

# Fiscal Year 2022

Annual Fiscal Plan

Capital Regional District | British Columbia



CRD

Making a difference...together



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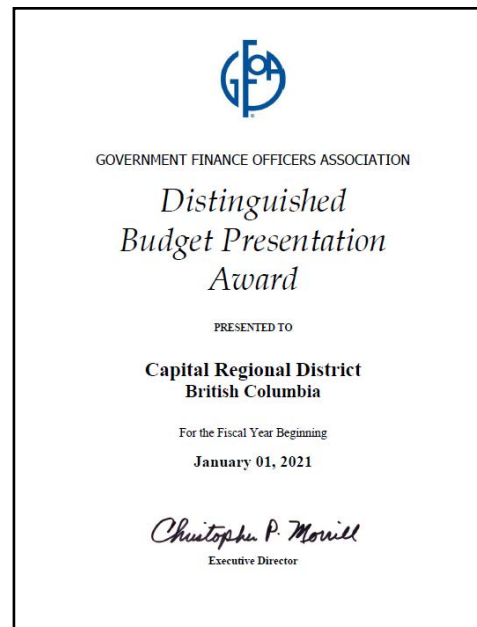
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# GFOA Awards

The Government Finance Officers' Association of the United States and Canada (GFOA) has given an award for the Distinguished Budget Presentation Award to Capital Regional District (CRD) for the Fiscal year beginning January 1, 2021.

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 2021; and we believe our current report continues to conform to the Distinguished Budget Presentation requirements.

# The Capital Regional District

The Capital Regional District (CRD) is the regional government for 13 municipalities and 3 electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 432,100 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 1,893 affordable rental homes throughout the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment.



The Capital Regional District

## Capital Regional District

### About the Capital Regional District

The Capital Regional District (CRD) is the regional government for the 13 municipalities and 3 electoral areas located on southern Vancouver Island and the Gulf Islands, serving more than 432,100 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 was created in 1966 as part of the BC Provincial Government's initiative in the 1960s to establish the 'regional district' concept of local government province-wide. This governance concept was designed to address service requirements that transcend municipal boundaries and where municipal collaboration is required to achieve economies of scale. Thus, since inception, the CRD has played a key role in providing a wide range of services related to water supply, waste management and disposal, recycling, recreation, emergency response, and affordable housing.

#### **Regional Government Leadership**

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

On the Board, the directors:

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

#### **Administrative Structure**

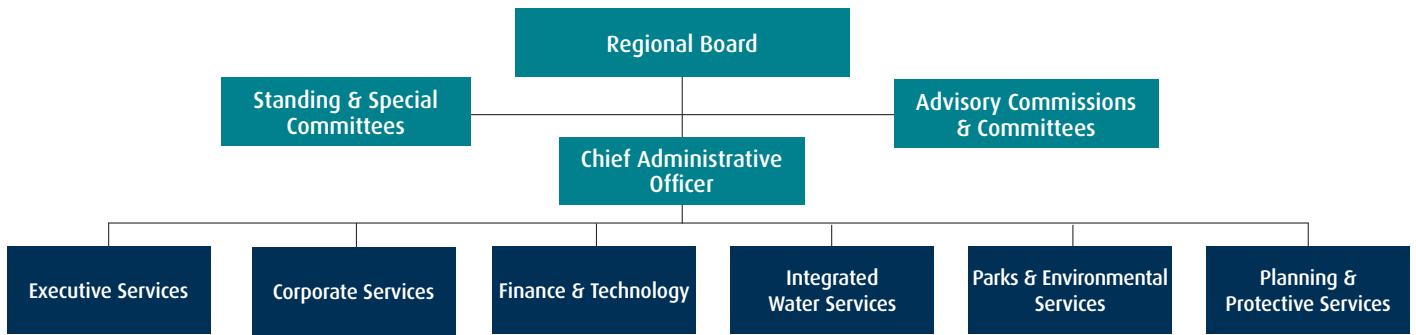
The Board is supported by the CRD's Chief Administrative Officer (CAO), who oversees staff in five service areas:

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

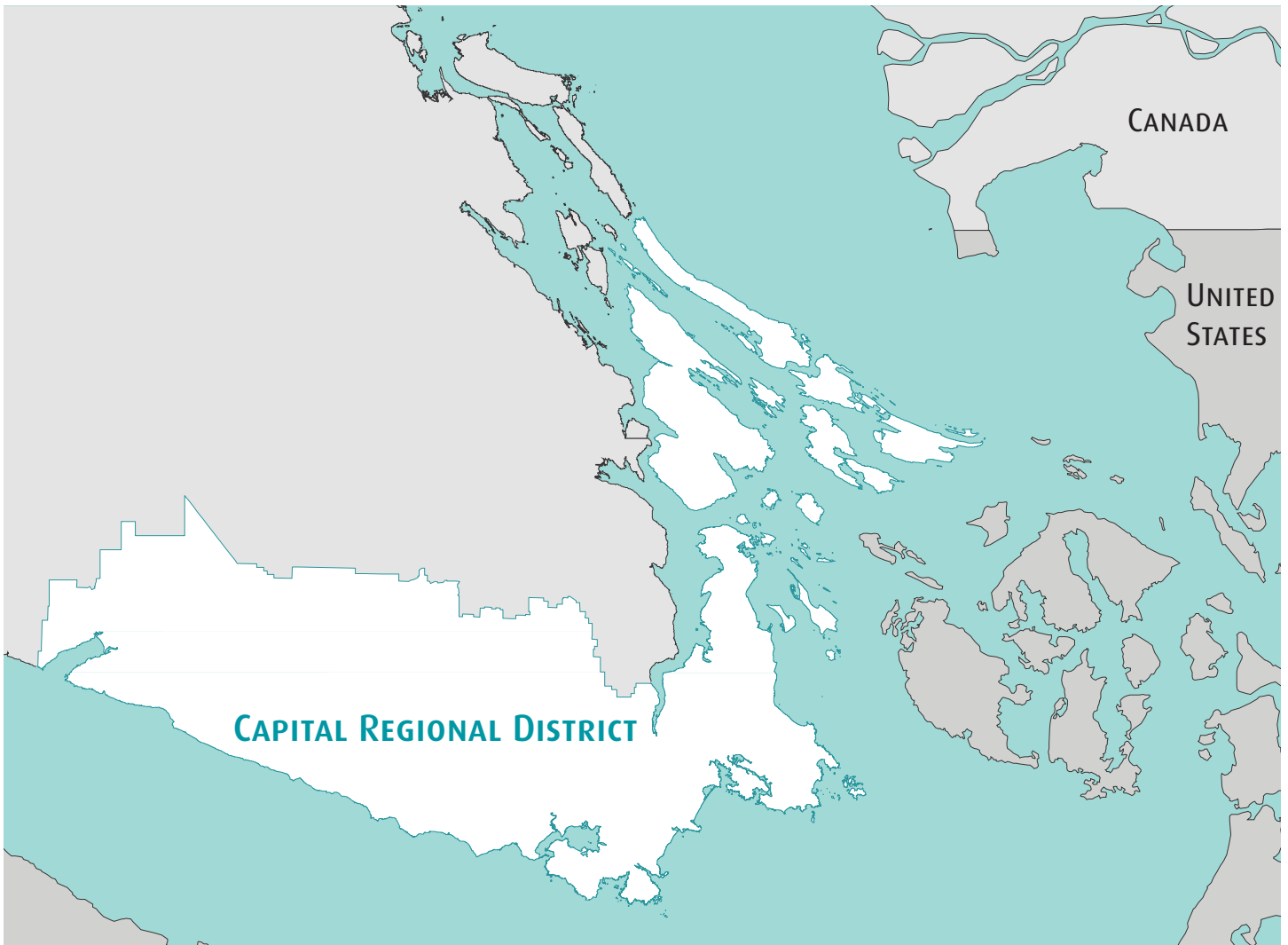
Altogether, the CRD administers more than 200 service-related reporting entities and employs more than 1,100 staff.

# Capital Regional District

## Corporate Organization Chart and Capital Region Map



## Capital Region Map



## Setting the Stage

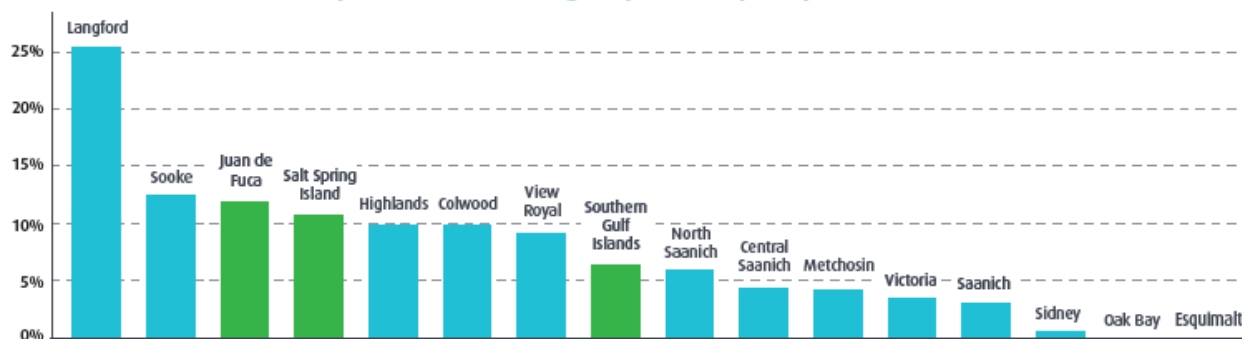
### 2022 Performance

#### The Regional Economy

Demand for services remained strong and some services experienced record utilization. Regional park visitations have increased by 20-25% annually since 2019, while landfill tipping tonnage grew by 8.3%, and water consumption rose by 6.3%. Cost escalation pressures continue to impact the regional economy, and while unemployment remained higher during the pandemic, at year-end Victoria's unemployment rate recovered to 4.3%, one of the lowest rates in the country when compared to the provincial rate of 5.6% and national rate of 6.3%<sup>3</sup>. The Consumer Price Index (CPI) for Greater Victoria was 2.5%, compared to Vancouver at 2.7%, and British Columbia at 2.8%; significantly lower than the national average of 3.4%<sup>4</sup>.

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 (5.8%).<sup>5</sup>

Population % Change by Municipality, 2021 vs. 2017



\* Excludes debt amounts related to the Wastewater Treatment Project.

In 2021, total regional property assessments increased 4.6% to \$133.1 billion. The total increase in the region, excluding the Electoral Areas, was 4.5%, with the largest increases in Metchosin (9.5%), Colwood (9.1%), Sooke (9.1%) and Langford (8.8%). The three Electoral Areas of the Southern Gulf Islands (6.3%), Salt Spring Island (7.0%), and Juan de Fuca (6.7%) experienced a total assessment increase of 6.7%.<sup>6</sup>



## 2021 Total Assessments



New building permit values increased 37% to \$2.0 billion in 2021 and housing starts increased by 50%.<sup>7</sup> Continued growth in the local population continues to create affordability pressure in the region. The surge in demand for housing in the region, during the pandemic, caused the average price of a single family dwelling to increase by 24.6% to \$1,161,500 over 2021.<sup>8</sup> According to RBC’s Housing Affordability Measure report, Victoria was the third most expensive housing market in Canada with an average of 54.8% pre-tax income spent on home ownership.<sup>9</sup> With growth and cost escalation pressures continuing to be significant factors in organization-wide service delivery, the focus remains on delivering critical infrastructure projects and optimizing services that align with long-term corporate and strategic planning directed and approved by the CRD Board.

## Financial Health

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

### Current Ratio

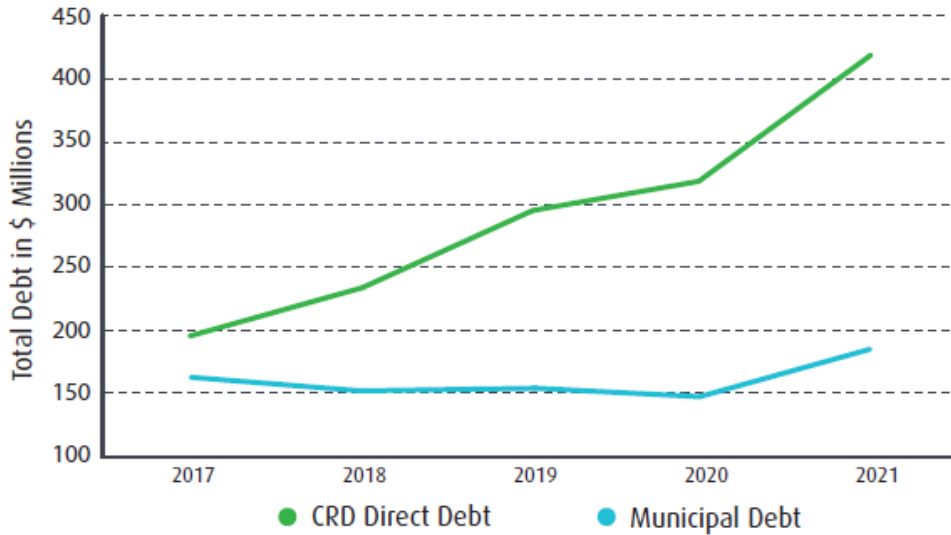
The current ratio is a measure of the liquidity of an organization, meaning the CRD’s ability to meet current obligations through current assets. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. Generally, a current ratio greater than one is considered healthy for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

**CURRENT RATIO**

**7.5**

## Debt

Debt includes CRD, CRHC, debt due from member municipalities and other third party debt. Short-term debt decreased by \$35.6 million as CRHC short-term debt was converted to long-term mortgages for the Spencer and West Park properties. Long-term debt increased by \$177.9 million due to \$62.0 million in new obligation for the Public Private Partnership (P3) agreement for the Residuals Treatment Facility and an additional \$85.4 million in new mortgages for the Spencer, West Park and Hockley House affordable housing projects. The remaining increase is largely due to a \$38.7 million increase in member municipality and third party debt.

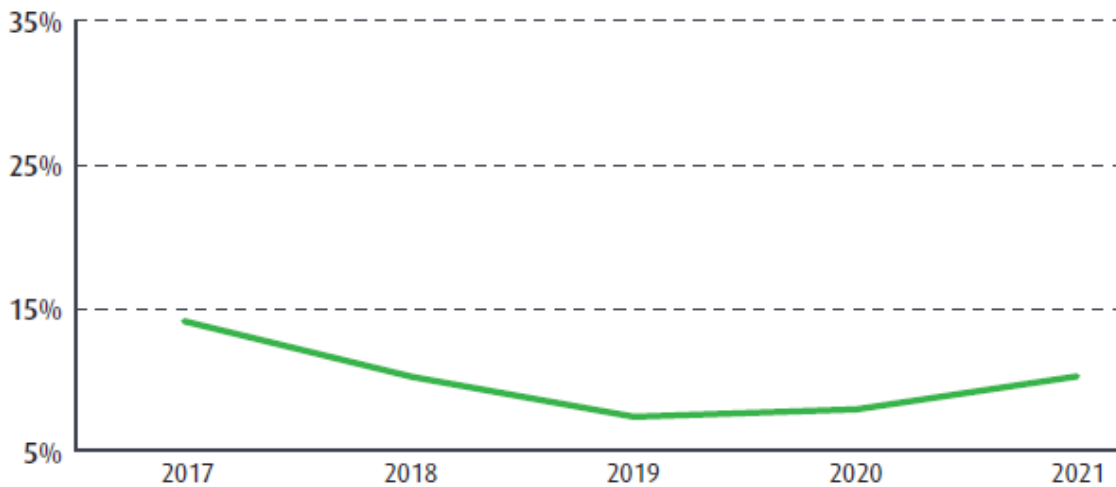


## Debt Servicing Costs

The Debt Service Costs to Total Revenue ratio is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt. A high percentage indicates greater use of revenue for the repayment of debt and less ability to adjust to unplanned events and changing circumstances. The CRD's debt servicing costs (excluding member municipality debt servicing costs) in 2021 was \$40.0 million and total revenue was \$392.0 million.\* Corporate guidelines monitor the percentage of revenue committed to debt repayment limiting commitments to within performance indicator benchmarks.

**DEBT SERVICE COSTS  
TO TOTAL REVENUE**

**10.2%**

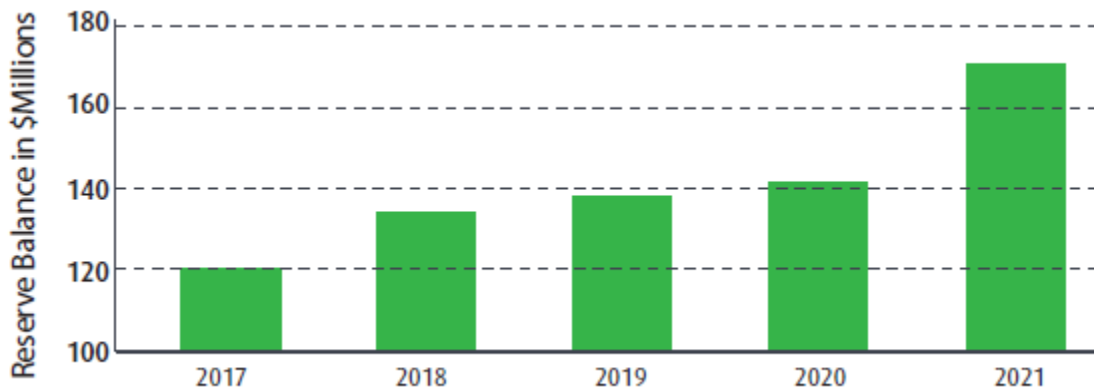


\* Revenue excludes debt servicing costs paid by member municipalities.

### Contributions to Reserves

Contributions to reserves are needed to reduce costs of borrowing for asset renewal, replacement and to mitigate risk of asset failure. Reserves are guided by corporate reserve guidelines to set levels of savings to be set aside as part of sustainable service delivery plans developed to maintain service levels mitigate requisition and user fees. Transfers to operating and capital reserves increased the total reserve to 170.3 million in 2021, an increase of \$28.9 million.

**RESERVE BALANCE**  
**\$170.3M**



## 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

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

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

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

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

In 2021, following the 2020 report from BDO Canada LLP regarding their assessment of CRD's internal control environment, management launched the internal control framework. Using the information outlined in this report, management has introduced a controls based approach to monitoring business activities that impact financial reporting.

## Basis of Budgeting

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

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

Each year development of the expenditure plan includes:

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

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

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

## Board and Corporate Planning

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




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



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

# ORGANIZATIONAL STRUCTURE 2022

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

<b>Housing Corporation Board</b> Jeremy Loveday, Chair 250.360.3125		<b>Regional Board</b> Colin Plant, Chair 250.360.3125		<b>Hospital District Board</b> Denise Blackwell, Chair 250.360.3125	
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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 2022 Budget Overview

## BUDGET PLANNING PROCESS



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



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

## Budget Planning Process Summary

CRD Timetable for 2022-2026 Financial Plan	
Month(s)	Description
June	Executive Leadership Team - Review and Prioritize initiative Business Cases Financial Plan Guidelines
June - August	Staff - Service Planning and Budget Preparation
September - October	Executive Leadership Team, Committees & Commissions - Review of Budgets and Service Plans
October	Electoral Area Committee - Budgets and Service Plans (Oct 13) Committee of the Whole - Financial Plan and Service Plans (Oct 27) Board - Approval Provisional Financial Plan (Oct 27)
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. 13 – Q1 2022



## Community Wellbeing Transportation & Housing

CONDITION LEGEND	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p><b>1a</b> 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.</p>					<p><b>Operationalized.</b> The CRD Board approved the transportation working group Terms of Reference on October 20, 2021 and the first transportation working group meeting was held on December 13, 2021.</p> <p>Starting in 2022, the mandate for Regional Trails was added to the defined purpose of the Transportation Committee and removed from the Regional Parks Committee Terms of Reference.</p> <p>The Board Chair and Vice Chair met with the Minister of Transportation and Infrastructure on October 4, 2021 and March 31 2022 to discuss regional transportation priorities.</p> <p>An application has been submitted through the federal Active Transportation Fund.</p> <p><b>Media Release:</b> CRD seeks public input on Southern Gulf Islands Transportation Service options (Jan. 12 2022)</p>	<ul style="list-style-type: none"> <li>▶ Transportation working group meetings will continue through 2022 and into 2023 to action regional transportation priorities</li> <li>▶ Board and staff to advance advocacy and other implementation on priority areas through appropriate channels (e.g. meetings with Minister of Transportation, participation in project and policy working groups)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing through to 2023</li> <li>▶ Ongoing through to 2023</li> </ul>
<p><b>1b</b> Protect the E&amp;N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&amp;N corridor.</p>					<p><b>Operationalized.</b> The Province's South Island Transportation Strategy considered the E&amp;N corridor in its findings and will continue to protect it as a transportation corridor. The Board approved an advocacy motion on May 12, 2021 to plan for the long term need by maintaining and upgrading the E&amp;N right of way for future use as a transportation corridor. Reviewing implications of the recent BC Supreme Court decision related to the ongoing use of the E&amp;N corridor on the Board priority.</p>		
<p><b>1c</b> 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>					<p>Funding provided for three new sub-projects following a Call for Proposals through the Reaching Home Program (Designated Communities funding stream) to support transitions into Regional Housing First Program (RHFP) and other new independent housing units. Funding confirmed for 2022/23 at \$3,146,662 (\$923,331 base + \$2,223,331 increase) and 2023/24 at \$3,113,690 (\$923,331 base + \$2,190,359 increase).</p> <p>As of end of Q1 2022, \$72.2M allocated through RHFP. Anticipated full allocation by end of 2022. Policy framework proposing options for future funding priorities and partnerships is in development.</p> <p>The SGI Housing Strategy has been completed and consideration by the Electoral Areas Committee, the Housing and Hospital Committee and CRD Board is taking place in April 2022. A 2022 SGI Housing Market Analysis has been completed and a Housing feasibility analysis is now underway to better understand challenges and identify solutions related to housing affordability.</p>	<ul style="list-style-type: none"> <li>▶ Continue to implement Reaching Home Program</li> <li>▶ Staff to explore and consider options for a housing partnership program to follow the Regional Housing First Program and report to Board</li> <li>▶ Staff to report to Board on housing strategy for the Southern Gulf Islands Electoral Area</li> <li>▶ Staff to consider implementation of actions from the SGI housing strategy to the 2023 service planning process</li> <li>▶ Continue to implement Regional Housing First Program</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing</li> <li>▶ Q2 2022</li> <li>▶ Q7 Q2 2022</li> <li>▶ Q2 2022</li> <li>▶ Q4 2022</li> </ul>








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. 13 – Q1 2022

### Climate Action & Environmental Stewardship

CONDITION LEGEND	 No issues / Proceeding as planned	 Potential or emerging issue/problem	 Problem/issue has arisen	 Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>2a</b> Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.				▶ <i>Board Feb, 9 2022</i>	<b>Operationalized.</b> Continued work with utilities and all levels of government on policy and programming initiatives.  Board adopted Bylaw No.4468 to amend the annual requisition of the climate action service to fund new initiatives in the CRD Climate Action Strategy.		
<b>2b</b> Work with local governments to further reduce emissions from buildings, transportation and solid waste.					<b>Operationalized.</b> Following the Board adoption of the Climate Action Strategy, actions will be rolled out as outlined in the plan.  CRD successfully received a federal grant to launch a region-wide outreach campaign to encourage the adoption of electric vehicles and electric bicycles and build capacity in key sectors.  Continue to promote BC's home heating fuel-switching rebate program with municipal partners; continued to support Bring it Home 4 Climate program until June 2022.  Coordinated regional contract to provide 'Cool It' climate action workshops in schools across the region. Will begin implementation of CRD's regional retrofit program and regional e-mobility awareness campaign. Will complete a regional public EV charging stations siting initiative to support a future grant application.		
<b>2c</b> Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.					Continued implementation of the short-term solid waste work plan, including creation of a solid waste municipal working group, development of a new waste reduction grant program and ongoing exploration of resource recovery and technology opportunities.  Continued the procurement process with invited proponents for the design, construction and operation of a new facility that will upgrade biogas generated at Hartland Landfill to renewable natural gas in 2023.	<ul style="list-style-type: none"> <li>▶ Present potential beneficial use opportunities for construction, renovation and demolition waste to the Board</li> <li>▶ Present material stream diversion opportunities to the Board</li> <li>▶ Launch the CRD's new waste reduction community grant program</li> <li>▶ Award the contract to design, build, operate and maintain (for a 5 year period) a biogas upgrading facility</li> </ul>	<ul style="list-style-type: none"> <li>▶ Q2 2022</li> <li>▶ Q2 2022</li> <li>▶ Q2 2022</li> <li>▶ Q3 2022</li> </ul>
<b>2d</b> 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"> <li>▶ <i>RPC Jan. 26, 2021</i></li> <li>▶ <i>Board Feb. 9, 2021</i></li> <li>▶ <i>Board Mar. 16, 2022</i></li> </ul>	<b>Operationalized.</b> Board approval of 2022 Financial Plan including budget increase for Regional Parks, including a new Financial Model to raise funds to acquire regional parks.  A new Regional Parks Strategic Plan is being developed and will be brought forward for Board approval in July 2022.  Budget Motion Arising at March 16 Board meeting: Direct staff to review the effectiveness of the financing strategy for park land acquisition two years after implementation and report back to the Regional Parks Committee.		
<b>2e</b> Develop model bylaws and best practices for use by municipalities and electoral areas.					Supported municipalities in preparing for next phase of BC Energy Step Code implementation by coordinating three workshops with local governments and industry.	<ul style="list-style-type: none"> <li>▶ Develop guidance documents to support public and multi-unit building EV charging</li> </ul>	▶ Q3 2022

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. 13 – Q1 2022

### First Nations Reconciliation

<b>CONDITION LEGEND</b>	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>3a</b> Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.					<p>A follow-up letter was sent to local First Nations regarding participating on CRD committee tables. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems.</p> <p>Intercultural Skills Training was offered for CRD Directors in February 2022, and Cultural Competency trainings are being delivered for CRD staff, spring 2022.</p> <p>CRD First Nations Relations staff are supporting CRD planning efforts.</p>	<ul style="list-style-type: none"> <li>▶ Conduct exploratory discussions with WSÁNEĆ Leadership Council regarding an MOU with the CRD</li> <li>▶ Collaborate with Pacheedaht First Nation on involvement in land use decision-making</li> <li>▶ Organize Nation-specific cultural awareness events for staff, Directors and commissioners</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing</li> <li>▶ Ongoing</li> <li>▶ Q1-Q2 2022</li> </ul>
<b>3b</b> Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.					<p>Integrated Water Services continue to work towards water and wastewater service agreements with local First Nations.</p> <p>A consultant has been retained and work begun to recommend next steps for supporting Indigenous employment at the CRD.</p> <p>Work is ongoing to develop a database of Indigenous-led businesses in the region, to support CRD procurement.</p> <p>Through ongoing participation in the Te'mexw Treaty Table, and the Pacheedaht Treaty Table where invited, seek to work with First Nations on achieving their economic goals.</p>	<ul style="list-style-type: none"> <li>▶ Create website content providing clear, accessible information on how to access CRD contract opportunities</li> <li>▶ Enhance procurement processes to create more First Nations business opportunities with the CRD</li> <li>▶ Negotiate a partnership agreement with the WSÁNEĆ Leadership Council on implementation of the Solid Waste Management Plan</li> <li>▶ Continue to meet with First Nations to update service agreements</li> </ul>	<ul style="list-style-type: none"> <li>▶ Q2 2022</li> <li>▶ Q2 2022</li> <li>▶ Q3 2022</li> <li>▶ Ongoing</li> </ul>
<b>3c</b> 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>A new Manager, Archaeology has been hired to support all divisions to implement the Conservation and Protection of Heritage Sites Policy.</p> <p>The WSÁNEĆ Leadership Council (WLC) and the CRD through the approved draft WSÁNEĆ Land Altering Works MOU continue to meet quarterly to review upcoming works taking place in WSÁNEĆ Territory, and receive feedback from the Nations on the proposed works.</p> <p>Staff are supporting multiple CRD Divisions to work with First Nations on taking care of the land and water: including Regional Parks, Watershed, Regional Strategic Planning, Integrated Water Services, Environmental Protection, Environmental Resource Management, Housing, and SGI, SSI and JDF parks. First Nations Relations staff are supporting Regional Parks with First Nations' engagement regarding management planning and the Strategic Plan update, and JDF Community parks with First Nations' engagement in strategic planning.</p>	<ul style="list-style-type: none"> <li>▶ Continue to support all CRD Divisions to collaborate with First Nations in service delivery</li> <li>▶ Ask First Nations to provide input into educational content for Watershed tours</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing</li> <li>▶ Q3 2022</li> </ul>
<b>3d</b> 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>Recommendation approved at First Nations Relations Committee that staff proceed with ongoing, existing projects and activities that identify and proactively value ecological features in the region and support strategic engagement of First Nations regarding ecosystem values, taking care of land and water, Indigenous languages and place names.</p>	<ul style="list-style-type: none"> <li>▶ Ask First Nations if they would like to share Indigenous understandings of ecological values and guiding principles for taking care of land and water at the next Forum of All Councils</li> </ul>	<ul style="list-style-type: none"> <li>▶ Q1-Q2 2022</li> </ul>

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. 13 – Q1 2022



Making a difference...together

<b>CONDITION LEGEND</b>	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>4a</b> Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.					<b>Operationalized.</b> The SGI Connectivity Plan was completed in April. The report summarizes current levels of connectivity in the region and provides a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report describes alternatives and provides recommendations and cost estimates. SGI EA Administration continues to support third party proposals for internet service infrastructure improvements and consider partnerships agreements with Connected Coast.		
<b>4b</b> Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.					<b>Operationalized.</b> The SSI Water Optimization Study is complete. The water improvement district is now considering options. Provincial direction may be sought in due course.		
<b>4c</b> Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.				▶ <i>Board Jan. 12, 2022</i>	<p><b>Operationalized.</b> The CRD Board approved a motion on January 12, 2022 to support an application to UBCM Community Emergency Preparedness Fund for the Evacuation Route Planning grant and directed staff to provide overall grant management.</p> <p>The CRD will conduct a functional Emergency exercise in October 2022.</p> <p>The new Emergency Management software is functional. The initial focus is on enhancing Incident and Spill Reporting to better align with policy.</p> <p><b>Board Resolution:</b> Community Emergency Preparedness Fund: Evacuation Route Planning Grant (Jan 12, 2022)</p>		
<b>4d</b> Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.				▶ <i>Board Mar. 16, 2022</i>	<p><b>Operationalized.</b> Reserve guidelines established and reported back through Finance Committee to CRD Board on July 14th, 2021. The Guideline establishes a practice to assess capital reserve health and appropriate levels of borrowing to better balance costs of service delivery over time and over asset lifecycles.</p> <p><b>Media Release:</b> CRD and CRHD Boards Approve 2022 Financial Plans (Mar. 17, 2022)</p>		
<b>4e</b> Facilitate a discussion of the region’s art facility needs and explore partnerships to support 100% participation in the CRD arts function.				▶ <i>PASC, Jan 19, 2022</i> ▶ <i>Board Feb. 9, 2022</i>	<b>Referred for consideration of the new Board.</b> At the February Board meeting the defeated recommendation that costs and timeline associated with a region-wide referendum on a full regional performing arts facilities service and policy options for sub-regional performing art facilities services be considered and is referred to the strategic planning session for the new Board.		
<b>4f</b> Explore how the CRD can best contribute to regional economic development.					<b>Operationalized.</b> Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions. SSI EA Administration contract with REIP is ongoing and regular reporting to the commission will take place as work progresses. The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures. Media Release: Capital Regional District reports on 2020 funding for the Electoral Areas (May 18, 2021)		



## Accountability

<b>CONDITION LEGEND</b>	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Corporate Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>Business capacity &amp; continuity:</b> Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.					<b>Operationalized.</b> The Organization Development Plan continues to be implemented and actions rolled out annually to advance work.  CRD has implemented its Communicable Disease Plan, in accordance with regulatory requirements		
<b>Fiscal responsibility:</b> Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability.					<b>Operationalized.</b> Executing service planning and annual check-in program. Life-cycle policy and procedures work completed with work to commence in Q1 2022.		
<b>Transparency:</b> Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability.					<b>Operationalized.</b> Executing service planning and annual check-in program.		
<b>Efficiency &amp; collaboration:</b> Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.					<b>Operationalized.</b> Partnerships directory and guidelines in place.  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.		
<b>Customer service:</b> Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.					<b>Operationalized.</b> Website, social media and media channels fully engaged. New engagement platform <a href="http://getinvolved.crd.bc.ca">getinvolved.crd.bc.ca</a> launched to provide more ways for the public to participate in consultation opportunities virtually. Hartland webcam installed.		

### 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

For a summary of completed actions on progress visit: [www.crd.bc.ca/reporting](http://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](http://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](http://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	<b>MISSION</b> We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region.		<b>VISION</b> 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.		<b>RECONCILIATION STATEMENT</b> 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
	<b>1a-7</b> Fund & participate as leaders in Greater Victoria Coalition to End Homelessness	Regional Housing Affordability Strategy (RHAS)	Regional Housing
	<b>1a-8</b> Support municipalities in their affordable housing objectives	Regional Housing Affordability Strategy (RHAS)	Regional Housing
	<b>1a-9</b> 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 <sup>*</sup>	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)

<sup>\*</sup> Items from approved plans

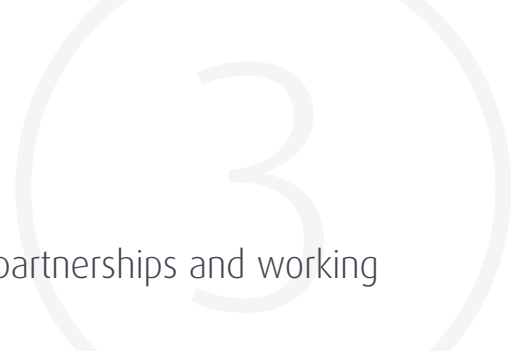
# Transportation (Cont'd.)




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




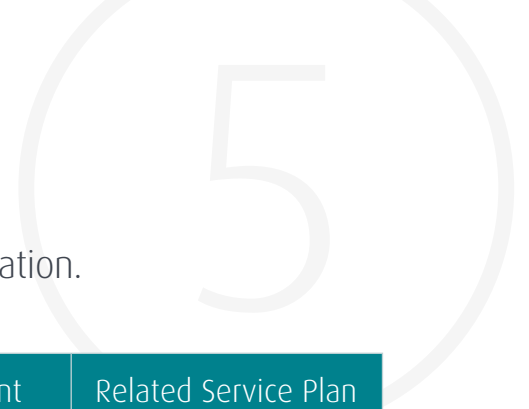
 We envision increasing economic development potential in the region.

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
	<b>5b-3</b> Identify corporate mitigation & adaptation strategies that could most benefit from seed funding *	Corporate Climate Action Strategy	Risk & Insurance Management
	<b>5b-4</b> Determine how to reduce GHGe through an alternative fuel source or by off-setting *	Corporate Climate Action Strategy	Risk & Insurance Management
	<b>5b-5</b> 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
	<b>5b-6</b> Update Corporate Climate Action Strategy with objective of pursuing carbon neutrality *	Corporate Climate Action Strategy	Risk & Insurance Management
<b>5c</b> Regional climate action	<b>5c-1</b> Undertake detailed regional sea level rise modeling & mapping to inform local government of flood hazard plans & policies *	Regional Climate Action Strategy	Environmental Protection
	<b>5c-2</b> 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
<b>7b</b>	Enforcement of Regional District Bylaws & animal control	<b>7b-1</b>	Effectively respond to municipal & CRD operations' requests for bylaw enforcement services & animal control		Protective Services
<b>7c</b>	Fire protection services	<b>7c-1</b>	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
<b>8a</b> Management of wastewater & storm water	<b>8a-1</b> 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
	<b>8a-2</b> 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
<b>13a</b> Recreation services for the Sooke/JDF, SSI, SGI and the Peninsula	<b>13a-1</b> 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
<b>15a</b>	Governance review for electoral areas	<b>15a-1</b>	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
<b>15b</b>	Fiscal responsibility	<b>15b-1</b>	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
		<b>15b-2</b>	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
<b>15c</b>	Business capacity & continuity	<b>15c-1</b>	Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience	Organizational Development Plan	Executive Office; Human Resources
<b>15d</b>	Transparency	<b>15d-1</b>	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](http://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 2022–2026) will reflect estimated costs related to the deployment of the established priorities through the work plans which will be developed. The budget will also include core inflation and cost escalation reflected in market conditions, and related funding.

### **Key Drivers**

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

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

### **Infrastructure**

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

The CRD’s financial management strategy is to support the objective to achieve full annual infrastructure life-cycle funding, setting transfers to reserve/savings to meet asset replacement costs into the future. The corporate asset management policy and strategy for the organization have been endorsed by the Board. These documents are well aligned with other strategic documents; specifically, to the Corporate Plan, climate action strategy and the risk management policy. The priority action from the asset management strategy is to develop Sustainable Service Delivery Plans (previously called asset management plans) for 2021, and, as they are developed, to integrate risk assessments, climate lens and adaptation, which will ultimately further inform financial management practices in the future. The financial implications of this work will be considered as part of the 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 2022 budget, looks to minimize financial implications for the 2022 budget year.

# Service Planning 2022: Community Needs Summaries

The 2022 service planning process marks the fourth 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 Pandemic

- **Collaboration and engagement:** COVID-19 continues to impact how the organization communicates, meets and collaborates and has accelerated the move towards digital collaboration tools. The CRD is managing a variety of public consultation activities using live webinars and a digital engagement platform in line with public health guidelines. As restrictions are eased, the CRD will be expected to offer a hybrid of in-person and online engagement opportunities to maximize reach and reduce barriers to participation.
- **Health & Safety:** the outcome of the pandemic also significantly increased requirements on health and safety and human resources. Moving to exposure control plans, it is expected that these will continue through 2022.

###### People

- **Human resources:** 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 retirements, more employee transitional/family needs, acceleration of workplace and technological change, shifting economic conditions, the COVID-19 health pandemic, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce & succession planning, recruitment and retention, and learning & development will be paramount to ensure the continued success of the organization.
- The CRD is addressing these multifaceted impacts through the Organizational Development Plan and subsequent implementation strategies.
- **Training:** many divisions are seeing a decreasing pool of candidates for vacancies, and efforts are

## 2022 Summary

being placed in redefining operations to ensure an appropriate pool of employees continues to deliver the wide variety of services. We continue to see increased pressures placed on the recruitment and retention of professional and senior level staff especially, and most recently on more junior staffing particular to the pandemic. Increased efforts are in place at both the corporate and the divisional levels to evaluate ongoing staffing needs, train and develop staff for the present and the future, and to conduct succession planning to build the workforce to come. Emerging in 2021, the Financial Services division, for example, is experiencing increased level of effort to train the newer workforce in finance and also perform outreach across the organization resulting from changing demographics and changed practice in facilitation of remote teams and remote partners through the pandemic. Externally, the labour market is trending towards reduced availability of qualified finance resources while higher salary and greater work hour flexibility are placing pressure on the cost to attract and retain.

In a similar vein, Information Technology & GIS (IT&GIS) is also experiencing a high demand for an increased level of training and knowledge transfer due to staff turnover and recruitment. IT&GIS holds significant corporate knowledge about all business processes and information systems. This information is often lost as staff turnover continues. Recognition of the need to facilitate knowledge transfer is driving an increased level of change in our systems. Staff turnover naturally increases the frequency departments review their business processes, this in turn leads to discovering new areas for improvement and changes needed.

- **Labour Market:** IT&GIS continues to struggle to hire and retain skilled technical staff, leaving positions vacant for extended periods of time. The inability to hire skilled IT resources combined with increased requests for new technology-based solutions, as well as a significant number of requests for changes to existing systems, and a significant increased need for knowledge transfer across the organization adds to service delivery pressures.

### A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- **Records Management:** Technology use has exceeded the CRD's recordkeeping capabilities, resulting in an accumulation and spread of electronic records which cannot be effectively managed in accordance with legal & regulatory requirements, policies or business needs. As modernizing the records management program framework is complex and requires significant effort and investment, the CRD is using a phased approach.
- **Freedom of Information:** The number of information requests under FOIPPA, as well as the complexity of requests, continues to increase year-over-year (172 requests in 2020) driving more demand for information services support.
- **Commissions and committees:** The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of many CRD services. The resultant levels of service provided by Legislative Services have been increasing over the years, including:
  - A 40% increase in the number of board and standing meetings since 2017
  - Increase in number of elector approval processes requested by divisions, from a typical 1-2 alternative approval processes per year to 7 in 2021 plus one referendum
  - Support the transition to hybrid in-person and electronic public hearings, in line with *BILL 10 – Municipal Affairs Statutes Amendment Act, 2021*
- A comprehensive review of governance, mandate and adherence to policy and processes is planned to

## 2022 Summary

ensure consistency and improve service efficiency.

- **Buildings:** The CRD continues to focus efforts on spatial planning. The main requirement is for desk/office space for new staff to meet the increasing demands at all of the main CRD locations.
- **Legal counsel:** Growth in Regional Housing (Regional Housing First program), as well as a general increase in up-take of legal assistance by divisions are continuing to increase pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues.

### Digital Communications

- Digital communications is the fastest growing area of communications. Most organizations today use a range of channels and methods to deliver message(s) in an effective way. The CRD website remains a crucial communication tool with >2 million visits per year (>50% of which are on a mobile device or tablet). The CRD is anticipating provincial legislation that will outline requirements for meeting website accessibility standards. The design and navigation systems in place since 2014 needs significant investment to provide a modern, simplified and accessible experience.
- **Social media engagement:** The CRD has been coordinating social media since 2015. It has since increased its followers at a rate of 15% per year to 14,000 today. This area requires continual attention as trends and platforms change.

### Financial Services

- **Organizational growth:** has resulted in increased demand for financial services such as strategic analysis, service establishment, infrastructure planning, borrowing, budgeting, reporting, payroll and system development. In support of growth and to meet demand, modernization of digital platforms and business practices are key for scalability and efficacy of financial system structure and practices.  
**Corporate Accounting and Standard Compliance:** Corporate compliance activities increasing trending into 2020 and 2021 with the increase remaining into the future. The increased demand generated primarily through higher levels of statutory payroll and corporate filing changes, more statistical reporting requirements and a greater number of changing accounting and auditing standards. Increased compliance placing pressure on existing compliance activity levels and the internal control work underway as part of a financial risk management program.
- **Corporate Asset Management Strategy (CAMS):** In 2021, Financial Services progressed the CAMS, advancing long-term planning activities and building requirements for a corporate asset management system. Highlights include completing Sustainable Service Delivery Plans (SSDPs) for approximately 40% (28 services) and prototyping an enterprise asset management system. Effort to achieve the targets in the CAMS will increase heading into 2022.
- **Investments & Debt Management:** Also in 2021, additional resourcing to both Electoral Areas (EAs) and to Corporate Treasury was implemented. EAs continue to drive higher levels of activity in service establishment, infrastructure replacement planning and debt administration through 2021. Corporate Treasury, through 2021, expanded activity levels in response to greater demand for business case analysis, investments and debt management activities advancing for example the revised investment policy and introducing reserve guidelines.
- **Grant funding:** Also in 2021 and trending into 2022, externally driven, increased government grant activity is placing greater demand on financial services to support in eligibility assessment, application support, reporting and compliance.

# Community Need

## 2022 Summary

### Information Technology (IT)

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

## Services

Core Services Levels	
Service	Levels
<b>Executive Services</b> Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services	<ul style="list-style-type: none"> <li>• Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board  <span style="color: orange;">➔ Service level adjusted, see IBC 15f-1.24</span> </li> </ul>
<b>Corporate Communications</b>	<ul style="list-style-type: none"> <li>• Board communication support (agendas, priorities,</li> </ul>

# Community Need

## 2022 Summary

<p>Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information.</p>	<p>programs and overall information to support public understanding of organization)</p> <ul style="list-style-type: none"> <li>• Create and update corporate documents and website content (e.g. reports, dashboards, progress updates); provide guidance on survey approaches for service areas → <b>Service level adjusted, see IBC 15f-1.14</b></li> <li>• Media strategy and relations</li> <li>• Coordinate advertising buys and social media strategy</li> <li>• Internal communications framework and implementation; maintain CRD Central intranet</li> <li>• Establish communication protocols and training for the organization that lead to efficiency, alignment and best practice</li> <li>• Provide creative direction for print, online, video and event communications</li> </ul>
<p><b>Human Resources &amp; Corporate Safety</b> 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"> <li>• Employment relations, inc. 300+ job opportunities, labour relations for two unions, and HRIS management and reporting for 1,100+ employees and 1,400 volunteers → <b>Service level adjusted, see IBC 15c-1.4</b></li> <li>• Occupational health and safety, corporate wellness and benefits, and disability management → <b>Service level adjusted, see IBCs 15c-1.5 and 15f-1.16</b></li> <li>• Development and administration of over 80 personnel policies and corporate safe work practices</li> <li>• Developing and delivering corporate learning and development programs (600+ participants annually)</li> <li>• Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below industry norms</li> </ul>
<p><b>Financial Services</b> Financial Services provides guidance on the overall financial stability of the organization and is responsible for the organization’s adherence to the legislated framework governing financial administration in local government.</p> <ul style="list-style-type: none"> <li>• Financial Planning</li> <li>• Financial Accounting and Reporting</li> <li>• Revenues (taxes and fees)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual budget processing for CRD, CRHD and CRHD and within the CRD for over 200 services (Q1&amp;Q3) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring (Q1-Q4)</li> <li>• Daily transaction processing and monthly reports delivered with combined operating and capital budget of \$710M (2021 Budget)</li> <li>• Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. \$305M</li> <li>• Daily cash management review and investments (\$310M)</li> </ul>

# Community Need



## 2022 Summary

<ul style="list-style-type: none"> <li>• Disbursements (Inc. Payroll)</li> <li>• Corporate Finance Decision Support</li> <li>• Treasury and Banking</li> <li>• Financial Systems</li> <li>• Procurement and Inventory (IWS)</li> <li>• Grants Management</li> </ul> <p><b>Corporate-wide administrative services, such as printing and internal interoffice mail</b></p>	<p>in net working capital and \$160M on reserve)</p> <ul style="list-style-type: none"> <li>• Manage semi-annual long term financing bylaws &amp; debt issues (debt of \$620M and principal payments \$85M)</li> <li>• Biweekly payroll processing, reporting for 1,250 employees totaling \$92M in four employee groups under both the CRD and CRHC.</li> <li>• Weekly cheque and EFT runs produce 1,500 vendor payments a year</li> <li>• Process on average four periodic updates to the financial system for legislative and financial system upgrades</li> <li>• Monthly and quarterly billing and collections for 27,800 water billing customers.</li> <li>• Develop banking services for CRD (transactions flow through 35 bank accounts a year); monthly reconciliation of all bank accounts for 6,300 banking transactions and integration of over 150,000 transactions a year</li> <li>• Procurement of approx. 100 water services RFPs, RFQs, tenders &amp; contracts annually</li> <li>• Print shop production of high volume of customer billings/other material and daily internal mail &amp; courier service to 15 CRD offices</li> <li>• Oversight over corporate financial standards and regulatory compliance</li> <li>• ➔ Service level adjusted, see IBC 15f-1.17 Corporate Accounting Standards increased demand for adoption of accounting and audit standards, external reporting compliance (payroll and financials) and external changes to statutory requirements (payroll and financials)</li> <li>• ➔ Service level adjusted, see IBC 15f-1.3 EDRMS; support implementation of new electronic record management program</li> <li>• Overarching corporate support and coordination for more than 200 CRD services to maximize grant revenue</li> <li>• Manage the Community Works Fund, Gas Tax Fund Program, Grants-in-Aid Fund (internal CRD grant programs for the EAs)</li> <li>• 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.</li> <li>• ➔ Service level adjusted, see IBC 15b-2.2 Grant Support;</li> </ul>
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# Community Need

## 2022 Summary

	<p>changes absorbed to date include availability of new programs targeting climate and infrastructure projects, and increase in program reporting requirements</p> <ul style="list-style-type: none"> <li>Received over \$500M in grant funding from senior levels of government since 2014.</li> </ul>
<p><b>Information Technology and GIS Services (IT&amp;GIS)</b></p> <p>Information Technology is responsible for the development and delivery of highly available, reliable, and secure corporate information systems, technology services, and tools to CRD Departments, the public and the Board.</p> <ul style="list-style-type: none"> <li>Corporate-wide voice, data and radio communications systems</li> <li>Corporate Website and Digital Engagement</li> <li>Board and Committee meeting management</li> <li>Asset and Maintenance Management</li> <li>Provision and support of integrated Financial, Payroll, and HR Systems</li> <li>Corporate Cyber Security</li> <li>Equipment purchasing, deployment, and maintenance</li> <li>Project Management</li> <li>Geographic Information Systems</li> <li>Orthophotography and lidar data acquisition and deployment</li> <li>Reporting and data analytics</li> <li>Application development</li> <li>Utility billing (water and sewer)</li> </ul>	<ul style="list-style-type: none"> <li>Manage the technology infrastructure for 30 sites across the CRD, including 1,100 full time and auxiliary users, 1,000 computers, 600 smartphones, 300 servers and systems and an integrated end to end corporate phone system</li> <li>Annual hardware and software procurement and deployment</li> <li>Procurement of GIS orthophotography and lidar imagery for 23 Capital Region municipal and federal partners</li> <li>Produce and support processing 200,000 utility bills annually, generating approximately \$22M of revenue</li> <li>Support Hartland Landfill automated scales, processing 140,000 tonnes of solid waste and generating \$16M of revenue annually</li> <li>Provide daily operational and technical support for Tempest system, for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately \$1.25M annually</li> <li>Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately \$14.5M annually</li> <li>Produce and process approximately 30,000 maintenance workorders annually for the maintenance of corporate assets located in Housing, Integrated Water, and Facilities Management</li> <li>Management and support of the of corporate Project System, processing \$400M annually in capital projects</li> <li>Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs throughout the organization.</li> <li>In partnership with Corporate Services provide ongoing improvements to records management practices and systems to ensure regulatory compliance             <ul style="list-style-type: none"> <li>↪ Service level adjusted, see IBC 15f-1.3 EDRMS</li> </ul> </li> <li>In partnership with Financial Services Asset Management</li> </ul>

# Community Need

## 2022 Summary

	<p>support the development of the Corporate Asset Management Strategy, including the development and implementation of a corporate Enterprise Asset Management system, providing management and planning capabilities for \$2B in CRD assets</p> <ul style="list-style-type: none"> <li>➔ Service level adjusted, see IBC 15b-2.1 Asset Management,</li> <li>• In partnership with Human Resources, develop and implement new SAP modules in support of improvements to staff Onboarding and Recruitment, Learning Management, Performance Management and Succession Planning             <ul style="list-style-type: none"> <li>➔ 15c-1.4 Human Resource Information System</li> </ul> </li> <li>Provide ongoing support to Corporate Communications new Digital Engagement Platform – Bang The Table; hosting and supporting corporate and public engagement events.</li> <li>➔ Service level adjusted, see IBC 15f-1.14 Digital Comms Governance &amp; Support Services -</li> </ul>
<p><b>Asset Management</b> Provides professional advice and expertise to having a sustainable service delivery. <b>Manages the organization’s grants portfolio.</b></p>	<ul style="list-style-type: none"> <li>• Develop and advise on corporate asset management strategies, plans, standards and procedures for \$2B in CRD assets</li> <li>• Support system development project for a Corporate Enterprise Asset Management system, supporting ongoing management and planning capabilities</li> <li>• Responsible for implementation of 40 of the 73 actions identified in the CRD Corporate Asset Management Strategy, including development of an asset management program (standards, tools, templates and development of sustainable service delivery plans) and enterprise asset management system (enhanced asset registries and planning practices); divisions and other stakeholders responsible for remaining actions             <ul style="list-style-type: none"> <li>➔ Service level adjusted, see IBC 15b-2.1 Asset Management</li> </ul> </li> <li>• Provide advice/expert guidance for developing SSDPs</li> <li>• 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</li> </ul>

# Community Need

## 2022 Summary

<p><b>Information Services</b></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 &amp; 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>	<p>reliability-centered design, operations, and maintenance</p> <ul style="list-style-type: none"> <li>• Corporate records and privacy management program administration including: policies, systems, processes, procedures, advice &amp; support for managing records, metadata and personal information according to legal, business/technical requirements and industry standards → Service level adjusted, see IBC 15f-1.3</li> <li>• Conduct records inventories &amp; appraisals and develop lifecycle management plan for all records to ensure timely and effective management</li> <li>• Process 180+ FOI requests annually and respond to complaints or matters involving the Office of the Privacy Commissioner, under FOIPPA → Service level adjusted, see IBC 15f-1.15</li> <li>• Conduct Privacy Impact Assessments (PIAs) and provide advice &amp; recommendations</li> <li>• Provide mandatory corporate training sessions for all staff</li> </ul>
<p><b>Legal Services</b></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"> <li>• Bylaw drafting and review, including supervision of outside counsel when required</li> <li>• Manage governance changes and advise on legislative and statutory interpretation</li> <li>• Manage policy development to ensure compliance with policy framework and modern principles of policy development</li> <li>• Staff training in procurement, policy, and contract and bylaw drafting</li> <li>• Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC</li> <li>• Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas</li> <li>• Report quarterly on contracts and procurement trends at the CRD</li> <li>• Draft, review and approve 800+ agreements per year, and respond to 1,500+ inquiries for legal advice → Service level adjusted, see IBC 15f-1.21</li> </ul>
<p><b>Legislative Services</b></p> <p>Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external</p>	<ul style="list-style-type: none"> <li>• Administrative and legislative support to the three CRD Boards, nine standing committees, and 70+ committees and commissions → Service level adjusted, see IBC 15f-1.23</li> </ul>

# Community Need

## 2022 Summary

<p>appointments, legislative requirements and processes, and elector approval processes.</p>	<ul style="list-style-type: none"> <li>• Publish agendas and record minutes for ~150 open and closed meetings annually for the three CRD Boards and nine standing committees</li> <li>• Facilitate 200+ delegations from residents and organizations who wish to speak at CRD Board or Committee meetings</li> <li>• Conduct elections and assent processes             <ul style="list-style-type: none"> <li>↳ Service level adjusted, see IBC 15d-2</li> </ul> </li> <li>• Process ~70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval</li> <li>• Coordinate 120+ appointments annually to CRD committees and commissions</li> <li>• Conduct training for commission members, meeting chairs, and staff on parliamentary procedure             <ul style="list-style-type: none"> <li>↳ Service level adjusted, see IBC 15d-1</li> </ul> </li> <li>• Annually review and distribute 1,100+ pieces of correspondence addressed to the CRD Board</li> </ul>
<p><b>Risk &amp; Insurance</b> 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"> <li>• Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis</li> <li>• 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</li> <li>• Oversee and maintain volunteer insurance program</li> <li>• Business Continuity Planning for all CRD services</li> <li>• Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel</li> <li>• Review contracts and agreements for risk and insurance considerations</li> </ul>
<p><b>Real Estate Services</b> 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"> <li>• Manage the real estate portfolio and property management services across the organization</li> <li>• 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</li> <li>• Co-ordinate the internal review and response to 3<sup>rd</sup> party referrals submitted to the CRD</li> <li>• Manage corporate land and land agreement data both</li> </ul>

# Community Need



## 2022 Summary

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

# Community Need

## 2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
15b-2.1	Asset Management	Development of asset management program and enterprise asset management system	2022	+3.4 FTE ongoing	\$448K requisition
15b-2.2	Grant Support	Corporate coordination of grant opportunities to maximize external grant revenue	2022	+0.5 FTE ongoing	\$56K requisition
15c-1.4	Human Resource Information System (HRIS)	Modernize our system & processes and provide timely, accurate and easily accessible HR information	2022	+2.0 FTE ongoing	\$589K reserve transfer + requisition
15c-1.5	Safety Management System	System to record, track and report on health & safety, risk and compliance program	2022	--	\$52K requisition
15d-1	Board Orientation & Strategic Plan 2023-2026	Orientation for Directors and identification of strategic priorities for next four years	2022	--	\$56K requisition
15d-2	Electoral Areas Elections*	Coordination of Director elections in the electoral areas	2022	--	\$40K requisition
15f-1.14	Digital Communications Governance & Support Services	Enhance systems, processes and staffing capacity to modernize communications practices	2022	+ 1.0 FTE ongoing	\$160K requisition, some in IT budget
15f-1.15	FOI & Privacy Role Conversion*	Staffing adjustment to address increase in service demand	2022	0.6 FTE converted	\$33K requisition
15f-1.16	Corporate Safety Resourcing*	Development, implementation and coordination of health & safety programs and initiatives	2022	1.0 FTE converted	\$169K allocation + requisition
15f-1.21	Associate Legal Counsel*	Staffing adjustment to address increase in service demand	2022	+1.0 FTE ongoing	\$179K requisition
15f-1.23	Legislative Services Support*	Staffing adjustment to address increase in service demand	2022	+1.0 FTE ongoing	\$93K requisition
15f-1.24	Executive Services Departmental Support*	Staffing adjustment to address increase in service demand	2022	1.0 FTE Converted	\$106K requisition
15f-1.3	Electronic Documents and Records	Modernization of corporate records management program framework	2022	+4.8 FTE ongoing	\$1.1M reserve transfer + requisition

# Community Need



## 2022 Summary

	Management System (EDRMS)				
15f-1.11	Corporate Security – Monitoring & Incident Response	24/7 monitoring, detection and cybersecurity incident response service	2022	--	\$80K requisition
15f-1.17	Corporate Accounting Standards	Standard compliance planning, implementation, monitoring and reporting	2022	+2.0 FTE ongoing	\$297K requisition
15f-1.18	Regional Orthophotography Data Acquisition Program	Cyclical photography data acquisition for the entire CRD region	2022	--	\$50K requisition

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

## Business Model

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

Reporting Structure
<ul style="list-style-type: none"> <li><a href="#">Governance Committee</a></li> <li><a href="#">Finance Committee</a></li> </ul>

# Community Need

## 2022 Summary

Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
<b>Metric 1: Organizational Transparency</b> Total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics	2.0 million	2.3 million	2.5 million
<b>Metric 2: Communication Reach</b> Percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/ social); data from CRD Corporate Communications	76%	76%	77%
<b>Metric 3: Workforce Engagement</b> (A) <b>Employee Turnover:</b> 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) <b>Unplanned Absenteeism:</b> Percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system	(A) 6.7% (B) 3.6%	(A) 7.2% (B) 3.2%	(A) 8.0% (B) 3.5%
<b>Metric 4: Board decision-making</b> Total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services	260	266	230
<b>Metric 5: Elector Approval Process</b> Total number of Alternative Approval Processes, Elector Assent Voting (Referendum) and Petitions for Electoral Areas services; data from CRD Legislative Services	1	8	6
<b>Metric 6: FOI and Privacy Program Compliance</b> Percentage of FOI requests which were answered within the legislated timeframe; data from Executive Information Services division	100%	100%	100%



### Discussion

#### Link to Target Outcome

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

#### Discussion

- **Metric 1:** In 2020, the CRD shifted its messaging and focus to supporting COVID-19 response priorities and maintaining operations. Website visits continued to grow but not at the same rate as previous years. This is likely due to limited public participation in some services (recreation programs and community events) due to COVID-19. In the Fall, the CRD invited website users to complete a standard questionnaire (SUPR-Q) that measures users' perceptions of a website. The score is calculated on a scale of 1-5, with 5 being the highest, averaged across each of four categories: usability (3.5) credibility (4.0) appearance (3.6) and loyalty (3.7). Overall, the SUPR-Q score is 3.7 and sets a baseline for future improvements.
- **Metric 3:** The health pandemic saw an increase in the frequency and duration of workplace absences as employees were required to stay at home and monitor when ill. Retirement rates decreased significantly in 2021 as a result of the health pandemic, notably in the second and third quarters of the year.
- **Metric 4:** The 2021 forecast is higher based on the trend being set during the first six months of 2021. The 2022 target is lower than previous years as the impact of COVID-19 related decisions are expected to decrease in addition to the General Local Elections happening in October, 2022.
- **Metric 5:** In 2019, there were three processes run. The 2021 forecast includes the AAPs for Regional Water Supply and JDF Water Distribution Loan Authorization Bylaws which occurs every five years. The 2022 Target is based on new projects and service changes that have already been identified. Electoral Approval Processes are time and resource intensive for a number of divisions including Legislative Services and Financial Services.

## 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, rent increase freeze).
- Significant increases in the costs of acquiring property for affordable housing projects.
- Increased project administration and oversight.
- Increase in funding available through various streams with considerable administrative demands and pressing timelines.
- Increase in competition for available funds in support of development.
- More units coming online impact on future staffing requirements.
- Increased complexity and number of funding applications required to support increased development costs.
- Increasingly specialized roles in support of service delivery and tight employment market for specific roles.
- Difficulty in staff recruitment.

### Services

Core Services Levels	
Service	Levels
<p><b>Housing Initiatives and Programs (HIP)</b> 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"> <li>• Support continued implementation of the Regional Housing Affordability Strategy and Southern Gulf Island Affordable Housing Strategy.</li> <li>• Review and process required Letters of Intent and proposals for the Regional Housing Trust Fund.</li> <li>• Renew and manage Greater Victoria Coalition to End Homelessness (GVCEH) and Aboriginal Coalition to End Homelessness Service Agreements.</li> <li>• Continue to manage the Reaching Home Program – Designated Funding Stream, Indigenous Funding Stream and COVID streams (if necessary) to support efforts to respond to homelessness in the region. ↳ Service level adjusted, see IBC 1a-10</li> <li>• Support the Government of Canada in its implementation of a sustained agreement to support the RHP Indigenous Communities stream.</li> <li>• Administer Housing Agreements.</li> </ul>
<p><b>Capital Region Housing Corporation (CRHC)</b> 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"> <li>• Operational management of units, adjusting service delivery needs as required.</li> <li>• Property management of 114 units for third party owners.</li> <li>• Asset management: building envelope remediation of Carey Lane.</li> <li>• Contract management of Umbrella Operating Agreement with BC Housing.</li> <li>• Development: progressing with construction of 2 CHF-funded redevelopment projects (Michigan and Caledonia), new CHF projects (2782 Spencer, Pandora) and RHFP projects (Hockley, Prosser).</li> </ul>
<p><b>Regional Housing First Program (RHFP)</b> A \$120m equity partnership the CRD, BC Housing Management Commission (BC Housing), Canada Mortgage and Housing Corporation (CMHC) and</p>	<ul style="list-style-type: none"> <li>• Issuing quarterly Request for Proposals to non-profit and private developers.</li> <li>• Acquiring, developing and building housing in accordance with the Regional Housing First</li> </ul>

# Community Need

## 2022 Summary

<p>Island Health in delivering the RHFP. There are currently ten projects totaling 1,011 units that have been approved under the RHFP.</p>	<p>Program Framework and, where appropriate, transitioning CRD owned housing to the CRHC for operations.</p> <ul style="list-style-type: none"> <li>↳ Service level adjusted, see IBC 1a-2</li> <li>• A CRD Alternative Approval Process has been approved to request authority for an additional \$10m CRD long-term borrowing for the RHFP.</li> </ul>
<p><b>Planning &amp; Development and Capital Construction</b> 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"> <li>• 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</li> <li>↳ Service level adjusted, see IBC 1a-3</li> <li>• Further the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible.</li> <li>• 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.</li> <li>• Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region.</li> <li>• 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.</li> </ul>
<p><b>Support Services</b> 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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services</li> </ul>

## 2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
1a-2	Housing Planning & CRHC Operations	Increase staffing complement in Regional Housing in response to increase in operational units	2022	+6.3 FTE ongoing	\$633K fee-for-service + requisition
1a-3	Construction and Capital Project Term Extensions	Extension of two project-funded positions to support housing development project delivery	2022	2.0 FTE Term extensions	\$197K capital, requisition
1a-10	Reaching Home	Creation of term positions to support effective delivery and administration of increasing program funds	2021-2024	+2.0 FTE Term	\$360K grant + requisition

## Business Model

Funding
<p><b>Who contributes</b></p> <ul style="list-style-type: none"> <li>All municipalities and EAs participate in some aspect of these services</li> <li>All local First Nations</li> <li>Non-profit housing and private housing providers</li> <li>BC Housing, CMHC, Employment and Social Development Canada</li> </ul> <p><b>Funding Sources</b></p> <ul style="list-style-type: none"> <li>Requisitions, operating agreements subsidies, fee-for-service (tenant rent and housing agreements) and grants</li> </ul>

Reporting Structure	
<ul style="list-style-type: none"> <li><a href="#">Capital Regional District Board</a></li> <li><a href="#">Capital Region Housing Corporation Board</a></li> <li><a href="#">Hospitals and Housing Committee Board</a></li> <li><a href="#">Regional Housing Trust Fund Commission</a></li> <li><a href="#">BC Housing Executive Committee</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Canadian Mortgage and Housing Corporation</a></li> <li><a href="#">Employment and Social Development Canada</a></li> <li>Tenant Advisory Committee</li> <li><a href="#">Regional Housing Advisory Committee</a></li> <li>District Planning Advisory Committee</li> </ul>

# Community Need



## 2022 Summary

Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p><b>Metric 1: Increase directly managed affordable housing for low to moderate income households to 2,000 units by 2022</b></p> <p>Total number of affordable units directly owned and managed by the CRHC; data from Regional Housing Division.</p>	1,773	1,893	2,002
<p><b>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</b></p> <p>Total number of approved RHFP units that are under construction or completed; data from Regional Housing Division.</p>	144	229	350
<p><b>Metric 3: Invest 2020-2024 \$11m (\$2.5m annually) in improving the current existing CRHC housing stock</b></p> <p>Total annual investment (\$m); data from CRHC Capital Budget.</p>	\$1.2M	\$2M	\$3M
<p><b>Metric 4: Ensure turnover of CRHC units is no greater than 30 days</b></p> <p>Average number of days to turnover a unit after it has been vacated; data from CRHC operations.</p>	48	43	30
<p><b>Metric 5: Decrease chronic homelessness</b></p> <p>TBC Point in Time metric; data from Point in Time Count &amp; Homeless Individuals and Families Information System (under development).</p>	TBC	TBC	TBC
<b>Discussion</b>			

## 2022 Summary

### Link to Target Outcome

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

### Discussion

- Metric 3: spending below target due to impacts of COVID-19 and the inability to undertake certain activities due to restrictions. This is anticipated to continue to impact 2022 operations.
- Metric 4: unit turnover increased due to impacts of COVID-19 and the inability to show units with existing tenancies, having to have contractors staggered, and the booking of move in times to allow for cleaning and elevator use.
- Metric 5: community-level work continued around a Homelessness Management Information System (HMIS) with a completion target of 2023 as per the Reaching Home Contribution Agreement.

## Arts & Culture

### Strategy

#### Target Outcome

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

#### Strategic Context

##### Strategies

- [Arts Development Service Strategic Plan](#)

##### Trends, risks and issues

- Municipal investment in the arts recognizes the contribution that arts organizations make to the quality of life and the economic benefits that accrue to the region through the activities of funded organizations.
- Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to provide support. In 2021, the CRD Arts and Culture funding programs supported 84 organizations that provided programming that supported a wide range of artistic activity by local and regional artists.
- Restrictions on public gatherings due to COVID19 has created significant instability in the arts sector. Some artistic fields of practice, such as performing arts and festivals, have been especially hard-hit. The pace of reopening has been slow and uneven. There have been many outdoor cultural events and some limited indoor events in the second half 2021, but questions remain about the hesitancy of audiences to return to full capacity indoor gatherings.
- Many arts and cultural organizations have also demonstrated tremendous resilience, adaptability, and innovation throughout the pandemic with 84.3% of surveyed Operating and Project Grant recipients developing alternative programming as of February 2021, relying heavily on digital formats such as live-streaming and virtual gatherings.



## Services

Core Services Levels	
Service	Levels
<p><b>Arts &amp; Culture Support Service</b> 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"> <li>• Deliver 5 granting programs: Operating Grants, Project Grants, IDEA (Innovate, Develop, Experiment, Access) Grants, Equity Grants, and Incubator Grants.</li> <li>• Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs.</li> <li>• Provide support to Arts Commission by maintaining accountable processes for allocation of program budgets.</li> <li>• Respond to inquiries on funding (CRD and other sources) within five days.</li> <li>• Collect data about trends and impact of arts and culture for internal use and for dissemination to arts communities.</li> <li>• Manage publically available online database of regional public art.</li> <li>• Connect and facilitate dialogue within the regional arts community and with CRD through biennial summit, social media presence, e-newsletter, and funding application workshops.</li> </ul>
<p><b>The McPherson Playhouse Service</b> Contribution agreement for the municipal support of the theatre.</p>	<ul style="list-style-type: none"> <li>• Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre</li> </ul>
<p><b>The Royal Theatre Service</b> Contribution agreement for the municipal support of the theatre.</p>	<ul style="list-style-type: none"> <li>• Provides capital and operating support for pleasure, recreation and community uses related to the Royal Theatre.</li> </ul>
<p><b>Support Services</b> 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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

## Initiatives

No new initiatives proposed for 2022

## Business Model

### Funding

#### Who contributes

- **Arts & Culture Support Service:** Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Metchosin, Highlands, Sooke, and Southern Gulf Islands.
- **The McPherson Playhouse Service:** Victoria
- **The Royal Theatre Service:** Saanich, Victoria, Oak Bay
- **Support Services:** varies per service

#### Funding Sources

- Requisitions

### Reporting Structure

- [Arts & Culture Support Service: Arts Commission](#)
- Theatres: Royal and McPherson Theatres Services Advisory Committee

### Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
<b>Metric 1: Social contributions</b>			
(A) total number of events and workshops funded by CRD	(A) 3,377	(A) 3,400	(A) 3,500
(B) total attendees at CRD-funded arts events	(B) 472K+	(B) 472K+	(B) 644K
(C) total number of grants distributed	(C) 89	(C) 84	(C) 90
Data from 2020 Arts & Culture Progress Report			
<b>Metric 2: Economic contributions</b>			
(D) total funding (\$M) invested (via CRD grants) in grant recipients	(D) \$2.49M	(D) \$2.55M	(D) \$2.6M
(E) total revenue (\$M) generated	(E) \$19.7M	(E) \$22M	(E) \$25M
Data from 2020 Arts & Culture Progress Report			

## Link to Target Outcome

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

## Discussion

All metrics for 2020 have been adversely impacted by COVID-19. Specifically, provincial restrictions on events and gatherings, as well as limited capacity at art galleries, meant that arts programming could not be produced or delivered by organizations in the way that it was originally planned. Arts organizations adapted in many ways, providing digital options, through livestreaming or other online platforms.

### Metric 1 – Social Contributions

- (A) The number of events and workshops rose, due to the adaptation of arts organizations in moving activities and programming online.
- (B) In-person attendance of arts and culture events was severely restricted during the pandemic; however, online attendance increased substantially as many new digital arts programming options were launched. 2021 is expected to be a transitional year with in-person attendance continuing to recover in 2022.
- (C) In 2021, there were fewer applicants to project-based grant programs, due to increased uncertainty from the COVID-19 pandemic and accompanying health protocols. These conditions made project planning more difficult. We expect a growing demand for these grants in 2022 as the pandemic situation stabilizes.

### Metric 2 – Economic Contributions

- (D) Total arts grant funding has remained consistent throughout the pandemic, with increases from the federal government in 2020.
- (E) Total revenues of operating grant recipients dropped 22% in 2020 from 2019 levels (\$25.5M), largely due to the restrictions on in-person events resulting in lower earned revenues. Digital programming, while well-attended, proved difficult to monetize. In 2021 and 2022, as event and gathering restrictions are lifted, it is expected that revenues will show recovery.

# Climate Action & Adaptation

## Strategy

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

Strategic Context
<p><b>Strategies</b></p> <ul style="list-style-type: none"><li>• <a href="#">Corporate Climate Action Strategy</a></li><li>• <a href="#">Regional Climate Action Strategy</a></li><li>• <a href="#">Regional Growth Strategy</a></li><li>• <a href="#">Regional Water Supply Strategic Plan</a></li><li>• <a href="#">Special Task Force on First Nations Relations</a></li><li>• <a href="#">Statement of Reconciliation</a></li><li>• <a href="#">Solid Waste Management Plan</a></li></ul>
<p><b>Trends, risks and issues</b></p> <ul style="list-style-type: none"><li>• Climate is changing, which will result in various regional impacts to human health, water supply and demand, rainwater and coastal storm management, transportation networks, ecosystems and species, buildings, infrastructure and energy systems, tourism and recreation, and food and agriculture</li><li>• 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.</li><li>• The Board has declared a Climate Emergency in February 2019 and tasked staff with developing a comprehensive response. The revised Climate Action Strategy, presented to the Environmental Services Committee in September, aligns corporate and regional actions with senior levels of government and local government coordination to meet climate action targets over the next five years. To support the Climate Action Strategy, service levels are proposed to be adjusted through the new initiatives and focused in key areas (EV charging, residential retrofit) along with corporate energy management.</li><li>• There was a 1% reduction in the overall regional greenhouse gas emissions (GHG) reductions between 2007 and 2018, equivalent to 14% reduction per capita. CRD will not achieve 2020 GHG reduction targets. Population growth and concurrent economic growth will continue to add emissions as the region transitions to a reduced dependence on fossil fuels.</li><li>• There was a 6% increase in corporate GHG reductions between 2007 and 2020. CRD did not achieve the 2020 GHG reduction target of 33% reduction from 2007. With the onboarding of the McLoughlin Point Wastewater Treatment Plant, the CRD will need to continue to sustain efforts and investment in GHG reduction initiatives to achieve future targets.</li></ul>

## Services

Core Services Levels	
Service	Levels
<p><b>Community Climate Action</b></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"> <li>• Advance regional and climate mitigation and adaptation goals.</li> <li>• Lead regional-scale community initiatives and research activities. Pursue grants for regional programming.</li> <li>• Facilitate regional coordination, knowledge sharing, capacity building and advocacy.               <ul style="list-style-type: none"> <li>↳ Service level adjusted, see IBCs 5a-1.2—6; note that the current service is constrained by max. requisition so bylaw amendment required</li> </ul> </li> </ul>
<p><b>Corporate Climate Action</b></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"> <li>• Development of corporate climate action policy related to corporate fleet, buildings and other capital projects.               <ul style="list-style-type: none"> <li>↳ Service level adjusted, see IBCs 5a-1.5—6</li> </ul> </li> <li>• Develop and monitor corporate climate action plans and strategies.</li> <li>• Complete annual reporting.</li> </ul>
<p><b>Support Services</b></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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

## Initiatives

*The costs highlighted in this table are annualized programming costs which include costs associated with staffing, contracting and grants for distribution.*

Ref	Initiative	Description	Year(s)	2022 impacts	
5a-1.2	Community Energy Specialist	Convert existing position to maintain existing service level for partners	2022+	1.0 FTE converted	\$135K requisition, + grants
5a-1.3	Regional Building Energy Retrofit Program	Development, administration and implementation of a retrofit program	2022-2026	+0.5 FTE Term	\$603K requisition, + grants
5a-1.4	Public EV Coordinator	Implementation of the Capital Region EV Roadmap to increase EV adoption	2022-2025	+0.5 FTE Term	\$247K requisition, + grants
5a-1.5	Corporate Climate Action Reserve Fund increase	Increase funding to make up for loss of grant funding	2022+	-	\$65K requisition (from Leg and Gen)
5a-1.6	Corporate Energy Key Project Manager	Create new role to coordinate organization-wide approach to energy management in buildings, fleet and infrastructure	2022+	+1.0 FTE ongoing	\$142K requisition (from Leg and Gen)

## Business Model

### Funding

#### Who contributes

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

#### Funding Sources

- Requisitions and grants

### Reporting Structure

- [Environmental Services Committee](#)

## Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p><b>Metric 1: Community GHG Emissions – target to decrease community GHG emissions by 33% from 2007 levels by 2020 and 61% by 2038.</b></p> <p>Tonnes of CO<sub>2</sub> emissions generated by community activities; data from Regional GHG Inventory Study (Stantec, 2020)</p>	TBC Fall 2021	TBC Fall 2021	Status quo
<p><b>Metric 2: Corporate GHG Emissions – target to decrease corporate GHG emissions by 33% from 2007 levels by 2020.</b></p> <p>Tonnes of CO<sub>2</sub> emissions generated by CRD operations; data from CRD 2019 Climate Action Annual Report *McLoughlin WWTP</p>	2,510 tCO <sub>2</sub> e (10% reduction from 2007)	2,700*	TBC Fall 2021

### Discussion

#### Link to Target Outcome

The metrics included provide community and corporate GHG reduction results.

#### Discussion

- Metric 1: Includes emissions sources such as stationary energy, transportation, waste, industrial process and product use, agriculture, forestry and other land use.
- Metric 2: Target to decrease tonnes of CO<sub>2</sub>e Corporate GHG emissions by 45% from 2007 levels by 2030. The 2030 target will be confirmed in the renewed Climate Action Strategy (fall 2021).

## Electoral Areas

### Strategy

#### Overview

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

Since its inception, the CRD has established many different 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.
- Economic strategic development:
  - Strengthen sustainable economic development in the SGI and SSI electoral areas: Support business recovery, broaden shoulder season tourism, transportation, food security and agriculture, housing, demographic and economic diversity, business efficiency, improve island business cores, and build economic support through coordination, communication, and advocacy.
  - Establish Shared Business Services entity as a single point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; negotiate favourable rates for services.
- 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

- **Recreation:** programs and services have been impacted by COVID-19 restrictions. Program cancellations, reduced admissions and market restrictions have affected service budgets. However, the easing of restrictions in 2021 means staff are working towards expanding service offering and programs for registered and drop-in activities, facility and park use bookings.



- **Economic development:** following years of advocacy, the three CRD EAs are now eligible for Island Coastal Economic Trust (ICET) funding. ICET is an independent regional development corporation designed to stimulate economic growth and job creation in rural communities.
- **Local businesses:** support the community 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.
- **Rural island culture:** protect and sustain through housing strategies and by facilitating ways to implement effective and sustainable year-round tourism destination management practices.
- **Transportation:** work towards addressing local needs by optimizing integrated transportation opportunities by coordinating with BC ferries and others, and advance service establishment in the SGI EA.
- **High-speed internet:** stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- **Water & wastewater:** prioritized capital project improvements to water and sewer systems in the EAs.

## Services

Core Services Levels	
Service	Levels
SGI Administration	
<b>SGI Community Parks &amp; Recreation</b> New park development, maintenance, planning, and archaeology for Saturna Island, Pender Island, Galiano Island and Mayne Island.	<ul style="list-style-type: none"> <li>• Commissions have administrative powers and deliver parks service and recreation programming through an incredible volunteer effort. Staff oversee contract management, procurement and fiscal accountability, and regulatory compliance.</li> <li>• Programme of work for 2021 focused in particular on implementation of the CRD Archaeological Policy and relationship building with WŞÁNEĆ Leadership Council.</li> </ul>
<b>SGI Economic Sustainability</b> Preserving and strengthening existing business, attracting new business and coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI.	<ul style="list-style-type: none"> <li>• Staff support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI.</li> <li>• Programme of work for 2021 included continuing the development and implementation of the Broadband Connectivity Project, initiating service feasibility planning for an integrated transportation service, drafting an SGI Community Affordable Housing Strategy, and supporting the Economic Coordination for COVID-19 recovery and response.               <ul style="list-style-type: none"> <li>➔ Service level adjusted, see IBCs 2e-3 SGI Transportation Service Establishment and 4a-1 SGI – Connect Internet Service Establishment</li> </ul> </li> <li>• The Commission has initiated a food and agriculture study,</li> </ul>

	resourced by a combination of grants and in-kind resources.
<p><b>General Government</b> Legislative and general government administration, including Management of internal and external grants-in-aid for SGI.</p>	<ul style="list-style-type: none"> <li>• The SGI EA Director supports the disbursement of grant funding to SGI community groups every year. Staff administer the program and ensure the money is distributed equitably to each island.</li> <li>• Community Works Funds in the amount of \$202,564 were distributed to support SGI infrastructure projects.</li> <li>• There has also been \$79,167 in Grants in Aid and \$37,000 in COVID-19 Safe Restart grants disbursed to the community.</li> </ul>
<p><b>Accountability</b> Community engagement, inter-agency and regional coordination, political support.</p>	<ul style="list-style-type: none"> <li>• SGI Liaison program – local team of islanders to support the SGI work program and facilitate community engagement with the CRD more generally.</li> </ul>
<p><b>Other SGI-wide and local services</b></p>	<ul style="list-style-type: none"> <li>• Libraries</li> <li>• Harbours &amp; Docks (11 docks and harbours)</li> <li>• Hospital District (construction of health facility and debt service of capital project and equipment)</li> <li>• Local utilities (small water and sewer utilities including: systems operations and maintenance, emergency response/system failure, infrastructure planning, capital project delivery &amp; works, engineering services; for more detail refer to the Water Community Need Summary)</li> </ul>
<b>SSI Administration</b>	
<p><b>SSI Administration</b> Responsible for the administration and management of the SSI Commissions and services.</p>	<ul style="list-style-type: none"> <li>• Planning, organizing, and delivering services for SSI and support to the EA Director through various service Commissions and Committees.</li> <li>• Implement the economic strategic development plan in areas of tourism, agriculture and food, and build economic support through communication and advocacy, economic diversification, business support, and enhancement and beautification of Ganges and Fulford villages.</li> </ul>

<p><b>SSI Parks &amp; Recreation</b> Acquire, develop, operate and maintain community parks, and to provide recreational programs within the EA.</p>	<ul style="list-style-type: none"> <li>• Develop and maintain community trails, beach accesses, active and passive parks, community recreation, aquatic centre, child care centre, and Salt Spring Island Saturday Market.</li> <li>• ↪ Service level adjusted, see IBC 6c-1.3 SSI Crime Prevention in Community Parks and 13a-1.3 SSI Community Centre.</li> <li>• SSI Aquatic Centre is open 49 weeks a year, 7 days/week offering a service level of 71 hours/week. ↪ Service level adjusted: following the COVID-19 shutdown in March 2020, the centre has moved from limited hours (5 days/week) to 6 days/week in January 2021 and will return to 7 days/week in September 2021, with a reduced service level. Staff are not anticipating returning to a service level of 71 hours/week until January 2022 due to budget constraints in 2021.</li> </ul>
<p><b>SSI Transportation &amp; Docks</b> Local transit service, pathways and Fernwood Dock</p>	<ul style="list-style-type: none"> <li>• Develop active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety).</li> <li>• Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation, Island’s Trust, BC Ferries, BC Transit).</li> <li>• 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.</li> <li>• Manage and operate Fernwood Dock facility.</li> </ul>
<p><b>SSI Water and Sewer Service</b> Water, septage &amp; Environmental Monitoring</p>	<ul style="list-style-type: none"> <li>• Manage eight local water and sewer service areas, and Liquid Waste Management Commission in collaboration with other CRD divisions.</li> <li>• Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste.</li> <li>• Manage stormwater quality and provide for a monitoring service.</li> </ul>
<p><b>SSI Library &amp; Arts Community</b></p>	<ul style="list-style-type: none"> <li>• Facility maintenance of the Salt Spring Island Library</li> <li>• Support contribution services and use agreements for ArtSpring and Salt Spring Island Library services.</li> </ul>
<p><b>General Government and other SSI-wide and local services</b> Regional and local government administration, local engineering service, grants-in-aid and economic development</p>	<ul style="list-style-type: none"> <li>• Hospital District (Construction of health facility and debt serving of capital project and equipment)</li> <li>• Solid waste disposal and recycling</li> </ul>

JdF	
<p><b>JdF Community Planning</b>            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"> <li>• 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.</li> <li>• Review all building permit applications for compliance with land use regulations.</li> <li>• Provide land use information in response to inquiries from the public, developers, realtors, and consultants.</li> <li>• Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation.</li> <li>• Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection.</li> <li>• Provide administrative and technical support to the JdF Land Use Committee and advisory commissions.</li> </ul>
<p><b>JdF Community Parks &amp; Recreation</b>            The JdF EA Parks &amp; 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"> <li>• 8.1km of trails</li> <li>• 23 park facilities</li> <li>• Two baseball fields and two tennis courts</li> <li>• Two playgrounds</li> </ul> <p>Administration of:</p> <ul style="list-style-type: none"> <li>• 4 stewardship programs and 65 volunteers</li> <li>• 6 recreation program contracts and events</li> <li>• Operating costs of Port Renfrew Community Centre through revenue</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>• SEAPARC Recreation Centre and pool (for more detail see Recreation Community Need Summary)</li> <li>• Sooke Regional Museum</li> </ul>
<p><b>General Government and other JdF-wide and local services</b></p>	<ul style="list-style-type: none"> <li>• Water, sewer and solid waste services (for more detail see Water, Wastewater and Landfill &amp; Recycling Community Need Summaries)</li> <li>• Environment (Millstream Remediation and Climate Actions and Adaptation)</li> <li>• Hospital (construction of health facility and debt serving of capital project and equipment)</li> </ul>
Combined Services	
Planning & Protective Services	
<p><b>Building Inspection</b></p>	<ul style="list-style-type: none"> <li>• Provide information on the building permit process, BC Building Code requirements and approved construction</li> </ul>

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>practices.</p> <ul style="list-style-type: none"> <li>• Provide building permit and file information and respond to Freedom of Information requests.</li> <li>• → <b>Service level adjusted, see IBC 11c-2 Building Inspection Information Service.</b></li> <li>• Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances.</li> <li>• Provide between 6,000 and 8,000 building inspection services per year.</li> <li>• Review all building permit applications for compliance with all applicable regulations.</li> <li>• Manage property files and enforcement, as needed.</li> </ul>
<b>EA Fire Protection</b>	<ul style="list-style-type: none"> <li>• Operational management of fire dispatch for the three EAs.</li> <li>• Oversight and support of and to Fire and Rescue Commissions and services.</li> </ul>
<b>EA Emergency Coordination</b> Oversight and administration of the EA Emergency Programs.	<ul style="list-style-type: none"> <li>• Oversee and coordinate emergency planning and response by the EA Emergency Programs.</li> </ul>
<b>EA Emergency Program and Search and Rescue (SAR)</b> 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"> <li>• Program oversight for the Juan de Fuca SAR service</li> <li>• Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs</li> </ul>
<b>Bylaw Services and Animal Care Services</b> Operational management of bylaw enforcement and animal control.	<ul style="list-style-type: none"> <li>• Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests.</li> </ul>
<b>Support Services</b>	
<b>Support Services</b> 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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
2e-3	SGL Transportation Service Establishment	Deliver a transportation service establishment bylaw for SGI and seek electoral assent (Oct 2022)	2022	--	\$15K requisition

4a-1	SGI Connect – Internet Service Establishment	Broadband connectivity service establishment bylaw for SGI and possibly seek electoral assent (Oct 2022)	2022	--	\$20K requisition
6c-1.3	SSI Crime Prevention in Community Parks	Increase bylaw patrol hours to deter crime and antisocial behaviour in SSI Community Parks	2022	--	\$10K requisition
11c-2	Building Inspection Information Service	Staffing adjustment to address increasing demand for information services	2022	+0.5 FTE ongoing	\$47K requisition
13a-1.5	SSI Community Centre	Maintenance of SSI Community Centre (formerly SSI Island Middle School)	2022	+0.9 FTE ongoing	\$148K requisition, fee for service

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

## Business Model

Funding
<p><b>Who contributes</b></p> <ul style="list-style-type: none"> <li>• <b>Building Inspection Service:</b> All EAs</li> <li>• <b>JdF Community Planning Services:</b> JdF EA</li> <li>• <b>SSI Administration Services:</b> SSI EA</li> <li>• <b>SGI Administration Services:</b> SGI EA</li> <li>• <b>Other Services, including Support Services:</b> varies by service</li> </ul> <p><b>Funding Sources</b></p> <ul style="list-style-type: none"> <li>• Requisitions, grants and fee-for-service (e.g. retail water rate)</li> </ul>

Reporting Structure
<p><u><a href="#">Electoral Area Committee</a></u></p> <p>Various <u><a href="#">Local Service Areas Commissions</a></u> including:</p> <ul style="list-style-type: none"> <li>• <b>Fire Protection and Emergency Response</b> (East Sooke, North Galiano, Otter Point, Port Renfrew, Shirley, and Willis Point)</li> <li>• <b>Parks and Recreation</b> (Galiano Islands, JdF EA, Mayne Island, Pender Islands, SSI EA, Saturna Island and Sooke and EA)</li> <li>• <b>Water Services</b> (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)</li> <li>• <u><a href="#">Emergency Management Committee</a></u></li> <li>• <u><a href="#">Planning and Protective Services Committee</a></u></li> <li>• <u><a href="#">Transportation Committee</a></u></li> </ul>

## Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p><b>Metric 1: EA Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services</b></p> <p>Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports</p>	0	9	9
<p><b>Metric 2: Building permits in all three EAs</b></p> <p>Total number of permits issued annually; data from CRD Tempest application database</p>	873	880	880*
<p><b>Metric 3: Development application levels in the JdF EA</b></p> <p>Total number of development applications received annually; data from CRD Tempest application database</p>	48	70	55*
<p><b><i>Future Metric 4: Island businesses participating in Shared Business Services</i></b></p> <p>Number of island businesses registered with Shared Business Services; data from SSI Administration division</p>			
<p><b><i>Future Metric 5: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community</i></b></p> <p>Total value of investment made by ISPs to connect the SGI community to high-speed internet; data from SGI Administration division</p>			

### Discussion

#### Discussion

- Metric 1: A review of EA Fire Services determined that none of the departments were able to sustain compliance levels with the OFC Playbook and WSBC requirements. A Fire Coordinator position was contracted to support these services to achieve compliance.
- Metric 2: the number of permits issued to the end of the second quarter for 2021 is 432. It is anticipated that 2021 permit numbers will be similar to that of 2020.
- Metric 3: JdF Planning now anticipates receiving 70 applications in 2021, but reported a target in 2020 of 55. The Capital Region is currently experiencing an increase in development activity.

## 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
<p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Special Task Force on First Nations Relations</a></li> <li>• <a href="#">Statement of Reconciliation</a></li> <li>• <a href="#">Regional Climate Action Strategy</a></li> <li>• <a href="#">Regional Food &amp; Agricultural Strategy</a></li> <li>• <a href="#">Regional Growth Strategy</a></li> <li>• <a href="#">Regional Housing Affordability Strategy</a></li> <li>• <a href="#">Regional Parks Strategic Plan</a></li> <li>• <a href="#">Regional Water Supply Strategic Plan</a></li> <li>• <a href="#">Organizational Development Plan</a></li> <li>• <a href="#">Corporate Asset Management Strategy</a></li> </ul> <p><b>Trends, risks and issues</b></p> <ul style="list-style-type: none"> <li>• Increasing interest in collaborative process on plans and projects between various First Nations and the CRD.</li> <li>• Moving toward more inclusive governance. First Nations Members invited to participate in certain standing committees, in accordance with the CRD Board Procedures Bylaw, where the Nation has an interest in matters being considered creating opportunities for shared decision-making on committees.</li> <li>• Increased desire to include Indigenous cultural knowledge and practice within corporate processes.</li> <li>• First Nations increasingly identifying economic reconciliation as an area of interest.</li> <li>• Ongoing risks related to undertaking land-altering works</li> <li>• 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.</li> <li>• Unclear how the ongoing implementation of the <i>Declaration on the Rights of Indigenous Peoples Act</i> will impact the delivery of region, sub-regional and local services by the CRD.</li> <li>• Heightened scrutiny on how CRD Board and staff are translating reconciliation commitments into meaningful action, in the context of societal shifts towards increasing diversity, equity and inclusion.</li> <li>• Ongoing treaty negotiations between First Nations and the provincial and federal government increasingly touch on items that intersect with CRD services/interests.</li> <li>• With the conclusion of the Core Area Wastewater Project, the resources available through that project supporting capacity with Songhees and Esquimalt ended in March 2021 and with the WSANEC</li> </ul>



## 2022 Summary

Leadership Council will end in Dec 2021, and this will impact the CRD’s ability to dialogue with these Nations on a range of matters.

## Services

Core Services Levels	
Service	Levels
<p><b>Leadership Vision</b> 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"> <li>• Advance inclusive governance across CRD</li> <li>• Identify opportunities for gatherings or events</li> <li>• Provide updates to committee on the progress of various items related to Board Priority</li> <li>• Support implementation of First Nations component of the Board Remuneration and Travel Reimbursement policy                             <ul style="list-style-type: none"> <li>↳ Service level adjusted (absorbed), increase in support for First Nations participation at committee meetings &amp; to support Board intercultural skills training</li> </ul> </li> </ul>
<p><b>Internal Departmental Support</b> 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"> <li>• Develop and implement training on protection and conservation of heritage sites                             <ul style="list-style-type: none"> <li>↳ Service level adjusted, see IBC 3a-3</li> </ul> </li> <li>• Provide support to CRD division looking to engage First Nations on activities and initiatives</li> <li>• Develop Cultural Confidence Program and Indigenous Internship Leadership Program                             <ul style="list-style-type: none"> <li>↳ Service level adjusted (absorbed), lead implementation of steps to increase Indigenous employment (Indigenous internship program)</li> </ul> </li> <li>• Arrange materials and facilitate First Nations liaison meetings</li> <li>• Manage the CRD’s Standing Offer List for Archaeological Services</li> <li>• Participate in and/or negotiate various agreements with First Nations                             <ul style="list-style-type: none"> <li>↳ Service level adjusted (absorbed), end of CRD-funded liaison position will increase divisional support required</li> </ul> </li> </ul>
<p><b>Emergent Issues &amp; Opportunities</b> Explore, develop, and action areas of common interest with First Nations through seeking Board direction while</p>	<ul style="list-style-type: none"> <li>• Respond to and work to help coordinate activities related to correspondence from First Nations</li> <li>• Participate in Treaty and Reconciliation Agreement processes</li> <li>• Liaise with provincial and/or federal staff to discuss items and areas of opportunity</li> </ul>

# Community Need

## 2022 Summary

<p>working closely with First Nations and affected CRD Divisions.</p>	<ul style="list-style-type: none"> <li>• Support the development of an Indigenous Economic Development Partnership Model including First Nations Economic Opportunity Portal and updates to Procurement Policy</li> <li>• Support a review of First Nations' water rates</li> <li>• Develop a First Nations Initiative Endorsement Policy</li> </ul>
<p><b>External First Nations Support</b> 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"> <li>• Maintain visibility and presence in First Nations' communities</li> <li>• Draft materials and summarize documents for First Nations</li> <li>• Host and/or attend meeting with First Nations to share information on activities and processes</li> <li>• Listen to and work to understand the interests and activities of First Nations</li> </ul> <p>→ Service level adjusted, see IBC 3a-3 and 3a-5</p>
<p><b>Support Services</b> 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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
3a-3	Protection & Conservation of Heritage Sites Policy Implementation	In-house archeologist to support of policy implementation & next steps	2022	+1.0 FTE* ongoing	\$125K requisition
3a-5	Reconciliation Action Plan	Develop action plan in consultation with senior Managers and First Nations to determine appropriate areas of priority	2022	--	\$45K reserve transfer

\* Also includes minor support service adjustment, see Appendix B CRD Staffing Overview for more detail

## 2022 Summary

### Business Model

Funding
<p><b>Who contributes</b></p> <ul style="list-style-type: none"> <li>• All 13 municipalities</li> <li>• Three Electoral Areas</li> <li>• Support Services: varies per service</li> </ul> <p><b>Funding Sources</b></p> <ul style="list-style-type: none"> <li>• Requisition</li> </ul>

Reporting Structure
<ul style="list-style-type: none"> <li>• <a href="#">First Nations Relations Committee</a></li> </ul>

Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p><b>Metric 1: Self-Determination – increase in First Nations Participation in CRD decision-making processes</b> Total number of decision-making tables with First Nation voting representation; data from meeting committee, commission minutes.</p>	2	8	9
<p><b>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</b> Total number of active agreements/partnerships with First Nations; data from partnership index</p>	11	13	14
<p><b>Metric 3: Relationship with the Land and Water – increase in the number of collaborations related to taking care of the land</b> Total number of active agreements/partnerships with First Nations; data from partnership index</p>	5	6	8

# Community Need

## 2022 Summary

### 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

N/A

# Health Facilities

## Strategy

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

Strategic Context
<p><b>Strategies</b></p> <ul style="list-style-type: none"><li>• <a href="#">Regional Housing Affordability Strategy</a></li><li>• <a href="#">Regional Growth Strategy</a></li></ul> <p><b>Trends, risks and issues</b></p> <ul style="list-style-type: none"><li>• The CRHD has begun the community engagement, demolition, and planning for the redevelopment of Oak Bay Lodge. This is a high priority project in the Capital Region.</li><li>• A land acquisition is underway at Royal Bay for the development of a future designated Health facility in partnership with Island Health. This is an exciting upcoming initiative and the planning work is underway in partnership with Island Health.</li><li>• There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment throughout the capital region.</li><li>• 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:<ul style="list-style-type: none"><li>○ The Board has identified a need to explore designated health facilities in Sooke, on the Saanich Peninsula, or in the Westshore.</li><li>○ 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.</li></ul></li><li>• 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.</li></ul>

## Services

Core Services Levels	
Service	Levels
<p><b>Capital Regional Hospital District (CRHD)</b> 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"> <li>• Acute care facilities planning</li> <li>• Strategic property acquisition and planning of property development</li> <li>• Research, analyze and coordinate with VIHA in preparation of the CRHD’s 10-Year Capital Plan and individual project capital funding requests</li> <li>• 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</li> </ul>
<p><b>Community Health</b> 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"> <li>• Enact and enforce public health bylaws</li> <li>• 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</li> </ul> <p><u>Community Health:</u></p> <ul style="list-style-type: none"> <li>• Healthy communities planning through data and analytics, including coordination of Regional Outcomes Monitoring (ROM) Collaborative</li> <li>• Capacity-building and public engagement through consultation, coordination, liaison, hosting of forums and workshops, and provision of tools and resources as needed</li> </ul>
<p><b>Support Services</b> 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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services</li> </ul>

## Initiatives

No new initiatives proposed for 2022

## Business Model

### Funding

#### Who contributes

- **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

#### Funding Sources

- Capital projects, requisition (CRHD and CRD)

### Reporting Structure

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

## Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p><b>Metric 1: Meet the annual contribution of health infrastructure to minor capital projects and equipment.</b></p> <p>Projects with total value 100K&lt;\$2.0M (breakdown: Projects \$3.75M; Equipment \$2.955M). 2022 data is from Schedule B of 2022 Provisional Capital Expenditures (approved by Board March 24, 2021)</p>	\$6.7M	\$6.7M	\$6.7M
<p><b>Metric 2: Meet the annual contribution of health infrastructure to major capital projects.</b></p> <p>Projects with total value &gt;\$2.0M. Data from Schedule B of 2020 Capital Expenditures (approved by Board March 18, 2020)2021 Amended Capital Plan (approved by Board March 24, 2021)</p>	\$10.7M	\$28.3M	\$14.7M

### 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.

#### Discussion

- 2020 actuals were less than target due to deferral of a land acquisition.



## Landfill & Recycling

### Strategy

#### Target Outcome

We envision minimizing waste disposal and maximizing waste diversion

#### Strategic Context

##### Strategies

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

##### Trends, risks and issues

- Hartland public drop-off area continues to experience increased customer volumes, likely resulting from strong housing market activity and COVID-related waste disposal trends. Increased WorkSafe BC 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.
- The new Solid Waste Management Plan (SWMP) was endorsed by CRD Board in May 2021 and submitted to the Province shortly thereafter. Though it approved the SWMP, the Board expressed a desire in its deliberations to achieve waste reduction levels greater than the targets it laid out in it.
- The ongoing efforts to engage with local communities regarding the 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><b>Diversion Services</b> 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"> <li>• Planning &amp; policy development activities include the SWMP and the administration of 49 contracts and agreements and Compost Facilities Bylaw</li> <li>• 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</li> </ul>
<p><b>Landfilling Services</b> 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"> <li>• Administration of five contracts and agreements</li> <li>• Residential service at bin area (9am-6pm weekdays, 9am-2pm Saturdays)</li> <li>• Commercial service at active face (7am-5pm weekdays, 9am-2pm Saturdays)</li> </ul>
<p><b>Resource Recovery Services</b> 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"> <li>• Electricity generation using landfill gas generates enough electricity to power 1,600 homes</li> </ul>
<p><b>Hartland Environmental Programs</b> Monitoring, assessment and technical reporting to support regulatory compliance and contaminant reduction at Hartland Landfill</p>	<ul style="list-style-type: none"> <li>• Regulatory compliance monitoring of surface water, groundwater, landfill gas and leachate</li> </ul>
<p><b>Support Services</b> 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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
9a-1.2	Solid Waste Initiatives Coordinator	Deployment of planned waste diversion initiatives from the SWMP	2021	+1.0 FTE ongoing	\$119K fee-for-service + requisition
9b-2.1	Communications Assistant	Support for SWMP for education and outreach related to waste diversion initiatives	2021	+0.4 FTE ongoing	\$35K fee-for-service
9d-1	Landfill Maintenance Worker	Staffing increase to address ongoing site maintenance needs	2021	+1.0 FTE ongoing	\$99K operating budget + requisition

## Business Model

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

Reporting Structure
<ul style="list-style-type: none"> <li>• <a href="#">Environmental Services Committee</a></li> <li>• Project based reporting for Environmental Engineering: Parks Committee, Electoral Areas Committee, Recreations</li> </ul>

## Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p><b>Metric 1: Solid waste disposal target rate of 350 kg/person per year by 2020</b></p> <p>Annual kilos of solid waste per capita; calculation based on provincial Municipal Solid Waste methodology</p>	395	400	380
<p><b>Metric 2: Capture 75% of landfill gas at Hartland landfill</b></p> <p>Percentage of landfill gas captured at Hartland Landfill; data from CRD staff measurement and calculation</p>	67%	70%	75%
<p><b>Metric 3: Waste compaction rate at Hartland Landfill of 850 kg/m<sup>3</sup></b></p> <p>Kilos per cubic metre; data from CRD staff measurement</p>	960	960	980

### Discussion

#### Link to Target Outcome

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

#### Discussion

-

## 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

- **Changes to the system** – From 2000 to 2020, Regional Parks has grown by 4,842.9 hectares, growing the land base by 37%. This is coupled with increased visitation of more than 36% over 10 years. 2020 alone saw an increase of 25% to the system. While the land base has grown exponentially, as well as pressures to the system, FTEs have not increased at a comparable rate.
- **Changes to Regional Development** – The region is experiencing growth in multi-family developments, development sites and intensity of development. This is leading to more pressure for recreational space on nearby regional parks.
- **Changes to Recreational Use Patterns** – There is increased pressure for a diversity of recreational uses and greater advocacy from stakeholder groups. Overcrowding in key areas, such as fresh water swimming locations, results in limited resources diverted to high-use areas for increased services, compliance and enforcement. Increased use in the backcountry, including unauthorized uses, such as off-trail hiking and mountain biking, is creating a need for more education, communication, monitoring, compliance, and decommissioning of unauthorized trails. 2020 saw unprecedented use in the system. Although this use may decrease slightly post pandemic, it signals what increased use will look like in the regional parks system as the population and pressures grow.
- **Sustainable Service Delivery** – Major infrastructure in regional parks is nearing its lifespan and needs improvements to support demands they were not built for. In recent years, the increased cost of materials and the complexity of projects has led to high costs for these major capital projects. As well, the volume and complexity of these projects requires a level of staff oversight that is unsupportable with current resources.
- **First Nation Reconciliation** – Projects, management plans and initiatives are increasingly complex, as it is important to provide for meaningful engagement, plan for land altering works, celebrate indigenous

# Community Need

## 2022 Summary

perspective through education and communication, and protect cultural values in regional parks.

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

### Services

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

# Community Need

## 2022 Summary

<p>distances to visit facilities daily, weekly and monthly. Over 10,000 hours of vehicle travel is logged annually by operations staff.</p> <p>→ Service level adjusted, see IBC 6g-1</p>	<p>Potholes and Island View Beach (from May to September).</p> <ul style="list-style-type: none"> <li>• Conduct 5,000 compliance and enforcement patrol hours annually (CRD bylaw enforcement officers and CRD park rangers).</li> </ul>
<p><b>Visitor Services &amp; Community Development</b></p> <p>Contribute to quality visitor experience in regional parks through education, communication products, and planning for recreational activities. Create opportunities for volunteer engagement. Serve the public through responses to public inquiries. Issue permits for events, commercial use, and other. Monitor trends in visitor use through park use and resident surveys. Manage online registration for regional parks camping.</p> <p>→ Service level adjusted, see IBC 6g-1</p>	<ul style="list-style-type: none"> <li>• 580 volunteers delivering 5,700 hours of engagement, parks and trails condition checks and invasive species removal.</li> <li>• Deliver 120 educational programs, 130 nature outings and 10 outreach events annually.</li> <li>• Process 240 special events permits annually.</li> <li>• Conduct up to eight Visitor Use Surveys annually.</li> </ul> <p>(subject to COVID-19 health protocols)</p>
<p><b>Regional Trails</b></p> <p>Manage Regional Trails system to protect and operate three regional trails that provide a transportation and recreation function and that provide non-motorized trails for active transportation and recreation to connect municipalities, electoral areas and the region with adjacent jurisdictions.</p>	<ul style="list-style-type: none"> <li>• Operate, manage and maintain 95 km of multi-use regional trails</li> <li>• Conduct 250 km of boom flail vegetation removal annually</li> </ul>
<p><b>Support Services</b></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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>



# Community Need

## 2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
6a-13	Elk/Beaver Lake Aerator Maintenance	Maintenance and monitoring of new aeration equipment	2022	--	\$100K requisition
6a-18	Accessibility Study	Evaluate current regional parks system against accessibility standards/best practices	2022	--	\$30K requisition
6g-1	Regional Parks Service	Comprehensive service level review of Regional Parks services	2022	+26.0 FTE ongoing	\$3.5M New funding model + allocations + requisition

## Business Model

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

Reporting Structure
<ul style="list-style-type: none"> <li><a href="#">Regional Parks Committee</a></li> </ul>

# Community Need

## 2022 Summary

Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p><b>Metric 1: 100% of critical infrastructure in the Regional Parks and Trails system in good or better condition</b></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>	78%	89%	92%
<p><b>Metric 2: Maintain a visitor experience satisfaction rate of 85% or better for Regional Parks and Trails</b></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><b>Metric 3: A 25% contribution of land acquisition funding from community partners</b></p> <p>Percentage of the Land Acquisition Fund contributions annually that comes from community partners; data from Land Acquisition Updates</p>	10%	25%	25%
<p><b>Metric 4: Maintain a volunteer base of greater than 500 people</b></p> <p>Number of active volunteers in Regional Parks and Trails; data from volunteer registry</p>	500	500	500

# Community Need

## 2022 Summary

### Discussion

#### Link to Target Outcome

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

#### Discussion

- COVID has had a significant impact on regional parks volunteer base.
- Metric 3: Since 2000, with the support of partners, the regional parks system has grown by 4,843 hectares through a number of land acquisitions valued at \$64M. The CRD partners in land acquisitions have contributed almost \$17M, 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.

## Planning & Development

### Strategy

#### Target Outcome

We envision keeping approved plans current and monitoring for effectiveness.

#### Strategic Context

##### Strategies

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

##### Trends, risks and issues

- Regional & Strategic Planning (RSP) continues to support matters of regional interest by:
  - Exploring new areas of regional interest as they relate regional planning and development
  - Providing demographic, planning, development and growth management analysis across the region
  - Providing specialized data/information/modelling analysis quickly
- This is challenging, complex work which requires the coordination of numerous interest and internal and external stakeholders. RSP continues to absorb these pressures.
- From a land use planning and building inspection point of view, changes to the Building Code, seasonal and weather patterns and building activity cycles related to the economy can all affect the cost and volume of construction projects and therefore processing time for applications and permits. As a result, Building Inspection and Juan de Fuca (JdF) Community Planning sees annual changes in residential, commercial and industrial construction and subsequent building and development permits being issued.
- Development applications and building permit revenue dropped in 2020, mainly due to the impact of COVID-19 on construction in the Electoral Areas (EAs). Building permit fees were adjusted to meet budgetary needs and align with increased construction values. Development applications have since returned to normal levels and surpassed the forecast for 2021 (JdF EA). Significantly more applications require increased staff attention to address First Nations concerns and expectations regarding consent.
- Separately, requests for building permit and file information has been increasing steadily since 2018. This trend is expected to continue in 2021 and onwards.

- The Province of British Columbia has made available additional grant funding opportunities to assist with the recovery from the COVID-19 pandemic. Distributing this funding has created additional workload for administrative staff for the JdF Community Planning service.

## Services

Core Services Levels	
Service	Levels
<p><b>Regional Growth Strategy (RGS)</b></p> <p>Service is responsible for developing, monitoring, updating and coordinating implementation of the RGS, in accordance with provincial requirements. The RGS is a policy document, developed by municipalities, the JdF EA and the CRD in partnership, for identifying shared social, economic and environmental objectives.</p>	<ul style="list-style-type: none"> <li>• Every five years, research, analyze and provide advice on updates to the RGS</li> <li>• Monitor RGS indicators and report on progress annually towards achieving regional objectives</li> <li>• Coordinate ongoing RGS and Food and Agriculture Strategy implementation by chairing inter-municipal advisory committees and providing advice to the CRD Board and departments on related policies and issues</li> <li>• Evaluate applicable documents for consistency with the RGS (e.g. municipal context statements)</li> <li>• 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</li> </ul>
<p><b>Regional Planning – Information</b></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"> <li>• 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)</li> <li>• Compile, disseminate and support partners with the interpretation and application of statistical and spatial data, and conduct special studies, as needed</li> <li>• 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)</li> </ul>

<p><b>Building Inspection (Electoral Area only)</b> 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"> <li>• Provide information on the building permit process, BC Building Code requirements and approved construction practices</li> <li>• Provide building permit and file information and respond to Freedom of Information requests ↳ Service level adjusted, see IBC 11c-2</li> <li>• Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances</li> <li>• Provide between 6,000 and 8,000 building inspection services per year</li> <li>• Review all building permit applications for compliance with all applicable regulations</li> <li>• Manage property files and enforcement, as needed</li> </ul>
<p><b>JdF Community Planning (Electoral Area only)</b> 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"> <li>• 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</li> <li>• Review all building permit applications for compliance with land use regulations</li> <li>• Provide land use information in response to inquiries from the public, developers, realtors, and consultants</li> <li>• Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation</li> <li>• Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection</li> <li>• Provide administrative and technical support to the JdF Land Use Committee and advisory commissions ↳ Service level adjusted (absorbed), administration of new COVID-19 Safe Restart funding</li> </ul>

<p><b>Support Services</b></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"> <li>Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services</li> </ul>
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Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
11c-2	Building Inspection Information Service	Staffing adjustment to address increasing demand for information services	2022	+0.5FTE ongoing	\$47K requisition

## Business Model

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

Reporting Structure
<ul style="list-style-type: none"> <li><a href="#">Planning and Protective Services Committee</a></li> <li><a href="#">Electoral Areas Committee</a></li> </ul>

## Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
<b>Metric 1: RGS Consistency</b> Total number of Regional Context Statement accepted and CRD bylaws and services deemed consistent with the RGS; data from CRD Regional & Strategic Planning	9	4	5 <sup>^</sup>
<b>Metric 2: Building permits in all three EAs</b> Total number of permits issued annually; data from CRD Tempest application database	873	880	880 <sup>*</sup>
<b>Metric 3: Development application levels in the JdF EA</b> Total number of development applications received annually; data from CRD Tempest application database	48	70	55 <sup>*</sup>
<sup>^</sup> indicators of development/change in service activity; we have therefore provided expected volumes rather than targets <sup>*</sup> indicators of development/construction activity; we have therefore provided expected volumes rather than targets			

### Discussion

#### Link to Target Outcome

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

#### Discussion

- **Metric 1:** municipalities are required to submit a new RCS within two years of RGS adoption. As the RGS was adopted in 2018, the number of accepted RCSs was high in 2020.
- **Metric 2:** the number of permits issued to the end of the second quarter for 2021 is 432. It is anticipated that 2021 permit numbers will be similar to that of 2020.
- **Metric 3:** JdF Planning now anticipates receiving 70 applications in 2021, but reported a target in 2020 of 55. The Capital Region is currently experiencing an increase in development activity.



## 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

- COVID-19 required significant staff time for Emergency Operations Centre (EOC) operations and departmental support. The ongoing pandemic is likely to impact Protective Services division operations into 2022 with potential for variants and additional waves as well as follow-up for after action reviews and operational adjustments. The division is adjusting priorities accordingly.
- Increased frequency of emergency incidents requiring dedicated staff time, such as wildfire, heat wave, drought, operational incidents with new infrastructure, etc. These incidents are extremely difficult to plan for and are impacting the division's ability to maintain rigorous work plan and service plan priorities. The division is adjusting priorities accordingly.
- Increased public expectations for timely communications during emergency events and for services outside existing program mandates.
- Pending modernization of the BC's Emergency Program Act and regulations will require review of CRD emergency plans to ensure alignment with new legislation.
- Fire Dispatch service transitioning providers through contract RFP for the Bylaw #3854 participants, which includes the Electoral Areas (EAs) and the municipalities of Sooke, Metchosin and Highlands. Contract has been awarded to Saanich Fire Dispatch and will require significant effort from the CRD, fire departments and stakeholder agencies to facilitate the transition from the current provider at the end of 2021.
- The current records management system (RMS) software for fire services being used by Bylaw #3854 participants, FDM by CentralSquare, is outdated. The RMS software is necessary to meet regulatory reporting guidelines and to support operations for fire departments. Protective Services is working with key stakeholders and IT to investigate potential solutions.

- Reviews of the delivery of fire services in the Electoral Areas through contract with societies and delegation to commissions indicates the current fire service delivery models used in the CRD have high risk liability challenges. Protective Services is working with key stakeholders and CRD Corporate to look at options to mitigate.
- Increased provincial regulatory standards (WorkSafe BC, Commercial Vehicle Safety Enforcement, and Office of Fire Commissioner) for volunteer fire services is compounding challenges in recruiting and retaining volunteers.
- There is increased First Nation capacity in emergency management with corresponding increased expectation in government-to-government coordination.
- An aging volunteer base with corresponding decrease in volunteerism amongst younger populations creating challenges to maintain EA fire departments and emergency programs, such as Emergency Support Services. This is creating challenges in maintaining EA emergency programs, such as Emergency Support Services and within volunteer fire services.

## Services

Core Services Levels	
Service	Levels
<p><b>CRD Emergency Management</b> Responsible for local emergency management programs in each of the EAs supported centrally by the CRD Corporate Emergency Program.</p>	<ul style="list-style-type: none"> <li>• Provision of 24/7 on-call Duty Emergency Manager</li> <li>• Operation of regional/EA EOC</li> <li>• Provide support to internal departments and external agencies during emergencies ↳ Service level adjusted, see IBC 7a-1.1</li> <li>• 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</li> <li>• Operation of the CRD EOC</li> </ul>
<b>Regional services</b>	
<p><b>911 Call Answer</b> Administration and oversight of 911 Call Answer services within the Capital Regional District.</p>	<ul style="list-style-type: none"> <li>• Ensure that contractor meets performance targets, consistent with contractual obligations</li> </ul>
<p><b>Hazmat Response</b> 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"> <li>• Ensure that the CRD Emergency Hazmat Team is properly prepared and able to effectively respond to hazardous materials incidents in the CRD</li> </ul>

## Core Services Levels

Service	Levels
<p><b>Regional Emergency Management Coordination</b> Developed to provide a coordinating role among local municipal and EA 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"> <li>Coordinate resource and information sharing among local municipal and EA programs, supported by the CRD Local Government Emergency Program Advisory Commission and Regional Emergency Planning Advisory Commission</li> </ul>
<b>Sub-regional services</b>	
<p><b>Fire Dispatch</b> Operational management of fire dispatch.</p>	<ul style="list-style-type: none"> <li>Operational management of fire dispatch for the three EAs and participating municipalities (Sooke, Metchosin, and Highlands)</li> </ul>
<p><b>Bylaw Services and Animal Care Services</b> Operational management of bylaw enforcement and animal control.</p>	<ul style="list-style-type: none"> <li>Operation of a bylaw enforcement and animal control program that responds to municipal and CRD operations' requests</li> </ul>
<b>EA services</b>	
<p><b>EA Emergency Coordination</b> Oversight and administration of the EA Emergency Programs.</p>	<ul style="list-style-type: none"> <li>Oversee and coordinate emergency planning and response by the EA Emergency Programs</li> </ul>
<p><b>EA Emergency Program and Search and Rescue (SAR)</b> Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.</p>	<ul style="list-style-type: none"> <li>Program oversight for the Juan de Fuca SAR service</li> <li>Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs</li> </ul>
<p><b>EA Fire Services</b></p>	<ul style="list-style-type: none"> <li>Oversight and support of and to Fire and Rescue Commissions and services ↳ Service level adjusted, see IBC 7c-2</li> </ul>
<p><b>Support Services</b> 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"> <li>Services include Human Resources &amp; Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology &amp; GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk &amp; Insurance and Real Estate Services</li> </ul>

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
7a-1.1	Emergency Management Software	Increase to licensing costs of new regional Emergency Management Software	2022	--	\$66K requisition
7c-2*	Fire Service Compliance & Coordination	Extension of existing contracted role to help fire services achieve and maintain compliance	2022	--	\$75K requisition

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

### Business Model

Funding
<p><b>Who contributes</b></p> <ul style="list-style-type: none"> <li>All 13 Municipalities, all EAs and First Nations participate in some aspect of these regional or sub-regional services</li> <li>Support Services: varies per service</li> </ul> <p><b>Funding Sources</b></p> <ul style="list-style-type: none"> <li>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</li> <li>All other services are funded by requisition, fee for service and/or grants</li> </ul>

Reporting Structure
<ul style="list-style-type: none"> <li><a href="#">Emergency Management Committee</a></li> <li><a href="#">Planning and Protective Services Committee</a></li> <li><a href="#">Electoral Area Committee</a></li> </ul>

## Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p><b>Metric 1: Emergency Response Time</b></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>	<p>(A) 99.4%</p> <p>(B) 92%</p>	<p>(A) 99%</p> <p>(B) 90%</p>	<p>(A) 95%</p> <p>(B) 90%</p>
<p><b>Metric 2: Emergency Preparedness</b></p> <p>(C) Number of EOC exercises conducted annually; data from CRD Protective Services</p> <p>(D) Number of CRD Emergency Hazmat Team (EHT) Training sessions held annually at potential hazard sites in the region; EHT contractor training records</p>	<p>(C) 1 (COVID)</p> <p>(D) 5 (COVID)</p>	<p>(C) 2</p> <p>(D) 5 (COVID)</p>	<p>(C) 2</p> <p>(D) 10</p>
<p><b>Metric 3: EA Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services</b></p> <p>Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports</p>	0	1	9
<p><b>Metric 4: Animal Shelter – successful rehoming of &gt;90% of pets received</b></p> <p>Percentage of pets received that year that were successfully rehomed; data from the CRD Animal Shelter</p>	94%	>90%	>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 3: A review of EA Fire Services determined that none of the departments were able to sustain compliance levels with the OFC Playbook and WSBC requirements. A Fire Coordinator position was contracted to support these services to achieve compliance.

## 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 pandemic continues to impact all recreation centers' service delivery and budgets in 2021. Restrictions were put in place and adjusted by the Provincial Health Officer and the province to safeguard the health and safety of the public and workers throughout the year. This led to a rebalancing and adjusting of activities to favour operations in larger spaces and outdoor venues and, in some cases, the cancellation of some programs and services.
- As restrictions ease through 2021 and 2022, staff will continue to be recalled to facilitate enhanced service delivery. Recreation centers are following guidelines to slowly reintroduce and expand programs and services; however, there still may be some hesitation in participating from some community members, impacting revenue.
- Overall, staffing capacity has been impacted in terms of budget and staff availability, and adding new services will create additional challenges.
- These new challenges have to be managed alongside the existing challenge of aging infrastructure.

##### Panorama-specific

- The Saanich Peninsula community is lacking child care spaces, including out-of-school care, preschool and infant/toddler daycare.
- A five-year (2021-2026) strategic plan for Panorama is being completed to set the direction for recreation programs and services.

##### SEAPARC-specific

- The SEAPARC facility is currently housing a COVID Vaccine Clinic and thus capacity for offering fitness and recreation programs has been significantly reduced.
- SEAPARC's 2015 Strategic Plan identified the multi-sport box as a high priority for the community. The project was added to SEAPARC's future capital plan. The SEAPARC Commission and the District of Sooke

entered into an agreement to construct and operate a multi-use sport box in the community of Sun River. This new service will require daily maintenance.

- Aquatics recruitment and retention continues to challenge small pool operations as employment markets respond to economic uncertainty.

## Services

Core Services Levels	
Service	Levels
<p><b>Juan de Fuca (JdF) Community Parks &amp; Recreation</b></p> <p>The JdF Electoral Area (EA) Parks &amp; Recreation division acquires, develops and maintains community parks and provides community recreational programming in the EA.</p> <p>Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.</p>	<p>Inspection, maintenance and repair of:</p> <ul style="list-style-type: none"> <li>• 8.1km of trails</li> <li>• 23 park facilities</li> <li>• Two baseball fields and two tennis courts</li> <li>• Two playgrounds</li> </ul> <p>Administration of:</p> <ul style="list-style-type: none"> <li>• 4 stewardship programs and 65 volunteers</li> <li>• 6 recreation program contracts and events</li> <li>• Operating costs of Port Renfrew Community Centre through revenue</li> </ul>
<p><b>Peninsula Recreation</b></p> <p>Provides recreational programming and maintains recreational facilities in North Saanich. Peninsula Recreation also operates satellite locations including Greenglade Community Centre, Central Saanich Cultural Centre and North Saanich Middle School. Greenglade Community Centre has become a valuable asset for the delivery of recreation programs and services.</p>	<p>For Panorama Recreation Centre, administration of the delivery of programs and services for:</p> <ul style="list-style-type: none"> <li>• Two arenas</li> <li>• An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible, waterslide in the region</li> <li>• Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts</li> <li>• Weight room and fitness studio</li> <li>• Three small multi-purpose rooms</li> </ul> <p>↪ Service level adjusted, see IBC 13a-1.6</p> <p>For Greenglade Community Centre, amenities include:</p> <ul style="list-style-type: none"> <li>• Gymnasium</li> <li>• Activity rooms for program use</li> <li>• Pottery studio</li> <li>• Weight and fitness room, mind and body studio and dance studio</li> <li>• Teen lounge and sports fields</li> </ul>

<p><b>Sooke and EA Parks and Recreation (SEAPARC)</b></p> <p>Provides recreational programming and maintains recreational facilities with a focus on the citizens of the District of Sooke and the JdF EA.</p>	<p>Administration of</p> <ul style="list-style-type: none"> <li>• Ice arena/dry floor</li> <li>• Aquatic center</li> <li>• Community recreation programs</li> <li>• Facility and grounds maintenance ↳ Service level adjusted, see IBC 13a-2</li> <li>• Program, multi-purpose and boardroom spaces</li> <li>• Slo-pitch field and baseball diamond</li> <li>• Bike park and skateboard park</li> <li>• Joint Use Agreement with School District 62 Community Events</li> <li>• Multi-use trail</li> <li>• DeMamiel Creek golf course</li> <li>• Fitness facility and programs</li> </ul>
<p><b>Support Services</b></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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
13a-1.6	Panorama Preschool Program	Provision of preschool childcare through recreational programming	2022	+2.0 FTE converted	\$183K fee-for-service + requisition
13a-2	Sooke Sun River Sport Box	Operationalization of new multi-sport box in the community of Sun River	2022	--	\$18K requisition



## 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](#)

Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
<b>Panorama</b>			
<b>Metric 1: Offer programs that meet community need</b> 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.	70%	72%	75%
<b>Metric 2: Maximize participation levels in drop-in recreation programs and services, given capacity and staffing limitations</b> (A) Aquatics (B) Arena during ice season (C) Fitness classes (D) Weights (E) Sports Total annual visitors to drop-in reservable programs; data from PerfectMind Daily Attendance Report – Date Range.	(A) 52,396 (B) 3,911 (C) 13,442 (D) 53,643 (E) 1,411	(A) 115,000 (B) 7,400 (C) 18,000 (D) 84,000 (E) 1,400	(A) 150,000 (B) 10,100 (C) 26,000 (D) 117,500 (E) 6,400
<b>Metric 3: Increase new program offerings and maximize revenue</b> (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	(F) 38 (G) \$884,641 (H) \$195,190 (I) \$400,644	(F) 10 (G) \$1,369M (H) \$685,000 (I) N/A	(F) 30 (G) \$1.83M (H) \$1.27M (I) N/A
<b>SEAPARC</b>			
<b>Metric 1: Deliver fitness programs and service that meet community need and recover operation investment.</b> Target admissions or the revenue generated by single admission and punch pass purchases; data from PerfectMind General Ledger	\$13,506	\$11,740	\$42,493

<b>Metric 2: Manage 2020 user funding at approx. 20%</b> User funding or tax investment (without debt)	19.1%	20%	20%
<b>Metric 3: Increase Community Recreation program revenue by each year</b> Total registered programs revenue (gross revenue) generated by registration in programs; data from PerfectMind General Ledger	\$162,062	\$166,860	\$225,261

**Discussion**

**Link to Target Outcome**

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

**Discussion**

**Panorama**

- Aquatic participation was greater in 2020 than expected, as pool capacity guidelines allowed more swimmers than anticipated during COVID. New program offerings and program revenue exceeded targets for 2020 as limitations on recreation programming were not as strict as expected in Jun-Nov. 2021 KPIs account for a gradual return to normal operations with assumptions that we may not immediately return to pre-pandemic levels due to the comfort level of participants and that some community members have found recreation alternatives that they may continue with.
- Metric 1: For 2020, programs that were cancelled due to provincial orders were not included in this metric. This includes all programs from March 18 facility closure until reopen, as well as fall fitness, racquet sports and community recreation programs that were cancelled due to public health orders in November.

**SEAPARC**

- The COVID Pandemic and resulting provincial health orders directly impacted all SEAPARC operations and services. The Fitness Studio is currently home to a Vaccine Clinic, rendering this space unusable for any fitness or recreation programs, thus impacting 2020 and 2021 actual budget targets. The DeMamiel Creek Golf Course exceeded budget expectations, likely as a result of being one of the few outdoor sports that remained open during the pandemic. Staff levels were reduced in 2020 and 2021. Staff capacity, particularly in aquatics, will be a challenge in 2021 and 2022 due to the COVID 2020 lay-offs, and staff subsequently either seeking other employment opportunities or moving on with educational pursuits. This will have a direct impact on aquatic service levels.
- Monthly and annual pass sales will return in 2021, which will have a positive revenue impact. 2022 will continue to see an increase in service and activity levels, provided that BC moves into Step 4 of the Restart Plan. These service increases will also depend directly on facility capacity and staffing capacity. The addition of the outdoor multi-sport box will impact community recreation services by offering additional program opportunities, as well as unscheduled activity time at the new facility.

# 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
<p><b>Strategies</b></p> <ul style="list-style-type: none"><li>• <a href="#">Regional Transportation Plan</a></li><li>• <a href="#">Regional Housing Affordability Strategy</a></li><li>• <a href="#">Regional Growth Strategy</a></li></ul> <p><b>Trends, risks and issues</b></p> <ul style="list-style-type: none"><li>• The CRD has demonstrated that playing a coordinating role on transportation projects can successfully enhance collaboration with stakeholders around the region. This is critical to securing investments and prioritizing management of the region’s sustainable, long-term growth in terms of reducing congestion, improving travel time and taking action on climate change. This success has led to increasing demand for and scope of partnerships, which all have to be balanced against existing demands.</li><li>• The CRD Board confirmed a list of regional transportation priorities in July 2021 and directed staff to advance implementation actions. Implementation actions include advocacy and a new mandate related to transportation demand management and safety policy. Confirmation of regional transportation priorities is a significant new achievement toward the Board strategic priority for transportation as well as implementation of the Regional Transportation Plan (RTP) and the Regional Growth Strategy (RGS).</li><li>• The manner in which information is conveyed and absorbed is changing. Partners seek open data that is conveyed visually and is available in real-time on the CRD website. At the same time, demand for specialized data/information/modelling is increasing, with expectations for very short turn-around times. Staff aim to meet partner needs, while balancing the fast pace of change in this sector.</li><li>• The active transportation data review initiative is currently being implemented. Improved data collection has supported analysis of cycling volume along regional trails.</li><li>• 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.</li><li>• Statistics Canada is scheduled to release new census data in 2022. With this release, staff will initiate the Origin and Destination Household Travel Survey (O&amp;D Survey) and begin an update to the regional transportation model. These are both multi-year data projects. Internal and external stakeholders rely on</li></ul>

data produced by these projects to complete travel planning, programming and engineering projects around the region, and to develop policy, deliver programs and report on progress toward achievement of regional transportation, growth management and climate action objectives.

- In the Electoral Areas (EAs), the Southern Gulf Islands (SGI) EA Administration division is working towards addressing local needs by optimizing integrated transportation opportunities by coordinating with BC ferries and others, and advance service establishment in the SGI EA (see Electoral Areas Community Need Summary for more detail).

## Services

Core Services Levels	
Service	Levels
<p><b>Regional Planning – Transportation</b></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"> <li>• Every five years, update the regional transportation model with new census data and the origin and destination survey. ↳ Service level adjusted, see IBC 2a-1.1</li> <li>• 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.</li> <li>• Deliver active school travel planning services to five schools per year.</li> <li>• Analyze the impacts of actual and projected changes to the transportation system and provide transportation planning advice and expertise to regional, sub-regional and local planning and transportation projects and initiatives, on demand.</li> <li>• 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. ↳ Service level adjusted, see IBC 2a-1.2</li> </ul>
<p><b>SSI Transportation &amp; Docks</b></p> <p>Local transit service, pathways and Fernwood Dock</p>	<ul style="list-style-type: none"> <li>• Develop active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety).</li> <li>• Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation, Island’s Trust, BC Ferries, BC Transit).</li> <li>• Provide optimal level of service for public transit system on the island through an annual operating</li> </ul>

	<p>agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters.</p> <ul style="list-style-type: none"> <li>• Manage and operate Fernwood Dock facility.</li> </ul>
<p><b>SGI Local Service Feasibility</b></p> <p>On SGI, transportation is being investigated as a critical part of island economic sustainability.</p>	<ul style="list-style-type: none"> <li>• Programme of work for 2021 included initiating service feasibility planning for an integrated transportation service.</li> <li>↳ Service level adjusted, see IBCs 2e-3 SGI Transportation Service Establishment</li> </ul>
<p><b>Support Services</b></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"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
2a-1.1	Transportation Data Collection, Modelling and Priority Implementation	Conduct Origin & Destination Household Travel Survey and regional transportation model	2022	--	\$734K reserve transfer + requisition
2a-1.2	Transportation Priorities Implementation	Support implementation of regional transportation priorities	2022	+1.0 FTE converted	\$0 costs offset
2e-3	SGI Transportation Service Establishment	Deliver a transportation service establishment bylaw for SGI and seek electoral assent	2022	--	\$15K requisition

## Business Model

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

## Reporting Structure

- [Transportation Committee](#)
- [Traffic Safety Commission](#)
- [Electoral Area Committee](#)

## Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
<p><b>Metric 1: Multi-Modal Transportation – achieve a transportation system that sees 45% of all trips made by walking, cycling and transit by 2038</b></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><b>Metric 2: Active School Travel Planning – schools participating in the Ready Step Roll initiative</b></p> <p>Total number of schools that have participated in the regional Ready Step Roll initiative since 2015; data from CRD Regional Planning</p>	35	40	45
<p><b><i>Future Metric 3: Progress toward achieving regional transportation priorities</i></b></p> <p>New performance measures to track achievement of regional transportation priorities will be developed in 2022</p>	N/A	N/A	TBD

## Discussion

### Link to Target Outcome

- Mode share is a good indicator of residents' willingness and ability to make sustainable transport choices for at least some of their trips.
- Measuring the number of schools participating in the Ready Step Roll program tracks the number of school that have received hands on support to educate younger residents on the matters of traffic safety and sustainable mode choice.

### Discussion

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



# 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 (MPWWTP) 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 continue to be implemented; ongoing commissioning and operational refinement requires additional samples to be collected and analyzed. Lab Services requires additional resources to support the wastewater operations at MPWWTP for 2021.
- 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.
- Commissioning of the Residuals Treatment Facility (RTF) has been extended, which has resulted in extra regulatory, technical and administrative oversight for CRD staff.
- 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
<b>Core Area, Saanich Peninsula Wastewater Systems and Small Wastewater Systems in the Electoral Areas</b> 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.	
<b>Wastewater System Operations</b> Wastewater treatment collection and transmission system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance.	<ul style="list-style-type: none"> <li>• Wastewater treatment</li> <li>• System operation, monitoring and maintenance</li> <li>• Consumables management</li> </ul>
<b>Emergency Response/System Failure</b> Wastewater overflows and unplanned service interruptions.	<ul style="list-style-type: none"> <li>• Wastewater overflows and public and environmental health protection</li> <li>• Unplanned service interruptions</li> </ul>
<b>Capital Project Delivery and Works</b> 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"> <li>• Capital program value for seven services</li> <li>• Infrastructure renewal and upgrades</li> <li>• Capital project support</li> </ul>
<b>Infrastructure planning</b> Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.	<ul style="list-style-type: none"> <li>• Asset management Plans</li> <li>• Manage capital plans for seven wastewater services</li> </ul>
<b>Engineering services</b> Support of Infrastructure Operations through engineering services such as process, civil, electrical and mechanical troubleshooting.	<ul style="list-style-type: none"> <li>• Engineering support of utility operations for the seven wastewater services.</li> </ul>
<b>Environmental Protection</b> 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.	
<b>Regional Source Control</b> Administration, monitoring, and reporting of compliance with regional bylaw.	<ul style="list-style-type: none"> <li>• Inspect, monitor and enforcement for businesses and institutions connected to sanitary sewer.</li> <li>• Promote contaminant reduction associated with sanitary and stormwater systems.</li> </ul> <p>↪ Service level adjusted, see IBC 8a-1.3</p>

## Core Services Levels

Service	Levels
<p><b>Core Area and Saanich Peninsula Wastewater &amp; Marine Environmental Program</b> Oversight for wastewater monitoring and assessment and reporting to meet regulatory requirements.</p>	<ul style="list-style-type: none"> <li>• Marine outfall monitoring, assessment and reporting services to demonstrate compliance with federal and provincial legislation. → Service level adjusted, see IBC 8a-1.5</li> <li>• Update of Liquid Waste Management Plans.</li> </ul>
<p><b>Residuals Treatment Facility</b> Administration of the Project Agreement for operation of the RTF and biosolids beneficial use strategy.</p>	<ul style="list-style-type: none"> <li>• Monitoring and compliance reporting. → Service level adjusted, see IBC 8a-1.4</li> </ul>
<p><b>On-site Wastewater Management</b> Regulatory oversight for onsite wastewater systems and education and outreach services across the region.</p>	<ul style="list-style-type: none"> <li>• Promote and monitor compliance with regional bylaw.</li> </ul>
<p><b>Septage Service</b> Administration, monitoring and reporting of regional septage service.</p>	<ul style="list-style-type: none"> <li>• Negotiate and manage one septage disposal contract servicing the capital region.</li> </ul>
<p><b>Watershed Management Program</b> Promote environmental stewardship associated with sanitary and stormwater systems, contaminants and flows.</p>	<ul style="list-style-type: none"> <li>• Promote public awareness and stewardship initiatives.</li> <li>• Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services.</li> </ul>
<p><b>Support Services</b> 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"> <li>• Services include Human Resources &amp; Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology &amp; GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
8a-1.3	Saanich Peninsula Liquid Waste Management Plan	Development of a detailed inflow and infiltration reduction program for the Peninsula.	2022	--	\$65K requisition
8a-1.4	Biosolids Research Assistant (Term)	Development of short- and long-term biosolids management plans.	2022-23	+1.0 FTE Term	\$92K requisition
8a-1.5	Lab Services CAWTP	Support for lab services during evaluation of longer-term CAWTP requirements.	2022	+1.0 FTE Term	\$105K requisition

## Business Model

Funding
<p><b>Who contributes</b></p> <ul style="list-style-type: none"> <li>Core Area Municipalities (Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal) and Songhees and Esquimalt First Nations.</li> <li>Saanich Peninsula Municipalities (Central Saanich, North Saanich, Sidney) and Saanich Peninsula First Nations Bands.</li> <li>Local Wastewater Service Areas in the Electoral Areas.</li> <li>Support Services: varies per service.</li> </ul> <p><b>Funding Sources</b></p> <ul style="list-style-type: none"> <li>Requisitions</li> </ul>

Reporting Structure
<ul style="list-style-type: none"> <li><a href="#">Core Area Liquid Waste Management Committee</a></li> <li><a href="#">Saanich Peninsula Wastewater Commission</a></li> </ul>

Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
TBC			

### 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 – this is monitored closely and evaluated against historical trends. Model predictions are updated for areas exhibiting higher than predicted demands, this will inform future infrastructure upgrades to meet growing demands.
  - Water quality may be affected due to increased biological growth in the source water and distribution system; 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 updated Water Management Plan for water supply will identify a strategy to address supply (quantity) and critical delivery infrastructure (redundancy) needs
- **Asset Management:** the ongoing trend in reviewing, updating and completing asset management plans and the continuous upgrading, replacement and growth of assets in the water and wastewater systems

rely on having an up-to-date asset registry as well as an asset onboarding process. Both the Scottish Water Review in 2018 and the EMA Readiness Assessment of 2020 highlighted the need for a reliable asset registry for Water and Wastewater.

- The risk of assets not being maintained, replaced in a timely manner and failing could impact the CRD's ability to provide the expected water and wastewater level of service and could even result in environmental and public safety risks.
- The asset registry is an important step in ensuring that assets are captured in the Maintenance Management System and Preventative Maintenance Plans are developed. This information is also critical with regards to capital and financial planning for the utility services.

## Services

Core Services Levels	
Service	Levels
<b>Regional Water Supply (RWS), Juan de Fuca (JdF) Water Distribution, Saanich Peninsula Water and Small Water Systems in the Electoral Areas (EAs)</b> 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 EAs supported through following key service areas:	
<b>Water Systems Operations and Maintenance</b> Water treatment, supply and distribution system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance	<ul style="list-style-type: none"> <li>• 24/7 water treatment operations for two facilities for Greater Victoria              ↳ Service level adjusted (absorbed), assessment following recent reclassification of two facilities to level III treatment plants showed need to increase staffing levels &amp; operator certification level; addressed through internal staffing shifts</li> <li>• Supply and distribution system operation</li> <li>• System monitoring</li> <li>• Customer service</li> <li>• System and facility maintenance</li> <li>• Consumables management</li> <li>• Component preventative maintenance</li> </ul>
<b>Emergency Response/System Failure</b> Water main breaks	<ul style="list-style-type: none"> <li>• 24/7 emergency response to water main breaks and other system emergencies</li> </ul>
<b>Infrastructure Planning</b>	<ul style="list-style-type: none"> <li>• Asset management and capital planning              ↳ Service level adjusted, see IBC 10a-2</li> </ul>

Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.	<ul style="list-style-type: none"> <li>• Adjust plans for 15 water services</li> <li>• System expansion and growth planning</li> </ul>
<p><b>Capital Project Delivery and Works</b></p> <p>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"> <li>• Capital program delivery</li> <li>• Water main installations and equipment replacement</li> <li>• Dam maintenance and upgrade projects</li> <li>• Capital project support &amp; contract management ↳ Service level adjusted, see IBC 10e-1</li> </ul>
<p><b>Engineering Services</b></p> <p>Development referrals, survey and mapping, engineering support to utility operations, and dam safety inspections and administration.</p>	<ul style="list-style-type: none"> <li>• Engineering support of utility operations for the 15 water services.</li> </ul>
<p><b>Watershed Protection</b></p> <p>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><b>Wildfire, Security &amp; Emergency Response:</b></p> <p>Watershed security, and wildfire and spill preparedness, prevention and response</p>	<ul style="list-style-type: none"> <li>• 24/7 watershed emergency duty officer standby</li> <li>• Security/wildfire patrols (weekends and holidays; daily during elevated fire conditions)</li> <li>• Wildfire detection air patrol during high and extreme fire hazard</li> </ul>
<p><b>Watershed Operations</b></p> <p>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"> <li>• Winter/summer road maintenance</li> <li>• Culvert and bridge upgrades to accommodate higher peak flows to higher standards and changing climate</li> <li>• Fuel management treatment and fire smarting maintenance</li> <li>• Brushing around facilities, dams, for tree release</li> <li>• Danger tree assessment and removal along roads and powerlines</li> <li>• Invasive plant management</li> </ul>
<p><b>Resource Planning</b></p> <p>Wildlife management, ecological inventories and analyses, risk assessment and management, and GIS and data management</p>	<ul style="list-style-type: none"> <li>• Development of a comprehensive hydrology monitoring program</li> <li>• Annual forest health survey</li> <li>• Partnering in climate change and other research in the GVWSA</li> <li>• Management of beaver, Canada geese and bullfrogs</li> <li>• Public tours of the Water Supply Area and facilities</li> </ul>



<b>Environmental Protection</b>	
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.	
<b>Water Quality</b> Monitoring, assessment, reporting and technical advice to meet water quality regulatory requirements	<ul style="list-style-type: none"> <li>• Source water and distribution system monitoring, assessment and reporting</li> <li>• Physical, chemical and biological analytical services, assessment and reporting</li> </ul>
<b>Demand Management</b> Research and data to inform capital planning, water conservation, and communications and education	<ul style="list-style-type: none"> <li>• Accurate data</li> <li>• Per capita targets (residential and ICI)</li> </ul>
<b>Cross Connection Control</b> 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"> <li>• Contamination prevention through facility inspections, testing and education for backflow prevention devices</li> <li>• Monitor and track (&gt;28,000) backflow prevention devices</li> </ul>
<b>Communications &amp; Environmental Education</b> Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services	<ul style="list-style-type: none"> <li>• Increased public awareness of CRD messages and subsequent behavior changes (declining trend in per capita and per sector water use)</li> </ul>
<b>Support Services</b>	
<b>Support Services</b> 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"> <li>• Services include Human Resources &amp; Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology &amp; GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

## Initiatives

Ref	Initiative	Description	Year(s)	2022 impacts	
10a-2	Infrastructure Integration Technician	Proactively monitor and manage of assets conditions and develop preventative maintenance plans	2022	+1.0 FTE regular	\$65K allocation
10d-3	Watershed Hydrology Monitoring*	Expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area	2022	--	\$150K fee-for-service
10e-1	IWS Contracts Coordinator	Departmental contract coordination and support for corporate & legislated procurement policies & procedures	2022	+1.0 FTE ongoing	\$94K allocation

## Business Model

### Funding

#### Who contributes

##### Water Supply and Distribution:

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

##### Environmental Protection

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

##### Support Services

- Varies per service

#### Funding Sources

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

## Reporting Structure

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

## Performance

Definition and Source	Service	2020 Actual	2021 Forecast	2022 Target
<b>Metric 1: Regulatory Compliance</b> Non-compliance with Island Health, provincial and federal regulatory requirements and operational certificates that result in Boil Water Advisories or Do Not Consume Events	Regional Water Supply	None	None	None
	JDF Water Distribution	None	None	None
	Saanich Peninsula Water Supply	None	None	None
	Local Services	6	4	None
<b>Metric 2A: Water Quality Sampling – Raw water</b> Water quality samples analyzed annually from source reservoirs (raw water)	Regional Water Supply	12,090	12,585	15,392
	Local Services	4,181	3,670	3,670
<b>Metric 2B: Water Quality Sampling – treated water</b> Water quality samples analyzed annually from transmission/distribution systems (treated water)	Regional Water Supply	1,753	1,787	1,787
	JDF Water Distribution	7,675	7,531	7,531
	Saanich Peninsula Water Supply	1,979	2,102	2,102
	Local Services	31,216	24,903	24,904
<b>Metric 3: Average day per capita water use (litres per capita per day)</b>	Regional Water Supply	340	337	334
	JDF Water Distribution	301	299	297
	Saanich Peninsula Water Supply	435	424	413

	Local Services	215	192	202
<b>Metric 4:</b> Annual operating cost per megaliter of drinking water treated and supplied/distributed	Regional Water Supply	\$93.80	\$100.00	\$100.00
<b>Metric 5:</b> Annual Energy use (kWh) per megaliter of drinking water treated and supplied/distributed	Regional Water Supply	66	66	66
<b>Metric 6:</b> Volume of raw water released annually from RWS watersheds to rivers to support fish habitat (megaliters)	Regional Water Supply	11,489	10,500	12,200
<b>Metric 7:</b> Number of watermain leak repairs and service line leaks annually per 100 kilometers of pipe (distribution systems)	JDF Water Distribution	0.9	0.9	<1
	Local Services	33.2	35	<30
<b>Metric 8:</b> Preventative maintenance completed	Regional Water Supply	85%	97%	100%
	JDF Water Distribution	91%	96%	100%
	Saanich Peninsula Water Supply	95%	100%	100%
	Local Services	79%	99%	100%

# 2022 Financial Plan Presentation & Report to the Board



# Capital Regional District > 2022-2026 Final Budget

**Presentation to the Board of Directors  
Wednesday March 16, 2022**

1. External & Growth Indicators
2. Process & Timeline
3. Changes to the Capital Budget
4. Changes to the Operating Budget
5. Impact on Requisition
6. Financial Health Indicators



## Managing Capital Investments

capital investment is 5.1x depreciation while 11% of revenue is committed to long-term debt payments



## Supporting Board & Corporate Priorities

advancing initiatives to address outstanding commitments in the corporate plan



## Adapting to Regional Challenges

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



## Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies







**2.0<sup>B</sup>**  
BUILDING PERMITS FOR 2021  
RESULTING IN HOUSING STARTS

**4809** UNITS




**18%**  
POPULATION GROWTH SINCE 2011  
INCREASE OF 1.4% IN 2021



**2.5%**  
GREATER VICTORIA CPI  
2021 ANNUAL AVERAGE% CHANGE



**3.9%**  
UNEMPLOYMENT RATE  
GREATER VICTORIA - JANUARY 2022



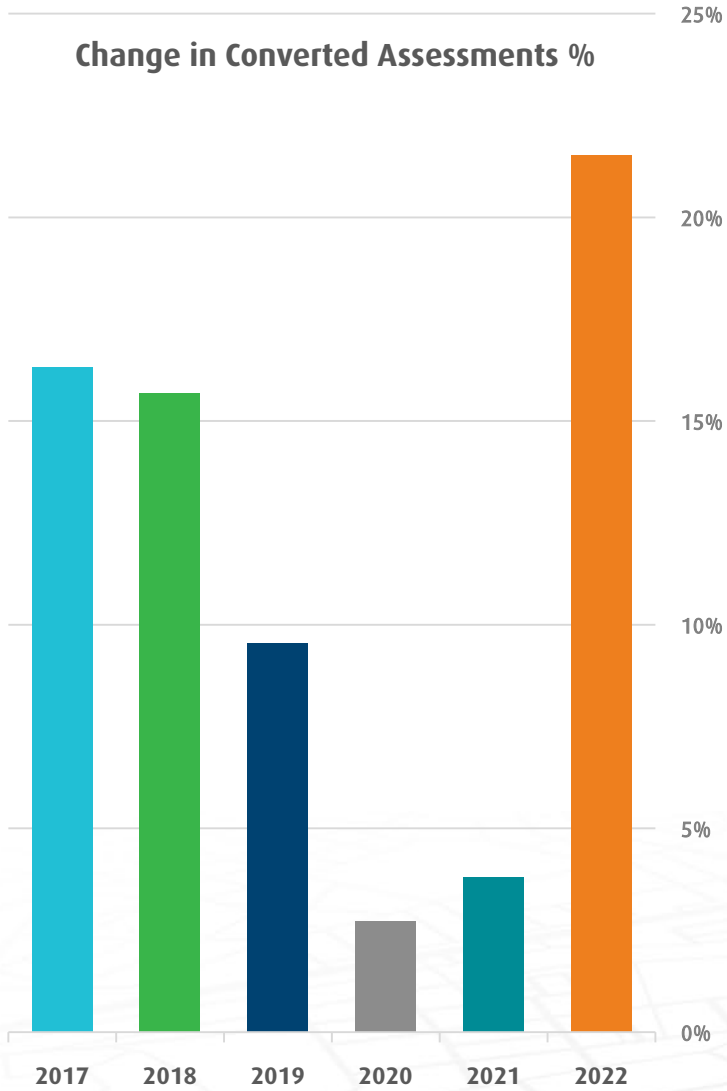
**24.6%**  
SINGLE FAMILY DWELLING  
PURCHASE PRICE NEARLY \$1.2 MILLION



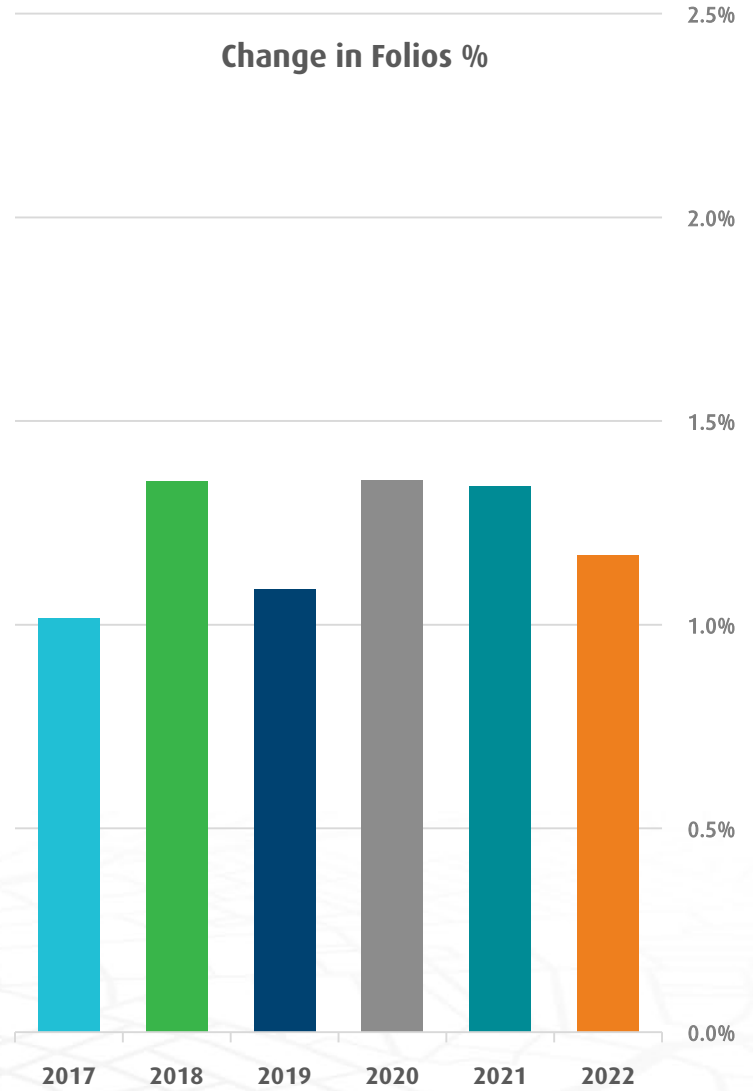
**20-25%**  
INCREASE IN PARKS VISITORS  
ANNUALLY SINCE 2019



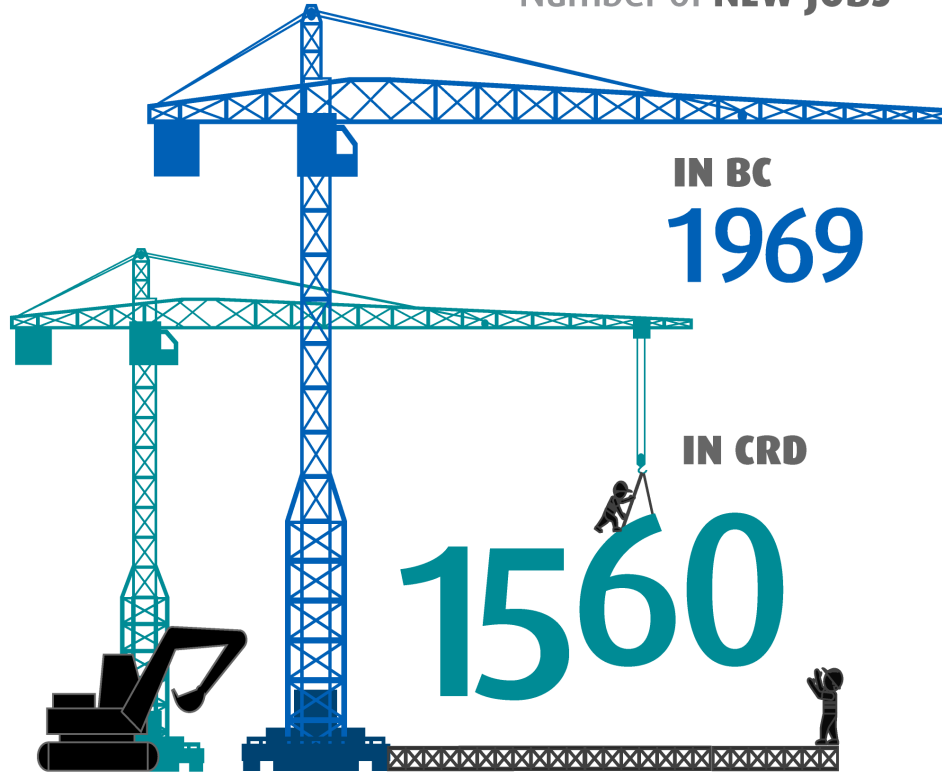
### Change in Converted Assessments %



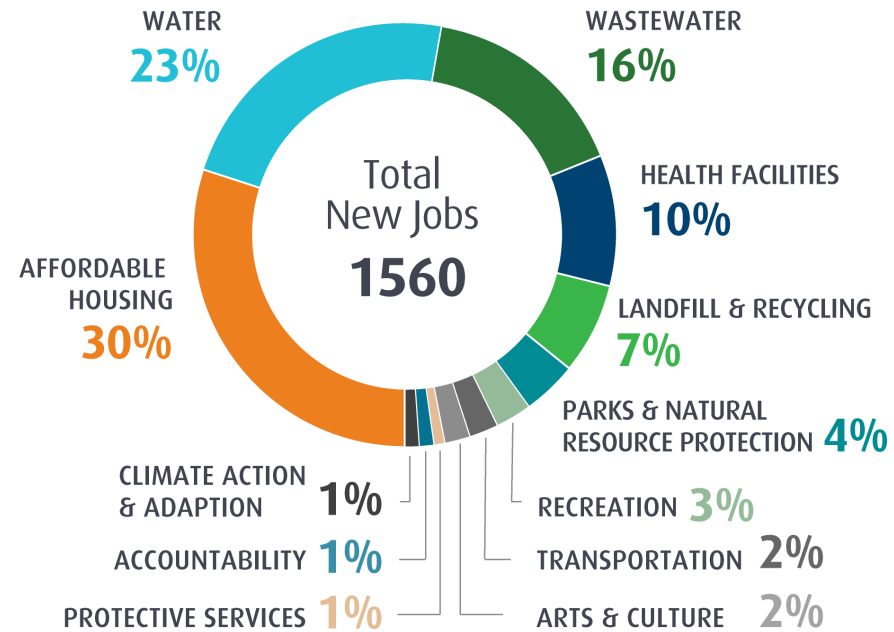
### Change in Folios %



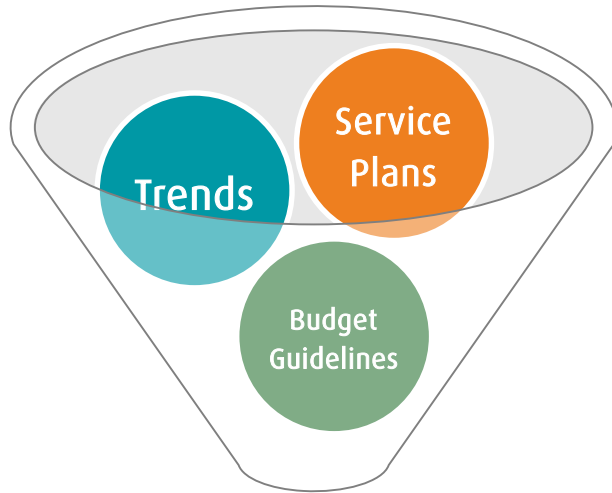
## Number of NEW JOBS



## JOB CREATION By Community Need



The consolidated capital plan combined investment of \$272M, generates an estimated 1,560 new jobs in the region through the flow of goods and services among various industries.



- Service Planning Process**  
Define appropriate levels of service delivery, adjust impacts, realign resources, evaluate infrastructure
- Trends and Assumptions**  
Adjustments made for external factors including population growth, demographics, economic, etc.
- Budget Guidelines**  
Annual Board approval of the Financial Management Strategies and Guidelines

## 2022 Final Budget

### Review Process

- Board approved Financial Planning Guidelines (Spring 2021)
- Committees & Commissions (Fall)
- Electoral Area Committee (Fall)

### Provisional Budget

- Committee of the Whole review (October 2021)
- Requests authority to expend January through March 2022

### Final Budget

- Authority for expenditures in Operating & Capital Budgets
- Incorporates BC Assessment info
- Approved by end of March 2022



## OPERATING



Capital Regional District  
**\$313M**



Capital Regional Hospital District  
**\$34M**



Capital Region Housing Corporation  
**\$27M**

Total  
**\$374M**

## CAPITAL



Capital Regional District  
**\$181M**



Capital Regional Hospital District  
**\$21M**

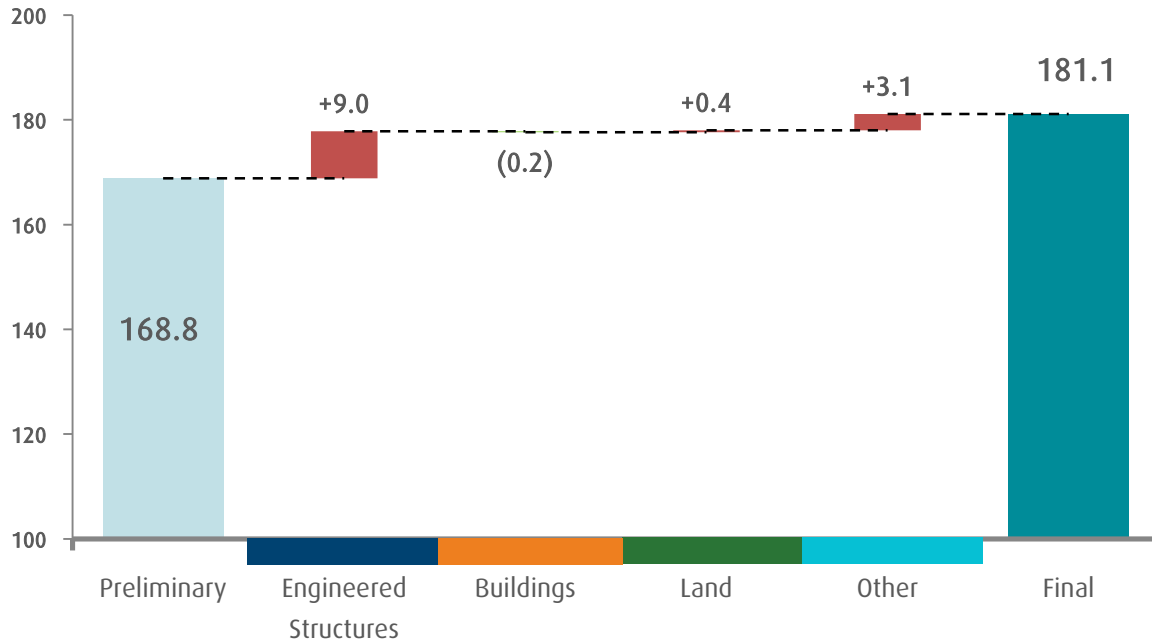


Capital Region Housing Corporation  
**\$70M**

Total  
**\$272M**



## Capital Investment increased by \$12.3M or 7.3%



### Engineered Structures +\$9.0 M

- +2M Skirt Mountain expansion, +\$1M Goldstream asbestos cement replacement, and +0.6M for Sun River Reservoir
- +0.9M Hartland aggregate and +0.7M landfill gas utilization carryforward
- +1.3M reclassification of capital from Buildings to Engineered Structures

### Buildings (\$0.2M)

- +0.4M VIHA roof replacement, +0.3M facility improvements for Animal Care Services, and +0.2M Hamsterly Beach Washroom design changes
- (1.3M) reclassification of capital from Buildings to Engineered Structures

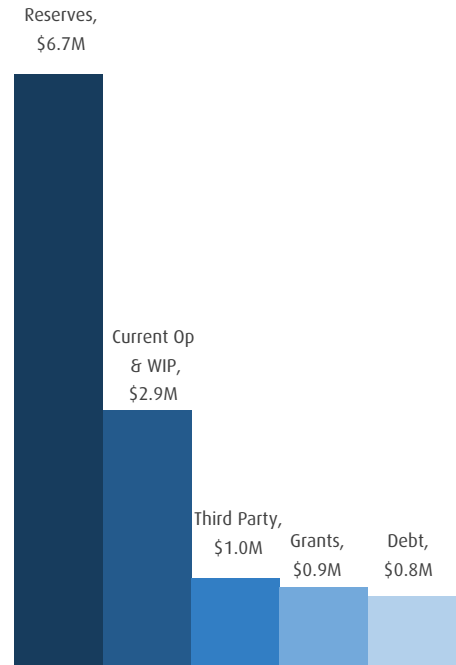
### Land +\$0.4 M

- +0.3M Millstream Meadows Remediation carryforward awaiting ministry approval

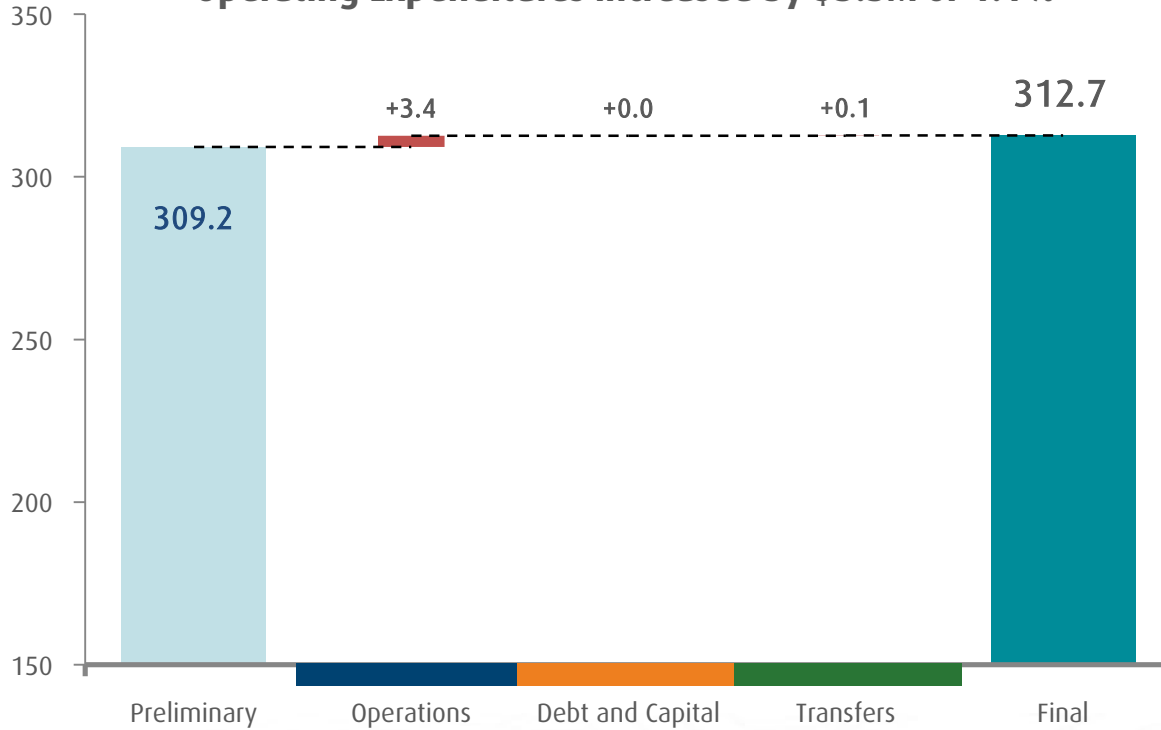
### OTHER +\$3.1 M

- +0.9M Panorama multi-sport court & playground related to timing, +0.7M Elk Lake remediation system, +0.4M carryforward of 2 ice resurfacers, and +0.3M CAWW replacement of electric vehicles

## Changes in Investment Funding by Source



## Operating Expenditures increased by \$3.5M or 1.1%



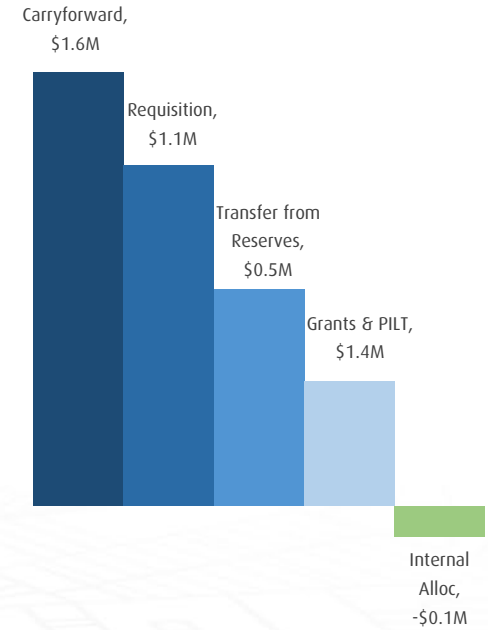
### Operations +\$3.4 M

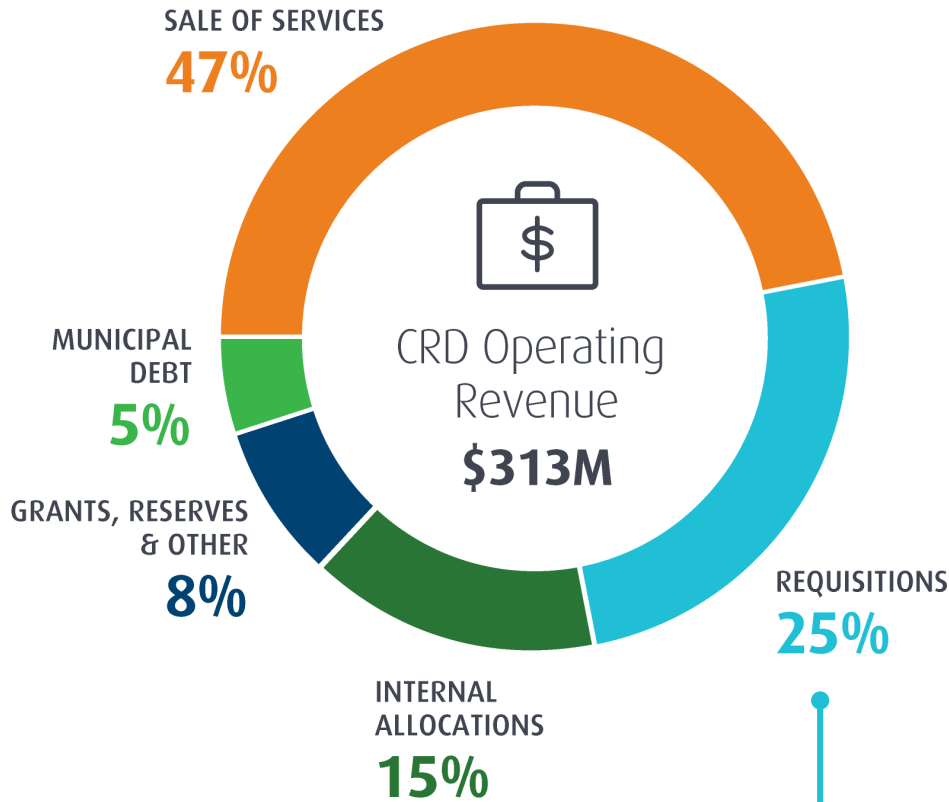
- +0.9M to fund initiatives related to the updated Climate Action Strategy
- +0.8M RHTF grant funding deferred from 2021 to 2022
- +0.7M for Leg & Gen initiatives carried forward from 2021 to 2022
- +0.2M new Health Care Center service for Pender Island

### Transfer to Reserves +\$0.1 M

- +0.1M to offset various updated fees, charges, and other revenue related to Environmental Resource Management, Regional Parks, 911 Systems and several local services

## Changes in Operating Revenue by Source





Sale of Services	145.8
Requisitions	78.0
Internal Allocations	47.2
Grants, Reserves & Other	26.3
Municipal Debt	15.4
<b>Total</b>	<b>\$313M</b>

2022 Final Budget	2022 Preliminary	Δ \$	Δ %	2021 Budget
\$78.0M	\$76.9M	\$1.1M	1.4%	\$73.6M

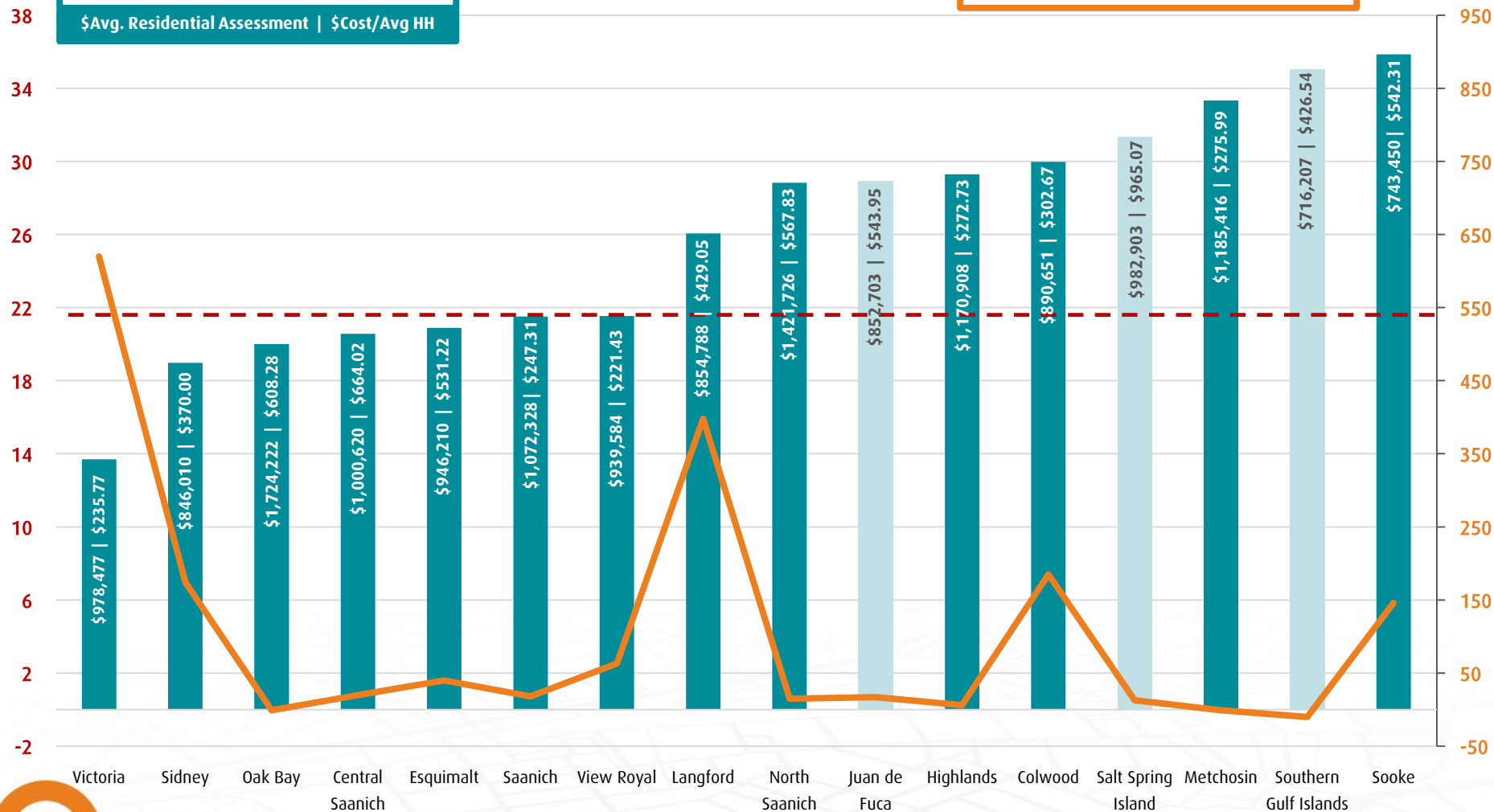


# Impact of Assessment & Folios

Change in Converted Assessments;  
Regional = **21.6%**

Change in Number of Folios;  
Regional Total = 1,713

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



# Requisition by Participant

	A	+	B	=	C	→	D	
Municipalities & EAs	Impact of Cost Apportionment		All Other CRD		CRD Final		CRD, CRHD & Municipal Debt	Cost per HH CRD & CRHD & Muni Debt
Central Saanich	(1.0%)		4.2%		3.2%		0.8%	3.6%
Colwood	3.0%		4.6%		7.6%		3.8%	1.4%
Esquimalt	(0.1%)		(3.8%)		(3.9%)		(3.9%)	(3.7%)
Highlands	4.7%		6.5%		11.2%		5.6%	11.0%
Langford	1.7%		3.5%		5.2%		3.4%	4.8%
Metchosin	7.5%		6.1%		13.6%		9.4%	10.5%
North Saanich	5.1%		5.7%		10.8%		6.8%	9.8%
Oak Bay	(0.6%)		4.1%		3.5%		0.2%	0.9%
Saanich	(0.1%)		9.1%		9.0%		4.9%	6.8%
Sidney	(1.7%)		6.2%		4.5%		(0.6%)	(0.3%)
Sooke	2.4%		6.8%		9.2%		7.2%	7.4%
Victoria	(5.3%)		8.4%		3.1%		(2.3%)	(0.7%)
View Royal	(0.4%)		8.4%		8.0%		0.2%	1.9%
Juan de Fuca	1.3%		4.6%		5.9%		4.7%	10.8%
Salt Spring Island	1.5%		5.0%		6.5%		5.8%	6.7%
Southern Gulf Islands	3.6%		6.2%		9.8%		8.7%	9.5%
<b>Total</b>	<b>-</b>		<b>6.1%</b>		<b>6.1%</b>		<b>2.7%</b>	<b>4.7%</b>

	Draft Provisional	Board Directed (Climate Action)	Provisional Approval	Final Budget
CRD Requisition	4.5%	+1.2%	5.7%	6.1%
Consolidated Req	1.7%	+0.8%	2.5%	2.7%
Consolidated Cost/HH	1.7%	+0.8%	2.5%	4.7%

Average Requisition / HH Drivers	2021	2022	Change
Capital Region Assessment Values	\$118 B	\$149 B	\$31 B
Capital Region Folios	146 k	148 k	2 k
Average HH Assessment	\$0.8 M	\$1.1 M	\$0.3 M
Total Requisition	\$116 M	\$119 M	\$3.2 M
<b>Consolidated Cost/HH</b>	<b>\$608.18</b>	<b>\$636.52</b>	<b>\$28.34</b>





## Investing for the Future

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

**Result:** in 2022, the investment in capital will be \$144.0M\* vs \$28.3M in amortization. This yields a 5.1x multiplier.

\* excludes investment in CAWTP, otherwise investment = 181.1M with a 6.4x 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 2022, reserve contributions will total \$24.0M vs a \$297.2M\* operating budget. The result is 8.1%.

\* excludes municipal debt servicing costs, otherwise operating budget = \$312.7M with 7.7% contribution rate





## Debt Affordability

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

**Result:** in 2022, debt servicing costs will account for \$25.5M\* out of the total revenue of \$242.0M\*\*. This equates to 10.5%.

\* excludes municipal debt (15.4M)

\*\* excludes municipal debt (15.4M), internal allocations (47.2M), and surplus carryforward (8.0M); otherwise, debt servicing costs = 40.9M and total revenue = \$312.7M with a servicing rate of 13.1%



## Debt Management

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

**Result:** in 2022, debt will fund approximately 12.0% of total capital investment of \$144.0M\*.

\* excludes investment in CAWTP (\$37.2M), inclusive of these investments, debt funding is 19.6% of the plan





## Managing Capital Investments

capital investment is 5.1x depreciation while 11% of revenue is committed to long-term debt payments



## Supporting Board & Corporate Priorities

advancing initiatives to address outstanding commitments in the corporate plan



## Adapting to Regional Challenges

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



## Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies



**REPORT TO CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, MARCH 16, 2022**

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**SUBJECT**     **Bylaw No. 4481: 2022 to 2026 Financial Plan Bylaw, 2022**

**ISSUE SUMMARY**

This report summarizes updates to the 2022 budget since provisional approval and presents Bylaw No. 4481, 2022 to 2026 Financial Plan to the Capital Regional District (CRD) Board.

**BACKGROUND**

Section 374 of the *Local Government Act* requires that the CRD develop and approve a five year Financial Plan by March 31 each year. On October 27, 2021, the CRD Board approved 2022 Service Plans, the 2022 Staff Establishment Chart and the Provisional 2022-2026 Financial Plan. Before final approval, financial plans are amended based on year-end results, payments in lieu of taxes, revised assessment information, and other committee or commission directed changes.

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

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

**Trends and Assumptions**

Demand for CRD services remains strong as population growth continues to stimulate high levels of construction activity. Various indicators signal strength within the region and province when compared to the rest of Canada. Key metrics include:

- As of January 2022, the Consumer Price Index (CPI) for Greater Victoria was 2.5%, compared to Vancouver at 2.7% and British Columbia at 2.8%, strong signs of recovery when compared to the 2021 rates of 1.4%, 1.0% and 1.1% respectively.<sup>1</sup>
- In January 2022, BC Stats reported Victoria's unemployment rate was 3.9%, down from 5.2% in January 2021, where the region added 9,200 jobs over the period.<sup>2</sup> The province and national unemployment rate as of January 2022 was 5.1% and 6.5% respectively.<sup>3</sup>

1 At: [https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi\\_highlights.pdf](https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf)

2 At: <https://www.bccpa.ca/news-events/latest-news/2022/february-2022/greater-victoria-starts-2022-off-with-low-unemployment-but-high-job-vacancies/#:~:text=Greater%20Victoria%20starts%202022%20off%20with%20low%20unemployment%2C.Work%2C%20which%20highlights%20employment%20conditions%20across%20the%20province.>

3 At: [https://www2.gov.bc.ca/assets/gov/data/statistics/employment-labour-market/lfs\\_highlights.pdf](https://www2.gov.bc.ca/assets/gov/data/statistics/employment-labour-market/lfs_highlights.pdf)

- 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 18%, or 1.4% in the last year.<sup>4</sup> Provincially, 3 out of the top 4 growing municipalities were in the CRD, (1) Langford 6.5% population growth, (2) Sooke with 4.0%, and (4) North Saanich (3.5%).<sup>5</sup>
- Building permit activity in 2021 was \$2.0 billion, a 37% increase from prior year.<sup>6</sup> Housing starts in Greater Victoria set a new record in 2021 with 4,809 new homes, a 50% increase compared to 2020.<sup>7</sup>
- Through 2021, population growth, economic activity and other external and growth factors continued to drive demand on CRD services and utilization. Regional park visitors increased by 20-25% annually since 2019, landfill tipping tonnage grew by 8.3%, and water consumption rose by 6.3%.
- In January 2022, the Victoria Real Estate Board reported the average price of a single family home reached a record \$1,161,500, an increase of 24.6% from the prior year.<sup>8</sup> Additionally, real estate listings decreased by (43.7%) compared to the same month in 2021.<sup>9</sup>

## **ALTERNATIVES**

### *Alternative 1*

1. That Bylaw No. 4481, “2022 to 2026 Financial Plan Bylaw, 2022”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4481 be adopted.
3. That the amended Staff Establishment Chart as attached in Appendix G be approved.

### *Alternative 2*

1. That Bylaw No. 4481, “2022 to 2026 Financial Plan Bylaw, 2022”, be introduced and read a first and second time; and
2. That Bylaw No. 4481 be amended as directed.
3. That Bylaw No. 4481 be read a third time.
4. That Bylaw No. 4481 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

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

5 At: [https://www2.gov.bc.ca/assets/gov/data/statistics/people-population-community/population/pop\\_subprovincial\\_population\\_highlights.pdf](https://www2.gov.bc.ca/assets/gov/data/statistics/people-population-community/population/pop_subprovincial_population_highlights.pdf)

6 CRD Regional Planning Statistics

7 At: <https://www.vreb.ca/news/housing-starts-set-new-record-in-greater-victoria/>

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

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



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 oversees 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. In alignment with legislation, review of all CRD 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. Appendix K provides a summary of consultation 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. 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 other media materials.

Public feedback on the 2022-2026 Five Year Financial Plan Bylaw concluded on January 31 and feedback received has been shared through the Board correspondence portal. Feedback is considered and incorporated in alignment with corporate and strategic planning for Board approval and integrated into service planning where applicable.

### *Legislative Implications*

#### **Financial Plan Bylaw**

The Financial Plan bylaw includes operating and capital expenditures, reserve transfers, and revenue requirements from 2022-2026. Bylaw No. 4481, cited as "2022 to 2026 Financial Plan Bylaw, 2022", including Schedules A and B, reflect approved service plans and any adjustments since provisional approval. The bylaw and schedules are included in Appendix N.

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 all electoral area-only budgets on March 9, 2022. Appendix O includes the report and appendices for reference.

## *Economic Implications*

### **Assessment and Growth**

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

Through 2021, the region experienced a significant increase in converted assessments of \$3.3 billion or 21.6%, while residential folios grew by 1,713 or 1.2%.<sup>10</sup> The change in assessments varies by municipality and electoral area.

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

## *Financial Implications*

### **Budget Overview**

The 2022 CRD Financial Plan includes \$312.7 million in operating expenditures, an increase of \$15.8 million or 5.3%, and \$181.1 million in capital investment, a decrease of (\$105.1) million or (36.7%) from 2021.

**Table 1: 2022 CRD Budget – Change from prior year**

Budget Type (\$M)	2022 Final	2021 Final*	\$ Change	% Change
Operating	312.7	296.9	15.8	5.3%
Capital	181.1	286.2	-105.1	-36.7%
<b>Total</b>	<b>493.8</b>	<b>583.1</b>	<b>-89.3</b>	<b>-15.3%</b>

\* 2021 Final amounts as shown in Bylaw 4456

Appendix A provides additional tables summarizing 2022 year over year changes in operating and capital expenditures, requisition, and reserves. The total impact of the operating and capital budget on the 2022 Financial Plan Summaries, along with 2022 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 2022 Final to the Provisional budget. Appendix B and D provide an overview of the 2022 operating and capital budgets.

<sup>10</sup> BC Assessment 2022Tax Roll

## Operating Expenses

Since provisional approval, the operating budget increased \$3.5 million or 1.1%. The following table summarizes changes by type of expense:

**Table 2: Changes in Operating Expenses**

Expenditure Type (\$M)	2022 Final	2022 Prelim	\$ Change	% Change
Operations	224.6	221.2	3.4	1.5%
Debt Servicing	40.9	40.9	0.0	0.0%
Transfer to Reserves	24.0	23.9	0.1	0.4%
Capital Funding	23.2	23.2	0.0	0.0%
<b>Total</b>	<b>\$312.7</b>	<b>\$309.2</b>	<b>\$3.5</b>	<b>1.1%</b>

The \$3.4 million change in operations are related to the Climate Action Strategy initiatives which received bylaw adoption following provisional budget approval, timing differences on the Drennan and Sooke Housing Project (grants through the Regional Housing Trust Fund), establishment of the new Pender Island Health Care service, and various service budgets being updated to reflect carry forward of 2021 work programs into 2022.

The \$0.1 million increase in transfers to reserve is a result of year end balancing of surplus carryforward and payment-in-lieu (PILT) revenue adjustments. The adjustments fund current and future capital. Details on all major operating budget changes are listed in Appendix C.

## Operating Revenue

As a result of changes to the operating expenses shown in Table 2, revenue requirements require rebalancing; they are summarized in Table 3.

**Table 3: Changes in Operating Revenue**

Revenue Type (\$M)	2022 Final	2022 Prelim	\$ Change	% Change
Sale of Services	145.8	145.8	0.0	0.0%
Internal Allocations	47.2	47.3	-0.1	-0.2%
Surplus Carryforward	8.0	6.6	1.4	21.2%
Rentals and other Revenue	7.8	7.8	0.0	0.0%
Transfer from Reserves	5.4	4.7	0.7	14.9%
Grants and PILT	5.1	4.7	0.4	8.5%
<b>Subtotal</b>	<b>219.3</b>	<b>216.9</b>	<b>2.4</b>	<b>1.1%</b>
Requisition*	93.4	92.3	1.1	1.2%
<b>Total</b>	<b>312.7</b>	<b>309.2</b>	<b>3.5</b>	<b>1.1%</b>

\* Total requisition includes municipal debt payments of \$15.3 million.

The Surplus Carryforward increase of \$1.4 million from provisional approval is driven by a timing change on the Regional Housing Trust Fund grant for the Drennan and Sooke Housing Project and change in timing for completion of Environmental Engineering initiatives for HQ study and implementation of the densification plan into 2022.

The increase of \$0.7 million in transfers from reserve is due to updates to the Human Resources Information System project cost, the addition of an additional ILEAD Leadership Program cohort, and funding for committed work deferred from 2021 for completion in 2022.

An increase in grants and PILT funding of \$0.4 million is driven by increased transfers in 2022, as discussed further below.

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 2021 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 2022, the PILT received was higher than the Provisional budget, totaling \$4.0 million or an increase of \$0.4 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)	2022 Final	2022 Prelim	\$ Change	% Change
Water	72.4	68.7	3.7	5.4%
Wastewater	47.7	46.5	1.2	2.6%
Landfill & Recycling	20.7	18.3	2.4	13.1%
Parks & Natural Resource Protection	14.1	12.5	1.6	12.8%
Recreation	6.6	5.1	1.5	29.4%
Transportation	4.6	3.9	0.7	17.9%
Arts & Culture	4.2	4.2	0.0	0.0%
Accountability	3.5	3.3	0.2	6.1%
Climate Action & Adaptation	2.6	2.6	0.0	0.0%
Protective Services, Planning & Development	2.6	2.1	0.5	23.8%
Health	2.1	1.6	0.5	31.3%
<b>Total</b>	<b>\$181.1</b>	<b>\$168.8</b>	<b>\$12.3</b>	<b>7.3%</b>

The \$3.7 million change in capital investment for Water includes updated cost estimates for the DCC Skirt Mountain Improvements and Asbestos Pipe replacement projects in Juan De Fuca Water Distribution. The \$2.4 million increase in Landfill & Recycling includes timing revisions for capital work deferred from 2021 to 2022 for Aggregate Production at the Hartland Landfill, and the RFP tender process on the Landfill Gas Utilization project. Additional details and explanations for all 2022 major capital project changes 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)	2022 Final	2022 Prelim	\$ Change	% Change
Current Operating and WIP	48.0	45.1	2.9	6.4%
Grants	23.2	22.3	0.9	4.0%
Debenture Debt	35.5	34.7	0.8	2.3%
Donations & Third Party Funding	10.2	9.2	1.0	10.9%
Reserve Funding	64.2	57.5	6.7	11.7%
<b>Total</b>	<b>\$181.1</b>	<b>\$168.8</b>	<b>\$12.3</b>	<b>7.3%</b>

The change in current operating and WIP funding is primarily due to the updated costs to the Goldstream Asbestos Cement Replacement and the Sun River Reservoir Replacement projects within the Juan de Fuca Water Distribution service, and the PHU Roof Replacement project in the Health Facilities – VIHA service. The change in reserve funding is related to a variety of projects, including revised costing for the DCC Skirt Mountain Improvements in Juan de Fuca Water Distribution, Aggregate Production for Hartland, and capital works on Landfill Gas Utilization being carried forward into 2022. Additional details and explanations for all capital change drivers are included Appendix F.

The current 2022-2026 capital plan totals \$690 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, projects greater than \$0.5 million is included in Appendix E and a complete list of capital projects by service is included in Appendix M.

### Staff Establishment Chart

The Staff Establishment Chart (SEC) is attached as Appendix G, detailing Full-Time Equivalent (FTE) employees included in each department and division. Since provisional approval, 2022 FTEs have increased by 1.0 ongoing and 1.0 fixed duration. These FTEs are related to Climate Action Strategy initiatives where IBC 5a-1.3, 1.4 and 1.6 and were not included as the service bylaw was awaiting approval. The amended bylaw received municipal consent and was adopted by the CRD Board February 9, 2022 and is now reflected in the final plan.

## **Financial Indicators & Reserve Forecasts**

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

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

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

## **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 2022 through 2026. The 2022 budget was preliminarily approved by the Board on October 27, 2021. The 2022-2026 Financial Plan has been prepared in alignment with Board decisions and committee direction. Staff recommends approving the 2022-2026 Financial Plan bylaw as presented.

## **RECOMMENDATION**

1. That Bylaw No. 4481, "2022 to 2026 Financial Plan Bylaw, 2022", be introduced and read a first, second and third time; and
2. That Bylaw No. 4481 be adopted.
3. That the amended Staff Establishment Chart as attached in Appendix G be approved.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

## **ATTACHMENT(S)**

- Presentation: Capital Regional District 2022 Final Budget
- Appendix A: CRD 2022 Final vs. 2021 Final Budgets
- Appendix B: CRD 2022 Operating Budget Overview
- Appendix C: Drivers for Changes in Operating Budget
- Appendix D: CRD 2022 Capital Budget Overview
- Appendix E: CRD 2022 Major Capital Projects > \$500,000
- Appendix F: Drivers for Changes in Capital Budget
- Appendix G: CRD 2022 Staff Establishment Chart
- Appendix H: CRD Changes in Operating and Capital Reserve Forecasts
- Appendix I: CRD 2022 Financial Indicators
- Appendix J: CRD 2022 Financial Plan Summaries and Individual Municipality and Electoral Area Requisitions

- Appendix K: Public Input
- Appendix L: CRD 2022 Operating Cost Summary by Service
- Appendix M: CRD 2022 – 2026 Capital Project Listing by Service
- Appendix N: Bylaw No. 4481, “2022 to 2026 Financial Plan Bylaw, 2022”, inclusive of Schedules A and B
- Appendix O: Electoral Areas Committee Final Budget Report
- Appendix P: Requisition By Participant – Impact of Assessed Values

The following charts summarize the change in operating and capital plans, year over year, after final adjustments to the 2022 budget.

### Operating Expenditures (in \$ millions)

Expenditure Type	2022 Final	2021 Final <sup>1</sup>	\$ Change	% of Total Change
Operations	224.6	209.1	15.5	5.2%
Debt Servicing	40.9	39.9	1.0	0.3%
Capital Funding	23.2	21.5	1.7	0.6%
Transfers to Reserves	24.0	26.4	-2.4	-0.8%
<b>Total</b>	<b>\$312.7</b>	<b>\$296.9</b>	<b>\$15.8</b>	<b>5.3%</b>

<sup>1</sup>2021 Final amounts as shown in Bylaw 4456

### Operating Revenues (in \$ millions)

Revenue Source	2022 Final	2021 Final <sup>1</sup>	\$ Change	% of Total Change
Sale of services	145.8	138.5	7.3	2.5%
Requisitions <sup>2</sup>	93.4	88.6	4.8	1.6%
Allocation to other services	47.2	44.6	2.6	0.9%
Rentals and other revenue	7.8	7.4	0.4	0.1%
Surplus	8.0	9.0	-1.0	-0.3%
Grants and PILT	5.1	6.4	-1.3	-0.4%
Transfer from reserve for capital	5.4	2.4	3.0	1.0%
<b>Total</b>	<b>\$312.7</b>	<b>\$296.9</b>	<b>\$15.8</b>	<b>5.3%</b>

<sup>1</sup>2021 Final amounts as shown in Bylaw 4456

<sup>2</sup>Includes Municipal Debt

### Requisitions (in \$ millions)

Description	2022 Final	2021 Final	\$ Change	% Change
Total Electoral Areas Only	15.3	14.3	1.0	7.1%
Regional / Sub Regional	62.7	59.3	3.4	5.8%
<b>Total Before Municipal Debt</b>	<b>78.0</b>	<b>73.6</b>	<b>4.4</b>	<b>6.1%</b>
Municipal Debt	15.4	15.0	0.4	2.7%
<b>Total</b>	<b>\$93.4</b>	<b>\$88.6</b>	<b>\$4.8</b>	<b>5.5%</b>



### Capital Expenditures (in \$ millions)

Description	2022 Final (a)	2022 Prelim (b)	2021 Final <sup>1</sup> (c)	Change (a-c)	% of Total Change
Engineered Structures	127.6	118.6	204.9	-77.3	-27.0%
Buildings	20.8	21.0	46.0	-25.4	-8.9%
Equipment	19.9	17.6	16.8	3.1	1.1%
Land	7.7	7.3	14.6	-6.7	-2.3%
Vehicles	5.1	4.3	3.9	1.2	0.4%
<b>Ending Balance</b>	<b>\$181.1</b>	<b>\$168.8</b>	<b>\$286.2</b>	<b>-\$105.1</b>	<b>-36.7%</b>

<sup>1</sup>2021 Final amounts as shown in Bylaw 4456

### Capital Revenues (in \$ millions)

Description	2022 Final (a)	2022 Prelim (b)	2021 Final <sup>1</sup> (c)	Change (a-c)	% of Total Change
Current Operating and WIP	48.0	45.1	52.2	-4.2	-1.5%
Grants	23.2	22.3	104.9	-81.7	-28.5%
Debt Issuance	35.5	34.7	49.2	-13.7	-4.8%
Donations & Third Party Funding	10.2	9.2	29.2	-19.0	-6.6%
Reserve Funding	64.2	57.5	50.7	13.5	4.7%
<b>Ending Balance</b>	<b>\$181.1</b>	<b>\$168.8</b>	<b>\$286.2</b>	<b>-\$105.1</b>	<b>-36.7%</b>

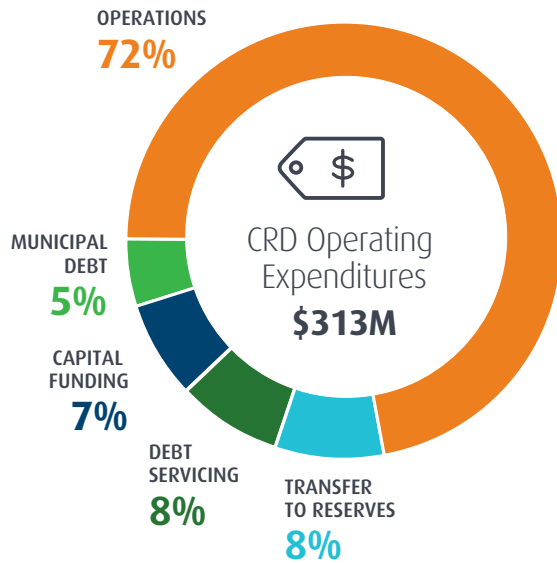
<sup>1</sup>2021 Final amounts as shown in Bylaw 4456

### Reserves - Capital (in \$ millions)

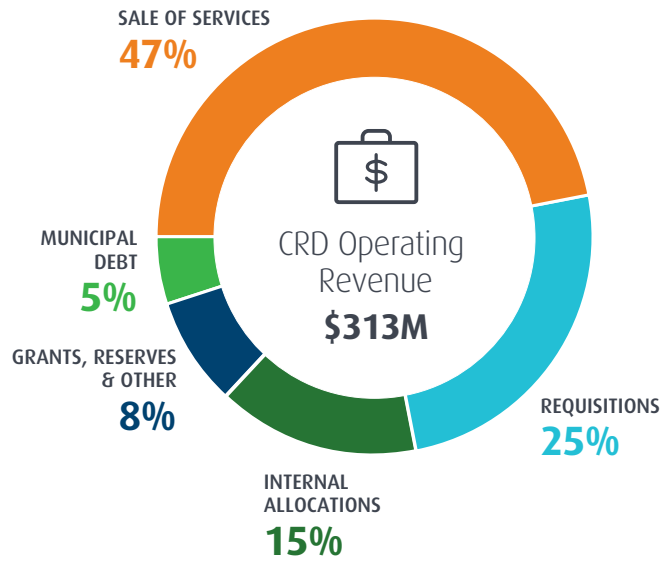
Reserve Activity - Forecast	2022 Final	2021 Final	\$ Change	% Change
Opening Reserve Balance Actual <sup>1</sup>	120.7	98.5	22.2	22.5%
Transfer to/from Operating	22.3	41.7	-19.4	-46.5%
Interest Income	0.8	2.0	-1.2	-60.0%
Transfer to Fund Capital Projects	-49.7	-21.5	-28.2	131.2%
<b>Ending Balance</b>	<b>\$94.1</b>	<b>\$120.7</b>	<b>-\$26.6</b>	<b>-22.0%</b>

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

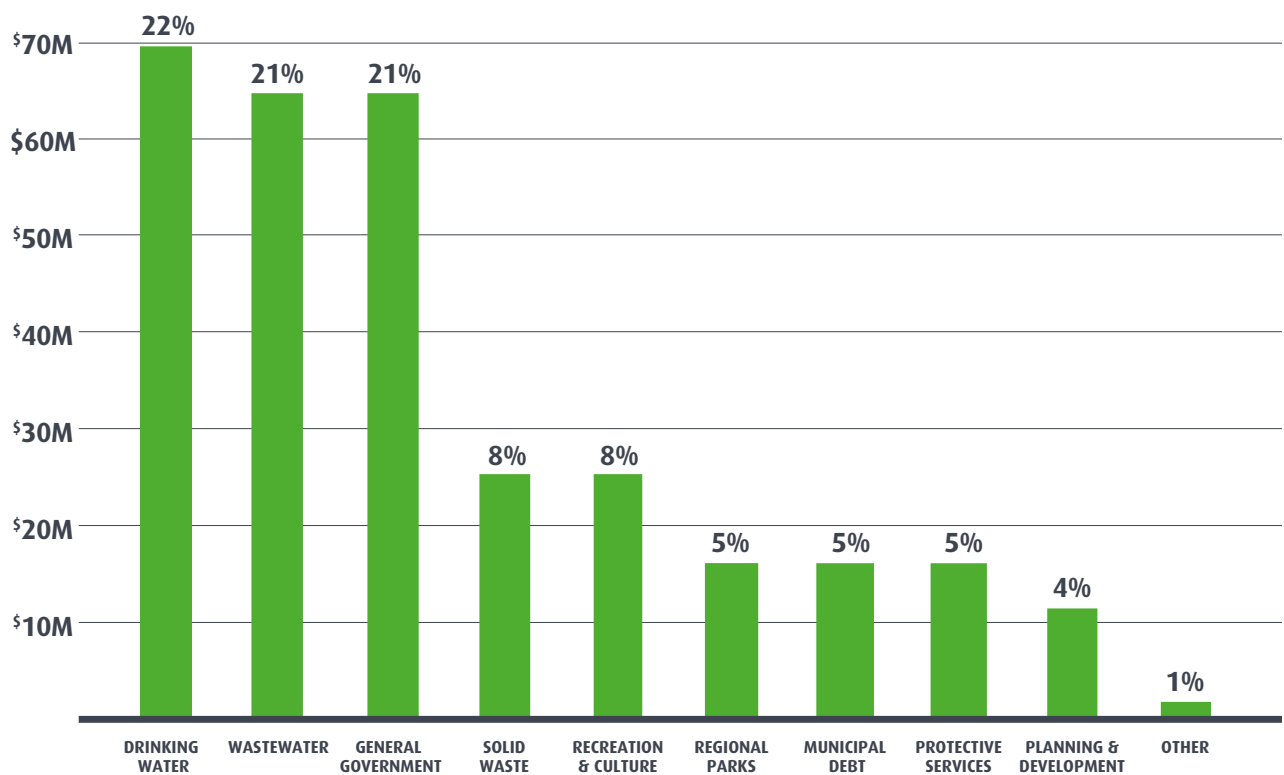
## WHERE THE MONEY GOES



## WHERE THE MONEY COMES FROM



## HOW THE MONEY IS SPENT



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

Table 1: Drivers for Change in Operating Expenses	Pages 2-4
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 Payments in Lieu of Taxes (PILT)	Page 8

**Operating Expenses**

Since Provisional approval, the operating budget increased by \$3.5 million or 1.1%. 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
<b>Climate Action and Adaptation</b>	0.924	Updated Climate Action Strategy	Regional	Requisition (ongoing)	CRD Board, February 9, 2022
	A Board directive to respond to a declaration of Climate Emergency led to the development of an updated Climate Action Strategy with increased service levels. Key initiatives include the Regional Building Energy Retrofit Program for \$603k, Public EV Coordinator for \$240k, and Corporate Energy Key Project Manager for \$81k.				
<b>Regional Housing Trust Fund</b>	0.800	Drennan and Sooke Housing Project funding delayed from 2021 to Spring 2022	Sub-Regional	Carry Forward (one-time)	Included in 2021 Service Plan
	Carryforward of unspent funds from 2021 due to the timing of grant recipients meeting funding eligibility. Approved grant recipients will receive funds in 2022.				
<b>Pender Islands Health Care Centre</b>	0.226	Establishment of a new Health Care Centre service for Pender Islands	Local Area	Requisition (ongoing)	CRD Board, December 8, 2021
	The establishment of this service has been introduced since preliminary budget through bylaw No. 4441. The new service will contribute to the costs of administration and operation of the Pender Islands Health Care Centre.				
<b>Environmental Engineering</b>	0.170	Office space considerations and vehicle purchase	Regional	Carry Forward (one-time)	Included in 2021 Service Plan
	Carry forward 2021 surplus to fund a vehicle purchase from 2021 that was not completed; carry forward funds from the HQ2 study initiative to assist in funding the densification initiative.				

<b>Legislative and General Government</b>	0.207	Human Resources initiatives	Regional	Reserve (one-time)	Staff Identified Requirement
	Additional iLead program to be conducted in 2022 for \$60k; IT Services Review added for 2022 for \$60k; revised 2022-2026 IBC for HRIS, which recognizes a correction to the consultancy costs, with a \$87k impact for 2022.				
	0.184	First Nations initiatives	Regional	Reserve (one-time)	Included in 2021 Service Plan
	Carry-forward of unspent funds from 2021 for archeology work for \$35k, cultural programming/training for \$95k, and indigenous internship program for \$54k.				
	0.175	Corporate Emergency initiatives	Regional	Carry Forward (one-time)	Included in 2021 Service Plan
	Work carried forward to 2022 of \$142k for Regional Emergency Planning Response and Corporate EOC costs, \$25k Emergency Exercise Program deferred due to COVID-19; \$8k for retention of an RRU co-op student to assist Protective Services with the EM software roll out.				
	0.094	Finance initiatives	Regional	Reserve (one-time)	Included in 2021 Service Plan
	Consultancy work carried forward from 2021 relating to the Internal Financial Controls Program for \$50k and the Asset Management CAMS Decision-Making and Lifecycle Costing Project for \$40k.				
	0.055	Corporate Services initiatives	Regional	Reserve (one-time)	Included in 2021 Service Plan
	Carry forward of planned 2021 work for EDRMS consultancy.				

<b>Environmental Resource Management</b>	0.108	Landfill security services	Regional	Other Revenue (ongoing)	Change in Budget Assumptions
	Landfill security services was adjusted to reflect a more accurate estimate based on the tender process.				
<b>SGI Small Craft Harbour Facilities</b>	0.056	Operating cost and debt adjustment	Local Area	Requisition (one-time)	Change in Budget Assumptions
	Operating cost increase due to higher wharfinger compensation, delayed closure of Horton Bay dock, and one-time start-up costs for new Anson Rd dock. Debt costs increased due to higher borrowing required to finance construction of Anson Rd Dock Facility and Swartz Bay Improvements and Dock Replacement.				
<b>911 Call Answer - Municipalities</b>	0.051	Call levy adjustment	Sub-Regional	Requisition (ongoing)	Change in Budget Assumptions
	Higher 2021 deficit carryforward due to lower 911 Call Levy revenue in 2021, which lowered the 2022 revenue projection in alignment with historical actual revenue trends.				
<b>911 Systems</b>	(0.079)	Call levy adjustment	Regional	Service Fees (ongoing)	Change in Budget Assumptions
	Due to lower than estimated 911 call levy in 2021, the budget for 2022 was adjusted to reflect updated estimate due to experience in 2021.				
<b>All other services (Including EA)</b>	0.479	Net increase across 82 other services			
<b>Subtotal</b>	<b>\$3.450</b>				

**Operating Revenue**

Service plan adjustments and budget assumption changes since the provisional budget are funded through a variety of revenue sources totaling \$3.5 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
<b>Regional Housing Trust Fund (RHTF)</b>	0.800	Carry forward of unspent funds from 2021 due to the timing of grant recipients meeting funding eligibility.	Sub-Regional	Included in 2021 Service Plan
<b>Corporate Emergency</b>	0.175	Carry forward of funding, for regional emergency initiatives to be completed in 2022.	Regional	Included in 2021 Service Plan
<b>Environmental Engineering</b>	0.170	Carry forward to fund a vehicle purchase from 2021 that was deferred to 2022; HQ2 study initiative to assist in funding the densification initiative.	Regional	Included in 2021 Service Plan
<b>Land Banking and Housing</b>	0.065	Carry forward of unspent grant funding, to be used to offset consultant fees carried forward from 2021, and adjust allocation recoveries.	Regional	Revised Amount
<b>NET &amp; ECI Sewer Upgrade - Debt</b>	0.056	Debt reserve fund earnings returned upon debt maturity, carried forward as requisition to be returned.	Sub-Regional	Revised Amount
<b>All other services (Including EA)</b>	0.124	Net increase across 42 other services		
<b>Total</b>	<b>\$1.390</b>			

**Table 3: Drivers for Change in Transfer from Reserves Revenue**

Service	(\$M) Change	Description	Impact	Direction
<b>Legislative and General Government</b>	0.207	Human Resources - Increased transfer from operating reserve to support additional 2022 iLead program, IT Services Review, and revised HRIS consultancy costs.	Regional	Staff Identified Requirement
	0.184	First Nations - Funding for initiatives carried forward from 2021 for archeology work, cultural programming and training, indigenous internship program.	Regional	Included in 2021 Service Plan
	0.090	Finance - Funding for 2021 committed work carried forward for Internal Financial Controls Program and the Asset Management CAMS Decision-Making and Lifecycle Costing Project.	Regional	Included in 2021 Service Plan
	0.055	Corporate Services - Funding for EDRMS work deferred from 2021.	Regional	Included in 2021 Service Plan
<b>All other services (Including EA)</b>	0.145	Net increase across 14 other services		
<b>Total</b>	<b>\$0.681</b>			



**Table 4: Drivers for Change in Requisition Revenue**

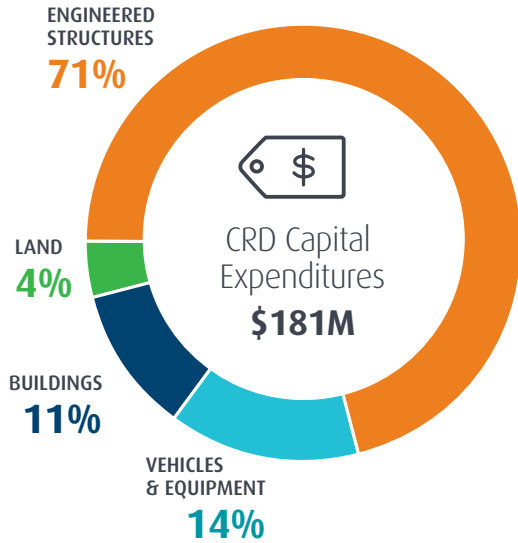
Service	(\$M) Change	Description	Impact	Direction
<b>Climate Action and Adaptation</b>	0.923	Increase due to new service levels associated with the updated Climate Action Strategy. New initiatives include the Regional Building Energy Retrofit Program, Public EV Coordinator and Corporate Energy Key Project Manager.	Regional	CRD Board, February 9, 2022
<b>Pender Islands Health Care Centre</b>	0.226	Increase due to the establishment of Pender Islands Health Care Centre service.	Local Area	CRD Board, December 8, 2021
<b>911 Call Answer - Municipalities</b>	0.076	Higher 2021 deficit carryforward due to lower 911 Call Levy revenue in 2021; lowered the 2022 revenue projection in alignment with historical actual revenue trends.	Sub-Regional	Revised Amount
<b>Core Area Wastewater Operations</b>	0.074	Change due to participation by requisition versus invoice and cost apportionment updates based on year-end flow adjustments.	Sub-Regional	Operating and Capital Agreements
<b>Core Area Wastewater Capital</b>	(0.165)	Change due to participation by requisition versus invoice and cost apportionment updates based on PILT contributions.	Sub-Regional	Operating and Capital Agreements
<b>All other services (Including EA)</b>	0.015	Net decrease across 93 other services		
<b>Total</b>	<b>\$1.149</b>			

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

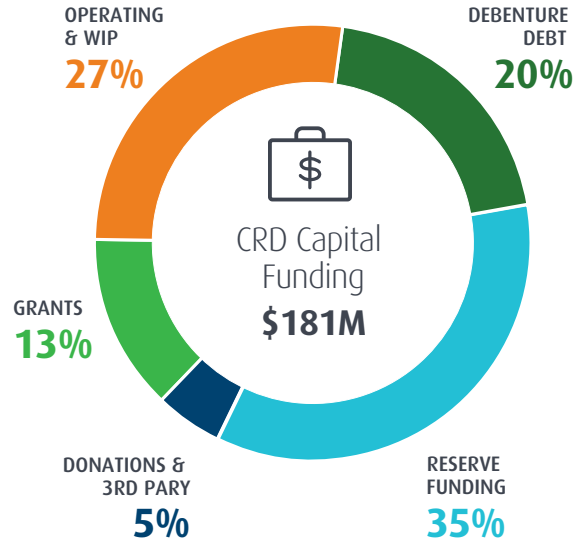
Municipality* (\$M)	2022 Final	2022 Prelim	\$ Change	% Change
Township of Esquimalt	2.460	2.091	0.369	18%
City of Victoria	0.515	0.496	0.019	4%
District of North Saanich	0.304	0.276	0.028	10%
City of Colwood	0.254	0.292	-0.038	-13%
District of Saanich	0.216	0.197	0.019	10%
District of Metchosin	0.112	0.124	-0.012	-10%
Electoral Areas	0.076	0.067	0.009	13%
City of Langford	0.036	0.034	0.002	6%
District of Central Saanich	0.016	0.018	-0.002	-11%
Town of Sidney	0.009	0.009	-	0%
District of Sooke	0.007	0.007	-	0%
Town of View Royal	0.006	0.006	-	0%
District of Oak Bay	0.001	0.001	-	0%
<b>Total</b>	<b>\$4.012</b>	<b>\$3.618</b>	<b>\$0.394</b>	<b>11%</b>

\*Excludes municipalities and electoral areas that do not receive PILT

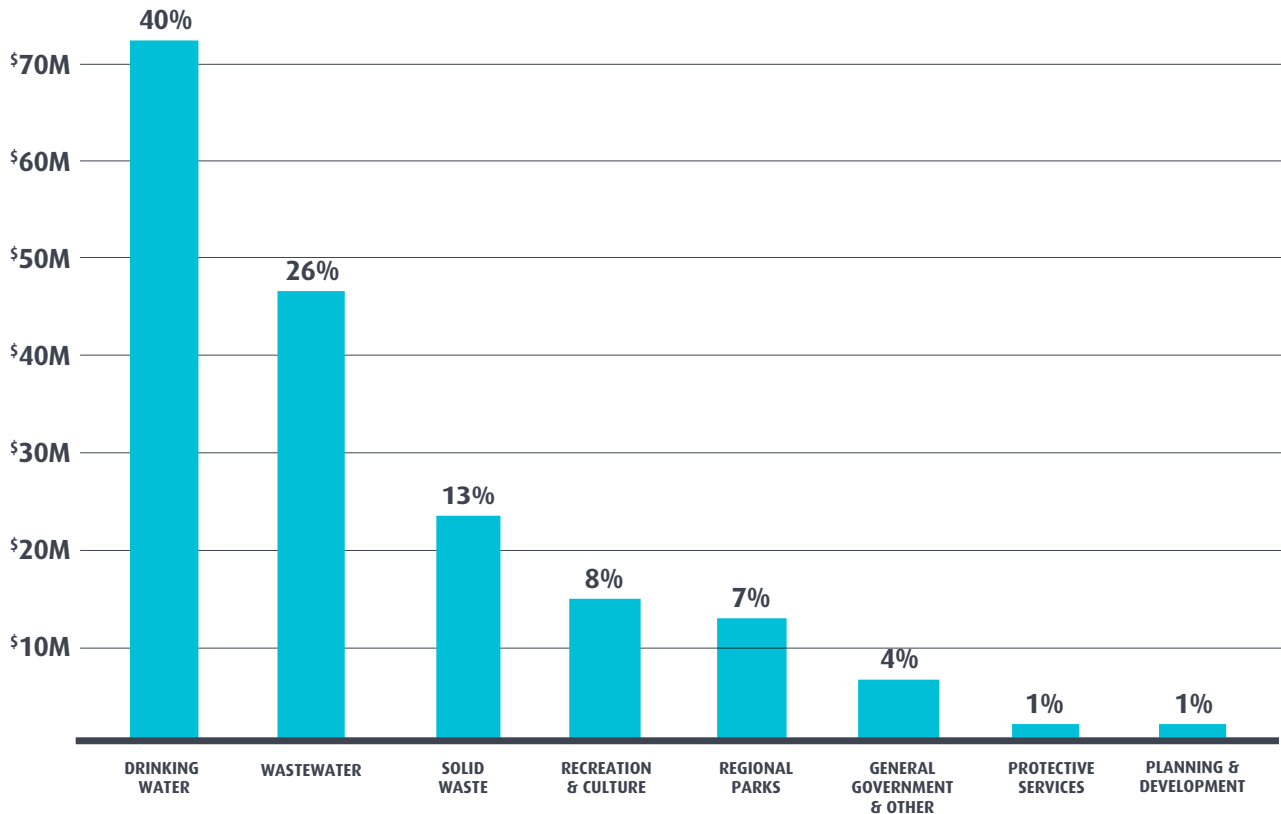
## WHERE THE MONEY GOES



## WHERE THE MONEY COMES FROM



## HOW THE MONEY IS SPENT



# Capital Regional District

## 2022 Capital Projects Greater than \$500,000

SERVICE AREA	\$M	FUNDING SOURCE
<b>Parks &amp; Recreation</b>		
<b>REGIONAL PARKS</b>		
Potential Land Acquisition Transactions	5.0	Debt
Purchase and Install Elk Lake Remediation Systems	1.4	Capital Funds on Hand, Reserves
Construct E&N Rail Trail Phases 3 & 4	1.2	Capital Funds on Hand, Debt
Mayne Island Regional Trail	1.0	Capital Funds on Hand
Construct Hamsterly Beach Washroom	0.7	Reserves
Repair GGRT Bridges (5)	0.6	Reserves
<b>PANORAMA RECREATION</b>		
Heat Recovery Plant	2.5	Debt, Grant
Multi-Purpose Sport Field	0.9	Capital Funds on Hand, Grant
<b>Environmental Services</b>		
<b>ENVIRONMENTAL RESOURCE MANAGEMENT</b>		
Landfill Gas Utilization	11.3	Reserves
Aggregate Production for Internal Use	4.6	Reserves
Lower lagoon bank Emergency Repairs	0.8	Reserves
<b>MILLSTREAM SITE REMEDIATION</b>		
Millstream Meadows Remediation	0.8	Capital Funds on Hand, Grant
<b>Facilities</b>		
<b>CRD HEADQUARTERS</b>		
Interior Renovations	1.5	Reserves
<b>McPherson Theatre</b>		
Repair East Elevation Wall	2.1	Reserves
<b>Royal Theatre</b>		
Repair Building Envelope	0.8	Reserves, Other
<b>Integrated Water Services</b>		
<b>SAANICH PENINSULA WATER SUPPLY</b>		
SPW System Upgrade and Expansion	1.8	Reserves
Keating Cross Road Water Main	1.0	Reserves
Hamsterly Pump Station Backup Power Generator	0.8	Reserves
<b>REGIONAL WATER SUPPLY</b>		
Goldstream IWS Field Office 1	3.4	Capital Funds on Hand, Other
Replacement of UV System	3.1	Capital Funds on Hand
Butchart Dam No. 5 Remediation Planning & Construction	2.0	Capital Funds on Hand
Replace Gatehouse at Goldstream Entrance	1.7	Capital Funds on Hand
RWS Supply Main No. 4 Upgrade	1.5	Capital Funds on Hand
Vehicle & Equipment Replacement (Funding from Replacement Fund)	1.2	ERF
Integrate Dam Performance and Hydromet to SCADA	1.0	Capital Funds on Hand
Main No.3 Segment Replacement	0.6	Capital Funds on Hand
Sooke Lake Dam - Instrumentation System Improvements	0.6	Capital Funds on Hand
<b>JDF WATER DISTRIBUTION</b>		
Rocky Point Upgrades	8.9	Capital Funds on Hand, Other
Goldstream AC Replacement	5.1	Capital Funds on Hand
AC Pipe Replacement Program	3.0	Capital Funds on Hand
Bear Mountain Parkway Extension Supply Mains	1.5	Reserves
Sun River Reservoir Replacement	1.5	Capital Funds on Hand, Other

Continued on next page

# Capital Regional District

## 2022 Capital Projects Greater than \$500,000

SERVICE AREA	\$M	FUNDING SOURCE
<b>Integrated Water Services (continued)</b>		
<b>JDF WATER DISTRIBUTION</b>		
Residential Service & Meter Replacement	1.3	Capital Funds on Hand
Vehicle & Equipment Replacement (Funding from Replacement Fund)	1.1	ERF
Sooke Henlyn Supply & Distribution Mains	1.0	Reserves
Comprehensive Pump Station Upgrades (10 year Program)	0.7	Capital Funds on Hand
JDF Reservoir Upgrades	0.7	Capital Funds on Hand
William Head & VGH Meter Replacement	0.6	Capital Funds on Hand
<b>JDF WATER DISTRIBUTION (DCC)</b>		
Tank 4, McCallum Pump Station, Pump Station 7 and Supply Main to Skirt Mtn Reservoir	8.0	Reserves
<b>REGIONAL WATER SUPPLY &amp; JDF WATER DISTRIBUTION</b>		
Voice Radio Upgrade	1.3	Capital Funds on Hand, Debt
<b>SAANICH PENINSULA TREATMENT PLANT</b>		
SPWWTP Concrete Tank Repairs	1.1	Reserves
Trunk Sewer Relining	1.1	Reserves
<b>CORE AREA WASTEWATER</b>		
CAWTP	16.4	Capital Funds on Hand, Grant
Bowker Sewer Rehabilitation	8.5	Debt
Marigold Electrical and Building Upgrades	2.2	Debt
Annual Provisional Emergency Repairs	1.0	Debt
SCADA and Radio Assessment	0.8	Debt
<b>Salt Spring Island (SSI)</b>		
<b>COMMUNITY PARKS (SSI)</b>		
Centennial Park Upgrades	0.6	Grant
<b>PARKS AND RECREATION (SSI)</b>		
Recreation Centre Expansion	1.2	Grant, Reserves
<b>Southern Gulf Island (SGI)</b>		
<b>MAGIC LAKE SEWER SYSTEM</b>		
Pump Station and Treatment Plant Upgrades	3.0	Debt, Grant
Sewer Replacement	1.1	Debt

Total Projects > \$500K	125.6
Total Projects < \$500K	55.5
<b>Total 2022 Capital Projects</b>	<b>181.1</b>

### Drivers for Change in Capital Investment

Service	(\$M) Change	Description	Impact	Funding Source	Direction
<b>Juan De Fuca Water Distribution</b>	\$2.0	The DCC Skirt Mountain Improvements have a budget revision to recognize anticipated cost escalation for labour and materials, resulting in a higher cost of construction than originally budgeted. Funding is provided entirely by the JDF Development Cost Charge (DCC) program.	Sub-Regional	Reserve \$2.0	Juan de Fuca Water Distribution Commission, December 7 <sup>th</sup> , 2021
	\$1.1	The Goldstream Asbestos Cement Replacement project was increased \$800,000 for higher costs of construction, and also reflects an additional \$300,000 in carry forward work from 2021.	Sub-Regional	Current Operating and WIP \$1.1	Juan de Fuca Water Distribution Commission, December 7 <sup>th</sup> , 2021
	\$0.6	Tenders received for the Sun River Reservoir Replacement exceeded original 2022 budgeted amount. Resulting budget revision of \$375,000 to be funded by existing capital funds, and a further \$200,000 contribution from developer.	Sub-Regional	Current Operating and WIP \$0.4 Other \$0.2	Juan de Fuca Water Distribution Commission, December 7 <sup>th</sup> , 2021
<b>Solid Waste Disposal</b>	\$0.9	New contract for Aggregate Production for Hartland Landfill awarded in Q3 2021, and the planned aggregate production was not accomplished in 2021. Remaining work is being carried forward to 2022.	Regional	Reserves \$0.9	Change in Timing
	\$0.7	The RFP tender process on the Landfill Gas Utilization project is carried forward from 2021 to 2022.	Regional	Reserves \$0.7	Change in Timing
	\$0.2	Storm Water Sedimentation Pond Emergency Repairs identified in Q4 2021 for 2022, to allow for permanent repair and/or diversion of contaminated storm water flows into the leachate system.	Regional	Reserves \$0.2	Change in Assumptions

<b>Solid Waste Disposal</b>	\$0.2	Planned installation of a Final Closure System was not completed in 2021 is being carry forward to 2022.	Regional	Reserves \$0.2	Change in Timing
	\$0.2	Planned Food Waste Transfer Station Relocation Planning work deferred from 2021 is being carry forward to 2022.	Regional	ERF \$0.2	Change in Timing
	\$0.2	Planned Interim Covers for West and North Slopes was incomplete in 2021, with remaining work carried forward to 2022.	Regional	Reserves \$0.2	Change in Timing
<b>Panorama Recreation</b>	\$0.9	The Multi-sport Court and Playground Relocation project was carried forward into 2022 due to delays in design.	Sub-Regional	Grant \$0.6 Current Operating and WIP \$0.3	Change in Timing
	\$0.4	Replacement of two Ice Resurfacers was deferred from 2021 due to a delay in manufacture and is being carried forward to 2022.	Sub-Regional	ERF \$0.4	Change in Timing
<b>Core Area Wastewater Treatment Program</b>	\$0.8	Carry forward and adjusted budget for New Infrastructure Optimization work.	Sub-Regional	Debt \$0.8	Change in Timing
<b>Health Facilities - VIHA</b>	\$0.4	The Roof Replacement project carried forward from 2021, to consolidate with Phase 2 of roof replacement already identified in the 2022 budget, to achieve costing synergies.	Regional	Current Operating and WIP \$0.4	Change in Timing
<b>Regional Parks</b>	\$0.7	The design phase of the Elk/Beaver Lake Remediation Systems project was delayed due to set backs with the consultant as a result of COVID-19, and is carried forward from 2021 to 2022. Scope of the project has been modified to install a single oxygenation system in Elk Lake at this time, and looks to determine a solution for Beaver Lake once Elk Lake system is fully evaluated.	Regional	Reserve \$0.7	Change in Timing

<b>Regional Parks</b>	\$0.2	Hamsterly Beach Washroom carry forward from 2021, arising from delays with external consultants on design development during COVID, and an extended permitting process.	Regional	Current Operating and WIP \$0.2	Change in Timing
	\$0.2	E&N Rail Trail Phase 3 & 4 carry forward from 2021 increased due to delays in installation of Phase 3 rail crossing.	Regional	Current Operating and WIP \$0.2	Change in Timing
<b>Southern Gulf Islands Small Craft Harbour Facilities</b>	\$0.4	Completion of Anson Road dock deferred to 2022 due to the Fisheries construction timing window. Budget increased for remediation of retaining wall and parking lot damaged due to winter storm event.	Local Area	Other \$0.2 Debt \$0.1 Reserve \$0.1	Southern Gulf Islands Harbours Commission, January 28 <sup>th</sup> , 2022
<b>Millstream Site Remediation</b>	\$0.3	Millstream Meadows remediation delayed in 2021 awaiting Ministry of Environment approval. Work carried forward to 2022.	Sub-Regional	Current Operating and WIP \$0.3	Change in Timing
<b>Integrated Water – Environmental Operations</b>	\$0.3	The zero emission fleet initiative resulted in an increased budget for planned vehicle replacements planned for 2022. The increase is a result of eight replacement vehicles being budgeted at a higher cost per unit to, replace with all electric vehicles.	Sub-Regional	ERF \$0.3	Change in Value
<b>Salt Spring Island Septage &amp; Composting</b>	\$0.3	Construction of a new Composting Facility on Salt Spring Island, in partnership with the SSI Abattoir and SSI Farmland Trust Society. Grant funding application was successful, with construction to begin in 2022.	Local Area	Grant \$0.2 Other \$0.1	CRD Board, November 10 <sup>th</sup> , 2021
<b>Animal Care Services</b>	\$0.4	Animal Care Services is budgeting for facility upgrades, to be funded from a recent donation.	Sub-Regional	Other \$0.4	Change in Assumptions



<b>SEAPARC</b>	\$0.2	Replacement of the Complete Pool Chlorination System is required, after a mechanical failure of the existing chlorination control system. Due to the age and make of the system, repair is not practical, and replacement is required.	Sub-Regional	Reserve \$0.2	Sooke & Electoral Area Parks & Recreation Commission, December 7 <sup>th</sup> , 2021
<b>All other services (Including EA)</b>	\$0.7	Net increase across 33 capital plans for 2022			
<b>Total</b>	<b>\$12.3</b>				

REGULAR POSITIONS - ONGOING					
Department/Division	Approved		Proposed	Community Need	IBC Reference
	2020	2021	2022		
<b>Executive Services</b>					
<i>Executive Office</i>	4.00	4.00	5.00	Accountability	15f-1.24 Executive Services Departmental Support (1)
<i>Corporate Communications</i>	6.00	6.00	7.00	Accountability	15f-1.14 Digital Communications Governance and Support Services (1)
<i>Human Resources &amp; Corporate Safety</i>	11.00	13.00	14.00	Accountability	15f-1.16 Corporate Safety Resourcing (1)
<b>TOTAL EXECUTIVE SERVICES</b>	<b>21.00</b>	<b>23.00</b>	<b>26.00</b>		
<b>Corporate Services</b>					
<i>Administration &amp; Legal Services</i>	3.00	3.00	4.00	Accountability	15f-1.21 Associate Legal Counsel (1)
<i>Information Services</i>	2.00	2.00	4.60	Accountability	15f-1.3 EDRMS (2)
				Accountability	15f-1.15 FOI & Privacy Role Conversion (AUX to PT) (0.6)
<i>Legislative Services</i>	3.00	3.00	4.00	Accountability	15f-1.23 Legislative Services Support (1)
<i>Risk and Insurance</i>	3.00	3.00	3.00		
<i>First Nations Relations</i>	3.00	3.00	4.00	First Nations Reconciliation	3a-3 Protection & Conservation of Heritage Sites Policy Implementation (1)
<i>Real Estate Services</i>	3.00	3.00	3.00		
<i>SGI Administration</i>	1.00	1.00	1.00		
<b>TOTAL CORPORATE SERVICES</b>	<b>18.00</b>	<b>18.00</b>	<b>23.60</b>		
<b>Finance &amp; Technology</b>					
<i>Financial Services</i>	44.50	50.70	57.75	Accountability	15b-2.1 Asset Management (2)
				Accountability	15b-2.2 Grant Support (0.5)
				Accountability	15f-1.17 Corporate Accounting Standard Compliance (1)
				Various	In support of other IBCs (3.55)
<i>Asset Management</i>	2.00	2.00	2.00		
<i>Information Technology &amp; GIS</i>	33.00	39.00	48.27	Various	In support of other IBCs (9.27)
<i>Arts &amp; Culture</i>	2.80	2.80	2.80		
<b>TOTAL FINANCE &amp; TECHNOLOGY</b>	<b>82.30</b>	<b>94.50</b>	<b>110.82</b>		
<b>Integrated Water Services</b>					
<i>Administration</i>	7.29	7.29	8.29	Water	10e-1 Contracts Coordinator (1)
<i>Customer &amp; Technical Services</i>	14.00	14.00	15.00	Water	10a-2 Infrastructure Integration Technician (1)
<i>Infrastructure Engineering</i>	27.00	26.00	26.00		
<i>Infrastructure Operations</i>	113.89	0.00	0.00		
<i>Wastewater Infrastructure Operations</i>		68.89	68.89		
<i>Water Infrastructure Operations</i>		50.00	50.00		
<i>Watershed Protection</i>	26.00	27.00	27.00		
<b>TOTAL INTEGRATED WATER SERVICES</b>	<b>188.18</b>	<b>193.18</b>	<b>195.18</b>		
<b>Parks &amp; Environmental Services</b>					
<i>Administration</i>	3.00	3.00	3.00		
<i>Facility Mgmt. &amp; Engineering</i>	21.00	25.00	25.00		
<i>Climate Action Programs <sup>1</sup></i>			1.00	Climate Action & Adaptations	5a-1.6 Corporate Energy Key Project Mgr (1) <sup>1</sup>
<i>Environmental Protection</i>	55.55	56.95	58.30	Climate Action & Adaptations	5a-1.2 Community Energy Specialist (conversion to regular) (1)
				Landfill & Recycling	9b-2.1 Communications Assistant (ERM SWMP support) (0.35)
<i>Environmental Resource Mgmt</i>	22.20	23.70	25.70	Landfill & Recycling	9a-1.2 Solid Waste Initiatives Coordinator (1)
				Landfill & Recycling	9d-1 Landfill Maintenance Worker (1)
<i>Panorama Recreation</i>	34.85	34.85	36.85	Recreation	13a-1.6 Preschool Program - ongoing (2)
<i>Regional Parks</i>	54.60	54.60	78.60	Parks & Natural Resource Mgmt	6g-1 Regional Parks Service (24)
<i>SEAPARC</i>	18.60	19.10	19.10		
<b>TOTAL PARKS &amp; ENVIRONMENTAL SERVICES</b>	<b>209.80</b>	<b>217.20</b>	<b>247.55</b>		
<b>Planning &amp; Protective Services</b>					
<i>Administration</i>	3.00	3.00	3.00		
<i>Building Inspection</i>	9.70	9.70	10.20	Planning & Development	11c-2 Building Inspection Information Services (0.5)
<i>Health &amp; Capital Planning</i>	2.00	2.00	2.00		
<i>JDFEA Services</i>	3.70	3.70	3.70		
<i>Protective Services</i>	16.20	16.20	16.20		
<i>Regional &amp; Strategic Planning</i>	7.00	7.00	8.00	Transportation	2a-1.2 Transportation Priorities Implementation (1)
<i>Regional Housing</i>	41.00	48.00	52.00	Affordable Housing	1a-2 Housing Planning & CRHC Operations (4)
<b>TOTAL PLANNING &amp; PROTECTIVE SERVICES</b>	<b>82.60</b>	<b>89.60</b>	<b>95.10</b>		
<b>SSI Administration (Executive Svcs)</b>					
<i>SSI Administration</i>	5.80	5.80	6.73	Recreation	13a-1.5 SSI Community Centre (0.93)
<i>SSI Parks &amp; Recreation</i>	11.40	11.40	11.40		
<b>TOTAL SSI ADMINISTRATION</b>	<b>17.20</b>	<b>17.20</b>	<b>18.13</b>		
<b>TOTAL CRD REGULAR POSITIONS (ONGOING)</b>	<b>619.08</b>	<b>652.68</b>	<b>716.38</b>		

REGULAR POSITIONS - FIXED DURATION					
Department/Division	Approved		Proposed	Community Need	IBC Reference
	2020	2021	2022		
<b>Executive Services</b>					
<i>CAWTP</i>	24.00				
<b>Finance &amp; Technology</b>					
<i>Financial Services</i>	4.00				
<b>Parks &amp; Environmental Services</b>					
<i>PES Administration</i>	2.00				
<i>Climate Action Programs</i>			1.00	Climate Action & Adaptations	5a-1.3 Regional Building Energy Retrofit Program (0.5) <sup>1</sup> 5a-1.4 Public EV Coordinator (0.5) <sup>1</sup>
<i>Environmental Protection</i>	3.50	2.00	3.00	Climate Action & Adaptations Wastewater Wastewater	5a-1.2 Community Energy Specialist (conversion to regular) (-1) 8a-1.4 Biosolids Research Assistant - term position (1) 8a-1.5 Lab Services CAWTP (1)
<i>Environmental Resource Mgmt</i>		2.00	2.00		
<b>Planning &amp; Protective Services</b>					
<i>Health &amp; Capital Planning</i>	1.00	2.00	2.00		
<i>Regional Housing</i>	7.00	8.80	10.80	Affordable Housing Affordable Housing Affordable Housing	1a-2 Housing Planning and Operations Term Extension 1a-3 Construction and Capital Project Term Extensions 1a-10 Reaching Home Program - Additional Funding (2)
<b>TOTAL CRD REGULAR POSITIONS (FIXED DURATION)</b>	<b>41.50</b>	<b>14.80</b>	<b>18.80</b>		

Notes on changes since Provisional Budget  
1: Additions of positions within the department related to the renewed Climate Action Strategy

**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 2021.

**Table 1: Changes in Operating Reserve Forecasts**

Reserve Activity	2022 Final	2022 Prelim	\$ Change	% Change
<b>Opening Reserve Balance</b>	\$63.7	\$57.4	6.3	11.0%
Transfers from Operating	1.7	1.6	0.1	6.2%
Interest Income	0.4	0.4	0.0	-0.4%
Transfer to Operating	-19.9	-19.0	-0.9	4.7%
<b>Closing Reserve Balance</b>	<b>\$45.9</b>	<b>\$40.4</b>	<b>\$5.5</b>	<b>13.6%</b>

Consolidated operating reserves through the end of 2021 are \$63.7 million. Net budgeted transfers, interest income, and funding of operating costs result in a forecasted closing balance of \$45.9 million at the end of 2022. Operating reserves reflect funds retained and segregated by service to fund future operating activities. The CRD currently manages 84 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, 2021 Operating Reserve Balances by Service (>\$1M)**

Description	Amount (\$M)
Solid Waste	40.0
Core Area Wastewater	7.7
Regional Planning	2.3
Legislative & General	2.2
Regional Growth Strategy	1.6
Various (<\$1M)	9.9
<b>Total</b>	<b>\$63.7</b>

**Table 3: Changes in Capital Reserve Forecasts**

Reserve Activity	2022 Final	2022 Prelim	\$ Change	% Change
<b>Opening Reserve Balance<sup>1</sup></b>	\$120.7	\$77.9	42.8	54.9%
Transfers from Operating	22.3	22.3	0.0	0.0%
Interest Income	0.8	1.1	-0.3	-27.3%
Transfer to Capital Plan	-49.7	-43.2	-6.5	15.0%
<b>Closing Reserve Balance</b>	<b>\$94.1</b>	<b>\$58.1</b>	<b>\$36.0</b>	<b>62.0%</b>

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

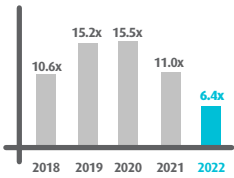
Capital reserves at the end of 2021 are \$120.7 million. Net of budgeted transfers, interest income, and funding to capital projects result in a forecasted closing balance of \$94.1 million at the end of 2022. Capital reserves reflect funds retained and segregated by service to fund future capital activities. The CRD currently manages 75 capital reserve funds.

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

**Table 4: December 31, 2021 Capital Reserve Balances by Service, Including ERF (>\$1M)**

Description	Amount (\$M)
Equipment Replacement Fund (All Services)	29.6
Regional Parks	12.9
Solid Waste	8.7
Core Area Wastewater Debt Reserve Fund	6.4
Office Facilities & Equipment	6.4
Saanich Peninsula Water Supply	6.2
Core Area Wastewater	3.9
Saanich Peninsula Ice Arena Facility	3.9
McPherson Theatre	2.2
S.P.W.W.S. Sewer Debt Reserve Fund	1.8
Sooke and Electoral Area Recreation & Facilities	1.3
Magic Lake Estates Water System	1.2
Regional Parks Land Acquisition	1.1
Various (<\$1M)	10.0
<b>Subtotal</b>	<b>\$95.6</b>
Landfill Closure and Post-Closure	11.9
Development Cost Charges	13.2
<b>Total</b>	<b>\$120.7</b>

**BUILDING INFRASTRUCTURE**

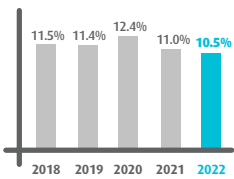


Investment in capital is **6.4x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2022, the investment in capital will be \$181.1M\* compared to an amortization of \$28.3M\*.

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

**MANAGING DEBT**



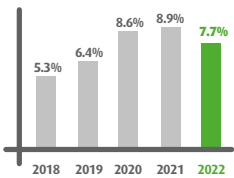
Debt servicing costs are **10.5%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2022, debt servicing costs will account for \$25.5M\* out of total revenue of \$242.0M.\*\*

\*This excludes municipal borrowing

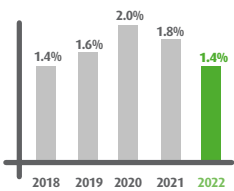
\*\*This excludes municipal debt (15.4M), internal allocations (47.2M), and surplus carryforward (8.0M)

**SAVING FOR THE FUTURE**



Reserve transfers make up **7.7%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2022, reserve transfers will total \$24.0M while the operating budget will total \$312.7M.



Reserve transfers make up **1.4%** 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 2022, reserve transfers will total \$24.0M while the net book value will total \$1,694.1M.\*

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

## **CAPITAL REGIONAL DISTRICT**

### **2022 Financial Plan Summary**

(Assessment data for cost apportionment purposes is based on Completed Roll Reports released Jan 1, 2022. This will be updated for the 2022 Final Billing when BC Assessment releases Revised Roll Reports by the end of March 2022. The resulting adjustment is not expected to be material.)

Prepared by CRD Financial Services  
March 16, 2022

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**CAPITAL REGIONAL DISTRICT - YEAR 2022 FINANCIAL PLAN**

Regional	Service	Gross Expenditure	Gross Expenditure	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition		Req. % Incr.
		2021	2022				2022	2021	
1.010	Legislative & General Government	25,887,694	29,930,014	1,210,559	14,331,680	4,005,768	10,382,007	8,529,279	21.72%
1.10X	Facilities Management	3,343,746	4,049,422	-	3,800,549	88,966	159,907	159,174	0.46%
1.101	G.I.S.	559,343	617,943	-	494,422	3,368	120,153	64,901	85.13%
1.112	Regional Grant in Aid	1,457,513	1,477,358	1,457,358	-	20,000	-	-	0.00%
1.224	Community Health	806,116	816,201	15,620	-	192,087	608,494	595,537	2.18%
1.226	Health Facilities - VIHA	1,580,254	1,658,419	-	-	1,658,419	-	-	0.00%
1.280	Regional Parks	12,363,073	16,779,411	-	32,053	1,294,551	15,452,807	11,052,078	39.82%
1.280A	Regional Parks - Land Acquisition	4,028,308	80,000	-	-	-	80,000	4,028,308	-98.01%
1.309	Climate Action and Adaptation	588,818	1,480,455	-	-	76,028	1,404,427	458,419	206.36%
1.310	Land Banking & Housing	2,785,019	3,026,344	111,491	765,859	704,533	1,444,461	1,337,562	7.99%
1.323	By-Law Enforcement	509,296	539,235	-	510,425	28,810	-	-	0.00%
1.324	Regional Planning Services	1,662,662	2,193,512	-	77,852	922,018	1,193,642	1,168,231	2.18%
1.335	Geo-Spatial Referencing System	179,599	174,545	-	-	16,838	157,707	163,231	-3.38%
1.374	Regional Emergency Program Support	169,443	195,609	-	-	63,723	131,886	129,248	2.04%
1.375	Hazardous Material Incident Response	344,703	352,038	-	-	28,945	323,093	316,828	1.98%
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	25,260,498	25,126,320	-	-	25,126,320	-	-	0.00%
1.525	Solid Waste Disposal - Debt	203,660	151,279	-	-	151,279	-	-	0.00%
1.57X	Environmental Services	22,861,504	23,644,160	170,000	23,361,347	112,813	-	-	0.00%
1.911	911 Systems	2,595,230	2,532,090	-	-	2,355,867	176,223	153,345	14.92%
1.921	Regional CREST Contribution	1,723,234	1,764,110	1,559	-	102,733	1,659,818	1,620,838	2.40%
2.670	Regional Water Supply	34,921,283	36,539,270	-	-	36,539,270	-	-	0.00%
21.ALL	Feasibility Study Reserve Fund - All	171,749	140,241	140,241	-	-	-	150,000	-100.00%
<b>Total Regional</b>		<b>144,002,745</b>	<b>153,267,977</b>	<b>3,106,828</b>	<b>43,374,187</b>	<b>73,492,336</b>	<b>33,294,625</b>	<b>29,926,979</b>	<b>11.25%</b>
Sub-Regional	Service	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.121	Sooke Regional Museum	196,593	215,882	200	-	341	215,341	196,217	9.75%
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	149,360	-	-	0.00%
1.126	Victoria Family Court Committee	15,904	16,035	157	-	878	15,000	15,000	0.00%
1.128	Greater Victoria Police Victim Services	292,562	300,551	-	-	15,358	285,193	277,830	2.65%
1.230	Traffic Safety Commission	137,652	118,428	42,358	-	3,558	72,512	71,112	1.97%
1.290	Royal Theatre	580,000	580,000	-	-	-	580,000	580,000	0.00%
1.295	McPherson Theatre	784,851	786,233	-	-	36,233	750,000	750,000	0.00%
1.297	Arts Grants	2,942,074	3,006,402	-	13,614	210,956	2,781,832	2,727,857	1.98%
1.311	Regional Housing Trust Fund	4,511,970	5,302,666	4,253,753	-	94,407	954,506	1,000,000	-4.55%
1.313	Animal Care Services	1,175,450	1,208,108	-	-	761,096	447,012	430,417	3.86%
1.330	Regional Growth Strategy	379,205	328,309	-	-	32,698	295,611	296,125	-0.17%
1.40X	SEAPARC	3,684,094	4,328,565	-	-	1,203,249	3,125,316	2,917,131	7.14%
1.44X	Panorama Rec. Center.	8,071,561	9,869,066	-	-	4,678,580	5,190,486	5,093,722	1.90%
1.531	Stormwater Quality Management - Sooke	66,404	38,281	-	-	81	38,200	37,470	1.95%
1.536	LWMP-Stormwater Quality Management-Core	720,359	732,400	-	-	95,247	637,153	624,660	2.00%
1.537	Stormwater Quality Management - Peninsula	115,765	118,107	-	-	4,051	114,056	111,820	2.00%
1.538	Source - Stormwater Quality - Peninsula	62,480	55,856	-	-	1,646	54,210	53,150	1.99%
1.912B	911 Call Answer - Municipalities	26,344	63,910	-	703,444	(49,731)	(589,803)	(665,273)	11.34%
1.913	913 Fire Dispatch	725,219	298,412	-	-	14,311	284,101	709,005	-59.93%
2.610	Saanich Peninsula Water Supply	7,169,999	7,517,025	-	-	7,517,025	-	-	0.00%
2.680	Juan de Fuca Water Distribution	20,799,372	22,566,391	-	6,000	22,560,391	-	-	0.00%
2.681	Florence Lake Water System Debt	-	8,738	-	-	-	8,738	-	0.00%
3.700	Septage Disposal - Municipal	206,222	221,804	-	-	172,149	49,655	48,839	1.67%
3.701	Millstream Remediation Service	374,541	236,372	-	-	124,039	112,333	176,960	-36.52%
3.707	On Site System Management Program - LWMP	293,643	189,038	-	-	10,556	178,482	181,440	-1.63%
3.718	Peninsula Wastewater TP	4,404,946	4,681,095	-	156,380	2,549,953	1,974,762	1,860,082	6.17%
3.720	LWMP (Peninsula) - Implementation	82,728	119,907	-	-	980	118,927	52,870	124.94%
3.750	LWMP	364,063	366,136	-	-	152,776	213,360	209,287	1.95%
3.752	Harbours Program	342,124	348,604	-	-	23,461	325,143	318,768	2.00%
3.755	Regional Source Control	1,685,236	1,647,875	-	54,610	243,764	1,349,501	1,323,040	2.00%
3.756	Harbours Environmental Action	65,290	68,622	-	-	2,026	66,596	65,290	2.00%
3.71X	Trk Swrs & Swge Disp - oper	29,895,048	30,453,623	261,787	1,424,912	24,956,665	3,810,259	3,817,170	-0.18%
3.7XX	Trk Swrs - debt	24,223,646	23,353,991	71,800	-	17,290,800	5,991,391	6,076,129	-1.39%
<b>Total Sub-Regional</b>		<b>114,544,705</b>	<b>119,295,792</b>	<b>4,630,055</b>	<b>2,358,960</b>	<b>82,856,904</b>	<b>29,449,873</b>	<b>29,356,117</b>	<b>0.32%</b>
<b>Total CRD - Regional &amp; Sub-Regional</b>		<b>258,547,450</b>	<b>272,563,769</b>	<b>7,736,883</b>	<b>45,733,147</b>	<b>156,349,240</b>	<b>62,744,498</b>	<b>59,283,096</b>	<b>5.84%</b>
<b>Total Electoral Areas Only</b>		<b>23,356,703</b>	<b>24,685,123</b>	<b>270,249</b>	<b>1,502,680</b>	<b>7,600,683</b>	<b>15,311,511</b>	<b>14,294,861</b>	<b>7.11%</b>
<b>Total CRD excluding Municipal Debt</b>		<b>281,904,153</b>	<b>297,248,891</b>	<b>8,007,132</b>	<b>47,235,827</b>	<b>163,949,923</b>	<b>78,056,009</b>	<b>73,577,957</b>	<b>6.09%</b>
1.15X	Municipalities' Own Debt - M.F.A.	15,032,079	15,430,801	-	-	61,100	15,369,501	14,961,619	2.73%
<b>Total CRD</b>		<b>296,936,232</b>	<b>312,679,492</b>	<b>8,007,132</b>	<b>47,235,827</b>	<b>164,011,023</b>	<b>93,425,510</b>	<b>88,539,576</b>	<b>5.52%</b>
CRHD	Capital Regional Hospital District	36,111,357	33,950,390	-	-	7,489,554	26,460,836	28,138,508	-5.96%
<b>Total CRD, CRHD &amp; Municipal Debt</b>		<b>333,047,589</b>	<b>346,629,882</b>	<b>8,007,132</b>	<b>47,235,827</b>	<b>171,500,577</b>	<b>119,886,346</b>	<b>116,678,084</b>	<b>2.75%</b>

**CAPITAL REGIONAL DISTRICT - YEAR 2022 FINANCIAL PLAN**

**REQUISITION DETAIL**

1.010	Legislative & General Government	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.011	Board Expenditures	1,192,409	1,302,979	-	-	128,000	1,174,979	1,192,409	-1.46%
1.012	Other Legislative	214,081	214,598	-	-	-	214,598	159,081	34.90%
1.014	CAO & Executive Office	763,785	825,181	-	-	-	825,181	763,785	8.04%
1.014B	Corporate Services	2,066,540	2,540,368	-	408,360	400,000	1,732,008	1,416,186	22.30%
1.015	Real Estate	523,195	519,355	-	398,684	20,000	100,671	96,039	4.82%
1.016	Human Resources	2,577,313	3,113,708	-	2,149,030	421,000	543,678	443,678	22.54%
1.017	Finance	6,522,814	7,313,165	-	3,726,347	534,590	3,052,228	2,524,780	20.89%
1.018	Health Planning	622,900	651,844	-	651,844	-	-	-	0.00%
1.022	Information Systems	7,199,314	9,710,077	-	6,099,233	1,273,012	2,337,832	1,591,284	46.91%
1.024	Planning & Protective Services	543,789	554,650	-	261,393	-	293,257	287,518	2.00%
1.025	Corporate Emergency	1,495,256	627,637	310,559	101,082	-	215,996	200,845	7.54%
1.027	First Nations Negotiations	686,083	970,024	-	-	276,900	693,124	314,943	120.08%
1.028	Environmental Services	448,943	465,683	-	94	-	465,589	448,851	3.73%
1.118	Corporate Communications	1,031,272	1,120,745	-	535,613	4,200	580,932	477,959	21.54%
	Other revenue - cc 100001	-	-	900,000	-	948,066	(1,848,066)	(1,388,079)	33.14%
<b>Total Legislative &amp; General Government</b>		<b>25,887,694</b>	<b>29,930,014</b>	<b>1,210,559</b>	<b>14,331,680</b>	<b>4,005,768</b>	<b>10,382,007</b>	<b>8,529,279</b>	<b>21.72%</b>

1.10X	Facilities Management	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.105	Facility Management	1,690,872	2,002,250	-	1,785,445	56,898	159,907	159,174	0.46%
1.106	CRD HQ Building	1,430,448	1,815,620	-	1,783,552	32,068	-	-	0.00%
1.107	Corporate Satellite Offices	222,426	231,552	-	231,552	-	-	-	0.00%
<b>Total Facilities Management</b>		<b>3,343,746</b>	<b>4,049,422</b>	<b>-</b>	<b>3,800,549</b>	<b>88,966</b>	<b>159,907</b>	<b>159,174</b>	<b>0.46%</b>

1.15X	Municipalities' Own Debt - M.F.A.	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.151	Debt - Victoria	5,663,865	5,661,024	-	-	26,760	5,634,264	5,634,265	0.00%
1.152	Debt - C. Saanich	645,131	613,438	-	-	2,550	610,888	642,301	-4.89%
1.153	Debt - Esquimalt	882,887	869,647	-	-	4,560	865,087	877,457	-1.41%
1.154	Debt - Saanich	4,460,580	5,051,856	-	-	14,460	5,037,396	4,445,410	13.32%
1.155	Debt - Oak Bay	278,822	278,642	-	-	1,670	276,972	276,972	0.00%
1.156	Debt - N. Saanich	501,518	501,238	-	-	2,690	498,548	498,548	0.00%
1.157	Debt - Sidney	616,679	547,224	-	-	2,430	544,794	613,739	-11.23%
1.160	Debt - V. Royal	569,243	534,667	-	-	1,940	532,727	567,103	-6.06%
1.162	Debt - Highland	87,998	87,968	-	-	310	87,658	87,658	0.00%
1.163	Debt - Colwood	838,009	819,940	-	-	3,540	816,400	834,039	-2.11%
1.164	Debt - Spoke	487,347	464,957	-	-	190	464,767	484,127	-4.00%
<b>Total Municipalities' Own Debt - M.F.A.</b>		<b>15,032,079</b>	<b>15,430,601</b>	<b>-</b>	<b>-</b>	<b>61,100</b>	<b>15,369,501</b>	<b>14,961,619</b>	<b>2.73%</b>

1.57X	Environmental Services	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.575	Env. Ser. - Administration	193,497	194,327	-	194,327	-	-	-	0.00%
1.576	Env. Engineering Services	2,802,602	2,558,433	170,000	2,388,433	-	-	-	0.00%
1.577	Env. Ser. - Operations	11,626,417	12,251,889	-	12,159,489	92,400	-	-	0.00%
1.578	Env. Protection and Water Quality	8,238,988	8,639,511	-	8,619,098	20,413	-	-	0.00%
<b>Total Environmental Services</b>		<b>22,861,504</b>	<b>23,644,160</b>	<b>170,000</b>	<b>23,361,347</b>	<b>112,813</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

3.750	LWMP	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
3.750	LWMP Invoice by Agreement	364,063	366,136	-	-	19,885	346,251	343,296	0.86%
						132,891	(132,891)	(134,009)	
<b>Total LWMP</b>		<b>364,063</b>	<b>366,136</b>	<b>-</b>	<b>-</b>	<b>152,776</b>	<b>213,360</b>	<b>209,287</b>	<b>1.95%</b>

3.71X	Trk Swrs & Swge Disp - oper	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
3.709	I & I Enhanced Program	471,174	506,912	-	506,912	-	-	-	0.00%
3.714	C. Saanich Own System - Odour Management	85,246	-	64,441	-	-	(64,441)	31,153	-306.85%
3.717	Core Area Wastewater Operations	29,338,628	29,946,711	197,346	918,000	1,242,370	27,588,995	27,618,405	-0.11%
	<b>Trk Swrs &amp; Swge Disp - oper Total</b>	<b>29,895,048</b>	<b>30,453,623</b>	<b>261,787</b>	<b>1,424,912</b>	<b>1,242,370</b>	<b>27,524,554</b>	<b>27,649,558</b>	<b>-0.45%</b>
	Invoice by Agreement					23,714,295	(23,714,295)	(23,832,388)	
<b>Total Sewer Operating</b>		<b>29,895,048</b>	<b>30,453,623</b>	<b>261,787</b>	<b>1,424,912</b>	<b>24,956,665</b>	<b>3,810,259</b>	<b>3,817,170</b>	<b>-0.18%</b>

3.7XX	Trk Swrs - debt	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
3.768	Debt - NWT Vortex/Siphon Upgrades	6,329	-	1,384	-	-	(1,384)	6,256	-122.12%
3.769	Debt - Macaulay Pt. - Genset	14,345	12,102	-	-	(1,177)	13,279	9,645	37.68%
3.770	Debt - NET & ECI Sewer Upgrade	391,640	-	55,858	-	-	(55,858)	208,447	-126.80%
3.770A	Debt - NET & ECI Sewer Upgrade	862,695	782,988	-	-	154,240	628,748	858,825	-26.79%
3.772	Debt - NW Trunk Upgrade Phase I	-	-	126	-	-	(126)	(22,439)	-99.44%
3.792	Debt - Craigflower PS	33,522	6,275	7,765	-	862	(2,352)	20,462	-111.49%
3.798	Debt - Core Sewage Integrated Treatment Facilities	793,108	792,261	989	-	35,743	755,529	781,466	-3.32%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	809,085	808,126	5,677	-	11,131	791,318	491,224	61.09%
3.798C	Debt - Core Area Wastewater Treatment Program	21,280,133	20,924,562	-	-	743,170	20,181,392	19,979,118	1.01%
3.799	Debt - Oak Bay	32,789	27,677	1	-	6,975	20,701	32,639	-36.58%
	<b>Trk Swrs - debt Total</b>	<b>24,223,646</b>	<b>23,353,991</b>	<b>71,800</b>	<b>-</b>	<b>950,944</b>	<b>22,331,247</b>	<b>22,365,643</b>	<b>-0.15%</b>
	Invoice by Agreement					16,339,856	(16,339,856)	(16,289,514)	
<b>Total Sewer Debt</b>		<b>24,223,646</b>	<b>23,353,991</b>	<b>71,800</b>	<b>-</b>	<b>17,290,800</b>	<b>5,991,391</b>	<b>6,076,129</b>	<b>-1.39%</b>

**CAPITAL REGIONAL DISTRICT - YEAR 2022 FINANCIAL PLAN**

**ELECTORAL AREAS ONLY**

Function	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
<b>Joint Electoral Area Services</b>								
1.103 Elections	25,070	262,932	-	-	197,441	65,491	25,004	161.92%
1.104 U.B.C.M.	12,893	12,945	1,147	-	76	11,722	7,627	53.69%
1.318 Building Inspection	1,653,290	1,792,001	-	30,076	1,308,157	453,768	437,264	3.77%
1.320 Noise Control	39,140	40,021	-	-	310	39,711	38,885	2.12%
1.322 Nuisances & Unsightly Premises	51,990	53,375	-	-	313	53,062	51,684	2.67%
1.372 Electoral Area Emergency Program	619,967	630,264	-	468,860	13,591	147,813	144,922	1.99%
21.E.A. Feasibility Study Reserve Fund - E.A.	10,000	10,000	10,000	-	-	-	-	0
<b>TOTAL JOINT ELECTORAL AREA SERVICES</b>	<b>2,412,350</b>	<b>2,801,538</b>	<b>11,147</b>	<b>498,936</b>	<b>1,519,888</b>	<b>771,567</b>	<b>705,386</b>	<b>9.38%</b>
<b>Juan de Fuca Electoral Area</b>								
1.109 Electoral Area Admin Exp - JDF	60,767	63,837	3,570	-	138	60,129	56,682	6.08%
1.114 Grant-in-Aid - Juan de Fuca	98,311	54,425	54,135	-	290	-	-	0
1.317 JDF Building Numbering	12,900	13,099	157	-	40	12,902	12,789	0.88%
1.319 Soil Deposit Removal	5,661	5,722	-	-	40	5,682	5,621	1.09%
1.325 Electoral Area Services - Planning	866,356	807,042	-	26,420	82,916	697,706	684,025	2.00%
1.340 JDF Livestock Injury Compensation	-	3,150	-	-	-	3,150	-	0
1.370 Juan de Fuca Emergency Program	92,825	88,813	-	-	235	88,578	86,603	2.28%
1.377 JDF Search and Rescue	89,344	91,042	-	-	21,090	69,952	68,663	1.88%
1.405 JDF EA - Community Parks	198,093	196,546	2,455	-	817	193,274	190,175	1.63%
1.924 Emergency Comm - CREST - J.D.F.	121,470	125,402	-	-	259	125,143	121,249	3.21%
<b>Total JDF Regional</b>	<b>1,545,727</b>	<b>1,449,078</b>	<b>60,317</b>	<b>26,420</b>	<b>105,825</b>	<b>1,256,516</b>	<b>1,225,807</b>	<b>2.51%</b>
1.119 Vancouver Island Regional Library	310,943	322,818	141	-	575	322,102	310,394	3.77%
1.129 Vancouver Island Regional Library - Debt	213,900	180,600	-	-	180,600	-	-	0
1.133 Langford E.A. - Greater Victoria Public Library	31,086	32,102	524	-	87	31,491	30,985	1.63%
1.232 Port Renfrew Street Lighting	8,875	8,984	1,520	-	3,979	3,485	3,321	4.94%
1.350 Willis Point Fire Protect & Recreation	183,619	177,868	9,919	-	33,850	134,099	128,942	4.00%
1.353 Otter Point Fire Protection	504,725	516,158	-	-	320	515,838	496,935	3.80%
1.354 Malahat Fire Protection	63,814	65,601	4	-	-	65,597	63,810	2.80%
1.355 Durrance Road Fire Protection	2,990	3,020	-	-	-	3,020	2,990	1.00%
1.357 East Sooke Fire Protection	516,620	553,329	27,238	-	71,160	454,931	406,192	12.00%
1.358 Port Renfrew Fire Protection	156,399	154,657	-	-	62,786	91,871	87,765	4.68%
1.360 Shirley Fire Protection	161,353	158,639	-	-	200	158,439	153,953	2.91%
1.369 Electoral Area Fire Services - JDF	97,153	94,666	-	-	25,900	68,766	66,605	3.24%
1.408 JDF EA - Community Recreation	88,526	90,128	-	-	20,620	69,508	68,310	1.75%
1.523 Port Renfrew Refuse Disposal	86,737	89,497	-	17,000	38,645	33,852	33,324	1.58%
2.650 Port Renfrew Water	121,108	143,106	-	-	78,598	64,508	60,016	7.48%
2.691 Wilderness Mountain Water Service	149,544	163,247	-	-	101,347	61,900	59,520	4.00%
3.700 Septage Disposal - JDF Service Area	297	464	-	-	-	464	297	56.17%
3.850 Port Renfrew Sewer	118,030	126,360	-	-	64,066	62,294	59,456	4.77%
<b>Total JDF Local/Specified/Defined Services</b>	<b>2,815,719</b>	<b>2,881,244</b>	<b>39,346</b>	<b>17,000</b>	<b>682,733</b>	<b>2,142,165</b>	<b>2,032,815</b>	<b>5.38%</b>
<b>TOTAL JUAN DE FUCA ELECTORAL AREA</b>	<b>4,361,446</b>	<b>4,330,322</b>	<b>99,663</b>	<b>43,420</b>	<b>788,558</b>	<b>3,398,681</b>	<b>3,258,622</b>	<b>4.30%</b>

**CAPITAL REGIONAL DISTRICT - YEAR 2022 FINANCIAL PLAN**

**ELECTORAL AREAS ONLY**

Function	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.	
<b>Salt Spring Island Electoral Area</b>									
1.111	Electoral Area Admin Exp - SSI	1,007,398	988,945	20,050	450,716	689	517,490	517,576	-0.02%
1.116	Grant-in-Aid - Salt Spring Island	91,685	106,961	56,669	-	236	50,056	50,052	0.01%
1.124	SSI Economic Development Commission	132,588	100,822	-	-	2,585	98,237	77,008	27.57%
1.236	Salt Spring Island Fernwood Dock	31,453	25,847	-	-	168	25,679	31,283	-17.91%
1.141	Salt Spring Island Public Library	663,395	665,268	-	-	1,648	663,620	661,352	0.34%
1.238A	Community Transit (S.S.I.)	506,175	507,996	-	-	313,285	194,711	182,252	6.84%
1.238B	Community Transportation (S.S.I.)	171,382	172,206	-	-	1,161	171,045	170,232	0.48%
1.299	Salt Spring Island Arts	118,602	121,762	-	-	85	121,677	118,512	2.67%
1.316	SSI Building Numbering	9,478	9,606	-	-	20	9,586	9,458	1.35%
1.342	SSI Livestock Injury Compensation	-	3,150	-	-	-	3,150	-	0
1.371	S.S.I. Emergency Program	139,100	130,103	-	-	2,190	127,913	127,913	0.00%
1.378	S.S.I. Search and Rescue	28,303	32,780	7,728	-	97	24,955	23,336	6.94%
1.455	Salt Spring Island - Community Parks	975,615	1,009,096	-	397,958	153,066	458,072	417,511	9.71%
1.458	Salt Spring Is.- Community Rec	265,655	264,803	-	-	210,221	54,582	53,511	2.00%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,759,079	1,988,640	-	100,780	339,765	1,548,095	1,468,919	5.39%
1.535	Stormwater Quality Management - S.S.I.	27,528	47,970	-	-	20,030	27,940	27,500	1.60%
1.925	Emergency Comm - CREST - S.S.I.	142,105	143,386	408	-	151	142,827	141,771	0.74%
3.705	S.S.I. Liquid Waste Disposal	897,276	991,525	-	-	615,757	375,768	356,696	5.35%
<b>Total S.S.I. Regional</b>		<b>6,966,817</b>	<b>7,310,866</b>	<b>84,855</b>	<b>949,454</b>	<b>1,661,154</b>	<b>4,615,403</b>	<b>4,434,882</b>	<b>4.07%</b>
1.234	S.S.I. Street Lighting	25,995	26,704	-	-	36	26,668	22,527	18.38%
2.620	SSI Highland Water System	31,272	30,971	29	-	110	30,832	31,119	-0.92%
2.621	Highland / Fernwood Water - SSI	515,341	542,341	-	-	467,341	75,000	75,000	0.00%
2.622	Cedars of Tuam	49,363	50,063	-	-	50,063	-	-	0
2.624	Beddis Water	259,352	270,499	-	-	195,539	74,960	73,470	2.03%
2.626	Fulford Water	207,368	228,329	-	-	180,829	47,500	37,500	26.67%
2.628	Cedar Lane Water (S.S.I.)	89,751	81,457	-	-	66,457	15,000	10,024	49.64%
2.660	Fernwood Water	14,753	14,477	14	-	50	14,413	13,493	6.82%
3.810	Ganges Sewer	1,059,376	1,085,199	-	-	1,027,052	58,147	57,000	2.01%
3.820	Maliview Estates Sewer System	217,583	219,580	-	-	214,820	4,760	4,670	1.93%
<b>Total S.S.I. Local/Specified/Defined Services</b>		<b>2,470,154</b>	<b>2,549,620</b>	<b>43</b>	<b>-</b>	<b>2,202,297</b>	<b>347,280</b>	<b>324,803</b>	<b>6.92%</b>
<b>TOTAL S.S.I. ELECTORAL AREA</b>		<b>9,436,971</b>	<b>9,860,486</b>	<b>84,898</b>	<b>949,454</b>	<b>3,863,451</b>	<b>4,962,683</b>	<b>4,759,685</b>	<b>4.26%</b>
<b>Southern Gulf Islands Electoral Area</b>									
1.110	Electoral Area Admin Exp - SGI	429,198	466,325	-	-	77,946	388,379	341,564	13.71%
1.117	Grant-in-Aid - Southern Gulf Islands	216,732	108,488	2,714	-	1,189	104,585	102,981	1.56%
1.125	SGI Economic Development Commission	119,726	123,156	2,772	-	1,337	119,047	116,984	1.76%
1.138	Southern Gulf Islands Regional Library	227,895	232,808	1,335	-	2,400	229,073	224,053	2.24%
1.235	S. G. I. Small Craft Harbour Facilities	396,645	449,320	-	-	148,032	301,288	291,104	3.50%
1.314	SGI House Numbering	9,340	9,485	-	-	107	9,335	9,203	1.43%
1.341	SGI Livestock Injury Compensation	-	3,150	-	-	-	3,150	-	0
1.373	S.G.I. Emergency Program	273,227	250,048	-	-	2,670	247,378	242,608	1.97%
1.533	Stormwater Quality Management - Outer Gulf Is.	38,336	39,100	-	-	401	38,699	37,875	2.18%
1.923	Emergency Comm - CREST - S.G.I.	180,064	180,704	1,107	-	1,985	177,612	178,188	-0.32%
<b>Total Southern Gulf Islands Regional</b>		<b>1,891,163</b>	<b>1,862,584</b>	<b>7,971</b>	<b>-</b>	<b>236,067</b>	<b>1,618,546</b>	<b>1,544,560</b>	<b>4.79%</b>
1.137	Galiano Island Community Use Building	61,968	63,202	-	-	273	62,929	61,715	1.97%
1.170	Gossip Island Electric Power Supply	57,220	56,998	143	-	270	56,585	56,848	-0.46%
1.227	Saturna Island Medical Clinic	32,553	33,541	-	-	2,152	31,389	32,180	-2.46%
1.228	Galiano Health Service	129,258	135,812	126	-	90	135,596	129,029	5.09%
1.229	Pender Islands Health Care Centre	-	225,987	-	-	-	225,987	-	0
1.352	South Galiano Fire Protection	424,362	472,448	-	-	700	471,748	424,052	11.25%
1.356	Pender Fire Protection	1,115,136	1,165,220	-	-	122,614	1,042,606	988,487	5.47%
1.359	N. Galiano Fire Protection	210,298	220,715	22,486	-	907	197,322	197,314	0.00%
1.363	Saturna Island Fire	168,292	188,365	-	-	10,569	177,796	157,672	12.76%
1.369	Electoral Area Fire Services - SGI	110,137	108,017	-	-	29,470	78,547	75,585	3.92%
1.465	Saturna Island Comm. Parks	24,060	24,899	-	-	1,576	23,323	22,866	2.00%
1.468	Saturna Island - Community Rec.	20,109	21,167	10,390	-	886	9,891	12,971	-23.75%
1.475	Mayne Is. Com. Parks & Rec	83,484	93,173	-	-	2,770	90,403	83,215	8.64%
1.476	Mayne Is. Comm. Parks (reserve)	20,433	22,701	16,041	-	6,660	-	-	0
1.478	Mayne Is. Community Rec.	42,441	48,684	13,734	-	60	34,890	34,209	1.99%
1.485	North & South Pender Com. Parks	157,082	165,474	-	-	1,820	163,654	155,349	5.35%
1.488	North & South Pender Com. Rec	64,922	69,107	2,972	-	852	65,283	64,157	1.76%
1.495	Galiano Parks	92,140	94,823	-	-	99	94,724	92,073	2.88%
1.498	Galiano Community Recreation	41,174	38,133	678	-	28	37,427	36,705	1.97%
2.630	Magic Lakes Estate Water System	979,675	962,930	-	-	383,782	579,148	568,517	1.87%
2.640	Saturna Island Water System (Lyall Harbour)	248,197	254,331	-	-	123,271	131,060	127,738	2.60%
2.642	Skana Water (Mayne)	69,509	75,615	-	-	51,615	24,000	22,885	4.87%
2.665	Sticks Allison Water (Galiano)	59,999	73,504	-	-	68,504	5,000	5,000	0.00%
2.667	Surfside Park Estates (Mayne)	108,251	118,007	-	-	94,907	23,100	22,000	5.00%
3.830	Magic Lake Estates Sewer System	854,863	884,810	-	10,870	287,930	586,010	576,831	1.59%
3.830D	Magic Lake Estates Sewer Debt	79,210	212,530	-	-	914	211,616	79,210	167.16%
<b>Total S.G.I. Local/Specified/Defined Services</b>		<b>5,254,773</b>	<b>5,830,193</b>	<b>66,570</b>	<b>10,870</b>	<b>1,192,719</b>	<b>4,560,034</b>	<b>4,026,608</b>	<b>13.25%</b>
<b>TOTAL S.G.I. ELECTORAL AREA</b>		<b>7,145,936</b>	<b>7,692,777</b>	<b>74,541</b>	<b>10,870</b>	<b>1,428,786</b>	<b>6,178,580</b>	<b>5,571,168</b>	<b>10.90%</b>
<b>TOTAL FOR ELECTORAL AREAS ONLY</b>		<b>23,356,703</b>	<b>24,685,123</b>	<b>270,249</b>	<b>1,502,680</b>	<b>7,600,683</b>	<b>15,311,511</b>	<b>14,294,861</b>	<b>7.11%</b>

# **CAPITAL REGIONAL DISTRICT**

Municipal Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 16, 2022

CENTRAL SAANICH		2022 CENTRAL SAANICH	Cost per Avg. Residential Assessment	2021 CENTRAL SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	458,687	55.81	381,113	45.09	77,573	10.72	23.77%
1.101	G.I.S.	5,233	0.64	2,850	0.34	2,383	0.30	88.83%
1.224	Community Health	26,500	3.22	26,149	3.09	351	0.13	4.22%
1.280	Regional Parks	672,981	81.89	485,285	57.42	187,697	24.47	42.61%
1.280A	Regional Parks - Land Acquisition	3,484	0.42	176,879	20.93	(173,394)	(20.50)	-97.97%
1.309	Climate Action and Adaptation	60,844	7.40	20,004	2.37	40,839	5.04	212.78%
1.310	Land Banking & Housing	62,907	7.65	58,731	6.95	4,176	0.71	10.15%
1.324	Regional Planning Services	51,984	6.33	51,296	6.07	688	0.26	4.22%
1.335	Geo-Spatial Referencing System	6,897	0.84	7,195	0.85	(298)	(0.01)	-1.42%
1.374	Regional Emergency Program Support	5,714	0.70	5,640	0.67	74	0.03	4.18%
1.375	Hazardous Material Incident response	13,997	1.70	13,826	1.64	172	0.07	4.11%
1.911	Call Answer	7,594	0.92	6,650	0.79	944	0.14	17.44%
1.921	Regional CREST Contribution	72,139	8.78	70,882	8.39	1,257	0.39	4.66%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	6,612	0.78	(6,612)	(0.78)	-100.00%
<b>Total Regional</b>		<b>\$1,448,962</b>	<b>\$176.30</b>	<b>\$1,313,112</b>	<b>\$155.37</b>	<b>\$135,850</b>	<b>\$20.94</b>	<b>13.48%</b>
1.126	Victoria Family Court Committee	680	0.08	695	0.08	(14)	0.00	0.70%
1.128	Greater Victoria Police Victim Services	14,553	1.77	14,105	1.67	448	0.10	6.10%
1.230	Traffic Safety Commission	3,313	0.40	3,264	0.39	48	0.02	4.36%
1.311	Regional Housing Trust Fund	49,576	6.03	51,890	6.14	(2,314)	(0.11)	-1.75%
1.330	Regional Growth Strategy	13,705	1.67	13,766	1.63	(61)	0.04	2.38%
1.44X	Panorama Recreation Center	2,005,762	244.05	2,008,007	237.59	(2,244)	6.47	2.72%
1.537	Stormwater Quality Management - Peninsula	31,576	3.84	35,549	4.21	(3,972)	(0.36)	-8.65%
1.538	Source - Stormwater Quality - Peninsula	23,188	2.82	22,882	2.71	306	0.11	4.21%
1.912B	Call Answer - Municipalities	(39,618)	(4.82)	(44,269)	(5.24)	4,652	0.42	7.97%
3.700	Septage Disposal	2,566	0.31	1,930	0.23	637	0.08	36.77%
3.701	Millstream Remediation	5,517	0.67	8,706	1.03	(3,189)	(0.36)	-34.83%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	(64,441)	(7.84)	31,153	3.69	(95,594)	(11.53)	-312.72%
3.718	Peninsula Wastewater TP	1,830,426	222.72	1,725,013	204.10	105,413	18.62	9.12%
3.720	L.W.M.P. (Peninsula) - Implementation	51,959	6.32	22,897	2.71	29,062	3.61	133.36%
3.755	Regional Source Control Program	51,071	6.21	49,695	5.88	1,376	0.33	5.68%
3.756	Harbours Environmental Action	28,486	3.47	28,109	3.33	378	0.14	4.22%
<b>Total Sub Regional</b>		<b>\$4,008,322</b>	<b>\$487.72</b>	<b>\$3,973,391</b>	<b>\$470.13</b>	<b>\$34,931</b>	<b>\$17.59</b>	<b>3.74%</b>
<b>Total Capital Regional District % Change</b>		<b>\$5,457,283</b>	<b>\$664.02</b>	<b>\$5,286,502</b>	<b>\$625.50</b>	<b>\$170,781</b>	<b>\$38.52</b>	<b>6.16%</b>
Cost/average residential property		\$664.02		\$625.50		\$38.52		
1.15X	Debt Service - M.F.A.	610,888	74.33	642,301	76.00	(31,413)	(1.67)	-2.19%
CRHD	Capital Regional Hospital District	1,152,389	140.22	1,235,531	146.19	(83,142)	(5.97)	-4.08%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$7,220,561</b>	<b>\$878.57</b>	<b>\$7,164,334</b>	<b>\$847.68</b>	<b>\$56,226</b>	<b>\$30.89</b>	<b>3.64%</b>
<b>Average residential assessment - 2022/2021</b>		<b>\$1,000,620</b>		<b>\$807,050</b>				

Major Impacts

<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.72	1.26%
Regional Parks	24.47	2.89%
Regional Parks - Land Acquisition	(20.50)	-2.42%
Climate Action and Adaptation	5.04	0.59%
Panorama Recreation Center	6.47	0.76%
W.W. (Trk Swrs & Swge Disp) - Operating	(11.53)	-1.36%
Peninsula Wastewater TP	18.62	2.20%
L.W.M.P. (Peninsula) - Implementation	3.61	0.43%
Debt Service - M.F.A.	(1.67)	-0.20%
Capital Regional Hospital District	(5.97)	-0.70%
Various	1.64	0.19%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$30.89</b>	<b>3.64%</b>

<b>TOTAL CRD</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.72	1.71%
Regional Parks	24.47	3.91%
Regional Parks - Land Acquisition	(20.50)	-3.28%
Climate Action and Adaptation	5.04	0.81%
Panorama Recreation Center	6.47	1.03%
W.W. (Trk Swrs & Swge Disp) - Op	(11.53)	-1.84%
Peninsula Wastewater TP	18.62	2.98%
L.W.M.P. (Peninsula) - Implement	3.61	0.58%
Various	1.64	0.26%
<b>TOTAL CRD</b>	<b>\$38.52</b>	<b>6.16%</b>

**Capital Regional District  
Sewers Operating - 2022**

<b>Capital Regional District Sewers Operating - 2022</b>				<b>Municipality's Share</b>	
<b>Service</b>	<b>2021 Requisition</b>	<b>2022 Requisition</b>	<b>Increase (Decrease)</b>	<b>2022 Total C. Saanich</b>	<b>Share of Budget</b>
3.714 C. Saanich - Odour Management System	31,153	(64,441)	(95,594)	(64,441)	100%
3.718 Peninsula Wastewater	4,117,958	4,334,420	216,462	1,830,426	42%
<b>Sewer Operating</b>	<b>4,149,111</b>	<b>4,269,979</b>		<b>1,765,985</b>	

COLWOOD		2022 COLWOOD	Cost per Avg. Residential Assessment	2021 COLWOOD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	378,588	49.68	291,781	39.22	86,807	10.46	26.67%
1.101	G.I.S.	4,319	0.57	2,182	0.29	2,137	0.27	93.26%
1.224	Community Health	21,873	2.87	20,020	2.69	1,853	0.18	6.66%
1.280	Regional Parks	555,461	72.89	371,534	49.94	183,926	22.95	45.96%
1.280A	Regional Parks - Land Acquisition	2,876	0.38	135,418	18.20	(132,543)	(17.82)	-97.93%
1.309	Climate Action and Adaptation	57,417	7.53	18,198	2.45	39,219	5.09	208.02%
1.310	Land Banking & Housing	51,922	6.81	44,964	6.04	6,958	0.77	12.73%
1.324	Regional Planning Services	42,906	5.63	39,272	5.28	3,634	0.35	6.66%
1.335	Geo-Spatial Referencing System	5,693	0.75	5,508	0.74	184	0.01	0.89%
1.374	Regional Emergency Program Support	5,392	0.71	5,131	0.69	261	0.02	2.59%
1.375	Hazardous Material Incident response	13,209	1.73	12,577	1.69	632	0.04	2.53%
1.911	Call Answer	8,074	1.06	7,020	0.94	1,055	0.12	12.30%
1.921	Regional CREST Contribution	76,700	10.06	74,822	10.06	1,878	0.01	0.08%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	5,062	0.68	(5,062)	(0.68)	-100.00%
<b>Total Regional</b>		<b>\$1,224,428</b>	<b>\$160.67</b>	<b>\$1,033,489</b>	<b>\$138.91</b>	<b>\$190,939</b>	<b>\$21.76</b>	<b>15.66%</b>
1.126	Victoria Family Court Committee	628	0.08	602	0.08	26	0.00	1.88%
1.128	Greater Victoria Police Victim Services	12,012	1.58	10,799	1.45	1,213	0.12	8.59%
1.330	Regional Growth Strategy	11,312	1.48	10,539	1.42	773	0.07	4.78%
1.536	Stormwater Quality Management - Core Area	26,461	3.47	31,354	4.21	(4,893)	(0.74)	-17.61%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	861,136	113.00	870,769	117.04	(9,633)	(4.04)	-3.45%
3.700	Septage Disposal	2,722	0.36	3,383	0.45	(662)	(0.10)	-21.47%
3.701	Millstream Remediation	17,512	2.30	27,573	3.71	(10,060)	(1.41)	-37.99%
3.707	On Site System Management Program	77,322	10.15	77,673	10.44	(351)	(0.29)	-2.81%
3.750	LWMP	11,703	1.54	12,826	1.72	(1,122)	(0.19)	-10.92%
3.752	Stage 3 Harbour Studies	20,178	2.65	19,679	2.65	498	0.00	0.10%
3.755	Regional Source Control Program	41,207	5.41	44,512	5.98	(3,305)	(0.58)	-9.62%
<b>Total Sub Regional</b>		<b>\$1,082,192</b>	<b>\$142.00</b>	<b>\$1,109,708</b>	<b>\$149.15</b>	<b>(\$27,516)</b>	<b>(\$7.15)</b>	<b>-4.79%</b>
<b>Total Capital Regional District % Change</b>		<b>\$2,306,620</b>	<b>\$302.67</b>	<b>\$2,143,197</b>	<b>\$288.06</b>	<b>\$163,423</b>	<b>\$14.61</b>	<b>5.07%</b>
						<b>7.63%</b>		
Cost/average residential property		\$302.67		\$288.06		\$14.61		
1.15X	Debt Service - M.F.A.	816,400	107.13	834,039	112.10	(17,639)	(4.98)	-4.44%
CRHD	Capital Regional Hospital District	951,151	124.81	945,924	127.14	5,227	(2.33)	-1.83%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$4,074,171</b>	<b>\$534.61</b>	<b>\$3,923,160</b>	<b>\$527.31</b>	<b>\$151,012</b>	<b>\$7.30</b>	<b>1.38%</b>
						<b>3.85%</b>		

Average residential assessment - 2022/2021

\$890,651

\$701,897

Major Impacts

<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>Increase in \$/ Avg. Hshld</b>	<b>% of Total Increase</b>
Legislative & General Government	10.46	1.98%
Regional Parks	22.95	4.35%
Regional Parks - Land Acquisition	(17.82)	-3.38%
Climate Action and Adaptation	5.09	0.96%
W.W. (Trk Swrs & Swge Disp) - Debt	(4.04)	-0.77%
Millstream Remediation	(1.41)	-0.27%
Debt Service - M.F.A.	(4.98)	-0.94%
Capital Regional Hospital District	(2.33)	-0.44%
Various	(0.62)	-0.12%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$7.30</b>	<b>1.38%</b>

<b>TOTAL CRD</b>	<b>Increase in \$/ Avg. Hshld</b>	<b>% of Total Increase</b>
Legislative & General Government	10.46	3.63%
Regional Parks	22.95	7.97%
Regional Parks - Land Acquisition	(17.82)	-6.19%
Climate Action and Adaptation	5.09	1.77%
W.W. (Trk Swrs & Swge Disp) - De	(4.04)	-1.40%
Millstream Remediation	(1.41)	-0.49%
Various	(0.62)	-0.21%
<b>TOTAL CRD</b>	<b>14.61</b>	<b>5.07%</b>



**Capital Regional District  
Sewers Operating - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Colwood	Share of Budget
3.717 Core Area Wastewater Operations	27,618,405	27,588,995	(29,410)	962,121	3%
(invoice) Sewer Operating	27,618,405	27,588,995		962,121	

**Sewers Debt - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Colwood	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	6,256	(1,384)	(7,640)	(410)	30%
3.769 Macaulay - Genset	9,645	13,279	3,634	2,807	21%
3.772 NWT Upgrade	(22,439)	(126)	22,313	(5)	4%
3.792 Craigflower PS	20,462	(2,352)	(22,814)	(1,235)	53%
3.798 Core - Sewage Integrated T.F.	781,466	755,529	(25,937)	38,674	5%
3.798B Core - Sewage Integrated T.F.	491,224	791,318	300,094	30,533	4%
3.798C Core - Wastewater Treatment Program	19,979,118	20,181,392	202,274	790,772	4%
Sewer Debt	21,265,732	21,737,656		861,136	

ESQUIMALT		2022 ESQUIMALT	Cost per Avg. Residential Assessment	2021 ESQUIMALT	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	333,575	52.78	276,408	43.63	57,166	9.15	20.97%
1.101	G.I.S.	3,805	0.60	2,067	0.33	1,739	0.28	84.56%
1.224	Community Health	19,272	3.05	18,965	2.99	307	0.06	1.86%
1.280	Regional Parks	489,418	77.43	351,960	55.55	137,458	21.88	39.39%
1.280A	Regional Parks - Land Acquisition	2,534	0.40	128,284	20.25	(125,750)	(19.85)	-98.02%
1.309	Climate Action and Adaptation	52,898	8.37	17,598	2.78	35,300	5.59	201.31%
1.310	Land Banking & Housing	45,749	7.24	42,596	6.72	3,153	0.52	7.66%
1.324	Regional Planning Services	37,805	5.98	37,203	5.87	602	0.11	1.86%
1.335	Geo-Spatial Referencing System	5,016	0.79	5,218	0.82	(203)	(0.03)	-3.65%
1.374	Regional Emergency Program Support	4,967	0.79	4,962	0.78	6	0.00	0.36%
1.375	Hazardous Material Incident response	12,169	1.93	12,163	1.92	7	0.01	0.30%
1.911	Call Answer	7,694	1.22	6,890	1.09	804	0.13	11.93%
1.921	Regional CREST Contribution	73,082	11.56	73,439	11.59	(357)	(0.03)	-0.25%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	4,795	0.76	(4,795)	(0.76)	-100.00%
<b>Total Regional</b>		<b>\$1,087,983</b>	<b>\$172.14</b>	<b>\$982,548</b>	<b>\$155.08</b>	<b>\$105,434</b>	<b>\$17.05</b>	<b>11.00%</b>
1.126	Victoria Family Court Committee	587	0.09	605	0.10	(18)	(0.00)	-2.72%
1.128	Greater Victoria Police Victim Services	10,584	1.67	10,230	1.61	354	0.06	3.70%
1.230	Traffic Safety Commission	2,409	0.38	2,368	0.37	42	0.01	2.01%
1.297	Arts Grants	162,715	25.74	159,625	25.19	3,090	0.55	2.18%
1.311	Regional Housing Trust Fund	43,203	6.84	45,765	7.22	(2,562)	(0.39)	-5.37%
1.330	Regional Growth Strategy	9,967	1.58	9,984	1.58	(17)	0.00	0.07%
1.536	Stormwater Quality Management - Core Area	56,413	8.93	54,175	8.55	2,239	0.37	4.38%
1.912B	Call Answer - Municipalities	(40,135)	(6.35)	(45,866)	(7.24)	5,731	0.89	12.28%
3.700	Septage Disposal	636	0.10	620	0.10	16	0.00	2.82%
3.701	Millstream Remediation	2,972	0.47	4,790	0.76	(1,818)	(0.29)	-37.80%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	1,055,487	166.99	1,230,627	194.24	(175,140)	(27.24)	-14.03%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	834,655	132.06	915,889	144.56	(81,234)	(12.51)	-8.65%
3.750	LWMP	24,515	3.88	22,877	3.61	1,637	0.27	7.41%
3.752	Stage 3 Harbour Studies	19,226	3.04	19,316	3.05	(90)	(0.01)	-0.23%
3.755	Regional Source Control Program	86,391	13.67	79,386	12.53	7,005	1.14	9.09%
<b>Total Sub Regional</b>		<b>\$2,269,625</b>	<b>\$359.09</b>	<b>\$2,510,390</b>	<b>\$396.23</b>	<b>(\$240,765)</b>	<b>(\$37.14)</b>	<b>-9.37%</b>
<b>Total Capital Regional District % Change</b>		<b>\$3,357,608</b>	<b>\$531.22</b>	<b>\$3,492,939</b>	<b>\$551.31</b>	<b>(\$135,331)</b>	<b>(\$20.09)</b>	<b>-3.64%</b>
Cost/average residential property		\$531.22		\$551.31		(\$20.09)		
1.15X	Debt Service - M.F.A.	865,087	136.87	877,457	138.49	(12,370)	(1.62)	-1.17%
CRHD	Capital Regional Hospital District	838,062	132.59	896,089	141.44	(58,027)	(8.84)	-6.25%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$5,060,757</b>	<b>\$800.69</b>	<b>\$5,266,484</b>	<b>\$831.24</b>	<b>(\$205,727)</b>	<b>(\$30.55)</b>	<b>-3.68%</b>

Average residential assessment - 2022/2021

\$946,210

\$780,812

Major Impacts

<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	9.15	1.10%
Regional Parks	21.88	2.63%
Regional Parks - Land Acquisition	(19.85)	-2.39%
Climate Action and Adaptation	5.59	0.67%
W.W. (Trk Swrs & Swge Disp) - Operating	(27.24)	-3.28%
W.W. (Trk Swrs & Swge Disp) - Debt	(12.51)	-1.50%
Debt Service - M.F.A.	(1.62)	-0.20%
Capital Regional Hospital District	(8.84)	-1.06%
Various	2.89	0.35%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>(\$30.55)</b>	<b>-3.68%</b>

<b>TOTAL CRD</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	9.15	1.66%
Regional Parks	21.88	3.97%
Regional Parks - Land Acquisition	(19.85)	-3.60%
Climate Action and Adaptation	5.59	1.01%
W.W. (Trk Swrs & Swge Disp) - Op	(27.24)	-4.94%
W.W. (Trk Swrs & Swge Disp) - De	(12.51)	-2.27%
Various	2.89	0.52%
<b>TOTAL CRD</b>	<b>(\$20.09)</b>	<b>-3.64%</b>

**Capital Regional District  
Sewers Operating - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Esquimalt	Share of Budget
3.717 Core Area Wastewater Operations	27,618,405	27,588,995	(29,410)	1,055,487	4%
Sewer Operating	27,618,405	27,588,995		1,055,487	

**Sewers Debt - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Esquimalt	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	6,256	(1,384)	(7,640)	(436)	31%
3.769 Macaulay - Genset	9,645	13,279	3,634	5,362	40%
3.772 NWT Upgrade	(22,439)	(126)	22,313	(22)	18%
3.792 Craigflower PS	20,462	(2,352)	(22,814)	(13)	1%
3.798 Core - Sewage Integrated T.F.	781,466	755,529	(25,937)	14,040	2%
3.798B Core - Sewage Integrated T.F.	491,224	791,318	300,094	50,864	6%
3.798C Core - Wastewater Treatment Program	19,979,118	20,181,392	202,274	764,860	4%
Sewer Debt	21,265,732	21,737,656		834,655	

HIGHLANDS		2022 HIGHLANDS		Cost per Avg. Residential Assessment	2021 HIGHLANDS		Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
									\$	%
1.010	Legislative & General Government	67,157	65.31	52,034	48.15	15,123		17.16	35.65%	
1.101	G.I.S.	766	0.75	389	0.36	377		0.39	106.96%	
1.224	Community Health	3,880	3.77	3,570	3.30	310		0.47	14.22%	
1.280	Regional Parks	98,532	95.82	66,256	61.31	32,276		34.52	56.30%	
1.280A	Regional Parks - Land Acquisition	510	0.50	24,149	22.34	(23,639)		(21.85)	-97.78%	
1.309	Climate Action and Adaptation	8,696	8.46	2,702	2.50	5,995		5.96	238.31%	
1.374	Regional Emergency Program Support	817	0.79	762	0.70	55		0.09	12.68%	
1.375	Hazardous Material Incident response	2,001	1.95	1,867	1.73	133		0.22	12.61%	
1.911	Call Answer	1,059	1.03	888	0.82	171		0.21	25.29%	
1.310	Land Banking & Housing	9,210	8.96	8,019	7.42	1,192		1.54	20.72%	
1.324	Regional Planning Services	7,611	7.40	7,003	6.48	608		0.92	14.22%	
1.335	Geo-Spatial Referencing System	1,010	0.98	982	0.91	27		0.07	8.04%	
1.921	Regional CREST Contribution	10,056	9.78	9,466	8.76	590		1.02	11.65%	
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	903	0.84	(903)		(0.84)	-100.00%	
<b>Total Regional</b>		<b>\$211,304</b>	<b>\$205.49</b>	<b>\$178,991</b>	<b>\$165.62</b>	<b>\$32,314</b>		<b>\$39.88</b>	<b>24.08%</b>	
3.700	Septage Disposal	9,306	9.05	10,182	9.42	(876)		(0.37)	-3.94%	
1.128	Greater Victoria Police Victim Services	2,131	2.07	1,926	1.78	205		0.29	16.29%	
1.297	Arts Grants	8,032	7.81	7,351	6.80	681		1.01	14.84%	
1.311	Regional Housing Trust Fund	7,083	6.89	7,007	6.48	77		0.41	6.25%	
1.126	Victoria Family Court Committee	95	0.09	90	0.08	5		0.01	10.79%	
1.313	Animal Care Services	23,183	22.55	22,930	21.22	253		1.33	6.26%	
1.913	Fire Dispatch	15,741	15.31	19,662	18.19	(3,920)		(2.88)	-15.85%	
1.330	Regional Growth Strategy	2,007	1.95	1,880	1.74	127		0.21	12.21%	
1.230	Traffic Safety Commission	485	0.47	446	0.41	39		0.06	14.38%	
3.701	Millstream Remediation	1,079	1.05	1,679	1.55	(600)		(0.50)	-32.43%	
<b>Total Sub Regional</b>		<b>\$69,143</b>	<b>\$67.24</b>	<b>\$73,152</b>	<b>\$67.69</b>	<b>(\$4,009)</b>		<b>(\$0.45)</b>	<b>-0.66%</b>	
<b>Total Capital Regional District % Change</b>		<b>\$280,447</b>	<b>\$272.73</b>	<b>\$252,142</b>	<b>\$233.30</b>	<b>\$28,304</b>	<b>11.23%</b>	<b>\$39.43</b>	<b>16.90%</b>	
Cost/average residential property		\$272.73		\$233.30		\$39.43				
1.15X	Debt Service - M.F.A.	87,658	85.25	87,658	81.11	-		4.14	5.10%	
CRHD	Capital Regional Hospital District	168,722	164.08	168,688	156.08	34		8.00	5.12%	
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$536,827</b>	<b>\$522.06</b>	<b>\$508,489</b>	<b>\$470.50</b>	<b>\$28,339</b>	<b>5.57%</b>	<b>\$51.57</b>	<b>10.96%</b>	

Average residential assessment - 2022/2021

\$1,170,908

\$861,684

Major Impacts

<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	17.16	3.65%
Regional Parks	34.52	7.34%
Regional Parks - Land Acquisition	(21.85)	-4.64%
Climate Action and Adaptation	5.96	1.27%
Fire Dispatch	(2.88)	-0.61%
Debt Service - M.F.A.	4.14	0.88%
Capital Regional Hospital District	8.00	1.70%
Various	6.53	1.39%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$51.57</b>	<b>10.96%</b>

<b>TOTAL CRD</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	17.16	7.36%
Regional Parks	34.52	14.79%
Regional Parks - Land Acquisition	(21.85)	-9.37%
Climate Action and Adaptation	5.96	2.55%
Fire Dispatch	(2.88)	-1.24%
Various	6.53	2.80%
<b>TOTAL CRD</b>	<b>\$39.43</b>	<b>16.90%</b>

LANGFORD		2022 LANGFORD	Cost per Avg. Residential Assessment	2021 LANGFORD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	1,012,124	47.68	804,303	37.40	207,822	10.27	27.47%
1.101	G.I.S.	11,546	0.54	6,014	0.28	5,532	0.26	94.47%
1.224	Community Health	58,475	2.75	55,186	2.57	3,289	0.19	7.33%
1.280	Regional Parks	1,484,981	69.95	1,024,146	47.63	460,835	22.32	46.87%
1.280A	Regional Parks - Land Acquisition	7,688	0.36	373,285	17.36	(365,597)	(17.00)	-97.91%
1.309	Climate Action and Adaptation	144,783	6.82	45,108	2.10	99,675	4.72	225.12%
1.310	Land Banking & Housing	138,810	6.54	123,946	5.76	14,864	0.77	13.44%
1.324	Regional Planning Services	114,706	5.40	108,255	5.03	6,452	0.37	7.33%
1.335	Geo-Spatial Referencing System	15,219	0.72	15,184	0.71	34	0.01	1.52%
1.374	Regional Emergency Program Support	13,596	0.64	12,718	0.59	878	0.05	8.29%
1.375	Hazardous Material Incident response	33,308	1.57	31,176	1.45	2,132	0.12	8.22%
1.911	Call Answer	19,399	0.91	15,968	0.74	3,431	0.17	23.06%
1.921	Regional CREST Contribution	184,274	8.68	170,202	7.92	14,072	0.77	9.67%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	13,953	0.65	(13,953)	(0.65)	-100.00%
<b>Total Regional</b>		<b>\$3,238,909</b>	<b>\$152.57</b>	<b>\$2,799,443</b>	<b>\$130.19</b>	<b>\$439,466</b>	<b>\$22.39</b>	<b>17.19%</b>
1.126	Victoria Family Court Committee	1,624	0.08	1,436	0.07	188	0.01	14.52%
1.128	Greater Victoria Police Victim Services	32,113	1.51	29,768	1.38	2,345	0.13	9.27%
1.230	Traffic Safety Commission	7,310	0.34	6,889	0.32	421	0.02	7.48%
1.330	Regional Growth Strategy	30,242	1.42	29,052	1.35	1,190	0.07	5.44%
1.536	Stormwater Quality Management - Core Area	66,036	3.11	60,227	2.80	5,809	0.31	11.06%
1.913	Fire Dispatch	-	-	353,520	16.44	(353,520)	(16.44)	-100.00%
3.700	Septage Disposal	5,578	0.26	4,581	0.21	998	0.05	23.35%
3.701	Millstream Remediation	16,057	0.76	24,717	1.15	(8,660)	(0.39)	-34.20%
3.707	On Site System Management Program	46,736	2.20	49,270	2.29	(2,533)	(0.09)	-3.91%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	2,725,278	128.38	2,441,915	113.56	283,363	14.82	13.05%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	2,730,493	128.62	2,679,012	124.59	51,481	4.04	3.24%
3.750	LWMP	33,275	1.57	29,805	1.39	3,470	0.18	13.09%
3.752	Stage 3 Harbour Studies	48,477	2.28	44,766	2.08	3,712	0.20	9.69%
3.755	Regional Source Control Program	117,263	5.52	103,432	4.81	13,831	0.71	14.84%
<b>Total Sub Regional</b>		<b>\$5,860,483</b>	<b>\$276.07</b>	<b>\$5,858,389</b>	<b>\$272.44</b>	<b>\$2,094</b>	<b>\$3.62</b>	<b>1.33%</b>
2.681	Florence Lake Water System Debt	8,738	0.41	-	-	8,738	0.41	0.00%
<b>Total Local</b>		<b>\$8,738</b>	<b>\$0.41</b>	<b>\$0</b>	<b>\$0.00</b>	<b>\$8,738</b>	<b>\$0.41</b>	<b>0.00%</b>
<b>Total Capital Regional District % Change</b>		<b>\$9,108,130</b>	<b>\$429.05</b>	<b>\$8,657,832</b>	<b>\$402.63</b>	<b>\$450,298</b>	<b>\$26.42</b>	<b>6.56%</b>
Cost/average residential property		\$429.05		\$402.63		\$26.42		
CRHD	Capital Regional Hospital District	2,542,828	119.78	2,607,468	121.26	(64,640)	(1.48)	-1.22%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$11,650,958</b>	<b>\$548.83</b>	<b>\$11,265,300</b>	<b>\$523.89</b>	<b>\$385,658</b>	<b>\$24.94</b>	<b>4.76%</b>

Average residential assessment - 2022/2021

\$854,788

\$669,431

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.27	1.96%
Regional Parks	22.32	4.26%
Regional Parks - Land Acquisition	(17.00)	-3.24%
Climate Action and Adaptation	4.72	0.90%
Fire Dispatch	(16.44)	-3.14%
W.W. (Trk Swrs & Swge Disp) - Operating	14.82	2.83%
W.W. (Trk Swrs & Swge Disp) - Debt	4.04	0.77%
Capital Regional Hospital District	(1.48)	-0.28%
Various	3.68	0.70%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$24.94</b>	<b>4.76%</b>

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.27	2.55%
Regional Parks	22.32	5.54%
Regional Parks - Land Acquisition	(17.00)	-4.22%
Climate Action and Adaptation	4.72	1.17%
Fire Dispatch	(16.44)	-4.08%
W.W. (Trk Swrs & Swge Disp) - Op	14.82	3.68%
W.W. (Trk Swrs & Swge Disp) - De	4.04	1.00%
Various	3.68	0.91%
<b>TOTAL CRD</b>	<b>\$26.42</b>	<b>6.56%</b>

**Capital Regional District  
Sewers Operating - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Langford	Share of Budget
3.717 Core Area Wastewater Operations	27,618,405	27,588,995	(29,410)	2,725,278	10%
Sewer Operating	27,618,405	27,588,995		2,725,278	

**Sewers Debt - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Langford	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	6,256	(1,384)	(7,640)	(539)	39%
3.769 Macaulay - Genset	9,645	13,279	3,634	4,698	35%
3.772 NWT Upgrade	(22,439)	(126)	22,313	(5)	4%
3.792 Craigflower PS	20,462	(2,352)	(22,814)	(659)	28%
3.798 Core - Sewage Integrated T.F.	781,466	755,529	(25,937)	42,083	6%
3.798B Core - Sewage Integrated T.F.	491,224	791,318	300,094	55,711	7%
3.798C Core - Wastewater Treatment Program	19,979,118	20,181,392	202,274	2,629,204	13%
Sewer Debt	21,265,732	21,737,656		2,730,493	

METCHOSIN		2022 METCHOSIN	Cost per Avg. Residential Assessment	2021 METCHOSIN	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	113,764	66.12	85,468	49.21	28,297	16.91	34.35%
1.101	G.I.S.	1,298	0.75	639	0.37	659	0.39	104.98%
1.224	Community Health	6,573	3.82	5,864	3.38	708	0.44	13.13%
1.280	Regional Parks	166,914	97.01	108,829	62.67	58,086	34.34	54.80%
1.280A	Regional Parks - Land Acquisition	864	0.50	39,666	22.84	(38,802)	(22.34)	-97.80%
1.309	Climate Action and Adaptation	16,058	9.33	4,992	2.87	11,067	6.46	224.70%
1.310	Land Banking & Housing	15,602	9.07	13,171	7.58	2,432	1.48	19.57%
1.324	Regional Planning Services	12,893	7.49	11,503	6.62	1,390	0.87	13.13%
1.335	Geo-Spatial Referencing System	1,711	0.99	1,614	0.93	97	0.07	7.01%
1.374	Regional Emergency Program Support	1,508	0.88	1,407	0.81	101	0.07	8.15%
1.375	Hazardous Material Incident response	3,694	2.15	3,450	1.99	244	0.16	8.08%
1.911	Call Answer	2,126	1.24	1,829	1.05	297	0.18	17.31%
1.921	Regional CREST Contribution	20,198	11.74	19,500	11.23	698	0.51	4.55%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	1,483	0.85	(1,483)	(0.85)	-100.00%
<b>Total Regional</b>		<b>\$363,205</b>	<b>\$211.09</b>	<b>\$299,415</b>	<b>\$172.41</b>	<b>\$63,790</b>	<b>\$38.68</b>	<b>22.44%</b>
1.126	Victoria Family Court Committee	175	0.10	171	0.10	4	0.00	3.07%
1.128	Greater Victoria Police Victim Services	3,610	2.10	3,163	1.82	446	0.28	15.17%
1.297	Arts Grants	14,826	8.62	13,583	7.82	1,243	0.80	10.17%
1.311	Regional Housing Trust Fund	13,096	7.61	12,967	7.47	129	0.14	1.94%
1.313	Animal Care Services	39,273	22.82	37,664	21.69	1,609	1.14	5.24%
1.330	Regional Growth Strategy	3,399	1.98	3,087	1.78	312	0.20	11.14%
1.913	Fire Dispatch	31,617	18.38	40,503	23.32	(8,886)	(4.95)	-21.21%
3.700	Septage Disposal	2,102	1.22	1,834	1.06	267	0.17	15.65%
3.701	Millstream Remediation	3,572	2.08	5,611	3.23	(2,039)	(1.16)	-35.75%
<b>Total Sub Regional</b>		<b>\$111,668</b>	<b>\$64.90</b>	<b>\$118,584</b>	<b>\$68.28</b>	<b>(\$6,916)</b>	<b>(\$3.38)</b>	<b>-4.95%</b>
<b>Total Capital Regional District % Change</b>		<b>\$474,873</b>	<b>\$275.99</b>	<b>\$417,998</b>	<b>\$240.69</b>	<b>\$56,874</b>	<b>\$35.30</b>	<b>14.67%</b>
Cost/average residential property		\$275.99		\$240.69		\$35.30		
CRHD	Capital Regional Hospital District	285,818	166.11	277,077	159.55	8,741	6.57	4.12%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$760,691</b>	<b>\$442.11</b>	<b>\$695,076</b>	<b>\$400.24</b>	<b>\$65,615</b>	<b>\$41.87</b>	<b>10.46%</b>

Average residential assessment - 2022/2021

\$1,185,416

\$880,793

Major Impacts

<u>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	16.91	4.22%
Regional Parks	34.34	8.58%
Regional Parks - Land Acquisition	(22.34)	-5.58%
Climate Action and Adaptation	6.46	1.61%
Fire Dispatch	(4.95)	-1.24%
Millstream Remediation	(1.16)	-0.29%
Capital Regional Hospital District	6.57	1.64%
Various	6.03	1.51%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$41.87</b>	<b>10.46%</b>

<u>TOTAL CRD</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	16.91	7.02%
Regional Parks	34.34	14.27%
Regional Parks - Land Acquisition	(22.34)	-9.28%
Climate Action and Adaptation	6.46	2.68%
Fire Dispatch	(4.95)	-2.06%
Millstream Remediation	(1.16)	-0.48%
Various	6.03	2.51%
<b>TOTAL CRD</b>	<b>\$35.30</b>	<b>14.67%</b>

NORTH SAANICH		2022 N.SAANICH		Cost per Avg. Residential Assessment		2021 N.SAANICH		Cost per Avg. Residential Assessment		Difference Increase/ (Decrease)		Change in Cost per Avg. Household	
1.010	Legislative & General Government	455,481	79.30	354,162	59.98	101,319	19.32	32.20%					
1.101	G.I.S.	5,196	0.90	2,648	0.45	2,548	0.46	101.70%					
1.224	Community Health	26,315	4.58	24,300	4.12	2,015	0.47	11.32%					
1.280	Regional Parks	668,278	116.35	450,966	76.38	217,312	39.97	52.33%					
1.280A	Regional Parks - Land Acquisition	3,460	0.60	164,370	27.84	(160,910)	(27.24)	-97.84%					
1.309	Climate Action and Adaptation	50,791	8.84	15,833	2.68	34,958	6.16	229.76%					
1.310	Land Banking & Housing	62,468	10.88	54,578	9.24	7,890	1.63	17.66%					
1.324	Regional Planning Services	51,621	8.99	47,668	8.07	3,952	0.91	11.32%					
1.335	Geo-Spatial Referencing System	6,849	1.19	6,686	1.13	163	0.06	5.29%					
1.374	Regional Emergency Program Support	4,770	0.83	4,464	0.76	306	0.07	9.83%					
1.375	Hazardous Material Incident response	11,685	2.03	10,943	1.85	742	0.18	9.77%					
1.911	Call Answer	5,125	0.89	4,335	0.73	790	0.16	21.52%					
1.921	Regional CREST Contribution	48,685	8.48	46,211	7.83	2,474	0.65	8.30%					
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	6,144	1.04	(6,144)	(1.04)	-100.00%					
<b>Total Regional</b>		<b>\$1,400,722</b>	<b>\$243.87</b>	<b>\$1,193,308</b>	<b>\$202.11</b>	<b>\$207,414</b>	<b>\$41.76</b>	<b>20.66%</b>					
3.700	Septage Disposal	2,696	0.47	2,689	0.46	8	0.01	3.09%					
3.701	Millstream Remediation	5,476	0.95	8,544	1.45	(3,068)	(0.49)	-34.12%					
1.330	Regional Growth Strategy	13,610	2.37	12,793	2.17	817	0.20	9.36%					
1.126	Victoria Family Court Committee	557	0.10	557	0.09	(0)	0.00	2.79%					
1.311	Regional Housing Trust Fund	41,272	7.19	40,965	6.94	307	0.25	3.56%					
1.44X	Panorama Recreation Center	1,680,566	292.59	1,585,522	268.53	95,044	24.05	8.96%					
1.537	Stormwater Quality Management - Peninsula	40,880	7.12	37,241	6.31	3,639	0.81	12.84%					
1.538	Source - Stormwater Quality - Peninsula	15,649	2.72	14,918	2.53	732	0.20	7.84%					
3.720	L.W.M.P. (Peninsula) - Implementation	18,933	3.30	8,344	1.41	10,589	1.88	133.25%					
1.230	Traffic Safety Commission	3,290	0.57	3,033	0.51	256	0.06	11.48%					
3.755	Regional Source Control Program	18,610	3.24	18,109	3.07	500	0.17	5.64%					
3.756	Harbours Environmental Action	19,225	3.35	18,325	3.10	900	0.24	7.84%					
<b>Total Sub Regional</b>		<b>1,860,764</b>	<b>323.96</b>	<b>1,751,041</b>	<b>296.57</b>	<b>109,723</b>	<b>27.39</b>	<b>9.24%</b>					
<b>Total Capital Regional District % Change</b>		<b>\$3,261,486</b>	<b>\$567.83</b>	<b>\$2,944,349</b>	<b>\$498.67</b>	<b>\$317,137</b>	<b>\$69.15</b>	<b>13.87%</b>					
Cost/average residential property		\$567.83		\$498.67		\$69.15							
1.15X	Debt Service - M.F.A.	498,548	86.80	498,548	84.44	-	2.36	2.79%					
CRHD	Capital Regional Hospital District	1,144,335	199.23	1,148,156	194.46	(3,821)	4.77	2.45%					
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$4,904,368</b>	<b>\$853.85</b>	<b>\$4,591,053</b>	<b>\$777.57</b>	<b>\$313,315</b>	<b>\$76.28</b>	<b>9.81%</b>					

Average residential assessment - 2022/2021

\$1,421,726

\$1,073,540

Major Impacts

<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>Increase in \$/ Avg. Hshld</b>	<b>% of Total Increase</b>
Legislative & General Government	19.32	2.48%
Regional Parks	39.97	5.14%
Regional Parks - Land Acquisition	(27.24)	-3.50%
Climate Action and Adaptation	6.16	0.79%
Feasibility Study Reserve Fund - ALL	(1.04)	-0.13%
Panorama Recreation Center	24.05	3.09%
L.W.M.P. (Peninsula) - Implementation	1.88	0.24%
Debt Service - M.F.A.	2.36	0.30%
Capital Regional Hospital District	4.77	0.61%
Various	6.05	0.78%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$76.28</b>	<b>9.81%</b>

<b>TOTAL CRD</b>	<b>Increase in \$/ Avg. Hshld</b>	<b>% of Total Increase</b>
Legislative & General Government	19.32	3.87%
Regional Parks	39.97	8.01%
Regional Parks - Land Acquisition	(27.24)	-5.46%
Climate Action and Adaptation	6.16	1.24%
Feasibility Study Reserve Fund	(1.04)	-0.21%
Panorama Recreation Center	24.05	4.82%
L.W.M.P. (Peninsula) - Impleme	1.88	0.38%
Various	6.05	1.21%
<b>TOTAL CRD</b>	<b>\$69.15</b>	<b>13.87%</b>



**Capital Regional District  
Sewers Operating - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total N. Saanich	Share of Budget
3.718 Peninsula Wastewater	4,117,958	4,334,420	216,462	667,067	15%
(invoice) Sewer Operating	4,117,958	4,334,420		667,067	

OAK BAY		2022 OAK BAY	Cost per Avg. Residential Assessment	2021 OAK BAY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	653,873	96.17	545,853	79.78	108,019	16.39	20.54%
1.101	G.I.S.	7,459	1.10	4,082	0.60	3,378	0.50	83.91%
1.224	Community Health	37,777	5.56	37,453	5.47	324	0.08	1.50%
1.280	Regional Parks	959,357	141.10	695,054	101.59	264,303	39.51	38.89%
1.280A	Regional Parks - Land Acquisition	4,967	0.73	253,336	37.03	(248,370)	(36.30)	-98.03%
1.309	Climate Action and Adaptation	74,524	10.96	24,661	3.60	49,863	7.36	204.09%
1.310	Land Banking & Housing	89,676	13.19	84,118	12.30	5,559	0.89	7.28%
1.324	Regional Planning Services	74,105	10.90	73,469	10.74	636	0.16	1.50%
1.335	Geo-Spatial Referencing System	9,832	1.45	10,305	1.51	(473)	(0.06)	-3.99%
1.374	Regional Emergency Program Support	6,998	1.03	6,953	1.02	45	0.01	1.28%
1.375	Hazardous Material Incident response	17,145	2.52	17,044	2.49	101	0.03	1.22%
1.911	Call Answer	7,762	1.14	6,855	1.00	907	0.14	13.94%
1.921	Regional CREST Contribution	73,728	10.84	73,065	10.68	664	0.16	1.54%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	9,470	1.38	(9,470)	(1.38)	-100.00%
<b>Total Regional</b>		<b>\$2,017,203</b>	<b>\$296.69</b>	<b>\$1,841,716</b>	<b>\$269.19</b>	<b>\$175,486</b>	<b>\$27.50</b>	<b>10.21%</b>
1.126	Victoria Family Court Committee	843	0.12	866	0.13	(23)	(0.00)	-2.06%
1.128	Greater Victoria Police Victim Services	20,746	3.05	20,203	2.95	544	0.10	3.33%
1.230	Traffic Safety Commission	4,723	0.69	4,675	0.68	47	0.01	1.64%
1.290	Royal Theatre	53,635	7.89	52,804	7.72	831	0.17	2.21%
1.297	Arts Grants	229,583	33.77	223,661	32.69	5,922	1.08	3.29%
1.311	Regional Housing Trust Fund	60,579	8.91	63,817	9.33	(3,238)	(0.42)	-4.48%
1.330	Regional Growth Strategy	19,537	2.87	19,717	2.88	(179)	(0.01)	-0.29%
1.536	Stormwater Quality Management - Core Area	63,607	9.36	56,396	8.24	7,210	1.11	13.49%
1.912B	Call Answer - Municipalities	(40,490)	(5.96)	(45,632)	(6.67)	5,142	0.71	10.71%
3.700	Septage Disposal	90	0.01	40	0.01	50	0.01	125.70%
3.701	Millstream Remediation	2,726	0.40	4,344	0.63	(1,619)	(0.23)	-36.87%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,564,694	230.14	1,610,070	235.33	(45,376)	(5.20)	-2.21%
3.750	LWMP	30,609	4.50	31,854	4.66	(1,246)	(0.15)	-3.31%
3.755	Regional Source Control Program	107,659	15.83	110,540	16.16	(2,881)	(0.32)	-2.00%
<b>Total Sub Regional</b>		<b>\$2,118,540</b>	<b>\$311.59</b>	<b>\$2,153,357</b>	<b>\$314.74</b>	<b>(\$34,817)</b>	<b>(\$3.15)</b>	<b>-1.00%</b>
<b>Total Capital Regional District % Change</b>		<b>\$4,135,743</b>	<b>\$608.28</b>	<b>\$3,995,073</b>	<b>\$583.94</b>	<b>\$140,669</b>	<b>\$24.35</b>	<b>4.17%</b>
						<b>3.52%</b>		
Cost/average residential property		\$608.28		\$583.94		\$24.35		
1.15X	Debt Service - M.F.A.	276,972	40.74	276,972	40.48	-	0.25	0.63%
CRHD	Capital Regional Hospital District	1,642,768	241.62	1,769,602	258.65	(126,834)	(17.03)	-6.59%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$6,055,483</b>	<b>\$890.64</b>	<b>\$6,041,647</b>	<b>\$883.07</b>	<b>\$13,836</b>	<b>\$7.57</b>	<b>0.86%</b>
						<b>0.23%</b>		

Average residential assessment - 2022/2021

\$1,724,222

\$1,427,926

Major Impacts

<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>Increase in \$/ Avg. Hshld</b>	<b>% of Total Increase</b>
Legislative & General Government	16.39	1.86%
Regional Parks	39.51	4.47%
Regional Parks - Land Acquisition	(36.30)	-4.11%
Climate Action and Adaptation	7.36	0.83%
Land Banking & Housing	0.89	0.10%
Feasibility Study Reserve Fund - ALL	(1.38)	-0.16%
W.W. (Trk Swrs & Swge Disp) - Debt	(5.20)	-0.59%
Debt Service - M.F.A.	0.25	0.03%
Capital Regional Hospital District	(17.03)	-1.93%
Various	3.08	0.35%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$7.57</b>	<b>0.86%</b>

<b>TOTAL CRD</b>	<b>Increase in \$/ Avg. Hshld</b>	<b>% of Total Increase</b>
Legislative & General Government	16.39	2.81%
Regional Parks	39.51	6.77%
Regional Parks - Land Acquisition	(36.30)	-6.22%
Climate Action and Adaptation	7.36	1.26%
Land Banking & Housing	0.89	0.15%
Feasibility Study Reserve Fund	(1.38)	-0.24%
W.W. (Trk Swrs & Swge Disp) - De	(5.20)	-0.89%
Various	3.08	0.53%
<b>TOTAL CRD</b>	<b>\$24.35</b>	<b>4.17%</b>

**Capital Regional District  
Sewers Operating - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Oak Bay	Share of Budget
3.717 Core Area Wastewater Operations	27,618,405	27,588,995	(29,410)	2,513,470	9%
(invoice) Sewer Operating	27,618,405	27,588,995		2,513,470	

**Sewers Debt - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Oak Bay	Share of Budget
3.770 NET & ECI Upgrade	208,447	(55,858)	(264,305)	(9,015)	16%
3.770A NET & ECI Upgrade	858,825	628,748	(230,077)	101,480	16%
3.798 Core - Sewage Integrated T.F.	781,466	755,529	(25,937)	48,679	6%
3.798B Core - Sewage Integrated T.F.	491,224	791,318	300,094	67,534	9%
3.798C Core - Wastewater Treatment Program	19,979,118	20,181,392	202,274	1,335,316	7%
3.799 Oak Bay - Humber / Rutland	32,639	20,701	(11,938)	20,701	100%
Sewer Debt	22,351,719	22,321,830		1,564,694	

SAANICH		2022 SAANICH	Cost per Avg. Residential Assessment	2021 SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	2,733,095	59.81	2,253,121	48.45	479,975	11.36	23.44%
1.101	G.I.S.	31,179	0.68	16,847	0.36	14,332	0.32	88.33%
1.224	Community Health	157,903	3.46	154,594	3.32	3,309	0.13	3.94%
1.280	Regional Parks	4,009,976	87.75	2,868,976	61.70	1,141,001	26.06	42.23%
1.280A	Regional Parks - Land Acquisition	20,760	0.45	1,045,696	22.49	(1,024,936)	(22.03)	-97.98%
1.309	Climate Action and Adaptation	385,863	8.44	127,259	2.74	258,605	5.71	208.55%
1.310	Land Banking & Housing	374,835	8.20	347,214	7.47	27,621	0.74	9.85%
1.324	Regional Planning Services	309,748	6.78	303,258	6.52	6,490	0.26	3.94%
1.335	Geo-Spatial Referencing System	41,096	0.90	42,536	0.91	(1,441)	(0.02)	-1.69%
1.374	Regional Emergency Program Support	36,235	0.79	35,880	0.77	356	0.02	2.77%
1.375	Hazardous Material Incident response	88,769	1.94	87,953	1.89	816	0.05	2.70%
1.911	Call Answer	51,104	1.12	45,332	0.97	5,772	0.14	14.72%
1.921	Regional CREST Contribution	485,442	10.62	483,185	10.39	2,258	0.23	2.23%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	39,088	0.84	(39,088)	(0.84)	-100.00%
<b>Total Regional</b>		<b>\$8,726,007</b>	<b>\$190.96</b>	<b>\$7,850,937</b>	<b>\$168.84</b>	<b>\$875,070</b>	<b>\$22.12</b>	<b>13.10%</b>
1.536	Stormwater Quality Management - Core Area	193,705	4.24	194,211	4.18	(507)	0.06	1.49%
3.700	Septage Disposal	4,510	0.10	5,189	0.11	(680)	(0.01)	-11.57%
1.128	Greater Victoria Police Victim Services	86,716	1.90	83,390	1.79	3,326	0.10	5.82%
3.701	Millstream Remediation	25,091	0.55	39,979	0.86	(14,889)	(0.31)	-36.14%
1.126	Victoria Family Court Committee	4,306	0.09	4,418	0.10	(113)	(0.00)	-0.83%
1.290	Royal Theatre	279,816	6.12	278,826	6.00	990	0.13	2.12%
1.230	Traffic Safety Commission	19,740	0.43	19,299	0.42	441	0.02	4.08%
1.297	Arts Grants	1,187,488	25.99	1,154,271	24.82	33,217	1.16	4.69%
1.311	Regional Housing Trust Fund	314,678	6.89	330,439	7.11	(15,761)	(0.22)	-3.09%
1.330	Regional Growth Strategy	81,664	1.79	81,385	1.75	279	0.04	2.11%
1.912B	Call Answer - Municipalities	(266,596)	(5.83)	(301,769)	(6.49)	35,173	0.66	10.10%
3.707	On Site System Management Program	53,013	1.16	53,085	1.14	(72)	0.02	1.62%
3.750	LWMP	102,386	2.24	100,352	2.16	2,034	0.08	3.82%
3.752	Stage 3 Harbour Studies	127,707	2.79	127,084	2.73	622	0.06	2.26%
3.755	Regional Source Control Program	360,692	7.89	348,248	7.49	12,444	0.40	5.40%
<b>Total Sub Regional</b>		<b>\$2,574,914</b>	<b>\$56.35</b>	<b>\$2,518,408</b>	<b>\$54.16</b>	<b>\$56,506</b>	<b>\$2.19</b>	<b>4.04%</b>
<b>Total Capital Regional District % Change</b>		<b>\$11,300,922</b>	<b>\$247.31</b>	<b>\$10,369,345</b>	<b>\$223.00</b>	<b>\$931,576</b>	<b>\$24.31</b>	<b>10.90%</b>
Cost/average residential property		\$247.31		\$223.00		\$24.31		<b>8.98%</b>
1.15X	Debt Service - M.F.A.	5,037,396	110.24	4,445,410	95.60	591,986	14.64	15.31%
CRHD	Capital Regional Hospital District	6,866,540	150.27	7,304,390	157.09	(437,850)	(6.82)	-4.34%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$23,204,858</b>	<b>\$507.81</b>	<b>\$22,119,146</b>	<b>\$475.69</b>	<b>\$1,085,712</b>	<b>\$32.13</b>	<b>6.75%</b>

Average residential assessment - 2022/2021

\$1,072,328

\$867,210

Major Impacts

<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	11.36	2.39%
Regional Parks	26.06	5.48%
Regional Parks - Land Acquisition	(22.03)	-4.63%
Climate Action and Adaptation	5.71	1.20%
Debt Service - M.F.A.	14.64	3.08%
Capital Regional Hospital District	(6.82)	-1.43%
Various	3.23	0.68%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$32.13</b>	<b>6.75%</b>

<b>TOTAL CRD</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	11.36	5.09%
Regional Parks	26.06	11.68%
Regional Parks - Land Acquisition	(22.03)	-9.88%
Climate Action and Adaptation	5.71	2.56%
Various	3.23	1.45%
<b>TOTAL CRD</b>	<b>\$24.31</b>	<b>10.90%</b>

**Capital Regional District  
Sewers Operating - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Saanich	Share of Budget
3.717 Core Area Wastewater Operations	27,618,405	27,588,995	(29,410)	8,417,137	31%
(Invoice) Sewer Operating	27,618,405	27,588,995		8,417,137	

**Sewers Debt - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Saanich	Share of Budget
3.772 NWT Upgrade	(22,439)	(126)	22,313	(52)	41%
3.770 NET & ECI Upgrade	208,447	(55,858)	(264,305)	(12,551)	22%
3.770A NET & ECI Upgrade	858,825	628,748	(230,077)	141,280	22%
3.798 Core - Sewage Integrated T.F.	781,466	755,529	(25,937)	244,103	32%
3.798B Core - Sewage Integrated T.F.	491,224	791,318	300,094	241,592	31%
3.798C Core - Wastewater Treatment Program	19,979,118	20,181,392	202,274	6,341,916	31%
(Invoice) Sewer Debt	22,296,641	22,301,003		6,956,288	

SIDNEY		2022 SIDNEY	Cost per Avg. Residential Assessment	2021 SIDNEY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	365,934	47.19	308,097	39.63	57,836	7.55	19.06%
1.101	G.I.S.	4,175	0.54	2,304	0.30	1,871	0.24	81.65%
1.224	Community Health	21,142	2.73	21,140	2.72	2	0.01	0.25%
1.280	Regional Parks	536,895	69.23	392,311	50.47	144,584	18.77	37.19%
1.280A	Regional Parks - Land Acquisition	2,780	0.36	142,991	18.39	(140,212)	(18.04)	-98.05%
1.309	Climate Action and Adaptation	44,460	5.73	14,804	1.90	29,655	3.83	201.04%
1.310	Land Banking & Housing	50,187	6.47	47,479	6.11	2,708	0.36	5.96%
1.324	Regional Planning Services	41,472	5.35	41,468	5.33	4	0.01	0.25%
1.335	Geo-Spatial Referencing System	5,502	0.71	5,817	0.75	(314)	(0.04)	-5.17%
1.374	Regional Emergency Program Support	4,175	0.54	4,174	0.54	1	0.00	0.27%
1.375	Hazardous Material Incident response	10,228	1.32	10,232	1.32	(4)	0.00	0.21%
1.911	Call Answer	5,035	0.65	4,461	0.57	573	0.08	13.13%
1.921	Regional CREST Contribution	47,824	6.17	47,551	6.12	273	0.05	0.82%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	5,345	0.69	(5,345)	(0.69)	-100.00%
<b>Total Regional</b>		<b>\$1,139,808</b>	<b>\$146.98</b>	<b>\$1,048,174</b>	<b>\$134.84</b>	<b>\$91,634</b>	<b>\$12.14</b>	<b>9.01%</b>
1.126	Victoria Family Court Committee	517	0.07	528	0.07	(12)	(0.00)	-1.96%
1.128	Greater Victoria Police Victim Services	11,610	1.50	11,403	1.47	207	0.03	2.07%
1.230	Traffic Safety Commission	2,643	0.34	2,639	0.34	4	0.00	0.39%
1.311	Regional Housing Trust Fund	36,178	4.67	38,350	4.93	(2,172)	(0.27)	-5.43%
1.330	Regional Growth Strategy	10,934	1.41	11,129	1.43	(195)	(0.02)	-1.51%
1.44X	Panorama Recreation Center	1,504,158	193.96	1,500,193	192.98	3,965	0.98	0.51%
1.537	Stormwater Quality Management - Peninsula	31,231	4.03	27,206	3.50	4,026	0.53	15.08%
1.538	Source - Stormwater Quality - Peninsula	15,372	1.98	15,350	1.97	22	0.01	0.39%
3.700	Septage Disposal	893	0.12	702	0.09	191	0.02	27.59%
3.701	Millstream Remediation	1,834	0.24	2,931	0.38	(1,097)	(0.14)	-37.27%
3.720	L.W.M.P. (Peninsula) - Implementation	48,035	6.19	21,629	2.78	26,406	3.41	122.63%
3.755	Regional Source Control Program	47,212	6.09	46,941	6.04	271	0.05	0.82%
3.756	Harbours Environmental Action	18,885	2.44	18,856	2.43	28	0.01	0.39%
3.775	Debt - Saanich Pen. Waste Water System	-	-	-	-	-	-	0.00%
<b>Total Sub Regional</b>		<b>\$1,729,502</b>	<b>\$223.02</b>	<b>\$1,697,857</b>	<b>\$218.41</b>	<b>\$31,646</b>	<b>\$4.61</b>	<b>2.11%</b>
<b>Total Capital Regional District % Change</b>		<b>\$2,869,310</b>	<b>\$370.00</b>	<b>\$2,746,030</b>	<b>\$353.25</b>	<b>\$123,279</b>	<b>\$16.75</b>	<b>4.74%</b>
						<b>4.49%</b>		
Cost/average residential property		\$370.00		\$353.25		\$16.75		
1.15X	Debt Service - M.F.A.	544,794	70.25	613,739	78.95	(68,945)	(8.70)	-11.02%
CRHD	Capital Regional Hospital District	919,360	118.55	998,821	128.49	(79,460)	(9.93)	-7.73%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$4,333,464</b>	<b>\$558.81</b>	<b>\$4,358,590</b>	<b>\$560.69</b>	<b>(\$25,126)</b>	<b>(\$1.88)</b>	<b>-0.34%</b>
						<b>-0.58%</b>		

Average residential assessment - 2022/2021

\$846,010

\$709,333

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	7.55	1.35%
Regional Parks	18.77	3.35%
Regional Parks - Land Acquisition	(18.04)	-3.22%
Climate Action and Adaptation	3.83	0.68%
Panorama Recreation Center	0.98	0.17%
L.W.M.P. (Peninsula) - Implementation	3.41	0.61%
Debt Service - M.F.A.	(8.70)	-1.55%
Capital Regional Hospital District	(9.93)	-1.77%
Various	0.25	0.04%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>(\$1.88)</b>	<b>-0.34%</b>

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	7.55	2.14%
Regional Parks	18.77	5.31%
Regional Parks - Land Acquisition	(18.04)	-5.11%
Climate Action and Adaptation	3.83	1.08%
Panorama Recreation Center	0.98	0.28%
L.W.M.P. (Peninsula) - Implement	3.41	0.97%
Various	0.25	0.07%
<b>TOTAL CRD</b>	<b>\$16.75</b>	<b>4.74%</b>

**Capital Regional District  
Sewers Operating - 2022**

					<b>Municipality's Share</b>	
					<b>2022 Total Sidney</b>	<b>Share of Budget</b>
<b>Service</b>	<b>2021 Requisition</b>	<b>2022 Requisition</b>	<b>Increase (Decrease)</b>			
3.718 Peninsula Wastewater	4,117,958	4,334,420	216,462	1,692,591	39%	
(Invoice) Sewer Operating	4,117,958	4,334,420		1,692,591		

SOOKE		2022 SOOKE	Cost per Avg. Residential Assessment	2021 SOOKE	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	289,610	41.47	213,555	30.54	76,056	10.93	35.80%
1.101	G.I.S.	3,304	0.47	1,597	0.23	1,707	0.24	107.19%
1.224	Community Health	16,732	2.40	14,653	2.10	2,079	0.30	14.35%
1.280	Regional Parks	424,914	60.84	271,927	38.88	152,988	21.96	56.47%
1.280A	Regional Parks - Land Acquisition	2,200	0.31	99,113	14.17	(96,913)	(13.86)	-97.78%
1.309	Climate Action and Adaptation	44,697	6.40	13,809	1.97	30,889	4.43	224.14%
1.310	Land Banking & Housing	39,719	5.69	32,910	4.71	6,810	0.98	20.86%
1.324	Regional Planning Services	32,822	4.70	28,743	4.11	4,079	0.59	14.35%
1.335	Geo-Spatial Referencing System	4,355	0.62	4,032	0.58	323	0.05	8.16%
1.374	Regional Emergency Program Support	4,197	0.60	3,893	0.56	304	0.04	7.96%
1.375	Hazardous Material Incident response	10,283	1.47	9,544	1.36	739	0.11	7.89%
1.911	Call Answer	6,371	0.91	5,465	0.78	906	0.13	16.74%
1.921	Regional CREST Contribution	60,521	8.67	58,253	8.33	2,268	0.34	4.04%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	3,705	0.53	(3,705)	(0.53)	-100.00%
<b>Total Regional</b>		<b>\$939,726</b>	<b>\$134.55</b>	<b>\$761,197</b>	<b>\$108.84</b>	<b>\$178,529</b>	<b>\$25.71</b>	<b>23.62%</b>
1.126	Victoria Family Court Committee	483	0.07	455	0.06	28	0.00	6.37%
1.230	Traffic Safety Commission	2,092	0.30	1,829	0.26	263	0.04	14.51%
1.297	Arts Grant	41,251	5.91	37,576	5.37	3,676	0.53	9.93%
1.311	Regional Housing Trust Fund	36,494	5.23	35,917	5.14	577	0.09	1.75%
1.313	Animal Care Services	99,977	14.32	94,110	13.46	5,867	0.86	6.38%
1.330	Regional Growth Strategy	8,653	1.24	7,714	1.10	940	0.14	12.34%
1.40X	SEAPARC	2,374,201	339.94	2,229,834	318.84	144,367	21.11	6.62%
1.913	Fire Dispatch	94,735	13.56	120,995	17.30	(26,260)	(3.74)	-21.60%
3.700	Septage Disposal	4,891	0.70	4,192	0.60	700	0.10	16.85%
3.701	Millstream Remediation	7,764	1.11	12,174	1.74	(4,410)	(0.63)	-36.14%
<b>Total Sub Regional</b>		<b>\$2,670,541</b>	<b>\$382.38</b>	<b>\$2,544,795</b>	<b>\$363.87</b>	<b>\$125,746</b>	<b>\$18.50</b>	<b>5.09%</b>
1.121	Sooke Regional Museum	139,036	19.91	124,482	17.80	14,553	2.11	11.84%
1.531	Stormwater Quality Management	38,200	5.47	37,470	5.36	730	0.11	2.09%
<b>Total Local</b>		<b>\$177,236</b>	<b>\$25.38</b>	<b>\$161,952</b>	<b>\$23.16</b>	<b>\$15,283</b>	<b>\$2.22</b>	<b>9.59%</b>
<b>Total Capital Regional District % Change</b>		<b>\$3,787,503</b>	<b>\$542.31</b>	<b>\$3,467,944</b>	<b>\$495.87</b>	<b>\$319,559</b>	<b>\$46.43</b>	<b>9.36%</b>
Cost/average residential property		\$542.31		\$495.87		\$46.43		
1.15X	Debt Service - M.F.A.	464,767	66.55	484,127	69.22	(19,360)	(2.68)	-3.87%
CRHD	Capital Regional Hospital District	727,608	104.18	692,323	98.99	35,285	5.19	5.24%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$4,979,878</b>	<b>\$713.03</b>	<b>\$4,644,394</b>	<b>\$664.09</b>	<b>\$335,483</b>	<b>\$48.95</b>	<b>7.37%</b>

Average residential assessment - 2022/2021

\$743,450

\$546,506

Major Impacts

<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.93	1.65%
Regional Parks	21.96	3.31%
Regional Parks - Land Acquisition	(13.86)	-2.09%
Climate Action and Adaptation	4.43	0.67%
SEAPARC	21.11	3.18%
Fire Dispatch	(3.74)	-0.56%
Debt Service - M.F.A.	(2.68)	-0.40%
Capital Regional Hospital District	5.19	0.78%
Various	5.60	0.84%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$48.95</b>	<b>7.37%</b>

<b>TOTAL CRD</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.93	2.20%
Regional Parks	21.96	4.43%
Regional Parks - Land Acquisition	(13.86)	-2.79%
Climate Action and Adaptation	4.43	0.89%
Fire Dispatch	21.11	4.26%
Regional CREST Contribution	(3.74)	-0.75%
Various	5.60	1.13%
<b>TOTAL CRD</b>	<b>\$46.43</b>	<b>9.36%</b>



VICTORIA		2022 VICTORIA	Cost per Avg. Residential Assessment	2021 VICTORIA	Cost per Avg. Residential Assessment	Difference (Increase/Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	2,554,789	54.58	2,250,817	47.29	303,972	7.28	15.40%
1.101	G.I.S.	29,145	0.62	16,830	0.35	12,315	0.27	76.07%
1.224	Community Health	147,602	3.15	154,436	3.24	(6,834)	(0.09)	-2.83%
1.280	Regional Parks	3,748,366	80.07	2,866,042	60.22	882,324	19.86	32.97%
1.280A	Regional Parks - Land Acquisition	19,405	0.41	1,044,627	21.95	(1,025,222)	(21.53)	-98.11%
1.309	Climate Action and Adaptation	325,370	6.95	110,575	2.32	214,795	4.63	199.18%
1.310	Land Banking & Housing	350,381	7.48	346,859	7.29	3,522	0.20	2.71%
1.324	Regional Planning Services	289,540	6.19	302,948	6.37	(13,407)	(0.18)	-2.83%
1.335	Geo-Spatial Referencing System	38,414	0.82	42,493	0.89	(4,078)	(0.07)	-8.08%
1.374	Regional Emergency Program Support	30,555	0.65	31,176	0.66	(621)	(0.00)	-0.35%
1.375	Hazardous Material Incident response	74,852	1.60	76,422	1.61	(1,569)	(0.01)	-0.41%
1.911	Call Answer	38,907	0.83	34,211	0.72	4,696	0.11	15.63%
1.921	Regional CREST Contribution	369,576	7.90	364,647	7.66	4,929	0.23	3.05%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	39,048	0.82	(39,048)	(0.82)	-100.00%
<b>Total Regional</b>		<b>\$8,016,903</b>	<b>\$171.26</b>	<b>\$7,681,130</b>	<b>\$161.39</b>	<b>\$335,772</b>	<b>\$9.87</b>	<b>6.12%</b>
1.126	Victoria Family Court Committee	3,811	0.08	3,893	0.08	(82)	(0.00)	-0.47%
1.128	Greater Victoria Police Victim Services	81,059	1.73	83,305	1.75	(2,247)	(0.02)	-1.07%
1.230	Traffic Safety Commission	18,452	0.39	19,279	0.41	(827)	(0.01)	-2.69%
1.290	Royal Theatre	246,549	5.27	248,370	5.22	(1,821)	0.05	0.93%
1.295	McPherson Theatre	750,000	16.02	750,000	15.76	-	0.26	1.67%
1.297	Arts Grants	1,001,790	21.40	1,002,891	21.07	(1,101)	0.33	1.56%
1.311	Regional Housing Trust Fund	264,955	5.66	286,536	6.02	(21,581)	(0.36)	-5.98%
1.330	Regional Growth Strategy	76,336	1.63	81,301	1.71	(4,966)	(0.08)	-4.54%
1.536	Stormwater Quality Management - Core Area	186,146	3.98	180,287	3.79	5,859	0.19	4.98%
1.912B	Call Answer - Municipalities	(202,964)	(4.34)	(227,737)	(4.78)	24,773	0.45	9.39%
3.700	Septage Disposal	13,569	0.29	13,352	0.28	217	0.01	3.32%
3.701	Millstream Remediation	14,885	0.32	23,612	0.50	(8,727)	(0.18)	-35.90%
3.752	Stage 3 Harbour Studies	97,225	2.08	95,907	2.02	1,318	0.06	3.07%
3.755	Regional Source Control Program	468,197	10.00	465,040	9.77	3,157	0.23	2.36%
<b>Total Sub Regional</b>		<b>\$3,020,010</b>	<b>\$64.51</b>	<b>\$3,026,038</b>	<b>\$63.58</b>	<b>(\$6,028)</b>	<b>\$0.94</b>	<b>1.47%</b>
<b>Total Capital Regional District % Change</b>		<b>\$11,036,913</b>	<b>\$235.77</b>	<b>\$10,707,169</b>	<b>\$224.97</b>	<b>\$329,744</b>	<b>\$10.81</b>	<b>4.80%</b>
Cost/average residential property		\$235.77		\$224.97		\$10.81		
1.15X	Debt Service - M.F.A.	5,634,264	120.36	5,634,265	118.38	(1)	1.98	1.67%
CRHD	Capital Regional Hospital District	6,418,568	137.12	7,296,923	153.31	(878,354)	(16.20)	-10.57%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$23,089,745</b>	<b>\$493.25</b>	<b>\$23,638,356</b>	<b>\$496.66</b>	<b>(\$548,611)</b>	<b>(\$3.41)</b>	<b>-0.69%</b>

Average residential assessment - 2022/2021

\$978,477

\$846,391

Major Impacts

<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	7.28	1.47%
Regional Parks	19.86	4.00%
Regional Parks - Land Acquisition	(21.53)	-4.34%
Climate Action and Adaptation	4.63	0.93%
Debt Service - M.F.A.	1.98	0.40%
Capital Regional Hospital District	(16.20)	-3.26%
Various	0.57	0.12%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>(\$3.41)</b>	<b>-0.69%</b>

<b>TOTAL CRD</b>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	7.28	3.24%
Regional Parks	19.86	8.83%
Regional Parks - Land Acquisition	(21.53)	-9.57%
Climate Action and Adaptation	4.63	2.06%
Various	0.57	0.26%
<b>TOTAL CRD</b>	<b>\$10.81</b>	<b>4.80%</b>

**Capital Regional District  
Sewers Operating - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Victoria	Share of Budget
3.717 Core Area Wastewater Operations	27,618,405	27,588,995	(29,410)	10,927,761	40%
Total Sewer Operating	27,618,405	27,588,995	(29,410)	10,927,761	
(Invoice) Sewer Operating	-	-		10,927,761	
Net Sewer Operating	27,618,405	27,588,995		-	

**L.W.M.P. - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Victoria	Share of Budget
3.750 LWMP	343,296	346,251	2,955	132,891	38%
Total L.W.M.P.	343,296	346,251	2,955	132,891	
(Invoice) L.W.M.P.	-	-		132,891	
Net L.W.M.P.	343,296	346,251		-	

**Sewers Debt - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total Victoria	Share of Budget
3.772 NWT Upgrade	(22,439)	(126)	22,313	(41)	32%
3.770 NET & ECI Upgrade	208,447	(55,858)	(264,305)	(34,291)	61%
3.770A NET & ECI Upgrade	858,825	628,748	(230,077)	385,988	61%
3.798 Core - Sewage Integrated T.F.	781,466	755,529	(25,937)	329,521	44%
3.798B Core - Sewage Integrated T.F.	491,224	791,318	300,094	324,011	41%
3.798C Core - Wastewater Treatment Program	19,979,118	20,181,392	202,274	7,514,565	37%
Total Sewer Debt	22,296,641	22,301,003	4,362	8,519,753	
(Invoice) Sewer Debt	-	-		8,519,753	
Net Sewer Debt	22,296,641	22,301,003		-	

VIEW ROYAL		2022 VIEW ROYAL	Cost per Avg. Residential Assessment	2021 VIEW ROYAL	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	247,411	52.41	203,914	42.46	43,497	9.94	23.42%
1.101	G.I.S.	2,823	0.60	1,525	0.32	1,298	0.28	88.30%
1.224	Community Health	14,294	3.03	13,991	2.91	303	0.11	3.92%
1.280	Regional Parks	363,000	76.89	259,651	54.07	103,349	22.82	42.21%
1.280A	Regional Parks - Land Acquisition	1,879	0.40	94,639	19.71	(92,759)	(19.31)	-97.98%
1.309	Climate Action and Adaptation	36,157	7.66	11,792	2.46	24,366	5.20	211.92%
1.310	Land Banking & Housing	33,932	7.19	31,424	6.54	2,508	0.64	9.84%
1.324	Regional Planning Services	28,040	5.94	27,446	5.72	594	0.22	3.92%
1.335	Geo-Spatial Referencing System	3,720	0.79	3,850	0.80	(130)	(0.01)	-1.70%
1.374	Regional Emergency Program Support	3,395	0.72	3,325	0.69	71	0.03	3.89%
1.375	Hazardous Material Incident response	8,318	1.76	8,150	1.70	169	0.06	3.83%
1.911	Call Answer	4,934	1.05	4,286	0.89	648	0.15	17.10%
1.921	Regional CREST Contribution	46,870	9.93	45,686	9.51	1,184	0.41	4.36%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	3,538	0.74	(3,538)	(0.74)	-100.00%
<b>Total Regional</b>		<b>\$794,774</b>	<b>\$168.35</b>	<b>\$713,215</b>	<b>\$148.52</b>	<b>\$81,559</b>	<b>\$19.83</b>	<b>13.35%</b>
1.126	Victoria Family Court Committee	407	0.09	406	0.08	1	0.00	2.01%
1.128	Greater Victoria Police Victim Services	7,850	1.66	7,547	1.57	303	0.09	5.80%
1.230	Traffic Safety Commission	1,787	0.38	1,747	0.36	40	0.01	4.07%
1.297	Arts Grants	111,257	23.57	106,954	22.27	4,303	1.29	5.81%
1.311	Regional Housing Trust Fund	29,500	6.25	30,628	6.38	(1,127)	(0.13)	-2.02%
1.330	Regional Growth Strategy	7,393	1.57	7,366	1.53	27	0.03	2.09%
1.536	Stormwater Quality Management - Core Area	38,395	8.13	41,107	8.56	(2,712)	(0.43)	-4.99%
3.700	Septage Disposal	95	0.02	145	0.03	(49)	(0.01)	-32.94%
3.701	Millstream Remediation	3,232	0.68	5,081	1.06	(1,849)	(0.37)	-35.29%
3.707	On Site System Management Program	1,411	0.30	1,413	0.29	(3)	0.00	1.54%
3.750	LWMP	8,172	1.73	8,984	1.87	(813)	(0.14)	-7.48%
3.752	Stage 3 Harbour Studies	12,330	2.61	12,016	2.50	314	0.11	4.38%
3.755	Regional Source Control Program	28,779	6.10	31,177	6.49	(2,398)	(0.40)	-6.10%
<b>Total Sub Regional</b>		<b>\$250,608</b>	<b>\$53.08</b>	<b>\$254,569</b>	<b>\$53.01</b>	<b>(\$3,962)</b>	<b>\$0.07</b>	<b>0.14%</b>
<b>Total Capital Regional District % Change</b>		<b>\$1,045,382</b>	<b>\$221.43</b>	<b>\$967,784</b>	<b>\$201.53</b>	<b>\$77,598</b>	<b>\$19.91</b>	<b>9.88%</b>
Cost/average residential property		\$221.43		\$201.53		\$19.91		
1.15X	Debt Service - M.F.A.	532,727	112.84	567,103	118.09	(34,376)	(5.25)	-4.44%
CRHD	Capital Regional Hospital District	621,589	131.67	661,070	137.66	(39,481)	(5.99)	-4.35%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT % Change</b>		<b>\$2,199,697</b>	<b>\$465.94</b>	<b>\$2,195,957</b>	<b>\$457.28</b>	<b>\$3,741</b>	<b>\$8.67</b>	<b>1.90%</b>
						<b>0.17%</b>		

Average residential assessment - 2022/2021

\$939,584

\$759,961

Major Impacts

<u>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	9.94	2.17%
Regional Parks	22.82	4.99%
Regional Parks - Land Acquisition	(19.31)	-4.22%
Climate Action and Adaptation	5.20	1.14%
Debt Service - M.F.A.	(5.25)	-1.15%
Capital Regional Hospital District	(5.99)	-1.31%
Various	1.25	0.27%
<b>TOTAL CRD, CRHD &amp; MUNICIPAL DEBT</b>	<b>\$8.67</b>	<b>1.90%</b>

<u>TOTAL CRD</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	9.94	4.93%
Regional Parks	22.82	11.32%
Regional Parks - Land Acquisition	(19.31)	-9.58%
Climate Action and Adaptation	5.20	2.58%
Various	1.25	0.62%
<b>TOTAL CRD</b>	<b>\$19.91</b>	<b>9.88%</b>

**Capital Regional District  
Sewers Operating - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total View Royal	Share of Budget
3.717 Core Area Wastewater Operations	27,618,405	27,588,995	(29,410)	671,777	2%
Total Sewer Operating	27,618,405	27,588,995	(29,410)	671,777	
(Invoice) Sewer Operating	-	-		671,777	
Net Sewer Operating	27,618,405	27,588,995		-	

**Sewers Debt - 2022**

Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share	
				2022 Total View Royal	Share of Budget
3.772 NWT Upgrade	(22,439)	(126)	22,313	(1)	0%
3.792 Craigflower PS	20,462	(2,352)	(22,814)	(445)	19%
3.798 Core - Sewage Integrated T.F.	781,466	755,529	(25,937)	38,428	5%
3.798B Core - Sewage Integrated T.F.	491,224	791,318	300,094	21,074	3%
3.798C Core - Wastewater Treatment Program	19,979,118	20,181,392	202,274	664,710	3%
Total Sewer Debt	21,249,831	21,725,761	475,930	723,766	
(Invoice) Sewer Debt	-	-		723,766	
Net Sewer Debt	21,249,831	21,725,761		-	

# **CAPITAL REGIONAL DISTRICT**

Electoral Area Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 16, 2022

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	
	2022	2021	2022	2021		\$	%
1.010 Legislative & General Government	185,565	47.56	144,193	34.94	41,371	12.62	36.12%
1.101 G.I.S.	2,117	0.54	1,078	0.26	1,039	0.28	107.67%
1.224 Community Health - Homeless Sec.	10,721	2.75	9,894	2.40	827	0.35	14.62%
1.280 Regional Parks	272,259	69.78	183,606	44.49	88,653	25.29	56.84%
1.280A Regional Parks - Land Acquisition	1,409	0.36	66,921	16.22	(65,512)	(15.86)	-97.77%
1.309 Climate Action and Adaptation	21,777	5.58	6,756	1.64	15,020	3.94	240.91%
1.310 Land Banking & Housing	25,450	6.52	22,221	5.38	3,229	1.14	21.14%
1.324 Regional Planning Service	21,030	5.39	19,408	4.70	1,623	0.69	14.62%
1.335 Geo-Spatial Referencing System	2,790	0.72	2,722	0.66	68	0.06	8.41%
1.374 Regional Emergency Program Support	2,045	0.52	1,905	0.46	140	0.06	13.55%
1.375 Hazardous Material Incident Response	5,010	1.28	4,670	1.13	340	0.15	13.48%
1.911 Call Answer	2,360	0.60	1,973	0.48	387	0.13	26.55%
1.921 Regional CREST Contribution	22,418	5.75	21,026	5.09	1,393	0.65	12.78%
21.ALL Feasibility Study Reserve Fund - ALL	-	-	2,502	0.61	(2,502)	(0.61)	-100.00%
<b>Total Regional</b>	<b>\$574,951</b>	<b>\$147.36</b>	<b>\$488,873</b>	<b>\$118.46</b>	<b>\$86,077</b>	<b>\$28.90</b>	<b>24.39%</b>
1.126 Victoria Family Court Committee	237	0.06	229	0.06	8	0.01	9.47%
1.128 Greater Victoria Police Victim Services	821	1.70	755	1.53	66	0.17	10.78%
1.230 Traffic Safety Commission	1,340	0.34	1,235	0.30	105	0.04	14.78%
1.313 Animal Care Services	64,059	16.42	63,544	15.40	516	1.02	6.63%
1.330 Regional Growth Strategy	5,545	1.42	5,208	1.26	336	0.16	12.60%
1.913 Fire Dispatch	35,092	8.99	43,672	10.58	(8,580)	(1.59)	-15.01%
3.701 Millstream Remediation	4,616	1.18	7,220	1.75	(2,603)	(0.57)	-32.37%
<b>Total Sub-Regional</b>	<b>\$111,710</b>	<b>\$30.12</b>	<b>\$121,862</b>	<b>\$30.88</b>	<b>(\$10,152)</b>	<b>(\$0.76)</b>	<b>-2.46%</b>
1.103 Elections	14,362	3.68	5,614	1.36	8,748	2.32	170.60%
1.104 U.B.C.M.	2,639	0.68	1,758	0.43	881	0.25	58.77%
1.318 Building Inspection	102,144	26.18	100,777	24.42	1,367	1.76	7.21%
1.320 Noise Control	8,939	2.29	8,962	2.17	(23)	0.12	5.50%
1.322 Nuisances & Unsightly Premises	11,944	3.06	11,912	2.89	33	0.17	6.06%
1.372 Electoral Area Emergency Program	33,273	8.53	33,400	8.09	(127)	0.43	5.37%
<b>Total Joint Electoral Area</b>	<b>\$173,301</b>	<b>\$44.42</b>	<b>\$162,422</b>	<b>\$39.36</b>	<b>\$10,879</b>	<b>\$5.06</b>	<b>12.86%</b>
1.109 Electoral Area Admin Exp-JDF	60,129	15.41	56,682	13.74	3,447	1.68	12.20%
1.317 JDF Building Numbering	12,902	3.31	12,789	3.10	113	0.21	6.71%
1.319 Soil Deposit Removal	5,682	1.46	5,621	1.36	61	0.09	6.92%
1.325 Electoral Area Services - Planning	697,706	178.83	684,025	165.75	13,681	13.07	7.89%
1.340 JDF Livestock Injury Compensation	3,150	0.81	-	-	3,150	0.81	0.00%
1.370 Juan de Fuca Emergency Program	88,578	22.70	86,603	20.99	1,975	1.72	8.18%
1.377 JDF Search and Rescue	69,952	17.93	68,663	16.64	1,289	1.29	7.76%
1.405 JDF EA - Community Parks	193,274	49.54	190,175	46.08	3,099	3.45	7.49%
1.924 Emergency Comm - Crest - J.D.F.	125,143	32.07	121,249	29.38	3,894	2.69	9.17%
<b>Total JDF Electoral Area</b>	<b>\$1,256,516</b>	<b>\$322.05</b>	<b>\$1,225,807</b>	<b>\$297.04</b>	<b>\$30,709</b>	<b>\$25.01</b>	<b>8.42%</b>
<b>Total Capital Regional District</b>	<b>\$2,116,478</b>	<b>\$543.95</b>	<b>\$1,998,965</b>	<b>\$485.74</b>	<b>\$117,513</b>	<b>\$58.21</b>	<b>11.98%</b>
Cost/average residential property	\$543.95		\$485.74		\$58.21		
CRHD Capital Regional Hospital District	466,206	119.49	467,460	113.27	(1,253)	6.22	5.49%
<b>Total CRD and CRHD</b>	<b>\$2,582,685</b>	<b>\$663.44</b>	<b>\$2,466,424</b>	<b>\$599.01</b>	<b>\$116,260</b>	<b>\$64.43</b>	<b>10.76%</b>
					<b>4.7%</b>		

Average residential assessment - 2022/2021

\$852,703

\$625,349

Major Impacts

Change in Cost per Average Household

	\$ Change	% of Total Increase
<b>REGIONAL</b>		
Legislative & General Government	12.62	2.11%
Regional Parks	25.29	4.22%
Regional Parks - Land Acquisition	(15.86)	-2.65%
Climate Action and Adaptation	3.94	0.66%
Land Banking & Housing	1.14	0.19%
<b>SUB-REGIONAL</b>		
Fire Dispatch	(1.59)	-0.27%
<b>JOINT EA</b>		
Elections	2.32	0.39%
Building Inspection	1.76	0.29%
<b>JDF EA</b>		
Electoral Area Admin Exp-JDF	1.68	0.28%
Electoral Area Services - Planning	13.07	2.18%
Juan de Fuca Emergency Program	1.72	0.29%
JDF Search and Rescue	1.29	0.22%
JDF EA - Community Parks	3.45	0.58%
Emergency Comm - Crest - J.D.F.	2.69	0.45%
<b>Capital Regional Hospital District</b>	<b>6.22</b>	<b>1.04%</b>
Other	4.68	0.78%
<b>Total</b>	<b>\$64.43</b>	<b>10.76%</b>

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	
		2022	2021	2022	2021		\$	%
1.119	Vancouver Island Regional Library	322,102	94.37	310,394	85.35	11,708	9.02	10.56%
1.121	Sooke Regional Museum	76,305	22.36	71,735	19.73	4,571	2.63	13.33%
1.133	Langford E.A. - Greater Victoria Public Library	31,491	65.24	30,985	63.00	506	2.24	3.56%
1.232	Port Renfrew Street Lighting	3,485	41.68	3,321	39.72	164	1.96	4.94%
1.350	Willis Point Fire Protection	141,221	601.29	136,054	578.67	5,166	22.62	3.91%
1.353	Otter Point Fire Protection	539,544	494.35	520,055	464.41	19,490	29.94	6.45%
1.354	Malahat Fire Protection	65,597	705.53	63,810	673.05	1,787	32.48	4.83%
1.355	Durrance Road Fire Protection	3,020	353.17	2,990	349.66	30	3.51	1.00%
1.357	East Sooke Fire Protection	479,071	541.87	429,942	491.18	49,129	50.69	10.32%
1.358	Port Renfrew Fire Protection	96,608	250.29	92,301	238.86	4,307	11.44	4.79%
1.360	Shirley Fire Protection	167,500	507.05	162,040	490.75	5,460	16.30	3.32%
1.40X	SEAPARC	751,115	245.66	687,297	209.97	63,818	35.69	17.00%
1.408	JDF EA - Community Recreation	69,508	20.36	68,310	18.78	1,198	1.58	8.41%
1.523	Port Renfrew Refuse Disposal	33,852	87.51	33,324	86.06	528	1.45	1.69%
2.650	Port Renfrew Water	64,508	344.51	60,016	320.52	4,492	23.99	7.48%
2.691	Wilderness Mountain	61,900	794.51	59,520	763.96	2,380	30.55	4.00%
3.700	Septage Disposal - JDF Service Area	464	0.13	297	0.08	167	0.05	65.85%
3.755	Regional Source Control - Port Renfrew Sewer	705	7.82	698	7.62	7	0.20	2.67%
3.850	Port Renfrew Sewer	62,294	745.86	59,456	711.88	2,838	33.98	4.77%
<b>Total JdF Local/Specified/Defined Requisition</b>		<b>\$2,970,289</b>		<b>\$2,792,545</b>		<b>\$177,745</b>		

Average residential assessment - 2022/2021

\$852,703

\$625,349

Electoral Area Salt Spring Island		Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
		2022	2021	2021	2022		\$	%
1.010	Legislative & General Government	364,128	54.82	277,690	41.45	86,438	13.38	32.28%
1.101	G.I.S.	4,154	0.63	2,076	0.31	2,078	0.32	101.81%
1.224	Community Health - Homeless Sec.	21,037	3.17	19,053	2.84	1,984	0.32	11.38%
1.280	Regional Parks	534,246	80.44	353,593	52.77	180,654	27.66	52.42%
1.280A	Regional Parks - Land Acquisition	2,766	0.42	128,879	19.24	(126,113)	(18.82)	-97.84%
1.309	Climate Action and Adaptation	44,334	6.68	13,469	2.01	30,865	4.66	232.05%
1.310	Land Banking & Housing	49,939	7.52	42,793	6.39	7,146	1.13	17.72%
1.324	Regional Planning Service	41,267	6.21	37,376	5.58	3,892	0.63	11.38%
1.335	Geo-Spatial Referencing System	5,475	0.82	5,242	0.78	233	0.04	5.35%
1.374	Regional Emergency Program Support	4,163	0.63	3,798	0.57	366	0.06	10.60%
1.375	Hazardous Material Incident Response	10,199	1.54	9,309	1.39	890	0.15	10.53%
1.911	Call Answer	5,033	0.76	4,105	0.61	928	0.15	23.69%
1.921	Regional CREST Contribution	47,812	7.20	43,755	6.53	4,058	0.67	10.23%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	4,818	0.72	(4,818)	(0.72)	-100.00%
<b>Total Regional</b>		<b>\$1,134,556</b>	<b>\$170.82</b>	<b>\$945,955</b>	<b>\$141.18</b>	<b>\$188,601</b>	<b>\$29.63</b>	<b>20.99%</b>
1.230	Traffic Safety Commission	2,630	0.40	2,378	0.35	251	0.04	11.54%
1.311	Regional Housing Trust Fund	36,078	5.43	34,896	5.21	1,182	0.22	4.29%
1.313	Animal Care Services	125,702	18.93	122,374	18.26	3,328	0.66	3.62%
1.913	Fire Dispatch	74,842	11.27	90,881	13.56	(16,039)	(2.30)	-16.93%
<b>Total Sub-Regional</b>		<b>\$239,251</b>	<b>\$36.02</b>	<b>\$250,529</b>	<b>\$37.39</b>	<b>(\$11,278)</b>	<b>(\$1.37)</b>	<b>-3.66%</b>
1.103	Elections	28,182	4.24	10,811	1.61	17,371	2.63	162.96%
1.104	U.B.C.M.	5,178	0.78	3,385	0.51	1,793	0.27	54.29%
1.318	Building Inspection	200,435	30.18	194,078	28.97	6,357	1.21	4.18%
1.320	Noise Control	17,541	2.64	17,259	2.58	282	0.07	2.52%
1.322	Nuisances & Unsightly Premises	23,438	3.53	22,940	3.42	498	0.11	3.07%
1.372	Electoral Area Emergency Program	65,291	9.83	64,323	9.60	968	0.23	2.39%
<b>Total Joint Electoral Area</b>		<b>\$340,064</b>	<b>\$51.20</b>	<b>\$312,796</b>	<b>\$46.69</b>	<b>\$27,268</b>	<b>\$4.52</b>	<b>9.67%</b>
1.111	Electoral Area Admin Exp-SSI	517,490	77.91	517,576	77.25	(86)	0.66	0.86%
1.116	Grants in Aid - Salt Spring Island	50,056	7.54	50,052	7.47	4	0.07	0.89%
1.124	SSI Economic Development Commission	98,237	14.79	77,008	11.49	21,229	3.30	28.69%
1.141	Salt Spring Island Public Library	663,620	99.91	661,352	98.71	2,268	1.21	1.22%
1.236	Salt Spring Island Fernwood Dock	25,679	4.63	31,283	5.64	(5,604)	(1.01)	-17.91%
1.238A	Community Transit (S.S.I.)	194,711	29.32	182,252	27.20	12,459	2.11	7.77%
1.238B	Community Transportation (S.S.I.)	171,045	25.75	170,232	25.41	813	0.35	1.36%
1.299	Salt Spring Island Arts	121,677	18.32	118,512	17.69	3,165	0.63	3.57%
1.316	SSI House Numbering	9,586	1.44	9,458	1.41	128	0.03	2.24%
1.342	SSI Livestock Injury Compensation	3,150	0.47	-	-	3,150	0.47	0.00%
1.371	S.S.I. Emergency Program	127,913	19.26	127,913	19.09	-	0.17	0.88%
1.378	SSI Search and Rescue	24,955	3.76	23,336	3.48	1,619	0.27	7.88%
1.455	Salt Spring Island Community Parks	458,072	68.97	417,511	62.31	40,561	6.65	10.68%
1.458	Salt Spring Island Community Rec	54,582	8.22	53,511	7.99	1,071	0.23	2.90%
1.459	Salt Spring Island Park, Land & Rec Prog	1,548,095	233.08	1,468,919	219.24	79,176	13.84	6.31%
1.535	Stormwater Quality Management - S.S.I.	27,940	4.21	27,500	4.10	440	0.10	2.49%
1.925	Emergency Comm - Crest - S.S.I.	142,827	21.50	141,771	21.16	1,056	0.34	1.63%
3.705	S.S.I. Liquid Waste Disposal	375,768	67.95	356,696	64.50	19,072	3.45	5.35%
<b>Total SSI Electoral Area</b>		<b>\$4,615,403</b>	<b>\$707.03</b>	<b>\$4,434,882</b>	<b>\$674.14</b>	<b>\$180,521</b>	<b>\$32.89</b>	<b>4.88%</b>
<b>Total Capital Regional District</b>		<b>\$6,329,274</b>	<b>\$965.07</b>	<b>\$5,944,162</b>	<b>\$899.40</b>	<b>\$385,112</b>	<b>\$65.67</b>	<b>7.30%</b>
						<b>6.5%</b>		
Cost/average residential property		\$965.07		\$899.40		\$65.67		
CRHD	Capital Regional Hospital District	914,824	137.74	900,244	\$134.36	14,580	3.37	2.51%
<b>Total CRD and CRHD</b>		<b>\$7,244,099</b>	<b>\$1,102.80</b>	<b>\$6,844,407</b>	<b>\$1,033.76</b>	<b>\$399,692</b>	<b>\$69.04</b>	<b>6.68%</b>
						<b>5.8%</b>		

Average residential assessment - 2022/2021

\$982,903

\$741,764

Major Impacts

Change in Cost per Average Household

	\$ Change	% of Total Increase
<b>REGIONAL</b>		
Legislative & General Government	13.38	1.29%
Regional Parks	27.66	2.68%
Regional Parks - Land Acquisition	(18.82)	-1.82%
Climate Action and Adaptation	4.66	0.45%
Land Banking & Housing	1.13	0.11%
<b>SUB-REGIONAL</b>		
Fire Dispatch	(2.30)	-0.22%
<b>JOINT EA</b>		
Elections	2.63	0.25%
Building Inspection	1.21	0.12%
<b>SSI EA</b>		
SSI Economic Development Commission	3.30	0.32%
Salt Spring Island Public Library	1.21	0.12%
Community Transit (S.S.I.)	2.11	0.20%
Salt Spring Island Community Parks	6.65	0.64%
Salt Spring Island Park, Land & Rec Prog	13.84	1.34%
S.S.I. Liquid Waste Disposal**	3.45	0.33%
<b>Capital Regional Hospital District</b>	<b>3.37</b>	<b>0.33%</b>
Other	5.54	0.54%
<b>Total</b>	<b>\$69.04</b>	<b>6.68%</b>



Salt Spring Island Local/Specified/Defined Services		Cost per Avg.		Cost per Avg.		Difference Increase/ (Decrease)	Change in cost per avg	
		2022	Res Asst/ Parcel	2021	Res Asst/ Parcel		\$	%
1.234	Salt Spring Island Street Lighting	26,668	4.12	22,527	3.45	4,141	0.67	19.51%
2.620	SSI Highland Water System	30,832	127.76	31,119	128.95	(287)	(1.19)	-0.92%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	75,000	237.06	-	-	0.00%
2.624	Beddis Water	74,960	575.88	73,470	564.43	1,490	11.45	2.03%
2.626	Fulford Water	47,500	490.16	37,500	386.97	10,000	103.19	26.67%
2.628	Cedar Lane Water	15,000	426.69	10,024	285.14	4,976	141.55	49.64%
2.660	Fernwood Water	14,413	192.02	13,493	179.76	920	12.26	6.82%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	6,588	\$16.13	6,270	\$14.75	318	1.39	9.39%
3.810	Ganges Sewer	58,147	146.75	57,000	143.86	1,147	2.89	2.01%
3.820	Maliview Estates Sewer System	4,760	50.54	4,670	49.54	90	1.00	2.01%
<b>Total Local/Specified/Defined Services</b>		<b>353,868</b>		<b>331,073</b>		<b>22,795</b>		

Average residential assessment - 2022/2021

\$982,903

\$741,764

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	
		2022	2021	2022	2021		\$	%
1.010	Legislative & General Government	274,664	39.95	203,762	29.37	70,902	10.58	36.03%
1.101	G.I.S.	3,133	0.46	1,524	0.22	1,610	0.24	107.54%
1.224	Community Health - Homeless Sec.	15,869	2.31	13,981	2.01	1,888	0.29	14.54%
1.280	Regional Parks	402,985	58.61	259,457	37.39	143,528	21.22	56.74%
1.280A	Regional Parks - Land Acquisition	2,086	0.30	94,568	13.63	(92,482)	(13.33)	-97.77%
1.309	Climate Action and Adaptation	26,908	3.91	8,066	1.16	18,842	2.75	236.65%
1.310	Land Banking & Housing	37,669	5.48	31,400	4.53	6,269	0.95	21.06%
1.324	Regional Planning Service	31,128	4.53	27,425	3.95	3,703	0.57	14.54%
1.335	Geo-Spatial Referencing System	4,130	0.60	3,847	0.55	283	0.05	8.34%
1.374	Regional Emergency Program Support	2,527	0.37	2,274	0.33	253	0.04	12.13%
1.375	Hazardous Material Incident Response	6,190	0.90	5,575	0.80	616	0.10	12.06%
1.911	Call Answer	2,157	0.31	1,797	0.26	361	0.05	21.17%
1.921	Regional CREST Contribution	20,490	2.98	19,149	2.76	1,342	0.22	7.99%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	3,535	0.51	(3,535)	(0.51)	-100.00%
<b>Total Regional</b>		<b>\$829,939</b>	<b>\$120.71</b>	<b>\$676,359</b>	<b>\$97.48</b>	<b>\$153,580</b>	<b>\$23.23</b>	<b>23.83%</b>
1.230	Traffic Safety Commission	1,984	0.29	1,745	0.25	238	0.04	14.70%
1.297	Arts Grants	24,890	3.62	21,945	3.16	2,945	0.46	14.46%
1.311	Regional Housing Trust Fund	21,813	3.17	20,824	3.00	990	0.17	5.71%
1.313	Animal Care Services	94,818	13.79	89,795	12.94	5,023	0.85	6.56%
1.913	Fire Dispatch	32,074	4.66	39,773	5.73	(7,699)	(1.07)	-18.62%
<b>Total Sub-Regional</b>		<b>\$175,579</b>	<b>\$25.54</b>	<b>\$174,082</b>	<b>\$25.09</b>	<b>\$1,497</b>	<b>\$0.45</b>	<b>1.78%</b>
1.103	Elections	21,258	3.09	7,933	1.14	13,325	1.95	170.43%
1.104	U.B.C.M.	3,906	0.57	2,484	0.36	1,422	0.21	58.67%
1.318	Building Inspection	151,189	21.99	142,409	20.52	8,780	1.47	7.14%
1.320	Noise Control	13,231	1.92	12,664	1.83	567	0.10	5.43%
1.322	Nuisances & Unsanitary Premises	17,680	2.57	16,833	2.43	847	0.15	5.99%
1.372	Electoral Area Emergency Program	49,249	7.16	47,199	6.80	2,051	0.36	5.30%
<b>Total Joint Electoral Area</b>		<b>\$256,513</b>	<b>\$37.31</b>	<b>\$229,522</b>	<b>\$33.08</b>	<b>\$26,991</b>	<b>\$4.23</b>	<b>12.78%</b>
1.110	Electoral Area Admin Exp-SGI	388,379	56.49	341,564	49.23	46,815	7.26	14.75%
1.117	Grants in Aid - Southern Gulf Islands	104,585	15.21	102,981	14.84	1,604	0.37	2.49%
1.125	SGI Economic Development Commission	119,047	17.31	116,984	16.86	2,063	0.45	2.70%
1.138	Southern Gulf Islands - Public Library	229,073	33.32	224,053	32.29	5,020	1.03	3.18%
1.235	SGI Small Craft Harbour Facilities**	301,288	51.41	291,104	49.67	10,184	1.74	3.50%
1.314	SGI House Numbering	9,335	1.36	9,203	1.33	132	0.03	2.36%
1.341	SGI Livestock Injury Compensation	3,150	0.46	-	-	3,150	0.46	0.00%
1.373	Southern Gulf Islands. Emergency Program	247,378	35.98	242,608	34.96	4,770	1.01	2.90%
1.533	Stormwater Quality Management - Southern Gulf Is.	38,699	5.63	37,875	5.46	824	0.17	3.11%
1.923	Emergency Comm - Crest - S.G.I.	177,612	25.83	178,188	25.68	(576)	0.15	0.59%
<b>Total SGI Electoral Area</b>		<b>\$1,618,546</b>	<b>\$242.99</b>	<b>\$1,544,560</b>	<b>\$230.32</b>	<b>\$73,986</b>	<b>\$12.67</b>	<b>5.50%</b>
<b>Total Capital Regional District</b>		<b>\$2,880,576</b>	<b>\$426.54</b>	<b>\$2,624,522</b>	<b>\$385.97</b>	<b>\$256,054</b>	<b>\$40.58</b>	<b>10.51%</b>
						<b>9.8%</b>		
Cost/average residential property		\$426.54		\$385.97		\$40.58		
CRHD	Capital Regional Hospital District	690,058	100.36	660,575	95.20	29,482	5.16	5.42%
<b>Total CRD and CRHD</b>		<b>\$3,570,634</b>	<b>\$526.91</b>	<b>\$3,285,097</b>	<b>\$481.17</b>	<b>\$285,537</b>	<b>\$45.74</b>	<b>9.51%</b>
						<b>8.7%</b>		

Average residential assessment - 2022/2021

\$716,207

\$525,581

Major Impacts

Change in Cost per Average Household

	\$ Change	% of Total Increase
<b>REGIONAL</b>		
Legislative & General Government	10.58	2.20%
Regional Parks	21.22	4.41%
Regional Parks - Land Acquisition	(13.33)	-2.77%
Climate Action and Adaptation	2.75	0.57%
<b>SUB-REGIONAL</b>		
Fire Dispatch	(1.07)	-0.22%
<b>JOINT EA</b>		
Elections	1.95	0.40%
Building Inspection	1.47	0.30%
<b>SGI EA</b>		
Electoral Area Admin Exp-SGI	7.26	1.51%
Southern Gulf Islands - Public Library	1.03	0.21%
SGI Small Craft Harbour Facilities**	1.74	0.36%
Southern Gulf Islands. Emergency Program	1.01	0.21%
<b>Capital Regional Hospital District</b>	5.16	1.07%
Other	5.97	1.24%
<b>Total</b>	<b>\$45.74</b>	<b>9.51%</b>

Southern Gulf Islands Local/Specified/Defined Services		Cost per Avg.		Cost per Avg.		Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
		2022	Res Asst/ Parcel	2021	Res Asst/ Parcel		\$	%
1.137	Galiano Island Community Use Building	62,929	41.52	61,715	40.33	1,214	1.19	2.94%
1.170	Gossip Island Electric Power Supply	56,585	1,063.50	56,848	1,068.44	(263)	(4.94)	-0.46%
1.227	Saturna Island Medical Clinic	31,389	48.43	32,180	49.22	(791)	(0.79)	-1.60%
1.228	Galiano Health Service	135,596	89.46	129,029	84.32	6,567	5.14	6.09%
1.229	Pender Islands Health Care Centre	225,987	90.17	-	-	225,987	90.17	0.00%
1.352	South Galiano Fire Protection	491,717	537.73	443,298	479.02	48,418	58.71	12.26%
1.356	Pender Fire Protection	1,092,083	439.23	1,035,943	414.03	56,140	25.20	6.09%
1.359	N. Galiano Fire Protection	206,424	513.85	206,197	513.28	227	0.56	0.11%
1.363	Saturna Is. Fire Protection	177,796	273.04	157,672	239.92	20,124	33.13	13.81%
1.465	Saturna Is Community Parks	23,323	35.82	22,866	34.79	457	1.02	2.94%
1.468	Saturna Is Community Recreation	9,891	15.19	12,971	19.74	(3,080)	(4.55)	-23.04%
1.475	Mayne Is Community Parks	90,403	53.14	83,215	48.57	7,188	4.57	9.40%
1.478	Mayne Is Community Rec	34,890	20.51	34,209	19.97	681	0.54	2.71%
1.485	N & S Pender Community Parks	163,654	65.30	155,349	61.60	8,305	3.70	6.01%
1.488	N & S Pender Community Rec	65,283	26.05	64,157	25.44	1,126	0.61	2.39%
1.495	Galiano Parks	94,724	72.31	92,073	69.41	2,651	2.90	4.18%
1.498	Galiano Community Recreation	37,427	28.57	36,705	27.67	722	0.90	3.25%
2.630	Magic Lakes Estate Water System	579,148	506.69	568,517	497.39	10,631	9.30	1.87%
2.640	Lyall Harbour/Boot Cove Water	131,060	792.76	127,738	772.67	3,322	20.09	2.60%
2.642	Skana Water	24,000	346.03	22,885	329.95	1,115	16.08	4.87%
2.665	Sticks Allison Water	5,000	138.49	5,000	138.49	-	-	0.00%
2.667	Surfside Park Estates Water	23,100	231.55	22,000	220.52	1,100	11.03	5.00%
3.755	Regional Source Control - Magic Lake Estates	3,866	5.44	3,631	5.09	234	0.35	6.83%
3.830	Magic Lake Estates Sewer System	586,010	865.04	576,831	851.49	9,179	13.55	1.59%
3.830D	Magic Lake Estates Sewer Debt	211,616	329.76	79,210	123.43	132,406	206.33	167.16%
<b>Total Local/Specified/Defined Services</b>		<b>\$4,563,900</b>		<b>\$4,030,239</b>		<b>\$533,661</b>		

Average residential assessment - 2022/2021

\$716,207

\$525,581

This report provides a summary of public engagement activities conducted following provisional approval of the 2022 Financial Plan.

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

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

## Engagement Methods

### “Get Involved” Website

This year, the CRD used a new digital engagement site [GetInvolved.crd.bc.ca](https://getinvolved.crd.bc.ca) to share details of the provisional plan, invite feedback, and answer questions. Comments were collected using an online form then forwarded to the Board via the correspondence portal upon receipt. Provisional plan information remains available online at: <https://getinvolved.crd.bc.ca/2022-financial-plan>

During the feedback period, approximately 276 visits resulted in three levels of participation:

- Aware (visited at least one page): 216 participants
- Informed (downloaded documents, visited multiple pages): 100 participants
- Engaged (shared comments or asked questions): 5 participants

The most popular documents viewed were the consolidated budget overview, COW presentation and the provisional financial plan summary.

## Media & Stakeholder Information

An information bulletin was sent to media following provisional plan approval October 28, 2021. The bulletin highlighted the preliminary financial plan, next steps and how to share feedback.

Agenda items from the October 28 Committee of the Whole meeting and links for more information were included in the Board Highlights e-newsletter sent to subscribers in November. The Chair also highlighted the preliminary financial plan and next steps in his monthly CFA updates and memos.

- [CRD and CRHD 2022 provisional financial plans approved](#) October 28, 2021
- [CRD Board Highlights](#) November 10, 2021

Local media coverage:

- [Times Colonist](#) October 29, 2021
- [Victoria News/Black Press](#) October 29, 2021
- CFA Interviews: [October 29, 2021](#) & [January 12, 2022](#)

## Social Media

Staff scheduled social media posts that gave an overview of Board priorities, community needs and related initiatives that form the basis of the service planning process and financial plan. Each post included an invite to visit the website and provide feedback. In total, Facebook posts reached 12,000 users with a 3.64% engagement rate (percentage of people who clicked, liked, shared or commented) and Twitter posts resulted in 4,800 impressions (number of times people saw a tweet) with a 1.03% engagement rate.



**Capital Regional District**  
 Published by Hootsuite · November 9, 2021 · Public

The CRD's provisional budget for 2022 reflects the resources needed to advance initiatives and respond to emerging trends and changes. You are invited to ask questions and share feedback at <http://ow.ly/m5be50GHrjV>

**DID YOU KNOW?**

The proposed consolidated operating portion, \$371 million, will pay for a range of regional, sub-regional, and local services to over 425,000 people. The proposed consolidated capital portion targets \$240 million in projects which will generate an ... [See more](#)

**Capital Regional District**  
 Published by Hootsuite · November 29, 2021 · Public

We want to hear from you about our 2022 provisional budget! You are invited to ask questions and share feedback at <http://ow.ly/hFFQ50GTSW5>. The CRD plans to encourage and implement bold action on climate change by enhancing both natural and built assets to achieve environmental resilience, food security and continued wellbeing of our current and future residents.

**DID YOU KNOW?**

The CRD Board has identified Climate Action & Environmental Stewardship as a priority and approve... [See more](#)

**CLIMATE ACTION & ADAPTATION**  
 Reduced GHG emissions. triple bottom-line solutions and progress on adaptation

**CRD @crd\_bc · Nov 22, 2021**

Our provisional Financial Plan supports community needs including Parks and Natural Resource Protection. Learn more and provide feedback at [ow.ly/FG9950GTHvu](http://ow.ly/FG9950GTHvu) #[crdBudget](#)

**PARKS & NATURAL RESOURCE PROTECTION**  
 Additional land acquisitions and increased access to parks and recreational trails

**CRD @crd\_bc · Nov 29, 2021**

Our provisional Financial Plan supports community needs including Climate Action and Adaptation. Learn more and provide feedback at [ow.ly/8XQe50GYFLk](http://ow.ly/8XQe50GYFLk) #[crdBudget](#)

**CLIMATE ACTION & ADAPTATION**  
 Reduced GHG emissions. triple bottom-line solutions and progress on adaptation

**Capital Regional District**  
 Published by Hootsuite · November 23, 2021 · Public

We want to hear from you about our 2022 provisional budget! You are invited to ask questions and share feedback at <http://ow.ly/Pg4n50GSqeG>. The provisional plan for 2022 reflects a new approach for parks land acquisition that would leverage borrowing capacity unlocking the ability to purchase land that would otherwise be unattainable. The plan also includes funding to respond to service demands and regional growth.

DID YOU KNOW?  
 Visits to regional parks and trails have inc... See more

**Capital Regional District**  
 Published by Hootsuite · December 13, 2021 · Public

Our 2022 Provisional Budget comment form is open until January 31, and we want to hear from you! You are invited to ask questions and share feedback at <http://ow.ly/nH2S50GFG99>.

The plan reflects an increasing level of effort deployed by the organization to advance initiatives and respond to emerging trends and changes. These activities deliver on approved priorities included in the 2019-2022 CRD Corporate Plan. You can learn more at <http://ow.ly/7jyC50GFG98> #crdBudget

**CRD @crd\_bc** · Dec 6, 2021

Our provisional Financial Plan supports organizational accountability through corporate best practices and effective financial and audit reporting. Learn more and provide feedback at [ow.ly/YWeJ50GFHba](http://ow.ly/YWeJ50GFHba) #crdBudget

**CRD @crd\_bc** · Dec 13, 2021


We want to hear from you about our 2022 provisional budget! Learn more, ask questions and share your feedback at [ow.ly/vi9k50GFH94](http://ow.ly/vi9k50GFH94) #crdBudget

**Capital Regional District**  
 Published by Hootsuite · January 3 · **Public**

We want to hear from you about our 2022 provisional budget! You are invited to ask questions and share feedback at <http://ow.ly/a9jL50GFGbB>. The CRD is taking measurable steps toward strengthening government-to- government relationships with First Nations to foster shared prosperity for all.

**DID YOU KNOW?**

The First Nations Relations Service supports the CRD and its Board to build strong and enduring relationships with neighbouring First Nations governments. We are committed... [See more](#)



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


**CRD**

**Capital Regional District**  
 Published by Hootsuite · January 10 at 9:01 AM · **Public**

We want to hear from you about our 2022 provisional budget! You are invited to ask questions and share feedback at <http://ow.ly/rcab50GFGeW>. The CRD advocates, collaborates and forms partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.

**DID YOU KNOW?**

Affordable housing is key to a strong economy and healthy region. The regional population has increased by 15% since 2011 and continues to drive the local economy... [See more](#)



**AFFORDABLE HOUSING**  
 Access to affordable housing that enhances wellbeing and reduces homelessness

**CRD**

**CRD @crd\_bc · Jan 3**

Building collaborative relationships with neighbouring First Nations is one of our top priorities. Next steps are reflected in our 2022 community need summaries and provisional budget, now available online. Review and share your feedback at [ow.ly/8xKw50GFH1G](http://ow.ly/8xKw50GFH1G) **#crdbudget**



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

**CRD**

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**CRD @crd\_bc · Jan 10**

Our provisional Financial Plan supports community needs including Affordable Housing. Learn more and provide feedback at [ow.ly/9vPr50GFGTW](http://ow.ly/9vPr50GFGTW) **#crdbudget**



**AFFORDABLE HOUSING**  
 Access to affordable housing that enhances wellbeing and reduces homelessness

**CRD**



**Capital Regional District**  
 Published by Hootsuite · January 17 at 9:01 AM · Public

We want to hear from you about our 2022 provisional budget! You are invited to ask questions and share feedback at <http://ow.ly/co0650GFGi9>. The CRD supports local governments and partner agencies to implement a multi-modal transportation system, enabling residents to access activities and the natural wonders of our region.

DID YOU KNOW?

Our Regional Information and Planning Service coordinates with regional and provincial stakeholders, collects and analyzes data, conducts ... [See more](#)

**TRANSPORTATION**  
 Access to convenient, green and affordable multimodal transportation systems that enhance community wellbeing

**Capital Regional District**  
 Published by Hootsuite · January 24 at 9:01 AM · Public

Our online comment form is open for one more week! You are invited to ask questions and share feedback at <http://ow.ly/kMcJ50GFGjl>. The proposed consolidated operating portion, \$371 million, will pay for a range of regional, sub-regional, and local services to over 425,000 people. The proposed consolidated capital portion targets \$240 million in projects which will generate an estimated 1,394 new jobs in the region. [#crdBudget](#)

**WE WANT YOUR FEEDBACK**

Last Week!  
 Provisional Budget  
 consultation is open  
 until January 31

**CRD @crd\_bc · Jan 17**  
 Our provisional Financial Plan supports community needs including Transportation. Learn more and provide feedback at [ow.ly/SUuQ50GFGRB](http://ow.ly/SUuQ50GFGRB) [#crdBudget](#)

**TRANSPORTATION**  
 Access to convenient, green and affordable multimodal transportation systems that enhance community wellbeing

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**CRD @crd\_bc · Jan 24**  
 Our 2022 provisional Financial Plan comment form closes in one week! Learn more and provide feedback at [ow.ly/9gn450GFGoJ](http://ow.ly/9gn450GFGoJ) [#crdBudget](#)

**WE WANT YOUR FEEDBACK**

Last Week!  
 Provisional Budget  
 consultation is open  
 until January 31

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## Responses

1 question was responded to publicly via the website, 4 comments were submitted using the comment form and 2 related pieces of correspondence were received directly via email. Comments and emails were uploaded to the Board portal for review upon receipt.

### Question & Answer

Q: “How does the Climate Action Strategy protect the interests of people with disabilities? Often, such strategies make it more difficult for people who rely on private vehicles and who have low incomes. TDM and Complete Streets initiatives assume that people can change their transportation modes (walk and bike and use transit more) but it's not true for everyone. I don't see anything to require avoiding unintended negative impacts on vulnerable populations. What will prevent these negative consequences?”

A: Thanks for the question. One of the guiding principles of the CRD’s new Climate Action Strategy is equity. More specifically, that all actions within the plan are inclusive and accessible to residents across the region—particularly to support those most vulnerable to the impacts of climate change. This principle will continue to guide how CRD staff refine and implement this plan in collaboration with all levels of government, including municipalities, who are responsible for the infrastructure within their boundaries. For more information about the strategy, please visit [www.crd.bc.ca/climate](http://www.crd.bc.ca/climate)

### Comments

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

Date received	Please provide your feedback on the CRD's provisional financial plan.
2021-10-29	I've already had 5% taxes added to my bill when victoria decided we needed to help small business stay alive during the pandemic. I oppose a further 1.9 being added for the regional district. Tax payers are suffering and some of us are only barely hanging on to our homes. The CRD needs to tighten it's belt and hold off on increases until the pandemic is over and we've recovered from the mess it's caused. I want to see zero percent increase for the next couple of years at least. Stop bleeding us dry.

<p>2021-10-29</p>	<p>Please do NOT increase your budget. We will face an increased property tax due to property appraisals rising in the gulf islands. People on Saturna Island are facing a 12% increase from the Islands Trust!!! Also people in the Lyall Harbour-Boot Cove Water System that is run by the CRD are facing yet another tax increase &amp; user fee!!! Income has taken a negative trajectory since the pandemic started while anyone who shops for groceries knows that the inflation level is much higher than the 4% that the Government of Canada posted. There is only so much money that people can pay and I say things are reaching the tipping point. The CRD would be better off making some cuts to their budget, not increasing it.</p>
<p>2021-11-02</p>	<p>Wondering which if my services would be affected by no increase in taxes . Water is an important service but I already pay a usage fee and oh yes almost 700 bucks in extra tax there. Would my garbage or snowplowing services be reduced ? No because I pay some of the highest garbage fees in Canada with no pickup or subsidy. Snow clearing ? It only took 8 days snowed in on the North end last time . Fire protection? Response time of approx 20 minutes at Southy point .....house in the basement by then. Schools? As a senior I have easily paid off my use of them decades ago. Road maintenance ? Almost non existent . It might be better to ask which services could be reduced to folks that actually have them as well as another tax increase. Have not seen fixed incomes go up by 3 or 4 percent . Inflation has recently soared to record highs so another property tax increase ? Have decided to sell and leave Salt Spring due to high cost of property ownership and ferry costs and consumer goods locally . Best if luck to the new home owners .Cheers.</p>
<p>2022-01-10</p>	<p>CRD subsidised housing needs to be provided for lower income levels so that people existing on PWD (disability income support from the Province) can access it. The greatest need is at the bottom of the income ladder. I understand it is difficult to fill the accessible suites. That would be due to affordability.</p>

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

Date received	Email content (responses were provided directly)
2021-10-29	<p>Dear CRD Board and Chair, I am writing as a property tax paying member of the Salt Spring Island area to disagree with item 22-12 that is proposed for the Capital Plan under the category of Community Transportation. This item reads as follows: 'Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road'.</p> <p>The cost is estimated to be \$200,000. The same information is repeated in a separate line with the cost estimated to be an additional \$20,000.</p> <p>I do not believe that paving an area that is already walkable will provide any safety improvements for this small stretch of road.</p> <p>It is not a proper use of funds as funds should be applied to the most urgent safety issues. I accept that sometimes these issues are outside of the hands of the CRD as the most dangerous issues on Salt Spring Island are connected to a lack of crosswalks and do not have anything to do with the area to be paved along 100-167 Rainbow Road. And I have learned that crosswalks are under MoTI, so it may be frustrating for the CRD manager on Salt Spring Island to not be able to make progress with issues that are not under her management. However, it still adds up to a waste of taxpayer money to pave this section of Rainbow Road. In 2007 when the James report and the JE Anderson report were created, the concept was to run a pathway up the south side of Rainbow Road. However, that idea was rejected because it is difficult to go up further as there are problems with the parking from Murakami Gardens housing complex that would make the idea impossible. The plan was changed to the north side of Rainbow Road with the full agreement of the commissioners at the transportation commission at the time. Later when the new commissioners deployed the North Ganges Transportation Plan phase 2 they put the path from Ganges up to the Gulf Islands Secondary School and the pool on the north side of Rainbow Road.</p>

This made sense as the students need to walk along the north side as it is the side that the schools are on.

To then decide to use more money to allow the students to walk on the south side does not make any sense. Particularly as the students can already walk safely on the south side and there have been no accidents so far with this current system. What would be the statistics or the ICBC information to support the proposed \$220,000 expenditure?

As far as dangers with the area, the area will never be safe until the intersection of Rainbow Road and Lower Ganges Road is corrected. There are many problems with that intersection and a person was struck there just over two years ago and she still has some health problems from that accident. The flashing crossing light was placed in this intersection and the Lions Club of Salt Spring provided some money toward the light and a crosswalk was added to be on the same side as the flashing crossing light. However, this did not mean that there was an engineered agreement to have the pedestrian crosswalk on the south side of Lower Ganges Road. In fact, the crosswalk should have been on the north side so that the students could cross directly onto the school side of Rainbow Road.

It has been difficult to see the mess made of the area from Baker to Booth Canal Road and this came about because of a lack of consultation from the Salt Spring Island CRD manager (not the director) with the Transportation Commission. The project was done without much ability of the Salt Spring Island public or the residents of Baker Road to know of any of it. Now there are mistakes that have to be a Capital Plan budget item to pay more money to fix.

Now, we see another item on the Capital Plan that should not be there which is item 22-12. I sincerely ask the CRD Board to strike item 22-12 off of the Capital Plan or at least to delay it until more urgent problems are funded.

2022-01-18

I'm a taxpayer everything end's up on my dollar. Every tax increase from federal to local government reduces my ability to feed and house the people I'm responsible for. Your board need to trim your scope of responsibility and stop taking interest in other government roles. Federal and Provincial government handles climate issues, housing, mental health, taxpayer can't afford your pet projects. CRD mandate, water, sewer, parks. CRD can't maintain current parks, so logic dictates stop buying park land. Can anyone on the board tell me what is my return on transit investment? 100.00 gives me return of 75% 55,000.00 upwards will get you into electric vehicle, what's my return of public funded charging stations/ 100% plus I wait your reply [NAME REDACTED] PS Victoria counsellor has the landlord tax increase backwards - crd plus municipal tax increase should equal rent increase 1.5%

CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN		Expenditures														
		Total 2021	Total 2022	Salaries and Wages	Cost Allocations*	Contracted Services	Materials and Supplies	Repairs and Maintenance	Grant and 3rd Party Payments	Utilities	Bulk Water	Other Operating Expenses	Interest & Principal	Deficit	Capital	Transfers to Reserves
1.010	Legislative & General Government	25,887,694	29,930,014	21,199,857	1,679,073	2,438,763	613,265	86,080	97,212	1,590	-	3,155,194	-	-	363,840	295,140
1.10X	Facility Management & Building Services	3,343,746	4,049,422	1,462,621	859,366	273,365	76,321	215,800	-	201,640	-	693,251	-	-	55,000	212,058
1.101	G.I.S.	559,343	617,943	378,810	11,223	94,970	44,900	5,420	-	-	-	9,130	-	-	23,490	50,000
1.103	Elections	25,070	262,932	-	2	61,000	6,260	-	-	-	-	170,170	-	-	-	25,500
1.104	U.B.C.M.	12,893	12,945	-	645	-	-	-	-	-	-	12,300	-	-	-	-
1.109	Electoral Area Admin Exp - J.D.F.	60,767	63,837	47,789	8,038	-	340	-	-	-	-	7,670	-	-	-	-
1.110	Electoral Area Admin Exp - S.G.I.	429,198	466,325	208,205	52,676	89,960	7,240	-	-	1,040	-	106,184	-	-	-	1,020
1.111	Electoral Area Admin Exp - S.S.I.	1,007,398	988,945	753,610	62,370	29,500	12,360	1,020	-	8,380	-	121,205	-	-	-	500
1.112	Regional Grant in Aid	1,457,513	1,477,358	-	-	-	-	-	1,477,358	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	98,311	54,425	-	3,253	-	-	-	51,172	-	-	-	-	-	-	-
1.116	Grant-in-Aid - Salt Spring Island	91,685	106,961	-	2,834	-	-	-	104,127	-	-	-	-	-	-	-
1.117	Grant-in-Aid - Southern Gulf Islands	216,732	108,488	-	5,174	-	-	-	102,514	-	-	800	-	-	-	-
1.119	Vancouver Island Regional Library	322,818	322,818	-	6,218	-	-	-	315,360	-	-	1,240	-	-	-	-
1.121	Sooke Regional Museum	196,959	215,982	-	3,932	-	-	-	211,890	-	-	60	-	-	-	-
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	2,750	-	-	-	-	-	-	-	-	-	-	-
1.124	SSI Economic Development Commission	132,588	100,822	-	11,642	25,000	-	-	20,000	-	-	44,180	-	-	-	146,610
1.125	SGI Economic Development Commission	119,726	123,156	-	5,986	73,440	510	-	20,000	-	-	23,220	-	-	-	-
1.126	Victoria Family Court Committee	15,904	16,035	-	318	-	-	-	15,717	-	-	-	-	-	-	-
1.128	Greater Victoria Police Victim Services	292,562	300,551	-	5,850	-	-	-	292,500	-	-	1,599	-	602	-	-
1.129	Vancouver Island Regional Library - Debt	213,900	180,600	-	-	-	-	-	-	-	-	60,000	120,600	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	31,086	32,102	-	622	-	-	-	31,470	-	-	10	-	-	-	-
1.137	Galiano Island Community Use Building	61,968	63,202	-	16,165	-	500	5,000	-	3,800	-	7,320	27,417	-	-	3,000
1.138	Southern Gulf Islands Regional Library	227,895	232,808	-	4,558	-	-	-	226,370	-	-	1,880	-	-	-	-
1.141	Salt Spring Island Public Library	663,395	665,268	-	30,138	-	-	3,250	445,850	-	-	13,643	145,607	-	-	26,780
1.170	Gossip Island Electric Power Supply	57,220	56,998	-	155	-	-	-	-	-	-	400	56,443	-	-	-
1.224	Community Health - Homeless Sec.	806,116	816,201	107,644	45,991	475,000	321	-	176,750	-	-	10,495	-	-	-	-
1.226	Community Health (CHR) Facilities	1,580,254	1,658,419	-	580,659	3,250	9,800	199,630	-	227,080	-	84,330	-	-	-	553,670
1.227	Saturna Island Medical Clinic	32,553	33,541	-	651	-	-	-	32,890	-	-	100	-	-	-	-
1.228	Galiano Health Service	129,258	135,812	-	2,585	-	-	-	133,127	-	-	100	-	-	-	-
1.229	Pender Islands Health Care Centre	-	225,987	-	4,431	-	-	-	206,551	-	-	15,005	-	-	-	-
1.230	Traffic Safety Commission	137,652	118,428	-	6,883	-	-	-	37,837	-	-	73,708	-	-	-	-
1.232	Port Renfrew Street Lighting	8,875	8,984	-	444	-	-	-	-	7,240	-	1,300	-	-	-	-
1.234	SSI Street Lighting	25,995	26,704	-	1,300	-	-	-	-	24,900	-	-	-	504	-	-
1.235	S.G.I. Small Craft Harbour Facilities	396,645	449,320	1,620	38,100	30,580	5,520	44,410	-	2,870	-	137,020	15,600	-	-	173,600
1.236	Salt Spring Island Fernwood Dock	31,453	25,847	-	6,177	1,040	760	3,500	-	300	-	4,070	-	-	-	10,000
1.238A	Community Transit (S.S.I.)	506,175	507,996	-	22,625	469,371	-	-	-	-	-	1,000	-	-	-	15,000
1.238B	Community Transportation (S.S.I.)	171,382	172,206	-	80,586	-	-	-	-	60	-	1,560	-	-	-	90,000
1.280	Regional Parks	12,363,073	16,779,411	8,103,808	1,092,702	718,701	439,359	382,318	-	75,935	-	1,129,303	516,778	-	222,190	4,098,317
1.280A	Regional Parks - Land Acquisition	4,028,308	80,000	-	-	-	-	-	42,633	-	-	50,000	30,000	-	-	-
1.290	Royal Theatre	580,000	580,000	-	16,807	-	-	-	-	-	-	40,560	-	-	102,000	378,000
1.295	McPherson Theatre	784,851	786,233	-	41,807	-	-	-	307,893	-	-	300	-	-	88,000	348,233
1.297	Arts Grants	2,942,074	3,006,402	297,973	77,473	3,500	6,000	-	2,591,230	-	-	30,226	-	-	-	-
1.299	Salt Spring Island Arts	118,602	121,762	-	2,370	-	-	-	117,640	-	-	200	-	1,552	-	-
1.309	Climate Action and Adaptation	588,818	1,480,455	291,048	347,518	795,472	-	-	-	-	-	45,731	-	-	-	686
1.310	Land Banking & Housing	2,785,019	3,026,344	1,406,115	380,612	118,580	3,440	-	-	-	-	52,240	1,051,357	-	10,000	4,000
1.311	Regional Housing Trust Fund	4,511,970	5,302,666	-	4,070	-	102	-	1,009,322	-	-	4,289,172	-	-	-	-
1.315	Animal Care Services	1,175,450	1,208,108	742,767	222,511	48,480	36,720	-	-	710	-	146,920	-	-	-	10,000
1.314	S.G.I. House Numbering	9,340	9,485	-	9,415	-	-	-	-	-	-	70	-	-	-	-
1.316	S.S.I. Building Numbering	9,478	9,606	-	9,567	-	-	-	-	-	-	20	-	19	-	-
1.317	J.D.F. Building Numbering	12,900	13,099	-	12,679	-	-	-	-	-	-	420	-	-	-	-
1.318	Building Inspection	1,653,290	1,792,001	1,197,922	298,869	14,820	17,610	160	-	870	-	212,130	-	-	6,320	43,300
1.319	Soil Deposit Removal	5,661	5,722	-	5,692	-	-	-	-	-	-	30	-	-	-	-
1.320	Noise Control	39,140	40,021	-	33,071	6,900	-	-	-	-	-	50	-	-	-	-
1.322	Nuisances & Unightly Premises	51,990	53,375	-	50,925	2,130	-	-	-	-	-	320	-	-	-	-
1.323	By-Law Enforcement	509,296	539,235	366,237	73,057	12,860	600	-	-	-	-	49,521	-	-	-	36,960
1.324	Regional Planning Services	1,662,662	2,193,512	995,964	240,128	70,000	7,610	-	-	-	-	877,310	-	-	-	2,500
1.325	Electoral Area Services - Planning	866,356	807,042	472,411	168,661	15,180	9,020	-	-	-	-	66,000	-	-	-	75,770
1.330	Regional Growth Strategy	379,205	328,309	155,747	110,122	47,080	-	-	-	-	-	5,360	-	-	-	10,000
1.335	Geo-Spatial Referencing System	179,599	174,545	-	24,145	36,610	3,250	8,180	-	-	-	42,310	-	-	-	60,050
1.340	JDF Livestock Injury Compensation	-	3,150	-	150	-	-	-	-	-	-	3,000	-	-	-	-
1.341	SGI Livestock Injury Compensation	-	3,150	-	150	-	-	-	-	-	-	3,000	-	-	-	-
1.342	SSI Livestock Injury Compensation	-	3,150	-	150	-	-	-	-	-	-	3,000	-	-	-	-
1.350	Willis Point Fire Protect & Recreation	183,619	177,868	12,160	6,174	-	5,749	19,910	-	12,300	-	60,720	-	-	6,300	54,555
1.352	South Galiano Fire Protection	424,362	472,448	191,150	14,660	-	21,260	9,350	-	5,890	-	96,660	44,068	-	-	83,600
1.353	Other Point Fire Protection	504,725	516,158	6,120	17,108	116,280	18,890	19,540	-	10,290	-	166,630	-	-	5,500	155,800
1.354	Malahat Fire Protection	63,614	65,601	-	3,191	-	-	-	-	-	-	10	-	-	-	-
1.355	Dirrance Road Fire Protection	2,990	3,020	-	139	-	-	-	-	62,400	-	2,500	-	-	-	301
1.356	Pender Fire Protection	1,115,136	1,165,220	-	42,560	-	-	-	817,368	-	1,240	-	35,950	111,596	-	156,506
1.357	East Sooke Fire Protection	516,620	553,329	75,330	11,367	18,750	34,113	20,575	-	16,470	-	126,615	155,109	-	-	95,000
1.358	Port Renfrew Fire Protection	156,399	154,657	36,510	6,029	-	17,600	2,360	-	13,750	-	50,510	2,898	-	-	25,000
1.359	N. Galiano Fire Protection	210,298	220,715	75,070	7,503	1,280	19,830	4,380	-	4,650	-	47,730	48,872	-	6,400	5,000
1.360	Shirley Fire Protection	161,353	158,639	11,110	4,159	-	22,220	7,590	-	5,960	-	36,600	-	-	10,000	61,000
1.363	Saturna Island Fire	168,292	188,365	-	3,365	-	-	-	184,740	-	-	-	-	260	-	-
1.369	Electoral Area Fire Services - J.D.F.	97,153	94,666	-	40,062	40,126	-	-	-	-	-	12,723	-	-	1,755	-
1.369	Electoral Area Fire Services - S.G.I.	110,137	108,017	-	45,711	45,784	-	-	-	-	-	14,517	-	-	2,005	-
1.370	Juan de Fuca Emergency Program	92,825	88,813	5,910	13,773	23,080	5,200	690	-	-	-	24,280	-	-	-	15,880
1.371	S.S.I. Emergency Program	139,100	130,103	-	6,955	78,510	5,870	-	-	-	-	38,768	-	-	-	-
1.372	Electoral Area Emergency Program	619,967	630,264	538,896	62,608	-	2,050	-	-	-	-	19,210	-	-	-	7,500
1.373	S.G.I. Emergency Program	273,227	250,048	28,760	12,856	66,250	19,870	1,920	10,160	4,180	-	92,252	-	-	-	13,800
1.374	Regional Emergency Program Support	169,443	195,009	114,600	21,839	-	530	-	-	-	-	58,640	-	-	-	-
1.375	Hazardous Material Incident Response	344,703	352,038	11,470	116,245	68,920	1,550	13,050	5,323	-	-	125,920	-	-	-	9,560
1.377	J.D.F. Search and Rescue	89,344	91,042	-	4,244	8,350	-	-	-	-	-	62,550	-	-	-	3,968
1.378	S.S.I. Search and Rescue	28,303	32,780	-	1,415	-	-	-	31,365	-	-	-	-	-	-	-
1.40X	SEAPARC	3,684,094	4,328,565	2,682,638	222,791	63,865	161,057	183,311	4,386	241,134	-	245,416	103,966	-	-	420,000
1.405	J.D.F. EA - Community Parks	198,093	196,546	97,316	31,365	22,830	8,300	-	-							

CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN																
		Expenditures														
		Total 2021	Total 2022	Salaries and Wages	Cost Allocations*	Contracted Services	Materials and Supplies	Repairs and Maintenance	Grant and 3rd Party Payments	Utilities	Bulk Water	Other Operating Expenses	Interest & Principal	Deficit	Capital	Transfers to Reserves
1.44X	Panorama Rec. Center.	8,071,561	9,869,066	5,616,602	563,594	402,184	311,302	255,893	-	562,382	-	673,412	771,334	-	-	712,363
1.455	Salt Spring Island - Community Parks	975,615	1,009,096	462,595	400,686	31,150	15,600	20,930	-	13,930	-	49,205	-	-	-	15,000
1.458	Salt Spring Is. - Community Rec	265,655	264,803	264,803	38,131	79,504	5,000	-	-	-	-	24,070	-	-	-	-
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,759,079	1,988,640	853,499	379,663	44,065	96,777	65,790	-	181,042	-	131,045	-	-	-	236,759
1.465	Saturna Island Comm. Parks	24,060	24,899	-	929	1,560	400	9,850	-	890	-	5,270	-	-	-	6,000
1.468	Saturna Island - Community Rec.	20,109	21,167	-	1,005	880	100	-	-	-	-	19,182	-	-	-	-
1.475	Mayne Is. Com. Parks & Rec	83,484	93,173	-	5,863	-	2,760	36,290	-	2,850	-	27,280	-	-	-	18,130
1.476	Mayne Is. Comm. Parks (reserve)	20,433	22,701	-	1,022	410	650	-	-	1,360	-	19,259	-	-	-	-
1.478	Mayne Is. Community Rec.	48,684	48,684	-	2,122	-	-	-	-	-	-	46,562	-	-	-	-
1.485	North & South Pender Com. Parks	157,082	165,474	-	10,234	28,270	12,490	44,820	-	200	-	26,460	-	-	-	43,000
1.488	North & South Pender Com. Rec	64,922	69,107	-	3,215	-	-	62,970	-	-	-	65,892	-	-	-	-
1.495	Galiano Parks	92,140	94,823	-	3,883	-	-	-	-	-	-	17,970	-	-	-	10,000
1.498	Galiano Community Recreation	41,174	36,133	-	2,059	-	-	-	-	-	-	36,074	-	-	-	-
1.521	SWMP- Solid Waste Disposal (Refuse Disposal)	25,260,498	25,126,320	3,021,286	5,262,263	10,974,000	205,700	443,500	284,000	113,300	-	2,785,560	-	-	-	2,036,711
1.523	Port Renfrew Refuse Disposal	86,737	89,497	-	4,037	75,320	-	720	-	1,520	-	1,900	-	-	-	6,000
1.525	Solid Waste Disposal - Debt	203,660	151,279	-	-	-	-	-	-	-	-	840	150,439	-	-	-
1.531	Stormwater Quality Management - Sooke	66,404	38,281	-	22,255	-	-	-	-	-	-	890	-	-	-	15,136
1.533	Stormwater Quality Management - S.G.I.	38,336	39,100	-	33,467	5,583	-	-	-	-	-	50	-	-	-	-
1.535	Stormwater Quality Management - S.S.I.	27,528	47,970	-	10,480	36,830	-	-	-	-	-	660	-	-	-	-
1.536	LWMP-Stormwater Quality Management-Core	720,359	732,400	-	516,781	162,000	-	-	-	-	-	53,619	-	-	-	-
1.537	Stormwater Quality Management - Peninsula	115,765	118,107	-	79,275	37,406	-	-	-	-	-	1,426	-	-	-	-
1.538	Source - Stormwater Quality - Peninsula	62,480	55,856	-	42,770	5,132	-	-	-	-	-	7,954	-	-	-	-
1.57X	Environmental Services	22,861,504	23,644,160	17,871,660	3,099,912	67,119	681,664	13,376	-	-	-	1,487,797	-	55,000	-	367,632
1.911	911 Systems	2,595,230	2,532,090	-	263,139	355,410	-	-	703,444	-	-	148,148	1,011,949	-	-	50,000
1.912A	911 Call Answer - RCMP	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.912B	911 Call Answer - Municipalities	26,344	63,910	-	-	-	-	-	-	-	-	-	-	63,910	-	-
1.913	913 Fire Dispatch	725,219	298,412	-	61,582	188,500	-	-	-	-	-	13,330	-	-	-	35,000
1.921	Regional CREST Contribution	1,723,234	1,764,110	-	-	-	-	-	1,758,110	-	-	6,000	-	-	-	-
1.923	Emergency Comm - CREST - S.G.I.	180,064	180,704	-	3,601	-	-	-	-	-	-	820	-	-	-	-
1.924	Emergency Comm - CREST - J.D.F.	121,470	125,400	-	2,387	-	-	-	-	-	-	7,700	-	-	-	-
1.925	Emergency Comm - CREST - S.S.I.	142,105	142,386	-	2,842	-	-	-	-	-	-	400	1,854	-	-	-
2.610	Saanich Peninsula Water Supply	7,169,999	7,517,025	-	1,205,196	8,340	41,337	48,091	-	220,708	5,059,080	84,273	-	-	-	850,000
2.620	SSI Highland Water System	31,272	30,971	-	103	-	-	-	-	-	-	110	30,758	-	-	-
2.621	Highland / Fernwood Water - S.S.I.	515,341	542,341	-	203,044	11,450	23,170	36,050	-	34,540	-	30,730	34,191	44,133	-	125,033
2.622	Cedars of Tuam	49,363	50,063	-	23,983	50	730	12,960	-	2,750	-	1,490	-	-	-	8,100
2.624	Beddis Water	259,352	270,499	-	48,937	67,670	10,760	14,800	-	21,690	-	16,180	42,962	-	-	47,500
2.626	Fulford Water	207,368	228,329	-	32,664	68,840	7,800	28,170	-	16,470	-	14,640	14,145	-	-	45,600
2.628	Cedar Lane Water (S.S.I.)	89,751	81,457	-	16,353	22,650	1,570	6,500	-	7,770	-	3,330	7,824	10,090	-	5,370
2.630	Magic Lakes Estate Water System	979,675	962,930	2,000	456,732	1,020	55,520	31,520	-	69,360	-	51,202	193,186	-	-	102,390
2.640	Saturna Island Water System (Lyall Harbour)	248,197	254,331	-	124,897	-	5,790	15,310	-	12,000	-	15,520	30,077	4,737	-	46,000
2.642	Skana Water (Mayne)	69,509	75,615	-	27,794	11,490	720	1,210	-	5,490	-	4,290	2,621	-	-	22,000
2.650	Port Renfrew Water	121,108	143,106	-	88,212	13,000	3,310	8,730	-	7,014	-	2,840	-	-	-	20,000
2.655	Snuggery Cove (Port Renfrew)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.660	Fernwood Water	14,753	14,477	-	82	-	-	-	-	-	-	50	14,345	-	-	-
2.665	Sticks Allison Water (Galiano)	59,999	73,504	-	38,298	-	912	5,990	-	3,580	-	3,840	-	9,984	-	11,000
2.667	Surfside Park Estates (Mayne)	108,251	118,007	-	39,907	19,350	18,980	4,190	-	8,140	-	10,440	-	-	-	17,000
2.670	Regional Water Supply	34,921,283	36,539,270	16,797,105	-7,328,633	1,481,741	1,137,574	88,193	-	554,121	-	5,049,676	8,292,927	10,152,385	-	314,181
2.680	Juan de Fuca Water Distribution	20,799,372	22,566,391	550,949	4,587,582	310,565	243,721	440	-	262,330	6,818,760	1,260,125	1,893,503	6,374,922	-	263,494
2.681	Florence Lake Water System Debt	-	8,738	-	-	-	-	-	-	-	-	3,000	5,738	-	-	-
2.691	Wilderness Mountain Water Service	149,544	163,247	-	89,700	900	23,860	-	-	15,700	-	3,500	23,587	-	-	6,000
3.700	Septage Disposal - Municipal	206,222	221,804	-	73,924	20,563	-	-	-	-	-	35,164	-	-	92,154	-
3.700	Septage Disposal - JDF Service Area	297	464	-	264	74	-	-	-	-	-	126	-	-	-	-
3.701	Millstream Remediation Service	374,541	236,372	-	382	-	-	-	-	-	-	470	135,520	-	100,000	-
3.705	S.S.I. Liquid Waste Disposal	897,276	991,625	-	194,862	563,580	7,680	7,750	-	7,050	-	11,530	160,573	-	-	38,500
3.707	On Site System Management Program - LWMP	293,643	189,038	-	121,904	30,000	-	-	-	-	-	37,134	-	-	-	-
3.71X	Trk Swrs & Swge Disp - oper	34,299,994	35,134,718	-	14,508,289	6,439,979	4,405,710	1,897,811	-	3,848,000	-	1,593,333	-	30,000	-	2,411,596
3.7XX	Trk Swrs - debt	24,223,646	23,353,991	-	-	-	-	-	-	-	-	211,948	9,667,625	2,117	5,529,745	7,942,556
3.720	LWMP (Peninsula) - Implementation	82,728	119,907	-	99,766	-	-	-	-	-	-	-	-	-	-	20,141
3.750	LWMP	364,063	366,136	-	178,174	138,312	-	-	-	-	-	530	-	-	-	49,120
3.752	Harbours Program	342,124	348,604	-	298,773	37,331	-	-	-	-	-	12,500	-	-	-	-
3.755	Regional Source Control	1,685,236	1,647,875	-	1,416,748	156,597	5,500	-	-	-	-	69,030	-	-	-	-
3.756	Harbours Environmental Action	65,290	68,622	-	46,856	17,326	-	-	-	-	-	4,440	-	-	-	-
3.810	Ganges Sewer	1,059,376	1,065,199	-	423,016	32,420	16,210	24,320	-	69,600	-	153,820	245,813	-	-	120,000
3.820	Maliview Estates Sewer System	217,583	219,580	-	66,445	27,920	1,140	10,820	-	4,640	-	44,420	1,880	-	-	62,515
3.830	Magic Lake Estates Sewer System	854,863	884,810	-	324,665	90,720	21,940	36,600	-	23,860	-	124,662	174,103	-	-	88,260
3.830D	Magic Lake Estates Sewer Debt	79,210	212,530	-	-	-	-	-	-	-	-	10,500	194,258	7,772	-	-
3.850	Port Renfrew Sewer	118,030	126,360	-	75,149	5,100	2,580	640	-	6,900	-	13,991	-	-	-	22,000
21.ALL	Feasibility Study Reserve Fund - All	171,749	140,241	-	-	-	-	-	-	-	-	140,241	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	10,000	-	-	-	-	-	-	-	-	10,000	-	-	-	-
<b>Total CRD excluding Municipal Debt</b>		<b>281,904,153</b>	<b>297,248,891</b>	<b>87,415,196</b>	<b>35,791,969</b>	<b>28,585,957</b>	<b>9,027,614</b>	<b>4,475,828</b>	<b>12,361,097</b>	<b>6,957,836</b>	<b>11,877,840</b>	<b>27,847,483</b>	<b>25,529,469</b>	<b>147,534</b>	<b>23,242,816</b>	<b>23,988,251</b>
1.15X	Municipalities' Own Debt - M.F.A.	15,032,079	15,430,601	-	-	-	-	-	-	-	-	61,100	15,369,501	-	-	-
<b>TOTAL CRD</b>		<b>296,936,232</b>	<b>312,679,492</b>	<b>87,415,196</b>	<b>35,791,969</b>	<b>28,585,957</b>	<b>9,027,614</b>	<b>4,475,828</b>	<b>12,361,097</b>	<b>6,957,836</b>	<b>11,877,840</b>	<b>27,908,583</b>	<b>40,898,970</b>	<b>147,534</b>	<b>23,242,816</b>	<b>23,988,251</b>
CRHD	Capital Regional Hospital District	36,111,357	33,950,390	-	1,010,437	11,236	-	263,500	-	80,130	-	1,765,746	20,754,054	-	2,955,000	7,110,287
<b>TOTAL CRD,CRHD &amp; Municipal Debt</b>		<b>333,047,589</b>	<b>346,629,882</b>	<b>87,415,196</b>	<b>36,802,406</b>	<b>28,597,193</b>	<b>9,027,614</b>	<b>4,739,328</b>	<b>12,361,097</b>	<b>7,037,966</b>	<b>11,877,840</b>	<b>29,674,329</b>	<b>61,653,024</b>	<b>147,534</b>	<b>26,197,816</b>	<b>31,098,538</b>

\*Includes Labour Charges



CRD 2022-2026 Capital Project Listing by Service

Appendix M

Service Number	Service Name	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2021	2022	2023	2024	2025	2026	5 - Year Total
1.011	Board Expenditures	19-01	Replacement	Boardroom Video Distribution Equipment	56,000	E	ERF	-	-	-	15,000	10,000	-	25,000
1.011	Board Expenditures	19-02	Replacement	Boardroom Projector and Screen Replacement	10,000	E	ERF	-	-	-	-	60,000	-	60,000
1.011	Board Expenditures	20-01	Replacement	Boardroom Audio System	21,700	E	ERF	-	-	-	10,000	10,000	-	20,000
1.011	Board Expenditures	20-02	Replacement	Boardroom Video Storage and Power Equipment	3,000	E	ERF	-	-	1,500	-	1,500	-	3,000
1.011	Board Expenditures	21-02	Replacement	Boardroom Video Streaming Equipment Replacement	17,500	E	ERF	-	-	-	12,000	5,000	-	17,000
1.011	Board Expenditures	22-01	Replacement	iPad and Tablet Replacements	25,000	E	ERF	-	50,000	-	-	-	50,000	100,000
1.011	Board Expenditures	22-02	Replacement	Boardroom Microphone System Replacement	70,000	E	ERF	-	120,000	-	-	-	-	120,000
1.011	Board Expenditures	23-01	Replacement	Replace Video Display and Switching	20,000	E	ERF	-	-	20,000	-	10,000	-	30,000
<b>Board Expenditures Total</b>					<b>274,400</b>			-	<b>170,000</b>	<b>21,500</b>	<b>37,000</b>	<b>96,500</b>	<b>50,000</b>	<b>375,000</b>
1.014	CAO / Corporate Services	22-01	Replacement	Computer	4,132	E	ERF	-	4,132	-	-	-	-	4,132
1.014	CAO / Corporate Services	23-01	Replacement	Computer	6,198	E	ERF	-	-	9,328	-	-	-	9,328
1.014	CAO / Corporate Services	24-01	Replacement	Computer	1,033	E	ERF	-	-	-	5,728	-	-	5,728
1.014	CAO / Corporate Services	25-01	Replacement	Computer	4,132	E	ERF	-	-	-	-	4,132	-	4,132
1.014	CAO / Corporate Services	26-01	Replacement	Computer	4,132	E	ERF	-	-	-	-	-	4,132	4,132
<b>CAO / Corporate Services Total</b>					<b>19,627</b>			-	<b>4,132</b>	<b>9,328</b>	<b>5,728</b>	<b>4,132</b>	<b>4,132</b>	<b>27,452</b>
1.015	Real Estate	24-01	Replacement	Computer	2,066	E	ERF	-	-	-	2,066	-	-	2,066
1.015	Real Estate	25-01	Replacement	Computer	1,033	E	ERF	-	-	-	-	1,033	-	1,033
<b>Real Estate Total</b>					<b>3,099</b>			-	-	-	<b>2,066</b>	<b>1,033</b>	-	<b>3,099</b>
1.016	Human Resources	22-01	Replacement	Computer	3,130	E	ERF	-	3,130	-	-	-	-	3,130
1.016	Human Resources	23-01	Replacement	Computer	4,695	E	ERF	-	-	4,695	-	-	-	4,695
1.016	Human Resources	24-01	Replacement	Computer	6,260	E	ERF	-	-	-	6,260	-	-	6,260
1.016	Human Resources	26-01	Replacement	Computer	1,033	E	ERF	-	-	-	-	-	1,033	1,033
<b>Human Resources Total</b>					<b>15,118</b>			-	<b>3,130</b>	<b>4,695</b>	<b>6,260</b>	-	<b>1,033</b>	<b>15,118</b>
1.017	Finance	22-01	Replacement	Computer	15,557	E	ERF	-	15,557	-	-	-	-	15,557
1.017	Finance	23-01	Replacement	Computer	37,421	E	ERF	-	-	37,421	-	-	-	37,421
1.017	Finance	24-01	Replacement	Computer	55,949	E	ERF	-	-	-	55,949	-	-	55,949
1.017	Finance	25-01	Replacement	Computer	22,386	E	ERF	-	-	-	-	22,386	-	22,386
1.017	Finance	26-01	Replacement	Computer	15,557	E	ERF	-	-	-	-	-	15,557	15,557

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Appendix M

1.017	Finance	21-01	New	Enterprise Asset Management	625,000	E	Cap	100,000	300,000	200,000	100,000	-	-	600,000
	<b>Finance Total</b>				<b>771,870</b>			<b>100,000</b>	<b>315,557</b>	<b>237,421</b>	<b>155,949</b>	<b>22,386</b>	<b>15,557</b>	<b>746,870</b>
1.018	Health & Capital Planning Strategies	23-01	Replacement	Computer	2,066	E	ERF	-	-	2,066	-	-	-	2,066
1.018	Health & Capital Planning Strategies	24-01	Replacement	Computer	1,565	E	ERF	-	-	-	1,565	-	-	1,565
1.018	Health & Capital Planning Strategies	25-01	Replacement	Computer	3,130	E	ERF	-	-	-	-	3,130	-	3,130
	<b>Health &amp; Capital Planning Strategies Total</b>				<b>6,761</b>			<b>-</b>	<b>-</b>	<b>2,066</b>	<b>1,565</b>	<b>3,130</b>	<b>-</b>	<b>6,761</b>
1.022	Information Technology	21-01	Replacement	Data Centre Replacements	68,000	E	CAP	-	-	-	100,000	-	-	100,000
1.022	Information Technology	19-04	Replacement	Data Centre Replacements	455,000	E	CAP	-	40,000	20,000	300,000	25,000	-	385,000
1.022	Information Technology	18-06	Replacement	Data Centre Replacements	100,000	E	CAP	-	-	50,000	-	75,000	-	125,000
1.022	Information Technology	18-07	Replacement	Data Centre Replacements	285,000	E	CAP	-	125,000	75,000	50,000	50,000	-	300,000
1.022	Information Technology	19-05	Replacement	Data Centre Replacements	114,000	E	CAP	-	54,000	20,000	20,000	15,000	-	109,000
1.022	Information Technology	19-06	Replacement	Data Centre Replacements	150,000	E	CAP	-	50,000	-	50,000	-	-	100,000
1.022	Information Technology	22-01	Replacement	Data Centre Replacements	40,000	E	CAP	-	40,000	-	-	30,000	-	70,000
1.022	Information Technology	20-02	Replacement	Data Centre Replacements	345,000	E	CAP	-	150,000	40,000	40,000	25,000	-	255,000
1.022	Information Technology	20-03	Replacement	Data Centre Replacements	60,000	E	CAP	-	-	-	50,000	-	-	50,000
1.022	Information Technology	20-04	Replacement	Data Centre Replacements	305,000	E	CAP	-	50,000	65,000	35,000	20,000	-	170,000
1.022	Information Technology	20-05	Replacement	Data Centre Replacements	82,000	E	CAP	-	30,000	-	50,000	-	-	80,000
1.022	Information Technology	20-06	Replacement	Data Centre Replacements Meeting Room Equipment Replacement	40,000	E	CAP	-	10,000	20,000	-	20,000	-	50,000
1.022	Information Technology	20-07	Replacement	Meeting Room Equipment Replacement	81,250	E	ERF	-	12,350	4,650	19,600	25,000	34,650	96,250
1.022	Information Technology	17-01	Replacement	SAP	75,000	E	CAP	-	25,000	25,000	-	25,000	-	75,000
1.022	Information Technology	18-01	Replacement	SAP	5,340,000	E	CAP	375,000	-	966,000	966,000	1,704,000	1,704,000	5,340,000
1.022	Information Technology	22-01	Replacement	Computer Equipment	13,096	E	ERF	-	13,096	-	-	-	-	13,096
1.022	Information Technology	23-01	Replacement	Computer Equipment	9,486	E	ERF	-	-	9,486	-	-	-	9,486
1.022	Information Technology	24-01	Replacement	Computer Equipment	27,484	E	ERF	-	-	-	27,484	-	-	27,484
1.022	Information Technology	25-01	Replacement	Computer Equipment	5,272	E	ERF	-	-	-	-	5,272	-	5,272
1.022	Information Technology	26-01	Replacement	Computer Equipment	13,096	E	ERF	-	-	-	-	-	13,096	13,096
1.022	Information Technology	22-01	Replacement	Truck	80,000	V	ERF	-	80,000	-	-	-	-	80,000
	<b>Information Technology Total</b>				<b>7,688,684</b>			<b>375,000</b>	<b>679,446</b>	<b>1,295,136</b>	<b>1,708,084</b>	<b>2,019,272</b>	<b>1,751,746</b>	<b>7,453,684</b>
1.024	GM - Planning & Protective Services	22-01	Replacement	Computer	1,565	E	ERF	-	1,565	-	-	-	-	1,565

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1.024	GM - Planning & Protective Services	23-01	Replacement	Computer	2,066	E	ERF	-	-	2,066	-	-	-	2,066
1.024	GM - Planning & Protective Services	26-01	Replacement	Computer	1,565	E	ERF	-	-	-	-	-	1,565	1,565
	<b>GM - Planning &amp; Protective Services Total</b>				<b>5,196</b>			<b>-</b>	<b>1,565</b>	<b>2,066</b>	<b>-</b>	<b>-</b>	<b>1,565</b>	<b>5,196</b>
1.025	Corporate Emergency	17-01	Replacement	EOC Laptop	18,000	E	ERF	-	6,000	6,000	6,000	-	-	18,000
1.025	Corporate Emergency	24-01	Replacement	Surface Pro	2,000	E	ERF	-	-	-	2,000	-	-	2,000
	<b>Corporate Emergency Total</b>				<b>20,000</b>			<b>-</b>	<b>6,000</b>	<b>6,000</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>20,000</b>
1.027	First Nations Relations	22-01	Replacement	Computer Equipment Replacement	1,033	E	ERF	-	1,033	-	-	-	-	1,033
1.027	First Nations Relations	23-01	Replacement	Computer Equipment Replacement	3,631	E	ERF	-	-	3,631	-	-	-	3,631
1.027	First Nations Relations	24-01	Replacement	Computer Equipment Replacement	1,565	E	ERF	-	-	-	1,565	-	-	1,565
1.027	First Nations Relations	26-01	Replacement	Computer Equipment Replacement	1,033	E	ERF	-	-	-	-	-	1,033	1,033
	<b>First Nations Relations Total</b>				<b>7,262</b>			<b>-</b>	<b>1,033</b>	<b>3,631</b>	<b>1,565</b>	<b>-</b>	<b>1,033</b>	<b>7,262</b>
1.105	Facilities Management	17-03	Replacement	Unit F00990	35,000	V	ERF	-	35,000	-	-	-	-	35,000
1.105	Facilities Management	19-03	Replacement	Production Printer	15,000	E	ERF	-	-	15,000	-	-	-	15,000
1.105	Facilities Management	21-01	Replacement	Unit F01112	50,000	V	ERF	-	50,000	-	-	-	-	50,000
1.105	Facilities Management	21-02	New	New Vehicle	50,000	V	ERF	-	50,000	-	-	-	-	50,000
1.105	Facilities Management	22-01	Replacement	Equipment Replacement	50,000	E	ERF	-	10,000	10,000	10,000	10,000	10,000	50,000
1.105	Facilities Management	22-02	New	Fleet Purchase	50,000	V	Cap	-	50,000	-	-	-	-	50,000
1.105	Facilities Management	23-01	Replacement	Fleet Replacement	50,000	V	ERF	-	-	50,000	-	-	-	50,000
1.105	Facilities Management	23-02	New	Equipment Replacement	15,000	V	ERF	-	-	15,000	-	-	-	15,000
1.105	Facilities Management	23-03	Replacement	Fleet Replacement	50,000	V	ERF	-	-	50,000	-	-	-	50,000
1.105	Facilities Management	24-01	Replacement	Fleet Replacement	50,000	V	ERF	-	-	-	50,000	-	-	50,000
1.105	Facilities Management	25-01	Replacement	Fleet Replacement	50,000	V	ERF	-	-	-	-	50,000	-	50,000
	<b>Facilities Management Total</b>				<b>465,000</b>			<b>-</b>	<b>195,000</b>	<b>140,000</b>	<b>60,000</b>	<b>60,000</b>	<b>10,000</b>	<b>465,000</b>
1.106	Facilities and Risk	20-01	Replacement	Hot Water Tank	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.106	Facilities and Risk	21-01	Replacement	HVAC System Upgrade	2,650,000	B	Res	-	-	150,000	500,000	750,000	-	1,400,000
1.106	Facilities and Risk	21-01	Replacement	HVAC System Upgrade	-	B	Grant	-	-	-	500,000	750,000	-	1,250,000
1.106	Facilities and Risk	22-05	New	Climate Actiave Initiatives Study	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.106	Facilities and Risk	21-03	New	Interior Renovations	500,000	B	Res	-	-	-	100,000	100,000	100,000	300,000
1.106	Facilities and Risk	22-01	New	Interior Renovations	3,000,000	B	Res	-	1,500,000	1,500,000	-	-	-	3,000,000

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1.106	Facilities and Risk	22-02	Renewal	Vertical Transportation Upgrades	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.106	Facilities and Risk	22-03	New	Climate Action Upgrades	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.106	Facilities and Risk	22-04	Defer	Emergency Repairs	100,000	B	Res	-	100,000	-	-	-	-	100,000
1.106	Facilities and Risk	23-01	Renewal	Exterior Upgrades	15,000	B	Res	-	-	15,000	-	-	-	15,000
1.106	Facilities and Risk	25-01	Study	Asset management Plan	15,000	B	Res	-	-	-	-	15,000	-	15,000
1.106	Facilities and Risk	25-02	Replacement	Roof Replacement	75,000	B	Res	-	-	-	-	75,000	-	75,000
1.106	Facilities and Risk	25-03	Replacement	Safety Systems	10,000	B	Res	-	-	-	-	10,000	-	10,000
1.106	Facilities and Risk	26-01	Replacement	Interior Upgrades	35,000	B	Res	-	-	-	-	-	35,000	35,000
1.106	Facilities and Risk	ERF22-01	Replacement	Pool Fleet Replacement	35,000	V	ERF	-	35,000	-	-	-	-	35,000
1.106	Facilities and Risk	ERF22-02	Replacement	Pool Fleet Replacement	35,000	V	ERF	-	35,000	-	-	-	-	35,000
<b>Facilities and Risk Total</b>					<b>6,580,000</b>			<b>-</b>	<b>1,780,000</b>	<b>1,665,000</b>	<b>1,100,000</b>	<b>1,700,000</b>	<b>135,000</b>	<b>6,380,000</b>
1.107	Corporate Satellite Facilities	JDF 22-01	New	Sitework Upgrades	35,000	B	Res	-	35,000	-	-	-	-	35,000
1.107	Corporate Satellite Facilities	JDF 22-02	Study	Asset Management Plan	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.107	Corporate Satellite Facilities	AS 22-01	Replacement	Facility Upgrades	25,000	B	Cap	-	5,000	5,000	5,000	5,000	5,000	25,000
<b>Corporate Satellite Facilities Total</b>					<b>70,000</b>			<b>-</b>	<b>50,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>70,000</b>
1.109	JDF Admin. Expenditures	19-01	Replacement	Computer	2,000	E	ERF	-	2,000	-	-	-	-	2,000
<b>JDF Admin. Expenditures Total</b>					<b>2,000</b>			<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>
1.110	SGL Admin. Expenditures	19-01	Replacement	Computer	4,470	E	ERF	-	1,500	1,530	-	-	-	3,030
<b>SGL Admin. Expenditures Total</b>					<b>4,470</b>			<b>-</b>	<b>1,500</b>	<b>1,530</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,030</b>
1.111	SSI Admin. Expenditures	22-01	Replacement	Computer	27,300	E	ERF	-	8,600	1,650	5,400	2,750	8,900	27,300
1.111	SSI Admin. Expenditures	22-02	Replacement	Computer	2,480	E	ERF	-	2,480	-	-	-	-	2,480
<b>SSI Admin. Expenditures Total</b>					<b>29,780</b>			<b>-</b>	<b>11,080</b>	<b>1,650</b>	<b>5,400</b>	<b>2,750</b>	<b>8,900</b>	<b>29,780</b>
1.118	Corporate Communications	22-01	Replacement	Computer	6,229	E	ERF	-	6,229	-	-	-	-	6,229
1.118	Corporate Communications	23-01	Replacement	Computer	2,066	E	ERF	-	-	2,066	-	-	-	2,066
1.118	Corporate Communications	24-01	Replacement	Computer	3,130	E	ERF	-	-	-	3,130	-	-	3,130
1.118	Corporate Communications	25-01	Replacement	Computer	1,033	E	ERF	-	-	-	-	1,033	-	1,033
1.118	Corporate Communications	26-01	Replacement	Computer	6,229	E	ERF	-	-	-	-	-	6,229	6,229
1.118	Corporate Communications	22-01	Replacement	CRD Public Website	400,000	E	Res	-	-	225,000	175,000	-	-	400,000
<b>Corporate Communications Total</b>					<b>418,687</b>			<b>-</b>	<b>6,229</b>	<b>227,066</b>	<b>178,130</b>	<b>1,033</b>	<b>6,229</b>	<b>418,687</b>

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1.123	Family Court Building	20-02	Renewal	Exterior Upgrades	47,500	B	Res	45,000	45,000	-	-	-	-	45,000
1.123	Family Court Building	22-01	Replacement	Mechanical Upgrades	1,050,000	B	Res	-	50,000	500,000	-	-	-	550,000
1.123	Family Court Building	22-01	Replacement	Mechanical Upgrades	-	B	Grant	-	-	500,000	-	-	-	500,000
1.123	Family Court Building	22-02	Renewal	Exterior Upgrades	15,000	B	Cap	-	15,000	-	-	-	-	15,000
1.123	Family Court Building	22-03	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.123	Family Court Building	23-01	Renewal	Exterior Upgrades	12,000	B	Res	-	-	120,000	-	-	-	120,000
1.123	Family Court Building	24-01	Renewal	Exterior Upgrades	85,000	B	Res	-	-	-	85,000	-	-	85,000
1.123	Family Court Building	24-02	Renewal	Interior Upgrades	50,000	B	Other	-	-	-	50,000	-	-	50,000
1.123	Family Court Building	25-01	Study	Asset Management	10,000	B	Res	-	-	-	-	10,000	-	10,000
<b>Family Court Building Total</b>					<b>1,319,500</b>			<b>45,000</b>	<b>160,000</b>	<b>1,120,000</b>	<b>135,000</b>	<b>10,000</b>	<b>-</b>	<b>1,425,000</b>
1.137	Galiano Island Community Use Building	21-01	New	Emergency Repairs	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.137	Galiano Island Community Use Building	21-02	New	Asset Management Plan	10,000	B	Res	5,000	10,000	-	-	-	-	10,000
<b>Galiano Island Community Use Building Total</b>					<b>20,000</b>			<b>5,000</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>
1.141	SSI Public Library	21-01	New	Library Interior Renovation	50,000	B	Grant	15,000	15,000	-	-	-	-	15,000
1.141	SSI Public Library	21-02	New	Emergency Repairs	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.141	SSI Public Library	22-01	New	HVAC Upgrades	102,500	B	Grant	-	95,000	-	-	-	-	95,000
1.141	SSI Public Library	22-01	New	HVAC Upgrades	-	B	Res	-	7,500	-	-	-	-	7,500
<b>SSI Public Library Total</b>					<b>162,500</b>			<b>15,000</b>	<b>127,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>127,500</b>
1.226	Health Facilities - VIHA	EHU-21-01	Renewal	Roof Replacement	400,000	B	Res	-	-	400,000	-	-	-	400,000
1.226	Health Facilities - VIHA	EHU-21-03	Replacement	Exterior Doors	50,000	B	Res	-	-	50,000	-	-	-	50,000
1.226	Health Facilities - VIHA	EHU-22-01	Renewal	Exterior Upgrades	150,000	B	Res	-	150,000	-	-	-	-	150,000
1.226	Health Facilities - VIHA	EHU-22-02	Replacement	Vertical Transportation Upgrades	40,000	B	Res	-	40,000	-	-	-	-	40,000
1.226	Health Facilities - VIHA	EHU-22-03	Renewal	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	EHU-23-01	Renewal	Mechanical Upgrades	150,000	B	Res	-	-	-	150,000	-	-	150,000
1.226	Health Facilities - VIHA	EHU-23-02	Renewal	Mechanical Upgrades	70,000	B	Res	-	-	-	70,000	-	-	70,000
1.226	Health Facilities - VIHA	EHU-23-03	Renewal	Exterior Upgrades	1,872,500	B	Res	-	-	265,000	265,000	265,000	277,500	1,072,500
1.226	Health Facilities - VIHA	EHU-23-03	Renewal	Exterior Upgrades	-	B	Other	-	-	200,000	200,000	200,000	200,000	800,000
1.226	Health Facilities - VIHA	EHU-26-01	Renewal	Electrical Upgrades	25,000	B	Res	-	-	-	-	-	35,000	35,000
1.226	Health Facilities - VIHA	EHU-25-01	Study	Asset Management	10,000	B	Res	-	-	-	-	10,000	-	10,000

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1.226	Health Facilities - VIHA	PHU-20-01	Renewal	Roof Replacement	465,000	B	Cap	447,000	447,000	-	-	-	-	447,000
1.226	Health Facilities - VIHA	PHU-22-01	Replacement	Mechanical Upgrades	125,000	B	Res	-	25,000	100,000	-	-	-	125,000
1.226	Health Facilities - VIHA	PHU-22-02	Replacement	Vertical Transportation Upgrades	75,000	B	Res	-	75,000	-	-	-	-	75,000
1.226	Health Facilities - VIHA	PHU-22-03	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	PHU-22-03	Replacement	Roof Replacement	175,000	B	Res	-	175,000	-	-	-	-	175,000
1.226	Health Facilities - VIHA	PHU-23-01	Replacement	Mechanical Upgrades	120,000	B	Res	-	20,000	100,000	-	-	-	120,000
1.226	Health Facilities - VIHA	PHU-24-01	Renewal	Site Upgrades	75,000	S	Res	-	-	-	-	75,000	-	75,000
1.226	Health Facilities - VIHA	PHU-24-02	Replacement	Interior Upgrades	75,000	B	Other	-	-	-	75,000	-	-	75,000
1.226	Health Facilities - VIHA	PHU-24-03	Replacement	Interior Upgrades	100,000	B	Other	-	-	-	100,000	-	-	100,000
1.226	Health Facilities - VIHA	PHU-25-01	Study	Asset management	10,000	B	Res	-	-	-	-	10,000	-	10,000
1.226	Health Facilities - VIHA	PHU-26-01	Replacement	Electrical Upgrades	225,000	B	Res	-	-	-	-	-	225,000	225,000
1.226	Health Facilities - VIHA	PHU-26-02	Replacement	Exterior Upgrades	50,000	B	Res	-	-	-	-	-	50,000	50,000
1.226	Health Facilities - VIHA	VHU-20-01	Renewal	Exterior Upgrades	205,000	B	Cap	54,500	54,500	-	-	-	-	54,500
1.226	Health Facilities - VIHA	VHU-20-01	Renewal	Exterior Upgrades	-	B	Res	-	165,000	-	-	-	-	165,000
1.226	Health Facilities - VIHA	VHU-20-02	Renewal	Roof Replacement	360,000	B	Cap	10,000	10,000	-	-	-	-	10,000
1.226	Health Facilities - VIHA	VHU-20-02	Renewal	Roof Replacement	-	B	Res	-	350,000	-	-	-	-	350,000
1.226	Health Facilities - VIHA	VHU-22-01	Replacement	Mechanical Upgrades	440,000	E	Res	-	40,000	400,000	-	-	-	440,000
1.226	Health Facilities - VIHA	VHU-22-02	Replacement	Vertical Transportation Upgrades	235,000	B	Res	-	235,000	-	-	-	-	235,000
1.226	Health Facilities - VIHA	VHU-22-03	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	VHU-25-01	Replacement	Interior Upgrades	325,000	B	Other	-	-	-	-	325,000	-	325,000
1.226	Health Facilities - VIHA	VHU-25-02	Replacement	Interior Upgrades	135,000	B	Other	-	-	-	-	135,000	-	135,000
1.226	Health Facilities - VIHA	VHU-25-03	Replacement	Sitework Upgrades	65,000	B	Res	-	-	-	65,000	-	-	65,000
1.226	Health Facilities - VIHA	VHU-25-04	Study	Asset management	10,000	B	Res	-	-	-	-	10,000	-	10,000
1.226	Health Facilities - VIHA	VHU-26-01	Replacement	Mechanical Upgrades	150,000	B	Res	-	-	-	-	-	150,000	150,000
<b>Health Facilities - VIHA Total</b>					<b>6,337,500</b>			<b>511,500</b>	<b>1,936,500</b>	<b>1,515,000</b>	<b>925,000</b>	<b>1,030,000</b>	<b>937,500</b>	<b>6,344,000</b>
1.235	SGI Small Craft Harbour Facilities	19-01	New	Anson Road	1,445,000	S	Debt	116,000	116,000	-	-	-	-	116,000
1.235	SGI Small Craft Harbour Facilities	22-03	New	Anson Road Remediation	275,000	S	Other	-	219,200	-	-	-	-	219,200
1.235	SGI Small Craft Harbour Facilities	22-03	New	Anson Road Remediation	-	S	Res	-	55,800	-	-	-	-	55,800
1.235	SGI Small Craft Harbour Facilities	19-02	Renewal	Retreat Cove	185,000	S	Debt	-	185,000	-	-	-	-	185,000

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1.235	SGI Small Craft Harbour Facilities	19-03	Decommission	Horton Bay	100,000	S	Debt	82,000	82,000	-	-	-	-	82,000
1.235	SGI Small Craft Harbour Facilities	20-02	Renewal	Spanish Hills	165,000	S	Cap	30,000	30,000	-	-	-	-	30,000
1.235	SGI Small Craft Harbour Facilities	20-02	Renewal	Spanish Hills	-	S	Res	-	90,000	-	-	-	-	90,000
1.235	SGI Small Craft Harbour Facilities	20-04	Renewal	Miners Bay Upgrades	277,000	S	Debt	277,000	277,000	-	-	-	-	277,000
1.235	SGI Small Craft Harbour Facilities	21-01	Renewal	Port Washington	195,000	S	Debt	-	195,000	-	-	-	-	195,000
1.235	SGI Small Craft Harbour Facilities	21-02	Renewal	Inspections	125,000	S	Res	-	-	-	125,000	-	-	125,000
1.235	SGI Small Craft Harbour Facilities	21-03	Renewal	ANNUAL PROVISIONAL: Dock Improvements	250,000	S	Res	-	50,000	50,000	50,000	50,000	50,000	250,000
1.235	SGI Small Craft Harbour Facilities	21-05	New	Piers Island Additional Float	135,000	S	Debt	135,000	135,000	-	-	-	-	135,000
1.235	SGI Small Craft Harbour Facilities	22-01	Renewal	Hope Bay	90,000	S	Debt	-	90,000	-	-	-	-	90,000
1.235	SGI Small Craft Harbour Facilities	22-02	Renewal	Swartz Bay Improvements & Dock Replacement	175,000	S	Debt	100,000	100,000	-	-	-	-	100,000
1.235	SGI Small Craft Harbour Facilities	22-02	Renewal	Swartz Bay Improvements & Dock Replacement	-	S	Res	-	-	75,000	-	-	-	75,000
	<b>SGI Small Craft Harbour Facilities Total</b>				<b>3,417,000</b>			<b>740,000</b>	<b>1,625,000</b>	<b>125,000</b>	<b>175,000</b>	<b>50,000</b>	<b>50,000</b>	<b>2,025,000</b>
1.236	SSI Small Craft Harbour (Fernwood Dock)	21-02	Renewal	Painting and Repairs	45,000	S	Res	-	45,000	-	-	-	-	45,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	21-01	Renewal	Rub Boards	2,500	S	Res	2,500	2,500	-	-	-	-	2,500
1.236	SSI Small Craft Harbour (Fernwood Dock)	22-01	New	Anticipated work from 2019 inspection	100,000	S	Res	-	-	100,000	-	-	-	100,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	22-01	Renewal	Anticipated work from 2019 inspection	50,000	S	Grant	-	-	50,000	-	-	-	50,000
	<b>SSI Small Craft Harbour (Fernwood Dock) Total</b>				<b>197,500</b>			<b>2,500</b>	<b>47,500</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>197,500</b>
1.238A	Community Transit (SSI)	22-01	New	Art Inspired Bus Shelters	35,000	S	Res	-	35,000	-	-	-	-	35,000
1.238A	Community Transit (SSI)	22-01	New	Art Inspired Bus Shelters	5,000	S	Grant	-	5,000	-	-	-	-	5,000
1.238A	Community Transit (SSI)	23-01	New	Art Inspired Bus Shelters	35,000	S	Res	-	-	35,000	-	-	-	35,000
1.238A	Community Transit (SSI)	23-01	New	Art Inspired Bus Shelters	5,000	S	Grant	-	-	5,000	-	-	-	5,000
1.238A	Community Transit (SSI)	24-01	New	Art Inspired Bus Shelters	35,000	S	Res	-	-	-	35,000	-	-	35,000
1.238A	Community Transit (SSI)	24-01	New	Art Inspired Bus Shelters	5,000	S	Grant	-	-	-	5,000	-	-	5,000
1.238A	Community Transit (SSI)	25-01	New	Art Inspired Bus Shelters	35,000	S	Res	-	-	-	-	35,000	-	35,000
1.238A	Community Transit (SSI)	25-01	New	Art Inspired Bus Shelters	5,000	S	Grant	-	-	-	-	5,000	-	5,000
1.238A	Community Transit (SSI)	26-01	New	Art Inspired Bus Shelters	35,000	S	Res	-	-	-	-	-	35,000	35,000
1.238A	Community Transit (SSI)	26-01	New	Art Inspired Bus Shelters	5,000	S	Grant	-	-	-	-	-	5,000	5,000
	<b>Community Transit (SSI) Total</b>				<b>200,000</b>			<b>-</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>200,000</b>
1.238B	Community Transportation (SSI)	22-04	New	Construction Program for Pathway Network	200,000	S	Grant	-	200,000	-	-	-	-	200,000

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1.238B	Community Transportation (SSI)	22-04	New	Construction Program for Pathway Network	20,000	S	Res	-	20,000	-	-	-	20,000	
1.238B	Community Transportation (SSI)	22-05	New	Ganges Village Transportation Plan	60,000	S	Grant	-	60,000	-	-	-	60,000	
1.238B	Community Transportation (SSI)	22-06	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	10,000	S	Res	-	10,000	-	-	-	10,000	
1.238B	Community Transportation (SSI)	22-07	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	30,000	S	Res	-	30,000	-	-	-	30,000	
1.238B	Community Transportation (SSI)	22-08	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	50,000	S	Res	-	50,000	-	-	-	50,000	
1.238B	Community Transportation (SSI)	22-09	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	90,000	S	Grant	-	-	90,000	-	-	90,000	
1.238B	Community Transportation (SSI)	22-09	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	9,000	S	Res	-	-	9,000	-	-	9,000	
1.238B	Community Transportation (SSI)	22-11	New	Pathway Detailed Design and Permitting Program	30,000	S	Res	-	30,000	-	-	-	30,000	
1.238B	Community Transportation (SSI)	22-12	New	Construction Program for Pathway Network	200,000	S	Grant	-	-	200,000	-	-	200,000	
1.238B	Community Transportation (SSI)	22-12	New	Construction Program for Pathway Network	20,000	S	Res	-	-	20,000	-	-	20,000	
1.238B	Community Transportation (SSI)	22-13	New	Pathway Detailed Design and Permitting Program	25,000	S	Res	-	25,000	-	-	-	25,000	
1.238B	Community Transportation (SSI)	22-14	New	Construction Program for Pathway Network	75,000	S	Grant	-	-	75,000	-	-	75,000	
1.238B	Community Transportation (SSI)	22-14	New	Construction Program for Pathway Network	7,500	S	Res	-	-	7,500	-	-	7,500	
1.238B	Community Transportation (SSI)	23-01	New	Pathway Detailed Design and Permitting Program	30,000	S	Res	-	-	30,000	-	-	30,000	
1.238B	Community Transportation (SSI)	23-02	New	Construction Program for Pathway Network	60,000	S	Grant	-	-	-	60,000	-	60,000	
1.238B	Community Transportation (SSI)	23-02	New	Construction Program for Pathway Network	6,000	S	Res	-	-	-	6,000	-	6,000	
1.238B	Community Transportation (SSI)	24-01	New	Pathway Detailed Design and Permitting Program	30,000	S	Res	-	-	-	30,000	-	30,000	
1.238B	Community Transportation (SSI)	24-02	New	Construction Program for Pathway Network	60,000	S	Grant	-	-	-	-	60,000	60,000	
1.238B	Community Transportation (SSI)	24-02	New	Construction Program for Pathway Network	6,000	S	Res	-	-	-	-	6,000	6,000	
1.238B	Community Transportation (SSI)	25-01	New	Annual Pathway Detailed Design and Permitting Program	40,000	S	Res	-	-	-	-	40,000	40,000	
1.238B	Community Transportation (SSI)	25-02	New	Construction Program for Pathway Network	80,000	S	Grant	-	-	-	-	-	80,000	
1.238B	Community Transportation (SSI)	25-02	New	Construction Program for Pathway Network	8,000	S	Res	-	-	-	-	-	8,000	
1.238B	Community Transportation (SSI)	26-01	New	Pathway Detailed Design and Permitting Program	30,000	S	Res	-	-	-	-	-	30,000	
	<b>Community Transportation (SSI) Total</b>				<b>1,176,500</b>			<b>-</b>	<b>425,000</b>	<b>431,500</b>	<b>96,000</b>	<b>106,000</b>	<b>118,000</b>	<b>1,176,500</b>
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	3,960,000	S	Cap	1,014,425	1,014,425	-	-	-	1,014,425	
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	-	S	Res	-	-	932,000	-	-	932,000	
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	-	S	Grant	-	-	1,768,000	-	-	1,768,000	
1.280	Regional Parks	16-02	Renewal	Upgrade Durrance Lake Dam	1,125,290	S	Cap	116,063	-	-	56,063	-	60,000	116,063
1.280	Regional Parks	16-02	Renewal	Upgrade Durrance Lake Dam	-	S	Res	-	-	-	56,063	-	56,063	



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1.280	Regional Parks	17-01	New	Construct E&N Rail Trail Phases 3 & 4	7,100,000	S	Cap	700,000	700,000	-	-	-	-	700,000
1.280	Regional Parks	17-01	New	Construct E&N Rail Trail Phases 3 & 4	-	S	Debt	-	500,000	-	-	-	-	500,000
1.280	Regional Parks	18-01b	New	Trail improvements S2S and SHW	341,896	S	Cap	100,000	100,000	-	-	-	-	100,000
1.280	Regional Parks	18-02	Replacement	Implement Kiosk Strategy	175,000	S	Res	-	25,000	25,000	25,000	-	-	75,000
1.280	Regional Parks	19-05	Renewal	Repair GGRT Bridges (5)	-	S	Res	-	600,000	800,000	-	-	-	1,400,000
1.280	Regional Parks	20-03	New	Construct Park Facilities at St. John Point and Mill Farm	170,000	S	Cap	126,000	126,000	-	-	-	-	126,000
1.280	Regional Parks	20-08	New	Develop Matthew's Point Facilities Design & Expand East Sooke Aylard Farm Parking	55,000	S	Cap	26,500	26,500	-	-	-	-	26,500
1.280	Regional Parks	20-09	Renewal	Humpback Reservoir Dam Safety Review/DEP/OMS	-	S	Res	-	25,000	350,000	-	-	-	375,000
1.280	Regional Parks	21-01	Study	Humpback Reservoir Dam Safety Review/DEP/OMS	170,000	S	Cap	59,000	59,000	-	-	-	-	59,000
1.280	Regional Parks	21-01	Study	Humpback Reservoir Dam Safety Review/DEP/OMS	-	S	Res	-	95,000	-	-	-	-	95,000
1.280	Regional Parks	21-02	New	Design & Construct E&N Rail Trail Phase 5	-	S	Res	-	200,000	-	100,000	100,000	-	400,000
1.280	Regional Parks	21-02	New	Design & Construct E&N Rail Trail Phase 5	-	S	Grant	-	-	-	2,000,000	2,000,000	-	4,000,000
1.280	Regional Parks	21-03	Replacement	Construct Hamsterly Beach Washroom	800,000	B	Cap	520,000	520,000	-	-	-	-	520,000
1.280	Regional Parks	21-03	Replacement	Construct Hamsterly Beach Washroom	-	B	Res	-	200,000	-	-	-	-	200,000
1.280	Regional Parks	21-06	New	Purchase and Install Elk Lake Remediation Systems	1,417,000	E	Cap	700,000	700,000	-	-	-	-	700,000
1.280	Regional Parks	21-06	New	Purchase and Install Elk Lake Remediation Systems	-	E	Res	-	667,000	-	-	-	-	667,000
1.280	Regional Parks	21-07	Replacement	Replace Picnic Shelter at Aylard Farm - East Sooke Regional Park	175,000	S	Cap	139,000	139,000	-	-	-	-	139,000
1.280	Regional Parks	21-08	Renewal	Implement Environmental Restoration at Sooke Potholes & Gonzales Contaminated Sites	150,000	L	Cap	120,000	120,000	-	-	-	-	120,000
1.280	Regional Parks	21-16	Renewal	Design & Construct Improvements to Tower Point Parking Area	65,000	S	Res	-	50,000	-	-	-	-	50,000
1.280	Regional Parks	22-01	New	Design & Connect Regional Parks HQ to Municipal Sewer	500,000	S	Res	-	500,000	-	-	-	-	500,000
1.280	Regional Parks	22-02	Renewal	Design & Construct Elk/Beaver Lake Dams Upgrades (Dams 1, 2 & 3)	1,500,000	S	Res	-	50,000	250,000	-	1,200,000	-	1,500,000
1.280	Regional Parks	22-03	Renewal	Repair Paving at Matheson Lake Parking Lot	90,000	S	Res	-	90,000	-	-	-	-	90,000
1.280	Regional Parks	22-04	Decommission	Sooke Potholes Lodge Site Demolition	385,000	B	Res	-	-	-	-	385,000	-	385,000
1.280	Regional Parks	22-08	Replacement	Replace Elk Lake Fishing Pier	250,000	S	Res	-	125,000	-	-	-	-	125,000
1.280	Regional Parks	22-08	Replacement	Replace Elk Lake Fishing Pier	-	S	Grant	-	125,000	-	-	-	-	125,000
1.280	Regional Parks	22-09	Decommission	Demolish Witty's Lagoon Nature Center	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.280	Regional Parks	22-10	Replacement	Replace Matheson Creek Bridge	70,000	S	Res	-	70,000	-	-	-	-	70,000
1.280	Regional Parks	22-11	Renewal	Demolish Francis/King Residence and Upgrade Parking Area	40,000	S	Res	-	40,000	-	-	-	-	40,000

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1.280	Regional Parks	22-12	Replacement	Vehicle Replacement	2,007,000	V	ERF	-	345,000	507,000	555,000	370,000	230,000	2,007,000
1.280	Regional Parks	22-13	Replacement	Equipment Replacement	300,000	E	Res	-	60,000	47,000	61,000	63,000	69,000	300,000
1.280	Regional Parks	22-14	New	Potential Land Acquisition Transactions Geotechnical Assessment Thetis Lake	25,000,000	L	Debt	-	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
1.280	Regional Parks	22-15	Study	Dams Structural Assessment Humpback Dam	40,000	S	Res	-	40,000	-	-	-	-	40,000
1.280	Regional Parks	22-16	New	Valve	50,000	S	Res	-	50,000	-	-	-	-	50,000
1.280	Regional Parks	22-17	New	Portal Signs Feasibility Study Sooke Hills Wilderness	605,000	S	Res	-	137,000	117,000	117,000	117,000	117,000	605,000
1.280	Regional Parks	22-18	Study	Trail	25,000	S	Res	-	25,000	-	-	-	-	25,000
1.280	Regional Parks	22-19	Study	Repair Lochside Trail at Borden	120,000	S	Res	-	120,000	-	-	-	-	120,000
1.280	Regional Parks	22-20	Renewal	Repair Suspension Bridge Sooke Hills Wilderness Trail	50,000	S	Res	-	50,000	-	-	-	-	50,000
1.280	Regional Parks	22-21	New	Purchase side by side storage-Thetis Lake	31,000	S	Res	-	31,000	-	-	-	-	31,000
1.280	Regional Parks	22-22	New	Site development plan - Mill Hill & 728	796,000	B	Res	-	100,000	-	-	-	-	100,000
1.280	Regional Parks	22-23	New	Purchase & installation of office trailer	-	B	Res	-	240,000	-	-	-	-	240,000
1.280	Regional Parks	22-24	New	Purchase of equipment (IT & office equipment) for new site	-	E	Res	-	50,000	-	-	-	-	50,000
1.280	Regional Parks	22-25	New	Design sewer line for site at Elk Lake Purchase of New Genset for Mt.	-	S	Res	-	25,000	350,000	-	-	-	375,000
1.280	Regional Parks	23-01	New	McDonald	60,000	E	Res	-	-	60,000	-	-	-	60,000
1.280	Regional Parks	23-05	Study	Design Salt Spring Island Regional Trail	200,000	S	Res	-	-	100,000	-	-	-	100,000
1.280	Regional Parks	23-05	Study	Design Salt Spring Island Regional Trail	-	S	Grant	-	-	100,000	-	-	-	100,000
1.280	Regional Parks	23-07	Renewal	Repair Paving on Lochside Trail in Sidney	35,000	S	Res	-	35,000	-	-	-	-	35,000
1.280	Regional Parks	23-08	New	Construct Eagle Beach Retaining Wall Assess, Design & Replace Swan and Brett Trestles	50,000	S	Res	-	-	50,000	-	-	-	50,000
1.280	Regional Parks	23-10	Replacement		4,450,000	S	Res	-	-	150,000	-	2,000,000	2,300,000	4,450,000
1.280	Regional Parks	23-11	Renewal	Repair Witty's Lagoon Bridge	300,000	S	Res	-	-	300,000	-	-	-	300,000
1.280	Regional Parks	23-12	New	Site Characterization - Killarney Lake Dam	30,000	S	Res	-	-	30,000	-	-	-	30,000
1.280	Regional Parks	24-01	Renewal	Upgrade Humpback Dam Spalling	250,000	S	Res	-	-	-	250,000	-	-	250,000
1.280	Regional Parks	24-03	Renewal	Upgrade Sooke Potholes Campground Road	100,000	S	Res	-	-	-	100,000	-	-	100,000
1.280	Regional Parks	24-04	Renewal	Design Brookleigh Boat Launch	20,000	S	Res	-	-	-	20,000	-	-	20,000
1.280	Regional Parks	24-05	Study	Hydrotechnical Assessment (IDF) - Humpback Dam	50,000	S	Res	-	-	-	50,000	-	-	50,000
<b>Regional Parks Total</b>					<b>59,735,186</b>			<b>3,620,988</b>	<b>13,194,925</b>	<b>10,936,000</b>	<b>8,390,126</b>	<b>11,235,000</b>	<b>7,776,000</b>	<b>51,532,051</b>
1.290	Royal Theatre	20-03	New	Add Balcony & Pit Railings	75,000	B	Cap	75,000	75,000	-	-	-	-	75,000
1.290	Royal Theatre	21-01	Replacement	HVAC Upgrade	500,000	B	Other	485,000	485,000	-	-	-	-	485,000

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1.290	Royal Theatre	21-02	Replacement	Replace House Light System - Phase 2	90,000	B	Cap	50,000	50,000	-	-	-	-	50,000
1.290	Royal Theatre	21-05	Replacement	Replace Extendable Scissor Lift	26,000	E	Res	-	26,000	-	-	-	-	26,000
1.290	Royal Theatre	21-12	Renewal	Repair Building Envelope	2,293,000	B	Res	-	375,000	350,000	375,000	93,000	-	1,193,000
1.290	Royal Theatre	21-12	Renewal	Repair Building Envelope	-	B	Other	-	375,000	350,000	375,000	-	-	1,100,000
1.290	Royal Theatre	21-13	Renewal	Plan, Rebuild and Expand Orchestra Pit	115,000	B	Res	-	115,000	-	-	-	-	115,000
1.290	Royal Theatre	22-01	Replacement	Replace Theatre Doors Phase 2	230,000	B	Res	-	230,000	-	-	-	-	230,000
1.290	Royal Theatre	22-03	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.290	Royal Theatre	23-01	Study	Study and Plan rebpouring and refinishing of concrete main floor and replacement of seats and aisle lights	30,000	B	Res	-	-	30,000	-	-	-	30,000
1.290	Royal Theatre	24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	700,000	B	Other	-	-	-	-	700,000	-	700,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	750,000	B	Other	-	-	-	-	750,000	-	750,000
1.290	Royal Theatre	25-01	Replacement	Replace Seats and Aisle Lights in balcony	250,000	B	Other	-	-	-	-	250,000	-	250,000
<b>Royal Theatre Total</b>					<b>5,195,000</b>			<b>610,000</b>	<b>1,781,000</b>	<b>730,000</b>	<b>750,000</b>	<b>1,793,000</b>	<b>-</b>	<b>5,054,000</b>
1.295	McPherson Theatre	20-05	Study	Railing Study	20,000	B	Cap	10,000	10,000	-	-	-	-	10,000
1.295	McPherson Theatre	21-04	Replacement	Replace Extendable Scissor Lift	26,000	E	Res	-	26,000	-	-	-	-	26,000
1.295	McPherson Theatre	21-09	Replacement	Replace and Add FOH Directional Signage	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.295	McPherson Theatre	21-10	Replacement	Balcony Rail Fabrication and Installation	25,000	B	Res	-	25,000	-	-	-	-	25,000
1.295	McPherson Theatre	21-13	Renewal	Repair Building Envelope and Restore Façade	1,163,000	B	Res	-	-	325,000	300,000	300,000	238,000	1,163,000
1.295	McPherson Theatre	22-02	New	Add New Storage Closet in Mezzanine	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.295	McPherson Theatre	22-04	Renewal	Restore Lobby Floor	25,000	B	Res	-	25,000	-	-	-	-	25,000
1.295	McPherson Theatre	22-05	Renewal	Repair East Elevation Wall	2,109,000	B	Res	-	2,109,000	-	-	-	-	2,109,000
1.295	McPherson Theatre	22-06	Renewal	Recoating of Fibreglass Façade	13,000	B	Res	-	13,000	-	-	-	-	13,000
1.295	McPherson Theatre	22-07	Renewal	Repair Stand-alone canopies	5,000	B	Res	-	5,000	-	-	-	-	5,000
1.295	McPherson Theatre	22-08	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
<b>McPherson Theatre Total</b>					<b>3,816,000</b>			<b>10,000</b>	<b>2,293,000</b>	<b>325,000</b>	<b>300,000</b>	<b>300,000</b>	<b>238,000</b>	<b>3,456,000</b>
1.297	Arts Grants and Development	22-01	Replacement	Computer and Printer	1,550	E	ERF	-	1,550	-	-	-	-	1,550
<b>Arts Grants and Development Total</b>					<b>3,440</b>			<b>-</b>	<b>1,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,550</b>
1.310	Land Banking and Housing	18-03	New	RHFP	25,500,000	B	Debt	-	-	17,000,000	8,500,000	-	-	25,500,000

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1.310	Land Banking and Housing	18-03	New	RHFP	10,000,000	B	Other	-	-	10,000,000	-	-	-	10,000,000
1.310	Land Banking and Housing	18-03	New	RHFP	142,000,000	B	Other	-	-	108,000,000	34,000,000	-	-	142,000,000
1.310	Land Banking and Housing	20-01	Replacement	Office Equipment Replacement	20,000	E	ERF	-	2,000	4,000	10,000	2,000	2,000	20,000
1.310	Land Banking and Housing	21-01	New	RHFP - Prosser	3,000,000	B	Grant	2,492,866	-	2,492,866	-	-	-	2,492,866
1.310	Land Banking and Housing	21-01	New	RHFP - Prosser	3,250,000	B	Grant	3,250,000	-	3,250,000	-	-	-	3,250,000
1.310	Land Banking and Housing	21-01	New	RHFP - Prosser	9,682,800	B	Other	9,682,800	-	9,682,800	-	-	-	9,682,800
	<b>Land Banking and Housing Total</b>				<b>193,452,800</b>			<b>15,425,666</b>	<b>2,000</b>	<b>150,429,666</b>	<b>42,510,000</b>	<b>2,000</b>	<b>2,000</b>	<b>192,945,666</b>
1.313	Animal Care Services	19-01	Replacement	Computer Replacements	18,364	E	ERF	-	4,040	4,120	4,205	-	-	12,365
1.313	Animal Care Services	19-02	Replacement	Vehicle Replacements	194,000	V	ERF	-	18,000	18,000	18,000	-	-	54,000
1.313	Animal Care Services	19-02	Replacement	Vehicle Replacements	-	V	Other	-	139,235	-	-	-	-	139,235
1.313	Animal Care Services	22-01	New	Facility Investment	200,000	B	Other	-	200,000	-	-	-	-	200,000
1.313	Animal Care Services	22-01	New	Office and Shelter Improvement	118,000	B	Other	-	118,000	-	-	-	-	118,000
1.313	Animal Care Services	22-03	New	Upgrade Network Access	10,000	E	Other	-	10,000	-	-	-	-	10,000
1.313	Animal Care Services	22-04	New	CRD Pets App	50,000	E	Other	-	50,000	-	-	-	-	50,000
	<b>Animal Care Services Total</b>				<b>590,364</b>			<b>-</b>	<b>539,275</b>	<b>22,120</b>	<b>22,205</b>	<b>-</b>	<b>-</b>	<b>583,600</b>
1.318	Building Inspection	18-01	Replacement	Vehicle Replacement	145,000	V	ERF	-	45,000	50,000	-	-	50,000	145,000
1.318	Building Inspection	19-01	Replacement	Computer Replacement	30,600	E	ERF	-	8,600	6,000	5,500	4,500	6,000	30,600
1.318	Building Inspection	22-01	Replacement	Phone System	16,000	E	ERF	-	16,000	-	-	-	-	16,000
1.318	Building Inspection	22-02	New	New Furniture - Fisgard	50,000	E	ERF	-	50,000	-	-	-	-	50,000
1.318	Building Inspection	22-03	New	Microfiche Computer	1,300	E	ERF	-	1,300	-	-	-	-	1,300
1.318	Building Inspection	22-04	Replacement	JDF Printer	3,000	E	ERF	-	3,000	-	-	-	-	3,000
1.318	Building Inspection	22-05	Replacement	Photocopoier	10,000	E	ERF	-	10,000	-	-	-	-	10,000
	<b>Building Inspection Total</b>				<b>255,900</b>			<b>-</b>	<b>133,900</b>	<b>56,000</b>	<b>5,500</b>	<b>4,500</b>	<b>56,000</b>	<b>255,900</b>
1.323	ByLaw Services	19-01	Replacement	Computers	4,950	E	ERF	-	990	1,010	1,030	-	-	3,030
1.323	ByLaw Services	19-02	Replacement	Vehicle	75,000	V	ERF	-	15,000	15,000	15,000	-	-	45,000
	<b>ByLaw Services Total</b>				<b>79,950</b>			<b>-</b>	<b>15,990</b>	<b>16,010</b>	<b>16,030</b>	<b>-</b>	<b>-</b>	<b>48,030</b>
1.324	Regional Planning Services	18-01	Replacement	Computer Replacement	36,700	E	ERF	-	8,000	3,000	7,000	5,000	3,000	26,000
1.324	Regional Planning Services	22-01	Renewal	Photocopier Renewal	40,000	E	ERF	-	-	40,000	-	-	-	40,000
1.324	Regional Planning Services	21-01	Renewal	RSP Office Renovation	92,400	E	ERF	-	92,400	-	-	-	-	92,400

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Regional Planning Services					169,100	-	100,400	43,000	7,000	5,000	3,000	158,400		
Total														
1.325	Community Planning	19-01	Replacement	Multi Function Printer	10,000	E	ERF	-	10,000	-	-	-	10,000	
1.325	Community Planning	20-01	Replacement	Computer Equipment	8,150	E	ERF	-	-	2,410	3,910	-	6,320	
1.325	Community Planning	22-01	Replacement	Vehicle	35,000	E	ERF	-	35,000	-	-	-	35,000	
1.325	Community Planning	22-02	Study	Otter Point Ground Water Study (for OCP)	100,000	S	Grant	-	100,000	-	-	-	100,000	
<b>Community Planning Total</b>					<b>153,150</b>			<b>-</b>	<b>145,000</b>	<b>2,410</b>	<b>3,910</b>	<b>-</b>	<b>151,320</b>	
1.335	Geo-Spatial Referencing	17-01	Replacement	RTK Monitor Computers	30,000	E	ERF	-	30,000	-	-	-	30,000	
1.335	Geo-Spatial Referencing	19-01	Replacement	Survey grade rover kit	40,000	E	ERF	40,000	40,000	-	-	-	40,000	
1.335	Geo-Spatial Referencing	20-01	Replacement	V10 Rover Receiver	45,000	E	ERF	-	-	45,000	-	-	45,000	
1.335	Geo-Spatial Referencing	22-01	Replacement	4 Net R9 ACP site receivers	40,000	E	ERF	-	-	-	40,000	-	40,000	
<b>Geo-Spatial Referencing Total</b>					<b>195,000</b>			<b>40,000</b>	<b>70,000</b>	<b>45,000</b>	<b>40,000</b>	<b>-</b>	<b>155,000</b>	
1.350	Willis Point Fire	20-03	Renewal	handicap access	8,000	B	Res	8,000	-	8,000	-	-	8,000	
1.350	Willis Point Fire	20-04	Renewal	hall paint	5,000	B	Res	5,000	-	5,000	-	-	5,000	
1.350	Willis Point Fire	22-02	Renewal	emergency exit	12,000	B	Res	-	-	5,000	-	-	5,000	
1.350	Willis Point Fire	22-03	Renewal	paving entrance for hall	15,030	E	Res	-	15,030	-	-	-	15,030	
1.350	Willis Point Fire	23-03	Renewal	kitchen renos	3,500	B	Res	-	-	-	3,500	-	3,500	
1.350	Willis Point Fire	23-04	Replacement	Engine 2 Replacement	650,000	V	Debt	-	-	275,000	-	-	275,000	
1.350	Willis Point Fire	23-04	Replacement	Engine 2 Replacement	-	V	ERF	-	-	375,000	-	-	375,000	
1.350	Willis Point Fire	21-01	Replacement	Turn Out Gear	24,000	E	ERF	-	6,000	6,000	6,000	6,000	24,000	
1.350	Willis Point Fire	23-01	Replacement	Auto Extrication Equipment	60,000	E	ERF	-	-	60,000	-	-	60,000	
1.350	Willis Point Fire	22-01	Replacement	Hose	6,000	E	ERF	-	6,000	-	-	-	6,000	
1.350	Willis Point Fire	25-01	New	Community Water Cisterns for Fire Protection	200,000	E	ERF	-	-	-	-	50,000	50,000	
<b>Willis Point Fire Total</b>					<b>983,530</b>			<b>13,000</b>	<b>27,030</b>	<b>734,000</b>	<b>9,500</b>	<b>56,000</b>	<b>-</b>	<b>826,530</b>
1.352	South Galiano Fire	18-02	Replacement	South Galiano Fire Hall	2,400,000	B	Debt	162,000	162,000	-	-	-	162,000	
1.352	South Galiano Fire	21-01	Replacement	Turn out Gear - 3 sets 2021	5,000	E	ERF	3,000	5,000	-	-	-	5,000	
1.352	South Galiano Fire	22-01	Replacement	Turn out Gear - 4 sets 2022	5,000	E	ERF	-	5,000	-	-	-	5,000	
1.352	South Galiano Fire	22-02	Replacement	Replace 4 inch fire hose	3,500	E	ERF	-	3,500	-	-	-	3,500	
1.352	South Galiano Fire	23-01	Replacement	Turn out Gear - 5 sets 2023	3,000	E	ERF	-	-	3,000	-	-	3,000	
1.352	South Galiano Fire	23-02	Replacement	Replace 2 inch firehose	2,800	E	ERF	-	-	2,800	-	-	2,800	

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1.352	South Galiano Fire	24-01	Replacement	Replace Engine 1, F00858	600,000	V	ERF	-	-	-	600,000	-	-	600,000
1.352	South Galiano Fire	24-02	Replacement	Turn out Gear 2 sets 2024	5,000	E	ERF	-	-	-	5,000	-	-	5,000
1.352	South Galiano Fire	25-01	Replacement	Turn out Gear 2 sets 2025	5,000	E	ERF	-	-	-	-	5,000	-	5,000
1.352	South Galiano Fire	26-01	Replacement	Turn out Gear 4 sets 2026	10,000	E	ERF	-	-	-	-	-	10,000	10,000
<b>South Galiano Fire Total</b>					<b>3,039,300</b>			<b>165,000</b>	<b>175,500</b>	<b>5,800</b>	<b>605,000</b>	<b>5,000</b>	<b>10,000</b>	<b>801,300</b>
1.353	Otter Point Fire	17-02	Replacement	Turnout Gear/Pagers/Hose	79,300	E	ERF	-	11,000	28,300	15,000	15,000	20,000	89,300
1.353	Otter Point Fire	19-02	Replacement	Replace driveway pavement	100,000	B	Res	-	60,000	-	-	-	40,000	100,000
1.353	Otter Point Fire	20-01	Replacement	Replace roof	40,000	B	Res	-	-	-	-	40,000	-	40,000
1.353	Otter Point Fire	22-01	Replacement	Replace SCBA packs	130,000	E	ERF	-	130,000	-	-	-	-	130,000
1.353	Otter Point Fire	22-02	Replacement	Building Expansion. Back Office	40,000	B	Res	-	-	40,000	-	-	-	40,000
1.353	Otter Point Fire	22-03	Replacement	Building and Siding	40,000	B	Res	-	-	-	40,000	-	-	40,000
<b>Otter Point Fire Total</b>					<b>429,300</b>			<b>-</b>	<b>201,000</b>	<b>68,300</b>	<b>55,000</b>	<b>55,000</b>	<b>60,000</b>	<b>439,300</b>
1.356	Pender Island Fire	19-02	Replacement	Replace (E27 Unit 746) Rated Mini-Pumper 1500 IGPM (2022)-ERF2	400,000	V	ERF	-	400,000	-	-	-	-	400,000
1.356	Pender Island Fire	20-01	Replacement	Gas Detectors -replace-ERF13	7,000	E	ERF	-	-	-	4,000	-	-	4,000
1.356	Pender Island Fire	20-12	Renewal	Hall 2 Upgrades-CCF10	50,000	B	Res	-	25,000	-	-	-	-	25,000
1.356	Pender Island Fire	20-13	Renewal	Hall 1 Fitness Area-CCF13	75,000	B	Res	-	75,000	-	-	-	-	75,000
1.356	Pender Island Fire	20-15	Renewal	Computer iPad and phones-ERF11	5,000	E	ERF	-	-	-	5,000	-	-	5,000
1.356	Pender Island Fire	21-01	Renewal	Hall 3 Painting - Hall #3 - Paint - upgrades-CCF11	15,000	B	Res	-	15,000	-	-	-	-	15,000
1.356	Pender Island Fire	21-02	Replacement	Fire hoses-ERF12	24,979	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.356	Pender Island Fire	21-03	Replacement	Turnout gear-ERF1	24,000	E	ERF	-	5,000	5,000	-	-	8,000	18,000
1.356	Pender Island Fire	21-04	Replacement	SCBA cylinder replacement-ERF15	10,000	E	ERF	-	-	-	-	-	10,000	10,000
1.356	Pender Island Fire	23-01	Replacement	Replace rescue equipment-ERF9	14,000	E	ERF	-	-	-	14,000	-	-	14,000
1.356	Pender Island Fire	25-01	Replacement	Replace R38 Unit 804-ERF6	100,000	E	ERF	-	-	-	-	100,000	-	100,000
<b>Pender Island Fire Total</b>					<b>724,979</b>			<b>-</b>	<b>525,000</b>	<b>10,000</b>	<b>28,000</b>	<b>105,000</b>	<b>23,000</b>	<b>691,000</b>
1.357	East Sooke Fire	17-05	Replacement	Turn out Gear	51,702	E	ERF	-	12,544	12,795	13,051	13,312	13,578	65,280
1.357	East Sooke Fire	18-01	Replacement	Tender 2	150,000	V	ERF	-	150,000	-	-	-	-	150,000
1.357	East Sooke Fire	19-01	Replacement	Squad Car	160,000	V	ERF	-	-	-	160,000	-	-	160,000
1.357	East Sooke Fire	20-01	Replacement	Fire Hall Energy Renovation	30,000	E	Cap	7,000	7,000	-	-	-	-	7,000
1.357	East Sooke Fire	21-02	Replacement	Roof for training area	14,000	E	Cap	4,000	4,000	-	-	-	-	4,000

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1.357	East Sooke Fire	21-03	Replacement	Extrication gear	23,000	E	ERF	-	-	-	-	-	23,000	23,000
1.357	East Sooke Fire	21-04	Replacement	Landscaping	10,000	B	Res	10,000	10,000	-	-	-	-	10,000
1.357	East Sooke Fire	21-05	Replacement	Roof seal replacement	5,000	E	ERF	-	-	-	-	-	5,000	5,000
1.357	East Sooke Fire	22-01	Replacement	Pagers	10,500	E	ERF	-	3,500	3,500	3,500	-	-	10,500
1.357	East Sooke Fire	22-02	Replacement	Hoses	6,200	E	ERF	-	-	-	-	6,200	-	6,200
1.357	East Sooke Fire	22-03	New	SPU Completion	45,000	B	Res	-	45,000	-	-	-	-	45,000
1.357	East Sooke Fire	22-04	Replacement	East Sooke Community Hall capital projects	10,500	E	Res	-	10,500	-	-	-	-	10,500
<b>East Sooke Fire Total</b>					<b>515,902</b>			<b>21,000</b>	<b>242,544</b>	<b>16,295</b>	<b>176,551</b>	<b>19,512</b>	<b>41,578</b>	<b>496,480</b>
1.358	Port Renfrew Fire	21-01	Replacement	Repelling package	10,000	E	ERF	10,000	10,000	-	-	-	-	10,000
1.358	Port Renfrew Fire	22-01	Replacement	Protective Clothing	10,000	E	ERF	-	10,000	-	-	-	-	10,000
1.358	Port Renfrew Fire	22-02	Replacement	Telecommunications	10,000	E	ERF	-	10,000	-	-	-	-	10,000
1.358	Port Renfrew Fire	22-03	Replacement	Telecommunications	3,000	E	ERF	-	3,000	-	-	-	-	3,000
<b>Port Renfrew Fire Total</b>					<b>33,000</b>			<b>10,000</b>	<b>33,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,000</b>
1.360	Shirley Fire Department	19-01	Replacement	Firefighting Equipment	10,000	E	ERF	-	10,000	-	-	-	-	10,000
<b>Shirley Fire Department Total</b>					<b>10,000</b>			<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>
1.369	Electoral Area Fire Services	21-01	Study	Structure Protection Unit (Sprinkler trailer)	156,300	E	Res	156,300	156,300	-	-	-	-	156,300
<b>Electoral Area Fire Services Total</b>					<b>156,300</b>			<b>156,300</b>	<b>156,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>156,300</b>
1.370	JDF Emergency Program	18-01	Replacement	Portable generators	20,080	E	ERF	-	5,070	5,170	-	-	-	10,240
1.370	JDF Emergency Program	20-01	New	In-reach devices	3,940	E	ERF	-	3,940	-	-	-	-	3,940
1.370	JDF Emergency Program	20-02	Replacement	Computer	5,000	E	ERF	-	2,700	2,300	-	-	-	5,000
<b>JDF Emergency Program Total</b>					<b>29,020</b>			<b>-</b>	<b>11,710</b>	<b>7,470</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,180</b>
1.372	Emergency Planning Coordination	20-01	Replacement	Computer Equipment Replacement	2,500	E	ERF	-	-	-	2,500	-	-	2,500
<b>Emergency Planning Coordination Total</b>					<b>2,500</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>2,500</b>	<b>-</b>	<b>-</b>	<b>2,500</b>
1.373	SGL Emergency Program	21-01	New	Shipping Containers	35,000	E	Res	35,000	35,000	-	-	-	-	35,000
1.373	SGL Emergency Program	21-02	New	Computer	12,000	E	Res	12,000	12,000	-	-	-	-	12,000
<b>SGL Emergency Program Total</b>					<b>47,000</b>			<b>47,000</b>	<b>47,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>47,000</b>
1.375	Hazardous Material Incident Response	21-01	Replacement	Hazmat Equipment	50,000	E	ERF	-	10,000	10,000	10,000	10,000	-	40,000
1.375	Hazardous Material Incident Response	22-01	Replacement	SCBA	80,000	E	ERF	-	80,000	-	-	-	-	80,000
<b>Hazardous Material Incident Response Total</b>					<b>130,000</b>			<b>-</b>	<b>90,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>120,000</b>

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**Appendix M**

1.405	JDF EA Community Parks & Recreation	21-01	New	Wieland Trail	100,000	L	Grant	50,000	50,000	50,000	-	-	-	100,000
1.405	JDF EA Community Parks & Recreation	21-02	New	Carpenter Road Park - Dam Remediation	80,000	S	Grant	30,000	60,000	-	-	-	-	60,000
1.405	JDF EA Community Parks & Recreation	22-01	New	Coppermine - Tennis Court Resurfacing	65,000	S	Grant	-	65,000	-	-	-	-	65,000
1.405	JDF EA Community Parks & Recreation	22-02	New	Chubb Rd - Dock Installation	50,000	S	Grant	-	50,000	-	-	-	-	50,000
1.405	JDF EA Community Parks & Recreation	22-03	New	Community Planning	40,000	S	Grant	-	40,000	-	-	-	-	40,000
	<b>JDF EA Community Parks &amp; Recreation Total</b>				<b>335,000</b>			<b>80,000</b>	<b>265,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>315,000</b>
1.40x	SEAPARC	16-02	Renewal	Building Renewal	189,000	B	Res	-	120,000	-	-	-	-	120,000
1.40x	SEAPARC	17-06	Replacement	Mechanical Equipment	85,000	E	ERF	-	25,000	30,000	30,000	-	-	85,000
1.40x	SEAPARC	17-08	Replacement	Computer Replacement	2,700	E	ERF	-	2,700	-	-	-	-	2,700
1.40x	SEAPARC	20-05	Replacement	Community Recreation Bus	40,000	V	ERF	-	-	-	-	40,000	-	40,000
1.40x	SEAPARC	20-06	New	Utility Service - Outdoor Facilities	10,000	S	Res	-	-	-	10,000	-	-	10,000
1.40x	SEAPARC	20-08	Renewal	Electrical Distribution	150,000	E	Res	-	50,000	50,000	-	-	50,000	150,000
1.40x	SEAPARC	20-09	Replacement	Arena DHW Storage	25,000	E	Res	-	-	25,000	-	-	-	25,000
1.40x	SEAPARC	21-02	New	Outdoor Activity Space Development	140,000	E	Res	-	-	-	-	-	140,000	140,000
1.40x	SEAPARC	21-03	Replacement	Grounds Equipment	75,000	E	ERF	-	-	-	30,000	-	-	30,000
1.40x	SEAPARC	22-02	Renewal	Pool Roof Replacement	230,000	B	Res	-	230,000	-	-	-	-	230,000
1.40x	SEAPARC	22-03	Renewal	Radio Upgrade	35,000	E	ERF	-	-	35,000	-	-	-	35,000
1.40x	SEAPARC	22-04	Replacement	Pool Lectronator System	60,000	E	ERF	-	25,000	15,000	-	10,000	10,000	60,000
1.40x	SEAPARC	22-05	Replacement	Pool Tile Re-Grout	6,000	B	Res	-	5,000	-	-	-	1,000	6,000
1.40x	SEAPARC	22-06	Renewal	Compressor Drive Motors	13,000	E	ERF	-	13,000	-	-	-	-	13,000
1.40x	SEAPARC	22-07	Renewal	Golf Course Irrigaiton Upgrade	30,000	E	Res	-	10,000	5,000	5,000	5,000	5,000	30,000
1.40x	SEAPARC	22-08	Replacement	Pool Lighting	100,000	B	Res	-	100,000	-	-	-	-	100,000
1.40x	SEAPARC	22-09	Replacement	Pool Changeroom Fixtures	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.40x	SEAPARC	22-10	Renewal	System balancing	25,000	B	Res	-	25,000	-	-	-	-	25,000
1.40x	SEAPARC	22-11	Replacement	DDC Panels	20,000	E	Res	-	20,000	-	-	-	-	20,000
1.40x	SEAPARC	22-12	Replacement	Pool Clorination System	205,000	E	Res	-	205,000	-	-	-	-	205,000
1.40x	SEAPARC	22-13	Renewal	Access Improvements	65,000	B	Res	-	15,000	-	-	-	-	15,000
1.40x	SEAPARC	22-13	Renewal	Access Improvements	-	B	Grant	-	50,000	-	-	-	-	50,000
1.40x	SEAPARC	23-01	Replacement	Truck	20,000	V	ERF	-	20,000	-	-	-	-	20,000



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1.40x	SEAPARC	23-02	Replacement	Chiller	80,000	E	Res	-	-	80,000	-	-	-	80,000
1.40x	SEAPARC	23-03	Replacement	Skate Park Renewal	1,000,000	S	Res	-	-	250,000	-	-	-	250,000
1.40x	SEAPARC	23-03	Replacement	Skate Park Renewal	-	S	Grant	-	-	750,000	-	-	-	750,000
1.40x	SEAPARC	23-04	Renewal	Building Renewal	330,000	B	Res	-	30,000	50,000	-	100,000	150,000	330,000
1.40x	SEAPARC	23-05	Replacement	Computer Replacement	10,000	E	ERF	-	-	2,000	2,000	2,000	2,000	8,000
1.40x	SEAPARC	23-06	Replacement	Grounds Equipment	60,000	E	ERF	-	-	20,000	-	40,000	-	60,000
1.40x	SEAPARC	23-07	Renewal	Parking Lot Remediation	50,000	S	Res	-	-	25,000	-	-	25,000	50,000
1.40x	SEAPARC	24-01	New	Land Aquisition	500,000	L	Debt	-	-	-	500,000	-	-	500,000
1.40x	SEAPARC	24-02	Renewal	Pool Roof Replacement	250,000	B	Res	-	-	-	250,000	-	-	250,000
1.40x	SEAPARC	25-01	Replacement	Golf Works building	200,000	S	Res	-	-	-	-	200,000	-	200,000
1.40x	SEAPARC	25-02	Replacement	Mechanical Equipment	65,000	E	ERF	-	-	-	-	30,000	35,000	65,000
<b>SEAPARC Total</b>					<b>4,080,700</b>			<b>-</b>	<b>955,700</b>	<b>1,337,000</b>	<b>827,000</b>	<b>427,000</b>	<b>418,000</b>	<b>3,964,700</b>
1.44X	Panorama Recreation	15-01	Study	Inspection - asbestos inventory	20,925	B	Cap	15,895	15,895	-	-	-	-	15,895
1.44X	Panorama Recreation	17-04	Renewal	Dessicant dehumidifier for Ice Plant	350,000	B	Cap	310,607	310,607	-	-	-	-	310,607
1.44X	Panorama Recreation	17-08	Renewal	Arena concourse (lobby) roof	85,000	B	Cap	80,730	80,730	-	-	-	-	80,730
1.44X	Panorama Recreation	18-02	New	Install Plant Maintenance SAP Program	150,000	E	Res	-	150,000	-	-	-	-	150,000
1.44X	Panorama Recreation	18-03	Replacement	DDC Replacement (direct digital controls)	112,000	B	Res	-	112,000	-	-	-	-	112,000
1.44X	Panorama Recreation	18-09	Replacement	Replace Pool room HVAC Air handling Unit	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.44X	Panorama Recreation	18-14	New	Install roof safety guide wires - arenas, tennis buildings	168,000	B	Cap	151,897	151,897	-	-	-	-	151,897
1.44X	Panorama Recreation	19-08	Replacement	Replace weight room (stretching area) HVAC	9,000	B	Res	-	9,000	-	-	-	-	9,000
1.44X	Panorama Recreation	19-09	Replacement	Replace Ice Resurfacer	209,000	V	ERF	-	209,000	-	-	-	-	209,000
1.44X	Panorama Recreation	19-15	New	Heat Recovery Plant	2,453,000	B	Debt	-	1,753,000	-	-	-	-	1,753,000
1.44X	Panorama Recreation	19-15	New	Heat Recovery Plant	-	B	Grant	-	700,000	-	-	-	-	700,000
1.44X	Panorama Recreation	20-09	Replacement	Replace Ice Resurfacer	209,000	V	ERF	-	209,000	-	-	-	-	209,000
1.44X	Panorama Recreation	20-08	Renewal	Resurface/line painting (outdoor) Tennis courts	33,600	S	Res	-	33,600	-	-	-	-	33,600
1.44X	Panorama Recreation	20-10	New	Level 3 Electric Vehicle charging station	65,000	S	Res	-	65,000	-	-	-	-	65,000
1.44X	Panorama Recreation	21-01	Renewal	Roof - Arena A, B & Tennis	120,000	B	Cap	100,000	120,000	-	-	-	-	120,000
1.44X	Panorama Recreation	21-06	Replacement	Vehicle Replacement (Club Car)	20,000	V	ERF	-	20,000	-	-	-	-	20,000
1.44X	Panorama Recreation	21-07	New	Multi-Purpose Sport Field	1,268,238	E	Grant	-	524,777	-	-	-	-	524,777

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1.44X	Panorama Recreation	21-07	New	Multi-Purpose Sport Field	-	E	Grant	-	30,000	-	-	-	-	30,000
1.44X	Panorama Recreation	21-07	New	Multi-Purpose Sport Field	-	E	Cap	309,927	309,927	-	-	-	-	309,927
1.44X	Panorama Recreation	22-01	Replacement	Replace Arena B rubber flooring	110,000	B	Res	-	-	55,000	-	-	-	55,000
1.44X	Panorama Recreation	22-01	Replacement	Replace Arena B rubber flooring	-	B	Grant	-	-	55,000	-	-	-	55,000
1.44X	Panorama Recreation	22-02	Replacement	Replace Daktronic/Electronic Road Sign	70,000	S	Res	-	70,000	-	-	-	-	70,000
1.44X	Panorama Recreation	22-05	Replacement	Equipment Replacement (pooled)	459,000	E	ERF	-	459,000	-	-	-	-	459,000
1.44X	Panorama Recreation	22-06	Replacement	Turstitles	150,000	E	ERF	-	150,000	-	-	-	-	150,000
1.44X	Panorama Recreation	22-07	New	Assessability upgrades	50,000	B	Grant	-	50,000	-	-	-	-	50,000
1.44X	Panorama Recreation	23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	325,000	B	Res	-	310,000	-	-	-	-	310,000
1.44X	Panorama Recreation	23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility		B	Grant	-	15,000	-	-	-	-	15,000
1.44X	Panorama Recreation	23-04	Replacement	Replace Fitness Studio HVAC	50,000	B	Res	-	-	50,000	-	-	-	50,000
1.44X	Panorama Recreation	23-06	Replacement	Equipment Replacement (pooled)	150,500	E	ERF	-	-	253,832	-	-	-	253,832
1.44X	Panorama Recreation	23-07	Replacement	Replace Chevrolet Passenger car	46,000	V	ERF	-	46,000	-	-	-	-	46,000
1.44X	Panorama Recreation	23-08	Replacement	Replace Utility trailer	15,000	V	ERF	-	-	15,000	-	-	-	15,000
1.44X	Panorama Recreation	23-09	Replacement	Replace Play in the Park Trailer	11,000	V	ERF	-	-	11,000	-	-	-	11,000
1.44X	Panorama Recreation	23-13	Replacement	Overhead Doors Olympia bay - auto	20,000	B	Res	-	-	20,000	-	-	-	20,000
1.44X	Panorama Recreation	24-01	Replacement	Arena A&B insulation	110,000	B	Res	-	-	-	110,000	-	-	110,000
1.44X	Panorama Recreation	24-02	Replacement	Arena Lobby HVAC	30,000	E	ERF	-	-	-	30,000	-	-	30,000
1.44X	Panorama Recreation	24-04	Replacement	Refinish indoor tennis surface	26,000	B	Res	-	-	-	26,000	-	-	26,000
1.44X	Panorama Recreation	24-05	Replacement	Greenglade Playground	250,000	E	Res	-	250,000	-	-	-	-	250,000
1.44X	Panorama Recreation	24-06	Replacement	Equipment Replacement (pooled)	324,525	E	ERF	-	-	-	274,172	-	-	274,172
1.44X	Panorama Recreation	24-07	Replacement	Overhead Doors Olympia bay - auto	20,000	E	ERF	-	-	-	20,000	-	-	20,000
1.44X	Panorama Recreation	24-08	Renewal	Water supply system upgrade	22,000	E	ERF	-	-	-	22,000	-	-	22,000
1.44X	Panorama Recreation	25-01	Replacement	Equipment Replacement (pooled)	334,061	E	ERF	-	-	-	-	338,262	-	338,262
1.44X	Panorama Recreation	25-03	Renewal	Rebuild ice plant compressor	25	E	Res	-	-	-	-	25,000	-	25,000
1.44X	Panorama Recreation	25-04	Replacement	Replace lap pool heater	50,000	E	Res	-	-	-	-	50,000	-	50,000
1.44X	Panorama Recreation	25-05	Replacement	Replacement of underwater lighting	50,000	B	Res	-	-	-	-	50,000	-	50,000
1.44X	Panorama Recreation	25-06	Renewal	Re-tile pool	200,000	B	Res	-	-	-	-	200,000	-	200,000
1.44X	Panorama Recreation	25-07	Replacement	Replace heating sustem in tennis courts	60,000	E	Res	-	-	-	-	60,000	-	60,000

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1.44X	Panorama Recreation	25-09	Replacement	Phone system	60,000	E	ERF	-	-	-	-	60,000	-	60,000
1.44X	Panorama Recreation	26-01	Replacement	Equipment Replacement (pooled)	344,430	E	ERF	-	-	-	-	-	345,630	345,630
1.44X	Panorama Recreation	26-02	Replacement	Replace Ford F250 4x4	55,000	E	ERF	-	-	-	-	-	55,000	55,000
1.44X	Panorama Recreation	26-03	Replacement	Replace sound system in Areana A&B	32,000	E	ERF	-	-	-	-	-	32,000	32,000
1.44X	Panorama Recreation	26-04	Renewal	Building improvements	142,000	B	Res	-	-	-	-	-	142,000	142,000
1.44X	Panorama Recreation	26-05	Replacement	HVAC equipment replacement	123,000	B	Res	-	-	-	-	-	123,000	123,000
1.44X	Panorama Recreation	26-06	Replacement	Replace diving board stands	20,000	B	Res	-	-	-	-	-	20,000	20,000
1.44X	Panorama Recreation	26-07	Replacement	Replace squash court floors	20,000	B	Res	-	-	-	-	-	20,000	20,000
<b>Panorama Recreation Total</b>					<b>9,052,304</b>			<b>969,056</b>	<b>6,204,433</b>	<b>459,832</b>	<b>482,172</b>	<b>783,262</b>	<b>737,630</b>	<b>8,667,329</b>
1.455	SSI Community Parks	20-08	New	Centennial Park Upgrades	800,000	S	Grant	-	600,000	-	-	-	-	600,000
1.455	SSI Community Parks	20-06	New	Construction of Ganges Boardwalk	1,005,000	S	Res	-	5,000	-	-	-	-	5,000
1.455	SSI Community Parks	20-06	New	Construction of Ganges Boardwalk	-	S	Debt	-	-	1,000,000	-	-	-	1,000,000
1.455	SSI Community Parks	19-07	Renewal	Improve Beach Accesses	55,000	S	Res	-	-	-	10,000	-	10,000	20,000
1.455	SSI Community Parks	19-07	Renewal	Improve Beach Accesses	-	S	Grant	-	20,000	-	-	-	-	20,000
1.455	SSI Community Parks	20-04	Replacement	Rotary Dock Replacement	45,000	S	Res	-	20,000	-	-	-	-	20,000
1.455	SSI Community Parks	20-04	Replacement	Rotary Dock Replacement	-	S	Grant	-	25,000	-	-	-	-	25,000
1.455	SSI Community Parks	20-05	Renewal	Centennial Park Boardwalk Upgrades	150,000	S	Res	-	5,000	5,000	10,000	5,000	25,000	50,000
1.455	SSI Community Parks	20-05	Renewal	Centennial Park Boardwalk Upgrades	-	S	Grant	-	25,000	25,000	25,000	25,000	-	100,000
1.455	SSI Community Parks	21-05	Replacement	Vehicle Replacement	90,000	V	ERF	-	40,000	-	-	55,000	-	95,000
1.455	SSI Community Parks	21-05	Replacement	Vehicle Replacement	-	V	Grant	-	50,000	-	-	-	-	50,000
1.455	SSI Community Parks	19-09	Replacement	ERF for maintenance equipment	25,000	E	ERF	5,000	15,000	15,000	5,000	5,000	5,000	45,000
1.455	SSI Community Parks	21-06	New	New mower	20,000	V	Res	20,000	40,000	-	-	-	-	40,000
1.455	SSI Community Parks	21-08	New	New park maintenance truck	40,000	V	Res	45,000	-	40,000	-	-	-	40,000
1.455	SSI Community Parks	21-01	New	Linear Park Development	150,000	S	Res	-	5,000	20,000	25,000	25,000	25,000	100,000
1.455	SSI Community Parks	21-01	New	Linear Park Development	150,000	S	Grant	-	30,000	30,000	30,000	30,000	30,000	150,000
1.455	SSI Community Parks	21-02	New	Centennial Park Playground - Donation	70,000	E	Other	70,000	70,000	-	-	-	-	70,000
1.455	SSI Community Parks	22-03	Renewal	Playground upgrades	30,000	S	Res	-	-	15,000	-	-	-	15,000
<b>SSI Community Parks Total</b>					<b>2,630,000</b>			<b>140,000</b>	<b>950,000</b>	<b>1,150,000</b>	<b>105,000</b>	<b>145,000</b>	<b>95,000</b>	<b>2,445,000</b>
1.458	SSI Community Recreation	21-09	Replacement	Replace Tennis Court #2,3,4	300,000	S	Res	-	-	100,000	-	-	-	100,000

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1.458	SSI Community Recreation	21-09	Replacement	Replace Tennis Court #2,3,4	-	S	Grant	-	-	200,000	-	-	-	200,000
1.458	SSI Community Recreation	19-09	Replacement	Office and computer equipment	25,000	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.458	SSI Community Recreation	21-07	Renewal	Tennis Court Upgrades	35,000	S	Res	-	20,000	-	-	-	-	20,000
1.458	SSI Community Recreation	22-01	Study	Skate Board Park Condition Assessment	5,000	S	Res	-	5,000	-	-	-	-	5,000
1.458	SSI Community Recreation	22-02	Renewal	Bike Park Annual Repairs and Upgrades	15,000	S	Res	-	5,000	-	5,000	-	5,000	15,000
	<b>SSI Community Recreation Total</b>				<b>380,000</b>			<b>-</b>	<b>35,000</b>	<b>305,000</b>	<b>10,000</b>	<b>5,000</b>	<b>10,000</b>	<b>365,000</b>
1.459	SSI Park Land & Rec Programs	20-10	New	Sport Field Development	540,000	S	Res	-	150,000	90,000	-	-	-	240,000
1.459	SSI Park Land & Rec Programs	20-10	New	Sport Field Development	-	S	Grant	-	300,000	-	-	-	-	300,000
1.459	SSI Park Land & Rec Programs	19-12	New	Expand or upgrade Trail Network and parking	160,000	L	Res	-	39,875	-	-	-	-	39,875
1.459	SSI Park Land & Rec Programs	19-12	New	Expand or upgrade Trail Network and parking	-	L	Grant	-	90,127	-	-	-	-	90,127
1.459	SSI Park Land & Rec Programs	19-13	New	Purchase Additional Parkland	750,000	L	Res	-	50,000	700,000	-	-	-	750,000
1.459	SSI Park Land & Rec Programs	22-02	Study	Firehall Acquisition	50,000	L	Res	-	50,000	-	-	-	-	50,000
1.459	SSI Park Land & Rec Programs	19-14	Renewal	Portlock Park Upgrades	2,650,000	L	Res	-	-	-	-	100,000	-	100,000
1.459	SSI Park Land & Rec Programs	19-14	Renewal	Portlock Park Upgrades	-	B	Grant	-	-	50,000	-	-	-	50,000
1.459	SSI Park Land & Rec Programs	19-14	Renewal	Portlock Park Upgrades	-	B	Grant	-	-	-	2,500,000	-	-	2,500,000
1.459	SSI Park Land & Rec Programs	20-14	New	Park Maintenance Facility	305,000	B	Res	-	70,000	40,000	80,000	-	-	190,000
1.459	SSI Park Land & Rec Programs	25-01	Replacement	Life Rings	10,000	E	Res	-	-	-	-	10,000	-	10,000
1.459	SSI Park Land & Rec Programs	18-01	Renewal	Repairs to Pool Building	125,000	B	Grant	-	25,000	25,000	25,000	25,000	25,000	125,000
1.459	SSI Park Land & Rec Programs	20-01	Study	Pool site master plan	30,000	B	Res	-	5,000	-	-	-	-	5,000
1.459	SSI Park Land & Rec Programs	21-01	New	Recreation Centre Expansion	1,202,735	B	Res	-	75,000	-	-	-	-	75,000
1.459	SSI Park Land & Rec Programs	21-01	New	Recreation Centre Expansion	-	B	Grant	-	832,735	-	-	-	-	832,735
1.459	SSI Park Land & Rec Programs	21-01	New	Recreation Centre Expansion	-	B	Grant	-	295,000	-	-	-	-	295,000
1.459	SSI Park Land & Rec Programs	21-02	New	Pool expansion	95,000	B	Res	-	50,000	45,000	-	-	-	95,000
1.459	SSI Park Land & Rec Programs	21-02	New	Pool expansion	8,000,000	B	Debt	-	-	8,000,000	-	-	-	8,000,000
1.459	SSI Park Land & Rec Programs	20-03	Replacement	Replace Pool Flooring	25,000	B	Res	-	-	25,000	-	-	-	25,000
1.459	SSI Park Land & Rec Programs	22-04	Renewal	Upgrade Pool Parking Lot	50,000	S	Res	-	-	-	50,000	-	-	50,000
1.459	SSI Park Land & Rec Programs	19-15	Replacement	Pool equipment replacements	241,215	E	ERF	-	30,000	22,500	35,000	30,000	40,000	157,500
1.459	SSI Park Land & Rec Programs	21-04	New	EV Charger	5,000	B	Res	-	5,000	-	-	-	-	5,000
1.459	SSI Park Land & Rec Programs	25-03	Replacement	Replace pool expansion joints	10,000	B	Res	-	-	-	-	10,000	-	10,000

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1.459	SSI Park Land & Rec Programs	25-02	Replacement	Rainbow Road Dog Park	20,000	B	Res	-	-	-	-	20,000	-	20,000
1.459	SSI Park Land & Rec Programs	22-05	Replacement	Pool Changeroom Lockers	80,000	E	ERF	-	-	40,000	-	-	-	40,000
1.459	SSI Park Land & Rec Programs	22-06	New	New EV Maintenance Truck	40,000	B	Res	-	-	40,000	-	-	-	40,000
1.459	SSI Park Land & Rec Programs	22-07	New	Constuction of Multipurpose Room or Portable	328,385	B	Cap	-	3,400	-	-	-	-	3,400
	<b>SSI Park Land &amp; Rec Programs Total</b>				<b>14,842,335</b>			<b>-</b>	<b>2,071,137</b>	<b>9,077,500</b>	<b>2,690,000</b>	<b>195,000</b>	<b>65,000</b>	<b>14,098,637</b>
1.465	Saturna Island Community Parks	21-01	Renewal	Park upgrades	16,000	S	Res	-	2,000	6,000	4,000	4,000	-	16,000
1.465	Saturna Island Community Parks	21-02	Renewal	Park upgrades	40,000	S	Res	11,000	35,000	3,000	1,000	1,000	-	40,000
1.465	Saturna Island Community Parks	21-03	Renewal	Park upgrades	9,000	S	Res	-	3,000	4,000	1,000	1,000	-	9,000
	<b>Saturna Island Community Parks Total</b>				<b>65,000</b>			<b>11,000</b>	<b>40,000</b>	<b>13,000</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>	<b>65,000</b>
1.475	Mayne Island Community Parks	21-02	Replacement	Cotton Park fencing	3,000	S	Res	3,000	3,000	-	-	-	-	3,000
1.475	Mayne Island Community Parks	22-01	Renewal	Miners Bay washrooms	4,000	B	Res	-	4,000	-	-	-	-	4,000
1.475	Mayne Island Community Parks	22-02	New	Fitness Circuit	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.475	Mayne Island Community Parks	22-03	Replacement	Miners Bay Christmas Lights	5,000	E	Res	-	5,000	-	-	-	-	5,000
1.475	Mayne Island Community Parks	22-04	New	Recycling Centre	2,000	E	Res	-	2,000	-	-	-	-	2,000
1.475	Mayne Island Community Parks	23-01	Renewal	Dinner Bay water upgrade	10,000	S	Res	-	-	10,000	-	-	-	10,000
1.475	Mayne Island Community Parks	23-02	Renewal	Dinner Bay washrooms	3,000	B	Res	-	-	3,000	-	-	-	3,000
1.475	Mayne Island Community Parks	24-01	Renewal	Miners Bay parking wall	2,000	B	Res	-	-	2,000	-	-	-	2,000
1.475	Mayne Island Community Parks	25-01	Renewal	Dinner Bay pump house	5,000	S	Res	-	-	-	5,000	-	-	5,000
1.475	Mayne Island Community Parks	25-02	Renewal	Dinner Bay well pumps	5,000	S	Res	-	-	-	5,000	-	-	5,000
1.475	Mayne Island Community Parks	25-03	Replacement	Kippen Road staircase	15,000	S	Res	-	-	-	-	15,000	-	15,000
	<b>Mayne Island Community Parks Total</b>				<b>64,000</b>			<b>3,000</b>	<b>24,000</b>	<b>15,000</b>	<b>10,000</b>	<b>15,000</b>	<b>-</b>	<b>64,000</b>
1.485	Pender Island Community Parks	22-01	Renewal	Shingle Bay Improvements Phase 1	42,660	S	Res	-	42,660	-	-	-	-	42,660
1.485	Pender Island Community Parks	22-02	Replacement	Shingle Bay Outhouse Repair	9,480	S	Res	-	9,480	-	-	-	-	9,480
1.485	Pender Island Community Parks	21-04	New	Dog Park	45,500	S	Res	-	27,500	15,000	3,000	-	-	45,500
1.485	Pender Island Community Parks	21-05	New	Magic Lake MOTI end MOU for dock	4,700	S	Res	-	4,700	-	-	-	-	4,700
1.485	Pender Island Community Parks	22-01	New	Shingle Bay Improvements Phase 2	35,550	S	Res	-	-	35,550	-	-	-	35,550
1.485	Pender Island Community Parks	22-02	Replacement	Danny Martin Park Refurbishment	19,000	S	Res	-	19,000	-	-	-	-	19,000
1.485	Pender Island Community Parks	22-03	Replacement	Roller Rink/ Pickle Ball Court Refurbishment	18,950	S	Res	-	18,950	-	-	-	-	18,950
1.485	Pender Island Community Parks	22-05	New	Alice Church Trail	28,450	S	Res	-	25,000	3,450	-	-	-	28,450

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1.485	Pender Island Community Parks	23-01	New	Shingle Bay Improvements Phase 3	28,450	S	Res	-	-	-	28,450	-	-	28,450
1.485	Pender Island Community Parks	23-02	New	Magic Latke MOTI end dock	26,000	S	Res	-	-	26,000	-	-	-	26,000
1.485	Pender Island Community Parks	23-03	New	Soccer Field resurfacing	23,700	S	Res	-	23,700	-	-	-	-	23,700
1.485	Pender Island Community Parks	23-04	Renewal	Thieves Bay Improvements	56,000	S	Res	-	45,000	11,000	-	-	-	56,000
1.485	Pender Island Community Parks	23-04	Renewal	Disc Park T box improvements	10,000	S	Res	-	10,000	-	-	-	-	10,000
	<b>Pender Island Community Parks Total</b>				<b>348,440</b>			<b>-</b>	<b>225,990</b>	<b>91,000</b>	<b>31,450</b>	<b>-</b>	<b>-</b>	<b>348,440</b>
1.495	Galiano Community Parks	18-01	Renewal	Galiano Island Park Upgrades	55,459	S	Cap	5,000	5,000	-	-	-	-	5,000
1.495	Galiano Community Parks	18-01	Renewal	Galiano Island Park Upgrades	-	S	Res	-	7,500	-	-	-	-	7,500
1.495	Galiano Community Parks	18-02	New	Galiano Island Park Upgrades	3,900	S	Res	-	-	-	1,000	2,900	-	3,900
1.495	Galiano Community Parks	19-01	New	Galiano Island Park Upgrades	10,000	S	Res	-	-	2,000	8,000	-	-	10,000
1.495	Galiano Community Parks	19-02	Study	Sturdies Bay Trail Extension	2,000	S	Res	-	2,000	-	-	-	-	2,000
1.495	Galiano Community Parks	19-03	Study	Galiano Island Park Upgrades	13,000	S	Cap	3,000	3,000	-	-	-	-	3,000
1.495	Galiano Community Parks	19-03	Study	Galiano Island Park Upgrades	-	S	Res	-	-	2,000	2,000	2,000	2,000	8,000
1.495	Galiano Community Parks	20-01	Renewal	Galiano Island Park Upgrades	3,500	S	Res	-	-	-	3,500	-	-	3,500
1.495	Galiano Community Parks	21-01	New	Galiano Island Park Upgrades	1,000	S	Res	-	-	-	1,000	-	-	1,000
1.495	Galiano Community Parks	21-03	Renewal	Galiano Island Park Upgrades	22,000	S	Res	-	7,500	-	-	-	-	7,500
1.495	Galiano Community Parks	21-03	Renewal	Galiano Island Park Upgrades	-	S	Grant	6,500	6,500	-	-	-	-	6,500
1.495	Galiano Community Parks	21-04	Renewal	Galiano Island Park Upgrades	10,000	S	Res	-	4,500	-	-	-	-	4,500
1.495	Galiano Community Parks	21-05	New	Galiano Island Park Upgrades	5,000	S	Res	-	-	5,000	-	-	-	5,000
1.495	Galiano Community Parks	22-01	Study	Galiano Island Park Upgrades	1,000	S	Res	-	-	1,000	-	-	-	1,000
1.495	Galiano Community Parks	22-02	New	Galiano Island Park Upgrades	22,000	S	Res	12,000	22,000	-	-	-	-	22,000
1.495	Galiano Community Parks	22-03	New	Galiano Island Park Upgrades	5,000	S	Res	-	5,000	-	-	-	-	5,000
1.495	Galiano Community Parks	25-01	Renewal	Install Gulf Toilet at Gulfside	22,000	S	Res	-	-	-	-	-	22,000	22,000
	<b>Galiano Community Parks Total</b>				<b>175,859</b>			<b>26,500</b>	<b>63,000</b>	<b>10,000</b>	<b>15,500</b>	<b>4,900</b>	<b>24,000</b>	<b>117,400</b>
1.521	Environmental Resource Management	16-06	Renewal	Replacing of Small Equipments	1,430,000	E	ERF	200,000	440,000	240,000	240,000	240,000	270,000	1,430,000
1.521	Environmental Resource Management	17-01	Renewal	Gas & Leachate Collection Pipe Extension	2,350,000	S	Res	-	500,000	450,000	400,000	500,000	500,000	2,350,000
1.521	Environmental Resource Management	17-02	Renewal	Aggregate Production for Internal Use	13,135,000	S	Res	885,000	4,635,000	3,750,000	3,750,000	500,000	500,000	13,135,000
1.521	Environmental Resource Management	17-04	Renewal	Progressive Closure of External Faces	1,050,000	S	Res	200,000	400,000	200,000	200,000	-	250,000	1,050,000
1.521	Environmental Resource Management	17-07	Renewal	Computer Equipment	54,000	E	ERF	-	13,000	13,000	13,000	-	15,000	54,000

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1.521	Environmental Resource Management	17-09	Renewal	Vehicle Replacements	200,000	E	ERF	-	30,000	30,000	30,000	45,000	65,000	200,000
1.521	Environmental Resource Management	17-11	Renewal	Food Waste Transfer Station Relocation Planning	200,000	S	ERF	200,000	200,000	-	-	-	-	200,000
1.521	Environmental Resource Management	17-12	Renewal	Hartland Environmental Performance Model	225,000	S	Cap	225,000	225,000	-	-	-	-	225,000
1.521	Environmental Resource Management	17-14	New	Landfill Gas Utilization	23,718,000	S	Res	650,000	11,265,000	11,468,000	-	-	-	22,733,000
1.521	Environmental Resource Management	18-01	New	Interim Covers - West and North Slopes	1,150,000	S	Res	150,000	350,000	200,000	200,000	200,000	200,000	1,150,000
1.521	Environmental Resource Management	18-02	Renewal	Paving of Service Roads	400,000	S	Cap	-	250,000	-	-	-	150,000	400,000
1.521	Environmental Resource Management	18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain	500,000	S	Cap	-	250,000	-	250,000	-	-	500,000
1.521	Environmental Resource Management	18-05	Renewal	Controlled Waste & Asbestos Area Development	50,000	S	Res	-	50,000	-	-	-	-	50,000
1.521	Environmental Resource Management	20-02	New	New Equipment	50,000	E	Cap	50,000	50,000	-	-	-	-	50,000
1.521	Environmental Resource Management	22-01	Renewal	Sedimentation Pond Relining	350,000	S	Res	-	-	350,000	-	-	-	350,000
1.521	Environmental Resource Management	22-02	New	Cell 4 Liner Installation	3,000,000	S	Res	-	-	1,000,000	2,000,000	-	-	3,000,000
1.521	Environmental Resource Management	22-03	Decommission	Leachate Line Decommissioning	100,000	S	Cap	100,000	100,000	-	-	-	-	100,000
1.521	Environmental Resource Management	22-04	Decommission	Cogen Unit Decommissioning	250,000	S	ERF	-	-	250,000	-	-	-	250,000
1.521	Environmental Resource Management	22-05	New	North Perimeter Haul Road	500,000	S	Res	-	500,000	-	-	-	-	500,000
1.521	Environmental Resource Management	22-06	Renewal	Hartland FIRE Safety Improvements	325,000	S	Res	-	325,000	-	-	-	-	325,000
1.521	Environmental Resource Management	22-07	Study	Recycling Area Upgrades	225,000	S	Res	-	25,000	200,000	-	-	-	225,000
1.521	Environmental Resource Management	22-09	Renewal	Lower lagoon bank Emergency Repairs	800,000	S	Res	-	800,000	-	-	-	-	800,000
1.521	Environmental Resource Management	22-10	New	Storm Water Sedimentation pond Emergency Repairs	240,000	E	Res	-	240,000	-	-	-	-	240,000
1.521	Environmental Resource Management	23-01	Replacement	Gas Flare	700,000	S	ERF	-	-	700,000	-	-	-	700,000
1.521	Environmental Resource Management	24-01	New	Cell 5&6 GRW	1,500,000	S	Res	-	-	-	-	1,500,000	-	1,500,000
1.521	Environmental Resource Management	24-04	New	Biosolids Beneficial Reuse /RDF Building	350,000	B	Res	-	-	-	350,000	-	-	350,000
1.521	Environmental Resource Management	24-02	Study	Hartland North Master Plan	150,000	S	Res	-	-	-	150,000	-	-	150,000
1.521	Environmental Resource Management	24-03	New	Hartland Amenity Project	4,000,000	S	Res	-	-	-	4,000,000	-	-	4,000,000
1.521	Environmental Resource Management	26-01	New	Cell 4 Bottom Lift Gas Wells / Leachate Drain	250,000	S	Res	-	-	-	-	-	250,000	250,000
	<b>Environmental Resource Management Total</b>				<b>57,252,000</b>			<b>2,660,000</b>	<b>20,648,000</b>	<b>18,851,000</b>	<b>11,583,000</b>	<b>2,985,000</b>	<b>2,200,000</b>	<b>56,267,000</b>
1.523	Port Renfrew Refuse Disposal	19-02	Renewal	Fencing	48,000	S	Res	-	25,000	-	-	-	-	25,000
	<b>Port Renfrew Refuse Disposal Total</b>				<b>48,000</b>			<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,000</b>
1.575	Environmental Administration Services	20-01	Replacement	Office Furniture	19,000	E	ERF	7,000	7,000	3,000	3,000	3,000	3,000	19,000
1.575	Environmental Administration Services	20-02	Replacement	Office Equipment	25,090	E	ERF	-	3,430	12,660	3,000	3,000	3,000	25,090

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Environmental Administration Services Total					44,090	7,000	10,430	15,660	6,000	6,000	6,000	44,090		
1.576	Environmental Engineering Services	18-02	Replacement	Engineering Equipment	75,000	E	ERF	-	15,000	-	-	-	15,000	
1.576	Environmental Engineering Services	18-03	Replacement	Computer Equipment	119,000	E	ERF	-	25,000	-	-	-	25,000	
1.576	Environmental Engineering Services	21-01	Replacement	Replacement ES Vehicle	50,000	V	ERF	-	50,000	-	-	-	50,000	
1.576	Environmental Engineering Services	21-02	Replacement	Replacement ES Vehicle	50,000	V	ERF	-	50,000	-	-	-	50,000	
1.576	Environmental Engineering Services	21-03	New	ES Vehicle	55,000	V	Cap	-	55,000	-	-	-	55,000	
1.576	Environmental Engineering Services	23-01	Replacement	Replacement ES Vehicle	40,000	V	ERF	-	-	40,000	-	-	40,000	
1.576	Environmental Engineering Services	23-02	Replacement	Engineering Equipment	75,000	E	ERF	-	-	15,000	15,000	15,000	60,000	
1.576	Environmental Engineering Services	23-03	Replacement	Computer Equipment	125,000	E	ERF	-	-	25,000	25,000	25,000	100,000	
1.576	Environmental Engineering Services	24-01	Replacement	Replacement ES Vehicle	40,000	V	ERF	-	-	-	40,000	-	40,000	
1.576	Environmental Engineering Services	24-02	Replacement	Replacement ES Vehicle	40,000	V	ERF	-	-	-	40,000	-	40,000	
1.576	Environmental Engineering Services	25-01	Replacement	Replacement ES Vehicle	45,000	V	ERF	-	-	-	-	45,000	45,000	
1.576	Environmental Engineering Services	26-01	Replacement	Replacement ES Vehicle	45,000	V	ERF	-	-	-	-	45,000	45,000	
<b>Environmental Engineering Services Total</b>					<b>759,000</b>			<b>-</b>	<b>195,000</b>	<b>80,000</b>	<b>120,000</b>	<b>85,000</b>	<b>85,000</b>	<b>565,000</b>
1.577	IW - Environmental Operations	18-02	Replacement	Replace Computer Equipment	100,000	E	ERF	-	20,000	20,000	20,000	20,000	100,000	
1.577	IW - Environmental Operations	18-03	Replacement	Replace ERF Equipment	200,000	E	ERF	-	40,000	40,000	40,000	40,000	200,000	
1.577	IW - Environmental Operations	18-04	Replacement	SCADA Server Infrastructure Upgrade	200,000	E	ERF	-	80,000	-	-	-	80,000	
1.577	IW - Environmental Operations	19-01	Replacement	Replace IWOps Vehicle FQS014	140,000	E	ERF	-	140,000	-	-	-	140,000	
1.577	IW - Environmental Operations	19-02	Replacement	Replace IWOps Vehicle F00932	150,000	E	ERF	-	150,000	-	-	-	150,000	
1.577	IW - Environmental Operations	19-03	Replacement	Replace IWOps Vehicle F00994	66,000	E	ERF	-	-	90,000	-	-	90,000	
1.577	IW - Environmental Operations	19-05	Replacement	Replace IWOps Vehicle F01081 Furniture and Office Equipment Replacement	27,000	E	ERF	-	90,000	-	-	-	90,000	
1.577	IW - Environmental Operations	19-07	Replacement	Replacement	75,000	E	ERF	-	15,000	15,000	15,000	15,000	75,000	
1.577	IW - Environmental Operations	20-02	Replacement	Replace IWOps Vehicle F11030	90,000	E	ERF	-	90,000	-	-	-	90,000	
1.577	IW - Environmental Operations	20-03	Replacement	Replace IWOps Vehicle F12006	55,000	E	ERF	-	90,000	-	-	-	90,000	
1.577	IW - Environmental Operations	20-04	Replacement	Replace IWOps Vehicle F12009	60,000	E	ERF	-	90,000	-	-	-	90,000	
1.577	IW - Environmental Operations	20-05	Replacement	Replace IWOps Vehicle F12024	55,000	E	ERF	-	-	90,000	-	-	90,000	
1.577	IW - Environmental Operations	20-06	Replacement	Replace IWOps Vehicle F12002	55,000	E	ERF	-	-	90,000	-	-	90,000	
1.577	IW - Environmental Operations	20-11	Replacement	Replace IWOps Vehicle F01080	55,000	E	ERF	-	90,000	-	-	-	90,000	
1.577	IW - Environmental Operations	21-02	Replacement	Replace IWOps Vehicle F11033	90,000	E	ERF	-	90,000	-	-	-	90,000	



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**Appendix M**

1.577	IW - Environmental Operations	21-03	Replacement	Replace IWOps Vehicle F12029	55,000	E	ERF	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	21-04	Replacement	Replace IWOps Vehicle F13002	55,000	E	ERF	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	21-07	Replacement	Replace IWOps Vehicle (mini excavator) F01103	60,000	E	ERF	-	-	60,000	-	-	60,000
1.577	IW - Environmental Operations	21-12	Study	Operational Technology (SCADA) Security Review	100,000	E	ERF	-	50,000	-	-	-	50,000
1.577	IW - Environmental Operations	22-01	Replacement	SPWWTP - Skid Steer F18036	60,000	E	ERF	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	22-02	Replacement	Burgoyne - Skid Steer F19005	60,000	E	ERF	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	22-03	Replacement	Replace IWOps Vehicle - Scissor Lift - F15018	35,000	E	ERF	-	35,000	-	-	-	35,000
1.577	IW - Environmental Operations	22-05	Replacement	Replace IWOps Vehicle F01028 2007 Kubota Tractor	50,000	E	ERF	-	50,000	-	-	-	50,000
1.577	IW - Environmental Operations	22-06	Replacement	Replace F14024 F550 Diesel Service Track - Crane/Lift truck	220,000	E	ERF	-	220,000	-	-	-	220,000
1.577	IW - Environmental Operations	22-07	Replacement	Replace Machine Shop Equipment	8,000	E	ERF	-	8,000	-	-	-	8,000
1.577	IW - Environmental Operations	22-08	Replacement	Replace Electrical Equipment	67,500	E	ERF	-	32,500	35,000	-	-	67,500
1.577	IW - Environmental Operations	22-09	Replacement	Replace Mechanical Equipment	184,500	E	ERF	-	104,500	80,000	-	-	184,500
1.577	IW - Environmental Operations	23-01	Replacement	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer	40,000	E	ERF	-	-	40,000	-	-	40,000
1.577	IW - Environmental Operations	23-02	Replacement	Replace IWOps Trailer F00753 1997 Generator Trailer	60,000	E	ERF	-	-	60,000	-	-	60,000
1.577	IW - Environmental Operations	23-03	Replacement	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	24,000	E	ERF	-	-	24,000	-	-	24,000
1.577	IW - Environmental Operations	23-05	Replacement	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	12,000	E	ERF	-	-	12,000	-	-	12,000
1.577	IW - Environmental Operations	23-06	Replacement	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	7,500	E	ERF	-	-	7,500	-	-	7,500
1.577	IW - Environmental Operations	23-07	Replacement	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	6,500	E	ERF	-	-	-	6,500	-	6,500
1.577	IW - Environmental Operations	23-08	Replacement	Replace IWOps Trailer F01052 2008 Pace American Trailer	12,500	E	ERF	-	-	-	12,500	-	12,500
1.577	IW - Environmental Operations	24-01	Replacement	Replace IWOps Vehicle F13012	90,000	E	ERF	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	25-02	Replacement	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van	100,000	E	ERF	-	-	-	-	100,000	100,000
1.577	IW - Environmental Operations	25-03	Replacement	Replace IWOps Vehicle F17008 2017 Ford F150	60,000	E	ERF	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	25-04	Replacement	Replace IWOps Vehicle F17009 2017 Ford F150	60,000	E	ERF	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	25-05	Replacement	Replace IWOps Vehicle FQ7010 2017 Ford F150	60,000	E	ERF	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	25-07	Replacement	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	80,000	E	ERF	-	-	-	-	80,000	80,000
1.577	IW - Environmental Operations	25-08	Replacement	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	60,000	E	ERF	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	26-01	Replacement	F17027 2018 Chevrolet Silverado 2500	60,000	E	ERF	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	26-02	Replacement	F17029 2018 Chevrolet Silverado 3500	75,000	E	ERF	-	-	-	-	-	90,000
1.577	IW - Environmental Operations	26-03	Replacement	F18003 2018 Ford F150	60,000	E	ERF	-	-	-	-	-	90,000

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1.577	IW - Environmental Operations	26-04	Replacement	F18012 2018 Chevrolet Colorado	60,000	E	ERF	-	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	26-05	Replacement	F18010 2018 Ford Transit 250 Cargo Van	90,000	E	ERF	-	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	26-06	Replacement	F18011 2018 Ford Transit 250 Cargo Van	90,000	E	ERF	-	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	26-07	Replacement	F18014 2018 GMC Sierra 1500	60,000	E	ERF	-	-	-	-	-	90,000	90,000
<b>IW - Environmental Operations Total</b>					<b>3,540,500</b>			<b>-</b>	<b>1,845,000</b>	<b>663,500</b>	<b>184,000</b>	<b>705,000</b>	<b>615,000</b>	<b>4,012,500</b>
1.578	Environmental Protection	18-01	Replacement	Scientific/Field/Outreach/Printers/Copiers equipment replacement & Water Annual Computer equipment replacement	485,000	E	ERF	40,000	184,000	77,000	108,000	39,000	77,000	485,000
1.578	Environmental Protection	18-02	Replacement	Annual vehicle replacement	157,965	E	ERF	-	46,372	26,487	23,384	15,350	46,372	157,965
1.578	Environmental Protection	18-03	Replacement	Furniture replacement	506,000	V	ERF	-	285,000	45,000	43,000	90,000	43,000	506,000
1.578	Environmental Protection	18-04	Replacement	IT Database Programs	90,000	E	ERF	-	70,000	10,000	10,000	-	-	90,000
1.578	Environmental Protection	19-01	Replacement	Furniture	395,000	E	ERF	295,000	395,000	-	-	-	-	395,000
1.578	Environmental Protection	20-01	New	Furniture	25,000	E	ERF	-	20,000	5,000	-	-	-	25,000
<b>Environmental Protection Total</b>					<b>1,658,965</b>			<b>335,000</b>	<b>1,000,372</b>	<b>163,487</b>	<b>184,384</b>	<b>144,350</b>	<b>166,372</b>	<b>1,658,965</b>
1.911	911 Call Answer	23-01	New	New Equipment	1,000,000	E	ERF	-	-	1,000,000	-	-	-	1,000,000
<b>911 Call Answer Total</b>					<b>1,000,000</b>			<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>
1.913	913 Fire Dispatch	22-01	Replacement	Upgrade Record Management System	145,000	E	ERF	-	145,000	-	-	-	-	145,000
<b>913 Fire Dispatch Total</b>					<b>145,000</b>			<b>-</b>	<b>145,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>145,000</b>
2.610	Saanich Peninsula Water Supply	18-04	New	Post Disaster Emergency Water Supply	1,050,000	S	Res	50,000	200,000	150,000	150,000	150,000	150,000	800,000
2.610	Saanich Peninsula Water Supply	19-01	Renewal	Corrosion Protection Program	110,000	S	Res	-	10,000	10,000	10,000	10,000	-	40,000
2.610	Saanich Peninsula Water Supply	20-02	New	Hamsterly Pump Station Backup Power Generator	335,000	S	Res	340,000	815,000	-	-	-	-	815,000
2.610	Saanich Peninsula Water Supply	21-01	New	Level of Service Agreement	75,000	S	Res	75,000	75,000	-	-	-	-	75,000
2.610	Saanich Peninsula Water Supply	21-02	Renewal	Stewart's Well Decommissioning	175,000	S	Res	-	100,000	-	-	-	-	100,000
2.610	Saanich Peninsula Water Supply	21-04	Renewal	SCADA Upgrades	350,000	E	Res	20,000	270,000	-	-	-	-	270,000
2.610	Saanich Peninsula Water Supply	21-05	Renewal	SPW System Upgrade and Expansion	14,700,000	S	Res	1,775,000	1,775,000	-	-	-	-	1,775,000
2.610	Saanich Peninsula Water Supply	21-05	Renewal	SPW System Upgrade and Expansion	-	S	Debt	-	-	2,550,000	5,550,000	4,500,000	300,000	12,900,000
2.610	Saanich Peninsula Water Supply	21-06	Renewal	Voice Radio Replacement	67,000	E	Res	-	34,000	-	-	-	-	34,000
2.610	Saanich Peninsula Water Supply	22-02	New	Microwave Radio Upgrades	150,000	E	Res	-	-	-	150,000	-	-	150,000
2.610	Saanich Peninsula Water Supply	22-03	New	Keating Cross Road Water Main	1,000,000	S	Res	-	1,000,000	-	-	-	-	1,000,000
2.610	Saanich Peninsula Water Supply	23-01	New	DCC Program Update	500	S	Res	-	-	500	-	-	-	500
2.610	Saanich Peninsula Water Supply	25-01	New	Hamsterly Pump Station Capacity Upgrade	6,040	S	Res	-	-	-	-	6,040	-	6,040

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2.610	Saanich Peninsula Water Supply	17-02	Renewal	Provisional Equipment Replacements	300,000	S	ERF	-	60,000	60,000	60,000	60,000	60,000	300,000
2.610	Saanich Peninsula Water Supply	22-01	New	Water Strategic Plan Update	33,028	S	Res	-	33,028	-	-	-	-	33,028
2.610	Saanich Peninsula Water Supply	23-01	New	DCC Program Update	49,500	S	Res	-	-	49,500	-	-	-	49,500
2.610	Saanich Peninsula Water Supply	25-01	New	Hamsterly Pump Station Capacity Upgrade	597,960	S	Res	-	-	-	-	597,960	-	597,960
	<b>Saanich Peninsula Water Supply Total</b>				<b>18,999,028</b>			<b>2,260,000</b>	<b>4,372,028</b>	<b>2,820,000</b>	<b>5,920,000</b>	<b>5,324,000</b>	<b>510,000</b>	<b>18,946,028</b>
2.620	Highland Water (SSI)	16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	122,442	S	Cap	98,792	98,792	-	-	-	-	98,792
	<b>Highland Water (SSI) Total</b>				<b>122,442</b>			<b>98,792</b>	<b>98,792</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98,792</b>
2.621	Highland & Fernwood Water (SSI)	19-01	Replacement	Replace intake	110,000	S	Grant	100,000	100,000	-	-	-	-	100,000
2.621	Highland & Fernwood Water (SSI)	19-01	Replacement	Replace intake	-	S	Res	-	10,000	-	-	-	-	10,000
2.621	Highland & Fernwood Water (SSI)	19-05	New	Referendum or Alternative Approval Process - Funding for Future Projects	20,000	S	Res	20,000	20,000	-	-	-	-	20,000
2.621	Highland & Fernwood Water (SSI)	21-01	New	Public Engagement for Future Projects	10,000	S	Res	10,000	10,000	-	-	-	-	10,000
2.621	Highland & Fernwood Water (SSI)	22-01	New	Power generation equipment	240,000	E	Debt	-	-	240,000	-	-	-	240,000
2.621	Highland & Fernwood Water (SSI)	21-03	Replacement	Highland Upper Reservoir Replacement	665,000	S	Debt	390,000	-	465,000	-	-	-	465,000
2.621	Highland & Fernwood Water (SSI)	21-03	Replacement	Highland Upper Reservoir Replacement	-	S	Grant	-	-	200,000	-	-	-	200,000
2.621	Highland & Fernwood Water (SSI)	21-04	New	Water main replacement strategy and detailed design	100,000	S	Debt	-	-	100,000	-	-	-	100,000
2.621	Highland & Fernwood Water (SSI)	23-01	New	Initial phase of Water main replacement	1,250,000	S	Debt	-	-	-	1,250,000	-	-	1,250,000
2.621	Highland & Fernwood Water (SSI)	23-01	New	Initial phase of Water main replacement	250,000	S	Grant	-	-	-	250,000	-	-	250,000
2.621	Highland & Fernwood Water (SSI)	22-03	New	Safety Improvements for the WTF	40,000	E	Grant	-	40,000	-	-	-	-	40,000
2.621	Highland & Fernwood Water (SSI)	24-01	New	Fernwood PS Haz Assess and Demolition	20,000	E	Res	-	-	-	20,000	-	-	20,000
2.621	Highland & Fernwood Water (SSI)	24-02	New	Strainer installation for PRV	25,000	E	Res	-	-	-	25,000	-	-	25,000
2.621	Highland & Fernwood Water (SSI)	25-01	New	Fence installation around storage reservoirs	40,000	E	Res	-	-	-	-	40,000	-	40,000
	<b>Highland &amp; Fernwood Water (SSI) Total</b>				<b>2,770,000</b>			<b>520,000</b>	<b>180,000</b>	<b>1,005,000</b>	<b>1,545,000</b>	<b>40,000</b>	<b>-</b>	<b>2,770,000</b>
2.622	Cedars of Tuam Water (SSI)	18-01	Decommission	Abandon unused wells	5,000	S	Res	-	5,000	-	-	-	-	5,000
2.622	Cedars of Tuam Water (SSI)	21-01	Renewal	Public Engagement for Future Projects	5,000	E	Res	-	5,000	-	-	-	-	5,000
2.622	Cedars of Tuam Water (SSI)	21-03	New	Design and construct new well and dist system	1,744,000	S	Grant	-	-	178,000	966,000	-	-	1,144,000
2.622	Cedars of Tuam Water (SSI)	21-03	New	Design and construct new well and dist system	-	S	Debt	-	-	92,000	508,000	-	-	600,000
2.622	Cedars of Tuam Water (SSI)	22-01	Study	Power generation equipment	5,000	E	Debt	-	-	5,000	-	-	-	5,000
2.622	Cedars of Tuam Water (SSI)	22-02	New	Power generation equipment	10,000	E	Grant	-	-	10,000	-	-	-	10,000

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Cedars of Tuam Water (SSI)														
Total				1,769,000	-	10,000	285,000	1,474,000	-	-	1,769,000			
2.624	Beddis Water (SSI)	20-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	20,000	S	Res	-	-	20,000	-	-	-	20,000
2.624	Beddis Water (SSI)	21-02	Study	Public Engagement for Future Projects	10,000	S	Res	-	-	10,000	-	-	-	10,000
2.624	Beddis Water (SSI)	21-01	New	Power generation equipment	110,000	E	Debt	-	-	-	110,000	-	-	110,000
2.624	Beddis Water (SSI)	21-01	New	Power generation equipment	50,000	E	Grant	-	-	-	50,000	-	-	50,000
2.624	Beddis Water (SSI)	21-03	New	Preliminary design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir and Lautman reservoir	33,000	S	Res	-	-	33,000	-	-	-	33,000
2.624	Beddis Water (SSI)	21-03	New	Detailed design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir and Lautman reservoir	66,000	S	Res	-	-	-	66,000	-	-	66,000
2.624	Beddis Water (SSI)	25-02	New	Construction of booster pump and second reservoir at Sky Valley lower reservoir	180,000	S	Debt	-	-	-	180,000	-	-	180,000
2.624	Beddis Water (SSI)	25-02	New	Construction of booster pump and second reservoir at Sky Valley lower reservoir	150,000	S	Grant	-	-	-	150,000	-	-	150,000
2.624	Beddis Water (SSI)	25-01	Decommission	Decommission of Sky Valley Upper Reservoir	50,000	S	Res	-	-	-	50,000	-	-	50,000
2.624	Beddis Water (SSI)	17-01	Decommission	Lautman reservoir	30,000	E	Res	-	30,000	-	-	-	-	30,000
<b>Beddis Water (SSI) Total</b>					<b>699,000</b>			<b>-</b>	<b>30,000</b>	<b>63,000</b>	<b>606,000</b>	<b>-</b>	<b>-</b>	<b>699,000</b>
2.626	Fulford Water (SSI)	21-02	Study	Public Engagement for Future Projects	15,000	E	Res	-	-	15,000	-	-	-	15,000
2.626	Fulford Water (SSI)	21-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	10,000	E	Res	-	-	10,000	-	-	-	10,000
2.626	Fulford Water (SSI)	22-01	New	Replacement of Flocculation mixer motor	9,000	E	Res	9,000	9,000	-	-	-	-	9,000
2.626	Fulford Water (SSI)	22-02	New	Installation of turbidity meter on influent line	4,000	E	Res	4,000	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	23-01	New	Replacement of impellers of pumps at Sunnyside Pumpstation	6,000	E	Res	-	-	6,000	-	-	-	6,000
2.626	Fulford Water (SSI)	24-01	New	Electrical service improvement at Fulford WTP	10,000	E	Res	-	-	-	10,000	-	-	10,000
2.626	Fulford Water (SSI)	22-03	New	Water main assessment and replacement strategy and initial phase detailed design	90,000	S	Res	90,000	90,000	-	-	-	-	90,000
2.626	Fulford Water (SSI)	25-01	New	Initial phase of water main replacement	2,900,000	E	Debt	-	-	500,000	700,000	700,000	700,000	2,600,000
2.626	Fulford Water (SSI)	25-01	New	Initial phase of water main replacement	-	E	Grant	-	-	300,000	-	-	-	300,000
2.626	Fulford Water (SSI)	22-04	New	Relocate Water Line at Weston Creek	70,000	S	Grant	-	70,000	-	-	-	-	70,000
<b>Fulford Water (SSI) Total</b>					<b>3,114,000</b>			<b>103,000</b>	<b>173,000</b>	<b>831,000</b>	<b>710,000</b>	<b>700,000</b>	<b>700,000</b>	<b>3,114,000</b>

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2.628	Cedar Lane Water (SSI)	18-01	Renewal	Abandon unused wells	10,000	S	Res	-	-	-	-	10,000	-	10,000
2.628	Cedar Lane Water (SSI)	21-01	New	Power generation equipment	16,500	S	Grant	15,000	-	15,000	-	-	-	15,000
2.628	Cedar Lane Water (SSI)	21-01	New	Power generation equipment	-	S	Res	-	-	1,500	-	-	-	1,500
2.628	Cedar Lane Water (SSI)	23-01	New	Investigation for new groundwater sources	30,000	S	Res	-	-	-	30,000	-	-	30,000
2.628	Cedar Lane Water (SSI)	21-02	New	Detailed Hydrogeological Assessment	55,000	S	Grant	50,000	-	50,000	-	-	-	50,000
2.628	Cedar Lane Water (SSI)	21-02	New	Detailed Hydrogeological Assessment	-	S	Res	5,000	-	5,000	-	-	-	5,000
2.628	Cedar Lane Water (SSI)	21-03	Study	Referendum or Alternative Approval Process - Funding for Manganese Removal Project and others	10,000	S	Res	-	10,000	-	-	-	-	10,000
2.628	Cedar Lane Water (SSI)	21-04	Study	Public Engagement for Mn removal project and others	5,000	S	Res	-	5,000	-	-	-	-	5,000
2.628	Cedar Lane Water (SSI)	21-05	New	WTP Manganese removal construction	226,500	S	Debt	-	-	90,000	-	-	-	90,000
2.628	Cedar Lane Water (SSI)	21-05	New	WTP Manganese removal construction	-	S	Grant	-	-	75,000	-	-	-	75,000
2.628	Cedar Lane Water (SSI)	21-05	New	WTP Manganese removal construction	-	S	Res	-	26,500	-	-	-	-	26,500
2.628	Cedar Lane Water (SSI)	21-05	New	WTP Manganese removal construction	-	S	Cap	33,500	33,500	-	-	-	-	33,500
<b>Cedar Lane Water (SSI) Total</b>					<b>353,000</b>			<b>103,500</b>	<b>75,000</b>	<b>236,500</b>	<b>30,000</b>	<b>10,000</b>	<b>-</b>	<b>351,500</b>
2.630	Magic Lake Estates Water (Pender)	21-02	Replacement	Design and Construction Buck Lake and Magic Lake Adjustable Intakes	225,000	E	Res	200,000	200,000	-	-	-	-	200,000
2.630	Magic Lake Estates Water (Pender)	21-04	Renewal	Buck Lake Dam Repairs - Phase 1	200,000	S	Res	-	40,000	25,000	45,000	22,000	-	132,000
2.630	Magic Lake Estates Water (Pender)	22-01	Replacement	Failed Valve Replacement	50,000	S	Res	-	50,000	-	-	-	-	50,000
2.630	Magic Lake Estates Water (Pender)	22-02	New	EV Charging Station	5,000	E	Res	-	2,500	-	-	-	-	2,500
2.630	Magic Lake Estates Water (Pender)	22-02	New	EV Charging Station	2,500	E	Grant	-	2,500	-	-	-	-	2,500
2.630	Magic Lake Estates Water (Pender)	22-03	Replacement	Process Pipe Replacement	500,000	S	Other	-	200,000	300,000	-	-	-	500,000
2.630	Magic Lake Estates Water (Pender)	23-01	Renewal	Decommission Magic Lake old Syphon	35,000	S	Res	-	-	-	35,000	-	-	35,000
2.630	Magic Lake Estates Water (Pender)	23-02	New	ISOPAC Permanent Handling & Storage	60,000	S	Res	-	-	-	60,000	-	-	60,000
2.630	Magic Lake Estates Water (Pender)	25-01	Renewal	Public Engagement and Referendum	25,000	S	Res	-	-	-	-	25,000	-	25,000
2.630	Magic Lake Estates Water (Pender)	26-01	Renewal	Buck Lake Dam Repairs - Phase 2	360,000	S	Debt	-	-	-	-	-	145,000	145,000
<b>Magic Lake Estates Water (Pender) Total</b>					<b>1,462,500</b>			<b>200,000</b>	<b>495,000</b>	<b>325,000</b>	<b>140,000</b>	<b>47,000</b>	<b>145,000</b>	<b>1,152,000</b>
2.640	Lyll Harbour Boot Cove Water (Saturna)	19-01	Replacement	Air Valve Replacement - Ph 2	20,000	E	Debt	-	-	20,000	-	-	-	20,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	19-02	Replacement	PRV Bypass Assembly Replacement	8,000	E	Res	-	8,000	-	-	-	-	8,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	19-03	Replacement	Standpipe and Valve Replacement	8,000	E	Debt	-	-	8,000	-	-	-	8,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	19-04	New	Alternative Approval Process	15,000	S	Res	-	-	15,000	-	-	-	15,000

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2.640	Lyll Harbour Boot Cove Water (Saturna)	19-05	New	Autoflush Installation	20,000	E	Grant	-	-	20,000	-	-	-	20,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	20-02	New	Raw Water Turbidity Meter	10,000	E	Debt	-	-	10,000	-	-	-	10,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	21-01	Replacement	Source Water Viability Study	15,000	S	Debt	-	-	15,000	-	-	-	15,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	22-01	New	Install Larger Supply Line to Tank	175,000	S	Debt	-	-	-	175,000	-	-	175,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	22-02	Renewal	Dam Improvements & Regulatory Requirements	390,000	S	Grant	-	390,000	-	-	-	-	390,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	23-01	New	WTP Upgrades	470,600	S	Grant	-	-	-	420,600	-	-	420,600
2.640	Lyll Harbour Boot Cove Water (Saturna)	23-01	New	WTP Upgrades	-	S	Debt	-	-	-	50,000	-	-	50,000
<b>Lyll Harbour Boot Cove Water (Saturna) Total</b>					<b>1,131,600</b>			<b>-</b>	<b>398,000</b>	<b>88,000</b>	<b>645,600</b>	<b>-</b>	<b>-</b>	<b>1,131,600</b>
2.642	Skana Water (Mayne)	17-03	New	Alternative Approval Process	15,000	S	Res	-	15,000	-	-	-	-	15,000
2.642	Skana Water (Mayne)	17-04	Renewal	Well #8 Upgrade	30,000	S	Res	-	30,000	-	-	-	-	30,000
2.642	Skana Water (Mayne)	18-01	Replacement	Storage Tank Replacement	749,120	E	Debt	-	75,000	674,120	-	-	-	749,120
2.642	Skana Water (Mayne)	23-01	Renewal	Well Protection Upgrades	35,000	S	Debt	-	-	35,000	-	-	-	35,000
<b>Skana Water (Mayne) Total</b>					<b>829,120</b>			<b>-</b>	<b>120,000</b>	<b>709,120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>829,120</b>
2.650	Port Renfrew Water	20-01	Replacement	Hydrant Replacement Program	85,000	E	Res	-	10,000	10,000	10,000	10,000	10,000	50,000
2.650	Port Renfrew Water	20-01	Replacement	Hydrant Replacement Program	-	E	Cap	20,000	20,000	-	-	-	-	20,000
2.650	Port Renfrew Water	22-01	Replacement	Alternative Approval Process	15,000	S	Res	-	-	15,000	-	-	-	15,000
2.650	Port Renfrew Water	23-01	Replacement	Supply System Replacement	1,623,918	S	Grant	-	-	1,573,918	-	-	-	1,573,918
2.650	Port Renfrew Water	23-01	Replacement	Supply System Replacement	-	S	Debt	-	-	50,000	-	-	-	50,000
2.650	Port Renfrew Water	23-02	Replacement	AC Pipe Replacement Program	400,000	S	Debt	-	-	-	200,000	-	200,000	400,000
2.650	Port Renfrew Water	23-03	Replacement	Miscellaneous Repairs & Replacements	250,000	E	Debt	-	-	-	250,000	-	-	250,000
<b>Port Renfrew Water Total</b>					<b>2,373,918</b>			<b>20,000</b>	<b>30,000</b>	<b>1,648,918</b>	<b>460,000</b>	<b>10,000</b>	<b>210,000</b>	<b>2,358,918</b>
2.665	Sticks Allison Water (Galiano)	20-02	New	Aquifer Impact Study	5,000	E	Res	-	-	5,000	-	-	-	5,000
2.665	Sticks Allison Water (Galiano)	22-01	New	Service Line Replacement	5,000	S	Res	-	5,000	-	-	-	-	5,000
<b>Sticks Allison Water (Galiano) Total</b>					<b>10,000</b>			<b>-</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>
2.667	Surfside Park Estates (Mayne)	21-01	Replacement	System Review	25,000	E	Res	25,000	25,000	-	-	-	-	25,000
2.667	Surfside Park Estates (Mayne)	23-01	Replacement	Public Engagement and Referendum	15,000	S	Res	-	-	15,000	-	-	-	15,000
2.667	Surfside Park Estates (Mayne)	24-01	Replacement	Wood Dale Drive Water Main Replacement	300,000	S	Debt	-	-	-	300,000	-	-	300,000
2.667	Surfside Park Estates (Mayne)	25-01	Replacement	New Tank & PS	1,700,000	S	Debt	-	-	-	200,000	1,500,000	-	1,700,000
<b>Surfside Park Estates (Mayne) Total</b>					<b>2,040,000</b>			<b>25,000</b>	<b>25,000</b>	<b>15,000</b>	<b>500,000</b>	<b>1,500,000</b>	<b>-</b>	<b>2,040,000</b>

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**Appendix M**

2.670	Regional Water Supply	16-01	Renewal	Share of Combo Project: Upgrades to Buildings at 479 Island Highway	160,000	B	Cap	-	40,000	40,000	40,000	40,000	200,000
2.670	Regional Water Supply	17-01	Renewal	Share of Combo Project: Voice Radio Upgrade	780,000	E	Cap	300,000	625,000	-	-	-	625,000
2.670	Regional Water Supply	20-01	New	Share of Combo Project: Portable Pump Station	375,000	E	Cap	100,000	275,000	-	-	-	275,000
2.670	Regional Water Supply	17-03	Replacement	Share of Combo Project: Office Equipment, Upgrades and Replacements	112,500	E	Cap	-	22,500	22,500	22,500	22,500	112,500
2.670	Regional Water Supply	17-04	Replacement	Share of Combo Project: Computer Upgrades	425,000	E	Cap	-	85,000	85,000	85,000	85,000	425,000
2.670	Regional Water Supply	17-05	New	Share of Combo Project: Development of the Maintenance Management Systems	50,000	E	Cap	-	25,000	10,000	10,000	10,000	65,000
2.670	Regional Water Supply	17-06	Replacement	Share of Combo Project: Small Equipment & Tool Replacement (Water Operations)	200,000	E	Cap	-	40,000	40,000	40,000	40,000	160,000
2.670	Regional Water Supply	17-07	Replacement	Share of Combo Project: Small Equipment & Tool Replacement (Corporate Fleet)	37,500	E	Cap	-	7,500	7,500	7,500	7,500	37,500
2.670	Regional Water Supply	17-01	Renewal	Historic Goldstream Powerhouse Building	166,000	B	WU	-	10,000	20,000	20,000	-	50,000
2.670	Regional Water Supply	17-04	New	Water Supply Area - Fish Stream Assessments	325,000	L	WU	18,000	18,000	-	-	-	18,000
2.670	Regional Water Supply	18-10	Study	Species-at-Risk Wildlife Habitat Leech WSA Lakes/Tributaries	185,000	L	WU	8,000	8,000	50,000	-	-	58,000
2.670	Regional Water Supply	19-30	Study	Assessment Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	75,000	L	WU	50,000	50,000	-	-	-	50,000
2.670	Regional Water Supply	20-05	Renewal	Addressing mining in Leech WSA	180,000	L	WU	-	180,000	-	-	-	180,000
2.670	Regional Water Supply	20-06	Study	(impacts, agreements) GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	60,000	L	WU	24,000	24,000	10,000	10,000	10,000	64,000
2.670	Regional Water Supply	20-27	Study		260,000	L	WU	75,000	145,000	50,000	-	-	195,000
2.670	Regional Water Supply	20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	230,000	L	WU	65,000	160,000	60,000	-	-	220,000
2.670	Regional Water Supply	21-19	Study	Lakes Assessment Sooke and Goldstream WSAs	75,000	L	WU	75,000	75,000	-	-	-	75,000
2.670	Regional Water Supply	21-20	Study	West Leech Road	320,000	L	WU	10,000	110,000	100,000	100,000	-	310,000
2.670	Regional Water Supply	22-03	Study	GVWSA Land Exchange/Acquisition	180,000	L	WU	-	60,000	60,000	60,000	-	180,000
2.670	Regional Water Supply	23-02	Renewal	GVWSA LiDAR Mapping	120,000	L	WU	-	-	120,000	-	-	120,000
2.670	Regional Water Supply	22-04	Renewal	GVWSA Orthophotography	95,000	L	WU	-	15,000	15,000	20,000	20,000	95,000
2.670	Regional Water Supply	22-09	Study	GVWSA Powerlines Wildfire Risk Mitigation Plan	50,000	L	WU	-	50,000	-	-	-	50,000
2.670	Regional Water Supply	22-10	New	GVWSA/RWS Educational Videos	60,000	L	WU	-	30,000	30,000	-	-	60,000
2.670	Regional Water Supply	23-05	Study	Spill Management Plan and Implementation	50,000	L	WU	-	50,000	-	-	-	50,000
2.670	Regional Water Supply	09-01	Renewal	Leech River Watershed Restoration	5,756,000	L	WU	25,000	225,000	200,000	200,000	200,000	825,000

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2.670	Regional Water Supply	16-01	Renewal	Replace Gatehouse at Goldstream Entrance	1,800,000	B	WU	310,000	1,710,000	-	-	-	-	1,710,000
2.670	Regional Water Supply	16-06	Renewal	Goldstream IWS Field Office1	1,500,000	B	WU	200,000	850,000	500,000	-	-	-	1,350,000
2.670	Regional Water Supply	16-06	Renewal	Goldstream IWS Field Office1	5,000,000	B	Other	-	2,500,000	2,500,000	-	-	-	5,000,000
2.670	Regional Water Supply	17-02	New	Leech River HydroMet System	-	E	WU	80,000	80,000	-	-	-	-	80,000
2.670	Regional Water Supply	18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	850,000	L	WU	50,000	150,000	100,000	100,000	100,000	100,000	550,000
2.670	Regional Water Supply	19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	300,000	S	WU	-	-	300,000	-	-	-	300,000
2.670	Regional Water Supply	19-19	New	Hydromet Upgrades Sooke and Goldstream	170,000	E	WU	50,000	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	560,000	S	WU	-	400,000	160,000	-	-	-	560,000
2.670	Regional Water Supply	20-29	Renewal	GVWSA Gravel Crushing	650,000	S	WU	-	-	100,000	-	-	200,000	300,000
2.670	Regional Water Supply	21-01	New	31N Bridge to Replace Undersized Culvert (Goldstream WSA)	325,000	S	WU	25,000	25,000	-	-	-	-	25,000
2.670	Regional Water Supply	21-26	New	Road Deactivation/Rehabilitation in the GVWSA	520,000	L	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.670	Regional Water Supply	21-27	New	Autogate Installations on Primary Access Routes	800,000	S	WU	-	250,000	300,000	-	-	-	550,000
2.670	Regional Water Supply	21-28	New	GVWSA Land Acquisition Priorities	750,000	L	WU	45,000	45,000	-	-	-	-	45,000
2.670	Regional Water Supply	22-02	New	Muckpile Bridge Supply and Install (Deception)	325,000	S	WU	-	-	-	-	325,000	-	325,000
2.670	Regional Water Supply	23-04	Renewal	17S/Sooke Main Bridge Replacement	300,000	S	WU	-	-	-	-	-	300,000	300,000
2.670	Regional Water Supply	24-01	Renewal	6M/Judge Creek Culvert Replacement (Sooke WSA)	200,000	S	WU	-	-	-	200,000	-	-	200,000
2.670	Regional Water Supply	22-11	New	Additional Boom Anchors for Sooke Lake Reservoir debris boom	60,000	E	WU	-	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	22-12	Renewal	Replace Zodiac for Sooke Lake Reservoir	10,000	E	WU	-	10,000	-	-	-	-	10,000
2.670	Regional Water Supply	22-13	Renewal	Replace Storage Sheds with Containers	50,000	E	WU	-	20,000	-	-	-	-	20,000
2.670	Regional Water Supply	23-10	New	Work platform for Sooke Lake Reservoir	30,000	E	WU	-	-	30,000	-	-	-	30,000
2.670	Regional Water Supply	23-11	New	Second Wildfire Camera for Leech WSA	50,000	E	WU	-	-	50,000	-	-	-	50,000
2.670	Regional Water Supply	16-10	New	Post Disaster Emergency Water Supply	2,050,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-13	New	Asset Management Plan	400,000	S	WU	200,000	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	19-15	New	Hydraulic Capacity Assessment and Transient Pressure Analysis	250,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	20-08	Study	Regional Water DCC Program	200,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	20-10	Study	Condition & Vulnerability Assessment	200,000	S	WU	200,000	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	20-11	Study	Develop Master Plan	500,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	21-05	Study	Level of Service Agreement	150,000	S	WU	150,000	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	18-07	New	Replacement of UV System	5,400,000	E	WU	100,000	3,100,000	1,800,000	-	-	-	4,900,000



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**Appendix M**

2.670	Regional Water Supply	18-08	Replacement	Bulk Supply Meter Replacement Program	2,050,000	E	WU	100,000	300,000	200,000	200,000	150,000	-	850,000
2.670	Regional Water Supply	18-15	Renewal	Corrosion Protection Program	1,150,000	S	WU	50,000	200,000	150,000	150,000	150,000	150,000	800,000
2.670	Regional Water Supply	18-18	Replacement	Main No.3 Segment Replacement	15,600,000	S	WU	150,000	600,000	4,900,000	4,900,000	4,900,000	-	15,300,000
2.670	Regional Water Supply	19-05	Renewal	Repairs - Kapoor Shutdown	600,000	S	WU	-	-	-	100,000	-	-	100,000
2.670	Regional Water Supply	19-23	New	Critical Spare Equipment Storage & Pipe Yard	600,000	S	WU	200,000	200,000	300,000	-	-	-	500,000
2.670	Regional Water Supply	20-16	Replacement	Cecelia Meter Replacement	1,000,000	S	WU	-	450,000	450,000	-	-	-	900,000
2.670	Regional Water Supply	20-17	Replacement	Decommission Smith Hill Site	800,000	S	WU	-	150,000	-	500,000	-	-	650,000
2.670	Regional Water Supply	20-32	New	pH Adjustment Facility	2,500,000	S	WU	-	100,000	2,400,000	-	-	-	2,500,000
2.670	Regional Water Supply	21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	275,000	E	WU	-	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	21-07	Replacement	Goldstream Water Treatment Plant Communications Upgrade	250,000	S	WU	50,000	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	21-09	New	Goldstream Water Chlorination Gas System Removal	200,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	21-10	Replacement	SCADA Masterplan and System Upgrades	650,000	E	WU	50,000	500,000	-	-	-	-	500,000
2.670	Regional Water Supply	21-11	Replacement	RWS Supply Main No. 4 Upgrade	33,900,000	S	WU	1,500,000	1,500,000	6,300,000	11,400,000	13,500,000	900,000	33,600,000
2.670	Regional Water Supply	21-12	New	SRRDF Upgrade	425,000	E	WU	-	350,000	-	-	-	-	350,000
2.670	Regional Water Supply	22-14	New	Sooke River Intake Feasibility	50,000	S	WU	-	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	22-15	New	Microwave Radio Upgrades	300,000	S	WU	-	300,000	-	-	-	-	300,000
2.670	Regional Water Supply	22-16	Renewal	Goldstream WTP Drainage Improvements	200,000	S	WU	-	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	22-17	New	Goldstream WTP Safety Improvements	200,000	E	WU	-	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	16-16	Renewal	Implications from Goldstream Dam Safety Review	825,000	S	WU	200,000	275,000	75,000	75,000	-	-	425,000
2.670	Regional Water Supply	16-17	Renewal	Butchart Dam No. 5 Remediation Planning & Construction	3,550,000	S	WU	2,000,000	2,000,000	-	-	-	-	2,000,000
2.670	Regional Water Supply	17-25	Renewal	Implications from Sooke Lake Dam Safety Review	1,210,000	S	WU	500,000	500,000	-	-	-	-	500,000
2.670	Regional Water Supply	18-19	New	Sooke Lake Dam - Instrumentation System Improvements	1,300,000	S	WU	500,000	600,000	100,000	100,000	-	-	800,000
2.670	Regional Water Supply	18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	600,000	S	WU	500,000	500,000	-	-	-	-	500,000
2.670	Regional Water Supply	19-07	New	Integrate Dam Performance and Hydromet to SCADA	1,100,000	E	WU	500,000	1,000,000	-	-	-	-	1,000,000
2.670	Regional Water Supply	19-09	New	Cabin Pond Dams Decommissioning	100,000	S	WU	-	-	-	100,000	-	-	100,000
2.670	Regional Water Supply	19-12	New	Goldstream Dams Instrumentation Improvements	600,000	S	WU	500,000	-	100,000	400,000	-	-	500,000
2.670	Regional Water Supply	19-13	New	Dam Safety Instrumentation	300,000	E	WU	100,000	150,000	50,000	50,000	-	-	250,000
2.670	Regional Water Supply	20-19	Replacement	Goldstream System High Level Outlet Valve Replacements	200,000	S	WU	50,000	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	300,000	S	WU	100,000	200,000	-	-	-	-	200,000

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2.670	Regional Water Supply	21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	200,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	150,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	21-22	Study	Charters Dam - Dam Safety Review 2021	250,000	S	WU	50,000	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	22-08	New	Deception Dam Surveillance Improvements	450,000	S	WU	-	150,000	300,000	-	-	-	450,000
2.670	Regional Water Supply	23-01	New	Sooke Lake Dam Update Seismic Assessment	150,000	E	WU	-	-	150,000	-	-	-	150,000
2.670	Regional Water Supply	23-07	Renewal	Sooke Lake Dam Spillway and Gates Retrofit	450,000	S	WU	-	-	150,000	300,000	-	-	450,000
2.670	Regional Water Supply	23-08	Study	Regional Watershed Dams – Flood Forecasting System	300,000	S	WU	-	-	150,000	150,000	-	-	300,000
2.670	Regional Water Supply	23-09	Study	Sooke Lake Dam - Dam Safety Review 2023 & Addressing Implications	800,000	S	WU	-	-	200,000	300,000	300,000	-	800,000
2.670	Regional Water Supply	25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	350,000	S	WU	-	-	-	-	150,000	200,000	350,000
2.670	Regional Water Supply	25-02	Study	Probable Maximum Flood and Inflow Design Flood Updates	150,000	S	WU	-	-	-	-	150,000	-	150,000
2.670	Regional Water Supply	20-04	New	Sooke Lake HyDy Model Development	340,000	E	WU	80,000	260,000	30,000	30,000	-	-	320,000
2.670	Regional Water Supply	21-13	New	Flowcam Imaging System	150,000	E	WU	-	10,000	-	-	-	-	10,000
2.670	Regional Water Supply	22-05	New	WQ Lab Capital Improvements	40,000	B	WU	-	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	22-06	Study	Sooke Lake Food Web Study	100,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	22-07	Study	Bulk-Water Connection Backflow Protection Study	50,000	S	WU	-	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	23-06	Study	GVDWS Nitrification Study	50,000	S	WU	-	-	50,000	-	-	-	50,000
2.670	Regional Water Supply	22-19	New	Microbiological Media Preparator	45,000	E	WU	-	45,000	-	-	-	-	45,000
2.670	Regional Water Supply	24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	60,000	E	WU	-	60,000	-	-	-	-	60,000
2.670	Regional Water Supply	17-27	Replacement	Watershed Bridge and Culvert Replacement	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	600,000	E	WU	-	150,000	150,000	150,000	100,000	100,000	650,000
2.670	Regional Water Supply	17-29	Replacement	Water Supply Area Equipment Replacement	425,000	E	WU	-	85,000	85,000	85,000	85,000	85,000	425,000
2.670	Regional Water Supply	17-30	Replacement	Transmission Main Repairs	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-31	Replacement	Transmission System Components Replacement	400,000	S	WU	-	80,000	80,000	80,000	80,000	80,000	400,000
2.670	Regional Water Supply	17-33	Replacement	Disinfection Equipment Parts Replacement	1,000,000	E	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-34	Renewal	Supply System Computer Model Update	100,000	S	WU	-	20,000	20,000	20,000	20,000	20,000	100,000
2.670	Regional Water Supply	19-16	Replacement	Dam Improvements	1,500,000	S	WU	-	300,000	300,000	300,000	300,000	300,000	1,500,000
2.670	Regional Water Supply	19-22	Replacement	SCADA Repairs & Equipment Replacement	750,000	E	WU	-	150,000	150,000	150,000	150,000	150,000	750,000
2.670	Regional Water Supply	21-15	Replacement	Corrosion Protection	250,000	S	WU	-	50,000	50,000	50,000	50,000	50,000	250,000

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2.670	Regional Water Supply	21-16	Replacement	Valve Chamber Upgrades	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	21-17	Replacement	Water Quality Equipment Replacement	250,000	E	WU	-	50,000	50,000	50,000	50,000	50,000	250,000
2.670	Regional Water Supply	21-18	Renewal	LIMS support	100,000	E	WU	-	25,000	25,000	25,000	25,000	25,000	125,000
2.670	Regional Water Supply	17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	2,495,000	V	ERF	291,000	1,205,250	406,000	290,000	450,000	200,000	2,551,250
2.670	Regional Water Supply	20-22	New	Vehicle for the Dam Safety Program	80,000	V	WU	35,000	80,000	-	-	-	-	80,000
2.670	Regional Water Supply	20-23	New	Vehicle for the CSE Support Program	62,000	V	WU	45,000	80,000	-	-	-	-	80,000
2.670	Regional Water Supply	21-30	New	Vehicle for Warehouse Operations	62,000	V	WU	35,000	62,000	-	-	-	-	62,000
2.670	Regional Water Supply	22-18	New	Electric Vehicle Charging Stations	80,000	E	WU	-	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	22-18	New	Electric Vehicle Charging Stations	-	E	Grant	-	40,000	-	-	-	-	40,000
<b>Regional Water Supply Total</b>					<b>119,831,000</b>			<b>10,346,000</b>	<b>27,817,250</b>	<b>25,231,000</b>	<b>21,970,000</b>	<b>22,570,000</b>	<b>4,210,000</b>	<b>101,798,250</b>
2.680	JDF Water Distribution	16-01	Renewal	Share of Combo Project: Upgrades to Buildings at 479 Island Highway	160,000	B	Cap	-	40,000	40,000	40,000	40,000	40,000	200,000
2.680	JDF Water Distribution	17-01	Renewal	Share of Combo Project: Voice Radio Upgrade	780,000	E	Cap	300,000	625,000	-	-	-	-	625,000
2.680	JDF Water Distribution	20-01	New	Share of Combo Project: Portable Pump Station	375,000	E	Cap	100,000	275,000	-	-	-	-	275,000
2.680	JDF Water Distribution	17-03	Replacement	Share of Combo Project: Office Equipment, Upgrades and Replacements	112,500	E	Cap	-	22,500	22,500	22,500	22,500	22,500	112,500
2.680	JDF Water Distribution	17-04	Replacement	Share of Combo Project: Computer Upgrades	425,000	E	Cap	-	85,000	85,000	85,000	85,000	85,000	425,000
2.680	JDF Water Distribution	17-05	New	Share of Combo Project: Development of the Maintenance Management Systems	50,000	E	Cap	-	25,000	10,000	10,000	10,000	10,000	65,000
2.680	JDF Water Distribution	17-06	Replacement	Share of Combo Project: Small Equipment & Tool Replacement (Water Operations)	200,000	E	Cap	-	40,000	40,000	40,000	40,000	-	160,000
2.680	JDF Water Distribution	17-07	Replacement	Share of Combo Project: Small Equipment & Tool Replacement (Corporate Fleet)	37,500	E	Cap	-	7,500	7,500	7,500	7,500	7,500	37,500
2.680	JDF Water Distribution	16-03	Renewal	Asset Management Plan	150,000	S	WU	150,000	-	50,000	100,000	-	-	150,000
2.680	JDF Water Distribution	21-14	Renewal	Fire Storage Analysis	120,000	S	WU	120,000	-	120,000	-	-	-	120,000
2.680	JDF Water Distribution	16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	5,000,000	S	WU	600,000	700,000	1,000,000	-	-	-	1,700,000
2.680	JDF Water Distribution	18-02	Renewal	JDF Reservoir Upgrades	1,250,000	S	WU	200,000	650,000	-	-	-	-	650,000
2.680	JDF Water Distribution	18-03	Renewal	JDF Site Decommissioning Program	1,050,000	S	WU	350,000	450,000	350,000	100,000	-	-	900,000
2.680	JDF Water Distribution	18-05	Replacement	Rocky Point Upgrades	9,314,000	S	WU	3,320,000	3,320,000	-	-	-	-	3,320,000
2.680	JDF Water Distribution	18-05	Replacement	Rocky Point Upgrades	-	S	Other	5,551,000	5,551,000	-	-	-	-	5,551,000
2.680	JDF Water Distribution	18-06	New	Disaster Response Plan for Water Supply and Distribution	400,000	S	WU	-	50,000	50,000	50,000	50,000	50,000	250,000
2.680	JDF Water Distribution	19-06	Renewal	Corrosion Protection Program	50,000	S	WU	-	5,000	5,000	5,000	-	-	15,000

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2.680	JDF Water Distribution	19-09	New	Distribution System Seismic Resiliency Improvements	1,750,000	S	WU	-	150,000	500,000	500,000	500,000	-	1,650,000
2.680	JDF Water Distribution	20-03	Replacement	AC Pipe Replacement Program	27,000,000	S	WU	-	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
2.680	JDF Water Distribution	20-04	Replacement	William Head & VGH Meter Replacement	700,000	S	WU	300,000	550,000	-	-	-	-	550,000
2.680	JDF Water Distribution	20-06	Replacement	Sun River Reservoir Replacement	1,675,000	S	WU	700,000	1,275,000	-	-	-	-	1,275,000
2.680	JDF Water Distribution	20-06	Replacement	Sun River Reservoir Replacement	-	S	Other	-	200,000	-	-	-	-	200,000
2.680	JDF Water Distribution	20-07	Replacement	Goldstream AC Replacement	5,800,000	S	WU	4,300,000	5,100,000	-	-	-	-	5,100,000
2.680	JDF Water Distribution	21-02	Replacement	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	3,000,000	S	WU	-	200,000	2,800,000	-	-	-	3,000,000
2.680	JDF Water Distribution	21-13	Replacement	SCADA Master Plan Update & Upgrades	700,000	S	WU	-	500,000	-	-	-	-	500,000
2.680	JDF Water Distribution	22-01	New	East Sooke Interconnect Water Main	500,000	S	WU	-	500,000	-	-	-	-	500,000
2.680	JDF Water Distribution	22-02	New	Microwave Radio Upgrades	150,000	S	WU	-	150,000	-	-	-	-	150,000
2.680	JDF Water Distribution	16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	2,094,000	V	ERF	362,000	1,060,000	270,000	400,000	240,000	124,000	2,094,000
2.680	JDF Water Distribution	17-07	New	Site Decommissioning - General	50,000	S	WU	-	10,000	10,000	10,000	10,000	10,000	50,000
2.680	JDF Water Distribution	17-09	Replacement	Emergency Main Replacement	500,000	S	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.680	JDF Water Distribution	17-12	Replacement	Large Meters/Meter Vaults Components Replacement	1,250,000	S	WU	-	250,000	250,000	250,000	250,000	250,000	1,250,000
2.680	JDF Water Distribution	17-13	New	Site Security Upgrades	200,000	S	WU	-	40,000	40,000	40,000	40,000	40,000	200,000
2.680	JDF Water Distribution	17-15	Renewal	Distribution System Improvements	2,250,000	S	WU	-	450,000	450,000	450,000	450,000	450,000	2,250,000
2.680	JDF Water Distribution	17-16	New	Hydraulic Model Yearly Update	300,000	S	WU	-	60,000	60,000	60,000	60,000	60,000	300,000
2.680	JDF Water Distribution	21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	1,125,000	B	WU	-	225,000	225,000	225,000	225,000	225,000	1,125,000
2.680	JDF Water Distribution	21-04	Replacement	Residential Service & Meter Replacement	6,500,000	S	WU	-	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
2.680	JDF Water Distribution	21-05	Replacement	Pump Station Equipment Replacements	750,000	S	WU	-	150,000	150,000	150,000	150,000	150,000	750,000
2.680	JDF Water Distribution	21-06	Replacement	SCADA Equipment Replacement	500,000	S	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.680	JDF Water Distribution	21-07	Renewal	Reservoir Equipment Replacement	500,000	S	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.680	JDF Water Distribution	21-09	Replacement	Valve Replacement	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.680	JDF Water Distribution	16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	255,000	S	Res	-	175,000	20,000	20,000	20,000	-	235,000
2.680	JDF Water Distribution	20-02	New	Bear Mountain Parkway Extension Supply Mains	2,000,000	S	Res	-	1,500,000	-	-	-	-	1,500,000
2.680	JDF Water Distribution	21-01	New	Sooke Henlyn Supply & Distribution Mains	1,000,000	S	Res	-	1,000,000	-	-	-	-	1,000,000
2.680	JDF Water Distribution	23-01	New	Skirt Mountain Improvements: Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	9,110,000	S	Res	4,000,000	8,000,000	-	-	-	-	8,000,000

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JDF Water Distribution Total					90,133,000	20,353,000	38,191,000	11,355,000	7,365,000	7,000,000	6,324,000	70,235,000		
2.681	Florence Lake Water	22-01	New	Florence Lake Inclusion Upgrades	300,000	S	Debt	-	300,000	-	-	-	300,000	
<b>Florence Lake Water Total</b>					<b>300,000</b>			<b>-</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>	
2.691	Wilderness Mountain Water Service	22-01	New	Alternative Approval Process	15,000	S	Res	-	15,000	-	-	-	15,000	
2.691	Wilderness Mountain Water Service	22-02	New	Water Treatment Plant Conceptual Design	50,000	S	Res	-	5,000	-	-	-	5,000	
2.691	Wilderness Mountain Water Service	22-02	New	Water Treatment Plant Conceptual Design	50,000	S	Grant	-	45,000	-	-	-	45,000	
2.691	Wilderness Mountain Water Service	23-01	New	Water Treatment Plant Upgrades	500,000	S	Debt	-	-	500,000	-	-	500,000	
<b>Wilderness Mountain Water Service Total</b>					<b>615,000</b>			<b>-</b>	<b>65,000</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>565,000</b>	
3.701	Millstream Site Remediation	17-01	Renewal	Millstream Meadows Remediation	14,705,734	L	Cap	457,500	457,500	-	-	-	457,500	
3.701	Millstream Site Remediation	17-01	Renewal	Millstream Meadows Remediation	-	L	Grant	292,500	292,500	-	-	-	292,500	
<b>Millstream Site Remediation Total</b>					<b>14,705,734</b>			<b>750,000</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>750,000</b>	
3.705	SSI Septage / Composting	16-03	Study	Options Analysis	70,000	S	Res	65,000	70,000	-	-	-	70,000	
3.705	SSI Septage / Composting	17-01	Study	Public Engagement for Treatment Capital Project	10,000	S	Res	-	-	10,000	-	-	10,000	
3.705	SSI Septage / Composting	17-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	60,000	S	Res	15,000	-	60,000	-	-	60,000	
3.705	SSI Septage / Composting	18-01	Replacement	Treatment and Disposal	110,000	S	Res	-	-	110,000	-	-	110,000	
3.705	SSI Septage / Composting	18-01	Replacement	Treatment and Disposal	2,000,000	S	Debt	-	-	-	2,000,000	-	2,000,000	
3.705	SSI Septage / Composting	20-01	Replacement	Lagoon Closure	82,500	S	Grant	75,000	75,000	-	-	-	75,000	
3.705	SSI Septage / Composting	20-01	Replacement	Lagoon Closure	-	S	Res	-	7,500	-	-	-	7,500	
3.705	SSI Septage / Composting	21-01	Study	Strategic Asset management plan	40,000	S	Grant	-	-	-	-	40,000	40,000	
3.705	SSI Septage / Composting	21-01	Study	Strategic Asset management plan	10,000	S	Res	-	-	-	-	10,000	10,000	
3.705	SSI Septage / Composting	22-01	New	Composting Facility	168,462	S	Grant	168,462	168,462	-	-	-	168,462	
3.705	SSI Septage / Composting	22-01	New	Composting Facility	33,196	S	Other	33,196	33,196	-	-	-	33,196	
3.705	SSI Septage / Composting	22-01	New	Composting Facility	60,000	S	Grant	60,000	60,000	-	-	-	60,000	
<b>SSI Septage / Composting Total</b>					<b>2,644,158</b>			<b>416,658</b>	<b>414,158</b>	<b>180,000</b>	<b>2,000,000</b>	<b>50,000</b>	<b>-</b>	<b>2,644,158</b>
3.718	Saanich Peninsula Wastewater	16-06	New	Biosolids Treatment & Disposal Options Study	100,000	S	Cap	100,000	50,000	50,000	-	-	100,000	
3.718	Saanich Peninsula Wastewater	20-02	Renewal	Replace Aerators in Oxidation Ditches	200,000	E	Res	50,000	50,000	-	-	-	50,000	
3.718	Saanich Peninsula Wastewater	20-02	Renewal	Replace Aerators in Oxidation Ditches	800,000	E	Debt	-	-	-	800,000	-	800,000	
3.718	Saanich Peninsula Wastewater	20-06	Renewal	SPWWTP Road Upgrades & Repairs	300,000	S	Debt	-	-	-	285,000	-	285,000	

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3.718	Saanich Peninsula Wastewater	21-01	Renewal	SPWWTP Concrete Tank Repairs	1,850,000	S	Res	100,000	1,100,000	-	-	-	-	1,100,000
3.718	Saanich Peninsula Wastewater	21-03	Renewal	SPWWTP Screenings Bin	300,000	S	Res	-	-	50,000	250,000	-	-	300,000
3.718	Saanich Peninsula Wastewater	21-05	Renewal	SPWWTP HVAC Fan Replacements	200,000	S	Res	-	50,000	100,000	-	-	-	150,000
3.718	Saanich Peninsula Wastewater	23-04	Replacement	Replace SCADA Servers and Ethernet Upgrades	250,000	S	ERF	-	250,000	-	-	-	-	250,000
3.718	Saanich Peninsula Wastewater	23-03	Renewal	SPWWTP Solids Handling Equipment Removal	400,000	S	Debt	-	-	-	50,000	100,000	250,000	400,000
3.718	Saanich Peninsula Wastewater	23-02	Study	Bazan Bay Outfall Inspection	200,000	S	Res	-	-	200,000	-	-	-	200,000
3.718	Saanich Peninsula Wastewater	21-02	Renewal	Sidney Pump Station Wet Well Upgrades	250,000	S	Debt	-	-	-	250,000	-	-	250,000
3.718	Saanich Peninsula Wastewater	19-03	Renewal	Corrosion Prevention Program	120,000	S	Res	20,000	20,000	-	-	60,000	-	80,000
3.718	Saanich Peninsula Wastewater	19-06	Renewal	Odour Control Upgrades	575,000	S	Res	-	400,000	-	-	-	-	400,000
3.718	Saanich Peninsula Wastewater	21-04	Replacement	Voice Radio Replacement	35,000	E	ERF	-	17,500	-	-	-	-	17,500
3.718	Saanich Peninsula Wastewater	18-10	Replacement	Equipment Replacement - Annual Provisional	750,000	S	ERF	-	150,000	150,000	150,000	150,000	150,000	750,000
3.718	Saanich Peninsula Wastewater	22-02	New	Microwave Radio Upgrades	150,000	E	Debt	-	-	-	150,000	-	-	150,000
3.718	Saanich Peninsula Wastewater	24-02	Replacement	Replace IWOps Trailer F00774 1998 G & M Generator Trailer	230,000	E	Debt	-	-	-	230,000	-	-	230,000
3.718	Saanich Peninsula Wastewater	20-03	Renewal	Trunk Sewer Relining	2,200,000	S	Res	1,050,000	1,050,000	-	-	-	-	1,050,000
3.718	Saanich Peninsula Wastewater	20-04	Renewal	Manhole Repairs and Replacement	500,000	S	Debt	-	-	-	250,000	250,000	-	500,000
3.718	Saanich Peninsula Wastewater	23-01	Renewal	DCC Program - 5-year Update	50,000	S	Res	-	-	-	50,000	-	-	50,000
	<b>Saanich Peninsula Wastewater Total</b>				<b>9,510,000</b>			<b>1,320,000</b>	<b>3,137,500</b>	<b>550,000</b>	<b>2,465,000</b>	<b>560,000</b>	<b>400,000</b>	<b>7,112,500</b>
3.798C	Debt - Core Area Wastewater Treatment Program	16-01a	New	CAWTP	462,000,000	S	Grant	14,992,900	14,992,900	-	-	-	-	14,992,900
3.798C	Debt - Core Area Wastewater Treatment Program	16-01c	New	CAWTP	211,900,000	S	Cap	1,357,100	1,357,100	1,068,100	-	-	-	2,425,200
3.798C	Debt - Core Area Wastewater Treatment Program	20-01a	New	IT Capital Purchases and Plant Optimization	900,000	E	Cap	120,000	120,000	-	-	-	-	120,000
3.798C	Debt - Core Area Wastewater Treatment Program	20-02a	New	New Fleet Purchases	1,400,000	V	Cap	396,000	133,000	263,000	-	-	-	396,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-01	Renewal	Lang Cove Electrical and Building Upgrades	350,000	S	Res	-	350,000	-	-	-	-	350,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-02	Renewal	Marigold Electrical and Building Upgrades	2,250,000	S	Debt	2,200,000	2,200,000	-	-	-	-	2,200,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-03	Renewal	Currie Major Electrical and Siesmic Upgrades	2,300,000	S	Debt	-	400,000	-	1,900,000	-	-	2,300,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-04	Renewal	Craigflower Odour Control Upgrade	400,000	S	Debt	400,000	400,000	-	-	-	-	400,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-05	Replacement	Harling PS - Complete Replacement	1,900,000	S	Debt	200,000	200,000	1,700,000	-	-	-	1,900,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-01	Renewal	Odour Control HVAC Testing and Balancing	200,000	S	Debt	-	200,000	-	-	-	-	200,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-05	Replacement	Lang Cove Discharge Isolation Valves	400,000	S	ERF	-	400,000	-	-	-	-	400,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-01	Renewal	Trent PLC Upgrade	250,000	S	Debt	-	-	-	250,000	-	-	250,000

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3.798C	Debt - Core Area Wastewater Treatment Program	24-02	Renewal	Hood Mechanical and Electrical Renewal	420,000	S	Debt	-	-	-	420,000	-	-	420,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	230,000	S	Debt	-	-	-	230,000	-	-	230,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-04	Renewal	Humber Electrical and Mechanical Renewal	290,000	S	Debt	-	-	-	290,000	-	-	290,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-05	Renewal	Rutland Electrical and Mechanical Renewal	290,000	S	Debt	-	-	-	290,000	-	-	290,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	670,000	S	Debt	-	-	-	120,000	550,000	-	670,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-06	Replacement	Pump Station Equipment Replacement	560,000	S	ERF	-	228,000	162,000	130,000	30,000	10,000	560,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-06	Renewal	Shoreline Trunk Sewer Upgrade	2,400,000	S	Debt	200,000	200,000	2,000,000	-	-	-	2,200,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-07	New	Western Trunk Sewer Twinning	15,000,000	S	Debt	400,000	400,000	-	-	-	-	400,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-08	Replacement	Boundary Odour Control Replacement	400,000	S	Res	-	400,000	-	-	-	-	400,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-09	Renewal	Bowker Sewer Rehabilitation	8,600,000	S	Debt	4,175,000	8,475,000	-	-	-	-	8,475,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-10	Renewal	Sewer Cleaning and Inspection	600,000	S	Debt	75,000	75,000	-	150,000	150,000	150,000	525,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-11	Renewal	Manhole Repairs and Replacement	1,500,000	S	Debt	500,000	500,000	250,000	250,000	250,000	250,000	1,500,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-01	Renewal	Cecelia Ravine Pipe Protection	300,000	S	Debt	-	-	300,000	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	500,000	S	Res	-	475,000	-	-	-	-	475,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-13	New	Craigflower Forcemain Twinning	9,600,000	S	Debt	300,000	300,000	300,000	4,500,000	4,500,000	-	9,600,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-14	Renewal	Marigold Siphon Assessment	8,300,000	S	Debt	400,000	400,000	-	-	7,900,000	-	8,300,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-02	Renewal	Gorge and Harriet Siphon Assessment	250,000	S	Res	-	250,000	-	-	-	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-02	Renewal	Penrhyn Siphon Assessment	400,000	S	Debt	-	-	400,000	-	-	-	400,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-07	Renewal	Parsons Siphon Assessment	400,000	S	Debt	-	-	-	400,000	-	-	400,000
3.798C	Debt - Core Area Wastewater Treatment Program	25-01	Renewal	Admirals Siphon Assessment	400,000	S	Debt	-	-	-	-	400,000	-	400,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-15	Replacement	Parsons Meter Replacement	250,000	S	Debt	225,000	225,000	-	-	-	-	225,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-16	New	Gorge & Chapman Meter	130,000	S	Debt	130,000	130,000	-	-	-	-	130,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-17	New	Esquimalt Nation Meter	200,000	S	Debt	200,000	200,000	-	-	-	-	200,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-18	New	Shoreline Trunk Meter	240,000	S	Debt	50,000	240,000	-	-	-	-	240,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-19	New	Selkirk Meter	190,000	S	Debt	190,000	190,000	-	-	-	-	190,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-20	Replacement	Haultain, Hereward, Langford Replacement	40,000	S	Debt	40,000	40,000	-	-	-	-	40,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-21	Replacement	Penrhyn Meter	90,000	S	Debt	90,000	90,000	-	-	-	-	90,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-22	Study	Asset Management Plan Update	250,000	S	Debt	250,000	250,000	-	-	-	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-23	Study	DCC Program Development	400,000	S	Debt	100,000	200,000	-	-	-	-	200,000

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3.798C	Debt - Core Area Wastewater Treatment Program	21-24	Renewal	Record Drawing and Wastewater Agreement Updates	600,000	S	Debt	50,000	150,000	100,000	100,000	100,000	100,000	550,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-25	Renewal	SCADA and Radio Assessment	3,150,000	S	Debt	50,000	800,000	750,000	750,000	750,000	-	3,050,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-03	Renewal	Acquisition of Outstanding Right-of-Ways	1,200,000	S	Debt	-	200,000	-	-	1,000,000	-	1,200,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-26	Replacement	Annual Provisional Emergency Repairs	5,000,000	S	Debt	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-27	New	New Infrastructure Optimization	500,000	S	Debt	470,000	470,000	-	-	-	-	470,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-04	New	Microwave Radio Upgrades	200,000	S	ERF	-	200,000	-	-	-	-	200,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-08	Renewal	Clover Point Outfall Retrofit	500,000	S	Debt	-	-	-	500,000	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	25-02	Renewal	Macaulay Point Outfall Retrofit	750,000	S	Debt	-	-	-	-	750,000	-	750,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-29	Renewal	Quonset removal	100,000	S	Debt	-	50,000	-	-	-	-	50,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-07	New	RTF Infrastructure Optimization	294,000	S	Debt	-	294,000	-	-	-	-	294,000
<b>Debt - Core Area Wastewater Treatment Program Total</b>					<b>850,544,000</b>			<b>27,561,000</b>	<b>37,185,000</b>	<b>8,293,100</b>	<b>11,280,000</b>	<b>17,380,000</b>	<b>1,510,000</b>	<b>75,648,100</b>
3.810	Ganges Sewer Utility (SSI)	21-01	New	Strategic Asset Management Plan	50,000	S	Grant	-	40,000	-	-	-	-	40,000
3.810	Ganges Sewer Utility (SSI)	21-01	New	Strategic Asset Management Plan	-	S	Res	-	10,000	-	-	-	-	10,000
3.810	Ganges Sewer Utility (SSI)	21-02	New	Reclaimed Water Study	57,500	S	Res	57,500	57,500	-	-	-	-	57,500
3.810	Ganges Sewer Utility (SSI)	21-03	New	VFD installation for EQ Tank	50,000	S	Res	50,000	50,000	-	-	-	-	50,000
3.810	Ganges Sewer Utility (SSI)	21-04	New	Ganges WWTP Lab Room, Crew Room and blower room design	60,000	S	Res	50,000	60,000	-	-	-	-	60,000
3.810	Ganges Sewer Utility (SSI)	21-05	New	Construction of WWTP Chemical storage, lab, crew room facilities	1,000,000	S	Res	-	200,000	-	-	-	-	200,000
3.810	Ganges Sewer Utility (SSI)	21-05	New	Construction of WWTP Chemical storage, lab, crew room facilities	-	S	Debt	200,000	-	800,000	-	-	-	800,000
3.810	Ganges Sewer Utility (SSI)	21-06	New	Aeration system improvement detailed design	90,000	E	Res	90,000	90,000	-	-	-	-	90,000
3.810	Ganges Sewer Utility (SSI)	22-01	Replacement	Electorate Assent for Borrowing	60,000	S	Res	-	60,000	-	-	-	-	60,000
3.810	Ganges Sewer Utility (SSI)	22-02	Replacement	Public Engagement	10,000	S	Res	-	10,000	-	-	-	-	10,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction	630,000	E	Grant	-	100,000	-	-	-	-	100,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction	-	E	Debt	-	-	530,000	-	-	-	530,000
3.810	Ganges Sewer Utility (SSI)	24-01	New	Electrical upgrdes -lighting and HMI	25,000	E	Res	-	-	-	25,000	-	-	25,000
3.810	Ganges Sewer Utility (SSI)	23-04	Replacement	Replace IWOPs Trailer F00845 1999	77,000	E	Res	-	-	77,000	-	-	-	77,000
<b>Ganges Sewer Utility (SSI) Total</b>					<b>2,109,500</b>			<b>447,500</b>	<b>677,500</b>	<b>1,407,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>2,109,500</b>
3.820	Maliview Sewer Utility (SSI)	21-03	Replacement	Wastewater Treatment Plant Upgrade	2,010,000	S	Debt	-	300,000	1,710,000	-	-	-	2,010,000
3.820	Maliview Sewer Utility (SSI)	22-02	Renewal	Collection system repairs	200,000	S	Debt	-	-	200,000	-	-	-	200,000
3.820	Maliview Sewer Utility (SSI)	23-01	New	SAMP Development	9,000	S	Res	-	-	-	9,000	-	-	9,000



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3.820	Maliview Sewer Utility (SSI)	23-01	New	SAMP Development	32,000	S	Grant	-	-	-	32,000	-	-	32,000
	<b>Maliview Sewer Utility (SSI) Total</b>				<b>2,251,000</b>			-	<b>300,000</b>	<b>1,910,000</b>	<b>41,000</b>	-	-	<b>2,251,000</b>
3.830	Magic Lake Sewer Utility (Pender)	20-01	Renewal	Wastewater Improvements - Sewer Replacement	3,943,916	S	Debt	1,700,000	1,100,000	600,000	-	-	-	1,700,000
3.830	Magic Lake Sewer Utility (Pender)	21-01	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	7,709,350	S	Debt	-	800,100	1,066,800	189,180	-	-	2,056,080
3.830	Magic Lake Sewer Utility (Pender)	21-01	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	-	S	Grant	-	2,199,900	2,933,200	520,170	-	-	5,653,270
3.830	Magic Lake Sewer Utility (Pender)	22-01	New	EV Charging Station	5,000	E	Res	-	2,500	-	-	-	-	2,500
3.830	Magic Lake Sewer Utility (Pender)	22-01	New	EV Charging Station	-	E	Grant	-	2,500	-	-	-	-	2,500
	<b>Magic Lake Sewer Utility (Pender) Total</b>				<b>11,658,266</b>			<b>1,700,000</b>	<b>4,105,000</b>	<b>4,600,000</b>	<b>709,350</b>	-	-	<b>9,414,350</b>
3.850	Port Renfrew Sewer	22-01	Replacement	Genset Upgrade	60,000	S	Grant	-	60,000	-	-	-	-	60,000
3.850	Port Renfrew Sewer	22-02	Renewal	Alternative Approval Process	15,000	S	Res	-	15,000	-	-	-	-	15,000
3.850	Port Renfrew Sewer	23-01	Replacement	Phase 1 - System Renewal - Outfall and Sewer Replacement	1,500,000	S	Debt	-	-	150,000	1,350,000	-	-	1,500,000
3.850	Port Renfrew Sewer	25-01	Renewal	Phase 2 - System Renewal - New WWTP and Pump Station	400,000	S	Debt	-	-	-	-	400,000	-	400,000
	<b>Port Renfrew Sewer Total</b>				<b>1,975,000</b>			-	<b>75,000</b>	<b>150,000</b>	<b>1,350,000</b>	<b>400,000</b>	-	<b>1,975,000</b>
	<b>Grand Total</b>							<b>181,136,586</b>	<b>265,950,277</b>	<b>133,067,525</b>	<b>79,838,760</b>	<b>29,776,275</b>	<b>689,769,423</b>	



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	29,930,014	29,271,034			363,840	295,140	29,930,014	1,210,559	14,331,680	2,552,912	1,367,976	84,880	10,382,007	10,382,007
1.10X	Facilities and Risk	4,049,422	3,782,364			55,000	212,058	4,049,422		3,800,549		88,966		159,907	159,907
1.101	G.I.S.	617,943	544,453			23,490	50,000	617,943		494,422		3,368		120,153	120,153
1.103	Elections	262,932	237,432				25,500	262,932			122,457	74,984		65,491	65,491
1.104	U.B.C.M.	12,945	12,945					12,945	1,147			76		11,722	11,722
1.109	Electoral Area Admin Exp - JDF	63,837	63,837					63,837	3,570			138		60,129	60,129
1.110	Electoral Area Admin Exp - SGI	466,325	465,305					466,325			60,250	17,696		388,379	388,379
1.111	Electoral Area Admin Exp - SSI	988,945	988,445					988,945	20,050	450,716		689		517,490	517,490
1.112	Regional Grant in Aid	1,477,358	1,477,358					1,477,358	1,457,358			20,000		-	-
1.114	Grant-in-Aid - Juan de Fuca	54,425	54,425					54,425	54,135			290		-	-
1.116	Grant-in-Aid - Salt Spring Island	106,961	106,961					106,961	56,669			236	50,056	50,056	50,056
1.117	Grant-in-Aid - Southern Gulf Islands	108,488	108,488					108,488	2,714			1,189	104,585	104,585	104,585
1.119	Vancouver Island Regional Library	322,818	322,818					322,818	141			575	322,102	322,102	322,102
1.121	Sooke Regional Museum	215,882	215,882					215,882	200			341	215,341	215,341	215,341
1.123	Prov. Court of B.C. (Family Court)	149,360	2,750				146,610	149,360				149,360		-	-
1.124	SSI Economic Development Commission	100,822	100,822					100,822			2,000	585	98,237	98,237	98,237
1.125	SGI Economic Development Commission	123,156	123,156					123,156	2,772			1,337	119,047	119,047	119,047
1.126	Victoria Family Court Committee	16,035	16,035					16,035	157			878	15,000	15,000	15,000
1.128	Greater Victoria Police Victim Services	300,551	299,949		602			300,551				15,358	285,193	285,193	285,193
1.129	Vancouver Island Regional Library - Debt	180,600	60,000	120,600				180,600				180,600			
1.133	Langford E.A. - Greater Victoria Public Library	32,102	32,102					32,102	524			87	31,491	31,491	31,491
1.137	Galiano Island Community Use Building	63,202	32,785	27,417			3,000	63,202				273	62,929	62,929	62,929
1.138	Southern Gulf Islands Regional Library	232,808	232,808					232,808	1,335			2,400	229,073	229,073	229,073
1.141	Salt Spring Island Public Library	665,268	492,881	145,607			26,780	665,268				1,648	663,620	663,620	663,620
1.15X	Municipalities' Own Debt - M.F.A.	15,430,601	61,100	15,369,501				15,430,601				61,100	15,369,501	15,369,501	15,369,501
1.170	Gossip Island Electric Power Supply	56,998	555	56,443				56,998	143			270	56,585	56,585	56,585
1.224	Community Health - Homeless Sec.	816,201	816,201					816,201	15,620			192,087	608,494	608,494	608,494
1.226	Community Health (CHR) Facilities	1,658,419	1,104,749				553,670	1,658,419				1,658,419		-	-
1.227	Saturna Island Medical Clinic	33,541	33,541					33,541				2,152	31,389	31,389	31,389
1.228	Galiano Health Service	135,812	135,812					135,812	126			90	135,596	135,596	135,596
1.229	Pender Islands Health Care Centre	225,987	225,987					225,987					225,987	225,987	225,987
1.230	Traffic Safety Commission	118,428	118,428					118,428	42,358			3,558	72,512	72,512	72,512
1.232	Port Renfrew Street Lighting	8,984	8,984					8,984	1,520			325	3,654	3,485	3,485
1.234	S.S.I. Street Lighting	26,704	26,200	504				26,704				36	26,668	26,668	26,668
1.235	S. G. I. Small Craft Harbour Facilities	449,320	260,120	15,600			173,600	449,320				6,792	141,240	301,288	301,288
1.236	Salt Spring Island Fernwood Dock	25,847	15,847				10,000	25,847				168	25,679	25,679	25,679
1.238A	Community Transit (S.S.I.)	507,996	492,996				15,000	507,996			130,000	183,285	194,711	194,711	194,711
1.238B	Community Transportation (S.S.I.)	172,206	82,206				90,000	172,206				1,161	171,045	171,045	171,045
1.280	Regional Parks	16,779,411	11,942,126	516,778		222,190	4,098,317	16,779,411		32,053		864,888	429,663	15,452,807	15,452,807
1.280A	Regional Parks - Land Acquisition	80,000	50,000	30,000				80,000					80,000	80,000	80,000
1.290	Royal Theatre	580,000	100,000			102,000	378,000	580,000					580,000	580,000	580,000
1.295	McPherson Theatre	786,233	350,000			88,000	348,233	786,233				36,233	750,000	750,000	750,000
1.297	Arts Grants	3,006,402	3,006,402					3,006,402		13,614		25,000	185,956	2,781,832	2,781,832
1.299	Salt Spring Island Arts	121,762	120,210	1,552				121,762				85	121,677	121,677	121,677
1.309	Climate Action and Adaptation	1,480,455	1,479,769				686	1,480,455				76,028	1,404,427	1,404,427	1,404,427
1.310	Land Banking & Housing	3,026,344	1,960,987	1,051,357		10,000	4,000	3,026,344	111,491	765,859	74,992	594,411	35,130	1,444,461	1,444,461
1.311	Regional Housing Trust Fund	5,302,666	5,302,666					5,302,666	4,253,753			94,407	954,506	954,506	954,506
1.313	Animal Care Services	1,208,108	1,198,108				10,000	1,208,108			22,493	720,103	18,500	447,012	447,012
1.314	SGI House Numbering	9,485	9,485					9,485	43			107	9,335	9,335	9,335
1.316	SSI Building Numbering	9,606	9,587	19				9,606				20	9,586	9,586	9,586
1.317	JDF Building Numbering	13,099	13,099					13,099	157			40	12,902	12,902	12,902
1.318	Building Inspection	1,792,001	1,742,381			6,320	43,300	1,792,001		30,076		66,235	4,412	1,237,510	453,768
1.319	Soil Deposit Removal	5,722	5,722					5,722				40	5,682	5,682	5,682
1.320	Noise Control	40,021	40,021					40,021				310	39,711	39,711	39,711
1.322	Nuisances & Unsanitary Premises	53,375	53,375					53,375				313	53,062	53,062	53,062
1.323	By-Law Enforcement	539,235	502,275				36,960	539,235		510,425		28,810		-	-
1.324	Regional Planning Services	2,193,512	2,191,012				2,500	2,193,512		77,852	857,304	64,714	1,193,642	1,193,642	1,193,642
1.325	Electoral Area Services - Planning	807,042	731,272				75,770	807,042		26,420		35,269	2,647	697,706	697,706
1.330	Regional Growth Strategy	328,309	318,309				10,000	328,309			15,354	17,344	295,611	295,611	295,611
1.335	Geo-Spatial Referencing System	174,545	114,495				60,050	174,545				8,708	157,707	157,707	157,707
1.340	JDF Livestock Injury Compensation	3,150	3,150					3,150					3,150	3,150	3,150
1.341	SGI Livestock Injury Compensation	3,150	3,150					3,150					3,150	3,150	3,150
1.342	SSI Livestock Injury Compensation	3,150	3,150					3,150					3,150	3,150	3,150
1.350	Willis Point Fire Protect & Recreation	177,868	117,013			6,300	54,555	177,868	9,919			33,850	134,099	134,099	134,099
1.352	South Galiano Fire Protection	472,448	338,970	44,068		5,810	83,600	472,448				700	66,688	405,060	471,748
1.353	Otter Point Fire Protection	516,158	354,858			5,500	155,800	516,158				320	515,838	515,838	515,838
1.354	Malahat Fire Protection	65,601	65,601					65,601	4				65,597	65,597	65,597
1.355	Durrance Road Fire Protection	3,020	2,719				301	3,020					3,020	3,020	3,020
1.356	Pender Fire Protection	1,165,220	897,118	111,596			156,506	1,165,220			111,596	11,018	1,042,606	1,042,606	1,042,606
1.357	East Sooke Fire Protection	553,329	303,220	155,109			95,000	553,329	27,238			26,160	454,931	454,931	454,931
1.358	Port Renfrew Fire Protection	154,657	126,759	2,898			25,000	154,657				1,176	61,610	91,871	91,871
1.359	N. Galiano Fire Protection	220,715	160,443	48,872		6,400	5,000	220,715	22,486			907	172,882	197,322	197,322
1.360	Shirley Fire Protection	158,639	87,639			10,000	61,000	158,639				200	158,439	158,439	158,439
1.363	Saturna Island Fire	188,365	188,105	260				188,365				10,569	177,796	177,796	177,796
1.369	Electoral Area Fire Services - JDF	94,666	92,911			1,755		94,666			25,800	100	68,766	68,766	68,766
1.369	Electoral Area Fire Services - SGI	108,017	106,012			2,005		108,017			29,470		78,547	78,547	78,547
1.370	Juan de Fuca Emergency Program	88,813	72,933				15,880	88,813				235	88,578	88,578	88,578
1.371	S.S.I. Emergency Program	130,103	130,103					130,103			2,000	190	127,913	127,913	127,913

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	
1.372	Electoral Area Emergency Program	630,264	622,764				7,500	630,264		468,860	12,674		917			147,813	147,813
1.373	S.G.I. Emergency Program	250,048	236,248				13,800	250,048					2,670			247,378	247,378
1.374	Regional Emergency Program Support	195,609	195,609					195,609			56,199		7,524			131,886	131,886
1.375	Hazardous Material Incident Response	352,038	342,478				9,560	352,038			10,633		18,312			323,093	323,093
1.377	J.D.F. Search and Rescue	91,042	87,074				3,968	91,042					21,090			69,952	69,952
1.378	S.S.I. Search and Rescue	32,780	32,780					32,780	7,728				97			24,955	24,955
1.40X	SEAPARC	4,328,565	3,804,599	103,966			420,000	4,328,565					393,284	809,965		3,125,316	3,125,316
1.405	JDF EA - Community Parks	196,546	176,546				20,000	196,546	2,455				817			193,274	193,274
1.408	JDF EA - Community Recreation	90,128	90,128					90,128					20,620			69,508	69,508
1.44X	Panorama Rec. Center.	9,869,066	8,385,369	771,334			712,363	9,869,066					1,579,513	3,099,067		5,190,486	5,190,486
1.455	Salt Spring Island - Community Parks	1,009,096	994,096				15,000	1,009,096		397,958			153,066			458,072	458,072
1.458	Salt Spring Is.- Community Rec	264,803	264,803					264,803					38	210,183		54,582	54,582
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,988,640	1,751,881				236,759	1,988,640		100,780	28,083		50,642	261,040		1,548,095	1,548,095
1.465	Saturna Island Comm. Parks	24,899	18,899				6,000	24,899					1,576			23,323	23,323
1.468	Saturna Island - Community Rec.	21,167	21,167					21,167	10,390				886			9,891	9,891
1.475	Mayne Is. Com. Parks & Rec	93,173	75,043				18,130	93,173					2,770			90,403	90,403
1.476	Mayne Is. Comm. Parks (reserve)	22,701	22,701					22,701	16,041				6,270	390		-	-
1.478	Mayne Is. Community Rec.	48,684	48,684					48,684	13,734				60			34,890	34,890
1.485	North & South Pender Com. Parks	165,474	122,474				43,000	165,474					1,820			163,654	163,654
1.488	North & South Pender Com. Rec	69,107	69,107					69,107	2,972				852			65,283	65,283
1.495	Galiano Parks	94,823	84,823				10,000	94,823					99			94,724	94,724
1.498	Galiano Community Recreation	38,133	38,133					38,133	678				28			37,427	37,427
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	25,126,320	23,089,609				2,036,711	25,126,320					89,065	6,632,823	18,404,432	-	-
1.523	Port Renfrew Refuse Disposal	89,497	83,497				6,000	89,497		17,000			38,645			33,852	33,852
1.525	Solid Waste Disposal - Debt	151,279	840	150,439				151,279					840	150,439		-	-
1.531	Stormwater Quality Management - Sooke	38,281	23,145				15,136	38,281					81			38,200	38,200
1.533	Stormwater Quality Management - S.G.I.	39,100	39,100					39,100					401			38,699	38,699
1.535	Stormwater Quality Management - S.S.I.	47,970	47,970					47,970					30	20,000		27,940	27,940
1.536	LWMP-Stormwater Quality Management-Core	732,400	732,400					732,400				5,959	89,288			637,153	637,153
1.537	Stormwater Quality Management - Peninsula	118,107	118,107					118,107					4,051			114,056	114,056
1.538	Source - Stormwater Quality - Peninsula	55,856	55,856					55,856					1,646			54,210	54,210
1.57X	Environmental Services	23,644,160	23,221,528			55,000	367,632	23,644,160	170,000	23,361,347		20,413	92,400			-	-
1.911	911 Systems	2,532,090	1,470,141	1,011,949			50,000	2,532,090				71,541	2,156,988	127,338		176,223	176,223
1.912B	911 Call Answer - Municipalities	63,910.00		63,910				63,910.00		703,444			(49,731)			(589,803)	(589,803)
1.913	913 Fire Dispatch	298,412	263,412				35,000	298,412					14,311			284,101	284,101
1.921	Regional CREST Contribution	1,764,110	1,764,110					1,764,110	1,559				102,733			1,659,818	1,659,818
1.923	Emergency Comm - CREST - S.G.I.	180,704	180,704					180,704	1,107				1,985			177,612	177,612
1.924	Emergency Comm - CREST - J.D.F.	125,402	123,548	1,854				125,402					259			125,143	125,143
1.925	Emergency Comm - CREST - S.S.I.	143,386	143,386					143,386	408				151			142,827	142,827
2.610	Saanich Peninsula Water Supply	7,517,025	6,667,025				850,000	7,517,025					500	7,516,525		-	-
2.620	SSI Highland Water System	30,971	213	30,758				30,971	29				110		30,832	30,832	
2.621	Highland / Fernwood Water - SSI	542,341	338,984	34,191	44,133		125,033	542,341				27,000	750	439,591	75,000	75,000	
2.622	Cedars of Tuam	50,063	41,963	8,100			8,100	50,063				12,500	50	37,513		-	-
2.624	Beddis Water	270,499	180,037	42,962			47,500	270,499				8,000	280	187,259	74,960	74,960	
2.626	Fulford Water	228,329	168,584	14,145			45,600	228,329				20,000	830	159,999	47,500	47,500	
2.628	Cedar Lane Water (S.S.I.)	81,457	58,173	7,824	10,090		5,370	81,457				5,000	180	61,277	15,000	15,000	
2.630	Magic Lakes Estate Water System	962,930	667,354	193,186			102,390	962,930				10,494	373,288	579,148		579,148	
2.640	Saturna Island Water System (Lyall Harbour)	254,331	173,517	30,077	4,737		46,000	254,331				10,000	967	112,304	131,060	131,060	
2.642	Skana Water (Mayne)	75,615	50,994	2,621			22,000	75,615					110	51,505	24,000	24,000	
2.650	Port Renfrew Water	143,106	123,106				20,000	143,106				13,000	1,090	64,508	64,508	64,508	
2.660	Fernwood Water	14,477	132	14,345				14,477	14				50		14,413	14,413	
2.665	Sticks Allison Water (Galiano)	73,504	52,520	9,984			11,000	73,504				5,000	100	63,404	5,000	5,000	
2.667	Surfside Park Estates (Mayne)	118,007	101,007				17,000	118,007					100	94,807	23,100	23,100	
2.670	Regional Water Supply	36,539,270	17,779,777	8,292,927		10,152,385	314,181	36,539,270					612,470	35,926,800		-	-
2.680	Juan de Fuca Water Distribution	22,566,391	14,034,472	1,893,503		6,374,922	263,494	22,566,391		6,000	30,596		187,475	22,342,320		-	-
2.681	Florence Lake Water System Debt	8,738	3,000	5,738				8,738							8,738	8,738	
2.691	Wilderness Mountain Water Service	163,247	133,660	23,587			6,000	163,247					120	91,227	61,900	61,900	
3.700	Septage Disposal - Municipal	221,804	129,650			92,154		221,804					169,609	2,540		49,655	49,655
3.700	Septage Disposal - JDF Service Area	464	464					464							464	464	
3.701	Millstream Remediation Service	236,372	852	135,520		100,000		236,372			112,332		11,707		112,333	112,333	
3.705	S.S.I. Liquid Waste Disposal	991,525	792,452	160,573			38,500	991,525					1,507	614,250	375,768	375,768	
3.707	On Site System Management Program - LWMP	189,038	189,038					189,038					10,556			178,482	178,482
3.71X	Trk Swrs & Swge Disp - oper	35,134,718	32,693,122			30,000	2,411,596	35,134,718	261,787	1,581,292	551,241	26,955,377			5,785,021	5,785,021	
3.7XX	Trk Swrs - debt	23,353,991	211,948	9,667,625	2,117	5,529,745	7,942,556	23,353,991	71,800			17,290,800			5,991,391	5,991,391	
3.720	LWMP (Peninsula) - Implementation	119,907	99,766				20,141	119,907					980			118,927	118,927
3.750	LWMP	366,136	317,016				49,120	366,136					152,776			213,360	213,360
3.752	Harbours Program	348,604	348,604					348,604					23,461			325,143	325,143
3.755	Regional Source Control	1,647,875	1,647,875					1,647,875		54,610			95,791	54,980		1,349,501	1,349,501
3.756	Harbours Environmental Action	68,622	68,622					68,622					2,026			66,596	66,596
3.810	Ganges Sewer	1,085,199	719,386	245,813			120,000	1,085,199				10,000	2,043	1,015,009	58,147	58,147	
3.820	Maliview Estates Sewer System	219,580	155,385	1,680			62,515	219,580				7,000	25,150	182,670	4,760	4,760	
3.830	Magic Lake Estates Sewer System	884,810	622,447	174,103			88,260	884,810			10,870		3,610	259,320	586,010	586,010	
3.830D	Magic Lake Estates Sewer Debt	212,530	10,500	194,258	7,772			212,530					914			211,616	211,616
3.850	Port Renfrew Sewer	126,360	104,360				22,000	126,360					1,471	62,595	62,294	62,294	
21.ALL	Feasibility Study Reserve Fund - All	140,241	140,241					140,241	140,241							-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	10,000					10,000	10,000							-	-

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN							Schedule A									
		Expenditures					Revenue									
		Total 2023	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2023	Surplus 2022	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2023
1.010	Legislative & General Government	32,518,264	30,616,664			1,598,120	303,480	32,518,264	450,000	14,616,871	1,694,026	1,492,877	85,780		14,178,710	14,178,710
1.10X	Facilities and Risk	4,042,296	3,824,483			5,000	212,813	4,042,296		3,789,163		89,779			163,354	163,354
1.101	G.I.S.	629,892	555,932			23,960	50,000	629,892		504,310		3,440			122,142	122,142
1.103	Elections	45,032	32				45,000	45,032				70			44,962	44,962
1.104	U.B.C.M.	13,198	13,198					13,198				100			13,098	13,098
1.109	Electoral Area Admin Exp - JDF	66,939	66,939					66,939				130			66,809	66,809
1.110	Electoral Area Admin Exp - SGI	434,981	433,941				1,040	434,981			20,000	17,493			397,488	397,488
1.111	Electoral Area Admin Exp - SSI	1,011,490	1,005,990				5,500	1,011,490		470,187		700			540,603	540,603
1.112	Regional Grant in Aid	-	-					-							-	-
1.114	Grant-in-Aid - Juan de Fuca	23,318	23,318					23,318				290			23,028	23,028.00
1.116	Grant-in-Aid - Salt Spring Island	51,290	51,290					51,290				240			51,050	51,050
1.117	Grant-in-Aid - Southern Gulf Islands	106,077	106,077					106,077				751			105,326	105,326
1.119	Vancouver Island Regional Library	329,252	329,252					329,252				550			328,702	328,702
1.121	Sooke Regional Museum	220,200	220,200					220,200				350			219,850	219,850
1.123	Prov. Court of B.C. (Family Court)	149,360	2,806				146,554	149,360				149,360			-	-
1.124	SSI Economic Development Commission	160,362	160,362					160,362				600			159,762	159,762
1.125	SGI Economic Development Commission	125,236	125,236					125,236				1,080			124,156	124,156
1.126	Victoria Family Court Committee	15,873	15,873					15,873				873			15,000	15,000
1.128	Greater Victoria Police Victim Services	305,067	305,067					305,067				14,622			290,445	290,445
1.129	Vancouver Island Regional Library - Debt	302,996		302,996				302,996				302,996			-	-
1.133	Langford E.A. - Greater Victoria Public Library	32,224	32,224					32,224				90			32,134	32,134
1.137	Galiano Island Community Use Building	64,460	33,498	27,417			3,545	64,460				250			64,210	64,210
1.138	Southern Gulf Islands Regional Library	237,469	237,469					237,469				2,150			235,319	235,319
1.141	Salt Spring Island Public Library	678,553	502,839	145,607			30,107	678,553				1,703			676,850	676,850
1.15X	Municipalities' Own Debt - M.F.A.	14,566,765	61,100	14,505,665				14,566,765				61,100			14,505,665	14,505,665
1.170	Gossip Island Electric Power Supply	57,002	559	56,443				57,002				270	56,732		56,732	56,732
1.224	Community Health - Homeless Sec.	813,097	813,097					813,097				192,087			621,010	621,010
1.226	Community Health (CHR) Facilities	1,681,572	1,127,902				553,670	1,681,572				1,681,572			-	-
1.227	Saturna Island Medical Clinic	34,214	34,214					34,214				373			33,841	33,841
1.228	Galiano Health Service	142,520	142,520					142,520				46			142,474	142,474
1.229	Pender Islands Health Care Centre	233,053	233,053					233,053							233,053	233,053
1.230	Traffic Safety Commission	77,590	77,590					77,590				3,610			73,980	73,980
1.232	Port Renfrew Street Lighting	9,133	9,133					9,133				336	4,400	4,397		4,397
1.234	S.S.I. Street Lighting	26,726	26,726					26,726				40			26,686	26,686
1.235	S. G. I. Small Craft Harbour Facilities	457,832	232,144	75,688			150,000	457,832				6,480	136,780	314,572	314,572	314,572
1.236	Salt Spring Island Fernwood Dock	26,360	16,410				9,950	26,360				170		26,190	26,190	26,190
1.238A	Community Transit (S.S.I.)	551,231	521,231				30,000	551,231			111,203	192,015			248,013	248,013
1.238B	Community Transportation (S.S.I.)	180,335	85,335				95,000	180,335				1,190			179,145	179,145
1.280	Regional Parks	16,859,058	13,269,743	569,778		119,770	2,899,767	16,859,058		32,641	20,000	848,406	435,223		15,522,788	15,522,788
1.280A	Regional Parks - Land Acquisition	452,500	50,000	402,500				452,500							452,500	452,500
1.290	Royal Theatre	580,000	100,000			101,000	379,000	580,000							580,000	580,000
1.295	McPherson Theatre	784,851	350,000			88,000	346,851	784,851				34,851			750,000	750,000
1.297	Arts Grants	3,058,913	3,058,913					3,058,913		13,908		180,710			2,864,295	2,864,295
1.299	Salt Spring Island Arts	143,783	143,783					143,783				90			143,693	143,693
1.309	Climate Action and Adaptation	2,797,415	2,796,704				711	2,797,415				1,081,028			1,716,387	1,716,387
1.310	Land Banking & Housing	4,488,157	2,017,289	2,466,868			4,000	4,488,157		638,673		661,562	10,500		3,177,422	3,177,422
1.311	Regional Housing Trust Fund	-	-					-							-	-
1.313	Animal Care Services	1,232,394	1,222,394				10,000	1,232,394			16,381	736,070	18,870		461,073	461,073
1.314	SGI House Numbering	9,673	9,673					9,673				110			9,563	9,563
1.316	SSI Building Numbering	9,778	9,778					9,778				20			9,758	9,758
1.317	JDF Building Numbering	13,362	13,362					13,362				40			13,322	13,322
1.318	Building Inspection	1,827,338	1,777,598			6,440	43,300	1,827,338		30,678	58,903	4,380	1,262,250		471,127	471,127
1.319	Soil Deposit Removal	5,830	5,830					5,830				40			5,790	5,790
1.320	Noise Control	40,804	40,804					40,804				305			40,499	40,499
1.322	Nuisances & Unsanitary Premises	54,406	54,406					54,406				310			54,096	54,096
1.323	By-Law Enforcement	549,763	512,803				36,960	549,763		520,383		29,380			-	-
1.324	Regional Planning Services	1,542,102	1,539,602				2,500	1,542,102		79,531	143,295	68,100			1,251,176	1,251,176
1.325	Electoral Area Services - Planning	835,573	759,803				75,770	835,573		31,850		42,532	45,000		713,636	713,636
1.330	Regional Growth Strategy	619,676	609,676				10,000	619,676			306,721	16,830			296,125	296,125
1.335	Geo-Spatial Referencing System	178,057	116,807				61,250	178,057				8,880	8,290		160,887	160,887
1.340	JDF Livestock Injury Compensation	3,153	3,153					3,153							3,153	3,153
1.341	SGI Livestock Injury Compensation	3,153	3,153					3,153							3,153	3,153
1.342	SSI Livestock Injury Compensation	3,153	3,153					3,153							3,153	3,153
1.350	Willis Point Fire Protect & Recreation	173,333	113,984	1,994		6,430	50,925	173,333				33,870			139,463	139,463
1.352	South Galiano Fire Protection	536,305	322,693	122,682		5,930	85,000	536,305				710		122,682	412,913	535,595
1.353	Otter Point Fire Protection	526,660	362,130			5,610	158,920	526,660				330			526,330	526,330
1.354	Malahat Fire Protection	66,915	66,915					66,915							66,915	66,915
1.355	Durrance Road Fire Protection	3,020	2,721				299	3,020						3,020	3,020	3,020
1.356	Pender Fire Protection	1,233,046	954,770	111,596			166,680	1,233,046			111,596	10,309			1,111,141	1,111,141
1.357	East Sooke Fire Protection	533,818	281,809	155,109			96,900	533,818				26,870			461,048	461,048
1.358	Port Renfrew Fire Protection	157,278	129,380	2,898			25,000	157,278				1,144	62,454		93,680	93,680
1.359	N. Galiano Fire Protection	217,485	157,083	48,872		6,530	5,000	217,485				724		24,440	192,321	216,761
1.360	Shirley Fire Protection	160,412	89,412			10,000	61,000	160,412				200			160,212	160,212
1.363	Saturna Island Fire	203,433	203,433					203,433				10,830			192,603	192,603
1.369	Electoral Area Fire Services - JDF	96,559	94,766			1,793		96,559			25,216	100			71,243	71,243
1.369	Electoral Area Fire Services - SGI	110,179	108,132			2,047		110,179			28,802				81,377	81,377
1.370	Juan de Fuca Emergency Program	90,293	74,413				15,880	90,293				220			90,073	90,073
1.371	S.S.I. Emergency Program	132,744	132,744													

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	
1.372	Electoral Area Emergency Program	643,539	636,039				7,500	643,539		478,240	10,639		930			153,730	153,730
1.373	S.G.I. Emergency Program	255,089	241,089				14,000	255,089					2,720			252,369	252,369
1.374	Regional Emergency Program Support	173,705	173,705					173,705			30,710		7,210			135,785	135,785
1.375	Hazardous Material Incident Response	358,891	349,331				9,560	358,891					18,610			340,281	340,281
1.377	J.D.F. Search and Rescue	92,839	88,839				4,000	92,839					21,510			71,329	71,329
1.378	S.S.I. Search and Rescue	25,052	25,052					25,052					97			24,955	24,955
1.40X	SEAPARC	4,435,791	3,876,825	103,966			455,000	4,435,791					401,240	839,184		3,195,367	3,195,367
1.405	JDF EA - Community Parks	197,684	177,684				20,000	197,684					810			196,874	196,874
1.408	JDF EA - Community Recreation	92,019	92,019					92,019					21,030			70,989	70,989
1.44X	Panorama Rec. Center.	10,214,073	8,544,211	854,537			815,324	10,214,073					1,584,180	3,168,824		5,461,069	5,461,069
1.455	Salt Spring Island - Community Parks	1,044,035	1,007,285	21,750			15,000	1,044,035		387,274			145,560			511,201	511,201
1.458	Salt Spring Is.- Community Rec	270,626	270,626					270,626					40	210,156		60,430	60,430
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,337,111	1,963,611	66,000			307,500	2,337,111		102,790			103,853	269,360		1,861,108	1,861,108
1.465	Saturna Island Comm. Parks	25,278	19,278				6,000	25,278					1,194			24,084	24,084
1.468	Saturna Island - Community Rec.	14,526	14,526					14,526					777			13,749	13,749
1.475	Mayne Is. Com. Parks & Rec	95,100	76,610				18,490	95,100					2,820			92,280	92,280
1.476	Mayne Is. Comm. Parks (reserve)	6,790	6,790					6,790					6,390	400		-	-
1.478	Mayne Is. Community Rec.	35,650	35,650					35,650					60			35,590	35,590
1.485	North & South Pender Com. Parks	167,848	124,848				43,000	167,848					1,733			166,115	166,115
1.488	North & South Pender Com. Rec	67,450	67,450					67,450					810			66,640	66,640
1.495	Galiano Parks	96,551	86,551				10,000	96,551					70			96,481	96,481
1.498	Galiano Community Recreation	38,205	38,205					38,205					15			38,190	38,190
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	24,446,910	23,285,122				1,161,788	24,446,910					6,357,823	18,089,087		-	-
1.523	Port Renfrew Refuse Disposal	91,158	85,158				6,000	91,158		17,340			39,141			34,677	34,677
1.525	Solid Waste Disposal - Debt	151,279	840	150,439				151,279					840	150,439		-	-
1.531	Stormwater Quality Management - Sooke	39,042	23,611				15,431	39,042					82			38,960	38,960
1.533	Stormwater Quality Management - S.G.I.	39,880	39,880					39,880					480			39,400	39,400
1.535	Stormwater Quality Management - S.S.I.	28,520	28,520					28,520					30			28,490	28,490
1.536	LWMP-Stormwater Quality Management-Core	746,527	746,527					746,527			5,959		90,668			649,900	649,900
1.537	Stormwater Quality Management - Peninsula	120,389	120,389					120,389					4,051			116,338	116,338
1.538	Source - Stormwater Quality - Peninsula	56,936	56,936					56,936					1,646			55,290	55,290
1.57X	Environmental Services	23,944,802	23,511,453				433,349	23,944,802		23,852,402			92,400			-	-
1.911	911 Systems	2,555,311	1,483,362	1,011,949			60,000	2,555,311								211,700	211,700
1.912B	911 Call Answer - Municipalities	-	-	-				-		703,444			(60,243)			(643,201)	(643,201)
1.913	913 Fire Dispatch	305,570	270,570				35,000	305,570					16,271			289,299	289,299
1.921	Regional CREST Contribution	1,799,270	1,799,270					1,799,270					100,934			1,698,336	1,698,336
1.923	Emergency Comm - CREST - S.G.I.	184,303	184,303					184,303					1,754			182,549	182,549
1.924	Emergency Comm - CREST - J.D.F.	126,004	126,004					126,004					220			125,784	125,784
1.925	Emergency Comm - CREST - S.S.I.	146,249	146,249					146,249					120			146,129	146,129
2.610	Saanich Peninsula Water Supply	7,818,204	6,868,904	49,300			900,000	7,818,204					500	7,817,704		-	-
2.620	SSI Highland Water System	30,973	215	30,758				30,973					110		30,863	30,863	
2.621	Highland / Fernwood Water - SSI	462,286	346,422	45,864			70,000	462,286			20,000		760	365,026	76,500	76,500	
2.622	Cedars of Tuam	44,268	33,332	1,436			9,500	44,268			1,500		50	42,718		-	-
2.624	Beddis Water	307,864	189,627	38,237			80,000	307,864			14,000		280	217,084	76,500	76,500	
2.626	Fulford Water	232,267	157,122	22,395			52,750	232,267					840	181,427	50,000	50,000	
2.628	Cedar Lane Water (S.S.I.)	90,339	55,210	9,129			26,000	90,339					180	65,159	25,000	25,000	
2.630	Magic Lakes Estate Water System	976,411	680,835	193,186			102,390	976,411					9,560	382,170	584,681	584,681	
2.640	Saturna Island Water System (Lyall Harbour)	263,618	182,357	30,461			50,800	263,618			15,000		1,020	114,698	132,900	132,900	
2.642	Skana Water (Mayne)	93,048	59,079	11,969			22,000	93,048					110	53,118	39,820	39,820	
2.650	Port Renfrew Water	142,171	112,809	362			29,000	142,171					1,100	70,536	70,535	70,535	
2.660	Fernwood Water	14,478	133	14,345				14,478					50		14,428	14,428	
2.665	Sticks Allison Water (Galiano)	67,445	53,445				14,000	67,445					5,000	100	56,345	6,000	6,000
2.667	Surfside Park Estates (Mayne)	126,554	104,554				22,000	126,554			1,500		100	99,954	25,000	25,000	
2.670	Regional Water Supply	37,627,964	18,064,789	7,592,710		11,650,000	320,465	37,627,964					612,470	37,015,494		-	-
2.680	Juan de Fuca Water Distribution	24,095,129	14,437,761	2,408,604		6,980,000	268,764	24,095,129		6,000			179,270	23,909,859		-	-
2.681	Florence Lake Water System Debt	25,137		25,137				25,137							25,137	25,137	
2.691	Wilderness Mountain Water Service	189,871	131,659	27,212			31,000	189,871					500	120	118,251	71,000	71,000
3.700	Septage Disposal - Municipal	167,239	132,536			34,703		167,239					164,649	2,590		-	-
3.700	Septage Disposal - JDF Service Area	-	-	-				-								-	-
3.701	Millstream Remediation Service	122,992	860	122,132				122,992					55,642	11,707	55,643	55,643	
3.705	S.S.I. Liquid Waste Disposal	1,061,518	817,445	160,573			83,500	1,061,518					9,000	1,550	626,540	424,428	424,428
3.707	On Site System Management Program - LWMP	192,808	192,808					192,808					10,556			182,252	182,252
3.71X	Trk Swrs & Swge Disp - oper	35,069,460	32,598,474				2,470,986	35,069,460		1,546,599		105,000	27,306,145		6,111,716	6,111,716	
3.7XX	Trk Swrs - debt	23,426,589	104,648	10,177,840		5,529,745	7,614,356	23,426,589					17,138,201		6,288,388	6,288,388	
3.720	LWMP (Peninsula) - Implementation	55,986	35,460				20,526	55,986					980		55,006	55,006	
3.750	LWMP	371,935	323,230				48,705	371,935					155,002		216,933	216,933	
3.752	Harbours Program	355,107	355,107					355,107					23,461		331,646	331,646	
3.755	Regional Source Control	1,680,810	1,680,810					1,680,810		55,700			95,831	56,080	1,376,491	1,376,491	
3.756	Harbours Environmental Action	69,954	69,954					69,954					2,028		67,928	67,928	
3.810	Ganges Sewer	1,204,556	817,035	256,121			131,400	1,204,556					80,000	1,061,230	61,256	61,256	
3.820	Maliview Estates Sewer System	254,432	167,450	48,982			38,000	254,432					25,150	223,282	6,000	6,000	
3.830	Magic Lake Estates Sewer System	876,639	609,276	174,103			93,260	876,639					1,190	269,977	594,382	594,382	
3.830D	Magic Lake Estates Sewer Debt	225,107	500	224,607				225,107		11,090			500	224,607	224,607	224,607	
3.850	Port Renfrew Sewer	136,090	107,852	1,238			27,000	136,090					1,260	67,415	67,415	67,415	
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						Revenue											
		Total					Total	Surplus	Recovery from	Transfers from	Other	Fee &	Parcel	Property	Requisition				
		2024	Operations	Interest &	Deficit	Capital	Transfers to	2024	2023	other services	Reserves	revenue	Charges	Tax	Value Tax	2024			
1.010	Legislative & General Government	33,226,086	30,661,646			2,257,580	306,860	33,226,086	450,000	14,793,389	1,253,902	1,503,070	86,700		15,139,025	15,139,025			
1.10X	Facilities and Risk	4,120,060	3,901,477			5,000	213,583	4,120,060		3,862,164		91,021			166,875	166,875			
1.101	G.I.S.	642,099	567,659			24,440	50,000	642,099		514,396		3,510			124,193	124,193			
1.103	Elections	45,032	32				45,000	45,032				70			44,962	44,962			
1.104	U.B.C.M.	13,461	13,461					13,461				100			13,361	13,361			
1.109	Electoral Area Admin Exp - JDF	68,261	68,261					68,261				130			68,131	68,131			
1.110	Electoral Area Admin Exp - SGI	443,909	442,849				1,060	443,909			10,000	17,784			416,125	416,125			
1.111	Electoral Area Admin Exp - SSI	1,020,425	1,014,925				5,500	1,020,425		471,874		720			547,831	547,831			
1.112	Regional Grant in Aid	-	-					-							-	-			
1.114	Grant-in-Aid - Juan de Fuca	23,384	23,384					23,384				290			23,094	23,094.00			
1.116	Grant-in-Aid - Salt Spring Island	52,310	52,310					52,310				240			52,070	52,070			
1.117	Grant-in-Aid - Southern Gulf Islands	106,183	106,183					106,183				751			105,432	105,432			
1.119	Vancouver Island Regional Library	335,809	335,809					335,809				550			335,259	335,259			
1.121	Sooke Regional Museum	224,601	224,601					224,601				360			224,241	224,241			
1.123	Prov. Court of B.C. (Family Court)	149,360	2,862				146,498	149,360				149,360			-	-			
1.124	SSI Economic Development Commission	154,636	153,636				1,000	154,636				610			154,026	154,026			
1.125	SGI Economic Development Commission	127,318	127,318					127,318				1,100			126,218	126,218			
1.126	Victoria Family Court Committee	15,873	15,873					15,873				873			15,000	15,000			
1.128	Greater Victoria Police Victim Services	311,153	311,153					311,153				14,622			296,531	296,531			
1.129	Vancouver Island Regional Library - Debt	302,996		302,996				302,996				302,996			-	-			
1.133	Langford E.A. - Greater Victoria Public Library	32,867	32,867					32,867				90			32,777	32,777			
1.137	Galiano Island Community Use Building	65,740	34,217	27,417			4,106	65,740				250			65,490	65,490			
1.138	Southern Gulf Islands Regional Library	242,192	242,192					242,192				2,150			240,042	240,042			
1.141	Salt Spring Island Public Library	692,103	513,014	145,607			33,482	692,103				1,713			690,390	690,390			
1.15X	Municipalities' Own Debt - M.F.A.	13,856,143	61,100	13,795,043				13,856,143				61,100			13,795,043	13,795,043			
1.170	Gossip Island Electric Power Supply	57,005	562	56,443				57,005				270	56,735		56,735	56,735			
1.224	Community Health - Homeless Sec.	588,859	588,859					588,859				192,087			396,772	396,772			
1.226	Community Health (CHR) Facilities	1,705,230	1,151,560				553,670	1,705,230				1,705,230			-	-			
1.227	Saturna Island Medical Clinic	34,897	34,897					34,897				373			34,524	34,524			
1.228	Galiano Health Service	149,560	149,560					149,560				46			149,514	149,514			
1.229	Pender Islands Health Care Centre	230,658	230,658					230,658							230,658	230,658			
1.230	Traffic Safety Commission	79,140	79,140					79,140				3,680			75,460	75,460			
1.232	Port Renfrew Street Lighting	9,292	9,292					9,292				336	4,480	4,476	4,476	4,476			
1.234	S.S.I. Street Lighting	27,262	27,262					27,262				40			27,222	27,222			
1.235	S. G. J. Small Craft Harbour Facilities	466,771	238,083	75,688			153,000	466,771				6,610	139,370	320,791	320,791	320,791			
1.236	Salt Spring Island Fernwood Dock	26,880	16,980				9,900	26,880				170		26,710	26,710	26,710			
1.238A	Community Transit (S.S.I.)	573,119	538,119				35,000	573,119			44,816	226,138			302,165	302,165			
1.238B	Community Transportation (S.S.I.)	180,682	85,682				95,000	180,682				1,210			179,472	179,472			
1.280	Regional Parks	16,978,648	13,451,108	569,778		122,400	2,835,362	16,978,648		33,235		872,423	440,994		15,631,996	15,631,996			
1.280A	Regional Parks - Land Acquisition	832,500	50,000	782,500				832,500							832,500	832,500			
1.290	Royal Theatre	580,000	100,000			105,000	375,000	580,000							580,000	580,000			
1.295	McPherson Theatre	784,851	350,000			90,000	344,851	784,851				34,851			750,000	750,000			
1.297	Arts Grants	3,120,559	3,120,559					3,120,559		14,208		180,710			2,925,641	2,925,641			
1.299	Salt Spring Island Arts	143,831	143,831					143,831				90			143,741	143,741			
1.309	Climate Action and Adaptation	2,637,393	2,636,682				711	2,637,393				1,046,028			1,591,365	1,591,365			
1.310	Land Banking & Housing	4,954,165	1,754,095	3,196,070			4,000	4,954,165				316,602	10,500		4,180,082	4,180,082			
1.311	Regional Housing Trust Fund	-	-					-							-	-			
1.313	Animal Care Services	1,257,456	1,247,456				10,000	1,257,456			10,235	750,770	19,240		477,211	477,211			
1.314	SGI House Numbering	9,866	9,866					9,866				110			9,756	9,756			
1.316	SSI Building Numbering	9,974	9,974					9,974				20			9,954	9,954			
1.317	JDF Building Numbering	13,630	13,630					13,630				40			13,590	13,590			
1.318	Building Inspection	1,864,654	1,814,794			6,560	43,300	1,864,654		31,290		4,460	1,287,500		489,030	489,030			
1.319	Soil Deposit Removal	5,942	5,942					5,942				40			5,902	5,902			
1.320	Noise Control	41,599	41,599					41,599				305			41,294	41,294			
1.322	Nuisances & Unightly Premises	55,457	55,457					55,457				310			55,147	55,147			
1.323	By-Law Enforcement	560,487	523,527				36,960	560,487		530,517		29,970			-	-			
1.324	Regional Planning Services	1,574,349	1,571,849				2,500	1,574,349		81,246	116,164	69,460			1,307,479	1,307,479			
1.325	Electoral Area Services - Planning	837,418	761,648				75,770	837,418		32,490		2,565	45,000		731,603	731,603			
1.330	Regional Growth Strategy	326,176	316,176				10,000	326,176				13,221	16,830		296,125	296,125			
1.335	Geo-Spatial Referencing System	181,630	119,150				62,480	181,630				9,060	8,460		164,110	164,110			
1.340	JDF Livestock Injury Compensation	3,156	3,156					3,156							3,156	3,156			
1.341	SGI Livestock Injury Compensation	3,156	3,156					3,156							3,156	3,156			
1.342	SSI Livestock Injury Compensation	3,156	3,156					3,156							3,156	3,156			
1.350	Willis Point Fire Protect & Recreation	178,932	111,654	23,877		6,560	36,841	178,932				33,890			145,042	145,042			
1.352	South Galiano Fire Protection	542,884	329,152	122,682		6,050	85,000	542,884				720		122,682	419,482	542,164			
1.353	Otter Point Fire Protection	537,404	369,529			5,725	162,150	537,404				340			537,064	537,064			
1.354	Malahat Fire Protection	68,250	68,250					68,250							68,250	68,250			
1.355	Durrance Road Fire Protection	3,024	2,724				300	3,024						3,024	3,024	3,024			
1.356	Pender Fire Protection	1,281,450	995,944	111,596			173,910	1,281,450			111,596	10,339			1,159,515	1,159,515			
1.357	East Sooke Fire Protection	541,503	287,556	155,109			98,838	541,503				27,390			467,293	467,293			
1.358	Port Renfrew Fire Protection	159,921	132,023	2,898			25,000	159,921				1,144	63,511		95,266	95,266			
1.359	N. Galiano Fire Protection	220,828	160,296	48,872		6,660	5,000	220,828				734		24,440	195,654	220,094			
1.360	Shirley Fire Protection	162,217	91,217			10,000	61,000	162,217				200			162,017	162,017			
1.363	Saturna Island Fire	213,501	213,501					213,501				10,830			202,671	202,671			
1.369	Electoral Area Fire Services - JDF	61,427	59,597			1,830		61,427				100			61,327	61,327			
1.369	Electoral Area Fire Services - SGI	70,050	67,960			2,090		70,050							70,050	70,050			
1.370	Juan de Fuca Emergency Program	91,801	75,921				15,880	91,801				220			91,581	91,581			
1.																			

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN								Schedule A								
		Expenditures						Revenue								
		Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2024	Surplus 2023	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2024
1.372	Electoral Area Emergency Program	657,091	649,591				7,500	657,091		487,801	8,460	950			159,880	159,880
1.373	S.G.I. Emergency Program	259,942	245,942				14,000	259,942				2,770			257,172	257,172
1.374	Regional Emergency Program Support	151,862	151,862					151,862			2,115	7,350			142,397	142,397
1.375	Hazardous Material Incident Response	365,898	356,338				9,560	365,898				18,980			346,918	346,918
1.377	J.D.F. Search and Rescue	94,635	90,635				4,000	94,635				21,940			72,695	72,695
1.378	S.S.I. Search and Rescue	25,052	25,052					25,052				97			24,955	24,955
1.40X	SEAPARC	4,515,653	3,941,687	103,966			470,000	4,515,653				409,154	856,368		3,250,130	3,250,130
1.405	JDF EA - Community Parks	201,343	181,343				20,000	201,343				810			200,533	200,533
1.408	JDF EA - Community Recreation	93,947	93,947					93,947				21,450			72,497	72,497
1.44X	Panorama Rec. Center.	10,392,284	8,722,260	374,910			1,295,114	10,392,284				1,605,069	3,235,991		5,551,224	5,551,224
1.455	Salt Spring Island - Community Parks	1,124,394	1,018,105	85,789			20,500	1,124,394		395,166		148,070			581,158	581,158
1.458	Salt Spring Is.- Community Rec	276,163	276,163					276,163				40	214,493		61,630	61,630
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,769,030	1,936,142	505,888			327,000	2,769,030		104,860		122,757	278,986		2,262,427	2,262,427
1.465	Saturna Island Comm. Parks	25,657	19,657				6,000	25,657				1,194			24,463	24,463
1.468	Saturna Island - Community Rec.	14,816	14,816					14,816				777			14,039	14,039
1.475	Mayne Is. Com. Parks & Rec	97,048	78,188				18,860	97,048				2,870			94,178	94,178
1.476	Mayne Is. Comm. Parks (reserve)	6,920	6,920					6,920				6,510	410		-	-
1.478	Mayne Is. Community Rec.	36,360	36,360					36,360				60			36,300	36,300
1.485	North & South Pender Com. Parks	170,265	127,265				43,000	170,265				1,733			168,532	168,532
1.488	North & South Pender Com. Rec	68,805	68,805					68,805				830			67,975	67,975
1.495	Galiano Parks	98,320	88,320				10,000	98,320				70			98,250	98,250
1.498	Galiano Community Recreation	38,965	38,965					38,965				15			38,950	38,950
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	27,158,504	23,280,037				3,878,467	27,158,504				9,582,823	17,575,681		-	-
1.523	Port Renfrew Refuse Disposal	92,860	86,860				6,000	92,860		17,687		39,860			35,313	35,313
1.525	Solid Waste Disposal - Debt	151,279	840	150,439				151,279				840	150,439		-	-
1.531	Stormwater Quality Management - Sooke	70,391	70,391					70,391				30,567	84		39,740	39,740
1.533	Stormwater Quality Management - S.G.I.	40,680	40,680					40,680				490			40,190	40,190
1.535	Stormwater Quality Management - S.S.I.	29,094	29,094					29,094				30			29,064	29,064
1.536	LWMP-Stormwater Quality Management-Core	760,235	760,235					760,235			5,959	91,376			662,900	662,900
1.537	Stormwater Quality Management - Peninsula	122,715	122,715					122,715				4,051			118,664	118,664
1.538	Source - Stormwater Quality - Peninsula	58,046	58,046					58,046				1,646			56,400	56,400
1.57X	Environmental Services	24,341,244	23,810,244				531,000	24,341,244		24,248,844		92,400			-	-
1.911	911 Systems	2,588,842	1,496,893	1,011,949			80,000	2,588,842				2,177,077	127,338		254,200	254,200
1.912B	911 Call Answer - Municipalities	-	-	-				-		703,444		(60,243)			(643,201)	(643,201)
1.913	913 Fire Dispatch	312,940	277,940				35,000	312,940				16,301			296,639	296,639
1.921	Regional CREST Contribution	1,835,140	1,835,140					1,835,140				100,934			1,734,206	1,734,206
1.923	Emergency Comm - CREST - S.G.I.	187,977	187,977					187,977				1,754			186,223	186,223
1.924	Emergency Comm - CREST - J.D.F.	128,503	128,503					128,503				220			128,283	128,283
1.925	Emergency Comm - CREST - S.S.I.	149,167	149,167					149,167				120			149,047	149,047
2.610	Saanich Peninsula Water Supply	8,215,699	7,139,638	326,061			750,000	8,215,699				500	8,215,199		-	-
2.620	SSI Highland Water System	30,975	217	30,758				30,975				110		30,865	30,865	
2.621	Highland / Fernwood Water - SSI	518,527	357,151	121,376			40,000	518,527			20,000	770	419,727	78,030	78,030	
2.622	Cedars of Tuam	58,233	35,676	14,057			8,500	58,233				50	58,183		-	-
2.624	Beddis Water	308,194	181,989	4,205			122,000	308,194				280	229,884	78,030	78,030	
2.626	Fulford Water	237,354	162,141	57,313			17,900	237,354				850	183,504	53,000	53,000	
2.628	Cedar Lane Water (S.S.I.)	97,888	55,343	15,545			27,000	97,888				180	67,708	30,000	30,000	
2.630	Magic Lakes Estate Water System	990,233	694,657	193,186			102,390	990,233				9,570	391,274	589,389	589,389	
2.640	Saturna Island Water System (Lyall Harbour)	273,838	192,583	36,255			45,000	273,838			20,000	1,040	117,238	135,560	135,560	
2.642	Skana Water (Mayne)	147,807	52,255	73,552			22,000	147,807				110	54,135	93,562	93,562	
2.650	Port Renfrew Water	155,608	119,056	7,552			29,000	155,608				1,110	77,249	77,249	77,249	
2.660	Fernwood Water	14,480	135	14,345				14,480				50		14,430	14,430	
2.665	Sticks Allison Water (Galiano)	69,383	54,383				15,000	69,383			5,000	100	57,283	7,000	7,000	
2.667	Surfside Park Estates (Mayne)	131,267	110,142	4,125			17,000	131,267				100	101,167	30,000	30,000	
2.670	Regional Water Supply	39,099,448	18,414,564	3,408,010		16,950,000	326,874	39,099,448				612,470	38,486,978		-	-
2.680	Juan de Fuca Water Distribution	25,643,576	14,881,912	2,747,525		7,740,000	274,139	25,643,576		6,000		179,270	25,458,306		-	-
2.681	Florence Lake Water System Debt	25,137		25,137				25,137						25,137	25,137	
2.691	Wilderness Mountain Water Service	230,195	132,713	66,482			31,000	230,195				4,000	120	134,523	91,552	91,552
3.700	Septage Disposal - Municipal	170,539	135,332			35,207		170,539				167,899	2,640		-	-
3.700	Septage Disposal - JDF Service Area	-	-	-				-							-	-
3.701	Millstream Remediation Service	123,000	868	122,132				123,000			55,646	11,707		55,647	55,647	
3.705	S.S.I. Liquid Waste Disposal	1,111,086	844,530	171,923			94,633	1,111,086				1,570	639,070	470,446	470,446	
3.707	On Site System Management Program - LWMP	196,465	196,465					196,465				10,556			185,909	185,909
3.71X	Trk Swrs & Swge Disp - oper	35,990,593	33,441,388	14,609			2,534,596	35,990,593		1,577,524		434,241	27,727,976	6,250,852	6,250,852	
3.7XX	Trk Swrs - debt	23,093,779	141,678	13,696,307		5,529,745	3,726,049	23,093,779				16,821,916		6,271,863	6,271,863	
3.720	LWMP (Peninsula) - Implementation	57,086	36,168				20,918	57,086				980		56,106	56,106	
3.750	LWMP	377,985	329,708				48,277	377,985				157,324		220,661	220,661	
3.752	Harbours Program	361,740	361,740					361,740				23,461		338,279	338,279	
3.755	Regional Source Control	1,712,615	1,712,615					1,712,615		56,810		95,871	57,200	1,404,021	1,404,021	
3.756	Harbours Environmental Action	71,313	71,313					71,313				2,027		69,286	69,286	
3.810	Ganges Sewer	1,241,399	768,137	340,432			132,830	1,241,399			30,000	2,090	1,140,994	68,315	68,315	
3.820	Maliview Estates Sewer System	364,523	191,264	155,259			18,000	364,523			40,000	25,150	289,373	10,000	10,000	
3.830	Magic Lake Estates Sewer System	888,827	621,464	174,103			93,260	888,827		11,310		1,210	275,938	600,369	600,369	
3.830D	Magic Lake Estates Sewer Debt	225,107	500	224,607				225,107				500		224,607	224,607	
3.850	Port Renfrew Sewer	164,710	121,942	20,768			22,000	164,710				1,280	81,715	81,715	81,715	
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						Revenue								
		Total	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total	Surplus	Recovery from	Transfers from	Other	Fee &	Parcel	Property	Requisition
		2025						2025	2024	other services	Reserves	revenue	Charges	Tax	Value Tax	2025
1.010	Legislative & General Government	32,180,108	30,277,548			1,592,240	310,320	32,180,108	450,000	15,090,381	2,000	1,356,003	87,630		15,194,094	15,194,094
1.10X	Facilities and Risk	4,199,481	3,680,853			5,000	513,628	4,199,481		3,936,720		92,288			170,473	170,473
1.101	G.I.S.	654,559	579,629			24,930	50,000	654,559		524,684		3,580			126,295	126,295
1.103	Elections	45,032	32				45,000	45,032				70			44,962	44,962
1.104	U.B.C.M.	13,724	13,724					13,724				100			13,624	13,624
1.109	Electoral Area Admin Exp - JDF	69,614	69,614					69,614				130			69,484	69,484
1.110	Electoral Area Admin Exp - SGI	453,000	451,920				1,080	453,000			7,000	18,080			427,920	427,920
1.111	Electoral Area Admin Exp - SSI	1,056,802	1,051,302				5,500	1,056,802		491,847		740			564,215	564,215
1.112	Regional Grant in Aid	-	-					-							-	-
1.114	Grant-in-Aid - Juan de Fuca	23,452	23,452					23,452				290			23,162	23,162.00
1.116	Grant-in-Aid - Salt Spring Island	53,350	53,350					53,350				240			53,110	53,110
1.117	Grant-in-Aid - Southern Gulf Islands	106,291	106,291					106,291				751			105,540	105,540
1.119	Vancouver Island Regional Library	342,499	342,499					342,499				550			341,949	341,949
1.121	Sooke Regional Museum	229,093	229,093					229,093				370			228,723	228,723
1.123	Prov. Court of B.C. (Family Court)	149,360	2,918				146,442	149,360				149,360			-	-
1.124	SSI Economic Development Commission	156,883	155,883				1,000	156,883				620			156,263	156,263
1.125	SGI Economic Development Commission	129,443	129,443					129,443				1,120			128,323	128,323
1.126	Victoria Family Court Committee	15,873	15,873					15,873				873			15,000	15,000
1.128	Greater Victoria Police Victim Services	317,361	317,361					317,361				14,622			302,739	302,739
1.129	Vancouver Island Regional Library - Debt	302,996		302,996				302,996				302,996			-	-
1.133	Langford E.A. - Greater Victoria Public Library	33,520	33,520					33,520				90			33,430	33,430
1.137	Galiano Island Community Use Building	67,050	34,944	27,417			4,689	67,050				250			66,800	66,800
1.138	Southern Gulf Islands Regional Library	245,031	245,031					245,031				2,150			242,881	242,881
1.141	Salt Spring Island Public Library	705,923	523,391	145,607			36,925	705,923				1,723			704,200	704,200
1.15X	Municipalities' Own Debt - M.F.A.	12,649,389	61,100	12,588,289				12,649,389				61,100			12,588,289	12,588,289
1.170	Gossip Island Electric Power Supply	57,008	565	56,443				57,008				270	56,738		56,738	56,738
1.224	Community Health - Homeless Sec.	561,943	561,943					561,943				132,087			429,856	429,856
1.226	Community Health (CHR) Facilities	1,729,429	1,175,759				553,670	1,729,429				1,729,429			-	-
1.227	Saturna Island Medical Clinic	35,591	35,591					35,591				373			35,218	35,218
1.228	Galiano Health Service	156,754	156,754					156,754				46			156,708	156,708
1.229	Pender Islands Health Care Centre	229,051	229,051					229,051							229,051	229,051
1.230	Traffic Safety Commission	80,720	80,720					80,720				3,750			76,970	76,970
1.232	Port Renfrew Street Lighting	9,451	9,451					9,451				336	4,560	4,555		4,555
1.234	S.S.I. Street Lighting	27,809	27,809					27,809				40			27,769	27,769
1.235	S. G. I. Small Craft Harbour Facilities	475,814	244,126	75,688			156,000	475,814				6,740	142,000	327,074	340,016	340,016
1.236	Salt Spring Island Fernwood Dock	27,410	17,560				9,850	27,410				170		27,240	27,240	27,240
1.238A	Community Transit (S.S.I.)	583,910	548,910				35,000	583,910			13,237	230,657			340,016	340,016
1.238B	Community Transportation (S.S.I.)	184,189	89,189				95,000	184,189				1,230			182,959	182,959
1.280	Regional Parks	17,166,571	13,732,303	569,778		125,100	2,739,389	17,166,571	33,834	8,000	897,151	446,880			15,780,706	15,780,706
1.280A	Regional Parks - Land Acquisition	1,212,500	50,000	1,162,500				1,212,500							1,212,500	1,212,500
1.290	Royal Theatre	580,000	100,000			105,000	375,000	580,000							580,000	580,000
1.295	McPherson Theatre	784,851	350,000			90,000	344,851	784,851				34,851			750,000	750,000
1.297	Arts Grants	3,183,448	3,183,448					3,183,448	14,514			180,710			2,988,224	2,988,224
1.299	Salt Spring Island Arts	143,881	143,881					143,881				90			143,791	143,791
1.309	Climate Action and Adaptation	2,562,640	2,561,929				711	2,562,640				1,046,028			1,516,612	1,516,612
1.310	Land Banking & Housing	4,846,734	1,646,664	3,196,070			4,000	4,846,734	456,252			298,479	10,500		4,081,503	4,081,503
1.311	Regional Housing Trust Fund	-	-					-							-	-
1.313	Animal Care Services	1,283,029	1,273,029				10,000	1,283,029			3,726	765,770	19,620		493,913	493,913
1.314	SGI House Numbering	10,062	10,062					10,062				110			9,952	9,952
1.316	SSI Building Numbering	10,172	10,172					10,172				20			10,152	10,152
1.317	JDF Building Numbering	13,903	13,903					13,903				40			13,863	13,863
1.318	Building Inspection	1,902,763	1,852,783			6,680	43,300	1,902,763		31,916	45,434	4,550	1,313,250		507,613	507,613
1.319	Soil Deposit Removal	6,054	6,054					6,054				40			6,014	6,014
1.320	Noise Control	42,407	42,407					42,407				305			42,102	42,102
1.322	Nuisances & Unightly Premises	56,527	56,527					56,527				310			56,217	56,217
1.323	By-Law Enforcement	571,428	534,468				36,960	571,428	540,858			30,570			-	-
1.324	Regional Planning Services	1,607,270	1,604,770				2,500	1,607,270	82,997	33,140		70,850			1,359,778	1,359,778
1.325	Electoral Area Services - Planning	866,860	791,090				75,770	866,860			93,645	2,575	45,000		750,018	750,018
1.330	Regional Growth Strategy	332,793	322,793				10,000	332,793			19,838	16,830			296,125	296,125
1.335	Geo-Spatial Referencing System	185,272	121,542				63,730	185,272				9,240	8,630		167,402	167,402
1.340	JDF Livestock Injury Compensation	3,159	3,159					3,159							3,159	3,159
1.341	SGI Livestock Injury Compensation	3,159	3,159					3,159							3,159	3,159
1.342	SSI Livestock Injury Compensation	3,159	3,159					3,159							3,159	3,159
1.350	Willis Point Fire Protect & Recreation	184,754	113,982	23,877		6,690	40,205	184,754				33,910			150,844	150,844
1.352	South Galiano Fire Protection	549,579	335,727	122,682		6,170	85,000	549,579				730		122,682	426,167	548,849
1.353	Otter Point Fire Protection	548,345	377,095			5,850	165,400	548,345				350			547,995	547,995
1.354	Malahat Fire Protection	69,616	69,616					69,616							69,616	69,616
1.355	Durrance Road Fire Protection	3,028	2,727				301	3,028						3,028	3,028	3,028
1.356	Pender Fire Protection	1,304,847	1,015,863	111,596			177,388	1,304,847			111,596	10,379			1,182,872	1,182,872
1.357	East Sooke Fire Protection	549,357	293,433	155,109			100,815	549,357				27,920	47,760		473,677	473,677
1.358	Port Renfrew Fire Protection	162,758	134,758				28,000	162,758				1,144	64,646		96,968	96,968
1.359	N. Galiano Fire Protection	224,245	163,583	48,872		6,790	5,000	224,245				744		24,440	199,061	223,501
1.360	Shirley Fire Protection	164,064	93,064			10,000	61,000	164,064				200			163,864	163,864
1.363	Saturna Island Fire	218,571	218,571					218,571				10,830			207,741	207,741
1.369	Electoral Area Fire Services - JDF	62,657	60,790			1,867		62,657				100			62,557	62,557
1.369	Electoral Area Fire Services - SGI	71,456	69,323			2,133		71,456							71,456	71,456
1.370	Juan de Fuca Emergency Program	93,353	77,473				15,880	93,353				220			93,133	93,133
1.371	S.S.I. Emergency Program	138,171	138,171					138,171			500	190			137,481	137,481

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
1.372	Electoral Area Emergency Program	670,910	663,410				7,500	670,910		497,561	6,099	970			166,280	166,280
1.373	S.G.I. Emergency Program	264,953	250,953				14,000	264,953				2,820			262,133	262,133
1.374	Regional Emergency Program Support	155,093	155,093					155,093				7,490			147,603	147,603
1.375	Hazardous Material Incident Response	373,039	363,479				9,560	373,039				19,370			353,669	353,669
1.377	J.D.F. Search and Rescue	96,464	92,464				4,000	96,464				22,370			74,094	74,094
1.378	S.S.I. Search and Rescue	25,052	25,052					25,052				97			24,955	24,955
1.40X	SEAPARC	4,582,024	4,013,058	53,966			515,000	4,582,024				417,235	873,895		3,290,894	3,290,894
1.405	JDF EA - Community Parks	205,070	185,070				20,000	205,070				830			204,240	204,240
1.408	JDF EA - Community Recreation	95,933	95,933					95,933				21,870			74,063	74,063
1.44X	Panorama Rec. Center.	10,560,998	8,890,808	240,411			1,429,778	10,560,998				1,640,614	3,298,032		5,622,352	5,622,352
1.455	Salt Spring Island - Community Parks	1,145,638	1,039,349	85,789			20,500	1,145,638		403,222		150,630			591,786	591,786
1.458	Salt Spring Is.- Community Rec	282,526	282,526					282,526				40	219,626		62,860	62,860
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,842,157	1,998,769	505,888			337,500	2,842,157		106,960		129,477	284,566		2,321,154	2,321,154
1.465	Saturna Island Comm. Parks	26,036	20,036				6,000	26,036				1,194			24,842	24,842
1.468	Saturna Island - Community Rec.	15,117	15,117					15,117				777			14,340	14,340
1.475	Mayne Is. Com. Parks & Rec	99,057	79,817				19,240	99,057				2,920			96,137	96,137
1.476	Mayne Is. Comm. Parks (reserve)	7,050	7,050					7,050				6,630	420		-	-
1.478	Mayne Is. Community Rec.	37,090	37,090					37,090				60			37,030	37,030
1.485	North & South Pender Com. Parks	172,723	129,723				43,000	172,723				1,733			170,990	170,990
1.488	North & South Pender Com. Rec	70,182	70,182					70,182				850			69,332	69,332
1.495	Galiano Parks	100,121	90,121				10,000	100,121				70			100,051	100,051
1.498	Galiano Community Recreation	39,745	39,745					39,745				15			39,730	39,730
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	26,717,590	23,278,540				3,439,050	26,717,590				9,947,967	16,769,623		-	-
1.523	Port Renfrew Refuse Disposal	94,584	88,584				6,000	94,584		18,041		40,586			35,957	35,957
1.525	Solid Waste Disposal - Debt	151,279	840	150,439				151,279				840	150,439		-	-
1.531	Stormwater Quality Management - Sooke	40,616	24,567				16,049	40,616				86			40,530	40,530
1.533	Stormwater Quality Management - S.G.I.	41,490	41,490					41,490				500			40,990	40,990
1.535	Stormwater Quality Management - S.S.I.	29,672	29,672					29,672				30			29,642	29,642
1.536	LWMP-Stormwater Quality Management-Core	774,215	774,215					774,215			5,959	92,096			676,160	676,160
1.537	Stormwater Quality Management - Peninsula	125,089	125,089					125,089				4,051			121,038	121,038
1.538	Source - Stormwater Quality - Peninsula	59,176	59,176					59,176				1,646			57,530	57,530
1.57X	Environmental Services	24,842,857	24,311,298				531,559	24,842,857		24,750,457		92,400			-	-
1.911	911 Systems	2,620,168	1,510,719	1,011,949			97,500	2,620,168				2,177,077	127,338		305,200	305,200
1.912B	911 Call Answer - Municipalities	-	-	-				-		703,444		(60,243)			(643,201)	(643,201)
1.913	913 Fire Dispatch	320,520	285,520				35,000	320,520				16,331			304,189	304,189
1.921	Regional CREST Contribution	1,871,720	1,871,720					1,871,720				100,934			1,770,786	1,770,786
1.923	Emergency Comm - CREST - S.G.I.	191,722	191,722					191,722				1,754			189,968	189,968
1.924	Emergency Comm - CREST - J.D.F.	131,063	131,063					131,063				220			130,843	130,843
1.925	Emergency Comm - CREST - S.S.I.	152,146	152,146					152,146				120			152,026	152,026
2.610	Saanich Peninsula Water Supply	8,677,715	7,445,828	781,887			450,000	8,677,715				500	8,677,215		-	-
2.620	SSI Highland Water System	12,867	219	12,648				12,867				110		12,757	12,757	12,757
2.621	Highland / Fernwood Water - SSI	548,496	331,200	177,296			40,000	548,496				780	468,125	79,591	79,591	79,591
2.622	Cedars of Tuam	76,420	31,251	38,669			6,500	76,420				50	76,370		-	-
2.624	Beddis Water	327,708	192,829	24,879			110,000	327,708			10,000	280	237,828	79,600	79,600	79,600
2.626	Fulford Water	284,985	165,407	101,578			18,000	284,985				860	214,125	70,000	70,000	70,000
2.628	Cedar Lane Water (S.S.I.)	121,267	76,546	7,721			37,000	121,267			20,000	180	70,087	31,000	31,000	31,000
2.630	Magic Lakes Estate Water System	999,691	708,742	188,559			102,390	999,691				9,580	400,606	589,505	589,505	589,505
2.640	Saturna Island Water System (Lyall Harbour)	259,114	173,650	34,664			50,800	259,114				1,060	119,784	138,270	138,270	138,270
2.642	Skana Water (Mayne)	153,847	58,295	73,552			22,000	153,847			5,000	110	55,175	93,562	93,562	93,562
2.650	Port Renfrew Water	170,739	116,845	42,894			11,000	170,739				1,120	84,810	84,809	84,809	84,809
2.660	Fernwood Water	6,918	137	6,781				6,918				50	6,868	6,868	6,868	6,868
2.665	Sticks Allison Water (Galiano)	66,352	50,352				16,000	66,352				100	58,252	8,000	8,000	8,000
2.667	Surfside Park Estates (Mayne)	183,266	122,273	43,993			17,000	183,266				100	148,166	35,000	35,000	35,000
2.670	Regional Water Supply	41,101,745	18,789,081	3,379,253		18,600,000	333,411	41,101,745				612,470	40,489,275		-	-
2.680	Juan de Fuca Water Distribution	26,827,568	15,490,421	2,747,525		8,310,000	279,622	26,827,568		6,000		179,270	26,642,298		-	-
2.681	Florence Lake Water System Debt	25,137		25,137				25,137						25,137	25,137	25,137
2.691	Wilderness Mountain Water Service	228,802	131,320	66,482			31,000	228,802				120	137,130	91,552	91,552	91,552
3.700	Septage Disposal - Municipal	173,899	138,042			35,857		173,899				171,209	2,690		-	-
3.700	Septage Disposal - JDF Service Area	-						-							-	-
3.701	Millstream Remediation Service	123,008	876	122,132				123,008			55,650	11,707		55,651	55,651	55,651
3.705	S.S.I. Liquid Waste Disposal	1,123,886	841,155	278,731			4,000	1,123,886				1,590	651,850	470,446	470,446	470,446
3.707	On Site System Management Program - LWMP	200,191	200,191					200,191				10,556			189,635	189,635
3.71X	Trk Swrs & Swge Disp - oper	37,804,101	35,025,883	175,402			2,602,816	37,804,101		1,609,073	1,445,000	28,380,376		6,369,652	6,369,652	6,369,652
3.7XX	Trk Swrs - debt	23,965,083	203,728	10,092,331		5,529,745	8,139,279	23,965,083				17,691,969		6,273,114	6,273,114	6,273,114
3.720	LWMP (Peninsula) - Implementation	58,208	36,890				21,318	58,208				980		57,228	57,228	57,228
3.750	LWMP	384,168	336,321				47,847	384,168				159,697		224,471	224,471	224,471
3.752	Harbours Program	368,506	368,506					368,506				23,461		345,045	345,045	345,045
3.755	Regional Source Control	1,745,036	1,745,036					1,745,036		57,950	100,734	95,911	58,340	1,432,101	1,432,101	1,432,101
3.756	Harbours Environmental Action	72,698	72,698					72,698				2,026		70,672	70,672	70,672
3.810	Ganges Sewer	1,227,926	753,204	340,432			134,290	1,227,926				2,110	1,156,291	69,525	69,525	69,525
3.820	Maliview Estates Sewer System	331,079	154,420	155,259			21,400	331,079				25,150	294,929	11,000	11,000	11,000
3.830	Magic Lake Estates Sewer System	901,316	633,953	174,103			93,260	901,316		11,540		1,230	282,176	606,370	606,370	606,370
3.830D	Magic Lake Estates Sewer Debt	225,107	500	224,607				225,107				500	224,607	224,607	224,607	224,607
3.850	Port Renfrew Sewer	233,210	114,580	99,630			19,000	233,210				1,300	115,955	115,955	115,955	115,955
21.ALL	Feasibility Study Reserve Fund - All	-						-							-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-						-							-	-

CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN							Schedule A									
		Expenditures					Revenue									
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus 2025	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2026
1.010	Legislative & General Government	31,585,396	30,668,896			602,660	313,840	31,585,396	450,000	15,393,360	1,000	1,363,203	88,580		14,289,253	14,289,253
1.10X	Facilities and Risk	4,281,271	3,755,856			5,000	520,415	4,281,271		4,013,558		93,566			174,147	174,147
1.101	G.I.S.	667,274	591,844			25,430	50,000	667,274		535,178		3,650			128,446	128,446
1.103	Elections	302,001	257,001				45,000	302,001			175,895	81,144			44,962	44,962
1.104	U.B.C.M.	13,998	13,998					13,998				100			13,898	13,898
1.109	Electoral Area Admin Exp - JDF	70,999	70,999					70,999				130			70,869	70,869
1.110	Electoral Area Admin Exp - SGI	462,287	461,187				1,100	462,287			5,000	18,390			438,897	438,897
1.111	Electoral Area Admin Exp - SSI	1,063,659	1,058,159				5,500	1,063,659		491,961		760			570,938	570,938
1.112	Regional Grant in Aid	-	-					-							-	-
1.114	Grant-in-Aid - Juan de Fuca	23,521	23,521					23,521				290			23,231	23,231.00
1.116	Grant-in-Aid - Salt Spring Island	54,410	54,410					54,410				240			54,170	54,170
1.117	Grant-in-Aid - Southern Gulf Islands	106,400	106,400					106,400				751			105,649	105,649
1.119	Vancouver Island Regional Library	349,320	349,320					349,320				550			348,770	348,770
1.121	Sooke Regional Museum	233,676	233,676					233,676				380			233,296	233,296
1.123	Prov. Court of B.C. (Family Court)	149,360	2,978				146,382	149,360				149,360			-	-
1.124	SSI Economic Development Commission	158,577	157,577				1,000	158,577				630			157,947	157,947
1.125	SGI Economic Development Commission	131,570	131,570					131,570				1,140			130,430	130,430
1.126	Victoria Family Court Committee	15,873	15,873					15,873				873			15,000	15,000
1.128	Greater Victoria Police Victim Services	323,693	323,693					323,693				14,622			309,071	309,071
1.129	Vancouver Island Regional Library - Debt	302,996		302,996				302,996				302,996			-	-
1.133	Langford E.A. - Greater Victoria Public Library	34,193	34,193					34,193				90			34,103	34,103
1.137	Galiano Island Community Use Building	68,390	35,687	27,417			5,286	68,390				250			68,140	68,140
1.138	Southern Gulf Islands Regional Library	245,031	245,031					245,031				2,150			242,881	242,881
1.141	Salt Spring Island Public Library	720,013	533,980	145,607			40,426	720,013				1,733			718,280	718,280
1.15X	Municipalities' Own Debt - M.F.A.	11,792,572	61,100	11,731,472				11,792,572				61,100			11,731,472	11,731,472
1.170	Gossip Island Electric Power Supply	57,011	568	56,443				57,011				270	56,741		56,741	56,741
1.224	Community Health - Homeless Sec.	563,130	563,130					563,130				132,087			431,043	431,043
1.226	Community Health (CHR) Facilities	1,754,159	1,200,489				553,670	1,754,159				1,754,159			-	-
1.227	Saturna Island Medical Clinic	36,305	36,305					36,305				373			35,932	35,932
1.228	Galiano Health Service	156,754	156,754					156,754				46			156,708	156,708
1.229	Pender Islands Health Care Centre	230,373	230,373					230,373							230,373	230,373
1.230	Traffic Safety Commission	82,330	82,330					82,330				3,820			78,510	78,510
1.232	Port Renfrew Street Lighting	9,610	9,610					9,610				336	4,640	4,634	4,634	4,634
1.234	S.S.I. Street Lighting	28,367	28,367					28,367				40			28,327	28,327
1.235	S. G. I. Small Craft Harbour Facilities	485,072	250,384	75,688			159,000	485,072				6,870	144,700	333,502	333,502	333,502
1.236	Salt Spring Island Fernwood Dock	27,950	18,160				9,790	27,950				170		27,780	27,780	27,780
1.238A	Community Transit (S.S.I.)	594,916	559,916				35,000	594,916				235,266			359,650	359,650
1.238B	Community Transportation (S.S.I.)	184,266	89,266				95,000	184,266				1,250			183,016	183,016
1.280	Regional Parks	17,382,152	14,019,412	569,778		127,602	2,665,360	17,382,152		34,450		922,613	452,885		15,972,204	15,972,204
1.280A	Regional Parks - Land Acquisition	1,592,500	50,000	1,542,500				1,592,500							1,592,500	1,592,500
1.290	Royal Theatre	580,000	100,000			105,000	375,000	580,000							580,000	580,000
1.295	McPherson Theatre	784,851	350,000			90,000	344,851	784,851				34,851			750,000	750,000
1.297	Arts Grants	3,247,603	3,247,603					3,247,603		14,828		180,710			3,052,065	3,052,065
1.299	Salt Spring Island Arts	143,931	143,931					143,931				90			143,841	143,841
1.309	Climate Action and Adaptation	1,343,170	1,342,459				711	1,343,170				26,028			1,317,142	1,317,142
1.310	Land Banking & Housing	4,531,266	1,434,739	3,092,527			4,000	4,531,266		309,711		198,479	10,500		4,012,576	4,012,576
1.311	Regional Housing Trust Fund	-	-					-							-	-
1.313	Animal Care Services	1,309,515	1,299,515				10,000	1,309,515				781,090	20,010		508,415	508,415
1.314	SGI House Numbering	10,261	10,261					10,261				110			10,151	10,151
1.316	SSI Building Numbering	10,375	10,375					10,375				20			10,355	10,355
1.317	JDF Building Numbering	14,183	14,183					14,183				40			14,143	14,143
1.318	Building Inspection	1,941,658	1,891,558			6,800	43,300	1,941,658		32,555	38,041	4,650	1,339,510		526,902	526,902
1.319	Soil Deposit Removal	6,169	6,169					6,169				40			6,129	6,129
1.320	Noise Control	43,239	43,239					43,239				305			42,934	42,934
1.322	Nuisances & Unsightly Premises	57,629	57,629					57,629				310			57,319	57,319
1.323	By-Law Enforcement	582,600	545,640				36,960	582,600		551,420		31,180			-	-
1.324	Regional Planning Services	1,615,908	1,613,408				2,500	1,615,908		84,786	58,281	72,270			1,400,571	1,400,571
1.325	Electoral Area Services - Planning	869,101	793,331				75,770	869,101		33,810	19,456	2,585	45,000		768,250	768,250
1.330	Regional Growth Strategy	339,550	329,550				10,000	339,550				16,830			296,125	296,125
1.335	Geo-Spatial Referencing System	188,995	123,995				65,000	188,995				9,420	8,800		170,775	170,775
1.340	JDF Livestock Injury Compensation	3,162	3,162					3,162							3,162	3,162
1.341	SGI Livestock Injury Compensation	3,162	3,162					3,162							3,162	3,162
1.342	SSI Livestock Injury Compensation	3,162	3,162					3,162							3,162	3,162
1.350	Willis Point Fire Protect & Recreation	190,808	116,363	23,877		6,820	43,748	190,808				33,930			156,878	156,878
1.352	South Galiano Fire Protection	556,420	342,448	122,682		6,290	85,000	556,420				740		122,682	432,998	555,680
1.353	Otter Point Fire Protection	559,328	384,838			5,770	168,720	559,328				360			558,968	558,968
1.354	Malahat Fire Protection	71,004	71,004					71,004							71,004	71,004
1.355	Durrance Road Fire Protection	3,030	2,730				300	3,030					3,030		3,030	3,030
1.356	Pender Fire Protection	1,272,936	1,036,180	55,820			180,936	1,272,936			55,820	10,419			1,206,697	1,206,697
1.357	East Sooke Fire Protection	557,357	299,414	155,109			102,834	557,357				28,460			480,177	480,177
1.358	Port Renfrew Fire Protection	165,526	137,526				28,000	165,526				1,144	65,753		98,629	98,629
1.359	N. Galiano Fire Protection	227,744	166,942	48,872		6,930	5,000	227,744				754		24,440	202,550	226,990
1.360	Shirley Fire Protection	165,962	94,962			10,000	61,000	165,962				200			165,762	165,762
1.363	Saturna Island Fire	223,643	223,643					223,643				10,830			212,813	212,813
1.369	Electoral Area Fire Services - JDF	63,904	61,999			1,905		63,904				100			63,804	63,804
1.369	Electoral Area Fire Services - SGI	72,879	70,704			2,175		72,879							72,879	72,879
1.370	Juan de Fuca Emergency Program	94,932	79,052				15,880	94,932				220			94,712	94,712
1.371	S.S.I. Emergency Program	140,978	140,978					140,978				190			140,788	140,788

CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN							Schedule A									
		Expenditures					Transfers to Reserves	Total 2026	Surplus 2025	Recovery from other services	Transfers from Reserves	Revenue				
		Total 2026	Operations	Interest & Principal	Deficit	Capital						Total 2026	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax
1.372	Electoral Area Emergency Program	685,031	677,531				7,500			507,510	3,601	990			172,930	172,930
1.373	S.G.I. Emergency Program	270,044	256,044				14,000					2,870			267,174	267,174
1.374	Regional Emergency Program Support	158,388	158,388									7,630			150,758	150,758
1.375	Hazardous Material Incident Response	380,312	370,752				9,560					19,760			360,552	360,552
1.377	J.D.F. Search and Rescue	98,344	94,344				4,000					22,810			75,534	75,534
1.378	S.S.I. Search and Rescue	25,052	25,052									97			24,955	24,955
1.40X	SEAPARC	4,676,862	4,067,896	53,966			555,000					425,472	893,508		3,357,882	3,357,882
1.405	JDF EA - Community Parks	208,877	188,877				20,000					850			208,027	208,027
1.408	JDF EA - Community Recreation	97,957	97,957									22,300			75,657	75,657
1.44X	Panorama Rec. Center.	10,746,542	9,076,184	240,411			1,429,947				51,000	1,662,348	3,374,504		5,658,690	5,658,690
1.455	Salt Spring Island - Community Parks	1,167,335	1,061,046	85,789			20,500			411,445		153,250			602,640	602,640
1.458	Salt Spring Is.- Community Rec	288,303	288,303									40	224,143		64,120	64,120
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,885,362	2,034,974	505,888			344,500			109,100		132,009	290,259		2,353,994	2,353,994
1.465	Saturna Island Comm. Parks	26,426	20,426				6,000					1,194			25,232	25,232
1.468	Saturna Island - Community Rec.	15,418	15,418									777			14,641	14,641
1.475	Mayne Is. Com. Parks & Rec	101,108	81,488				19,620					2,970			98,138	98,138
1.476	Mayne Is. Comm. Parks (reserve)	7,190	7,190									6,760	430		-	-
1.478	Mayne Is. Community Rec.	37,830	37,830									60			37,770	37,770
1.485	North & South Pender Com. Parks	175,254	132,254				43,000					1,733			173,521	173,521
1.488	North & South Pender Com. Rec	71,590	71,590									870			70,720	70,720
1.495	Galiano Parks	101,963	91,963				10,000					70			101,893	101,893
1.498	Galiano Community Recreation	40,535	40,535									15			40,520	40,520
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	26,841,757	23,455,691				3,386,066					10,036,646	16,805,111		-	-
1.523	Port Renfrew Refuse Disposal	96,360	90,360				6,000			18,402		41,336			36,622	36,622
1.525	Solid Waste Disposal - Debt	135,109	840	134,269								840	134,269		-	-
1.531	Stormwater Quality Management - Sooke	41,427	25,060				16,367					87			41,340	41,340
1.533	Stormwater Quality Management - S.G.I.	42,320	42,320									510			41,810	41,810
1.535	Stormwater Quality Management - S.S.I.	30,254	30,254									30			30,224	30,224
1.536	LWMP-Stormwater Quality Management-Core	788,475	788,475								5,959	92,836			689,680	689,680
1.537	Stormwater Quality Management - Peninsula	127,509	127,509									4,051			123,458	123,458
1.538	Source - Stormwater Quality - Peninsula	60,326	60,326									1,646			58,680	58,680
1.57X	Environmental Services	25,354,887	24,822,864				532,023			25,262,487		92,400			-	-
1.911	911 Systems	2,670,715	1,524,848	1,011,949			133,918					2,177,077	127,338		366,300	366,300
1.912B	911 Call Answer - Municipalities	-	-	-						703,444		(60,243)			(643,201)	(643,201)
1.913	913 Fire Dispatch	328,308	293,308				35,000					16,361			311,947	311,947
1.921	Regional CREST Contribution	1,909,030	1,909,030									100,934			1,808,096	1,808,096
1.923	Emergency Comm - CREST - S.G.I.	195,538	195,538									1,754			193,784	193,784
1.924	Emergency Comm - CREST - J.D.F.	133,673	133,673									220			133,453	133,453
1.925	Emergency Comm - CREST - S.S.I.	155,176	155,176									120			155,056	155,056
2.610	Saanich Peninsula Water Supply	9,188,322	7,651,587	1,086,735			450,000					500	9,187,822		-	-
2.620	SSI Highland Water System	12,869	221	12,648								110		12,759	12,759	12,759
2.621	Highland / Fernwood Water - SSI	555,012	337,716	177,296			40,000					790	473,040	81,182	81,182	81,182
2.622	Cedars of Tuam	86,921	41,752	38,669			6,500				10,000	50	76,871		-	-
2.624	Beddis Water	326,329	186,450	24,879			115,000					280	244,849	81,200	81,200	81,200
2.626	Fulford Water	332,486	168,543	145,843			18,100					870	251,616	80,000	80,000	80,000
2.628	Cedar Lane Water (S.S.I.)	102,327	57,606	7,721			37,000					180	70,777	31,370	31,370	31,370
2.630	Magic Lakes Estate Water System	1,050,299	764,574	144,335			141,390				40,000	9,600	411,164	589,535	589,535	589,535
2.640	Saturna Island Water System (Lyall Harbour)	264,531	177,182	23,849			63,500					1,080	122,411	141,040	141,040	141,040
2.642	Skana Water (Mayne)	154,907	59,355	73,552			22,000				5,000	110	56,235	93,562	93,562	93,562
2.650	Port Renfrew Water	188,011	121,667	44,344			22,000				500	1,130	93,191	93,190	93,190	93,190
2.660	Fernwood Water	3,915	138	3,777								50		3,865	3,865	3,865
2.665	Sticks Allison Water (Galiano)	68,332	51,332				17,000					100	59,232	9,000	9,000	9,000
2.667	Surfside Park Estates (Mayne)	252,928	109,456	126,472			17,000					100	212,828	40,000	40,000	40,000
2.670	Regional Water Supply	42,612,199	19,114,695	3,357,424		19,800,000	340,080					612,470	41,999,729		-	-
2.680	Juan de Fuca Water Distribution	27,954,700	16,011,960	2,747,525		8,910,000	285,215					179,270	27,769,430		-	-
2.681	Florence Lake Water System Debt	25,137	25,137							6,000				25,137	25,137.00	25,137.00
2.691	Wilderness Mountain Water Service	231,482	134,000	66,482			31,000					120	139,810	91,552	91,552	91,552
3.700	Septage Disposal - Municipal	177,329	140,831			36,498						174,589	2,740		-	-
3.700	Septage Disposal - JDF Service Area	-	-	-								-	-	-	-	-
3.701	Millstream Remediation Service	103,854	884	102,970							46,073	11,707		46,074	46,074	46,074
3.705	S.S.I. Liquid Waste Disposal	1,137,354	857,876	239,678			39,800					1,610	664,890	470,854	470,854	470,854
3.707	On Site System Management Program - LWMP	203,999	203,999									10,556			193,443	193,443
3.71X	Trk Swrs & Swge Disp - oper	37,463,950	34,583,191	204,703			2,676,056			1,641,256	401,241	28,803,609			6,617,844	6,617,844
3.7XX	Trk Swrs - debt	24,332,941	34,930	10,557,187		5,529,745	8,211,079					17,629,809			6,703,132	6,703,132
3.720	LWMP (Peninsula) - Implementation	59,353	37,624				21,729					980			58,373	58,373
3.750	LWMP	390,454	343,047				47,407					390,454	162,109		228,345	228,345
3.752	Harbours Program	375,406	375,406									23,460			351,946	351,946
3.755	Regional Source Control	1,778,135	1,778,135							59,110	102,821	95,951	59,510		1,460,743	1,460,743
3.756	Harbours Environmental Action	74,111	74,111									2,026			72,085	72,085
3.810	Ganges Sewer	1,244,402	768,190	340,432			135,780					2,130	1,171,513	70,759	70,759	70,759
3.820	Maliview Estates Sewer System	337,698	157,439	155,259			25,000					337,698		12,000	12,000.00	12,000.00
3.830	Magic Lake Estates Sewer System	914,077	646,714	174,103			93,260					1,250	288,625	612,432	612,432	612,432
3.830D	Magic Lake Estates Sewer Debt	225,107	500	224,607						11,770		500		224,607	224,607	224,607
3.850	Port Renfrew Sewer	253,730	112,712	122,018			19,000					1,320	126,205	126,205	126,205	126,205
21.ALL	Feasibility Study Reserve Fund - All	-	-	-								-	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-								-	-	-	-	-

**SCHEDULE B**

**CAPITAL REGIONAL DISTRICT  
CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026**

<b>EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>TOTAL</b>
<b>EXPENDITURE</b>						
B Buildings	20,829,264	167,228,666	49,424,500	5,898,000	2,141,500	245,521,930
E Equipment	19,923,342	11,052,593	7,247,999	6,045,860	5,453,775	49,723,569
L Land	7,645,002	6,645,000	6,090,000	5,530,000	5,235,000	31,145,002
S Engineered Structures	127,597,493	78,579,018	68,094,026	61,024,900	16,254,000	351,549,437
V Vehicles	5,141,485	2,445,000	2,211,000	1,340,000	692,000	11,829,485
	<b>181,136,586</b>	<b>265,950,277</b>	<b>133,067,525</b>	<b>79,838,760</b>	<b>29,776,275</b>	<b>689,769,423</b>
<b>SOURCE OF FUNDS</b>						
C Capital Funds on Hand	48,013,773	21,457,100	23,597,063	24,514,000	12,129,000	129,710,936
D Debenture Debt (New Debt Only)	35,549,100	63,285,920	47,277,180	36,140,000	8,095,000	190,347,200
E ERF	10,829,058	6,128,473	3,996,999	3,583,860	2,827,775	27,366,165
G Grants (Federal, Provincial)	23,212,901	15,070,984	7,533,770	2,935,000	140,000	48,892,655
R Reserve Fund	53,381,123	28,975,000	15,862,513	10,305,900	6,384,500	114,909,036
O Other	10,150,631	131,032,800	34,800,000	2,360,000	200,000	178,543,431
	<b>181,136,586</b>	<b>265,950,277</b>	<b>133,067,525</b>	<b>79,838,760</b>	<b>29,776,275</b>	<b>689,769,423</b>

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2022														
Schedule B														
Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	170,000					170,000			170,000				170,000
1.014	CAO / Corporate Services	4,132					4,132			4,132				4,132
1.015	Real Estate	-					-			-				-
1.016	Human Resources	3,130					3,130			3,130				3,130
1.017	Finance	315,557					315,557	300,000		15,557				315,557
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	599,446	80,000				679,446	574,000		105,446				679,446
1.024	GM - Planning & Protective Services	1,565					1,565			1,565				1,565
1.025	Corporate Emergency	6,000					6,000			6,000				6,000
1.027	First Nations Relations	1,033					1,033			1,033				1,033
1.105	Facilities Management	10,000	185,000				195,000	50,000		145,000				195,000
1.106	Facilities and Risk		70,000	1,710,000			1,780,000			70,000		1,710,000		1,780,000
1.107	Corporate Satellite Facilities			50,000			50,000	5,000				45,000		50,000
1.109	JDF Admin. Expenditures	2,000					2,000			2,000				2,000
1.110	SJI Admin. Expenditures	1,500					1,500			1,500				1,500
1.111	SSI Admin. Expenditures	11,080					11,080			11,080				11,080
1.118	Corporate Communications	6,229					6,229			6,229				6,229
1.123	Family Court Building			160,000			160,000	15,000				145,000		160,000
1.137	Galiano Island Community Use Building			20,000			20,000					20,000		20,000
1.141	SSI Public Library			127,500			127,500				110,000	17,500		127,500
1.226	Health Facilities - VIHA	40,000		1,896,500			1,936,500	511,500				1,425,000		1,936,500
1.235	SJI Small Craft Harbour Facilities				1,625,000		1,625,000	30,000	1,180,000			195,800	219,200	1,625,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				47,500		47,500					47,500		47,500
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)				425,000		425,000				260,000	165,000		425,000
1.280	Regional Parks	1,477,000	345,000	1,080,000	5,172,925	5,120,000	13,194,925	3,504,925	5,500,000	345,000	125,000	3,720,000		13,194,925
1.290	Royal Theatre	26,000		1,755,000			1,781,000	125,000				796,000	860,000	1,781,000
1.295	McPherson Theatre	26,000		2,267,000			2,293,000	10,000				2,283,000		2,293,000
1.297	Arts Grants and Development	1,550					1,550			1,550				1,550
1.310	Land Banking and Housing	2,000					2,000			2,000				2,000
1.313	Animal Care Services	64,040	157,235	318,000			539,275			22,040			517,235	539,275
1.318	Building Inspection	88,900	45,000				133,900			133,900				133,900
1.323	ByLaw Services	990	15,000				15,990			15,990				15,990
1.324	Regional Planning Services	100,400					100,400			100,400				100,400
1.325	Community Planning	45,000			100,000		145,000			45,000	100,000			145,000
1.335	Geo-Spatial Referencing	70,000					70,000			70,000				70,000
1.350	Willis Point Fire	27,030					27,030			12,000		15,030		27,030
1.352	South Galiano Fire	13,500		162,000			175,500		162,000	13,500				175,500
1.353	Otter Point Fire	141,000		60,000			201,000			141,000		60,000		201,000
1.356	Pender Island Fire	10,000	400,000	115,000			525,000			410,000		115,000		525,000
1.357	East Sooke Fire	37,544	150,000	55,000			242,544	11,000		166,044		65,500		242,544
1.358	Port Renfrew Fire	33,000					33,000			33,000				33,000
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	11,710					11,710			11,710				11,710
1.372	Emergency Planning Coordination	-					-			-				-
1.373	SJI Emergency Program	47,000					47,000					47,000		47,000
1.375	Hazardous Material Incident Response	90,000					90,000			90,000				90,000
1.405	JDF EA Community Parks & Recreation				215,000	50,000	265,000				265,000			265,000
1.40x	SEAPARC	350,700	20,000	585,000			955,700			85,700	50,000	820,000		955,700
1.44X	Panorama Recreation	1,873,704	484,000	3,678,129	168,600		6,204,433	989,056	1,753,000	1,093,000	1,319,777	1,049,600		6,204,433
1.455	SSI Community Parks	85,000	130,000		735,000		950,000			55,000	750,000	75,000	70,000	950,000
1.458	SSI Community Recreation	5,000			30,000		35,000			5,000		30,000		35,000
1.459	SSI Park Land & Rec Programs	30,000		1,361,135	450,000	230,002	2,071,137	3,400		30,000	1,542,862	494,875		2,071,137
1.465	Saturna Island Community Parks				40,000		40,000					40,000		40,000
1.475	Mayne Island Community Parks	7,000		14,000	3,000		24,000					24,000		24,000

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2022**

**Schedule B**

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves		Other
1.485	Pender Island Community Parks				225,990		225,990					225,990		225,990
1.495	Galiano Community Parks				63,000		63,000	8,000			6,500	48,500		63,000
1.521	Environmental Resource Management	773,000		-	19,875,000		20,648,000	875,000		683,000		19,090,000		20,648,000
1.523	Port Renfrew Refuse Disposal				25,000		25,000					25,000		25,000
1.575	Environmental Administration Services	10,430					10,430			10,430				10,430
1.576	Environmental Engineering Services	40,000	155,000				195,000	55,000		140,000				195,000
1.577	IW - Environmental Operations	1,845,000					1,845,000			1,845,000				1,845,000
1.578	Environmental Protection	715,372	285,000				1,000,372			1,000,372				1,000,372
1.911	911 Call Answer													
1.913	913 Fire Dispatch	145,000					145,000			145,000				145,000
2.610	Saanich Peninsula Water Supply	304,000			4,068,028		4,372,028			60,000		4,312,028		4,372,028
2.620	Highland Water (SSI)				98,792		98,792	98,792						98,792
2.621	Highland & Fernwood Water (SSI)	40,000			140,000		180,000				140,000	40,000		180,000
2.622	Cedars of Tuam Water (SSI)	5,000			5,000		10,000					10,000		10,000
2.624	Beddis Water (SSI)	30,000					30,000					30,000		30,000
2.626	Fulford Water (SSI)	13,000			160,000		173,000				70,000	103,000		173,000
2.628	Cedar Lane Water (SSI)				75,000		75,000	33,500				41,500		75,000
2.630	Magic Lake Estates Water (Pender)	205,000			290,000		495,000				2,500	292,500	200,000	495,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	8,000			390,000		398,000				390,000	8,000		398,000
2.642	Skana Water (Mayne)	75,000			45,000		120,000		75,000			45,000		120,000
2.650	Port Renfrew Water	30,000					30,000	20,000				10,000		30,000
2.665	Sticks Allison Water (Galiano)				5,000		5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	25,000					25,000					25,000		25,000
2.670	Regional Water Supply	8,195,000	1,427,250	5,150,000	11,550,000	1,495,000	27,817,250	24,072,000		1,205,250	40,000		2,500,000	27,817,250
2.680	JDF Water Distribution	1,080,000	1,060,000	265,000	35,786,000		38,191,000	14,605,000	6,100,000	1,060,000		10,675,000	5,751,000	38,191,000
2.681	Florence Lake Water				300,000		300,000		300,000					300,000
2.691	Wilderness Mountain Water Service				65,000		65,000				45,000	20,000		65,000
3.701	Millstream Site Remediation					750,000	750,000	457,500			292,500			750,000
3.705	SSI Septage / Composting				414,158		414,158				303,462	77,500	33,196	414,158
3.718	Saanich Peninsula Wastewater	67,500			3,070,000		3,137,500	50,000		417,500		2,670,000		3,137,500
3.798C	Debt - Core Area Wastewater Treatment Program	120,000	133,000		36,932,000		37,185,000	1,610,100	18,279,000	828,000	14,992,900	1,475,000		37,185,000
3.810	Ganges Sewer Utility (SSI)	190,000			487,500		677,500				140,000	537,500		677,500
3.820	Malview Sewer Utility (SSI)				300,000		300,000		300,000					300,000
3.830	Magic Lake Sewer Utility (Pender)	5,000			4,105,000		4,105,000		1,900,100		2,202,400	2,500		4,105,000
3.850	Port Renfrew Sewer				75,000		75,000				60,000	15,000		75,000
<b>TOTAL</b>		<b>19,923,342</b>	<b>5,141,485</b>	<b>20,829,264</b>	<b>127,597,493</b>	<b>7,645,002</b>	<b>181,136,586</b>	<b>48,013,773</b>	<b>35,549,100</b>	<b>10,829,058</b>	<b>23,212,901</b>	<b>53,381,123</b>	<b>10,150,631</b>	<b>181,136,586</b>

**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	CAO / Corporate Services	9,328					9,328			9,328					9,328
1.015	Real Estate	-					-			-					-
1.016	Human Resources	4,695					4,695			4,695					4,695
1.017	Finance	237,421					237,421	200,000		37,421					237,421
1.018	Health & Capital Planning Strategies	2,066					2,066			2,066					2,066
1.022	Information Technology	1,295,136					1,295,136	1,281,000		14,136					1,295,136
1.024	GM - Planning & Protective Services	2,066					2,066			2,066					2,066
1.025	Corporate Emergency	6,000					6,000			6,000					6,000
1.027	First Nations Relations	3,631					3,631			3,631					3,631
1.105	Facilities Management	25,000	115,000				140,000			140,000					140,000
1.106	Facilities and Risk			1,665,000			1,665,000					1,665,000			1,665,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000							5,000
1.109	JDF Admin. Expenditures														
1.110	SJI Admin. Expenditures	1,530					1,530			1,530					1,530
1.111	SSI Admin. Expenditures	1,650					1,650			1,650					1,650
1.118	Corporate Communications	227,066					227,066			2,066		225,000			227,066
1.123	Family Court Building			1,120,000			1,120,000				500,000	620,000			1,120,000
1.137	Galiano Island Community Use Building														
1.141	SSI Public Library														
1.226	Health Facilities - VIHA	400,000		1,115,000			1,515,000					1,315,000	200,000		1,515,000
1.235	SJI Small Craft Harbour Facilities				125,000		125,000					125,000			125,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				150,000		150,000				50,000	100,000			150,000
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000			40,000
1.238B	Community Transportation (SSI)				431,500		431,500				365,000	66,500			431,500
1.280	Regional Parks	107,000	507,000		5,322,000	5,000,000	10,936,000		5,000,000	507,000	1,868,000	3,561,000			10,936,000
1.290	Royal Theatre			730,000			730,000					380,000	350,000		730,000
1.295	McPherson Theatre			325,000			325,000					325,000			325,000
1.297	Arts Grants and Development														
1.310	Land Banking and Housing	4,000		150,425,666			150,429,666		17,000,000	4,000	5,742,866		127,682,800		150,429,666
1.313	Animal Care Services	4,120	18,000				22,120			22,120					22,120
1.318	Building Inspection	6,000	50,000				56,000			56,000					56,000
1.323	ByLaw Services	1,010	15,000				16,010			16,010					16,010
1.324	Regional Planning Services	43,000					43,000			43,000					43,000
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	66,000	650,000	18,000			734,000		275,000	441,000		18,000			734,000
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	16,295					16,295			16,295					16,295
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
1.372	Emergency Planning Coordination														
1.373	SJI Emergency Program														
1.375	Hazardous Material Incident Response	10,000					10,000			10,000					10,000
1.405	JDF EA Community Parks & Recreation					50,000	50,000				50,000				50,000
1.40x	SEAPARC	262,000		50,000	1,025,000		1,337,000			102,000	750,000	485,000			1,337,000
1.44X	Panorama Recreation	253,832	26,000	180,000			459,832			279,832	55,000	125,000			459,832
1.455	SSI Community Parks	15,000	40,000		1,095,000		1,150,000		1,000,000	15,000	55,000	80,000			1,150,000
1.458	SSI Community Recreation	5,000			300,000		305,000			5,000	200,000	100,000			305,000
1.459	SSI Park Land & Rec Programs	62,500		8,225,000	90,000	700,000	9,077,500		8,000,000	62,500	75,000	940,000			9,077,500
1.465	Saturna Island Community Parks				13,000		13,000					13,000			13,000
1.475	Mayne Island Community Parks			5,000	10,000		15,000					15,000			15,000



**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2023**

**Schedule B**

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves		Other
1.485	Pender Island Community Parks				91,000		91,000					91,000		91,000
1.495	Galiano Community Parks				10,000		10,000					10,000		10,000
1.521	Environmental Resource Management	283,000		-	18,568,000		18,851,000	-		1,233,000		17,618,000		18,851,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	15,660					15,660			15,660				15,660
1.576	Environmental Engineering Services	40,000	40,000				80,000	-		80,000				80,000
1.577	IW - Environmental Operations	663,500					663,500			663,500				663,500
1.578	Environmental Protection	118,487	45,000				163,487			163,487				163,487
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000				1,000,000
1.913	913 Fire Dispatch	-					-			-				-
2.610	Saanich Peninsula Water Supply	-			2,820,000		2,820,000		2,550,000	60,000		210,000		2,820,000
2.620	Highland Water (SSI)				-		-	-		-				-
2.621	Highland & Fernwood Water (SSI)	240,000			765,000		1,005,000		805,000		200,000	-		1,005,000
2.622	Cedars of Tuam Water (SSI)	15,000			270,000		285,000		97,000		188,000	-		285,000
2.624	Beddis Water (SSI)	-			63,000		63,000		-		-	63,000		63,000
2.626	Fulford Water (SSI)	831,000			-		831,000		500,000		300,000	31,000		831,000
2.628	Cedar Lane Water (SSI)				236,500		236,500	-	90,000		140,000	6,500		236,500
2.630	Magic Lake Estates Water (Pender)	-			325,000		325,000		-		-	25,000	300,000	325,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	58,000			30,000		88,000		53,000		20,000	15,000		88,000
2.642	Skana Water (Mayne)	674,120			35,000		709,120		709,120		-	-		709,120
2.650	Port Renfrew Water	10,000			1,638,918		1,648,918	-	50,000		1,573,918	25,000		1,648,918
2.665	Sticks Allison Water (Galiano)	5,000			-		5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	-			15,000		15,000		-		-	15,000		15,000
2.670	Regional Water Supply	3,135,000	406,000	3,060,000	17,735,000	895,000	25,231,000	12,625,000	9,700,000	406,000	-	-	2,500,000	25,231,000
2.680	JDF Water Distribution	165,000	270,000	265,000	10,655,000		11,355,000	5,965,000	5,100,000	270,000		20,000	-	11,355,000
2.681	Florence Lake Water				-		-		-			-		-
2.691	Wilderness Mountain Water Service				500,000		500,000		500,000		-	-		500,000
3.701	Millstream Site Remediation				-		-		-		-	-		-
3.705	SSI Septage / Composting				180,000		180,000		-		-	180,000	-	180,000
3.718	Saanich Peninsula Wastewater	-			550,000		550,000	50,000	-	150,000		350,000		550,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	263,000		8,030,100		8,293,100	1,331,100	6,800,000	162,000		-		8,293,100
3.810	Ganges Sewer Utility (SSI)	607,000			800,000		1,407,000		1,330,000		-	77,000		1,407,000
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)	-			4,600,000		4,600,000		1,666,800		2,933,200	-		4,600,000
3.850	Port Renfrew Sewer				150,000		150,000		150,000		-	-		150,000
<b>TOTAL</b>		<b>11,052,593</b>	<b>2,445,000</b>	<b>167,228,666</b>	<b>78,579,018</b>	<b>6,645,000</b>	<b>265,950,277</b>	<b>21,457,100</b>	<b>63,285,920</b>	<b>6,128,473</b>	<b>15,070,984</b>	<b>28,975,000</b>	<b>131,032,800</b>	<b>265,950,277</b>

**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	CAO / Corporate Services	5,728					5,728			5,728					5,728
1.015	Real Estate	2,066					2,066			2,066					2,066
1.016	Human Resources	6,260					6,260			6,260					6,260
1.017	Finance	155,949					155,949	100,000		55,949					155,949
1.018	Health & Capital Planning Strategies	1,565					1,565			1,565					1,565
1.022	Information Technology	1,708,084					1,708,084	1,661,000		47,084					1,708,084
1.024	GM - Planning & Protective Services	-					-			-					-
1.025	Corporate Emergency	8,000					8,000			8,000					8,000
1.027	First Nations Relations	1,565					1,565			1,565					1,565
1.105	Facilities Management	10,000	50,000				60,000			60,000					60,000
1.106	Facilities and Risk			1,100,000			1,100,000				500,000	600,000			1,100,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000							5,000
1.109	JDF Admin. Expenditures	-					-			-					-
1.110	SJI Admin. Expenditures	-					-			-					-
1.111	SSI Admin. Expenditures	5,400					5,400			5,400					5,400
1.118	Corporate Communications	178,130					178,130			3,130		175,000			178,130
1.123	Family Court Building			135,000			135,000					85,000	50,000		135,000
1.137	Galiano Island Community Use Building						-			-					-
1.141	SSI Public Library						-			-					-
1.226	Health Facilities - VIHA			925,000			925,000					550,000	375,000		925,000
1.235	SJI 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)				40,000		40,000				5,000	35,000			40,000
1.238B	Community Transportation (SSI)				96,000		96,000				60,000	36,000			96,000
1.280	Regional Parks	61,000	555,000		2,774,126	5,000,000	8,390,126	56,063	5,000,000	555,000	2,000,000	779,063			8,390,126
1.290	Royal Theatre			750,000			750,000					375,000	375,000		750,000
1.295	McPherson Theatre			300,000			300,000					300,000			300,000
1.297	Arts Grants and Development						-			-					-
1.310	Land Banking and Housing	10,000		42,500,000			42,510,000		8,500,000	10,000			34,000,000		42,510,000
1.313	Animal Care Services	4,205	18,000				22,205			22,205					22,205
1.318	Building Inspection	5,500					5,500			5,500					5,500
1.323	ByLaw Services	1,030	15,000				16,030			16,030					16,030
1.324	Regional Planning Services	7,000					7,000			7,000					7,000
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	6,000		3,500			9,500			6,000		3,500			9,500
1.352	South Galiano Fire	5,000	600,000				605,000			605,000					605,000
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000			55,000
1.356	Pender Island Fire	28,000					28,000			28,000					28,000
1.357	East Sooke Fire	16,551	160,000				176,551			176,551					176,551
1.358	Port Renfrew Fire						-			-					-
1.360	Shirley Fire Department						-			-					-
1.369	Electoral Area Fire Services						-			-					-
1.370	JDF Emergency Program						-			-					-
1.372	Emergency Planning Coordination	2,500					2,500			2,500					2,500
1.373	SJI Emergency Program						-			-					-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000					10,000
1.405	JDF EA Community Parks & Recreation						-			-					-
1.40x	SEAPARC	67,000		250,000	10,000	500,000	827,000		500,000	62,000		265,000			827,000
1.44X	Panorama Recreation	346,172		136,000			482,172			346,172		136,000			482,172
1.455	SSI Community Parks	5,000			100,000		105,000			5,000	55,000	45,000			105,000
1.458	SSI Community Recreation	5,000			5,000		10,000			5,000		5,000			10,000
1.459	SSI Park Land & Rec Programs	35,000		2,605,000	50,000		2,690,000			35,000	2,525,000	130,000			2,690,000
1.465	Saturna Island Community Parks				6,000		6,000					6,000			6,000
1.475	Mayne Island Community Parks				10,000		10,000					10,000			10,000

**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				31,450		31,450					31,450			31,450
1.495	Galiano Community Parks				15,500		15,500					15,500			15,500
1.521	Environmental Resource Management	283,000		350,000	10,950,000		11,583,000	250,000		283,000		11,050,000			11,583,000
1.523	Port Renfrew Refuse Disposal				-		-					-			-
1.575	Environmental Administration Services	6,000					6,000			6,000					6,000
1.576	Environmental Engineering Services	40,000	80,000				120,000			120,000					120,000
1.577	IW - Environmental Operations	184,000					184,000			184,000					184,000
1.578	Environmental Protection	141,384	43,000				184,384			184,384					184,384
1.911	911 Call Answer						-			-					-
1.913	913 Fire Dispatch						-			-					-
2.610	Saanich Peninsula Water Supply	150,000			5,770,000		5,920,000		5,550,000	60,000		310,000			5,920,000
2.620	Highland Water (SSI)				-		-			-					-
2.621	Highland & Fernwood Water (SSI)	45,000			1,500,000		1,545,000		1,250,000		250,000	45,000			1,545,000
2.622	Cedars of Tuam Water (SSI)				1,474,000		1,474,000		508,000		966,000				1,474,000
2.624	Beddis Water (SSI)	160,000			446,000		606,000		290,000		200,000	116,000			606,000
2.626	Fulford Water (SSI)	710,000			-		710,000		700,000			10,000			710,000
2.628	Cedar Lane Water (SSI)				30,000		30,000					30,000			30,000
2.630	Magic Lake Estates Water (Pender)				140,000		140,000					140,000			140,000
2.640	Lyall Harbour Boot Cove Water (Saturna)				645,600		645,600		225,000		420,600				645,600
2.642	Skana Water (Mayne)				-		-					-			-
2.650	Port Renfrew Water	260,000			200,000		460,000		450,000			10,000			460,000
2.665	Sticks Allison Water (Galiano)				-		-					-			-
2.667	Surfside Park Estates (Mayne)				500,000		500,000		500,000						500,000
2.670	Regional Water Supply	1,105,000	290,000	60,000	19,925,000	590,000	21,970,000	14,580,000	7,100,000	290,000					21,970,000
2.680	JDF Water Distribution	165,000	400,000	265,000	6,535,000		7,365,000	6,945,000		400,000		20,000			7,365,000
2.681	Florence Lake Water				-		-					-			-
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	1,180,000			1,285,000		2,465,000		2,015,000	150,000		300,000			2,465,000
3.798C	Debt - Core Area Wastewater Treatment Program				11,280,000		11,280,000		11,150,000	130,000					11,280,000
3.810	Ganges Sewer Utility (SSI)	25,000					25,000					25,000			25,000
3.820	Malview Sewer Utility (SSI)				41,000		41,000				32,000	9,000			41,000
3.830	Magic Lake Sewer Utility (Pender)				709,350		709,350		189,180		520,170				709,350
3.850	Port Renfrew Sewer				1,350,000		1,350,000		1,350,000						1,350,000
<b>TOTAL</b>		<b>7,247,999</b>	<b>2,211,000</b>	<b>49,424,500</b>	<b>68,094,026</b>	<b>6,090,000</b>	<b>133,067,525</b>	<b>23,597,063</b>	<b>47,277,180</b>	<b>3,996,999</b>	<b>7,533,770</b>	<b>15,862,513</b>	<b>34,800,000</b>		<b>133,067,525</b>

**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	96,500					96,500			96,500				96,500
1.014	CAO / Corporate Services	4,132					4,132			4,132				4,132
1.015	Real Estate	1,033					1,033			1,033				1,033
1.016	Human Resources	-					-			-				-
1.017	Finance	22,386					22,386			22,386				22,386
1.018	Health & Capital Planning Strategies	3,130					3,130			3,130				3,130
1.022	Information Technology	2,019,272	-				2,019,272	1,989,000		30,272				2,019,272
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	-					-			-				-
1.027	First Nations Relations	-					-			-				-
1.105	Facilities Management	10,000	50,000				60,000			60,000				60,000
1.106	Facilities and Risk			1,700,000			1,700,000				750,000	950,000		1,700,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000						5,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SJI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	2,750					2,750			2,750				2,750
1.118	Corporate Communications	1,033					1,033			1,033				1,033
1.123	Family Court Building			10,000			10,000					10,000		10,000
1.137	Galiano Island Community Use Building						-			-				-
1.141	SSI Public Library						-			-				-
1.226	Health Facilities - VIHA			955,000	75,000		1,030,000					370,000	660,000	1,030,000
1.235	SJI 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)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)				106,000		106,000				60,000	46,000		106,000
1.280	Regional Parks	63,000	370,000	385,000	5,417,000	5,000,000	11,235,000		5,000,000	370,000	2,000,000	3,865,000		11,235,000
1.290	Royal Theatre			1,793,000			1,793,000					93,000	1,700,000	1,793,000
1.295	McPherson Theatre			300,000			300,000					300,000		300,000
1.297	Arts Grants and Development						-			-				-
1.310	Land Banking and Housing	2,000					2,000			2,000				2,000
1.313	Animal Care Services						-			-				-
1.318	Building Inspection	4,500					4,500			4,500				4,500
1.323	ByLaw Services						-			-				-
1.324	Regional Planning Services	5,000					5,000			5,000				5,000
1.325	Community Planning						-			-				-
1.335	Geo-Spatial Referencing						-			-				-
1.350	Willis Point Fire	56,000					56,000			56,000				56,000
1.352	South Galiano Fire	5,000					5,000			5,000				5,000
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000		55,000
1.356	Pender Island Fire	105,000					105,000			105,000				105,000
1.357	East Sooke Fire	19,512					19,512			19,512				19,512
1.358	Port Renfrew Fire						-			-				-
1.360	Shirley Fire Department						-			-				-
1.369	Electoral Area Fire Services						-			-				-
1.370	JDF Emergency Program						-			-				-
1.372	Emergency Planning Coordination						-			-				-
1.373	SJI Emergency Program						-			-				-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000				10,000
1.405	JDF EA Community Parks & Recreation						-			-				-
1.40x	SEAPARC	87,000	40,000	100,000	200,000		427,000			122,000		305,000		427,000
1.44X	Panorama Recreation	533,262		250,000			783,262			398,262		385,000		783,262
1.455	SSI Community Parks	5,000	55,000		85,000		145,000			60,000	55,000	30,000		145,000
1.458	SSI Community Recreation	5,000					5,000			5,000				5,000
1.459	SSI Park Land & Rec Programs	40,000		55,000		100,000	195,000			30,000	25,000	140,000		195,000
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				-		-								
1.495	Galiano Community Parks				4,900		4,900						4,900		4,900
1.521	Environmental Resource Management	285,000		-	2,700,000		2,985,000			285,000			2,700,000		2,985,000
1.523	Port Renfrew Refuse Disposal				-		-						-		-
1.575	Environmental Administration Services	6,000					6,000			6,000					6,000
1.576	Environmental Engineering Services	40,000	45,000				85,000			85,000					85,000
1.577	IW - Environmental Operations				705,000		705,000			705,000					705,000
1.578	Environmental Protection	54,350	90,000				144,350			144,350					144,350
1.911	911 Call Answer				-		-								-
1.913	913 Fire Dispatch				-		-								-
2.610	Saanich Peninsula Water Supply				5,324,000		5,324,000		4,500,000	60,000			764,000		5,324,000
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)				-		-						-		-
2.626	Fulford Water (SSI)	700,000					700,000		700,000						700,000
2.628	Cedar Lane Water (SSI)				10,000		10,000						10,000		10,000
2.630	Magic Lake Estates Water (Pender)				47,000		47,000						47,000		47,000
2.640	Lyall Harbour Boot Cove Water (Saturna)				-		-						-		-
2.642	Skana Water (Mayne)				-		-						-		-
2.650	Port Renfrew Water	10,000					10,000						10,000		10,000
2.665	Sticks Allison Water (Galiano)				-		-						-		-
2.667	Surfside Park Estates (Mayne)				1,500,000		1,500,000		1,500,000						1,500,000
2.670	Regional Water Supply	925,000	450,000	40,000	20,725,000	430,000	22,570,000	15,780,000	6,340,000	450,000					22,570,000
2.680	JDF Water Distribution	165,000	240,000	265,000	6,330,000		7,000,000	6,740,000		240,000			20,000		7,000,000
2.681	Florence Lake Water				-		-								-
2.691	Wilderness Mountain Water Service				-		-								-
3.701	Millstream Site Remediation				-		-								-
3.705	SSI Septage / Composting				50,000		50,000				40,000		10,000		50,000
3.718	Saanich Peninsula Wastewater				560,000		560,000		350,000	150,000			60,000		560,000
3.798C	Debt - Core Area Wastewater Treatment Program				17,380,000		17,380,000		17,350,000	30,000					17,380,000
3.810	Ganges Sewer Utility (SSI)				-		-								-
3.820	Malview Sewer Utility (SSI)				-		-								-
3.830	Magic Lake Sewer Utility (Pender)				-		-								-
3.850	Port Renfrew Sewer				400,000		400,000		400,000						400,000
<b>TOTAL</b>		<b>6,045,860</b>	<b>1,340,000</b>	<b>5,898,000</b>	<b>61,024,900</b>	<b>5,530,000</b>	<b>79,838,760</b>	<b>24,514,000</b>	<b>36,140,000</b>	<b>3,583,860</b>	<b>2,935,000</b>	<b>10,305,900</b>	<b>2,360,000</b>		<b>79,838,760</b>

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2026**

**Schedule B**

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.011	Board Expenditures	50,000					50,000			50,000					50,000
1.014	CAO / Corporate Services	4,132					4,132			4,132					4,132
1.015	Real Estate	-					-			-					-
1.016	Human Resources	1,033					1,033			1,033					1,033
1.017	Finance	15,557					15,557			15,557					15,557
1.018	Health & Capital Planning Strategies	-					-			-					-
1.022	Information Technology	1,751,746					1,751,746	1,704,000		47,746					1,751,746
1.024	GM - Planning & Protective Services	1,565					1,565			1,565					1,565
1.025	Corporate Emergency	-					-			-					-
1.027	First Nations Relations	1,033					1,033			1,033					1,033
1.105	Facilities Management	10,000					10,000			10,000					10,000
1.106	Facilities and Risk			135,000			135,000			-		135,000			135,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000		-		-			5,000
1.109	JDF Admin. Expenditures	-					-			-					-
1.110	SGI Admin. Expenditures	-					-			-					-
1.111	SSI Admin. Expenditures	8,900					8,900			8,900					8,900
1.118	Corporate Communications	6,229					6,229			6,229					6,229
1.123	Family Court Building						-			-					-
1.137	Galiano Island Community Use Building						-			-					-
1.141	SSI Public Library						-			-					-
1.226	Health Facilities - VIHA			937,500			937,500			-		737,500	200,000		937,500
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)				40,000		40,000			-	5,000	35,000			40,000
1.238B	Community Transportation (SSI)				118,000		118,000			-	80,000	38,000			118,000
1.280	Regional Parks	69,000	230,000		2,477,000	5,000,000	7,776,000	60,000	5,000,000	230,000		2,486,000			7,776,000
1.290	Royal Theatre						-			-		-			-
1.295	McPherson Theatre			238,000			238,000			-		238,000			238,000
1.297	Arts Grants and Development						-			-		-			-
1.310	Land Banking and Housing	2,000					2,000			2,000					2,000
1.313	Animal Care Services						-			-		-			-
1.318	Building Inspection	6,000	50,000				56,000			56,000					56,000
1.323	ByLaw Services						-			-		-			-
1.324	Regional Planning Services	3,000					3,000			3,000					3,000
1.325	Community Planning						-			-		-			-
1.335	Geo-Spatial Referencing						-			-		-			-
1.350	Willis Point Fire						-			-		-			-
1.352	South Galiano Fire	10,000					10,000			10,000					10,000
1.353	Otter Point Fire	20,000		40,000			60,000			20,000		40,000			60,000
1.356	Pender Island Fire	23,000					23,000			23,000					23,000
1.357	East Sooke Fire	41,578					41,578			41,578					41,578
1.358	Port Renfrew Fire						-			-		-			-
1.360	Shirley Fire Department						-			-		-			-
1.369	Electoral Area Fire Services						-			-		-			-
1.370	JDF Emergency Program						-			-		-			-
1.372	Emergency Planning Coordination						-			-		-			-
1.373	SGI Emergency Program						-			-		-			-
1.375	Hazardous Material Incident Response						-			-		-			-
1.405	JDF EA Community Parks & Recreation						-			-		-			-
1.40x	SEAPARC	242,000		151,000	25,000		418,000			47,000		371,000			418,000
1.44X	Panorama Recreation	432,630		305,000			737,630			432,630		305,000			737,630
1.455	SSI Community Parks	5,000			90,000		95,000			5,000	30,000	60,000			95,000
1.458	SSI Community Recreation	5,000			5,000		10,000			5,000		5,000			10,000
1.459	SSI Park Land & Rec Programs	40,000		25,000			65,000			40,000	25,000				65,000
1.465	Saturna Island Community Parks						-			-		-			-
1.475	Mayne Island Community Parks						-			-		-			-

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN**

**2026**

**Schedule B**

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING					TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves		Other
1.485	Pender Island Community Parks				-		-							-
1.495	Galiano Community Parks				24,000		24,000							24,000
1.521	Environmental Resource Management	350,000		-	1,850,000		2,200,000	150,000		350,000			1,700,000	2,200,000
1.523	Port Renfrew Refuse Disposal				-		-							-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	45,000				85,000			85,000				85,000
1.577	IW - Environmental Operations	615,000					615,000			615,000				615,000
1.578	Environmental Protection	123,372	43,000				166,372			166,372				166,372
1.911	911 Call Answer						-							-
1.913	913 Fire Dispatch						-							-
2.610	Saanich Peninsula Water Supply				510,000		510,000		300,000	60,000			150,000	510,000
2.620	Highland Water (SSI)				-		-							-
2.621	Highland & Fernwood Water (SSI)				-		-							-
2.622	Cedars of Tuam Water (SSI)				-		-							-
2.624	Beddis Water (SSI)				-		-							-
2.626	Fulford Water (SSI)	700,000					700,000		700,000					700,000
2.628	Cedar Lane Water (SSI)				-		-							-
2.630	Magic Lake Estates Water (Pender)				145,000		145,000		145,000					145,000
2.640	Lyall Harbour Boot Cove Water (Saturna)				-		-							-
2.642	Skana Water (Mayne)				-		-							-
2.650	Port Renfrew Water	10,000			200,000		210,000		200,000				10,000	210,000
2.665	Sticks Allison Water (Galiano)				-		-							-
2.667	Surfside Park Estates (Mayne)				-		-							-
2.670	Regional Water Supply	735,000	200,000	40,000	3,000,000	235,000	4,210,000	4,010,000		200,000				4,210,000
2.680	JDF Water Distribution	125,000	124,000	265,000	5,810,000		6,324,000	6,200,000		124,000				6,324,000
2.681	Florence Lake Water				-		-							-
2.691	Wilderness Mountain Water Service				-		-							-
3.701	Millstream Site Remediation						-							-
3.705	SSI Septage / Composting				-		-							-
3.718	Saanich Peninsula Wastewater				400,000		400,000		250,000	150,000				400,000
3.798C	Debt - Core Area Wastewater Treatment Program				1,510,000		1,510,000		1,500,000	10,000				1,510,000
3.810	Ganges Sewer Utility (SSI)				-		-							-
3.820	Malview Sewer Utility (SSI)				-		-							-
3.830	Magic Lake Sewer Utility (Pender)				-		-							-
3.850	Port Renfrew Sewer				-		-							-
<b>TOTAL</b>		<b>5,453,775</b>	<b>692,000</b>	<b>2,141,500</b>	<b>16,254,000</b>	<b>5,235,000</b>	<b>29,776,275</b>	<b>12,129,000</b>	<b>8,095,000</b>	<b>2,827,775</b>	<b>140,000</b>	<b>6,384,500</b>	<b>200,000</b>	<b>29,776,275</b>

**REPORT TO ELECTORAL AREAS COMMITTEE  
MEETING OF WEDNESDAY, MARCH 09, 2022**

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**SUBJECT**     **2022 Electoral Area Budget Review**

**ISSUE SUMMARY**

To present the 2022 Electoral Area (EA) budgets where they will be forwarded for final approval to the Capital Regional District Board (Board).

**BACKGROUND**

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

The Capital Regional District (CRD) provides a range of regional, sub-regional, and local services to its residents. Regional services are provided to the entire region; sub-regional services are provided to a sub-group of participating municipalities, First Nations, and EAs; and local services are provided to individual municipalities, EAs, or to groups of residents within a local service area. It is estimated that the CRD currently provides services to over 23,400 Electoral Area residents (2021 population estimate).

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

**Budget Approval Process**

Section 374 of the *Local Government Act* requires the CRD develop and approve a five-year Financial Plan by March 31 each year, inclusive of all EA services. Under direction provided by the Board, the EAC is delegated the review and recommendation of all EA service budgets, including local service budgets before financial plan approval.

On October 13, 2021, the EAC recommended approval of the preliminary EA service budgets. On October 27, 2021, the CRD Board approved 2022 Service Plans, the 2022 Staff Establishment Chart and the Provisional 2022-2026 Financial Plan, inclusive of EA service budgets.

Since provisional approval, changes to the plan have been incorporated for year-end results, direction from local commissions and committees or EA Directors, and 2022 assessment values (impacting cost apportionment). All commissions and committees have recommended their respective budgets.

The budgets have now been updated for all known factors and are presented for review and recommendation by the EAC for the scheduled Board meeting on March 16, 2022.



## **ALTERNATIVES**

### *Alternative 1*

The Electoral Areas Committee recommends to the Capital Regional District Board: That the 2022 Electoral Area budgets be approved as presented.

### *Alternative 2*

The Electoral Areas Committee recommends to the Capital Regional District Board: That the 2022 Electoral Area budgets be approved with amendments.

## **IMPLICATIONS**

### *Financial Implications*

#### **Tax Requisition**

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

Table 1 compares the changes from Provisional to Final requisition for each EA. Details of these changes are included in Appendix A-1 and A-3 (JDF), B-1 and B-3 (SSI) and C-1 and C-3 (SGI).

**Table 1: 2022 Final vs Provisional Requisition**

	2022 Final (2022 Assessment)		2022 Provisional (2021 Assessment)		\$ Change		% Change	
	\$	Cost / Avg HH	\$	Cost / Avg HH	\$	Cost / Avg HH	\$	Cost / Avg HH
<b>JDF</b>	2.6M	\$663	2.5M	\$609	0.1M	\$54.09	2.9%	8.9%
<b>SSI</b>	7.2M	\$1,103	7.1M	\$1,067	0.2M	\$35.44	2.5%	3.3%
<b>SGI</b>	3.6M	\$527	3.4M	\$497	0.2M	\$30.09	5.2%	6.1%

The final requisition change over the prior year is listed in Table 2 below. Requisition summaries by service area for each EA with changes from 2021 are included in Appendix A-2 (JDF), B-2 (SSI) and C-2 (SGI).

**Table 2: 2022 Final vs 2021 Final Requisition**

	2022 Final (2022 Assessment)		2021 Final (2021 Assessment)		\$ Change		% Change	
	\$	Cost / Avg HH	\$	Cost / Avg HH	\$	Cost / Avg HH	\$	Cost / Avg HH
<b>JDF</b>	2.6M	\$663	2.5M	\$599	0.1M	\$64.43	4.7%	10.8%
<b>SSI</b>	7.2M	\$1,103	6.8M	\$1,034	0.4M	\$69.04	5.8%	6.7%
<b>SGI</b>	3.6M	\$527	3.3M	\$481	0.3M	\$45.74	8.7%	9.5%

Tables 1 and 2 include changes in regional, sub-regional, joint EA, individual EA services and Capital Regional Hospital District (CRHD) requisition but excludes local-specified-defined area services.

## Impact of Assessment Values

Included in the total requisition are regional, sub regional and joint electoral area service budgets which are cost shared between participants based on converted assessments.

Based on data from BC Assessment, the region experienced an average increase in assessment of 21.6% in 2022. JDF, SSI and SGI all experienced higher increases than the average for the region, rising 28.9%, 31.4%, and 35.0% respectively.

When assessments increase greater than average in one area, the % share of costs in that area will also increase. As a result of assessments, all EAs are assuming a larger proportion of service delivery costs. Appendix D contains key assessment data points for each EA and a graph showing the assessment and folio change by participant for the region.

Increases in assessments also impacts the theoretical calculation of an 'Average Residential Assessed Value' included in Appendix A-2, B-2, and C-2. The impact is greater if the rate of change in assessed values outpaces the rate of change in folios in an area. All three EAs experienced a higher rate of change in assessed values than folios. This drives the 'Average Residential Assessed Value' of a household up and reflects a higher cost to the average household.

Table 3 summarizes the change in cost per average household and separates the change driven by assessments vs driven by changes in budget.

**Table 3: Change in Cost/Avg HH by Cost Driver (2022 Final vs 2021)**

	Change in Assessment		Change in Budget		Total Change 2022 Final vs 2021 Final**	
	Cost / Avg HH	%	Cost / Avg HH	%	Cost / Avg HH	%
<b>JDF</b>	\$49.17	8.2%	\$15.26	2.6%	\$63.43	10.8%
<b>SSI</b>	\$31.97	3.1%	\$37.07	3.6%	\$69.04	6.7%
<b>SGI</b>	\$27.68	5.8%	\$18.06	3.7%	\$45.74	9.5%

\*Cost/Avg HH includes CRD and CRHD services, but excludes local/specified/defined services

(Cost / Avg HH) - The cost per average residential assessment is a theoretical calculation that provides a directional indicator on impacts to a rate payer. The Cost / Avg HH does not reflect factors that vary by home, such as service participation and actual value. This calculation is most directly impacted by changes in apportionment, folios and assessed values. It can be used as an approximation of cost per household if a home is valued at or near the 'Average Residential Assessed Value' in App A-2, B-2 and C-2.

## Capital Budget

The 2022 Capital Plan has been adjusted since provisional approval. All changes have been recommended through local commissions or committees, the EA Director or identified by staff through review with the EA Director.

The Final 2022 Capital Plan Summary overview by service for each EA is included as Appendix A-4 (JDF), B-4 (SSI) and C-4 (SGI).

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

## **Financial Plan Bylaw**

The 2022 Financial Plan summary for each EA can be found in the attached appendices A–C. The summaries highlight changes over the prior year and provisional. Changes are driven by year-end results, assessment changes, service delivery impacts, inflation, and new initiatives directed through local commissions and committees or EA directors. The EA Financial Plan summaries will be incorporated for final approval in the consolidated CRD Financial Plan at the special Board meeting on March 16, 2022.

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

## **CONCLUSION**

The 2022 Electoral Area budgets have been delegated to the Electoral Areas Committee by the CRD Board for review and recommendation. All budgets will be forwarded to the CRD Board for final approval on March 16, 2022.

Overall, the 2022 Electoral Area budgets have been prepared based on the service plans and they provide ongoing CRD services which respond to the varying needs of the three Electoral Area communities.

## **RECOMMENDATION**

The Electoral Areas Committee recommends to the Capital Regional District Board:  
That the 2022 Electoral Area budgets be approved as presented.

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

## **ATTACHMENT(S)**

- Appendix A: Juan de Fuca Electoral Area
- Appendix B: Salt Spring Island Electoral Area
- Appendix C: Southern Gulf Islands Electoral Area
- Appendix D: 2022 Assessment Data

**Appendix A1: JDF - Change in Requisition from Provisional to Final - Budget Review 2022**

**Change in Requisition (2022 Final vs Provisional) - Juan de Fuca  
 (Requisition Changes > \$1,000) by Services**

Electoral Area Juan de Fuca	2022 Requisition \$		2022 Per Avg HH \$		Requisition Change		Per Avg HH Change		Requisition Change Comments
	Final	Provisional cow	Final	Provisional cow	Final vs Provisional \$	%	Final vs Provisional \$	%	
1.010 Legislative & General Government	185,565	175,499	47.56	42.53	10,066	5.7%	5.03	11.8%	Increase related to change in assessment values
1.280 Regional Parks	272,259	256,714	69.78	62.21	15,544	6.1%	7.57	12.2%	Increase related to change in assessment values
1.309 Climate Action and Adaptation	21,777	7,092	5.58	1.72	14,685	207.1%	3.86	224.8%	Increase due to Climate Action Strategy initiative
1.310 Land Banking & Housing	25,450	23,997	6.52	5.81	1,453	6.1%	0.71	12.2%	Increase related to change in assessment values
1.324 Regional Planning Service	21,030	19,796	5.39	4.80	1,235	6.2%	0.59	12.4%	Increase related to change in assessment values
1.313 Animal Care Services	64,059	65,768	16.42	15.94	(1,708)	-2.6%	0.48	3.0%	Decrease related to change in assessment values
1.318 Building Inspection	102,144	104,606	26.18	25.35	(2,462)	-2.4%	0.83	3.3%	Decrease related to change in assessment values
1.109 Electoral Area Admin Exp-JDF	60,129	54,842	15.41	13.29	5,287	9.6%	2.12	16.0%	Increase due to new cost allocation reflecting organization structure change
1.924 Emergency Comm - Crest - J.D.F.	125,143	123,582	32.07	29.95	1,561	1.3%	2.13	7.1%	Increase due to new radio equipment purchase and deficit carried forward to 2022
CRHD Capital Regional Hospital District	466,206	439,489	119.49	106.50	26,717	6.1%	12.99	12.2%	Increase related to change in assessment values
Other <\$1,000	1,238,923	1,237,540	319.03	301.27	1,382	0.1%	17.76	5.9%	
<b>Total JDF Electoral Area</b>	<b>2,582,685</b>	<b>2,508,925</b>	<b>663.44</b>	<b>609.35</b>	<b>73,759</b>	<b>2.9%</b>	<b>54.09</b>	<b>8.9%</b>	

1.119 Vancouver Island Regional Library	322,102	317,088	94.37	87.19	5,014	1.6%	7.18	8.2%	Increase in payment requested by VIRL
1.121 Sooke Regional Museum	76,305	73,166	22.36	20.12	3,139	4.3%	2.24	11.1%	Increase in payment requested by Sooke Region Museum
1.350 Willis Point Fire Protection	141,221	135,748	601.29	577.37	5,473	4.0%	23.93	4.1%	Increase related to reduction in expected rental revenue
1.358 Port Renfrew Fire Protection	96,608	94,802	250.29	245.33	1,806	1.9%	4.96	2.0%	Increase due to higher operating expenses recommended by the commission
1.360 Shirley Fire Protection	167,500	164,317	507.05	497.65	3,182	1.9%	9.40	1.9%	Increase due to higher operating expenses recommended by the commission
1.40X SEAPARC	751,115	736,347	245.66	224.95	14,768	2.0%	20.71	9.2%	Increase related to change in assessment values
2.650 Port Renfrew Water	64,508	70,008	344.51	373.88	(5,500)	-7.9%	(29.37)	-7.9%	Decrease due to one-time maintenance project funded by Operating Reserve Fund recommended by the commission
2.691 Wilderness Mountain	61,900	69,981	794.51	898.23	(8,081)	-11.5%	(103.72)	-11.5%	Decrease due to reduced transfer to Capital Reserve Fund recommended by the commission
Other <\$1,000	1,289,031	1,290,007			(977)	-0.1%			
<b>Total Local/Specified/Defined Services</b>	<b>2,970,289</b>	<b>2,951,464</b>			<b>18,825</b>	<b>0.6%</b>			

**Appendix A-2: Requisition Summary - Juan de Fuca**

Electoral Area Juan de Fuca	Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
	2022		2021		\$	%	\$	%
1.010 Legislative & General Government	185,565	47.56	144,193	34.94	41,371	28.7%	12.62	36.1%
1.101 G.I.S.	2,117	0.54	1,078	0.26	1,039	96.3%	0.28	107.7%
1.224 Community Health - Homeless Sec.	10,721	2.75	9,894	2.40	827	8.4%	0.35	14.6%
1.280 Regional Parks	272,259	69.78	183,606	44.49	88,653	48.3%	25.29	56.8%
1.280A Regional Parks - Land Acquisition	1,409	0.36	66,921	16.22	(65,512)	-97.9%	(15.86)	-97.8%
1.309 Climate Action and Adaptation	21,777	5.58	6,756	1.64	15,020	222.3%	3.94	240.9%
1.310 Land Banking & Housing	25,450	6.52	22,221	5.38	3,229	14.5%	1.14	21.1%
1.324 Regional Planning Service	21,030	5.39	19,408	4.70	1,623	8.4%	0.69	14.6%
1.335 Geo-Spatial Referencing System	2,790	0.72	2,722	0.66	68	2.5%	0.06	8.4%
1.374 Regional Emergency Program Support	2,045	0.52	1,905	0.46	140	7.4%	0.06	13.5%
1.375 Hazardous Material Incident Response	5,010	1.28	4,670	1.13	340	7.3%	0.15	13.5%
1.911 Call Answer	2,360	0.60	1,973	0.48	387	19.6%	0.13	26.5%
1.921 Regional CREST Contribution	22,418	5.75	21,026	5.09	1,393	6.6%	0.65	12.8%
21.ALL Feasibility Study Reserve Fund - ALL	-	-	2,502	0.61	(2,502)	-100.0%	(0.61)	-100.0%
<b>Total Regional</b>	<b>\$574,951</b>	<b>\$147.36</b>	<b>488,873</b>	<b>118.46</b>	<b>86,077</b>	<b>17.6%</b>	<b>\$28.90</b>	<b>24.4%</b>
1.126 Victoria Family Court Committee	237	0.06	229	0.06	8	3.5%	0.01	9.5%
1.128 Greater Victoria Police Victim Services	821	1.70	755	1.53	66	8.7%	0.17	10.8%
1.230 Traffic Safety Commission	1,340	0.34	1,235	0.30	105	8.5%	0.04	14.8%
1.313 Animal Care Services	64,059	16.42	63,544	15.40	516	0.8%	1.02	6.6%
1.330 Regional Growth Strategy	5,545	1.42	5,208	1.26	336	6.5%	0.16	12.6%
1.913 Fire Dispatch	35,092	8.99	43,672	10.58	(8,580)	-19.6%	(1.59)	-15.0%
3.701 Millstream Remediation	4,616	1.18	7,220	1.75	(2,603)	-36.1%	(0.57)	-32.4%
<b>Total Sub-Regional</b>	<b>\$111,710</b>	<b>\$30.12</b>	<b>\$121,862</b>	<b>\$30.88</b>	<b>(\$10,152)</b>	<b>-8.3%</b>	<b>(\$0.76)</b>	<b>-2.5%</b>
1.103 Elections	14,362	3.68	5,614	1.36	8,748	155.8%	2.32	170.6%
1.104 U.B.C.M.	2,639	0.68	1,758	0.43	881	50.1%	0.25	58.8%
1.318 Building Inspection	102,144	26.18	100,777	24.42	1,367	1.4%	1.76	7.2%
1.320 Noise Control	8,939	2.29	8,962	2.17	(23)	-0.3%	0.12	5.5%
1.322 Nuisances & Unsanitary Premises	11,944	3.06	11,912	2.89	33	0.3%	0.17	6.1%
1.372 Electoral Area Emergency Program	33,273	8.53	33,400	8.09	(127)	-0.4%	0.43	5.4%
<b>Total Joint Electoral Area</b>	<b>\$173,301</b>	<b>\$44.42</b>	<b>\$162,422</b>	<b>\$39.36</b>	<b>\$10,879</b>	<b>6.7%</b>	<b>\$5.06</b>	<b>12.9%</b>
1.109 Electoral Area Admin Exp-JDF	60,129	15.41	56,682	13.74	3,447	6.1%	1.68	12.2%
1.317 JDF Building Numbering	12,902	3.31	12,789	3.10	113	0.9%	0.21	6.7%
1.319 Soil Deposit Removal	5,682	1.46	5,621	1.36	61	1.1%	0.09	6.9%
1.325 Electoral Area Services - Planning	697,706	178.83	684,025	165.75	13,681	2.0%	13.07	7.9%
1.340 JDF Livestock Injury Compensation	3,150	0.81	-	-	3,150	100.0%	0.81	100.0%
1.370 Juan de Fuca Emergency Program	88,578	22.70	86,603	20.99	1,975	2.3%	1.72	8.2%
1.377 JDF Search and Rescue	69,952	17.93	68,663	16.64	1,289	1.9%	1.29	7.8%
1.405 JDF EA - Community Parks	193,274	49.54	190,175	46.08	3,099	1.6%	3.45	7.5%
1.924 Emergency Comm - Crest - J.D.F.	125,143	32.07	121,249	29.38	3,894	3.2%	2.69	9.2%
<b>Total JDF Electoral Area</b>	<b>\$1,256,516</b>	<b>\$322.05</b>	<b>\$1,225,807</b>	<b>\$297.04</b>	<b>\$30,709</b>	<b>2.5%</b>	<b>\$25.01</b>	<b>8.4%</b>
<b>Total Capital Regional District</b>	<b>\$2,116,478</b>	<b>\$543.95</b>	<b>\$1,998,965</b>	<b>\$485.74</b>	<b>117,513</b>	<b>5.9%</b>	<b>\$58.21</b>	<b>12.0%</b>
Cost/average residential property			\$485.74		(\$485.74)			
CRHD Capital Regional Hospital District	466,206	119.49	467,460	113.27	(1,253)	-0.3%	6.22	5.5%
<b>Total CRD and CRHD</b>	<b>\$2,582,685</b>	<b>\$663.44</b>	<b>\$2,466,424</b>	<b>\$599.01</b>	<b>\$116,260</b>	<b>4.7%</b>	<b>\$64.43</b>	<b>10.8%</b>

Average residential assessment - 2022/2021

\$852,703

\$625,349

Major Impacts (Changes in \$/Avg HH >+/- \$1.00)

	Change in Requisition		Change in Avg HH	
	\$	%	\$	%
<b>REGIONAL</b>				
Legislative & General Government	41,371	1.7%	12.62	2.1%
Regional Parks	88,653	3.6%	25.29	4.2%
Regional Parks - Land Acquisition	(65,512)	-2.7%	(15.86)	-2.6%
Climate Action and Adaptation	15,020	0.6%	3.94	0.7%
Land Banking & Housing	3,229	0.1%	1.14	0.2%
<b>SUB-REGIONAL</b>				
Fire Dispatch	(8,580)	-0.3%	(1.59)	-0.3%
		0.0%		
<b>JOINT EA</b>				
Elections	8,748	0.4%	2.32	0.4%
Building Inspection	1,367	0.1%	1.76	0.3%
<b>JDF EA</b>				
Electoral Area Admin Exp-JDF	3,447	0.1%	1.68	0.3%
Electoral Area Services - Planning	13,681	0.6%	13.07	2.2%
Juan de Fuca Emergency Program	1,975	0.1%	1.72	0.3%
JDF Search and Rescue	1,289	0.1%	1.29	0.2%
JDF EA - Community Parks	3,099	0.1%	3.45	0.6%
Emergency Comm - Crest - J.D.F.	3,894	0.2%	2.69	0.4%
<b>Capital Regional Hospital District</b>	<b>(1,253)</b>	<b>-0.1%</b>	<b>6.22</b>	<b>1.0%</b>
Other	5,831	0.2%	\$4.68	0.8%
<b>Total</b>	<b>116,260</b>	<b>4.7%</b>	<b>\$64.43</b>	<b>10.8%</b>

Local/Specified/Defined Services		Res Asst/		Res Asst/		Change in Requisition		Change in cost per avg household/Parcel	
		2022	Parcel	2021	Parcel	\$	%	\$	%
1.119	Vancouver Island Regional Library	322,102	94.37	310,394	85.35	11,708	3.8%	9.02	10.6%
1.121	Sooke Regional Museum	76,305	22.36	71,735	19.73	4,571	6.4%	2.63	13.3%
1.133	Langford E.A. - Greater Victoria Public Library	31,491	65.24	30,985	63.00	506	1.6%	2.24	3.6%
1.232	Port Renfrew Street Lighting	3,485	41.68	3,321	39.72	164	4.9%	1.96	4.9%
1.350	Willis Point Fire Protection	141,221	601.29	136,054	578.67	5,166	3.8%	22.62	3.9%
1.353	Otter Point Fire Protection	539,544	494.35	520,055	464.41	19,490	3.7%	29.94	6.4%
1.354	Malahat Fire Protection	65,597	705.53	63,810	673.05	1,787	2.8%	32.48	4.8%
1.355	Durrance Road Fire Protection	3,020	353.17	2,990	349.66	30	1.0%	3.51	1.0%
1.357	East Sooke Fire Protection	479,071	541.87	429,942	491.18	49,129	11.4%	50.69	10.3%
1.358	Port Renfrew Fire Protection	96,608	250.29	92,301	238.86	4,307	4.7%	11.44	4.8%
1.360	Shirley Fire Protection	167,500	507.05	162,040	490.75	5,460	3.4%	16.30	3.3%
1.40X	SEAPARC	751,115	245.66	687,297	209.97	63,818	9.3%	35.69	17.0%
1.408	JDF EA - Community Recreation	69,508	20.36	68,310	18.78	1,198	1.8%	1.58	8.4%
1.523	Port Renfrew Refuse Disposal	33,852	87.51	33,324	86.06	528	1.6%	1.45	1.7%
2.650	Port Renfrew Water	64,508	344.51	60,016	320.52	4,492	7.5%	23.99	7.5%
2.691	Wilderness Mountain	61,900	794.51	59,520	763.96	2,380	4.0%	30.55	4.0%
3.700	Septage Disposal - JDF Service Area	464	0.13	297	0.08	167	56.2%	0.05	65.9%
3.755	Regional Source Control - Port Renfrew Sewer	705	7.82	698	7.62	7	1.0%	0.20	2.7%
3.850	Port Renfrew Sewer	62,294	745.86	59,456	711.88	2,838	4.8%	33.98	4.8%
<b>Total JdF Local/Specified/Defined Requisition</b>		<b>\$2,970,289</b>		<b>\$2,792,545</b>		<b>\$177,745</b>			

Average residential assessment - 2022/2021

\$852,703

\$625,349

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**Appendix A-3: Change in Requisition (2022 Final vs Provisional) by Cost Driver - Juan de Fuca**  
 (Requisition Change >±1,000)

Cost Driver	Service	Service Name	Requisition \$		Requisition per Avg HH \$		Comments
			% Increase over 2021	\$ Requisition	% Increase over 2021	\$/HH	
<b>Provisional - COW (CRD&amp;CRHD)</b>			<b>1.7%</b>	<b>2,508,925</b>	<b>1.7%</b>	<b>609.35</b>	
<b>Change in Assessment</b>	1.010	Legislative & General Government	0.4%	10,620	0.9%	5.17	
	1.280	Regional Parks	0.6%	15,544	1.3%	7.57	
	1.309	Climate Action and Adaptation	0.0%	1,078	0.1%	0.57	
	1.310	Land Banking & Housing	0.1%	1,453	0.1%	0.71	
	1.313	Animal Care Services	-0.1%	(1,934)	0.1%	0.43	
	1.318	Building Inspection	-0.1%	(2,436)	0.1%	0.84	
	1.324	Regional Planning Service	0.0%	1,201	0.1%	0.59	
	CRHD	Capital Regional Hospital District	1.1%	26,618	6.0%	36.20	
		All JDF EA-wide services	-	-	2.93%	17.57	Change in \$/Avg HH solely due to change in residential assessment
		Others <+/-1,000	0.1%	1,310	-3.4%	(20.47)	
		<i>Subtotal</i>	<b>2.2%</b>	<b>53,453</b>	<b>8.2%</b>	<b>49.17</b>	
<b>Budget Changes</b>	1.109	Electoral Area Admin Exp-JDF	0.2%	5,287	0.2%	1.28	New allocation costs reflecting organization structure change for JDF Admin function
	1.309	Climate Action and Adaptation	0.6%	13,607	0.6%	3.30	Board Directed Initiatives-Climate Action Strategy
	1.924	Emergency Comm - Crest - J.D.F.	0.1%	1,561	0.1%	0.38	Increase due to new radio equipment purchase and deficit carry forward to 2022
		Others <+/-1,000	0.0%	(149)	0.0%	(0.04)	Changes related to 2021 surplus/deficit, GILT and minor budget changes
		<i>Subtotal</i>	<b>0.8%</b>	<b>20,306</b>	<b>0.8%</b>	<b>4.92</b>	
<b>Final - CRD&amp;CRHD</b>			<b>4.7%</b>	<b>2,582,685</b>	<b>10.8%</b>	<b>663.44</b>	
<b>Change - Final over Provisional (COW)</b>			<b>3.0%</b>	<b>73,759</b>	<b>9.0%</b>	<b>54.09</b>	

\*Requisition excludes Local/Specified/Defined services.

**Appendix A-4: Capital Plan Summary Overview by Service- Juan de Fuca  
 2022 Final**

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.109	JDF Admin. Expenditures	2,000					2,000			2,000					2,000
1.318	Building Inspection	20,003	10,125				30,128			30,128					30,128
1.325	Community Planning	45,000			100,000		145,000			45,000	100,000				145,000
1.350	Willis Point Fire	27,030					27,030			12,000		15,030			27,030
1.353	Otter Point Fire	141,000		60,000			201,000			141,000		60,000			201,000
1.357	East Sooke Fire	37,544	150,000	55,000			242,544	11,000		166,044		65,500			242,544
1.358	Port Renfrew Fire	33,000					33,000			33,000					33,000
1.360	Shirley Fire Department	10,000					10,000			10,000					10,000
1.369	Electoral Area Fire Services	72,992					72,992					72,992			72,992
1.370	JDF Emergency Program	11,710					11,710			11,710					11,710
1.405	JDF EA Community Parks & Recreation				215,000	50,000	265,000				265,000				265,000
1.523	Port Renfrew Refuse Disposal				25,000		25,000					25,000			25,000
2.650	Port Renfrew Water	30,000					30,000	20,000				10,000			30,000
2.691	Wilderness Mountain Water Service				65,000		65,000				45,000	20,000			65,000
3.850	Port Renfrew Sewer				75,000		75,000				60,000	15,000			75,000
<b>Total</b>		<b>430,279</b>	<b>160,125</b>	<b>115,000</b>	<b>480,000</b>	<b>50,000</b>	<b>1,235,404</b>	<b>31,000</b>	<b>-</b>	<b>450,882</b>	<b>470,000</b>	<b>283,522</b>	<b>-</b>	<b>-</b>	<b>1,235,404</b>



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**Appendix A-5: Change in Capital Plan (2022 Final vs Provisional) - Juan de Fuca**

Service	Service Name	Project Description	Amount \$			Comments
			Provisional	Final	Change	
1.350	Otter Point Fire	Handicap access	8,000	-	(8,000)	Moved from 2022 to 2023
		Hall Paint	5,000	-	(5,000)	Moved from 2022 to 2023
		Turn Out Gear	40,000	6,000	(34,000)	Reduced planned spending; expanded scope of spending to 4 years (2022-2025)
		Water Tank	41,865	-	(41,865)	Postponed indefinitely/No longer required
		SCBA Replacement	80,000	-	(80,000)	Project completed in 2021
		Paving entrance for hall	-	15,030	15,030	Paving apron in front of fire hall
1.357	East Sooke Fire	East Sooke Community Hall capital projects	-	10,500	10,500	Planned Equipment Replacement in East Sooke Community Hall
1.358	Port Renfrew Fire	Protective Clothing	-	10,000	10,000	Rescue Jackets
		Telecommunications-Pagers	-	10,000	10,000	Pagers
		Telecommunications-Satellite Phone	-	3,000	3,000	Replacement Satellite Phone
2.650	Port Renfrew Water	Hydrant Replacement Program	10,000	30,000	20,000	Carryforward from 2021 to 2022
<b>Total Changes - Juan de Fuca</b>			<b>184,865</b>	<b>84,530</b>	<b>(100,335)</b>	

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**Appendix B1: SSI - Change in Requisition from Provisional to Final - Budget Review 2022**

**Change in Requisition (2022 Final vs Provisional) - Salt Spring Island  
 (Requisition Changes > \$1,000) by Services**

Electoral Area Salt Spring Island	2022 Requisition \$		2022 Per Avg HH \$		Requisition Change		Per Avg HH Change		Requisition Change Comments
	Final	Provisional cow	Final	Provisional cow	Final vs Provisional \$	%	Final vs Provisional \$	%	
1.010 Legislative & General Government	364,128	337,980	54.82	50.44	26,149	7.7%	4.38	8.7%	Increase related to change in assessment values
1.224 Community Health - Homeless Sec.	21,037	19,807	3.17	2.96	1,231	6.2%	0.21	7.1%	Increase related to change in assessment values
1.238A Community Transit (S.S.I.)	194,711	197,332	29.32	29.45	(2,621)	-1.3%	(0.14)	-0.5%	Decrease in municipal obligation payment from BC transit
1.280 Regional Parks	534,246	494,387	80.44	73.79	39,860	8.1%	6.65	9.0%	Increase related to change in assessment values
1.299 Salt Spring Island Arts	121,677	120,120	18.32	17.93	1,557	1.3%	0.39	2.2%	Increase due to 2021 deficit carried forward
1.309 Climate Action and Adaptation	44,334	14,138	6.68	2.11	30,196	213.6%	4.56	216.3%	Increase due to Climate Action Strategy initiative
1.310 Land Banking & Housing	49,939	46,213	7.52	6.90	3,726	8.1%	0.62	9.0%	Increase related to change in assessment values
1.311 Regional Housing Trust Fund	36,078	33,308	5.43	4.97	2,769	8.3%	0.46	9.3%	Increase related to change in assessment values
1.318 Building Inspection	200,435	201,453	30.18	30.07	(1,018)	-0.5%	0.11	0.4%	Decrease related to change in assessment values
1.324 Regional Planning Service	41,267	38,123	6.21	5.69	3,144	8.2%	0.52	9.2%	Increase related to change in assessment values
1.913 Fire Dispatch	74,842	72,138	11.27	10.77	2,704	3.7%	0.50	4.7%	Increase related to change in assessment values
1.921 Regional CREST Contribution	47,812	44,612	7.20	6.66	3,200	7.2%	0.54	8.1%	Increase related to change in assessment values
1.925 Emergency Comm - Crest - S.S.I.	142,827	145,874	21.50	21.77	(3,047)	-2.1%	(0.27)	-1.2%	Decrease in payment adjustment to CREST and surplus carry forward to 2022
CRHD Capital Regional Hospital District	914,824	846,378	137.74	126.32	68,446	8.1%	11.41	9.0%	Increase related to change in assessment values
Other <\$1,000	4,455,940	4,454,822	683.02	677.54	1,119	0.0%	5.48	0.8%	
<b>Total SSI Electoral Area</b>	<b>7,244,099</b>	<b>7,066,685</b>	<b>1,102.80</b>	<b>1,067.37</b>	<b>177,413</b>	<b>2.5%</b>	<b>35.44</b>	<b>3.3%</b>	

All services <\$1,000	353,868	352,955			913	0.3%		
<b>Total Local/Specified/Defined Services</b>	<b>353,868</b>	<b>352,955</b>			<b>913</b>	<b>0.3%</b>		

**Appendix B-2: Requisition Summary - Salt Spring Island**

Electoral Area	Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
	2022	2021	2022	2021	\$	%	\$	%
<b>Salt Spring Island</b>								
1.101 Legislative & General Government	364,128	54.82	277,690	41.45	86,438	31.1%	13.38	32.3%
1.101 G.I.S.	4,154	0.63	2,076	0.31	2,078	100.1%	0.32	101.8%
1.224 Community Health - Homeless Sec.	21,037	3.17	19,053	2.84	1,984	10.4%	0.32	11.4%
1.280 Regional Parks	534,246	80.44	353,593	52.77	180,654	51.1%	27.66	52.4%
1.280A Regional Parks - Land Acquisition	2,766	0.42	128,879	19.24	(126,113)	-97.9%	(18.82)	-97.8%
1.309 Climate Action and Adaptation	44,334	6.68	13,469	2.01	30,865	229.2%	4.66	232.0%
1.310 Land Banking & Housing	49,939	7.52	42,793	6.39	7,146	16.7%	1.13	17.7%
1.324 Regional Planning Service	41,267	6.21	37,376	5.58	3,892	10.4%	0.63	11.4%
1.335 Geo-Spatial Referencing System	5,475	0.82	5,242	0.78	233	4.4%	0.04	5.4%
1.374 Regional Emergency Program Support	4,163	0.63	3,798	0.57	366	9.6%	0.06	10.6%
1.375 Hazardous Material Incident Response	10,199	1.54	9,309	1.39	890	9.6%	0.15	10.5%
1.911 Call Answer	5,033	0.76	4,105	0.61	928	22.6%	0.15	23.7%
1.921 Regional CREST Contribution	47,812	7.20	43,755	6.53	4,058	9.3%	0.67	10.2%
21.ALL Feasibility Study Reserve Fund - ALL	-	-	4,818	0.72	(4,818)	-100.0%	(0.72)	-100.0%
<b>Total Regional</b>	<b>\$1,134,556</b>	<b>\$170.82</b>	<b>\$945,955</b>	<b>\$141.18</b>	<b>\$188,601</b>	<b>19.9%</b>	<b>\$29.63</b>	<b>21.0%</b>
1.230 Traffic Safety Commission	2,630	0.40	2,378	0.35	251	10.6%	0.04	11.5%
1.311 Regional Housing Trust Fund	36,078	5.43	34,896	5.21	1,182	3.4%	0.22	4.3%
1.313 Animal Care Services	125,702	18.93	122,374	18.26	3,328	2.7%	0.66	3.6%
1.913 Fire Dispatch	74,842	11.27	90,881	13.56	(16,039)	-17.6%	(2.30)	-16.9%
<b>Total Sub-Regional</b>	<b>\$239,251</b>	<b>\$36.02</b>	<b>\$250,529</b>	<b>\$37.39</b>	<b>(\$11,278)</b>	<b>-4.5%</b>	<b>(\$1.37)</b>	<b>-3.7%</b>
1.103 Elections	28,182	4.24	10,811	1.61	17,371	160.7%	2.63	163.0%
1.104 U.B.C.M.	5,178	0.78	3,385	0.51	1,793	53.0%	0.27	54.3%
1.318 Building Inspection	200,435	30.18	194,078	28.97	6,357	3.3%	1.21	4.2%
1.320 Noise Control	17,541	2.64	17,259	2.58	282	1.6%	0.07	2.5%
1.322 Nuisances & Unsightly Premises	23,438	3.53	22,940	3.42	498	2.2%	0.11	3.1%
1.372 Electoral Area Emergency Program	65,291	9.83	64,323	9.60	968	1.5%	0.23	2.4%
<b>Total Joint Electoral Area</b>	<b>\$340,064</b>	<b>\$51.20</b>	<b>\$312,796</b>	<b>\$46.69</b>	<b>\$27,268</b>	<b>8.7%</b>	<b>\$4.52</b>	<b>9.7%</b>
1.111 Electoral Area Admin Exp-SSI	517,490	77.91	517,576	77.25	(86)	0.0%	0.66	0.9%
1.116 Grants in Aid - Salt Spring Island	50,056	7.54	50,052	7.47	4	0.0%	0.07	0.9%
1.124 SSI Economic Development Commission	98,237	14.79	77,008	11.49	21,229	27.6%	3.30	28.7%
1.141 Salt Spring Island Public Library	663,620	99.91	661,352	98.71	2,268	0.3%	1.21	1.2%
1.236 Salt Spring Island Fernwood Dock	25,679	4.63	31,283	5.64	(5,604)	-17.9%	(1.01)	-17.9%
1.238A Community Transit (S.S.I.)	194,711	29.32	182,252	27.20	12,459	6.8%	2.11	7.8%
1.238B Community Transportation (S.S.I.)	171,045	25.75	170,232	25.41	813	0.5%	0.35	1.4%
1.299 Salt Spring Island Arts	121,677	18.32	118,512	17.69	3,165	2.7%	0.63	3.6%
1.316 SSI House Numbering	9,586	1.44	9,458	1.41	128	1.4%	0.03	2.2%
1.342 SSI Livestock Injury Compensation	3,150	0.47	-	-	3,150	100.0%	0.47	100.0%
1.371 S.S.I. Emergency Program	127,913	19.26	127,913	19.09	-	0.0%	0.17	0.9%
1.378 SSI Search and Rescue	24,955	3.76	23,336	3.48	1,619	6.9%	0.27	7.9%
1.455 Salt Spring Island Community Parks	458,072	68.97	417,511	62.31	40,561	9.7%	6.65	10.7%
1.458 Salt Spring Island Community Rec	54,582	8.22	53,511	7.99	1,071	2.0%	0.23	2.9%
1.459 Salt Spring Island Park, Land & Rec Prog	1,548,095	233.08	1,468,919	219.24	79,176	5.4%	13.84	6.3%
1.535 Stormwater Quality Management - S.S.I.	27,940	4.21	27,500	4.10	440	1.6%	0.10	2.5%
1.925 Emergency Comm - Crest - S.S.I.	142,827	21.50	141,771	21.16	1,056	0.7%	0.34	1.6%
3.705 S.S.I. Liquid Waste Disposal**	375,768	67.95	356,696	64.50	19,072	5.3%	3.45	5.3%
<b>Total SSI Electoral Area</b>	<b>\$4,615,403</b>	<b>\$707.03</b>	<b>\$4,434,882</b>	<b>\$674.14</b>	<b>\$180,521</b>	<b>4.1%</b>	<b>\$32.89</b>	<b>4.9%</b>
<b>Total Capital Regional District</b>	<b>\$6,329,274</b>	<b>\$965.07</b>	<b>\$5,944,162</b>	<b>\$899.40</b>	<b>\$385,112</b>	<b>6.5%</b>	<b>\$65.67</b>	<b>7.3%</b>
CRHD Capital Regional Hospital District	914,824	137.74	900,244	\$134.36	14,580	1.6%	3.37	2.5%
<b>Total CRD and CRHD</b>	<b>\$7,244,099</b>	<b>\$1,102.80</b>	<b>\$6,844,407</b>	<b>\$1,033.76</b>	<b>\$399,692</b>	<b>5.8%</b>	<b>\$69.04</b>	<b>6.7%</b>

Average residential assessment - 2022/2021

\$982,903

\$741,764

Major Impacts (Changes in \$/Avg HH >+/- \$1.00)

REGIONAL	Change in Requisition		Change in Avg HH	
	\$	%	\$	%
Legislative & General Government	86,438	1.3%	13.38	1.3%
Regional Parks	180,654	2.6%	27.66	2.7%
Regional Parks - Land Acquisition	(126,113)	-1.8%	(18.82)	-1.8%
Climate Action and Adaptation	30,865	0.5%	4.66	0.5%
Land Banking & Housing	7,146	0.1%	1.13	0.1%
<b>SUB-REGIONAL</b>				
Fire Dispatch	(16,039)	-0.2%	(2.30)	-0.2%
<b>JOINT EA</b>				
Elections	17,371	0.3%	2.63	0.3%
Building Inspection	6,357	0.1%	1.21	0.1%
<b>SSI EA</b>				
SSI Economic Development Commission	21,229	0.3%	3.30	0.3%
Salt Spring Island Public Library	2,268	0.0%	1.21	0.1%
Community Transit (S.S.I.)	12,459	0.2%	2.11	0.2%
Salt Spring Island Community Parks	40,561	0.6%	6.65	0.6%
Salt Spring Island Park, Land & Rec Prog	79,176	1.2%	13.84	1.3%
S.S.I. Liquid Waste Disposal**	19,072	0.3%	3.45	0.3%
<b>Capital Regional Hospital District</b>	<b>14,580</b>	<b>0.2%</b>	<b>3.37</b>	<b>0.3%</b>
Other	23,669	0.3%	\$5.54	0.5%
<b>Total</b>	<b>\$399,692</b>	<b>5.8%</b>	<b>\$69.04</b>	<b>6.7%</b>

Salt Spring Island Local/Specified/Defined Services		Cost per Avg.		Cost per Avg.		Change in Requisition		Change in cost per avg	
		2022	Res Asst/ Parcel	2021	Res Asst/ Parcel	\$	%	\$	%
1.234	Salt Spring Island Street Lighting	26,668	4.12	22,527	3.45	4,141	18.4%	0.67	19.5%
2.620	SSI Highland Water System	30,832	127.76	31,119	128.95	(287)	-0.9%	(1.19)	-0.9%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	75,000	237.06	-	0.0%	-	0.0%
2.624	Beddis Water	74,960	575.88	73,470	564.43	1,490	2.0%	11.45	2.0%
2.626	Fulford Water	47,500	490.16	37,500	386.97	10,000	26.7%	103.19	26.7%
2.628	Cedar Lane Water	15,000	426.69	10,024	285.14	4,976	49.6%	141.55	49.6%
2.660	Fernwood Water	14,413	192.02	13,493	179.76	920	6.8%	12.26	6.8%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	6,588	16.13	6,270	14.75	318	5.1%	1.39	9.4%
3.810	Ganges Sewer	58,147	146.75	57,000	143.86	1,147	2.0%	2.89	2.0%
3.820	Maliview Estates Sewer System	4,760	50.54	4,670	49.54	90	1.9%	1.00	2.0%
<b>Total Local/Specified/Defined Services</b>		<b>353,868</b>		<b>331,073</b>		<b>22,795</b>			

Average residential assessment - 2022/2021

\$982,903

\$741,764

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**Appendix B-3: Change in Requisition (2022 Final vs Provisional) by Cost Driver - Salt Spring Island**

(Requisition Change >±1,000)

Cost Driver	Service	Service Name	Requisition \$		Requisition per Avg HH \$		Comments
			% Increase over 2021	\$ Requisition	% Increase over 2021	\$/HH	
<b>Provisional - COW (CRD&amp;CRHD)</b>			<b>3.2%</b>	<b>7,066,685</b>	<b>3.3%</b>	<b>1,067.37</b>	
<b>Change in Assessment</b>	1.010	Legislative & General Government	0.4%	27,217	0.4%	4.54	
	1.224	Community Health - Homeless Sec.	0.0%	1,570	0.0%	0.26	
	1.280	Regional Parks	0.6%	40,066	0.6%	6.68	
	1.309	Climate Action and Adaptation	0.0%	3,070	0.0%	0.52	
	1.310	Land Banking & Housing	0.1%	3,726	0.1%	0.62	
	1.311	Regional Housing Trust Fund	0.0%	2,769	0.0%	0.46	
	1.313	Animal Care Services	0.0%	(1,390)	0.0%	(0.04)	
	1.324	Regional Planning Service	0.0%	3,079	0.0%	0.51	
	1.913	Fire Dispatch	0.0%	2,210	0.0%	0.43	
	1.921	Regional CREST Contribution	0.0%	3,006	0.0%	0.51	
	CRHD	Capital Regional Hospital District	1.0%	68,254	1.1%	11.38	
		All SSI EA-wide services	-	-	0.53%	5.52	Change in \$/Avg HH solely due to change in residential assessment
		Others <+/-1,000	0.0%	593	0.1%	0.58	
		<b>Subtotal</b>	<b>2.3%</b>	<b>154,170</b>	<b>3.1%</b>	<b>31.97</b>	
<b>Budget Changes</b>	1.010	Legislative & General Government	0.0%	(1,068)	0.0%	(0.16)	Adjustment to PILT revenue
	1.238A	Community Transit (S.S.I.)	0.0%	(2,621)	0.0%	(0.39)	Decrease in municipal obligation payment from BC Transit
	1.299	Salt Spring Island Arts	0.0%	1,557	0.0%	0.23	Increase due to 2021 deficit carry forward
	1.309	Climate Action and Adaptation	0.4%	27,126	0.4%	4.05	Board Directed Initiatives-Climate Action Strategy
	1.925	Emergency Comm - Crest - S.S.I.	0.0%	(3,047)	0.0%	(0.45)	Decrease in payment adjustment to CREST and surplus carry forward to 2022
		Others <+/-1,000	0.0%	1,297	0.0%	0.19	Changes related to 2021 surplus/deficit, GILT and minor budget changes
		<b>Subtotal</b>	<b>0.3%</b>	<b>23,243</b>	<b>0.3%</b>	<b>3.47</b>	
<b>Final - CRD&amp;CRHD</b>			<b>5.8%</b>	<b>7,244,099</b>	<b>6.7%</b>	<b>1,102.80</b>	
<b>Change - Final over Provisional (COW)</b>			<b>2.6%</b>	<b>177,413</b>	<b>3.4%</b>	<b>35.44</b>	

\*Requisition excludes Local/Specified/Defined services.

**Appendix B-4: Capital Plan Summary Overview by Service- Salt Spring Island  
 2022 Final**

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL		
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other			
1.111	SSI Admin. Expenditures	11,080					11,080			11,080						11,080
1.141	SSI Public Library			127,500			127,500									127,500
1.236	SSI Small Craft Harbour (Fernwood Dock)				47,500		47,500									47,500
1.238A	Community Transit (SSI)				40,000		40,000					5,000			35,000	40,000
1.238B	Community Transportation (SSI)				425,000		425,000					260,000			165,000	425,000
1.318	Building Inspection	39,294	19,890				59,184			59,184						59,184
1.455	SSI Community Parks	85,000	130,000		735,000		950,000			55,000	750,000		75,000	70,000		950,000
1.458	SSI Community Recreation	5,000			30,000		35,000			5,000					30,000	35,000
1.459	SSI Park Land & Rec Programs	30,000		1,361,135	450,000	230,002	2,071,137	3,400		30,000	1,542,862		494,875			2,071,137
2.620	Highland Water (SSI)				98,792		98,792	98,792								98,792
2.621	Highland & Fernwood Water (SSI)	40,000			140,000		180,000				140,000		40,000			180,000
2.622	Cedars of Tuam Water (SSI)	5,000			5,000		10,000						10,000			10,000
2.624	Beddis Water (SSI)	30,000					30,000						30,000			30,000
2.626	Fulford Water (SSI)	13,000			160,000		173,000				70,000		103,000			173,000
2.628	Cedar Lane Water (SSI)				75,000		75,000	33,500					41,500			75,000
3.705	SSI Septage / Composting				414,158		414,158				303,462		77,500	33,196		414,158
3.810	Ganges Sewer Utility (SSI)	190,000			487,500		677,500				140,000		537,500			677,500
3.820	Maliview Sewer Utility (SSI)				300,000		300,000			300,000						300,000
<b>Total</b>		<b>448,374</b>	<b>149,890</b>	<b>1,488,635</b>	<b>3,407,950</b>	<b>230,002</b>	<b>5,724,851</b>	<b>135,692</b>	<b>300,000</b>	<b>160,264</b>	<b>3,321,324</b>	<b>1,704,375</b>	<b>103,196</b>			<b>5,724,851</b>

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**Appendix B-5: Change in Capital Plan (2022 Final vs Provisional) - Salt Spring Island**

Service	Service Name	Project Description	Amount \$			Comments
			Provisional	Final	Change	
1.141	SSI Public Library	HVAC Upgrades	95,000	102,500	7,500	Revised budgeted spending in 2022
1.238A	SSI Transit	Art Inspired Bus Shelters	-	40,000	40,000	Advanced from 2023 to 2022
1.238B	Community Transportation	Pathway Detailed Design and Permitting Program	20,000	-	(20,000)	Merchant Mews Pathway project advanced from 2022 to 2021
1.455	SSI Community Parks	Playground upgrades	15,000	-	(15,000)	Moved from 2022 to 2023
		New park maintenance truck	40,000	-	(40,000)	Moved from 2022 to 2023
1.459	SSI Park Land & Rec Programs	New EV Maintenance Truck	40,000	-	(40,000)	Moved from 2022 to 2023
		Pool Changeroom Lockers	40,000	-	(40,000)	Revised budgeted spending in 2022
		Park Maintenance Facility	100,000	70,000	(30,000)	Revised budgeted spending in 2022
		Expand or upgrade Trail Network and parking	9,875	39,875	30,000	Revised budgeted spending in 2022
		Constuction of Multipurpose Room or Portable	-	3,400	3,400	Carryforward from 2021 to 2022
2.621	Highland & Fernwood Water	Power generation equipment - detailed design	24,000	-	(24,000)	Detailed design project advanced from 2022 to 2021
2.626	Fulford Water	WTP, Reservoir, PST Sunnyside Site Security	30,000	-	(30,000)	Security fencing project advanced from 2022 to 2021
		Public Engagement for Future Projects	15,000	-	(15,000)	Moved from 2022 to 2023
		Referendum or Alternative Approval Process	10,000	-	(10,000)	Moved from 2022 to 2023
2.628	Cedar Lane Water	Public Engagement for Mn removal project and others	10,000	5,000	(5,000)	Revised budgeted spending in 2022
		Referendum or Alternative Approval Process	20,000	10,000	(10,000)	Revised budgeted spending in 2022
		WTP Manganese removal construction	-	60,000	60,000	Carryforward from 2021 to 2022 and revised budget spending in 2022
3.705	SSI Septage / Composting	Composting Facility	-	261,658	261,658	Composter and composting infrastructure; addition due to grant award
<b>Total Changes - Salt Spring Island</b>			<b>468,875</b>	<b>592,433</b>	<b>123,558</b>	

**Appendix C1: SGI - Change in Requisition from Provisional to Final - Budget Review 2022**

**Change in Requisition (2022 Final vs Provisional) - Southern Gulf Islands  
 (Requisition Changes > \$1,000) by Services**

Electoral Area Southern Gulf Islands	2022 Requisition \$		2022 Per Avg HH \$		Requisition Change		Per Avg HH Change		Requisition Change Comments
	Final	Provisional COW	Final	Provisional COW	Final vs Provisional \$	%	Final vs Provisional \$	%	
1.010 Legislative & General Government	274,664	248,001	39.95	35.74	26,664	10.8%	4.21	11.8%	Increase related to change in assessment values
1.224 Community Health - Homeless Sec.	15,869	14,534	2.31	2.09	1,335	9.2%	0.21	10.2%	Increase related to change in assessment values
1.280 Regional Parks	402,985	362,768	58.61	52.28	40,218	11.1%	6.33	12.1%	Increase related to change in assessment values
1.309 Climate Action and Adaptation	26,908	8,467	3.91	1.22	18,441	217.8%	2.69	220.7%	Increase due to Climate Action Strategy initiative
1.310 Land Banking & Housing	37,669	33,910	5.48	4.89	3,759	11.1%	0.59	12.1%	Increase related to change in assessment values
1.324 Regional Planning Service	31,128	27,974	4.53	4.03	3,155	11.3%	0.50	12.3%	Increase related to change in assessment values
1.297 Arts Grants	24,890	22,380	3.62	3.23	2,511	11.2%	0.39	12.2%	Increase related to change in assessment values
1.311 Regional Housing Trust Fund	21,813	19,876	3.17	2.86	1,937	9.7%	0.31	10.8%	Increase related to change in assessment values
1.313 Animal Care Services	94,818	92,938	13.79	13.39	1,880	2.0%	0.40	3.0%	Increase related to change in assessment values
1.318 Building Inspection	151,189	147,821	21.99	21.30	3,368	2.3%	0.69	3.2%	Increase related to change in assessment values
1.372 Electoral Area Emergency Program	49,249	48,142	7.16	6.94	1,107	2.3%	0.22	3.2%	Increase related to change in assessment values
1.235 SGI Small Craft Harbour Facilities	301,288	296,980	51.41	50.67	4,308	1.5%	0.74	1.5%	Increase in transfer to reserve funds for future capital needs, recommended by the commission
1.923 Emergency Comm - Crest - S.G.I.	177,612	181,397	25.83	26.14	(3,785)	-2.1%	(0.31)	-1.2%	Decrease in payment adjustment to CREST and surplus carried forward to 2022
CRHD Capital Regional Hospital District	690,058	621,050	100.36	89.51	69,008	11.1%	10.86	12.1%	Increase related to change in assessment values
Other <\$1,000	1,270,493	1,266,380	184.78	182.51	4,112	-304.0%	2.27	-317.9%	
<b>Total SGI Electoral Area</b>	<b>3,570,634</b>	<b>3,392,617</b>	<b>526.91</b>	<b>496.82</b>	<b>178,017</b>	<b>5.2%</b>	<b>30.09</b>	<b>6.1%</b>	

1.227 Saturna Island Medical Clinic	31,389	33,168	48.43	50.73	(1,779)	-5.4%	(2.30)	-4.5%	Decrease due to higher Grants in Lieu of Taxes
1.229 Pender Islands Health Care Centre	225,987	-	90.17	-	225,987	N/A	90.17	N/A	New Contribution service establishment starting in 2022
1.352 South Galiano Fire Protection	491,717	493,454	537.73	533.22	(1,737)	-0.4%	4.51	0.8%	Decrease due to slightly lower interest rate on new debt issues
1.356 Pender Fire Protection	1,092,083	1,064,067	439.23	425.27	28,016	2.6%	13.96	3.3%	Increase due to higher reserve funds contribution and payment requested by the Society
1.359 N. Galiano Fire Protection	206,424	210,182	513.85	523.20	(3,758)	-1.8%	(9.36)	-1.8%	Decrease due to higher than projected surplus carried forward to 2022
1.363 Saturna Is. Fire Protection	177,796	169,305	273.04	257.62	8,491	5.0%	15.43	6.0%	Increase in contribution payment requested by the Society
1.468 Saturna Is Community Recreation	9,891	13,458	15.19	20.48	(3,567)	-26.5%	(5.29)	-25.8%	Decrease due to higher than projected surplus carried forward to 2022
1.475 Mayne Is Community Parks	90,403	85,403	53.14	49.85	5,000	5.9%	3.29	6.6%	Increase to support archaeological costs, recommended by the commission
1.485 N & S Pender Community Parks	163,654	158,741	65.30	62.94	4,913	3.1%	2.36	3.7%	Increase to support archaeological costs, recommended by the commission
3.830 Magic Lake Estates Sewer System	586,010	588,368	865.04	868.52	(2,358)	-0.4%	(3.48)	-0.4%	Decrease due to higher Grants in Lieu of Taxes
3.830D Magic Lake Estates Sewer System - 6M Debt	211,616	204,954	329.76	319.38	6,662	3.3%	10.38	3.3%	Increase due to deficit carried forward in higher interest rate on new debt issues
Other <\$1,000	1,276,931	1,277,405			(474)	20.7%			
<b>Total Local/Specified/Defined Services</b>	<b>4,563,900</b>	<b>4,298,504</b>			<b>265,396</b>	<b>6.2%</b>			



**Appendix C-2: Requisition Summary - Southern Gulf Islands**

Electoral Area Southern Gulf Islands	Cost per Avg. Res Ass't/ Parcel		Cost per Avg. Res Ass't/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
	2022		2021		\$	%	\$	%
1.010 Legislative & General Government	274,664	39.95	203,762	29.37	70,902	34.8%	10.58	36.0%
1.101 G.I.S.	3,133	0.46	1,524	0.22	1,610	105.7%	0.24	107.5%
1.224 Community Health - Homeless Sec.	15,869	2.31	13,981	2.01	1,888	13.5%	0.29	14.5%
1.280 Regional Parks	402,985	58.61	259,457	37.39	143,528	55.3%	21.22	56.7%
1.280A Regional Parks - Land Acquisition	2,086	0.30	94,568	13.63	(92,482)	-97.8%	(13.33)	-97.8%
1.309 Climate Action and Adaptation	26,908	3.91	8,066	1.16	18,842	233.6%	2.75	236.7%
1.310 Land Banking & Housing	37,669	5.48	31,400	4.53	6,269	20.0%	0.95	21.1%
1.324 Regional Planning Service	31,128	4.53	27,425	3.95	3,703	13.5%	0.57	14.5%
1.335 Geo-Spatial Referencing System	4,130	0.60	3,847	0.55	283	7.4%	0.05	8.3%
1.374 Regional Emergency Program Support	2,527	0.37	2,274	0.33	253	11.1%	0.04	12.1%
1.375 Hazardous Material Incident Response	6,190	0.90	5,575	0.80	616	11.0%	0.10	12.1%
1.911 Call Answer	2,157	0.31	1,797	0.26	361	20.1%	0.05	21.2%
1.921 Regional CREST Contribution	20,490	2.98	19,149	2.76	1,342	7.0%	0.22	8.0%
21.ALL Feasibility Study Reserve Fund - ALL	-	-	3,535	0.51	(3,535)	-100.0%	(0.51)	-100.0%
<b>Total Regional</b>	<b>\$829,939</b>	<b>\$120.71</b>	<b>\$676,359</b>	<b>\$97.48</b>	<b>\$153,580</b>	<b>22.7%</b>	<b>\$23.23</b>	<b>23.8%</b>
1.230 Traffic Safety Commission	1,984	0.29	1,745	0.25	238	13.7%	0.04	14.7%
1.297 Arts Grants	24,890	3.62	21,945	3.16	2,945	13.4%	0.46	14.5%
1.311 Regional Housing Trust Fund	21,813	3.17	20,824	3.00	990	4.8%	0.17	5.7%
1.313 Animal Care Services	94,818	13.79	89,795	12.94	5,023	5.6%	0.85	6.6%
1.913 Fire Dispatch	32,074	4.66	39,773	5.73	(7,699)	-19.4%	(1.07)	-18.6%
<b>Total Sub-Regional</b>	<b>\$175,579</b>	<b>\$25.54</b>	<b>\$174,082</b>	<b>\$25.09</b>	<b>\$1,497</b>	<b>0.9%</b>	<b>\$0.45</b>	<b>1.8%</b>
1.103 Elections	21,258	3.09	7,933	1.14	13,325	168.0%	1.95	170.4%
1.104 U.B.C.M.	3,906	0.57	2,484	0.36	1,422	57.2%	0.21	58.7%
1.318 Building Inspection	151,189	21.99	142,409	20.52	8,780	6.2%	1.47	7.1%
1.320 Noise Control	13,231	1.92	12,664	1.83	567	4.5%	0.10	5.4%
1.322 Nuisances & Unightly Premises	17,680	2.57	16,833	2.43	847	5.0%	0.15	6.0%
1.372 Electoral Area Emergency Program	49,249	7.16	47,199	6.80	2,051	4.3%	0.36	5.3%
<b>Total Joint Electoral Area</b>	<b>\$256,513</b>	<b>\$37.31</b>	<b>\$229,522</b>	<b>\$33.08</b>	<b>\$26,991</b>	<b>11.8%</b>	<b>\$4.23</b>	<b>12.8%</b>
1.110 Electoral Area Admin Exp-SGI	388,379	56.49	341,564	49.23	46,815	13.7%	7.26	14.7%
1.117 Grants in Aid - Southern Gulf Islands	104,585	15.21	102,981	14.84	1,604	1.6%	0.37	2.5%
1.125 SGI Economic Development Commission	119,047	17.31	116,984	16.86	2,063	1.8%	0.45	2.7%
1.138 Southern Gulf Islands - Public Library	229,073	33.32	224,053	32.29	5,020	2.2%	1.03	3.2%
1.235 SGI Small Craft Harbour Facilities**	301,288	51.41	291,104	49.67	10,184	3.5%	1.74	3.5%
1.314 SGI House Numbering	9,335	1.36	9,203	1.33	132	1.4%	0.03	2.4%
1.341 SGI Livestock Injury Compensation	3,150	0.46	-	-	3,150	100.0%	0.46	100.0%
1.373 Southern Gulf Islands. Emergency Program	247,378	35.98	242,608	34.96	4,770	2.0%	1.01	2.9%
1.533 Stormwater Quality Management - Southern Gulf Is.	38,699	5.63	37,875	5.46	824	2.2%	0.17	3.1%
1.923 Emergency Comm - Crest - S.G.I.	177,612	25.83	178,188	25.68	(576)	-0.3%	0.15	0.6%
<b>Total SGI Electoral Area</b>	<b>\$1,618,546</b>	<b>\$242.99</b>	<b>\$1,544,560</b>	<b>\$230.32</b>	<b>\$73,986</b>	<b>4.8%</b>	<b>\$12.67</b>	<b>5.5%</b>
<b>Total Capital Regional District</b>	<b>\$2,880,576</b>	<b>\$426.54</b>	<b>\$2,624,522</b>	<b>\$385.97</b>	<b>\$256,054</b>	<b>9.8%</b>	<b>\$40.58</b>	<b>10.5%</b>
CRHD Capital Regional Hospital District	690,058	100.36	660,575	95.20	29,482	4.5%	5.16	5.4%
<b>Total CRD and CRHD</b>	<b>\$3,570,634</b>	<b>\$526.91</b>	<b>\$3,285,097</b>	<b>\$481.17</b>	<b>\$285,537</b>	<b>8.7%</b>	<b>\$45.74</b>	<b>9.5%</b>

Average residential assessment - 2022/2021

\$716,207

\$525,581

**Major Impacts (Changes in \$/Avg HH >+/- \$1.00)**

REGIONAL	Change in Requisition		Change in Avg HH	
	\$	%	\$	%
Legislative & General Government	70,902	2.2%	10.58	2.2%
Regional Parks	143,528	4.4%	21.22	4.4%
Regional Parks - Land Acquisition	(92,482)	-2.8%	(13.33)	-2.8%
Climate Action and Adaptation	18,842	0.6%	2.75	0.6%
<b>SUB-REGIONAL</b>				
Fire Dispatch	(7,699)	-0.2%	(1.07)	-0.2%
<b>JOINT EA</b>				
Elections	13,325	0.4%	1.95	0.4%
Building Inspection	8,780	0.3%	1.47	0.3%
<b>SGI EA</b>				
Electoral Area Admin Exp-SGI	46,815	1.4%	7.26	1.5%
Southern Gulf Islands - Public Library	5,020	0.2%	1.03	0.2%
SGI Small Craft Harbour Facilities**	10,184	0.3%	1.74	0.4%
Southern Gulf Islands. Emergency Program	4,770	0.1%	1.01	0.2%
<b>Capital Regional Hospital District</b>	29,482	0.9%	5.16	1.1%
Other	34,068	1.0%	\$5.97	1.2%
<b>Total</b>	<b>285,537</b>	<b>8.7%</b>	<b>45.74</b>	<b>9.5%</b>

Southern Gulf Islands Local/Specified/Defined Services		Cost per Avg.		Cost per Avg.		Change in Requisition		Change in cost per avg household/Parcel	
		2022	Res Asst/ Parcel	2021	Res Asst/ Parcel	\$	%	\$	%
1.137	Galiano Island Community Use Building	62,929	41.52	61,715	40.33	1,214	2.0%	1.19	2.9%
1.170	Gossip Island Electric Power Supply	56,585	1,063.50	56,848	1,068.44	(263)	-0.5%	(4.94)	-0.5%
1.227	Saturna Island Medical Clinic	31,389	48.43	32,180	49.22	(791)	-2.5%	(0.79)	-1.6%
1.228	Galiano Health Service	135,596	89.46	129,029	84.32	6,567	5.1%	5.14	6.1%
1.229	Pender Islands Health Care Centre	225,987	90.17	-	-	225,987	100.0%	90.17	100.0%
1.352	South Galiano Fire Protection	491,717	537.73	443,298	479.02	48,418	10.9%	58.71	12.3%
1.356	Pender Fire Protection	1,092,083	439.23	1,035,943	414.03	56,140	5.4%	25.20	6.1%
1.359	N. Galiano Fire Protection	206,424	513.85	206,197	513.28	227	0.1%	0.56	0.1%
1.363	Saturna Is. Fire Protection	177,796	273.04	157,672	239.92	20,124	12.8%	33.13	13.8%
1.465	Saturna Is Community Parks	23,323	35.82	22,866	34.79	457	2.0%	1.02	2.9%
1.468	Saturna Is Community Recreation	9,891	15.19	12,971	19.74	(3,080)	-23.7%	(4.55)	-23.0%
1.475	Mayne Is Community Parks	90,403	53.14	83,215	48.57	7,188	8.6%	4.57	9.4%
1.478	Mayne Is Community Rec	34,890	20.51	34,209	19.97	681	2.0%	0.54	2.7%
1.485	N & S Pender Community Parks	163,654	65.30	155,349	61.60	8,305	5.3%	3.70	6.0%
1.488	N & S Pender Community Rec	65,283	26.05	64,157	25.44	1,126	1.8%	0.61	2.4%
1.495	Galiano Parks	94,724	72.31	92,073	69.41	2,651	2.9%	2.90	4.2%
1.498	Galiano Community Recreation	37,427	28.57	36,705	27.67	722	2.0%	0.90	3.3%
2.630	Magic Lakes Estate Water System	579,148	506.69	568,517	497.39	10,631	1.9%	9.30	1.9%
2.640	Lyall Harbour/Boot Cove Water	131,060	792.76	127,738	772.67	3,322	2.6%	20.09	2.6%
2.642	Skana Water	24,000	346.03	22,885	329.95	1,115	4.9%	16.08	4.9%
2.665	Sticks Allison Water	5,000	138.49	5,000	138.49	-	0.0%	-	0.0%
2.667	Surfside Park Estates Water	23,100	231.55	22,000	220.52	1,100	5.0%	11.03	5.0%
3.755	Regional Source Control - Magic Lake Estates	3,866	5.44	3,631	5.09	234	6.5%	0.35	6.8%
3.830	Magic Lake Estates Sewer System	586,010	865.04	576,831	851.49	9,179	1.6%	13.55	1.6%
3.830D	Magic Lake Estates Sewer Debt	211,616	329.76	79,210	123.43	132,406	167.2%	206.33	167.2%
<b>Total Local/Specified/Defined Services</b>		<b>\$4,563,900</b>		<b>\$4,030,239</b>		<b>\$533,661</b>			

Average residential assessment - 2022/2021

\$716,207

\$525,581

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**Appendix C-3: Change in Requisition (2022 Final vs Provisional) by Cost Driver - Southern Gulf Islands**  
 (Requisition Change >±1,000)

Cost Driver	Service	Service Name	Requisition \$		Requisition per Avg HH \$		Comments
			% Increase over 2021	\$ Requisition	% Increase over 2021	\$/HH	
<b>Provisional - COW (CRD&amp;CRHD)</b>			<b>3.3%</b>	<b>3,392,617</b>	<b>3.3%</b>	<b>496.82</b>	
<b>Change in Assessment</b>	1.010	Legislative & General Government	0.8%	27,448	0.9%	4.32	
	1.224	Community Health - Homeless Sec.	0.0%	1,584	0.1%	0.25	
	1.280	Regional Parks	1.2%	40,218	1.3%	6.33	
	1.297	Arts Grants	0.1%	2,511	0.1%	0.39	
	1.309	Climate Action and Adaptation	0.1%	2,196	0.1%	0.35	
	1.310	Land Banking & Housing	0.1%	3,759	0.1%	0.59	
	1.311	Regional Housing Trust Fund	0.1%	1,937	0.1%	0.31	
	1.313	Animal Care Services	0.0%	1,561	0.1%	0.35	
	1.318	Building Inspection	0.1%	3,405	0.1%	0.69	
	1.324	Regional Planning Service	0.1%	3,107	0.1%	0.49	
	1.372	Electoral Area Emergency Program	0.0%	1,109	0.0%	0.22	
		Capital Regional Hospital District	2.1%	68,867	2.3%	10.84	
		All SGI EA-wide services	-	-	0.36%	1.74	Change in \$/Avg HH solely due to change in residential assessment
		Others <+/-1,000	0.1%	4,376	0.2%	0.80	
		<b>Subtotal</b>	<b>4.9%</b>	<b>162,076</b>	<b>5.8%</b>	<b>27.68</b>	
<b>Budget Changes</b>	1.235	SGI Small Craft Harbour Facilities	0.1%	4,308	0.2%	0.74	Increase in Capital Reserve Fund contribution recommended by the commission
	1.309	Climate Action and Adaptation	0.5%	16,245	0.5%	2.34	Board Directed Initiatives-Climate Action Strategy
	1.923	Emergency Comm - Crest - S.G.I.	-0.1%	(3,785)	-0.1%	(0.55)	Decrease in payment adjustment to CREST and surplus carried forward to 2022
		Others <+/-1,000	0.0%	(827)	0.0%	(0.14)	Changes related to 2021 surplus/deficit, GLT and minor budget changes
		<b>Subtotal</b>	<b>0.5%</b>	<b>15,941</b>	<b>0.5%</b>	<b>2.39</b>	
<b>Final - CRD&amp;CRHD</b>			<b>8.7%</b>	<b>3,570,634</b>	<b>9.5%</b>	<b>526.91</b>	
<b>Change - Final over Provisional (COW)</b>			<b>5.4%</b>	<b>178,017</b>	<b>6.2%</b>	<b>30.09</b>	

\*Requisition excludes Local/Specified/Defined services.

**Appendix C-4: Capital Plan Summary Overview by Service- Southern Gulf Islands  
 2022 Final**

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.110	SGL Admin. Expenditures	1,500					1,500			1,500					1,500
1.137	Galiano Island Community Use Building			20,000			20,000						20,000		20,000
1.235	SGL Small Craft Harbour Facilities				1,625,000		1,625,000	30,000	1,180,000			195,800	219,200		1,625,000
1.318	Building Inspection	29,604	14,985				44,589			44,589					44,589
1.352	South Galiano Fire	13,500		162,000			175,500		162,000	13,500					175,500
1.356	Pender Island Fire	10,000	400,000	115,000			525,000			410,000		115,000			525,000
1.369	Electoral Area Fire Services	83,308					83,308					83,308			83,308
1.373	SGL Emergency Program	47,000					47,000					47,000			47,000
1.465	Saturna Island Community Parks				40,000		40,000					40,000			40,000
1.475	Mayne Island Community Parks	7,000		14,000	3,000		24,000					24,000			24,000
1.485	Pender Island Community Parks				225,990		225,990					225,990			225,990
1.495	Galiano Community Parks				63,000		63,000	8,000			6,500	48,500			63,000
2.630	Magic Lake Estates Water (Pender)	205,000			290,000		495,000				2,500	292,500	200,000		495,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	8,000			390,000		398,000				390,000	8,000			398,000
2.642	Skana Water (Mayne)	75,000			45,000		120,000		75,000			45,000			120,000
2.665	Sticks Allison Water (Galiano)				5,000		5,000					5,000			5,000
2.667	Surfside Park Estates (Mayne)	25,000					25,000					25,000			25,000
3.830	Magic Lake Sewer Utility (Pender)	5,000			4,100,000		4,105,000		1,900,100		2,202,400	2,500			4,105,000
<b>Total</b>		<b>509,912</b>	<b>414,985</b>	<b>311,000</b>	<b>6,786,990</b>	<b>-</b>	<b>8,022,887</b>	<b>38,000</b>	<b>3,317,100</b>	<b>469,589</b>	<b>2,601,400</b>	<b>1,177,598</b>	<b>419,200</b>		<b>8,022,887</b>

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**Appendix C-5: Change in Capital Plan (2022 Final vs Provisional) - Southern Gulf Islands**

Service	Service Name	Project Description	Amount \$			Comments
			Provisional	Final	Change	
1.235	SGL Small Craft Harbour Facilities	Anson Road	-	116,000	116,000	Carryforward from 2021 to 2022
		Spanish Hills	30,000	120,000	90,000	Revised budgeted spending in 2022
		Swartz Bay Improvements & Dock Replacement	80,000	100,000	20,000	Revised budgeted spending in 2022
		Anson Road Remediation	-	275,000	275,000	Anson Road Remediation
1.352	South Galiano Fire	South Galiano Fire Hall-Post disaster fire hall	200,000	162,000	(38,000)	Revised budgeted spending in 2022
1.356	Pender Island Fire	Replace (E27 Unit 746) Rated Mini-Pumper 1500 IGPM	300,000	400,000	100,000	Revised budgeted spending in 2022
		Fire hoses	7,500	5,000	(2,500)	Revised budgeted spending in 2022
		SCBA cylinder replacement	14,000	-	(14,000)	Moved from 2022 to 2026
1.465	Saturna Island Community Parks	Park Upgrades-Saturna's 70 acre	13,000	2,000	(11,000)	Revised budget spending in 2022
		Park Upgrades-Thomson Park	5,000	35,000	30,000	Project scope expanded
		Park Upgrades-Lyall Creek Park	5,000	3,000	(2,000)	Revised budget spending in 2022
1.475	Mayne Island Community Parks	Emma and Felix Jack Park	15,000	-	(15,000)	No longer required
		Fitness Circuit	-	10,000	10,000	Complete fitness circuit at Dinner Bay
		Recycling Centre	-	2,000	2,000	Build recycling centre at Dinner Bay
1.485	Pender Island Community Parks	Park upgrades	10,000	-	(10,000)	Generic budget was absorbed by more detailed project planning
		Shingle Bay Improvements Phase 1	-	42,660	42,660	Resurface Shingle Bay for improved drainage and restore creek
		Shingle Bay Outhouse Repair	-	9,480	9,480	Repair or replace the outhouse
		Dog Park	-	27,500	27,500	Clearing, leveling, fencing, and dog waste station
		Magic Lake MOTI end MOU for dock	-	4,700	4,700	Establish all necessary agreements and licences for future dock installation
		Danny Martin Park Refurbishment	-	19,000	19,000	Replace aged roofs, rotting beams, and repaint structures
		Roller Rink/ Pickle Ball Court Refurbishment	-	18,950	18,950	Resurface and repair structures
		Alice Church Trail	-	25,000	25,000	Consultation and building of a primitive trail
		Soccer Field resurfacing	-	23,700	23,700	Resurface and install irrigation for soccer field
		Thieves Bay Improvements	-	45,000	45,000	Improve outhouses, picnic table shelter and walking trails, memorial garden
Disc Park T box improvements	-	10,000	10,000	Improve visibility of tee boxes		
1.495	Galiano Community Parks	Asset Management-Inventory Study/Replacement Program	2,000	3,000	1,000	Carryforward from 2021 to 2022
		Zuker-Georgeson Shore Access Restoration	15,500	14,000	(1,500)	Revised budget spending in 2022
		Construct two handicap beach accesses	5,000	-	(5,000)	Moved from 2022 to 2023
		Complete DL 79 Park Project - Vault Toilet Enclosure	-	12,500	12,500	Carryforward from 2021 to 2022 and revised budget spending in 2022
		Install New Vault Toilet - Activity Centre	12,000	22,000	10,000	Revised budget spending in 2022
		Shaw Landing Access Improvement for Mobility Impaired	-	4,500	4,500	Increase in project budget spending in 2022
		Upgrade to Matthews Beach Access	-	5,000	5,000	Advanced from 2023 to 2022 with revised budget
<b>Total Changes - Southern Gulf Islands</b>			<b>714,000</b>	<b>1,516,990</b>	<b>802,990</b>	

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### 2022 Final Electoral Area Budget Review

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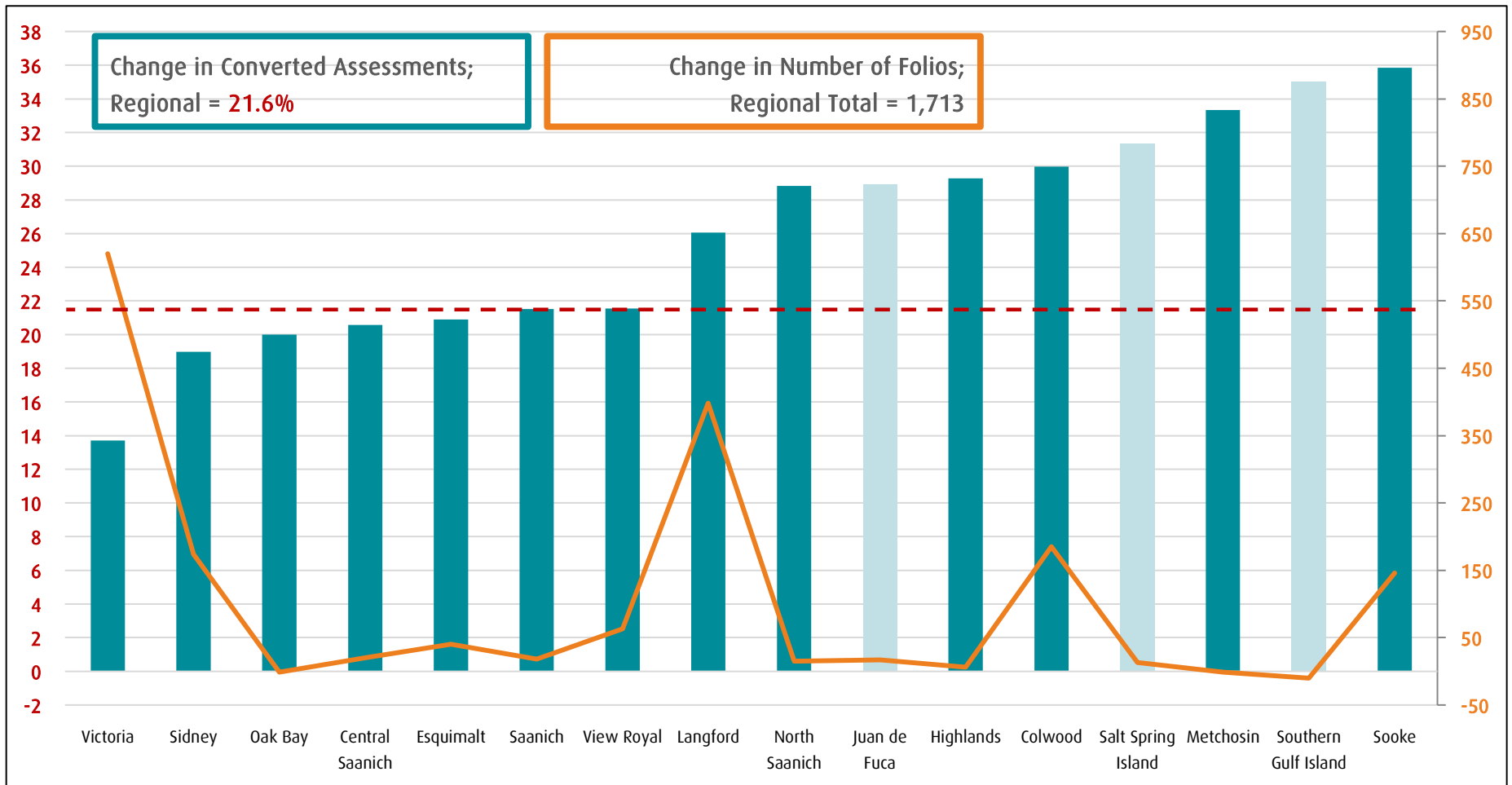
#### Appendix D: Assessment Data - Electoral Area

Juan de Fuca	2022	2021	Change	% Change
Total Converted Assessment	332,691,539	258,067,513	74,624,026	28.9% *
Actual Residential Assessment	2,729,502,398	1,991,110,275	738,392,123	37.1%
Residential Folios	3,201	3,184	17	0.5%
Average Residential Assessment	852,703	625,349	227,354	36.4%

Salt Spring Island	2022	2021	Change	% Change
Total Converted Assessment	652,831,481	496,992,287	155,839,194	31.4% *
Actual Residential Assessment	6,007,505,434	4,524,019,146	1,483,486,288	32.8%
Residential Folios	6,112	6,099	13	0.2%
Average Residential Assessment	982,903	741,764	241,139	32.5%

Southern Gulf Island	2022	2021	Change	% Change
Total Converted Assessment	492,434,962	364,679,725	127,755,237	35.0% *
Actual Residential Assessment	4,706,193,509	3,458,849,244	1,247,344,265	36.1%
Residential Folios	6,571	6,581	(10)	-0.2%
Average Residential Assessment	716,207	525,581	190,625	36.3%

\*Regional average increase is 21.6% in 2022 over 2021



## Impact of Assessed Values on Cost Share

March 16, 2022

## Requisition by Participant

Municipalities & EAs	Impact of Assessment \$M	All Other CRD \$M	CRD Final \$M	CRD & CRHD & Muni Debt \$M
Central Saanich	(0.056)	0.227	0.171	0.056
Colwood*	0.064	0.100	0.163	0.151
Esquimalt	(0.003)	(0.133)	(0.135)	(0.206)
Langford	0.143	0.307	0.450	0.386
Highlands	0.012	0.016	0.028	0.028
Metchosin	0.032	0.025	0.057	0.066
North Saanich	0.149	0.168	0.317	0.313
Oak Bay**	(0.024)	0.164	0.141	0.014
Saanich	(0.006)	0.937	0.932	1.086
Sidney	(0.048)	0.171	0.123	(0.025)
Sooke	0.085	0.235	0.320	0.335
Victoria	(0.565)	0.895	0.330	(0.549)
View Royal	(0.004)	0.081	0.078	0.004
Juan de Fuca	0.027	0.091	0.118	0.116
Juan de Fuca - Specified Areas	0.012	0.165	0.178	0.178
Salt Spring Island	0.086	0.299	0.385	0.400
Salt Spring Island - Specified Areas	0.000	0.023	0.023	0.023
Southern Gulf Islands	0.093	0.163	0.256	0.286
Southern Gulf Islands - Specified Areas	0.000	0.534	0.534	0.534
First Nations & Other	0.002	0.010	0.011	0.013
<b>Total</b>	<b>0.0</b>	<b>4.4</b>	<b>4.4</b>	<b>3.2</b>

\* Requisition for Wastewater Capital; Invoice for WasteWater Operating

\*\* Requisition for Wastewater Operating; Invoice for WasteWater Capital



# 2 Year Budget Variance Summary

2020 - 2022

Three Year Consolidated Financial Schedules - 2022, 2021, and 2020

**Operating Expenditures**

(in \$ millions)

	(a)	(b)	(c)	(a-c)
Expenditure Type	2022 Final	2021 Final	2020 Final	% 2 Year Change
Operations	224.6	209.1	181.4	23.8%
Debt Servicing	40.9	39.9	42.1	-2.9%
Capital Funding	23.2	21.5	32.8	-29.3%
Transfers to Reserves	24.0	26.4	24.0	0.0%
<b>Total</b>	<b>\$312.7</b>	<b>\$296.9</b>	<b>\$280.3</b>	<b>11.6%</b>

**Operating Revenues**

(in \$ millions)

Revenue Source	2022 Final	2021 Final	2020 Final	% 2 Year Change
Sale of services	145.8	138.5	132.2	10.3%
Requisitions*	93.4	88.6	86.0	8.6%
Allocation to other services	47.2	44.6	38.0	24.2%
Rentals and other revenue	7.8	7.4	8.4	-7.1%
Surplus	8.0	9.0	7.4	8.1%
Grants and PILT	5.1	6.4	4.5	13.3%
Transfer from reserve for capital	5.4	2.4	3.8	42.1%
<b>Total</b>	<b>\$312.7</b>	<b>\$296.9</b>	<b>\$280.3</b>	<b>11.6%</b>

\*Includes Municipal Debt

**Requisitions**

(in \$ millions)

Description	2022 Final	2021 Final	2020 Final	% 2 Year Change
Total Electoral Areas Only	15.3	14.3	14.5	5.5%
Regional / Sub Regional	62.7	59.3	56.7	10.6%
<b>Total Before Municipal Debt</b>	<b>78.0</b>	<b>73.6</b>	<b>71.2</b>	<b>9.6%</b>
Municipal Debt	15.4	15.0	14.8	4.1%
<b>Total</b>	<b>\$93.4</b>	<b>\$88.6</b>	<b>\$86.0</b>	<b>8.6%</b>

## Reserves - Capital

(in \$ millions)

	(a)	(b)	(c)	(a-c)
Reserve Activity - Forecast	2022 Final	2021 Final	2020 Final	% 2 Year Change
Opening Reserve Balance Actual	120.7	98.5	102.7	17.5%
Transfer to/from Operating	22.3	41.7	19.9	12.1%
Interest Income	0.8	2.0	1.3	-38.5%
Transfer to Fund Capital Projects	-49.7	-21.5	-25.4	95.7%
<b>Ending Balance</b>	<b>\$94.1</b>	<b>\$120.7</b>	<b>\$98.5</b>	<b>-4.5%</b>

## Capital Expenditures

(in \$ millions)

Description	2022 Final	2021 Final	2020 Final	% 2 Year Change
Engineered Structures	127.6	204.9	290.4	-56.1%
Buildings	20.8	46.0	90.0	-76.9%
Equipment	19.9	16.8	10.1	97.0%
Land	7.7	14.6	5.2	48.8%
Vehicles	5.1	3.9	3.9	30.0%
<b>Total</b>	<b>\$181.1</b>	<b>\$286.2</b>	<b>\$399.6</b>	<b>-54.7%</b>

## Capital Funding

(in \$ millions)

Description	2022 Final	2021 Final	2020 Final	% 2 Year Change
Current Operating and WIP	48.0	52.2	78.6	-38.9%
Grants	23.2	104.9	179.7	-87.1%
Debt Issuance	35.5	49.2	40.0	-11.1%
Donations & Third Party Funding	10.2	29.2	62.4	-83.7%
Reserve Funding	64.2	50.7	38.9	64.9%
<b>Total</b>	<b>\$181.1</b>	<b>\$286.2</b>	<b>\$399.6</b>	<b>-54.7%</b>

# Committee Of The Whole Budget Review Package

Committee of the Whole Budget Package was presented on October 27, 2021 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 13, 2021 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 2021 to 2022
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 23, 2022. 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 2022-2026 Five Year Financial Plan Bylaw (p. 245-309).

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

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, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Regional Parks												
2017	4142	4198	142	2032	560,000	3.150%	466,936	-	30,109	2,792	32,901	434,035
2018	4142	4222	145	2033	4,000,000	3.150%	3,563,416	-	215,066	13,098	228,164	3,335,252
2021	4142	4399	153	2031	1,040,000	2.410%	-	1,040,000	-	-	-	1,040,000
Total Regional Parks					5,600,000		4,030,352	1,040,000	245,176	15,889	261,065	4,809,287
Port Renfrew Fire												
2009	3456	3634	106	2024	40,000	2.250%	13,058	-	1,998	1,078	3,075	9,983
Total Port Renfrew Fire					40,000		13,058	-	1,998	1,078	3,075	9,983
Seaparc Golf Course												
2017	4052	4175	141	2032	660,000	2.800%	550,316	-	35,486	3,291	38,776	511,540
Total Seaparc Golf Course					660,000		550,316	-	35,486	3,291	38,776	511,540
Peninsula Recreation - Swimming Pool												
2008	3388	3514	103	2023	5,200,000	2.650%	1,297,892	-	259,694	156,084	415,778	882,114
2008	3388	3547	104	2023	1,600,000	2.900%	399,351	-	79,906	48,026	127,932	271,419
2009	3388	3594	105	2024	2,198,000	2.250%	717,596	-	109,771	59,216	168,987	548,609
Total Peninsula Recreation - Swimming Pool					8,998,000		2,414,839	-	449,370	263,326	712,696	1,702,143
Peninsula Recreation - Community Recreation												
2017	4116	4175	141	2032	1,080,000	2.800%	900,518	-	58,068	5,384	63,452	837,065
Total Peninsula Recreation - Community Rec.					1,080,000		900,518	-	58,068	5,384	63,452	837,065
Solid Waste - Refuse Disposal												
2011	3518	3769	116	2026	2,200,000	1.470%	1,037,264	-	109,870	46,509	156,380	880,884
Total Solid Waste - Refuse Disposal					2,200,000		1,037,264	-	109,870	46,509	156,380	880,884
Saltspring Island - Library												
2006	3308	3364	99	2021	350,000	1.750%	30,271	-	17,482	12,789	30,271	-
2011	3613	3800	117	2026	2,000,000	1.470%	942,967	-	99,882	42,281	142,164	800,803
2013	3613	3910	126	2028	100,000	3.850%	60,554	-	4,994	1,578	6,572	53,982
Total Saltspring Island - Library					2,450,000		1,033,791	-	122,358	56,648	179,006	854,786
Saltspring Island - Indoor Pool												
2006	3207	3364	99	2021	400,000	1.750%	34,595	-	19,978	14,616	34,595	-
Total Saltspring Island - Indoor Pool					400,000		34,595	-	19,978	14,616	34,595	-
Gossip Island - Electrification												
2012	3579	3850	121	2027	715,000	2.900%	385,979	-	35,708	13,161	48,869	337,110
Total Gossip Island - Electrification					715,000		385,979	-	35,708	13,161	48,869	337,110



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, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Galiano Island Public Building												
2013	3793	3910	126	2028	310,000	3.850%	187,720	-	15,482	4,891	20,373	167,347
Total Galiano Island Public Building					310,000		187,720	-	15,482	4,891	20,373	167,347
Galiano Island Fire												
2013	3793	3910	126	2028	290,000	3.850%	175,608	-	14,483	4,576	19,059	156,549
Total Galiano Island Fire					290,000		175,608	-	14,483	4,576	19,059	156,549
North Galiano Fire												
2014	3844	3936	127	2029	280,000	3.300%	187,247	-	13,984	3,710	17,694	169,553
Total North Galiano Fire					280,000		187,247	-	13,984	3,710	17,694	169,553
East Sooke Fire												
2014	3863	3966	130	2029	1,800,000	3.000%	1,203,736	-	89,894	23,851	113,745	1,089,991
2016	3863	4114	139	2031	150,000	2.100%	116,259	-	8,065	1,012	9,077	107,182
Total East Sooke Fire					1,950,000		1,319,995	-	97,959	24,863	122,822	1,197,173
Land Banking and Housing												
2015	3715	4009	131	2030	9,413,000	2.200%	5,110,288	-	802,377	150,595	952,972	4,157,316
Total Land Banking and Housing					9,413,000		5,110,288	-	802,377	150,595	952,972	4,157,316
911 Call Answer												
2019	4119	4198	147	2034	7,000,000	2.660%	6,623,634	-	376,366	11,291	387,657	6,235,977
2019	4119	4318	149	2034	5,900,000	2.240%	5,582,778	-	317,223	9,517	326,740	5,256,039
Total 911 Call Answer					12,900,000		12,206,412	-	693,589	20,808	714,397	11,492,015
<b>Total General - Debenture Debt</b>					<b>47,286,000</b>		<b>29,587,981</b>	<b>1,040,000</b>	<b>2,715,886</b>	<b>629,346</b>	<b>3,345,232</b>	<b>27,282,749</b>
<b>Non-Debenture Debt</b>												
South Galiano Island Fire Hall					1,500,000		1,500,000	800,000	-	-	-	2,300,000
Southern Gulf Island Small Craft Harbour					710,000		-	710,000	-	-	-	710,000
Equipment Financing Loan - SEAPARC					227,000		183,324	-	49,039	-	49,039	134,285
Equipment Financing Loan - Pender Firetruck					545,000		-	545,000	53,316	-	53,316	491,684
<b>Total General - Non-Debenture Debt</b>					<b>2,982,000</b>		<b>1,683,324</b>	<b>2,055,000</b>	<b>102,355</b>	<b>-</b>	<b>102,355</b>	<b>3,635,969</b>
<b>Total Debt - General</b>					<b>\$ 50,268,000</b>		<b>\$ 31,271,305</b>	<b>\$ 3,095,000</b>	<b>\$ 2,818,241</b>	<b>\$ 629,346</b>	<b>\$ 3,447,587</b>	<b>\$ 30,918,718</b>

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, 2020		Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
						Previous Outstanding						
<b>MUNICIPALITIES</b>												
Victoria												
2003	3026	79	2033	10,000,000	2.250%	6,110,656	-	150,514	194,467	344,982	5,765,674	
2003	3026	80	2033	10,000,000	2.850%	6,110,656	-	150,514	194,467	344,982	5,765,674	
2004	3026	81	2034	10,000,000	2.850%	6,439,209	-	150,514	178,040	328,554	6,110,656	
2007	3467	102	2022	4,509,000	2.250%	764,893	-	225,184	149,764	374,949	389,945	
2008	3515	103	2023	1,800,000	2.650%	449,270	-	89,894	54,029	143,923	305,347	
2009	3515	105	2024	1,800,000	2.250%	587,657	-	89,894	48,494	138,388	449,269	
2009	3595	105	2024	3,440,015	2.250%	1,123,086	-	171,798	92,677	264,475	858,610	
2010	3515	110	2025	5,200,000	1.280%	2,082,089	-	279,144	109,127	388,271	1,693,818	
2011	3770	115	2031	10,200,000	3.890%	6,549,950	-	488,449	-	488,449	6,061,501	
2014	3770	130	2034	23,200,000	3.000%	18,032,270	-	779,097	206,709	985,806	17,046,464	
2016	3770	139	2036	5,500,000	2.100%	4,643,670	-	204,686	25,690	230,376	4,413,293	
2017	3770	142	2037	9,600,000	3.150%	8,495,711	-	357,271	33,129	390,399	8,105,312	
<b>Total Victoria</b>				<b>95,249,015</b>		<b>61,389,118</b>	<b>-</b>	<b>3,136,960</b>	<b>1,286,593</b>	<b>4,423,553</b>	<b>56,965,565</b>	
Central Saanich												
2010	3674	110	2025	1,000,000	1.280%	400,402	-	53,682	20,986	74,667	325,735	
2011	3772	116	2026	1,333,333	1.470%	628,645	-	66,588	28,188	94,776	533,869	
2015	4032	133	2040	8,523,540	2.750%	7,350,051	-	218,834	41,072	259,906	7,090,146	
<b>Total Central Saanich</b>				<b>10,856,873</b>		<b>8,379,098</b>	<b>-</b>	<b>339,103</b>	<b>90,246</b>	<b>429,349</b>	<b>7,949,749</b>	
Esquimalt												
2002	2999	78	2022	4,000,000	2.250%	596,819	-	120,970	170,159	291,130	305,689	
2003	3092	80	2023	2,800,000	2.850%	611,859	-	84,679	109,407	194,086	417,772	
2004	3198	85	2024	1,256,000	2.250%	357,376	-	37,985	44,931	82,916	274,460	
2005	3293	95	2025	2,012,000	0.910%	651,903	-	81,986	40,803	122,789	529,114	
2006	3369	99	2026	1,129,000	1.530%	435,483	-	37,914	27,741	65,654	369,828	
2007	3464	102	2027	2,353,000	2.250%	1,039,181	-	79,018	52,553	131,571	907,610	
2014	3969	130	2024	1,200,000	3.000%	537,041	-	99,949	26,518	126,468	410,573	
2021	4439	156	2051	35,000,000	2.580%	-	35,000,000	-	-	-	35,000,000	
<b>Total Esquimalt</b>				<b>49,750,000</b>		<b>4,229,660</b>	<b>35,000,000</b>	<b>542,501</b>	<b>472,112</b>	<b>1,014,613</b>	<b>38,215,047</b>	

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, 2020		Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
						Previous Outstanding						
<b>MUNICIPALITIES</b>												
Saanich												
2003	3051	79	2028	1,500,000	2.250%	687,869	-	-	31,429	40,606	72,035	615,834
2006	3363	99	2021	4,505,000	1.750%	389,593	-	-	224,977	164,616	389,593	-
2007	3466	102	2022	2,306,300	2.250%	391,234	-	-	115,179	76,603	191,782	199,453
2010	3726	111	2025	1,797,000	3.350%	699,937	-	-	130,917	-	130,917	569,020
2010	3726	112	2025	1,150,000	1.280%	460,465	-	-	61,734	24,134	85,868	374,597
2011	3771	114	2026	8,400,000	3.650%	3,908,570	-	-	594,470	-	594,470	3,314,101
2012	3853	121	2027	750,000	2.900%	404,873	-	-	37,456	13,805	51,261	353,612
2014	3968	130	2024	2,400,000	3.000%	1,072,638	-	-	199,898	53,036.81	252,935	819,703
2014	3968	130	2029	4,725,000	3.000%	3,161,248	-	-	235,972	62,608	298,579	2,862,669
2016	4061	137	2031	8,064,600	2.600%	6,302,971	-	-	417,948	61,657	479,605	5,823,366
2017	4163	141	2032	2,800,000	2.800%	2,334,677	-	-	150,546	13,960	164,506	2,170,171
2017	4199	142	2032	3,695,800	3.150%	3,081,605	-	-	198,711	18,426	217,136	2,864,469
2018	4163	144	2028	836,630	3.410%	627,472	-	-	83,663	-	83,663	543,809
2019	4283	147	2034	4,605,000	2.660%	4,357,405	-	-	247,595	7,428	255,023	4,102,382
2019	4319	149	2024	655,000	1.970%	531,628	-	-	123,372	3,701	127,073	404,554
2019	4319	149	2034	5,910,000	2.240%	5,592,240	-	-	317,761	9,533	327,293	5,264,946
2020	4361	152	2025	695,000	0.910%	695,000	-	-	134,219	-	134,219	560,781
2020	4361	152	2035	2,585,000	0.910%	2,585,000	-	-	152,198	-	152,198	2,432,802
2021	4400	153	2036	7,200,000	2.410%	-	7,200,000	-	-	-	-	7,200,000
2021	4438	156	2036	3,200,000	1.980%	-	3,200,000	-	-	-	-	3,200,000
<b>Total Saanich</b>				<b>67,780,330</b>		<b>37,284,424</b>	<b>10,400,000</b>	<b>3,458,045</b>	<b>550,113</b>	<b>4,008,158</b>	<b>43,676,267</b>	
Oak Bay												
2003	3095	80	2023	4,715,000	2.850%	1,030,324	-	-	142,594	184,234	326,828	703,496
<b>Total Oak Bay</b>				<b>4,715,000</b>		<b>1,030,324</b>	<b>-</b>	<b>142,594</b>	<b>184,234</b>	<b>326,828</b>	<b>703,496</b>	
North Saanich												
2007	3465	102	2032	7,722,907	2.250%	4,639,589	-	-	185,443	123,333	308,776	4,330,813
2014	3938	127	2029	1,680,000	3.300%	1,123,488	-	-	83,900	22,261	106,161	1,017,327
<b>Total North Saanich</b>				<b>9,402,907</b>		<b>5,763,077</b>	<b>-</b>	<b>269,343</b>	<b>145,593</b>	<b>414,937</b>	<b>5,348,140</b>	

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT

General Capital Fund (Unaudited)

Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020		Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
						Previous Outstanding						
<b>MUNICIPALITIES</b>												
Sidney												
2006	3359	99	2021	770,000	1.750%	66,590	-	-	38,454	28,136	66,590	-
2007	3414	101	2022	80,000	2.250%	13,571	-	-	3,995	2,657	6,652	6,919
2010	3676	110	2035	1,448,000	1.280%	1,030,556	-	-	38,798	14,611	53,409	977,147
2011	3801	117	2036	1,073,000	1.470%	800,336	-	-	25,765	10,907	36,671	763,665
2012	1958	118	2037	479,000	3.400%	373,019	-	-	11,502	4,239	15,741	357,278
2017	4200	142	2047	3,000,000	3.150%	2,805,094	-	-	63,058	5,847	68,905	2,736,189
2019	4284	147	2049	2,500,000	2.660%	2,447,452	-	-	52,548	1,576	54,125	2,393,327
2020	4346	150	2050	3,000,000	1.990%	3,000,000	-	-	73,950	-	73,950	2,926,050
<b>Total Sidney</b>				<b>12,350,000</b>		<b>10,536,618</b>	<b>-</b>	<b>-</b>	<b>308,069</b>	<b>67,973</b>	<b>376,043</b>	<b>10,160,575</b>
View Royal												
2011	3802	117	2026	2,445,000	1.470%	1,152,777	-	-	122,106	51,689	173,795	978,982
2014	3937	127	2034	5,490,000	3.300%	4,267,119	-	-	184,364	48,915	233,279	4,033,840
<b>Total View Royal</b>				<b>7,935,000</b>		<b>5,419,896</b>	<b>-</b>	<b>-</b>	<b>306,470</b>	<b>100,604</b>	<b>407,074</b>	<b>5,012,822</b>
Highlands												
2004	3153	81	2024	571,021	2.850%	162,477	-	-	17,269	20,427	37,696	124,780
2016	4115	139	2026	500,000	2.100%	317,531	-	-	43,615	5,474	49,089	268,442
<b>Total Highlands</b>				<b>1,071,021</b>		<b>480,008</b>	<b>-</b>	<b>-</b>	<b>60,884</b>	<b>25,901</b>	<b>86,786</b>	<b>393,222</b>
				<b>1,696,000</b>								
Colwood												
2009	3596	105	2022	1,696,000	2.080%	320,345	-	-	102,004	55,026	157,030	163,315
2009	3596	105	2023	720,000	2.200%	189,154	-	-	39,362	21,234	60,595	128,558
2009	3596	105	2024	3,396,000	2.250%	1,108,715	-	-	169,600	91,491	261,091	847,623
2012	3852	121	2038	3,710,323	2.900%	2,938,797	-	-	83,732	30,861	114,593	2,824,204
2016	4060	137	2046	4,501,000	2.600%	4,133,498	-	-	87,190	12,863	100,053	4,033,446
<b>Total Colwood</b>				<b>14,023,323</b>		<b>8,690,509</b>	<b>-</b>	<b>-</b>	<b>481,888</b>	<b>211,475</b>	<b>693,363</b>	<b>7,997,146</b>

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, 2020		Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
						Previous Outstanding						
<b>MUNICIPALITIES</b>												
Sooke												
2006	3360	99	2026	8,800,000	1.530%	3,394,384	-	-	295,519	216,225	511,744	2,882,641
2007	3413	101	2027	617,101	2.250%	272,540	-	-	20,723	13,783	34,506	238,034
<b>Total Sooke</b>				<b>9,417,101</b>		<b>3,666,925</b>	<b>-</b>	<b>-</b>	<b>316,243</b>	<b>230,007</b>	<b>546,250</b>	<b>3,120,675</b>
<b>Total Municipal Debenture</b>				<b>282,550,570</b>		<b>146,869,657</b>	<b>45,400,000</b>		<b>9,362,108</b>	<b>3,364,852</b>	<b>12,726,960</b>	<b>179,542,697</b>
<b>Total General Debenture</b>				<b>47,286,000</b>	<b>-</b>	<b>29,587,981</b>	<b>1,040,000</b>		<b>2,715,886</b>	<b>629,346</b>	<b>3,345,232</b>	<b>27,282,749</b>
<b>Total Debenture Debt</b>				<b>329,836,570</b>		<b>176,457,639</b>	<b>46,440,000</b>		<b>12,077,994</b>	<b>3,994,198</b>	<b>16,072,192</b>	<b>206,825,446</b>
<b>Non-Debenture Debt</b>												
Vancouver Island Regional Library - Sooke				6,000,000		-	6,000,000		-	-	-	6,000,000
<b>Total Municipal and Other Non-Debenture</b>				<b>6,000,000</b>		<b>-</b>	<b>6,000,000</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000,000</b>
<b>Total General Non-Debenture</b>				<b>2,982,000</b>	<b>-</b>	<b>1,683,324</b>	<b>2,055,000</b>		<b>102,355</b>	<b>-</b>	<b>102,355</b>	<b>3,635,969</b>
<b>Total Non-Debenture Debt</b>				<b>8,982,000</b>	<b>-</b>	<b>1,683,324</b>	<b>8,055,000</b>		<b>102,355</b>	<b>-</b>	<b>102,355</b>	<b>9,635,969</b>
<b>Grand Total</b>				<b>\$ 338,818,570</b>		<b>\$ 178,140,962</b>	<b>\$ 54,495,000</b>		<b>\$ 12,180,349</b>	<b>\$ 3,994,198</b>	<b>\$ 16,174,547</b>	<b>\$ 216,461,415</b>

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT  
Sewer Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020	Additions 2021	Principal 2021	Actuarial 2021	Debt	December 31, 2021 Outstanding
							Previous Outstanding				Retirement 2021	
Millstream Site Remediation												
2010	3513	3725	112	2025	288,234	1.280%	115,409	-	15,473	6,049	21,522	93,887
2012	3513	3817	118	2027	200,000	3.400%	107,967	-	9,988	3,681	13,670	94,298
2013	3513	3882	124	2028	600,000	3.150%	363,328	-	29,965	9,467	39,431	323,897
2013	3513	3910	126	2028	611,766	3.850%	370,456	-	30,552	9,652	40,205	330,251
Total Millstream Site Remediation					1,700,000		957,160	-	85,978	28,849	114,827	842,332
Septage/Composting - Saltspring Island												
2009	3564	3594	105	2024	280,000	2.250%	91,412	-	13,984	7,543	21,527	69,885
2009	3564	3634	106	2024	400,000	2.250%	130,593	-	19,976	10,776	30,753	99,840
2010	3564	3677	110	2025	650,000	1.280%	260,260	-	34,893	13,641	48,534	211,726
2013	3564	3910	126	2028	770,000	3.850%	466,273	-	38,455	12,149	50,604	415,669
Total Septage/Composting - SSI					2,100,000		948,537	-	107,308	44,110	151,417	797,120
Debt - NWT - Vortex / Siphon Upgrade												
2011	3532	3769	116	2021	60,350	4.200%	7,153	-	5,025	2,128	7,153	-
Total NWT - Vortex / Siphon Upgrade					60,350		7,153	-	5,025	2,128	7,153	-
Debt - NWT - Macaulay Point/Genset												
2007	3339	3412	101	2022	196,790	2.250%	33,382	-	9,828	6,536	16,364	17,018
Total NWT - Macaulay Point/Genset					196,790		33,382	-	9,828	6,536	16,364	17,018
Debt - LWMP Core - NET / ECI Sewer Upgrade												
2006	3205	3325	97	2021	2,000,000	1.750%	172,965	-	99,883	73,081	172,965	-
2006	3205	3364	99	2021	4,000,000	1.750%	345,928	-	199,765	146,163	345,928	-
Total LWMP Core - NET / ECI Sewer Upg					6,000,000		518,892	-	299,648	219,244	518,892	-

**LONG-TERM DEBT**  
**Sewer Capital Fund**

Issue Date	LA Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice)												
2007	3205	3412	101	2022	7,000,000	2.250%	1,187,460	-	349,588	232,502	582,089	605,371
2007	3205	3457	102	2022	3,000,000	2.250%	508,913	-	149,823	99,644	249,467	259,446
2008	3205	3514	103	2023	1,000,000	2.650%	249,595	-	49,941	30,016	79,957	169,638
2008	3205	3547	104	2023	700,000	2.900%	174,716	-	34,959	21,011	55,970	118,745
<b>Total LWMP Core-NET/ECI Sewer Upg</b>					<b>11,700,000</b>		<b>2,120,683</b>	<b>-</b>	<b>584,311</b>	<b>383,173</b>	<b>967,483</b>	<b>1,153,200</b>
Debt - Craigflower PS Upgrade												
2006	3244	3364	99	2021	400,000	1.750%	34,596	-	19,979	14,616	34,596	-
2008	3244	3514	103	2023	80,000	2.650%	19,967	-	3,995	2,401	6,397	13,571
<b>Total Craigflower PS Upgrade</b>					<b>480,000</b>		<b>54,563</b>	<b>-</b>	<b>23,975</b>	<b>17,018</b>	<b>40,992</b>	<b>13,571</b>
Debt- LWMP Core Treatment Facilities												
2008	3461	3547	104	2023	10,000,000	2.900%	2,495,949	-	499,411	300,162	799,573	1,696,376
<b>Total LWMP Core Treatment Facilities</b>					<b>10,000,000</b>		<b>2,495,949</b>	<b>-</b>	<b>499,411</b>	<b>300,162</b>	<b>799,573</b>	<b>1,696,376</b>

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT  
Sewer Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020		Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
							Previous Outstanding						
Debt - Core Sewage Integrated Treatment Facilities													
2010	3615	3677	110	2025	12,000,000	1.280%	4,804,822	-	644,178	251,831	896,010	3,908,812	
Total Core Sewage Integrated Trtmnt. Facs.					12,000,000		4,804,822	-	644,178	251,831	896,010	3,908,812	
Debt - Core Area WasteWater Treatment Program													
2013	3887	3910	126	2038	6,100,000	3.850%	4,943,113	-	146,473	46,275	192,748	4,750,365	
2018	3887	4253	146	2043	15,000,000	3.200%	14,164,821	-	411,418	25,055	436,473	13,728,348	
2019	4204	4282	147	2044	60,000,000	2.660%	58,354,328	-	1,645,672	49,370	1,695,042	56,659,285	
2021	4204	4347	155	2031	20,000,000	3.030%	-	20,000,000	1,000,000	-	1,000,000	19,000,000	
Total Core Area WasteWater Trtmnt Pgrm.					101,100,000		77,462,262	20,000,000	3,203,563	120,701	3,324,264	94,137,998	
Debt - Oak Bay - Humber/Rutland													
2007	3332	3412	101	2022	450,000	2.250%	76,335	-	22,474	14,947	37,420	38,915	
Total Oak Bay - Humber/Rutland					450,000		76,335	-	22,474	14,947	37,420	38,915	
Debt - Ganges Sewer (S.S.I.)													
2016	4007	4114	139	2036	350,000	2.100%	295,505	-	13,026	1,635	14,660	280,844	
2017	4007	4198	142	2042	1,500,000	3.150%	1,372,835	-	41,142	3,815	44,957	1,327,878	
2018	4007	4253	146	2038	1,800,000	3.200%	1,664,014	-	66,988	4,080	71,068	1,592,946	
2019	4007	4318	149	2044	250,000	2.240%	243,143	-	6,857	206	7,063	236,080	
Total Debt - Ganges Sewer (S.S.I.)					3,900,000		3,575,496	-	128,013	9,735	137,748	3,437,749	
Debt - Maliview Sewer (S.S.I.)													
2006	2991	3364	99	2021	24,000	1.750%	2,073	-	1,196	877	2,073	-	
Total Maliview Sewer (S.S.I.)					24,000		2,073	-	1,196	877	2,073	-	
Debt - Magic Lake Estates (P.I.)													
2016	4048	4114	139	2026	745,000	2.100%	473,119	-	64,987	8,156	73,143	399,976	
2017	4048	4198	142	2027	250,000	3.150%	182,594	-	21,808	2,022	23,830	158,765	
2018	4048	4253	146	2028	535,000	3.200%	440,264	-	46,668	2,842	49,510	390,753	
2021	4320	4399	153	2051	2,500,000	2.410%	-	2,500,000	-	-	-	2,500,000	
2021	4320	4437	156	2051	1,260,000	1.980%	-	1,260,000	-	-	-	1,260,000	
Total Debt - Magic Lake Estates (P.I.)					5,290,000		1,095,977	3,760,000	133,463	13,021	146,483	4,709,494	



LONG-TERM DEBT  
Sewer Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
<b>Total Sewer - Debenture Debt</b>					<b>155,101,140</b>		<b>94,153,286</b>	<b>23,760,000</b>	<b>5,748,362</b>	<b>1,412,331</b>	<b>7,160,693</b>	<b>110,752,593</b>
<b>MFA Non Debenture Debt</b>												
2018	3887	3888			32,000,000	Variable	-			-		-
2019	4204	4252			64,000,000	Variable	-					-
2021	4204	4252			110,000,000	Variable	-	110,000,000	97,000,000		97,000,000	13,000,000
2021	4424	4374			500,000	Variable		500,000	-		-	500,000
2021	4425	4375			1,000,000	Variable		1,000,000	-		-	1,000,000
<b>Total Sewer - MFA Non Debenture Debt</b>					<b>207,500,000</b>	<b>-</b>	<b>-</b>	<b>111,500,000</b>	<b>97,000,000</b>	<b>-</b>	<b>97,000,000</b>	<b>14,500,000</b>
<b>P3 Agreement Non Debenture Debt</b>												
2021				2040	63,391,394	6.293%	-	63,391,394	1,346,995	-	1,346,995	62,044,400
<b>Total Sewer - P3 Agreement Non Debenture</b>					<b>63,391,394</b>			<b>63,391,394</b>	<b>1,346,995</b>	<b>-</b>	<b>1,346,995</b>	<b>62,044,400</b>
<b>Total Sewer - Non Debenture Debt</b>					<b>270,891,394</b>	<b>-</b>	<b>-</b>	<b>174,891,394</b>	<b>98,346,995</b>	<b>-</b>	<b>98,346,995</b>	<b>76,544,400</b>
<b>Total Debt - Sewer</b>					<b>\$ 425,992,534</b>	<b>-</b>	<b>\$ 94,153,286</b>	<b>\$ 198,651,394</b>	<b>\$ 104,095,356</b>	<b>\$ 1,412,331</b>	<b>\$ 105,507,688</b>	<b>\$ 187,296,993</b>

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT  
Water Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Highland Water												
2009	3580	3634	106	2024	250,000	2.250%	81,621	-	12,485	6,735	19,221	62,400
2012	3580	3817	118	2027	150,680	3.400%	81,342	-	7,525	2,774	10,299	71,044
<b>Total Highland water</b>					<b>400,680</b>		<b>162,963</b>	<b>-</b>	<b>20,010</b>	<b>9,509</b>	<b>29,519</b>	<b>133,444</b>
Highland & Fernwood Water (SSI)												
2011	3754	3800	117	2026	500,000	1.470%	235,740	-	24,971	10,570	35,541	200,199
<b>Total Highland water</b>					<b>500,000</b>		<b>235,740</b>	<b>-</b>	<b>24,971</b>	<b>10,570</b>	<b>35,541</b>	<b>200,199</b>
Beddis Water												
2013	3825	3882	124	2028	300,000	3.150%	102,643	-	24,987	7,894	32,882	69,761
2013	3825	3910	126	2023	70,000	3.850%	23,952	-	5,830	1,842	7,672	16,279
<b>Total Beddis Water</b>					<b>370,000</b>		<b>126,595</b>	<b>-</b>	<b>30,818</b>	<b>9,736</b>	<b>40,554</b>	<b>86,041</b>
Fulford Water												
2012	3758	3817	118	2027	145,000	3.400%	78,276	-	7,241	2,669	9,910	68,366
2012	3758	3850	121	2027	25,000	2.900%	13,495	-	1,249	460	1,709	11,786
<b>Total Fulford Water</b>					<b>170,000</b>		<b>91,771</b>	<b>-</b>	<b>8,490</b>	<b>3,129</b>	<b>11,619</b>	<b>80,152</b>
Cedar Lane Water												
2009	3425	3634	106	2024	108,000	2.250%	35,258	-	5,394	2,910	8,303	26,955
<b>Total Cedar Lane Water</b>					<b>108,000</b>		<b>35,258</b>	<b>-</b>	<b>5,394</b>	<b>2,910</b>	<b>8,303</b>	<b>26,955</b>

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT

Water Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Magic Lakes Water												
2010	3633	3677	110	2025	723,000	1.280%	289,492	-	38,812	15,173	53,985	235,507
2011	3633	3769	116	2026	250,000	1.470%	117,871	-	12,485	5,285	17,770	100,101
2012	3633	3850	121	2027	559,500	2.900%	302,035	-	27,942	10,299	38,241	263,795
2013	3633	3882	124	2028	1,002,500	3.150%	607,065	-	50,066	15,817	65,883	541,181
2013	3633	3882	126	2028	25,000	3.850%	15,137	-	1,249	394	1,643	13,494
<b>Total Magic Lakes Water</b>					<b>2,560,000</b>		<b>1,331,600</b>	<b>-</b>	<b>130,554</b>	<b>46,968</b>	<b>177,522</b>	<b>1,154,078</b>
Lyll Harbour/Boot Cove Water												
2009	3587	3634	106	2024	250,000	2.250%	81,620	-	12,485	6,735	19,221	62,399
2010	3587	3677	110	2025	180,000	1.280%	72,074	-	9,663	3,777	13,440	58,634
<b>Total Lyll Harbour/Boot Cove Water</b>					<b>430,000</b>		<b>153,694</b>	<b>-</b>	<b>22,148</b>	<b>10,513</b>	<b>32,661</b>	<b>121,033</b>
Skana Water-Mayne Island												
2007	3090	3457	102	2022	29,200	2.250%	4,954	-	1,458	970	2,428	2,526
<b>Total Skana Water-Mayne Island</b>					<b>29,200</b>		<b>4,954</b>	<b>-</b>	<b>1,458</b>	<b>970</b>	<b>2,428</b>	<b>2,526</b>
Fernwood Water												
2009	3581	3634	106	2024	100,000	2.250%	32,649	-	4,994	2,694	7,688	24,961
2010	3581	3677	110	2025	50,000	1.280%	20,020	-	2,684	1,049	3,733	16,287
2012	3581	3817	118	2027	45,000	3.400%	24,294	-	2,247	828	3,076	21,218
<b>Total Fernwood Water</b>					<b>195,000</b>		<b>76,962</b>	<b>-</b>	<b>9,926</b>	<b>4,572</b>	<b>14,497</b>	<b>62,465</b>

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT  
Water Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Wilderness Mountain												
2012	3504	3817	118	2027	281,000	3.400%	151,694	-	14,033	5,172	19,206	132,488
<b>Total Wilderness Mountain</b>					<b>281,000</b>		<b>151,694</b>	<b>-</b>	<b>14,033</b>	<b>5,172</b>	<b>19,206</b>	<b>132,488</b>
Regional Water Supply												
2007	3419	3514	103	2023	7,000,000	2.650%	1,747,162	-	349,588	210,113	559,701	1,187,461
2007	3419	3547	104	2023	8,000,000	2.900%	1,996,759	-	399,529	240,130	639,658	1,357,100
2007	3451	3514	103	2022	60,000,000	2.600%	14,975,684	-	2,996,469	1,800,973	4,797,442	10,178,243
2009	3419	3594	105	2024	9,000,000	2.250%	2,938,290	-	449,470	242,468	691,938	2,246,351
2009	3419	3634	106	2024	1,000,000	2.250%	326,477	-	49,941	26,941	76,882	249,595
2010	3661	3725	112	2025	6,500,000	1.280%	2,602,612	-	348,930	136,409	485,339	2,117,273
2011	3661	3769	116	2026	1,500,000	1.470%	707,225	-	74,912	31,711	106,623	600,603
2012	3661	3817	118	2027	4,500,000	3.400%	2,429,242	-	224,735	82,830	307,565	2,121,677
2013	3661	3882	124	2028	1,700,000	3.150%	1,029,436	-	84,900	26,823	111,722	917,713
2015	3902	4009	131	2030	3,000,000	2.200%	2,166,269	-	155,475	29,181	184,656	1,981,613
2016	3902	4059	137	2031	1,500,000	2.600%	1,172,339	-	77,738	11,468	89,206	1,083,133
2018	3902	4222	145	2033	5,000,000	3.150%	4,454,269	-	268,833	16,372	285,205	4,169,064
<b>Total Regional Water Supply</b>					<b>108,700,000</b>		<b>36,545,769</b>	<b>-</b>	<b>5,480,519</b>	<b>2,855,418</b>	<b>8,335,937</b>	<b>28,209,826</b>

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT  
Water Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2020 Previous Outstanding	Additions 2021	Principal 2021	Actuarial 2021	Debt Retirement 2021	December 31, 2021 Outstanding
Juan De Fuca Water Distribution												
2012	3782	3817	118	2027	2,500,000	3.400%	1,349,578	-	124,853	46,017	170,870	1,178,708
2013	3782	3882	124	2028	4,500,000	3.150%	2,724,978	-	224,735	71,001	295,736	2,429,242
2014	3782	3936	127	2029	5,000,000	3.300%	3,343,708	-	249,706	66,252	315,957	3,027,751
2016	3981	4059	137	2031	2,000,000	2.600%	1,563,121	-	103,650	15,291	118,941	1,444,180
2018	3981	4222	145	2033	3,000,000	3.150%	2,672,562	-	161,300	9,823	171,123	2,501,439
2020	3981	4344	150	2035	5,100,000	1.990%	5,100,000	-	294,910	-	294,910	4,805,090
<b>Total Juan De Fuca Water Distribution</b>					<b>22,100,000</b>		<b>16,753,947</b>	<b>-</b>	<b>1,159,153</b>	<b>208,383</b>	<b>1,367,536</b>	<b>15,386,411</b>
Juan De Fuca Water Distribution - DCC												
2006	3164	3364	99	2021	500,000	1.750%	43,239	-	24,969	18,270	43,239	-
2007	3164	3412	101	2022	500,000	2.250%	84,818	-	24,971	16,607	41,578	43,241
<b>Total Juan De Fuca Water Distribution-DCC</b>					<b>1,000,000</b>		<b>128,058</b>	<b>-</b>	<b>49,939</b>	<b>34,878</b>	<b>84,817</b>	<b>43,241</b>
<b>Total Water - Debenture Debt</b>					<b>136,843,880</b>		<b>55,799,005</b>	<b>-</b>	<b>6,957,418</b>	<b>3,202,728</b>	<b>10,160,146</b>	<b>45,638,859</b>
Non Debenture Debt												
<b>Total Water - Non Debenture Debt</b>					<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Debt - Water</b>					<b>\$136,843,880</b>		<b>\$ 55,799,005</b>	<b>\$ -</b>	<b>\$ 6,957,418</b>	<b>\$ 3,202,728</b>	<b>\$ 10,160,146</b>	<b>\$ 45,638,859</b>



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

## Defined terms

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**Accrual:** A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

**Amortization:** The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

**Audit:** An examination of an organization's financial statements and the utilization of resources by independent bodies.

**Balanced Budget:** A budget adopted by the legislative body and authorized by ordinance where proposed expenditures are equal to or less than proposed revenues.

**Budget:** A planning tool to develop a financial plan, that enhances local government accountability and service delivery, and sets out the legal expenditure authority. Legislation establishes requirements and deadlines for adoption of financial plans, and a local government may amend its plan during the year for unexpected expenditures. The financial plan must set out the proposed expenditures for the service; the proposed funding sources for the service; and the proposed transfers between funds in respect of the service.

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

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

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



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

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

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

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

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

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

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

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

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





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

**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.

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

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

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

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



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

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

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

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

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

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

**Risk:** The effect of uncertainty on specific objectives.

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

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



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

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

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

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

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