 | 2,398 | 7,393 | 32,648 |
| 2010 | 3581 | 3677 | 110 | 2025 | 50,000 | 1.280% | 23,574 | - | 2,497 | 1,057 | 3,554 | 20,020 |
| 2012 | 3581 | 3817 | 118 | 2027 | 45,000 | 3.400% | 27,251 | - | 2,247 | 710 | 2,957 | 24,294 |
| Total Fernwood Water | | | | | 195,000 | | 90,865 | - | 9,739 | 4,165 | 13,904 | 76,961 |

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT

Water Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|---|----------|-------------|--------------------|---------------|--------------------|---------------|---|----------------|------------------|------------------|----------------------|----------------------------------|
| Surfside Park Water | | | | | | | | | | | | |
| 2005 | 3088 | 3258 | 92 | 2020 | 48,000 | 1.550% | 4,154 | - | 2,397 | 1,754 | 4,151 | - |
| 2005 | 3088 | 3291 | 95 | 2020 | 20,000 | 1.800% | 1,713 | - | 1,074 | 640 | 1,714 | - |
| Total Surfside Park Water | | | | | 68,000 | | 5,867 | - | 3,471 | 2,394 | 5,865 | - |
| Wilderness Mountain | | | | | | | | | | | | |
| 2012 | 3504 | 3817 | 118 | 2027 | 281,000 | 3.400% | 170,161 | - | 14,033 | 4,434 | 18,467 | 151,694 |
| Total Port Renfrew Snuggery Cove Water Sys | | | | | 281,000 | | 170,161 | - | 14,033 | 4,434 | 18,467 | 151,694 |
| Regional Water Supply | | | | | | | | | | | | |
| 2007 | 3419 | 3514 | 103 | 2023 | 7,000,000 | 2.650% | 2,285,336 | - | 349,588 | 188,587 | 538,174 | 1,747,162 |
| 2007 | 3419 | 3547 | 104 | 2023 | 8,000,000 | 2.900% | 2,611,815 | - | 399,529 | 215,527 | 615,056 | 1,996,759 |
| 2007 | 3451 | 3514 | 103 | 2022 | 60,000,000 | 2.600% | 19,588,606 | - | 2,996,466 | 1,616,456 | 4,612,922 | 14,975,684 |
| 2009 | 3419 | 3594 | 105 | 2024 | 9,000,000 | 2.250% | 3,603,615 | - | 449,470 | 215,855 | 665,325 | 2,938,290 |
| 2009 | 3419 | 3634 | 106 | 2024 | 1,000,000 | 2.250% | 400,402 | - | 49,941 | 23,984 | 73,925 | 326,477 |
| 2010 | 3661 | 3725 | 112 | 2025 | 6,500,000 | 1.280% | 3,064,643 | - | 324,617 | 137,414 | 462,031 | 2,602,612 |
| 2011 | 3661 | 3769 | 116 | 2026 | 1,500,000 | 4.200% | 809,747 | - | 74,912 | 27,610 | 102,522 | 707,225 |
| 2012 | 3661 | 3817 | 118 | 2027 | 4,500,000 | 3.400% | 2,724,978 | - | 224,735 | 71,001 | 295,736 | 2,429,242 |
| 2013 | 3661 | 3882 | 124 | 2028 | 1,700,000 | 3.150% | 1,136,861 | - | 84,900 | 22,526 | 107,425 | 1,029,436 |
| 2015 | 3902 | 4009 | 131 | 2030 | 3,000,000 | 2.200% | 2,344,681 | - | 155,475 | 22,936 | 178,411 | 2,166,270 |
| 2016 | 3902 | 4059 | 137 | 2031 | 1,500,000 | 2.600% | 1,258,528 | - | 77,738 | 8,451 | 86,189 | 1,172,339 |
| 2018 | 3902 | 4222 | 145 | 2033 | 5,000,000 | 3.150% | 4,731,167 | - | 268,833 | 8,065 | 276,898 | 4,454,269 |
| Total Regional Water Supply | | | | | 108,700,000 | | 44,560,379 | - | 5,456,203 | 2,558,412 | 8,014,615 | 36,545,764 |

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT

Water Capital Fund

| Issue Date | LA Bylaw | Issue Bylaw | MFA/ CMHC Issue | Maturity Date | Original Debt | Interest Rate | December 31, 2019 Previous Outstanding | Additions 2020 | Principal 2020 | Actuarial 2020 | Debt Retirement 2020 | December 31, 2020 Outstanding |
|--|----------|-------------|--------------------|---------------|--------------------|---------------|---|------------------|---------------------|---------------------|----------------------|----------------------------------|
| Juan De Fuca Water Distribution | | | | | | | | | | | | |
| 2012 | 3782 | 3817 | 118 | 2027 | 2,500,000 | 3.400% | 1,513,875 | - | 124,853 | 39,445 | 164,298 | 1,349,577 |
| 2013 | 3782 | 3882 | 124 | 2028 | 4,500,000 | 3.150% | 3,009,339 | - | 224,735 | 59,626 | 284,361 | 2,724,978 |
| 2014 | 3782 | 3936 | 127 | 2029 | 5,000,000 | 3.300% | 3,647,513 | - | 249,706 | 54,099 | 303,805 | 3,343,708 |
| 2016 | 3981 | 4059 | 137 | 2031 | 2,000,000 | 2.600% | 1,678,040 | - | 103,650 | 11,269 | 114,919 | 1,563,121 |
| 2018 | 3981 | 4222 | 145 | 2033 | 3,000,000 | 3.150% | 2,838,700 | - | 161,300 | 4,839 | 166,139 | 2,672,561 |
| 2020 | 3981 | 4344 | 150 | 2035 | 5,100,000 | 1.990% | - | 5,100,000 | - | - | - | 5,100,000 |
| Total Juan De Fuca Water Distribution | | | | | 17,000,000 | | 12,687,467 | 5,100,000 | 864,243 | 169,278 | 1,033,522 | 16,753,945 |
| Juan De Fuca Water Distribution - DCC | | | | | | | | | | | | |
| 2005 | 3164 | 3258 | 92 | 2020 | 1,500,000 | 1.550% | 129,723 | - | 74,912 | 54,811 | 129,723 | - |
| 2005 | 3164 | 3291 | 95 | 2020 | 1,000,000 | 1.800% | 85,681 | - | 53,682 | 31,999 | 85,681 | - |
| 2006 | 3164 | 3364 | 99 | 2021 | 500,000 | 1.750% | 84,817 | - | 24,971 | 16,607 | 41,578 | 43,239 |
| 2007 | 3164 | 3412 | 101 | 2022 | 500,000 | 2.250% | 124,797 | - | 24,971 | 15,008 | 39,979 | 84,818 |
| Total Juan De Fuca Water Distribution-DCC | | | | | 3,500,000 | | 425,018 | - | 178,535 | 118,426 | 296,960 | 128,058 |
| Total Water - Debenture Debt | | | | | 135,535,380 | | 60,483,813 | 5,100,000 | 6,814,921 | 2,969,893 | 9,784,814 | 55,798,999 |
| Non Debenture Debt | | | | | | | | | | | | |
| Total Water - Non Debenture Debt | | | | | - | | - | - | - | - | - | - |
| Total Debt - Water | | | | | 135,535,380 | | 60,483,813 | 5,100,000 | 6,814,920.56 | 2,969,893.47 | 9,784,814 | 55,798,999 |



The following definitions have been provided to support the Service Planning process.

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2022 Glossary and Acronym List



Business case: A business case justifies a proposed project/initiative on the basis of expected benefits. It clearly lays out the reasoning for proceeding with a project/initiative by documenting: the need for it or the problem it solves, its alignment with corporate strategies and goals, exploring options and costs, and analyzing impacts a range of factors, including existing resources and risks.

An Initiative Business Cases (IBCs) facilitates a review of strategic fit by providing detailed information about alignment with strategies and plans, and information about financial and resource impacts.

Capital Expenditure: The amount of consideration given up to acquire, construct, develop or better a capital asset, and includes all costs directly attributable to the acquisition, construction, development or betterment of the capital asset.

Capital Plan: Capital investment pays for new or enhanced infrastructure. These types of assets are known as tangible capital assets. All of CRD's capital projects are captured in the Capital Plan.

In order to be included in the Capital Plan, a project must meet the following requirement:

- It is a purchase of a major equipment, or major maintenance or rehabilitation costing greater than \$2,500
- It is a Feasibility Study where the study leads directly to the acquisition of a capital asset and are essentially part of the design
- It is a new construction, expansion, renovation, or replacement project for an existing asset. The project must have a total cost of at least \$10,000 over the life of the project. Project costs can include the cost of acquisition, soft and hard costs. Essentially all the costs associated to complete the project.

Capital Regional District (CRD): The regional government for 13 municipalities and 3 electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 425,500 people.

Capital Regional Hospital District (CRHD): Partners with Island Health and community stakeholder agencies to develop and improve healthcare facilities in the region and provide capital funding for infrastructure such as acute care, residential care and hospital equipment.

Established by the provincial government (Hospital District Act) to provide the local share of capital funding for healthcare infrastructure in the capital region.

2022 Glossary and Acronym List



Capital Region Housing Corporation (CRHC): The Capital Region Housing Corporation (CRHC) is a wholly-owned subsidiary of the Capital Regional District (CRD). Our mandate is to develop and manage affordable housing to meet the needs of people living within the capital region.

Committee of The Whole (COW): The Capital Regional District (CRD) Board may resolve into Committee of the Whole at any time to examine and provide advice to the Board on various matters of regional interest. The purpose of the Committee of the Whole is to consider items of regional interest and/or that apply to more than one Board standing committee.

Core Area Wastewater Treatment Plant: Tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations.

Core Budget: The core budget is defined as the operating cost to provide a service at a level that is consistent and recurring year after year. Costs that are supplementary to the core budget will be costs associated with either (1) a one-time expenditure or (2) an ongoing expenditure that will result from an increase in the core level of services.

Electoral Area (EA): Communities outside municipal boundaries, often referred to as rural or unincorporated areas. As a regional district, the CRD is responsible for administration and delivery of local services in the Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas.

Executive Leadership Team (ELT): Consists of the Chief Administrative Officer, Chief Financial Officer, Corporate Officer and the General Managers, who are also officers of the organization. These officers direct the departments and divisions of the CRD. The ELT ensures that corporate policies are clear and appropriate and that there are effective management actions to meet statutory obligations, mitigate risks, and report on progress outcomes and concerns.

Full-time Employee (FTE): One person working 1,820 hours in one year based on a 7-hour work day or 2,080 hours based on an 8-hour work day.

Juan de Fuca (JDF): The JDF Electoral Area encompasses the southwest coast of Vancouver Island from the community of Otter Point to Port Renfrew, and includes the geographically separate communities of East Sooke, Malahat and Willis Point. The Capital Regional District (CRD) serves as local government for electoral areas and most administrative functions are handled from offices in Otter Point, Langford and Victoria.

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Initiative: Initiatives are actions or projects identified in the 2019-2022 Corporate Business Plan as necessary in order to deliver the 15 Community Needs and Board Priorities. They refer to improvements and changes made to services. This is different from projects identified in the Capital Plan.

Labour: The cost of labour is the sum of all wages paid to employees, as well as the cost of employee benefits and payroll taxes paid by the CRD.

Municipal Finance Authority of BC (MFA): The MFA provides long-term, short-term, and equipment financing, investment management, and other financial services to communities and public institutions in BC.

The MFA is independent from the Province of British Columbia and operates under the governance of a Board of Members appointed from the various Regional Districts within the province.

One-Time Cost: A cost that will not result in an ongoing increase to the Core Budget. Examples include: a capital expenditure funded from the operating budget, a non-recurring project such as a study, a one-time term position for a consultant or employee.

Ongoing Cost: A cost that will result in an ongoing increase to the Core Budget. Examples include: a new permanent FTE position, an ongoing increase in the budget as a result of an increase in the level of service, the cost of servicing new debt which results in an increase in the budget.

Parcel Tax: A parcel tax is a form of real estate tax that, unlike most real estate taxes or a land value tax, is not directly based on property value. Parcel taxes are local government taxes levied on the unit, frontage or area of a property.

Property Tax: Property owners are required to pay annual taxes based on assessed property values.

Regulation: Acts are laws made by Parliament or the Legislature. In the context of Service Planning and IBCs, we refer to regulations as the rules created by government to address the details and practical applications of an act. This can include licensing requirements, performance specifications, exemptions, etc.

Requisition: Regional districts cannot directly tax properties. Instead, each Municipality and Electoral Area within the District is requisitioned for their portion of each service in which they participate. These funds are then levied by the Municipalities and the Province (for Electoral Areas) to individual taxpayers and turned over to the District by August 1 of each year.

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Risk: The effect of uncertainty on specific objectives.

Risk Assessment: The process of determining and evaluating risks. May be quantitative or qualitative assessments of risk and involve applying rating levels to prioritize mitigation. The risk rating is calculated by multiplying the Likelihood of an event occurring with the likely Consequence (i.e. impact) of a risk materializing.

Salt Spring Island (SSI): An unincorporated rural Electoral District under the jurisdiction of the Capital Regional District (CRD). The CRD serves as the local government for electoral areas.

Service: The CRD currently delivers approximately 200 services. A service is authorized through Letters of Patent or a bylaw. It has a defined set of participants (municipalities/electoral areas), a defined purpose and boundary, method of cost recovery and, in some case, a maximum amount to be requisitioned. A service can be regional, sub-regional or local (in areas where the CRD is the local government).

Service Mandate: A service may only be delivered where a clear mandate (i.e. authority) has been provided to the CRD to do so. A service is authorized through Letters of Patent or a bylaw. In some cases, it may be authorized through the Local Government Act or Community Charter.

Southern Gulf Islands (SGI): The Southern Gulf Islands of Galiano, Mayne, North and South Pender Islands, Saturna, Piers and associated islands make up an unincorporated rural Electoral Area under the jurisdiction of the Capital Regional District (CRD). The CRD serves as local government for electoral areas.

Tangible Capital Asset: Tangible Capital Assets are identifiable assets that meet the following criteria:

- a) Are held for use in the provision of services, for administrative purposes, for production of goods or for the maintenance, repair development or construction of other tangible capital assets;
- b) Have useful economic lives greater than one year;
- c) Are to be used on a continuing basis;
- d) Are not for sale in the ordinary course of operations.