



Notice of Meeting and Meeting Agenda Capital Regional District Board

Wednesday, March 13, 2024

1:05 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

3. ADOPTION OF MINUTES

- 3.1. [24-246](#) Minutes of the January 31, 2024 and the minutes of the February 14, 2024 Capital Regional District Board meetings

Recommendation: That the minutes of the Capital Regional District Board meetings of January 31, 2024 and February 14, 2024 be adopted as circulated.

Attachments: [Minutes - January 31, 2024](#)
[Minutes - February 14, 2024](#)

4. REPORT OF THE CHAIR

5. PRESENTATIONS/DELEGATIONS

The public are welcome to attend CRD Board meetings in-person.

Delegations will have the option to participate electronically. Please complete the online application at www.crd.bc.ca/address no later than 4:30 pm two days before the meeting and staff will respond with details.

Alternatively, you may email your comments on an agenda item to the CRD Board at crdboard@crd.bc.ca.

6. CONSENT AGENDA

6.1. [24-196](#) Core Area Inflow & Infiltration Program - 2023 Summary

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: Core Area Inflow & Infiltration Program - 2023 Summary](#)
 [Appendix A: Core Area I&I Program 2023 Report](#)
 [Appendix B: Key I&I Stats for the Core Area Municipalities and First Nations](#)
 [Appendix C: Table Comparing Measured to Allocated Flows \(Bylaw 4304\)](#)
 [Appendix D: Map Summarizing I&I in the CRD's Core Area](#)

6.2. [24-197](#) Core Area Wastewater Treatment Plant Odour Mitigation Strategy

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: Core Area Wastewater Treatment Plant Odour Mitigation Strategy](#)
 [Appendix A: Odour Investigation Action Plan](#)

6.3. [24-238](#) Union of British Columbia Municipalities Grant for Emergency Operations Centres Equipment and Training 2024 - Motion of Support

Recommendation: The Electoral Areas Committee recommends to the Capital Regional District Board: That the Capital Regional District Board support an application to the Union of British Columbia Municipalities Community Emergency Preparedness for the Emergency Operations Centres Equipment and Training Grant 2024 and direct staff to provide overall grant management.
(NWA)

Attachments: [Staff Report: UBCM Grant for EOCs Equipment & Training 2024](#)
 [Appendix A: CEPF EOCs Equipment & Training Grant 2024 Application Form](#)

6.4. [24-128](#) Future Housing Priorities and Partnerships Framework

Recommendation: [At the February 14, 2024 CRD Board meeting, the recommendations presented in the staff report were carried. In addition, the following motion arising recommending referral to the Electoral Areas Committee was carried:

"That the Rural Housing Pilot Project Analysis and recommendations be referred to the Electoral Areas Committee for their review and possible recommendations to the Board"]

There is no recommendation. This report is for information only.

Attachments: [Staff Report: Future Housing Priorities & Partnerships Framework](#)
 [Appendix A: Future Housing Priorities & Partnerships White Paper](#)
 [Appendix B: Regional Housing: Acquisition Strategy](#)
 [Appendix C: Rural Housing Pilot Project Analysis](#)
 [Appendix D: Rural Housing Program Pilot \(2024\)](#)
 [Presentation: CRD Regional Housing Acquisition Study](#)
 [Presentation: Rural Housing Program Pilot Financial Analysis](#)

6.5. [24-096](#) Capital Regional District External Grants Update

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: CRD External Grants Update](#)
 [Appendix A: External Grants Dashboard](#)
 [Appendix B: Grant Alerts](#)

6.6. [24-097](#) Capital Regional District Investment Portfolio Holdings and Performance Annual Update

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: Investment Portfolio Holdings Update](#)
 [Appendix A: Investment Policy](#)
 [Appendix B: Market Analysis](#)
 [Appendix C: Invest Holdings & Performance](#)
 [Appendix D: MFAs Pooled Investment Products](#)

6.7. [24-132](#) Internal Controls Over Financial Reporting

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: Internal Controls Over Financial Reporting](#)

6.8. [24-184](#) 2024 Provincial Budget Highlights

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: 2024 Provincial Budget Highlights](#)
 [Appendix A: 2024 Provincial Budget Highlights](#)

6.9. [24-220](#) Literature Review of E-bike and Micro-mobility Safety

Recommendation: [At the February 21, 2024 Transportation Committee, the following motion arising was carried:]
That the Transportation Committee recommends to the Capital Regional District Board:
That the CRD Board advocate to the provincial government to consider amending the Motor Vehicle Act to allow electric wheelchairs and mobility scooters, and micro mobility devices, to operate in a safe manner in designated bike lanes and/or routes.
(NWA)

Attachments: [Staff Report: Literature Review of E-bike & Micro-mobility Safety](#)
 [Appendix A: A Review of Micro-mobility Devices](#)
 [Appendix B: Micro-mobility Brief to the Traffic Safety Commission](#)

6.10. [24-162](#) Use of Rigid Bollards on CRD Regional Trails

Recommendation: [At the February 21, 2024 Transportation Committee, the following motion arising was carried:]
The Transportation Committee recommends to the Capital Regional District Board:
That the CRD Board direct staff to report back on the findings of the design phase of the Trestles and Trail widening project, including but not limited to interim options and implications regarding the use of rigid bollards and possible alternatives such as flexible bollards.
(NWA)

Attachments: [Staff Report: Use of Rigid Bollards on CRD Regional Trails](#)
 [Appendix A: Letter from District of Saanich \(January 18, 2024\)](#)
 [Appendix B: Letter from Town of View Royal \(January 18, 2024\)](#)

6.11. [24-032](#) Motion with Notice: Advocacy for Province-wide Trip Reduction Program (Director Caradonna)

Recommendation: The Transportation Committee recommends to the Capital Regional District Board:
That the CRD echo Metro Vancouver's call for the BC Government to set up a province-wide trip reduction program, and that the Chair of the CRD Board send a letter to the Premier requesting the creation of and a timeline for the introduction of a trip reduction program.
(NWA)

Attachments: [Correspondence: Motion Re Advocacy Trip Reduction Program](#)

6.12. [24-260](#) 2024 Committee and External Membership Appointments - Update #2

Recommendation: That the Board receive for information the updated 2024 Committee and External Membership Appointments as attached.
(NWA)

Attachments: [2024 Board & Committee Membership Appointments](#)

7. ADMINISTRATION REPORTS

7.1. [24-157](#) Bylaw No. 4603: 2024 to 2028 Financial Plan Bylaw, 2024

Recommendation: 1. That Bylaw No. 4603, "2024 to 2028 Financial Plan Bylaw, 2024", be introduced and read a first, second and third time; and
(WA)
2. That Bylaw No. 4603 be adopted.
(WA, 2/3rds on adoption)
3. That the Staff Establishment Chart as attached in Appendix G be approved.
(WA)

Attachments: [Staff Report: Bylaw 4603 2024-28 Financial Plan](#)
[Presentation: CRD 2024 Financial Plan](#)
[Appendix A: 2024 Final vs 2023 Final Budgets](#)
[Appendix B: 2024 Operating Budget Overview](#)
[Appendix C: Drivers for Changes in Operating Budget](#)
[Appendix D: CRD 2024 Capital Budget Overview](#)
[Appendix E: CRD 2024 Major Projects > \\$500,000](#)
[Appendix F: Drivers for Changes in Capital Investment](#)
[Appendix G: CRD 2024 Staff Establishment Chart](#)
[Appendix H: Changes Operating Capital Reserve Forecasts](#)
[Appendix I: CRD 2024 Financial Indicators](#)
[Appendix J: Fin Plan Summaries Individual Muni EA Req](#)
[Appendix K: Public Input](#)
[Appendix L: Bylaw No.4603 Inclusive of Schedule AB](#)
[Appendix M: Operating Cost Summary by Service](#)
[Appendix N: 2024-28 Capital Project Listing by Service](#)
[Appendix O: EAC Final Budget Report](#)
[Appendix P: Requisition Participant-Impact Assess Values](#)
[Appendix Q: Part A](#)
[Appendix Q: Part B](#)
[Appendix Q: Part C](#)

7.2. [24-242](#) Biosolids Monthly Update - March

Recommendation: There is no recommendation. This report is for information only.

Attachments: [Staff Report: Biosolids Monthly Update - March](#)

7.3. [24-261](#) Bylaw No. 4605: Board Code of Conduct Bylaw No.1, 2024

Recommendation: 1. That Bylaw No. 4605, "Capital Regional District Board Code of Conduct Bylaw No. 1, 2024", be introduced and read a first, second and third time;
(NWA)
2. That Bylaw No. 4605 be adopted;
(NWA, 2/3rds on adoption)
3. That the Member Statement of Commitment attached as Appendix B be approved.
(NWA)

Attachments: [Staff Report: Adoption of the Board Code of Conduct Bylaw](#)
[Appendix A: Bylaw No. 4605](#)
[Appendix B: Member Statement of Commitment](#)

8. REPORTS OF COMMITTEES**Finance Committee****8.1. [24-212](#) Bylaw No. 4588: Regional Parks Loan Authorization Bylaw No. 1, 2024**

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4588, "Regional Parks Loan Authorization Bylaw No. 1, 2024", be introduced and read a first, second and third time; and
(WA)
2. That approval on behalf of the participating areas for Bylaw No. 4588 be obtained through the municipal and electoral area consent process, according to sections 346 and 347 of the Local Government Act, and if successful, that Bylaw No. 4588 be referred to the Inspector of Municipalities for approval.
(NWA)

Attachments: [Staff Report: Bylaw 4588 LA Regional Parks](#)
[Appendix A: Bylaw 4588](#)

9. BYLAWS**10. NOTICE(S) OF MOTION****11. NEW BUSINESS****12. MOTION TO CLOSE THE MEETING**

12.1. [24-250](#) Motion to Close the Meeting

- Recommendation:**
1. That the meeting be closed for Appointments in accordance with Section 90(1)(a) of the Community Charter. [1 item]
 2. That the meeting be closed for Labour Relations in accordance with Section (90)(1)(c) of the Community Charter. [1 item]
 3. That the meeting be closed for Litigation in accordance with Section 90(1)(g) of the Community Charter. [2 items]
 4. That the meeting be closed for Intergovernmental Relations under Section 90(2)(b) of the Community Charter. [2 items]

13. RISE AND REPORT**14. ADJOURNMENT****Voting Key:****NWA - Non-weighted vote of all Directors****NWP - Non-weighted vote of participants (as listed)****WA - Weighted vote of all Directors****WP - Weighted vote of participants (as listed)**

Meeting Minutes

Capital Regional District Board

Wednesday, January 31, 2024

1:00 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

Special Meeting

PRESENT

DIRECTORS: C. Plant (Chair), M. Little (Vice Chair), J. Bateman (for M. Tait) (EP), P. Brent, S. Brice, J. Brownoff, J. Caradonna, C. Coleman, Z. de Vries, B. Desjardins, S. Goodmanson, G. Holman (EP), S. Kim (for M. Alto) (EP), D. Kobayashi, C. McNeil-Smith, K. Murdoch, D. Murdock (EP), L. Szpak, D. Thompson (1:15 pm), S. Tobias (EP), A. Wickheim, K. Williams

STAFF: T. Robbins, Chief Administrative Officer; L. Hutcheson, General Manager, Parks and Environmental Services; K. Morley, General Manager, Corporate Services; S. Henderson, Senior Manager, Real Estate; A. Orr, Senior Manager Corporate Communications; G. Harris, Senior Manager, Environmental Protection; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Guest: K. Hamilton, Tavola Strategy Group

Regrets: Directors M. Alto, M. Tait, P. Jones, R. Windsor

The meeting was called to order at 1:03 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

Director Murdoch provided the Territorial Acknowledgement.

2. APPROVAL OF THE AGENDA

MOVED by Director Little, **SECONDED** by Director de Vries,
That the agenda for the January 31, 2024 Session of the Capital Regional District Board be approved with the addition of the following item:

2.b. Chairs Remarks

CARRIED

2.b. CHAIRS REMARKS

The reason I have called this meeting is out of an abundance of caution, and respect for the board. I say caution because I want us to be certain as a board that the process we are following is one that the board has faith in. It is undoubtedly the first time I can recall that the board has considered the consultation materials for public engagement at a board level, but I did not want to see the board at the end of the scheduled consultation process to say we do not accept the findings. We will hear from delegations, staff and a consultant and then we will have the opportunity to ask questions and then determine what we need to do. We can proceed one of three ways, if there is no motion arising, we accept the staff report for information only, or we can stop the consultation and revise the materials, or we can direct the chair of the board, and chair and vice chair of the environment committee to review materials. Today's meeting is not about the merits of land application, and the decision that the board has already made, this meeting is to discuss the consultation materials and the survey that has been created. Thank you for allowing me to speak to you and provide a overview of why we are meeting and thank you to staff for providing the report.

3. PRESENTATIONS/DELEGATIONS

3.1. Presentations

There were no presentations.

3.2. Delegations

MOVED by Director Murdock, **SECONDED** by Director Wickheim,
That a late delegation, Francois Broussard, be permitted to speak.
CARRIED

- 3.2.1.** [24-139](#) Delegation - Philippe Lucas; Representing Biosolid Free BC: Re: Agenda Item: 4.1. Long-Term Biosolids Management Planning - Engagement and Consultation Information

P. Lucas spoke to Item 4.1.

- 3.2.2.** [24-140](#) Delegation - Nikki Macdonald; Representing Peninsula Biosolids Coalition: Re: Agenda Item 4.1.: Long-Term Biosolids Management Planning - Engagement and Consultation Information

N. Macdonald spoke to Item 4.1.

Director Thompson joined the meeting in person at 1:15 pm.

- 3.2.3.** [24-141](#) Delegation - Jonathan O'Riordan; Mt. Work Coalition: Re: Agenda Item:
4.1. Long-Term Biosolids Management Planning - Engagement and
Consultation Information

J. O'Riordan spoke to Item 4.1.

- 3.2.4.** **24-160** Delegation - F. Broussard; Eco Esquimalt Climate Organizers: Re:
Agenda Item: 4.1. Long-Term Biosolids Management Planning -
Engagement and Consultation Information

F. Broussard spoke to Item 4.1.

4. SPECIAL MEETING MATTERS

4.1. [24-126](#)**Long-Term Biosolids Management Planning - Engagement and Consultation Information**

T. Robbins, L. Hutcheson, and K. Hamilton, Tavola Strategy Group, presented Item 4.1. for information.

Discussion ensued regarding:

- land application and gasification as options in the management plan
- participation feedback process for local governments
- consultation undertaken in the development of survey materials
- public engagement opportunities in electoral areas
- absence of risks in the survey and frequently asked questions (FAQs)
- First Nations engagement and consultation
- provincial review of Organic Matter Recycling Regulation of BC (OMRR)
- timeline of plan implementation related to provincial deadline
- consideration of a tiered engagement strategy on complex issues
- review of public participation framework
- demographic oriented survey questions related geographic location
- using new technology and social media to facilitate engagement
- providing additional historical references for public information

Director Brent left the meeting at 2:13 pm.

Motion Arising:

**MOVED by Director de Vries, SECONDED by Director Szpak,
That staff continue the survey as planned.**

**MOVED by Director Thompson, SECONDED by Director Caradonna,
That the motion arising be amended by adding the following words after the word "planned":**

- ", and amend the FAQ's to briefly reflect the more nuanced discussion of risk in Appendix E and mention the five risk areas identified by the Mount Work Coalition,
- amend survey language to be more specific and clear for example using "land application" rather than "beneficial use", and,
- assess whether responses before and after these changes are different."

Director Murdoch challenged the amendment as a point of order. Chair Plant ruled the amendment out of order and therefore would not be considered for debate.

Discussion ensued regarding updating the FAQ's and public engagement page on the CRD website.

**MOVED by Director Holman, SECONDED by Alternate Director Bateman,
That the motion arising be amended by adding the words after the word "planned":**

", while ensuring that the information provided more clearly acknowledges the health and environmental risks of beneficial biosolid uses if not properly managed."

MOVED by Director Caradonna, SECONDED by Director Thompson,

That the amendment be amended by adding the following words after the word "managed":

", as well as information on the CRD Board's position on biosolids, and a triple bottom line cost analysis of beneficial options."

Director McNeil-Smith challenged the amendment to the amendment as a point of order. Chair Plant ruled the amendment to the amendment not out of order and therefore would be considered for debate.

Discussion ensued regarding the viability of including triple bottom line cost analysis in FAQ's.

The question was called on the amendment to the amendment:

That the amendment be amended by adding the following words after the word "managed":

", as well as information on the CRD Board's position on biosolids, and a triple bottom line cost analysis of beneficial options."

CARRIED

Opposed: de Vries, Little, Plant, Szpak

The question was called on the amendment:

That the motion arising be amended by adding the words after the word "planned":

", while ensuring that the information provided more clearly acknowledges the health and environmental risks of beneficial biosolids uses if not properly managed, as well as information on the CRD Board's position on biosolids, and a triple bottom line cost analysis of beneficial options."

CARRIED

Opposed: Brice, Brownoff, de Vries, Little, Murdock, Szpak, Plant

MOVED by Director McNeil-Smith, **SECONDED** by Director Little,

That the meeting be extended past the 3 hour scheduled time.

CARRIED

Director Wickheim left the meeting at 4:08 pm.

Discussion ensued regarding:

- integration of public comments and questions into the survey and FAQ's
- core area service participants
- statement of the Board's and staff position on biosolids

The question was called on the main motion as amended:

That staff continue the survey as planned, while ensuring that the information provided more clearly acknowledges the health and environmental risks of beneficial biosolids uses if not properly managed, as well as information on the CRD Board's position on biosolids, and a triple bottom line cost analysis of beneficial options."

CARRIED

There is no recommendation. This report is for information only.

5. ADJOURNMENT

MOVED by Director de Vries, **SECONDED** by Director Thompson,
That the January 31, 2024 Capital Regional District Board meeting be adjourned
at 4:15 pm.

CARRIED

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

Meeting Minutes

Capital Regional District Board

Wednesday, February 14, 2024

1:05 PM

6th Floor Boardroom
625 Fisgard Street
Victoria, BC

PRESENT

DIRECTORS: C. Plant (Chair), M. Little (Vice Chair), M. Alto, K. Armour (for B. Desjardins), P. Brent, S. Brice, J. Caradonna, C. Coleman, Z. de Vries (1:18 pm), S. Goodmanson (2:47 pm), G. Holman, P. Jones, D. Kobayashi, C. McNeil-Smith, K. Murdoch, L. Szpak, M. Tait (EP), D. Thompson, S. Tobias (EP), M. Westhaver (for D. Murdock), A. Wickheim, K. Williams, R. Windsor

STAFF: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer; A. Fraser, General Manager, Integrated Water Services; S. May, Acting, General Manager, Parks and Environmental Services; K. Lorette, General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; S. Carey, Senior Manager of Legal Services; D. Elliott, Senior Manager, Regional Housing; C. Gilpin, Manager, Arts & Culture; G. Harris, Senior Manager, Environmental Protection; S. Henderson, Senior Manager, Real Estate; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors J. Brownoff, B. Desjardins, D. Murdock

The meeting was called to order at 1:05 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in the preceding meeting.

2. APPROVAL OF THE AGENDA

MOVED by Director Brice, **SECONDED** by Director Little,
That the agenda for the February 14, 2024 session of the Capital Regional District Board be approved with the following amendment:
- Item 6.2. be moved to be considered as agenda item 8.2.
CARRIED

3. ADOPTION OF MINUTES

3.1. [24-169](#) Minutes of the January 10, 2024 Capital Regional District Board Meeting

MOVED by Director Williams, **SECONDED** by Director Windsor,
That the minutes of the Capital Regional District Board meeting of January 10, 2024 be adopted as circulated.
CARRIED

4. REPORT OF THE CHAIR

Thank you staff and directors who attended the retirement celebration of former Parks and Environmental Services General Manager Hutcheson, and thank you for your service. The hiring of the new Parks and Environmental Services General Manager will take place over the next few months, and we expect to receive a recommendation from the selection committee in April. The agenda before us today ranges from the alternative approval process results to the extension of the campground in Central Saanich, it is interesting the scope of items that we as a board deal with. I want to thank everyone who worked to shape the recommendations coming forward, including staff.

5. PRESENTATIONS/DELEGATIONS

There were no presentations or delegations.

6. CONSENT AGENDA

Item 6.7. was removed from the consent agenda and moved to be considered under Administration Reports as Item 8.3.

**MOVED by Director Caradonna, SECONDED by Director Wickheim,
That consent agenda items 6.1., 6.3. through 6.6., and 6.8. through 6.15. be
approved.**

CARRIED

- 6.1. [24-151](#) Union of British Columbia Municipalities Grant for Emergency Support Services - Motion of Support

That the Capital Regional District Board support an application to the Union of British Columbia Municipalities Community Emergency Preparedness for the Emergency Support Services Grant 2024 and direct staff to provide overall grant management.

CARRIED

- 6.3. [24-057](#) Measures to Reduce Regional Greenhouse Gas Emissions

That the Climate Action service initiate a 2024 budget amendment for \$190,000 utilizing existing service budget reserves to accelerate climate mitigation action in order to get on track to achieve our 2038 GHG targets, including to accommodate:

- 1. a one-year auxiliary term position to develop a community mobilization program and undertake regional education activities; and**
- 2. additional policy analysis, regulatory reviews, and greenhouse gas (GHG) modelling related to innovative policy approaches identified through the GHG policy mapping initiative.**
- 3. to report back on modelling expanded mass transit in the CRD and its potential climate impacts.**

CARRIED

- 6.4. [24-056](#) Boats Management Options in Regional Waters for Local Governments
1. That staff host a regional workshop regarding boats management options for local governments.
 2. That Chair Plant contact appropriate provincial and federal ministers requesting their participation as well as their senior staff at the workshop.
- CARRIED**
- 6.5. [24-060](#) 2024 Appointments Advisory Committee
- That the membership of the Appointments Advisory Committee for 2024 include Governance Committee Chair Little and the following two committee members: Governance Committee Vice Chair Goodmanson and Director Brice.
- CARRIED**
- 6.6. [24-146](#) CRD Engagement Practices and Platforms
- This report was received for information.
- 6.8. [24-128](#) Future Housing Priorities and Partnerships Framework
1. That staff begin advancing efforts under the Regional Housing: Acquisition Strategy; and
 2. That the CRD negotiate and execute a Memorandum of Understanding with the Southern Gulf Islands Tourism Partnership to receive \$100,000 for staff coordination of the Rural Housing Program pilot scoping.
 3. That the Rural Housing Pilot Project Analysis and recommendations be referred to the Electoral Areas Committee for their review and possible recommendations to the Board.
- CARRIED**
- 6.9. [24-101](#) Reaching Home Program Agreement
- That Capital Regional District staff be authorized to negotiate, execute agreements with the Government of Canada and receive funds through the Reaching Home Program and do all things incidental to finalize such agreements and deliver the program.
- CARRIED**
- 6.10. [24-029](#) Regional Growth Strategy Indicators Report
- That staff include the Regional Growth Strategy Indicators report and appendix as part of future Board Strategic Priorities check-ins.
- CARRIED**
- 6.11. [24-051](#) Capital Regional District Emergency HazMat Team Service Review
- That staff be directed to distribute the report and to engage interest holders and to report back to the Committee with an implementation plan.
- CARRIED**

- 6.12. [24-062](#) Island View Beach Regional Park Campground - Operating Season Extension Pilot
- That the operating season for the Island View Beach Regional Park campground be extended to the end of the Thanksgiving weekend each year.
- CARRIED**
- 6.13. [24-085](#) Regional Parks Internal Inclusion and Accessibility Audit
- This report was received for information.
- 6.14. [24-059](#) Regional Water Supply 2024 Capital Plan Update
- Approve updating the 2024 Regional Water Supply Service Capital Budget and Five Year Capital Plan to include 2024 budget updates for projects 24-19, 20-16, 20-17, 21-03, 19-16, 18-18 and 21-11 as outlined in Appendix A.
- CARRIED**
- 6.15. [24-175](#) 2024 Committee and External Membership Appointments - Update #1
- That the Board receive for information the updated 2024 Committee and External Membership Appointments as attached.
- CARRIED**

7. ADMINISTRATION REPORTS

7.1. [24-174](#) AAP Results & Adoption for Bylaw 4552 - Borrowing for Land Assembly, Housing and Land Banking Service

K. Morley spoke to Item 7.1.

Director de Vries joined the meeting in person at 1:18 pm.

MOVED by Director Caradonna, SECONDED by Director Brent,
1. That the attached Certificate of Results of Alternative Approval Process for Bylaw No. 4552 (Appendix B) be received.

Discussion ensued regarding:

- legislative requirements and risk of the process being challenged
- cost analysis to support additional notification for future approval processes

**MOVED by Director Windsor, SECONDED by Director Caradonna,
That the meeting be recessed.
CARRIED**

The meeting went into recess at 1:31 pm.

The meeting reconvened at 1:34 pm.

Discussion ensued regarding:

- accessibility issues obtaining the form
- integration of using newer technology such as BC Services Card to verify elector responses
- previous examples of loan authorization bylaws not linked to the financial plan
- service establishment and loan authorization process

The question was called:

**1. That the attached Certificate of Results of Alternative Approval Process for Bylaw No. 4552 (Appendix B) be received.
CARRIED**

**MOVED by Director Caradonna, SECONDED by Director Brent,
2. That Bylaw No. 4552, "Land Assembly, Housing and Land Banking Loan Authorization Bylaw No. 3, 2023" be adopted.
CARRIED**

Opposed: Armour, Jones, Kobayashi, Wickheim, Windsor

Motion Arising:

**MOVED by Director Holman, SECONDED by Director Murdoch,
That staff be directed to bring to the Governance Committee a report with options for scaling and/or varying the notification process for CRD's Alternate Approval Processes.**

Discussion ensued regarding:

- analysis of existing processes
- public notice bylaw related to statutory public notices
- increasing communication efforts

The question was called on the motion arising:

That staff be directed to bring to the Governance Committee a report with options for scaling and/or varying the notification process for CRD's Alternate Approval Processes.

CARRIED

7.2. [24-093](#)

The History and Possible Future of the Performing Arts Facilities Select Committee

N. Chan spoke to Item 7.2.

Discussion ensued regarding strategic initiative check in timing.

MOVED by Director Caradonna, SECONDED by Director Alto,
That Capital Regional District 10b-2 to “scale up regional support for performing arts facilities within the region” be evaluated in terms of its scope and level of priority along with consideration to establish a new select committee at the next annual check-in of the 2023-2026 CRD Corporate Plan in late spring 2024.

CARRIED

7.3. [24-137](#)

Recommendation to Award Contract 2023-909, East Coast Interceptor and Bowker Sewer Rehabilitation 2024

A. Fraser spoke to Item 7.3.

MOVED by Director Murdoch, SECONDED by Director Kobayashi,
That Contract No. 2023-909, East Coast Interceptor and Bowker Sewer Rehabilitation 2024, be awarded to Insituform Technologies Ltd. for an amount of \$7,505,825 (excluding GST); and authorize staff to expend up to an additional \$400,000 in contract contingency funds as required during the execution of the project.

CARRIED

7.4. [24-161](#)

Biosolids Monthly Update - February

S. May presented Item 7.4. for information.

Discussion ensued regarding:

- plans for the equipment at the end of trial period
- contractor update
- clarification of procurement process and timeline
- June 2024 deadline to submit a plan to the Province

7.5. [24-100](#)

902 Foul Bay Road Housing Agreement Rescission Bylaw

K. Lorette spoke to Item 7.5.

MOVED by Director Caradonna, SECONDED by Director Szpak,
1. That Bylaw No. 4600, “Resale Control and Housing Agreement Rescission Bylaw (902 Foul Bay Road), 2024”, be introduced and read a first, second and third time.

CARRIED

MOVED by Director Caradonna, SECONDED by Director Szpak,
2. That Bylaw No. 4600 be adopted.

CARRIED

8. REPORTS OF COMMITTEES

Electoral Areas Committee

- 8.1. [24-194](#) Motion with Notice: Amendment to Board Procedures Bylaw (Director Holman)

MOVED by Director Holman, **SECONDED** by Director Wickheim,
That staff report to CRD Governance Committee regarding the implications and process for amending the Board Procedures Bylaw so that the CRD Board Chair participates in the Electoral Areas Committee on a voice without vote basis.
CARRIED

S. Goodmanson joined the meeting in person at 2:46 pm.

8.2. [24-195](#)**Municipal and Regional District Tax: Designation of Southern Gulf Islands Tourism Partnership Society as the Designated Destination Management Organization**

Discussion ensued regarding:

- implications on existing agreement
- use of tourism funds towards supportive housing
- economic impact to the board
- source of the funding

MOVED by Director Brent, SECONDED by Director Holman,

1. That the CRD Board Chair write a letter of support for Destination BC to designate the Southern Gulf Islands Tourism Partnership (SGITP) as the Destination Marketing Organization for the next five years for the Southern Gulf Islands and Salt Spring Island Electoral Areas as the designated accommodation area.

CARRIED

MOVED by Director Brent, SECONDED by Director Holman,

- 1. That SGITP commit to devoting the full amount of Online Accommodation Platform (OAP) Municipal and Regional District Tax (MRDT) revenues to affordable housing initiatives, except for an instance when there was a severe unanticipated decline in other MRDT revenues or a significant change in the programs the SGITP is supporting, to the extent that it could compromise the SGITP's ability to deliver its core marketing programs.**
- 2. That approximately \$100,000 of online MRDT be allocated annually to the CRD rural housing program, approximately \$50,000 for the Housing Now program, subject to changes over time in these programs and changes in online MRDT revenue.**
- 3. That \$100,000 of online MRDT (OAP) revenue in 2024 be allocated to SGITP's existing \$200,000 capital reserve for housing.**
- 4. That best efforts be made to ensure an equitable distribution of MRDT-related funding between electoral areas.**

MOVED by Director Holman, SECONDED by Director Wickheim,

That the main motion be amended by adding the following words to the transmittal statement:

"That the Electoral Areas Committee and Capital Regional District Board recommend to the Southern Gulf Islands Tourism Partnership (SGITP):"

CARRIED

The question was called on the main motion as amended:

That the Electoral Areas Committee and Capital Regional District Board recommend to the Southern Gulf Islands Tourism Partnership (SGITP):

- 1. That SGITP commit to devoting the full amount of Online Accommodation Platform (OAP) Municipal and Regional District Tax (MRDT) revenues to affordable housing initiatives, except for an instance when there was a severe unanticipated decline in other MRDT revenues or a significant change in the programs the SGITP is supporting, to the extent that it could compromise the SGITP's ability to deliver its core marketing programs.**
- 2. That approximately \$100,000 of online MRDT be allocated annually to the CRD rural housing program, approximately \$50,000 for the Housing Now program, subject to changes over time in these programs and changes in online MRDT revenue.**

3. That \$100,000 of online MRDT (OAP) revenue in 2024 be allocated to SGITP's existing \$200,000 capital reserve for housing.
4. That best efforts be made to ensure an equitable distribution of MRDT-related funding between electoral areas.

CARRIED

8.3. [24-153](#) Board Code of Conduct - Draft Bylaw Review

Discussion ensued regarding:

- exclusion of staff and public from submitting complaints
- preliminary assessment process

MOVED by Director Little, **SECONDED** by Director Murdoch,

1. That staff be directed to finalize the Board Code of Conduct Bylaw inclusive of the terms set out in the draft attached at Appendix A.
2. That the Board Code of Conduct Bylaw go directly to the Regional Board for readings and adoption at the March Board meeting.
3. Direct staff modify bylaw Section 18 to reference Board Chair and CAO as the parties to whom a Board Member may submit a complaint.
4. Staff bring forward a document for Directors to sign to show their acceptance and support for the Code of Conduct following adoption of the bylaw.
5. That staff develop a reporting out mechanism for the committee to review and conduct a review of this bylaw after the first year and report back to the Governance Committee.
6. That staff be directed to include a separate one-page flowchart of the Board Code of Conduct for easy Board reference.

CARRIED

9. BYLAWS

9.1. [24-177](#) Adoption of Bylaw 4574 - Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 3, 2023

MOVED by Director Wickheim, **SECONDED** by Director Kobayashi,
That Bylaw 4574, "Shirley Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1991, Amendment Bylaw No. 3, 2023" be adopted.
CARRIED

10. NOTICE(S) OF MOTION

There were no notice(s) of motion.

11. NEW BUSINESS

There was no new business.

12. MOTION TO CLOSE THE MEETING

12.1. [24-178](#)**Motion to Close the Meeting**

MOVED by Director Little, **SECONDED** by Director Murdoch,

1. That the meeting be closed for Appointments in accordance with Section 90(1) (a) of the Community Charter.

CARRIED

MOVED by Director Little, **SECONDED** by Director Murdoch,

2. That the meeting be closed for a Legal Update in accordance with Section 90(1)(i) of the Community Charter.

CARRIED

MOVED by Director Little, **SECONDED** by Director Murdoch,

3. That the meeting be closed for Intergovernmental Negotiations in accordance with Section 90(2)(b) of the Community Charter.

CARRIED

The Capital Regional District Board moved to the closed session at 3:26 pm.

13. RISE AND REPORT

The Capital Regional District Board rose from the closed session at 3:57 pm and reported on the following:

- In accordance with the Elk/Beaver Lake Recreational Use Advisory Committee Terms of Reference that the following be appointed to the Elk/Beaver Lake Recreational Use Advisory Committee for a term to expire December 31, 2025: Kyle Wiens

- In accordance with the Elk/Beaver Lake Recreational Use Advisory Committee Terms of Reference that the following be appointed to the Elk/Beaver Lake Recreational Use Advisory Committee for a term to expire December 31, 2026: Mick Collins, Jamie Disbrow, Peter Fargey, Pierre Malo

- In accordance with CRD Bylaw No. 3561 that the following be appointed to the Pender Island Parks and Recreation Commission for a term to expire December 31, 2024: Cecilia Suh

- In accordance with CRD Bylaw No. 3561 that the following be appointed to the Pender Island Parks and Recreation Commission for a term to expire December 31, 2025: George Leroux

- In accordance with the Solid Waste Advisory Committee Terms of Reference that the following be appointed to the Solid Waste Advisory Committee for a term to expire December 31, 2026: Melissa Hauzer

- In accordance with CRD Bylaw No. 3523 that the following be appointed to the Southern Gulf Islands Library Commission for a term to expire December 31, 2025: Mari Warrior

14. ADJOURNMENT

MOVED by Director Little, SECONDED by Director Szpak,
That the February 14, 2024 Capital Regional District Board meeting be adjourned
at 3:58 pm.

CARRIED

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, FEBRUARY 28, 2024**

SUBJECT **Core Area Inflow & Infiltration Program - 2023 Summary**

ISSUE SUMMARY

To present a summary of activities and accomplishments of the Core Area Inflow & Infiltration (I&I) Program for the period of 2022 to mid-2023, including infrastructure work carried out by the participating municipalities and efforts related to private property I&I.

BACKGROUND

The Core Area Liquid Waste Management Plan (CALWMP) sets out goals and commitments for municipalities, First Nations and the Capital Regional District (CRD) to manage I&I through the Core Area I&I Management Plan. Each year, the Core Area I&I Program presents progress toward meeting these commitments in an annual report that is distributed to each of the core area municipalities and First Nations. This staff report summarizes the highlights of that report, the full report, titled Core Area I&I Program 2023 Report, attached as Appendix A and is available on the public website here:

<https://www.crd.bc.ca/about/document-library/documents/plans-reports/wastewater-stormwater/2023-reports>

Overviews of municipal I&I actions, along with specific actions from this reporting period, are as follows:

- Colwood diligently inspects its new underground infrastructure to manage and prevent I&I. In 2022 to mid-2023, Colwood identified and corrected two cross connections, found two manholes with I&I issues (fixes in progress), and camera inspected 7.6 kilometers of sewer pipe.
- Esquimalt developed a plan for I&I reduction in the Colville Catchment, which was identified as the top priority in its I&I Management Plan. Detailed designs for the work will be prepared in the second half of 2023 with construction to follow. In 2022 to mid-2023, Esquimalt lined 80 meters of sewer main and repaired or replaced 21 sewer laterals and seven stormwater laterals. Working with the CRD Source Control program, Esquimalt removed a cross-connection that was a source of contaminants to the Gorge Waterway.
- Langford has a young sewer system and proactively keeps its I&I low to preserve sewer capacity for future growth. In 2022 to mid-2023, Langford completed numerous inspections in the Happy Valley Catchment and Phelps catchments to ensure that the inspection chambers in low lying areas were tight throughout the wet weather season. Langford also inspected 92 manholes and 5.0 kilometers of sewer main for I&I. Follow-up work included plugging manholes suspected of being sources of I&I during large storms and repairing or upgrading inspection chambers.

- Oak Bay will soon be starting construction of the Uplands Sewer Separation Project. The first phase with focus on the Humber catchment and will include new stormwater infrastructure (mains, manholes, catch basins, laterals) and the relining of three kilometers of sewer main. It's anticipated that construction will start shortly and be completed by December 2025. In 2022/2023, Oak Bay found 18 sewer cross-connections, nine of which have already been fixed. Oak Bay currently has several sanitary/stormwater upgrade projects in progress or in the pipeline. Oak Bay records show that 25 new sewer laterals were installed, and three unused sewer laterals were capped.
- Saanich continues its sewer maintenance and repair program, including camera inspections, sewer relining, smoke testing and flow monitoring. In 2022 to mid-2023, Saanich removed five stormwater cross-connections to the sewer system. It repaired or replaced 2.0 kilometers of sanitary sewer (including 134 new sewer service connections with inspection chambers), 15 sewer connections (with inspection chambers) and 19 manholes. It camera-inspected 18.4 kilometers of sewer main and completed eight spot repairs. Saanich also updated its Sewer Master Plan and sewer model, developed a replacement strategy for "no-corrode" (tarpaper) sewer laterals, and is developing an ongoing camera inspection program for critical sewers and trunk sanitary sewers.
- Victoria continues to manage its sewer repair and replacement work according to its sewer master plan. In 2022 to mid-2023, Victoria relined or replaced 1.5 kilometers of sewer pipe, eight manholes and 63 sewer laterals. T-liner technology, which focuses on sealing the interface of the sewer main and laterals, was used at 27 locations. Victoria camera inspected 34 kilometers of sanitary sewer mains. 470 meters of sewer mains were replaced by open trench excavation along with 16 sanitary laterals.
- View Royal continued its programs related to sewer maintenance and repairs, camera inspections, sewer flushing and flow monitoring. In 2022 to mid-2023, View Royal upgraded the Helmcken Bay pump station, including the addition of a flow meter.
- Esquimalt Nation had its sewer system inspected in 2018. Follow-up work included removing/capping four unused sewer laterals, repairing a manhole, doing a sewer main spot repair, and renewal of the Nation's sewer pump station. The Nation's sewer flows are not currently measured but the CRD plans to install a permanent sewer flow meter for the Nation in 2024. Amongst other things, the meter will be useful for determining if additional I&I reduction work is needed.
- Songhees Nation does routine sewer maintenance and repairs, as needed. In 2015, the Nation hired a consultant to investigate its sewer system for I&I sources and to provide detailed designs for remediation. For years, the work was ready for tender and awaiting funding from Indigenous Services Canada. It's been indicated that construction will start in 2024.

Through the Core Area I&I Program (see Appendix D, map summarizing I&I in the CRD's Core Area), the CRD continues to work with its municipal and First Nations partners on I&I-related management and reduction efforts. This includes regional flow monitoring, standardizing I&I approaches, preparing management plans and annual reports, education programs and private property I&I initiatives. This also involves coordination with municipalities and national

organizations that are dealing with similar issues. Key actions completed in 2022 to mid-2023 included:

- Flow data vetting and analyses (summary in Appendix B) along with a comparison of measured sewer flows to the flow allocations in CRD Bylaw No. 4304 (Appendix C) .
- Supporting the CRD update of Section Five of the CALWMP, which deals I&I and overflows. (The Province required this update as part of its conditional approval of Amendment 12 of the CALWMP.)
- Presenting a 1.5 hour webinar to the Canadian Association of Home and Property Inspectors encouraging the use of the CRD's educational materials related to "inspecting and maintaining underground pipes to reduce the risk of basement flooding".
- Work with the Saanich Peninsula municipalities to prepare initial I&I management plans (draft), including pump station derived sewer flow data, using tools and techniques from the Core Area I&I Program. (This work was funded through a separate budget.)

In 2023, CRD staff started work towards a 2024 submission of CALWMP Amendment 13 to the Ministry of Environment and Climate Change Strategy which will update the I&I section with new commitments that better reflect current sewer infrastructure, wastewater treatment and municipal asset management plans.

IMPLICATIONS

Environmental & Climate Implications

The work documented in the report supports CALWMP commitments related to reducing overflows, which will have a positive impact on local creeks, beaches and ecosystems.

Intergovernmental Implications

As a condition of the Ministry of Environment and Climate Change Strategy's (ENV) conditional approval of Amendment 12 to the CALWMP, the CRD was required to submit an amendment to the commitments pertaining to management of I&I and sanitary sewer overflows.

A Technical and Community Advisory Committee (TCAC) was established in late 2023 to provide recommendations to the Core Area Liquid Waste Management Committee (CALWMC) for CALWMP Amendment 13. This committee has met monthly since October 2023. Kerr Wood Leidal Associates Ltd. has been retained to prepare a report and make recommendations for the TCAC and CALWMC regarding Amendment 13.

First Nations consultation, in collaboration with the CRD's First Nations Relations team, and referral to all service participants will occur after the CALWMC receives TCAC comments and approves the final package.

Social Implications

Reduced I&I and overflows will reduce the number of beach closures and impacts on the natural environment. Public education and outreach programs for residents and businesses raise awareness of the issues and provide greater understanding of how everyone can contribute to I&I reduction.

Financial Implications

The CRD engages with core area municipalities and First Nations to identify and reduce the amount of rain and groundwater that enters the sanitary sewer system. The Core Area Inflow & Infiltration Program budget is \$408,000. The Core Area I&I Program prepares annual reports and management plans, generates sewer flow data for I&I analyses, assist municipalities with tasks related to I&I, develops strategies for addressing private property I&I and education and prepares monthly flow/I&I reports for each core area municipality and First Nation.

Municipal infrastructure repair initiatives are funded by the respective municipality. Monitoring, reporting, strategy and leadership are facilitated by the CRD I&I program.

CONCLUSION

This staff report summarizes the Inflow & Infiltration (I&I) related activities and accomplishments of the Core Area I&I Program, participating municipalities and First Nations for 2022 to mid-2023. While much work has been done to date, modelling indicates that sub five-year overflows will continue at the Clover Point long outfall. A Technical and Community Advisory Committee was convened in 2023 to review and make recommendations regarding an amendment to regional and municipal I&I commitments, which will need to be maintained or enhanced to prevent overflows for less than five-year rainfall events and ensure compliance with provincial regulation. The annual report will be forwarded to the core area municipal engineers for use in their I&I reduction programs.

RECOMMENDATION

There is no recommendation, this report is for information only.

Submitted by:	Joseph Marr, P.Eng., Senior Manager, Infrastructure Engineering
Concurrence:	Jason Dales, B.SC., WD IV, Senior Manager, Wastewater Infrastructure Operations
Concurrence:	Alicia Fraser, P. Eng., General Manager, Integrated Water Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Core Area I&I Program 2023 Report
Appendix B: Key I&I Stats for the Core Area Municipalities and First Nations
Appendix C: Table Comparing Measured Flows to Allocated Flows in Bylaw 4304
Appendix D: Map Summarizing I&I in the CRD's Core Area

Core Area Inflow & Infiltration Program - 2023 Report

Capital Regional District | October 2023



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- Appendix A: Core Area Liquid Waste Management Plan (CALWMP) Commitments Related to I&I
- Appendix B: Executive Summary: Core Area I&I Management Plan (2017)
- Appendix C: Example of Monthly Sewer Report for Core Area Municipalities and First Nations
- Appendix D: Summary of CRD Private Property I&I Work and Education to Date

CORE AREA INFLOW & INFILTRATION PROGRAM

2023 REPORT

EXECUTIVE SUMMARY

The Core Area Liquid Waste Management Plan (CALWMP) sets out goals and commitments for the municipalities, First Nations and Capital Regional District (CRD) to manage I&I through the Core Area I&I Management Plan. Each year, the Core Area I&I Program documents progress toward meeting these commitments in an annual report that is distributed to each of the core area municipalities and First Nations. Overviews of municipal I&I actions, along with specific actions from this reporting period, are as follows:

- Colwood diligently inspects its new underground infrastructure to manage and prevent I&I. In 2022 to mid-2023, Colwood identified and corrected two cross connections, found two manholes with I&I issues (fixes in progress), and camera inspected 7.6 kilometers of sewer pipe.
- Esquimalt developed a plan for I&I reduction in the Colville Catchment, which was identified as the top priority in its I&I Management Plan. Detailed designs for the work will be prepared in the second half of 2023 with construction to follow. In 2022 to mid-2023, Esquimalt lined 80 meters of sewer main and repaired or replaced 21 sewer laterals and seven stormwater laterals. Working with the CRD Source Control program, Esquimalt removed a cross-connection that was a source of contaminants to the Gorge Waterway
- Langford has a young sewer system and proactively keeps its I&I low to preserve sewer capacity for future growth. In 2022 to mid-2023, Langford completed numerous inspections in the Happy Valley Catchment and Phelps catchments to ensure that the inspection chambers in low lying areas were tight throughout the wet weather season. Langford also inspected 92 manholes and 5028 meters of sewer main for I&I. Follow-up work included plugging manholes suspected of being sources of I&I during large storms and repairing or upgrading inspection chambers.
- Oak Bay will soon be starting construction of the Uplands Sewer Separation Project. The first phase with focus on the Humber catchment and will include new stormwater infrastructure (mains, manholes, catch basins, laterals) and the relining of three kilometers of sewer main. It's anticipated that construction will start in Fall of 2023 and be completed by December 2025. In 2022/2023, Oak Bay found 18 sewer cross-connections, nine of which have already been fixed. Oak Bay currently has several sanitary/stormwater upgrade projects in progress or in the pipeline. Oak Bay records show that 25 new sewer laterals were installed, and three unused sewer laterals were capped.
- Saanich continues its sewer maintenance and repair program, including camera inspections, sewer relining, smoke testing and flow monitoring. In 2022 to mid-2023, Saanich removed five stormwater cross-connections to the sewer system. It repaired or replaced 2,000 meters of sanitary sewer (including 134 new sewer service connections with inspection chambers), 15 sewer connections (with inspection chambers) and 19 manholes. It camera-inspected 18,400 meters of sewer main and completed eight spot repairs. Saanich also updated its Sewer Master Plan and sewer model, developed a replacement strategy for "no-corrode" (tarpaper) sewer laterals, and is developing an ongoing camera inspection program for critical sewers and trunk sanitary sewers.
- Victoria continues to manage its sewer repair and replacement work according to its sewer master plan. In 2022 to mid-2023, Victoria relined or replaced 1,510 meters of sewer pipe, eight manholes and 63 sewer laterals. T-liner technology, which focuses on sealing the interface of the sewer main and laterals, was used at 27 locations. Victoria camera inspected 34 kilometers of sanitary sewer mains. 470 meters of sewer mains were replaced by open trench excavation along with 16 sanitary laterals.

- View Royal continued its programs related to sewer maintenance and repairs, camera inspections, sewer flushing and flow monitoring. In 2022 to mid-2023, View Royal upgraded the Helmcken Bay pump station, including the addition of a flow meter.
- Esquimalt Nation had its sewer system inspected in 2018. Follow-up work included removing/capping four unused sewer laterals, repairing a manhole, doing a sewer main spot repair, and renewal of the Nation's sewer pump station. The Nation's sewer flows are not currently measured but the CRD plans to install a permanent sewer flow meter for the Nation in late 2023/2024. Amongst other things, the meter will be useful for determining if additional I&I reduction work is needed.
- Songhees Nation does routine sewer maintenance and repairs, as needed. In 2015, the Nation hired a consultant to investigate its sewer system for I&I sources and to provide detailed designs for remediation. For years, the work was ready for tender and awaiting funding from Indigenous Services Canada. It's been indicated that construction will start in 2024.

Through the Core Area I&I Program, the CRD continues to work with its municipal and First Nations partners on I&I-related management and reduction efforts. This includes regional flow monitoring, standardizing I&I approaches, preparing management plans and annual reports, education programs and private property I&I initiatives. This also involves coordination with municipalities and national organizations that are dealing with similar issues. Key actions completed in 2022-2023 included:

- Flow data vetting and analyses including a comparison of measured sewer flows to the flow allocations in CRD Bylaw No. 4304.
- Supporting the CRD update of Section 5 of the CALWMP, which deals I&I and overflows. (The Province required this update as part of its conditional approval of Amendment 12 of the LWMP.)
- A 1.5 hour webinar to the Canadian Association of Home and Property Inspectors regarding the CRD's educational materials related to "inspecting and maintaining underground pipes to reduce the risk of basement flooding".
- Work with the Saanich Peninsula municipalities to prepare initial I&I management plans (draft), including pump station derived sewer flow data, using tools and techniques from the Core Area I&I Program. (This work was funded through a separate budget.)

The following table summarizes the keys I&I related stats for each of the core are municipalities and First Nations.

Jurisdiction	Ave. Pipe Age ¹ (years)	Contributes to Overflows (for sub 5yr. storms)	Peak 24hr Flow (for a statistical 5yr. storm)	
			Compared to ADWF ²	Compared to CRD Bylaw Flow Allocation ³
Colwood	20	No	2.3 x ADWF	41% Allocated Flow
Esquimalt	87	No	6.9 x ADWF	106% Allocated Flow
Langford	17	No	2.0 x ADWF	30% Allocated Flow
Oak Bay	76	Yes	~9.0 x ADWF	>143% Allocated Flow
Saanich	48	No	3.4 x ADWF	63% Allocated Flow
Victoria	95	Yes	5.4x ADWF	98% Allocated Flow

Jurisdiction	Ave. Pipe Age ¹ (years)	Contributes to Overflows (for sub 5yr. storms)	Peak 24hr Flow (for a statistical 5yr. storm)	
			Compared to ADWF ²	Compared to CRD Bylaw Flow Allocation ³
View Royal	35	No	3.5 x ADWF	~50% Allocated Flow
Esquimalt First Nation ⁴	43	No	5.1x ADWF	101% Allocated Flow
Songhees First Nation	43	No	5.1x ADWF	106% Allocated Flow

¹ Average pipe age directly correlates to I&I as pipes deteriorate over time. Additionally, pipe materials and installation practices have improved greatly over time.

² The key I&I commitment in the Liquid Waste Management Plan is to be under 4x ADWF by 2030.

³ The peak 24-hour flow allocations in CRD Bylaw 4304 were setup based on requests from each municipality/First Nation, the core area sewer model and consultant expertise. If the allocations aren't exceeded, sub-5-year overflows should not occur.

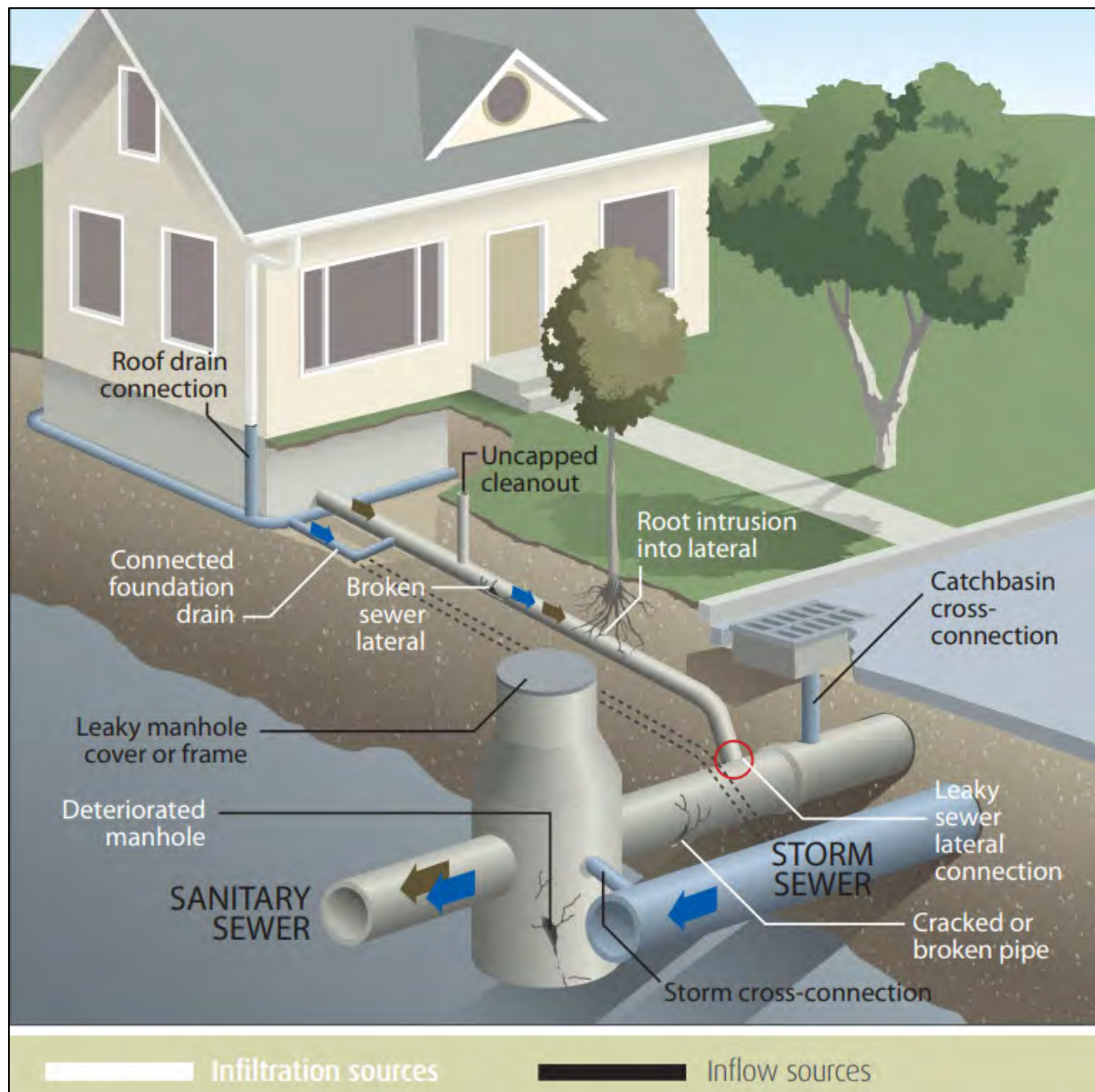
⁴ Jurisdiction is not flow metered. The flows are based on a correlation with a nearby catchment as recommended by a consultant.

1. BACKGROUND

1.1 Inflow & Infiltration

Inflow and infiltration (I&I) refers to rainwater and groundwater that enters the sanitary sewer through a variety of defects (Figure 1.1). Inflow sources allow rainwater to enter the sanitary sewer through improper plumbing connections such as cross-connected roof drains or catch basins. Infiltration sources allow groundwater to seep into the sanitary sewer through cracks or bad joints in sewer pipes and manholes. A certain amount of I&I is unavoidable and is accounted for in routine sewer design. However, when I&I exceeds design allowances, sewer capacity is consumed and may result in overflows, risks to health, damage to the environment and increased conveyance treatment and disposal costs.

Figure 1.1: Common Sources of I&I



1.2 Drivers for I&I Reduction

Municipalities have finite resources and budgets which must be allocated based on their council's priorities and direction. For an I&I related capital project to be approved, it generally needs to strongly support one or more of the following interrelated “drivers”.

- Regulatory compliance (i.e., preventing overflows and excessive I&I).
- Asset management (i.e., maintaining sanitary sewer systems and replacing components at the end of their service life).
- Future growth (i.e. maintaining or creating sewer capacity for future development / densification).
- Climate change (i.e. climate models predict more extreme rainfall events in the future. As such, sewer capacity needs to be maintained or created to accommodate this to prevent overflows).
- Synergistic upgrades (i.e. combining related when doing upgrades (i.e. if a road needs to be dug up to replace sewers, there is an opportunity to cost effectively replace other buried infrastructure at the same time).

1.3 Study Area

The CRD's core area is a partnership of seven local governments and two First Nations. These include Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal, the Esquimalt Nation and the Songhees Nation. Sewer flows from these jurisdictions discharge to CRD trunk sewers. The flows are then conveyed to the McLaughlin wastewater treatment plant (Figure 1.2). Table 1.1 summarizes the sewer infrastructure in the core area.

Figure 1.2 Map of the Capital Regional District Core Area Highlighting the CRD Trunk Sewers



Table 1.1: Sewer Infrastructure in the CRD Core Area

* Excludes Hartland Landfill site, but includes Hartland Leachate Line

Jurisdiction		Gravity Sewers (km)	Force Mains (km)	Man holes	Pump Stations	Laterals **	Average Pipe Age *** (years)	% Developed Properties Connected to Sewer
Colwood	Municipal	37	7.3	568	10	2,159	19	45%
	Private	5.2	3.7	120	12		20	
	Gov't of Canada	6.7	2.7	125	6		31	
Esquimalt	Municipal	57	4.0	874	12	3,404	55	100%
	Private	0.2	0.0	3	0		86	
	Gov't of Canada	16	4.5	368	23		50	
Langford	Municipal	118	22	1,769	14	8,522	16	83%
	Private	11.4	2.1	167	10		15	
Oak Bay	Municipal	100	2.0	1,312	7	3,813	75	100%
	Private	2.4	1.4	32	3		27	
Saanich	Municipal	550	19	6,503	39	29,475	42	94%
	Private	7.1	0.4	122	153		34	
Victoria	Municipal	233	3.2	2,855	12	13,676	94	100%
	Private	0.0	0.0	3	2		N/A	
View Royal	Municipal	45	5.8	864	17	2,119	34	96%
	Private	2.4	0.6	33	5		17	
First Nations	Esquimalt	1.4	0.3	22	1	N/A	27	100%
	Songhees	N/A	0.3	N/A	1	N/A	N/A	99%
CRD Owned *		52	48	293	16	3	0	N/A
Total		1,247	128	15,979	200	62,646		

** Some estimated

*** Based on gravity and force mains

1.4 Liquid Waste Management Plan I&I Commitments

Section 5 of the CALWMP is entitled “*Management of Infiltration and Inflow and Control of Wastewater Overflows*” (Appendix A). The key commitment is as follows: “the CRD and the participating municipalities commit to the following actions to reduce I&I sufficiently to reduce maximum daily wet weather flows to less than four times the average dry weather flow by 2030.”

As a condition of Amendment 12 to the CALWMP, the CRD is required to update Section 5 of the CALWMP. The current version of Amendment 12 is out of date as the action steps are complete. In the summer of 2023, the CRD initiated a formal process for the update of Section 5 (consultant, technical and community advisory committee, etc.) with the work taking place in the second half of 2023.

Appendix B contains the executive summary for the Core Area I&I Management Plan.

1.5 CRD Bylaw Requirements for I&I

CRD Bylaw 2312, as amended by Bylaw No. 4304 (2020), allocates the maximum allowable average dry weather flow and peak wet weather flow for each municipal / First Nation input into the regional sewer system. The bylaw also includes a process for addressing bylaw exceedances. To help assess compliance

with the bylaw, the CRD continuously measures the flows entering the regional sewer system and once a year sends each municipality / First Nations a summary of how their flows compare to their allocations.

The CRD also informs the core area municipalities and First Nations about their flows into the regional sewer system through monthly sewer reports (key tables, figures, stats, etc.) that are distributed quarterly. Appendix C contains an example of a monthly sewer report.

1.6 Progress on Reducing Overflows and Sewage Discharges to the Environment

Prior to late 2020, all core area sewage was discharged to the marine environment through the CRD's Clover pump station or Macaulay pump station deep sea outfalls. The sewage from both locations was screened for solids but was not treated. These discharges were allowed by permit, through the Ministry of Environment.

Prior to 2022, several CRD sites in the core area routinely overflowed during storm events. When overflows occurred, they were investigated, documented, and reported to Emergency Management BC.

Significant effort and resources have been used to reduce overflows and untreated discharges to the marine environment in the core area. Table 1.2 highlights this work.

Table 1.2: Core Area Projects to Reduce I&I / Overflows

Project	Impact on Overflows	Cost
McLoughlin Treatment Plant (2020)	Treats sewage for the entire core area.	~\$760M Part of core area treatment plant project
Arbutus Storage Tank (2021)	Used during storm events to temporarily store sewer flows from Saanich. Results in additional downstream capacity and reduced overflow frequency/volumes at Clover.	
Trent Forcemain Connector (2021)	Removed a bottleneck in the CRD trunk sewer system. Eliminated overflows from multiple locations for sub-5-year storms.	
Clover Pump Station Upgrade and Forcemain (2020)	Pumps sewage from the east side of the core area to the treatment plant. Before 2020, none of this sewage was treated.	
Craigflower Pump Station Replacement (2015)	The old Craigflower pump station reached the end of its design life and did not have enough capacity for the Westshore's growth. The new pump station has more capacity, but the forcemain will need to be upsized to meet future demand.	
Trent Pump Station and Forcemain (2008)	Eliminated sub-100-year overflows to Bowker Creek, which is a highly sensitive receiving environment.	~\$20M
Installed Screens / Screening Chambers at all CRD Overflow Locations	The screens ensure that any overflowing sewage doesn't have particles over six millimeter in size, reducing impacts on the environment.	
Marigold Storage Tank (2001)	Eliminated sub-5-year overflows to Colquitz Creek and the Gorge Waterway, which are environmentally sensitive to sewage.	

Project	Impact on Overflows	Cost
Municipal PS upgrades (2000 ongoing)	Various projects including adding Supervisory Control and Data Acquisition (SCADA) systems, backup power and storage tanks to help eliminate overflows to nearby waterways; notably the Gorge Waterway.	
Oak Bay's Separation of the Combined Sewers in the Uplands (Ongoing, construction starting in 2023)	These sewers currently overflow during relatively small rainfall events. The Province and Oak Bay have an agreement in place for the separation of these sewers.	~\$20M
Ongoing Flow Monitoring and I&I Analyses	The CRD and municipalities have mature, ongoing programs for sewer investigation, rehabilitation, upsizing, and renewal. The work is supported by the collection of sewer flow data from almost 100 sewer flow meter sites and routine I&I analyses.	

With the work in Table 1.2 largely complete, the core area sewer model predicts that the only location that should overflow for sub-5-year rainfall events is the Clover pump station long outfall; the same outfall that discharged sewage continuously from the 1970's to 2020. The model estimates that overflows would be at least 4x dilute (equivalent to primary treatment levels) for approximately 80 hours annually (less than 1% of the total annual flow). *Note that Oak Bay's combined sewers in the Uplands also overflow during rainfall events but Oak Bay has submitted a Combined Sewer Separation Plan to the Province for their approval.)*

Future overflow reductions would need to come from a combination of the following:

- I&I reduction work at the defect-by-defect level, which is expensive and time consuming. Ideally, this work would be addressed long term through Sewer Master Plans and Asset Management Plans due to the high cost. (For reference, it is estimated that it would take less than \$200 million to eliminate sub-5-year overflows from Clover, with work focused on municipal sewers and private laterals in Oak Bay and Victoria).
- Storage tanks, which are difficult to site and don't fix the underlying issues related to sewer condition and I&I. (For context, the core area "Sanitary Model Update and Flow Study" report notes that the peak overflow volume for a 5-year storm at Clover Point is 57,000 cubic meters, a volume roughly equivalent to 11 Arbutus storage tanks).
- Wet weather treatment plant(s), which would operate for approximately 80 hours per year and don't fix the underlying issues related to sewer condition and I&I.

Complicating things is the commonly accepted notion that half of all I&I comes from private property.

1.7 Public Property vs. Private Property I&I (PPI&I)

Property owners own and are responsible for maintaining their sewer laterals from their home/building to the property line. Municipalities own and are responsible for maintaining the municipal sewers as well as laterals located between the property line and the municipal sewer main (Figure 1.3). The exception to this is Oak Bay (Figure 1.4), where property owners own and are responsible for maintaining the entire lateral from their home/building to the municipal sewer main.

Figure 1.3: Sewer Lateral Ownership and Responsibility *(except Oak Bay)*

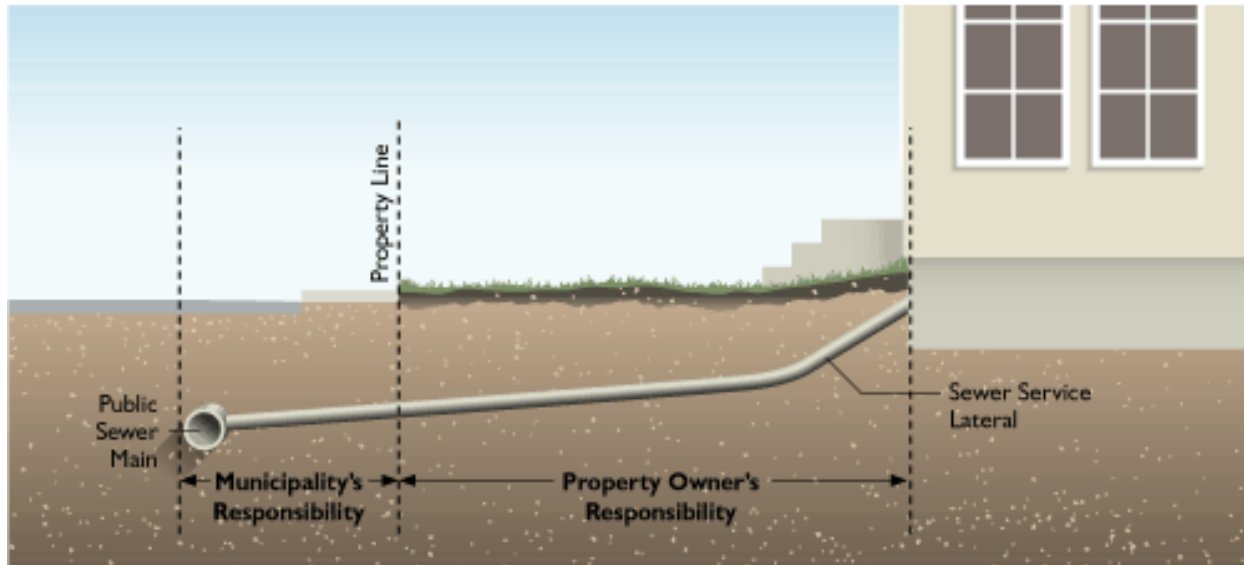
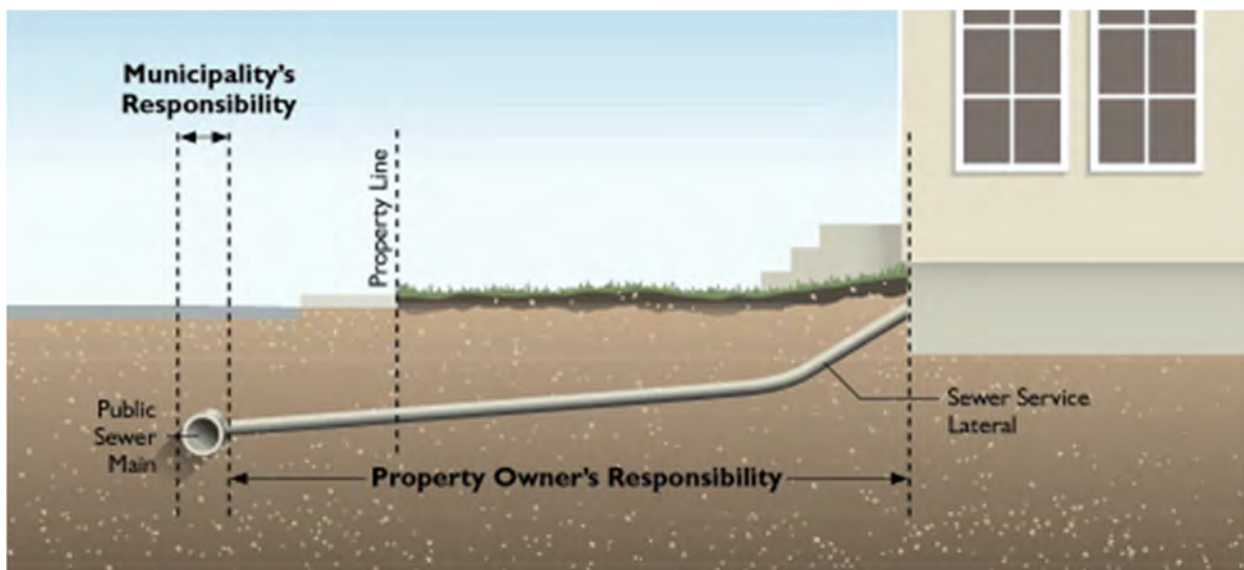


Figure 1.4: Sewer Lateral Ownership and Responsibility in Oak Bay



Municipalities and regional districts generally have mature programs for inspecting, maintaining, and replacing their sewer pipes. In contrast, property owners rarely inspect or repair their laterals unless there has been a pipe failure or blockage.

1.8 Private Property I&I Initiatives

In North America, it is commonly estimated that half of all I&I comes from private properties. As such, it is important that municipalities adopt strategies for addressing it. Since 2010, the core area I&I program has worked on education initiatives and options for private property I&I programs for the core area (Appendix D).

The CRD has two sets of well-developed education approaches for I&I. The goal of both approaches is to encourage the inspection and maintenance of sewer laterals. The first approach (2010) provides a general background on I&I and overflows. This approach is typical for I&I education in North America. The second approach (2020) focuses on encouraging the maintenance of underground pipes to prevent basement flooding. This approach is novel and was built through collaboration with stakeholder groups (insurance industry, realtors, plumbers, home inspectors, etc.). It resonates with the target audience, especially at the following times: time of home sale, when applying for a building permit, when interacting with a plumber or during times of flooding.

The CRD has also worked towards establishing private property I&I programs for the core area. This includes reports summarizing private property I&I approaches from around North America in 2011, 2014, and 2022 as well as novel local solutions. However, addressing private property I&I has proven difficult for the following reasons:

- Politically, these programs are hard to implement because it's so rare for municipalities with separated sewer systems (i.e., separate pipes for sewage and stormwater) to have programs that substantially address private property I&I. There are currently no such programs in Canada. The approximately 40 such programs in the USA were mandated by the Environmental Protection Agency.
- The work is expensive. Pipe inspections cost approximately \$250 and fixes typically cost in the thousands.
- Municipalities have liability risks when working on (or requiring work on) private property.
- Municipalities face tough decisions for how they prioritize their finite municipalities resources (i.e., staff time, tax dollars).
- The issue is complicated. For example:
 - Private property I&I is only a problem in catchments with elevated I&I. It's often not a problem in younger catchments/municipalities with low I&I.
 - Fixing cross-connections is the most efficient way to address private property I&I but finding them is complex and time consuming.
 - Voluntary approaches generally have very little uptake.
 - Regulatory programs (i.e. time of sale lateral replacements) have the downside of impacting large numbers of properties that don't contribute to I&I. In addition, efforts to implement these programs consistently fail unless the programs are imposed by a regulator.

1.9 Core Area I&I Program

The I&I program is guided by the Core Area I&I Subcommittee, which was established in the mid-1990s to work regionally to identify various methods of reducing and controlling I&I. The subcommittee comprises representatives from the CRD, Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria and View Royal, and typically meets several times per year. The goals of the program are to:

- Prepare annual I&I reports and I&I Management Plans.
- Collect or generate sewer flow data and analyze for I&I.
- Carry out studies to better understand I&I related issues and options for moving forward.
- Assist municipalities with tasks related to I&I.

- Develop strategies to understand and address private property I&I.
- Develop education strategies encouraging the repair and maintenance of private property laterals.
- Work in collaboration with Metro Vancouver and other jurisdictions on issues related to I&I.
- Prepare monthly wastewater flow/I&I reports for each core area municipality and First Nation (aimed at municipal engineering staff and First Nations administration) to help them better understand their sewer flows.

2. KEY ACTIONS: 2022 TO MID 2023

2.1 Colwood

Colwood diligently inspects its new underground infrastructure to manage and prevent I&I. In 2022 to mid-2023, Colwood:

- Discovered and corrected two cross connections.
- Repaired or replaced four sanitary sewer frames and castings.
- Repaired 10 inspection chambers.
- Camera inspected numerous inspection chambers.
- Camera inspected 7,606 meters of municipal sewer mains.
- Identified two sources of I&I in sanitary manholes (fixes in progress).
- Collected long-term flow data from Colwood's Wilfert, Metchosin, and Ocean pump stations along with the DND Belmont pump station (data collected by the CRD's I&I program).

Colwood's is currently drafting a report for council recommending an increase in municipal pump station flow monitoring, to help better understand I&I in the municipality. The plan is to work on this initiative with the CRD's I&I program. (The CRD provided similar support for in the past for Colwood's previous SCADA system).

2.2 Esquimalt

In 2022 to mid-2023, Esquimalt worked on the following I&I-related actions:

- Lined 80 meters of sewer main.
- Removed one cross connection on Gosper Crescent removing a source of contaminants to the Gorge Waterway. (Work was coordinated with the CRD Source Control program.)
- Started investigative work identified in Esquimalt's I&I Management Plan.
- Had a consultant develop a plan for I&I reduction in the Colville Catchment, which was identified as the top priority in the Esquimalt's I&I Management Plan. The plan will be used to hire a consultant for detailed design in the second half of 2023 with construction to follow.
- Procured and installed flow monitoring equipment. Data gathered from the new equipment will help staff narrow down I&I issues.
- Installed 15 new sanitary laterals, 15 new stormwater laterals and 10 catch basins.
- Repaired or replaced 21 sewer laterals and seven stormwater laterals that were impacted by blockages or failures.
- Continued its programs related to sewer cleaning, camera inspections and pipe assessments for the remaining portions of the storm and sanitary collection systems.

2.3 Langford

Langford has a rapidly expanding new sewer system. It diligently inspects new connections and is incentivized to monitor and repair the sewer system to preserve sewer capacity for future growth. In 2022 to mid-2023, Langford worked on the following I&I-related actions:

- Inspected 92 manholes for inflow and infiltration.
- Rehabilitated 37 sewer inspection chambers and inspected a further 54 others for I&I issues.

- Inspected and flushed 500 meters of sewer main for I&I focused camera inspections.
- Plugged suspect manholes in the Happy Valley catchment suspected of being sources of I&I issues during large storms.
- Completed numerous inspections in the Happy Valley Catchment and Phelps catchments to ensure inspection chambers in low lying areas were tight throughout the wet weather season.
- Installed 13 concrete boxes on sewer inspection chambers to protect them against damage and I&I issues.
- Repaired two manholes; one with frame and cover issues, and another with grading issues due to surrounding drainage.
- Camera inspected 5,028 meters of sewer. The inspection identified a municipal sewer pipe that had a significant break/gap in the pipe that was subsequently fixed.

2.4 Oak Bay

Oak Bay will soon be starting construction on the Uplands Sewer Separation Project. The first phase of the project will focus on the Humber catchment. The work will include new stormwater mains, manholes and catch basins on Beach Drive, Norfolk, Midland and Ripon, 53 stormwater catch basins along with 152 new stormwater laterals to each property. It also includes lining three kilometers of sewer main. It's anticipated that construction will start in Fall 2023 and be completed by December 2025.

Oak Bay's public works staff carried out the following I&I related actions:

- Flushed/cut/clean 10.7 kilometers of storm mains and 18.3 kilometers of sewer main.
- Dye tested 71 laterals and found 18 cross connections, nine of which have been fixed.
- Completed 25 storm main spot repairs and 18 sanitary sewer spot repairs.
- Installed seven new catch basins and replaced or repaired an additional 25 catch basins.
- Repaired two sewer laterals and two storm laterals.
- Installed one new stormwater manhole and repaired five storm manholes.

Oak Bay records show that the following I&I related work was carried out on private property:

- 16 new houses were constructed with new sewer laterals, storm laterals and inspection chambers.
- Three unused sewer laterals and one unused storm lateral were capped.
- Nine sewer laterals, 17 storm laterals were newly installed or replaced.
- Many inspection chambers were installed at existing homes.

Through contracts, Oak Bay:

- Is updating its storm drain master plan (ongoing).
- Completed storm drain infrastructure projects on Lincoln Road and Margate Avenue.
- Is in the process of updating sewer and stormwater infrastructure on Dalhousie Street.
- Completed reports including the Beach Drive Sanitary Sewer Feasibility Study and Options analysis, Windsor Sanitary Phase 1 and 2, Thompson Storm main upgrades, and Mayhew Storm main upgrades.
- Is in the planning stages for sewer and/or storm work on Runnymede Avenue, Topp Avenue, Meadow Place, Cadboro Bay and Estevan with construction anticipated in the second half of 2023 or 2024.

Oak Bay is planning its transition from paper-based asset management to a digitized approach. The new approach will standardize what information is captured, improve how the data integrates with the asset management program, and include procedures for improving workflows between Public Works and Engineering. The approach will be more efficient and make it easier to log and retrieve key data such as maintenance history, break history etc. As such, the approach will improve how I&I related defects are discovered and addressed.

Note that some of this work overlaps calendar years and thus may be documented in I&I Annual Reports for consecutive years.

2.5 Saanich

Saanich replaces and renews its sanitary sewer infrastructure through its capital and maintenance programs. Saanich carried out the following capital and maintenance activities in 2022/2023:

- Camera inspected and assessed 18,431 meters of sanitary sewer main, almost all on sanitary lines requiring frequently scheduled maintenance.
- Replaced or installed 2,003 meters of sanitary sewer, including 134 new sewer service connections with inspection chambers.
- Repaired 15 sewer service connections, including three which required full pipe replacements.
- Repaired 16 manhole and replaced three manholes.
- Completed eight sewer spot repairs.
- Removed five stormwater cross connections to the sanitary sewer system (three in Brett pump station catchment, two in Wetherby pump station catchment, and one in Cordova Bay pump station catchment).
- Repaired three manholes found to be causing I&I in Cordova Bay Lift Station catchment.
- Inspected 70 potential no corrode sanitary service connections.

Saanich carried out the following planning initiatives in 2022/2023:

- Update of the Sewer Master Plan and sanitary sewer model resulting in recommendations for addressing system deficiencies and prioritized planning initiatives.
- Work to address “no-corrode” (tarpaper) pipe in Saanich including field verified that Saanich’s list of no-corrode pipes was correct, input the data into Saanich’s GIS, and developed a no-corrode service connection replacement strategy.
- Flow monitoring investigations within the Garnet Lift Station and Ash Lift Station catchments to identify Peak Wet Weather Flows and I&I values.
- Developed an ongoing Closed-Circuit Television (CCTV) Program for all critical sewers and trunk sanitary sewers.

The following work is currently in progress:

- Sewer camera inspection and analysis of 30,295 meters of sanitary sewer mains including high priority sewers (checklist lines) and large diameter trunk mains.
- Sewer camera inspection program planning for high-risk sanitary sewers and forcemains.
- Planning the replacement of four sanitary sewer lift stations.
- Reviewing discharge points into the CRD trunk sewer system including I&I reviews and system capacity constraints.
- Operational reviews of the Beach Park Lift Station and Albina Lift Station including smoke testing for their catchment areas
- Developing an internal sewer flow monitoring program operating procedure and I&I response strategy.

2.6 Victoria

The City of Victoria continues to manage its sewer repair and replacement of its infrastructure as part of the Sewer Master Plan, which was fully updated in 2018.

Highlights of the I&I-related work carried out in 2022 include:

- Four FloDar flow meters were upgraded to 4G modems.
- 63.9 kilometers of sanitary sewer mains were cleaned by City crews.
- 11 kilometers of sewer mains were camera inspected by City crews.
- 5.4 km of sanitary sewer mains were inspected by contractors along with 755 sewer and stormwater laterals.

- 1,510 meters of sanitary sewer mains were relined using cured-in-place technology under the City's annual lining contract.
- 27 sanitary sewer laterals were relined using T-liner technology with a focus on sealing the main/lateral interface. As part of this work, eight inspection chambers were also installed, and 101 meters of sewer lateral were relined using cured-in-place technology.
- 354 linear meters of sanitary sewer mains, and five sanitary sewer manholes were replaced by open trench excavation by city crews and 29 sanitary sewer laterals were repaired/replaced during construction.
- The Disaster Mitigation and Adaptation Fund program under a federal grant has commenced. The program's goal is to upgrade select sewer, storm drain and water main infrastructure over nine years to address challenges due to natural hazards (e.g., earthquakes, climate change as well as increased demand). The design and construction work started in late 2020 and will continue until 2028. As part of the grant, six sanitary sewer manholes and 403 meters of sanitary sewer mains were replaced by open trench excavation by contractors in 2022.

Highlights of the I&I-related work carried out in in the first half of 2023 include:

- 11,900 meters of sanitary sewer mains were CCTV inspected by City of Victoria crews.
- 4,970 meters of sanitary sewer mains were inspected by contractors along with 157 sanitary sewer laterals.
- 77.3 kilometers of sanitary sewer mains were cleaned by City crews.
- Three sanitary sewer manholes were replaced by City crews as part of ongoing system maintenance.
- 130 meters of sanitary sewer mains were repaired by City crews following an assessment of the main condition.
- 12 sanitary sewer laterals were repaired, and 24 sanitary sewer laterals have been replaced by City crews.
- 118 linear meters of sanitary sewer mains was replaced by open trench excavation by City crews along with 11 sanitary laterals.
- One catch basin was upgraded.

2.7 View Royal

View Royal continues its sewer maintenance and repair program, which includes camera inspections, sewer flushing and flow monitoring. In 2022 to mid-2023, View Royal completed the following sewer work related to I&I:

- Continued its program of camera-inspecting and flushing sewer mains and manhole inspections.
- Upgraded the Helmcken Bay pump station, including the addition of a flow meter.

2.8 Esquimalt First Nation

In 2018, the Esquimalt Nation hired a consultant to inspect its sewer system and prepare a report containing recommendations for maintenance, repairs and I&I reduction. In 2019 and 2020, the First Nation removed/capped four unused sewer laterals, completed a point repair, grouted a manhole and renewed its pump station. In late 2023 / early 2024, the CRD plans to install a meter to measure the Nation's sewer entering the regional sewer system. The data will be used for core area sewer cost sharing and to monitor the Nation's I&I trends long-term.

2.9 Songhees First Nation

Songhees Nation does routine sewer maintenance and repairs, as needed. In 2015, the Nation hired a consultant to investigate its sewer system for I&I sources and to provide detailed designs for remediation.

For years, the work was ready for tender and awaiting funding from Indigenous Services Canada. It's been indicated that construction on the I&I reduction project will start in 2024.

2.9 CRD

The CRD carried out a number of I&I related actions in 2022 to mid-2023:

- Flow data vetting and I&I analyses for a large network of sewer flow meters.
- Preparing monthly reports for the core area municipalities and First Nations.
- Supporting the CRD update of Section 5 of the CALWMP, which deals I&I and overflows. (The Province required this update as part of its conditional approval of Amendment 12 of the LWMP.)
- The I&I Program delivered a 1.5-hour webinar to the Canadian Association of Home and Property Inspectors on February 28, 2023. The presentation focused on the CRD's educational materials to encourage homeowners to have their sewer laterals inspected to prevent basement flooding. Home inspectors are key stakeholders and were encouraged to use these materials to educate their clients.
- The CRD is in the process of installing six new permanent flow meters. Five of these meters will be used for cost sharing and assessing compliance with the municipal sewer flow allocations in Bylaw 4304. The remaining meter is needed for operational purposes. Construction (kiosks, conduit, meters, etc.) is anticipated for late 2023 and 2024.
- Through separate budgets, the I&I Program worked with the Saanich Peninsula municipalities to prepare initial I&I management plans (draft) using tools and techniques from the Core Area I&I Program. This included significant work to generate sewer flow data from municipal pump stations.

2.4 Future Initiatives

Table 2.1: Anticipated Next Steps for Supporting I&I Reduction

Action	Description / Timeline
Assessing the Accuracy of Municipal Pump Station Flow Data – Phase 2	<ul style="list-style-type: none"> • In 2021, a project was carried out to check the accuracy of municipal pump station flow data generated by the I&I program (Phase 1). For a small number of pump stations, it was found that the methods used to create the flow data were not suitable. The purpose of Phase 2 is to assess options for getting reliable flow data for these pump stations.
Rain Gauge Network Review / Calibration Checks	<ul style="list-style-type: none"> • Rainfall data is critical to I&I calculations. The purpose of this work is to do calibration checks of each of the core area owned rain gauges and to confirm that data is being stored accurately in SCADA.
Pump Station Flow Data for Colwood and Saanich	<ul style="list-style-type: none"> • Colwood and Saanich currently cannot derive sewer flow data from their sewer pump stations. The CRD and its consultants will work with both to assess options and may provide resources for implementation.
Municipal Pump Station Real Time Flows / I&I Monitoring	<ul style="list-style-type: none"> • Sewer flow data for a number of municipal pump stations is currently generated every few years by downloading data from SCADA (i.e., wetwell levels and pump starts/stops) and sending it to FlowWorks.com. The calculations are already setup online. The purpose of this task is to automate the process so that data can be viewed in FlowWorks.com in real time.

3. OVERFLOWS

3.1 Overview

Sanitary sewer overflows are releases of raw sewage into storm drains and/or local waterways. The majority of sewer overflows occur during heavy rainfall events as a result of I&I overwhelming the capacity of the sewer system. Overflows may also occur as a result of sewer blockage, pipe failure and pump station failures. Sewer overflows can expose people, pets and the environment to sewage, harmful chemicals, infectious bacteria, viruses, parasites, etc. The risks associated with sewage releases are influenced by the following characteristics of the receiving environments:

- public use (e.g., shoreline access, kayaking, swimming, shellfish harvesting)
- habitat sensitivity (e.g., productive or endangered habitats such as shellfish areas, kelp beds and herring spawning sites)
- flushing characteristics (e.g., exposed coastline or in-land waters)

CRD staff monitor regional overflow points through the CRD SCADA system, which alerts operators when overflows occur. The core area municipalities have similar systems for monitoring their pump stations for overflows. When overflows occur, they are investigated, documented and reported to Emergency Management BC.

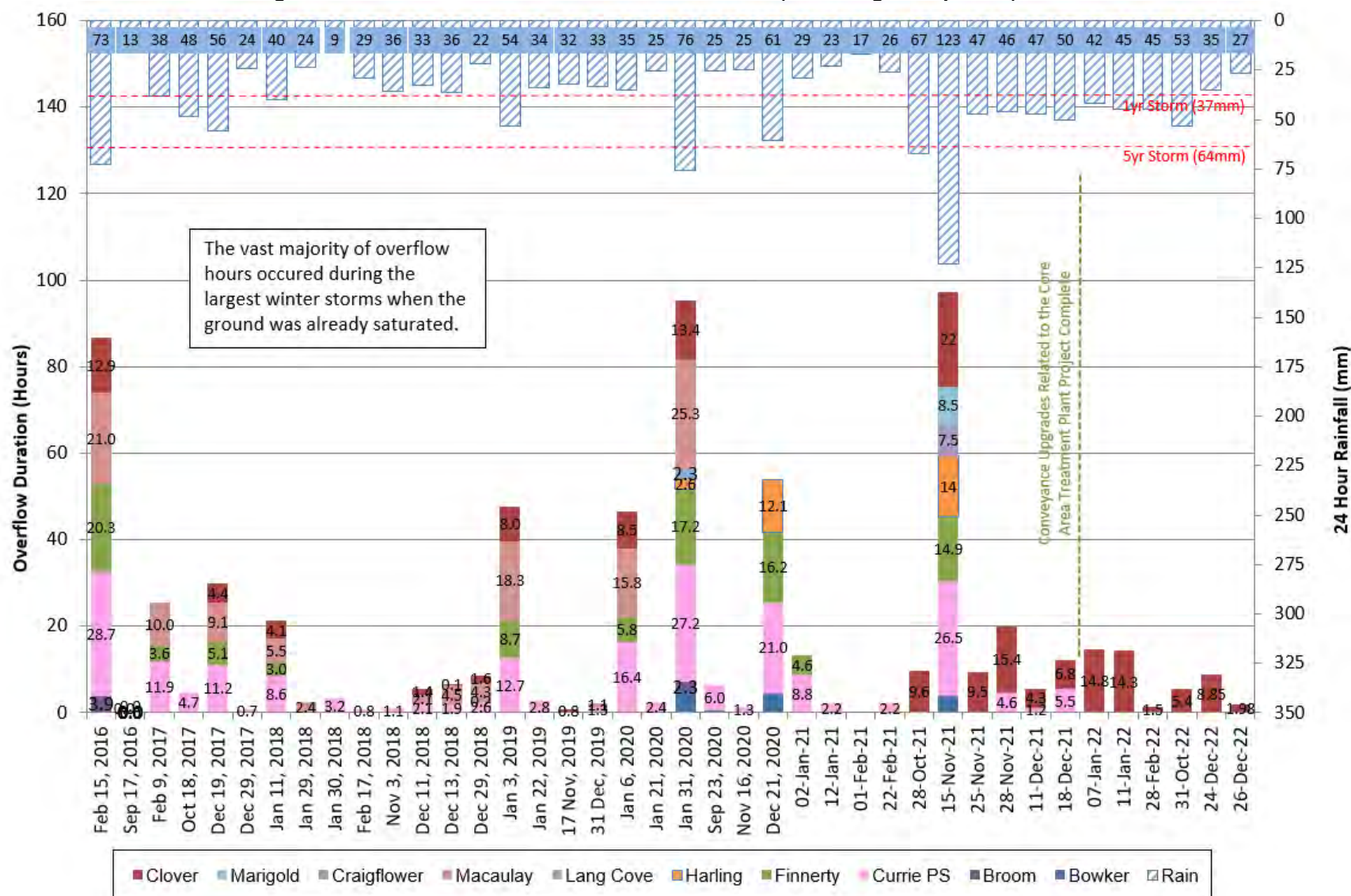
3.2 Reported Overflows

Figure 3.1 summarizes the specific overflow events by year for 2016 to mid-2023. Note that:

- The vast majority of overflow hours occur during very large storm events when conditions are saturated.
- Since the treatment plant project conveyance upgrades were complete (early 2022), the Clover long outfall is the only location in the core area to overflow for sub-5-year rainfall events.
- Overflows from the Humber and Rutland pump stations are excluded from Figure 3.1 because their catchments have combined sewers which overflow during most storms. Oak Bay already has an approved plan with the Province for separating these combined sewer catchments.

Since 2008, overflows to moderate and high sensitivity receiving environments (i.e. Bowker Creek, Gorge Waterway) have essentially been eliminated thanks to a number of high profile projects (see Table 1.2). The only exceptions to this were overflows to Bowker Creek: 1) during a summer storm when the Trent pump station was down for maintenance in 2013, related to the construction of the Trent Forcemain Connector in 2020, and an overflow during a 100-year storm in 2021.

Figure 3.1: CRD Overflows from 2016 to March 2023 (excluding the Uplands)



4. I&I RATES FOR THE CORE AREA

Regional I&I flow rates for the core area are generally analyzed every three years because there are not enough significant storm events to justify I&I analyses on an annual basis. In general, there are between zero to three significant storm events per year. The most recent I&I results analysis was completed using data up to March 2022. The results are documented in this report.

The results of the I&I analyses are summarized as follows:

- A map of the entire core area displaying the most recent 5-year peak I&I rates for individual catchments is in Figure 4.1.
- The individual I&I rates within each municipality have been converted into an overall weighted average for each municipality and compared with previous years' estimated I&I rates (see Table 4.1). This table is useful in providing a performance measure benchmark for each municipality to track overall I&I trends, but it must be interpreted with caution because it summarizes a vast amount of data into single municipal averages. For instance, a single very high I&I sub-area could skew the overall municipal average, or a single year of erratic weather and/or flow data could lead to misleading results. Therefore, it is prudent to allow sufficient time to measure the full effect of any I&I reduction work in addition to gathering, compiling and analyzing weather patterns and I&I rates to track overall trends.
- I&I tends to predictably increase as sewers age due to the deterioration of sewer material, types of sewer material, the environment and the installation practices of the day.
- In general, the rate of I&I tends to increase in proportion to the age of the system due to deterioration of sewer material, types of sewer material, the environment and the installation practices of the day. Older systems usually need more work than newer systems. The primary goal of the I&I program is to reduce I&I to an optimum cost-benefit level. It is expensive to size wastewater facilities to accommodate vast amounts of I&I, but it can be equally expensive to rehabilitate or replace sewers to reduce I&I. Therefore, the optimal I&I level is the most cost-effective combination of I&I reduction and I&I accommodation.

Figure 4.1: I&I Rates Map for the CRD Core Area

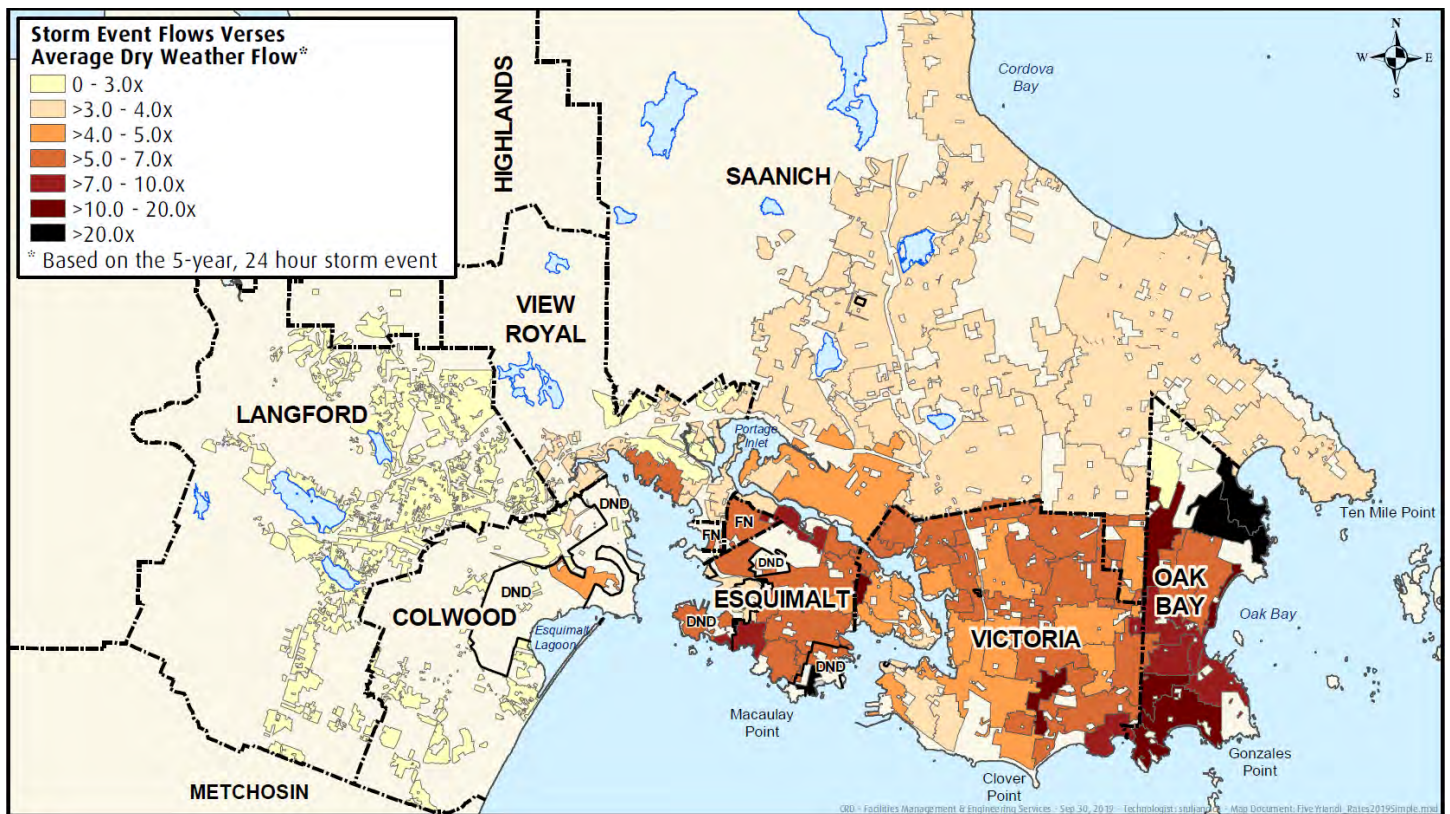


Table 4.1: Summary of CRD Core Area Municipal Peak 5-Year I&I Rates

Municipality	Ave. Age of Sewers	Estimated 5-Year I&I Rate ¹ (L/ha/day)						5-Year Peak Flows ¹ Compared to Average Dry Weather Flow (ADWF)
		2010	2012	2014	2016	2019	2022	
Colwood	20	10,309	8,540	7,965	8,777	8,777	8,777	2.3 x ADWF
Esquimalt	87	52,412	52,599	48,727	51,471	48,786	56,015	6.9 x ADWF
Langford	17	11,023	9,364	9,222	10,606	8,587	10,291	2.0 x ADWF
Oak Bay ²	76	51,873	48,133	46,600	55,686	56,123	56,123 ₃	9.0 x ADWF
Saanich	48	15,514	13,613	15,427	15,223	14,369	15,932	3.4 x ADWF
Victoria	95	96,734	94,281	84,650	76,026	73,490	75,162	5.4 x ADWF
View Royal	35	12,322	12,294	13,216	14,525	11,541	16,037 ₄	3.5 x ADWF
First Nations	43	35,160	35,160	48,052	48,052	38,573	44,457	5.1 x ADWF

¹ Based on peak 24-hour flows. The rates are generally based on data from multiple flow meters, which are interpolated into a weighted average over each particular municipality. A 5-year storm event I&I flow rate is used, since the Municipal Sewage Regulation stipulates that a sewer system must be able to convey flow under this condition without an overflow.

² Excludes the combined sewer in the Uplands (which has I&I rates over 200,000 l/ha/day). Also excludes overflows from the rest of Oak Bay's sewer system because the overflow volumes aren't currently measured.

³ Oak Bay's rate was not updated due to routine sub-5-year overflows. It's expected that these overflows will be eliminated (except in the Uplands) due to the treatment plant project conveyance system upgrades (early 2022) and that future storms will be suitable for updating Oak Bay's overall I&I rate.

⁴ View Royal's increased rate is the result of changes in how the rate was calculated.

5. SEWER ALLOCATIONS

CRD Bylaw No. 4304 (2020) includes maximum allowable sewer flows for each input into the core area trunk sewer system. Each input has an allocated average dry weather flow and an allocated peak daily flow.

Table 5.1 compares measured peak 24-hour flows to the allocated flows from Bylaw No. 4304 and was prepared for information purposes only. Cells highlighted in grey note planned upgrades or known issues. Some of the known issues will be resolved now that the conveyance system upgrades related to the treatment plant project are complete (early 2022). Others are being addressed with current and planned future capital projects.

Table 5.1: Measured Flows (2022) versus Allocated Flows from Bylaw No. 4304

Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow			
		Past Year (Mar 2022 to Mar 2023)		5-yr Rainfall Event (Statistical; based on multiple storms from recent years)	
		ML/day	% of Allocated Capacity	ML/day	% of Allocated Capacity
COLWOOD					
Total <i>(Calculated as Parson's minus Meaford. During large storm events, the Parson's meter is not reliable, and the storm flows are calculated. The Parson's meter is being replaced in late 2023 / early 2024).</i>	18.8	5.6	29%	7.7	41%
ESQUIMALT					
Esquimalt Panhandle	0.48	0.35	72%	0.44	91%
Lang Cove PS (DND)	0.50	0.27	53%	2.00	0.85
Lang Cove PS (Esquimalt)	0.78	0.36	46%	3.10	2.10
Dockyard	4.04	3.16	78%	3.52	87%
Kinver	1.76	1.72	98%	2.20	125%
Pooley Place <i>(Flows are based on a correlation with an adjacent catchment. Catchment is not suitable for metering due to small size and multiple connections to the CRD system.)</i>	0.24	0.17	69%	0.21	87%
Devonshire	7.40	7.36	99%	10.91	147%
Wilson	1.48	1.13	76%	1.48	100%
Head	6.72	5.34	79%	7.82	116%
Anson	0.97	0.48	49%	0.63	65%
Total	28.36	21.77	77%	30.16	106%
LANGFORD					
Total <i>(Meaford)</i>	56.48	15.40	27%	17.01	30%
OAK BAY					
Windsor	11.68	13.78	118%	16.24	139%

APPENDIX A

Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow			
		Past Year (Mar 2022 to Mar 2023)		5-yr Rainfall Event (Statistical; based on multiple storms from recent years)	
		ML/day	% of Allocated Capacity	ML/day	% of Allocated Capacity
Humber <i>(This is catchment has combined sewers. It frequently overflows during moderate to large storm events but the overflow volumes aren't measured. The peak flow values noted to the right are less than actual as they do not include overflow volumes.)</i>	2.40	4.14	172%	4.29 ¹	177% ¹
Rutland <i>(This is catchment has combined sewers. It frequently overflows during moderate to large storm events but the overflow volumes aren't measured. The peak flow values noted to the right are less than actual as they do not include overflow volumes.)</i>	1.48	5.07	342%	5.92 ¹	400% ¹
Currie Net <i>(The data is based on storm events since February 2022 when the treatment plant conveyance system upgrades were completed; eliminating upstream overflows for sub 5-year rainfall events.)</i>	3.88	6.91	178%	>6.91 ¹	>178% ¹
Currie Lift Station	6.48	8.64	133%	12.29	190%
Harling Point PS	0.79	1.35	171%	1.86	236%
Total <i>(The peak flows noted to the right are lower than actual due to unmeasured upstream overflows at Humber and Rutland. Also, the data is only based on storms since the treatment plant conveyance system upgrades were completed in early 2022.)</i>	26.48	37.957	143%	>37.957 ¹	>143% ¹
SAANICH					
Marigold PS	52.76	52.76	43%	35.32	67%
City Boundary	23.52	23.52	31%	10.97	47%
Harriet	13.08	13.08	55%	9.37	72%
Townley	2.44	2.44	49%	1.97	81%
Haultain	2.27	2.27	29%	1.14	50%
Arbutus	28.31	28.31	33%	20.95	74%
Haro - UVic	3.17	3.17	26%	0.81	26%
Penrhyn LS	3.73	3.73	52%	2.99	80%
Total	131.56	131.56	38%	83.52	63%
VICTORIA					
Cecelia	12.57	9.65	77%	14.76	117%
Chapman & Gorge <i>(Flows are based on a correlation with an adjacent catchment. Plans are in place to install a meter in 2024)</i>	1.43	4.11	294%	4.98	356%
Selkirk <i>(Flows are based on a correlation with an adjacent catchment. Plans are in place to install a meter in late 2023 / 2024)</i>	1.11	0.22	20%	0.39	35%
Langford - Vic West	0.77	0.77	100%	1.32	171%
Hereward	7.65	4.04	53%	6.52	85%
Sea Terrace <i>(The flume appears to surcharge during large storms. Options are being explored to address this issue.)</i>	1.32	2.96	224%	2.96	224%
Trent Net	29.25	24.75	84%	43.06	147%
Hollywood	2.16	5.07	235%	7.43	344%

APPENDIX A

Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow			
		Past Year (Mar 2022 to Mar 2023)		5-yr Rainfall Event (Statistical; based on multiple storms from recent years)	
		ML/day	% of Allocated Capacity	ML/day	% of Allocated Capacity
Olive	92.24	34.48	37%	63.00	68%
Clover Net <i>(Flows are calculated using data from other cost sharing meters.)</i>	100.71	49.15	49%		
Total	153.19	99.07	65%	150.64	98%
VIEW ROYAL					
Craigflower Pump Station <i>(Flows for this catchment are substantially impacted by the Parson's mag meter, which is being replaced in late 2023 / 2024 to improve accuracy during storm events.)</i>	14.16	3.5	25%	7.1	50%
Shoreline Trunk	0.55	0.4	71%	0.50	91%
Total	14.17	3.9	27%	7.1	50%
ESQUIMALT NATION					
Esquimalt Nation <i>(Flows are calculated. Plans are in place to install a meter in late 2023 / early 2024)</i>	0.28	0.21	74%	0.35	126%
SONGHEES NATION					
Songhees Nation	2.36	1.82	77%	2.49	106%
Maplebank	0.04	0.010	24%	0.005	13%
Total	2.52	1.82	72%	3.09	106%

¹ Value is lower than actual because there are unmeasured upstream overflows.

6. CLOSING

The purpose of this report is to provide an update on work related to I&I in the core area from 2022 to mid-2023. The work supports commitments located in Section 5 of the CALWMP, which addresses the *Management of Infiltration and Inflow and Control of Wastewater Overflows*. The report included:

- summary of special projects carried out by the core area I&I program
- I&I related updates from each of the core area municipalities
- overflow statistics
- current I&I rates
- comparisons of wet weather flows to the sewer flow allocations in Bylaw No. 4304

Appendix A: Core Area LWMP Commitments Related to I&I

**CAPITAL REGIONAL DISTRICT
CORE AREA LIQUID WASTE MANAGEMENT PLAN**
(Consolidated Version incorporating all applicable amendments, February 2019)

**SECTION 5
MANAGEMENT OF INFILTRATION AND INFLOW AND
CONTROL OF WASTEWATER OVERFLOWS**

GOAL

Condition 17(1)(a) of Schedule 1 of the Municipal Sewage Regulation (MSR) requires that if infiltration and inflow (I&I) causes daily flows to be greater than 2 times the average dry weather flow (ADWF), the discharger must address “how I&I can be reduced as part of a Liquid Waste Management Plan” and condition 17(2) outlines the treatment and discharge requirements for such flows.

The goal of the I&I program is therefore to comply with this requirement of the MSR by developing and implementing a strategy aimed at reducing the amount of rainwater and groundwater entering the core area’s sanitary sewer system from both the publicly owned and privately owned parts of the system in order to reduce and eventually eliminate overflows from the system.

How the Capital Regional District (CRD) proposes to substantially meet the requirements of Condition 17(2) is addressed in Sections 4 and 6 and in the draft operational certificate in Section 12.

COMMITMENTS

The CRD and the participating municipalities commit to the following actions to reduce I&I sufficiently to reduce maximum daily wet weather flows to less than four times the average dry weather flow by 2030:

1. Continue flow monitoring in each municipality to further refine priority areas for remediation.
2. Develop, by the end of 2011, and submit to the Ministry of Environment, comprehensive inflow and infiltration management plans for the core area that will:
 - a) Identify and evaluate options and opportunities that promote the minimization of groundwater and rainwater I&I into municipal sanitary sewer systems, including I&I originating from service laterals (private and public sections of sewer connections).
 - b) Identify needed changes to legislation and legal authority to enable options and strategies.
 - c) Identify opportunities for the inspection of private sewers connected to municipal sewers:
 - (i) as part of the municipal process in evaluating and issuing renovation and building permits for serviced properties; and/or
 - (ii) at the time of property transfer; and/or
 - (iii) targeted inspections.
 - d) Require the repair or replacement of private sewers that have cross-connections between storm sewers and sanitary sewer or are identified as being in poor condition.
3. Update, by the end of 2011, and enforce sewer use bylaws to prohibit the construction of rainwater and groundwater connections to sanitary sewers.
4. Implement the overflow reduction plans contained in the sanitary sewer overflow management plan, which was submitted to the Ministry of Environment in June 2008. These plans are summarized as follows:

Table 5.1
Prioritized Order of CRD Overflow Reduction Plan
(Updated based on current information)

Priority No.	O/F Name	Action Plan	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Monterey Avenue MH0130	Complete and commission Trent pump station	2008 (Complete)	\$500,000
2.	Macaulay Point Pump Station	Complete installation of standby power	2008 (Complete)	\$800,000
3.	Harling Pump Station	Install a screen on the overflow pipe	2008 (Complete)	\$10,000
4.	Shoreline Drive MH0340	Commence with capacity deficiency study and identify upgrade options	2010	\$50,000
5.	Penrhyn Lift Station	Investigate pump and genset capacity	2010	\$600,000
6.	Humber Combined Sewers	Oak Bay plans to separate the sewers in the Uplands area	2015	To be determined (Oak Bay cost)
7.	Rutland Combined Sewers	Oak Bay plans to separate the sewers in the Uplands area	2015	To be determined (Oak Bay cost)
8.	Head Street MH0040	Twin the NWT from Macaulay Point to MH0055	2015	\$20,000,000
9.	Sea Terrace MH0055	Twin the NWT from Macaulay Point to MH0055	2015	as above
10.	Broom Road	Extend Trent forcemain down to Clover Point	2017	as above

Table 5.2
Prioritized Order of Colwood Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	SCADA Upgrade	Upgrade the SCADA system to collect flow data from all pump stations.	2008 (Complete)	\$10,000
2.	CCTV Inspection	Continue to inspect all new sewers that are installed to ensure they are well constructed	Annually	\$15,000
3.	Sewer System Maintenance	Continue to clean all mains and manholes, and repair as necessary.	Annually	\$50,000
4.	Lift Station Maintenance	Continue to maintain all lift station components to ensure that they run efficiently.	Annually	\$72,500

Table 5.3
Prioritized Order of Esquimalt Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Sewer Relining	Relining and repairs to sewer mains rated poor and poorest	Completed	n/a
2.	Combination Manhole Separation	<ul style="list-style-type: none"> 148 manholes remain to be separated 29 manholes to be separated in 2008 Five manholes separated per year from 2009 to 2025 	2025	\$950,000
3.	Grafton Pump Station Upgrade	New electrical power supply, kiosk and controls	2008 (Complete)	\$38,000
4.	Grafton Pump Station Upgrade	Pump replacement	2012	\$40,000
5.	Sewer Main Replacement	Replacement of undersize sewer main on Craigflower Road between Tillicum Road and Lampson Street	2009 (Complete)	\$250,000
6.	Municipal Wide Smoke and Dye Testing	Smoke and dye testing underway to identify cross connections in attempts to reduce I&I in the future. The full scope of the project has not yet been determined.	2010	unknown

Table 5.4
Prioritized Order of Langford Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Sewer Master Plan Upgrades	Continue with infrastructure upgrades as identified in the Sewer Master Plan.	Ongoing	\$0.2-0.5 Million
2.	CCTV Inspection	Continue to video inspect all new sewers that are installed to ensure that they are well constructed.	Annually	\$15,000
3.	Manhole Inspection	Continue to visually inspect manholes to ensure that they do not leak.	Annually	\$15,000
4.	Pump Station Maintenance	Continue to maintain all pump station components to ensure that they run efficiently.	Annually	\$200,000
5.	Sewer System Maintenance	Continue to keep the sewers clean and free from defects.	Annually	\$25,000

Table 5.5
Prioritized Order of Oak Bay Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1a.	Uplands Sewer Separation Humber Catchment	Construction of new storm sewer	To be confirmed by December 31/2019	\$5,285,000
1b.	Uplands Sewer Separation Rutland Catchment	Construction of new storm sewer	To be confirmed by December 31/2019	\$9,815,000
1c.	Uplands sanitary sewer pipeline rehabilitation	Rehabilitation of the former combined sewer pipeline to address infiltration	To be confirmed by December 31/2019	\$3,000,000
2.	Oak Bay Inflow and Infiltration Rehabilitation Project	Continue with phased rehabilitation projects in various catchments	Annually	\$500,000
3.	CCTV Inspection	Video inspection of sewer mains	Annually	\$25,000
4.	Sewer System Maintenance Program	Maintenance to keep sewers clean and free from defects.	Annually	\$240,000

Table 5.6
Prioritized Order of Saanich Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Dysart Pump Station	Complete construction of the new Dysart pump station.	2008 (Complete)	\$2,500,000 (est.)
2.	The following pump stations will be upgraded: Vantreight Lift Station Murray #1 Pump Station Murray #2 Pump Station Arundel Pump Station Glenwood Pump Station Ashley Pump Station Dunkirk Pump Station Colquitz Pump Station Gorge Pump Station	Rebuild pump station and add a new standby generator.	2009-2015	\$500,000 Annually

Table 5.7
Prioritized Order of Victoria Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	James Bay I&I Pilot Project	Commence with the rehabilitation of sewer mains, laterals and manholes in James Bay.	2010	\$3,000,000
2.	Hydraulic Model	Continue to complete a hydraulic model of the City's entire sanitary sewer collection system.	2009	\$100,000
3.	Overflow Elimination	Investigate, monitor and abandon, if possible, existing known overflow locations.	2010	\$100,000
4.	Combined Manhole Separation	Investigate, monitor and initiate a program to separate combined manholes.	2015	\$400,000

Table 5.8
Prioritized Order of View Royal Overflow Reduction Plan

Item No.	Work Name	Description	Estimated Year of Completion	Estimated Cost (\$2008) to Complete
1.	Upgrade Pump Stations	Upgrade pump stations where required to improve pump performance, provide standby power and collect better data.	2017	\$140,000
2.	CCTV Inspection	Continue to video inspect all new sewers that are installed to ensure that they are well constructed.	Annually	\$20,000
3.	Manhole Inspection	Continue to visually inspect manholes to ensure that they do not leak.	Annually	\$5,000
4.	Pump Station Maintenance	Continue to maintain all pump station components to ensure that they run efficiently.	Annually	\$120,000
5.	Sewer System Maintenance	Continue to keep the sewers clean and free from defects.	Annually	\$40,000

APPENDIX C

Excerpt from the Capital Regional District Core Area Liquid Waste Management Plan – Sanitary Sewer Overflow Management Plan, June 2008.

Appendix B:

**EXCEUTIVE SUMMARY: CORE AREA I&I MANAGEMENT PLAN:
2017 UPDATE**

Capital Regional District

Core Area Inflow & Infiltration Management Plan 2017 Update

Executive Summary



KERR WOOD LEIDAL
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CORE AREA INFLOW & INFILTRATION MANAGEMENT PLAN

EXECUTIVE SUMMARY

Purpose

The purpose of the plan is to guide the Capital Regional District (CRD) and its municipal partners towards Inflow and Infiltration (I&I) reduction in a responsible, cost effective, integrated and well-planned manner. The primary objective of the plan is to reduce overflows and I&I to less than four times average dry weather flow (4xADWF), based on a five year return period, at Clover Point and the Core Area Wastewater Treatment Plant at McLoughlin Point by 2031.

Background

The core area municipalities are actively managing inflow and infiltration (I&I), a term that describes rainwater and groundwater that mistakenly gets into the sanitary sewer system. Inflow refers to rainwater that enters the sewer through plumbing cross connections and infiltration refers to groundwater that seeps into the sewer through cracks, faulty joints, etc. A certain amount of I&I is unavoidable and is accounted for in routine sewer design. However, too much I&I results in excessive sewer flows which can lead to:

- leaking sewers and overflows that can contaminate the environment and create public health concerns;
- backing up of sewage into buildings and homes that can destroy belongings and require expensive restoration;
- increasing operation and maintenance costs to convey and treat the increased flows; and
- consuming sewer capacity which could require expensive premature upgrades to the system.

The content of the Core Area I&I Management Plan is organized in the following sections: 1) Overview; 2) Overflows; 3) Asset Management; 4) Climate Change; 5) Public Property I&I; 6) Private Property I&I; 7 to 17) Municipal Plans; and 18) Monitoring & Verification.

Regulatory Context

The core area wastewater system is governed by the Core Area Liquid Waste Management Plan (LWMP). This plan was first approved by the Ministry of Environment in 2003. Since that time, there have been a number of amendments to the plan, the most recent being Amendment No. 11 (approved in 2016).

Section 5 of the plan relates to I&I and overflows and includes the following commitments:

The CRD and the participating municipalities commit to the following actions to reduce I&I sufficiently to reduce maximum daily wet weather flows to less than four times the average dry weather flow by 2030:

1. *Continue flow monitoring in each municipality to further refine priority areas for remediation.*
2. *Develop, by the end of 2011, and submit to the Ministry of Environment, comprehensive inflow and infiltration management plans for the core area that will:*
 - *Identify and evaluate options and opportunities that promote the minimization of groundwater and rainwater I&I into municipal sanitary sewers, including I&I originating from service laterals (private and public sections of sewer connections)*
 - *Identify needed changes to legislation and legal authority to enable options and strategies*
 - *Identify opportunities for the inspection of private sewers connected to municipal sewers:*
 - i. *as part of the municipal process in evaluating and issuing renovation and building permits for serviced properties; and/or*

- ii. *at the time of property transfer, and/or*
 - iii. *targeted inspections*
 - *Require the repair or replacement of private sewers that have cross-connections between storm sewers and sanitary sewers or are identified as being in poor condition.*
3. *Update by the end of 2011, and enforce sewer use bylaws to prohibit the construction of rainwater and groundwater connections to sanitary sewers.*
 4. *Implement the overflow reduction plans contained in the sanitary sewer overflow management plan, which was submitted to the Ministry of Environment in June 2008.*

Overflows

In 2014, the CRD submitted an updated core area overflow management plan to the Province. The plan documents the CRD's overflow related commitments and summarizes the significant work carried out related to overflows.

Asset Management

Asset management programs for sewer collection systems generally focus on the planned replacement of infrastructure based on remaining service life. Municipalities need to demonstrate that they are following the Asset Management BC Framework to qualify for federal gas tax funding.

Climate Change

Over the next five years, the CRD will carry out actions supporting a vulnerability assessment of CRD sewer infrastructure due to climate change. The actions include updating the core area sewer model, running the sewer model using climate change scenarios, and providing recommendations based on the results.

Public Property Inflow and Infiltration

I&I and overflow quantification helps municipalities to understand the condition and/or performance of their sewer systems. Quantified measurements can be compared to benchmarking standards and allow municipalities to track I&I performance. The most useful quantification methods are repeatable and follow a standardized approach. Examples of I&I quantification methods proposed in this plan include: statistical analysis of sewer flow data to calculate I&I rates, quantifying overflows based on given storm events, ranking structural integrity of sewer pipes based on closed circuit television (CCTV) inspections, counting cross-connections through smoke testing, documenting manhole condition and calibrating system performance using hydraulic models.

The public property I&I reduction plans are consistent with the systematic approach noted in the Infraguide for "Infiltration/Inflow Control/Reduction for Wastewater Collection Systems". Infraguide was a partnership between the Federation of Canadian Municipalities, the National Resource Council and Infrastructure Canada. It created best practice reports for municipal infrastructure. The guide proposes that I&I reduction programs be divided into the following three phases:

- Phase 1 - involves flow monitoring and data collection. The data is used to identify catchments that should be targeted for sewer investigation work.
- Phase 2 - involves sewer investigation work to identify specific sources of I&I. The data is used to create rehabilitation plans and to prioritize I&I rehabilitation work.
- Phase 3 - involves sewer rehabilitation work. The rehabilitation work is based on investigation data from Phase 2. If investigation data is not yet available, then archetype I&I rehabilitation programs should be used.

Archetype I&I rehabilitation programs were developed to provide a framework under which any given sewer catchment can be evaluated and related to an actionable plan to move forward with I&I assessments and

sewer rehabilitation. These programs are to be used as planning tools. They should be interpreted from a strategic planning level and are suitable for establishing long-range budgets and for steering the development of targeted I&I reduction programs.

Private Property Inflow and Infiltration

The I&I Management Plan (2012) contained a five-year plan for implementing a common private property I&I approach for the core area. The plan was to consult with stakeholders and the public from 2012 to 2014, recommend an approach in 2015 and implement that approach in 2016. Significant effort was made to come up with a common approach. By 2014, it was clear that a common approach wasn't appropriate as the core area municipalities have different I&I rates, different issues and require different solutions. Three of the core area municipalities have older sewers and elevated I&I and they would benefit from strong programs to reduce I&I. The other four municipalities have newer sewers and have low I&I. These municipalities would prefer to focus on I&I prevention activities. The I&I Subcommittee agreed that each municipality should implement their own custom approach to suit their needs and should draw on the significant research and support that the CRD has provided.

In late 2014, the CRD Board directed that a sample model bylaw related to the inspection of private sewer laterals connected to municipal sewers be prepared. The sample bylaw was built using past I&I Subcommittee feedback and content from the Pinna Report (2014) which documented the best I&I related language from existing Canadian and American bylaws. It underwent legal review and I&I Subcommittee review for general acceptability. The sample model bylaw was presented to the Core Area Liquid Waste Management Committee on May 13, 2015. The Core Area Liquid Waste Management Committee recommended that the sample bylaw be discussed with the I&I Subcommittee to determine how best to move it forward. The I&I Subcommittee decided that it would be best to incorporate the powers from the sample model bylaw into the existing municipal sewer use bylaws. Subsequently, a gap analysis was carried out comparing the powers from existing municipal sewer bylaws to the draft sample model bylaw and presented to the member municipalities through the I&I Subcommittee.

The next steps for addressing private property I&I include:

- assisting municipalities with the further development of private property I&I reduction plans;
- supporting the implementation of the powers from the sample model bylaw for private property I&I into existing or new municipal sewer bylaws;
- developing common public education materials for use by key industry stakeholders (i.e. plumbers, realtors and home owners);
- updating the general education approach to focus on homeowner protection (i.e. basement flooding) and environmental protection and how I&I plays an integral role; and
- continued collaboration with Metro Vancouver and the National Water and Wastewater Benchmarking Initiative's I&I Task Force.

Municipal Inflow and Infiltration Plans

Each of the core area municipalities has participated in the development of their own individual municipal I&I plans. The municipal plans are organized into eight sections:

1. *Overview*
2. *Catchments* - A list and map of the long-term flow monitoring catchments that will form the basis for evaluation of I&I rates and I&I management planning
3. *Inflow & Infiltration Data* – Summary of historical data collected, current data collected, summary of I&I analyses results, and flow data analyses
4. *Sewer Infrastructure Maintenance & Capital Work* – summary of routine sewer work, notable work completed between 2012 and 2015, and notable work planned for 2016 to 2020
5. *Asset Management* – high level municipal tools, approaches, etc.
6. *Bylaws* – Contains a comparison of the key powers suggested by the CRD Private Property I&I Model Bylaw to those found in each of the municipality's existing sewer bylaws

7. *Budget* – Summary I&I budget related information
8. *Summary* - A high level summary and a graph showing projected peak wet-weather flow (PWWF) relative to 4xADWF for the entire municipality from 2011 to 2031

Monitoring and Verification

Monitoring and verification of I&I Management Plan objectives will be achieved by using the following metrics:

1. Comparison of peak wet weather flow (PWWF) with 4xADWF at Clover Point and the proposed wastewater treatment plant. This will include graphs comparing projected PWWF and ADWF verses actual rates recorded over time.
2. Flow monitoring of all catchments to track I&I rates paying extra attention to measuring flows before and after targeted I&I reduction work to verify results.
3. Tracking overflows by location, frequency, duration and receiving environment sensitivity rating to monitor trends and verify results.
4. Completion of detailed and specific I&I management strategies for each catchment to replace the archetype plans.
5. Reporting of efforts and costs applied towards I&I management on a regular basis.

The CRD will continue to provide annual reports on the I&I program to the Core Area Liquid Waste Management Committee. Every second year the I&I analyses results will be updated, as is the current practice, and an I&I benchmarking template will be filled out for each of the core municipalities. The benchmarking template is currently in development and will include a number of performance measure criteria to help gauge the level of effort each municipality is applying to I&I management.

Forecasted Inflow and Infiltration Reduction

Additional work will be needed to meet the LWMP commitment of reducing wet weather flows below 4xADWF at Clover Point and the McLoughlin Point Treatment Plant by 2031. However, the gap between 4xADWF and peak wet-weather flow (PWWF) is decreasing, which is significant as it takes a substantial investment of time and resources to reverse the natural trend of I&I increasing with sewer age.

Colwood, Langford, Saanich and View Royal already meet the 4xADWF performance target. This is largely due to having young sewers built with modern materials and good installation practices. These municipalities will need to focus on I&I prevention in order to continue to meet the performance target.

Esquimalt, Oak Bay, and Victoria have older sewers which tend to have elevated I&I rates. If we extrapolate out current I&I rates, it is evident that these municipalities will need to focus on I&I reduction to meet their commitments not to exceed the 4xADWF performance target. This will require increased focus and funding on I&I reduction to achieve their reduction targets. Financial support (i.e. grants) from senior government would help to accelerate the I&I reductions. It is worth noting that:

- Esquimalt rehabilitated all of its sewers and manholes that required structural repairs in the early 2000's. It has also separated almost all of its combined manholes. Esquimalt's next steps for addressing I&I will involve actions related to I&I from sewer laterals and stormwater sewer upgrades.
- Oak Bay's I&I reduction work focused on developing a plan for the separation of the combined sewers in the Uplands area. Oak Bay finalized the separation plan in 2017. This was Oak Bay's highest I&I related priority and was required as part of a LWMP commitment. Oak Bay also completed the significant task of collecting sewer flow data for each of its outstanding catchments using portable meters. Oak Bay's next steps for I&I reduction will be to implement the Uplands' separation project, to complete the collection of sewer camera inspection data for the municipality and to update its sewer master plan based on the results of the camera inspections.
- Victoria has collected sewer flow data for its outstanding catchments, and has also performed camera inspections and smoke testing throughout the entire municipality. The data will be analyzed and actions put into Victoria's sewer master plan. Updating a sewer master plan is a substantial project. Victoria

had to delay the update of its sewer master plan until the location of the core area treatment plant was finalized because some of the locations considered for the plant would have resulted in dramatic changes to the plan. Work on the sewer master plan commenced in late 2016 after the regional treatment plant location was finalized.

The CRD is committed to assisting individual municipalities in the development of suitable private property I&I initiatives. Such initiatives could accelerate a municipality towards meeting its performance targets as it is estimated that 50% of I&I enters the sewer system on private property. Currently, there are no significant private property I&I initiatives in the core area; however, the research needed to develop such commitments is complete.

In addition, it is anticipated that significant progress will be made through the continuation and further development of I&I related education, stakeholder engagement, regulatory mechanisms, permit requirements, time of home sale options and through targeted pilot programs.

Key Future Actions

The next steps for addressing private property I&I include:

- supporting the implementation of the powers from the sample model bylaw for private property I&I into existing sewer municipal bylaws or into a new bylaw;
- assisting municipalities with the development and implementation of municipality specific private property I&I reduction plans;
- developing common public education materials for use by key industry stakeholders (i.e. plumbers, realtors and home owners);
- updating the general education approach to focus on homeowner protection (i.e. basement flooding) and environmental protection and how I&I plays an integral role; and
- continued collaboration with Metro Vancouver and the National Water and Wastewater Benchmarking Initiative's I&I Task Force.

The next steps for addressing public property I&I include:

- identifying "semi-combined" sewers in the core area and developing plans to address them;
- taking leadership on I&I benchmarking and taking action to introduce nationally;
- updating the core area sewer model, running the sewer model using climate change scenarios, and providing recommendations based on the results; and
- ongoing I&I metering, analyses and program development.

Conclusion

The Ministry of Environment reviewed and approved Amendment No. 11 of the Core Area LWMP. The LWMP included four commitments related to I&I and overflow management which are fulfilled by the I&I Management Plan.

The plan is purposeful and guided by a number of federal, provincial, regional and municipal regulatory documents and best practices. It provides the framework for how I&I can be quantified and establishes priority programs and approaches for each municipality and the CRD to follow. A strategy has been developed for moving the issue of private property I&I forward and the whole program will be monitored, verified and reported out using standard metrics and templates.

All core area municipalities assisted in the preparation of the plan and the specific actions and programs were developed based on current CRD and municipal funding levels for I&I and sewer service budgets. Modelling the results of implementing this plan show that the goal of reducing I&I to 4xADWF at Clover Point and the wastewater treatment plant is achievable but will require additional effort.

Appendix C:

EXAMPLE OF A MONTHLY SEWER REPORT FOR CORE AREA MUNICIPALITIES AND FIRST NATIONS

CRD IWS
Core Area Wastewater System

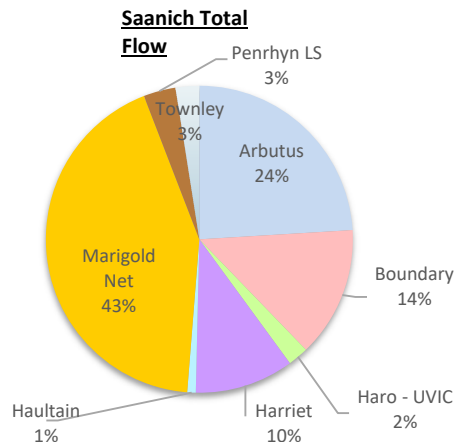
Monthly Wastewater Flow Report for Saanich - February 2023

Disclaimer: The data used in this report is considered preliminary. It may be further corrected in the annual cost requisition report.

1. Monthly Wastewater Flow Data: Feb 2023

This data summarizes the volume of flow measured from catchments contributing to Saanich's total flow (map on page 3).

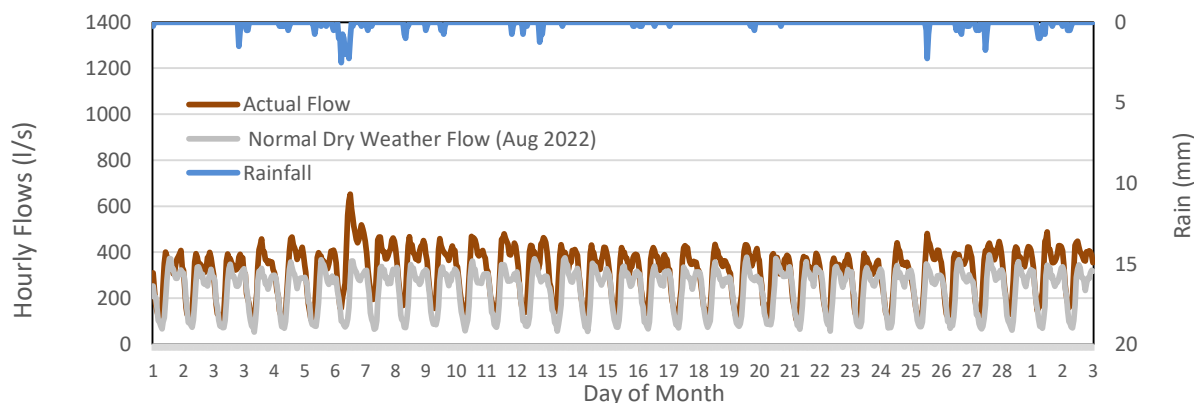
Flow Meter Name	Total Monthly Flow	
	m ³	%
Arbutus	180,593	24%
Boundary	103,437	14%
Haro - UVIC	16,285	2%
Harriet	78,052	10%
Haultain	6,763	1%
Marigold Net	322,223	43%
Marigold PS	415,348	
(Minus Hartland Leachate)	41,520	
(Minus Hartland Centrate)	51,605	
Penrhyn LS	25,193	3%
Townley	18,892	3%
Monthly Flow	751,440	100%



SAANICH FLOW = Marigold Net + Boundary + Harriet + Townley + Haultain + Arbutus + Haro + Penrhyn

2. Saanich Hourly Sewer Flows Feb 2023

This graph shows actual flow (brown) and rainfall (blue), per day, for the month and compares it to normal dry weather flow (grey).



3. Key Wastewater Flow Stats: Feb 2023

Metric	Flow (m ³) ¹
Total Monthly Flow	751,440
Average Daily Flow	26,837
Minimum Daily Flow	23,169
Peak 24hr Flow (PWWF) ²	37,318
Peak 1hr Flow ³	56,372
Average Dry Weather Flow (ADWF) ⁴	21,396
Estimated Daily Domestic Flow ⁵	17,163

¹ Excludes overflows that may have occurred (overflow volumes are not measured).

² Calculated as maximum rolling 24 hr flow for the month.

³ Expressed as 24 hour flow (peak 1 hr flow x 24).

⁴ Average daily flow from most recent Jun 1 to Aug 31 data. Includes groundwater infiltration over that period.

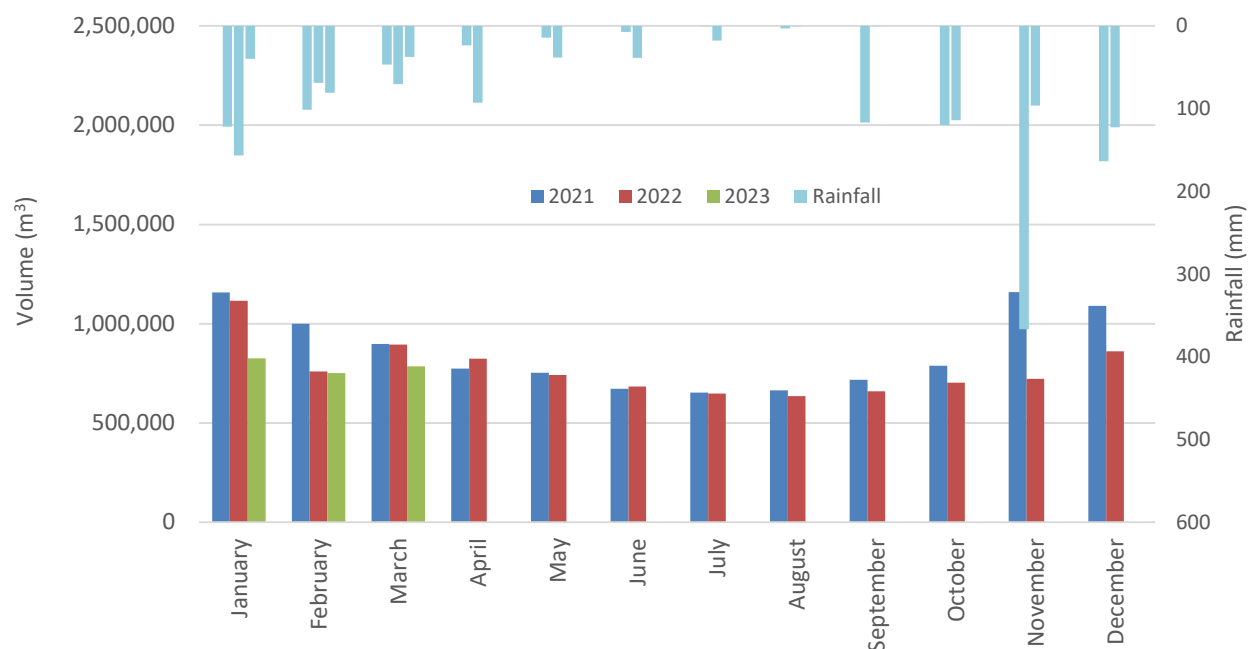
⁵ Calculated as ADWF minus summer groundwater (70% of minimum hourly flow x 24 hours).

Overflows (monitored by CRD): Feb 2023

Location	Date
Finnerty Outfall	None

4. Monthly Wastewater Flow: Historical vs. Current

This graph shows the total Saanich flow for each month and compares it with previous years.



5. Inflow & Infiltration Flow Summary: Feb 2023

Key I&I Metrics	Value ¹
Total Monthly Flow (m ³)	751,440
Estimated Domestic Flow for Month (m ³) ²	480,555
I&I Volume for Month (m ³) ³	270,885
I&I Volume for Month (% total flow)	36%
Peak 24hr Flow (PWWF) ⁴	1.7 x ADWF
Peak 1hr Flow ⁵	2.6 x ADWF

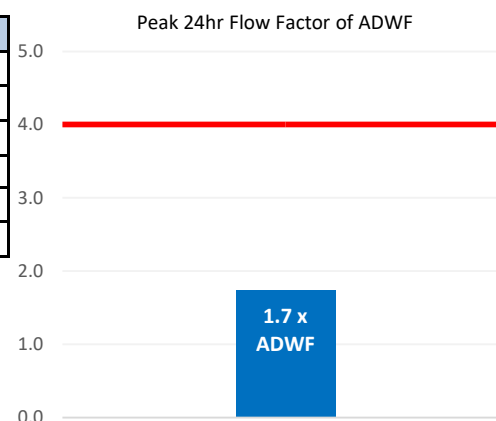
¹ Excludes overflow volume

² Determined by (Est. Daily Domestic flow from section 3.) x (number of days per month)

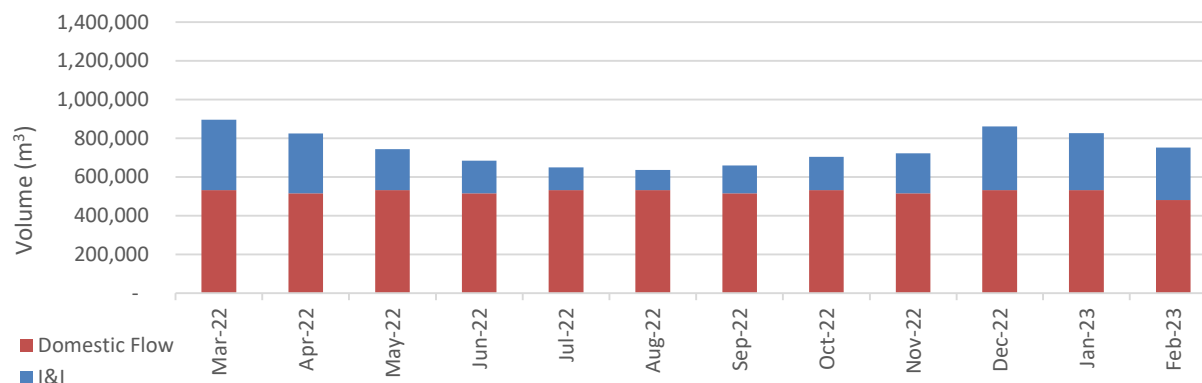
³ Determined by subtracting Estimated Domestic Flow from Total Monthly Flow

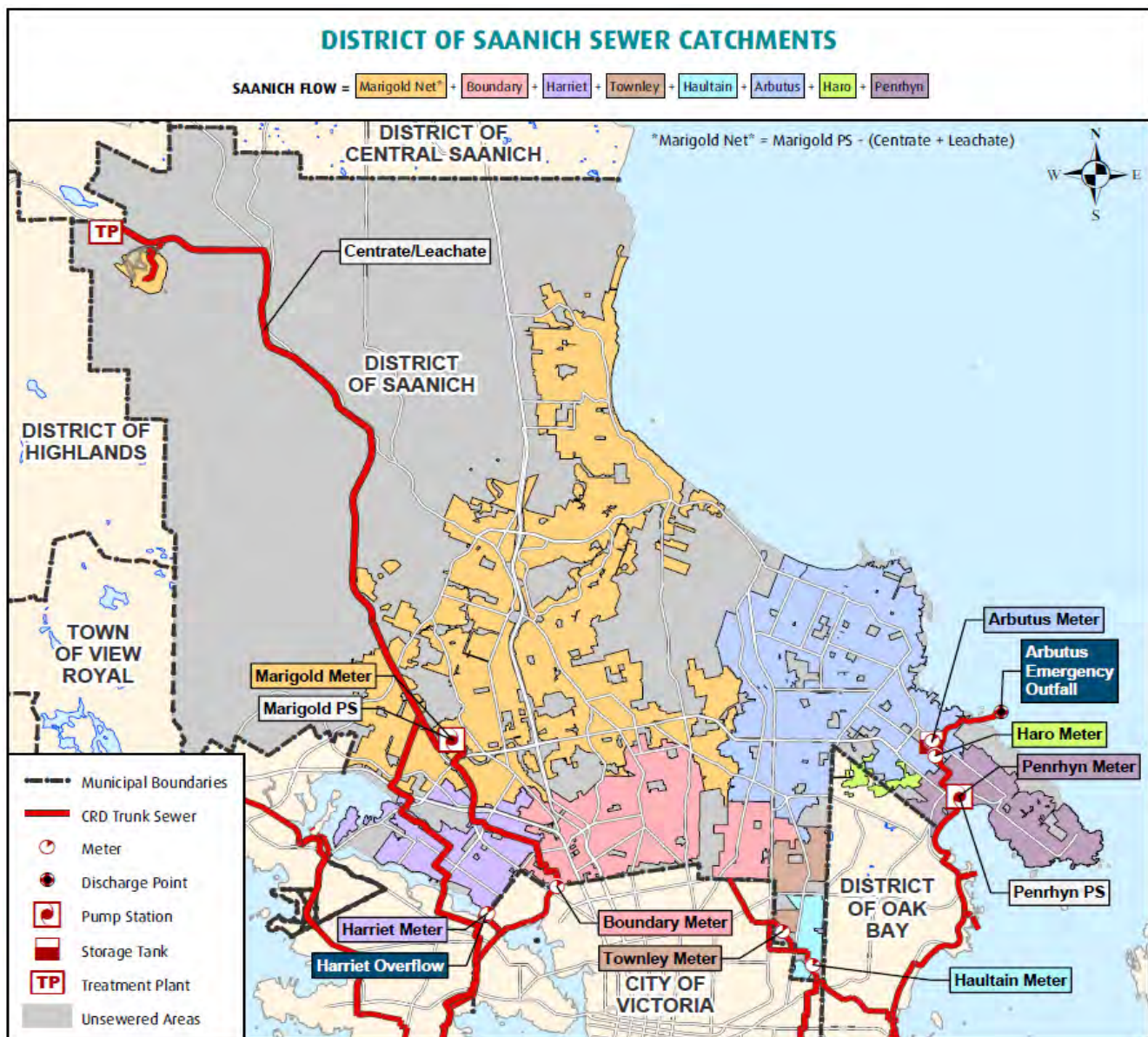
⁴ Determined by dividing Peak 24hr Flow from section 3. by ADWF

⁵ Determined by dividing Peak 1hr Flow from section 3. by ADWF



6. Monthly Flows: I&I and Domestic Flow

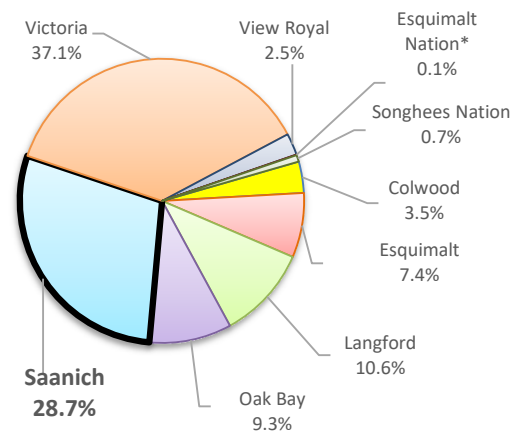




7. Regional Flow Data: Feb 2023

Participant Area	Total Monthly Flow	
	m ³	%
Colwood	92,787	3.5%
Esquimalt	192,347	7.4%
Langford	277,742	10.6%
Oak Bay	243,798	9.3%
Saanich	751,440	28.7%
Victoria	969,856	37.1%
View Royal	64,802	2.5%
Esquimalt Nation*	2,236	0.1%
Songhees Nation	19,527	0.7%
Total	2,614,535	100.0%

*Flows are calculated based on engineering estimates



Appendix D:

**SUMMARY OF CRD PRIVATE PROPERTY I&I
WORK AND EDUCATION WORK TO DATE**

Summary of CRD Private Property Inflow & Infiltration Actions to Date

Timeline	Action
Ongoing	<ul style="list-style-type: none"> • CRD: <ul style="list-style-type: none"> - review case studies of jurisdictions taking steps to deal with private property I&I - meet with various experts and share information - work with and share information with Metro Vancouver, which is also working to establish programs to address private property I&I - are members of the National Water and Wastewater Benchmarking Initiatives I&I Task Force - provide I&I education to the public • Two municipalities within the core area (Oak Bay and Esquimalt) require that laterals be inspected and fixed if required, when applications are made for major building permits. • Each of the core area municipalities have sewer bylaws or council policies that relate to private property I&I.
2022 to mid-2023	<ul style="list-style-type: none"> • Updated a CRD report that documented private property I&I programs from around North America to better understand programs options, costs, uptake, etc.
2020 to mid-2022	<ul style="list-style-type: none"> • Completing a study looking at downspout disconnection programs and best practices from across Canada.
2019 to 2020	<p>The CRD has developed the following items to support the updated I&I education approach:</p> <ul style="list-style-type: none"> • a brochure and banner that fully aligns with the Generally Accepted Principles document, • updated website content to align with the new approach, • attendance at a list of key regional events to interface with the public, including annual home show events, municipal events and key stakeholder events, and • a slideshow for presenting to realtors.
2018 to 2019	<p>The educational approach for addressing private property I&I was updated. The approach has the same desired outcomes as the existing approach: to promote the inspection and maintenance of sewer laterals. However, the approach focuses on preventing basement flooding which is more relevant to homeowners. The central document for the approach is the “Generally Accepted Principles” document, which:</p> <ul style="list-style-type: none"> • has full acceptance from the key stakeholder groups, • aligns the various stakeholder groups on the topic, • is designed to answer questions that the public may have on the issue in a clearly communicated fashion, • establishes relationships with the various I&I related stakeholders, • was developed in partnership with over 20 key stakeholder groups (local, provincial and national). Through consensus, the focus was extended to all private property underground pipes, including foundation drains and stormwater laterals, and • can be used by stakeholder to educate the public. <p>In late 2018, the CRD completed a report documenting how each of the key stakeholder groups preferred to be engaged on the I&I topic. The report also documented the level of outreach effort deemed appropriate for each of these groups.</p>

Timeline	Action
2017	<p>The following is a list of private property I&I work carried out in 2017 and the first half of 2018, details of which are located in Section 2:</p> <ul style="list-style-type: none"> completed a background report to better understand I&I-related stakeholders, a report showing how to identify semi-combined sewers using GIS, collected additional private property I&I models bylaws from across Canada, and Enforcement Approach for Addressing Cross Connections, as presented by the City of Burnaby to the Core Area I&I Subcommittee.
2016	<ul style="list-style-type: none"> In general, the I&I Subcommittee agreed that the powers from the sample model bylaw should be incorporated into existing municipal sewer bylaws. To support this, the CRD retained consultants, Pinna Sustainability Inc., to compare the powers in the sample model bylaw to the powers in each municipality's existing sewer bylaws, and a gap analysis was completed. Based on the results, recommendations were made for updating each of the municipal sewer bylaws using language from the sample model bylaw. One municipality noted that they may include parts of the sample model bylaw as part of a new municipal bylaw. On February 11, 2016 the CRD presented to the National Water and Wastewater Benchmarking Initiatives I&I Task Force on the topic of "Implementation of a Private Property I&I Management Program". The CRD is considered a frontrunner in Canadian municipalities regarding private property I&I efforts, and staff shared the CRD's experiences and plans for moving forward.
2015	<ul style="list-style-type: none"> In late 2014, the Core Area Liquid Waste Management Committee (CALWMC) asked the CRD to prepare a sample model bylaw related to private property I&I. The sample bylaw was built using past I&I Subcommittee feedback and the best parts of existing bylaws from across Canada and the US, as documented in the report by Pinna Sustainability Inc. in 2014. The draft bylaw was reviewed by a lawyer and by the I&I Subcommittee for general acceptability. The sample model bylaw was prepared and presented to the CALWMC on May 13, 2015. The committee recommended the sample bylaw be discussed with the I&I Subcommittee to determine how best to move it forward. The I&I Subcommittee decided it would be best to incorporate the powers from the sample model bylaw into the existing municipal sewer use bylaws. One municipality (Esquimalt) may customize the sample model bylaw into a stand-alone bylaw suitable for Esquimalt.
2014	<ul style="list-style-type: none"> On May 22, 2014, the I&I Subcommittee unanimously recommended that each municipality be able to customize their approach for meeting agreed-upon targets. This could involve a model bylaw that could be altered, as required, to meet the needs of individual municipalities. Overall, it was understood that municipalities with elevated I&I need a different approach than municipalities with low I&I. In 2014, the CRD commissioned a study by Pinna Sustainability Inc. to prepare a memo entitled Update on Private Property I&I Programs. It contains supplementary research for the Stantec Report (2010). Notably it: <ul style="list-style-type: none"> summarizes effective "drivers" for private property I&I programs, details private property I&I programs from across Canada by province,

Timeline	Action
	<ul style="list-style-type: none"> - contains updates on private property I&I programs from the US, - documents potential problems related to implementing private property I&I programs and includes North American examples, and - summarizes “good practices” that should apply to all private property I&I programs. For each “good practice” there is example bylaw language taken from existing Canadian sewer bylaws. <ul style="list-style-type: none"> • In late 2014, the CALWMC asked the I&I program staff to make a presentation to it in early 2015 and to include a working “draft” model bylaw in the presentation.
2013	<ul style="list-style-type: none"> • Staff shortlisted private property I&I options and refined the options. • The I&I Subcommittee reviewed the shortlist and provided feedback on multiple occasions. • Options were discussed with representatives from stakeholder groups (i.e., real estate, building association, building inspection and insurance industry, etc.)
2012	<ul style="list-style-type: none"> • Staff prepared private property I&I specific education materials related to the program options noted in the Stantec report, including: <ul style="list-style-type: none"> - handouts summarizing each of the program option categories, - a detailed comparison table of the options, and - a reference guide covering frequently asked questions. • In June 2012, CRD staff hosted a workshop focused on private property I&I for elected representatives. The purpose of the meeting was to present background information, options for moving forward, and to open dialogue on the topic. New ideas were discussed and those who were present endorsed the implementation of the consultation portion of the private property I&I plan. • On November 30, 2012, CRD staff put on a workshop for members of the Victoria Real Estate Board. The workshop was a collaborative effort between the Core Area I&I Program, Onsite Program (i.e., septic systems) and Cross Connection Program. The purpose of the workshop was to provide education and to promote the use of infrastructure inspection in the real estate industry.
2011	<ul style="list-style-type: none"> • CRD staff provided an overview of the 2010 Stantec report to elected representatives and recommended a full workshop in 2012. • CRD staff initiated an I&I-related educational program that included new educational materials and education outreach events including: an I&I brochure for residents, a comprehensive website, a survey used in 2012 to 2014, and educational videos. Public education regarding I&I will now be ongoing.
2010	<ul style="list-style-type: none"> • CRD staff commissioned a report, completed by Stantec Inc., showing potential management options for addressing private property I&I. The report included a summary of private property I&I programs used throughout North America, costs/effectiveness of these programs, and legal options for implementing programs in the region. A copy of this report is on the CRD website. • A workshop was held with municipal and regional staff to initiate discussion about options for implementing private property I&I programs, objectives, and potential barriers. It was agreed that the key objectives for a private property I&I program would be to: protect the environment, create system capacity, minimize costs, increase ownership responsibility and awareness, and minimize liability issues. A summary of this workshop is located in the Stantec report.

Summary of CRD Private Property Inflow & Infiltration Education Work to Date

Action	Description
2020 to 2023	<p>Private Property I&I:</p> <ul style="list-style-type: none"> As a result of the pandemic, a number of planned education actions had to be put on hold. The PPI&I education brochures were available for display at municipal halls, etc. Efforts to set up “lunch and learns” with realtor offices were postponed until in-person presentations could be made. On February 28, 2023, the CRD presented a 1.5 hour webinar to the Canadian Association of Home and Property Inspectors regarding the CRD’s educational materials related to “inspecting and maintaining underground pipes to reduce the risk of basement flooding”. <p>Public Property I&I:</p> <ul style="list-style-type: none"> Integrated Water Services and the Core Area I&I Program continue to produce monthly sewer use reports for each of the core area municipalities and First Nations (Section 2.2).
2019 and 2020	<p>Private Property Inflow & Infiltration</p> <p>On January 23, the CRD had a booth at the 2020 Vision Victoria Real Estate Board conference and debuted the new I&I education approach to key stakeholders. The reception to the approach was exceptional. Of key significance:</p> <ul style="list-style-type: none"> Many realtors visited the booth and were interested in both the brochures and the detailed Generally Accepted Principals document. In general, they noted that the materials were both useful and relevant to them. Five realtor offices invited the CRD to present at their “Lunch n Learns” or “Coffee Talks”, which realtor offices typically have each month. It is believed that the CRD could schedule similar talks for most real estate offices in the region as they are always looking for relevant content for these talks. Tony Joe, a local radio personality, invited the CRD to have an extended interview related to the I&I education approach on “The Whole Home Show with Tony Joe”, a radio show on CFAX 1070 that focusses on real estate issues. It is a great sign that Tony Joe sees the value in the updated education approach because not only is he a realtor, he is a past president of the Victoria Real Estate Board and an Instructor for the British Columbia Real Estate Association. <p>As a result of COVID-19, a number of planned education actions had to be put on hold. To move things forward, efforts will be made to target the key stakeholder groups (i.e., plumbers, home inspectors, realtors) potentially through targeted video’s, webinars, etc.</p> <p>Public Property I&I</p> <p>Integrated Water Services and the Core Area I&I Program worked together to develop monthly wastewater flow reports for the core area municipalities and First Nations.</p>
2018 and 2019	<p>Developed an updated education approach making it more relevant to home owners and related stakeholders, as summarized in Section 2.2. The rollout of the updated approach was initiated in the fourth quarter of 2019.</p>

APPENDIX A

Action	Description
2011 to Present	<p>I&I was added to CRD outreach events where I&I materials were displayed along with those other CRD programs. In general, I&I was “featured” at 4 key events (e.g., home shows) per year and the materials made available upon request at an additional 10 events.</p> <p>From talking to CRD outreach staff, attending outreach events and talking to stakeholder groups, it is clear that I&I knowledge is low with the general public. Most people have little interest in the topic and say that they will deal with issues if they come up.</p>
2010	<p>The I&I program, in collaboration with the core area municipalities, created a brochure, two sets of videos to help explain I&I, and developed an I&I website. This information is valuable when staff are providing notification to neighborhoods of upcoming video inspection, smoke testing, sewer rehabilitation or other work related to I&I management. The overall approach was consistent with other municipalities around North America.</p>

Key I&I Stats for the Core Area Municipalities and First Nations

Jurisdiction	Ave. Pipe Age ¹ (years)	Contributes to Overflows (for sub 5yr. storms)	Peak 24hr Flow (for a statistical 5yr. storm)	
			Compared to ADWF ²	Compared to CRD Bylaw Flow Allocation ³
Colwood	20	No	2.3 x ADWF	41% Allocated Flow
Esquimalt	87	No	6.9 x ADWF	106% Allocated Flow
Langford	17	No	2.0 x ADWF	30% Allocated Flow
Oak Bay	76	Yes	~9.0 x ADWF	>143% Allocated Flow
Saanich	48	No	3.4 x ADWF	63% Allocated Flow
Victoria	95	Yes	5.4x ADWF	98% Allocated Flow
View Royal	35	No	3.5 x ADWF	~50% Allocated Flow
Esquimalt First Nation ⁴	43	No	5.1x ADWF	101% Allocated Flow
Songhees First Nation	43	No	5.1x ADWF	106% Allocated Flow

¹ Average pipe age directly correlates to I&I as pipes deteriorate over time. Additionally, pipe materials and installation practices have improved greatly over time.

² The key I&I commitment in the Liquid Waste Management Plan is to be under 4x ADWF by 2030.

³ The peak 24-hour flow allocations in CRD Bylaw 4304 were setup based on requests from each municipality/First Nation, review of the core area sewer model and consultant expertise.

⁴ This jurisdiction is not flow metered. The flows are based on a correlation with a nearby catchment as recommended by a consultant.

Comparison of Measured Flows to Allocated Flows in Bylaw 4304

Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow			
		Past Year (Mar 2022 to Mar 2023)		5-yr Rainfall Event (Statistical; based on multiple storms from recent years)	
		ML/day	% of Allocated Capacity	ML/day	% of Allocated Capacity
COLWOOD					
Total <i>(Calculated as Parson's minus Meaford. During large storm events, the Parson's meter is not reliable, and the storm flows are calculated. The Parson's meter is being replaced in late 2023 / early 2024).</i>	18.8	5.6	29%	7.7	41%
ESQUIMALT					
Esquimalt Panhandle	0.48	0.35	72%	0.44	91%
Lang Cove PS (DND)	0.50	0.27	53%	2.00	0.85
Lang Cove PS (Esquimalt)	0.78	0.36	46%	3.10	2.10
Dockyard	4.04	3.16	78%	3.52	87%
Kinver	1.76	1.72	98%	2.20	125%
Pooley Place <i>(Flows are based on a correlation with an adjacent catchment. Catchment is not suitable for metering due to small size and multiple connections to the CRD system.)</i>	0.24	0.17	69%	0.21	87%
Devonshire	7.40	7.36	99%	10.91	147%
Wilson	1.48	1.13	76%	1.48	100%
Head	6.72	5.34	79%	7.82	116%
Anson	0.97	0.48	49%	0.63	65%
Total	28.36	21.77	77%	30.16	106%
LANGFORD					
Total <i>(Meaford)</i>	56.48	15.40	27%	17.01	30%
OAK BAY					
Windsor	11.68	13.78	118%	16.24	139%
Humber <i>(This catchment has combined sewers. It frequently overflows during moderate to large storm events but the overflow volumes aren't measured. The peak flow values noted to the right are less than actual as they do not include overflow volumes.)</i>	2.40	4.14	172%	4.29 ¹	177% ¹
Rutland <i>(This catchment has combined sewers. It frequently overflows during moderate to large storm events but the overflow volumes aren't measured. The peak flow values noted to the right are less than actual as they do not include overflow volumes.)</i>	1.48	5.07	342%	5.92 ¹	400% ¹

Appendix C

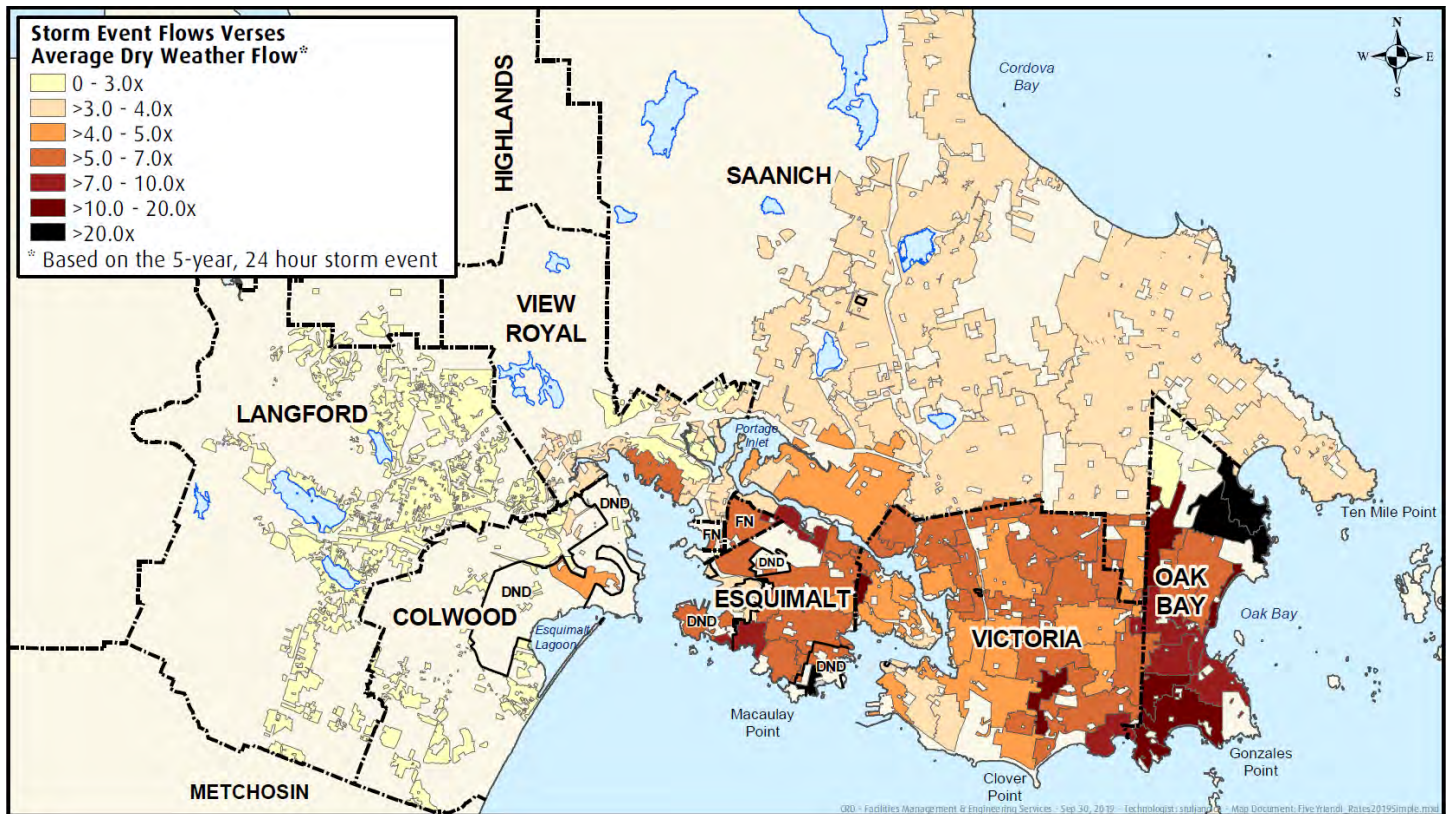
Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow			
		Past Year (Mar 2022 to Mar 2023)		5-yr Rainfall Event (Statistical; based on multiple storms from recent years)	
		ML/day	% of Allocated Capacity	ML/day	% of Allocated Capacity
Currie Net <i>(The data is based on storm events since February 2022 when the treatment plant conveyance system upgrades were completed; eliminating upstream overflows for sub 5-year rainfall events.)</i>	3.88	6.91	178%	>6.91 ¹	>178% ¹
Currie Lift Station	6.48	8.64	133%	12.29	190%
Harling Point PS	0.79	1.35	171%	1.86	236%
Total <i>(The peak flows noted to the right are lower than actual due to unmeasured upstream overflows at Humber and Rutland. Also, the data is only based on storms since the treatment plant conveyance system upgrades were completed in early 2022.)</i>	26.48	37.957	143%	>37.957 ¹	>143% ¹
SAANICH					
Marigold PS	52.76	52.76	43%	35.32	67%
City Boundary	23.52	23.52	31%	10.97	47%
Harriet	13.08	13.08	55%	9.37	72%
Townley	2.44	2.44	49%	1.97	81%
Haultain	2.27	2.27	29%	1.14	50%
Arbutus	28.31	28.31	33%	20.95	74%
Haro - UVic	3.17	3.17	26%	0.81	26%
Penrhyn LS	3.73	3.73	52%	2.99	80%
Total	131.56	131.56	38%	83.52	63%
VICTORIA					
Cecelia	12.57	9.65	77%	14.76	117%
Chapman & Gorge <i>(Flows are based on a correlation with an adjacent catchment. Plans are in place to install a meter in 2024)</i>	1.43	4.11	294%	4.98	356%
Selkirk <i>(Flows are based on a correlation with an adjacent catchment. Plans are in place to install a meter in late 2023 / 2024)</i>	1.11	0.22	20%	0.39	35%
Langford - Vic West	0.77	0.77	100%	1.32	171%
Hereward	7.65	4.04	53%	6.52	85%
Sea Terrace <i>(The flume appears to surcharge during large storms. Options are being explored to address this issue.)</i>	1.32	2.96	224%	2.96	224%
Trent Net	29.25	24.75	84%	43.06	147%
Hollywood	2.16	5.07	235%	7.43	344%
Olive	92.24	34.48	37%	63.00	68%
Clover Net <i>(Flows are calculated using data from other cost sharing meters.)</i>	100.71	49.15	49%		
Total	153.19	99.07	65%	150.64	98%

Appendix C

Allocation Point	Allocated Peak Daily Flow (ML/day)	Peak 24 Hr. Flow			
		Past Year (Mar 2022 to Mar 2023)		5-yr Rainfall Event (Statistical; based on multiple storms from recent years)	
		ML/day	% of Allocated Capacity	ML/day	% of Allocated Capacity
VIEW ROYAL					
Craigflower PS <i>(Flows for this catchment are substantially impacted by the Parson's mag meter, which is being replaced in late 2023 / 2024 to improve accuracy during storm events.)</i>	14.16	3.5	25%	7.1	50%
Shoreline Trunk	0.55	0.4	71%	0.50	91%
Total	14.17	3.9	27%	7.1	50%
ESQUIMALT NATION					
Esquimalt Nation <i>(Flows are calculated. Plans are in place to install a meter in late 2023 / early 2024)</i>	0.28	0.21	74%	0.35	126%
SONGHEES NATION					
Songhees Nation	2.36	1.82	77%	2.49	106%
Maplebank	0.04	0.010	24%	0.005	13%
Total	2.52	1.82	72%	3.09	106%

¹ Value is lower than actual because there are unmeasured upstream overflows.

Inflow and Infiltration Rates Map for the CRD Core Area (2023)



**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, FEBRUARY 28, 2024**

SUBJECT **Core Area Wastewater Treatment Plant Odour Mitigation Strategy**

ISSUE SUMMARY

To provide the Core Area Liquid Waste Management Committee (Committee) with an update on the Core Area Odour Mitigation Strategy and a summary of actions taken and planned projects moving forward.

BACKGROUND

The McLoughlin Point Wastewater Treatment Plant (MPWWTP) was designed in accordance with the Project Agreement to treat all odour-laden air before discharge. All exhausted air at, and beyond, the Plant boundary property line and the shoreline should have a maximum odour concentration of five odour units per cubic meter (OU/m³). MPWWTP has a sophisticated air collection and handling system, with carbon treatment to manage odour-laden air from the process systems. Despite the state-of-the-art odour control systems, MPWWTP has generated complaints from neighbouring communities since commissioning. As a result, the Capital Regional District (CRD) committed to continued monitoring of the odour control system performance and discharges, and to work directly with equipment suppliers to seek opportunities to further increase potential odour removal.

An internal audit of the odour collection and treatment systems, as well as an analysis of the previous odour complaints, was completed at the end of 2022 outlining the odour mitigation steps for future years. These tasks included an odour assessment using dispersion modelling, odour collection upgrades, revisions to plant maintenance procedures, and a recommendation for further review of findings to validate the approach.

Results from the odour modelling work completed by WSP Canada Inc. confirmed the maximum odour concentration at the Plant property boundary remains below five OU/m³ during normal plant operations. During plant maintenance work, when tank covers are removed, odour concentrations at the Plant property boundary and within the surrounding community were observed to exceed the maximum five OU/m³.

Staff also log and investigate all odour complaints from the community. This information is used to further inform the modelling and understanding of the impact of maintenance activities on odour dispersion.

To reduce the impact to neighbouring communities the odour mitigation strategy proposed by both Integrated Water Services staff and WSP includes a combination of administrative solutions and system upgrades to reduce odours released due to Plant maintenance.

Odour Complaints and Public Engagement

In 2023, there were 149 odour complaints received, each odour complaint was investigated to establish the nature of the odour. Staff met to review all odour complaints, address potential odour events, and discuss odour system upgrades.

Table 1: Summary of Wastewater Odour Complaints Received

Year	Total Odour Incidents	Number of unique complaints
2018	11	11
2019	19	19
2020	29	27
2021	222	69
2022	101	29
2023	149	46

Investigation of odour complaint data collected through 2023 continues to suggest other potential odour sources may be contributing to the impacts in the surrounding communities. CRD staff will continue to engage the City of Victoria to understand the timeframe to rectify the 16 identified cross connections.

In 2017, in accordance with the Community Impact Mitigation & Operating Agreement between the Township of Esquimalt and the CRD, the Wastewater Treatment Project (WTP) established a liaison committee to provide a forum for the discussion of issues relating to the wastewater infrastructure. The Esquimalt Liaison Committee (ELC) includes delegates from the Township of Esquimalt, the West Bay Neighbourhood Association, the Lyall Street Neighbourhood Association, and the Macaulay Elementary School Parent Advisory Council. The ELC has been engaged to provide feedback on the odour mitigation strategy and ongoing odour concerns. In addition, ELC is proactively informed of potentially odour generating maintenance work.

In 2023, ELC met and reviewed the following:

- Community Inquires
- Core Area Liquid Waste Management Committee Staff Reports
- Odour Investigation, Management Plan and Commitments Update

In 2024 quarterly meetings are planned with this committee, including the upcoming meeting on February 29, 2024.

Administrative Improvements

Certain factors such as wind, temperature, and tide patterns impact and increase the risk of odour emissions beyond the facility boundary during maintenance activities. Standard operating procedures now require a review of these factors to align maintenance activities that could produce offsite odours with favorable conditions.

Staff have also identified procedural efficiencies over the past two years to reduce the required time covers are removed, these efficiencies have now been built into standard operating procedures.

When covers must be removed, operators track odour conditions and increase the application of an odour neutralizing compound (Ecosorb), as needed.

Activities Completed in 2023

Odour mitigation projects in 2023 studied the MPWWTP Odour Control system and odour emissions, collecting valuable information to guide system improvements and upgrades for the coming years.

The following activities were undertaken in 2023 with the goals of informing or reducing air emissions:

- Installation of new H₂S Sensors for both primary and secondary odour control systems (improved data collection);
- An odour assessment for MPWWTP using atmospheric dispersion modelling for odour and H₂S (WSP);
- An odour collection study, including an option review and preliminary design (Associated Engineering); and,
- Updating of Plant maintenance procedures to reduce odour impacts through administrative processes.

2024 System Upgrades

Infrastructure work scheduled for 2024, to improve the system performance and reduce odour emissions, include:

- Secondary Odour Control System Upgrades: reduced moisture through the pre-filter improves odour elimination and extends the lifespan of the product and reduces maintenance activities.
- Densadeg No. 1 scum removal system: improved scum removal eliminates an odour source and reduces the required frequency of Plant Maintenance.
- Tank Cover Upgrades: a new design for tank covers will reduce maintenance project timelines and odour impacts by allowing more efficient access.

Future 2025 Improvements

- Dirty backwash tank upgrade.
- Upgrades to the primary odour control system mist eliminator.
- Additional odour extraction points for plate settlers and Densadegs.
- Improved secondary odour control system and Moving Bed Biofilm Reactor (MBBR) duct sizing.

CONCLUSION

The Capital Regional District recognizes that while operating under normal conditions the McLoughlin Point Wastewater Treatment Plant odour control system is fully functional and operating as per design specifications, however further system improvements are needed to reduce odours during required plant maintenance.

Following completion of the 2023 McLoughlin Point Wastewater Treatment Plan (MPWWTP),

Odour Control System Review and the MPWWTP Odour Assessment planned odour mitigation project work for 2024 and 2025 focuses on infrastructure upgrades to reduce the community impact from plant maintenance.

RECOMMENDATION

There is no recommendation, this report is for information only.

Submitted by:	Jason Dales, B.SC., WD IV, Senior Manager, Wastewater Infrastructure Operations
Concurrence:	Alicia Fraser, P. Eng., General Manager, Integrated Water Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Odour Investigation Action Plan

Summarize and analysis of previous odour complaints (last two years and background)			STATUS UPDATE
1	Summary of odour regulations in other jurisdictions	Nov-04	Complete
2	Analyze complaints’ trends as well as geographical and seasonal distribution	Nov-11	Complete
3	Correlate complaints with operating conditions (wet weather, DensaDeg vs. plate settler tanks in use, etc.) or maintenance activities (cleaning tanks, scrubber media replacement, etc.)	Nov-18	Complete
4	Summarize all finding in a TM	Dec-02	Complete

Confirm the performance of the odour control systems			STATUS UPDATE
<i>Audit of the odour collection system:</i>			
1	Field investigation to confirm the integrity of the tank covers, note deficiencies and document recommendations	Nov-04	Complete
2	Review existing H2S data and create a detail scope of future field investigation as highlighted below	Nov-18	Complete
3	Field investigation to measure negative air pressure under all covers	Jan-31	Complete
4	Field investigation to measure H2S under all covers and at some untreated sources (HVAC units, vents, etc.)	Jan-31	Complete
5	Field investigation to measure the velocity of foul air extraction from each tank	Q2-2023	Complete
6	Confirm 6 CFM air extraction from each tank is met	Jan-31	Complete
7	Identify “possible” improvements to the foul air collection system - Recommendations will need to be further assessed	Oct-30	Complete
<i>Audit of the treatment system:</i>			
1	Confirm the design parameters identified for all units are met	Nov-04	Complete
2	Review water quality and quantity in the BTF	Nov-04	Complete
3	Review all operating variables for treatment systems (differential pressures, online H2S, air flow rate data, runtime, etc.)	Nov-11	Complete
4	Confirm the performance of mist eliminators	Nov-11	Complete
5	Assess the condition of carbon media in ACFs	Jan-31	Complete
6	Review maintenance records and summarize findings	Nov-18	Complete
7	Collect samples for odour and air quality analysis at the inlet and outlet of each online scrubber (BTF or ACF) to confirm the performance of the units comply with the design objectives		
	a. Develop the scope of sampling, including sample locations and required analysis	Oct-28	Complete
	b. Schedule, budget, resources, and procurement for sample collection and analysis	Q2-2023	Complete
	c. Analysis of results, if necessary	Q4-2023	Complete
8	Identify “possible” improvements to the foul air treatment system - Recommendations will need to be further assessed	Nov-25	Complete
9	Summarize all findings in a TM	Dec-02	Complete

Measure odour at the fenceline and beyond.			STATUS UPDATE
1	Install a weather station at MPWWTP	Nov-28	Complete
2	Collect samples for odour analysis at the fence line to confirm MPWWTP does not exceed 5 odour units / m3		
	a. Develop the scope of sampling, including sample locations	Oct-28	Complete
	b. Schedule, budget, resources and procurement for sample collection and analysis	Q 2 - 2023	Complete
	c. Analysis of results, if necessary	Q 4- 2023	Planned
3	Finalize and complete the VIU project to measure a large number of emitted chemicals associated with MPWWP in the community	On going	On going Support
4	Update the odor and H2S dispersion model based on the updated plant emission data and the new weather station installed at the plant	Q 4 - 2023	Complete

**REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, MARCH 13, 2024**

SUBJECT **Union of British Columbia Municipalities Grant for Emergency Operations Centres Equipment and Training 2024 - Motion of Support**

ISSUE SUMMARY

The Capital Regional District (CRD) Protective Services Division applied for a Community Emergency Preparedness Fund (CEPF) Emergency Operations Centres (EOCs) Equipment and Training grant, funded by the Union of BC Municipalities (UBCM). UBCM requires that all grant applications be accompanied by a motion of support from the local government.

BACKGROUND

CRD Protective Services Division regularly applies for UBCM CEPF grants as they become available. These grants allow Protective Services to undertake additional emergency preparation and training activities beyond what would be possible within the approved budget.

The Protective Services team is looking to build on the CRD's robust radio communications network with the addition of two hand-held radio units for the Juan de Fuca (JdF) Electoral Area and one new hand-held unit for the Southern Gulf Islands (SGI) Electoral Area. These portable hand-held radios will enhance radio communication between the EOC and first responders operating in the area. As well, Protective Services proposes to partner with the CRD IT team and the CRD radio room operators to develop three fully portable and independent amateur radio kits. These kits would augment radio communications between the CRD's EOCs, partner agency EOCs in the region, and EOCs across the province if CRD headquarter facilities are unavailable.

As outlined in the application form for the 2024 intake, the CRD is seeking to increase its emergency operations capacity through the development of core EOC training for CRD staff, our First Nations partners, and the local authorities of southern Vancouver Island. Cross-training and exercising with our partner emergency managers not only enhances the resilience of emergency management in the region, it also offers the opportunity to deploy EOC trained personnel resources to other centres that may be experiencing extended EOC activations. The grant request totals \$30,000.

Additionally, the CRD Protective Services team intends to offer enhanced training and exercising, including operational rhythm/process flows, action plan development, role-specific training, and orientation to CRD's enterprise QIT software, to a core team of CRD staff from across all divisions and electoral areas of the organization. This team would make up the CRD's rapid EOC activation team to respond immediately to the full suite of hazards and risks facing the region.

The funding application will also support needed upgrades to mutual aid resources and supports to First Nations, municipalities, and external partners.

ALTERNATIVES

Alternative 1

The Electoral Areas Committee recommends to the Capital Regional District Board:
That the Capital Regional District Board support an application to the Union of British Columbia Municipalities Community Emergency Preparedness for the Emergency Operations Centres Equipment and Training Grant 2024 and direct staff to provide overall grant management.

Alternative 2

That staff be directed to not submit a grant application to the Union of British Columbia Municipalities Community Emergency Preparedness Emergency Operations Centres Equipment and Training Grant for 2024.

IMPLICATIONS

Intergovernmental Implications

Increasing the capacity of the CRD Corporate EOC with the development of a strong cohort of EOC trained staff will include the development and enhancement of mutual aid resources and supports to adjacent First Nations, municipalities, and external partners. The portability of emergency radio communications equipment will ensure it can be deployed throughout the region in the event of an emergency or disaster.

Financial Implications

The CEPF grant request is for \$30,000 and would allow the CRD to pursue enhancements to the EOC beyond what would be possible within the current budget.

Service Delivery Implications

Additional capacity funded through this grant would enhance service support capability to the CRD during an emergency or disaster.

Alignment with Board & Corporate Priorities

Emergency planning and training activity funded by this grant would enhance the CRD ability to prepare for, mitigate, respond to, and recover from an environmental or climate related disaster.

Alignment with Existing Plans & Strategies

Capacity generated by this grant is aligned with existing emergency preparedness and strategies.

CONCLUSION

The CRD is required to maintain an effective emergency management program compliant with provincial legislation. The service enhancements that will be gained through the UBCM CEPF EOCs Equipment and Training grant will help ensure that the CRD will continue to meet those regulatory expectations while improving response capability for our citizens and partners.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:
That the Capital Regional District Board support an application to the Union of British Columbia Municipalities Community Emergency Preparedness for the Emergency Operations Centres Equipment and Training Grant 2024 and direct staff to provide overall grant management.

Submitted by:	Shawn Carby, CD, BHSc, MAL, Senior Manager, Protective Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, Chief Administrative Officer

ATTACHMENT

Appendix A: CEPF Emergency Operations Centres Equipment and Training Grant 2024
Application Form

Community Emergency Preparedness Fund

Emergency Operations Centres Equipment and Training

2024 Application Worksheet

Please complete and return the worksheet with all required attachments by **February 23, 2024**. Applicants will be advised of the status of their application within 90 days of the application deadline.

All questions must be answered by typing directly in this form. **As all questions are reviewed and scored as part of the adjudication process, please do not leave any questions blank.**

If you have any questions, contact cepf@ubcm.ca or (604) 270-8226 ext. 220.

SECTION 1: Primary Applicant Information

First Nation or Local Government Name:
Capital Regional District

File number*:
LGPS-10583

**Refer to the LGPS Online Application Form submission confirmation email*

SECTION 2: Detailed Project Information

1. Proposed Activities. What specific activities will be undertaken as part of the proposed project? Refer to Section 6 of the *Program and Application Guide* for eligibility.

a) Purchase of equipment and supplies, equipment installation

The Capital Regional District (CRD) wishes to continue to develop disaster communications infrastructure resilience across the region. With the inherent instability of cellular and internet capabilities during a major disaster, robust radio communication capability becomes the final safety net to effectively relay emergency information throughout the core region and across the three electoral areas. The CRD plans to purchase and install portable telecommunications equipment that will continue to function in the absence of powered electrical grid, nor require a fixed physical facility. This portable equipment will augment the telecommunications equipment the CRD currently maintains and operates at its headquarters EOC, and three electoral area branch EOCs.

b) Training and exercises

The CRD plans to offer additional EOC training and exercises in an effort to continue the development of the emergency management program's response capabilities. This request for funding proposes facilitating the 2-day EMRG-1300: EOC Essentials for CRD staff, and emergency managers from adjacent First Nations (FN) and local authorities (LA). Following that, the CRD plans to host a JIBC facilitated EMRG-1350: Applied Training session and large-scale table-top exercise to solidify the 2023 and 2024 training into tangible, operational EOC skills.

2. Alignment with funding stream. Describe how your activities align with the intent of this funding stream (build local capacity through the purchase of equipment and supplies required to maintain or improve an EOC and to enhance EOC capacity through training and exercises).

The CRD application for funding in the 2024-2025 EOC grant cycle is in alignment with this funding stream by building local capacity in First Nations and local authorities ability to respond to emergencies through the activation of emergency operations centres.

We are witnessing an increase in the number of days First Nations and local authorities EOCs have been activated in recent years. This trend shows no signs of abatement as drought conditions persist across the region and province. With the potential of devastating wildfires persisting in future fire seasons, the CRD is working to develop a robust cadre of EOC trained personnel for our own incidents and to deploy to other communities in the province as necessary.

Additionally, the CRD intends to continue to develop resilience in its EOC radio communications network. Through this grant, we propose to maintain and augment CRD EOC radio equipment operability in the event that our primary EOC locations are inaccessible.

3. Engagement with First Nations and/or Indigenous Organizations. In the following questions, please identify the specific bands, Treaty First Nations and/or Indigenous organizations as well as the specific traditional territory, reserve, or other First Nation's land that may be impacted by the proposed project.

- a) Which First Nations and/or Indigenous organizations were proactively engaged as part of the development of this application?

N/A. Though the CRD did not proactively engage our First Nations partners on the development of the EOC training aspect of this grant application, we do intend to invite local First Nations to the proposed training session and make every effort to ensure the course dates and locations are appropriate for any Nation members that wish to attend.

- b) Which First Nations and/or Indigenous organizations will participate in the proposed activities and what specific role will they play?

It is the CRD's intention to offer invitations to the proposed training to the following Nations on southern Vancouver Island: Songhees, Esquimalt, Pauquachin, Tsawout, Tsartlip, Tseycum, Malahat, Scia'new, T'Sou-ke, and Pacheedaht.

- c) Please indicate the extent to which staff and/or elected officials have undertaken Indigenous Cultural Safety and Cultural Humility Training.

CRD staff undertake in-house Cultural Perspectives training as part of their onboard training material. As well, the personnel from our partner local authorities have similar Cultural Safety and Cultural Humility training as part of their onboard orientation.

If applicable, please submit evidence of support for the proposed activities from First Nations and/or Indigenous organizations identified above. This could be in the form of a letter, email or other correspondence.

- 4. Engagement with Neighbouring Jurisdictions and Affected Parties.** Identify any neighbouring jurisdictions and/or partners (e.g., equity-denied populations, organizations that participate in the EOC program, etc.) you will engage with as appropriate to the project. Rural and remote communities may want to consider engaging with regional districts and/or health authorities, and First Nation applicants may want to consider engaging with the First Nations' Emergency Services Society or the First Nations Health Authority.

Neighbouring jurisdictions that the CRD intends to engage on this proposal include the First Nations highlighted above as well as the local authorities responsible for emergency management on southern Vancouver Island (e.g. City of Victoria, District of Saanich, Esquimalt, District of Oak Bay, etc.).

- 5. Comprehensive, cooperative, regional approach and benefits.** Describe how the project will contribute to a comprehensive, cooperative and regional approach to EOCs. What regional benefits will result from this project?

This proposal contributes to a comprehensive, cooperative and regional approach to EOCs by opening up the training opportunities to all neighbouring jurisdictions. By training and exercising together, the emergency managers of southern Vancouver Island build off one another's strengths and increase our EOC inter-operability. As Emergency Management and Climate Readiness (EMCR) promotes the Multi-jurisdictional Emergency Management Organization concept, the CRD is positioning itself as a facilitator in this field.

Moreover, the EOC trained personnel developed under this grant can be deployed to jurisdictions outside the Capital Region, enhancing the EOC resilience of the province at large.

- 6. Additional Information.** Please share any other information you think may help support your submission.

In addition to the training and joint exercise proposed under this grant, the CRD intends to build robustness into our radio communications networks. The proposed radio hardware infrastructure purchases will enhance communication pathways and ensure the CRD will be able to maintain business continuity and communicate with its three electoral area EOCs, neighbouring partner emergency management agencies, and EOCs across the province through the strategically placed repeater network.

SECTION 3: Required Attachments

Only complete applications will be considered for funding.

The following separate attachments are required to be submitted as part of the application:

- ☐ Band Council resolution, Treaty First Nation resolution, local government Council or Board resolution, indicating support for the current proposed activities and willingness to provide overall grant management.

<input checked="" type="checkbox"/> Detailed budget for each component identified in the application. This must clearly identify the CEPF funding request, applicant contribution, and/or other grant funding. Applicants are encouraged to use the LGPS Budget and Financial Summary Tool .	
<input type="checkbox"/> <u>For regional projects only:</u> Band Council resolution, Treaty First Nation resolution, or local government Council or Board resolution, from each sub-applicant that clearly states their approval for the primary applicant to apply for, receive, and manage the grant funding on their behalf.	
SECTION 4: Signature This worksheet is required to be signed by an authorized representative of the applicant (i.e., staff member or elected official). Please note all application materials will be shared with the Province of BC.	
I certify that to the best of my knowledge: (1) all information is accurate, (2) the area covered by the proposed project is within the applicant's jurisdiction (or appropriate approvals are in place) and (3) it is understood that this project may be subject to a compliance audit under the program.	
Name: Corey Anderson	Title: Manager, Emergency Programs
Signature*: <i>*A certified digital or original signature is required.</i>	Date: February 23, 2024

<p>Documents should be submitted as Word, Excel, or PDF files. Total file size for email attachments cannot exceed 20 MB.</p> <p>All documents should be submitted to Local Government Program Services, Union of BC Municipalities by e-mail: cepf@ubcm.ca.</p> <p>Please note "2024-EOC" in the subject line.</p>
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Proposed 2024 UBCM EOC Budget	Budgeted	Actual	Difference	Notes
<i>Mobile Communications Capacity</i>				
Portable Emergency Communications equipment	\$ 16,000.00		0%	
<i>Emergency Management Training and Exercises</i>				
Proposed: EMRG-1300: EOC Essentials	\$ 6,000.00		0%	
Proposed: EMRG-1350: Applied Training	\$ 3,000.00		0%	
Multi-jurisdictional exercise	\$ 5,000.00			
Total	\$ 30,000.00	\$ -	0%	

REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, FEBRUARY 07, 2024

SUBJECT Future Housing Priorities and Partnerships Framework

ISSUE SUMMARY

To seek direction from the Capital Regional District (CRD) Board to begin advancing an Acquisition Strategy (Appendix B) and the Rural Housing Program (Appendix C), through the development of a pilot initiative (Appendix D). These efforts aim to address unmet need related to housing affordability through innovation, partnership, and cross-sectoral collaboration.

BACKGROUND

The Regional Housing First Program (RHFP) is a \$120 million (M) housing supply partnership between the CRD, BC Housing and Canada Mortgage and Housing Corporation (CMHC). As of January 2024, the RHFP has supported the completion of approximately 958 new affordable rental units across the capital region with an additional 97 by mid-2024. At full build out, the RHFP is expected to deliver up to almost 1,500 total units of affordable rental housing by 2028.

The CRD 2019-2022 Corporate Plan identified an initiative to determine continuation of a housing supply program beyond RHFP Implementation. Beginning with the CRD Board endorsement of the Southern Gulf Island (SGI) Housing Strategy in May 2022, staff then included consideration of a Rural Housing Program (RHP) as one component of the Future Housing Priorities and Partnerships (FHPP) white paper (Appendix A). The CRD Board endorsed the FHPP in July 2022, which also includes a focus on an Acquisition Strategy and Complex Care.

To advance efforts under FHPP staff were directed to look at options to fund the establishment, and seed investment for a scaled-up regional housing program. Though there is existing requisition capacity under Bylaw No. 3712 Land Assembly, Housing and Land Banking Service Establishment Bylaw, much of the current capacity is allocated toward approved capital projects under the RHFP. Therefore, the CRD Board directed staff to advance an amendment to Bylaw No. 3712 and advance a new loan authorization bylaw to permit the borrowing of up to \$85M.

The FHPP and the parallel work to advance efforts to increase borrowing capacity under Bylaw No. 3712 have been developed to position the CRD with a clarity of focus and sufficient requisition authority and debt capacity to support scaled-up regional efforts while seeking to incentivize partnership with senior levels of government.

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff begin advancing efforts under the Regional Housing: Acquisition Strategy; and
2. That the CRD negotiate and execute a Memorandum of Understanding with the Southern Gulf Islands Tourism Partnership to receive \$100,000 for staff coordination of the Rural Housing Program pilot scoping.

Alternative 2

That this report be referred to staff for additional information based on Hospitals and Housing Committee direction.

IMPLICATIONS

Social Implications

The capital region, like many communities across Canada, continues to experience challenges related to escalating cost of housing, affordability, and homelessness. Demand is particularly strong in the rental system and especially for affordable rental units. The FHPP seeks to position the capital region as a committed partner through looking at:

- An Acquisition Strategy, which aims to increase and/or preserve the supply of affordable rental housing within the urban areas of the region. The Acquisition Strategy will help to guide investment decisions using set criteria intended to help inform the CRD Board on prospective acquisition and investment. The range of model inputs are shown on page 5 of Appendix B.
- A RHP, which aims to increase, preserve, and broaden the supply of affordable housing in rural and remote communities. The approach recognizes the need to approach housing solutions in rural and remote communities with different expectations than those used for conventional housing projects in more densely populated urban regions. At this time, staff are only recommending a pilot on SGI and Salt Spring Island (SSI) to develop the program and test the efficacy of some initiatives, which, subject to CRD Board approval, could be implemented across to the region starting in 2025/2026.
- A Complex Care Housing initiative, which aims to increase the supply of housing with supports for people with complex needs and support complementary to the provincial Complex-Care Housing service. In Greater Victoria, Complex-Care Housing is delivered by Island Health in partnership with BC Housing and non-profit service providers. Due to the critical roles of Island Health, BC Housing, and non-profit organizations in the delivery of Complex Care, CRD staff worked through 2023 to engage, consult and explore opportunities for collaboration and partnership. Island Health and BC Housing continue to look at needs across the health authority, including on Southern Vancouver Island, and CRD staff remain actively engaged and are committed to supporting this ongoing effort. Additional updates will be provided to the CRD Board later in 2024 as the work continues along side Island Health and BC Housing.

Operational Implications

The Housing Planning, Policy, and Programs function operates within Regional Housing and receives grants from federal and provincial partner agencies, provides oversight, and deploys funds within the region, administers housing affordability agreements with developers and owners in the region on behalf of municipalities, and undertakes research and develops policy and programs focused on increasing housing supply across the region.

Staff capacity to advance work under this function was supported through the development of IBC 5a-2.1 Housing Opportunity Innovation and Outcomes Analysis. It is anticipated that there will be approximately 0.75 FTE available to support the advancement of the Acquisition Strategy, including 0.25 FTE management, and 0.5 FTE support staff.

The RHP pilot will be soft launched in 2024 using existing staff resources as well as 1 FTE of new capacity as a two-year term position. The new term position will be supported, in part, through Municipal and Regional District Tax (MRDT) Program funding. Staff will begin implementation of program design and will work to leverage additional external grant funding where possible.

Service Delivery Implications

To exercise constraint and cost containment, the CRD Board directed staff to keep the core inflationary adjustment to 3.5% through the 2024 Service and Financial Planning Guidelines, which has been considered through determining the appropriate balance of requisition impact and securing sufficient capacity to begin advancing the Acquisition Strategy and RHP.

Initiating the Acquisition Strategy in full would require a significant lift in resources being available in the 2024 CRD Financial Plan. Property identification, undertaking appropriate due diligence and advancing acquisitions, subject to CRD Board approval, draws on internal capacity through the Real Estate, Regional Housing and Corporate Finance functions while also relying on the engagement of consultant services on items such as land surveys, environmental and geotechnical analysis, building condition assessments, archaeological reports, appraisals, feasibility analysis and massing modelling, etc.

Staff anticipate that current capacity, including that contained within the 2024 CRD Financial Plan, will be sufficient to support property identification and a high-level assessment of acquisition potential. Staff will then return to the CRD Board to request additional resources to undertake due diligence and funds to place a deposit on a project-by-project basis and through a budget amendment. Final decisions will also come back to the CRD Board, which may require an additional budget amendment.

The RHP pilot scoping work (Appendix D) is to allocate available capacity in support of building the program parameters to consider providing pre-development funding while also starting work on the development of a Missing Middle/Accessory Dwelling Unit Incentive Program. These efforts can be supported through available capacity and resources provided by the MRDT funding.

Intergovernmental Implications

The development of the Acquisition Strategy (applied primarily within the Urban Containment Boundary) and the RHP (applied primarily outside of the Urban Containment Boundary) is to acknowledge the diversity of housing need and development contexts across the capital region and provide suitable, flexible, and tailored tools to advance projects and programs better equipped to support local needs and opportunities and within a municipal/electoral area land use context.

The RHP envisions a whole government approach to support housing solutions outside of the Urban Containment Boundary and in the Electoral Areas where governance is inherently multi-jurisdictional. MRDT funding for 2024 will require a memorandum of understanding (MoU) between CRD and the SGI Tourism Partnership Society. The CRD has also worked to partner with the Islands Trust through an application to the CMHC Housing Accelerator Fund on Mayne Island. If successful, the funding will be awarded to Islands Trust and an MoU with CRD will be required to advance a sub-pilot project to accelerate 73 units of housing on Mayne Island.

In addition to the program, strategy development, and bylaw work undertaken by the CRD in support of advancing the Acquisition Strategy and RHP, the Government of BC has passed several pieces of legislation that alter the local government land use planning framework including increasing small-scale multi-unit housing, establishing proactive planning requirements, changes to development finance tools, and support for transit-oriented development areas.

Beyond the range of recent legislative changes introduced by the Government of BC, Budget 2023 also allocated a total of \$1.7 billion (B) over three years in operating and capital funding through Building BC and BC Housing programs as well as transit-oriented development. A recent example of this is the opening of a Community Housing Fund (CHF) call on August 28, 2023,

which closed on November 17, 2023. BC Builds was also announced on April 3, 2023, as a focused effort to speed up delivery of new homes and increase the supply of middle-income housing. Further details on BC Builds are expected into 2024. The CRD anticipates additional CHF calls in future years as well as calls to apply for funds through BC Builds, which present a range of ongoing partnership opportunities.

Through the 2023 Government of Canada Fall Economic Statement update, several additional resources were signalled including \$15B in new loan authority through the Apartment Construction Loan Program (ACLP), and \$1B for capital grants through the Affordable Housing Fund (AHF). It is expected that these new resources will be made available starting in 2025. It should also be noted that as recently as December 29, 2023, the Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities, Government of Canada, announced that there is expected to be a renewed housing plan to help alleviate homebuilding cost pressures and boost productivity.

There are considerable changes locally, provincially, federally and the CRD has taken the necessary steps to develop key areas of focus through the FHPP and continues to secure debt capacity in support of seed funding for a scaled-up housing supply program.

Financial Implications

To advance the Acquisition Strategy, on December 13, 2023, the CRD Board approved amending Bylaw No. 4551 to increase the maximum requisition to the greater of \$11.5M annually or \$0.062 per \$1,000 assessed value for Bylaw No. 3712 Land Assembly, Housing and Land Banking Service Establishment Bylaw. This increase in maximum requisition represents a maximum change per average household of up to \$26 annually. It should be noted that the increased requisition will be committed to debt servicing costs for the \$85M capacity attached to the loan authorization bylaw which is currently subject to an alternative approval process (AAP).

In preparation for the potential approval of increased borrowing capacity through the approval of a loan authorization bylaw, and subject to a successful AAP, staff intend to begin exploring potential sites for acquisition while also starting to undertake scoping work on a RHP pilot project. This will be done through use of available capacity, which is subject to CRD Board approval of the 2024 Financial Plan.

As noted under service delivery implications, considerable works must be undertaken prior to bringing a recommendation forward to the CRD Board and staff will look to return to the CRD Board seeking funds on a project-by-project basis.

Environmental Implications

The housing priorities being advanced are with consideration of the Regional Growth Strategy, the *Islands Trust Act*, and core principles of smart growth planning. Each municipality and land use authority can ensure environmental metrics are met at the time of project approvals.

The Acquisition Strategy further considers two key components to support a reduction of adverse environmental impacts:

- 1) Walkability – The consultant has prepared maps depicting those areas that are within 400 metres of a transit stop, which are shown on pages 68-77 of Appendix B. This is to help the CRD focus its efforts on those locations well served by transit.

- 2) Parking – Due to the focus on walkability when considering potential acquisition or investment, the model prepared by the consultants assumes zero parking stalls for a studio, 1 and 2-bedroom unit. The model further assumes a single parking stall for any unit that is 3-bedroom + as this would consist of a larger family that may be more reliant on vehicle use.

Development undertaken on acquired lands would be subject to local government requirements and sustainability/efficiency measurement built into a capital or operating funding program. The RHP pilot scoping work will be taking place within the SGI and SSI electoral areas, which are under the land use authority of Islands Trust and the legislative obligations under the *Island Trust Act*.

CONCLUSION

Future Housing Priorities and Partnership initiatives are being developed to address unmet need related to housing affordability and homelessness through innovation, partnership, and cross-sectoral collaboration.

Two consultant reports have been appended to the staff report with a focus on enabling the advancement of the Acquisition Strategy as well as a feasibility report on an RHP. Staff are recommending to begin advancing efforts under the Acquisition Strategy while also beginning to develop the scope of a pilot program on SSI and SGI that falls under the RHP. This is to be done through use of existing resources with any new resources being subject to CRD Board approval through budget amendments, which are to be advanced on a project-by-project basis.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board:

1. That staff begin advancing efforts under the Regional Housing: Acquisition Strategy; and
2. That the CRD negotiate and execute a Memorandum of Understanding with the Southern Gulf Islands Tourism Partnership to receive \$100,000 for staff coordination of the Rural Housing Program pilot scoping.

Submitted by:	Don Elliott, MUP, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Future Housing Priorities and Partnerships White Paper
Appendix B: Regional Housing: Acquisition Strategy (Patricia Maloney Consulting, Bayshore Planning Services Inc., and Mullholland Parker Land Economists Ltd. 2024)
Appendix C: Rural Housing Pilot Project Analysis (Urban Matters, 2024)
Appendix D: Rural Housing Program Pilot (2024)



Future Housing Priorities and Partnerships

INTRODUCTION

Since 2016, a partnership between the Capital Regional District (CRD) and federal and provincial partners has contributed to the development of over a thousand new units, addressing the needs of households in need of affordable housing in the region. Through the Regional Housing First Program (RHFP), the CRD, BC Housing Management Commission (BC Housing) and the Canada Mortgage and Housing Corporation (CMHC) committed \$30 million (M) each to build housing units to help address chronic homelessness in the region. In 2020, each partner committed to increasing their contribution by \$10M to address escalating land acquisition and construction costs. With a total capital fund of \$120M, the RHFP was better positioned to achieve its target of up to 2,000 Affordable Rental Units, with up to 400 of those units having rents set at Government of British Columbia's Income Assistance Rate Table Shelter Maximum (Shelter Rate). Overall, the program is expected to leverage the development of approximately \$600M in capital development. As of July 2022, 11 projects have been approved through the RHFP program, representing 1,055 units, with 238 to be rented at Shelter Rate.

Although details have yet to be announced, new and revitalized federal programs, such as the new Housing Accelerator Fund, a third round of the Rapid Housing Initiative and potential reopening of the Affordable Housing Innovation Fund, as well as initial discussions with federal colleagues, suggest potential opportunities for future partnerships. While a specific provincial funding program is not currently open to support a partnership, early discussions with the Province indicate interest, should opportunities present. A new partnership could also help the provincial government achieve its target of building 114,000 units by 2027.

The following provides an overview of current challenges and presents options for the next opportunity to address unmet need related to housing affordability and homelessness through innovation, partnership and cross-sectoral collaboration. Opportunities to address unmet need were identified through research, analysis and engagement with internal CRD staff, municipal, provincial and federal stakeholders, including with the Regional Housing Advisory Committee.

Recommended interventions for consideration include:

- Opportunities to acquire existing housing or land to increase and preserve the supply of affordable rental and create future redevelopment opportunities;
- A Rural Housing Strategy to increase the supply of affordable housing in rural and remote communities; and
- Increase the supply of housing with supports to people with complex needs not currently adequately supported by the traditional models.

CURRENT CHALLENGES

The capital region, like many communities across Canada and around the world, continues to experience challenges related to escalating cost of housing, affordability and homelessness. The population of the region is expected to continue to grow from an estimated 392,100 in 2018, to an estimated 478,500 in 2038¹, adding housing pressure in the region. Demand is particularly

¹ [bylawno-4328.pdf \(crd.bc.ca\)](#)

strong in the rental system, especially affordable rental units. Data suggests a continued trend of low vacancies in the lower price quartiles and high rates of core housing needs for renters².

CMHC's 2021 Rental Market Report, released in February 2022, showed tightened market conditions in the Victoria Census Metropolitan Area (CMA) in 2021³. Key findings include:

- Vacancy rates declined to 1%, one of the lowest in Canada;
- Two-bedroom purpose built rentals average rent increased by 3.1%;
- Demand returned, but supply is lagging behind and is unevenly distributed with 80% new supply concentrated in the Westshore region; and,
- Rental affordability and suitability remain a challenge for low-income households.

As of March 31, 2020, there were 12,957 subsidized housing units in the Growth Management Planning Area (GMPA), including emergency shelters, housing for the homeless, transitional and supported housing and assisted living, independent social housing and rent assistance in the private market, representing an increase of 1,046 units over the previous year⁴.

The development of non-market housing has been supported through a number of new and expanded funding programs at all levels of government. In 2019, the Province of British Columbia committed more than \$7 billion over 10 years for programs such as Building BC, including the Community Housing Fund, Affordable Rental Housing Program, Supportive Housing Fund, Women's Transition Housing Fund and Indigenous Housing Fund. In 2020, the Government of Canada launched the Rapid Housing Initiative, providing capital contributions to support the creation of new affordable rental units for people who are vulnerable. In the capital region, there has been and continues to be significant investments in housing through federal and provincial programs. Since 2018, the following units have been supported through various provincial and federal programs:

- Supportive Housing Fund: funding toward over 600 units across 12 projects
- Community Housing Fund: funding toward almost 900 units across 10 projects
- Rapid Housing Initiative: funding toward 136 units across three projects
- Indigenous Housing Fund: funding toward 164 units across two projects.

While the region has seen increases in the number of subsidized housing units in the GMPA, insufficient supply of affordable housing in the private market relative to population growth is also a factor. In response, a number of funding programs to support increased supply of below market housing have been launched in recent years. Provincially, this includes the HousingHub which brings together private and non-profit stakeholders to create new affordable rental and homeownership options for middle-income residents. The federal government also launched and then expanded programs such as the National Housing Co-Investment Fund to support development of mixed-income, mixed tenure and mixed-use affordable housing.

While insufficient supply is a contributing factor to the increasing cost of housing, low mortgage rates, increasing upper-middle class incomes, investor buyers and accumulated equity are also key factors. Investor buyers and repeat purchasers make up the majority of homebuyers, many

² <http://crd.ca.legistar.com/gateway.aspx?M=F&ID=a7f6cc77-f6b6-4b32-bde9-c0a8e4411b45.pdf>

³ [Rental Market Report | CMHC \(cmhc-schl.gc.ca\)](https://www.cmhc-schl.gc.ca/en/rental-market-report)

⁴ [rgs-indicatorreport2021.pdf \(crd.bc.ca\)](https://www.crd.bc.ca/files/rgs-indicatorreport2021.pdf)

of which have accumulated significant equity from rising home prices. As one of the leading Canadian researchers on housing, Steve Pomeroy notes:

“It is not the quantity of buyers (i.e., total demand), it is the quality (income and wealth, abetted by low mortgage rates) of this very small segment of ‘market makers’ that have been the ones driving up home prices. ... This small segment is creating market imbalance and serious challenge for lower income households...”⁵.

This suggests the importance of building the right supply, rather than the quantity.

Although challenges related to the cost of housing are felt by many in the capital region, research indicates some residents and communities face distinct challenges, including people with complex needs who are experiencing homelessness, and people in rural and remote areas of the region.

Challenges addressing homelessness

The 2020 Greater Victoria Point-in-Time homeless survey estimated 1,523 individuals experiencing homelessness in the region, compared to 1,525 in 2018⁶. 2020 survey results showed higher numbers of unsheltered individuals (270, as compared to 158 in 2018) and higher numbers of people couch surfing (145, as compared to 95 in 2018). Using a different methodology, a new provincial report on homelessness estimates 1,595 individuals experienced homelessness in 2019⁷.

The COVID-19 pandemic placed enormous pressure on individuals and communities throughout the region. Many in our communities lost income, resulting in greater housing insecurity or housing loss. Individuals without homes, living outside or in shelter were challenged to comply with public health recommendations to maintain physical distance.

People living with complex needs experience particularly difficult challenges. While the CRD, Province of BC and the Government of Canada have all made historic investments in housing, including housing to meet the needs of people experiencing homelessness, many communities are not able to meet the needs of some vulnerable residents.

Supportive housing (subsidized housing with onsite supports for single adults, seniors and people with disabilities at-risk of or experiencing homelessness) is an important part of the housing continuum. The onsite support services help people who have experienced homelessness find and maintain stable housing.

However, people with complex needs do not always fit into the current supportive housing model. The current healthcare system is also challenged to provide appropriate support. There is a lack of ongoing rehabilitation care, services that specialize in mental health or substance use, but not both, and a lack of housing options for people who are not ready or not willing to engage in treatment. As a result, people with complex needs fall through the cracks. In many communities, including the capital region, this can lead to increased erratic behavior, open drug use and crime.

⁵ [Exploring causes of escalating home prices: Part 2, demand issues | chec ccrl.ca \(chec-ccrl.ca\)](https://chec.ccrl.ca/chec-ccrl.ca)

⁶ [crd-pit-count-2020-community-report-2020-07-31.pdf \(victoriahomelessness.ca\)](https://victoriahomelessness.ca/crd-pit-count-2020-community-report-2020-07-31.pdf)

⁷ [Appendix: 2019 Homeless Cohort Data Tables \(gov.bc.ca\)](https://gov.bc.ca)

In response, the BC Urban Mayors caucus has actively advocated for the creation of appropriate housing and supports for people with complex needs⁸.

A distinct approach is required to address the needs of people who have overlapping mental-health challenges, substance-use issues, trauma and acquired brain injuries and who may experience or be at greater risk of homelessness. Approaches may include coordinated health, mental health and substance use services, along with housing, cultural and social supports, to meet these complex needs. This requires new approaches for collaborating across sectors.

In response to this challenge, the Province of BC has initiated plans to support up to 500 people with new Complex Care Housing: a suite of services and supports to better meet the needs of people with complex needs, including people with severe mental health, substance use issues or traumatic and acquired brain injuries who are homeless or unstably housed. In March 2022, the Province announced plans for 100 spaces in Greater Victoria. As the investment does not include capital funding, it is anticipated that the complex care spaces will be delivered by converting existing supportive housing sites, or supportive housing sites currently in development.

Challenges in rural and remote communities

Discussions of challenges associated with preserving, acquiring and developing housing are often in relation to large, urban centres. However, many rural and remote communities experience distinct and urgent needs. Rural homelessness is difficult to measure, as it is often more hidden, with more people living temporarily with friends or family or living in abandoned or overcrowded buildings. According to a 2021 report from the National Alliance to End Rural and Remote Homelessness, 31% of Canadians live in rural and remote communities where residents suffer from homelessness in equal or greater numbers than their urban counterparts⁹. A recent provincial research study quantifying homelessness found that, on a per capita basis, it was smaller, rural and northern communities that have the highest proportion of homelessness, based on their population¹⁰.

Housing affordability challenges have been experienced in many rural and remote communities. Recent assessed property values increased across the region, but particularly in smaller communities where value estimates rose by up to 34% in the District of Highlands and District of Sooke, and up to 35% in the District of Metchosin and the Gulf Islands¹¹. According to the recently updated Southern Gulf Islands Housing Needs Report, between 2017 and 2021, median sales prices have increased significantly from 35% to 137%, depending on the island¹².

CMHC's Rental Market Survey indicates lower vacancy rates and higher average rents across the Victoria CMA (see Figure 1 below). This includes areas outside of the core, which saw

⁸ [BC Urban Mayors make renewed and urgent call to implement complex care housing solutions - BC Urban Mayors' Caucus \(bcurbanmayorscaucus.ca\)](https://bcurbanmayorscaucus.ca)

⁹ [NationalAllianceToEndRuralAndRemoteHomelessness-e.pdf \(ourcommons.ca\)](https://ourcommons.ca)

¹⁰ [Report: Preventing and Reducing Homelessness Integrated Data Project, Province of British Columbia 2021 \(gov.bc.ca\)](https://gov.bc.ca)

¹¹ [Vancouver Island 2022 Property Assessments in the Mail \(bcassessment.ca\)](https://bcassessment.ca)

¹² Southern Gulf Islands Updated Market Analysis (Feb 2022)

decreased vacancy rates and increased average rents for almost all apartment types.¹³ See Appendix A for vacancy rates and average rents across Zones 1-10 of the Victoria CMA.



Rural and remote communities also face unique challenges in the development of affordable housing. These include: difficulty accessing financing; limited development expertise; fewer consultants with specialized expertise in rural and remote communities; challenges related smaller scale projects; funding program criteria that is not always applicable to rural and remote context; and lower supply of skilled labour¹⁴. Areas such as Salt Spring Island and the Southern Gulf Islands are also part of the Islands Trust Area, which mandates preservation and protection of the natural environment and unique amenities of the area.

Released in November 2021, the Southern Gulf Islands Community Housing Strategy identifies the need to approach housing solutions using different assumptions than those used for conventional housing interventions in urban areas of the region. The Strategy includes key objectives such as: exploring the potential for a CRD Rural Housing Program; annual affordable housing demand estimates; supporting third party affordable housing projects through new tools; support for pre-development expenses for affordable housing; development of garden suites and cottages; enabling alternative housing types; and taking a whole government approach through collaboration and advocacy.

A distinct approach, including specific tools, resources and supports, is required to meet the needs of rural and remote communities.

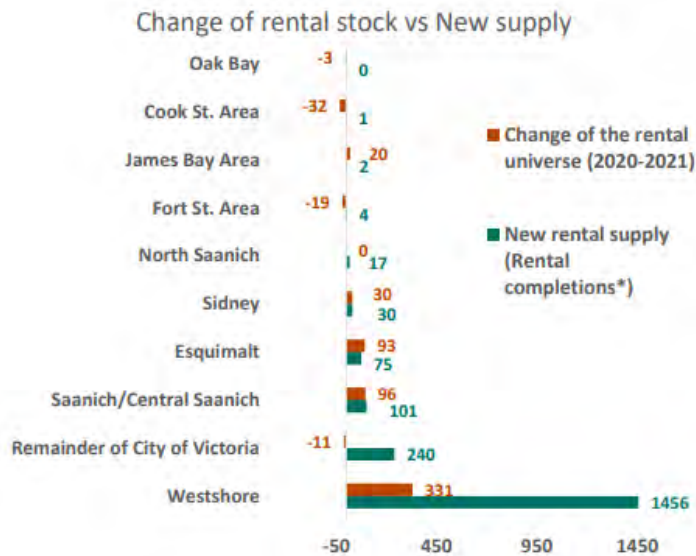
Challenges preserving existing affordable housing

Recent years have seen an increased number of financial landlords such as private equity firms, asset managers, publicly listed companies, real estate investment trusts (REITs) and financial institutions purchasing multi-family rental and single family rental, including naturally occurring affordable housing (NOAH). Between 2011 and 2016, across the country, the number of private rental units affordable to households earning less than \$30,000 per year declined by 322,600

¹³ Source: Rental Market Survey (CMHC). © 2022 Canada Mortgage and Housing Corporation

¹⁴ [SmallCommunitiesInitiative-Research-Brief-plus-Resource-Guide-March-28.pdf \(mnpha.com\)](https://www.mnpha.com/en/SmallCommunitiesInitiative-Research-Brief-plus-Resource-Guide-March-28.pdf)

units¹⁵. In BC, recent analysis by Housing Central notes that between 2015 and 2019, 34,000 rental units were lost. With provincial investment supporting just over 11,000 affordable homes in the same time period, for every one affordable unit developed, over three affordable homes in the private sector were lost¹⁶. According to recent CMHC Rental Market Survey data, this trend is also evident within the capital region, as illustrated in the table below¹⁷.



* The number of rental completions is the cumulative number of rental structures completed from July 2020 to June 2021. This is consistent with the time frame covered by the 2021 Rental Market Survey.

The loss of NOAH is partially driven by the financialization of rental housing through investment by large capital funds and smaller investors capitalizing on rising rents, as well as redevelopment of sites with older, low-moderate rent properties¹⁸. Building new supply is one approach, but the high cost and longer timelines for construction makes replacing these affordable units challenging.

In recent years, there has been an increased awareness of the impact of the financialization of housing, which refers to the “expanding and dominant role of financial markets and corporations in the field of housing, leading to unaffordable and insufficient housing and discrimination¹⁹.” Rather than for social good or human rights, housing is treated as vehicle for income and investment, and has transformed housing and real estate markets around the world²⁰. The United

¹⁵ [Why Canada needs a non-market rental acquisition strategy. May 2020 | Focus Consulting Inc. \(focus-consult.com\)](#)

¹⁶ [Budget 2022 Submission - BC Non-Profit Housing Association | BCNPHA](#)

¹⁷ Source: CMHC Rental Market Survey, CMHC Starts and Completion Survey. The geographical definition in the chart is based on the CMHC Rental Market Survey Zone. For details, please refer to the Rental Market Report February 2022.

¹⁸ [Why Canada needs a non-market rental acquisition strategy. May 2020 | Focus Consulting Inc. \(focus-consult.com\)](#)

¹⁹ [Facing financialization in the housing sector: A human right to adequate housing for all - Ingrid Leijten, Kaisa de Bel, 2020 \(sagepub.com\)](#)

²⁰ [OHCHR | Financialization of housing](#)

Nations Special Rapporteur on the Right to Adequate Housing has called for governments to ensure markets serve housing need rather than investment priorities.

Strategies that enable non-profit housing providers to preserve existing affordable rental housing include an acquisition strategy. An acquisition strategy would: “enable low-income tenants to stay where they are, stabilizing neighbourhoods and preserving a diversity of incomes and tenures in gentrifying districts; preserve and extend the legacy of public investment (many of the buildings at risk of financialization were created through federal grants and tax incentives totalling \$4 Billion Canada-wide); [and] be faster and surer than new builds²¹.”

The BC Non-Profit Housing Association has called on the Province of BC to commit \$500M to create a rental housing acquisition strategy to provide expedited grants to acquisition projects initiated by the community housing sector. An acquisition fund could also include a revolving loan fund to facilitate strategic property acquisition, replaced with long-term low rate financing from CMHC²². The value of an acquisition fund has been raised by federal Minister Ahmed Hussen at the February 2022 National Housing Supply Summit, including the ability for non-profits and local governments to acquire land and the importance of not losing supply. The Minister’s mandate letter also directs the Minister to “help affordable housing providers acquire land and buildings to build and preserve more units²³.” However, the 2022 Federal Budget did not include funding toward an acquisition strategy.

The above mentioned challenges highlight the significant housing gaps in the region and areas where households are not being adequately served. It also helps explain why communities in the capital region face substantial barriers in addressing these challenges. These challenges also shed light on what is necessary to address these challenges. While new affordable housing supply is needed, additional supply is not enough. Addressing unmet needs in the region will require innovation, partnership and cross-sectoral collaboration.

RESPONDING TO THE CHALLENGE

The CRD is exploring options for addressing housing affordability challenges in the region through partnerships with provincial and federal partners. A future funding program to address unmet need through development and acquisition of new affordable housing units could target three specific areas of unmet need:

1. **Acquisition fund** to increase and preserve the supply of affordable rental and create future redevelopment opportunities, purchase of shovel-ready developments or acquire land for development of affordable housing
2. **Rural Housing Strategy** to increase, preserve and broaden the supply of affordable housing in rural and remote communities, recognizing the need to approach housing solutions in rural communities with different assumptions than those used for conventional housing interventions in growing urban regions

²¹ [Beat the REITs? Or join them? | Opening the Window](#)

²² [Affordable housing is a hot commodity — and a new Ottawa land trust wants to counter that | Ottawa Citizen](#)

²³ [Minister of Housing and Diversity and Inclusion Mandate Letter \(pm.gc.ca\)](#)

3. Increase the supply of **housing with supports for people with complex needs** currently not adequately supported by the traditional model as a compliment to new provincial Complex Care Housing initiative

The three priorities target areas with unique challenges and where need is unable to be met by traditional funding programs. The priorities also acknowledge the changing landscape and expanding role of financial markets and corporations in the field of housing, reducing barriers for communities and non-profit providers in protecting, preserving and enhancing existing affordable stock.

Current CRD Services

The CRD currently offers a number of services that would complement a new funding program to acquire land and housing and address the unique needs underserved households such as those with complex needs and in rural communities.

The CRD's Real Estate Services strategically manages appraisal, acquisition and disposal of real property interests. In addition, Real Estate Services is responsible for maintaining property information, coordinating referrals from outside agencies and performing property research on behalf of CRD staff. These existing services would be an asset to supporting a future acquisition fund in the region.

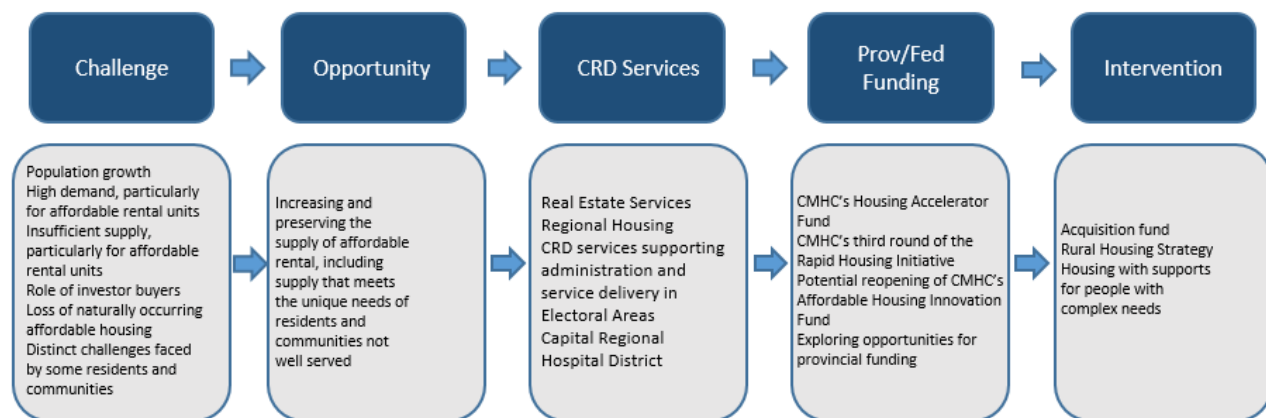
The range of services provided under the Regional Housing portfolio would also ensure the CRD is well positioned to support a program with the above mentioned priorities. Regional Housing includes planning, construction and operation of housing services, as well as administration of the current RHFP.

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. The recently released Southern Gulf Islands Housing Strategy includes a recommendation to explore the potential for a CRD Rural Housing Program that takes into consideration the unique characteristics of rural communities. Development of a business case that explores the viability of establishing a CRD Rural Housing Program would help support and guide the development of a future funding partnership opportunity.

The CRD is well positioned to support a program to increase the supply of housing with supports for people with complex needs, not adequately supported by the traditional housing and health models. The CRD's Housing Initiatives and Programs team administers the federal Reaching Home funding program, expected to total over \$3.2M in funding to support people experiencing homelessness in the region.

Finally, the Capital Regional Hospital District's (CRHD) capital funding mechanism would also play a complimentary role. The 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.

CONCLUSION AND RECOMMENDED NEXT STEPS



This document has provided an overview of: current challenges; proposed opportunities to address unmet need; existing CRD services that could support new funding programs; potential funding partnerships; and interventions to address housing affordability challenges in the region through innovation, partnership and cross-sector collaboration. Challenges include:

- Population growth
- High demand, particularly for affordable rental units
- Insufficient supply, particularly for affordable rental units
- Role of investor buyers
- Loss of naturally occurring affordable housing
- Distinct challenges faced by some residents and communities

Opportunities to address these challenges were identified through research and engagement with internal CRD staff and municipal, provincial and federal stakeholders, including the Regional Housing Advisory Committee. These include increasing and preserving the supply of affordable rental, including supply that meets the unique needs of people with complex needs who are experiencing homelessness, and people in rural and remote areas of the region.

The identified opportunities could be supported by existing CRD services, including: Real Estate Services; Regional Housing; CRD services supporting administration and service delivery in Electoral Areas; and the CRHD.

Initial discussions with provincial and federal partners indicate potential funding opportunities to support the identified priorities to address unmet need in the region. This may include:

- CMHC's Housing Accelerator Fund
- CMHC's third round of the Rapid Housing Initiative
- Potential reopening of CMHC's Affordable Housing Innovation Fund
- Exploring opportunities for provincial funding, supporting the provincial government's target of building 114,000 units by 2027

Recommendation

Through consideration of challenges, opportunities, support through CRD services and potential funding through federal and provincial partners, the following interventions are recommended to address unmet need in the region through innovation, partnership and cross-sector collaboration have been presented:

1. **Acquisition fund** to increase and preserve the supply of affordable rental and create future redevelopment opportunities, purchase of shovel-ready developments or acquire land for development of affordable housing;
2. **Rural Housing Strategy** to increase, preserve and broaden the supply of affordable housing in rural and remote communities, recognizing the need to approach housing solutions in these communities with different assumptions than those used for conventional housing interventions in growing urban regions; and
3. Increase the supply of **housing with supports for people with complex needs** currently not adequately supported by the traditional model as a compliment to new provincial Complex Care Housing initiative.

In addition to staff continuing to explore these three identified pillars underpinning additional efforts to address housing affordability pressures felt across the capital region, advocacy to senior levels of government and continued engagement with municipal partners will be critical in supporting success. As noted throughout this white paper, intervention in the complex issue of decreasing housing affordability and the continued persistence of homelessness will require efforts from all levels of government in support of programs that are tailored to the unique needs of households and individuals across the capital region.

Therefore it is further recommended that staff continue to:

4. Explore opportunities to **advocate to senior levels of government** on the opportunities for partnerships on the identified interventions presented through this document; and
5. **Share efforts on continuing to explore these intervention areas with interested municipalities** to ensure that any future housing supply program reflects the diversity of needs and opportunities across the capital region.

Next Steps

Housing affordability and homelessness are complex policy problems that require new approaches, innovation, partnership and cross-sector collaboration. It is no longer possible for any one level of government to address these challenges alone. The RHFP has demonstrated the impact of partnership; through development of an anticipated 2,000 affordable rental units, with up to 400 of those units having rents set at the income assistance shelter rate. As the CRD prepares for the RHFP to come to a close, there is an opportunity to consider priority interventions to meet unmet need in the region.

Staff will continue to develop the recommended options, which will include continued engagement with provincial and federal partners to: explore funding contributions; consider financial modelling and funding mechanisms; development of a proposed budget; cost implications; eligibility criteria; roles and responsibilities of funding partners; and plans for monitoring and reporting. Staff will return in 2023 with a detailed proposal for a Program Framework and business case, for intended implementation in 2024.

Table 1: Private Apartment Vacancy Rates (%) by Zone and Bedroom Type - Victoria CMA

Zone	Bachelor		1-bedroom		2-bedroom		3-bedroom	
	Oct-20	Oct-21	Oct-20	Oct-21	Oct-20	Oct-21	Oct-20	Oct-21
Zone 1 - Cook Street Area	0.4	1.0	2.2	1.2	1.5	0.7	0.0	0.0
Zone 2 - Fort Street Area	1.4	1.6	1.8	0.5	1.7	0.4	**	0.0
Zone 3 - James Bay Area	3.6	0.5	2.6	2.0	4.9	1.4	**	**
Zone 4 - Remainder of City	2.1	1.1	2.6	0.8	1.9	1.0	0.0	2.3
City of Victoria (Zones 1-4)	2.1	1.0	2.3	1.1	2.5	0.9	1.2	2.1
Zone 5 – Saanich/Central Saanich	1.2	**	2.3	1.3	3.2	1.2	**	**
Zone 6 - Esquimalt	0.9	0.9	1.1	1.6	1.8	0.6	0.0	1.3
Zone 7 – Langford/View Royal/Colwood/Sooke	2.7	0.7	1.6	0.4	2.4	0.3	0.7	0.7
Zone 8 – Oak Bay	**	0.0	0.9	0.4	1.2	0.2	**	**
Zone 9 – North Saanich	**	**	**	**	**	**	**	**
Zone 10 – Sidney	**	**	0.0	0.0	**	1.0	**	0.0
Remainder of CMA (Zones 5-10)	2.2	1.0	1.6	1.0	2.3	0.7	0.8	0.9
Victoria CMA	2.1	1.0	2.1	1.0	2.4	0.8	0.9	1.4

** Data Suppressed

Table 2: Private Apartment Average Rents (\$), by Zone and Bedroom Type - Victoria CMA

Zone	Bachelor		1-bedroom		2-bedroom		3-bedroom	
	Oct-20	Oct-21	Oct-20	Oct-21	Oct-20	Oct-21	Oct-20	Oct-21
Zone 1 - Cook Street Area	957	994	1,193	1,207	1,475	1,500	1,879	1,753
Zone 2 - Fort Street Area	986	961	1,125	1,157	1,450	1,501	2,082	2,069
Zone 3 - James Bay Area	1,084	1,091	1,273	1,281	1,661	1,697	2,129	2,201
Zone 4 - Remainder of City	992	1,019	1,173	1,197	1,518	1,595	1,828	1,916
City of Victoria (Zones 1-4)	1,009	1,024	1,184	1,205	1,528	1,580	1,920	1,975
Zone 5 – Saanich/Central Saanich	1,020	1,013	1,150	1,213	1,490	1,558	1,622	1,928
Zone 6 - Esquimalt	905	920	1,109	1,125	1,252	1,323	1,512	1,636
Zone 7 – Langford/View Royal/Colwood/Sooke	1,139	1,160	1,385	1,417	1,660	1,710	1,697	1,849
Zone 8 – Oak Bay	920	1,005	1,154	1,207	1,579	1,641	**	**
Zone 9 – North Saanich	**	**	**	**	**	**	**	**
Zone 10 – Sidney	**	1,218	1,276	1,251	1,492	1,618	**	2,311
Remainder of CMA (Zones 5-10)	1,036	1,060	1,189	1,234	1,484	1,562	1,653	1,843
Victoria CMA	1,015	1,032	1,185	1,214	1,507	1,571	1,758	1,894

** Data Suppressed

CAPITAL REGIONAL DISTRICT

Regional Housing: Acquisition Strategy

*Prepared by Patricia Maloney Consulting
In partnership with
Bayshore Planning Services Inc. and Mulholland Parker Land
Economists Ltd.*



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Executive Summary

The Capital Regional District (CRD) engaged Patricia Maloney and Associates, in collaboration with Bayshore Planning Services Inc. and Mulholland Parker Land Economists Ltd. (the Consultant), to formulate a Regional Housing Acquisition Strategy. The primary objective is to identify strategic avenues for building and preserving the supply of affordable housing within the Region's urban areas.

Housing is a critical issue in our society today. Affordability, availability, appropriateness, and tenure are critical issues that have been exacerbated by increasing construction prices, rising mortgage and interest rates, in-migration to British Columbia, shortages in staff and experienced trades and overall increases in the cost of living.

The Capital Regional District wants to see how they can contribute to increasing housing in the region. Ten urban municipalities of the Region were the subjects of the research and mapping. Only the lands within the urban containment boundaries were considered. Data was obtained from a variety of sources including BC Transit, each municipal Land Use Bylaw (LUB)¹ and Official Community Plan as well as BC Assessment. Other sources such as Reddit and on-line rental sites were used to gather data on current market rents in the region. BC Housing standards for residential dwelling unit size was used to calculate costs and densities. Housing is considered affordable (attainable) when it consumes no more than 30% of a household's gross, pre-tax income. This definition is used by both BC Housing and Canada Mortgage and Housing Corporation.

With recent legislative changes in British Columbia, as well as new funding programs, the support for the development of both market and non-market housing is strong. A review of new funding opportunities for the private sector, local government, and non-profit societies was conducted. Emphasis is placed on collaboration among these groups, aiming to provide expertise and partnership for developing or redeveloping existing sites along with the utilization of the CRD “seed money”.

The Consultant has created criteria for the location of affordable housing projects, defined walkability, researched other land acquisition strategies and ultimately created a model for CRD to use to establish the financial viability of any identified project. The strategy looks at ways for CRD to finance housing projects. The options reviewed were: buy land and partner with a non-profit organization to build and manage housing; buy land, and build and manage housing; purchase turnkey units in market buildings; and purchase existing residential units to ensure affordable housing.

¹ The Local Government Act refers to Land Use Regulation Bylaws. Division 5 of the Act refers to Zoning Bylaws. However, each municipality may refer to their bylaw as a Land Use or a Zoning Bylaw. For the purpose of this reports, we have used the term Land Use Bylaw.

The key findings and recommendations of the Housing Acquisition Strategy include:

- The CRD should be able to respond to opportunities quickly;
- Utilize lands already owned by non-profits, local governments, and senior governments for affordable housing and looking at ways to expand this land inventory;
- Use the Official Community Plan to identify lands for housing and eliminating public hearings for rezoning;
- Pre-zone lands for housing to reduce the costs and time to process applications;
- Increase density bonusing, and relax DCCs and ACCs;
- Use the local jurisdiction authority to waive fees for affordable housing projects;
- Establish inclusionary requirements for affordable housing units in new multi-family residential development projects;
- Locate affordable housing in walkable areas;
- Remove or drastically relaxing parking requirements;
- Lobby to improve transit services; and
- Increase allowable densities and Floor Space Areas in transit-oriented locations to enable these developments to achieve financial viability, as warranted.

The key deliverable of the study is a spreadsheet that allows the CRD to test any potential site for financial viability. The Financial Model will create a pro forma for each individual project identified. The CRD will input the current information for the specific site. The examples completed for this report were based on current municipal LUB regulations and BC assessment for land prices. The Model will allow the CRD to assess each individual site, in collaboration with the home municipality to determine the actual financial viability of each project. The criteria or elements built into the model include:

Land Costs	Architect fees	Operating Costs
Land Financing	Engineering Fees	Periodic Improvements
Construction Costs	Site Servicing	Structural Reserve Fund
Construction Financing	Site Connections	Tenant Improvements
Property Tax Transfer	DCCs and ACCs	Hard Cost Contingency
Other Closing Costs	Landscaping, Signage and Lighting	Furniture, Fixtures and Equipment
Real Estate fees	Project Management	Survey
Property Taxes	Other Consultants	Accounting
GST	School Site Acquisition Charge	Legal
Rezoning Fee	Research and Appraisal	Insurance
Development Permit Application Fee	Building Permit and Inspection Fees	Utilities

The Operator's Manual is provided separate to this report, as it contains proprietary information for the CRD.

1.0 INTRODUCTION

The Capital Regional District (CRD or Region) is the regional government for 13 municipalities and three electoral areas on the southern Vancouver Island and southern Gulf Islands serving over 415,000 people, according to the 2021 Federal Census. This is an 8.4% increase from the 383,360 population of 2016. The CRD also encompasses traditional territories of many First Nations spanning portions of the Region and 11 of those Nations hold reserve lands throughout the CRD. This significant growth in the Region has not been matched by housing construction.

The CRD is similar to many geographies in Canada. There is a critical shortage of affordable housing for a wide variety of households including vulnerable, seniors, supportive and “workforce” housing. The CRD has been involved in finding solutions to the housing shortage for years, including the Regional Housing First Program initiated in 2016, working with BC Housing and Canada Mortgage and Housing Corporation (CMHC). The CRD currently offers services supporting the implementation of an acquisition plan through the Regional Housing Division (Housing, Planning and Protective Services) works closely with the Real Estate Division (Corporate Services). The CRD Corporation is an established and experienced arm of the CRD that will be able to manage and operate funded housing projects due to this strategy.

This study has looked at 10 of the urban municipalities in the Region, and their policies and bylaws to identify the current costs of construction, current costs of land, and the forms that affordable housing could take. The assumption has been made that the form of housing will be in multi-unit residential development to make best use of the land by ensuring an appropriate density. Not all 13 municipalities were included due to the rural nature of some of the jurisdictions. Electoral areas were not included, again, due to the rural nature of the area implying that transit and infrastructure to support multi-family residential developments is not available. In addition to non-market housing, the model developed looks at the opportunity to combine market and non-market housing to provide housing types and prices for all. The study only considered lands within the Urban Containment Boundary.

It was recognized that affordable housing has locational criteria that make lands more or less suited for affordable housing. These include walkability to a wide variety of services and facilities, and access to transit. These walkable/accessible areas were mapped for each of the 10 municipalities.

This report includes the results of research on land acquisition strategies and walkability in other jurisdictions to identify best practices and options. In addition, the Consultant has looked at the Land Use Bylaws (LUBs) and the Official Community Plans (OCPs) of each municipality. This has provided the basis for the financial model, recognizing that a municipality can waive fees, reducing parking and increasing density for specific projects.

Market rental data was captured from on-line rental sites. This rental data for various unit sizes across the CRD was utilized to determine affordable rent levels based on the affordability benchmark. Affordability has been defined as not exceeding 30% of the annual net income before taxes and including other shelter costs (power, taxes, strata fees etc.). Research was also undertaken to identify funding any partnership opportunities with senior levels of government, which includes BC Housing, Ministry of Housing and CMHC. Explorations into the characteristics of existing affordable housing funds and the availability of public lands were conducted, recognizing these as critical components for developing affordable housing in the Region. This information aims to facilitate a deeper understanding of the affordable housing context in the CRD and British Columbia (BC).

This report was also prepared with the anticipation that the CRD would receive elector approval to borrow \$85 million to act as “seed money” for projects as well as to be used to purchase land and buildings.

The primary deliverable of this project is a spreadsheet that will allow the CRD to input the specific information regarding the purchase of a potential housing site and create a pro forma that will indicate the viability of the site, the density and the costs.

1.1 Purpose

The purpose of this study is to complete the research and develop a strategy for a housing and land acquisition strategy for the CRD. The Housing Continuum delineates a broad range of housing types from individuals experiencing homelessness (living on the streets, in their cars, or couch-surfing) to various shelter options, transitional housing, and supportive housing. It contains the near market and market housing both for ownership and rental. The non-market housing comprises supportive, community, and affordable housing, generally encompassing rental units with necessary support services, such as counseling, medical assistance, or financial aid. The market housing needs to have ranges from low to higher income. This study specifically investigates entry-level market housing and all forms of affordable housing, potentially including support for individuals aspiring to purchase their homes as illustrated on **Figure 1**.

Figure 1: The Housing Continuum²

As a component of the CRD's Regional Housing Acquisition Strategy, the application to borrow \$85 million is considered to be supportive for the strategy in that these funds will be utilized to catalyze affordable housing development and foster collaboration with municipalities, development communities, and non-profit housing providers.

1.2 Scope

The Request for Proposals specified a scope of work in three phases:

1. Exploration and Analysis;
2. Develop and Compare Acquisition Models; and
3. Preparation of the Final Report and Acquisition Strategy.

A Findings Report was submitted at the end of October 2023. The Scope of work identified direction for the acquisition models including:

- Purchase naturally occurring affordable rental housing;
- Purchase of shovel ready or development ready affordable housing projects;
- Purchase properties for future affordable rental housing development;
- Partner with landowners for affordable rental housing development; and
- Alternative methods.

Phase 3 of the study was to create an evaluation tool to guide investment decision and assess opportunities. This spreadsheet will allow the CRD to complete a walkability assessment for each site under consideration.

The deliverables for the project, included in this report are:

- Background research;
- Engagement Summary;
- Develop and compare potential acquisition models;
- Recommended acquisition models and an evaluation tool;
- Implementation and monitoring plan; and
- Draft and Final Acquisition Strategy.

² Canada Mortgage and Housing Corporation Housing Continuum

1.3 Engagement Summary

The engagement for this project included various committees of the CRD in addition to several meetings with staff. The engagement took place during October and November 2023, with the final presentation to the CRD Board in February 2024. **Table 1** below details what was included in each meeting.

Table 1: Engagement Summary

Date	Committee/Participants	Key Issues Raised
Sept. 5, 2023	Kick off Meeting with CRD Staff	Provided direction regarding focusing only on rental units. Confirmed to only use the 30% affordability definition.
Oct. 16, 2023	CRD and CMHC	Information provided on National Housing Co-Investment program and discussion of the soon to be announced housing project.
Oct. 20, 2023	CRD Senior Management	Definition of walkability should consider shorter distances than 400 m. Use BC Housing unit sizes and design guidelines.
Oct. 20, 2023	Regional Housing Advisory Committee	Ensure Rapid Transit nodes are included on maps. Consider partnering with private sector. Determine the percentage of units and their sizes.
Nov. 6, 2023	CRD and City of Victoria	Victoria has looked at 15 sites for housing. Victoria uses a 20% premium for lot consolidation for projects
Nov. 27, 2023	District Planning Advisory Committee	Concern that land values were high (BC Assessment was used). Concern that many municipalities reduce parking for affordable housing projects (current adopted LUB regulations were used)
Feb. 7, 2024	CRD Board	Present the final document.

2.0 DEFINITIONS

Addressing the rental housing challenge requires collaboration amongst various stakeholders including senior governments, regional agencies, municipalities, the non-profit development sector, and the development industry. However, these groups often have different perspectives and communication styles adding complexity to the process.

This document uses the following definitions:

"Affordable": means what the average person can afford for rent. For the purpose of this study, the report uses the definition adopted by both CMHC and BC Housing. Affordable housing is when a household does not pay more than 30% of their gross income before taxes on shelter. This includes rent/mortgage, strata fees, heat, and insurance. In 2021, the median household income for renters in the CRD was \$60,800, compared to the overall median of approximately \$84,000, which includes both owners and renters (Stats Can, 2021 Census).

"Amenity Cost Charges" (ACC): mean the amenities contributed by the developer to the community. Prior to the royal assent of Bill 46, community amenity contributions (CACs) were negotiated between the jurisdiction and the developer to provide some public benefit. Under the new legislation, ACCs will not be negotiated between municipalities and developers at the zoning stage. Rather, ACCs will be known upfront and adopted by bylaw. As with other development finance tools, local governments or the province may waive or reduce ACCs related to the development of certain types of affordable housing. In addition, ACCs will only be imposed on developments that benefit from the specific amenities in question and developers are only responsible for the portion of capital costs assigned to new users. ACCs will not be payable if a development is not expected to result in an increase in the population of residents or workers.

"Density Bonus": means a zoning practice where a developer is awarded additional density and units for the provision of some benefit to the municipality. These benefits may include on-site amenities, affordable housing or cash-in-lieu.

"Development Cost Charge (DCC)": means a charge on new development applied by Municipalities and regional districts levy to pay for new or expanded infrastructure such as sewer, water, drainage, parks and roads necessary to adequately service the demands of that new development. The DCC is established by bylaw reflecting all benefitting lands. Updating development cost charge bylaw every five years will generally keep the estimates of new development and infrastructure costs current.

"Land": means the physical sites that can be acquired for development and redeveloped. This can be purchased, donated or transferred and for the purpose of this study generally refers to land for housing development. The land considered in this report is located within the urban containment boundaries of the urban municipalities.

"Profit": means the net revenue that a developer intends to earn by completing a successful development project.

"Return on Investment" (ROI): means the income generated from investing capital in rental housing, expressed as an annual percentage of the capital amount. For instance, a \$10 million investment with a 5% ROI would yield a \$500,000 annual net income. Investors generally expect a three-part return: initial net income, gradual increases assuming rising rents, and potential profit from future asset sales exceeding the purchase price. ROI is not considered when developing publicly owned affordable housing projects but will be considered if a partnership of market and non-market housing is considered.

"Risk": means, in real estate projects, the potential for not meeting target profit or ROI, leading to a loss. Main risks in rental housing development include market risk (unlikely in Metro Vancouver currently), cost risk (rising construction costs), approvals risk (uncertainty, duration, and complexity of the approvals process), and regulatory risk (e.g., rent controls, constraints on keeping pace with market rents, and renovation restrictions).

3.0 STRATEGIC OBJECTIVES

The primary objective of this work is to develop a strategy for the CRD for the expenditure of public funds to increase the supply of affordable rental housing in the urban municipalities within the CRD. To do this, the strategy has considered tools and criteria for the identification of sites and level of development that will be financially viable. Challenges have been identified and recommendations for overcoming the challenges and adding to the overall housing stock in the Region.



The Strategic Objectives for this report are:

- Use public funds responsibly;
- Increase the overall number of housing units;
- Increase the total number of affordable and appropriate housing units;
- Consider partnerships for the provision of affordable housing;
- Establish “best practices” for defining the locations for affordable housing; and
- Create tools for the CRD to assess the financial viability of potential sites for affordable housing.

4.0 KEY FINDINGS

The research has provided several key findings for the basis of this report and the recommendations:

- Land cost is a major barrier to affordability. Use of public funds to acquire land for housing, increases the affordability and long-term security of the housing project.
- Purchase and rezoning of land for affordable housing will speed up the delivery of housing. Funders require the lands to be secured and appropriately zoned. Not-for-profit organizations are often challenged with the planning process and having the land zoned for the appropriate use removes the potential for residents who may not support affordable housing to have political influence.
- Parking is a cost barrier to the provision of affordable housing. Whether surface or underground, parking is costly and undermines the financial viability of a project. By providing affordable housing in walkable areas serviced by transit, parking requirements can be reduced or eliminated. In addition, new legislation, which takes effect June 30, 2024, states that developments with 6 or less residential units, does not have to provide on-site parking. It is left to municipal discretion.
- Most Housing Needs Assessments identify the primary need for housing as affordable, appropriate rental units. This strategy has focused on rental units.
- There is a need for larger rental units for families. The market cannot provide affordable 3-bedroom units. This must be part of the strategy.
- There are many partners to consider when the CRD is considering an affordable housing project including the federal and provincial governments, not-for-profit organizations as well as private sector partners.
- Affordable housing locations must consider walkability and less dependence on personal vehicles. This places a much greater emphasis on timely and well-located transit, as well as bike lanes and safe walking trails/sidewalks.

This report explores a variety of strategies for increasing the availability of land for new affordable rental supply:

1. Utilizing lands already owned by non-profits, local governments, and senior governments for affordable housing, and exploring innovative methods to expand this land inventory.
2. Using the OCP to identify lands for housing, thereby not requiring public hearings for rezoning.
3. Pre-zoning lands for housing to reduce the costs and time to process applications.
4. Using the rezoning process and associated tools to allow for density bonusing, relaxation of DCCs and ACCs.
5. Using the local jurisdiction authority to waive fees for affordable housing projects.
6. Establishing inclusionary requirements for affordable housing units in new multi-family residential development projects.

These approaches can be used in combination. It is common, for example, to combine an inclusionary housing requirement with higher density, so that the value of the new density offsets the costs of providing affordable units.

It is important to note that while the CRD was developing this strategy, the CRD was also seeking permission to borrow \$85 million for seed money for affordable housing projects.

However, the CRD does not have any jurisdiction over land, zoning, development regulations, subdivision or Development Permit Area interpretation. The CRD must work in partnership with the municipalities to identify locations for affordable housing that have municipal support for rezoning and development.

The report looks at 10 urban municipalities and provides a financial model for the CRD to utilize for each potential opportunity, as well as developing criteria for sites and development scenarios.

Provided in this report are examples of how the definitions and assumptions apply to a municipality. The two primary deliverables of this report are:

1. The provision of a financial model for a direct and automated comparison of various scenarios. The parameters of the financial model include built form (density, usage mix), costs (land, hard costs, soft costs, and financing), and operating revenue over time. The municipality builds their current regulations or reduced regulations into the proforma model to determine the financial viability of a specific site.
2. The provision of a strategy of how best to utilize the CRD finances to create the maximum number of affordable housing units.

4.1 Context

The CRD is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving about 440,000 people. The traditional territories of many First Nations span portions of the region and 11 of those Nations hold reserve lands throughout the capital region. While each municipality has jurisdiction over their own land use, the Regional Growth Plan guides development throughout the Region. And while zoning and development falls within the jurisdiction of the municipalities, the CRD has determined that housing is a critical issue and requires the participation of the CRD along with senior levels of government to work towards alleviating the housing crisis.

4.1.1 The Capital Region Housing Corporation

The Capital Region Housing Corporation (CRHC) is a wholly owned subsidiary of the CRD and mandated to address affordable housing needs within the CRD. Managing more than 50 housing complexes across eight municipalities, CRHC is the Region's largest social housing provider, delivering affordable, inclusive, and sustainable housing for low-and-moderate-income families, low-

income seniors, and individuals on government disability pensions. CRHC strives to offer safe, suitable homes that remain affordable as residents' circumstances change.

4.1.2 CRD Seed Funding

The CRD realizes that the seed funding for these projects is critical to the success. The purchase of the land, or the front end of the construction, or buying turnkey units with the application of housing agreements, all contribute to the provision of affordable housing: both rental and owned. To further this initiative, the CRD is awaiting final approval from the CRD members to borrow \$85 million to continue participating in the provision of affordable housing.

This money, along with money contributed by the participating municipalities will provide seed money for many more projects. The recommendations of this report and the strategic actions will direct the spending of this money to provide the “biggest bang for the CRD buck” to make that money stretch and create as many housing units as possible.

4.2 Publicly Owned Rental Housing

An additional potential solution involves a substantial increase in direct government investment in rental housing, mainly through extensive land acquisition. This approach aims to make sites available to rental housing developers at an affordable cost. While the report explores this approach to some extent, the complexity arises due to the high land prices in the region. Relying solely on purchasing land at market value to accommodate the needed rental housing would require an enormous capital investment.



Metro Vancouver Example

Metro Vancouver estimates an annual need for approximately 6,000 new rental units, encompassing social housing, non-market, affordable, and market rental units. To illustrate, if these rental units were distributed throughout the region, assuming average land values of \$100 per buildable square foot of strata apartment residential space (a likely conservative estimate), the required capital investment in land alone would be around \$450 million per year. This projection, based on an average unit size of 750 ft², implies a land cost estimate of 6,000 units x 750 ft² per unit x \$100 per ft² buildable for land.

Considering construction costs and rental rate structures, this investment might be recouped over the long term. However, it necessitates substantial cash or borrowing to build and maintain this extensive housing portfolio. If construction costs an average of \$450 per ft², an additional \$2 billion per year in construction investment is required, leading to a total annual investment of approximately \$2.5 billion for both land and construction.

The Vancouver example illustrates that seeking the investment to meet the region's rental housing needs poses a financial challenge. If housing prices in Metro Vancouver persistently outpace incomes, substantial government housing investment, akin to models observed in communities like Vienna, may be imperative for a long-term solution. On a smaller scale, Whistler has implemented a localized approach, reserving a subset of housing exclusively for employees and pricing it based on local employment income rather than global demand for resort property. Transferring this concept to the regional scale; however, may hinge on whether the required capital investment is within the government's capacity and willingness. If not, it may be necessary to rely on the private sector and non-profit organizations to continue providing a significant share of new rental housing for the foreseeable future.

Affordable housing, by its very nature, needs to reduce the costs for the residents. This also implies that the reduction of dependence on personal vehicles is a priority to allow people to access services and facilities without the need for a personal vehicle. This leads to the location criteria for affordable housing to be based on walkability to services, employment opportunities, education, and recreation. The next section provides a walkability definition to be used in the location of projects.

To complete a land acquisition strategy, it is critical to understand where the land should be acquired to be the most effective for affordable housing.

5.0 WALKABILITY

One of the critical elements in the development of affordable housing is the location of the housing. Affordable housing implies that the residents may have financial limitations and need to be located close to transit. In addition, in an attempt to create complete communities, proximity to services and facilities reduces the dependence on personal vehicles and driving and reduces greenhouse gas emissions. Therefore, this study has assumed that any site being considered for affordable housing, should be a site that is considered walkable. There is no common definition for walkability for the CRD or the member municipalities in policy or regulatory documents. This section looks at the benefits of walkability, a proposed definition of walkability and examples of walkability maps for the CRD's municipalities.



5.1 Best Practices of Walkability

In urban planning, walkability focuses on making amenities accessible by foot, emphasizing the need for complete and inclusive communities beyond transport corridors designed for maximum vehicle throughput. This approach aligns with recent trends, recognizing the health, economic and environmental advantages. For affordable housing, it is crucial to be within walking distance of transit stops, facilities and services, necessitating not only proximity, but also supportive infrastructure such as footpaths, sidewalks, bike lanes, and traffic management. But what is considered walkable?

This assessment emphasizes location, density, and functional mix, revealing challenges in promoting multi-unit affordable housing in rural areas where infrastructure may be lacking, and density does not offer economies of scale. Walkable environments, with concentrated populations and diverse destinations, reduce reliance on personal vehicles, enhance resident health, lower carbon footprints, and support public transit – aligning with OCPs.

The following are three "best practices" to define walkability and guide the creation of a definition for the CRD:

1. **Walk Score** – this is a realtor-utilized metric that, and while valuable, has limitations. It does not account for sidewalk presence, transit frequency, traffic complexity, local crime rates, or weather conditions. Furthermore, it does not distinguish between amenities, treating a major grocery store and a small convenience store equally. The score ranges from 1 to 100, with 100 indicating an ideal pedestrian environment and 1 indicating heavy reliance on personal vehicles. While trademarked, Walk Score provides:
 - A Walk Score, based on walking routes to destinations such as grocery stores, schools, parks, restaurants, and retail.
 - Pedestrian friendliness metrics include population density, average block length, and intersection density.
 - Transit Score calculates distance to closest stop on each route, analyses route frequency and type.
 - Bike Score based on bike infrastructure, topography, destinations, and road connectivity.
2. **15 Minute City** – The 15-minute city is an urban planning concept in which most daily necessities and services, such as work, shopping, education, healthcare, and leisure can be easily reached by a 15-minute walk or bike ride from any point in the city. This approach aims to reduce car dependency, promote healthy and sustainable living, and improve wellbeing and quality of life for city dwellers. Implementing the 15-minute city concept requires a multi-disciplinary approach, involving transportation planning, urban design, and policymaking, to create well-designed public spaces, pedestrian-friendly streets, and mixed-use development. Recent trends in remote working support this concept. Criticism of this process includes the fact that not everyone walks at the same pace, it does not factor in terrain, and it only reflects very urban living.
3. **400/800-m Distances** – Many jurisdictions use a standard distance calculation. This often focuses on distance to transit but can be applied to other uses and services. Research has demonstrated that most people are willing to walk for 5 to 10 minutes, or approximately ¼- to ½-mile (1,320 feet or 400 m to 2,640 feet or 800 m) to a transit stop. While this may appear to be the simplest practice, it also provides a municipality with a quick and easy assessment. The first step is to map transit routes and identify the frequency of the route. A route that runs infrequently is not considered the same as a route that operates long hours and provides frequent service. And while 800 m may be a reasonable distance for able bodied people, it may be beyond the reach of children or people with physical restrictions to walk.

5.2 Definition of Walkability

Considering the three best practices, this report recommends a definition of walkability to be used in the modelling for the CRD investment in affordable housing and how each municipality should define walkability in their policy documents.

It is noted that municipalities may create specific criteria. The recommendation provided here looks at an industry standard that generally provides accessibility for all. In addition to considering distance, accessibility is also an issue. For example, are there sidewalks or sidewalk cuts (for wheelchair, stroller or scooter access)?

The walkability assessment also recognizes transit routes and the frequency of service. But some more rural areas have less regular service, and it needs to be determined if a bus that runs once every four hours, rather than once every 20 minutes, is truly considered a benefit to walkability.

Diverse land uses and urban densities are major determinants of walkability. This is often not available in smaller, more rural municipalities.

The recommendations for walkability are:

- a. Every municipality amend their OCP to include a walkability definition and policies to support the development of walkable areas. These policies could include:
 - Encouragement for mixed land use and greater development density to shorten distances between homes workplaces, schools, and recreation so people can walk or bike more easily to them.
 - Work with BC Transit to provide frequent transit between high density residential areas to major employment nodes to reduce the dependence upon automobiles.
 - Support the construction of pedestrian and bicycle infrastructure.
 - Ensure affordable housing is available for people of all income levels and family types.
 - Incorporate parks and public spaces in all comprehensive mixed-use developments where people can gather and mingle as part of their daily activities.
 - Utilize ACCs to increase complete communities and improve walkability to increase access, remove barriers, and reduce the need for personal vehicles.
- b. It is recommended that the CRD adopt the following definition of walkability:
 - Land within 400 m of a transit stop that provides service every 30 minutes or faster service.
 - Within 800 m of a minimum of three of the following services: school/educational facilities, medical services, grocery store (not merely a convenience store but a full grocery store), financial institutions, government services building (social services, child welfare services), parks and recreation, day care, religious/places of worship

facilities, employment opportunities, shopping centers, food and beverage services, libraries, and personal services (insurance, beauty salons and barbershops, health and wellness services).

For this report, Saanich was selected to demonstrate the walkability criteria. All municipalities and their walkability maps are illustrated in **Appendix A**. **Figure 2** illustrates how the 400 m criteria is applied to Saanich and what areas would be considered walkable based on this definition. It is noted that the more urban the municipality, the more walkable. For example, the City of Victoria is extremely walkable, while Colwood and View Royal are more rural, and have less walkable areas. It is noted that when a specific site is identified, the walkability map will be updated by the municipality to confirm the site meets the criteria.

It is also noted that when a specific site is selected, the bus routes and schedules should be reassessed, as BC Transit may have altered routes and timing.

Figures 2 and 3 illustrate how the walkability criteria would apply to Saanich. The figures for all municipalities are provided in **Appendix B**.

Figure 2 illustrates the areas within 400 m of bus routes and bus stops. **Figure 3** illustrates how the walkability definition includes the services and facilities in the criteria. Developing a community definition will allow the CRD to better define existing areas in districts where multi-family development is ideal. This map has defined an area in a district that meets a “whole community” definition: 400m from transit stops, 800m from grocery stores, schools, parks and trails.



Figure 2: 400 m Transit Walkability for Saanich

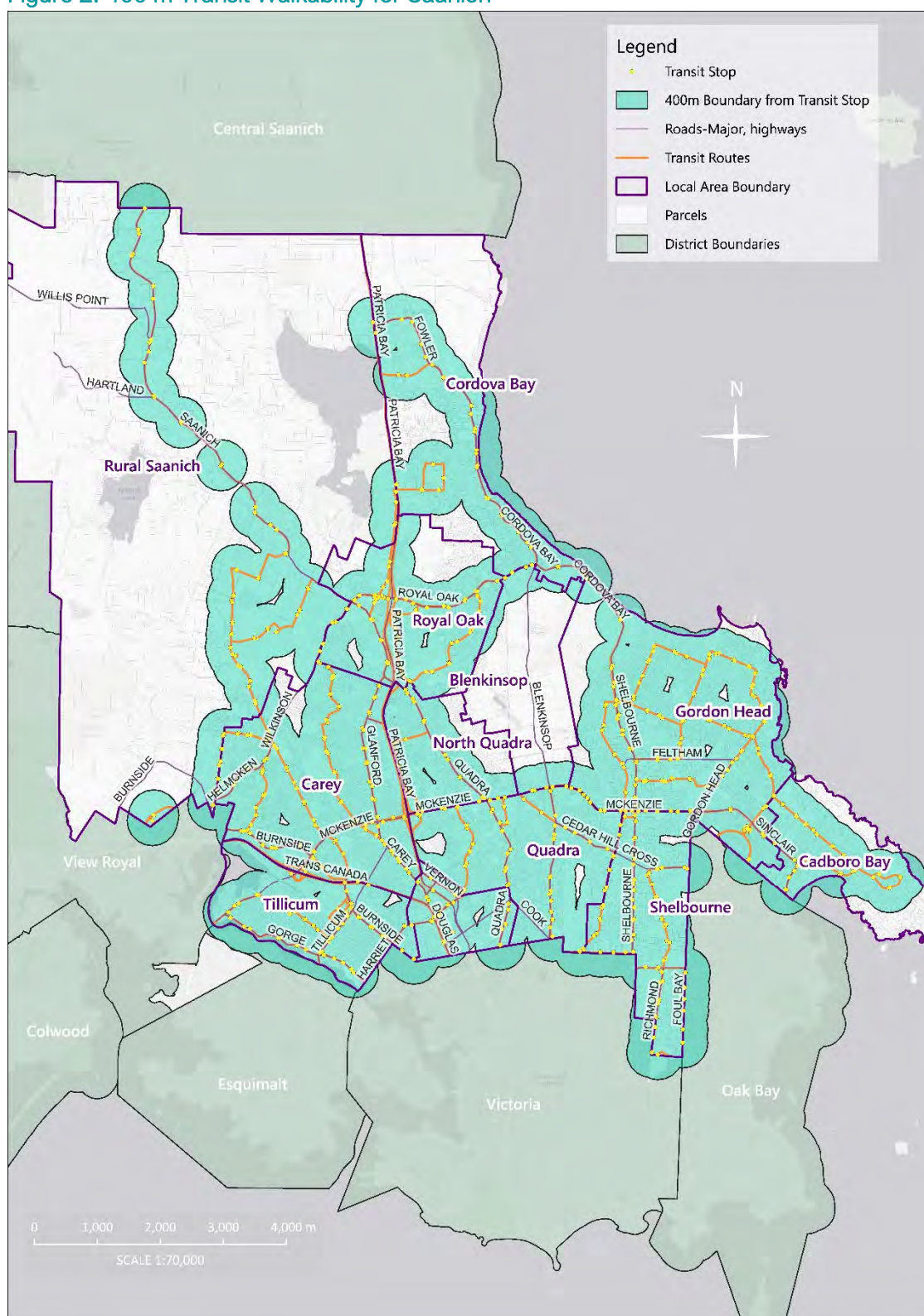
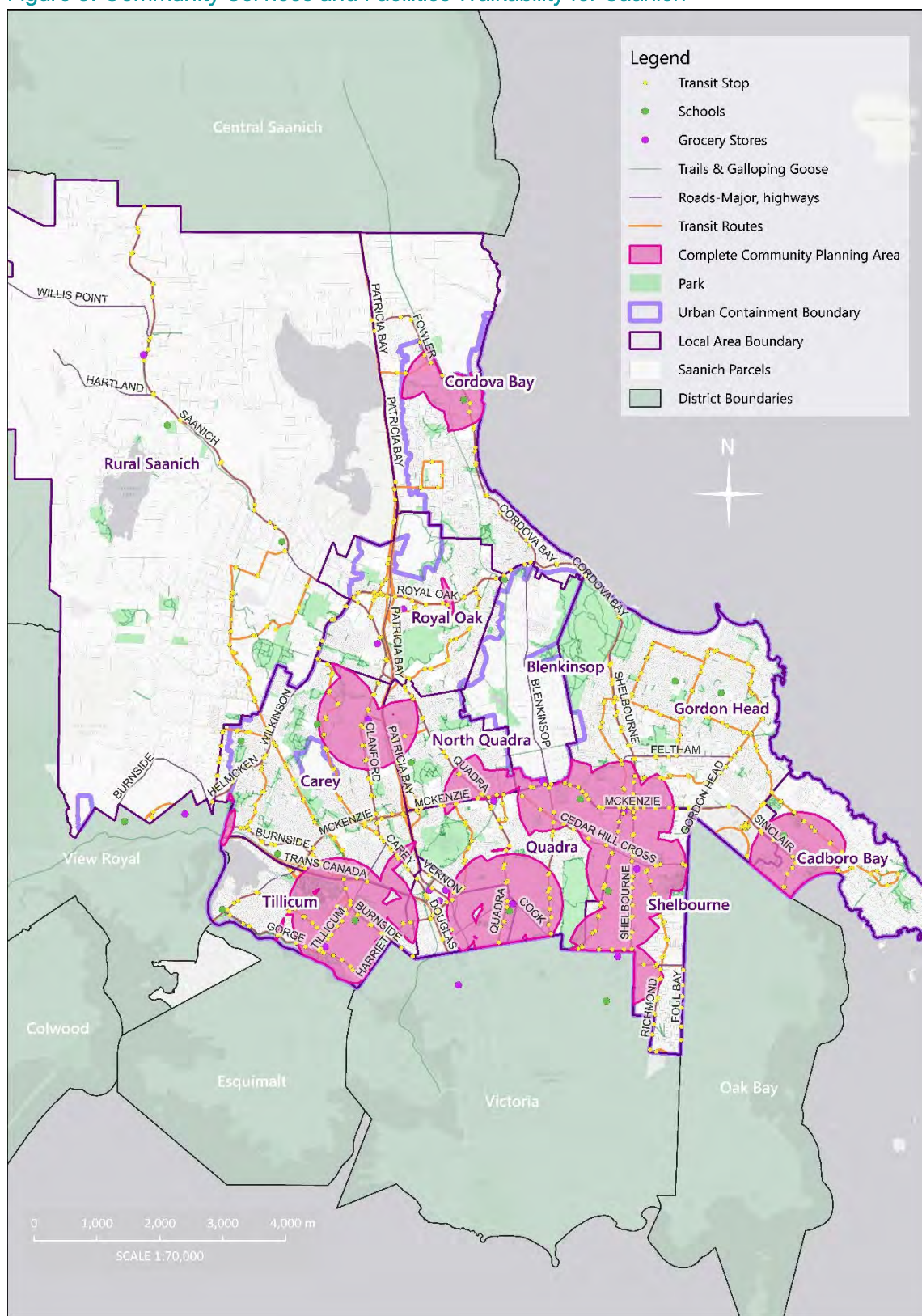


Figure 3: Community Services and Facilities Walkability for Saanich



6.0 LOCAL GOVERNMENT ACQUISITION STRATEGIES

This section provides some examples of other jurisdictions that have implemented government acquisition strategies.

6.1 Local Government Acquisition Strategies

While Canada has lacked systematic support for housing acquisitions, there are several examples at the national level as well as at the local level of municipal acquisition strategies. The examples provided in **Table 2** demonstrate a variety of ways to deliver affordable housing.

Table 2 highlights four well-developed Canadian approaches that hold significant promise for rental housing acquisition. These municipalities have implemented acquisition strategies that include options to build, provide seed money and partner to develop both affordable and market housing. Through local government housing acquisition strategies, the theory is that there will be an overall increased supply of rental units available potentially leading to market adjustment and producing more affordable/reduced rental rates.

Table 2: Local Government Acquisition Strategies across Canada

Jurisdiction	Units	Rents	Funding
Halifax (Community Housing Acquisition Program)	335 units to date, in at least three projects, - Properties with at least five self-contained units (or private rooms in a rooming house), where at least 30% of units have rents at or below average median rent (AMR).	The City of Halifax managed the project. At least 30% of units in a project must be rented below the Average Market Rents, with rental increases limited to the Consumer Price Index or legislated rate, and tenant income must be below the Household Income Limits, except for existing tenants.	The funding type is a loan offering up to \$10 million per project with up to 95% financing (100% for supportive housing), plus an additional 10% for major repairs, a maximum 30-year amortization, and flexible or fixed interest rates. The City of Halifax is primarily an administrator of the program rather than a financial contributor.

Jurisdiction	Units	Rents	Funding
Toronto (Multi-Unit Residential Acquisitions Program - MURA)	50 to 67 units per year, focusing on small apartments and rooming houses with 5-60 units whether vacant or occupied or at risk of being lost due to conversion.	99-year affordability, where no single unit exceeds 100% of AMR, and the overall project average does not exceed 80% of AMR.	Grants of up to \$200,000 per unit for small apartment buildings and \$150,000 for rooming houses, including permit fee and property tax waivers, with at least 20% of annual funding dedicated to acquisitions by Indigenous housing organizations. The City of Toronto has committed over \$1.3 billion in land value, capital funding and financial incentives to the program.
City of Montreal Montréal's Right of First Refusal Program	Right of First Refusal to Purchase Multi-Family Properties: 277 pre-selected sites.	Not program specific.	Grant funding program. Approx. \$10 million a year (for housing).
Vancouver	105 Single Room Accommodation (SRO) properties (2,500 rooms) to purchase and renovate.	Housing Agreements to control rents geared to income.	Total Cost = \$1 billion Contingent on federal and provincial funding.

6.2 Acquisition Program Highlights

The success of many acquisition programs is related to the partnerships between local governments and the non-profit sector. The Halifax, Toronto, and Vancouver examples partnered with the non-profit sector to provide affordable financing to housing providers. Partnerships were made possible through establishing agreements to manage significant financial resources for property acquisitions. Ordinarily, banks are unlikely to approve large financial loans to buy housing in the non-profit sector unless there is local government support structured to de-risk lending by transferring the creditworthiness to the non-profit borrower. Halifax's Program was launched in July 2022 as Canada's first dedicated provincial acquisitions program since the 1990s. According to Woodford (2022), the loan program "helped in getting the Bank of Montréal on board," and enabled the Nova Scotia Housing Trust to acquire a large portfolio of buildings, which would not have been

possible otherwise. The program also provides non-profits with much-needed equity, via a 95-100% loan offered with a low interest rate. (Source: Hart Report 2023)

The challenges associated with the Halifax program is the funding model was to provide loans with no long-term affordability requirements. This made it difficult for operators to sustain affordable rental rates. Housing providers depend on income streams from properties to repay the loans and support daily operations, but if costs mount rents could go up. As such, the program may prove to be ineffective in supporting long term affordable housing without other subsidies. Funding levels of \$10 million-per-project limit, while intended to help catalyze other investment, is unlikely to support large-scale acquisitions.

In contrast, Toronto's MURA Program is rooted in the certainty it provided to the non-profit sector through its pre-approval process, which provided groups with up front predictable funding support. The City's pre-approval process allows them to shop for properties knowing the money is available. A 10% up-front funding transfer allows non-profits to act fast if a promising building comes up for sale (putting down a deposit, conducting a building condition assessment, and so on). The City's commitment to approve projects quickly and transfer full funding within 30 days means that non-profits can move at the speed of the market.

The MURA offers funding via direct grants rather than loans that must be repaid. Grants allow for deeper levels of affordability than loans. In addition, grant funding provides much-needed equity, allowing non-profits to obtain financing from non-state actors. Most banks will only offer a loan on 70-80% of the value of a building without other guarantees in place, and non-profits are not likely to have 20-30% of a building's value in equity on hand.

Toronto's program far exceeds affordability timelines set by other acquisition programs. Long-term Affordability Requirements: which range from 15-60 years in length. The City of Toronto's mechanism for ensuring affordability is quite unique as the City's grant funding is given as a 99-year forgivable loan, in which the outstanding balance is reduced by 1% each year. This provides a lien on the title that secures the 99-year affordability commitment. A downside of this mechanism is that the 'grant' appears as a loan liability on the books of non-profits, which can affect their business operations and ability to access further financing.

The City of Toronto has committed funding to MURA for two years and would like to continue the program but has yet to secure a long-term funding arrangement (City of Toronto, 2021). The main challenge is that annual funding commitments are low so very few affordable buildings can be acquired through this program. More funding is needed to scale up the program.

The City of Montreal's Right of First Refusal is a proactive approach to protecting vulnerable areas. Montréal has pre-selected 'at-risk' sites in the city that should be protected for affordable housing to prevent displacement, curb gentrification, and maintain neighbourhood diversity. This is the only

Canadian program that has a systematic approach to identifying buildings to acquire in advance, rather than buying properties reactively. The program has the potential to prevent the erosion of affordable housing by stopping the sale of affordable buildings and acquiring them for social ownership.

The main challenge with all the examples is the lack of funding. Despite a recent announcement of approximately \$10 million annually for acquisitions (Ville de Montréal, 2021), the main limitation of Montréal's program is the lack of funding to make its aspirations (covering 350+ properties) real. The City has an excellent framework in place to pre-identify affordable housing and protect it from loss, but without substantial resources for acquisitions, properties that come up for sale will not be purchased through the program.

In the City of Vancouver's Downtown Eastside, the Province of BC had previously acquired 24 SRO properties. The program, a public-private partnership, funded renovations and turned the properties over to non-profit societies, with agreements and maintenance funding to manage them as long-term supportive housing for 15 years. In 2020, the City of Vancouver launched the ambitious SRO Purchase Plan (City of Vancouver, 2020), to purchase and renovate all remaining private 105 SRO properties (2,500 rooms). A continuation of a previous SRO revitalization effort (City of Vancouver, 2017), the plan's estimated cost is \$1 billion, contingent on federal and provincial funding.

A major challenge facing BC and Vancouver's programs is the absence of a discrete funding path. Vancouver's Single Room accommodation (SRO) purchase plan depends on \$1 billion from other orders of government that is not confirmed. The City and Province have used equity subsidies, loans, direct state acquisitions, and even expropriation to acquire rental properties on an ad hoc basis. A more systematic approach to property acquisition strategy with guaranteed funding sources would provide more certainty to non-profits seeking to protect affordable housing.

The theme emerging across the four Canadian case studies is that they lack adequate funding at the scale needed to address the affordable housing crisis. These programs tend to focus on small buildings (rooming houses or small apartments) and support very few properties per year. More funding could scale-up and support existing local and provincially designed programs. For example, the Toronto MURA, program could be adopted by cities across Canada and supported by federal or provincial funds.

One approach to scale up funding has been put forward by the Federation of Canadian Municipalities (FCM; 2020). FCM recommends funding for two kinds of acquisitions, with large-scale federal investment. First, their deeply affordable supportive housing option would work to house the homeless and other vulnerable populations. For this, FCM recommends a program to provide grants for 100% of the cost of acquisition, estimated at \$170-400,000 per unit, plus \$40-90,000 for renovations per unit. An annual contribution of \$3.5 billion would support an estimated 12,000 deeply affordable units. Second, their moderately-affordable workforce housing option

would support acquisition of currently affordable apartments at risk of becoming unaffordable. In these properties, it is assumed that rent levels would remain the same after acquisition or be gradually reduced over time (and to deeply affordable levels if layered with other funding programs). This type of housing could be supported with a combination of loans (75% of project costs) and grants (25%), with costs of \$150-350,000 per unit for purchase plus \$20-50,000 per unit for repairs. For \$585 million in capital grants, FCM calculated that the federal government could support non-profits in acquiring 10,000 moderately affordable apartment units. (*Hart Report, Daniels and August 2023*)

Successful acquisition strategies establish clear affordability parameters for acquired properties, that both preserve existing affordability and generate deeper affordability over time. The research indicates that North American programs set out key criteria to target properties for acquisition including: (i) rent at 80% of average market rent (AMR), and or are (ii) affordable to households earning 80% of area median income (AMI). These properties may not provide deep affordability at the outset, but they can be acquired and operated initially with minimal (or zero) operating subsidy. Robust programs have accountability mechanisms and outline minimum affordability levels that must be maintained for acquired properties. The City of Toronto's MURA program, for example, requires that no unit exceed 100% of AMR, and that a property's average rents not exceed 80% of AMR. Toronto's program requires this standard to be met over 99 years. Effective programs go further to deepen affordability over time. San Francisco's Small Sites Program includes a tenant succession strategy to ensure that when a unit is vacated it is made available to an incoming resident with a lower income. Greater affordability can also be incentivized through program design, by providing additional operating subsidies or 'bonuses' in the form of higher grant values per unit. California's Project Homekey³, for example, provided greater operational subsidy if lower tiers of government contributed matching capital grants for acquisition. Deeper affordability can be achieved by stacking rental income supports (City of Toronto, 2021).

6.3 Property Acquisition Initiatives

Other municipal programs include the purchase of existing structures to ensure that they remain affordable. The building remains a municipal asset, the project is often managed by a non-profit organization and rent is controlled through tools, such as Housing Agreements or municipal housing policies.

Table 3 addresses some initiatives being undertaken by individual municipalities. It is also important to note other agencies and not for profit organizations that support affordable rental. The Rental Protection Fund, acknowledges that the most affordable housing, is the housing we already have. The Fund provides capital contributions to non-profit housing organizations to help them purchase

³ Source: Acquisitions for Affordable Housing: Creating non-market supply and preserving Affordability. Housing Assessment Resource Tools (HART) Project. Joseph Daniels
Martine August 2023

existing, occupied, purpose-built rental buildings – and retain their affordability and stability over time. This is an applicant-led process funded by the Province of BC through the Ministry of Housing.

Table 3: Property Acquisition Examples

Jurisdiction	Year	Units	Construction Cost/ Investment	Rents	Funding
Chilliwack, BC	2021	80	\$21.8 million (With annual operating subsidy of approximately \$2.4 million)	Supportive	<ul style="list-style-type: none"> BC Housing (Supportive Housing Fund)
Surrey, BC	2021	28	\$8.7 million, annual operating subsidy of about \$840,000	Supportive	<ul style="list-style-type: none"> BC Housing
100 Mile House, BC	2019	33	\$2.9 million	Affordable rental	<ul style="list-style-type: none"> Housing Hub
Kamloops, BC	2022	53	\$10.1 million	Affordable rental	<ul style="list-style-type: none"> BC Housing and Canada Mortgage and Housing Corporation
Edmonton, Alberta (AB; Affordable Housing Investment Plan)	2019-2022	2500	<p>Overall Construction Cost: \$507M (approximate) City of Edmonton's contribution: \$132.7 M</p> <p>Expects contribution from other government orders, equity, and financing from affordable housing providers to fill the gap of \$377 M.</p>	Affordable Housing	<ul style="list-style-type: none"> City Resources: \$132.7 million - 360 secondary Suites: \$7.2 million-75 Surplus School Sites: \$31 million 500 Grants: \$40 million 600 Permanent Supportive Housing: \$29.6 million 200 City-owned Housing Inventory: \$14.4 million 365 Existing Commitment: \$10.5 million

Jurisdiction	Year	Units	Construction Cost/ Investment	Rents	Funding
Calgary, AB	2021-2022	82	\$30 million	Affordable Housing	<ul style="list-style-type: none"> • -Government of Alberta (\$1 million) • -Government of Canada (\$1 million) CMHC through the Phase 2 Rapid Housing Initiative (\$16.6 million); Collaborative Capital Campaign fundraising (\$5.7 million); the City of Calgary (\$5.5M); and CMHC in seed funding (\$200,00).

7.0 PARTNERSHIPS AND FUNDING

One of the hard facts about affordable housing is that in hot real estate markets, the only way to achieve affordable housing is with government intervention. The primary funding sources and potential partners for this initiative originate from various levels of government, with an additional opportunity for collaboration with the private sector.

BC Housing has several programs that could apply, which generally do not include the purchase of the land. Often in affordable housing projects, the land is donated or is excess municipal land or has been purchased by the municipality. The CRD should work with the local municipalities to identify vacant or available municipal land, or lands that will be sold for taxes. These or lands must be located within the urban containment boundary, meet the requirements for walkability be appropriate for higher density housing.

Table 4: Housing Funding Sources

BC Housing	CMHC	BC Ministry of Housing	CRD
<ul style="list-style-type: none"> Community Housing Fund Secondary Suites Incentive Program Affordable Rental Housing Housing Hub 	<ul style="list-style-type: none"> Housing Accelerator Fund National Housing Co-Investment Fund Preservation Fund Affordable Housing Innovation Fund CGAH Retrofit Funding Rental Construction Funding Initiative Seed Funding (anticipated to return in 2025) 	<ul style="list-style-type: none"> Development Application Permit Review Housing Needs Assessments Legislative Changes (Bills 44 46 and 47) 	<ul style="list-style-type: none"> Capital Region Housing Corporation \$85 million borrow

In addition, partnering with private developers to either buy turnkey units, or to participate in the entire project for a percentage of the units to be controlled as affordable by housing agreement.

8.0 MUNICIPAL POLICIES AND BYLAWS

As noted earlier, while this is a CRD initiative, the local municipality controls the land use, development permit, subdivision and building permit process. For this study, a scan was made of each of the 10 municipalities included in the assessment for affordable housing. This review of municipal documents looked at density and parking requirements, supportive policies in the OCP and identified areas for affordable housing in OCPs.

It is recognized that municipalities with rural character and electoral areas are not best suited to higher density multi-unit housing. Lack of piped services, low density development and significant distances between services and residential development, preclude these areas as targets for affordable housing.

Addressing the rental housing crisis requires decisive action, acknowledging the disparity between rental construction and demand, as evidenced by decreasing vacancy rates and increased rents. Local governments, rental housing developers, and the province are actively exploring diverse strategies to foster the development of more affordable units, with the focus on rental units.

This section looks at what is being done and what can be done to expedite the development of housing, and specifically affordable housing.

8.1 Municipal Authority

Municipal powers in BC flow from the *Local Government Act* (LGA) and the Community Charter. Regarding rental housing, these two pieces of legislation enable municipalities to act in a variety of ways to regulate development, make land available, support affordable rental developments, or construct and operate rental housing.

Perhaps the most sweeping authority is created by Section 8 of the Community Charter, which states in Section 8.1 that “*A municipality has the capacity, rights, powers and privileges of natural person of full capacity*” and in Section 8.2 that “*A municipality may provide any services that the council considers necessary or desirable and may do this directly or through another public authority or another person or organization.*”

These sections enable broad scope to fund housing, provide land for housing, own and operate housing, or assist organizations in the development and operation of housing.

As well, Section 24 anticipates that a municipality might dispose of land or improvements for less than market value, guarantee a loan, or partner with another organization, although public notice is

required and Section 25 states that a council “must not provide a grant, benefit, advantage or other form of assistance to a business”.

The Charter also enables municipalities to provide property tax relief under various circumstances. For example, Section 224 authorizes permissive exemptions for property taxes which could exempt land and improvements owned by a non-profit organization, which could be used for affordable housing. Section 226 allows revitalization tax exemptions which could be used to reduce property taxes for up to 10 years for various kinds of development, which could include rental housing even if owned by the private sector (because revitalization tax exemptions are excluded from the general prohibition against providing assistance to a business). These powers allow municipalities to vary requirements to increase the total number of residential units, as well as affordability.

Municipalities can affect affordable housing by strategically enacting a variety of policies, programs, and initiatives across the areas it has jurisdiction. **Appendix C** provides a non-exhaustive inventory of measures that local jurisdictions could initiate, to reduce barriers and increases opportunities for creating affordable housing options.

It is acknowledged that in an effort to create an attractive community, increasing active transportation, and ensuring parks and recreation spaces and facilities for residents, municipal requirements often affect affordability. The more a developer is asked to contribute or provide, the less affordable the housing becomes.



8.2 Zoning, Development Cost Charges, Amenity Cost Charges and Affordable Housing

The LGA, as well as recent Bills 44, 46 and 47, contain direction and provisions that can be used to support affordable rental housing. There are three main ways in which the zoning authority allows local governments to take positive action to facilitate affordable housing:

1. Under Section 479, BC municipalities can enact LUBs to regulate land use and development parameters. Municipal Councils, with discretionary powers, can set conditions during rezoning, requiring public benefits like Amenity Cost Charges, affordable housing (units or funds), and heritage conservation. This rezoning flexibility is commonly used to negotiate affordable housing inclusion in redevelopment, often secured through housing agreements or transfers of ownership.
2. Section 482 enables municipalities to use density bonusing as a way to obtain affordable housing or public amenities. Density bonus bylaws establish a base density that is achievable without providing public benefits and additional density that, at the developer's option, can be achieved if a prescribed affordable housing component (usually secured via a housing agreement) or other amenity contribution is provided.
3. Section 481, adopted in 2018, gives municipalities a new zoning power to "...limit the form of tenure to residential rental tenure within a zone or part of a zone...in which multi-family residential use is permitted". This limit could apply to an entire parcel or to a specified number, portion, or percentage of units in a building.

In addition, the new legislation continues to provide support for housing, including affordable housing.

- Bill 44 – *Housing Statutes (Residential Developments) Amendment Act 2023* – Section 464 states that a local government must not hold a public hearing and proposed zoning amendment if the application conforms to the OCP, if the application is only for residential uses and if residential accounts for at least 50% of the gross floor area. Public hearings are often adversarial, sway political decision making and add to the cost, time and risk of approvals of affordable housing.
- Bill 46 – *Housing Statutes (Development Financing) Amendment Act 2023* – Division 19.1 addresses Amenity Cost Recovery. Section 570.4 states that no ACC are payable "in relation to a development for any class of affordable housing prescribed by regulation." Currently amenity contributions are negotiated between the municipality and the developer and are considered to be one of the contributing factors to unaffordable housing.
- Bill 47 – *Housing Statutes (Transit Oriented Areas) Amendment Act 2023* – Section 481.01 says that an authority cannot prohibit or "restrict any duty or use or a size or dimension of buildings or other structures set out in the regulations in relation to land that is in a transit-oriented area and zoned to permit:
 - a. Any residential use, or
 - b. A prescribed use other residential use."

The LGA also allows municipalities to impose DCCs on new development, to help fund growth-related community-wide infrastructure. With few exceptions, the allowable infrastructure is limited to water, sewer, roads, drainage, and park acquisition. However, the Act does allow municipalities to waive or reduce the DCC for not-for-profit rental housing and for-profit affordable rental housing.

Ultimately, the decisions a municipality makes will reflect the support or opposition of the ratepayers. Increased development, density and affordable housing are often seen as negative additions to a community, with the impression that this will decrease property values. The CRD has no control over the decision of the municipality. BC Housing recognizes the impact of non-market housing in communities and has prepared several Toolkits for non-market housing providers. Community Acceptance of Non-Market Housing was prepared in 2018 to guide non-market housing providers to engage with the community. In addition, BC Housing completed a study demonstrating that non-market housing does not negatively impact adjacent housing and property values.

8.3 Municipal Borrowing

Municipalities can borrow funds for public purposes, including borrowing to construct affordable housing if that is a municipal priority and if the municipality has the borrowing capacity (based on its calculated borrowing limits and its other needs for capital spending).

Most municipalities borrow through the BC Municipal Finance Authority, so they benefit from low borrowing rates because of the strength of the province's credit rating. Tax Increment Financing (TIF) is sometimes suggested as a borrowing mechanism that could be used to fund affordable housing. In TIF, the property tax increases in a defined area (typically an area in which property values are expected to increase due to public infrastructure investment) are dedicated to paying back a loan or a bond issue. This vehicle can be useful if a lender or bond holder wants assurance that a defined portion of municipal tax revenue is allocated to repayment regardless of other municipal financial circumstances. However, it is important to note that TIF is simply one way of securing debt payments. It does not produce tax revenue that would not otherwise exist, so it is not a means of creating "new" money for affordable housing (or any other civic purpose).

8.4 Summary

Based on the Community Charter and the LGA, local governments can:

- Acquire land and make it available for less than market value for affordable housing provided by a non-profit entity. Lease land for 49 to 99 years at a nominal rate.
- Develop housing agreements for quick adaptation to new projects.
- Invest in the creation of affordable rental housing or partner with organizations for the creation of affordable housing.
- Speed up the development process by ensuring that lands for housing for 20 years is clearly delineated in the OCP to avoid public hearings and ACCs being applied.

- Use their zoning powers to achieve affordable rental housing in redevelopment projects that involve rezoning.
- Use their “rental” zoning power to try to make it easier for rental housing developers to obtain sites.
- Reduce or eliminate development fees for rental housing.
- Alter development regulations to reduce construction cost (e.g., reduce parking requirements).
- Increase the pace of project approvals to help increase the pace of new unit construction.



9.0 OPTIONS FOR ACQUISITION

The study has explored several strategic options that are currently under analysis, offering diverse investment opportunities for the CRD. These options include:

- The CRD acquires land in a walkable area and leases it to a not-for-profit housing provider for a 49 to 99-year term for the construction and management of an affordable housing development.
- The CRD purchases land in a walkable area and seeks funding through BC Housing or CMHC to construct affordable housing and either manage the building through the CRD or through a non-profit organization.
- The CRD acquires an existing multi-family building and manages it as perpetual affordable housing.
- The CRD negotiates with private sector developers and purchases units in a new (turnkey) market development within a walkable area.
- The CRD collaborates with private sector developers to acquire land and build a mixed market/affordable housing development.

The critical element here is that the CRD will not be the approving authority on the land since the affordable projects will be located with the urban containment boundary of the jurisdictions of the member municipalities.

Assumptions that have been made include:

- The local municipality will support the development and work to engage the community to proceed with the rezoning of the land unimpeded.
- The local municipality will waive some or all fees and charges to allow the development to be affordable.
- Municipalities could consider waiving securities for landscaping and instead enter into a letter of understanding with the developer and project manager.
- The CRD will establish housing agreements, management contracts and other administrative components to ensure that the housing is operated in an appropriate manner and that affordability is maintained.
- The housing to be constructed is affordable, generally independent living and not supportive and is geared to “workforce” housing rather than transient/vulnerable/at risk of homelessness.
- The housing to be developed under this strategy is for rental housing.

A financial model has been prepared that will analyze the development economics of hypothetical CRD affordable rental apartment developments under several development scenario, varying location, density and financial strategy. The purpose of this model is to determine for each scenario

how much affordable housing may be delivered and how much capital equity would be required from the CRD, ultimately producing an estimate of CRD capital efficiency per scenario.

This analysis uses a standard developer proforma that represents the flow of money through the development project based on revenue and cost assumptions which are described in more detail in **Section 9.1** below.

It is important to note that the Financial Model presented in this report is an example of how the model would work to prepare a pro forma for each individual project identified. The CRD will input the current information for the specific site. The example review completed for this report was based on current municipal LUB regulations and BC Assessment for land prices. The Model will allow the CRD to assess each individual site, in collaboration with the home municipality to determine the actual financial viability of each project.

The model has investigated 60 scenarios that vary in terms of geography, density, and financial strategy. This section defines those parameters.

9.1 Geography

This analysis investigates the economics of affordable housing provision within the CRD's Urban Containment Boundary (UCB), which covers at least part of each of the following municipalities (the Subject Municipalities):

- Central Saanich
- Colwood
- Esquimalt
- Langford
- Oak Bay
- Saanich
- Sidney
- Victoria
- View Royal

The UCB also covers much of Sooke, but market research suggests that market rental rates in Sooke are near or below the affordable level.

9.2 Density

This analysis investigates a number of building heights that provide a wide variety of densities. The research reviewed each municipality's LUB and OCP and has determined the maximum height of multi-unit buildings that could be permitted in each of the nine municipalities. This is represented in **Table 5**.

Table 5: Floor Space Ratio⁴ by Density Scenario⁵

	4-storey	6-storey	12-storey	15-storey	18-storey
Central Saanich	0.6	-	-	-	-
Colwood	1.5	1.6	1.75	1.85	-
Esquimalt	1.5	2.0	3.0	-	-
Langford	1.5	2.0	2.25	2.5	3.0
Oak Bay	1.5	1.6	1.8	1.95	-
Saanich	1.5	2.0	2.25	2.5	3.0
Sidney	1.5	2.0	-	-	-
Victoria	1.5	2.0	2.25	2.5	3.0
View Royal	1.5	-	-	-	-

Table 5 shows that because not all municipalities support all five building heights, there are 30 unique combinations of density and geography investigated in this financial analysis.

9.2.1 Financial Strategy

This analysis investigates two approaches to creating affordable rental apartments:

1. Non-Market Scenarios: in these scenarios, the CRD buys land and either proceeds to construct a multi-unit building on the property, or partners with a non-profit organization to build and ultimately manage the development. All units thus developed are operated as affordable rental housing for the duration of the building's 60-year⁶ lifespan.
2. Private Partner Scenarios: in these scenarios, the CRD buys land and leases the property at a nominal rate to a private developer. In exchange for reduced land costs, the developer includes some affordable rental units alongside its market rental units.

For each scenario, the maximum number of affordable rental units that the developer can afford to provide, while still achieving an acceptable annual IRR⁷ of 5.5%, was calculated. The Consultant assumed that each development achieves its respective maximum number of affordable units. In those few scenarios where the developer can achieve an IRR of

⁴ Floor space ratio is a measure of density equal to a development's gross floor area divided by its land area.

⁵ In Table 5, black items are taken directly from municipal documents such as LUB or OCP, while red items are suggested by the Consultant with the aims of consistency and realism.

⁶ Sixty (60) years is used as the life span of the building, although many leases may extend for 99 years.

⁷ The Internal Rate of Return (IRR) is the interest rate of a hypothetical asset that produces interest at the same pace as the project in question. A measure of project performance. A higher IRR represents faster profit, or greater profit over the same timeframe. IRR is a better measure of project viability than simple profit-to-cost for projects that generate revenue over a long timeframe because the former reflects the time value of money whereas the latter does not.

greater than 5.5%, while providing 100% affordable units, the land lease price paid by the developer is increased to produce an IRR of 5.5% overall.

The Non-Market Scenarios produce a greater number of affordable rental units because all of the units are affordable, but it also imposes a greater capital cost burden on the CRD, which must pay for the entire project. By comparison, the Private Partner Scenarios produces fewer affordable rental units but are much less costly for the CRD, which is only responsible for the initial land purchase.

In the Non-Market Scenarios, the CRD's equity requirement is calculated as follows:

$$\text{Equity requirement} = \text{Project capital costs} - \text{takeout financing}$$

Takeout financing is a mortgage borrowed against the building's ongoing net revenue. In the Non-Market Scenarios, it is the only source of revenue available to offset the CRD's capital costs.

Whereas in the Private Partner Scenarios, the CRD's equity requirement is calculated as follows:

$$\text{Equity requirement} = \text{Land costs} - \text{land lease}$$

The land lease amount is nominal (effectively zero) in some scenarios but significant in others.

Applying each of these two financial strategies to each of the 30 combinations of geography and density presented in **Table 5** above produces 60 scenarios overall.

9.3 Assumptions

This section presents the assumptions regarding the built form, cost, and revenue applied in this financial analysis.

9.3.1 Built Form Assumptions

Each scenario is assumed to take place on a serviced half-acre (21,780 ft²) parcel. Using identical site size assumptions in all scenarios facilitates comparison and interpretation between scenarios.

All buildings are assumed to achieve efficiency of 85%.⁸ As directed by the CRD, the report has assumed the distribution of unit sizes as illustrated in **Table 6**.

⁸ Building efficiency equals a building's rentable space divided by its gross floor area.

Table 6: Target Unit Size Composition

Share of units		Average Unit Size (ft ²) based on BC Housing Averages for Affordable Housing
Studio	5%	350
1-Bedroom	35%	525
2-Bedroom	40%	725
3-Bedroom	20%	925
Average		676

The unit size composition in **Table 6** is a target shared by all scenarios, but in practice these scenarios vary slightly depending on their total building size and distribution of market versus non-market units. **Table 7** combines the assumptions in **Tables 5** and **6**, which produces the following total unit counts.

Table 7: Unit Count by Scenario

	4-storey	6-storey	12-storey	15-storey	18-storey
Central Saanich	16	-	-	-	-
Colwood	41	44	48	51	-
Esquimalt	41	55	82	-	-
Langford	41	55	62	68	82
Oak Bay	41	44	49	53	-
Saanich	41	55	62	68	82
Sidney	41	55	-	-	-
Victoria	41	55	62	68	82
View Royal	41	-	-	-	-

The maximum unit count has been calculated using the following calculation. Should the municipality and CRD wish to increase the number of units, the FSR can be increased beyond 3.0:

- An average site area of 0.5 acre or 2,024 m²
- A gross building site coverage of 3.0 Floor Space Ratio (3 x 21,780 = 65,340 ft²)
- Net rentable area of 85% of the gross building area (85% x 65,340 = 55,539 ft²)
- Average Unit Size of 676 ft² per unit
- Net rentable area / average unit size = 55,539 / 676 = 82 units.

As instructed by the Client, the Consultant assumed that zero parking stalls will be provided for studio, 1-bedroom, and 2-bedroom affordable units, and that one parking stall will be provided for 3-bedroom affordable units to produce an overall parking ratio of 0.2 stalls per affordable unit.

The Consultant assumed that parking stalls for market units will be provided in line with each municipality's LUB. Note that these are blended rates reflecting the target unit size distribution presented in **Table 6**:

- Central Saanich: 1.75 stalls per unit

- Colwood: 1.36 stalls per unit⁹
- Esquimalt: 1.3 stalls per unit¹⁰
- Langford: 1.25 stalls per unit¹¹
- Oak Bay: 2.25 stalls per unit¹²
- Saanich: 1.5 stalls per unit
- Sidney: 1 stall per unit
- Victoria: 0.875 stalls per unit¹³
- View Royal: 1.4 stalls per unit.

It is assumed that any parking required by the municipality will require 100% underground parking in all cases. Note that parking construction is the largest cost that varies due to municipal policy. Surface parking could be provided at a lesser cost but for the purpose of the model, the report has have assumed all required parking would be underground.

9.3.2 Cost Assumptions

A total of 64 example sites throughout the region were reviewed. Each of these sites met the walkability criteria and were a minimum of ½ acre (2,000 m²) deemed appropriate for CRD affordable housing projects. The example sites included a mix of sites that require assembly and sites that do not. Based on this sample, the land price was collected from BC Assessment. For parcels that required assembly, 20% premium was added to the land costs¹⁴, for assembly and related costs:

- Central Saanich: \$2,616,000
- Colwood: \$3,873,000
- Esquimalt: \$3,968,000
- Langford: \$2,578,000
- Oak Bay: \$5,799,000
- Saanich: \$4,106,000
- Sidney: \$6,861,000
- Victoria: \$8,435,000
- View Royal: \$3,181,000.

⁹ Colwood has different parking requirements for different sub-areas. The Consultant assumed the site is located in the “urban centre” area.

¹⁰ Esquimalt has different parking requirements for different zones. The Consultant assumed the site is located in a “medium and high-density apartment zone”.

¹¹ Langford has different parking requirements for different land use designations. The Consultant assumed the site carries the City Centre or Mixed-Use Employment Centre designation.

¹² Oak Bay has different parking requirements for different zones. The Consultant assumed the site is zoned RM-1LD, RM-1MD, RM-1HD, RM-2, RM-3, RM-4, RM-8, or RM-MC1.

¹³ Victoria has different parking requirements for different sub-areas. The Consultant assumed the site is located in the “village centre” area.

¹⁴ Twenty (20) percent premium added to the land cost was used to mirror what the City of Victoria currently uses in their proformas, considered to be industry representative.

Other land costs include BC's property transfer tax¹⁵ and additional closing costs have been averaged at \$50,000 per lot.

The model has also applied the following project cost assumptions for hard costs, soft costs and municipal fees. **Tables 8, 9 and 10** illustrate these costs. It is important to note that these costs may be updated to be tailored to each specific site and project considerations that would be critical in determining the feasibility of an initiative. It is assumed that the CRD will engage qualified consultants, including a quantity surveyor, to inform the model assumptions, as required.

Table 8: Hard Cost Estimates

Hard Costs	
Site Servicing and Geotechnical	\$300,000
Servicing Connections	\$10,000
Utilities During Construction	\$10,000
Building Construction ¹⁶ :	
• 4-storey wood frame	• \$340 / ft ²
• 6-storey wood frame	• \$350 / ft ²
• 12-storey concrete	• \$380 / ft ²
• 15 or 18 concrete storey	• \$380 / ft ²
Underground Parking per stall	\$60,000
Furniture/Fixtures/Equipment	\$100,000 to \$180,000
Landscaping/Signage/Lighting	\$50,000
Hard Cost Contingency	10% of all hard cost items

Table 9: Soft Costs Estimates

Soft Costs	
Project Management	2% of total Project Costs
Architectural Fees	1% of building construction costs plus contingency
Engineering Fees	1% of Hard Costs
Other Consultant Fees	1% of Hard Costs
Research and Appraisal	\$20,000
Surveying	\$20,000
Accounting	\$20,000
Legal Costs	\$1,000 per unit
Insurance	0.51% of Hard costs

¹⁵ Property transfer tax is defined here: <https://www2.gov.bc.ca/gov/content/taxes/property-taxes/property-transfer-tax>

¹⁶ Source: Altus Group (2023). 2023 Canadian Cost Guide.

Table 10: Municipal Costs

Municipality	Rezoning	Development Permit Fee	Building Permit Fees	Regional DCCs	Municipal DCCs
Central Saanich	\$4,800	\$3,100	\$6,250 plus 1% of construction costs above \$500,000	\$933 / unit	\$3,944 / unit, minus 30% in Non-Market Scenarios
Colwood	\$4,699	N/A	\$5,238 plus 0.8% of construction costs above \$500,000	\$1,644 / unit	\$7,021 / unit
Esquimalt	\$1,000 + \$600 per unit	\$1,200 plus \$120 per unit	\$5,737 plus 0.9% of construction costs above \$500,000	N/A	N/A
Langford	\$9,888	N/A	\$11,068 plus 0.485% of construction costs from \$1 million to \$15 million, plus 0.245% of construction costs above \$15 million	\$1,644 / unit	\$1,438 plus \$3,635 / unit
Oak Bay	\$7,000	\$6,500	\$5,000 plus 1.3% of construction costs above \$500,000	N/A	N/A
Saanich	\$2,000	\$1,000	\$8,234 plus 1.25% of construction costs above \$500,000	N/A	\$8,134 / unit ¹⁷
Sidney	\$3,400	\$300 plus \$50 per unit	\$5,987 plus 0.9% of construction costs above \$500,000	\$933 / unit	\$650 / unit ¹⁸
Victoria	\$6,000 + \$0.50 per m ² (\$0.046 per ft ²)	\$6,000 plus \$2.50 per m ² (\$0.23 per ft ²) of gross floor area	\$100 plus 1.4% of construction costs	N/A	\$44.77 per m ² (\$4.16 per ft ²) of gross floor area
View Royal	\$2,200	\$1.15 per m ² (\$0.107 per ft ²) of gross floor area	\$6,531 plus 0.9375% of construction costs above \$500,000	\$1,644 / unit	\$6,519 per unit

¹⁷ The consultant assumed that the site is located outside of the Cordova Bay Road DCC area.

¹⁸ DCC rates in Sidney vary considerably by location. The Consultant assumed a rough average.

Other assumptions made include:

- No amenity contributions are required for affordable housing units.
- Municipalities who charge School site acquisition fees, have the ability to waive the fees. For example, Colwood and Langford charge \$600 per unit.
- Rental projects are exempt from GST.
- Advertising and promotion: 2% of the value of market rental units based on an annual capitalization rate of 3.9%¹⁹.
- New home warranty: \$2,000 per unit.
- Post-construction customer service: \$2,000 per unit.
- Corporate overhead: 2% of total project costs.
- Miscellaneous soft costs: 2% of all soft cost items above.
- Soft cost contingency: 10% of all soft cost items above.

9.3.3 Revenue

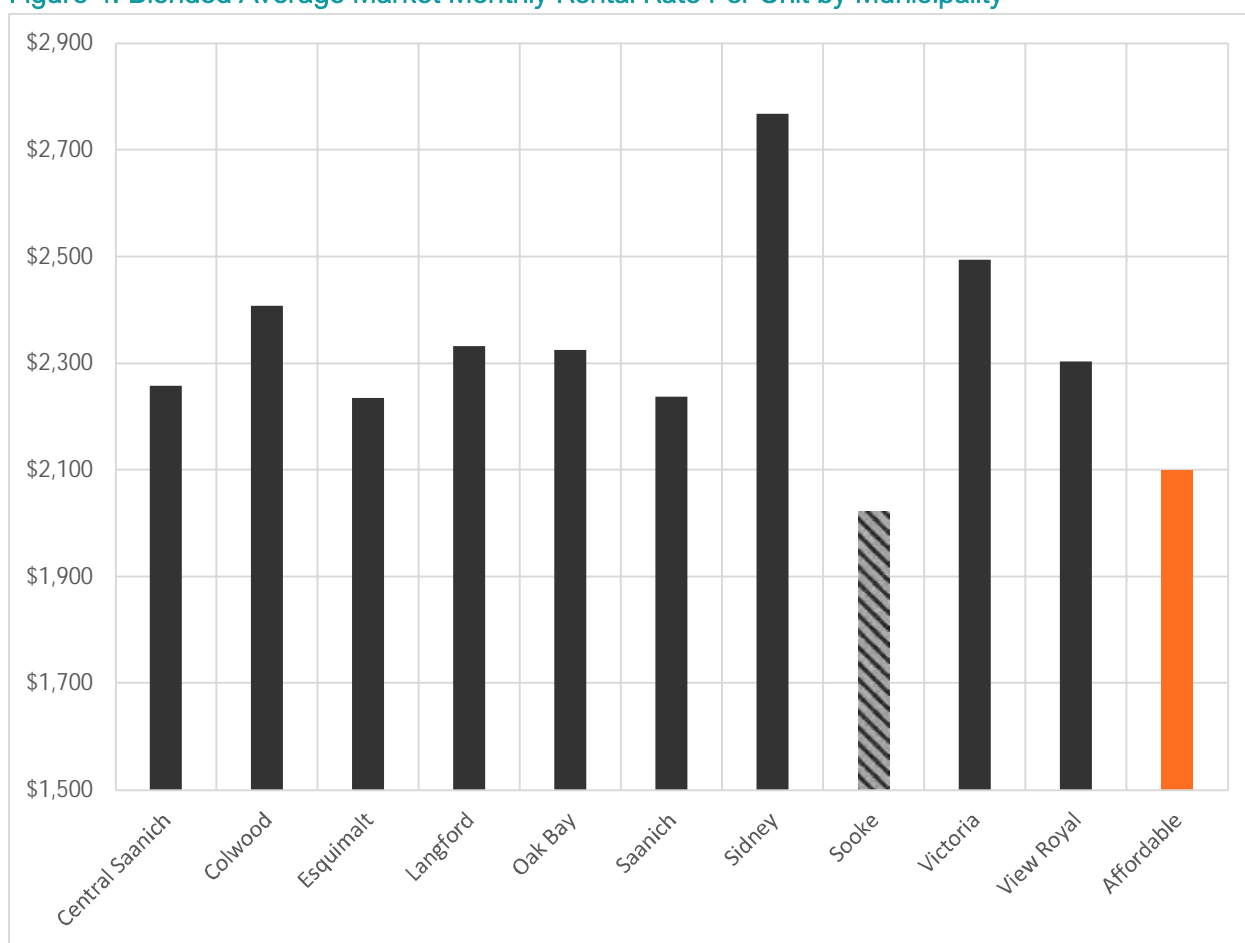
The Consultant has applied the following rental rates in each scenario's first year of operation shown in **Table 11**.

Table 11: Monthly Rental Rate Target Per Unit

	Municipality	Studio	1- bedroom	2- bedroom	3- bedroom	Blended Average
Market Rates	Central Saanich	\$1,400	\$1,895	\$2,378	\$2,858	\$2,258
	Colwood	\$1,530	\$2,074	\$2,559	\$2,914	\$2,408
	Esquimalt	\$1,726	\$2,016	\$2,298	\$2,609	\$2,235
	Langford	\$1,512	\$1,979	\$2,458	\$2,905	\$2,331
	Oak Bay	\$1,540	\$1,990	\$2,443	\$2,858	\$2,324
	Saanich	\$1,568	\$1,985	\$2,327	\$2,664	\$2,238
	Sidney	\$1,918	\$2,462	\$2,893	\$3,265	\$2,767
	Sooke ²⁰	\$1,292	\$1,685	\$2,103	\$2,636	\$2,023
	Victoria	\$1,582	\$2,100	\$2,632	\$3,127	\$2,494
	View Royal	\$1,582	\$2,016	\$2,407	\$2,775	\$2,303
	Affordable Rental Rate	\$1,428	\$1,817	\$2,204	\$2,553	\$2,100

¹⁹ The capitalization rate of a revenue-generating asset is the amount of net revenue it produces in a given time-period (typically one year, as in this case), divided by the sale value of that asset. A lower capitalization rate indicates a higher sales price. Capitalization rates are therefore a measure of investor appetite.

²⁰ Note that Sooke is excluded from this analysis because its market rental rates are affordable. It is included in this section to demonstrate this point.

Figure 4: Blended Average Market Monthly Rental Rate Per Unit by Municipality²¹Table 12: Monthly Rental Rate per ft²

Municipality		Studio	1-Bedroom	2-Bedroom	3-Bedroom	Average
Market Rates	Central Saanich	\$4.00	\$3.61	\$3.28	\$3.09	\$3.34
	Colwood	\$4.37	\$3.95	\$3.53	\$3.15	\$3.56
	Esquimalt	\$4.93	\$3.84	\$3.17	\$2.82	\$3.31
	Langford	\$4.32	\$3.77	\$3.39	\$3.14	\$3.45
	Oak Bay	\$4.40	\$3.79	\$3.37	\$3.09	\$3.44
	Saanich	\$4.48	\$3.78	\$3.21	\$2.88	\$3.31
	Sidney	\$5.48	\$4.69	\$3.99	\$3.53	\$4.09
	Sooke	\$3.69	\$3.21	\$2.90	\$2.85	\$3.00
	Victoria	\$4.52	\$4.00	\$3.63	\$3.38	\$3.69
	View Royal	\$4.52	\$3.84	\$3.32	\$3.00	\$3.41
Affordable Rental Rate		\$4.08	\$3.46	\$3.04	\$2.76	\$3.11

²¹ Note that Sooke is excluded from this analysis because its market rental rates are affordable. It is included in this section to demonstrate this point.

All market rates presented in **Tables 11** and **12**, and **Figure 4** above are derived from market research performed by the Consultant and presented in the Findings Report. These reflect the market rental rates for brand-new apartments of the sizes indicated in **Table 6**.

Note that in practice, unit sizes achieved within each scenario vary slightly depending on their total building size and distribution of market versus non-market units. Consequently, the per-unit rates indicated in **Table 11** are informative targets, but it is the per-square-foot rates in **Table 12** that are applied consistently to all scenarios to account for slight variations in unit size.

Regarding affordable rental rates, the Consultant was instructed to calculate a rental rate that would be affordable to a household with the median annual household income. Affordable rent is defined as 30% of household income. The median household income of each of the Subject Municipalities and their resulting affordable rental rates are presented below in **Table 13**.

Table 13: Median Annual Household Income and Resulting Affordable Monthly Rental Rate by Municipality

Municipality	Median Annual Household Income ²²	Affordable Monthly Rent
Central Saanich	\$103,000	\$2,575
Colwood	\$102,000	\$2,550
Esquimalt	\$76,000	\$1,900
Langford	\$93,000	\$2,325
Oak Bay	\$107,000	\$2,675
Saanich	\$93,000	\$2,325
Sidney	\$77,000	\$1,925
Victoria	\$67,500	\$1,688
View Royal	\$98,000	\$2,450
Capital Regional District	\$84,000	\$2,100

Because the median household income reported in **Table 13** includes both homeowner and renter households, the median income of six out of nine Subject Municipalities is greater than \$90,000 and the rental rate that would be affordable for those municipalities' median income households is equal to or greater than local market rents. If affordable rental rates are above market rental rates, the present exercise becomes meaningless. Therefore, the Consultant concluded that calculating affordable rental rates based on each municipality's median household income is an inadequate methodology.

Instead, the Consultant has applied the regional median household income of \$84,000, which yields an affordable monthly rental rate of \$2,100. This rental rate is lower than the market rental rate in

²² Source: 2021 Census of Canada. Note that Household income is not broken down by housing tenureship. This average combines both owners and renters. And note that the income data are based on 2020 incomes.

any of the nine Subject Municipalities, making it a practical definition of affordable housing for the present analysis. Applying the same definition of affordable housing throughout this analysis also facilitates comparison and interpretation between scenarios.

Applying this income level yields a single affordable rental rate of \$2,100 but this exercise requires four distinct affordable rental rates because the analysis uses four sizes of apartment (namely studio, 1-bedroom, 2-bedroom, and 3-bedroom). Dividing \$2,100 by the average unit size of 676 ft² yields an average affordable rental rate of \$3.11 per ft². This might be an affordable average rental rate, but it cannot effectively be treated as an affordable rental rate for all unit sizes because it exceeds market rental rates for 3-bedroom units (see **Table 13** above).

In practice, market rental rates per square foot decrease as unit size increases so that larger units are more expensive in total but less expensive on a per square foot basis. In order to function properly both within this analysis and in the real world, affordable rental rates must do the same so that they remain below market rates at all unit sizes. To produce a set of rental rates that achieve this, the Consultant has identified the typical market rental rate at each unit size within the UCB and then reduced these rates by a set amount to achieve the target average rental rate of \$3.11 per ft² or \$2,100 per unit that is affordable to the regional median household income of \$84,000. This process is demonstrated in **Figure 5** and **Table 14** below.

Figure 5: Unit Size versus Monthly Rental Rate per ft² Among Recent Rental Listings in the UCB

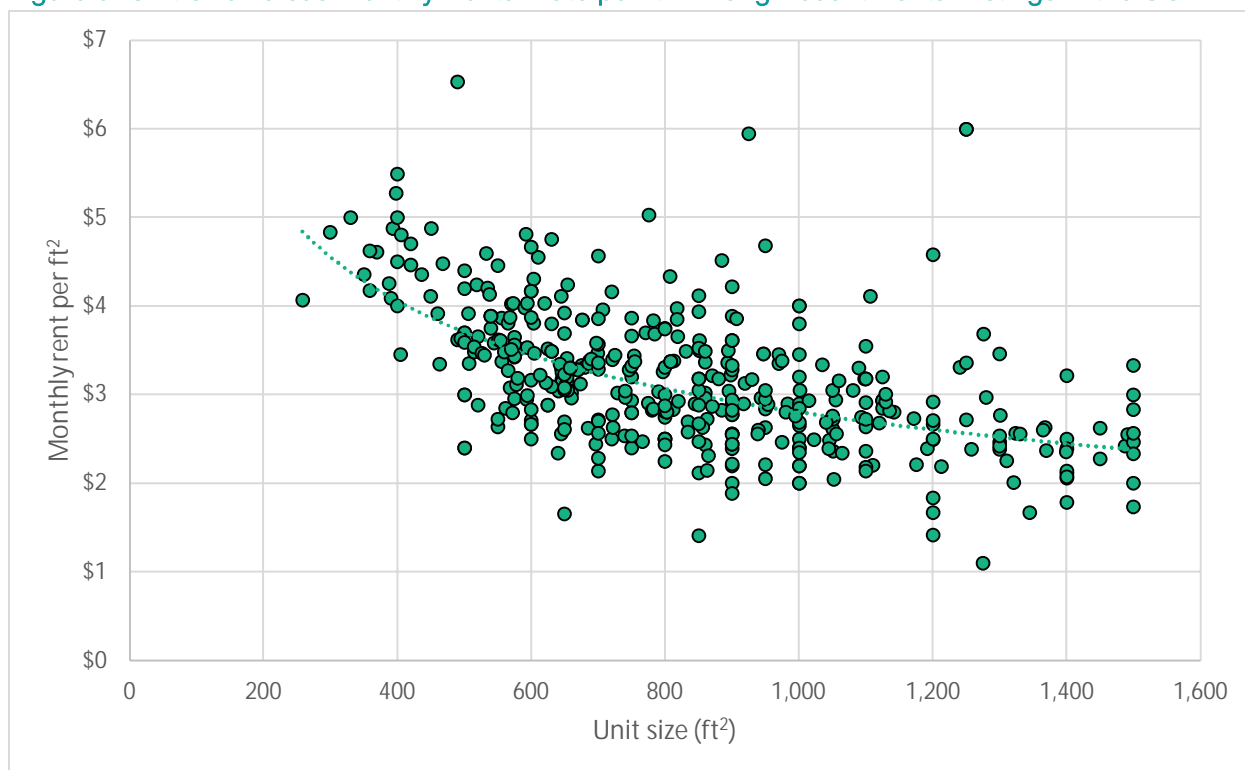


Figure 5 above displays all rental listings within the CRD's Urban Containment Boundary with an identified unit size below 1,500 ft². This data reflects the period during which the Consultant was performing market research for this project, namely September to October of 2023. Note that the market rental level indicated here is generally lower than that suggested in **Table 12** and **Figure 4** because it reflects all rental listings rather than just brand-new units.

Table 14: Observed versus Affordable Monthly Rental Rates

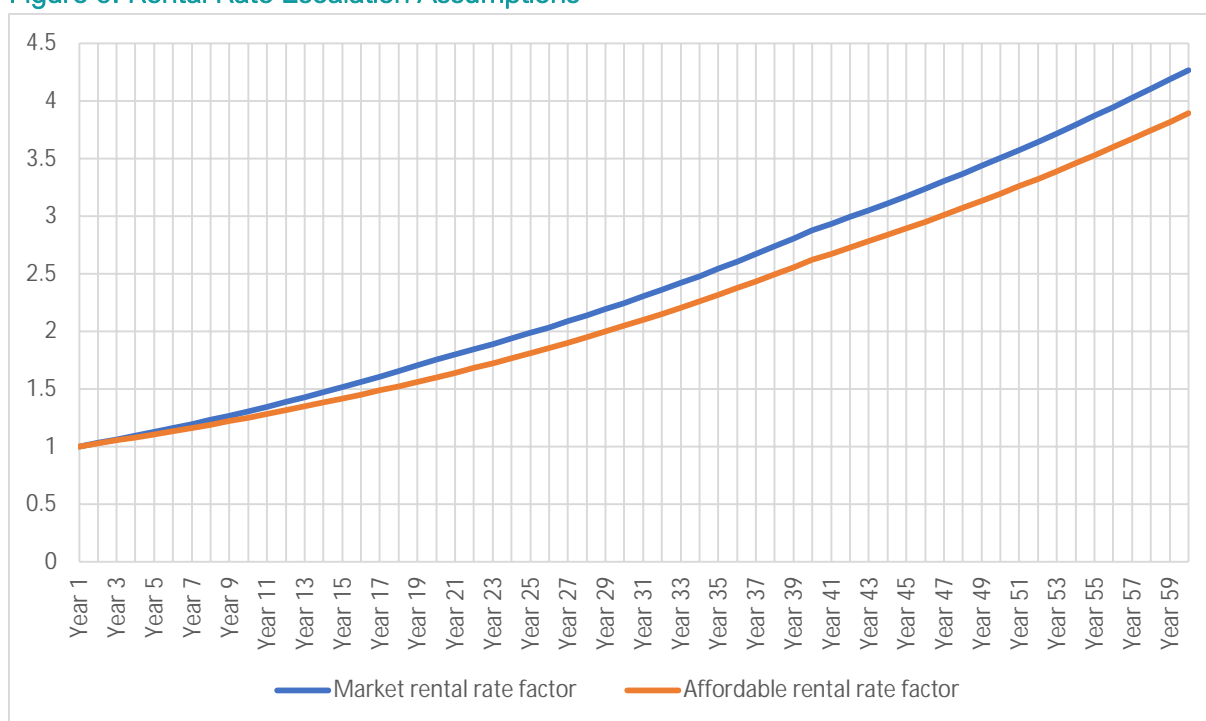
	Observed Market Monthly Rate		Affordable Monthly Rate	
	Per ft ²	Per unit	Per ft ²	Per unit
Studio	\$4.28	\$1,499	\$4.08	\$1,428
1-Bedroom	\$3.64	\$1,909	\$3.46	\$1,819
2-Bedroom	\$3.19	\$2,315	\$3.04	\$2,205
3-Bedroom	\$2.89	\$2,677	\$2.76	\$2,550
Average	\$3.26	\$2,204	\$3.11	\$2,100

The observed market data, shown in **Figure 5** above, is summarized in **Table 14**. It suggests a market rental rate of \$3.26 per ft² or \$2,204 per unit, which may be reduced by 5% to produce the affordable rental rate of \$3.11 per ft² or \$2,100 per unit, which would be affordable to the region's median income household. Therefore, this 5% reduction is applied to each of the observed studio, 1-bedroom, 2-bedroom, and 3-bedroom rates to produce the affordable rental rates used in this analysis, which are indicated in **Table 11**, **Table 12**, **Table 14**, and **Figure 4** above.

To calculate net operating income, the Consultant has applied the following assumptions:

- Vacancy rates:
 - For affordable units: zero vacancy.
 - For market units in the first year of operation: 5%.
 - For market units in the second year of operation: 2%.
 - For market units after the second year of operation: 1%.
- Operating costs:
 - For market units: 30% of gross income.
 - For affordable units: \$534 per unit per month as instructed by the CRD.
- Periodic structural maintenance of \$7.5 per ft² of gross floor area every five years.
- Escalation (see **Figure 6** below):
 - Market rental rates are assumed to increase by 3% per year for the first 20 years of operation, by 2.5% per year for the following 20 years, and afterwards by 2% per year.
 - Affordable rental rates are assumed to increase by 2.5% per year for the first forty years of operation and afterwards by 2% per year.
 - Periodic structural maintenance costs are assumed to increase at the same rate as market rental rates.

Figure 6: Rental Rate Escalation Assumptions



9.3.4 Financing

The only form of cash available to rental development is called “takeout financing”. It is essentially a mortgage against the project’s ongoing net revenue. For a given magnitude of net revenue, the quantity of takeout financing available is determined by three parameters:

1. Interest rate: the amount of interest charged per year as a portion of outstanding debt;
2. Amortization period: the duration of the mortgage; and
3. Debt service ratio: the ratio of net revenue to mortgage burden.

In this analysis, the Consultant applied different assumptions for these parameters to Non-Market and Private Partner Scenarios because public sector affordable housing initiatives are able to access more favourable borrowing terms than private sector developments:

- In Non-Market Scenarios (as instructed by the CRD):
 - Interest rate: 4.27%.
 - Amortization period: 35 years.
 - Debt service ratio: 1.1.
 - **Resulting ratio of takeout financing to one year of net revenue: 16.6.**
- In Private Partner Scenarios:
 - Interest rate: 7%.
 - Amortization period: 25 years.
 - Debt service ratio: 1.25.
 - **Resulting ratio of takeout financing to one year of net revenue: 9.5.**

In summary, because of its more favorable lending parameters, non-profit development in Non-Market Scenarios can access 75% more financing per unit of operating income compared to for-profit development in Private Partner Scenarios.

The quantity of takeout financing available in each scenario is equal to the quantity of construction financing available because the takeout financing is used to retire the construction loan. The Consultant applied the following assumptions to construction financing:

- Planning period: 12 months.
- Construction period: 12 months.
- Interest on equity, which represents opportunity cost:
 - In Non-Market Scenarios: none.
 - In Private Partner Scenarios: 10%.
- Construction financing interest rate:
 - In Non-Market Scenarios, in the first year: 4.6%.
 - In Non-Market Scenarios, in the second year: 3.5%.
 - In Private Partner Scenarios: 7%.

10.0 RESULTS

This section outlines the results of the scenarios and assumptions.

Table 15 shows how each of the Non-Market Scenarios performs to produce a total CRD equity burden: total capital costs minus takeout financing equals the scenario's capital shortfall or equity requirement. With affordable rental rates and parking requirements equal between scenarios, the principal factor driving differences of project performance between municipalities is land price.

Table 15: Non-Market Scenario Capital and Financing Outcomes (\$ million)

		4-storey	6-storey	12-storey	15-storey	18-storey
Total Capital Costs	Central Saanich	\$9.6				
	Colwood	\$20.0	\$21.5	\$24.4	\$26.4	
	Esquimalt	\$19.7	\$25.1	\$37.4		
	Langford	\$18.3	\$23.7	\$28.0	\$32.0	\$37.7
	Oak Bay	\$22.0	\$23.3	\$26.8	\$29.4	
	Saanich	\$20.3	\$25.9	\$30.2	\$34.2	\$40.0
	Sidney	\$23.2	\$28.1			
	Victoria	\$25.4	\$30.8	\$35.1	\$39.1	\$44.8
	View Royal	\$19.2				
Takeout Financing	Central Saanich	\$4.9				
	Colwood	\$12.1	\$12.7	\$13.9	\$14.8	
	Esquimalt	\$12.1	\$16.0	\$24.0		
	Langford	\$12.1	\$16.0	\$18.0	\$20.0	\$24.0
	Oak Bay	\$12.1	\$12.7	\$14.4	\$15.6	
	Saanich	\$12.1	\$16.0	\$18.0	\$20.0	\$24.0
	Sidney	\$12.1	\$16.0			
	Victoria	\$12.1	\$16.0	\$18.0	\$20.0	\$24.0
	View Royal	\$12.1				
CRD Equity Requirement	Central Saanich	\$4.7				
	Colwood	\$8.0	\$8.7	\$10.4	\$11.7	
	Esquimalt	\$7.7	\$9.2	\$13.4		
	Langford	\$6.3	\$7.8	\$10.1	\$12.0	\$13.7
	Oak Bay	\$9.9	\$10.6	\$12.4	\$13.8	
	Saanich	\$8.3	\$9.9	\$12.2	\$14.3	\$16.0
	Sidney	\$11.2	\$12.1			
	Victoria	\$13.3	\$14.9	\$17.2	\$19.2	\$20.8
	View Royal	\$7.1				

Due to the extremely low parking requirements (**Section 9.3.2**) and relatively high affordable rental rates (**Table 14**) assumed for affordable units in these scenarios, the Private Partner Scenarios can

provide 100% affordable housing in all scenarios except in Central Saanich, where rental development is not viable due to its low density.

In fact, the private developers in these scenarios can afford to pay a land lease amount (white panel in **Table 16** below) which is in some cases greater than the land price (certain densities in Esquimalt and Langford, indicated in green below), meaning that the CRD would profit from these developments. If the CRD would prefer not to take profit but rather to break even, they may elect to reduce affordable rental rates in such cases, although this is not modelled here.

Table 16: Private Partner Scenario Capital and Financing Outcomes (\$ million)

		4-storey	6-storey	12-storey	15-storey	18-storey
Land Cost	Central Saanich	Not viable				
	Colwood	\$4.03	\$4.03	\$4.03	\$4.03	
	Esquimalt	\$4.13	\$4.13	\$4.13		
	Langford	\$2.68	\$2.68	\$2.68	\$2.68	\$2.68
	Oak Bay	\$6.06	\$6.06	\$6.06	\$6.06	
	Saanich	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28
	Sidney	\$7.17	\$7.17			
	Victoria	\$8.82	\$8.82	\$8.82	\$8.82	\$8.82
	View Royal	\$3.31				
Land-Lease	Central Saanich	Not viable				
	Colwood	\$2.95	\$2.63	\$1.83	\$1.25	
	Esquimalt	\$3.27	\$3.95	\$4.30		
	Langford	\$3.10	\$3.70	\$2.80	\$2.15	\$2.75
	Oak Bay	\$3.25	\$2.95	\$2.30	\$1.70	
	Saanich	\$2.93	\$3.45	\$2.50	\$1.80	\$2.30
	Sidney	\$2.30	\$3.23			
	Victoria	\$3.06	\$3.65	\$2.75	\$2.05	\$2.60
	View Royal	\$2.96				
CRD Equity Requirement	Central Saanich	Not viable				
	Colwood	\$1.08	\$1.40	\$2.20	\$2.78	
	Esquimalt	\$0.86	\$0.18	-\$0.17		
	Langford	-\$0.42	-\$1.02	-\$0.12	\$0.53	-\$0.07
	Oak Bay	\$2.81	\$3.11	\$3.76	\$4.36	
	Saanich	\$1.35	\$0.83	\$1.78	\$2.48	\$1.98
	Sidney	\$3.94	\$2.82			
	Victoria	\$5.76	\$5.17	\$6.07	\$6.77	\$6.22
	View Royal	\$0.35				

Table 16 shows how each of the Private Partner Scenarios performs to produce a total CRD equity burden: the cost of land minus whatever land lease the developer can afford equals the scenario's

capital shortfall or equity requirement. It is important to consider market and non-market buildings. The market units will help support the non-market units and as the building ages, there is the ability to increase the number of affordable units.

The CRD Equity rows in **Tables 15** and **16** may be directly compared as they each represent the net cost to the CRD of implementing these scenarios.

Dividing the equity requirements identified in **Tables 15** and **16** by the unit counts indicated in **Table 7** produces an estimate of equity requirement per affordable unit created. This is a general metric of scenario performance and may be used to inform CRD strategy, as shown in **Table 17**.

Table 17: CRD Equity Requirement per Affordable Rental Unit

		4-storey	6-storey	12-storey	15-storey	18-storey
Non-Market Scenarios	Central Saanich	\$292,000				
	Colwood	\$195,000	\$199,000	\$218,000	\$229,000	
	Esquimalt	\$188,000	\$167,000	\$164,000		
	Langford	\$153,000	\$141,000	\$162,000	\$177,000	\$167,000
	Oak Bay	\$241,000	\$242,000	\$253,000	\$261,000	
	Saanich	\$202,000	\$180,000	\$197,000	\$210,000	\$195,000
	Sidney	\$273,000	\$220,000			
	Victoria	\$324,000	\$270,000	\$277,000	\$282,000	\$254,000
	View Royal	\$174,000				
Private Partner Scenarios	Central Saanich	n/a				
	Colwood	\$26,000	\$32,000	\$46,000	\$55,000	
	Esquimalt	\$21,000	\$3,500	-\$2,000		
	Langford	-\$10,000	-\$18,000	-\$2,000	\$8,000	-\$1,000
	Oak Bay	\$68,000	\$71,000	\$77,000	\$82,000	
	Saanich	\$33,000	\$15,000	\$29,000	\$36,000	\$24,000
	Sidney	\$96,000	\$51,000			
	Victoria	\$141,000	\$94,000	\$98,000	\$100,000	\$76,000
	View Royal	\$8,500				

CRD equity requirement per affordable rental units (**Table 17**) indicates the CRD's capital shortfall per unit in each scenario. This represents the CRD cost, minus available funds per unit in each scenario. This is derived differently in the Non-Market and Private Partner Scenarios:

- Non-Market Scenario – the CRD simply pays for the project, and the only source of upfront cash is take-out financing (basically a mortgage). So CRD equity shortfall equals capital costs minus the take-out financing. These items are illustrated in **Table 15**.

- Private Partner Scenario – the CRD buys the land and then leases it to a for-profit developer. The calculation of what a private developer can afford is factored in. The CRD equity shortfall equals the land cost minus the lease. These items are shown in detail on **Table 16**. Note that this is sometimes a negative number, which means that the CRD is in a positive cash situation due to the very low parking requirement anticipated.

By comparing the capital shortfall per unit by scenario, we gain a sense of where and how the CRD's money might go further.

Figure 7: CRD Equity Requirement per Affordable Rental Unit in Non-Market Scenarios

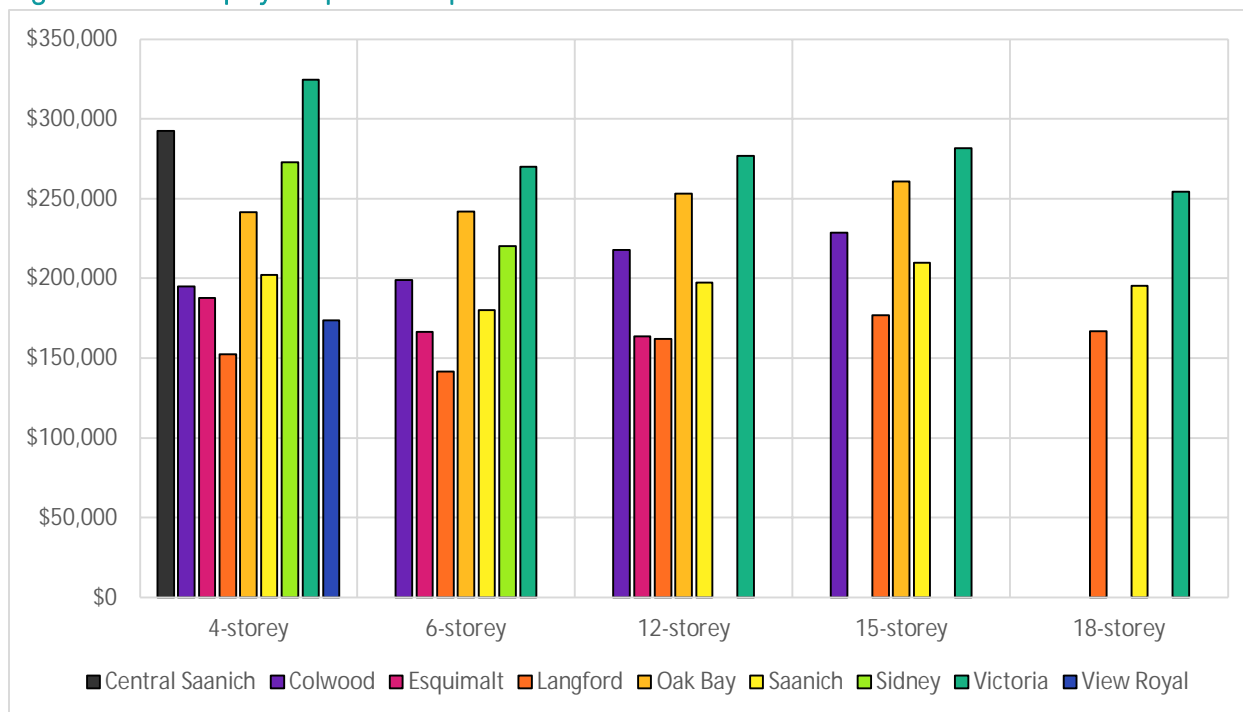
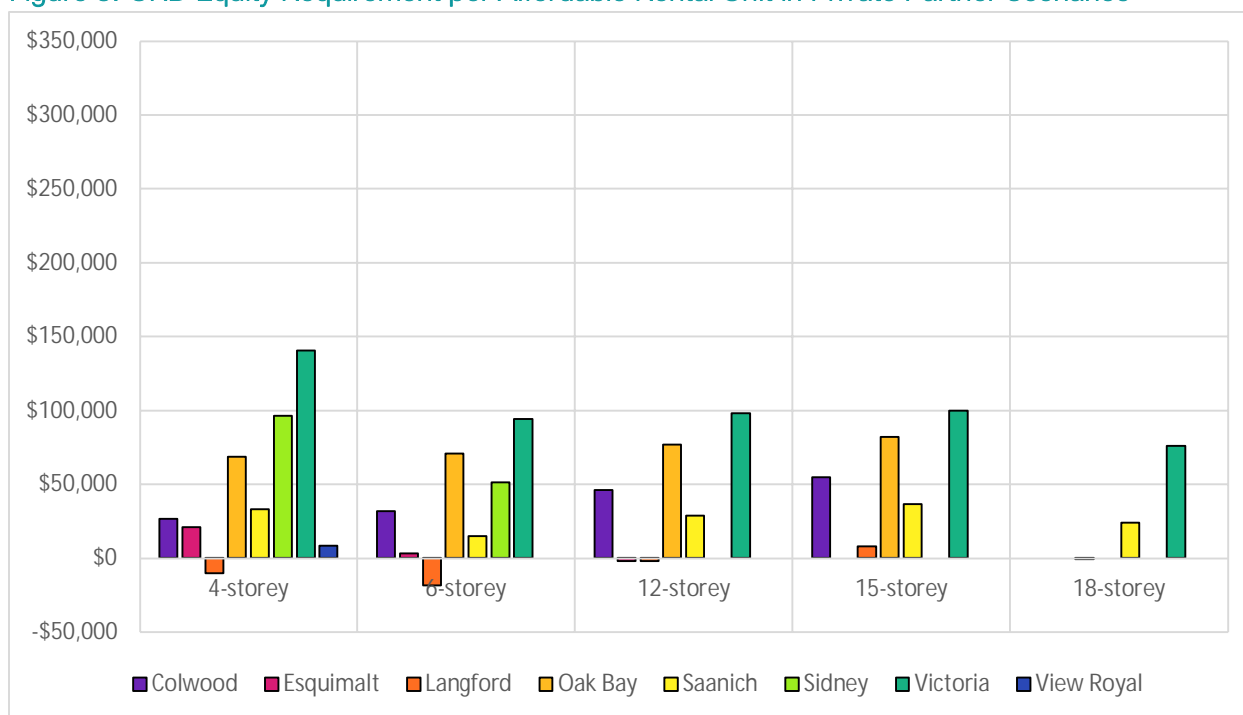


Figure 8: CRD Equity Requirement per Affordable Rental Unit in Private Partner Scenarios²³

In general, in a given municipality and at a given density, the Private Partner Scenario performs better than the Non-Market Scenario. This is because private developers may be satisfied taking many years to recoup their investment, while the CRD is a public entity and views gradual cost recovery as a capital shortfall. Moreover, in some Private Partner Scenarios in Esquimalt and Langford, the supportable land lease that the developer can afford is greater than the price paid for the land by the CRD, meaning that CRD profit is possible.

Non-Market Scenarios tend to achieve equity efficiency in the range of \$150,000 - \$300,000 per unit. The most efficient municipality is generally Langford while the least efficient municipality is generally Victoria. Differences between municipalities are mostly the result of land costs.

Whereas Private Partner Scenarios tend to achieve equity efficiency in the range of zero to \$100,000 per unit, with the exception of \$141,000 per unit at 4 storeys in Victoria. Note again that the CRD equity cost per unit is negative in some scenarios in Esquimalt and Langford because the supportable land lease exceeds land costs. If the CRD would prefer not to take profit but rather to break even, they may elect to reduce affordable rental rates in such cases, although this is not modelled here.

²³ Values for Colwood at 15 storeys (\$3.9 million) and Saanich at 6 storeys (\$1.4 million) are excluded from **Figure 5** because they are so large. These values are so large because these scenarios support so few affordable rental units (one and three, respectively).

According to this analysis, the most efficient approach to creating affordable housing in the Subject Municipalities today would be to use the Private Partner Strategy to build 6-storey wood frame affordable apartment buildings in Langford, which should earn the CRD profit of about \$18,000 per unit. Six (6)-storey wood frame buildings in Langford are also the most economical approach if the CRD chooses to focus on the Non-Market Strategy, in which case the cost to the CRD would be \$141,000 per unit.

Table 18 identifies the most economical approach in each municipality and its achieved efficiency:

Table 18: Optimal Scenario by Municipality

Optimal Scenario		Equity Requirement per Affordable Unit
Central Saanich	4-storey with Non-Market Strategy	\$292,000
Colwood	4-storey with Private Partner Strategy	\$26,000
Esquimalt	12-storey with Private Partner Strategy	-\$2,000
Langford	6-storey with Private Partner Strategy	-\$18,000
Oak Bay	4-storey with Private Partner Strategy	\$68,000
Saanich	6-storey with Private Partner Strategy	\$15,000
Sidney	6-storey with Private Partner Strategy	\$51,000
Victoria	18-storey with Private Partner Strategy	\$76,000
View Royal	4-storey with Private Partner Strategy	\$8,500

In summary, the Subject Municipalities fall into five categories:

1. In Central Saanich, the most efficient approach is 4-storey wood frame apartments with a Non-Market Strategy because rental housing is not economically viable due to low density.
2. In Victoria, the most efficient approach is a Private Partner Strategy with as much density as possible due to its high land costs.
3. In Esquimalt, the most efficient approach is a 12-storey concrete with a Private Partner strategy.
4. In Langford, Saanich, and Sidney, the most efficient approach is 6-storey wood frame apartments with a Private Partner strategy.
5. In Colwood, Oak Bay, and View Royal, the most efficient approach is 4-storey wood frame apartments with a Private Partner strategy.

These results suggest that in certain locations, it may be possible for the CRD to produce affordable housing very cheaply. This surprising and possibly counter-intuitive result depends on two remarkable assumptions:

1. Affordable rents are here defined as affordable for the region's median income household, including homeowner households. This yields an average rental rate of \$2,100 per month, which is somewhat more affordable than market rents outside of Sooke, but not extremely affordable in absolute terms.

2. The CRD direction to the Consultant was to assume that zero parking stalls will be provided for studio, 1-bedroom, and 2-bedroom affordable units, and that one parking stall will be provided for 3-bedroom affordable units to produce an overall average parking ratio of 0.2 stalls per affordable unit.

The Consultant assumed that parking stalls for market units will be provided in line with each municipality's LUBs and will be inserted into the proforma model at the time of consideration of a specific site and unit ratios. Note that these are blended rates reflecting the target unit size distribution presented in **Table 6**:

- Central Saanich: 1.75 stalls per unit.
- Colwood: 1.36 stalls per unit²⁴.
- Esquimalt: 1.3 stalls per unit²⁵.
- Langford: 1.25 stalls per unit²⁶.
- Oak Bay: 2.25 stalls per unit²⁷.
- Saanich: 1.5 stalls per unit.
- Sidney: 1 stall per unit.
- Victoria: 0.875 stalls per unit²⁸.
- View Royal: 1.4 stalls per unit.

It is assumed that the municipality will require 100% underground parking in all cases. Note that parking construction is the largest cost that varies due to municipal policy.

The Operators Manual, prepared in support of the Housing Acquisition Strategy, provides the details of how to run the proformas for each individual project.

²⁴ Colwood has different parking requirements for different sub-areas. The Consultant assumed the site is located in the "urban centre" area.

²⁵ Esquimalt has different parking requirements for different zones. The Consultant assumed the site is located in a "medium and high-density apartment zone".

²⁶ Langford has different parking requirements for different land use designations. The Consultant assumed the site carries the City Centre or Mixed-Use Employment Centre designation.

²⁷ Oak Bay has different parking requirements for different zones. The Consultant assumed the site is zoned RM-1LD, RM-1MD, RM-1HD, RM-2, RM-3, RM-4, RM-8 or RM-MC1.

²⁸ Victoria has different parking requirements for different sub-areas. The Consultant assumed the site is located in the "village centre" area.

11.0 PURCHASE OF BUILDINGS OR UNITS

Alternative options are available to the CRD for the acquisition of residential units for affordable housing from what has been previously explored in this report. This section looks at two options: purchase an entire existing residential building; and purchase units in a market building. It is noted that all options here, either buy a building or buy units, would still be required to meet the walkability criteria for affordable housing.

11.1 Purchase Existing Residential Buildings

This option would be for the CRD to purchase of an existing multi unit residential building. The benefits to purchasing an existing building include:

- There are more sources of provincial and federal funding for the purchase of an existing building than raw land.
- The land is already serviced.
- DCCs and CACs would not apply (even though they could be waived by the Municipality).
- The building has been approved under the LUB and the density has been accepted by the community.
- Purchase of a building is a good use of CRD staff time and capacity, rather than overseeing the assembly of land and the design and construction of a building.

The Consultant looked at several buildings currently for sale in the Region. The building's age could range from the 1970s to the 2010s. Three examples are provided here, and the full assessment of existing residential buildings for sale or those that had recently been sold as of November 1, 2023, is included in **Appendix D**.

When assessing an existing residential building, a renovation fee per unit has been applied. Based on the Federation of Canadian Municipalities research for housing grants, renovations per unit can range between \$40,000 and \$90,000 per unit based on age and previous renovations. The three examples show a range of age and renovation cost estimates.

- Langford (Goldstream) – This 5-storey building with 166 units was constructed in 2019. The assessed value of the building was \$54.7 million. It meets the walkability criteria. Considering the age of the building, the cost of renovation has been estimated at \$40,000 per unit (\$6,640,000) for a total move in cost of \$61,340,000 or \$370,000 per unit.
- Central Saanich (Brentwood Bay) – This 6-storey building has 92 units and was constructed in 1992. The assessed value of the building was \$25,111,000. This development is near the Brentwood commercial area and meets the walkability criteria. This building has 92 units.

Based on the age of this building, a renovation costs per unit of \$55,000 has been used (\$5,060,000) or a total move in cost of \$30,171,000 or \$328,000 per unit.

- City of Victoria (Yates Street) - This 4-storey building with 77 units was constructed in 1966. The assessed value of the building was \$20,362,000 million. It meets the walkability criteria. Considering the age of the building, the cost of renovation has been estimated at \$90,000 per unit (\$6,930,000) for a total move in cost of \$27,292,000 or \$354,500 per unit.

The recommendation is to consider buildings with 16 or more units, to use funds efficiently and make management of the units cost effective.

There are a number of potential challenges including:

- The existing building was developed at previous lower density regulations. And while this demonstrates zoning and community support, the density may be far less than what could be achieved under current zoning and policies; thereby, losing potential residential units if the site were to be redeveloped. For example, a building may have 16 units and if developed under current regulations, could potentially create 60 units. This reflects a loss in overall housing units.
- The building might not meet current building codes. This could be particularly related to heat, HVAC, access and building materials. Accessibility could require installation or upgrade of elevator, widening of doorways, or inclusion of ramps and provision of storage for scooters.
- The building may require renovations and upgrades. Depending on the age of the building and the dates of the last renovations, the units may require some upgrades to meet current building code standards.
- Buildings that are currently occupied that may require major renovations, will have to plan to relocate tenants during the renovations. The tenants may be guaranteed a unit in the building and new rents may need to be re-established.

11.2 Purchase of Turnkey Units

This option is to purchase units in market buildings to then be managed by the CRD as affordable housing units.

The benefits to purchasing “turnkey” units include:

- Less capacity and fewer resources from the CRD.
- Certainty of approval and use.
- As with the purchase of an entire building, the option for purchasing “turnkey”²⁹ units in market buildings allows the CRD to avoid any land assembly, zoning issues, purchase of land and construction delays.

²⁹ Turnkey refers to something that is ready for immediate use, in this case, an apartment that has been built by a third party and ready for immediate use of the CRD and potential tenants.

- Purchase of the units would be negotiated with builder/developer pre-completion and developer may receive some reductions in DCCs and AACs, along with waiving of fees to match the percentage of affordable units.
- As with the purchase of a whole building, there are some potential challenges:
 - Developers may not be amenable to having “affordable” units in their market buildings.
 - If the building is a strata building, the strata fee would have to be subsidized by the CRD for ongoing operational costs.

11.3 Financial Viability

Based on the financial assessment completed for this report, purchase of a building or of turnkey units should consider all costs associated with the purchase, and the operationalization (which may include renovations or upgrades). From the examples above in Section 11.1, paying more than \$400,000 for a unit reduces the financial viability for affordability.



12.0 DATA GAPS AND CHALLENGES

12.1 Data Gaps

This report used 2021 Federal Census data for incomes. The 2021 Federal Census income stats are based on 2020 income. The incomes were not factored up to reflect cost of living increases. The direction from the CRD was that salaries had not kept pace with the cost of living and as such would not be representative when calculating median incomes or affordable rents. This must be considered at the time a project is selected and individual tenants will be required to prove income to become tenants in future developments.

12.2 Challenges

Freeing up public lands is a process that requires a considerable amount of time. Both the Provincial and Federal governments have recently pledged over \$22 million in grants and financing for the next decade. However, it is crucial to note that the allocation of this funding is contingent on establishing partnerships with local governments or other funders to facilitate the development initiatives. In this collaborative approach, non-profit organizations are expected to play a pivotal role by contributing land and/or making substantial equity contributions.



Moreover, projects seeking funding must demonstrate financial viability and provide evidence of approval, emphasizing the importance of meeting specific criteria within a short timeline to secure the necessary financial support.

This dual-layered framework underscores the complexity and interconnectedness of the funding process, emphasizing the need for cooperation and shared responsibilities among various stakeholders involved in freeing up public lands for developmental purposes.

These expectations continue to place considerable pressure on local governments to support non-profit housing development in their communities, and to become active beyond their traditional land use planning and development approval's role in the provision of affordable housing. Another challenge that has been noted in this report is that the CRD does not control the zoning or development approvals for affordable housing. The CRD must work with the individual municipalities to identify a property that can be rezoned for the appropriate density to accommodate a financially viable development. Public opposition may be a challenge to the approval of these developments.

13.0 STRATEGY AND RECOMMENDATIONS

The CRD and member municipalities have prepared housing needs assessments and housing action plans. Generally, these documents recognize the inherent connection between housing and access to public transportation, proximity to services and facilities and the complicated relationship between housing and mental health.

In response to the regional growth pressures and housing affordability issues, the primary focus of Municipal OCPs are to encourage complete communities. Strategies are needed to preserve existing rental housing stock and support existing tenants. The Acquisition study emphasizes locating market rental and non-market rental housing near transit and leveraging transit-oriented development opportunities. The provision of affordable housing is also related to the costs and timing for approvals of projects and removing or reducing any barriers to quick approvals will assist in the delivery of more housing units, of which affordability can be a component.

The Housing Acquisition Strategy for the CRD should be multi-focused and flexible and be able to respond to opportunities quickly. It is recognized that:

- There is a housing crisis and many people cannot afford appropriate housing for their household;
- This report has focused on rental units only;
- Affordable housing takes many forms including near market, supportive and temporary;
- Housing the vulnerable populations is not just a bricks and mortar issue but it includes deeper mental health and social impediments;
- The prospect of combining non-market and market units in a single building enhances the financial viability of the project; and
- This strategy primarily focuses on the near market rental units.

This report explores a variety of strategies for increasing the availability of land for new affordable rental supply:

1. Utilizing lands already owned by non-profits, local governments, and senior governments for affordable housing, and exploring innovative methods to expand this land inventory.
2. Using the OCP to identify lands for housing, thereby not requiring public hearings for rezoning.
3. Pre-zoning lands for housing to reduce the costs and time to process applications.
4. Using the rezoning process and associated tools to allow for density bonusing, relaxation of DCCs and ACCs.
5. Using the local jurisdiction authority to waive fees for affordable housing projects.

6. Establishing inclusionary requirements for affordable housing units in new multi-family residential development projects.

Based on our findings and research the following initiatives cited as being instrumental to incentivizing affordable housing:

- These results suggest that in certain locations, it may be possible for the CRD to produce affordable housing very cheaply. This surprising and possibly counter-intuitive result depends on two remarkable assumptions:
 - Affordable rents are defined here as affordable for the region's median income household, including homeowner households. This yields an average rental rate of \$2,100 per month, which is somewhat more affordable than market rents outside of Sooke, but not extremely affordable in absolute terms.
 - Parking provision of only 0.2 stalls per affordable unit (zero per studio, 1-bedroom, and 2-bedroom units and one stall per 3-bedroom unit).
- Leverage Federal/Provincial surplus or under-utilized public properties in frequent transit locations for rental housing for very low to moderate income households, where appropriate, to achieve long-term housing, transit, and financial objectives.
- Reduction or removal of parking requirements, particularly underground parking, is critical for the affordability of housing. With the cost of a single underground parking stall of \$50 to \$70,000, it becomes clear that parking reduces the affordability significantly. This is why the locational criteria of a walkable site, is so important for affordable housing.
- Complimentary to reduced parking is the need for improved and enhanced transit to service the area and improve the walkability and reduce the dependence on personal vehicles.
- Establish transit-oriented inclusionary housing targets for purpose built rental and for housing affordable to very low to low-income households within 800m of new or existing transit stations and 400m of frequent bus corridors that are anticipated to accommodate enhanced residential growth.
- Provide incentives for new purpose-built rental housing and mixed income housing located in transit-oriented locations to enable these developments to achieve financial viability, as warranted.
- Offer incentives and use tools that will help make development of new purpose-built market rental housing financially viable (i.e., parking reductions, fee waivers, increased density, and fast-tracking), as needed.

The financial model will consider a number of criteria that will for the proforma for each individual site. The information will be added to the worksheet and the outcome will provide a proforma identifying the financial viability of the project.

The criteria to be considered are shown in **Table 19**.

Table 19: Input Data for Financial Model

Land Costs	Architect fees	Operating Costs
Land Financing	Engineering Fees	Periodic Improvements
Construction Costs	Site Servicing	Structural Reserve Fund
Construction Financing	Site Connections	Tenant Improvements
Property Tax Transfer	DCCs and ACCs	Hard Cost Contingency
Other Closing Costs	Landscaping, Signage and Lighting	Furniture, Fixtures and Equipment
Real Estate fees	Project Management	Survey
Property Taxes	Other Consultants	Accounting
GST	School Site Acquisition Charge	Legal
Rezoning Fee	Research and Appraisal	Insurance
Development Permit Application Fee	Building Permit and Inspection Fees	Utilities



Appendix A

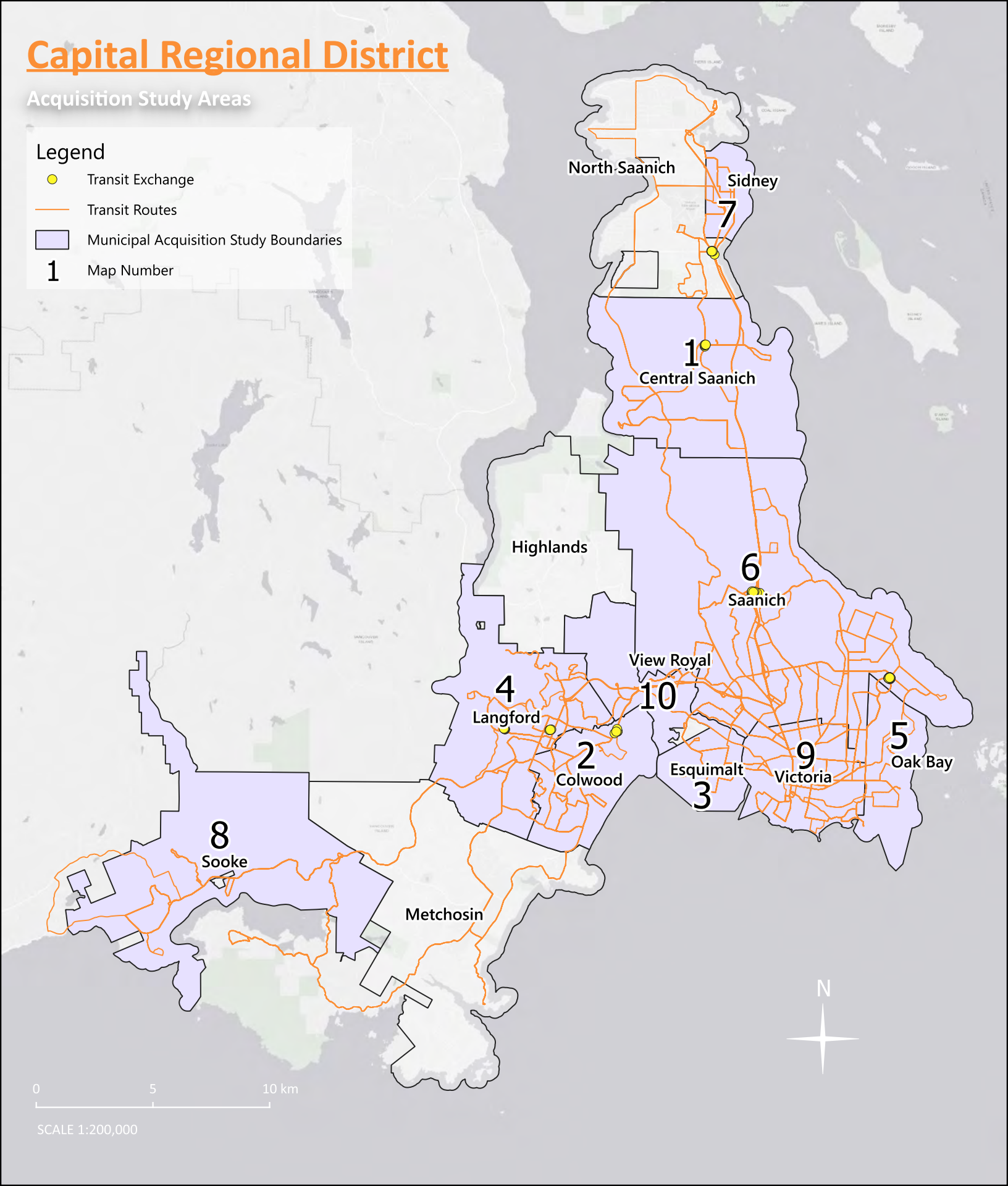
Walkability Maps

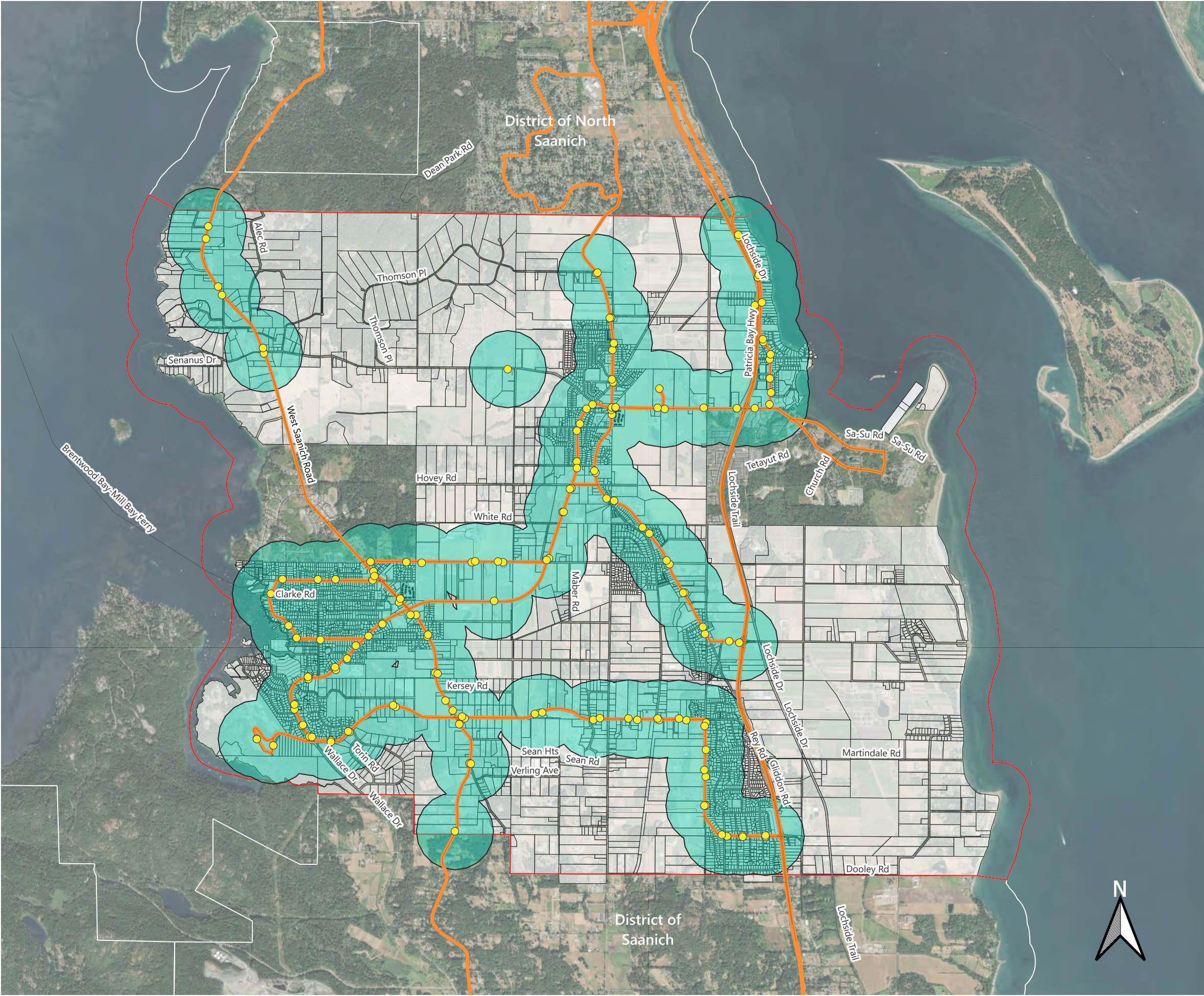
Capital Regional District

Acquisition Study Areas

Legend

- Transit Exchange
- Transit Routes
- ▭ Municipal Acquisition Study Boundaries
- 1** Map Number





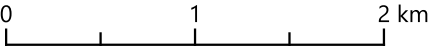
District of Central Saanich

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit stops
- 400m Boundary from Transit Stop
- Transit Routes
- Street Network
- Central Saanich Parcels
- Central Saanich Administrative Boundary

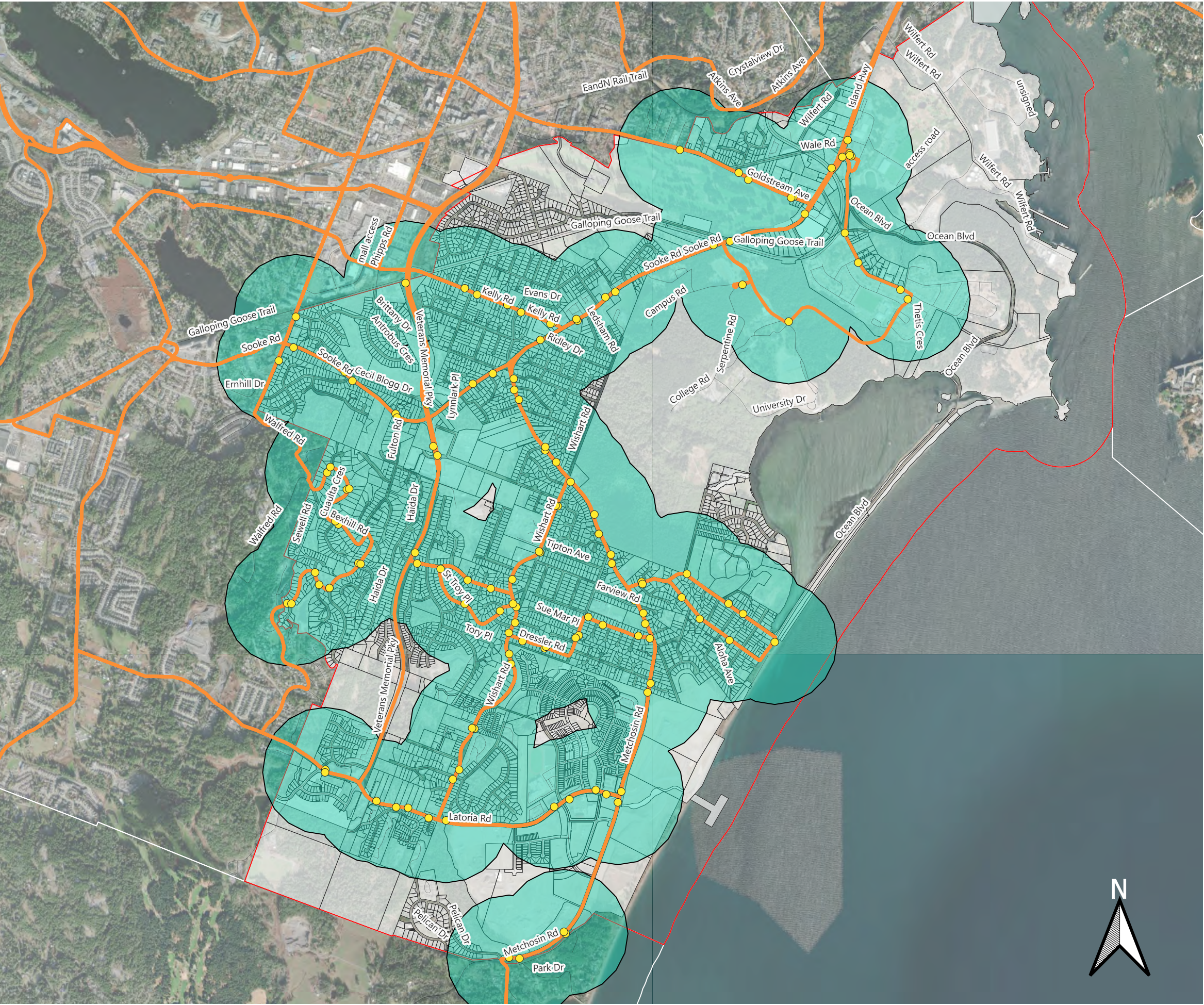


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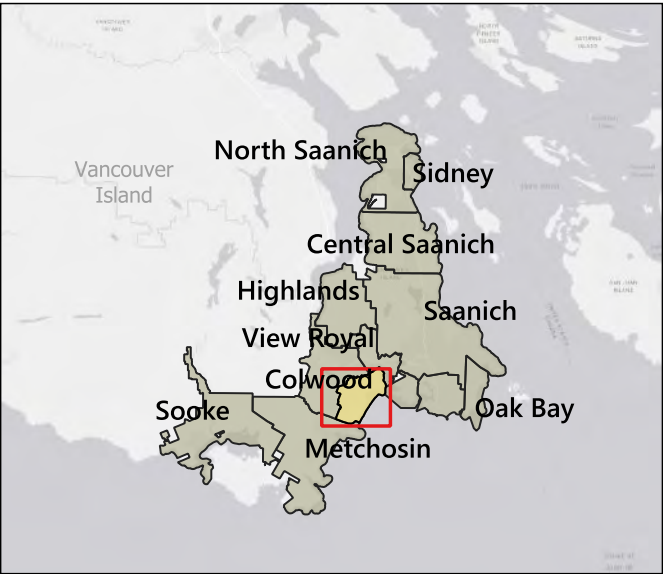
City of Colwood

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit Stops
- 400m Boundary from Transit Stop
- Transit Routes
- Street Network
- City of Colwood Parcels
- City of Colwood Administrative Boundary

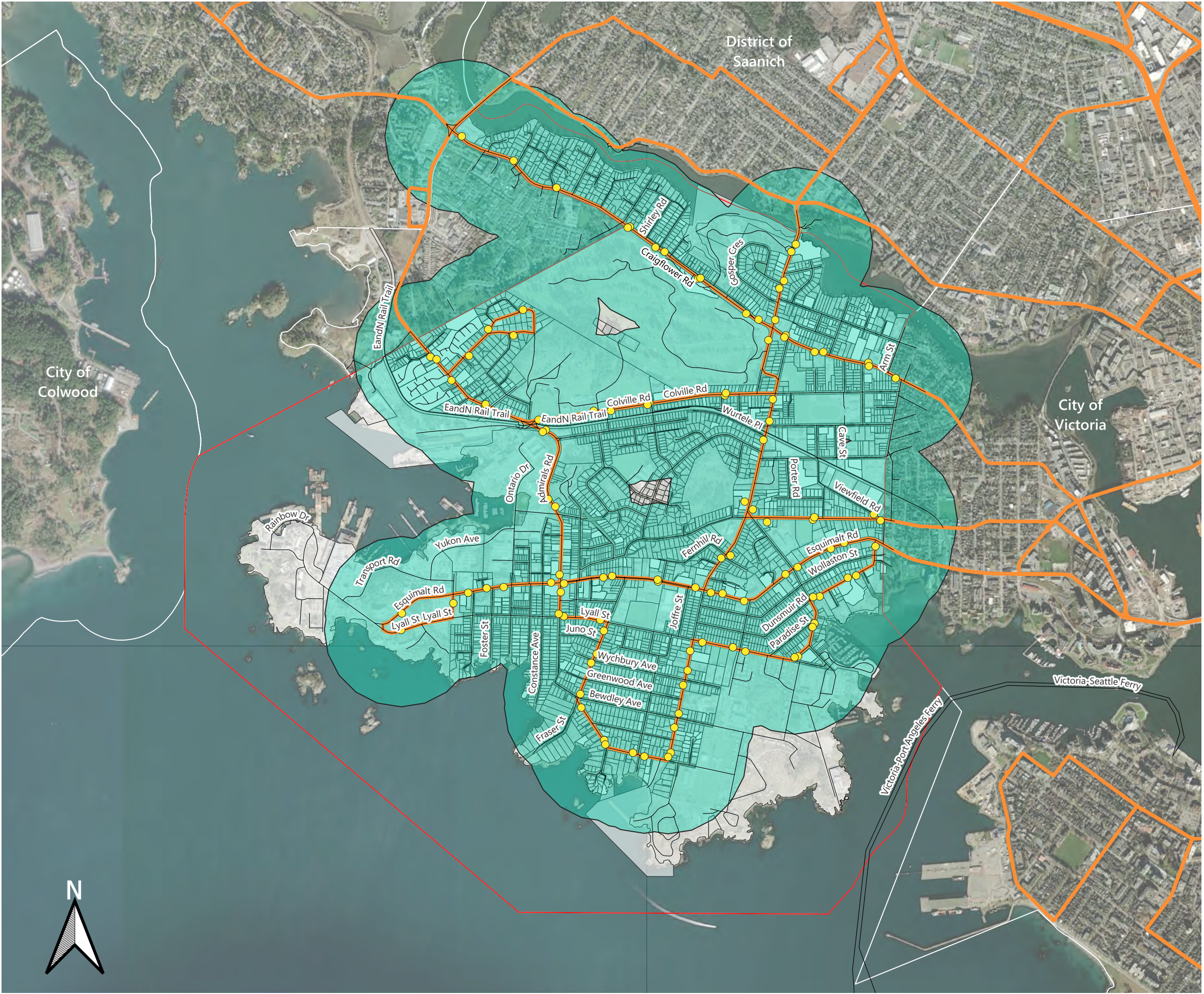


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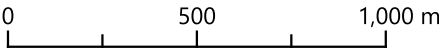
Township of Esquimalt

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit Stops
- 400m Boundary from Transit Stop
- Transit Routes
- Street Network
- Esquimalt Parcels
- Esquimalt Administrative Boundary

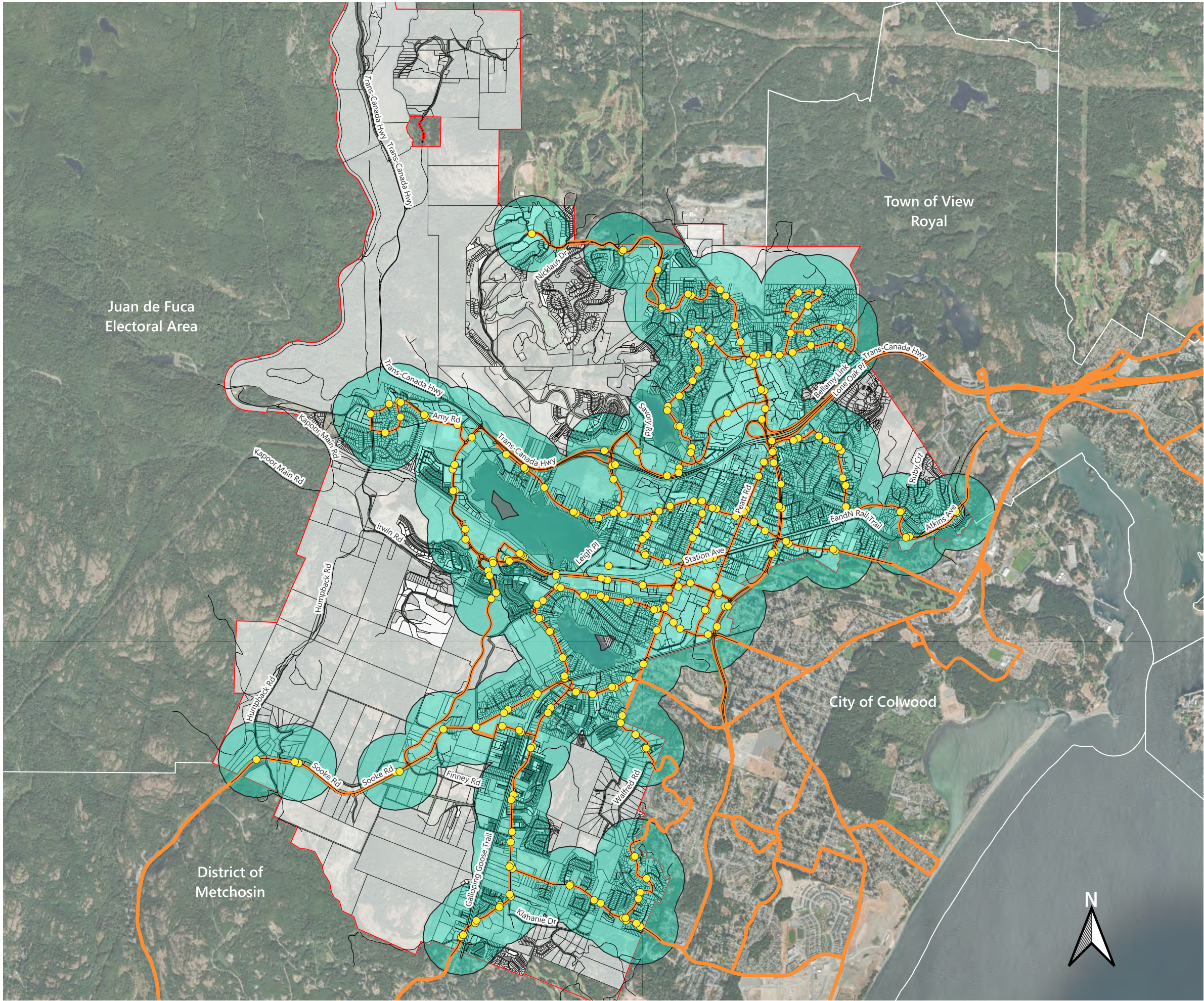


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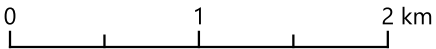
City of Langford

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit Stops
- 400m Boundary from Transit Stop
- Transit Routes
- Street Network
- Langford Parcels
- Langford Administrative Boundary



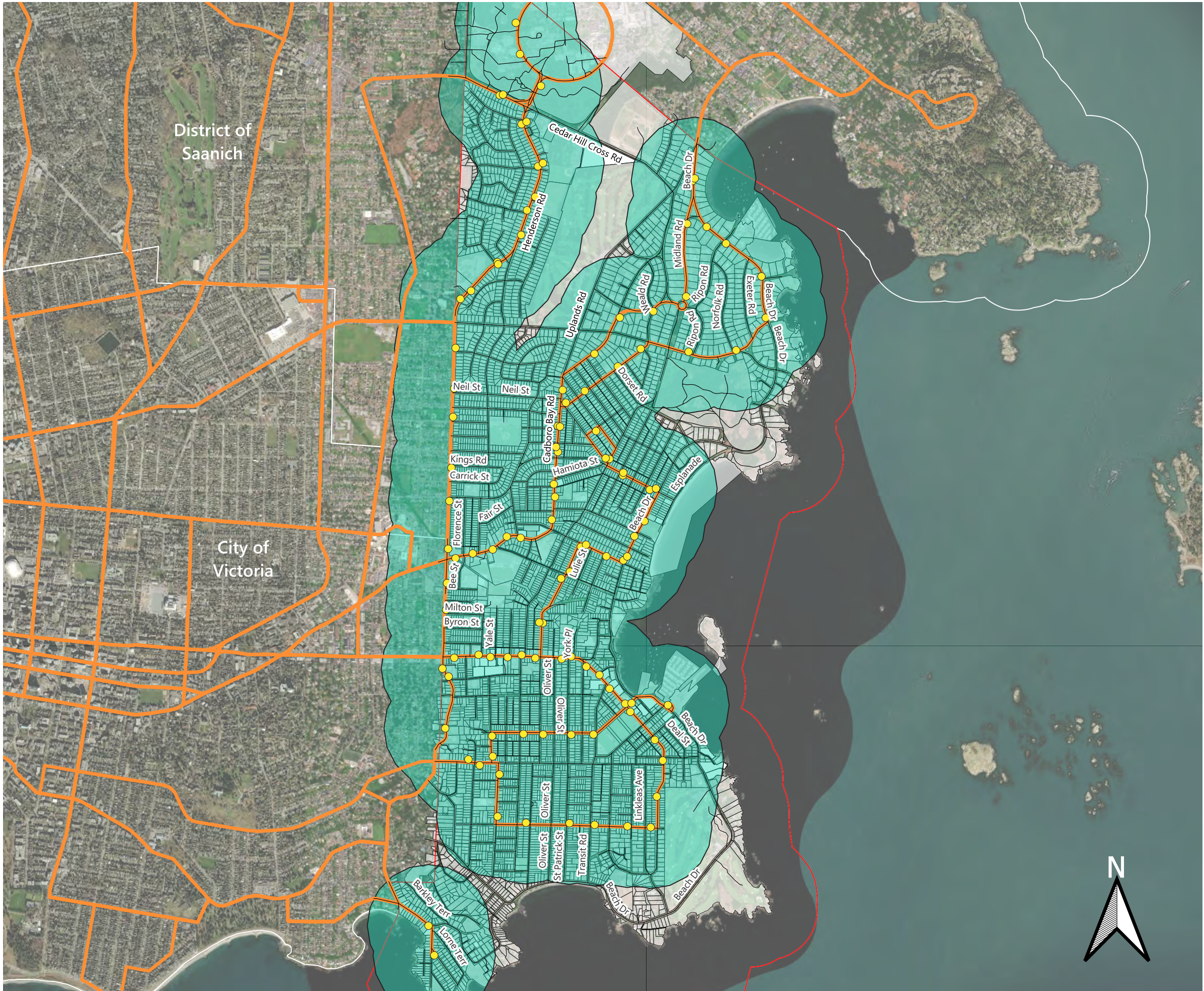
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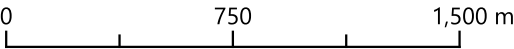
District of Oak Bay

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit Stops
- 400m Boundary from Transit Stop
- Transit Routes
- Street Network
- Oak Bay Parcels
- Oak Bay Administrative Boundary

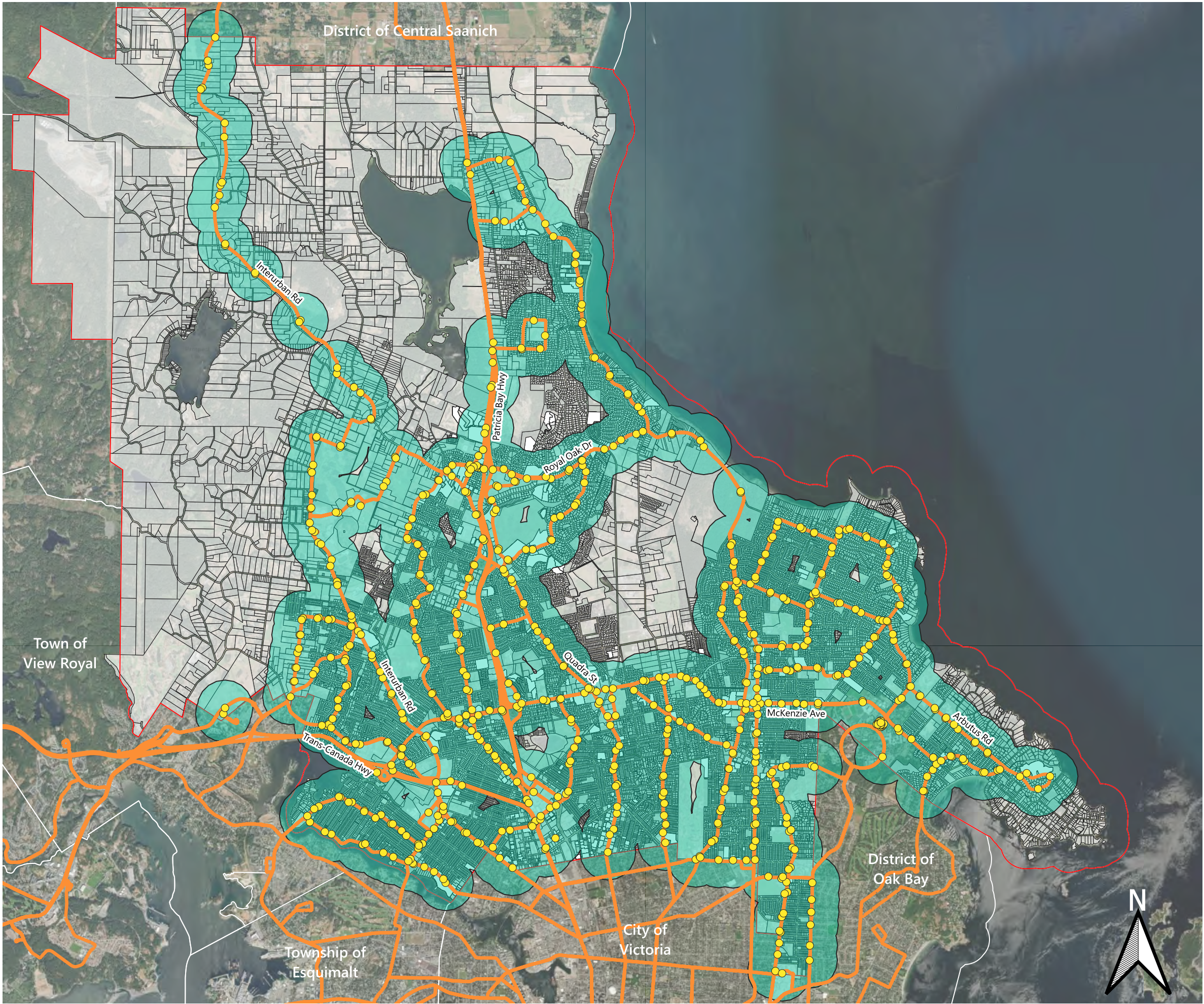


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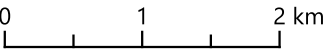
District of Saanich

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit Stop
- 400m Boundary from Transit Stop
- Transit Routes
- Street Network
- Saanich Parcels
- Saanich Administrative Boundary

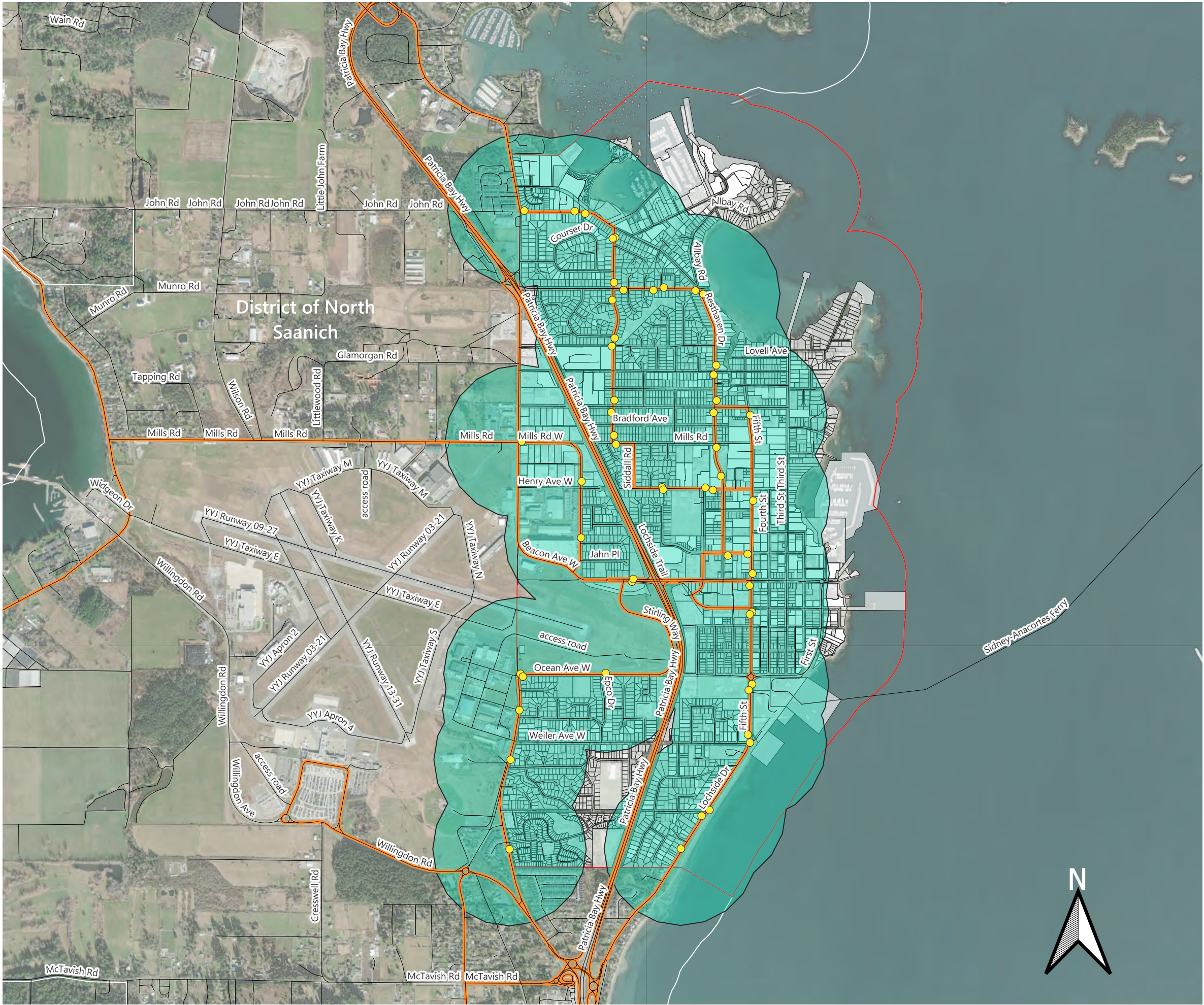


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Town of Sidney

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit Stops
- 400m Boundary from Transit Stops
- Transit Routes
- Street Network
- Sidney Parcels
- Sidney Administrative Boundary



0 500 1,000 m

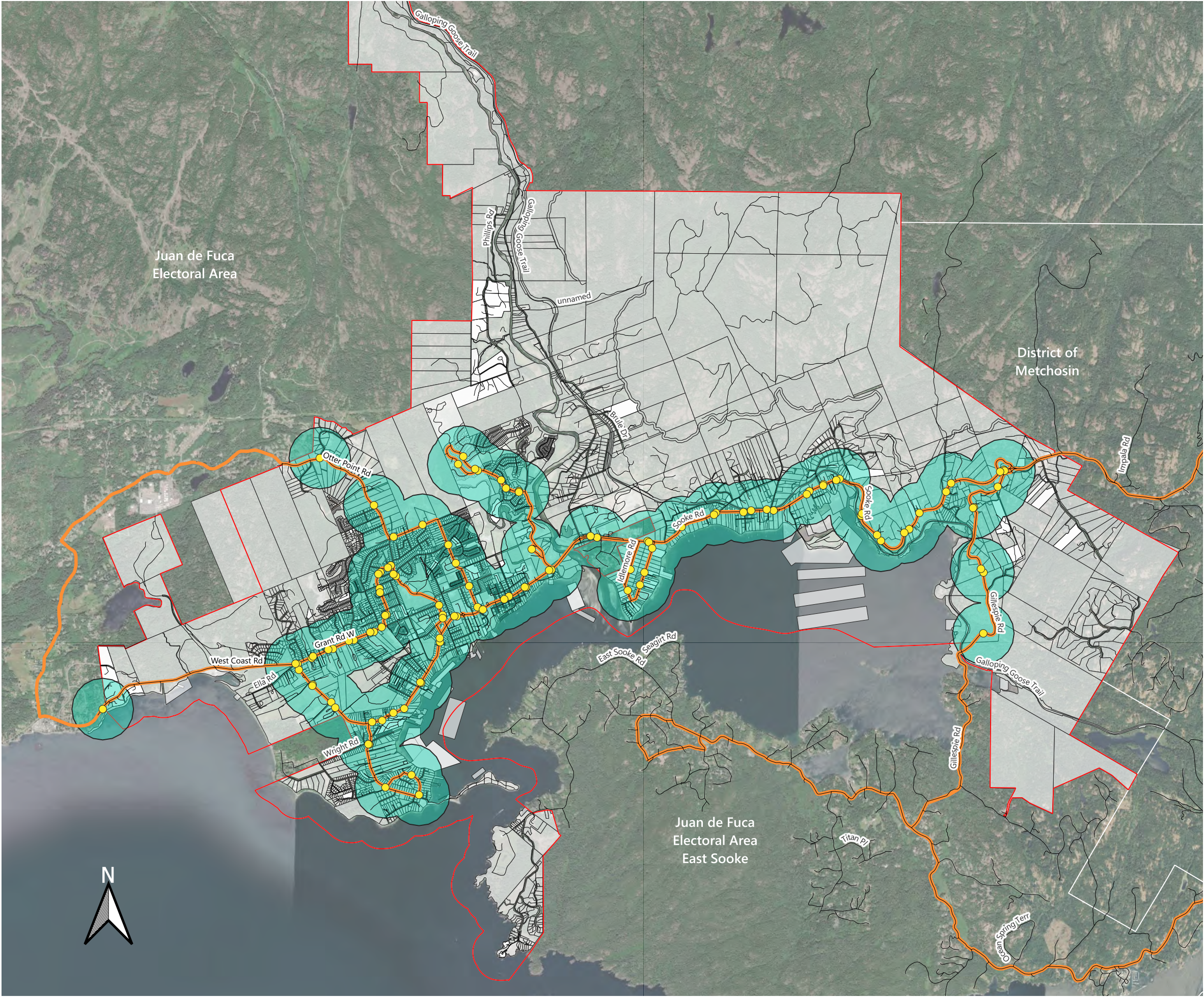
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District of Sooke

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit Stops
- 400m Boundary from Transit Stop
- Transit Routes
- Street Network
- Sooke Parcels
- Sooke Administrative Boundary



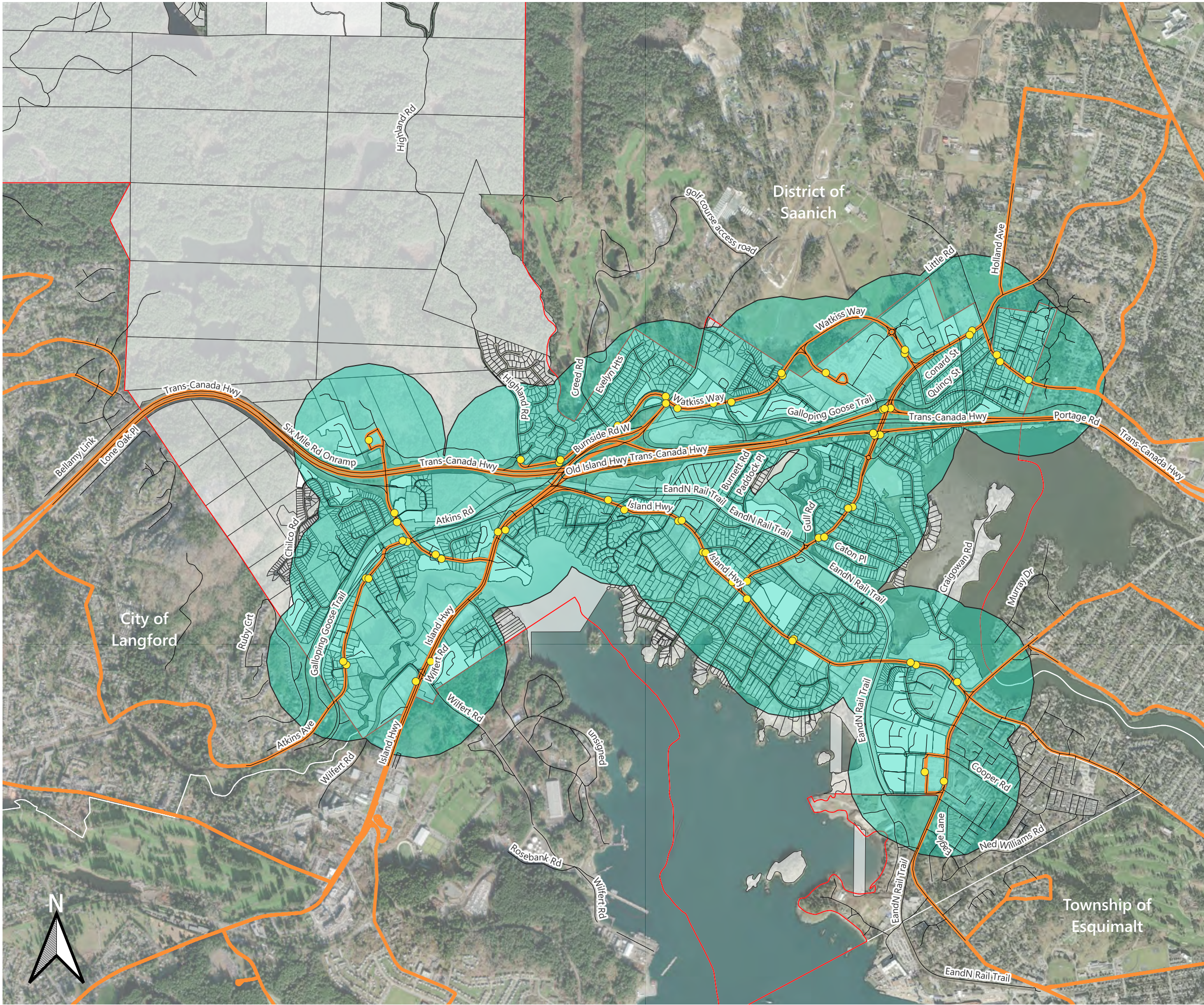
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Town of View Royal

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit Stop
- 400m Boundary from Transit Stop
- Transit Routes
- Street Network
- View Royal Parcels
- View Royal Administrative Boundary



0 500 1,000 m

Projection: NAD83/UTM 10N 1: 20,000

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Appendix B

Municipal Policy and Regulation Summary

	Median HH Income (Based on 2020 data)	Median Cost of Living Adjustment	Apartment Densities	Rezoning Fee	Building Permit Fee	Development Permit Fee	Development Cost Charges	School Site Acquisition Charge	Notes
Central Saanich	103,000	2021 = \$103,515 2022 = \$105,683.215 2023 = \$112,998.429	Bachelor Apartment minimum of 40.0 m ² net of common area 1 Bedroom Apartment minimum of 50.0 m ² net of common area 2 Bedroom Apartment minimum of 65.0 m ² net of common area 3 Bedroom Apartment minimum of 80.0 m ² net of common area 4 Bedroom Apartment minimum of 111.5 m ²	Single Residential/ Duplex Min Fee: \$3600 OR \$360 per lot, whichever is greater Multiple dwellings or townhouse: \$4800	Min Fee \$150 Portion of construction value up to \$100,000 \$150 plus 1.30% Portion of construction value from \$100,001 to \$500,000 plus 1.20% Portion of construction value over \$500,000 plus 1.00%	N/A	Residential Detached: \$6101 Residential Small Detached: \$5431 Multi-family Residential: \$3944	Set by the province through the SSAC calc.: Low Density Residential (1-20 units/Ha), \$1,000/unit Medium Low Density (21 to 50 units/Ha), \$900/unit Medium Density (51 to 125 units/Ha), \$800/unit Medium High Density (126 to 200 units/Ha) \$700/unit High Density (201+ units/Ha) \$600/unit	Bylaw to Provide a Reduction of Development Cost Charges
Colwood	102,000	2021 = \$102,510 2022 = \$104,657 2023 = \$111,895	Apartment Residential designation are 100 uph (40 upa) to 250 uph (100 upa)	\$4,193 (base fee) + \$0.25 /m ² lot area <5,000 m ² + \$0.12/m ² lot area >5,000 m ²	Permits less than \$1,000 or less = \$50 For permits in excess of \$1,000.00, the fees shall be \$50.00 or the first thousand, plus \$12.00 per thousand or part for the next \$99,000.00, plus \$10.00 per thousand or part for the next \$400,000.00, plus \$8.00 per thousand, or part thereof, for the remainder Application Fee included in Building Permit Fee Permits with a construction value of \$200,000 or less: \$100.00 Permits with a construction value more than \$200,000. \$1,000.00Application Fee, non-refundable, included in Building Permit Fee Permits with a construction value of \$200,000 or less: \$100.00	N/A	Single Family: \$7015 Townhouse/ Duplex: \$4539 Apartment/ Condo: \$4624		Development Cost Charges Estimator: https://www.colwood.ca/city-services/development-services/development-cost-charges-estimator
Esquimalt	76,000	2021 = \$76,380 2022 = \$77,979 2023 = \$83,356	Medium density residential FAR of up to 2.0 or 6 storeys High Density residential FAR up to 3.0 or 12 storeys	\$1000 plus \$500 for each dwelling unit	For permits \$1000.00 or less in value=\$50.00 For permits in excess of \$1000.00 in value the fees shall be \$50.00 of the first thousand, plus \$13.00 per thousand or part thereof for the next \$99,000.00, plus \$11.00 per thousand or part thereof for the next \$400,000.00 and \$9.00 per thousand in excess of \$500,000.00	Single Family Infill dwelling unit \$750/dwelling unit Duplex \$750/dwelling unit Multiple Family Residential \$1200 plus \$120/dwelling unit Mixed use development Fee to be calculated based on the combined fees for the residential and commercial development of the building development	Does not have DCCs		
Langford	93,000	2021 = \$93,465 2022 = \$95,428.36 2023 = \$102,016.29	N/A	Text amendment only: \$1116 Text amendment only under existing zoning for changes to not more than two aspects of the Zoning Bylaw: \$2226 All land uses: <1000m ² of site area: \$3465 1001m ² - 8094m ² : \$7159 >8094m ² - 40467m ² : \$10275	N/A	Interface Fire Hazard DP Ara: \$310 Riparian DP Area: \$618 Two-Family Residential (Duplex): \$991 Two-Family Residential (Duplex, not compliant with DG): \$2539	Link to Development Cost Charges for Major Roads, Sewers, Water Board.		
Oak Bay	107,000	2021 = \$107,535 2022 = \$109,778.83 2023 = \$117,355.44	N/A	Zoning By-law Amendment = \$2,500 Additional deposits in increments of Five Hundred Dollars \$500	Building Permit fees are based on the value of construction	\$500.00, plus \$65.00 for each variance of a bylaw provision in excess of one that is required to accommodate the development or other proposal represented by the application	N/A		
Saanich	93,000	2021 = \$93,465 2022 = \$95,428.36 2023 = \$102,016.29	N/A	\$2,000.00 where the application is to rezone lands in any zone EXCEPT that a lesser fee of \$1,000.00 shall be submitted where the application is to rezone lands from one single family zone (RS) to another single family zone (RS) for the sole purpose of creating one lot for single family dwelling use	Value of \$1000 or less: 100.00 Value of \$1001 - 499,999: \$ 13.00 / \$1,000 of Permit Value Value of \$500,000 +: 10.00 / \$1,000 of Permit Value	\$500.00	Single Family Residential: \$11542 Duplex/Triplex/Quadplex: \$9108 Townhouse Residential: \$8071 Apartment Residential: \$6462		
Sidney	77,000	2021 = \$77,385 2022 = \$78,015.68 2023 = \$83,401.38	Multi-family Residential Density and Height: 45-65 UPH, up to 6 storeys	Joint Zoning and OCP = \$1,800.00 plus \$1,50.00 Public Hearing and \$300 mail-out deposit Amendment to Zoning Bylaw = \$1,300.00 plus \$1,500.00 Public Hearing and \$300 mail-out deposit	Plan Processing Fee for Building Permit Application: Construction value less than \$100,000: \$50 Construction value greater than \$100,000: \$100 Commercial or multi-family new construction: \$200 Reduced fee for alterations, additions, or repairs to existing buildings: \$100 Building Permit Fee (based on construction valuation): \$1,000 or less: \$100 Over \$1,000: \$100 for the first \$1,000, plus \$13 per thousand for the next \$99,000, plus \$11 per thousand for the next \$400,000, and \$9 per thousand for amounts over \$400,000	DP Minor = \$150.00 DP Major = \$300.00 plus \$50.00 per unit of residential construction as per the application \$300.00 plus \$0.50 x m ² of floor area as per application for all other uses	Town DCCs vary by location. For a complete list of the DCCs for your development site, please visit Town Hall or send an email request. (never got back to me)		
Sooke	87,000	2021 = \$87,435 2022 = \$89,272.23 2023 = \$95,434.79	OCP OR Zoning By-law Amendment \$5300.00*. Additional Fee of \$0.15/m2 of lot area Link to FAR here:	Zoning By-Law Amendment: \$5300*+\$0.15/m ² of lot area	Building Permit Fees Based on Construction Value	Development Permit \$1200.00 \$1.50/m ² of gross floor area Development Permit Amendment \$700.00 n/a	Low Density Residential: \$16,237 Medium Density Multi-Family: \$8882 High Density Multi-Family: \$5251		
Victoria	67,500	2021 = \$67,837.50 2022 = \$69,262.08 2023 = \$74,046.35	Total FSR of a residential component for non-market housing may range up to approximately 2.5:1, as indicated in local area plans	Up to 3 dwelling units (excluding Duplex/ Triplex) \$2000 per dw/unit Duplex \$3000 Triplex \$4000 Over 3 dwelling units of any type = \$6000 + \$0.50 per m ² of total floor area	Application fee: \$100 Building Permit Fee: 1.40% of cost of construction* (not including plumbing & electrical value)	Up to 3 dwelling units \$2000 per dwell/unit Duplex \$3000 Triplex \$4000 Over 3 dwelling units of any type \$6000 + \$2.50 per m ² of total floor area	Detached Dwelling: \$6871 per lot Two Family Dwelling: \$12,178 per lot Attached Dwelling: \$44.77 per m ² of total FA Multiple Dwelling: \$44.87 per m ² of total FA		
View Royal	98,000	2021 = \$98,490 2022 = \$100,550.79 2023 = \$107,491.76	Large Lot Residential: up to 5 stories Residential: Max. FSR .5 permitted for infill, up to 2.5 storeys Mixed Residential: up to 3 storeys/ 1.25 FSR permitted, 4 storeys/1.6 FSR permitted for apartment dwellings Neighbourhood Mixed Use: 3 storeys, 1.5 FSR permitted Neighbourhood Centre (Commerical with 1.5 to 2.5 FSR)	\$2,200.00	Building Permit Fees Based on Construction Value \$0-\$10000 = Min. \$100 \$10,001-\$100,000 = \$100 plus 1.25% \$100,001-\$500,000 = \$1228 plus 1% Over \$500,000 = \$5228 plus .75%	\$550.00 for first five variances ** FOR LARGE PROJECTS: Gross floor area (m ²) x \$1.15 (All residential projects over 4 dwelling units)	Detached Residential: \$9806 Multi-family Residential: \$6519 Commercial: \$40.59, m ² of gross FA		

Appendix C

Continuum of Measures for Housing Affordability

Continuum of Measures for Housing Affordability³⁰

Fiscal Measures:

- -Payment in-lieu accepted for density bonus
- -Amenity Cost Charges (ACC) allocated to affordable housing
- -Waiving development fees for affordable housing
- -Waive/reduce municipal development cost charges for affordable housing
- -Property tax exemption for non-supportive affordable housing
- -Grants to facilitate affordable housing
- -Heritage grants that address housing affordability
- -Lease City owned sites appropriate for affordable housing to non-profits
- -Donate City-owned land to facilitate affordable housing
- -Land trust for affordable housing
- -Affordable housing reserve/trust fund
- -Energy efficiency programs for affordable housing
- -Other fiscal actions (unique to local municipality)

Planning Process or Policies

- Official community plan policies showing commitment to providing a range of housing choices
- Neighbourhood plans/area plans showing commitment to providing a range of housing choices
- Identifying suitable affordable housing sites in neighbourhood and planning processes
- Tenant relocation policy
- Family friendly policy
- Adaptable housing policy (include definitions/details)
- Heritage Program includes provisions to consider/address housing affordability
- Affordable housing strategy or housing action plan
- Ownership affordability program/policy (provide specifics)
- Other planning actions

Zoning/Regulatory Actions

- Increased density in areas appropriate for affordable housing
- Micro housing units policy
- Micro housing units approved on a case-by-case review
- Smaller lots
- Coach houses

³⁰ Neil Spicer, Senior Policy and Planning Analyst, Parks, Planning and Environment, “*Municipal Measures for Affordable housing Matrix – 2018 Update*” dated May 23, 2018 presented at the Metro Vancouver Regional District, Regional Planning Committee June 8, 2018.

- Secondary suites in single family zones
- Secondary suites in other zones
- Lock-off units in apartment and/or row housing
- Infill housing
- Broadening row house/townhouse & duplex zoning
- Density bonus provisions for affordable housing
- Reduced parking requirements for all housing located in areas with good access to transit
- Reduced parking requirement for affordable housing
- Pre-zone lands for affordable housing
- Comprehensive development zone guidelines favour affordable housing
- Inclusionary zoning policy for affordable housing
- Inclusionary zoning has occurred with rezoning process
- Modified building standard (i.e., code related)
- Housing agreements
- Other zoning actions

Approval Process Measures

- Provide assistance
- Concurrent rezoning and building permit applications
- Fast track approval of affordable housing projects

Purpose Built Market Rental Incentives

- Fees waived or reduced for new market rental housing development
- Density bonus for new market rental housing development
- Parking requirements relaxed for new market rental housing development

Rental Housing Loss Prevention Measures

- Standards of maintenance by-law
- Replacement policies for loss of rental housing stock
- Demolition policies
- Condo/strata conversion policies
- Retention policy

Education and Advocacy Measures

- Monitor rental housing stock
- Guide to development process for affordable housing options such as secondary suites

Appendix D

Existing Building Examples

Geography	Land Size	Storeys	Units	Assessed \$	Asking \$	Sold in the Last 3 Years \$	Age	Zoning	Considerations
Central Saanich									
1230 Verdier Avenue, Brentwood Bay Saanichton V8M 1P2	102228 sf	6	92	\$ 25,111,000	N/A	N/A	1992	N/A	N/A
1040 Stellys Cross Road, Brentwood Bay V8M 1H5	2.85 ac	4	70	\$ 30,029,000	N/A	N/A	2021	N/A	N/A
7878 East Saanich Road, Saanichton V8M 1T4	20579 sf	5	48	\$ 21,503,000	N/A	N/A	2016	N/A	N/A
North Saanich & Sidney									
2433 Malaview Avenue, Sidney V8L 4G4	53066 sf	4	60	\$ 18,622,000	N/A	N/A	1979	N/A	N/A
2433 Malaview Avenue, Sidney V8L 4G4	53066 sf	4	60	\$ 18,622,000	N/A	N/A	1979	N/A	N/A
Colwood									
3221 Heatherbell Road, Colwood V9C 1Y8	4.21 ac	4	33	\$ 6,740,300	N/A	N/A	2017	N/A	N/A
Landmark Building 1085 Goldstream Avenue, Victoria V9B 0Y7	2.15 ac	5	166	\$ 54,881,000	N/A	N/A	2019	N/A	N/A
284 Belmont Road, Colwood V9C 1B1	0.58 ac	4	48	N/A	\$ 14,926,000	N/A	2021	N/A	Originally built in partnership with BC Housing Hub program.
Esquimalt									
908 Carlton Terrace, Esquimalt V9A 5A5	17266 sf	2	8	\$ 2,460,000	\$ 4,125,000	N/A	1970	RM4	N/A
687 Admirals Road, Esquimalt V9A 6N7	16361 sf	6	50	\$ 14,270,000	N/A	N/A	2022	N/A	Recently developed.
860 Carrie Street, Esquimalt V9A 5R4	12500 sf	3	16	\$ 3,406,000	\$ 5,350,000	N/A	1971	RM4	Tenants currently residing below market rent. For sale for more than 250 days.
Saanich									
3216 Alder Street, Victoria V8X 1P2	N/A	4	27	\$ 9,862,000	N/A	N/A	2019	N/A	N/A
3501 Savannah Avenue, Victoria V8X 1S6	52514 sf	4	48	\$ 15,295,000	N/A	N/A	1978	N/A	N/A
1028 Inverness Road, Saanich V8X 2S1	14880 sf	3	13	\$ 4,246,000	\$ 4,999,000	N/A	1976	N/A	Property is surrounded by multi-family zoning.
Langford									
Belmont Place Apartments 3130 Jacklin Road, Victoria V9B 3Z1	5.12 ac	5	222	\$ 80,568,000	N/A	N/A	2019	N/A	N/A
711 Treanor Avenue, Victoria V9B 6W7	62646 sf	6	95	\$ 40,231,000	N/A	N/A	2021	N/A	N/A
691 Hoylake Avenue, Victoria V9B 3P9	2.45 ac	5	147	\$ 49,530,000	N/A	N/A	N/A	N/A	N/A
Oak Bay									
2161 Haultain Street, Oak Bay V8R 2L8	14048 sf	3	14	\$ 3,471,000	\$ 3,980,000	N/A	1953	RM3	Large majority of suites currently rented below market rate.
2174 Cadboro Bay Road, Victoria V8R 5H1	51575 sf	4	67	\$ 17,689,000	N/A	N/A	1968	N/A	N/A
2314 Oak Bay Avenue, Victoria V8R 1G9	20132 sf	4	27	\$ 9,255,000	N/A	N/A	1965	N/A	N/A
View Royal									
Aurora Watkiss Way, Victoria V8Z 0E6	2.22 ac	5	114	N/A	\$ 46,910,000	N/A	2018	N/A	N/A
Nursery Heights 301 Nursery Hill Drive, Victoria V9B 0L3	1.44 ac	5	72	N/A	\$ 28,523,000	N/A	2018	N/A	N/A
Sooke & Metchosin									
2068 Townsend Road, Sooke V9Z 0H2	11817 sf	3	6	\$ 1,153,000	\$ 1,999,000	\$ 1,450,000 (Sept 2021)	1963	R1	This property is in Sooke's City Town Core area, which allows redevelopment of an FSR or 2.5:1 and up to 6 storeys.
Victoria									
971 Market Street, Victoria V8T 4Z3	26100 sf	4	33	\$ 9,310,000	N/A	9,350,000 (April 2022)	1976	R3-2	When advertised for sale in 2022 a 2.0 FSR potential gross buildable area (52,200 sf) was noted.
1236 Pandora Avenue, Victoria V8V 3R4	23634 sf	4	43	\$ 11,866,000	N/A	\$ 13,973,000 (Nov 2021)	1979	N/A	
1220 Pandora Avenue, Victoria V8V 3R4	24044 sf	4	28	\$ 9,106,000	N/A	\$ 9,127,000 (Nov 2022)	1977	N/A	
1255 Grant Street, Victoria V8T 1C1	16206 sf	3	25	\$ 6,358,000	N/A	N/A	1965	N/A	
1300 Yates Street, Victoria V8S 1Z9	45965 sf	4	77	\$ 20,362,000	N/A	N/A	1966	N/A	
1165 Meares Street, Victoria V8V 3J9	7200 sf	3	11	\$ 2,627,000	\$ 3,725,000	N/A	1961	R3-AM-1	

Rural Housing Pilot Project Analysis

January 2024





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Executive Summary

This executive summary provides an overview of the findings from the rental housing analysis and affordable homeownership research conducted for the Capital Regional District's (CRD) rural areas. The report focuses on three areas where the CRD is the local government: Southern Gulf Islands Electoral Area (SGI), Salt Spring Island Electoral Area (SSI), and Juan de Fuca Electoral Area (JdF). The analysis explores various housing typologies, funding mechanisms, and economic conditions to provide incentives for expanded affordable housing options under a possible Rural Housing Program pilot. Key insights and recommendations from the financial analysis and research are highlighted below:

- **The Rural Housing Program (RHP) should prioritize allocating funding to projects in CRD rural areas where housing would have otherwise not been created.** While single-detached houses and accessory dwelling units are permitted across SGIs and SSI, the uptake to build accessory dwelling units has been slow. Previous studies have shown there is market demand for rental housing on the SGI and SSI, however, there has not been enough incentive or funding available to encourage developers and landowners to fill the market gap.
- **Secondary suites have the biggest potential to scale up in unit numbers when coupled with grant funding.** The financial analysis shows that grant funding has the biggest impact on making secondary suite rents affordable (for renovation of existing suites or new construction). The estimated grant needed to influence the development potential or affordability of secondary suites is \$30,000 per unit. The uptake potential of secondary suites, however, can be impacted by cultural preferences and whether there is strong market interest to build these units.
- **Cottages have higher development costs and require more grant funding than secondary suites.** Cottage development has higher costs and requires an estimated grant of \$60,000 per unit to influence the development potential or affordability of the unit, however, they may be preferred by residents in rural communities. Collaborating with different development approval authorities to create a pre-approved design for cottages, including septic system design, and developing under preferred interest rates can deepen affordability.

- **Multiplex rental development projects are challenging to develop from a financial standpoint under the current land use framework without stacking partnerships and grant funding.** Several factors contribute to the high cost of development, including a lengthy pre-development stage, cost of rural development, and permitted densities that do not maximize building cost efficiencies. To offset a portion of the pre-development costs, a grant of \$10,000 to \$20,000 per door can move development projects towards the building permit approval stage. This grant would lower the required rents in the project, and allow housing providers to contribute to the required equity for the project, which could unlock partnerships and further grant funding.
- **Entry-level homeownership programs such as rent-to-own and down payment matching programs should have smaller funding allocations as the investment costs are high and affordability is not guaranteed to carry over to the next user.** This program reach could be greater if coupled with partnerships or through existing funding programs.
- **The potential reach of the Rural Housing Program (RHP) pilot depends on the allocation of funding.** The allocation strategy for a hypothetical reserve of \$5.0 million to \$15 million for the RHP pilot should maximize the number of units built. The suggested distribution prioritizes rental housing (75%) and affordable homeownership (25%), aiming to create a total of 165 affordable units under a \$5.0 million program outreach and up to 308 units under the \$15 million program outreach.

In summary, the potential reach of the Rural Housing Program is substantial. It can help support housing providers in bringing forth several needed housing options, such as accessory dwelling units for rent, multi-unit rental housing, and affordable homeownership. While the reach of the program can change depending on the economic conditions, the recommended strategies and funding allocations aim to maximize the impact of the Rural Housing Program by increasing the development potential or affordability of the housing options.



Introduction

1.0 Introduction

The Capital Regional District (CRD) is exploring a suitable pilot project to increase housing options across the CRD's rural areas. The CRD's rural areas include Electoral Areas and municipalities outside of the CRD Urban Containment Policy Area Boundary (Saanich Peninsula and rural West Shore). This report focussed its analysis on the CRD's Electoral Areas for which it is the local government:

- Southern Gulf Islands Electoral Area
- Salt Spring Island Electoral Area
- Juan de Fuca Electoral Area

The goal of the project is to understand the financial feasibility of developing different types of housing and how these housing types are impacted by financial support (grants or forgivable loans). Ultimately, the CRD is looking to see how policies that offer grants or forgivable loans might most efficiently be designed to result in additional homes being developed. The findings from this analysis are intended to support recommendations for the development of a Capital Regional District Rural Housing Program (RHP).

This report contains a section on defining housing affordability in order to understand what the target rents would be under the RHP. The report analyzes three main elements:

Rental Housing Analysis

1. Financial incentives for encouraging the development of accessory dwelling units as rental units.
2. Pre-development funding to move multi-plex rental housing projects forward.

Affordable Homeownership Analysis

3. A review of common entry level home ownership programs in Canada and the benefits and limitations of each.

Findings and recommendations for the funding allocation are outlined in sections 5 and 6 of this report, including a discussion on stacking CRD grants with other government funding programs in order to move housing development concepts off the ground.



Defining Affordable Housing

2.0 Defining Affordable Housing

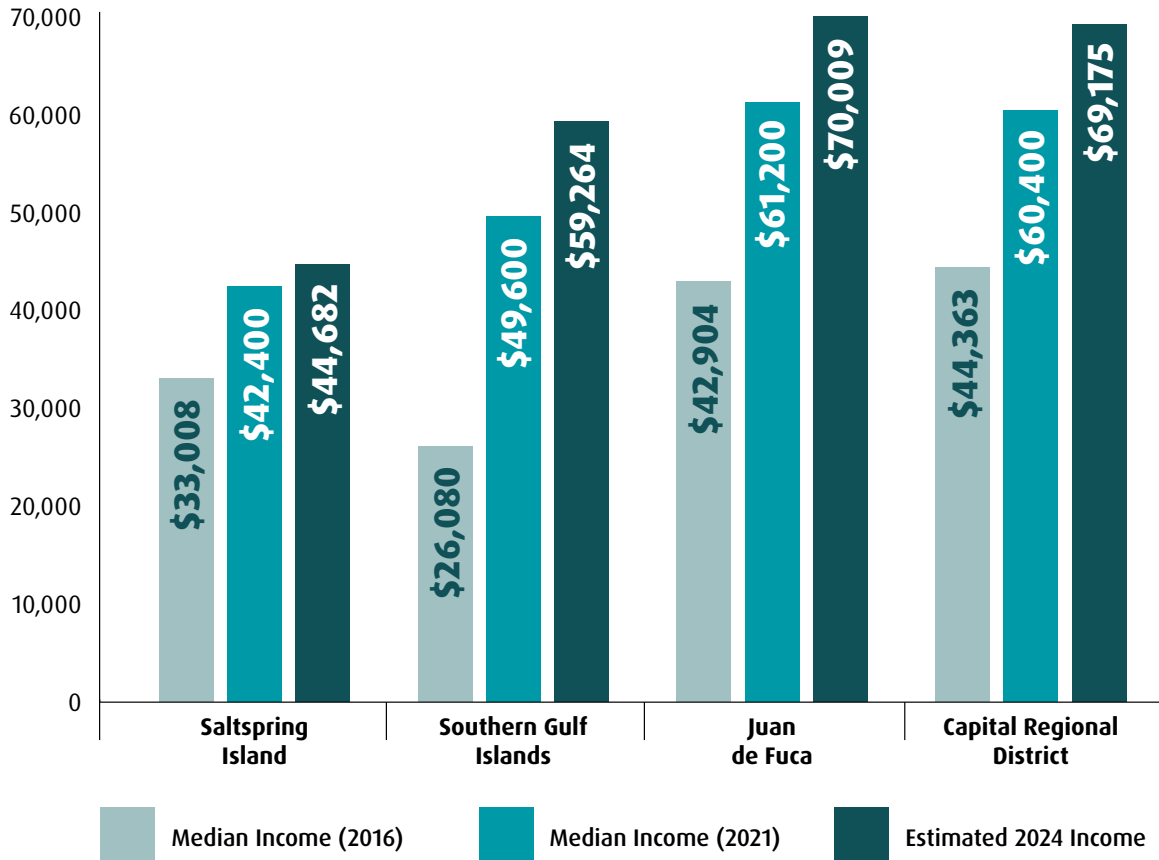
The CRD currently does not define affordable housing for the municipalities and electoral areas within its jurisdiction. To understand the housing affordability levels that could be achieved through CRD's Rural Area Housing Pilot Program, this section proposes rental affordability thresholds for the housing types examined in this report. The definition takes into consideration the remoteness of the CRD's rural communities and household incomes, which differ from the urban areas of the CRD.

2.1 Renter Household Income

The newest household income data available across the three rural areas that form part of this study, Salt Spring Island, Southern Gulf Islands, and Juan de Fuca Electoral Area (Part 1) is from the Census 2021. **Figure 1** shows median incomes for 2016 and 2021 across the rural areas of the CRD and the Regional District as a whole. Renter household incomes have increased substantially across these jurisdictions since 2016. This is attributable to a decline in renters at the lowest income levels (earning less than \$20,000 annually) in each jurisdiction and the region as a whole. We have provided estimated renter incomes for 2024, based on historical income growth for renter households between 2006 and 2021.

The CERB benefit offered by the federal government in 2021 had a significant impact on incomes for the most vulnerable households in Canada, including low-income renters. As such, the decline in low-income renters is likely attributable to the short-term impact of CERB, creating more income stability for vulnerable households, and the lack of rental housing availability in these areas. Salt Spring in particular saw an overall decline in the number of renters (from 1,160 in 2016 to 950 in 2021), which is indicative of a challenging rental market.

Figure 1: A Comparison of Renter Income and Estimated Income Across Rural CRD Areas, 2006, 2021, 2024



A comparative analysis of renter income distribution in 2016 and 2021 shows a significant upward shift in the income level of renters across all areas. The SSI and the SGI had a much higher proportion of renters earning less than \$60,000 per year than the region as a whole. The income profile for renter households in Juan de Fuca showed more similarity to the CRD as a whole than SSI and SGI. The findings of this analysis are shown in **Table 1** on the following page.

Table 1: Renter Household Income Distribution Analysis, 2016 and 2021

	2016	2021
Southern Gulf Islands (SGI)	78% of renter households earned less than \$60,000, and 67% earned less than \$40,000	54% of renter households earned less than \$60,000, and 40% earned less than \$40,000
Salt Spring Island (SSI)	78% of renter households earned less than \$60,000, and 50% earned less than \$40,000	67% of renter households earned less than \$60,000 and 44% earned less than \$40,000
Juan de Fuca (JdF)	57% of renter households earned less than \$60,000, and 48% earned less than \$40,000	27% of renter households earned less than \$60,000, and 27% earned less than \$40,000
Capital Regional District (CRD)	65% of renter households earned less than \$60,000, and 45% earned less than \$40,000	50% of renter households earned less than \$60,000, and 35% earned less than \$40,000

Source: Adapted from Statistics Canada, Census 2016 and 2021

Based on available income data, it is clear that the SGI and SSI have a different composition of renters than seen in JdF and the CRD as a whole, with a higher proportion of very low, and low income renters. While income levels have improved somewhat between 2016 and 2021, it has been suggested in some interviews (with SGI Liaisons) that a noticeable segment of the lowest income residents of these areas have moved after being priced out of the market. Nevertheless, the data shows that any affordability definition for these areas must consider the fact that renters on the islands are likely to be lower income than renters in other parts of the CRD (including Juan de Fuca).

Table 2 below shows BC Housing's Housing Income Limits (HILs) for Greater Victoria in 2023. These figures are derived from CMHC's Rental Market Survey, conducted annually in most Census Agglomerations. The Rental Market Survey focuses on the primary rental market (i.e. purpose-built rental housing). However, most, if not all, of the rental stock in the CRD's rural areas is in the secondary market (i.e. secondary suites, private homes rented out, etc.), and little data is available about the cost of these rentals.

Table 2: Housing Income Limits for the Greater Victoria Region (CRD), 2023

	1-Bdrm/less	2-Bdrm	3-Bdrm	4-Bdrm
Rent levels as defined by HILs	\$1,250	\$1,625	\$2,050	\$2,388
Income threshold	\$50,000	\$65,000	\$82,000	\$95,500

Source: BC Housing

2.2 Proposed Rental Housing Affordability Guidelines

Based on the household income data, this points to a strong need to provide affordable rental opportunities on the islands that will serve renters at the lower end of the income continuum. The program should therefore consider the following thresholds for rental housing:

- **Market Rental and Rent-to-Own threshold:** \$1,500 and up (for households earning \$60,000 and up)
- **Below Market threshold:** \$1,000 to \$2,050 (for households earning \$40,000 to \$60,000)
- **Deep Subsidy threshold:** \$1,000 and below (for households earning less than \$40,000)

This latter category is likely to be the most needed by current renters on the islands. However, it is also the least viable, as rents may be too low to pay off all operating costs. Units in this category may need some form of cross subsidy.

Rental income for financial analysis for the SGI and SSI should therefore be structured as outlined in **Table 3** below. Rent Geared to Income (RGI) or Deep Subsidy rental thresholds are low but align with income assistance shelter rates for the smallest unit. **It should be noted that for all categories outlined in Tables 2 and 3, thresholds are intended to be a starting point for that category. It should also be noted that these guidelines should be updated on an annual basis as HILs are updated.**

Table 3: Rental Thresholds for the Southern Gulf Islands and Salt Spring Island, 2023

	1 Bdrm/less	2 Bdrm	3 Bdrm
Market Rent and Rent-to-Own Guidelines	\$1,500	\$1,950	\$2,438
Below Market Rental Thresholds	\$1,000	\$1,250	\$1,500
Deep Subsidy Thresholds	\$500	\$750	\$1,000

Rental thresholds for Juan de Fuca should conform more closely to the CRD HIL rates, as the income profile of renters more closely matches the regional profile. As such the rental thresholds outlined in **Table 4** can be used for financial analysis.

Table 4: Rental Thresholds for Juan de Fuca, 2023

	1 Bdrm/less	2 Bdrm	3 Bdrm
Market Rent Guidelines	\$1,500	\$1,950	\$2,438
Below Market Rental Thresholds	\$1,250	\$1,625	\$2,050
Deep Subsidy Thresholds	\$500	\$750	\$1,000





Rental Housing Analysis

3.0 Rental Housing Analysis

This section reviews the financial impacts of developing **rental housing** in the context of the CRD's rural areas. The purpose of this financial analysis is to understand the market rents supposed if the rental units were built: 1) Under mortgage lending rates of 7.0%; 2) Under decreased mortgage lending rates of 4.0%; 3) The rents that could be supported if funding were available in both 1 and 2.

While the Bank of Canada has held its benchmark interest rate at 5% since July 2024, some economists are forecasting the Bank of Canada to initiate rate cuts slowly, starting in the second quarter of 2024 and potentially to 4.25% by the end of 2024^{1,2}. While interest rates are out of the CRD's control, modelling two market conditions where the mortgage lending rate is 7.0% and at a lower lending rate of 4.0% illustrates that the timing of the economic market can impact the potential reach of the RHP.

This section reviews three types of rental housing:

- **Secondary suites**, which include the renovation and new construction of secondary suites
- **Accessory dwelling units**, such as cottages or garden suites
- **Multi-unit buildings**, which could be plexes or townhouses. While duplexes are permitted under some zones, multi-plexes and townhouses are not commonly permitted under current zoning across the CRD's rural areas.

Required Rent and Decrease in Supportable Rent

The "required rent" outlined in each test scenario refers to the monthly rent that a landlord would have to receive from a tenanted unit in order to pay for its expenses. Note that these rents refer to the starting rents for the unit during first tenancy only.

Throughout this analysis, the term "decrease in supportable rent" refers to how much the required rent would be lowered if a RHP grant were provided to the landlord during development. For example, if the rent was \$1,000 without any grants and the rent dropped to \$950 with a \$10,000 grant, then the decrease in supportable rent is \$50.

1 "Interest rate increases bite, leading to deeper recession", Deloitte, 2023, <https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/finance/ca-economic-outlook-september-2023-report-aoda-en.pdf?icid=eo-report-september-2023-aoda-en>

2 "Long-Term Forecast", TD Economics, 2023, <https://economics.td.com/ca-long-term-forecast>

Policy Goal and Securing Affordability

Under the RHP, the policy goal is that any grant provided to landowners will secure the units as non-market units. This means that after the first tenancy, the required rents can only be increased according to the provincially mandated annual permitted rent increase and not with any increases in the housing market. In addition, during tenant turnover, it is intended that the housing agreement will limit the rent increase to the Consumer Price Index. In other words, even if units are initially rented at rents above the affordability guidelines, over time, the unit would be secured as non-market affordable housing (assuming an escalating rental market). Whether the unit starts off within the affordability guidelines or above it is dictated by the way the grant is distributed into the equity of the approach (see the Equity Approach section below).

One mechanism to secure the affordability is for the CRD to enter into a housing agreement with the landowner, which is then approved as a bylaw and registered on title as a condition of the grant, and dictates the terms for use of the unit. The term for the housing agreement should consider the relative size of the initial investment against the number of years the agreement is in place, and the equity approach that is applied.

One challenge to using housing agreements for secondary suites and cottages across the CRD's rural areas is that with program success, there will be an increase in the number of agreements to adopt, administer and enforce. However, it can be done with a streamlined internal process and appropriate levels of staffing to administer the program. The CRD could also explore a program to partner with a non-profit organization with a mandate to support affordable housing that to sign the land lease agreements with a group of individual landowners on behalf of tenants. Outside of housing agreements, further research is needed to understand whether additional tools are available to local governments, such as forgivable loans. The CRD is currently undertaking a Housing Agreement Program review which will help inform the implementation of the RHP.

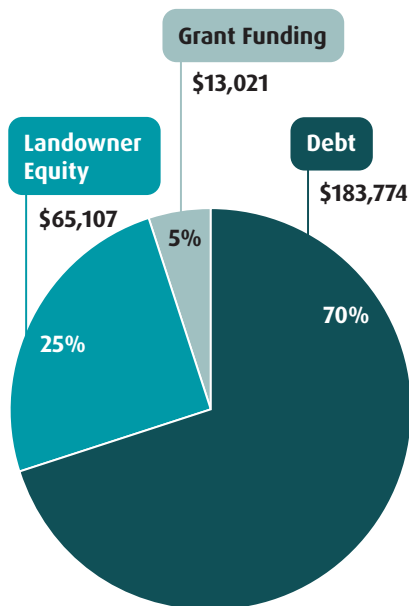
Equity Approach

There are two equity approaches in which the secondary suites and cottages could be supported financially and each approach has its own merits³. The goal to provide an incentive to build a unit, rent it, and agree to have the rent controlled as a non-market unit. Scenario 2A requires a 25% equity requirement from the landowner, and any grant funding from the CRD is stacked on top of the 25%. Scenario 2B requires a 25% equity, however, any grant funding from the CRD goes towards the 25% and lowers the portion to be contributed by landowner.

³ Note that Scenario 2B does not apply to the multi-unit building analysis as the initial equity required is high due to the construction costs.

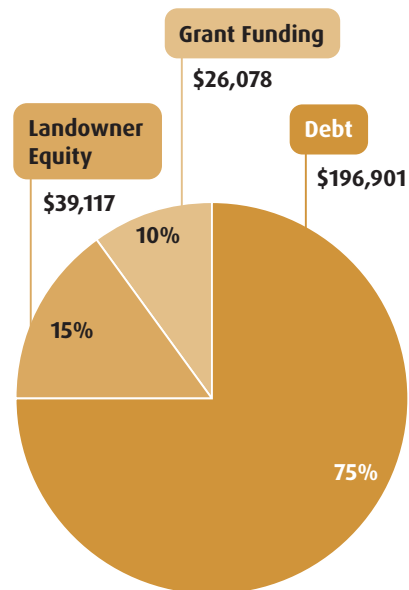
One scenario, “**Scenario 2A**” as shown in **Figure 2**, is to structure the equity so that the landowner contributes the minimum amount of equity required to make the project financially viable, and any additional grants from government (CRD or other entity) would be directed to reducing rental rates to make the rent more affordable. This is because any additional grants are added on top of the 25% equity, lowering the principal mortgage required.

Figure 2: Example of Landowner-Led Equity Distribution in an Auxiliary Dwelling (Scenario 2A)



The second scenario, “**Scenario 2B**” as shown below in **Figure 3**, models a situation where the landowner only contributes a portion of the equity and the remaining required equity is topped up with grant funding, targeting a total equity of 25%. The intent of this approach is to encourage the development of units rather than deepen the affordability of the rents. It also recognizes that not every landowner may have the upfront equity required (a full 25% equity) to construct an accessory dwelling unit as modelled in Scenario 2A. This scenario does not model an equity contribution of more than 25%.

Figure 3: Example of Top Up Equity Distribution in Secondary Suite Renovation (Scenario 2B)



In summary, Scenario 2A allows the grant contributions to support lower mortgage payments, and therefore lowers the required rents in the units. Scenario 2B allows the grant contributions to lower the equity that landowners must put towards the unit and does change the required starting rents. Both scenarios will secure non-market units, but the uptake is dependent on individual landowner’s preferences. To better understand which approach would receive more uptake, it is suggested that the CRD conduct community engagement to gather input on the two equity approaches.

Assumptions and Limitations

All scenarios in this section are run under the assumption that a debt service coverage ratio (DSCR) of 1.1 must be met, as that is one metric that lending institutions will use to determine whether a loan can be approved. Inherently this means that a minimal amount of annual revenue will be returned as profit to the landowner if there are no major vacancies⁴ during the year. This annual return on equity is discussed in the scenarios below.

It is also assumed that the minimum equity contribution for the mortgage must be 25% of project costs and the assumed loan would be 75% on a 25-year amortization period at a fixed interest rate of 7.0% or 4.0%. Some institutions may approve different loan to ratio values which would increase or decrease the monthly mortgage payments modelled in this section. The rest of the assumptions are outlined in the **Table 5** below.

Construction costs for the secondary suites and cottages are based on a survey conducted by New Commons to local builders on the SGI in early 2022. To account for the increase in construction costs from 2022 to late 2023, the costs were adjusted by 5%. The multi-plex construction cost is based on a builder working on a similar SGI project in 2024. Builders on SSI and JdF were contacted as part of this study, but the response rate was limited. Note that these projects costs are for an average development model and construction costs may be higher or lower depending on the specific site or house (in the context of a renovation).

Table 5: Summary of Assumptions for Rental Housing Analysis

	Secondary Suite – Renovation	Secondary Suite – New	Cottage – New	Multi-Unit Building
Cost to Acquire Land	\$0	\$0	\$0	\$0
Unit Size (sq. ft.)	1-Bdrm: 600 sq.ft. 2-Bdrm: 969 sq.ft.	1-Bdrm: 600 sq.ft. 2-Bdrm: 969 sq.ft.	1-Bdrm: 600 sq.ft. 2-Bdrm: 969 sq.ft.	1-Bdrm: 600 sq.ft. 2-Bdrm: 850 sq.ft. 3-Bdrm: 1,100 sq.ft.
Construction Cost (\$/sq. ft.)	\$296	\$368	\$439	\$600
Contingency	5% of hard costs	5% of hard costs	5% of hard costs	8% of hard costs
Soft Costs	15% of hard costs	17% of hard costs	17% of hard costs	22% of hard costs
Construction Timeline	12 months	12 months	12 months	18 months
Vacancy Allowance	Half of one month's rent	Half of one month's rent	Half of one month's rent	Half of one month's rent

⁴ The analysis includes a small vacancy allowance equivalent to half a month's rent in each scenario to account for tenant turnover.

A limitation to this analysis is that the annual operating costs for each unit will vary in practice. While we have provided estimates of what the operating costs are, they will be dependent on what the individual landowner has budgeted for the rental unit. This is an important metric as the monthly mortgage payments plus the operating expenses are used to calculate whether the development meets the DSCR and what the landowner's return on equity is.

Another limitation to this analysis is that construction costs and development approval timelines will vary depending on the geography and builder. Some owners may want higher-end design and finishing, which will impact the cost to construct a rental unit. As the CRD's rural areas cover three different markets (SGI, SSI, and JdF), the cost variations and regulatory processes require more fine-grained market data. This analysis, however, uses general cost data in order to account for higher labour costs on the SGI and SSI. As such, the actual construction costs for each housing typology may be less on JdF.

Annual Returns / Covering Expenses Related to Operating Rental Housing

As shown in the accessory dwelling unit scenarios, the financial analysis solves for an annual return for landowners. While a developer profit is not built into the analysis, as would occur in typical development scenarios, the annual return here is a result of the excess net operating income to service debt and expenses (mortgage payments and operational expenses) as required by lending institutions when receiving the loan approval.

There are risks in taking out a loan to build or renovate any unit, in addition to the responsibility of operating a rental housing unit, and an annual return helps to understand what the landowner could earn on their investment converting their property into a rental unit. The annual return is a metric that helps landowners decide if they are better off investing their money at the bank or other investment.

If enough of a financial incentive were to be provided, the possibility of scaling up accessory dwelling units could be possible in CRD's Electoral Areas, although it would come down to the individual landowner and how they weigh the financial options.

3.1 Secondary Suites – Renovation

Base Scenario

This scenario models a secondary suite renovation with a unit size of 600 square feet (1-bedroom) and a unit size of 969 square feet (2-bedroom unit). The monthly operating expenses for both the units are estimated to be \$165 to \$215 which includes vacancy allowance, property tax, home insurance, interior maintenance, and capital reserve fund.

Table 6 below shows the results of the analysis. The total project costs across the 7.0% and 4.0% interest rate scenarios do not vary much, however, it changes the required rents drastically between the scenarios. This is because the threshold to service the debt (e.g., monthly mortgage payments) operating expenses is lowered when the mortgage payments are less.

Under the 7.0% interest rate scenario, assuming a minimum injection of 25% equity into the project, the landowner would need to set the monthly rent at \$1,487 for the 1-bedroom unit, which meets the market rental guideline for a 1-bedroom (\$1,500). The 2-bedroom unit would support a monthly rent of \$2,326 which is above the market rental guideline for a 2-bedroom unit (\$1,950). The rents under the 4.0% interest rate scenario are lower.

As mentioned in Section 3.0, these projects costs are for an average secondary suite renovation. It is important to recognize that the costs could be lower or higher depending on the individual house's structural base and other conditions.

Table 6: Secondary Suite Renovation (Base Scenario)

	7.0% Interest Rate (Mortgage)		4.0% Interest Rate (Mortgage)	
	1-Bedroom	2-Bedroom	1-Bedroom	2-Bedroom
Total Project Costs	\$223,773	\$361,392	\$221,337	\$357,459
Equity Required	\$55,943	\$90,348	\$55,334	\$89,365
Loan-to-Value Ratio (LTV)	0.75	0.75	0.75	0.75
Principal Mortgage Amount	\$169,656	\$273,994	\$167,221	\$270,061
Mortgage Payment (Monthly)	\$1,188	\$1,919	\$880	\$1,421
Operating Expenses incl. Vacancy Allowance (Monthly)	\$180	\$215	\$165	\$190

	7.0% Interest Rate (Mortgage)		4.0% Interest Rate (Mortgage)	
Debt Service Coverage Ratio (DSCR)	1.1	1.1	1.1	1.1
Annual Return	\$1,426 or 2.5% on equity	\$2303 or 2.5% on equity	\$1,056 or 1.9% on equity	\$1,705 or 1.9% on equity
Rent Required to Cover Operations and Mortgage Payment (Monthly)	\$1,487	\$2,326	\$1,132	\$1,753

While we assume the developer profit will be 0% in the base scenario, the DSCR of 1.1 means the developer will receive \$1,402 in profit for the first year of operation for a 1-bedroom unit, barring the absence of any major vacancies. This is equivalent to an annual return of 2.5% on the equity contributed by the landowner.

The 4.0% interest rate scenario shows an improved outlook on required monthly rents. Both the 1-bedroom rent (\$1,122) and 2-bedroom unit rent (\$1,737) are closer to the respective market rental guidelines.



Subsidized Scenario: 1-Bedroom

As mentioned earlier at the start of Section 3.0, there are two equity approaches in which secondary suite renovations could be subsidized.

Since the base scenario yields a rent that meets the market rent guideline, **Table 7** below shows how incremental additional grants could deepen the affordability to below market rents. If a grant with a contribution amount of between \$40,000 and \$50,000 were to be provided by the CRD or another entity, the SGI and SSI threshold for below market rent of \$1,000 (1-bedroom) is met. For JdF, the below market rent of \$1,250 could be met with a grant of approximately \$30,000.

At the higher grant levels, however, the annual return on the landowner's equity decreases. As such, even though additional grants may increase the affordability of the rent, it may not necessarily be enough of a financial incentive for a landowner to build and operate a secondary suite. The alternative equity approach, Scenario 2B, presented later in this section creates a scenario where there is more financial incentive for a landowner to take on debt and renovate a unit.

Table 7: Landowner-Led Equity Distribution (Scenario 2A) in Secondary Suite Renovation, 1-Bedroom at 7.0% Interest Rate

Grant/ Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$55,943	\$1,487	\$0	\$1,426	2.5%
\$10,000	\$55,831	\$1,404	\$84	\$1,338	2.4%
\$20,000	\$55,722	\$1,322	\$165	\$1,253	2.2%
\$30,000	\$55,610	\$1,238	\$249	\$1,165	2.1%
\$40,000	\$55,500	\$1,156	\$331	\$1,080	1.9%
\$50,000	\$55,388	\$1,073	\$415	\$992	1.8%
\$60,000	\$55,276	\$989	\$498	\$905	1.6%

*Rounded to the nearest \$1,000 for illustrative purposes.

To illustrate the impact of grant funding under a 4.0% interest rate scenario, **Table 8** shows the rent for a renovated 1-bedroom secondary suite could be lowered to \$1,010 with a \$20,000 grant (compared to a \$40,000 to \$50,000 grant under the 7.0% interest rate).

Table 8: Landowner-Led Equity Distribution (Scenario 2A) in Secondary Suite Renovation, 1-Bedroom at 4.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$55,334	\$1,132	\$0	\$1,056	1.9%
\$10,000	\$55,260	\$1,070	\$62	\$991	1.8%
\$20,000	\$55,187	\$1,010	\$123	\$927	1.7%
\$30,000	\$55,112	\$948	\$184	\$863	1.6%
\$40,000	\$55,039	\$887	\$245	\$799	1.5%
\$50,000	\$54,964	\$825	\$307	\$735	1.3%
\$60,000	\$54,889	\$763	\$369	\$670	1.2%

*Rounded to the nearest \$1,000 for illustrative purposes.

To make the opportunity more attractive to landowners, **Table 9** below demonstrates the top up equity approach (Scenario 2B) for the 1-bedroom secondary suite renovation.

A 20% equity contribution (\$44,755) from the landowner and 5% equity from grant funding (\$11,189) would support the same monthly rent as Scenario 2A with no grant funding (\$1,487). This scenario, however, offers a higher annual return on equity (3.2% at 5%) and offers a lower downpayment barrier which may be more attractive for landowners.

Table 9: Top Up Equity Distribution (Scenario 2B) in Secondary Suite Renovation, 1-Bedroom at 7.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$11,189	20%	\$44,755	\$1,487	\$1,426	3.2%
10%	\$22,377	15%	\$33,566	\$1,487	\$1,426	4.2%
15%	\$33,566	10%	\$22,377	\$1,487	\$1,426	6.4%
20%	\$44,755	5%	\$11,189	\$1,487	\$1,426	12.7%

The advantage in this approach is with more funding is provided, the higher the annual returns are provided to the landowner (as their equity contribution lessens). At 10% funding (\$22,377), the annual return on the landowner's investment is 4.2% which may be comparable to common investment options offered by banks in today's market conditions.

Table 10 below shows the same top-up equity approach but under the 4.0% interest rate scenario.

Table 10: Top Up Equity Distribution (Scenario 2B) in Secondary Suite Renovation, 1-Bedroom at 7.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$11,067	20%	\$44,267	\$1,132	\$1,056	2.4%
10%	\$22,134	15%	\$33,201	\$1,132	\$1,056	3.2%
15%	\$33,201	10%	\$22,134	\$1,132	\$1,056	4.8%
20%	\$44,267	5%	\$11,067	\$1,132	\$1,056	9.5%



Subsidized Scenario: 2-Bedroom

For a 2-bedroom secondary suite renovation, **Table 11** below summarizes how incremental grant contributions can decrease the monthly rent. At a grant contribution of between \$40,000 to \$50,000, the market rental guideline for a 2-bedroom unit (\$1,950) can be reached for the rural areas.

Table 11: Landowner-Led Equity Distribution (Scenario 2A) in Secondary Suite Renovation, 2-Bedroom at 7.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$90,348	\$2,326	\$0	\$2,303	2.5%
\$10,000	\$90,236	\$2,242	\$84	\$2,215	2.5%
\$20,000	\$90,126	\$2,160	\$166	\$2,129	2.4%
\$30,000	\$90,016	\$2,078	\$248	\$2,043	2.3%
\$40,000	\$89,906	\$1,996	\$330	\$1,957	2.2%
\$50,000	\$89,793	\$1,912	\$414	\$1,870	2.1%
\$60,000	\$89,683	\$1,830	\$496	\$1,784	2.0%

*Rounded to the nearest \$1,000 for illustrative purposes.

Table 12 below shows the incremental grant contribution deepen the affordability of the rents under the 4.0% interest rate scenario. For instance, a \$10,000 grant could support a monthly rent of \$1,691 for a 2-bedroom secondary suite renovation.

Table 12: Landowner-Led Equity Distribution (Scenario 2A) in Secondary Suite Renovation, 2-Bedroom at 4.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$89,365	\$1,753	\$0	\$1,705	1.9%
\$10,000	\$89,290	\$1,691	\$62	\$1,640	1.8%
\$20,000	\$89,159	\$1,582	\$171	\$1,526	1.7%
\$30,000	\$89,055	\$1,496	\$257	\$1,436	1.6%
\$40,000	\$88,952	\$1,411	\$342	\$1,347	1.5%
\$50,000	\$88,850	\$1,326	\$427	\$1,258	1.4%
\$60,000	\$88,746	\$1,240	\$513	\$1,168	1.3%

*Rounded to the nearest \$1,000 for illustrative purposes.

Table 13 and **Table 14** below demonstrates the impact of increasing the share of grant funding towards a fixed 25% equity (Scenario 2B) under different economic conditions. Under the 7.0% interest rate, a grant contribution of approximately 10% or \$36,139, the annual return on the landowner's equity is 4.2% which is improved from Scenario 2A.

Table 13: Top Up Equity Distribution (Scenario 2B) in Secondary Suite Renovation, 2-Bedroom at 7.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$18,070	20%	\$72,278	\$2,326	\$2,303	3.2%
10%	\$36,139	15%	\$54,209	\$2,326	\$2,303	4.2%
15%	\$54,209	10%	\$36,139	\$2,326	\$2,303	6.4%
20%	\$72,278	5%	\$18,070	\$2,326	\$2,303	12.7%

As noted previously, the monthly rent is substantially lower under the 4.0% interest rate scenario as shown in **Table 14** below.

Table 14: Top Up Equity Distribution (Scenario 2B) in Secondary Suite Renovation, 2-Bedroom at 4.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$17,873	20%	\$71,492	\$1,753	\$1,705	2.4%
10%	\$35,746	15%	\$53,619	\$1,753	\$1,705	3.2%
15%	\$53,619	10%	\$35,746	\$1,753	\$1,705	4.8%
20%	\$71,492	5%	\$17,873	\$1,753	\$1,705	9.5%

Stacking Incentives for Accessory Dwelling Units

In October 2023, BC Housing announced the Secondary Suite Incentive Program (SSIP). The program rebate is available for eligible new legal self-contained units with a kitchen and full bathroom (i.e., excludes improvements to existing rental units) and laneway homes / garden suites. The SSIP is intended to help homeowners create new affordable rental housing in their communities through the provision of a rebate in the form of a forgivable loan for 50% of renovation costs, to a maximum of \$40,000. A full summary of the eligibility requirements can be found in Appendix A and on BC Housing's website.

While the SSIP is only open for properties located within the 161 incorporated municipalities in BC, and therefore not applicable to properties located in CRD's Electoral Areas, a forgivable loan similar to this would stack well with potential contributions from the CRD to make the grant dollars go further, and to provide more affordable housing units in CRD's rural areas.

3.2 Secondary Suites – New Construction

Base Scenarios

The base scenarios model the construction of a new secondary suite with a unit size of 600 square feet (1-bedroom) and 1,000 square feet (2-bedroom). The monthly operating expenses for both unit types are estimated to be between \$175 to \$238 which includes vacancy allowance, property tax, home insurance, interior maintenance, and capital reserve fund.

The construction cost for new secondary suites is based on a survey with local builders. While we are modelling a higher construction cost for new suites than for the renovation of a suite, it is possible that a renovation of a suite could cost more. The actual project cost of each specific case will depend on the physical condition of the house.

Table 15 below shows the results of the analysis. Under the higher interest rate scenario (7.0%), the required rent to support the 1-bedroom unit, at \$1,837, is close to the market rental guideline for a 1-bedroom (\$1,500). The 2-bedroom unit, at a monthly rent of \$2,891, may be considered affordable for an annual household income of \$115,600 which is above the median renter household incomes across SGI, SSI and JdF. These rents are lower under the 4.0% interest rate scenario.

Table 15: Secondary Suite New Construction (Base Scenario)

	7.0% Interest Rate		4.0% Interest Rate	
	1-Bedroom	2-Bedroom	1-Bedroom	2-Bedroom
Total Project Costs	\$281,295	\$454,291	\$278,234	\$449,347
Equity Required	\$70,324	\$113,573	\$69,559	\$112,337
Loan-to-Ratio Value (LTV)	0.75	0.75	0.75	0.75
Principal Mortgage Amount	\$213,267	\$344,426	\$210,206	\$339,482
Mortgage Payment (Monthly)	\$1,494	\$2,412	\$1,106	\$1,785
Operating Expenses incl. vacancy allowance (Monthly)	\$194	\$238	\$175	\$208
Debt Service Coverage Ratio (DSCR)	1.1	1.1	1.1	1.1
Annual Return	\$1,793 or 2.5% on equity	\$2,895 or 2.5%	\$1,327 or 1.9%	\$2,143 or 1.9%
Rent Required to Cover Operations and Mortgage Payment (Monthly)	\$1,837	\$2,891	\$1,391	\$2,172



Subsidized Scenario: 1-Bedroom

Table 16 shows the landowner-led equity approach (Scenario 2A) coupled with incremental \$10,000 grants for the construction of a new secondary suite. If a grant with a contribution amount of approximately \$30,000 were to be provided by the CRD or by another entity, the required rent would be \$1,583, which is closest to the market rent guideline for a 1-bedroom (\$1,500).

Table 16: Landowner-Led Equity Distribution in New Secondary Suite (Scenario 2A), 1-Bedroom at 7.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$70,324	\$1,837	\$0	\$1,793	2.5%
\$10,000	\$70,211	\$1,752	\$85	\$1,704	2.4%
\$20,000	\$70,099	\$1,669	\$168	\$1,617	2.3%
\$30,000	\$69,984	\$1,583	\$254	\$1,527	2.2%
\$40,000	\$69,872	\$1,500	\$337	\$1,440	2.1%
\$50,000	\$69,761	\$1,416	\$421	\$1,353	1.9%
\$60,000	\$69,649	\$1,333	\$504	\$1,266	1.8%

*Rounded to the nearest \$1,000 for illustrative purposes.

Under a 4.0% interest rate scenario, the monthly rents for a new 1-bedroom secondary suite would be within the market rent guideline (\$1,500) as shown in **Table 17** below.

Table 17: Landowner-Led Equity Distribution in New Secondary Suite (Scenario 2A), 1-Bedroom at 4.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$69,559	\$1,391	\$0	\$1,327	1.9%
\$10,000	\$69,483	\$1,329	\$63	\$1,261	1.8%
\$20,000	\$69,409	\$1,267	\$124	\$1,197	1.7%
\$30,000	\$69,332	\$1,204	\$188	\$1,130	1.6%
\$40,000	\$69,257	\$1,142	\$250	\$1,066	1.5%
\$50,000	\$69,183	\$1,080	\$311	\$1,001	1.4%
\$60,000	\$69,108	\$1,018	\$373	\$937	1.4%

Table 18 and **Table 19** show that the annual returns for the landowner's equity will increase incrementally if grant funding is used to top up the equity to 25% of total project costs (Scenario 2B).

Table 18: Top Up Equity Distribution in New Secondary Suite (Scenario 2B), 1-Bedroom at 7.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$14,065	20%	\$56,259	\$1,837	\$1,793	3.2%
10%	\$28,130	15%	\$42,194	\$1,837	\$1,793	4.2%
15%	\$42,194	10%	\$28,130	\$1,837	\$1,793	6.4%
20%	\$56,259	5%	\$14,065	\$1,837	\$1,793	12.7%

Table 19: Top Up Equity Distribution in New Secondary Suite (Scenario 2B), 1-Bedroom at 4.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$13,912	20%	\$55,647	\$1,391	\$1,327	2.4%
10%	\$27,823	15%	\$41,735	\$1,391	\$1,327	3.2%
15%	\$41,735	10%	\$27,823	\$1,391	\$1,327	4.8%
20%	\$55,647	5%	\$13,912	\$1,391	\$1,327	9.5%



Subsidized Scenario: 2-Bedroom

Under the 7.0% interest rate scenario, if a grant with a contribution amount of \$60,000 were to be provided by the CRD or by another entity, the required rent would be \$2,400. This rent level would be considered affordable for an annual household income of \$96,000 (**Table 20**).

Table 20: Landowner-Led Equity Distribution in New Secondary Suite (Scenario 2A), 2-Bedroom at 7.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$113,573	\$2,891	\$0	\$2,895	2.5%
\$10,000	\$113,464	\$2,810	\$81	\$2,810	2.5%
\$20,000	\$113,353	\$2,727	\$164	\$2,723	2.4%
\$30,000	\$113,244	\$2,646	\$246	\$2,638	2.3%
\$40,000	\$113,135	\$2,565	\$327	\$2,553	2.3%
\$50,000	\$113,027	\$2,483	\$408	\$2,468	2.2%
\$60,000	\$112,915	\$2,400	\$491	\$2,382	2.1%

Under a 4.0% interest rate scenario, an approximate grant contribution of \$30,000 would bring the monthly rent down to the market rental guidelines for a 2-bedroom unit for the rural areas (as shown in **Table 21**).

Table 21: Landowner-Led Equity Distribution in New Secondary Suite, 2-Bedroom at 4.0% Interest Rate (Scenario 2A)

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$112,337	\$2,172	\$0	\$2,143	1.9%
\$10,000	\$112,261	\$2,109	\$63	\$2,077	1.9%
\$20,000	\$112,187	\$2,048	\$124	\$2,013	1.8%
\$30,000	\$112,111	\$1,985	\$187	\$1,947	1.7%
\$40,000	\$112,037	\$1,923	\$249	\$1,883	1.7%
\$50,000	\$111,961	\$1,860	\$312	\$1,817	1.6%
\$60,000	\$111,887	\$1,799	\$373	\$1,753	1.6%

Table 22 and **Table 23** below show the decreasing landowner equity needed as the share of grant funding increases.

Table 22: Top Up Equity Distribution in New Secondary Suite (Scenario 2B), 2-Bedroom at 7.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$22,715	20%	\$90,858	\$2,891	\$2,895	3.2%
10%	\$45,429	15%	\$68,144	\$2,891	\$2,895	4.2%
15%	\$68,144	10%	\$45,429	\$2,891	\$2,895	6.4%
20%	\$90,858	5%	\$22,715	\$2,891	\$2,895	12.7%

Table 23: Top Up Equity Distribution in New Secondary Suite (Scenario 2B), 2-Bedroom at 4.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$22,467	20%	\$89,869	\$2,172	\$2,143	2.4%
10%	\$44,935	15%	\$67,402	\$2,172	\$2,143	3.2%
15%	\$67,402	10%	\$44,935	\$2,172	\$2,143	4.8%
20%	\$89,869	5%	\$22,467	\$2,172	\$2,143	9.5%

3.3 Cottage – New Construction

Base Scenario

This scenario models the construction of a new 1-bedroom cottage with a unit size of 600 square feet and a new 2-bedroom cottage with a unit size of 1,000 square feet. The monthly operating expenses for both units are estimated to be \$261 to \$330 which includes vacancy allowance (half month of rent), property tax, home insurance, interior maintenance, and capital reserve fund.

Table 24 below shows the results of the analysis. The required rent to support the 1-bedroom unit is \$2,616 which is above the market rental guideline for a 1-bedroom (\$1,500). At this rent level, the unit may be considered affordable for an annual household income of \$104,600 which is above the median renter household incomes across the rural areas. However, it is important to keep in mind that the project costs could be lower depending on the specific project and landowner (e.g., sweat-equity type of maintenance, casual labour during construction, conversion of an accessory building, etc.). The rents are lower in the 4.0% interest rate scenario.

Table 24: New Construction Cottage (Base Scenario)

	7.0% Interest Rate		4.0% Interest Rate	
	1-Bedroom	2-Bedroom	1-Bedroom	2-Bedroom
Total Project Costs	\$398,479	\$622,057	\$394,142	\$615,287
Equity Required	\$99,620	\$155,514	\$9,536	\$152,694
Loan-to-Value Ratio (LTV)	0.75	0.75	0.75	0.75
Principal Mortgage Amount	\$302,111	\$471,620	\$297,775	\$464,850
Mortgage Payment (Monthly)	\$2,116	\$3,303	\$1,566	\$2,445
Operating Expenses incl. vacancy allowance (Monthly)	\$289	\$330	\$261	\$303
Debt Service Coverage Ratio (DSCR)	1.1	1.1	1.1	1.1
Annual Return	\$2,539 or 2.5% on equity	\$3,964 or 2.5% on equity	\$1,880 or 1.9% on equity	\$2,934 or 1.9% on equity
Rent Required to Cover Operations and Mortgage Payment (Monthly)	\$2,616	\$3,979	\$1,965	\$2,993



Subsidized Scenario: 1-Bedroom

Table 25 below shows the landowner-led equity approach (Scenario 2A) coupled with incremental \$10,000 grants for the construction of a 1-bedroom cottage. If a grant with a contribution amount of \$60,000 were to be provided by the CRD or by another entity, the required rent would be closer, but still not within the range of market rent guideline for a 1-bedroom (\$1,500). This rent level would be considered affordable for an annual household income of \$84,700.

Table 25: Landowner Led Equity Distribution (Scenario 2A) in New Cottage, 1-Bedroom at 7.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$99,620	\$2,616	\$0	\$2,539	2.5%
\$10,000	\$99,507	\$2,532	\$84	\$2,451	2.5%
\$20,000	\$99,399	\$2,451	\$165	\$2,367	2.4%
\$30,000	\$99,288	\$2,369	\$248	\$2,280	2.3%
\$40,000	\$99,177	\$2,286	\$330	\$2,194	2.2%
\$50,000	\$99,065	\$2,202	\$415	\$2,106	2.1%
\$60,000	\$98,952	\$2,118	\$499	\$2,018	2.0%

*Rounded to the nearest \$1,000 for illustrative purposes.

Under the 4.0% interest rate scenario, the monthly rents for the 1-bedroom cottage drop substantially. A grant contribution of \$60,000 would be required to bring the rents closer to the market rental guideline for a 1-bedroom unit (\$1,500), as shown in **Table 26**.

Table 26: Landowner Led Equity Distribution (Scenario 2A) in New Cottage, 1-Bedroom at 4.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$98,536	\$1,984	\$0	\$1,880	1.9%
\$10,000	\$98,460	\$1,922	\$62	\$1,814	1.8%
\$20,000	\$98,388	\$1,862	\$122	\$1,752	1.8%
\$30,000	\$98,314	\$1,800	\$183	\$1,688	1.7%
\$40,000	\$98,241	\$1,739	\$245	\$1,624	1.7%
\$50,000	\$98,165	\$1,677	\$307	\$1,559	1.6%
\$60,000	\$98,090	\$1,615	\$369	\$1,494	1.5%

*Rounded to the nearest \$1,000 for illustrative purposes.

Table 27 and **Table 28** shows that the annual returns for the landowner's equity will increase incrementally if grant funding is used to top up the equity to 25% of total project costs. In addition, the equity required by the landowner could be lowered with grant funding.

Table 27: Top Up Equity Distribution (Scenario 2B) in New Cottage, 1-Bedroom at 7.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$19,924	20%	\$79,696	\$2,616	\$2,539	3.2%
10%	\$39,848	15%	\$59,772	\$2,616	\$2,539	4.2%
15%	\$59,772	10%	\$39,848	\$2,616	\$2,539	6.4%
20%	\$79,696	5%	\$19,924	\$2,616	\$2,539	12.7%

Table 28: Top Up Equity Distribution (Scenario 2B) in New Cottage, 1-Bedroom at 4.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$19,707	20%	\$78,828	\$1,984	\$1,880	2.4%
10%	\$39,414	15%	\$59,121	\$1,984	\$1,880	3.2%
15%	\$59,121	10%	\$39,414	\$1,984	\$1,880	4.8%
20%	\$78,828	5%	\$19,707	\$1,984	\$1,880	9.5%



Subsidized Scenario: 2-Bedroom

The development costs for a 2-bedroom cottage are the highest, and the rents in **Table 29** reflect this.

Table 29: Landowner Led Equity Distribution (Scenario 2A) in New Cottage, 2-Bedroom at 7.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$155,514	\$3,979	\$0	\$3,964	2.5%
\$10,000	\$155,403	\$3,896	\$83	\$3,877	2.5%
\$20,000	\$155,292	\$3,813	\$166	\$3,790	2.4%
\$30,000	\$155,183	\$3,731	\$248	\$3,705	2.4%
\$40,000	\$155,071	\$3,648	\$331	\$3,618	2.3%
\$50,000	\$154,959	\$3,565	\$415	\$3,531	2.3%
\$60,000	\$154,851	\$3,484	\$495	\$3,446	2.2%

*Rounded to the nearest \$1,000 for illustrative purposes.

However, a decreased interest rate to 4.0% substantially drops the required rent by \$950 before any grant contributions to \$2,993 (**Table 30**). A grant contribution of \$60,000 could decrease the rent to \$2,626 (as shown in **Table 30**). While this rent is outside the market rental guideline for a 2-bedroom unit (\$1,950), it could potentially provide the incentive for a landowner to offset the site preparation costs for building a cottage⁵.

Table 30: Landowner Led Equity Distribution (Scenario 2A) in New Cottage, 2-Bedroom at 4.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)	Decrease in Supportable Rent (\$ monthly)	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$153,822	\$2,993	\$0	\$2,934	1.9%
\$10,000	\$153,747	\$2,931	\$62	\$2,870	1.9%
\$20,000	\$153,673	\$2,869	\$123	\$2,806	1.8%
\$30,000	\$153,601	\$2,809	\$183	\$2,743	1.8%
\$40,000	\$153,526	\$2,747	\$245	\$2,678	1.7%
\$50,000	\$153,452	\$2,686	\$307	\$2,613	1.7%
\$60,000	\$153,380	\$2,626	\$367	\$2,551	1.7%

*Rounded to the nearest \$1,000 for illustrative purposes.

⁵ Cottages on the Gulf Islands typically carry higher site preparation costs, and are dependent on the specific site

Table 31 and **Table 32** below show the impact of increasing the grant share of the 25% equity. Under the 7.0% interest rate scenario, a 10% equity contribution (or approximately \$62,206), the annual return on the landowner's equity could be attractive at 4.2% under the respective economic and interest rate conditions.

Table 31: Top Up Equity Distribution (Scenario 2B) in New Cottage, 2-Bedroom at 7.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$31,103	20%	\$124,411	\$3,979	\$3,964	3.2%
10%	\$62,206	15%	\$93,309	\$3,979	\$3,964	4.2%
15%	\$93,309	10%	\$62,206	\$3,979	\$3,964	6.4%
20%	\$124,411	5%	\$31,103	\$3,979	\$3,964	12.7%

Table 32: Top Up Equity Distribution (Scenario 2B) in New Cottage, 2-Bedroom at 4.0% Interest Rate

Grant/Fund		Landowner Equity		Rent (monthly)	Annual Return (\$)	Annual Return on Equity (%)
%	\$	%	\$			
5%	\$30,764	20%	\$123,057	\$2,993	\$2,934	2.4%
10%	\$61,529	15%	\$92,293	\$2,993	\$2,934	3.2%
15%	\$92,293	10%	\$61,529	\$2,993	\$2,934	4.8%
20%	\$123,057	5%	\$30,764	\$2,993	\$2,934	9.5%

3.4 Multiplex Rental Housing

Multi-unit rental housing development has historically been uncommon on SGI and limited on SSI because it is not a land use that is widely permitted. These housing developments are in a unique position as they could deliver much needed rental housing, however, at the same time, the development approval process is not configured to efficiently review this type of housing application optimally. As such, multi-unit development applications bear higher development costs during the application review process, which referred to as “pre-development costs” in this report.

A development application in the SGI and SSI must go through several government authorities for approval, including CRD, Islands Trust, Ministry of Transportation and Infrastructure, and Island Health, and extensive community consultation to meet various conditions at each approval stage (e.g., zoning, subdivision, etc.) prior to building permit approval. This review is more complex for more intense uses, such as multi-unit developments, to conduct proof of water, proof of septic, assess archaeological implications, assess vehicle traffic impact, and ensure environmental standards are met.

Three interviews were conducted with non-profit housing providers developing multi-units on the islands to understand the costs incurred during rezoning through to building permit⁶. Typically, a large portion of the **rezoning costs** in the rural areas are related to ensuring the development will be consistent with Islands Trust policies, and ensuring adequate servicing can be provided, often as on-site services for water and sewage disposal⁷. These costs vary from site to site. The following estimates of rezoning costs were provided in the interviews:

- Housing Provider #1: \$93,400
- Housing Provider #2: \$129,600
- Housing Provider #3: \$150,000

⁶ One out of the three development projects could only speak to rezoning costs.

⁷ This includes proving water availability and no big impacts to neighbouring wells over multiple rounds of testing, preliminary wastewater design and perc testing, arborist's assessment, Phase 1 ESA, Ecological Assessment (to inform restrictive covenant), survey (for site plan preparation), geotechnical investigation, completion of a water management plan involving civil and mechanical consultants, schematic design services, and legal fees associated with the development and review of the Housing Agreement and restrictive covenants with the Local Trust Committee.

These costs do not include time related to managing the project to ensure the right documentation was being provided and coordinated during the rezoning stage, such as development consultant fees and in-kind volunteer contributions from non-profit housing providers. Depending on the length of the rezoning process and whether there is development consultant support, the additional in-kind volunteer costs could be an estimated \$41,600⁸ annually for one full-time equivalent staff at a non-profit housing organization. Two interviewers noted that the rezoning process was lengthy and took around three (3) years for approval.

In addition to rezoning costs, multi-unit development projects in the rural areas can incur higher infrastructure costs prior to building permit approval. One housing provider indicated they budgeted \$400,000 to build an access road as part of the subdivision plan process, while another housing provider budgeted \$200,000 for related infrastructure.

Based on the information provided in the three interviews, the pre-development costs (i.e., rezoning costs plus infrastructure-related costs) can range anywhere from the low \$300,000 to \$500,000. These costs could vary depending on the specific site and development conditions. Funding from other levels of government for pre-development costs is not typically available for the rural areas because program eligibility often requires higher density development, such as multi-family buildings and not multi-plex buildings.

Despite the challenges posed by the high costs in the predevelopment stage and limited funding for multi-unit rental housing development projects in the rural areas, the availability of grant funding serves as a valuable resource to mitigate the financial burdens associated with the development approvals process, offering a positive opportunity for project advancement. The analysis below shows how grants of \$100,000 and \$200,000 can offset a portion of the pre-development costs and increase housing affordability. Providing pre-development funding also allows the housing provider to direct their own funds towards the required equity under other funding programs.

Base Scenario

This scenario models the construction of a new 10-unit multiplex (duplexes, and triplexes) with a mix of 1-bedroom (3 units), 2-bedroom (3 units) and 3-bedroom units (4 units). This scenario requires the prefabrication of larger components to occur off-island using structural insulated panels and insulated concrete forms. The monthly operating expenses for the unit are estimated to be around \$525 which includes vacancy allowance, property tax, home insurance, interior maintenance, and capital reserve fund.

⁸ Assuming an hourly wage of \$20 per hour as compensation.

Table 33 below shows the baseline scenario analysis results. The required rents to support the units are higher than the market rent guideline for each of the respective unit types. However, this is not atypical as multi-unit developments often require capital funding and operating subsidy to achieve affordable rents in most markets across BC. The table also shows an improved scenario where a 4.0% interest rate and alternative financing terms (50 year amortization period, 80% loan to value) are obtained.

Table 33: Landowner-Led Equity Distribution in 10-Unit Multiplex (Base Scenario)

	7.0% Interest Rate (Mortgage)	4.0% Interest Rate with Alternative Financing Terms (Mortgage)
Total Project Costs	\$7,315,929	\$7,211,977
Equity Required	\$1,828,982	\$1,442,395
Loan-to-Value Ratio (LTV)	0.75	0.80
Principal Mortgage Amount	\$5,568,841	\$5,814,307
Mortgage Payment (Monthly)	\$39,005 (total units)	\$22,299 (total units)
Operating Expenses incl. Vacancy Allowance (Monthly)	\$527	\$525
Debt Service Coverage Ratio (DSCR)	1.1	1.1
Annual Return	\$46,806 or 2.7% on equity	\$26,759 or 1.9% on equity
Rent Required to Cover Operations and Mortgage Payment (Monthly)	Average of \$5.77 per sq. ft. 1-Bdrm: \$3,461 2-Bdrm: \$4,904 3-Bdrm: \$5,769	Average of \$3.57 per sq. ft. 1-Bdrm: \$2,140 2-Bdrm: \$3,032 3-Bdrm: \$3,567



Subsidized Scenario: 10 Units

To model the impact of using grant funding to offset the rezoning costs, **Table 33** shows grant contributions of \$100,000 and \$200,000 for the 10-unit multiplex development. At a grant contribution of up to \$10,000 per door (i.e., a total of \$100,000), decreases the monthly rent by \$60, \$84, and \$99 for the 1-, 2- and 3-bedrooms, respectively. At a grant contribution of \$20,000 (i.e., a total of \$200,000), the monthly rent is decreased by \$118, \$167, and \$196 for the 1-, 2- and 3-bedrooms, respectively. These rents can be brought into a deeper level of affordability once additional funding programs are secured by the housing provider, which can offer provide capital and operational funding.

While the annual returns on the landowner's equity are higher in this scenario than in the secondary suites or cottage development, it requires a much bigger upfront equity contribution or ongoing operating subsidy. As such, the multi-plex rental projects are likely only attractive and/or suitable to developers with alternate investment return goals, particularly the non-profit sector. This is evident in affordable housing projects being built across the SGI and SSI as they are being led by non-profit housing organizations.

Table 34: Landowner Led Equity Distribution (Scenario 2A) in 10-Unit Multiplex at 7.0% Interest Rate

Grant/Fund (\$)*	25% Equity from Landowner (\$)	1-Bdrm	Rent (\$ Monthly) 2-Bdrm	3-Bdrm	Annual Return (\$)	Annual Return on Equity (%)
No Grant	\$1,828,982	\$3,461	\$4,904	\$5,769	\$46,806	2.6%
\$100,000	\$1,827,399	\$3,402	\$4,819	\$5,670	\$45,901	2.5%
\$200,000	\$1,825,854	\$3,344	\$4,737	\$5,573	\$45,018	2.5%

Some financing programs offer longer amortization terms, loan to value ratios up to 100%, and discounted interest rates⁹. To understand how a financing program similar to the Canada Mortgage Housing Corporation (CMHC) Rental Construction Financing Initiative (RCFi) would impact the multiplex in the scenario above, we model a 80% loan to value – as a starting equity requirement, which decreases with each incremental grant contributions – and an amortization period of 50 years in **Table 35**. The interest rate modelled in this scenario is 4.0%.

⁹ Discounted interest rates are typically offered in financing programs that require a percentage of the units to meet median household income in the community. For the RCFi program, 20% of units need to be below 30% of median household income in a community. Other funding programs with different eligibility criteria are available which include BC Housing's Community Housing Fund.

Table 35: Landowner Led Equity Distribution (Scenario 2A) in 10-Unit Multiplex with Alternate Financing Terms at 4.0% Interest Rate

Grant/ Fund (\$)*	25% Equity from Landowner (\$)	Rent (\$ Monthly)			Annual Return (\$)	Annual Return on Equity (%)
		1-Bdrm	2-Bdrm	3-Bdrm		
No Grant	\$1,442,395	\$2,140	\$3,032	\$3,567	\$26,759	1.9%
\$100,000	\$1,441,585	\$2,108	\$2,986	\$3,513	\$26,274	1.8%
\$200,000	\$1,440,794	\$2,077	\$2,942	\$3,461	\$25,801	1.8%

Under this improved scenario, the required rents are closer to the market rent guidelines. At a grant contribution of up to \$10,000 per door (i.e., a total of \$100,000), decreases the monthly rent by \$32, \$46, and \$54 for the 1-, 2- and 3-bedrooms, respectively. At a grant contribution of \$20,000 (i.e., a total of \$200,000), the monthly rent is decreased by \$63, \$90, and \$106 for the 1-, 2- and 3-bedrooms, respectively. As with the previous scenario, additional funding could be acquired by the housing provider to further deepen the affordability of the units.

While the RHP pre-development funding of \$100,000 or \$200,000 would not be able to offset the total estimated pre-development costs of a single development project, it allows the housing provider to move past certain stages of the development process and to redirect their initial funds towards another development cost. The effect is that it decreases the overall development costs, which improves project success and leads to lower required rents as shown in **Table 34** and **Table 35**.

While the rents in **Table 34** and **Table 35** may not meet the rental housing affordability guidelines upon completion, the rents secured at first tenancy will be held to controlled rent increases outlined in the housing agreement. Over the term of the housing agreement, these units would have below-market rents and be considered non-market housing units. Furthermore, the affordability could be deepened if additional funding programs beyond the RHP grant and the CMHC RCFi could be stacked.

3.4.1 Possible Cost Efficiencies in Multi-Unit Development

In addition to offsetting development costs through grants, the financial viability of a project can be increased by finding cost efficiencies through design and construction. While a higher density multi-unit development project (e.g., 20 units) was not modelled in this analysis, increasing the number of units would be beneficial from a financial perspective because it can lower the capital cost per unit as well as the operating costs per unit. The capital cost savings can only be found by placing more units into one building and distributing the cost of shared components (e.g., roof, walls, mechanical systems, etc.). If these units are distributed across plex-type buildings, such as in 10-unit multiplex example discussed above, then these cost efficiencies may be lost. The density allowance of lots is controlled through zoning and is a factor that is within the authority of local governments to change.

Some items in operational costs for multi-unit buildings are fixed and can be distributed at a lower cost per unit when the number of units are increased within a building. However, if the number of units in a building is too small, then the building cannot sustain full-time equivalent staff. In smaller multi-unit projects, this will drive up staffing costs in order to hire someone. While this is not a labour market issue that is unique to the CRD's rural areas, it is a challenge that can be lessened if more multi-unit buildings existed (to share resources across the same owner) or if more density were permitted on the development site.





Affordable Homeownership

4.0 Affordable Homeownership

Affordable homeownership programs in Canada are generally focused on assisting households within a certain income range to enter homeownership, which provides an opportunity to free up rental housing.

Securing affordable homeownership units at the local government level is not common in Canada. This could be attributed to the greatest housing need being in markets where ownership prices are high; however, it can also be attributed to the fact that the cost to subsidize affordable homeownership units is high.

Nonetheless, some municipalities have established their own programs or have obtained these units on an ad-hoc basis. The program rules vary depending on the administrator and, in recent years, the calculation of the resale value for affordable unit has become an even more important consideration as housing prices dramatically increase in some markets.

4.1 Rent-to-Own Options

Rent-to-own programs are viewed as an affordable homeownership program because it bypasses the need for a down payment: the rent paid by the tenant becomes the equity or downpayment required to purchase the house. The idea is to hold the property for the would-be buyer until they can save up what is needed to qualify for a conventional mortgage with a lending institution. The terms of a rent-to-own program vary and are set by the administrator. In general, it is an agreement between renters and property owners or investors to buy a home at a set price at a future deadline. The agreement is made up of a lease and an option to purchase.

4.1.1 Agreement Types

As rent-to-own programs are relatively new, there are generally only two types of rent-to-own agreements available to tenants in Canada¹⁰. These two agreement types are summarized below:

- **Lease-Purchase Agreement:** This type of agreement virtually guarantees that the tenant will purchase the home once their rent-to-own agreement is complete. These are usually designed to safeguard landlords, so they have a designated buyer.
- **Lease-Option Agreement:** This type of agreement gives the tenant the option of purchasing once the rent-to-own agreement is up and the rent they paid goes towards the equity contribution for a downpayment. While there is no obligation to purchase the home, the money the tenant has put towards the house will not be reimbursed. In that sense, it becomes more like a regular rental agreement.

4.1.2 Organizations Providing Rent-to-Own Options

In addition to the agreement type, there are three types of organizations in Canada who administer rent-to-own programs:

1. **Lending Institutions and Investors**
2. **Developers (*with funding from government*)**
3. **Public Sector Organization**

In some cases, the different types of organizations work together to provide rent-to-own financing for occupants. The biggest difference between the organizations, however, is the distinction between for-profit and non-profit. Having an investment return requirement changes the way the rent-to-own program is structured. This is because the initial mortgage (i.e., during the lease agreement period with the tenant and landlord) is held by the owner. As this owner is taking on risk, they could add additional fees, potentially in the form of higher interest rates and rents, to recover the cost of this risk.

The degree of risk and equity required to build and hold the initial mortgage for would-be buyers is likely why there are very few public sector organizations who administer rent-to-own builds. The authors of this report are only aware of one public sector organization who is developing and administering their rent-to-own units. The organization is a First Nation with specific program goals to house their members, and as such, there is no expectation to receive a return on their equity contribution. A complete list of the organizations researched is available in **Appendix A**.

¹⁰ Research was conducted on rent-to-own models in the United States of America; these models either follow similar program requirements and methodology as those in Canada, or are down payment matching programs.

4.1.3 Funding Opportunity: CMHC Rent-to-Own

In Canada, the only existing funding opportunity for publicly-owned rent-to-own programs is the Canada Mortgage and Housing Corporation (CMHC) Rent-to-Own funding stream nestled within the Affordable Housing Innovation Fund. This funding is directed to housing providers interested in developing, testing, and scaling innovative rent-to-own models and projects.

This program seeks to provide housing providers the resources to identify better ways of meeting housing challenges, including financing projects and developing funding models enable rent-to-own housing across Canada. As such, there are program fulfilment requirements related to capturing and sharing lessons learned to transfer knowledge. Eligible projects must also demonstrate innovation, affordability, financial sustainability, and safeguards to protect prospective homebuyers. A key outcome of this program is for participants to identify methods to calculate the resale value of rent-to-own units, as this is an emerging area of administering affordable homeownership programs.

The list of eligible recipients is broad and include municipalities, provinces, and territories; private sector developers and builders; non-profit housing providers and community housing organizations; and Indigenous governments and organizations.

4.1.4 Summary

Mechanisms for securing affordability

If there is not a measure in place to regulate property value increases between ownership change, the affordability of the unit can be lost after the first homeowner returns the house to the market. In the research examples, the resale value of the rent-to-own units were not restricted after the first homeowner. As such, the CMHC Innovation Fund program requires there to be a clear methodology for determining future sale price.

Benefits of rent-to-own

Rent-to-own programs require an initial investor who is willing to front-end the project with equity needed to build the project. A successful rent-to-own program brings new rental units into a market that could become ownership units, which free up rental units for other households in the community, and offers an opportunity for households to purchase a house when they otherwise may not be able to afford homeownership.

Limitations of rent-to-own

The limitation to the rent-to-own concept is that the program will vary depending on the policy or investment goal. For instance, some investors may require a return on equity for taking on this risk, which can be built into the rent required or interest rate, which effectively raises the costs for the tenant and eventual homebuyer. The benefit of owning a house is the opportunity for the homeowner to capitalize on any appreciation gains upon the sale of the house. The policy goal of such a program should be clear and transparent about whether it is to secure a non-market affordable unit or to enable the first homeowners to capitalize on the asset upon sale.

4.2 Down Payment Matching Options Programs

Down payment matching programs are offered by several organizations in Canada. The intent of these programs is to lower the down payment required for the eligible household by providing a supplementary down payment as a second mortgage. This in turn helps households to access a mortgage, lowers monthly mortgage payments (i.e., smaller principal mortgage amount), and lowers insurance premiums if the minimum downpayment is reached.

4.2.1 Options Ready Program

One of the more established down payment matching programs is offered by Options for Homes, a non-profit organization, and serves the Greater Toronto Area market. The **Options Ready Program** requires a minimum of 5% down payment from the applicant and will provide down payment support from 10% to 15% of the purchase price. As Options for Home is a non-profit organization, they forego the initial developer's profit on the construction of the house and use the equity towards matching the applicant's downpayment.

The Options Ready Program operates on a shared-equity approach. This means that upon sale of the unit, homeowners are required to pay back the second mortgage, any associated interest due on the second mortgage, and capital appreciation associated with the second mortgage. In addition, participants can keep any capital appreciation on their portion of the equity. Since this program relies on a market value increase of the house upon sale, it does not maintain affordability past the first owner.

An important distinction to note in the Options Ready Program is that any capital appreciation on the second mortgage amount is returned to Options for Homes, which is then re-invested into the community to build additional affordable homes. This program may work well in an area where the housing market is strong and there is a vested interest from a developer to provide this service.

4.2.2 Municipal Affordable Homeownership Programs

The City of Langford in British Columbia (BC) operates an Attainable Homeownership Program, with the most recent policy amendment in February 2023. It is intended to assist Langford residents earning less than \$150,000 in household income. The City provides a grant towards a 5% down payment for the housing unit¹¹. The grant amount varies based on the maximum purchase price set for the housing unit (e.g., 1-bedroom, 2-bedroom, and 3-bedroom units) and the household income. The grants are as follows:

- Household Income of less than \$119,999: 75% of the 5% downpayment
- Household Income of between \$120,000 and \$134,999: 50% of the 5%downpayment
- Household Income of between \$135,000 to \$150,000: 25% of the 5% downpayment

The attainable units under this program are provided by developers and must abide to construction requirements outlined in the program policy. The program restricts the resale value of the units for the first five years of the program, after which there are no restrictions. The inability to secure affordability for future users is a limitation in the program.

Given that the maximum purchase price for the largest unit (e.g., 3-bedroom unit) is \$499,000, the maximum grant available would be \$18,713 for a household earning less than \$119,999. This policy appears to work for apartment units in high cost of living markets (e.g., higher salaries).

The County of Simcoe in Ontario offers an **Affordable Homeownership Program**. It is intended to assist low-to-moderate income renter households located in Simcoe County. The County does not own or secure affordable homeownership units, instead it provides a 10% down payment assistance (to a maximum of \$50,000) to the eligible participant's preferred house on the market. The program has rules governing the eligibility of households for the program and applicants need to be pre-approved for a mortgage. The 10% down payment is offered as a 20-year, interest free, forgivable loan with the condition that the mortgage cannot be refinanced for a higher amount than the original. The program does not restrict capital appreciation upon sale of the property, meaning the affordability of the unit is not carried over to the next purchaser.

¹¹ The program participant cannot put more than a 5% downpayment (including City of Langford grant) towards the purchase of their house.

4.2.3 Funding Opportunity: BC Housing Affordable Home Ownership Program (AHOP)

The **Affordable Home Ownership Program** (AHOP) is administered by BC Housing with the goal of increasing affordable housing for middle-income households across BC. The program helps home purchasers to target a minimum down payment of 10% on the home's value.

Through this program, BC Housing provides home purchasers with an interest-free second mortgage, known as an AHOP Mortgage, toward the purchase of their home. The buyer is required to contribute a minimum of 5% on the first \$500,000 of the home value (10% downpayment is required on the remaining value of a purchase over \$500,000). The AHOP Mortgage is interest and payment-free for up to 25 years. AHOP units can be built using BC Housing's low interest interim construction financing and equity contributions.

The AHOP program requires a partnership between the project partners¹² – which typically consists of a developer and a local government – and BC Housing, which may not be suitable for every local government depending on their capacity to support the AHOP project. In addition, the intention of the AHOP is to reinvest the funds back into community, however it is not clear what this entails and how many addition units can be built. If no restrictions are placed on the AHOP units, then the affordability on the AHOP units could be lost once the unit is sold on the market.

Repaid AHOP Mortgage amounts are contributed to the local government where there is an agreement in place to help support more affordable homes within that local government. If there is no agreement in place between BC Housing and the local government, BC Housing will use the proceeds to help support more affordable homes in British Columbia.

¹² The term of "project partner" is loosely used in the BC Housing AHOP Framework, indicating flexibility in the program for who the local government partner can be. To date, the program uptake has been for five projects which are all located in a municipal jurisdiction.

4.2.4 Summary

Mechanisms for securing affordability

Mechanisms to secure affordability are not commonly implemented in the research examples. One approach that is used to secure affordability on affordable homeownership units is to restrict the resale value for a certain number of years after date of purchase. The City of Langford does this through the use of Housing Agreements adopted as a bylaw and registered on title.

Benefits of down payment matching

Down payment matching programs enable people who may not have been able to access homeownership the opportunity to do so and frees up rental housing for other households. The ability to utilize capital allows individuals to purchase an asset they may not otherwise be able to afford. Down payment matching programs – if allowing for up to 20% of purchase price – can also enable individuals to have lower mortgage payments which can support manageable cash flow. Additionally, insurance premiums are often reduced due to the higher down payment amount, providing individuals with access to more of their monthly income.

Limitations of down payment matching

The agreement language within down payment matching programs is vague regarding the role definition of all parties, namely: developers, individual private owner, the local government and other parties (e.g., BC Housing). It is also unclear what the municipality must commit to in order promote these partnerships and the risks that they must be willing to take on in engaging in the relationship.

There is also an amount of administrative burden in monitoring and enforcing these agreements, especially if affordability is to be maintained throughout the duration of the housing agreement. There are many stipulations about subleasing or selling units to ensure the objective of the program maintains its integrity. The responsibility of ensuring these units is not rented or sublet falls on the program partner (e.g., local government or funder).



Findings

5.0 Findings

This section highlights the key findings from the rental housing analysis and affordable homeownership research. This analysis demonstrates that there are a number of ways that funding can be used to increase the affordability of housing units or to provide an incentive to increase the number of housing units built.

It is important to note that these financial analysis scenarios represent one development cost for each housing typology. Variations in development costs will exist across properties in the CRD's rural areas, and the impact of grant funding may generate deeper affordability if the development costs are below what is modelled here. Considerations include lower operating costs, in-kind contributions by tenants and volunteers (e.g., sweat equity), or more casual labour crews.

To illustrate the potential reach of the program, and to compare opportunity across the housing types, this section allocates a theoretical affordable housing sum of \$5M, \$10M, and \$15M for each stream.

5.1 Partnerships

The analysis in this report reflects current market conditions, and a potential improved scenario where the interest rates are lowered to 4.0%. Despite this, we anticipate the RPH would be able to maximize the grant contributions if multiple government funding programs were stacked together. Below is an example of list of potential programs mentioned that are important for the CRD, senior levels of government, and housing non-profit housing providers in the CRD's rural areas to take note of:

- BC Rural Economic Diversification and Infrastructure Program
- CMHC Rental Construction Financing Initiative Program (RCFi)
- BC Housing Community Housing Fund
- BC Housing Secondary Suite Program
- BC Housing Affordable Homeownership Program (AHOP)

Some of these programs have eligibility criteria that preclude affordable housing development projects in the CRD's rural areas unless they are multi-family projects (i.e., not multi-plexes).

5.2 Mechanisms for Securing Affordability

As noted previously, the required rents are the starting rents for the first tenancy and annual increases will be controlled in exchange for the grants. To secure the affordability of homeownership or rental units over an extended period of time, a mechanism needs to be set up in order to prevent sale prices or rents from going to full market value between occupants. A housing agreement is the only legal tool available to local governments to secure the term, household income limits, housing prices or rents, and other restrictions to ensure affordability between users of affordable homeownership units.

Outside of housing agreements, further research is needed to understand whether additional tools are available to local governments, such as forgivable loans or partnerships with non-profit organizations who could sign a land lease agreement with individual landowners. The CRD is currently undertaking a Housing Agreement Program review which will help inform the implementation of the RHP.

5.3 Rental Housing Analysis

5.3.1 Secondary Suites – Renovation



1-Bedroom Unit

- The most financially viable rental housing to develop under current market conditions is the renovation of 1-bedroom secondary suites. This rental housing requires the least amount of equity, requires less approvals and construction, and can achieve and potentially exceed the bottom threshold of market rental rates for 1-bedroom units across the CRD's rural areas.
- A drawback to secondary suite renovations is that it is up to the individual landowner to invest in and operate. In Scenario 2A, under the 7.0% interest rate scenario, while the rent (\$1,487) is within the market rent guideline (\$1,500), the annual return of 2.5% on the landowner's initial equity of \$56,000 may not be competitive enough. As such, a greater financial incentive may be required to encourage landowners, either through stacking government funding programs or through the top up equity approach (i.e., Scenario 2B).
- The Scenario 2B top-up equity distribution model with grant funding of 15% equity (\$34,000) could lower the required landowner equity from \$56,000 to \$34,000 while maintaining the monthly rent at \$1,487 under the 7.0% interest rate scenario and \$1,132 under the 4.0% interest rate scenario.



2-Bedroom Unit

- With grant funding up to \$30,000 per door, under the following scenarios, the required monthly rents could be:
 - » 7.0% Interest Rate: \$2,078
 - » 4.0% Interest Rate: \$1,496
- Alternatively, a top-up equity distribution model with grant funding of 10% equity (\$36,000) could lower the required landowner equity from \$89,000 to \$54,000 while maintaining the monthly rent at \$2,288 under the 7.0% interest rate scenario and \$1,753 under the 4.0% interest rate scenario.

5.3.2 Secondary Suites – New Construction



1-Bedroom Unit

- A new secondary suite unit is the second most financially viable rental housing to develop under current market conditions.
- Under the 7.0% interest rate scenario, the construction of a new 1-bedroom secondary suite will require a monthly rent of \$1,837 which is slightly above the market rental guideline of \$1,500. However, the annual return of 2.5% may not be competitive enough for all landowners to invest the initial equity of \$70,000.
- With grant funding up to \$30,000 per door, under the following scenarios, the required monthly rents could be:
 - » 7.0% Interest Rate: \$1,583
 - » 4.0% Interest Rate: \$1,204
- Alternatively, a top-up equity distribution model with grant funding of 10% equity (\$28,000) could lower the required landowner equity from \$70,000 to \$42,000 while maintaining the monthly rent at \$1,837 under the 7.0% interest rate scenario and \$1,391 under the 4.0% scenario.



2-Bedroom Unit

- With grant funding up to \$30,000 per door, under the following scenarios, the required monthly rents could be:
 - » 7.0% Interest Rate: \$2,646
 - » 4.0% Interest Rate: \$1,985
- Alternatively, a with grant funding of 10% equity (\$45,000) could lower the required landowner equity from \$114,000 to \$68,000 while maintaining the required rent at \$2,891 under the 7.0% interest rate scenario and from \$112,000 to \$67,000 while maintaining the required rent at \$2,172 under the 4.0% scenario.

5.3.3 Cottages – New Construction



1-Bedroom Unit

- After secondary suite renovations and new suite construction, cottage units are the third most financially viable rental housing to develop under current market conditions.
- With grant funding up to \$60,000 per door, under the following scenarios, the required monthly rents could be:
 - » 7.0% Interest Rate: \$2,118
 - » 4.0% Interest Rate: \$1,615
- The biggest cost barrier to cottages is the site preparation required and the installation of septic systems which can cost \$50,000 or more per site.
- Alternatively, a top-up equity distribution model with grant funding of 10% equity (\$40,000) could lower the required landowner equity from \$100,000 to \$60,000 while maintaining the required rent at \$2,616 under the 7.0% interest rate scenario and \$99,000 to \$59,000 while maintaining the required rent at \$1,984 under the 4.0% scenario.



2-Bedroom Unit

- With grant funding up to \$60,000 per door, under the following scenarios, the required monthly rents for a new build 2-bedroom cottage would be:
 - » 7.0% Interest Rate: \$3,484
 - » 4.0% Interest Rate: \$2,626

- The equity needed to build a 2-bedroom cottage is high (~\$156,000 at 25% contribution), and may be less accessible to a broader range of landowners than a 1-bedroom cottage. A top-up equity distribution model with grant funding could lower the barrier to building 2-bedroom cottages by providing a financial incentive to landowners.
 - » Grant funding of 10% equity (\$61,000) could lower the required landowner equity from \$156,000 to \$93,000 while maintaining the required rent at \$3,979 under the 7.0% interest rate scenario and from \$154,000 to \$92,000 while maintaining the rent at \$2,934 under the 4.0% scenario.

5.3.4 Multiplex Rental Housing – New Construction

- The 10-unit rental housing is made up of duplexes and triplexes and is intended to represent one type of multi-unit building. This analysis signals a strong need for government grants to increase the affordability of multi-unit rental housing projects in CRD's rural areas as construction costs are high across all housing types (e.g., ground-oriented and multi-unit).
- Our analysis models an initial required equity of \$1.8 million under the current interest rate of 7.0%. The pre-development costs (i.e., rezoning costs related to prove servicing and environmental standards, plus infrastructure-related costs during the subdivision and building permit process) can range anywhere from the low \$300,000 to \$500,000. These costs could vary depending on the specific site and development conditions.
- With grant funding of \$10,000 per door (i.e., \$100,000), under the following scenarios without stacking additional funding programs, the required monthly rents could be lowered by:
 - » 7.0% Interest Rate:
 - 1-Bdrm: \$60
 - 2-Bdrm: \$85
 - 3-Bdrm: \$100
 - » 4.0% Interest Rate, 50 year amortization period, 80% Loan to Value:
 - 1-Bdrm: \$32
 - 2-Bdrm: \$46
 - 3-Bdrm: \$54

- With grant funding of \$20,000 per door (i.e., \$200,000), under the following scenarios without stacking additional funding programs, the required monthly rents could be lowered by:
 - » 7.0% Interest Rate:
 - 1-Bdrm: \$118
 - 2-Bdrm: \$167
 - 3-Bdrm: \$197
 - » 4.0% Interest Rate, 50 year amortization period, 80% Loan to Value:
 - 1-Bdrm: \$63
 - 2-Bdrm: \$90
 - 3-Bdrm: 106

Benefits of Pre-Development Funding

- A CRD funding program to support pre-development costs such as professional reporting or infrastructure upgrades would increase the viability of multi-unit projects, especially those being advanced by the non-profit housing sector. Additional pre-development funding can support investment in key infrastructure such as well development, driveway construction, and/or professional reporting.
- The impact of the pre-development funding, along with the stacking of other potential grants offered (as outlined in Section 5.1) could encourage more housing providers to develop in CRD's rural areas by:
 - » Increasing the equity in the project by providing grant funding – which opens up opportunities to secure other funding and lowers required rents;
 - » Decreasing the high financial threshold that organizations need to fundraise for multi-unit developments, and therefore lowering the barrier for organizations to pursue these development concepts.

5.4 Affordable Homeownership Analysis

5.4.1 Rent-to-Own

- Rent-to-own program terms and conditions will vary depending on the individual project and in most cases, the affordability of the home is lost after the unit is returned to the market after the first owner, unless a mechanism is put in place to maintain affordability between users.
- As the average 2021 housing price across the SGIs is \$767,500 and the cost to build a single unit in a multi-unit dwelling is around \$700,000, the initial equity required to take out a mortgage for a rent-to-own unit could be a barrier. Without an initial investor who is willing to provide equity for the development of rent-to-own dwellings, the program reach for this stream would be low, as the CRD or another organization would be responsible for taking the unit off the market to maintain affordability.
- While rent-to-own programs can include lower density forms of housing, the program is most cost effective with multi-unit buildings because government grants can be used to lower the development price, resulting in a lower purchasing price of the units.

5.4.2 Down Payment Matching

- Down payment matching programs enable people who may not have been able to access homeownership the opportunity to do so. However, depending on the home purchase price, the equity required can be high and may be a less effective use of funds (if provided) when compared to other rental housing options in this study (e.g., cottages, secondary suites).
- Similar to rent-to-own programs, if the policy goal is non-market affordable housing past the initial owner, a mechanism needs to be put in place to ensure the unit does not revert to market value upon sale of the property.

5.5 Potential Reach of the Rural Housing Program

Given the findings above, if the RHP were to carry a hypothetical reserve of \$5.0 million to \$15 million, then the investment dollars should be allocated in a way that maximizes the reach of the program.

Table 36 below illustrates a funding allocation of 75% for rental housing and 25% for affordable homeownership, distributed as follows:

- **Secondary Suite, Renovations:** \$30,000 per door (1- and 2-bedrooms)
- **Secondary Suite, New Construction:** \$30,000 per door (1-bedroom) and \$60,000 per door (2-bedrooms)¹³
- **Cottage, New Construction:** \$60,000 per door (1- and 2-bedrooms)
- **Multi-Unit:** \$10,000 per door (all unit types)
- **Rent-to-own:** 10% of downpayment or \$76,750 in this instance¹⁴
- **Downpayment matching program:** 10% of downpayment or \$76,750 in this instance¹⁵

Using this distribution under the \$5.0 million program outreach, a total of 165 affordable units would be supported:

- **Secondary Suite, Renovations:** 33 units
- **Secondary Suite, New Construction:** 22 units
- **Cottage, New Construction:** 29 units
- **Multi-Unit:** 75 units
- **Rent-to-own:** 3 units
- **Downpayment matching program:** 3 units

¹³ A 50/50 split is assumed as the distributed share of 1-bedroom and 2-bedroom secondary suites in the new construction category.

¹⁴ Assumes 10% of the average housing sales price for an older home – approximately \$767,500 across the SGI in 2021 – or 10% of the construction price for a new multi-unit dwelling (e.g., plex). This assumes there would be a program administrator and an investor willing to assume the risk of taking the unit off the market during the period where the program participant rents the house.

¹⁵ Same as Footnote 14, except the program participant would be responsible for purchasing the house under a housing agreement at the outset.

Table 36 below breaks this out further under a \$5.0 million, \$10 million, and \$15 million funding reserve.

Table 36: Potential Funding Allocation Under the Rural Housing Program

	\$5 Million			\$10 Million			\$15 Million		
	Funding Allocation (%)	Funding Amount (\$)	Estimated Number of Units Supported	Funding Allocation (%)	Funding Amount (\$)	Estimated Number of Units Supported	Funding Allocation (%)	Funding Amount (\$)	Estimated Number of Units Supported
Secondary Suite – Renovation	20%	\$1,000,000	33.0	20%	\$2,000,000	66	20%	\$3,000,000	100
Secondary Suite – New Construction	20%	\$1,000,000	22.0	20%	\$2,000,000	44	20%	\$3,000,000	66
Cottage – New Construction	35%	\$1,750,000	29.0	35%	\$3,500,000	58	35%	\$5,250,000	87
Multi-Unit	15%	\$750,000	75	15%	\$1,500,000	150	15%	\$2,250,000	225
Rent-to-Own	5%	\$250,000	3.0	5%	\$500,000	6	5%	\$750,000	9
Down Payment Matching Program	5%	\$250,000	3.0	5%	\$500,000	6	5%	\$750,000	9
Total	100%	\$5,000,000	165	100%	\$10,000,000	330	100%	\$15,000,000	496



Recommendations

6.0 Recommendations

Based on the analysis findings, we recommend six (6) strategies for the CRD when developing and implementing the RHP. Community engagement is recommended to inform the potential uptake of the program and to understand which incentives are most attractive to landowners.

Recommendation 1

- **The RHP should prioritize allocating funding to projects in CRD's rural areas where housing would have otherwise not been created.** While single-detached houses and accessory dwelling units are permitted across SGI and SSI, the uptake to build accessory dwelling units has been slow. Previous studies have shown there is market demand for rental housing on the SGI and SSI, however, there has not been enough incentive or funding available to encourage developers and landowners to fill the market gap.

Recommendation 2

- **Secondary suites have the biggest potential to scale up in unit numbers when coupled with grant funding.** It is recommended that secondary suites receive the highest allocation of funding as it shows that secondary suites have the biggest potential to scale up in unit numbers when coupled with grant funding, making it the most effective use of funding. However, consideration should be given to cultural preferences and whether there would be strong market demand to build these units.

Recommendation 3

- **Cottages have potential to scale up in number of units and may be suitable for middle income households and residents in rural communities.** It is recommended that cottages receive the second highest allocation of funding. Due to the high costs to develop cottages, the program reach may be lessened if development costs are too high or if rents are not affordable for a median-earning renter household. In addition, collaborating with different development approval authorities to create a pre-approved design for cottages, including septic system design, can deepen affordability.

Recommendation 4:

- **Multi-unit buildings should receive the third highest allocation after secondary suites and cottages, as the projects are approved infrequently. Where possible, the stacking of government funding programs will bring deeper affordability to multi-unit developments, including the allowance of more units (e.g., higher density) into one building to realize cost efficiencies.**

Recommendation 5:

- **Entry-level homeownership programs should have smaller funding allocations as the investment costs are high and affordability is not guaranteed to carry over to the next user.** This program reach could be greater if coupled with partnerships or through existing funding programs.

Recommendation 6:

- **When reviewing applications under the Rural Housing Pilot Project, the CRD should take into consideration the following list of factors that impact the effectiveness of the grant.**
 - » Operating expenses will vary project by project, but is an important metric as it impacts how much revenue (e.g., rent) the landowner needs to cover all operational costs. A reasonable operating expense should be proposed.
 - » Different interest rates and amortization periods can dramatically alter the project finances. While we have modelled an interest rate reflecting the current market (7.0% interest rate), and an improved interest rate of 4.0%, a slight increase or decrease and a variance in the amortization period (25 years) will change the impact of any grant funding on the project.
 - » Variations in development costs will exist across properties in the CRD's rural areas, and the impact of grant funding may generate deeper affordability if the development costs are below what is modelled in this report.
 - » The term of the housing agreement should consider the initial grant amount.
 - » Tracking and monitoring rental costs for the secondary rental market in the CRD's rural areas to understand the benchmark market rents year over year in relation to the RHP rents.

Appendices

Appendix A

BC Housing Secondary Suite Incentive Program

The following summarizes eligibility requirements for BC Housing's Secondary Suite Incentive Program:

Homeowners

- Registered owner(s) must be Canadian citizens or permanent residents
- Live in the property as their primary home
- Combined gross annual income of homeowners on title of less than \$209,240 (in the previous tax year)

Properties

- Located within one of the 161 incorporated municipalities in BC
- Have a BC Assessment value below the homeowner grant threshold (\$2.125 million in 2023)

Secondary Suite

- New legal self-contained unit with a kitchen and full bathroom
 - » Improvements to *existing* rental units are ineligible
- Laneway homes / garden suites are eligible
- Received municipal building permits *on* or *after* April 1, 2023

Costs

All costs must be directly related to the creation of the new secondary suite and must be \$20,000 or more. Eligible costs include the following:

- Architectural and design fees
 - » Landscaping costs are ineligible
- Structural modification
- Electrical work
- Fixtures
- Appliances (50% of actual cost to a maximum of \$2,500)
- Building and trade permit fees
- Costs to obtain certificates, drawings and specifications directly related to eligible scope of work
- Materials related to the approved construction
 - » Extensions, conversions, repair, or replacement of items for the homeowner are ineligible
- Contractor labour (not including work done by Applicant or any member of the Household)
 - » Labour costs for work completed by the homeowner are ineligible
- PST and GST

The terms for loan forgiveness are as follows:

- The rebate amount and BC Housing legal costs of \$2,000 will be registered on title for 5 years as a forgivable loan;
- The new suite must be located on the same property where the homeowner lives and continues to be the principal residence;
- The new suite must be rented out at *below market rates*, as determined by BC Housing, for at least five years;
- The new suite was rented for at least 10 months in the preceding year and the tenancy is under an agreement compliant with the Residential Tenancy Act on a month-to-month or minimum 1-year fixed term tenancy; and
- The tenant is not an immediate family member (spouse, child, parent, or sibling) of the homeowner(s).

If the loan forgiveness requirements are met, the loan will be forgiven at 20% per year, inclusive of BC Housing's legal costs, over five years, when all SSIP requirements are met. Note that interest will accrue on the loan based on the current prime interest rate charged by the Royal Bank of Canada, plus 2.00%.

There are no payments required on either the principal or interest during the forgiveness period if the homeowner complies with the terms and conditions of the SSIP loan. In the event the homeowner does not comply with all the terms and conditions, the loan and any interest that has accrued will become payable on demand to BC Housing.

Appendix B

Rent-to-Own Research

Examples of select rent-to-own programs in Canada are broken down below.

- **Requity Homes:** Operates in Northern Ontario (Thunder Bay, Sault Ste. Marie, Sudbury and North Bay), Saskatchewan (Regina and Saskatoon), Alberta (Calgary and Edmonton), and Manitoba (Winnipeg). Requity purchases the home and allows the occupant to rent and save for the downpayment. Then, when the occupant is ready, they can buy back the home or cash out savings.
- **Clover Properties:** Operates throughout Ontario. The program offers 24, 36, or 48 month rent to own programs while tenants live in the home they will own at the end of the program term.
- **MB Rent-2-Own:** Operates in Alberta and Manitoba and targets people specifically who require improvements to their credit score in order to purchase a home. Much like Requity homes MB Rent-2-Own will purchase the home and work with the buyer through improving their credit. An initial deposit of 3% is required for this program
- **GVC Property Solutions:** Operates in the Lower Mainland and Fraser Valley British Colombia. Much like the previous examples, MB Rent-2-Own and Requity Homes, GVC property solutions purchases homes and offers them to the rent-to-own market. Within this program the purchaser puts a down payment of between \$5,000 and \$60,000. Typically, the rent-to- own agreement is 24 months long.
- **RTO Homes:** Operates in the Vancouver area through Apex Western Homes which is a contracting company located in the lower mainland. This program is also targeted to people who have a credit score that would prevent them from being eligible for a mortgage. A 5% down payment is typically required to partake in this program, and available listings are fed through Apex Western Homes.
- **HOS Financial Inc:** operates in Ontario and Quebec. The minimum down payment within this program is the greater of 3% or \$10,000. HOS Financial finds third party investors to purchase properties on the client's behalf. Typically, these agreements span three to five years.

- **JAAG:** Operates in Ontario and targets clients who require time and hands on support to improve their credit scores. This rent to own program typically spans a period of one to three years.
- **Sprout Properties:** Operates across Canada using lending partners. This program is between two and four years in length and requires a downpayment which is the greater of 3% or \$10,000. This program also requires a \$1000 commitment fee. This fee is also counted towards the purchase price.



January 17, 2024

Rural Housing Program Pilot Scoping (2024)

The Capital Regional District (CRD) Rural Housing Program is being developed with acknowledgement that solutions to the housing crisis in CRD's Electoral Areas need to be tailored to the rural context, this is especially true for the Salt Spring Island (SSI) and Southern Gulf Islands (SGI) which are within the Islands Trust Area, and have a special mandate to preserve and protect the environment.

The following provides an outline of a 2024 Rural Housing Program pilot project for the SSI and SGI Electoral Areas.

Proposed CRD Rural Housing Program 2024 Pilot Scoping Work:

1. Build Program to Support Pre-development Funding
 - Engage stakeholders to determine opportunity and anticipate cost to support pre-development work that includes undertaking technical studies and determining infrastructure requirements (including on-site servicing) for multi-unit affordable housing projects.
 - Program will be modelled after the Canada Mortgage and Housing Corporation Seed Funding Program and tailored for the CRD's Rural Housing Program (RHP) Pilot on SSI and SGI.
 - Program criteria will be based on project readiness and effective utilization of funds towards regulatory approvals. Priority will be given to non-profit proponents of affordable housing, with development applications under consideration by the CRD or Islands Trust, or subdivision applications under consideration by the Ministry of Transportation and Infrastructure.
2. Develop a Missing Middle/Accessory Dwelling Unit (ADU) Incentive Program¹ to create non-market housing across the secondary housing market (suites and cottages and missing middle housing typologies).
 - Program design will be guided by the recommendations in the "Rural Housing Pilot Project Analysis," (Urban Matters, 2024).
 - Work in 2024 will include community engagement to test the uptake of different program options, as well as develop criteria, program parameters, application forms, legal and financial reviews, etc. for program roll out in 2025.
 - In future years, subject to funding, the program will offer financial incentives for ADUs in exchange for housing agreements to secure non-market units.
3. In 2024, soft launch of the RHP will be supported by existing staff and supplemented by a program coordinator using Municipal and Regional District Tax Program funding.

¹ Electoral Areas are excluded from Provincial Secondary Suite Incentive Program.



CRD Regional Housing Acquisition Study

Patricia Maloney Consulting



Purpose

- To develop a **Housing Acquisition Strategy** for the Capital Region that will help to respond to the current housing crisis, work with member municipalities and leverage senior government grants.



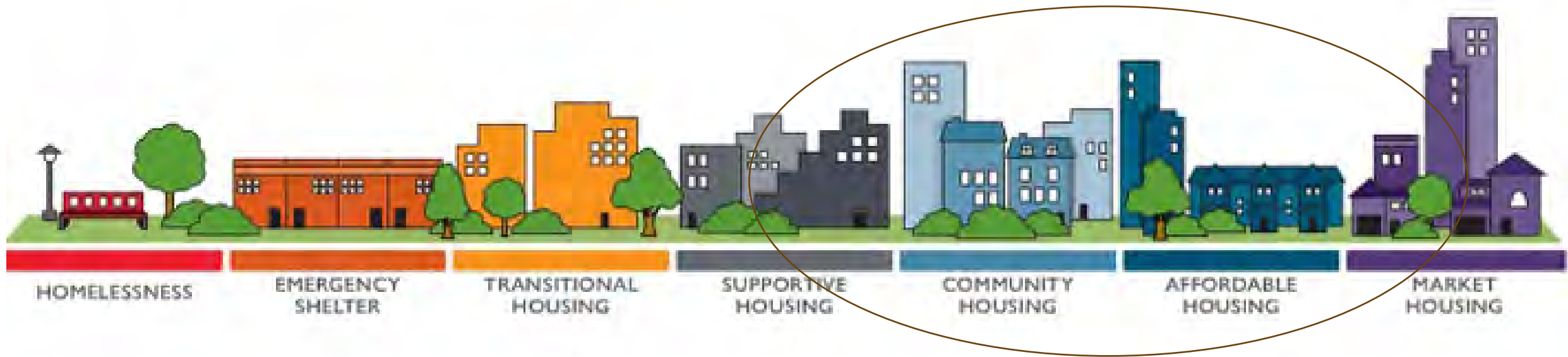
The Project

The CRD engaged our consulting team to prepare a Regional Housing: Acquisition Strategy.

The project has provides guidance on locations for affordable housing, recommendations for policy development, options for acquisition that will provide the CRD with most benefit for investment, and a financial model to assess each potential site and develop a proforma for purchase or development of affordable housing.



Housing Continuum(CMHC)



Guidelines for Study

- **Only consider the urban municipalities;**
- **Consider 10 urban municipalities;**
- **Do not consider land outside of the Urban Containment Boundaries;**
- **Use the BC Housing and CMHC definition of affordable (no more than 30% of pre-tax income spent on shelter);**
- **Only address rental units;**
- **Develop a definition of walkability that will be used to identify appropriate locations for affordable housing projects.**

Location Policies

- Build affordable housing close to amenities, services and facilities to reduce the dependence upon personal vehicles
- Allows for parking requirements to be reduced
- Encourages higher density and mixed land use
- Requires frequent transit to key employment centres
- Requires active transportation options (bike paths) and good pedestrian routes (good sidewalks)
- Create community focus points where people can gather and mingle as part of their daily activities.
- Offer improved access to green space and parks.



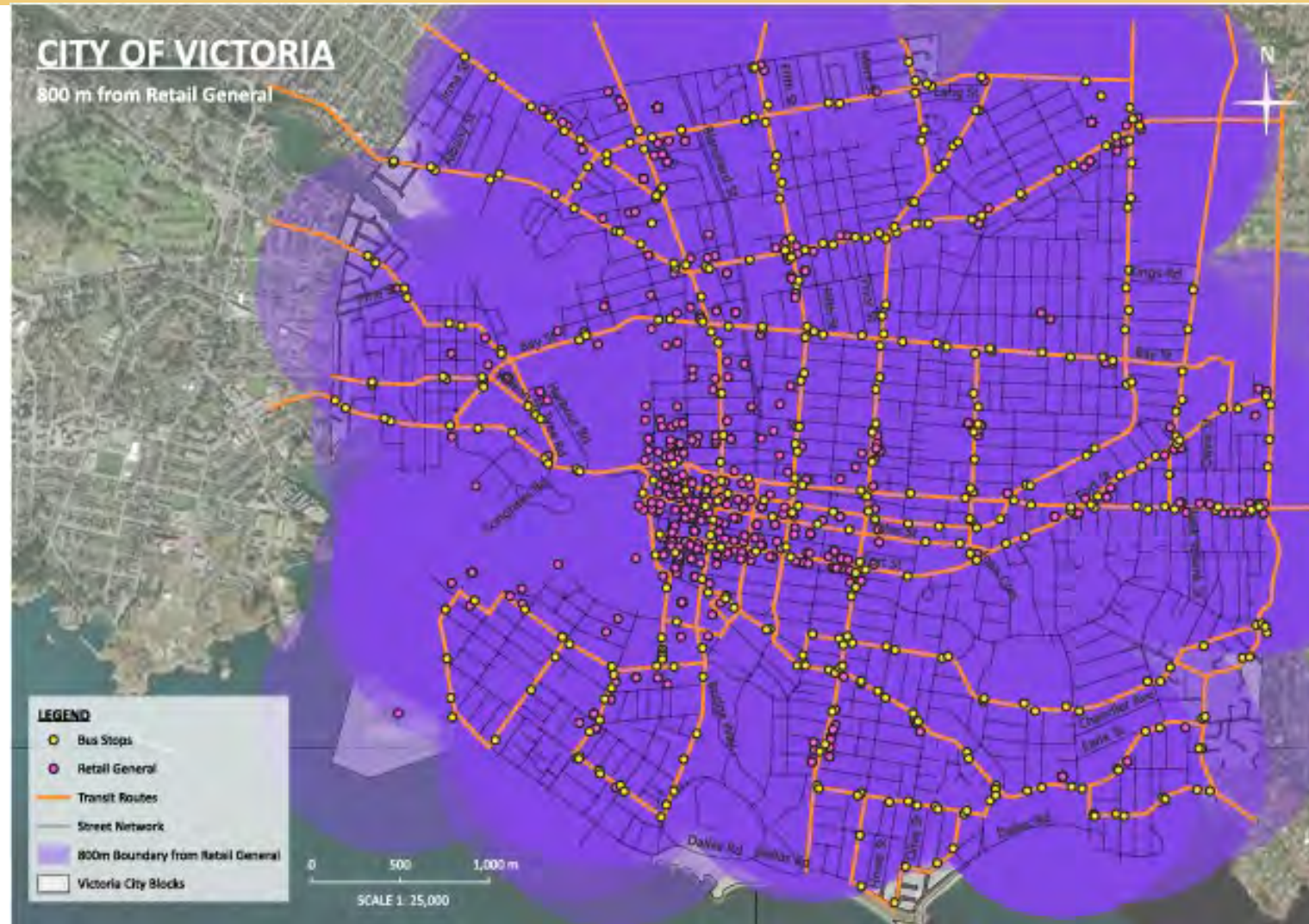
Definition of Walkability

That Lands/real estate will be considered walkable if they are:

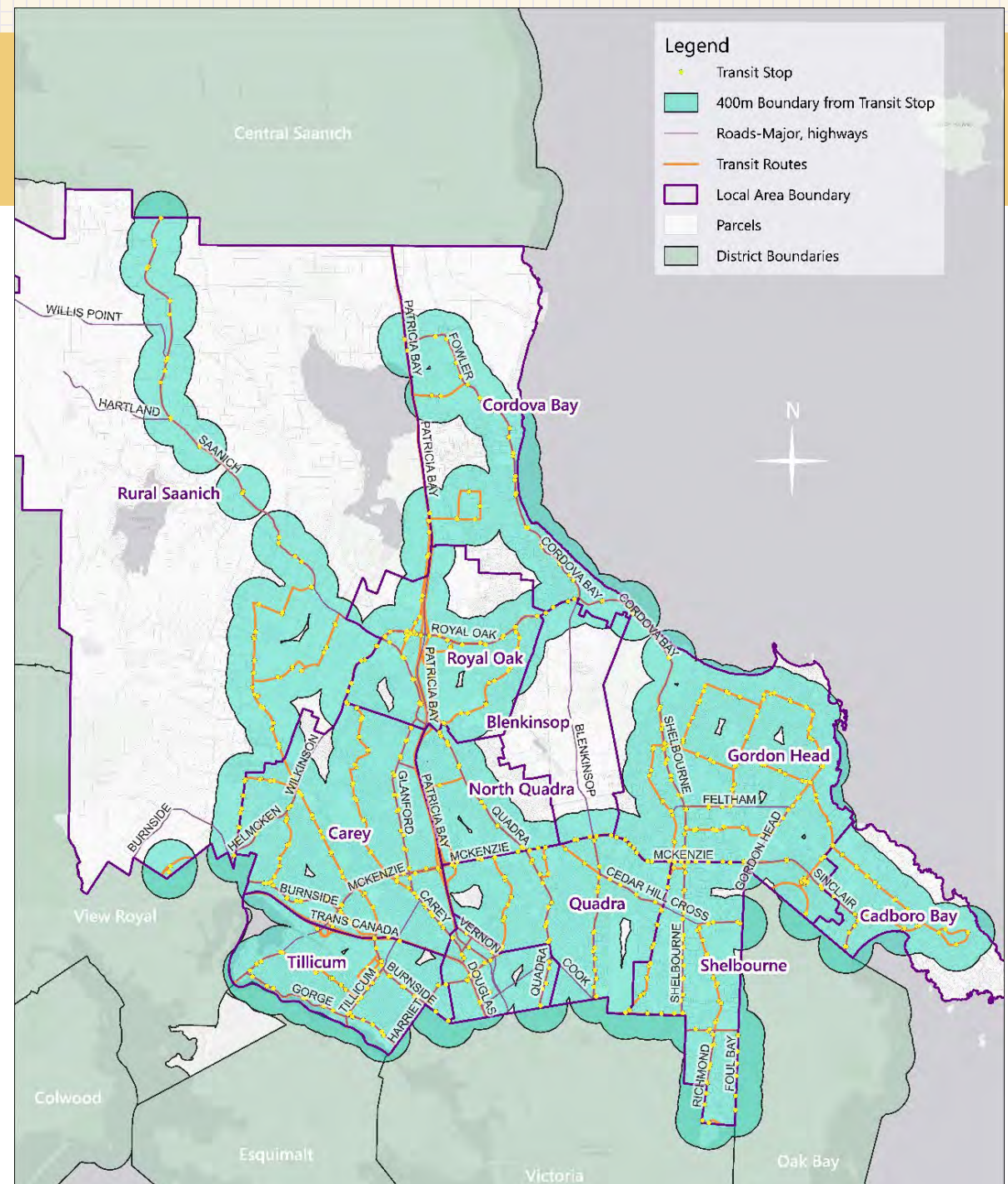
Within 400 meters of a transit stop that provides service with 30 minute or faster service or within 800 meters of three of the following services:

- School/educational facilities,
- Medical services,
- Grocery store and/or shopping centre,
- Financial institutions,
- Government services (social services, child welfare services),
- Parks and recreation,
- Day care,
- Religious/places of worship facilities,
- Employment opportunities,
- Food and beverage services,
- Personal services (insurance, beauty salons and barbershops, health and wellness services, and
- Libraries.

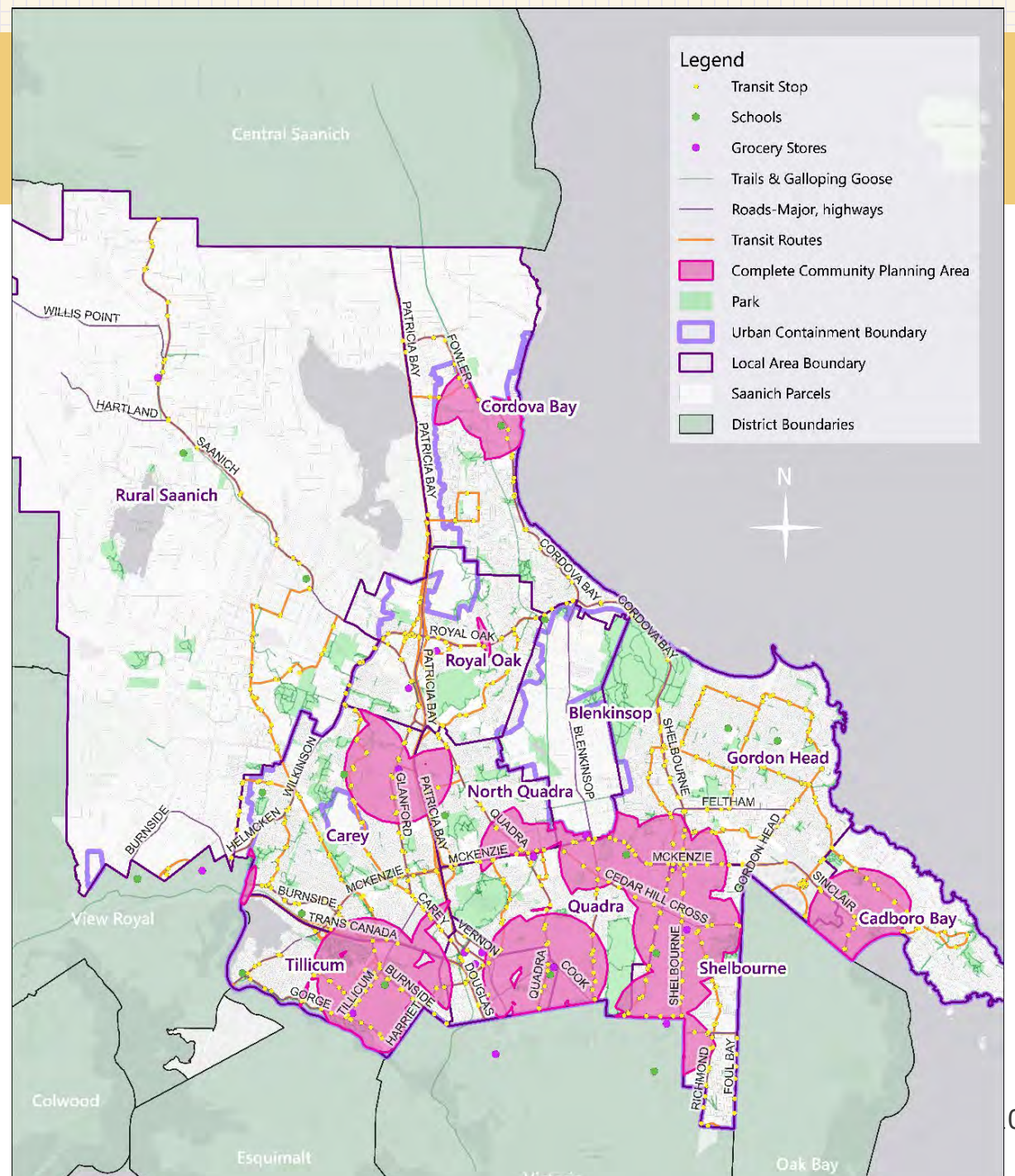
City of Victoria



400 m Transit Walkability for Saanich



Community Services and Facilities Walkability for Saanich



Funding Options

BC Housing

- Community Housing Fund
- Secondary Suite Incentive Program
- Affordable Rental Housing
- Housing Hub

CMHC

- Housing Accelerator Fund
- National Housing Co-Investment Fund
- Preservation Fund
- Affordable Housing Innovation Fund
- CGAH Retrofit Funding
- Rental Construction Financing Initiative
- Seed Funding (to return)

BC Ministry of Housing

- Development Application Permit Review
- Housing Needs Assessments
- Legislative Changes (mandate density, removal of age restrictive stratas, more support for seniors, more money for transitional housing, more funding for indigenous housing)



Acquisition options include:

1. CRD purchasing land and lease to a third party to build and manage
2. CRD to purchase, build and manage
3. CRD to purchase existing residential multi-family building to ensure affordability
4. CRD buy units in market buildings at turn-key price

It is important to note that while the CRD was developing this strategy, the CRD was also seeking permission to borrow \$85 million for seed money for affordable housing projects. However, the CRD does not have any jurisdiction over land, zoning, development regulations, subdivision or Development Permit Area interpretation. The CRD must work in partnership with the municipalities to identify locations for affordable housing that have municipal support for rezoning and development.

Financial Analysis

- **Ten Geographies**
 - **Victoria, Central Saanich, Sidney, Colwood, Esquimalt, Saanich, Langford, Oak Bay, View Royal, Sooke**
- **Consider rental apartment development at four densities (roughly, 4-storey, 6-storey, 10-storey, 12-storey, 15-storey and 18-Storey apartment buildings)**
- **Use two approaches for supplying affordable housing – CRD buys land/builds/manages, and the CRD buys land and nonprofit builds/manages**
- **Consider three levels of affordability (30%, 40% and 50% of median household income within each geography).**

Components of the Financial Model

Land Costs	Architect fees	Operating Costs
Land Financing	Engineering Fees	Periodic Improvements
Construction Costs	Site Servicing	Structural Reserve Fund
Construction Financing	Site Connections	Tenant Improvements
Property Tax Transfer	DCCs and ACCs	Hard Cost Contingency
Other Closing Costs	Landscaping, Signage and Lighting	Furniture, Fixtures and Equipment
Real Estate fees	Project Management	Survey
Property Taxes	Other Consultants	Accounting
GST	School Site Acquisition Charge	Legal
Rezoning Fee	Research and Appraisal	Insurance
Development Permit Application Fee	Building Permit and Inspection Fees	Utilities

What kind of questions can you answer?

- Identify which projects perform better or worse according to any number of metrics.
- Troubleshoot projects by testing which variables need to change to produce desired outcomes.
- In our case, we will be identifying for each scenario its ratio of CRD equity requirement per affordable unit.

Key Findings

- The CRD must be able to respond to opportunities quickly;
- Utilize lands already owned
- Amend OCP's to identify lands for housing (eliminating public hearings for rezoning);
- Pre-zone lands for housing to reduce the costs and time to process applications;
- Relax DCCs and ACCs;
- Waive fees for affordable housing projects;
- Locate affordable housing in walkable areas;
- Remove or drastically relaxing parking requirements;
- Lobby to improve transit services; and
- Increase densities/ FSR in transit-oriented locations.

Each site and building is assessed individually

It is important to note that the Financial Model presented in this report is an example of how the model would work to prepare a pro forma for each individual project identified. The CRD will input the current information for the specific site. The example review completed for this report was based on current municipal LUB regulations and BC Assessment for land prices.

The Model will allow the CRD to assess each individual site, in collaboration with the home municipality to determine the actual financial viability of each project.



Thank you

RURAL HOUSING PROGRAM PILOT FINANCIAL ANALYSIS

**Presentation to the Hospital and Housing Committee, Capital
Regional District**

February 7, 2024

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Context



- Urban Matters CCC was commissioned by the Capital Regional District (CRD) to provide a financial analysis of secondary rental market options with grants or forgivable loans, in exchange for housing agreements to ensure affordability or non-market units.
- There are two driving factors behind this:
 - The development potential of the Electoral Areas is limited
 - The CRD's Southern Gulf Islands Housing Strategy recommended a focus on the secondary housing market because **existing zoning is already in place, but high building costs have limited the uptake.**
- While accessory dwelling units (ADU) are one housing option that could be scaled up, there are examples of multi-unit affordable housing projects being advanced by the non-profit sector on Salt Spring Island and the Southern Gulf Islands, and these groups struggle with high costs at the pre-development phase to ensure their projects are adequately serviced and meet the high environmental standards of Islands Trust.

Project Overview

The project goal is to support the development of a **Rural Housing Program Pilot** by understanding:

1. The financial feasibility of developing different housing type and how the financial feasibility is impacted by financial support;
2. How policies that offer grants or forgivable loans might be designed to result in additional homes being developed.

Rental Housing Analysis

Financial incentives for encouraging the development of accessory dwelling units

Pre-development funding to move multi-plex housing projects forward

Affordable Homeownership Analysis

Review of common entry level home ownership programs in Canada

Rental Housing Affordability Guidelines

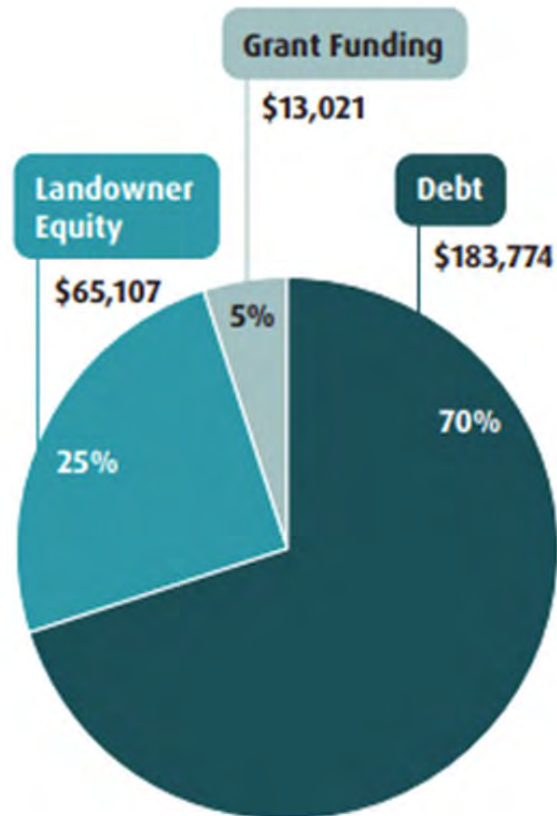
- The Rental Housing Affordability Guidelines provide a benchmark for assessing the results of the financial analysis.
- Based on lower renter household incomes in the Southern Gulf Islands and on Salt Spring Island, the program should consider adjusting rent thresholds to slightly below Housing Income Limits (as set by BC Housing) for these areas.
- Juan de Fuca renter incomes align more closely with those of the Capital Regional District as a whole.

Table 1. Rental Thresholds for the Southern Gulf Islands and Salt Spring Island

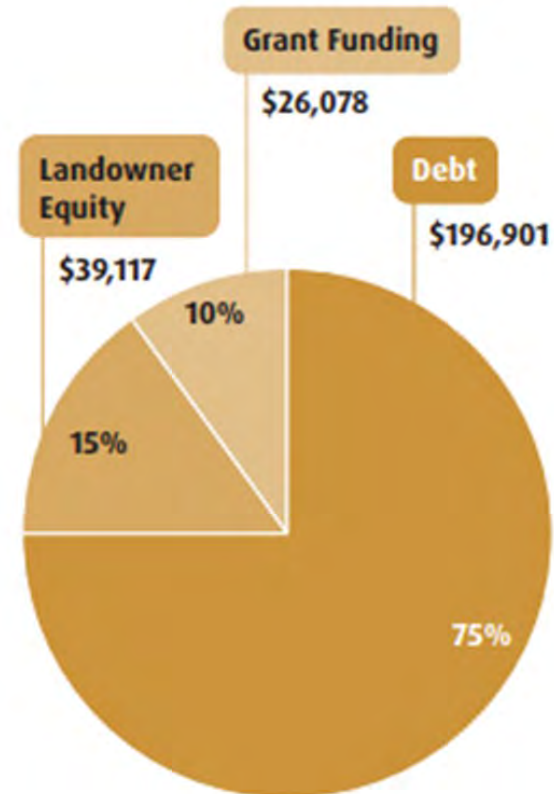
	1 Bdrm/less	2 Bdrm	3 Bdrm
Market Rent and Rent-to-Own Guidelines	\$1,500	\$1,950	\$2,438
Below Market Rental Thresholds	\$1,000	\$1,250	\$1,500
Deep Subsidy Thresholds	\$500	\$750	\$1,000

Equity Approaches

Equity Approach 1: Landowner-Led Equity Distribution (e.g., exceeding the 25% equity)



Equity Approach 2: Top Up Equity Distribution (e.g., added towards the 25% equity)



KEY FINDINGS

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Secondary Suites: Renovation

One Bedroom Unit

- This scenario relies on individual landowner to invest in and operate the units.
- With no grant funding, the required monthly rents could be:
 - 7.0% Interest Rate: **\$1,487**
 - 4.0% Interest Rate: **\$1,132**

Two Bedroom Unit

- With grant funding of \$30,000 per door, under the following scenarios, the required monthly rents could be:
 - 7.0% Interest Rate: **\$2,078** (Baseline Rent: \$2,326)
 - 4.0% Interest Rate: **\$1,496** (Baseline Rent: \$1,753)

Example: Equity Approach 2

Grant for a 1-Bedroom Secondary Suite Renovation, 7.0% Interest Rate

- A \$34,000 grant would act as an incentive by lowering landowner's required equity contribution from \$55,000 to \$22,000
- The landowner would receive 6.4% annual return on their equity contribution.
- The required rent remains at the baseline of \$1,487/month.

Secondary Suites: New Construction

One Bedroom Unit

- With grant funding of \$30,000 per door, the required monthly rents could be:
 - 7.0% Interest Rate: **\$1,583** (Baseline Rent: \$1,837)
 - 4.0% Interest Rate: **\$1,204** (Baseline Rent: \$1,391)

Two Bedroom Unit

- With grant funding of \$30,000 per door, the required monthly rents could be:
 - 7.0% Interest Rate: **\$2,646** (Baseline Rent: \$2,891)
 - 4.0% Interest Rate: **\$1,985** (Baseline Rent: \$2,172)

Example: Equity Approach 2

Grant for a 2-Bedroom Secondary Suite New Construction, 7.0% Interest Rate

- A \$45,000 grant would act as an incentive by lowering landowner's required equity contribution from \$114,000 to \$68,000.
- The landowner would receive 4.2% annual return on their equity contribution.
- The supportable rent remains at the baseline of \$2,891/month.

Cottages

One Bedroom Unit

- With grant funding of \$60,000 per door, under the following scenarios, the required monthly rents could be:
 - 7.0% Interest Rate: **\$2,118** (Baseline Rent: \$2,616)
 - 4.0% Interest Rate: **\$1,615** (Baseline Rent: \$1,965)

Two Bedroom Unit

- With grant funding of \$60,000 per door, under the following scenarios, the required monthly rents for a new build 2-bedroom cottage would be:
 - 7.0% Interest Rate: **\$3,484** (Baseline Rent: \$3,979)
 - 4.0% Interest Rate: **\$2,626** (Baseline Rent: \$2,993)

Example: Equity Approach 2

Grant for a 2-Bedroom Secondary Suite New Construction, 7.0% Interest Rate

- A \$62,000 grant would act as an incentive by lowering landowner's required equity contribution from \$156,000 to \$93,000.
- The landowner would receive 4.2% annual return on their equity contribution.
- The supportable rent remains at the baseline of \$3,979/month.

Multi-Plex

- Multi-plex rental development projects are challenging to develop from a financial standpoint due to several factors:
 - Lengthy pre-development stage
 - High construction costs associated with rural development
 - Lost building cost efficiencies
- A grant to offset a portion of the pre-development costs can encourage more multi-unit development through:
 - Opening opportunities to secure other funding
 - Lowering required rents
 - Lowering the financial barrier for organizations to pursue these development concepts

Example: Equity Approach 2

Grant for a 10-Unit Multiplex Rental Building, 7.0% Interest Rate

- A grant of \$20,000 per door (i.e., \$200,000) would increase financial viability and lower the required monthly rents by:
 - 7.0% Interest Rate: **\$118, \$167, and \$197**
 - 4.0% Interest Rate*: **\$63, \$90, and \$106**
- The stacking of funding from senior levels of government is needed to deepen affordability.

*50 year amortization, 80% Loan to Value

Affordable Homeownership

Option	Definition	Benefits	Limitations
Rent to Own	<ul style="list-style-type: none">Helps a program participant become a homeowner as their rent becomes the downpayment required to purchase the house.	<ul style="list-style-type: none">Bring rental units into a market that could become ownership units.Free up rental units in the market for other tenants.	<ul style="list-style-type: none">Requires an investor willing to hold onto the mortgage during the “rent” period.Requires a sizeable equity contribution in markets where housing sales prices are high – program reach is lower.
Down Payment Matching Options	<ul style="list-style-type: none">Lowers the down payment required for the eligible household by providing a supplementary down payment as a second mortgage.	<ul style="list-style-type: none">Allows individuals to purchase an asset they may not otherwise be able to afford.If downpayment is 20%, it enables enable individuals to have lower mortgage payments.	<ul style="list-style-type: none">Secure affordability between users is not commonly implemented in the research examples.Requires a sizeable equity contribution in markets where housing sales prices are high – program reach is lower.



Recommendations



1. Prioritize allocating funding to projects in CRD's rural areas where housing would have otherwise not been created (e.g., accessory dwelling units in Salt Spring Island and Southern Gulf Islands).
2. Secondary suites have the biggest potential to scale up in unit numbers when coupled with grant funding.
3. Cottages have potential to scale up in number of units and may be suitable for middle income households and residents in rural communities.
4. Multi-unit buildings should receive the third highest allocation after secondary suites and cottages, as the projects are approved infrequently.
5. Entry-level homeownership programs should have smaller funding allocations as the investment costs are high and affordability is not guaranteed to carry over to the next user.
6. Consider other program parameters and factors when developing the Rural Housing Program Pilot.



Recommendations



In summary, the **potential reach of the Rural Housing Program is substantial**, and the program reach depends on the allocation and distribution of funding.

- The allocation strategy for a hypothetical reserve of \$5M to \$15M for the Rural Housing Program pilot should maximize the number of units built.
- The suggested distribution prioritizes rental housing (75%) and affordable homeownership (25%), aiming to create a total of **165 units** under a \$5M program outreach and up to **308 units** under the \$15M program outreach.

THANK YOU

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QUESTIONS

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**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MARCH 06, 2024**

SUBJECT Capital Regional District External Grants Update

ISSUE SUMMARY

To provide the Finance Committee and the Capital Regional District (CRD) Board a bimonthly update on external grants activity for the period between December 19, 2023 and February 19, 2024.

BACKGROUND

This report summarizes activities and outcomes since the CRD External Grants Update was last presented in January 2024. The External Grants Dashboard (Appendix A) details applications submitted, updated, awarded and declined as of 2024. Appendix B provides a summary of grant alerts for 2024 referencing CRD grant applications approved, pending and declined/withdrawn.

IMPLICATIONS

Financial Implications

Grants/Contributions Awarded

1. \$9,922,687 through Canada Mortgage and Housing Corporation's Rapid Housing Initiative – Cities Stream to support the creation of new permanent affordable housing
2. \$252,492 through the Province of British Columbia's (BC) Local Government Housing Initiative to support zoning and development projects needed to meet new legislative requirements through projects such as Official Development Plan updates, Housing Needs Reports as well as other activities
3. \$25,000 through BC Hydro's Energy Audit Program to help fund an integrated energy audit of the Saanich Peninsula Wastewater Treatment Plant, includes profiling energy demand/consumption and development of an opportunity registry
4. \$7,513 through CleanBC's Custom Incentive Program to help fund electrification of Panorama's dehumidification system and support an associated greenhouse gas (GHG) reduction study
5. \$1,000 through the BC Recreation and Parks Association's 2024 Family Day Grant Program to support Family Day activities at The Sooke and Electoral Area Parks and Recreation Commission (SEAPARC)

There are three grants under news embargo.

Applications Submitted

Six CRD applications were submitted:

1. \$100,000 through the Island Coastal Economic Trust's Capital and Innovation Program to fund the Schooner Way-School Trail on Pender Island - estimated total project cost \$1,430,000
2. \$50,000 through the BC Alliance for Healthy Living's Active Community Grants to fund SEAPARC programs aimed at rehabilitation and reintegration of those with breast cancer and brain injuries - estimated total project cost \$55,250
3. \$32,200 through the BC Alliance For Healthy Living's Active Community Grants to fund Panorama Recreation programming to support tennis instruction for Saanich Peninsula schools - estimated total project cost \$39,710
4. \$29,970 through Union of BC Municipalities' (UBCM) Community Emergency Preparedness Fund to support modernization of the CRD's Virtual Evacuee Registration and Assistance Team through the purchase of specialized equipment
5. \$5,485 through Canadian Tire Jumpstart's Community Development Grants to fund Panorama Recreation programming to support tennis instruction for Saanich Peninsula schools - estimated total project cost \$39,710
6. \$4,557 through BC Hydro's Community ReGreening Program to support the beautification of the Dinner Bay Park Fitness Circuit on Mayne Island - estimated total project cost \$7,000

Service Delivery Implications

New Grant Opportunities

Forty grant calls (including programs with multiple streams) were issued during the reporting period and are summarized in Table 1. Appendix B details relevant active grants (as of February 19, 2024) and lists recently closed grants for 2024. Appendix B also references CRD grant applications approved, pending and declined/withdrawn.

Table 1: Grant Calls Issued

Grant	Deadline	Information
TD Friends of the Environment Foundation Grant – TD Bank Group	15-Jan-24 15-Jul-24	A national charity that funds environmental projects across Canada
Energy Innovation Program – National Energy Systems Modelling Call – Public Health Agency of Canada	26-Jan-24	Funding for energy sector technology and its role in achieving a net-zero emissions economy
Emergency Support Services (ESS) equipment and training – UBCM	26-Jan-24 31-Jan-25	For volunteer/responder recruitment, retention and training as well as equipment to support the modernization of ESS
Smart Renewables and Electrification Pathways (SREP's) Program Capacity Building Stream – Natural Resource Canada	31-Jan-24	Funds to transition to a cleaner electrical grid with renewable energy, energy storage and grid modernization

Grant	Deadline	Information
2024 Family Day Event Grant – BC Recreation and Parks Association	01-Feb-24	Funds to support community recreational and cultural activities that will be free of charge over the Family Day weekend
Active Communities Grant Program – BC Alliance for Healthy Living	05-Feb-24	Create or expand accessible physical activity opportunities by reducing financial and transportation barriers
Our Priorities Fund – Real Estate Foundation of BC	07-Feb-24	Funds to support law and policy reform around land use, fresh water, built environments, food sovereignty and the real estate profession
Low Carbon Economy Challenge – Environment and Climate Change Canada	08-Feb-24	Leverages Canadian ingenuity to reduce GHG emissions and generate clean growth
Research and Knowledge Initiative – Infrastructure Canada	09-Feb-24	Funds projects focused on key Government of Canada research and data priorities related to housing, infrastructure and communities
Active Transportation Planning - UBCM	09-Feb-24	Incorporating active transportation components into formal planning documents
ParticipACTION Community Challenge – ParticipACTION Canada	13-Feb-24	To help promote and deliver sport and physical activity opportunities to equity-denied populations
Community Salmon Program – Pacific Salmon Foundation	15-Feb-24 15-Oct-24	To provide resources to enable the public to participate in Fisheries and Oceans Canada's Salmon Enhancement Program
Green Jobs Initiative – Canadian Parks and Recreation Association	16-Feb-24	Funding to support learning experiences for youth in the green jobs sector
Canadian Tourism and Growth Program – Pacific Economic Development Canada	20-Feb-24	Funding for local communities to grow and develop tourism products and experiences
Multiculturalism and Anti-Racism Program – Organizational Capacity Building Component Heritage Canada	22-Feb-24	Provide funding to build an organization's internal capacity to meet the objectives of the Multiculturalism and Anti-Racism Program
Energy Innovation Program – Utilization Focus Area – Natural Resources Canada	23-Feb-24	Supports research, development and carbon dioxide utilization technologies that reduce costs, energy and permanent carbon sequestration
Fairs, Festivals and Events Fund – Ministry of Tourism, Arts, Culture and Sport	25-Feb-24	Funds to help community event organizers recover from cost increases, reduced sponsorship and severe weather events
Canada Post Community Foundation Grants – Canada Post	01-Mar-24	Funding for projects that create or expand services such as purchasing new equipment or launching new programs

Grant	Deadline	Information
Local Government Development Approvals Program – UBCM	08-Mar-24	To improve development approval processes while meeting local government planning and policy objectives
Connecting Communities – Government of BC	14-Mar-24	Funds for broadband infrastructure for underserved households in areas that lack internet service
Rapid Housing Initiative – Canada Mortgage and Housing Corporation	31-Mar-24	Funding for permanent affordable housing for vulnerable and targeted populations
BC Employer Training Grant – Work BC	31-Mar-24	To support skills training for new hires to increasing job security or a move into better jobs for employees
Canada Arts Presentation Fund – Heritage Canada	01-Apr-24 15-Oct-24	Funds for organizations that offer support to arts presenters
Arts Impact Grant – BC Arts Council	02-Apr-24	Funding for arts and cultural organization's foundational, community, or artistic and cultural impact
Community to Community Program (C2C) – UBCM	05-Apr-24 06-Sep-24 06-Dec-24	To support C2C forums and First Nation-local government reconciliation and relationship building through agreements, joint plans and/or strategies for reviewing by-laws and/or policies
Public Notifications and Evacuation Route Planning – UBCM	26-Apr-24	Funding programs to enhance the resiliency of local governments, First Nations and communities in responding to emergencies
Community Development Grants – Canadian Tire Jumpstart	30-Apr-24 31-Aug-24 31-Dec-24	Two funding streams: <ol style="list-style-type: none"> 1. Programming Support – develop or sustain the delivery of sport or physical-based activities 2. Operational Support – to build inclusive, equitable, safe sport participation experiences
Asset Management Planning – UBCM	10-May-24 27-Sep-24	To support planning grants, training subsidies and the development of asset management resources
Plastics Action Fund – Alacrity Canada	02-Dec-24	To support new projects and project financing in the Regional Plastics Innovation Category in communities with a population of less than 25,000
Codes Acceleration Fund – Natural Resources Canada	31-Mar-27	To adopt the highest energy performance such as net-zero emissions codes for municipal and regional governments with two streams: <ol style="list-style-type: none"> 1. Authority to adopt energy codes 2. No authority to adopt energy codes

Grant	Deadline	Information
Community Building Retrofit Initiative – Green Municipal Fund	Continuous (limited funding)	Retrofit existing community buildings to lower GHG emissions and extend their life cycle
Integrated Energy Audit – BC Hydro	Continuous	An integrated energy audit to Improve efficiency and managing energy costs
Green Municipal Fund – Federation of Canadian Municipalities	Continuous	Funding for constructing sustainable municipal buildings, community energy systems, waste-to-energy projects, fleet electrification and net-zero transformation
Clean Energy for Rural and Remote Communities Program – Natural Resources Canada	Continuous	Provides funding for renewable energy and capacity building projects in rural and remote communities. Accepting application for only two streams: 1. Biomass heating, district heating, combined heat and power systems 2. Research, development, and demonstration projects
Multiculturalism and Anti-Racism Program – Events Component – Heritage Canada	Continuous	Funding for community-based events that promote intercultural or interfaith understanding or celebrate a community's history and culture
Capital Project: Stormwater quality, community project – Green Municipal Fund	Continuous	A low-interest loan with a grant for a capital project to remove 60% of total suspended solids and other contaminants (e.g., E. coli, salt, grease) from stormwater treatment
Connecting BC Program – Phase Two: Connectivity Infrastructure Strategy	Continuous	To support the development of regional connectivity infrastructure

CONCLUSION

The CRD recognizes grants as a supplementary funding source to address the needs of services provided to the region. The External Grants Update outlines how the CRD continues to integrate and consider grant opportunities relative to service needs. Local partners are informed of these opportunities through the Grants Dashboard and Grants Alerts. The CRD will continue to provide a bimonthly summary of activities and outcomes in the External Grants Update.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer




ATTACHMENTS

Appendix A: 2024 External Grants Dashboard
Appendix B: 2024 Grant Alerts

APPENDIX A

2024 EXTERNAL GRANTS DASHBOARD

(updated 19-Feb-24)

 Approved	 Pending	 Declined / Withdrawn
5	26	0
\$10,208,693	\$78,668,091	\$0

2024 Approved Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
Parks & Environmental Services	CleanBC – BC Hydro Custom Incentive Program <i>*New</i>	Panorama Recreation Arena Dehumidifier Electrification	7,514	2023
	Energy Audit Program – BC Hydro <i>*New</i>	Saanich Peninsula Wastewater Treatment System Energy Study	25,000	2023
	Family Day Grant Program – BC Recreation and Parks Association <i>*New</i>	SEAPARC Family Day Activities	1,000	2024
Planning & Protective Services	Rapid Housing Initiative – Canada Mortgage and Housing Corporation <i>*New</i>	1502 Admirals Road Housing Project	9,922,687	2022
	Local Government Housing Initiative – Province of BC <i>*New</i>	For projects such as: Official Development Plan updates, Housing Needs Reports and other activities	252,492	2023
Total			10,208,693	

APPENDIX A

2024 Pending Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
Corporate Services	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	Schooner Way-School Trail-Pender Island	500,000	2023
	Economic Diversification Stream – Rural Economic Diversification and Infrastructure Program	Last-mile Connectivity and Economic Diversification for the Southern Gulf Islands	576,816	2023
	Capital and Innovation Program – Island Coastal Economic Trust *New	Schooner Way-School Trail-Pender Island	100,000	2024
	Community REGreening Program – BC Hydro *New	Dinner Bay Park Fitness Circuit Beautification	4,557	2024
Executive Services	Community Grants Fund – Salt Spring Island Foundation	Portlock Park Bleachers	9,000	2023
	Community Grants Fund – Salt Spring Island Foundation	Inclusive Recreation Gym & Swim	10,000	2023
	Community Grants Fund – Salt Spring Island Foundation	Rollerskating for Youth Drop-in	4,900	2023
	Bloom Fund – Salt Spring Island Foundation	Mount Maxwell Community Park Preservation and Improvement	100,000	2023

APPENDIX A

Department	Grant Program	Project	Amount (\$)	Year Submitted
Executive Services (Con't)	Economic Diversification Stream – Rural Economic Diversification and Infrastructure Program	Ganges Harbourwalk Revitalization Project - Detailed Designs	100,000	2023
	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	Merchant Mews Pathway Project	112,000	2023
Integrated Water Services	Disaster Mitigation and Adaptation Fund – Infrastructure Canada	Capital Regional District – Regional Water System Upgrades – Disaster Mitigation and Adaptation Improvement Project.	63,150,000	2023
Parks & Environmental Services	CleanBC Communities Fund – Climate Change Mitigation – Green Infrastructure Stream – Investing in Canada Infrastructure Program	Capital Regional District Public Electric Vehicle Charging Network Project	6,403,671	2022
	Active Transportation Fund – Infrastructure Canada	Galloping Goose Regional Trail and Selkirk Trestle Enhancement Project (Submitted by Ministry of Transportation and Infrastructure, in partnership with Regional Parks)	5,848,328	2022
	CleanBC – BC Hydro Commercial Custom Program	Panorama Energy Recovery Project	200,000	2020
	Community Grant Program – Tire Stewardship BC	Greenglade Community Centre Playground	18,472	2023

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Department	Grant Program	Project	Amount (\$)	Year Submitted
Parks & Environmental Services (Con't)	Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program	Regional Trestles Renewal, Trails Widening and Lighting Project	500,000	2023
	Grant Program for Specialized Equipment and Training for Police and Related Agencies – Civil Forfeiture Office	Park Ranger Equipment	4,462	2023
	Active Community Grant Program – BC Alliance For Healthy Living *New	Serve's Up! Tennis for Saanich Peninsula Schools – Panorama Programming	32,200	2024
	Community Development Grants – Canadian Tire Jumpstart *New	Serve's Up! Tennis for Saanich Peninsula Schools – Panorama Programming	5,485	2024
	Active Community Grant Program – BC Alliance For Healthy Living *New	Moving on With Your Life (after brain injury) and Beyond Breast Cancer – SEAPARC Programming	50,000	2024
Planning & Protective Services	Community Resiliency Initiative Grant – 2023 FireSmart Community Funding & Supports – UBCM	Capital Regional District FireSmart Project – 2023	348,790	2022
	Sustainable Affordable Housing Study Grant – Green Municipal Fund – Federation of Canadian Municipalities	Campus View Redevelopment Project	175,000	2023

APPENDIX A

Department	Grant Program	Project	Amount (\$)	Year Submitted
Planning & Protective Services (Con't)	Active Transportation Network Planning Stream – BC Active Transportation Infrastructure Grants Program	Juan de Fuca Electoral Area - Active Transportation Network Plan	30,000	2023
	Community Emergency Preparedness Fund – UBCM	Capital Regional District Fire Department Training & Equipment Project 2024	179,440	2023
	Sustainable Affordable Housing Study Grant – Green Municipal Fund – Federation of Canadian Municipalities	Village on the Green Affordable Housing Redevelopment Study	175,000	2023
	Community Emergency Preparedness Fund – UBCM <i>*New</i>	Emergency Support Services Equipment and Training	29,970	2024
Total			78,668,091	

APPENDIX A

X 2024 Declined / Withdrawn Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
Total			0	

APPENDIX B

2024 GRANT ALERTS

Open Grants as of Feb-19-24 (Including Approved, Pending and Declined/Withdrawn)

DEADLINE	PROGRAM	DESCRIPTION
20-Feb-24	Canadian Tourism and Growth Program – Pacific Economic Development Canada [LINK]	Funding for local communities to grow and develop tourism products and experiences
22-Feb-24	Multiculturalism and Anti-Racism Program – Organizational Capacity Building Component – Heritage Canada [LINK]	Provide funding to build an organization's internal capacity to meet the objectives of the Multiculturalism and Anti-Racism Program
22-Feb-24	Canada's Charged for Change Program – Aviva [LINK]	Funding for electric vehicle changing stations and electric vehicle infrastructure in public places, workplaces and multi-unit residential buildings in underserved communities of less than 100,000
23-Feb-24	Energy Innovation Program – Utilization Focus Area – Natural Resources Canada [LINK]	Supports research, development and CO ₂ utilization technologies that reduce costs, energy and permanent carbon sequestration
23-Feb 24	2024 Emergency Operations Centres Equipment and Training – UBCM [LINK]	Funding to support the purchase of equipment and supplies required to maintain or improve Emergency Operations Centres (EOC) and to enhance EOC capacity through training and exercises
25-Feb-24	Fairs, Festivals and Event Funds – Ministry of Tourism, Arts, Culture and Sport [LINK]	Funds to help community event organizers recover from cost increases, reduced sponsorship, and severe weather events
28-Feb-24	Capital Projects Stream – Rural Transit Solutions Fund – Infrastructure Canada [LINK]	Funding for rural and remote community capital projects to support both traditional and non-traditional transport modes and transportation systems

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DEADLINE	PROGRAM	DESCRIPTION
01-Mar-24	Canada Post Community Foundation Grants – Canada Post [LINK]	Funding for projects that create or expand services such as purchasing new equipment or launching new programs
08-Mar-24	Local Government Development Approvals Program – UBCM [LINK]	To improve development approval processes while meeting local government planning and policy objectives
14-Mar-24	Connecting Communities – Government of B.C. [LINK]	Funds for Broadband Infrastructure for underserved households in areas that lack internet service
28-Mar-24 04-Oct-24 28-Mar-25	2024/25 Disaster Risk Reduction-Climate Adaption – UBCM [LINK]	Funding to reduce risks from future disasters due to natural hazards and climate-related risks through three streams: 1. Foundational activities including risk mapping, risk assessments and planning. 2. Non-structural projects including land use planning and education and temporary mitigation equipment 3. Small Scale Structural Projects
31-Mar-24	Community Safety Support Fund – Fierste Canada Pride (FCP) [LINK]	Provides funding to both FCP members and non-members for Pride Festivals and Events between June 1, 2023 and March 31, 2024
31-Mar-24	Jobs and Growth Fund In British Columbia – Pacific Economic Development Canada [LINK]	Funding for four streams: 1. Activities that support the transition to a green economy 2. Activities that foster an inclusive recovery 3. Activities that advance Canada’s competitiveness and grow small and medium-sized enterprises through digital adoption 4. Activities that strengthen capacity in sectors critical to Canada’s recovery
31-Mar-24	B.C. Employer Training Grant – Work BC [LINK]	To support skills training for new hires to increase job security or a move into better jobs for employees
31-Mar-24	Rapid Housing Initiative – Canada Mortgage and Housing Corporation (CMHC) [LINK]	Funds for 4,500 new units of permanent affordable housing for vulnerable and targeted populations with 25% towards women-focused projects <ul style="list-style-type: none"> Planning and Protective Services, 1502 Admirals Road Housing Project (Approved)

APPENDIX B

DEADLINE	PROGRAM	DESCRIPTION
01-Apr-24 15-Oct-24	Canada Arts Presentation Fund – Heritage Canada [LINK]	Funds for organizations that offer support to arts presenters
02-Apr-24	Arts Impact Grant – British Columbia Arts Council – [LINK]	Funding for arts and cultural organization’s foundational, community, or artistic and cultural impact
05-Apr-24 06-Sep-24 06-Dec-24	Community to Community Program (C2C) – UBCM [LINK]	To support C2C forums and expanding to include First Nation-local government reconciliation and relationship building through agreements, joint plans and/or strategies for reviewing by-laws and/or policies
26-Apr-24	Public Notification and Evacuation Route Planning – UBCM [LINK]	Funding programs to enhance the resiliency of local governments, First Nations, and communities in responding to emergencies
30-Apr-24 31-Aug-24 31-Dec-24	Community Development Grants – Canadian Tire Jumpstart	Two funding streams: 1. Programming Support – develop or sustain the delivery of sport or physical-based activities 2. Operational Support – to build inclusive, equitable, safe sport participation experiences • <i>Parks and Environment Services, Serve’s Up! Tennis for Saanich Peninsula schools – Panorama Programming (Pending)</i>
30-Apr-24	Community Anniversaries- Building Communities through Arts and Heritage – Heritage Canada [LINK]	Funding for one-time events/capital projects that celebrate the 100th (or 125th/150th /175th, etc.) anniversary of a significant historical event/personality
24-May-24	Capital and Innovation Program – Island Coastal Trust [LINK]	Funding to support regional and community-based infrastructure including strategic tourism infrastructure and destination trails

APPENDIX B

DEADLINE	PROGRAM	DESCRIPTION
30-Apr-24	Indigenous Housing Fund – Request for Proposals – BC Housing [LINK]	Funds for non-profit housing providers who wish to partner with indigenous housing providers providing housing on and off reserve for Indigenous people in our province
10-May-24 27-Sep-24	Asset Management Planning – UBCM [LINK]	To support planning grants, training subsidies, and the development of asset management resources
15-Jul-24	Friends of the Environment Foundation Grant – TD Bank [LINK]	Funds to support environmental initiatives including green space programs such as park revitalization, community gardens and park programming
30-Sep-24	FireSmart Community Funding and Supports – UBCM [LINK]	Funding to increase community resiliency by undertaking community-based planning and activities that reduce the community's risk from wildfire
15-Oct-24	Community Salmon Program – Pacific Salmon Foundation [LINK]	To provide resources to enable the public to participate in Fisheries and Oceans Canada's Salmon Enhancement Program
18-Oct-24	2024 Volunteer and Composite Fire Departments Equipment and Training– UBCM [LINK]	Funding to fire departments for preparation and response to emergencies
18-Oct-24	Capital and Innovation Program – Island Coastal Trust [LINK]	Funding to support regional and community-based infrastructure including strategic tourism infrastructure and destination trails
01-Nov-24	2024 Indigenous Cultural Safety and Cultural Humility Training – UBCM [LINK]	To enhance cultural safety and humility in the delivery of local emergency management programs and services
02-Dec-24	Plastics Action Fund – Alacrity Canada [LINK]	To support new projects and project financing in the Regional Plastics Innovation Category in communities with a population of less than 25,000

APPENDIX B

DEADLINE	PROGRAM	DESCRIPTION
31-Dec-24	2024 Fire Smart Community Funding and Supports Program – UBCM [LINK]	Funding to increase community resiliency to reduce wildfire risk
31-Jan-25	Emergency Support Services Equipment and Training – UBCM [LINK]	Funding to support eligible applicants to build local capacity to provide emergency support services through volunteer recruitment, retention and training
28-Feb-25	2025 Emergency Operations Centres Equipment and Training – UBCM [LINK]	Funding to support the purchase of equipment and supplies required to maintain or improve Emergency Operations Centres (EOC) and to enhance EOC capacity through training and exercises
31-Mar-27	Codes Acceleration Fund – Natural Resources Canada [LINK]	To accelerate the adoption of the highest feasible energy performance such as net-zero emissions codes, promote compliance and build capacity in two streams: 1. Regional and municipal governments that have the authority to adopt energy by-laws and codes 2. Regional and municipal governments that do not have authority to adopt building energy by-laws and codes
Continuous (limited funds)	GO ELECTRIC – CleanBC [LINK]	Funding to support fleet transition to electric vehicles
Continuous (limited fund)	Rural Transit Solutions Fund Planning and Design Stream – Infrastructure Canada [LINK]	Planning and design project funding to support the development and expansion of locally driven transit solutions
Continuous through 2025	Next Generation 911 – UBCM [LINK]	Funding to eligible recipients to support the transition and operational readiness of existing 911 services to NG911
Continuous through Mar 26	Local Community Accessibility Grants Program – SPARC BC [LINK]	Funding to identify and remove barriers to improve accessibility and inclusion
Continuous	CleanBC Custom Program – BC Hydro [LINK]	Energy study funding and capital incentives for fuel switching and electrification measures <ul style="list-style-type: none"><i>Parks and Environmental Services, Panorama Recreation Arena Dehumidifier Electrification (Approved)</i>

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DEADLINE	PROGRAM	DESCRIPTION
Continuous	Integrated Energy Audit – BC Hydro [LINK]	An integrated energy audit to Improve efficiency and managing energy costs <ul style="list-style-type: none"> <i>Parks and Environmental Services, Saanich Peninsula Wastewater Treatment System Energy Study (Approved)</i>
Continuous	Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding for constructing sustainable municipal buildings, community energy systems, waste-to-energy projects, fleet electrification and net-zero transformation
Continuous	Legacy Fund – Building Communities through Arts and Heritage – Canadian Heritage [LINK]	Funds to celebrate community, increase opportunities for local artists, artisans, heritage performers or specialists and First Nations, Inuit and Metis cultural carriers to be involved in their community with citizen involvement and local partners
Continuous (limited funds)	Community Building Retrofit Initiative – Green Municipal Fund [LINK]	Retrofit existing community buildings to lower GHG emissions and extend their life cycle
Continuous	Clean Energy for Rural and Remote Communities Program – Natural Resources Canada [LINK]	Provides funding for renewable energy and capacity building projects in rural and remote communities. Accepting application for only two streams: 1. Biomass heating, district heating, combined heat and power systems 2. research, development, and demonstration projects
Continuous	Multiculturalism and Anti-Racism Program – Events Component – Heritage Canada [LINK]	Funding for community-based events that promote intercultural or interfaith understanding or celebrate a community's history and culture
Continuous	Connecting British Columbia Program – Phase Two: Connectivity Infrastructure Strategy [LINK]	To support the development of regional connectivity infrastructure strategies that ensure that infrastructure strategies achieve objectives for the region
Continuous	Compensation for Employers of Reservists Program – Employment and Social Development Canada [LINK]	Employers are compensated for operational losses when reservists take time away from work to serve on military operations
Continuous	Community Economic Development and Diversification in British Columbia – Pacific Economic Development Canada [LINK]	Funds to respond to economic development opportunities or adjust to changing and challenging economic circumstances

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DEADLINE	PROGRAM	DESCRIPTION
Continuous	Rental Protection Fund – Ministry of Housing [LINK]	Provides funding for affordable housing projects
Continuous	NIDMAR Disability Management Program Assessment – National Institute of Disability Management and Research – BC Workforce Development Agreement [LINK]	Provides BC workplaces with two levels of opportunity: 1. Free assessment of current Disability Management and Return to Work workplace structures 2. Potential subsidy of up to \$7,500 to address issues identified in the assessment
Continuous	Supporting Rural Destinations – Discover West Tourism [LINK]	Funding for tourism events in rural communities
Continuous	Community Building Recommissioning Grant – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to identify opportunities to reduce whole-building energy use by more than 5%, extend equipment life and reduce maintenance costs. Two types of projects are eligible for this grant: building recommissioning and building retro-commissioning
Continuous	Homelessness Community Action Grant – Social Planning and Research Council of BC [LINK]	One-time funding for local planning and collaborative initiatives to respond to the needs of those who are homeless or at risk of becoming homeless
Continuous	Canada Cultural Spaces – Canadian Heritage [LINK]	Funding for improvement of physical conditions for heritage, culture and creative innovation including renovation and construction projects
Continuous	New Construction and Retrofits for Affordable Housing – Federation of Canadian Municipalities [LINK]	Funding to evaluate solutions for integrating deep energy efficiency measures and onsite renewable energy generation in existing affordable housing retrofit and new build projects
Continuous	Wastewater Systems – Federation of Canadian Municipalities [LINK]	Funding for wastewater treatment systems through two streams: 1. Capital 2. Study

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DEADLINE	PROGRAM	DESCRIPTION
Continuous	GHG Impact Retrofits – Federation of Canadian Municipalities [LINK]	Funding to retrofit a local recreational or cultural facility to reduce GHG emissions
Continuous	Commemorate Canada – Canadian Heritage [LINK]	Funding for initiatives that commemorate and celebrate historical figures, places, events and accomplishments of national significance
Continuous	GHG Reduction Pathway Feasibility – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funding to assess feasibility for projects that reduce energy and GHGs for recreational and cultural facilities
Continuous	McConnell Foundation Fund [LINK]	Funding to support projects through three streams: 1. Climate 2. Reconciliation 3. Communities
Continuous	Medium and Heavy Duty Zero Emission Vehicles Program – Transport Canada [LINK]	Funding to encourage adoption of medium and heavy-duty zero emissions vehicles
Continuous	Planning Stream: Early Support for Sustainable Affordable Housing – Green Municipal Fund – Federation of Canadian Municipalities [LINK]	Funds for deliverables required in applications for additional funding of energy efficient affordable housing <ul style="list-style-type: none"> • <i>Planning & Protective Services</i>, Campus View Redevelopment Project (Pending) • <i>Planning & Protective Services</i>, Village on the Green Affordable Housing Redevelopment Study (Pending)

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DEADLINE	PROGRAM	DESCRIPTION
Continuous	Reduce Fossil Fuel Use in Fleets – Federation of Canadian Municipalities [LINK]	Funding for feasibility studies for projects that reduce or avoid fossil fuel use in any vehicle that delivers municipal services
Continuous	Regional Innovation Ecosystems – Pacific Economic Development Canada [LINK]	Funding to create, grow and nurture inclusive ecosystems that support business needs
Continuous	Smart Renewables and Electrification Pathways Program – Natural Resources Canada [LINK]	Four funding streams: 1. Established Renewables 2. Emerging Technologies 3. Grid Modernization (the only eligible Applicants are Utilities and System Operators) 4. Strategic Dialogue Linked Projects
Continuous	Zero Emission Transit Fund – Infrastructure Canada [LINK]	Funding through two components to support public transit and school bus operators to electrify their fleets: 1. Planning projects 2. Capital projects
Continuous	Environmental Jobs Growth Program – Environmental Careers Organization of Canada [LINK]	Funding for training and employment to support job seekers looking to enter or advance their careers in the clean economy.

APPENDIX B

Closed Grants

DEADLINE	PROGRAM	DESCRIPTION
08-Jan-24	National Anti-Racism Fund (NARF)'s Project Grants – Canadian Race Relations Foundation [LINK]	The fund supports communities fighting against racism and discrimination with a theme of addressing systemic racism in the delivery of public services, employment and public life
10-Jan-24	2024 Canada Summer Jobs – Employment and Social Development Canada [LINK]	Funding for quality summer work experiences for young people (15-30 yrs.) and respond to national and local priorities as provide opportunity for those who face barriers including youth in rural areas and remote communities
10-Jan-24	Infrastructure Planning Grant Program – Ministry of Municipal Affairs [LINK]	Funds to support projects related to the development of sustainable community infrastructure
12-Jan-24	Complete Communities Program – UBCM [LINK]	Funding to undertake assessments to inform land use decision-making; considering housing need, supply and location; providing transportation options; and connecting to infrastructure investment and service decisions
12-Jan-24	Low Carbon Economy Challenge Fund – Environment and Climate Change Canada [LINK]	Funding to support the implementation of projects that deploy proven, low-carbon technologies resulting in material GHG emissions reductions
12-Jan-24	Sustainable Development Goals Program – Employment and Social Development Canada [LINK]	Funds to increase public awareness and enhance the UN's 2030 Agenda for Sustainable Development and it's 17 Sustainable Development Goals which includes sustainable cities and communities
15-Jan-24	BC Vision Zero in Road Safety – Government of British Columbia [LINK]	Funds for projects aimed at improving vulnerable road user safety in local communities
15-Jan-24	Friends of the Environment Foundation Grant – TD Bank [LINK]	Funds to support environmental initiatives including green space programs such as park revitalization, community gardens and park programming
15-Feb-24	Community Salmon Program – Pacific Salmon Foundation [LINK]	To provide resources to enable the public to participate in Fisheries and Oceans Canada's Salmon Enhancement Program

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DEADLINE	PROGRAM	DESCRIPTION
24-Jan-24	Search and Rescue (SAR) New Initiatives Fund – Public Safety Canada [LINK]	Annual funding for projects that improve search and rescue in Canada, enhance SAR responses and promote sharing and prevention best practices
26-Jan-24	Community Emergency Preparedness Fund – UBCM [LINK]	<p>Funding to support eligible applicants to build local capacity to provide emergency support services through volunteer recruitment, retention, and training</p> <ul style="list-style-type: none"> • <i>Planning and Protective Services, Emergency Support Services Equipment and Training (Pending)</i>
26-Jan-24	Energy Innovation Program – National Energy Systems Modelling Call – Public Health Agency of Canada [LINK]	Projects that quantitatively model innovative emissions reduction technologies for the energy sector and its role in achieving a net-zero emissions economy
31-Jan-24	Community ReGreening Program – BC Hydro [LINK]	<p>Funding to support community planting projects and vegetation that enhance ecological networks and ensure the right trees are planted around power lines</p> <ul style="list-style-type: none"> • <i>Parks and Environmental Services, Dinner Bay Park Fitness Circuit Beautification (Pending)</i>
31-Jan-24	WildFire Community Preparedness Day Award – FireSmart Canada [LINK]	Funding to support community events that raise awareness of wildfire risk and increase community resilience
01-Feb-24	Fighting and Managing Wildfires in a Changing Climate Program: Training Fund – FireSmart Canada [Link]	Funds to support wildfire training projects that increase firefighting capacity and build community capacity to respond to wildfires
01-Feb-24	2024 Family Day Event Grant – BC Recreation and Parks Association [LINK]	<p>Funds to support community recreational and cultural activities that will be free of charge over the Family Day weekend</p> <ul style="list-style-type: none"> • <i>Parkes and Environmental Services, Family Day Event at SEAPARK Recreation (Approved)</i>

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DEADLINE	PROGRAM	DESCRIPTION
05-Feb-24	Active Communities Grant Program – BC Alliance for Healthy Living [LINK]	<p>Create or expand accessible physical activity opportunities by reducing financial and transportation barriers</p> <ul style="list-style-type: none"> <i>Parks and Environmental Services, Serve's Up! Tennis for Saanich Peninsula Schools – Panorama Programming (Pending)</i> <i>Parks and Environmental Services, Moving on With Your Life (after brain injury) and Beyond Breast Cancer – SEAPARC Recreation (Pending)</i>
05-Feb-24	Active Communities Grant Program – BC Alliance for Healthy Living [LINK]	Funding for community level changes to increase and support physical activity planning, infrastructure and participation
07-Feb-24	Our Priorities Fund – Real Estate Foundation of BC [LINK]	Funds to support law and policy reform around land use, fresh water, built environments, food sovereignty, and the real estate profession
07-Feb-24	REFBC General Grants – Real Estate Foundation of BC [LINK]	Prioritized funding projects that advance justice, equity, diversity, and inclusion for racialized and other communities historically and systemically excluded from land use decision-making
08-Feb-24	Low Carbon Economy Challenge – Environment and Climate Change Canada [LINK]	Funds to reduce Canada's GHG emissions and build resilient communities through the Challenge Fund which supports the deployment of proven, low-carbon technologies
09-Feb-24	Research and Knowledge Initiative – Infrastructure Canada [LINK]	Funds projects focused on key Government of Canada research and data priorities related to housing, infrastructure and communities

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DEADLINE	PROGRAM	DESCRIPTION
09-Feb-24	Active Transportation Planning Program – UBCM [LINK]	Funding to support active transportation components of formal planning documents including research, consultation, and policy development
13-Feb-24	Participaction Community Challenge – ParticipACTION Canada [LINK]	To help promote and deliver sport and physical activity opportunities to equity-denied populations
15-Feb-24	Community Salmon Program – Pacific Salmon Foundation [LINK]	To provide resources to enable the public to participate in Fisheries and Oceans Canada’s Salmon Enhancement Program
16-Feb-24	Green Jobs Initiative – Canadian Parks and Recreation Association – [LINK]	Provide learning experiences for youth to become successful in the workplace and potentially pursue careers in the green jobs sector
16-Feb-24	Capital and Innovation Program – Island Coastal Trust [LINK]	<p>Funding to support regional and community-based infrastructure including strategic tourism infrastructure and destination trails</p> <ul style="list-style-type: none"> Corporate Services, Schooner Way- School Trail, Pender Island (Pending)

**REPORT TO THE FINANCE COMMITTEE
MEETING OF WEDNESDAY, MARCH 06, 2024**

SUBJECT **Capital Regional District Investment Portfolio Holdings and Performance Annual Update**

ISSUE SUMMARY

To provide an annual update on Capital Regional District (CRD) investment holdings and performance for the period ended December 31, 2023.

BACKGROUND

The CRD invests operating, capital and reserve funds in accordance with the *Local Government Act*, *Community Charter* and Board approved Investment Policy (Appendix A). The Investment Policy applies to the investment activities for all funds maintained by the CRD, the Capital Region Housing Corporation (CRHC) and the Capital Regional Hospital District (CRHD). The types and terms of investments purchased are evaluated on four fundamental objectives: safety of principal, liquidity, responsible investing and return on investment in alignment with the policy.

The policy also provides minimum ratings of investment vehicles which can be purchased. Currently, investments in chartered banks or savings institutions must have a risk rating of R-1 (low) or higher for short-term investment and A- for long-term as published by major credit rating agencies. Both ratings indicate a superior credit rating on all investments.

Investments are continuously monitored to ensure the appropriate strategy through current and forecasted economic conditions. The CRD invests funds in a mix of products including High-Interest Savings Accounts (HISA), fixed term Guaranteed Investment Certificates (GICs) and Municipal Finance Authority (MFA) pooled funds. The placement or divestiture of investments are timed with forecasted cash requirements.

Investments through 2023 have been made in alignment with the Board approved Investment Policy. Although economic and market conditions drove fluctuations and uncertainty in the portfolio, performance exceeded the benchmark rate, as detailed in the report.

IMPLICATIONS

Financial Implications

Portfolio Holdings

As of December 31, 2023, the CRD investment portfolio totaled \$374.6 million. A detailed listing by investment type is included in Appendix C. Table 1 summarizes the distribution of the portfolio in short and long-term investments.

Table 1: CRD Investment Results – Summary as at December 31, 2023

Investments	Balance (\$millions)	% Share
Investments Short-Term (less than 2 years)	197.7	52.8%
Investments Long-Term (more than 2 years)	176.9	47.2%
Total Investments:	\$374.6	100%

As detailed in the Board approved Investment Policy, products with maturities less than two years are classified as short-term while those greater than two years are classified as long-term.

Performance

The total effective return on investments during 2023 was \$17.6 million or 4.8%, driven by higher interest rates in 2023 impacting returns on HISAs and GICs.

Table 2 summarizes investment income by driver for the last three years.

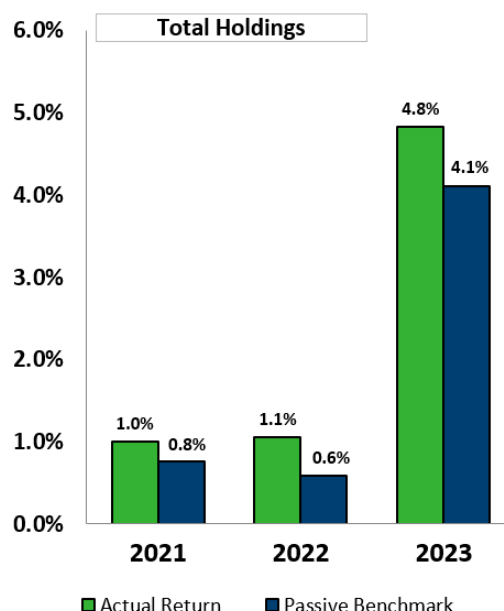
Table 2: Investment Income Three-Year Trend (\$ Millions)

	2021		2022		2023	
Passive Benchmark	0.8%	\$2.3	0.5%	\$2.0	4.1%	\$14.9
Active Management	0.2%	\$0.7	0.5%	\$1.6	0.7%	\$2.7
Total	1.0%	\$3.0	1.0%	\$3.6	4.8%	\$17.6

The passive benchmark approach, which reflects investment returns without active management, underwent a methodology update effective 2023. Previously, the passive income benchmark was calculated using an average of bank deposit rates through the year, weighted by cash flow timing. The new approach calculates the benchmark using weighted average holdings across investment categories (GICs, HISAs, and MFA pooled funds). This adjustment ensures a more accurate representation of portfolio holdings, accounting for differences in passive investment returns based on their respective category. Table 2 above reflects this new approach, restating the passive benchmark for 2021 and 2022.

Graph 1 provides a summary report on investment returns in 2023.

Graph 1: CRD Investment Results – 2023



In 2023, the Bank of Canada raised the overnight interest rate three more times from already elevated historic levels. Additional information can be found in Appendix B.

Strong cash flow forecasting and an active investment management strategy led to the rebalancing of the portfolio throughout the year to manage performance. Further details regarding investment holdings and performance can be found in Appendix C.

Socially Responsible Investing Alignment

Investments are considered in alignment with responsible investing objectives when identified as meeting the criteria defined by MFA in their ESG Framework (Appendix D). As of December 31, 2023, 26% of the long-term portfolio was invested in socially responsible investment products versus 25% in the prior year.

CONCLUSION

Overall, the CRD portfolio of investments reflects the four fundamental objectives of safety of principal, liquidity, responsible investing and return on investment. Investments have been made in keeping with requirements under the Investment Policy and investment performance generally exceeded expectations for the year ended December 31, 2023.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Investment Policy

Appendix B: Market Analysis

Appendix C: Investment Holdings and Performance

Appendix D: Municipal Finance Authority's Suite of Pooled Investment Products



CAPITAL REGIONAL DISTRICT

Making a difference...together

INVESTMENT POLICY

Policy Type	Board [Corporate]		
Title	INVESTMENT POLICY		
Adopted Date	September 22, 2013	Policy Number	BRD07
Amendment #1	May 10, 2017		
Amendment #2	March 10, 2021 (Approved)		
Amendment #3	March 9, 2022 (Approved)		
Policy Owner	Financial Services		

1. PURPOSE

This investment policy provides the framework for investment portfolio management for the Capital Regional District (CRD), Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC).

It is the policy of the CRD, CRHD and CRHC to invest funds in a manner that provides the optimal blend of investment security and return while meeting the short and long term cash flow requirements in support of the corporate plan priorities while maintaining compliance with statutory requirements.

2. SCOPE

The investment policy applies to all cash operating funds, capital funds and reserve funds. It does not apply to funds held in trust or which have a specific legal or statutory requirement for cash management, disbursement, or investment.

3. PRINCIPLES

The investment of funds must reflect a management philosophy based on the fundamental objectives of

3.1 Safety of Principal

Investments shall be made to ensure preservation of principal within the portfolio. Preservation of principal is accomplished through placement of funds with creditworthy institutions and through portfolio diversification. Diversification is required to minimize potential losses on financial products.

3.2 Liquidity

The investment portfolio shall remain sufficiently liquid to meet all reasonably anticipated cash flow requirements.

3.3 Responsible Investing

The investment program will consider socially responsible investment products that adhere to statutory requirements and meet the objectives laid out in this policy.

Organizations that adopt a socially responsible investment platform in alignment with the published MFA ESG framework are preferred

3.4 Return on Investment

The investment portfolio shall be designed with the objective of maximizing market rate of return subject to the investment risk constraints, liquidity requirements and responsible investing objectives.

4. INVESTMENT PARAMETERS

4.1 Safety of Principal

The program will diversify cash reserve investments by security type and institution, taking into consideration the impact on return on investment. Section 5.4 outlines the authorized and suitable investments permissible to ensure optimal portfolio diversification.

4.2 Liquidity

To the extent possible, portfolio management will align investments with anticipated cash flow requirements. However, a portion of the portfolio shall be continuously invested in fully-liquid investments to meet ongoing obligations.

A long-term financial plan will be established for major capital reserves. The long-term financial plan will inform the term decision when placing timed investments in order to meet liquidity requirements.

4.3 Responsible Investing

Where responsible investment options provide comparable risk, return and liquidity, these facilities will be a priority. Investments are considered in alignment with responsible investing objectives when identified as meeting criteria as defined by MFA within the published MFA ESG Framework.

4.4 Return on Investment

The investment program will seek to maximize the total return on all funds under management after considering protection of principal, liquidity and responsible investing. Return will be monitored through performance benchmarks to ensure program activities are providing benefits in excess of costs and with the goal to preserve capital against inflation over time. Due to the nature of the CRHC business activities, delivering affordable housing within the social service sector, CRHC will be excluded from holding lower return products.

4.5 Authorized and Suitable Investments

Money held may be invested or reinvested according to section 183 of the *Community Charter* subject to the following conditions:

1. Investments in marketable securities of a chartered bank or savings institution or any province must have a DBRS risk rating of R-1 (low) or higher for short-term debt and a rating of A (low) for long-term debt or comparable ratings of another rating organization, indicating equal or superior credit quality (see Appendix A of this policy).

2. Investment placements will conform to the portfolio diversification constraints listed in Appendix B. Exceptions to constraints listed in Appendix A require Chief Financial Officer approval and shall be reported to the Board through Standing Committee at the next available meeting.
3. Internal projects under CRD service authority are considered allowable investment options when capital reserves are not immediately required and can be accessed through inter-service borrowing. Inter-service borrowing will be in compliance with legislation and the CRD Inter-Service Borrowing Guidelines.

5. STANDARD OF CARE

5.1 Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs. Investments will not be made for speculation. Foremost will be consideration for the safety of capital. Staff must be aware of reasonably foreseeable risks, trends and fluctuations in the market, and be able to recognize unreasonable risks whilst ensuring the liquidity of the investment portfolio.

5.2 Ethics and Conflict of Interest

Staff responsible for investing activities shall comply with the CRD Conflict of Interest Policy and shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions.

5.3 Delegation of Authority

Authority to manage the investment program ("the Program") is granted to the Chief Financial Officer and is derived from section 237 of the *Local Government Act*.

5.4 Credit Risk Monitoring

To meet the objectives of this policy and ensure suitability of offerings, credit risk monitoring must be conducted by CRD Staff independent of vendor representations. The following due-diligence shall be performed:

1. In-house credit analysis shall be conducted on all financial institutions and investment counter-parties.
2. Credit reports and analysis, published by DBRS, S&P, Fitch or Moody's, will be obtained from financial institutions, investment dealers and rating institutions and reviewed.
3. Credit reports and analysis are recognized as opinions and not a guarantee for safety of principal.
4. When placing investments in individual marketable securities and more than one credit rating is available, the average of two or more available credit ratings shall be used.

5.5 Consolidated Basis

All funds covered by this policy will be managed on a consolidated basis to ensure the best possible return by providing economies of scale.

5.6 Program Requirements

The Program shall abide by the following reporting requirements:

1. The Chief Financial Officer must report to the Finance Committee annually. The report must identify investment holdings and any deviations from this policy; and
2. An appropriate portfolio performance benchmark will be set and reported in the annual investment performance report.

6. POLICY REVIEW

Review Date	Description:
March 2026, unless legislative change or new MFA finance product	To ensure ongoing relevance, this policy shall be reviewed the earlier of: <ol style="list-style-type: none">1. If a change in the relevant legislation governing the investment activities of local governments occurs;2. If the Municipal Finance Authority of British Columbia establishes a new pooled fund investment product; or3. Every five calendar years.

7. RELATED POLICY, PROCEDURE AND GUIDELINES

- Conflict of Interest Policy

Appendix A
Dominion Bond Rating Service (DBRS) Credit Quality Ratings

Commercial Paper & Short-Term Debt	Bond & Long-term Debt	Bond & Long-term Debt	Description	CRD/CRHD/CRHC Investment Policy
R-1 (high)	AAA	Investment Grade ↑	Superior	Permissible
R-1 (high)	AA (high)			
R-1 (middle)	AA			
R-1 (middle)	AA (low)			
R-1 (low)	A (high)			
R-1 (low)	A			
R-1 (low)	A (low)			
R-2 (high)	BBB (high)	Speculative Grade	Adequate	Not Permissible
R-2 (middle)	BBB			
R-2 (low) / R-3	BBB (low)			
R-4	BB (high)			
R-4	BB			
R-4	BB (low)			
R-4	B (high)			
R-5	B			
R-5	B (low)			
R-5	CCC			
R-5	CCC			
R-5	CCC			
R-5	CC			
R-5	C			
D	D			

Appendix B Portfolio Diversification Constraints

Exposure constraints target protection of principal and return and set a maximum allowable share of the total portfolio that can be invested.

Due to market fluctuations and / or the timing of investment deposit transfers, maximum percentages in Appendix C may be exceeded at a point in time. Securities need not be liquidated to rebalance the portfolio; however, consideration should be given to this matter when future purchases are made to ensure that appropriate diversification is maintained.

The portfolio diversification constraints are found in Table 1 below:

Table 1: **Portfolio Diversification Constraints**

Investment Type	MAXIMUM of Total Reserves	MAXIMUM by Institution/product/ pooled fund
<u>Short-Term (< 2 year holding period)</u>		
Canadian Banks (Schedule 1) Deposits and/or GIC's	65%	35%
MFA Pooled Fund Products	50%	50%
Credit Unions (Rated/Insured) Deposits and/or GIC's	35%	20%
<u>Long-Term (> 2 year holding period)</u>		
Canadian Banks (Schedule 1) Deposits and/or GIC's	65%	35%
MFA Pooled Fund Products	60%	30%
Credit Unions (Rated/Insured) Deposits and/or GIC's	35%	20%
Internal Projects (5+ years)	30%	-
Federal Bonds	20%	10%
Municipal Finance Authority of BC Bonds	20%	20%
Provincial Bonds	15%	15%
Municipal, Regional District or Greater Board Bonds	15%	15%

Market Analysis

Applies to the Capital Regional District (CRD), the Capital Regional Hospital District (CRHD), and the Capital Region Housing Corporation (CRHC)

As part of overall portfolio management, staff regularly monitor market trends and key metrics such as the Bank of Canada overnight interest rate, the Government of Canada bond rates and other market commentary issued by banks and investment brokers. Additionally, the Municipal Finance Authority (MFA) provides regular market commentary on new product developments and based on outlook reports provided by Phillips, Hager & North Investment Management (PH&N).

The 2023 economic landscape in Canada was marked by a shift toward higher returns against a backdrop of monetary tightening. In response to persistent inflation beginning in mid-2020, the Bank of Canada announced three additional overnight policy rate hikes in 2023, following numerous increases from the previous year. Interest rates rose from a low of 0.25% in March 2022 to a current peak of 5% by mid-July 2023.

These actions led to increased borrowing costs, while investors in experienced a notable rise in deposit product returns, moving from a range of 1% to 3% to exceeding 5% by the end of the year. Although the battle against inflation continues, it seems that the Bank of Canada may have reached the peak of its overnight policy rate for this cycle.

Both fixed income and equity returns notably strengthened in the fourth quarter of 2023, leading to overall positive returns for MFA pooled funds in the year. Fixed income markets concluded 2023 on a high note. Declining yields prompted capital gains towards the year's end while bond income remained elevated compared to recent years. Equity markets also rebounded from the negative returns of 2022, yielding strong positive returns in 2023 which benefited the MFA Diversified Multi Asset Class (DMAC) fund.

Table 1 below presents key economic indicator rates as of December 31, 2021-2023.

Table 1: Indicative Market Rates 2021 to 2023

Rate	2021	2022	2023
Bank of Canada - Overnight Rate	0.25%	0.25% - 4.25%	4.25% - 5.00%
HISA	0.80% - 0.95%	0.72% - 4.80%	4.80% - 5.75%
RBC - Bank Rate	0.80%	0.70% - 4.70%	4.70% - 5.55%
Fixed GIC - 180 Day / 1 Year (sample)	0.40% - 0.70%	2.22% / 3.06%	5.30% - 5.60%

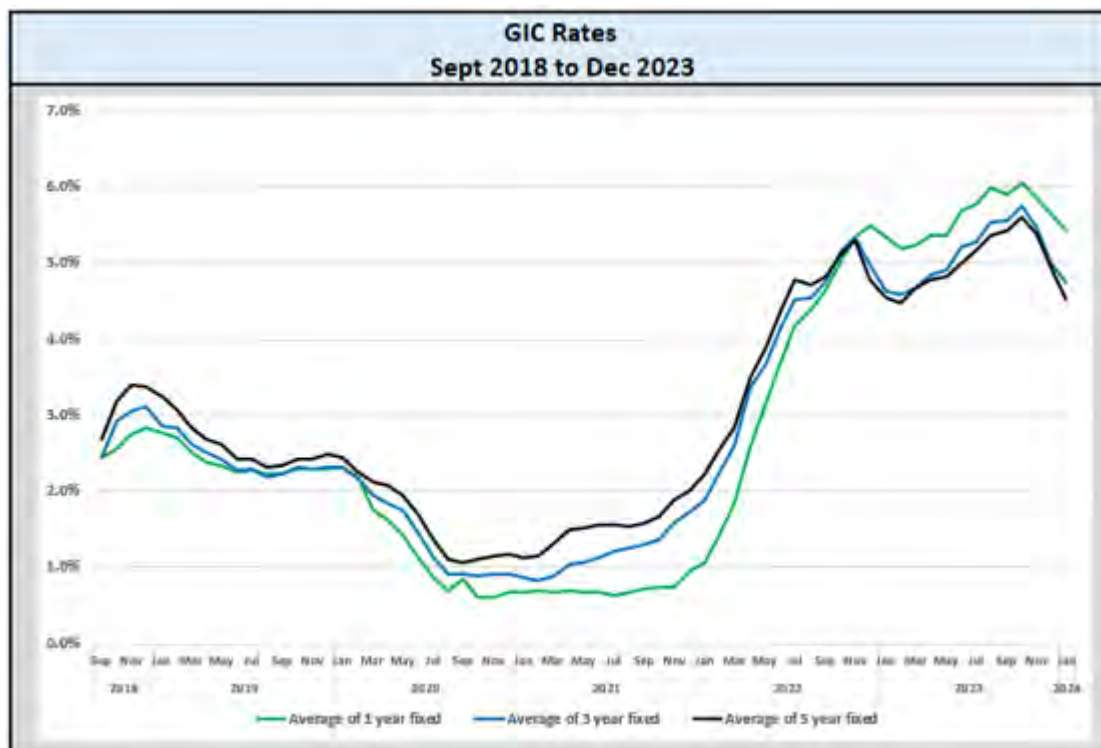
Investment Marketplace

In 2023, High Interest Savings Account (HISA) rates increased but remained lower than Guaranteed Investment Certificate (GIC) rates across most terms, rendering them less attractive

relative to fixed term GICs. Consequently, allocations to HISAs were minimized to optimize interest earnings, while maintaining some HISA liquidity for unforeseen financial needs.

GIC rates continued to increase throughout 2023, exceeding the rate of increase on deposits. As shown in Graph 1, GIC rates were at their highest late in 2023, ending the year down from the five-year high of just over 6%¹ for the one-year average term.

Graph 1: GIC Historical Rates (Short-Term)



The CRD continues to hold units in the MFA Bond Fund, MFA Fossil Fuel-Free (FFF) Bond Fund, the MFA DMAC Fund and the MFA Mortgage Fund. The FFF Bond Fund invests in securities similar to the existing bond fund except that the FFF option excludes those holdings directly related to non-renewable energy extraction, processing and transportation. This additional screening is estimated to exclude approximately 4% of the population of investible securities compared to the existing bond fund.

For the calendar 2023 year, the FFF Bond Fund underperformed the MFA Bond Fund on an annual basis by 0.39% (4.95% versus 5.34% respectively). The FFF Fund's underweight position in the positively performing energy sector and overweight positions in Real Estate and Financial sectors, which experienced significant spread widening, negatively impacted its returns over the year. The MFA Mortgage Fund returned 6.87% for 2023.

Staff will assess investment placements in existing and new MFA pooled funds in the future, for the CRD, the CRHD, and the CRHC, as the need to place long-term funds arises.

¹ CRD treasury files

Investment Holdings and Performance

Portfolio Holdings

On December 31, 2023, the Capital Regional District (CRD) held \$374.6 million in short-term and long-term investments, as detailed in Table 1 below.

Table 1: CRD Investment Holdings – Dec 31, 2023

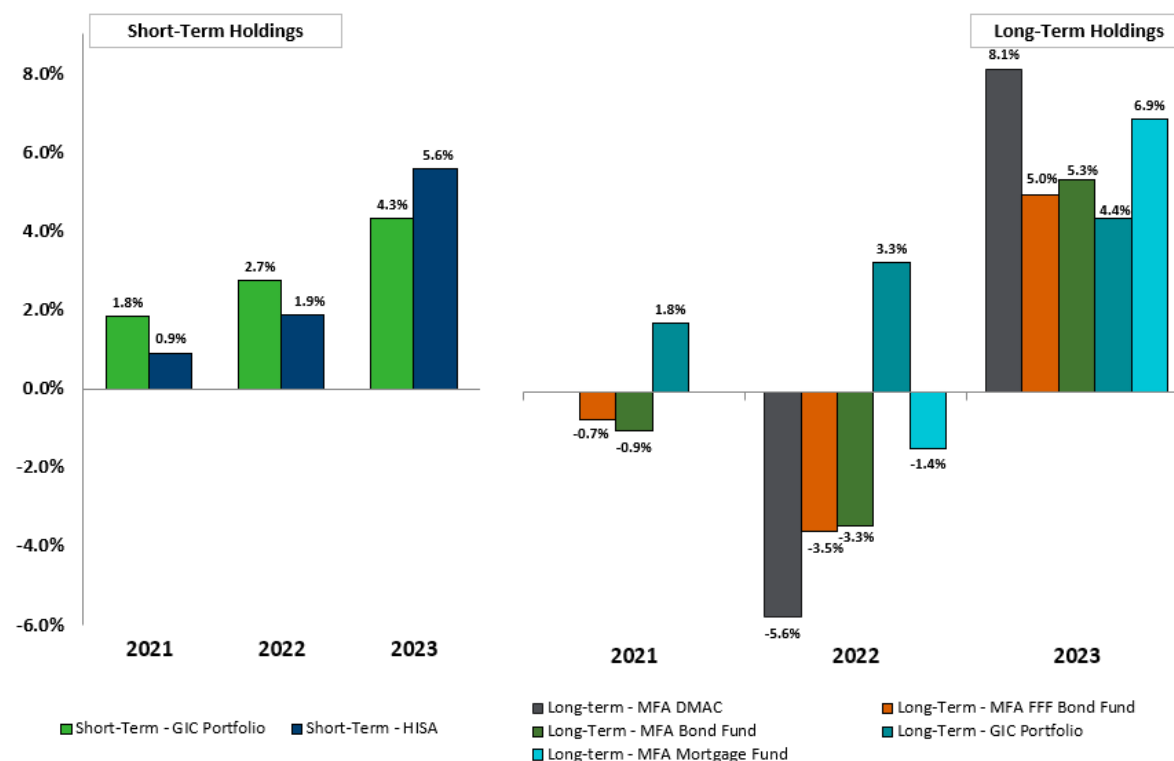
Investments	Balance (\$millions)	% Share
Investments Short-Term (less than 2 years)		
High Interest Savings Accounts (Cash)	5.2	1.4%
Guaranteed Investment Certificates (< 2 year)	192.5	51.4%
Total Short-term:	197.7	52.8%
Investments Long-Term (more than 2 years)		
MFA DMAC Fund	15.3	4.1%
MFA Pooled Mortgage Fund	17.6	4.7%
MFA FFF Bond Fund	30.3	8.1%
MFA Short-Term Bond Fund	34.3	9.2%
Guaranteed Investment Certificates (> 2 year)	79.4	21.2%
Total Long-term:	176.9	47.2%
Total Investments:	\$374.6	100%

The portfolio was distributed between short-term and long-term investments in a 53%/47% split. As per Investment Policy, investments with maturities or approaching maturities less than two years are classified as short-term and investments with maturity and divestiture dates beyond two years are classified as long term.

Performance

Graph 1 provides a detailed report on investment returns in 2023.

Graph 1: CRD Investment Results



Short-Term Investments

These funds focus on liquidity and are monies needed for near-term expenditures in operating and capital. The funds are invested in a mix of High Interest Savings Accounts (HISA) and Guaranteed Investment Certificates (GIC) with varying terms throughout the year in alignment to cashflow needs. GIC rates rose steadily throughout 2023, exceeding yield from deposit products.

For short-term holdings (terms less than two years), the short-term GIC portfolio yielded a 4.3% return, outperforming the 4.0% benchmark. The HISA accounts exceed their benchmark of 5.3% with a 5.6% return.

Long-Term Investments




Funds invested in long-term GICs and Municipal Finance Authority (MFA) pooled funds are primarily long-term capital reserves. The long-term GIC portfolio returned 4.4% exceeding the passive benchmark of 2.9% due to active GIC placements in 2023 at higher rates.

APPENDIX C

In 2023, the MFA Bond Fund produced a 5.3% return while the MFA Fossil-Fuel-Free (FFF) Bond Fund returned 5.0%, the MFA Mortgage Fund returned 6.9%, the MFA Diversified Multi-Asset Class (DMAC) Fund returned 8.5% all benefiting from the inverse relationship between interest rates and long-term bond yields. As interest rates decreased rapidly from their peak in the last quarter of the year, the bond funds, mortgage fund and fixed income DMAC holdings generated capital gains. Furthermore, despite the decline from peak, interest rates remained relatively high contributing to increased annual bond coupon income compared to previous years.

APPENDIX D: MFA's Suite of Pooled Investment Products



	FFF 	ESG 	FFF 
	(3) Pooled High Interest Savings Accounts	Money Market Fund	Government Focused Ultra-short Bond Fund
Key Features	<p>Best for soon needed funds.</p> <p>Balances favourable interest rates and liquidity.</p> <p>Monies held with Domestic Systemically Important Banks.</p> <p>✓ Favourable deposit rates negotiated by MFA</p> <p>✓ Monthly Interest</p>	<p>This Fund is suited for Investors who must maintain adequate liquidity, while benefitting from asset diversification.</p> <p>This Fund holds a portfolio of very short-term securities, focused on high-quality corporates.</p> <p>The Fund seeks a yield advantage through active market and credit analysis.</p> <p>✓ Monthly distributions</p>	<p>The main objective of this Fund is to provide safety and liquidity.</p> <p>This Fund maintains a bias towards safe and favourable Federal and Provincial Securities, holdings may include up to 25% Big 6 Bank debt securities.</p> <p>Securities acquired for the Fund may have a maximum maturity of 2 years.</p> <p>This Fund does not invest in non-bank corporates.</p> <p>✓ Monthly distributions</p>
Suggested Investment Time Horizon	0 – 12 months	0 – 24 months	0 – 24 months
Trailing 12-month Total Return * ‡	N/A	5.13%	4.62%
Current Yield †	5.55% ‡ §	5.38%	4.89%
Total Annual Fees	3 bps	12.5 bps	12.5 bps

Management and composition of Funds subject to MFA's Pooled Investment Funds Investment Policies, Objectives, and Guidelines Agreement with Fund Manager(s). || Call MFA for details.

* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to January 31, 2024; past performance does not guarantee future performance.





† Before fees; yields as at February 22, 2024. ‡ Net of fees and expenses. § rates as of February 22, 2024.

FFF refers to Fossil Fuel Free defined here as (1) Funds which exclude investments issued by companies directly involved in extracting, processing, or transporting coal, oil or natural gas; and (2) Savings Accounts offered by financial institutions.

ESG integrated refers to the ongoing consideration of ESG factors within an investment analysis and decision-making process with the aim to improve risk-adjusted returns.

MFA's Suite of Pooled Investment Products



	 Short-term Bond Fund	  Fossil Fuel Free Short-term Bond Fund	 Pooled Mortgage Fund
Key Features	<p>Designed for Investors with a 2 to 5 year investment horizon as the Fund maintains a longer duration versus the MM and Ultra-short Funds.</p> <p>This Fund provides instant diversification through a broad asset mix of high-quality government and corporate securities.</p> <p>The Fund seeks a yield advantage through active market and credit analysis.</p> <p>✓ <i>Monthly distributions</i></p>	<p>This Fund is benchmarked against the same index as the ST Bond Fund, however screens-out companies involved in the extraction, processing and transportation of coal, oil, and natural gas.</p> <p>Designed for Investors with a 2 to 5 year investment horizon.</p> <p>This Fund provides instant diversification through a broad asset mix of high-quality government and corporate securities.</p> <p>The Fund seeks a yield advantage through active market and credit analysis.</p>	<p>This Fund is designed to provide asset class diversification for local government investment portfolios. Best suited for cash not needed for 3+ years.</p> <p>The Fund invests in high-quality 1st mortgages on Canadian income producing commercial properties – such as retail, multi-residential, office and industrial.</p> <p>✓ <i>Minimum 1.25x CF coverage</i></p> <p>✓ <i>Maximum 75% Loan-to-value</i></p>
Suggested Investment Time Horizon	2 – 5 years	2 – 5 years	3 years + (redemption restrictions may apply)
Trailing 12-month Total Return * ‡	3.55%	3.39%	4.72%
Current Yield †	4.48%	4.47%	5.93%
Total Annual Fees	20 bps	20 bps	25 bps

Management and composition of Funds subject to MFA's Pooled Investment Funds Investment Policies, Objectives, and Guidelines Agreement with Fund Manager(s).

* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to January 31, 2024; past performance does not guarantee future performance. † Before fees; yields as at February 22, 2024.





‡ Net of fees and expenses.

FFF refers to **Fossil Fuel Free** defined here as (1) Funds which exclude investments issued by companies directly involved in extracting, processing, or transporting coal, oil or natural gas; and (2) Savings Accounts offered by financial institutions.

ESG integrated refers to the ongoing consideration of ESG factors within an investment analysis and decision-making process with the aim to improve risk-adjusted returns.

MFA's Suite of Pooled Investment Products



	 Fossil Fuel Free Diversified Multi-asset Class Fund	   Diversified Multi-asset Class Fund
Key Features	<p>Designed to invest capital in only fossil fuel free securities over the long-term and grow at a rate that exceeds inflation by 3.5%, while minimizing risk through asset class selection and diversification.</p> <p>The Fund will be broadly invested in Fixed Income (30%) and Equities (70%) ₼.</p> <ul style="list-style-type: none"> ✓ <i>Preserve long-term purchasing power</i> ✓ <i>Global Diversification</i> ✓ <i>Gain exposure to professionally managed growth assets</i> 	<p>Designed to invest capital over the long-term and grow at a rate that exceeds inflation by 3.5%, while minimizing risk through asset class selection and diversification.</p> <p>The Fund will be broadly invested in Fixed Income (25%), Equities (60%), and Alternative investments (15%) ₼.</p> <ul style="list-style-type: none"> ✓ <i>Preserve long-term purchasing power</i> ✓ <i>Alternative Investments at very attractive pricing</i> ✓ <i>Gain exposure to professionally managed growth assets</i>
Suggested Investment Time Horizon	10 years + (redemption restrictions may apply)	10 years + (redemption restrictions may apply)
Trailing 12-month Total Return * ‡	N/A	5.73%
Current Yield †	◇	◇
Total Annual Fees	33 bps	33 bps

Management and composition of Funds subject to MFA's Pooled Investment Funds Investment Policies, Objectives, and Guidelines Agreement with Fund Manager(s).

* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to January 31, 2024; past performance does not guarantee future performance.

‡ Net of fees and expenses. ◇ Fixed Income component only, 4.47% (FFF DMAC), 6.46% (DMAC) as of February 22, 2024. ₼ Mid-point target weight, actual weights will vary ; when FFF alternative investments available FFFDMAC may invest in those strategies. FFF refers to **Fossil Fuel Free** defined here as (1) Funds which exclude investments issued by companies directly involved in extracting, processing, or transporting coal, oil or natural gas; and (2) Savings Accounts offered by financial institutions. ESG integrated refers to the ongoing consideration of ESG factors within an investment analysis and decision-making process with the aim to improve risk-adjusted returns. "Carbon Light" refers to strategies which minimize a portfolio's carbon impact including up to ~40% FFF.



ESG Framework

DISCLAIMER



This presentation, including the accompanying slides and subsequent discussion, contains certain forward-looking information, forecasts, projections, goals and strategies (the “forward-looking information”) with respect to revenues, funding, expenses, the financial condition, and results of operations. This forward-looking information represents the Municipal Finance Authority of British Columbia’s expectations or beliefs concerning future events and involves known and unknown risks and uncertainty that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. This material is for information purposes only.

MFA'S ESG APPROACH



- Since inception in 1970, MFA's main mandate of providing low-cost lending for local government capital projects has provided tremendous benefits to communities and citizens all across British Columbia
 - MFA has recently committed to increasing its efforts on collecting, standardizing and disseminating more granular data on its lending activities to assist the investment community
- MFA will now provide "Use of Proceeds" disclosure in conjunction with all future bond issues and in our annual report every year
 - MFA's initial approach will be to map its use of proceeds to UN SDG's, Green Bond Principles and Social Bond Principles
 - Management is committed to helping improve both local government and MFA's disclosures over time - in conjunction with expected improvements of global ESG reporting standards
- MFA has no intention of issuing certified labeled bonds. Given our unique model, and until ESG reporting methodologies and standards improve, our efforts will be focused on being a thought leader and promoter of the adoption of common and comparable ESG reporting data by our Members

ESG FRAMEWORK



The MFA has developed an ESG mapping approach which endeavours to provide Environmental, Social, and Governance disclosure by which investors, bond market participants, and other interested stakeholders can better understand how proceeds from our funding program are used. While our bond issues are not certified as such, we view all of our bond issues as being 'sustainable bonds', used to support and advance various ESG initiatives throughout the province.



Using our new ESG mapping approach, the MFA aims to provide stakeholders with insight into how the capital projects we fund align to not only specific UN Sustainable Development Goals but also recognized Green Bond Principles and Social Bond Principles. These principles have been used to help guide our project mapping approach but should not be construed as a formal framework where explicit impacts are measured at this time. We encourage stakeholders to reach out and dialogue with us as we take initial steps to improve our ESG approach in an effort to provide stakeholders with clearer information regarding our use of proceeds.

MFA MAPPING TOOL FOR ESG CRITERIA

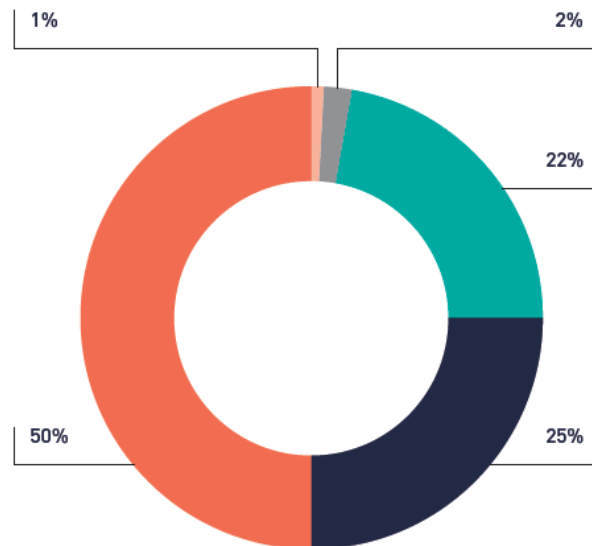


UN SDG Alignment	Green Bond Principles	Social Bond Principles	MFA Purpose of Borrowing	Project Examples In This Category
3 GOOD HEALTH & WELLBEING	–	Access to Essential Services	Health/Social Services	Hospitals, hospital equipment, day cares
6 CLEAN WATER & SANITATION	Sustainable Water & Wastewater Management	Affordable Basic Infrastructure	Water	Water treatment, distribution, storage, water metering
	Sustainable Water & Wastewater Management	Affordable Basic Infrastructure	Sewer/Drainage	Sewage treatment, distribution, storage, storm drainage systems, dikes, flood protection
7 AFFORDABLE & CLEAN ENERGY	Energy Efficiency	Affordable Basic Infrastructure	Renewable Energy Systems	Solar, hydro electric, heat recapture, energy efficiency retrofits
	Renewable Energy	Affordable Basic Infrastructure	Renewable Energy Systems	Solar, hydro electric, heat recapture, energy efficiency retrofits
11 SUSTAINABLE CITIES & COMMUNITIES	Clean Transportation	Affordable Basic Infrastructure	Transportation/Transit	Airports, public transit, cycling and walking infrastructure
	–	Affordable Basic Infrastructure	Roads	Paving, new roads, road safety improvements, bridges, interchanges, street lighting
	Green Buildings	Affordable Basic Infrastructure	Public Safety	Public safety buildings, fire halls, fire trucks
	Green Buildings	Affordable Basic Infrastructure	Local Government Land & Buildings	Land acquisition, City hall, public works buildings, animal shelters, other Local Government owned facilities
	–	Affordable Basic Infrastructure	Communications Utilities	Fibre optic network, TV rebroadcasting, phone network
	Green Buildings	Affordable Basic Infrastructure	Parks/Recreation/Culture	Parkland, park improvements, recreational facilities, libraries, community halls, theaters, museums
	Environmentally sustainable management of natural resources and land use	Affordable Basic Infrastructure	Parks/Recreation/Culture	Parkland, park improvements, recreational facilities, libraries, community halls, theaters, museums
	–	Affordable Basic Infrastructure	Other	Cemetery improvements, cruise ship dock
12 RESPONSIBLE CONSUMPTION & PRODUCTION	Green Buildings	Affordable Housing	Affordable Housing	Social/supportive housing
	Pollution Prevention & Control	–	Solid Waste Management/Recycling	Landfills, landfill closure, recycling facilities, composting facilities, vehicles for these purposes
13 CLIMATE ACTION	Climate Change Adaptation	–	Environmental Conservation/Remediation	Brownfield remediation, habitat restoration
14 LIFE BELOW WATER	Terrestrial & Aquatic Biodiversity Conservation	–	Environmental Conservation/Remediation	Brownfield remediation, habitat restoration
15 LIFE ON LAND	Terrestrial & Aquatic Biodiversity Conservation	–	Environmental Conservation/Remediation	Brownfield remediation, habitat restoration

TOTAL 2020 DEBT ISSUANCE BY UNSDG



**Total 2020 Debt Issuance by
UN Sustainable Development Goal**



2020 New Financing by UN SDG

3 - Good Health & Wellbeing	\$ 79,741,155
6 - Clean Water & Sanitation	317,663,574
11 - Sustainable Cities & Communities	117,247,525
12 - Responsible Consumption & Production	15,921,809
14 - Life Below Water	4,425,937
	<hr/>
	\$ 535,000,000

2020 Refinancings by UN SDG

3 - Good Health & Wellbeing	\$ 179,081,036
6 - Clean Water & Sanitation	194,361,618
11 - Sustainable Cities & Communities	107,797,032
12 - Responsible Consumption & Production	3,760,314
	<hr/>
	\$ 485,000,000

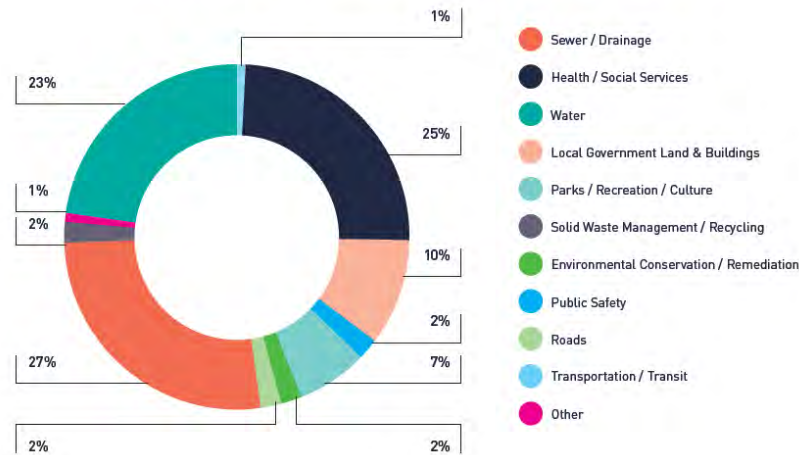
Total 2020 Financings By UN SDG

3 - Good Health & Wellbeing	\$ 258,822,191
6 - Clean Water & Sanitation	512,025,192
11 - Sustainable Cities & Communities	225,044,557
12 - Responsible Consumption & Production	19,682,123
14 - Life Below Water	4,425,937
	<hr/>
	\$ 1,020,000,000

TOTAL 2020 DEBT ISSUANCE BY PURPOSE



Total 2020 Debt Issuance by Borrowing Purpose



	2020 New Financings by Borrowing Purpose	2020 Refinancings by Borrowing Purpose	Total 2020 Debt Issuance by Borrowing Purpose
Environmental Conservation/Remediation	\$ 4,425,936	\$ -	\$ 4,425,936
Health/Social Services	79,741,154	179,081,036	258,822,190
Local Government Land & Buildings	95,736,179	8,768,313	104,504,492
Other	-	5,000,000	5,000,000
Parks/Recreation/Culture	4,854,198	60,909,801	65,763,999
Public Safety	7,974,058	12,157,621	20,131,679
Roads	7,842,660	11,523,888	19,366,548
Sewer/Drainage	228,043,923	45,675,687	273,719,610
Solid Waste Management/Recycling	15,921,809	3,760,314	19,682,123
Transportation/Transit	840,431	9,437,409	10,277,840
Water	89,619,652	148,685,931	238,305,583
	\$ 535,000,000	\$ 485,000,000	\$ 1,020,000,000

CREDIT RATINGS



Long-Term Ratings

Agency	Rating	Outlook	Date
S&P	AAA	Stable	May 15, 2020
Moody's	Aaa	Stable	Feb 2, 2021
Fitch	AAA	Stable	April 26, 2021

Short-Term Ratings

Agency	Rating	Outlook	Date
S&P	A-1+	Stable	May 15, 2020
Moody's	P-1	Stable	Feb 2, 2021



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**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MARCH 06, 2024**

SUBJECT Internal Controls Over Financial Reporting

ISSUE SUMMARY

Report to the Finance Committee on the Internal Financial Controls Program in place for the Capital Regional District (CRD), Capital Region Housing Corporation (CRHC) and Capital Regional Hospital District (CRHD).

BACKGROUND

At the January 3, 2024 Finance Committee meeting, while considering items 5.1.1 and 6.1; the 2023 Audit Planning Presentation and Report, discussion by committee resulted in a request for more information regarding internal control practices for the CRD entities.

Starting in 2018 through the Finance Committee and Corporate Plan priorities referencing financial accountability and transparency, the Financial Services division began development and implementation of an Internal Controls over Financial Reporting (ICFR) framework.

The initial phase of this program involved a review by an external public accounting firm (BDO) to evaluate nine financial processes.

1. Financial Statement Close Process
2. Hire-to-Pay
3. Procure-to-Pay
4. Cash/Cheques Receipts
5. Treasury and Investments
6. Revenue – Sale of Services
7. Tangible Capital Assets
8. Budgeting
9. IT General Controls (ITGC)

A total of 171 controls were identified where 45 were assessed as requiring enhancement, remediation, or having gaps to operate effectively. The results are summarized as follows:

Assessment	# of Controls	% of Total
Operating Effectively	126	74%
Enhancement	26	15%
Remediation	16	9%
Gap	3	2%
TOTAL	171	

As a result of these findings, Financial Services embarked on a multi-year remediation plan with progress reports to the Executive Leadership Team, making meaningful improvements with respect to Tangible Capital Assets and Expenditure Authorities. However, more meaningful progress required more resourcing and programming.

In 2022 the CRD Board approved Initiative Business Case (IBC) 15f-1.17 Corporate Accounting Standard Compliance which continued to advance remediation efforts. Most recently, an Internal Control Program was formalized and is now mid-implementation. The program relies on the globally recognized Committee of Sponsoring Organizations of the Treadway Commission's (COSO) Internal Control Integrated Framework (ICIF). Although the CRD isn't directly governed by Sarbanes Oxley (SOX) regulations, its framework aligns with and satisfies SOX standards for ICFR. The CRD also aligns with other government and crown corporations in British Columbia who have adopted ICFR to ensure financial integrity and accountability.

The program consists of a strategy, implementation plan and a documented environment of financial processes and controls. It is also a part of the organization's risk management activities, with regular assessments conducted and reported. Internal assurance is provided through monitoring and testing with an internal materiality set to detect and correct errors. The intent of the program is to minimize risks and protect assets, ensuring accuracy of records.

The auditors gain an understanding of our ICFR program as it relates to the external audit of the consolidated financial statements. This assessment is relevant to the CRD's preparation and fair presentation of the financial statements to design audit procedures.

Moreover, internal controls play a critical role in safeguarding organizational assets, ensuring compliance, enhancing operational efficiency and facilitating accuracy of financial reporting for decision-making. By establishing a program to monitor the robust control environment, Staff are able to more effectively manage risks, protect assets and support the organization.

IMPLICATIONS

Alignment with Board & Corporate Priorities

Aligned with the 2023 to 2026 Corporate Plan, Financial Services lead systems and policies to respond to best practices, comply with legislative requirements and deliver sustainable budgets. Directly in support of the ICFR Program are several initiatives: 13c-2 optimize Financial Services through enhanced internal controls and continuous improvement methodologies, 13b-1 continue implementing business continuity planning and the Enterprise Risk Management framework, 13c-1 advance changes to policies and systems to streamline activities, reduce complexity and increase efficiency.

Service Delivery Implications

Although the external auditors do not design procedures to express an opinion on ICFR, they do design their audit procedures based on the conditions of the organizations ICFR environment. Where control issues are observed, they are reported to the attention of Management and the Board. These matters are presented annually to the Committee and then to the Board in the Management Letter accompanying the report on the Audited Financial Statements presented for approval each May.

Table 1 lists examples of control improvements which have since been implemented by Staff.

Table 1: Examples of Control Performance Improvement Observations by the Auditor

Control Description	Observation
Chief Administrative Officer Expense Report Approval	Sign off by direct report (CFO), rather than direct supervisor (Board Chair)
Board Director Expense Report Cut Off	Expense reports submitted past deadline resulting in understatement of expenses
Related Party Transaction Declarations	Board declarations forms not returned may result in missed disclosures
Purchase and Payment Cut Off	Purchase or payments greater than Internal threshold of \$100K not recorded by financial close resulting in understatement of expenses considered to be material

With the ICFR program developed and implementation underway, internal activities are regularly performed to assess the effectiveness of controls and risk to financial reporting. The control environment consists of 14 core financial business processes which include 279 financial controls.

The core financial processes are as follows with the number of associated controls:

- Financial Statement Close (21)
- Payroll (27)
- Procure-to-Payables (51)
- Cash Handling (14)
- Treasury and Investments (26)
- Revenue Recognition (44)
- Tangible Capital Assets (27)
- Budget (15)
- IT General Controls (24)
- Accounts Receivable (12)
- Inventory (9)
- Planning and Local Services (9)

While transactions of all values are recorded, additional focus and activities is placed on transactions above the materiality threshold of \$100k. In addition to the control environment, as prescribed by the Delegation of Authority Bylaw No. 4186, Financial Services maintains a list of authorized purchasers of goods and services. This is maintained and used to match invoice and payment signing authorities to ensure only authorized individuals are processing against the Board approved budget.

CONCLUSION

At the January 3, 2024 Finance Committee meeting, while considering items 5.1.1 and 6.1, committee members discussion resulted in a request for more information regarding the internal controls practice in place for the organization. As approved in the 2022 IBC 15f-1.17 Corporate Accounting Standard Compliance Enhancements, an Internal Control Program has recently been formalized and is mid-implementation. The program is based on internationally accepted COSO ICIF and consists of a strategy, implementation plan and a documented environment of financial processes and controls. The program forms part of the risk management register for the organization where risk assessments are regularly performed and reported.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MARCH 06, 2024**

SUBJECT **2024 Provincial Budget Highlights**

ISSUE SUMMARY

To provide the Finance Committee with a high-level review of potential impacts on Capital Regional District (CRD) services in the 2024 Provincial Budget.

BACKGROUND

On February 22, 2024, Finance Minister Katrine Conroy introduced the 2024 Provincial Budget in the Legislature. This information report is intended to provide highlights on items relating to the CRD, Capital Regional Hospital District (CRHD), and Capital Region Housing Corporation (CRHC). While these highlights have been focused on organizational impacts, there was an attempt to include potential implications for member municipalities and electoral areas.

This is not intended to be a comprehensive budget review.

IMPLICATIONS

Refer to Appendix A for a CRD, CRHD, and CRHC perspective on the Provincial Budget including potential impacts to member municipalities and electoral areas. Highlights also include potential services that may be impacted by provincial initiatives.

The [Provincial Budget and Fiscal Plan](https://www.bcbudget.gov.bc.ca/2024/pdf/2024_Budget_and_Fiscal_Plan.pdf)¹ is the main budget document from the Ministry of Finance that lays out the province's three-year fiscal plan, including economic outlook, revenues, spending, tax measures and forecasting risks and assumptions.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: 2024 Provincial Budget Highlights

¹ https://www.bcbudget.gov.bc.ca/2024/pdf/2024_Budget_and_Fiscal_Plan.pdf

2024 Provincial Budget Highlights

Highlights of 2024 BC Provincial Budget

The 2024 budget now estimates 2023 to 2024 fiscal year deficit to be \$6.9B compared to a prior year surplus of nearly \$4B. The changes are related to a softening economy against a backdrop of higher interest rates and slowing domestic and global activity.

For the next three years the province is projecting the following deficits:

- 2024/25 \$7.9B deficit (including \$3.9B in contingencies)
- 2025/26 \$7.8B deficit (including \$3.0B in contingencies)
- 2026/27 \$6.3B deficit (including \$3.7B in contingencies)

Forecasted debt at the end of this three-year budget is \$126B, ~\$8B lower the last budget but more than 2.5x pre-pandemic levels.

Other 2024/25 key economic metrics:

- Nominal gross domestic product (GDP) growth is forecasted to be 3.2% (compared to 3.1% in 2023)
- Provincial unemployment rate is expected to be 6.1% in 2024 and 5.9% in 2025
- Consumer Price Index (CPI) forecasted to be 2.7% (compared to 3.9% in 2023)

Provincial Budget Highlights Impacting Capital Regional District & Member Municipalities

1. Helping British Columbians to Reduce Costs

- \$248 million for a one-year 2024 BC Family Benefit Bonus which should result in a 25% increase to their monthly payment
 - On average, families will receive \$445 more
- One-time BC Electricity Affordability Credit, Households will save an average of \$100 on their bills over the course of the year, depending on power usage
 - Commercial and industrial customers will also receive savings up to 4.6% **[CRD/CRHC/municipalities]**
 - The average small business will save \$400 over the course of the year
- 100% of revenue from the carbon-tax increase will be directed to the climate action tax credit, translating to approximately 12% increase
 - The number of people receiving the credit increases annually, with a goal to reach 80% of households in BC by 2030
- Budget 2024 doubles the exemption threshold of the Employer Health Tax, from \$500,000 to \$1 million **[CRD/CRHC/municipalities]**
 - With this change, 90% of businesses will be exempt from the tax, estimated to save them more than \$100 million a year
- As people file their 2023 income taxes, renters will see up to \$400 come back to them through the BC renter's tax credit **[CRHC]**

2. Affordable and Attainable Housing

The BC government is focusing on:

- Legislation to reset the short-term rental market **[CRHC/municipalities]**
- Expanding the Speculation and Vacancy Tax **[CRHC/municipalities]**
- Focusing on restrictive and outdated zoning rules (including focus on secondary suites) **[CRHC/municipalities]**

- Turning more land and areas near transit hubs into homes for people
[CRHC/municipalities/transportation]
- Changes to the Residential Tenancy Branch including:
 - Capping rent increases below inflation; [CRHC/municipalities]
 - Providing an annual \$400 renter's tax credit; and [CRHC/municipalities]
 - The Rental Protection Fund. [CRHC/municipalities]
- **BC Home Flipping Tax** - Effective January 1, 2025, there will be a tax on the profit made from selling a residential property within two years of purchasing. Exemptions will be in place for life circumstances, such as divorce, death, illness and relocation for work. Revenue from the tax will go directly to building affordable housing throughout BC.
- **Changes to Property Transfer Tax Exemptions**
 - Increases to the threshold for the First Time Homebuyers' Program:
 - Buyers who purchase a home up to \$835,000, the first \$500,000 completely exempt from the property transfer tax = \$8,000 in savings
 - Newly built homes worth up to \$1.1 million will also see lower costs through the newly-built-home exemption
 - For builders and developers, purpose-built rental buildings of four or more units will also receive a property transfer tax exemption until 2030
- **BC Builds**
 - \$198 million (150 operating, 48 capital) in new funding to speed up the development of housing for middle-income people and families
[CRHC/municipalities]
 - Uses government-owned, public and underused land and lower government borrowing rates to offer low-cost financing to bring down construction costs
[CRHC/municipalities]
 - Streamlining approvals to move projects from concept to construction within 12 to 18 months, compared to the current average of three to five years. New units will be income-tested [CRHC/municipalities]
- **Housing Support**
 - \$116 million in new funding to initiatives centred on delivering programs and services. Funding also maintains more than 500 permanent and temporary shelter spaces. [CRHC/municipalities]

3. Safe and Healthy Communities

- Budget 2024 provides \$8 billion over three years to strengthen health care, kindergarten-to-Grade 12 education, justice and public safety, and help for people who need care and support.
- **Health Care**
 - \$2 billion to support access to the full range of health services, including primary and acute care, long-term care, assisted living, home care, and mental-health and substance-use care and recruitment and retention of health-care professionals [CRHD]
 - Capital investments of \$13 billion over the next three years will support the construction of long-term care, acute care and cancer care facilities [CRHD]

- **Cancer Care**
 - \$270 million to deliver treatments and strengthen prevention and screening services, such as HPV vaccines and cervical and hereditary cancer screenings. Cancer care centres are on the way for Surrey, Burnaby, Nanaimo and Kamloops to provide better care closer to home
- **Home and Community Care Services for Seniors**
 - \$354 million to ensure seniors can continue to access the services they count on, even as demand increases, through: **[CRHC/CRHD]**
 - \$227 million for home health-care services provided by regulated professionals, including nurses, occupational and physical therapists, and social workers
 - \$127 million for community-based services to support day-to-day tasks such as grocery shopping, light housekeeping, minor home repairs, snow shoveling, and transportation to and from medical appointments
- **In-Vitro Fertilization**
 - \$68 million to launch a new publicly funded in-vitro fertilization program, funding both treatment and medication for a single cycle
- **Mental Health and Addictions**
 - Budget 2024 continues to expand services and break stigma:
 - \$117 million to continue funding more than 2,200 community mental-health and substance-use treatment beds at more than 300 health authority and community care facilities;
 - \$49 million to support existing harm-reduction initiatives at 49 overdose-prevention sites, drug checking and naloxone kit distribution;
 - \$39 million to fund existing Peer-Assisted Care Teams and Mobile Integrated Crisis Response Teams; and
 - \$10 million to support the development and implementation of treatment and recovery programs.
- **K-12 Education**
 - With historic enrolment growth in 2023 (more than 13,000 students), Budget 2024 invests \$968 million for more staff in classrooms including \$255 million for the Classroom Enhancement Fund for special education teachers, teacher psychologists and counsellors.
 - \$4.2 billion is dedicated to build, renovate, and seismically upgrade schools and playgrounds over the next three years as part of the province's capital plan.
- **Justice and Public Safety**
 - \$398 million in new investment to support families by expanding the early resolution model and legal aid services
- **Help for People who Need Care and Support**
 - \$114 million for children in alternative care arrangements will improve front-line support in the child welfare system, including those who support Indigenous children and youth

- \$30 million over three years to support children with dyslexia and related learning differences. Early literacy screening for kindergarten to Grade 3 will better equip teachers and support staff
- \$26 million to support 2,800 more children and youth with an autism diagnosis or complex health needs
- Additional \$105 million to Community Living BC to improve quality of life for people with developmental disabilities and their families

4. Sustainable and Clean Economy

- \$1.3 billion for new initiatives to mitigate and better respond to the impacts of climate emergencies and build a cleaner economy **[CRD/municipalities/emergency]**
- **Responding to Elimate emergencies**
 - \$405 million more over four years to bolster the province's capacity to prepare for and respond to future climate emergencies **[CRD/municipalities/emergency]**
 - \$154 million in operating and \$21 million in capital funding to support additional wildfire response, recovery and infrastructure resources
 - \$56 million for aviation preparedness and response through increased contract funding for helicopter and air tanker services;
 - \$60 million for the Forest Enhancement Society of BC to continue industry and community focused wildfire risk reduction;
 - \$38 million to support stable, year-round resourcing, including fire crew leaders and front-line staff; and
 - \$21 million for a new Prince George equipment depot.
 - \$18 million to boost year-round delivery of response and recovery programs, such as supporting provincial and regional operations centres
 - Priority infrastructure projects and programs to decrease flood risks and strengthen drought resiliency will receive \$234 million, including: **[CRD/municipalities/emergency]**
 - \$83 million to expand the Agriculture Water Infrastructure Program to help more farmers and ranchers effectively manage, collect, transport and store water for agriculture and irrigation purposes;
 - \$50 million for water metering pilot programs in 21 communities throughout BC that will inform the feasibility of establishing a universal water-metering program;
 - \$77 million to upgrade the Barrowtown pump station in Abbotsford;
 - \$14 million to help replace the 50-year-old Cowichan Lake Weir; and
 - \$10 million to increase the water storage capacity and sustain water flow of Saint Mary Lake on Salt Spring Island by raising the dam height. **[CRD]**
- **CleanBC and Advancing the Clean Economy**
 - Budget 2024 reaffirms the province's commitment with \$318 million to continue to fund grant and rebate programs for clean transportation, energy-efficient buildings and communities, and support transition to a low-carbon economy. **[CRD/municipalities/transportation/environment]**
 - Another \$93 million will help people and communities reduce emissions:
 - \$40 million for additional heat pump rebates for households with low and middle incomes to provide access to affordable, clean energy; **[municipalities /environment]**

- \$20 million for active transportation grants to communities;
[CRD/municipalities/transportation/environment]
 - \$30 million to continue the implementation of electric vehicle public charging infrastructure; and
[CRD/municipalities/transportation/environment]
 - \$3 million to support youth involvement in climate-action initiatives.
[CRD/municipalities/transportation/environment]
- \$24 million to support collaboration with First Nations, industry, local governments and the public and ensure adequate resources for a new made-in-BC Critical Minerals Strategy and mine permitting
- **Strengthening an Inclusive Economy**
 - Budget 2024 establishes tools to support equity financing opportunities for First Nations including provincial loan guarantees and other supports through a new First Nations Equity Financing Framework. [CRD/FNR]
 - \$24 million over four years for improved safety to eleven First Nations communities that rely on five forest service roads for primary access.
- **Supporting Self-Determination**
 - The province has been partnering with Modern Treaty Nations to co-develop measures that better support self-determination. Budget 2024 lays out a new approach for assessment and property taxation on Modern Treaty Nations' core governance lands putting exclusive decision-making for property interests on Nisga'a Lands and Treaty Lands into the hands of Modern Treaty Nations.
- **Critical Transportation Networks and Community Infrastructure**
 - \$15.5 billion in capital plan over the next three years, to deliver transit and transportation infrastructure [CRD/municipalities/transportation]
 - **Continued priority projects include:**
 - Highway 1 projects through the Fraser Valley and from Kamloops to the Alberta border; major infrastructure projects like the Fraser River Tunnel project and the Pattullo Bridge; and transit projects like the Broadway Subway and the Surrey Langley SkyTrain
 - \$248 million for BC Transit to expand infrastructure to support increased service and ensure efficiency by reducing traffic congestion
[CRD/municipalities/transportation]
 - \$250 million over five years will support the 21 local governments that make up the Northwest BC Resource Benefits Alliance. Funding will support planning and construction of municipal infrastructure, such as roads, water sewer and other community facilities.
- **Future Ready**
 - \$228 million over three years for StrongerBC: Future Ready Action Plan. Launched in 2023, the plan funds skills training for students, employees, businesses, and employers throughout the province [CRD/municipalities]
- **Building a Stronger BC**
 - Capital spending over the fiscal plan is \$43.3 billion
 - Operating funding increased by \$13 billion across the fiscal plan

- To sustain and expand provincial infrastructure, such as schools, post-secondary facilities, housing, health-care facilities and transportation projects, including highway improvements, landslide cleanup and prevention and bridge repairs replacements **[CRD/municipalities/transportation]**
- Through the capital plan 185,000 jobs will be directly or indirectly created over the next three years

REPORT TO TRANSPORTATION COMMITTEE MEETING OF WEDNESDAY, FEBRUARY 21, 2024

SUBJECT Literature Review of E-bike and Micro-mobility Safety

ISSUE SUMMARY

To receive results from the Capital Regional District (CRD) Traffic Safety Commission (TSC) literature review on electronic bikes (e-bikes) and micro-mobility safety.

BACKGROUND

On February 8, 2023, the CRD Board requested that the TSC review e-bikes and micro-mobility as it relates to personal use and safety in the region. Micro-mobility is defined as lightweight electric vehicles operated at low speeds such as e-bikes and electronic kick scooters (e-kick scooters). Mobility aids, that assist people experiencing disabilities, use infrastructure as a pedestrian would and are therefore not considered as micro-mobility. Micro-mobility has rapidly grown in popularity. The TSC commissioned the University of Victoria to conduct this review. The review is provided in Appendix A.

The review reveals that a range of factors affect the adoption, risk and safety of micro-mobility devices, including demographics and city infrastructure, as well as the implication of these devices on the environment and life-long health of users. The review offers considerations for jurisdictions interested in supporting the safe use of micro-mobility.

Regulatory Framework and Provincial E-Scooter Pilot

The *British Columbia Motor Vehicle Act (MVA)* has not kept pace with the introduction of new transportation devices. Only two micro-mobility devices have regulatory frameworks under the *MVA*: e-bikes, regulated by the Motor Assisted Cycle Regulation, and e-kick scooters, subject to a provincial pilot and only for local governments participating in the pilot. An e-kick scooter is a battery-powered device with a motor, two to four wheels, a platform for standing and handlebars for steering. The *MVA* is silent on electronic skateboards and other devices. Users of these devices operate outside the *MVA*, posing safety and law enforcement challenges.

The e-kick scooter pilot project began in 2021, offering participating local governments an exemption under the *MVA* to test regulatory approaches. The pilot applies only to e-kick scooters, not other forms of micro-mobility or mobility aids. Early results show the need to balance opportunities and challenges associated with new micro-mobility devices. No local governments in the CRD participated in the initial pilot. The Province recently announced a four-year extension of this pilot, which local governments can join at various intake points starting in April 2024.

Considerations from the Traffic Safety Commission

On January 9, 2024, the TSC received the literature review and considered the findings in relation to the current regulatory framework and the provincial e-kick scooter pilot. Appendix B documents the TSC's considerations.

The TSC supports a regional model bylaw approach. A model bylaw would create consistent regulations across multiple local government jurisdictions, supporting a consistent user experience and reducing laws enforcement challenges. A model bylaw approach is not needed

for participation in the extended pilot as participating local governments opt-in to prescribed regulations.

IMPLICATIONS

Alignment with Board & Corporate Priorities

Corporate plan initiative 4b-3 is to support local governments to implement consistent approaches to transportation demand management, active transportation and safety policy. The review has been shared with the Transportation Working Group.

Alignment with Existing Plans & Strategies

The Regional Parks and Trails Strategic Plan identifies development of a micro-mobility policy as a medium-term priority. The review findings, and any additional lessons learned from the provincial e-kick scooter pilot, could support policy development at the appropriate time.

Environmental & Climate Action

The CRD Board has declared a climate emergency. In 2022, on-road transportation accounted for 42% of all carbon pollution in the region. New travel behaviours including micro-mobility are one solution to get more people taking sustainable trips. The 2022 CRD Origin Destination Household Survey highlights that e-bikes represent about 10% of bicycles and about 30% of bicycle trips and represent a major portion of the additional bike trips reported between surveys. The review includes considerations for supporting the safe adoption of micro-mobility.

Equity, Diversity & Inclusion

The review findings show that uptake and use of micro-mobility varies across ages and geographic regions, and is affected by the availability of safe, comfortable and connected active transportation infrastructure. More research is needed to review psychological factors that influence the safe use of these modes of transportation including perceptions of risk (e.g., speeding, signaling).

The review findings suggest that micro-mobility devices may offer older adults a means of maintaining greater independence as they transition from driving personal vehicles. E-scooters and other non-bicycle micro-mobility devices are popular with younger demographics while e-bikes are more represented in older demographics. Younger demographics are disproportionately impacted by the lack of a regulatory framework for e-mobility devices.

Social Implications

The review findings show there are physical and mental health benefits of using micro-mobility. These need to be weighed against the need for more analysis on the safety implications of increased micro-mobility. More provincial safety data is needed to assess risks associated with injuries. Such analysis would be best done at the provincial level as a component of a more nuanced data collection program.

The review findings also show that societal expectations around what is considered transportation and uptake of new technology continues to change at a rapid pace. Technological change and societal expectations move far faster than regulatory change.

Intergovernmental Implications

Micro-mobility users, like all road and trail users, travel between communities to access housing, employment, services and recreation. The provincial e-kick scooter pilot allows participating local governments to opt-in to an MVA regulation to allow the use of e-scooters on roads. There is no

longer a requirement for local governments to amend their roads bylaws to participate. The TSC supports the need for consistent regulations of e-kick scooters, and in the future other micro-mobility devices, across local governments in the region.

Service Delivery Implications

The CRD does not have the authority or resources to take a role in coordinating a consistent approach to regional micro-mobility under its current service mandate. A new transportation service, with authority over micro-mobility and model bylaw development, could have such a role. The TSC considerations could inform a micro-mobility program under a new transportation service. Initial feedback received through the transportation governance initiative suggests that micro-mobility should be scoped into such a service.

The CRD can introduce bylaws relating to use of the regional trail network. Any bylaw changes related to micro-mobility on the regional trails should be consistent with the approach of other local governments, given that the regional trail is in a connected active transportation network spanning multiple local governments.

The CRD cannot participate in the extended pilot as it does not have jurisdiction over streets and roads in the region. Electoral Areas are also exempted from applying to the pilot as their road network is under the provincial jurisdiction.

CONCLUSION

The popularity of micro-mobility devices continues to grow across the region. The review findings show micro-mobility is beneficial, when safely and consistently regulated. Safe and consistent regulation would be best achieved on a province-wide basis, through an amendment to the *MVA*. The CRD has neither the authority nor resources to take a leading role in how new transportation technologies are used in the region. A new CRD transportation service would be needed for the region to play a role in micro-mobility. This service authority is being considered through the transportation governance initiative that is currently underway.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional and Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: A Review of Micro-mobility Devices: Implications for Use and Safety
Appendix B: Micro-mobility Brief to the Traffic Safety Commission

**A REVIEW OF MICROMOBILITY DEVICES: IMPLICATIONS FOR USE AND
SAFETY**

Prepared for the Capital Regional District (CRD) Traffic Safety Commission

Ahneke van Lankvelt and Paweena Sukhawathanakul

University of Victoria

Introduction

Micro-mobility devices provide an alternative form of transportation that can play an important role in the future of sustainable transport along with enhancing accessibility and quality of life for users. This review examines the current literature on micro-mobility as it relates to personal use and safety. Micro-mobility in this review is defined as lightweight electric vehicles that are operated at low speeds such as electric scooters (e-scooters) and bikes (e-bikes). Findings from the review revealed that there are range of factors that affect the risks and adoption of micro-mobility devices including demographics (SES, age, geography) and city infrastructure, as well as the implication of these devices on the environment (sustainable production of components, reducing carbon emission/meeting climate action targets) and life-long health of users (physical activity and injuries).

Relevance to the Capital Regional District (CRD)

Micro-mobility and active travel are directly relevant to meeting the needs of the CRD. E-bike use accounted for 30 percent of all bike trips in the CRD in 2022 (R.A. Malatest & Associates Ltd., 2022) and active walking and bicycling modes of travel increased by 7 percent throughout the region from 2017 to 2022 (Litman, 2023). These findings highlight the growing adoption of active transportation. Additionally, the 2022 CRD travel survey indicated that many motorists want to rely more on walking, bicycling, and public transit if these options are affordable and accessible (Litman, 2023). The CRD recognizes the potential for active travel to help support sustainable communities, improve the physical and mental health of individuals, and reduce Green House Gas emissions (Ready Step Roll – Benefits of Active Travel CRD). A comprehensive understanding of the role of micro-mobility devices is applicable to the

implementation of safety messaging, effective education, and secure navigation for individuals using micro-mobility on shared trails within the CRD.

Demographic Factors and Use of Micro-mobility Devices

The demographic of users contributes to the variability in the uptake and safe use of micro-mobility devices. Globally, studies have identified that individuals with higher educational attainment and SES are more likely to be early adopters of micro-mobility devices in particular e-bikes. For example, one study in Australia found that the most frequent bikeshare members were at the upper end of the pre-tax incomes above \$A104,000 per annum (Fishman et al., 2014). Similarly, Popovich and colleagues (2014) found that e-bike users in California tend to have higher incomes and educational attainment. The cost of purchasing e-bikes can pose significant barriers to uptake. For example, a qualitative study in Norway found that high-costs was cited as a main barrier to purchasing e-bikes (Simsekoglu & Klockner, 2019). Another study of e-bike riders in China reported that cost savings – that is, anticipated money saved through using an e-bike for personal use over multiple years - was seen as the most critical motivation for purchasing an e-bike (Yasir et al., 2022). Despite the high costs of e-bikes being a barrier to purchase, emerging studies have reported that e-bikes may be economically accessible for those with lower SES. For example, a study on early-adopters of e-bikes in Austria found that the typical e-bike user in their study were 60 years or older, retired, and tend to have low incomes and levels of education (Wolf & Seebauer, 2014). In the Netherlands, a large-scale mobility survey found that among those who did not own an e-bike, those who had lower SES displayed more willingness to use an e-bike in the future (Plazier et al., 2022). Income differences have also been reported among users of different modes of micro-mobility sharing programs. Average monthly household incomes among shared dockless e-scooter users (i.e., where there are no

designated places for devices to be returned), are substantially lower than users of docked and dockless e-bikes (Reck & Axhausen, 2021).

Other notable demographic considerations that influence micro-mobility use are gender, age and physical ability. Gender differences reported in studies tend to be mixed. While some studies report an even representation of men and women e-bike and e-scooter riders (e.g., Wolf and Seebauer, 2014, Haustein & Møller, 2016), the majority of studies found men to be overrepresented (Reck & Axhausen, 2021; Christoforou et al., 2021; Pazzini et al., 2022; Laa & Leth, 2020; MacArthur et al., 2014; Johnson & Rose, 2013). On the other hand, other studies in Denmark and the Netherlands cite women as a majority of e-bike users (Marincek & Rérat, 2020; Plazier et al., 2023). Another qualitative study conducted in the UK assessed gender differences in perceptions of barriers to e-bike and e-scooter use and found that females tend to cite fear as the predominant emotional barrier to using micro-mobility use which could contribute to the lower representation of women using e-bikes and e-scooters (Parnell et al., 2023). Furthermore, uncertainty around safety levels of micro-mobility seems to broaden the gender gap (Campisi et al., 2021).

Age differences have been reported among e-scooter and e-bike users. Among e-scooter users that were observed in Norway, users were most commonly between 18 and 35 years old (Pazzini et al., 2022) and other studies have also reported that the likelihood of e-scooter uptake is higher among younger users (Castro et al., 2019; Caspi et al., 2020; Laa & Leth, 2020). A study in Denmark found that e-bike users in the age category between 60 and 69 years of age were overrepresented (Haustein & Møller, 2016). However, The Dutch National Travel Survey from 2013 to 2017 found that the percentage of older adults within a similar age category was decreasing, with an increase in younger age groups adopting the e-bike. In studies that compared

conventional bikes and e-bike usage, e-bikers are on average significantly older (Castro et al., 2019).

Age-related differences such as physical ability can also influence micro-mobility uptake. The appeal of using micro-mobility devices is that it provides an opportunity for users who have limited mobility to re-engage with active forms of transportation. For example, one study in North America found that 20% of respondents purchased an e-bike due to their reduced physical ability (MacArthur et al., 2014). Two general groups of e-bike users are often described in micro-mobility studies based on their physical abilities. One user group includes individuals who previously engaged in little physical activity levels and had no previous cycling experience (Sundfør & Fyhri, 2017); while the other group include individuals who have previous experience with cycling and are seeking the use of e-bikes to reengage with physical activity or to maintain/increase cycling levels (Marincek & Rérat, 2020). Among both groups, increased accessibility is often cited as a critical advantage to using e-bikes over conventional bikes as they can reduce barriers related to trip distance, topography, time and rider effort. Several studies highlight e-bikes' ability to enable individuals to ride more often, travel longer distances and carry more cargo with them; such as children or groceries (MacArthur et al., 2014; van Cauwenberg et al., 2018; Fishman & Cherry, 2016). With respect to the actual functionality and technology of the e-bikes as an incentive; speed capacity and mileage capacity was related to greater intentions of riders to adopt e-bikes (Yasir et al., 2022).

Lastly, with regards to the countries that were represented among these studies, studies primarily from Europe, Australia, and the USA report that micro-mobility was used mainly for leisure/recreation and commuting, with the goal of enhancing sustainable urban mobility. Cities such as Copenhagen, Munich, and Stockholm typically utilized micro-mobility for leisure and

tourism purposes. On the other hand, Barcelona and Tel Aviv riders were more likely to cite commuting as a reason for using e-bikes. (Esztergár-Kiss & Lizarraga, 2021). The findings from a survey with 2092 users in the UK analyzed journey purposes of e-bikes and found that 40% of current e-bike users used them for commuting, 20% for work travel, and 91% of them responded saying they were used for other non-work purposes like exercise, fun, and touring (Melia & Bartle, 2021). Comparatively in many cities in China, there are more e-bikes in use than conventional bicycles (Cherry et al., 2016) and there is emphasis on their use for commuting because of their more reliable travel time especially during rush hour with increased traffic and congestion (Sun et al., 2023).

Infrastructure and Use of Micro-mobility Devices

Studies often cited infrastructure as being a critical promoting factor for using micro-mobility devices, noting the intersection between usage, comfort, and safety with availability of well-designed active transportation networks. Proper infrastructure is a prerequisite for encouraging the safe use of micro-mobility devices (Haustein & Møller, 2016). Findings from case studies on bike sharing systems and expansions of cycling networks in Lisbon support the role of supportive infrastructure in cycling (Felix et al., 2020). For example, the expansion of their city cycling network lead to a 3.5-fold increase in the number of cyclists using the network. Moreover, their implementation of a bike sharing system in the city resulted in a 2.5-fold increase in cyclists. Additionally, Dill and Voros (2007) found through phone surveys in Portland, Oregon that positive attitudes towards the availability of bike lanes were associated with greater desire to bike more and increased cycling trips. Increased levels of street connectivity also raised the number of cycling trips and minutes spent e-cycling per week in another study conducted in Germany (Brüchert et al., 2022). Finally, a study on greater

Copenhagen's upgraded bicycle superhighway infrastructure which added 855km found that the number of e-bike trips increased after the expansion (Rich et al., 2021). Altogether, supportive infrastructure can increase participation in modes of active transportation.

Infrastructure that supports micro-mobility also involves consideration of how weather conditions effect riders. Ma and colleagues (2019) reviewed weather, temperature, and road infrastructure as it relates to riding behaviours. They found an increase in risky riding behaviour in extreme weather conditions; for example, increased red light running with higher UV intensity. Weather mitigation strategies such as introducing sunshades at urban intersections significantly decreased risky riding behaviours.

Comfort and safety are two coinciding themes in the literature concerning micro-mobility. Proper infrastructure mitigates many comfort and safety concerns, and facilitates an easier transition to active transportation modes. For example, switching to e-bikes not only facilitates comfort but also decreases the need for facilities at trip end points like shower facilities at the workplace (MacArthur et al., 2014; Langford et al., 2017). Moreover, assessing comfort extends past micro-mobility users to pedestrians and road users as well. In a lab-controlled field experiment (Kazemzadeh & Bansal, 2021), pedestrian crowding levels were controlled while participants rode an e-bike on a bike path. They found that busier, more crowded cycling conditions were associated with decreased comfort particularly among young e-bike riders. The authors hypothesized that the increased need to overtake other cyclists and pedestrians, as well fewer opportunities for non-verbal communication between pathway users contributed to their discomfort. Infrastructure that allows for this sort of interaction could increase rider comfort. Other studies have also found that there was greater preference for e-cyclists to ride in protected and painted bike lanes. For example, Jones and colleagues (2016)

found that e-cyclists in the Netherlands and the UK felt safer when cycling on the street as opposed to pathways with pedestrians because they were able to travel at a similar speed to the vehicles on the road. With e-scooter use, respondents in a New Zealand study expressed concern with riding on roads with heavy traffic but found busy footpaths also caused a high level of discomfort (Fitt & Curl, 2019). E-scooters seemed to fall in an awkward, intermediate speed category as they are too slow and wobbly alongside fast vehicular traffic but are too quick to be ideal for use alongside pedestrians. Protected bike lanes once again seemed to be a preference among e-scooter users. Thus, additional considerations for micro-mobility infrastructure include the need for cycling infrastructure to serve a wide range of micro-mobility vehicles including e-scooters.

Environmental Impacts

Conversations about the environmental effects of micro-mobility devices frequently revolve around their capacity to alleviate urban congestion, lower carbon emissions and Global Warming Potential (GWP), potential adverse environmental consequences of relocating shared micro-mobility fleets, and the production and recycling of the components of these electronic devices. Regarding sustainable urban mobility, micro-mobility has the potential to disrupt unnecessary short vehicle trips. For example, studies in Europe and Australia have shown that increased ownership of micro-mobility devices and where micro-mobility sharing programs have been implemented, congestion and traffic have been alleviated and emissions have been reduced (Masoud et al., 2019; Rabl & De Nazelle, 2012). Changes in traffic congestion have also been observed in larger cities. Case studies conducted on two large cities in China found that increased ridership in both e-bikes and conventional bikes contributed to less congestion within cities (Cherry & Cervero, 2007). Micro-mobility has been most effective in transforming

transportation systems as first and last kilometer services. The first and last kilometer challenge is the notion that public transit or other modes of transit may be far from your starting point at home as well as far from your final destination at work or school etc. Thus, many people require an intermediate form of transportation like e-bikes and e-scooters. Investment in public transit and micro-mobility options helps to address this challenge (McQueen, 2021). These devices when used as a multi-modal transport option and through integration with public transit systems also help to reduce emissions (Shaheen et al., 2019). The devices support low carbon transport in cities because it is not just a replacement but an addition to other modes of transport when needed (Aartsma et al., 2020).

As micro-mobility options are a low carbon mode of travel, multiple studies highlight their ability to use less energy and create less pollution when compared to combustion engine vehicles (Abduljabbar et al., 2021). In the United States, e-scooter and e-bike sharing accumulated 45 million trips in 2018 (Şengül & Mostofi, 2021), potentially diverting use of transportation modes that produce carbon emissions. E-bikes emit 40 times less carbon dioxide compared to a car (Shao et al., 2012) and e-scooters can travel 128km with 1kW/h of energy as opposed to a car using fossil fuels which travels less than 1.6km using the same amount of energy. Similarly, with some of the best electric cars the same amount of energy only allows 6.4km of travel (Şengül & Mostofi, 2021). Furthermore, Hollingsworth and colleagues (2019) quantified the total environmental impacts of e-scooters using life cycle assessment and found that when e-scooter usage replaces personal car travel, in nearly all instances there is a net reduction in environmental impacts. Additionally, a case study conducted in the city of Bochum, Germany used quantitative environmental indicators to assess e-scooters and found that micro-mobility sharing services can reduce negative environmental impacts from other transportation

systems (Severengiz et al., 2020). Specifically, the Global Warming Potential (GWP) of shared e-scooters was less than half of motorized individual transport options such as privately used cars, trucks, and motorised two-wheelers. Another study in China found that e-bikes yield lower environmental impacts per passenger kilometer than private vehicles using fossil fuels (Ji et al., 2012). A study examining life cycle CO₂ emissions in seven European cities revealed that the primary contributor to travel-related emissions was car travel, accounting for approximately 2.23kgCO₂/day. In contrast, life cycle emissions from cycling, which included a 4.5% share of e-biking in the sample, were significantly lower at only 0.03 kgCO₂/day (Brand et al., 2021). This study also found that the average person who changed their travel mode from using a car to using a bike, was able to decrease life cycle CO₂ emissions by up to 3.2kgCO₂/day. These studies collectively recognized the environmental benefits of active forms of transportation that include micro-mobility.

On the other hand, studies have also recognized common concerns with shared micro-mobility services in the context of environmental mitigation. Abduljabbar and colleagues (2021) note that the improper management of the devices in e-scooter sharing programs could lead to a net increase in emissions when there is a lack of proper policies addressing the collection, battery charging, and redistribution of the scooters. A quantitative study on the life cycle of e-scooters in North Carolina found that there are many burdens associated with the materials and manufacturing of the scooters as well as the hassle of transporting the scooters back to overnight charging stations (Hollingsworth et al., 2019). Their research found that low daily usage of the scooters as well as low scooter lifetime led to high global warming impacts due to manufacturing and materials burdens. They also found that specifically shared dockless e-scooters consistently result in higher life cycle global warming impacts in comparison to public transport and personal

e-bikes but a decrease in global warming impacts when compared to individual car use.

Comparing shared dockless e-bikes and e-scooters; e-scooters yield lower life cycle emissions.

Another study used life cycle assessment in three case studies of electric scooters. Their results supported that the substitution of e-scooters for cars decreases GWP but the replacement of public transport or cycling lead to hardly any environmental benefits (Severengiz et al., 2021).

Durability of devices and battery technology are important considerations for the implementation of micro-mobility services. There are substantial emissions involved in the production of micro-mobility devices including battery manufacturing, swapping and maintenance. GWP has the potential to be decreased through battery technology innovations but only if implemented in a second life application because upgrading the batteries of e-scooters midway through their lifespan causes a 3% increase in GWP per passenger-km (Severengiz et al., 2021). First generation e-bikes used lead-acid battery technology which had many negative implications on the environment, but improvements caused a switch to Lithium-ion batteries (Li-ion; Şengül & Mostofi, 2021; Weinert et al., 2007). Some identified barriers to micro-mobility devices is the hidden cost of battery replacement and disappointment with manufacturers publicized battery range and performance (Jones et al., 2016). Additionally, areas for improvement involve safer charging and discharging, slower cell degradation, better operation in low and high temperatures and increased lifetimes of batteries. Weinert and colleagues (2007) interviewed 23 original e-bike equipment manufacturers and suppliers about maintenance issues and environmental concerns. In terms of maintenance, the manufacturers and supplied noted that new charging infrastructure is a not a requirement for personally owned e-bikes as batteries can be recharged from standard electrical outputs. However, a negative environmental impact was specifically reported among manufacturing power plants in China that were 75% coal-fired and

produced lead emissions from poor battery production and recycling practices. They estimate that 30-70% of lead in the batteries were lost to the environment. Moreover, Fishman and Cherry (2016) reviewed a decade of e-bike research and found that e-bikes have been a large driver of increasing lead consumption in China. Therefore, while micro-mobility modes of transport lowers carbon emissions associated with traffic congestion, the negative environmental impacts stemming from negligent battery manufacturing, recycling, and disposal practices must be acknowledged to promote more sustainable use of these devices.

Life-long Health of Micro-mobility Users

As micro-mobility devices become more popular, it will be important to monitor the risk and protective effects of increased exposure on the health and well-being of users. Among health benefits, micro-mobility devices have the potential to reduce mobility barriers and expand the demographic of active transportation users without minimizing the health benefits associated with convention cycling. For example, one study that examined an e-bike rider's heart rate on a 5-kilometer road circuit, found that the rider's heart rate was maintained in the target range needed to reap cardiovascular benefits without lactic acid build up (Rose & Cock, 2003). This finding suggests that e-bike riders can avoid the fatigue and muscle pain that traditionally accompanies sustained active transportation habits on conventional bikes while still demonstrating cardiovascular benefits. Other studies have also found similar cardiovascular health benefits on the ebike compared to conventional bikes (Hoj et al., 2018; Simons et al., 2009), even though the total energy expenditure when cycling on an e-bike is 37 percent lower (van Cauwenberg & Deforche, 2018). Studies cite this reduced physical exertion associated with e-biking as a motivation for use and purchase of micro-mobility devices (Fishman & Cherry, 2016; Rose, 2011; Sundfør & Fyhri, 2017). When comparing the health benefit of e-bikes to

conventional bikes, power demands from the e-bike user are lower than conventional bikes but they are still beneficial in terms of introducing active transport to sedentary individuals as often the lower power output is balanced by the longer trips taken while using an e-bike compared to conventional bikes (Langford et al., 2017). Longer trip distances among e-bike users were also reported in a sample of Dutch cyclists compared to users who use conventional bikes (van Cauwenberg & Deforche, 2018). Again, intensity levels on the e-bike surpassed the minimum needed to be health enhancing. Similarly, one study in Norway found that e-bike users accumulated more physical activity compared to conventional cyclists, with e-bike users increasing their bicycle use from 2.1 to 9.2 km per day on average (Sundfjør & Fyhri, 2017). In sum, concerns surrounding lower physical exertion accompanying e-bikes is mitigated by the ability to take longer trips and reportedly higher levels of enjoyment (Fishman & Cherry, 2016; Langford et al., 2017; Jones et al., 2016; Castro et al., 2019).

Active transportation and micro-mobility options cater to the needs of an ageing population. The power assistance of these devices expands the demographic who choose active transportation methods. For example, individuals who experience discomfort riding a conventional bicycle in topographically challenging environments can achieve greater ranges of riding and maintain health enhancing physical activity with reduced effort on an e-bike (Rose, 2012; Fishman & Cherry, 2016). Topographically challenging terrain include longer distances, hills, and wind – all of which can be alleviated through the aid of micro-mobility devices (van Cauwenberg & Deforche, 2018; Jones et al., 2016). A study that interviewed the experiences and perceptions of e-bike owners in the Netherlands and United Kingdom found that e-bikes were especially preferred by individuals who have limited mobility and those with a longer commute of 10km or more (Jones et al., 2016).

The most common risky cycling behaviours found to be associated with e-micro-mobility were the tendencies to occupy motor vehicle lanes, red light running, over-speed cycling, and riding in the improper direction to the flow of traffic. One study reported that reported than 90% of e-bike traffic accidents in their sample were caused by cyclists' risky riding behaviours including violations of traffic signals (Ma et al., 2019). However, in another study, e-bike riders perceived that there are more likely to obey road rules on an e-bike because the motor assistance allows them to come to a full stop and begin riding again (e.g., at traffic lights, stops signs etc.; Rose, 2012). A majority of studies highlight the prevalence and risk of high speeds that accompany e-bikes and e-scooters. E-bike users ride at higher speeds than traditional cyclists (Dozza et al., 2016; Schleinitz et al., 2015; Popovich et al., 2014). In particular, an observational study in Norway found that male e-scooter users aged 18-35 are the fastest users (Pazzini et al., 2022). The highest speeds were recorded on the road, second fastest in cycling lanes, and the slowest in pedestrian zones/the sidewalk. Another study found that, in general, people who were more excited about the higher speed and acceleration of e-bikes were more likely to ride in less safe manners which influenced the occurrence of collision (Haustein & Møller, 2016).

Micro-mobility users represent a vulnerable group on the road and misinterpreting the speeds of these devices can contribute serious accident risks. Haustein and Møller (2016) found that underestimation of e-bike speeds by other road users was the most common cause of incidents. The misinterpretation of speed stems from the cyclists' position on the bike and lower pedaling frequency related to the actual speed of travel which can surprise other road users. In this study they also found that the heavier weight of e-bikes compared to conventional bikes has been reported to affect older riders' ability to maintain balance. Moreover, evidence from Zhao and colleagues (2022) road injury analysis spanning samples in China, Japan, India, and the USA

found that interactions with motor vehicles, rider error (related to high speed or intoxication), unintentional acceleration, loss of balance, and issues with the road surface were factors leading to high-risk situations on e-bikes.

Overall, there is an upward trend in micro-mobility injuries with variability among different demographic groups. Analyzing injuries specific to the use of e-devices is vital when weighing public health considerations and city planning. A recent review of injuries in the US found an increase in injuries and admissions from 2017 to 2018 associated with e-scooter use (Namiri et al., 2020). Impacts to the head, upper extremities and lower extremities are most common among e-scooter injuries, with the severity of such injuries tend to be mixed, according to existing reviews on the nature of e-scooter injuries (Toofany et al., 2021).

Age differences are commonly reported among studies that have examined micro-mobility-related injuries. Using road injury data, Zhao and colleagues (2022) found that adults older than 45 years of age in India, China, and the USA showed an increasing mortality and incidence rate related to micro-mobility. Specifically, using an Age-Period-Cohort analysis they found a more significant death and incidence rate related to use of micro-mobility devices in the under 25 and over 60 age group. A sharp rise was also identified in the ages from 10 years old to 24 which could be due to unsafe practices when operating such devices in the adolescent and young adult demographic.

Gender differences are reported in some studies but there are mixed findings. In one study, it was reported that older female riders sustained more severe injuries (Schepers et al., 2020). However, an injury analysis from an urban emergency department in Switzerland found that patients were predominantly male with a mean age of 47.5 and a main cause of injury identified as self-accident (Papoutsis et al., 2014). Self-accident was defined as being related to

high speed, alcohol intoxication, etc. with more injuries in the head and neck region. Most of these incidences occurred in the morning (43.5%), 26.1% in the afternoon, and 17% in the evening. Greater number of injuries in the morning could be attributed to busier bike lanes and pathways on a morning commute. Nonetheless, while e-bike users were more likely to be involved in a crash requiring treatment at an emergency department, overall crashes on e-bikes were equally as severe as conventional bikes. Older adults were still highlighted as being at higher risk for more severe injuries but not a higher incidence rate (Haustein & Møller, 2016). These findings highlight the need for more tailored preventative measures that target different demographic groups of micro-mobility users.

Future Considerations

The emerging literature on micro-mobility highlights the utility of this mode of transportation in promoting physical activity while mitigating congestion. However, demographic variability, infrastructure, environment, and the health and safety of users are facets that impact the adoption of micro-mobility devices and effectiveness in urban contexts. Addressing these factors when making policies related to urban planning will be essential in promoting safe and accessible use. Considerations based on this review are provided in the table below.

	Considerations
Equity Focused Subsidies	<ul style="list-style-type: none"> • Offer subsidies and financial incentives reduce cost barriers for low-income population and ensures a wider range of demographics can access this mode of transportation. • Build equity into micro-mobility sharing programs to ensure affordability for all users (e.g., reduced pricing to low-income or other qualifying riders, affordable flat rates).
Diverse Active Transportation Infrastructure	<ul style="list-style-type: none"> • Prioritize bike lanes and paths, and facilitate integration with public transport (e.g., dedicated spaces for parking e-bikes and e-scooters at transit hubs). • Consider weather (e.g., sunshades and covered bike parking to encourage year-round use). • Ensure accessibility for individuals with physical limitation.
Environmental Impact Mitigation	<ul style="list-style-type: none"> • Battery recycling (e.g., regulations and incentives to ensure proper disposal and recycling and promotion of full first life use and second-life applications). • Ensure proper management and redistribution of shared micro-mobility fleet (e.g., placing responsibility on the bike/scooter sharing companies). • Provide support for innovations in battery technology, sustainability, and safety enhancements.
Safety and Education	<ul style="list-style-type: none"> • Promote rider education programs that address safe riding practices (e.g., riding in adverse weather conditions) especially for at-risk users. • Set effective speed limits. • Enforce traffic laws and regulations.
Injury Prevention and Data Collection	<ul style="list-style-type: none"> • Develop tailored safety regulations and targeted campaigns based on different demographics. • Collect data on micro-mobility injuries and conduct more analysis to fill in the gaps on injury trends for different areas and demographics. • Expand research on the relation between public health and active transportation infrastructure.

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Background: Assess e-mobility (e-scooters) as safe mode of personal transportation

- Electric kick scooters are battery-powered devices with a motor, two to four wheels, a platform for standing and handlebars for steering.
- Studies show that micro-mobility devices can reduce vehicles trips and traffic congestion.

E-scooters and BC Motor Vehicle Act (MVA): Currently, the act does not allow electronic personal transportation (e-mobility devices) on public roads or sidewalks.

E-mobility Pilot Project¹: Amendments to BC MVA in 2021 over a 3-year period allowed constituents of 13 communities (Coquitlam, Cranbrook, Kelowna, Nanaimo, North Vancouver (city and district), Richmond, Vancouver, Vernon, West Vancouver, Oliver, Osoyoos and Langley Township) to legally ride an e-scooter on some municipal streets and paved pathways. The project has been extended, starting April 5, 2024, for another 4 years.

- Communities can prescribe how and where e-scooters can be used.
- City bylaws varied with regards to where these devices can operate, as well as how fast they can go.
 - In Richmond for example, e-scooters can go 20 km/h on roadways; 15 km/h on paved pathways shared with pedestrians²
 - Some communities allowing sidewalk use (e.g., Vernon) while others (e.g., Vancouver) e-scooters are only permitted to operate in streets with and without cycling facilities (e.g., bike lanes; on streets <50km), as well as shared multi-use pathways.
- Some communities are using their participation as a way to test e-mobility (e-bikes and e-scooters) shared-service programs.
- Safety evaluation is ongoing and currently led by Ministry of Transportation and Infrastructure, ICBC and the BC Injury Research and Prevention Unit.

Sample of Findings from Participating Communities³:

- Vernon reported more than 470,000 kilometres travelled by users of its shared electric kick scooter provider, with 50% of users using the devices to commute.
- Surveys from participating communities show that the majority of respondents are supportive of the project although report some concerns with safety (e.g., injuries, speed) and parking of e-scooters from shared programs.
 - More data is needed to assess injuries. Emerging data from Interior Health⁴ reports that in Kelowna, between April 2021 and September 2022, 108 injuries were identified out of 453,000 trips. After a spike in the first two months, the injury rate for e-scooters was similar to the estimated rate for bicycles. There was a 30 per cent reduction in confirmed e-scooter injuries in 2022 compared to 2021.
 - Greater public education and awareness is needed to support compliance.
 - Enforcement and regulation is challenging particularly for personal use.

Micro-mobility in the Capital Regional District (CRD)

- Promoting active travel are directly relevant to the climate action targets of the CRD. Micro-mobility devices including e-scooters offers an alternative form of carbon-efficient transportation.
- E-bike use accounted for 30 percent of all bike trips in the CRD in 2022⁵.
- Active walking and bicycling modes of travel increased by 7 percent throughout the region from 2017 to 2022⁶.

Considerations Outlined by the Traffic Safety Commission (TSC)

- Findings from a scoping review of the literature conducted by the TSC revealed that a range of factors affect the adoption, risk and safety of micro-mobility devices including demographics (variability across SES, age, geography) and city infrastructure, as well as the implication of these devices on the environment (sustainable production of components, reducing carbon emission/meeting climate action targets) and life-long health of users (effects on physical activity and injuries)⁷. Future considerations based on the findings of this review are provided in the Table below.
- The Commission recommends if interest from numerous contiguous municipalities in participating in the provincial E kick scooter pilot, that the CRD consider drafting a model bylaw which local municipalities can use to regulate e-scooter use. This model bylaw should consider placing e-scooters in the same category as bicycles subject to the same regulations (i.e., allowed on roads <50km/h, bike lanes, and multi-use pathways; not permitted on sidewalks). Given the variability in how communities interact with the e-mobility pilot program, it is recommended that the CRD consult with the latest amendment to the MVA⁸ related to speed regulation of e-scooters and consider applying such regulation to other modes of active transportation on shared multi-use pathways. The onset of these regulations will need to coincide with the launch of related safety and etiquette campaigns aimed at promoting public awareness. A focus on injury prevention is critical. Public health messaging should emphasize helmet use and dangers of impaired use.

Sources

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Table 1

General Considerations based on the Scoping Review

	Considerations
Equity Focused Subsidies	<ul style="list-style-type: none"> • Offer subsidies and financial incentives reduce cost barriers for low-income population and ensures a wider range of demographics can access this mode of transportation. • Build equity into micro-mobility sharing programs to ensure affordability for all users (e.g., reduced pricing to low-income or other qualifying riders, affordable flat rates).
Diverse Active Transportation Infrastructure	<ul style="list-style-type: none"> • Prioritize bike lanes and paths, and facilitate integration with public transport (e.g., dedicated spaces for parking e-bikes and e-scooters at transit hubs). • Consider weather (e.g., sunshades and covered bike parking to encourage year-round use). • Ensure accessibility for individuals with physical limitation.
Environmental Impact Mitigation	<ul style="list-style-type: none"> • Battery recycling (e.g., regulations and incentives to ensure proper disposal and recycling and promotion of full first life use and second-life applications). • Ensure proper management and redistribution of shared micro-mobility fleet (e.g., placing responsibility on the bike/scooter sharing companies). • Provide support for innovations in battery technology, sustainability, and safety enhancements.
Safety and Education	<ul style="list-style-type: none"> • Promote rider education programs that address safe riding practices (e.g., riding in adverse weather conditions) especially for at-risk users. • Set effective speed limits. • Enforce traffic laws and regulations.
Injury Prevention and Data Collection	<ul style="list-style-type: none"> • Develop tailored safety regulations and targeted campaigns based on different demographics. • Collect data on micro-mobility injuries and conduct more analysis to fill in the gaps on injury trends for different areas and demographics. • Expand research on the relation between public health and active transportation infrastructure.

**REPORT TO TRANSPORTATION COMMITTEE
MEETING OF WEDNESDAY, FEBRUARY 21, 2024**

SUBJECT Use of Rigid Bollards on CRD Regional Trails

ISSUE SUMMARY

To provide information on the Capital Regional District's (CRD) use of rigid bollards on regional trails.

BACKGROUND

The District of Saanich Council approved the following motion at its January 8, 2024 meeting:

That Council request the Mayor write the Capital Regional District requesting that the rigid bollards on regional trails be removed and retrofitted in accordance with BC's Active Transportation Design Guide and request the Capital Regional District gather data on accidents resulting in collisions with bollards.

On January 18, the District's Mayor wrote to the CRD Transportation Committee Chair with the following request: "In addition to our motion, we understand that the Capital Regional District is undertaking trail widening improvements and we request that you consider opportunities for working in harmony." (see Appendix A)

The Town of View Royal Council approved the following motion at its January 16 meeting:

That a letter be sent to the Capital Regional District requesting the retention of bollards on all regional trails for safety reasons. (see Appendix B)

This report has been prepared in response to the above-referenced letters to provide information on the CRD's use of rigid bollards on regional trails.

IMPLICATIONS

Alignment with Existing Plans & Strategies

The Regional Trails Management Plan (2016) includes the following Strategic Action:

2.5.12. *CRD will review the use of bollards on trails to determine if changes are needed for safety of people riding bicycles.*

Service Delivery Implications

Rigid bollards serve two functions: to prevent unauthorized vehicle/equipment access and to provide a visual indicator that users need to slow down as they are approaching an active intersection.

The CRD commissioned Watt Consulting Group to prepare a Regional Trail Crossing Report in 2018 to assess signage and pavement markings at intersections and to propose safety improvements. The report indicated that in addition to pavement markings and signage, bollards serve as visual cues that indicate to trail users that they are approaching a road crossing and should slow down and use caution. Bollards are marked with reflective tape at the top, and trails are cleared for sightlines to make the bollards, signage and intersections visible. Centre bollards are also marked with road paint on paved sections of the trail to further indicate their presence.

BC's Active Transportation Design Guide (2019) recommends against the use of rigid bollards at trail accesses without prior history of motor vehicle encroachment and/or collision. The Regional Trail Crossing Report was completed prior to the release of the BC Active Transportation Design Guide.

Staff will explore alternatives to the use of bollards through the upcoming Regional Trestles Renewal, Trails Widening and Lighting Project. This project will allow staff to consider possible standards, trial any recommendations and collaborate with the Regional Transportation Working Group to identify opportunities for safety improvements on trails throughout the region.

Staff will review available data from ICBC and open-source data via BikeMaps.org for information available on accidents related to collisions with bollards. The CRD does not currently have a data collection program to collect this information.

Environmental & Climate Action

The CRD's regional trails serve to connect parks and protected greenspace, such as the connection between Matheson Lake and Roche Cove regional parks via the Galloping Goose Regional Trail. Bollards serve to protect ecologically sensitive areas such as these from unsanctioned motorized vehicle use.

Social Implications

The CRD's regional trails have steadily increased in popularity over the last decade and now see around 3.5 million visits per year. The CRD is committed to keeping these trails free from major hazards and does so by implementing a variety of preventative safety measures, including the installation of rigid bollards where the trails and roadways intersect.

The CRD recognizes that there is interest in having vehicle and equipment access along the regional trails for utility or private property access and development. Unauthorized vehicles/equipment accessing regional trails poses a risk to the health and safety of both trail users and staff. Additionally, some bridges along the regional trail system are not rated for vehicle use.

Equity, Diversity & Inclusion

As outlined within the Regional Trails Management Plan, bollard placement allows for wheelchair, mobility scooter and standard child bike trailer (1.3 m maximum width) access. As part of the upcoming Regional Trestles Renewal, Trails Widening and Lighting Project, staff will work with municipal partners that have jurisdiction over road crossings to consider access standards when exploring alternatives to the use of rigid bollards.

Intergovernmental Implications

Local governments and the Province are responsible for road right-of-ways that intersect with the regional trails. Multi-use paths throughout the region have a variety of different intersection configurations and some municipalities also use rigid bollards. A CRD regional transportation priority is for a connected, consistent active transportation network. A regional perspective on the use of rigid bollards would benefit the consistency and connectivity of the region's active transportation network. The Regional Transportation Working Group, composed of representatives from the CRD, local governments, BC Transit and the Ministry of Transportation and Infrastructure, can offer this regional perspective as the CRD explores bollard alternatives.

Financial Implications

Costs associated with exploring bollard alternatives will be scoped into the Regional Trestles Renewal, Trails Widening and Lighting Project. There is no planned budget expenditure to establish a data collection program on accidents resulting from collisions with bollards. This type of program would constitute an enhanced level of service with added costs.

CONCLUSION

The CRD utilizes rigid bollards at regional trail intersections in order to achieve two main objectives: to prevent unauthorized vehicle/equipment access and to provide a visual indicator that users need to slow down as they are approaching an active intersection. The CRD will review the use of rigid bollards through the implementation of the Regional Trestles Renewal, Trails Widening and Lighting Project. Collaboration with the Regional Transportation Working Group on the continued use of rigid bollards will be undertaken to help ensure that a consistent approach to bollard use is applied across the region's active transportation network. The results of these initiatives will be reported back to this committee at a later date.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Mike MacIntyre, Acting Senior Manager, Regional Parks
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Letter from District of Saanich (January 18, 2024)

Appendix B: Letter from Town of View Royal (January 18, 2024)



The Corporation of the District of Saanich | Mayor's Office
770 Vernon Avenue Victoria BC V8X 2W7 | T 250-475-5510 | www.saanich.ca

January 18, 2024

Dean Murdock
Chair, CRD Transportation Committee
625 Fisgard Street
Victoria, BC V8W 1R7

Dear Chair Dean Murdock:

RE: Request For Removal of Rigid Bollards

On January 8th, 2024, Saanich Council approved the following motion:

"That Council request the Mayor write the Capital Regional District requesting that the rigid bollards on regional trails be removed and retrofitted in accordance with BC's Active Transportation Design Guide and request the Capital Regional District gather data on accidents resulting in collisions with bollards."

In addition to our motion, we understand that the Capital Regional District is undertaking trail widening improvements and we request that you consider opportunities for working in harmony.

We appreciate your consideration of Council's request.

Sincerely,

A handwritten signature in black ink that reads "Dean Murdock". The signature is written in a cursive, flowing style.

Dean Murdock
Mayor

cc: Ted Robbins, Chief Administrative Officer
Kevin Lorette, General Manager of Planning and Protective Services
Larisa Hutcheson, General Manager of Parks and Environmental Services
Colin Plant, Board Chair



TOWN OF VIEW ROYAL

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January 18, 2024

Capital Regional District
625 Fisgard Street
PO Box 1000
Victoria, BC
V8W 2S6

Attention: Capital Regional District (CRD) Board of Directors

Dear Chair Plant and Board Members:

Re: Retention of Bollards on all CRD Regional Trails

At the January 16, 2024 regular meeting of Council, Council considered a notice of motion from Councillor Brown regarding the retention of bollards on all CRD Regional Trails.

After some discussion, Council passed the following motion:

"THAT a letter be sent to the Capital Regional District requesting the retention of bollards on all regional trails for safety reasons."

Thank you for your consideration of this matter. If you have any questions, please do not hesitate to contact this office.

Sincerely,
TOWN OF VIEW ROYAL

Elena Bolster
Deputy Corporate Officer

cc: CRD Parks

Subject: Notice of Motion for Transportation Committee

From: Jeremy Caradonna
Sent: Monday, September 25, 2023 2:18 PM
To: Marlene Lagoa
Subject: Notice of Motion for Transportation Committee

Hi Marlene,

I'd like to submit a Notice of Motion for the next Transportation Committee meeting.

Title: Advocacy to the Provincial Government for a Province-wide Trip Reduction Program

Background: Recently, Metro Vancouver advocated for "the BC Government to require [all] large employers and other major trip generators (e.g., shopping malls) to implement trip reduction programs. Such programs could require large employers and other major trip generators to measure staff or customer driving habits and take action to reduce driving. These programs should consider availability of lower emission alternatives and opportunities for remote and flexible work options." [See Clean Air Plan, Action 1.1.9, page 26: [Clean Air Plan 2021 \(metrovancouver.org\)](https://www.metrovancouver.org/clean-air-plan)]. Implementing a province-wide trip reduction program would bring benefits to the residents, economy, and environment of the Capital Regional District, including improved affordability, reduced greenhouse gases and pollution, increased cycling, walking and transit use, lower operating costs for businesses, reduced traffic congestion, improved safety, reduced road maintenance costs, and more. Further, a province-wide trip reduction program would align with, and boost the effectiveness of, the CRD's current and planned environment, transportation, and safety objectives. Finally, this is the right moment for advocacy as the Province is inviting input on its Clean Transportation Action Plan.

Recommendation:

That the CRD echo Metro Vancouver's call for the BC Government to set up a province-wide trip reduction program, and that the Chair of the CRD Board send a letter to the Premier requesting the creation of and a timeline for the introduction of a trip reduction program.

Thanks,

Director Jeremy Caradonna

2024 Appointments

Board and Committee Membership
Capital Regional District | 2024

Capital Regional District Board

Chair: Director Plant
Vice Chair: Director Little

Capital Regional Hospital District Board

Chair: Director Murdoch
Acting Chair: Director McNeil-Smith

Capital Region Housing Corporation Board

Chair: Director de Vries
Vice Chair: Director Caradonna

Board of Directors

Participant	Director	Alternate Director
Central Saanich	R. Windsor	S. Riddell
Colwood	D. Kobayashi	I. Ward
Esquimalt	B. Desjardins	K. Armour
Highlands	K. Williams	K. Roessingh
JDF EA	A. Wickheim	J. Grant
Langford	S. Goodmanson	C. Harder, M. Wagner
Langford	L. Szpak	C. Harder, M. Wagner
Metchosin	M. Little	S. Epp
North Saanich	P. Jones	C. Stock
Oak Bay	K. Murdoch	H. Braithwaite
Saanich	S. Brice	M. Westhaver/ N. Chambers / K. Harper / T. Phelps Bondaroff
Saanich	J. Brownoff	T. Phelps Bondaroff / M. Westhaver / N. Chambers / K. Harper
Saanich	Z. de Vries	K. Harper / T. Phelps Bondaroff / M. Westhaver / N. Chambers
Saanich	D. Murdock	M. Westhaver / N. Chambers / K. Harper / T. Phelps Bondaroff
Saanich	C. Plant	N. Chambers / K. Harper / T. Phelps Bondaroff / M. Westhaver
SGI EA	P. Brent	R. Fenton
Sidney	C. McNeil-Smith	C. Rintoul
Sooke	M. Tait	J. Bateman
SSI EA	G. Holman	M. Richardson
Victoria	M. Alto	S. Kim / M. Dell / K. Loughton / S. Hammond / M. Gardiner
Victoria	J. Caradonna	S. Kim / M. Dell / K. Loughton / S. Hammond / M. Gardiner
Victoria	C. Coleman	S. Kim / M. Dell / K. Loughton / S. Hammond / M. Gardiner
Victoria	D. Thompson	S. Kim / M. Dell / K. Loughton / S. Hammond / M. Gardiner
View Royal	S. Tobias	J. Rogers

2024 Appointments

Board and Committee Membership
Capital Regional District | 2024

Standing Committees

Core Area Liquid Waste Management

Membership consists of all 15 Board members from the seven municipal participants in the Core Area Liquid Waste Management Plan.

Chair: Director Coleman

3. Director Alto
4. Director Brice
5. Director Brownoff
6. Director Caradonna
7. Director de Vries
8. Director Desjardins
9. Director Goodmanson

Vice Chair: Director Kobayashi

10. Director K. Murdoch
11. Director D. Murdock
12. Director Plant
13. Director Szpak
14. Director Thompson
15. Director Tobias

Electoral Areas Committee

Membership consists of all 3 Electoral Area Directors.

Chair: Director Brent

3. Director Wickheim

Vice Chair: Director Holman

Board Chair (ex-officio)

Environmental Services Committee

Chair: Director Desjardins

3. Director Brownoff
4. Director Caradonna
5. Director Holman
6. Director Kobayashi
7. Director Murdock

Vice Chair: Director Tobias

8. Director Tait
 9. Director Thompson
 10. Director Wickheim
- Board Chair (ex-officio)

Finance Committee

Chair: Director Brice

3. Director Brent
4. Director Coleman
5. Director Goodmanson
6. Director Kobayashi

Vice Chair: Director Jones

7. Director Little
 8. Director Williams
 9. Director Windsor
- Board Chair (ex-officio)

First Nations Relations Committee

Chair: Director Tait

3. Director Alto
4. Director Brent
5. Director Desjardins
6. Director Goodmanson

Vice Chair: Director Windsor

7. Director Little
 8. Director K. Murdoch
 9. Director Williams
- Board Chair (ex-officio)

2024 Appointments

Board and Committee Membership Capital Regional District | 2024

Governance Committee

Chair: Director Little

3. Director Brice
4. Director Coleman
5. Director Desjardins
6. Director Holman
7. Director Jones

Vice Chair: Director Goodmanson

8. Director K. Murdoch
 9. Director D. Murdock
 10. Director Tobias
- Board Chair (ex-officio)

Hospitals and Housing Committee

Chair: Director Murdoch

3. Director Alto
4. Director Brent
5. Director Brice
6. Director de Vries
7. Director Holman

Vice Chair: Director Caradonna

8. Director Jones
 9. Director Kobayashi
 10. Director McNeil-Smith
 11. Director Szpak
- Board Chair (ex-officio)

Planning & Protective Services

Chair: Director de Vries

3. Director Desjardins
4. Director Little
5. Director McNeil-Smith
6. Director Thompson

Vice Chair: Director Williams

7. Director Wickheim
 8. Director Windsor
- Board Chair (ex-officio)

Regional Parks Committee

Chair: Director McNeil-Smith

3. Director Coleman
4. Director Goodmanson
5. Director Holman
6. Director Szpak
7. Director Tait

Vice Chair: Director Brownoff

8. Director Tobias
 9. Director Williams
 10. Director Windsor
- Board Chair (ex-officio)

Transportation Committee

Chair: Director Murdock

3. Director Brent
4. Director Brice
5. Director Caradonna
6. Director de Vries
7. Director Desjardins
8. Director Goodmanson

Vice Chair: Director Szpak

9. Director Kobayashi
 10. Director McNeil-Smith
 11. Director Tait
 12. Director Thompson
- Board Chair (ex-officio)

2024 Appointments

Board and Committee Membership
Capital Regional District | 2024

Select & Sub-Committees

Accessibility Advisory Committee

Governance Committee member is appointed as liaison. Term is up to two years.

Director
Director Little

Appointments Advisory Committee

(reporting to the Governance Committee). Term is for one year.

Chair: Director Little	Vice Chair: Director Goodmanson
Director Brice	

Royal and McPherson Theatres Services Advisory Committee

(reporting to the Finance Committee). Term is for one year.

Participant	Board Member
Saanich	Colin Plant
	Susan Brice
Victoria	Jeremy Caradonna
	Krista Loughton
Oak Bay	Kevin Murdoch

Solid Waste Advisory Committee

(reporting to the Environmental Services Committee).

Chair: Director Desjardins	Vice Chair: Elected from amongst the membership
Colin Plant	Board Chair (ex-officio)

Technical and Community Advisory Committee

Chair and Vice Chair shall be the Chair and Vice Chair of the Core Area Liquid Waste Management Committee. Term expires no later than December 31, 2024.

Representative
Director Coleman (Chair)
Director Kobayashi (Vice Chair)

Victoria Family Court and Youth Justice Committee

(reporting to the Governance Committee) Members appointed from each of the participants. Term is two years.

Participant	Member
Central Saanich	Zeb King
Colwood	Cynthia Day
Esquimalt	Darlene Rotchford
Highlands	Marcie McLean
Langford	Kimberley Guiry
Metchosin	Marie-Térèse Little
North Saanich	Jack McClintock
Oak Bay	Esther Paterson
Saanich	Mena Westhaver
Sidney	Terri O'Keeffe
Sooke	Jeff Bateman
Victoria	Krista Loughton
View Royal	Ron Mattson

2024 Appointments

Board and Committee Membership
Capital Regional District | 2024

Other CRD Committees & Commissions

Arts Commission

Members appointed from each of the participants. Term is four years for Directors, two years for Non-Directors.

Participant	Representative	Alternate
Esquimalt	Duncan Cavens	Andrea Boardman
Highlands	Karel Roessingh	None
Metchosin	Sharie Epp	None
Oak Bay	Carrie Smart	Cairine Green
Saanich	Colin Plant	Nathalie Chambers
Sooke	Dana Lajeunesse	Jeff Bateman
Southern Gulf Islands	Paul Brent	None
Victoria	Marianne Alto (Chair)	None
View Royal	Gery Lemon	None

Climate Action Inter-Municipal Task Force

Task Force consists of one elected representative of each municipality and the three electoral areas. Term is for four years.

Local Government	Representative	Alternate
Central Saanich	Sarah Riddell	None
Colwood	David Grove	Cynthia Day
Esquimalt	Duncan Cavens	None
Highlands	Ann Baird	None
Langford	Mary Wagner	None
Metchosin	Steve Gray	None
North Saanich	Peter Jones	All Councillors
Oak Bay	Carrie Smart	Lesley Watson
Saanich	Judy Brownoff	None
Sidney	Steve Duck	Sara Duncan
Sooke	Tony St-Pierre	None
Victoria	Marg Gardiner	None
View Royal	Alison MacKenzie	Gery Lemon
Salt Spring Island	Gary Holman	None
Southern Gulf Islands	Paul Brent	None
Juan de Fuca	Al Wickheim	None

Emergency Management Committee

Board appointment of the 3 EA Directors, ELT & Senior Manager, Protective Services. Term is four years.

Electoral Areas	Representative	ELT + Management		
Juan de Fuca	Al Wickheim	Ted Robbins	Larisa Hutcheson	Shawn Carby
Southern Gulf Islands	Paul Brent	Kevin Lorette	Alicia Fraser	
Salt Spring Island	Gary Holman	Nelson Chan	Kristen Morley	

2024 Appointments

Board and Committee Membership Capital Regional District | 2024

Juan de Fuca Water Distribution Commission

Members appointed from each of the participants. Term is four years.

Participant	Commissioner	Alternate
Colwood	David Grove	Misty Olsen
Highlands	Gord Baird	Karel Roessingh
Juan de Fuca EA	Al Wickheim	Jeri Grant
Langford	Colby Harder	Keith Yacucha, Mark Morley
Langford	Mary Wagner	Keith Yacucha, Mark Morley
Metchosin	Shelly Donaldson	Steve Gray
Sooke	Kevin Pearson	Dana Lajeunesse
View Royal	John Rogers	Ron Mattson

Peninsula Recreation Commission

Members appointed from each of the participants. Term is four years for Directors, two years for Non-Directors.

Participants	Commissioner	Alternate
Central Saanich	Niall Paltiel	Gord Newton
Central Saanich	Ryan Windsor	Sarah Riddell
North Saanich	Phil DiBattista	Kristine Marshall
North Saanich	Peter Jones	Celia Stock
Sidney	Scott Garnett	Steve Duck
Sidney	Cliff McNeil-Smith	Chad Rintoul

Regional Housing Trust Fund Commission

One Council member is appointed by each participating municipality. The Salt Spring Island and Southern Gulf Islands Electoral Area Directors are also members. Term is two years.

Participant	Commissioner	Alternate
Central Saanich	Bob Thompson	Sarah Riddell
Esquimalt	Ken Armour	None
Highlands	Ann Baird	None
Metchosin	Shelly Donaldson	None
North Saanich	Celia Stock	Irene McConkey
Oak Bay	Lesley Watson	Carrie Smart
Saanich	Zac de Vries	None
Salt Spring Island	Gary Holman	None
Sidney	Richard Novek	Terri O'Keeffe
Sooke	Tony St. Pierre	None
Southern Gulf Islands	Paul Brent	None
Victoria	Krista Loughton	None
View Royal	Sid Tobias	None

2024 Appointments

Board and Committee Membership Capital Regional District | 2024

Regional Water Supply Commission

Members appointed from each of the participants. Term is four years.

Participant	Commissioner	Alternate
Central Saanich	Chris Graham	Zeb King
Colwood	Kim Jordison	Misty Olsen
Esquimalt	Tim Morrison	Duncan Cavens
Highlands	Gord Baird	Karel Roessingh
Juan de Fuca EA	Al Wickheim	Jeri Grant
Langford	Kimberly Guiry	Colby Harder, Keith Yacucha
	Mary Wagner	Colby Harder, Keith Yacucha
Metchosin	Steve Gray	Shelly Donaldson
North Saanich	Celia Stock	Irene McConkey
Oak Bay	Cairine Green	Esther Paterson
Saanich	Teale Phelps Bondaroff	None
	Nathalie Chambers*	Colin Plant, Susan Brice, Judy Brownoff
	Zac de Vries*	Judy Brownoff, Colin Plant, Susan Brice
	Karen Harper*	Susan Brice, Judy Brownoff, Colin Plant
	Mena Westhaver*	Susan Brice, Judy Brownoff, Colin Plant
Sidney	Sara Duncan	Steve Duck
Sooke	Dana Lajeunesse	Kevin Pearson
Victoria	Jeremy Caradonna	None
	Chris Coleman	None
	Stephen Hammond	None
	Susan Kim	None
View Royal	John Rogers	Ron Mattson

**Assignment of one additional vote*

Saanich Peninsula Wastewater Commission

Members appointed from each of the participants. Term is two years.

Participant	Commissioner	Alternate
Central Saanich	Zeb King	Chris Graham
Central Saanich	Ryan Windsor	Sarah Riddell
North Saanich	Peter Jones	Celia Stock
North Saanich	Sanjiv Shrivastava	Kristine Marshall
Sidney	Cliff McNeil-Smith	Chad Rintoul
Sidney	Sara Duncan	Steve Duck

Saanich Peninsula Water Commission

Members appointed from each of the participants. Term is for one year, except if CRD Directors, then term is four years.

Participant	Commissioner	Alternate
Central Saanich	Zeb King	Chris Graham
Central Saanich	Ryan Windsor	Sarah Riddell
North Saanich	Peter Jones	Celia Stock
North Saanich	Sanjiv Shrivastava	Kristine Marshall
Sidney	Cliff McNeil-Smith	Chad Rintoul
Sidney	Sara Duncan	None

2024 Appointments

Board and Committee Membership Capital Regional District | 2024

Traffic Safety Commission

Board appoints one Director as a Representative, and one Director as an Alternate. Term is two years.

Representative	Alternate
Director D. Murdock	Director de Vries

Appointments to External Boards

Alliance to End Homelessness in the Capital Region

(previously Greater Victoria Coalition to End Homelessness)

For the Society Board, 3 Directors from the CRD who are also Mayors representing municipalities in the Core, Peninsula, and Westshore, with one to be nominated as the CRD Co-Chair on the Board.

Corporate representation will include up to 4 others including staff. Term is two years.

Appointed Directors:	Corporate Member Representative:
Director McNeil-Smith (Peninsula)	Kevin Lorette, GM, Planning & Protective Services
Director K. Murdoch (Core)	Don Elliott, Senior Manager, Regional Housing
Director Little (Westshore)	TBC

CREST (Capital Region Emergency Service Telecommunications)

The CRD Board appoints Electoral Area Directors for shareholder votes for a four-year term. Proxies are appointed annually.

Appointed CRD Shareholder	Proxy
Al Wickheim	Jeri Grant
Gary Holman	John Wakefield
Paul Brent	Rob Releeder

Greater Victoria Harbour Authority Board

CRD Board Chair nominates up to three CRD Board Directors to be nominated as GVHA Director for a four-year term. Board appoints Member representative annually.

Member Representative (One Year Term)	Member Representative Alternate (One Year Term)	Board Nominee (Four Year Term)
Director Goodmanson	Director Plant	Director Brice

Community Liaison Committee - Greater Victoria Harbour Authority

GVHA Member Representative to be appointed.

Member Representative	Member Representative - Alternate
Director Goodmanson	Director Plant

Greater Victoria Labour Relations Association

The CRD Board appoints one Director as its representative, and one Director as alternate. Annual appointment.

Representative & AGM Delegate	Alternate
Director Coleman	Director Goodmanson

ICET – Island Coastal Economic Trust

The Board appoints either the CRD Board Chair or Director as representative. Annual appointment.

Member Representative
Director Brent

2024 Appointments

Board and Committee Membership Capital Regional District | 2024

Island Corridor Foundation

Board appoints one Director as Local Government Designated Representative annually. Board nominates one Director for election to the Foundation Board (could be the same person as the Member Representative) at its AGM, held in May, for a two-year term.

Member Representative	Nominee
Barb Desjardins	Barb Desjardins

Municipal Finance Authority

CRD Board appoints two Directors as representatives and two Directors as alternates. Annual appointment.

Director	Alternate
Director Brent	None
Director Kobayashi	None

Regional Representative to the Te'mexw Treaty Advisory Committee

Annual appointment.

Representative	Alternate
Director Wickheim	None

Royal and McPherson Theatres Society Board

Appointed by member Councils. Annual appointment.

Participants	Board Member	Alternate
Oak Bay	Hazel Braithwaite	Andrew Appleton
Saanich	Teale Phelps Bondaroff	None
Victoria	Matt Dell	None

Salt Spring Island Ferry Advisory Committee

Appointed by BC Ferries - Ferry Advisory Committee. Term is two years.

Representative
Director Holman

Sooke and Electoral Area Parks and Recreation Commission

Appointed by member councils. CRD Board Directors terms are four-years. Council appointee term is two years.

Participants	Commissioner	Alternate
Juan de Fuca	Al Wickheim (CRD Board Director)	Jeri Grant
Sooke	Maja Tait (CRD Board Director)	Jeff Bateman
Sooke	Al Beddows (Sooke Council Appointed)	Kevin Pearson

Vancouver Island and Coastal Communities Climate Leadership Plan (VICC-CLP) Steering Committee

Elected Official(s) to be appointed for a four-year term.

Representative	Alternate
Director Thompson	None

Vancouver Island Regional Library Board

CRD Board appoints. Only Juan de Fuca Area participates in this service function. Annual appointment.

Representative	Alternate
Al Wickheim	Jeri Grant

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MARCH 13, 2024**

SUBJECT **Bylaw No. 4603: 2024 to 2028 Financial Plan Bylaw, 2024**

ISSUE SUMMARY

This report summarizes updates to the 2024 budget since provisional approval and presents Bylaw No. 4603: 2024 to 2028 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 25, 2023, the CRD Board approved the 2024 Service Plans, the 2024 Staff Establishment Chart (SEC) and the Provisional 2024 to 2028 Financial Plan. A provisional approval of the financial plan is required by the organization to advance annual fees and charges bylaws, obtain amended expenditure authority from January through April, ensure initiation of capital projects in the new year and provides continued operating continuity through final approval. Additionally, prior to advancing the Financial Plan bylaw, plans are updated based on year-end results, payments in lieu of taxes (PILT), revised assessment information for cost sharing and include committee or commission directed changes.

Through their respective Boards, the Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) have separate provisional and final budget requirements. As detailed in the *Hospital District Act*, a CRHD final 10-year capital and provisional operating plan is required before the end of the calendar year while the final operating budget must be approved by March 31. For CRHC, the final annual financial plan must be approved before the end of the calendar year as required by BC Housing.

CRD 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 budget recommendations are incorporated into service plans, operating plans and capital expenditure plans for final 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 452,000 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 service and financial planning guidelines, the strategic priorities and the corporate plan.

Planning and Approval Process

The 2024 service planning process marked the first year of implementation of the 2023 to 2026 CRD Corporate Plan. The corporate plan was developed by staff in early 2023, following the adoption of the 2023 to 2026 Board Priorities on March 8, 2023.

The service planning cycle is designed to ensure alignment and implementation of Board and corporate objectives identified and prioritized at the beginning of the Board term. Any changes to service levels and financial plans are brought forward in the annual service and financial planning cycle.

Regional Trends and Observations

The Canadian economy faced stagnation in the second quarter of 2023, with early indications pointing towards a flat gross domestic product for July and a contraction in August. This slowdown is attributed to muted economic demand and a reduced pace of inflation. Despite these challenges, the Bank of Canada opted to maintain the overnight policy rate steady at 5.00% in December 2023¹.

The rate through report publishing remains at 5.00%, up from the pandemic low of 0.25%. This decision reflects the bank's efforts to address inflationary pressures and economic overheating. Professional economists cite a range of predicted initial interest rate cuts in Canada from as early as April to as late as September.

Regional population growth has consistently exceeded provincial rates. In 2023, seven municipalities in the CRD exceeded the provincial average municipal population growth rate of 3.0%². Since 2011, cumulative growth surpassed 24% with rates accelerating through 2023. Population growth was 3.3% in 2023, exceeding the previous high since 2011 of 2.4% in 2022.

The average annual inflation for the Greater Victoria region was 3.4% in January 2024, 3.6% nationally, 3.7% provincially and 4.0% for Vancouver³. The Greater Victoria unemployment rate climbed to 4.5% but remained below the provincial, national and Vancouver rates of 5.4%, 5.7% and 5.8% respectively⁴.

In January 2024, the benchmark home price in the region was reported at \$1,244,000, a 1.6% increase from the previous January's measure of \$1,224,000⁵. Active listings have surged to 2,140 in January 2024, marking a significant 23.1% increase compared to the 1,739 active listings recorded in January 2023. With continued population growth, pressure on housing affordability in the region is expected to persist.

Following a mid-year slowdown in the value of construction permits, the latter half of 2023 returned to historic highs. Although the total number of permits issued for the year decreased by (21%) to 3,101, there was a smaller (6%) decline in permit values. This trend suggests a market transition

¹ Bank of Canada Policy Interest Rate at: <https://www.bankofcanada.ca/core-functions/monetary-policy/key-interest-rate/>

² BC Population Estimates at: <https://www2.gov.bc.ca/gov/content/data/statistics/people-population/community/population/population-estimates>

³ BC Stats CPI report at: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf

⁴ Table 14-10-0380-01 Labour force characteristics, three-month moving average, seasonally adjusted: [Labour force characteristics, three-month moving average, seasonally adjusted \(statcan.gc.ca\)](https://www150.statcan.gc.ca/n1/pub/28-661-x/2023001/article/00001-eng.htm)

⁵ Victoria Real Estate Board at: [stats_release_2024_01.pdf \(vreb.org\)](https://vreb.org/stats_release_2024_01.pdf)

towards fewer high-value projects. Permits in 2023 totaled \$2.1 billion⁶. Regional housing starts increased by 4% to 4,992 for the calendar year 2023 compared to 2022⁷. However, as housing starts typically lag behind building permit issuance, this uptick may be temporary, suggesting a potential slowdown in 2024.

With population growth accelerating through 2023, population is expected to continue to be a significant economic driver locally, pushing demand for housing, jobs and CRD services higher into 2024.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4603, “2024 to 2028 Financial Plan Bylaw, 2024”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4603 be adopted.
3. That the Staff Establishment Chart as attached in Appendix G be approved.

Alternative 2

1. That staff amend Bylaw No. 4603, “2024 to 2028 Financial Plan Bylaw, 2024 as directed.

IMPLICATIONS

Governance Implications

Public Consultation

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

Many CRD services are governed through commissions or committees which are composed of elected officials, and in many cases, volunteer local rate payers. With commissions and committees providing oversight and direction to services through public meetings, input is received leading up to the preparation of budgets through the annual planning process.

To supplement these processes, the CRD also makes budget materials publicly available on the website and has recently implemented a new digital engagement platform to capture feedback. Timing of input follows provisional budget through final budget review.

In addition, and new for 2024, residents were invited to an online public information session to learn how the Regional District develops budgets, makes decisions and delivers services. The presentation included an overview of the 2024 provisional budgeted taxes, rates and consolidated budget figures as well as key capital projects planned.

⁶ CRD Regional Planning Population Data

⁷ CMHC Monthly Housing Starts Data Tables at: <https://www.cmhc-schl.gc.ca/professionals/housing-markets-data-and-research/housing-data/data-tables/housing-market-data/monthly-housing-starts-construction-data-tables>

Public feedback on the 2024 to 2028 Five-Year Financial Plan Bylaw was concluded on February 28 and then 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.

Appendix K provides a summary of consultation activities and feedback received to date regarding the final budget.

Legislative Implications

Financial Plan Bylaw

The Financial Plan bylaw includes operating and capital expenditures, reserve transfers and revenue requirements from 2024 to 2028. Bylaw No. 4603, cited as “2024 to 2028 Financial Plan Bylaw, 2024”, including Schedules A and B, reflect approved service plans and any adjustments since provisional approval. The bylaw and schedules are included in Appendix L.

As in previous years, final BC Assessment data up to March 31 will be incorporated into the plan. The adjustments are typically not material changes.

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 EAC will review and recommend approval of all electoral area-only budgets on March 13, 2024. Appendix O includes the report and appendices for reference.

Although the financial plan bylaw covers a five-year period, the annual service and financial planning process enables regular amendments. While staff are guided by the Board approved Corporate Plan, there are annual intervention points including the initiative progress reporting, Board check-in on priorities and the Service and Financial Planning Guidelines. The processes includes annual approvals of Service Plans and the five-year financial plan bylaw, effectively creating a rolling budget.

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 2023, the region experienced a modest increase in converted assessments of \$175 million or 0.8%, while residential folios grew by 1,481 or 1.0%.⁸ The change in assessments varied more significantly by municipality and electoral area for this period, with swings by participant from (3.6%) to 2.9%.

⁸ BC Assessment 2024 Tax Roll

When assessments in an area increases more than the regional average, the percent of costs apportioned to that area increases. Increases in assessed values also impacts the theoretical calculation of an ‘Average Residential Household’. Additionally, when the rate of change in assessed values outpaces the rate of change in folios in an area, the average cost per household also increases. Appendix P contains requisition by participant, including the isolated impact on requisition driven by the change in assessed values for each participating area.

Financial Implications

Budget Overview

The 2024 CRD Financial Plan includes \$368.2 million in operating expenditures, an increase of \$24.2 million or 7.0%, and \$261.1 million in capital investment, an increase of \$33.8 million or 14.9.% from 2023.

Table 1: 2024 CRD Budget – Change from Prior Year

Budget Type (\$M)	2024 Final	2023 Final*	\$ Change	% Change
Operating	368.2	344.0	24.2	7.0%
Capital	261.1	227.3	33.8	14.9%
Total	\$629.3	\$571.3	\$58.0	10.2%

*2023 final amounts as shown in Bylaw 4589

Appendix A provides additional tables summarizing 2024 year over year changes in operating and capital expenditures, requisition and reserves. The total impact of the operating and capital budget on the 2024 Financial Plan Summaries, along with 2024 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 2024 Final to the Provisional budget. Appendix B and Appendix D provide an overview of the 2024 operating and capital budgets.

Operating Expenses

Since provisional approval, the operating budget increased \$5.9 million or 1.6%. Table 2 summarizes changes by type of expense:

Table 2: Changes in Operating Expenses

Expenditure Type (\$M)	2024 Final	2024 Prelim	\$ Change	% Change
Operations	270.2	265.9	4.3	1.6%
Debt Servicing	39.9	37.7	2.2	5.8%
Capital Funding	32.7	32.6	0.1	0.3%
Transfer to Reserves	25.4	26.1	-0.7	-2.7%
Total	\$368.2	\$362.3	\$5.9	1.6%

The \$4.3 million change in operations is primarily due to:

- \$1.5 million in carryforward of corporate initiatives including the Electronic Documents and Records Management System, Enterprise Project Document Management System, Enterprise Asset Management, feasibility studies on centralized procurement, centralized project management, and various First Nations initiatives.
- \$0.3 million from Board-directed initiatives at provisional; a one-time contribution to the Alliance to End Homelessness, and an ongoing contribution to the Aboriginal Coalition to End Homelessness.
- \$0.3 million for operational costs associated with the Board approved Royal Oak Golf Course acquisition.
- \$0.3 million in additional staffing costs directed by select commissions for Fire Protection services in the electoral areas.
- \$0.2 million adjustment in the Climate Action and Adaption service for community engagement, programming and policy development as per Board direction.

The \$2.2 million increase in debt servicing largely a result of new issuances, including \$12 million by the District of Saanich, and a number of municipal debt issuances refinanced at higher market rates.

Details on all major operating budget changes are listed in Appendix C, with Appendix M providing a listing of operating cost types by service and Appendix Q providing detailed operating budgets by service.

Operating Revenue

As a result of changes to the operating expenses shown in Table 2, revenue sources are revised accordingly and are summarized in Table 3.

Table 3: Changes in Operating Revenue

Revenue Type (\$M)	2024 Final	2024 Prelim	\$ Change	% Change
Sale of Services	172.6	172.9	-0.3	-0.2%
Requisition	88.5	87.0	1.5	1.7%
Internal Allocations	57.7	57.5	0.2	0.5%
Municipal Debt	18.1	16.6	1.5	9.0%
Transfer from Reserves	10.0	7.8	2.2	28.2%
Rentals and other Revenue	8.2	8.2	0.0	0.0%
Grants and PILT	6.6	6.4	0.2	3.1%
Surplus Carryforward	6.5	5.9	0.6	10.2%
Total	368.2	362.3	5.9	1.6%

The increase of \$1.5 million in requisition is primarily related to:

- \$0.5 million to fund one-time and ongoing costs in relation to preparing and operating the newly acquired Royal Oak Golf Course through the Regional Parks service, including debt servicing costs for the property.
- \$0.4 million increase due to changes in revenue by requisition vs invoice by agreement in the core area service as a result of sewer flow adjustments.
- \$0.3 million to fund the one-time contribution to the Alliance to End Homelessness and the ongoing contribution for Aboriginal Coalition to End Homelessness.
- \$0.3 million for additional staffing costs in Fire Protection services in the electoral areas.

The increase of \$1.5 million in municipal debt is primarily driven by a \$12 million new issue for the District of Saanich and rate renewals for Victoria and View Royal.

The increase of \$2.2 million in transfers from reserve is being utilized to fund many of the expenses identified in Table 2. This includes utilization of operating reserves to fund 2023 initiatives carried over into 2024.

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 2023 year-end results.

Payments-In-Lieu of Taxes

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 offset the municipality's share of annual costs for CRD services. The historical approach, through provisional budget, is to plan prior year actuals since current year

PILT information is not available until after provisional approval. Revisions for final budget include the actual PILT distributed. For 2024, the PILT received was higher than provisional budget. 2024 PILT totaled \$3.9 million or an increase of \$0.1 million from the prior year. Appendix C includes a summary of PILT revenue by member municipality.

Capital Investment

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

Table 4: Changes in Capital Investment

Investment Type (\$M)	2024 Final	2024 Prelim	\$ Change	% Change
Water	100.5	96	4.5	4.7%
Solid Waste & Recycling	53.6	39.1	14.5	37.1%
Wastewater	46.0	50.4	(4.4)	(8.7%)
Regional Parks	15.9	10.8	5.1	47.2%
Housing & Health	15.1	14.5	0.6	4.1%
Arts & Recreation	13.0	12.0	1.0	8.3%
Business Systems & Processes	8.4	5.4	3.0	50.0%
Safety & Emergency Management	1.8	1.2	0.6	50.0%
Transportation	1.5	1.3	0.2	15.4%
Local Government	1.4	1.2	0.2	16.7%
Climate Action	2.8	2.4	0.4	16.7%
People / Planning / First Nations	1.1	1.1	0.0	(3.8%)
Total	\$261.1	\$235.4	\$25.7	10.9%

The \$4.5 million increase in Water capital investment includes:

- \$3.7 million carryforward and timing adjustments across multiple projects within Regional Water Supply, Juan de Fuca (JDF) Water Distribution and Saanich Peninsula Water Supply.
- \$1.0 million updated estimates for the Cecelia Meter Replacement within Regional Water.
- \$0.9 million updated estimates for Mount Tolmie tank capital refurbishment within Regional Water.
- \$(1.1) million in deferred work on water main No.3 and No.4 from 2024 to 2025, to allow prioritization of Mount Tolmie tank refurbishment.

The \$14.5 million increase in Solid Waste and Recycling includes deferrals of capital work deferred to 2024 for Cell 4 Liner, the Landfill Gas Utilization project, Aggregate Production, Contractor Workshop relocation and construction of the Gas Flare, Candlestick and Landfill Gas Blowers Project.

The (\$4.4) million decrease in Wastewater is largely due to deferrals to 2025 for multiple projects including the Manhole Repair and Replacement project, Western Trunk Grit Chamber Repairs for

Core Area Wastewater and Wastewater treatment Plant Upgrades for Maliview Estates Sewer and Ganges Sewer Utility.

The \$5.1 million increase in Regional Parks includes:

- \$1.1 for development of the Schooner Way Trail added for Pender Island Community Parks, contingent on the receipt of Federal and Provincial grants and community donations.
- \$1.0 million advancing grant spending from 2025 to 2024 for construction of the Selkirk trestle and section 1 of the Regional Trestle renewal.
- \$0.3 million additional donation funding for increased scope of the Ball Field Redevelopment project for Salt Spring Island (SSI).
- \$1.7 million carryforward across multiple projects within Regional Parks and related services.

The \$3.0 million increase in Business Systems and Processes includes the advancing of work from 2025 to 2024 for the SAP system migration project, and the addition of construction costs for additional space at the Field Operations Centre and carry forward of renovation work the Fisgard offices.

Additional details for all major capital investment changes are listed in Appendix F.

Capital Funding

As a result of changes to capital investment shown in Table 4, capital funding sources are also revised and summarized in Table 5 below.

Table 5: Changes in Capital Investment Funding

Investment Funding Source (\$M)	2024 Final	2024 Prelim	\$ Change	% Change
Current Operating and WIP	87.2	65.6	21.6	33.0%
Debenture Debt	84.4	85.3	(0.9)	(1.1%)
Reserve Funding	61.9	57.4	4.5	7.8%
Grants	21.0	21.2	(0.2)	(0.9%)
Donations & Third-Party Funding	6.6	5.9	0.7	11.9%
Total	\$261.1	\$235.4	\$25.7	10.9%

The change in Current Operating and work in progress (WIP) are related to a variety of projects including

- \$7.3 million for the Landfill Gas Utilization, Gas Flares and Blower projects being carried forward into 2024.
- \$7.2 million for Cell 4 liner, aggregate production and workshop relocation at the Hartland Landfill being carried forward to 2024.
- \$4.4 million in carryforward for Regional Water, JDF Water Distribution and Saanich Peninsula Water Supply.
- The balance is related to capital funding changes over 21 services.

The change in debenture debt is largely related to deferral of timing from 2024 to 2025 for the Core Area Wastewater Manhole repairs and replacement project and the Western Trunk Grit Chamber repairs.

Change in Reserve Funding are primarily due to:

- \$1.5 million in vehicle replacements for Regional Parks and JDF Water Distribution carried forward from 2024.
- \$0.8 million related to the construction of the Field Operations Centre.
- \$0.2 million as a portion of the Schooner Way Trail development on Pender Island.
- \$0.2 million carryforward as a portion of the Matheson Creek Bridge replacement.
- The balance is related to projects less than \$0.25 million over 32 services.

The change in donations and third-party funding is largely related to planned donations for redeveloping Hydro Field into a baseball park on SSI, and the development of the Schooner Way Trail on Pender Island.

Additional details for all major capital changes are included in Appendix F.

A total \$763 million in capital investment is planned in the 2024 to 2028 Capital Plan. The plan reflects continued commitment to address critical infrastructure while also progressing Board Strategic Priorities with key investments in emission reducing projects such as the Landfill Gas Utilization facility at the Hartland Landfill and affordable housing projects.

As in previous years, changes to the capital plan are 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 are included in Appendix E and a complete list of capital projects by service is included in Appendix N.

Staff Establishment Chart

The SEC is attached as Appendix G, detailing Full-Time Equivalent (FTE) employees included in each department and division. The SEC remains unchanged from the provisional approval and all FTE's are reflected in the financial plan.

Financial Indicators and Reserve Forecasts

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 resulted in Board approved guidelines in 2022. 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. Consolidated summaries of operating and capital reserve activity can be found in Appendix H.

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 2024 to 2028. The 2024 budget was preliminarily approved by the Board on October 25, 2023. The 2024 to 2028 Financial Plan has been prepared in alignment with Board decisions and committee direction. Staff recommends approving the 2024 to 2028 Financial Plan bylaw as presented.

RECOMMENDATION

1. That Bylaw No. 4603, “2024 to 2028 Financial Plan Bylaw, 2024”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4603 be adopted.
3. That the Staff Establishment Chart as attached in Appendix G be approved.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Stephen Henderson, B.Sc., MBA, Acting General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Presentation: Capital Regional District 2024 to 2028 Final Budget
Appendix A: CRD 2024 Final vs. 2023 Final Budgets
Appendix B: CRD 2024 Operating Budget Overview
Appendix C: Drivers for Changes in Operating Budget
Appendix D: CRD 2024 Capital Budget Overview
Appendix E: CRD 2024 Major Capital Projects > \$500,000
Appendix F: Drivers for Changes in Capital Investment
Appendix G: CRD 2024 Staff Establishment Chart
Appendix H: CRD Changes in Operating and Capital Reserve Forecasts
Appendix I: CRD 2024 Financial Indicators
Appendix J: CRD 2024 Financial Plan Summaries and Individual Municipality and Electoral Area Requisitions
Appendix K: Public Input
Appendix L: Bylaw No. 4603, “2024 to 2028 Financial Plan Bylaw, 2024”, inclusive of Schedule A and Schedule B
Appendix M: CRD 2024 Operating Cost Summary by Service
Appendix N: CRD 2024 to 2028 Capital Project Listing by Service
Appendix O: Electoral Areas Committee Final Budget Report
Appendix P: Requisition by Participant – Impact of Assessed Values
Appendix Q: Final Budget Review Package (Parts A, B and C)

2024 – 2028 Financial Plan

Capital Regional District
Wednesday March 13, 2024

2024 Planning Parameters

Direction for the service planning process and the 2024 provisional budget was set through:

2023-2026 Board Priorities (est. March 2023)
subsequently the 2023-2026 CRD Corporate Plan was developed and approved

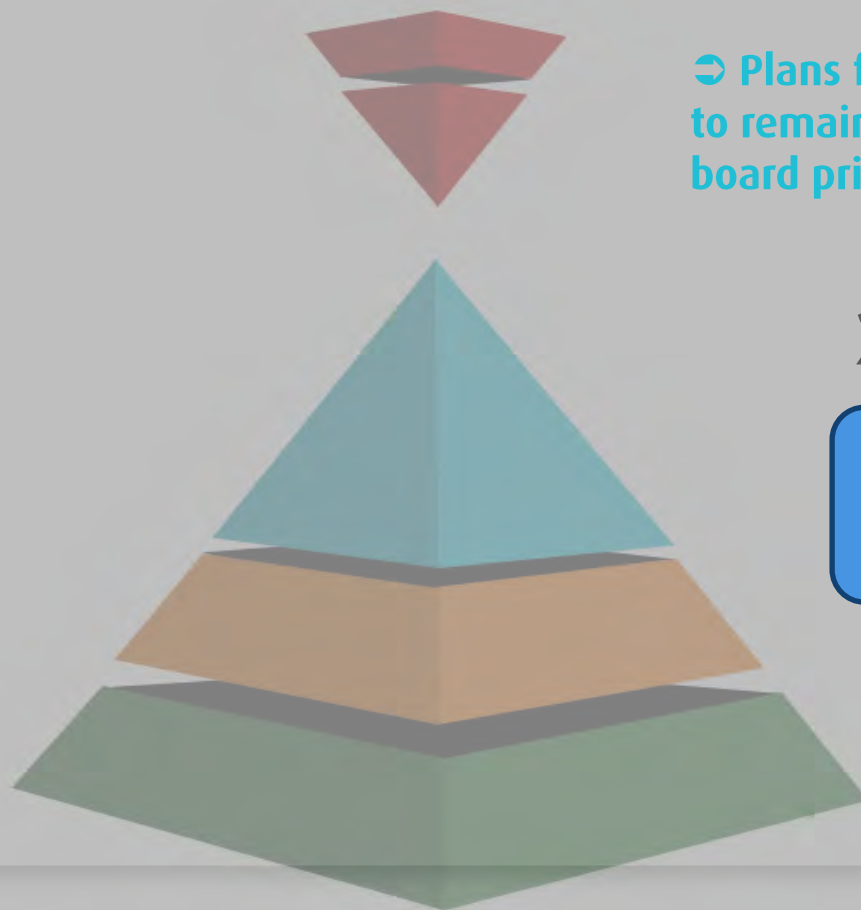
The Finance Committee & CRD Board through the Financial Guidelines report (May 2023) – constrained budget to 3.5% in 2024 in consideration of existing/ongoing obligations

⇒ Plans for 2024 are focused on absorbing cost pressures to remain within inflationary targets while prioritizing board priorities and core service delivery

2024 PROVISIONAL BUDGET

Operating | \$362M
Capital | \$235M
Requisition | 4.3%

Consolidated
Requisition | 3.4%
Cost/HH | 3.4%



Agenda & Executive Summary

1. Consolidated Budget Summary
2. Regional Context
3. Planning Process & Timeline

4. Changes since Provisional Approval
5. Impacts to Participants
6. Financial Health Indicators



Managing Capital Investments

capital investment is 4.7x depreciation while 7.6% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

advancing initiatives in alignment with community needs in the 2023-2026 corporate plan



Adapting to Regional Challenges

persistent economic challenges, constrained labour market, continued long-term growth in asset utilization



Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies

2024 Consolidated Budgets

OPERATING



Capital Regional District
\$368M



Capital Regional Hospital District
\$34M



Capital Region Housing Corporation
\$29M

Total
\$431M

CAPITAL



Capital Regional District
\$261M



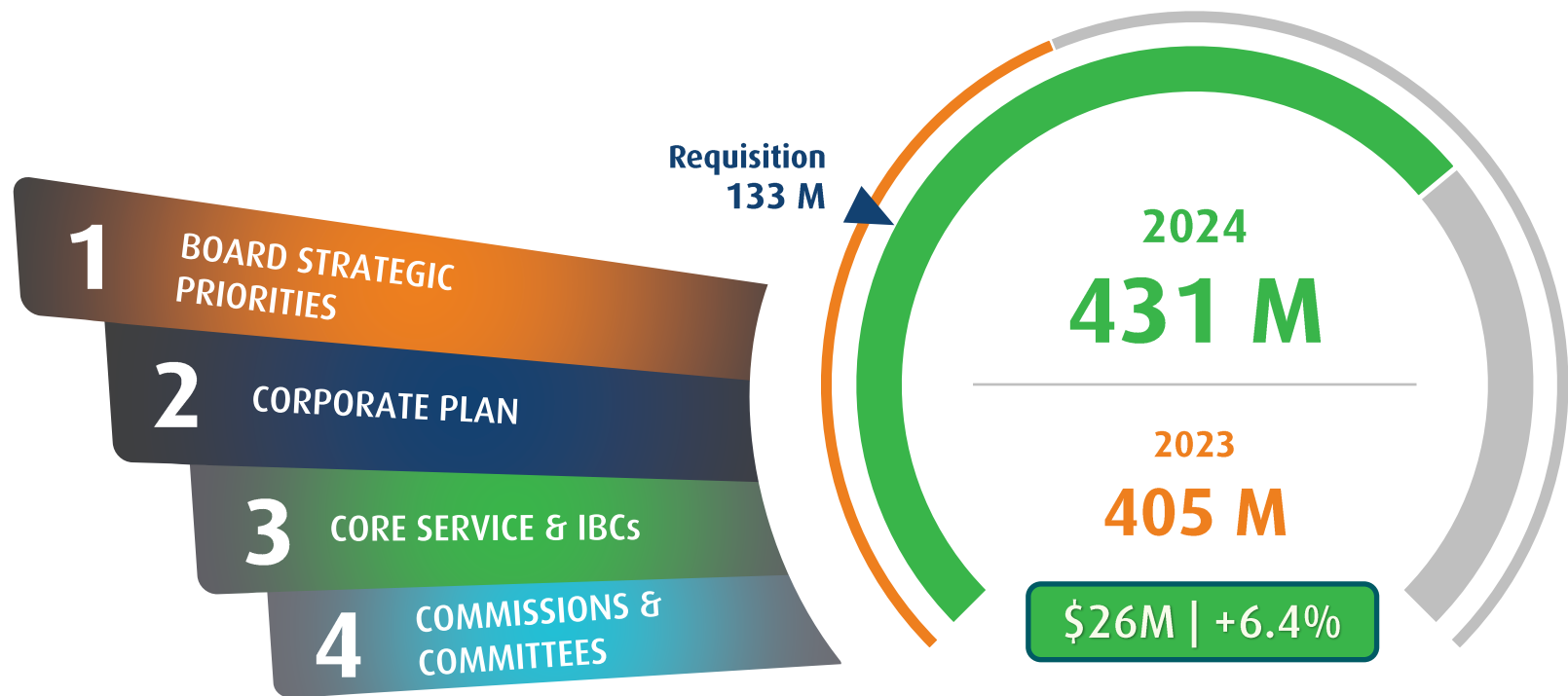
Capital Regional Hospital District
\$26M



Capital Region Housing Corporation
\$59M

Total
\$346M

Consolidated Operating Budgets



REQUISITION FUNDING (including municipal debt)



Regional Context

External Factors & Growth Indicators



2.1^B

2023 BUILDING PERMITS IN REGION

REGIONAL HOUSING STARTS

4992^{UNITS}



+24%



REGIONAL POPULATION GROWTH SINCE 2011

ANNUAL INCREASE OF 3.3% IN 2023



3.4%

GREATER VICTORIA CPI
LAST 12 MONTHS AS OF JANUARY 2024

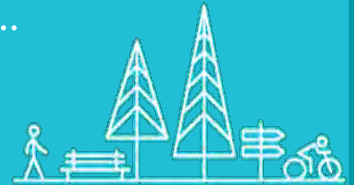


4.5%

UNEMPLOYMENT RATE
AS OF JANUARY 2024

SINCE 2017 ...

47%



INCREASE IN PARKS VISITORS

12%

INCREASE IN WATER DEMAND



24%

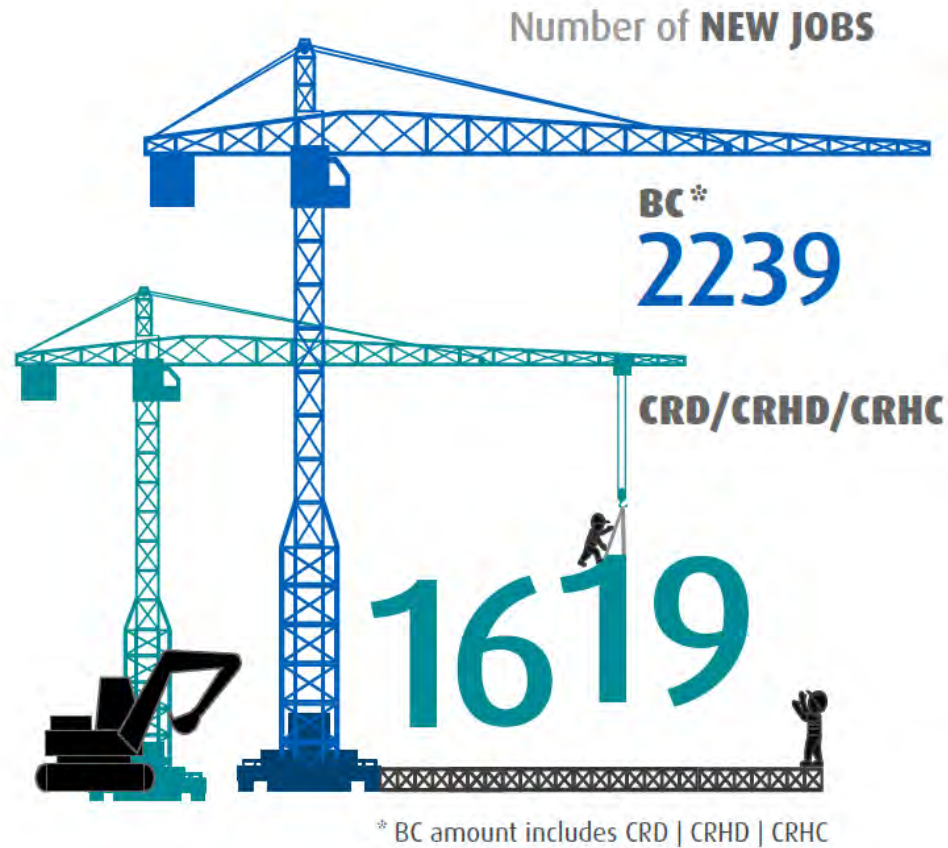
INCREASE IN REFUSE



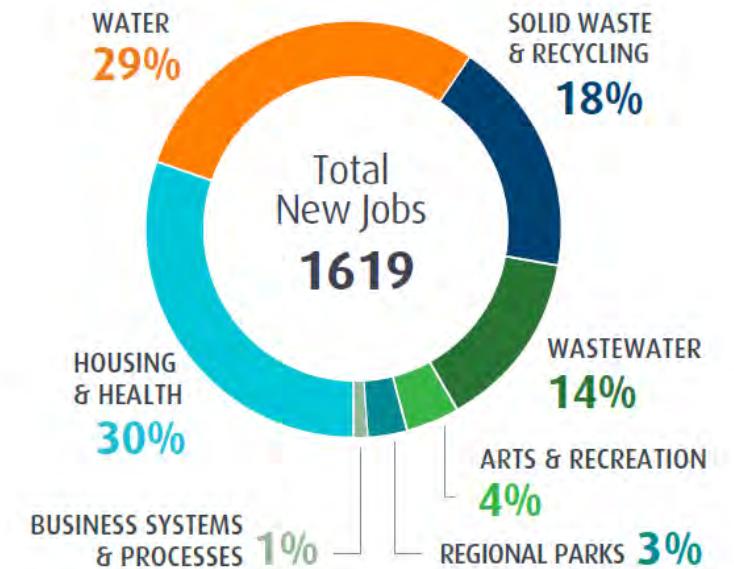
\$1.2^M

SINGLE FAMILY DWELLING
GREATER VICTORIA AS OF JANUARY 2024

Economic Impact of Capital Investment



JOB CREATION By Community Need



The consolidated capital plan's combined investment of \$347M, generates an estimated 1,619 new jobs in the region through the flow of goods and services among various industries.

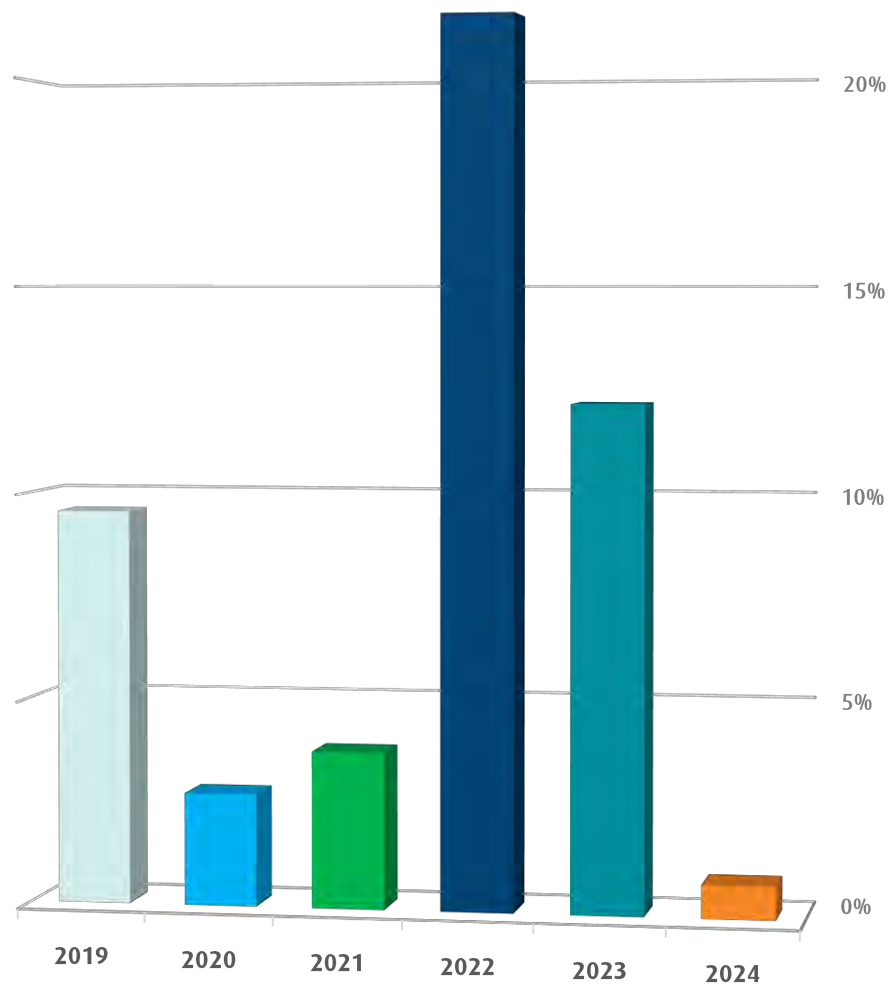
Housing in the Capital Region

Since 2019 the CRD has added **750 new** dwellings. In the next 5 years, we are forecasting **adding another 800** new dwellings for a combined portfolio of **more than 2700 units** operated by the CRD by 2028 (or more depending on available funding).

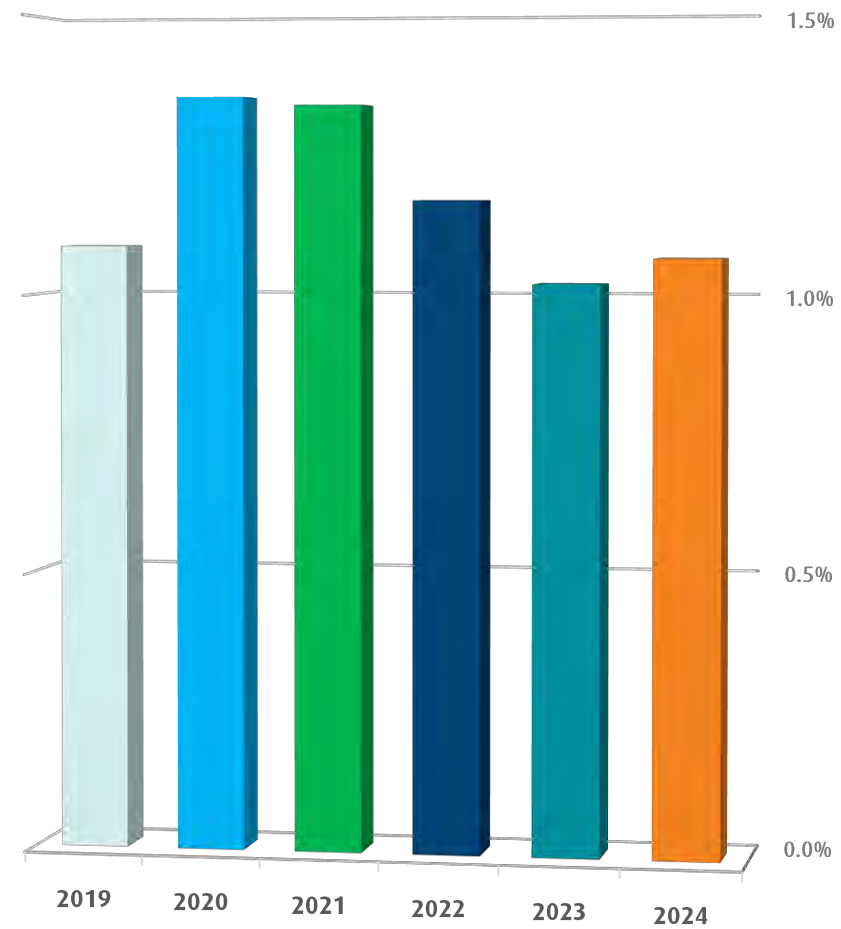


Assessment Impacts

Change in Converted Assessments



Change in Taxable Folios



Planning Process & Timeline

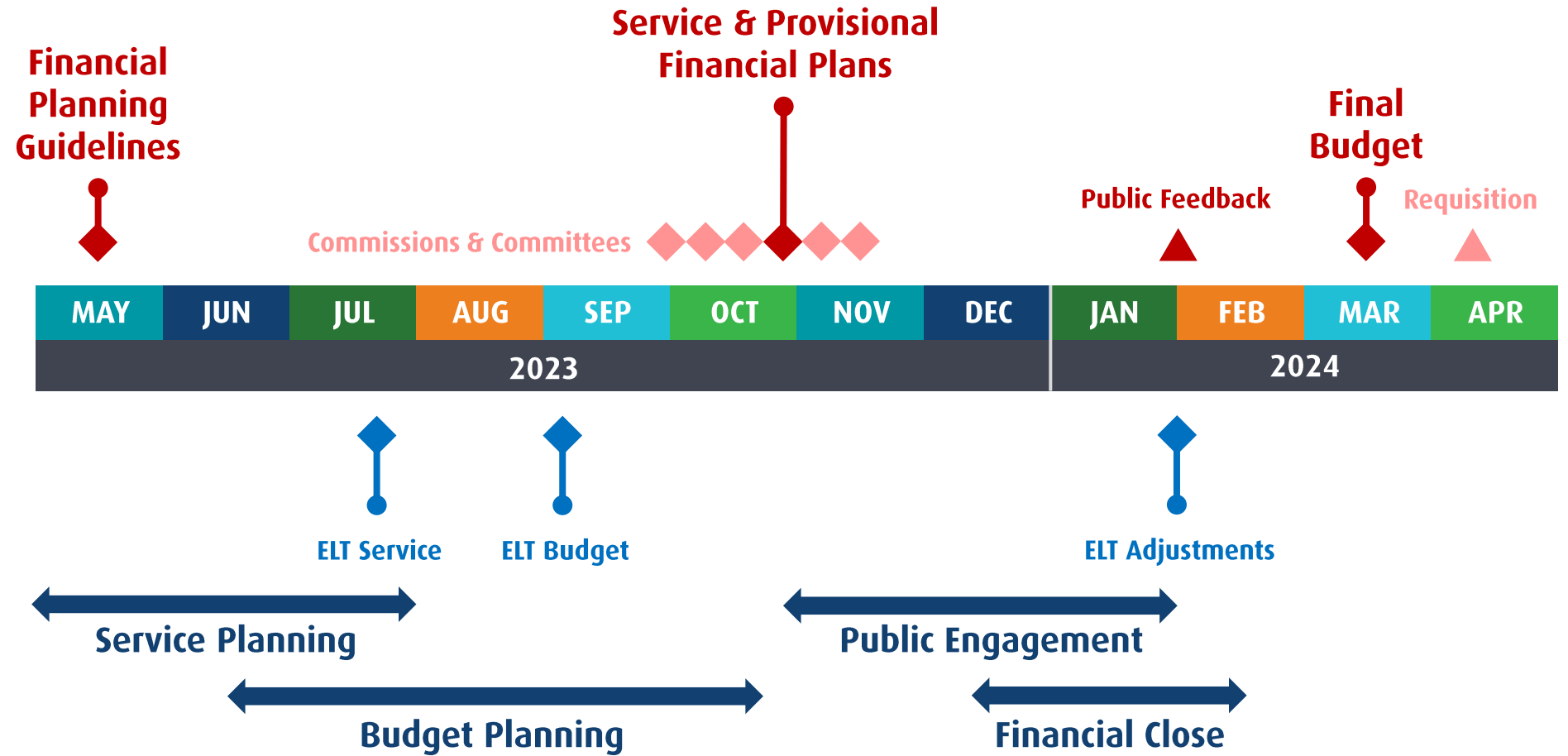
2024 Planning Guidelines



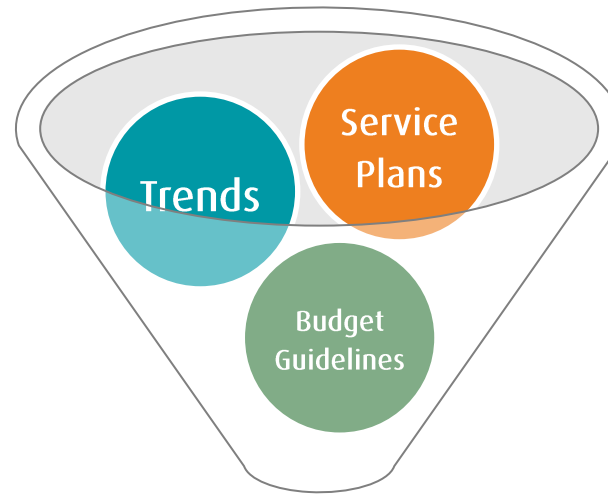
Financial Management Strategies

- 1 Optimize fees for service revenue and stabilize tax rates to fund operations, maintenance, growth and assets utilization
- 2 Limit transfers to/from operating reserves to fund one-time projects or to stabilize revenue requirements
- 3 Transfers to/from capital reserves supported through life cycle funding and optimal debt and debt terms

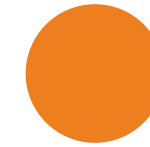
2024 Planning Timeline



Annual Planning Process



2024 Final Budget



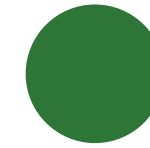
Service Planning Process

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



Trends and Assumptions

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



Budget Guidelines

Annual Board approval of the Financial Management Strategies and Guidelines

Review Process

- Board approved Financial Planning Guidelines (Spring 2023)
- Committees & Commissions (Fall)
- Electoral Areas Committee (Fall)

Provisional Budget

- Committee of the Whole review (October 2023)
- Requests authority to expend January through March 2024

Final Budget

- Authority for expenditures in operating & capital budgets
- Incorporates assessment updates
- Adopt bylaw (March 2024)

Changes since Provisional Approval

Comparison of Budgets

2024 PROVISIONAL

Operating | \$362M
Capital | \$235M
Requisition | 4.3%

Consolidated
Requisition | 3.4%
Cost/HH | 3.4%

2024 FINAL

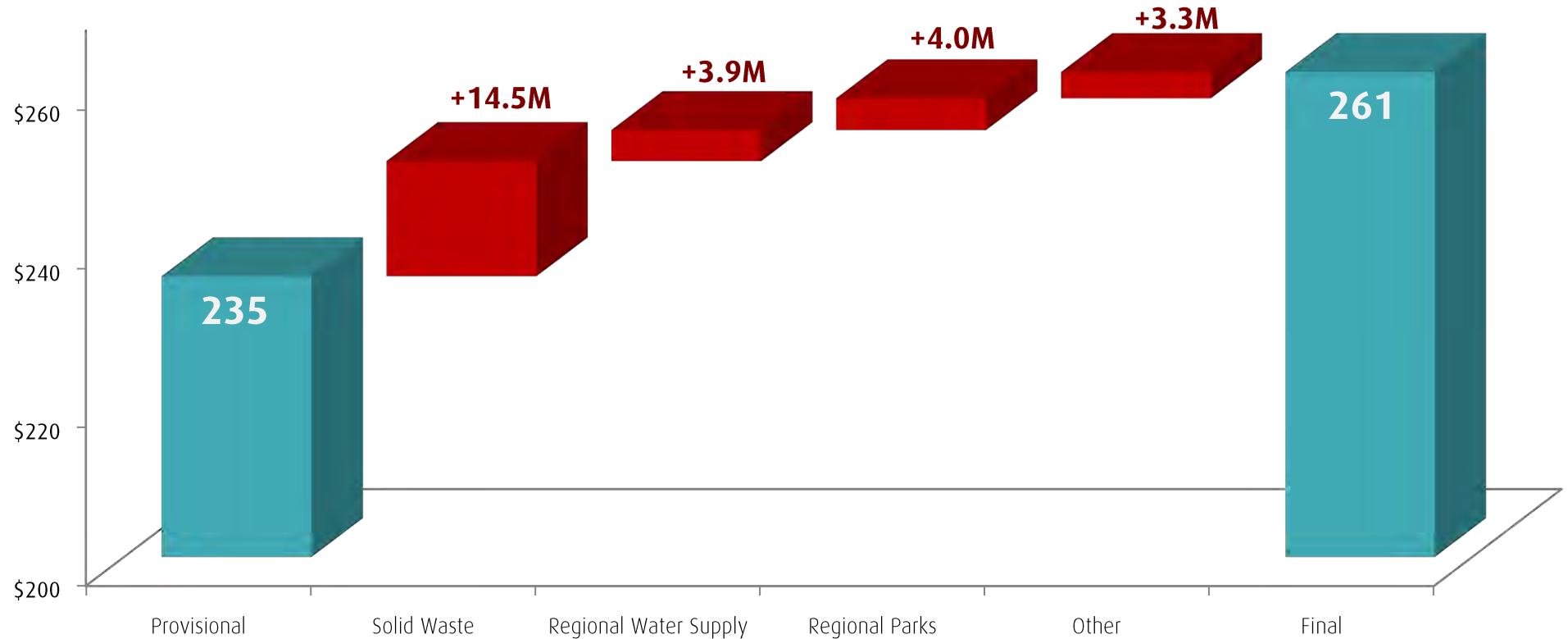
Operating | \$368M
Capital | \$261M
Requisition | 7.3%

Consolidated
Requisition | 5.8%
Cost/HH | 3.8%



Capital Investment changes

Capital Investment increased by \$25.7M or 10.9%



Solid Waste Disposal

Carryforward of various projects: \$6.2M Cell 4 liner, \$5.6M Landfill Gas Utilization, \$1.7M gas flares and blowers, \$0.5M aggregate production, and \$0.5M for relocation of the contractor workshop.

Regional Water Supply

Carryforward of various projects: \$1.0M UV system replacement, \$0.9M Field Operations Centre, and \$0.5M GVWS wildfire modelling. Increased cost estimate of \$1.0M for the Cecelia Meter replacement project.

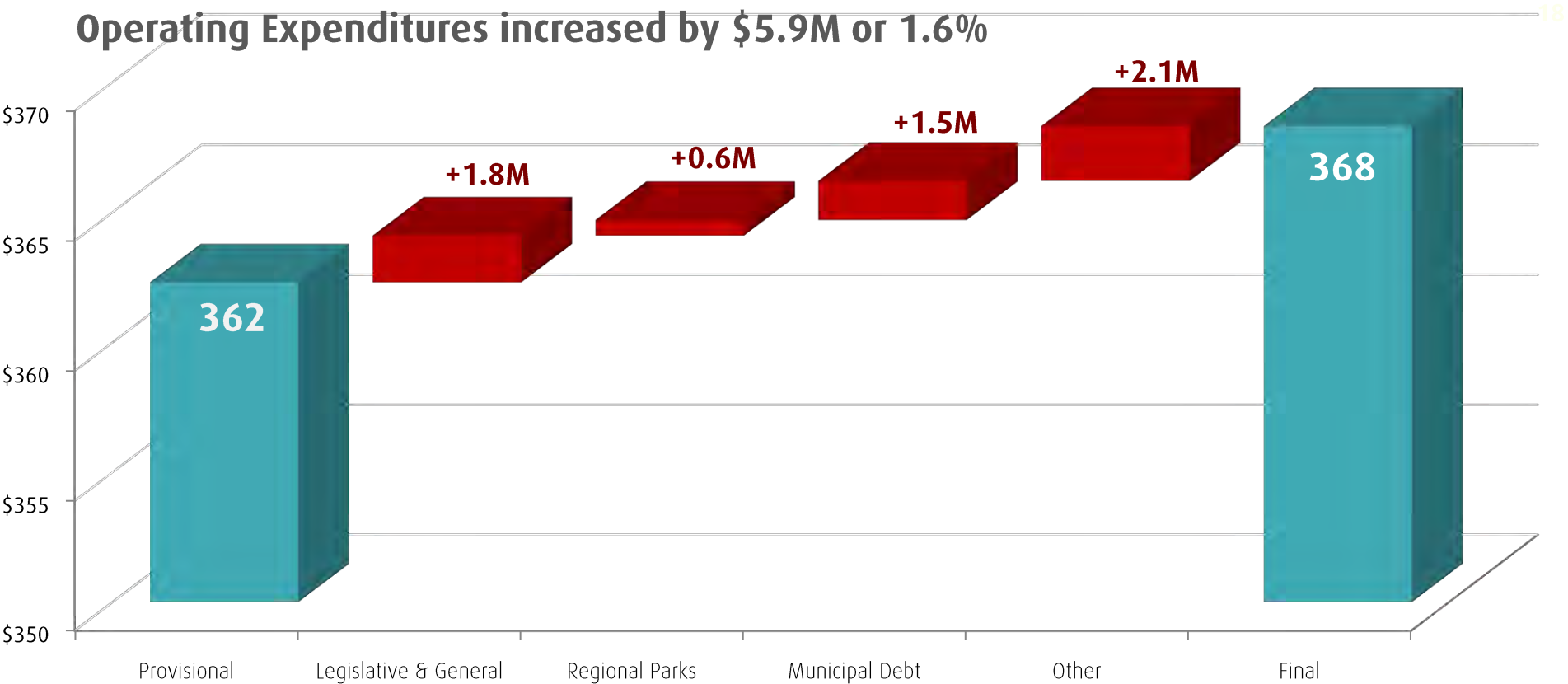
Regional Parks

Carryforward of \$1.4M for the Mayne Island Regional Trail. Accelerating \$1.0M on the Selkirk trestle and section 1 of the trestle renewal project. Deferrals of \$1.1M vehicle replacements, and \$0.3M replacement of Matheson Creek bridge.

Other

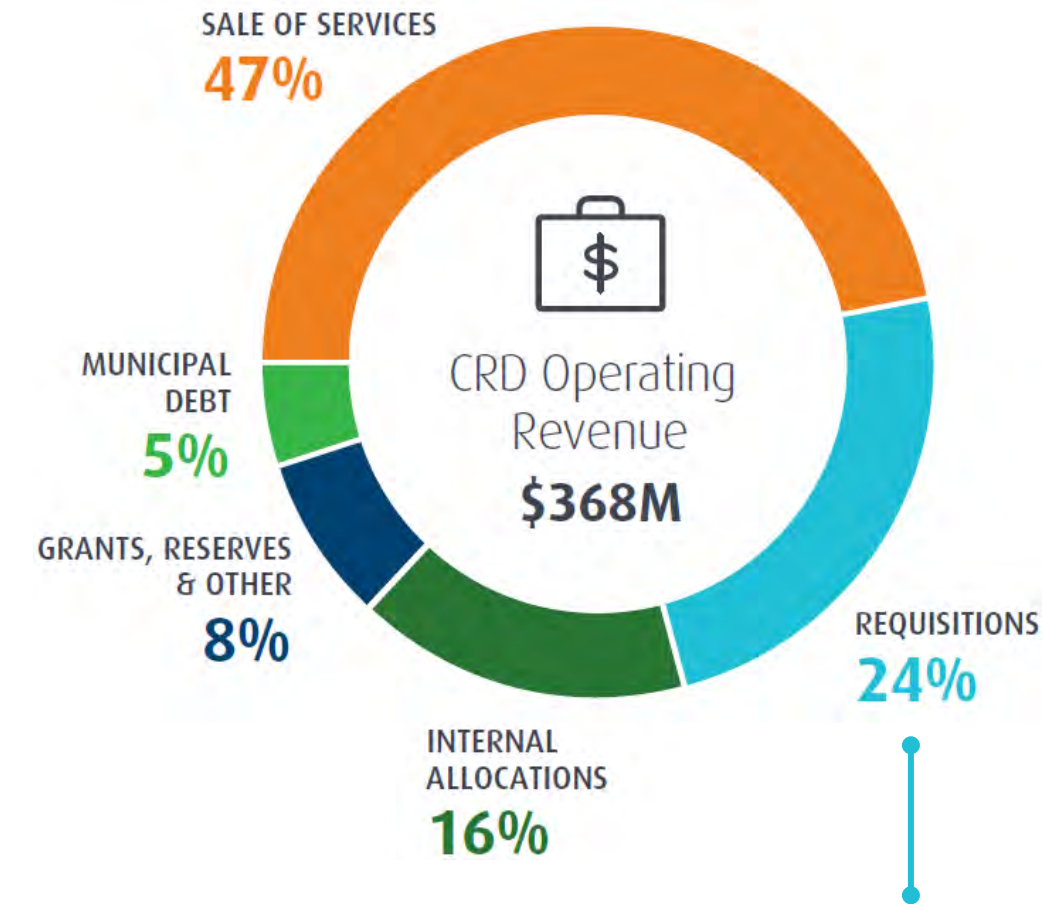
Carryforward of \$1.1M pipe replacement in JDFWD, Accelerating \$0.9M SAP/S4 system migration, \$0.7M new acquisition for land within Land Banking and Housing, increased cost \$0.8M Field Operations Centre.

Operating Budget changes



Legislative & General	\$1.5M carryforward on corporate initiatives: Electronic Data Records Management System (EDRMS), Enterprise Project Document Management System (EPDMS), Enterprise Asset Management (EAM), First Nations Initiatives and feasibility studies. \$0.2M boardroom improvements, actuarial support for insurance and phase 2 of employee engagement survey.
Regional Parks	One-time and ongoing costs for acquiring and operating the Royal Oak Golf Course property.
Municipal Debt	Net change in municipal debt across all municipalities since Provisional approval. Includes new debt issues and refinancing on existing debt.
Other	+\$0.4M in refinancing and borrowing costs across various services, +\$0.3M for the Alliance to End Homelessness and Aboriginal Coalition to End Homelessness, +\$0.3M for Climate Action and Adaption, +\$0.3M Fire Protection in the Electoral Areas, +\$0.2M odour sampling & monitoring.

Operating Budget funding

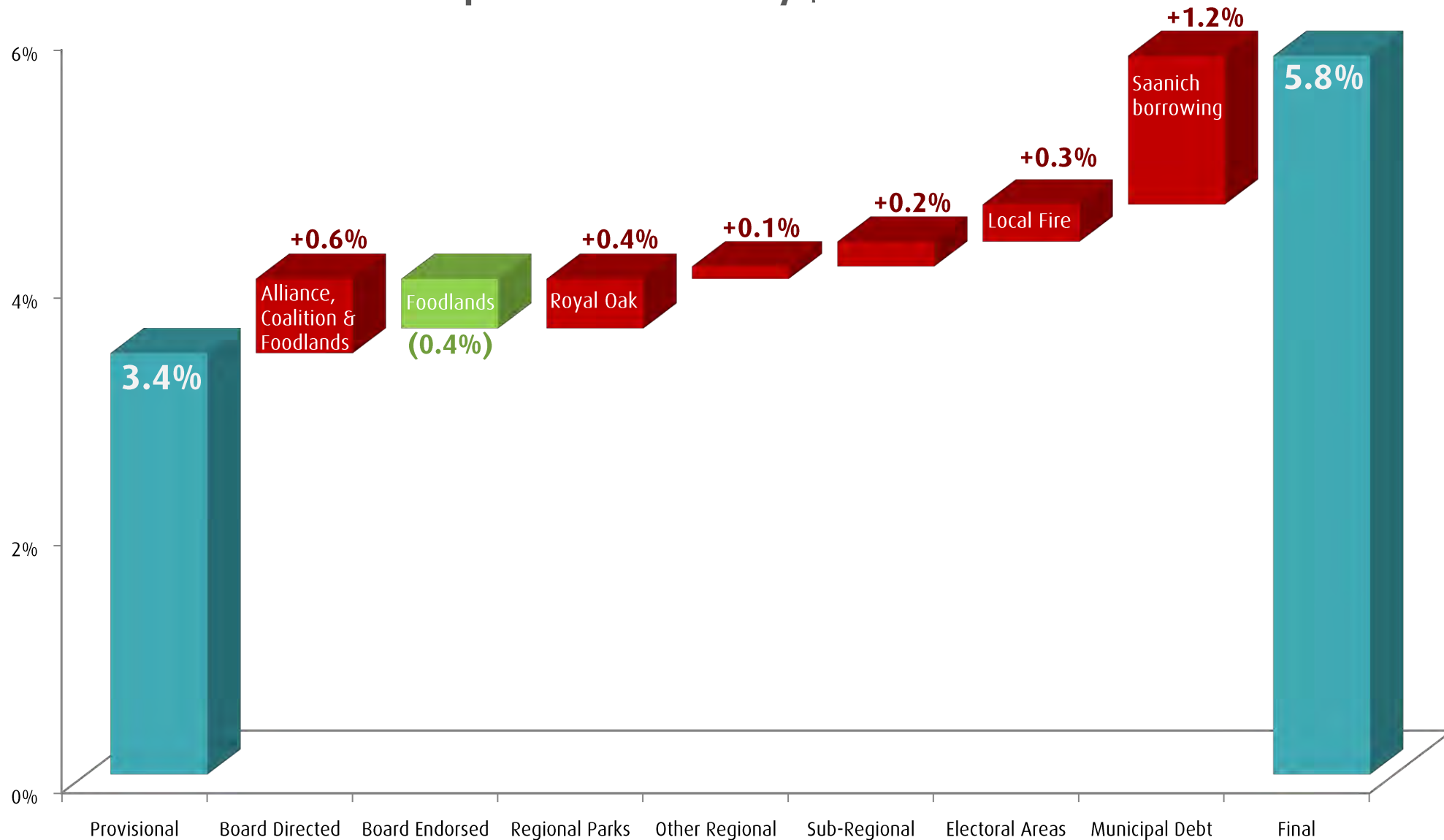


Sale of Services	172.6
Requisitions	88.5
Internal Allocations	57.7
Grants, Reserves & Other	31.3
Municipal Debt	18.1
Total	\$368M

2024 Final Budget	2024 Preliminary	Δ \$	Δ %	2023 Budget
\$88.5M	\$87.0M	\$1.5M	1.7%	\$82.1M

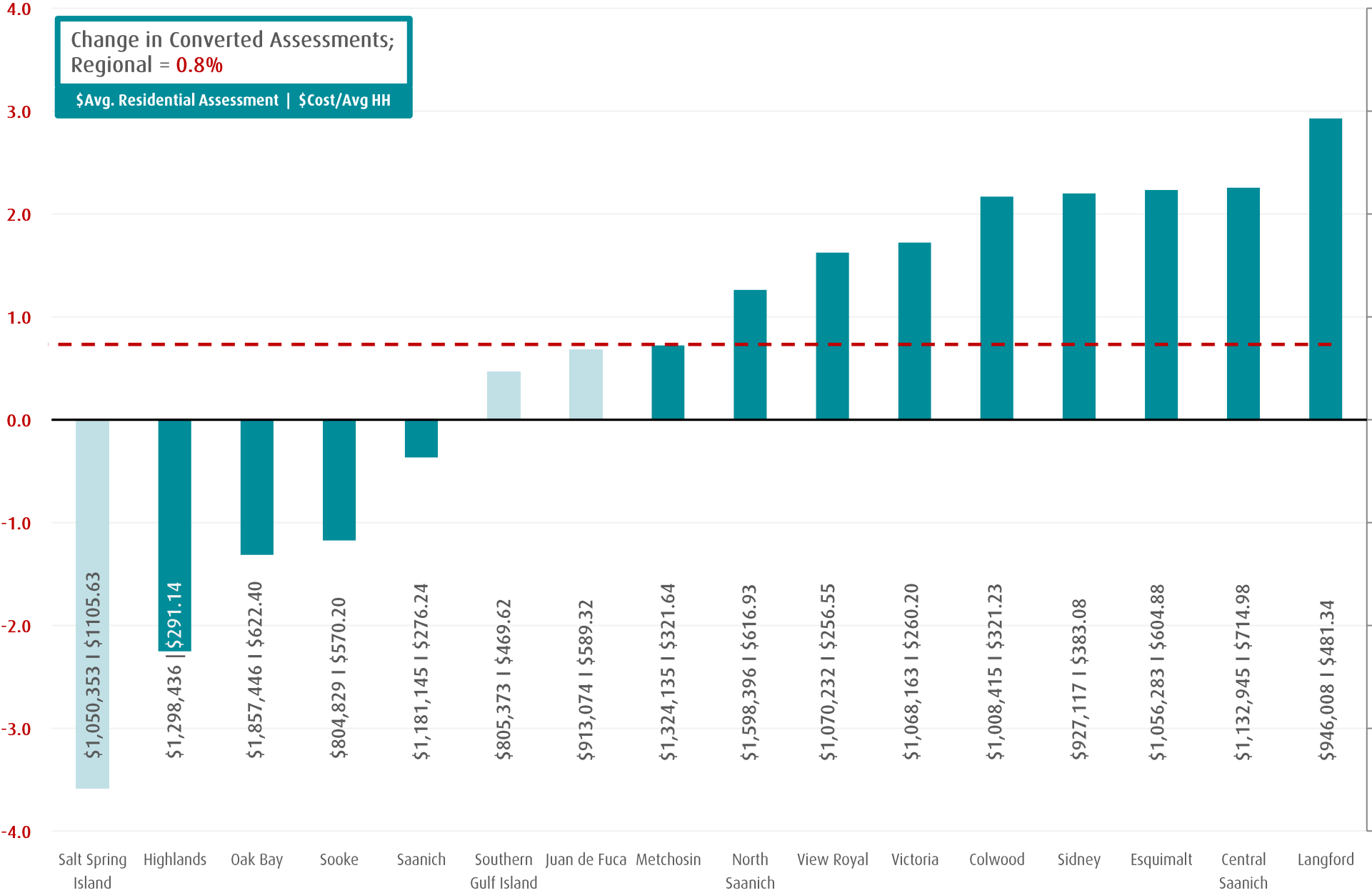
Requisition Funding changes

Consolidated Requisition increased by \$3.0M or 2.4%

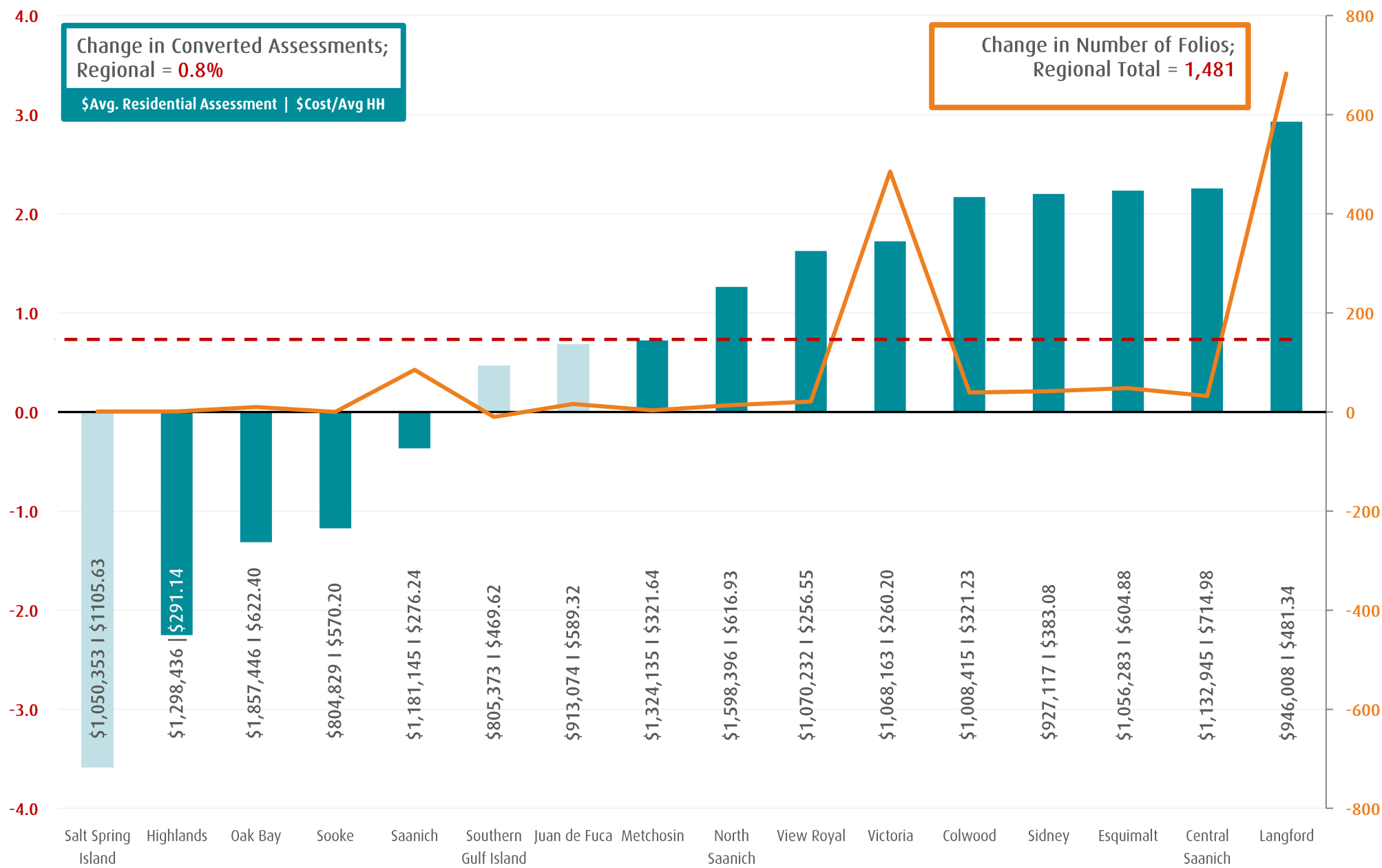


Impacts to Participants

Impact of Assessment & Folios



Impact of Assessment & Folios

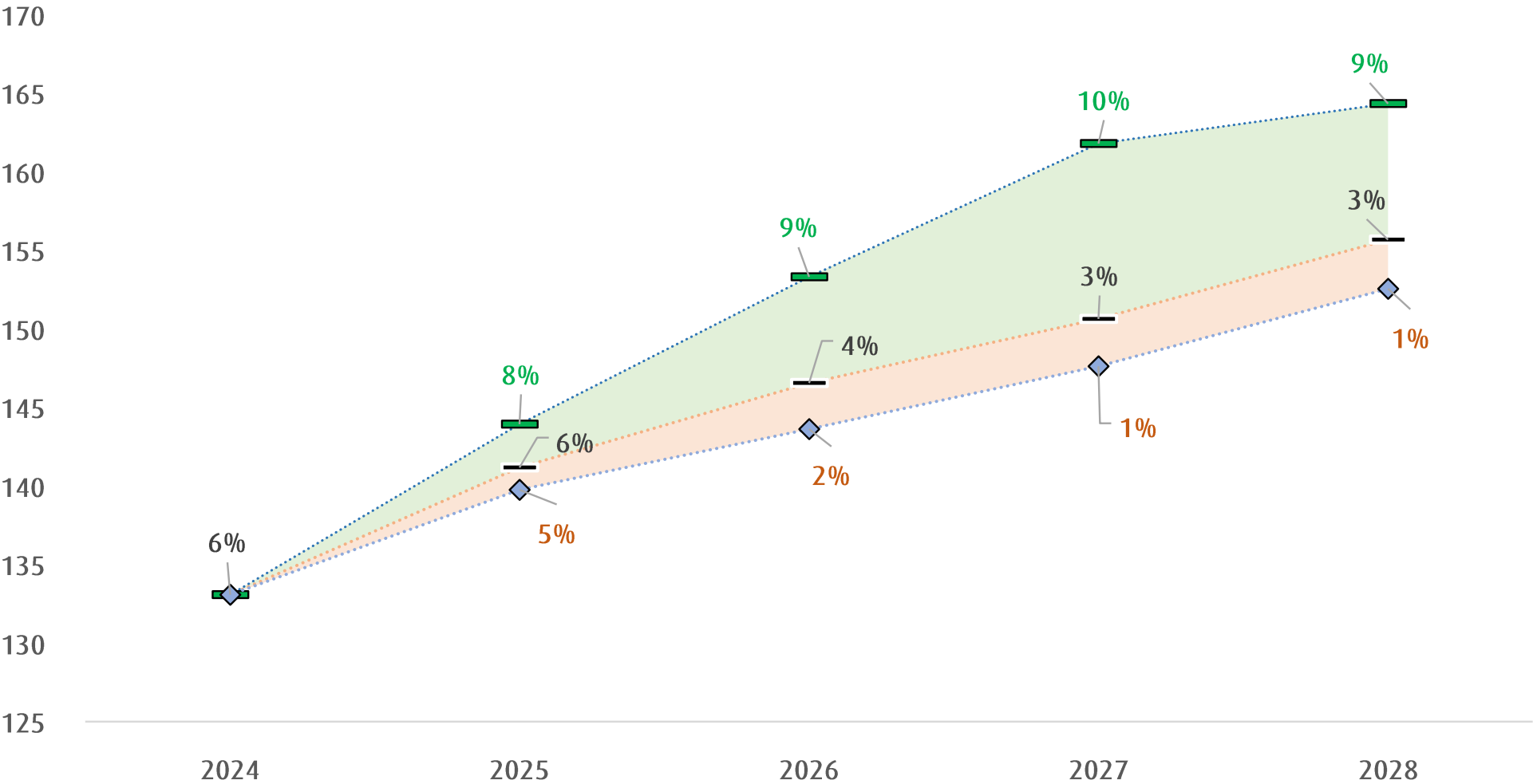


Requisition by Participant

	A	+	B	=	C	→	D	→	E	→	F
Municipalities & EAs	Impact of Cost Apportionment		All Other CRD		CRD Final		CRD & Municipal Debt		CRD, CRHD & Municipal Debt		Cost per HH CRD & CRHD & Muni Debt
Central Saanich	0.5%		5.5%		6.0%		5.4%		4.7%		2.5%
Colwood	1.3%		4.4%		5.7%		1.8%		1.7%		(0.5%)
Esquimalt	0.4%		3.8%		4.2%		(0.1%)		0.1%		(3.0%)
Highlands	(3.2%)		8.8%		5.6%		2.1%		0.4%		(0.9%)
Langford	0.9%		13.3%		14.2%		14.2%		11.6%		6.4%
Metchosin	1.4%		8.5%		9.9%		9.9%		6.3%		6.0%
North Saanich	0.1%		6.3%		6.4%		5.6%		4.5%		3.4%
Oak Bay	(1.2%)		3.3%		2.1%		(4.3%)		(3.7%)		(3.9%)
Saanich	(1.1%)		8.3%		7.2%		11.7%		8.1%		7.2%
Sidney	0.6%		6.1%		6.7%		5.6%		4.7%		2.1%
Sooke	0.8%		4.6%		5.4%		4.8%		3.8%		3.1%
Victoria	0.7%		7.7%		8.4%		6.9%		5.3%		3.0%
View Royal	(0.1%)		8.5%		8.4%		7.7%		5.8%		5.6%
Juan de Fuca*	0.1%		8.0%		8.1%		8.1%		6.6%		4.2%
Salt Spring Island*	(1.0%)		9.3%		8.3%		8.3%		6.8%		6.2%
Southern Gulf Islands*	(0.3%)		6.1%		5.8%		5.8%		4.7%		4.6%
Total	-		7.8%		7.8%		7.3%		5.8%		3.8%

* Excludes Local Defined Areas

5-Year Consolidated Requisition Forecast



Future requisition forecasts consider various factors such as inflation, demographic shifts, population growth, and macro-economic conditions. These forecasts are based on current regional population trends and are updated to reflect emerging federal and provincial policies.

Inflation is expected to continue its moderation in 2024 and subsequently decrease, influenced by adjustments in Bank of Canada monetary policy and associated factors. Persistent economic challenges, including unemployment rates, logistics & supply chain, cost of goods including shelter, utilities, and consumables have implications on service delivery.

Financial Health Indicators

Financial Health Indicators



Investing for the Future

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

Result: in 2024, the investment in capital will be \$261M* vs \$56M in amortization. This yields a 4.7x multiplier.

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



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 2024, reserve contributions will total \$25M vs a \$368M* operating budget. The result is 6.9%.

* excludes municipal debt servicing costs, otherwise operating budget = \$368.2M with 6.9% contribution rate



Financial Health Indicators



Debt Affordability

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

Result: in 2024, debt servicing costs will account for \$22M* out of the total revenue of \$286M**. This equates to 7.6%.

* excludes municipal borrowing

** excludes municipal debt (18.1M), internal allocations (57.7M), and surplus carryforward (6.5M).



Debt Management

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

Result: in 2024, debt will fund approximately 32.3% of total capital investment of \$261M.



Financial Plan Summary



Managing Capital Investments

capital investment is 4.7x depreciation while 7.6% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

advancing initiatives in alignment with community needs in the 2023-2026 corporate plan



Adapting to Regional Challenges

persistent economic challenges, constrained labour market, continued long-term growth in asset utilization



Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies



Thank you



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Capital Regional District



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The following charts summarize the change in operating and capital plans, year over year, after final adjustments to the 2024 budget.

Operating Expenditures (in \$ millions)

Expenditure Type	2024 Final	2023 Final ¹	\$ Change	% of Total Change
Operations	270.2	247.4	22.8	6.6%
Debt Servicing	39.9	46.8	(6.9)	(2.0%)
Capital Funding	32.7	26.5	6.2	1.8%
Transfers to Reserves	25.4	23.3	2.1	0.6%
Total	\$368.2	\$344.0	\$24.2	7.0%

¹2023 Final amounts as shown in Bylaw 4589

Operating Revenues (in \$ millions)

Revenue Source	2024 Final	2023 Final ¹	\$ Change	% of Total Change
Sale of services	172.6	154.6	18.0	5.2%
Requisitions ²	106.6	99.3	7.3	2.1%
Allocation to other services	57.7	53.1	4.6	1.3%
Transfer from reserve for capital	10.0	16.2	(6.2)	(1.8%)
Rentals and other revenue	8.2	9.1	(0.9)	(0.3%)
Grants and PILT	6.6	5.4	1.2	0.3%
Surplus	6.5	6.3	0.2	0.1%
Total	\$368.2	\$344.0	\$24.2	7.0%

¹2023 Final amounts as shown in Bylaw 4589

²Includes Municipal Debt

Requisitions (in \$ millions)

Description	2024 Final	2023 Final	\$ Change	% Change
Total Electoral Areas Only	17.8	16.4	1.4	8.5%
Regional / Sub Regional	70.7	65.7	5.0	7.6%
Total Before Municipal Debt	88.5	82.1	6.4	7.8%
Municipal Debt	18.1	17.3	0.8	4.6%
Total	\$106.6	\$99.3	\$7.3	7.3%

Capital Expenditures (in \$ millions)

Description	2024 Final (a)	2024 Prelim (b)	2023 Final ¹ (c)	Change (a-c)	% of Total Change
Engineered Structures	175.3	158.5	138.6	36.7	16.1%
Equipment	34.7	32.1	30.2	4.5	2.0%
Buildings	31.8	28.8	35.1	(3.3)	(1.5%)
Land	10.7	9.3	14.0	(3.3)	(1.5%)
Vehicles	8.6	6.7	9.4	(0.8)	(0.4%)
Ending Balance	\$261.1	\$235.4	\$227.3	\$33.8	14.9%

¹2023 Final amounts as shown in Bylaw 4589

Capital Revenues (in \$ millions)

Description	2024 Final (a)	2024 Prelim (b)	2023 Final ¹ (c)	Change (a-c)	% of Total Change
Current Operating and WIP	87.2	65.6	54.9	32.3	14.2%
Debenture Debt	84.4	85.3	53.9	30.5	13.4%
Reserve Funding	61.9	57.4	79.3	(17.4)	(7.7%)
Grants	21.0	21.2	20.9	0.1	0.0%
Donations & Third Party Funding	6.6	5.9	18.3	(11.7)	(5.1%)
Ending Balance	\$261.1	\$235.4	\$227.3	\$33.8	14.9%

¹2023 Final amounts as shown in Bylaw 4529

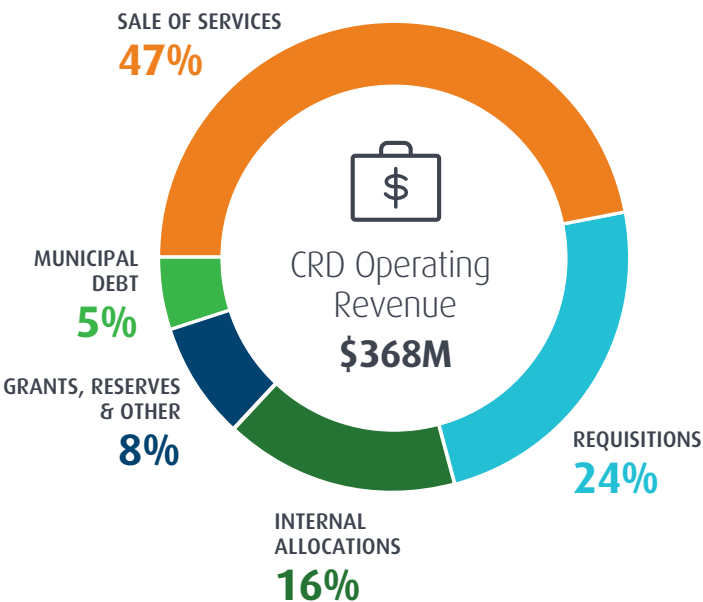
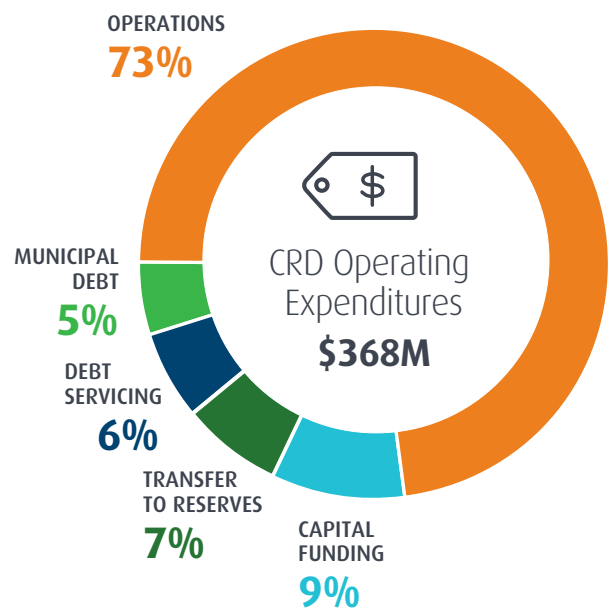
Reserves - Capital (in \$ millions)

Reserve Activity - Forecast	2024 Final	2023 Final	\$ Change	% Change
Opening Reserve Balance Actual ¹	145.7	130.8	14.9	11.4%
Transfer to/from Operating	21.9	41.5	(19.6)	(47.2%)
Interest Income	5.2	4.6	0.6	13.0%
Transfer to Fund Capital Projects	(46.5)	(31.2)	(15.3)	49.0%
Ending Balance	\$126.3	\$145.7	(\$19.4)	(13.3%)

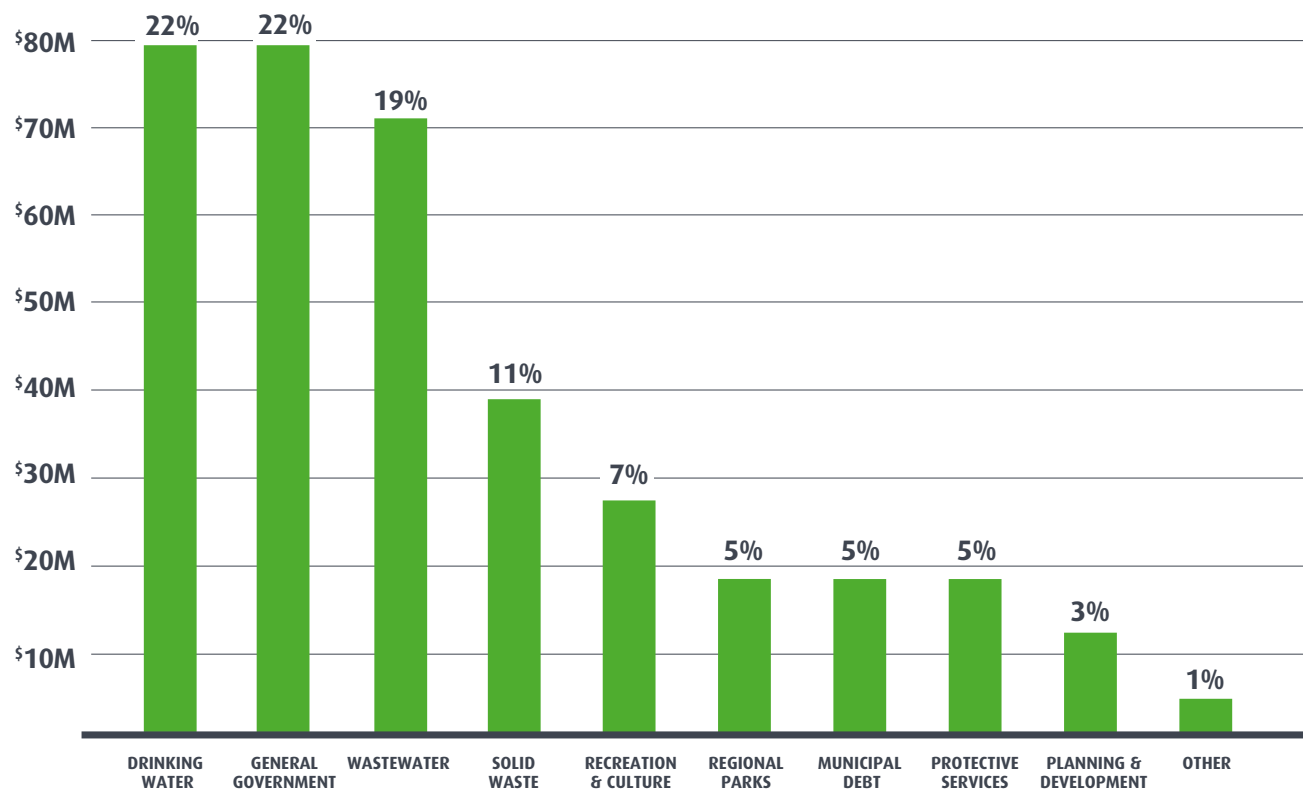
¹Reserve balances restated from Consolidated Financial Statements to include specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges

WHERE THE MONEY GOES

WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



2024 Operating Budget
Changes from Preliminary
March 13, 2024

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

Table 1: Drivers for Change in Operating Expenses	Page 2-7
Table 2: Drivers for Change in Surplus Carry Forward	Page 8
Table 3: Drivers for Change in Transfer from Reserves Revenue	Page 9-10
Table 4: Drivers for Change in Requisition Revenue	Page 11-12
Table 5: Drivers for Change in Payments in Lieu of Taxes (PILT)	Page 13

Operating Expenses

Since Provisional approval, the operating budget increased by \$5.9 million or 1.6%. Table 1 provides a detailed listing of changes greater than \$50,000 to the operating budget since Provisional approval.

Table 1: Drivers for Change in Operating Expenses

Service	(\$M) Change	Description	Impact	Funding Source	Direction
Legislative and General Government	0.687	Information Technology Initiatives	Regional	Reserve (one-time & ongoing)	Included in 2023 Service Plan
	Carry forward of initiatives from 2023, including deferral of Enterprise Project Document Management System (EPDMS) development and implementation for \$455k, digital communications sharepoint analytics of \$45k, and computer supplies and support for Electronic Documents and Records Management System (EDRMS) and Enterprise Asset Management (EAM) initiatives for \$100k. Additional increase in ongoing costs for SAP software licences of \$80k.				
	0.325	Finance Initiatives	Regional	Reserve (one-time)	Included in 2023 Service Plan
	Carry forward of initiatives from 2023, including EAM consultant and deliverable work for \$170k, and SAP module work of \$110k. Additional expenses for risk advisory consultancy of \$100k; partially offset by a one-time reduction in salaries budget refinements due to project timing (\$55k).				
	0.310	Corporate Services Initiatives	Regional	Reserve (one-time)	Included in 2023 Service Plan
	Carry forward of unspent funds from 2023 to be spent in 2024 for the EDRMS Project of \$190k and feasibility study for centralizing procurement for \$100k; actuarial support costs for Legal & Risk to review self-insurance funding \$70k.				

Legislative and General Government	0.234	First Nation Initiatives	Regional	Reserve (one-time)	Included in 2023 Service Plan
	Carry forward of unspent funds from 2023 for archeology and cultural monitoring initiatives \$71k, government-to-government consultation \$70k, inclusive regional governance programming \$44k; Board and Commissions cultural training \$29k, and Forum of all Councils \$20k.				
	0.080	Board Initiatives	Regional	Reserve (ongoing & one-time)	Change in Budget Assumptions
	Upgrades of the Board correspondence portal including new hosting provider for \$50k; one-time costs for Chief Administrative Officer (CAO) 360 review \$30k				
	0.083	Corporate Emergency Initiatives	Regional	Other Revenue & Surplus (one-time)	Change in Budget Assumptions
	First Nation engagement work related to Emergency Disaster Management Act Implementation for \$66k; emergency management software acquisition deferred from 2023 for \$17k				
	0.050	Human Resources Initiatives	Regional	Reserve (one-time)	Change in Budget Assumptions
	Second phase of Capital Regional District (CRD) Employee Experience survey				

Regional Parks	0.591	Royal Oak Golf Course Property Operating and Borrowing Costs	Regional	Requisition & Other Revenue (one-time & ongoing)	CRD Board November 8, 2023; Change in Budget Assumptions
	One-time costs of \$130k and ongoing costs of \$96k for preparing and operating the Royal Oak Golf Course property for Regional Parks use. \$365k in interest expense on the \$8.5m property acquisition. The interest expense will be offset by additional interest revenue earned in 2024 in the Regional Parks Land Acquisition Reserve Fund.				
Climate Action and Adaptation	0.190	Climate Action Education and Policy Development	Regional	Reserve & Recovery (one-time)	CRD Board January 17, 2024
	Auxiliary and consulting support for climate action community engagement and education programming, and greenhouse gas reduction policy analysis approaches.				
	0.099	Reinstatement of Invasive Species Support	Regional	Reserve & Recovery (one-time)	Change in Budget Assumptions
	With the deferral of the establishment of the Biodiversity Service, costs for monitoring and environmental support for invasive species have been reinstated to the Climate Action and Adaption service budget.				
Community Health	0.275	Board Directives for Addressing Homelessness	Regional	Requisition (ongoing & one-time)	CRD Board October 11, 2023
	Board-directed initiatives for a one-time contribution to the Alliance to End Homelessness and an ongoing contribution for Aboriginal Coalition to End Homelessness				
Environmental Protection and Water Quality	0.158	Odour Sampling and Monitoring Support	Regional	Reserve (one-time)	Change in Budget Assumptions
	Reflects one-time enhanced odour sampling support related to wastewater treatment				

Regional Housing Trust Fund	0.118	Capital Grants Capacity	Regional	Surplus & Other Revenue	Change in Budget Assumptions
	Increased funding available for contribution to capital grants in 2024, resulting from 2023 surplus carry-forward				
Pender Fire Protection	0.114	Pender Fire Recommendations	Local Area	Requisition (on-going)	Pender Island Fire Protection Society September 21, 2023
	Additional staffing costs of \$97k and reserve transfers of \$17k, as directed by Pender Fire Protection Society				
Otter Point Fire Protection	0.110	Otter Point Fire Recommendations	Local Area	Requisition (on-going)	Otter Point Volunteer Fire Department Commission January 10, 2024
	Additional compensation for Fire Chief and Assistant Fire Chief, as directed by Otter Point Volunteer Fire Department Commission				
North Galiano Fire Protection	0.100	North Galiano Fire Recommendations	Local Area	Requisition & Surplus (ongoing & one-time)	North Galiano Fire Protection and Emergency Response Service Commission October 15, 2023
	Reflects costs for new Assistant Fire Chief position \$85k; supplies acquisition deferred from 2023 of \$13k, as directed by Commission				
Environmental Engineering Services	0.100	Feasibility Study	Regional	Reserve (one-time)	Included in 2023 Service Plan
	Conduct a feasibility study for a centralized project delivery office, carried forward from 2023				

Panorama Recreation Center	0.100	Facility Assessment	Sub-Regional	Requisition (one-time)	Peninsula Recreation Commission November 23, 2023
	To hire a consultant to conduct a sub-regional recreation facility needs assessment to assist in the planning of new and existing recreation facilities and services, recommended by Commission				
Electoral Area (EA) Admin Exp - Southern Gulf Islands	0.097	Service Level Maintenance	Local Area	Recovery & Reserve (one-time)	Change in Budget Assumptions
	Contractor support costs to maintain service level during staff secondment; cost offset by increased revenue recovery				
Core Area Wastewater Operations	0.070	Host Community Impact Fee	Sub-Regional	Reserve (ongoing)	Change in Budget Assumptions
	The annual Host Community Impact fee payable to Esquimalt was previously funded through the Core Area Wastewater Treatment project. With closeout of the project, the fee will be incurred in the operations budget. This expense is funded through residual funds from the project.				
911 Systems	0.065	2024 Service Contract Adjustment	Regional	Requisition & Reserve (ongoing)	Change in Budget Assumptions
	Increase in levy from Ecomm for 2024, to maintain service levels				
EA Emergency Program	0.058	Regulatory Update	Local Area	Reserve (one-time)	Change in Budget Assumptions
	Contractor costs required for support with regulatory updates from Emergency Disaster Management Act				

Salt Spring Island (SSI) Liquid Waste Disposal	0.058	SSI Local Community Commission (LCC) Directive	Local Area	Fees + Charges & Parcel Tax (ongoing)	SSI LCC February 1, 2024
	Cost adjustment associated with sewage and septage sludges, to reflect actual 2023 volume and rates for an impact of \$50k; increase in refinancing existing debt servicing costs of \$8k.				
Vancouver Island Regional Library	0.051	Higher Levy Payment	Local Area	Requisition & Other Revenue (ongoing)	Vancouver Island Regional Library Board September 16, 2023
	Higher levy payment for library services, approved by Vancouver Island Regional Library Board.				
SSI Community Transportation	(0.070)	SSI LCC Directive	Local Area	Requisition (one-time)	SSI LCC February 1, 2024
	Reflects reduction in transfers to reserves to reduce requisition as directed by SSI LCC.				
Harbours Environmental Action	(0.072)	Re-Evaluate Service	Sub-Regional	Requisition (ongoing)	Change in Budget Assumptions
	Re-evaluate the Saanich Peninsula Harbours Environmental Action service while the CRD Board considers boat management options in the wider region				
Land Banking & Housing	(0.134)	Land Banking & Housing Initiatives	Regional	Reserve, Surplus & Other Revenue (one-time)	Change in Budget Assumptions
	One-time reduction in debt servicing costs due to timing of borrowing from Spring to Fall in 2024 (\$191)k; partially offset by carry-forward of housing program consulting costs \$47k.				
Municipal Debt	1.506	Net change in municipal debt across all municipalities. These debt changes occurred and were recognized subsequent to the 2024 Provisional Financial Plan development and approval			
All other services (Including EA)	0.624	Net increase across 82 other services			
Subtotal	\$5.977				

Operating Revenue

Service plan adjustments and budget assumption changes since the provisional budget are funded through a variety of revenue sources totaling \$6.0 million. The following tables provide changes since provisional approval by revenue type.

Table 2: Drivers for Change in Surplus Carry forward

Service	(\$M) Change	Description	Impact	Direction
Debt - Core Area Sewage Integrated Treatment Facilities	0.202	Debt reserve fund earnings returned upon debt maturity in 2023, carried forward as requisition to be returned to participants in 2024	Sub-Regional	Change in Budget Assumptions
Regional Housing Trust Fund	0.109	Savings from 2023 carried forward to fund increased contribution for capital grants in 2024	Sub-Regional	Change in Budget Assumptions
All other services (Including EA)	0.270	Net increase across 48 other services		
Total	\$0.581			

Table 3: Drivers for Change in Transfer from Reserves Revenue

Service	(\$M) Change	Description	Impact	Direction
Legislative and General Government	0.608	Information Technology - Funding for software licence, computer supply and development and support costs for initiatives carried forward from 2023	Regional	Included in 2023 Service Plan
	0.325	Finance - Funding for initiatives carried forward from 2023 including contracted EAM consulting, Enterprise Resource Planning (ERP) financial system module work. Also, risk advisory consulting	Regional	Included in 2023 Service Plan
	0.310	Corporate - Funding for work deferred from 2023 for EDRMS and the centralized procurement feasibility study, along with actuarial support costs for Legal & Risk to review self-insurance funding	Regional	Included in 2023 Service Plan
	0.234	First Nations - Funding for initiatives carried forward from 2023 including cultural monitoring, government to government consultation, regional governance programming, training and Forum of all Councils	Regional	Included in 2023 Service Plan
	0.080	Board - Funding for upgrading Board Correspondence Portal and CAO 360 Review	Regional	Change in Budget Assumptions
	0.050	Human Resources - Funding for second phase of CRD Employee Experience Survey	Regional	Change in Budget Assumptions

Climate Action and Adaption	0.190	Increased transfer from reserves to cover increasing capacity for the climate action community engagement and education programming	Regional	CRD Board January 17, 2024
Environmental Protection and Water Quality	0.122	Increased transfer from reserves for one-time enhanced odour sampling support related to wastewater treatment	Regional	Change in Budget Assumptions
Environmental Engineering Services	0.100	Funding for centralized project delivery office feasibility study, deferred from 2023	Regional	Included in 2023 Service Plan
EA Emergency Program	0.058	Increased transfer from reserves to fund one-time contractor costs required to support regulatory updates from Emergency Disaster Management Act	Local Area	Change in Budget Assumptions
Land Banking & Housing	(0.069)	Reduced use of reserve with one-time savings on timing of debt expense in 2024	Regional	Change in Budget Assumptions
All other services (Including EA)	0.173	Net increase across 15 other services		
Total	\$2.181			

Table 4: Drivers for Change in Requisition Revenue

Service	(\$M) Change	Description	Impact	Direction
Regional Parks	0.445	Funding for the one-time and ongoing costs associated with preparing and operating the Royal Oak Golf Course acquired lands and building for Regional Parks use. Includes debt servicing costs for the property acquisition.	Regional	CRD Board November 8, 2023; Change in Budget Assumptions
Core Area Operations	0.362	Change due to participation by requisition versus invoice by agreement, and cost apportionment updates based on year-end flow adjustments and PILT contributions	Sub-Regional	Change in Budget Assumptions
Community Health	0.274	Funding for Board-directed initiatives for a one-time contribution to the Alliance to End Homelessness and an ongoing contribution for Aboriginal Coalition to End Homelessness	Regional	CRD Board October 11, 2023
Pender Fire Protection	0.115	Funding for additional staffing costs and reserve transfers, as directed by Pender Fire Protection Society	Local Area	Pender Island Fire Protection Society September 21, 2023
Otter Point Fire Protection	0.110	Funding for additional compensation for Fire Chief and Assistant Fire Chief, as directed by Otter Point Volunteer Fire Department Commission	Local Area	Otter Point Volunteer Fire Department Commission January 10, 2024
Panorama Recreation Centre Center	0.100	Funding for Panorama Recreation Facility assessment, recommended by Commission	Sub-Regional	Peninsula Recreation Commission November 23, 2023
Legislative and General Government	0.080	Information Technology - Funding for increase in SAP software licences starting 2024	Regional	Change in Budget Assumptions
North Galiano Fire Protection	0.085	Funding for new Assistant Fire Chief position, as directed by Commission	Local Area	North Galiano Fire Protection and Emergency Response Service Commission October 15, 2023

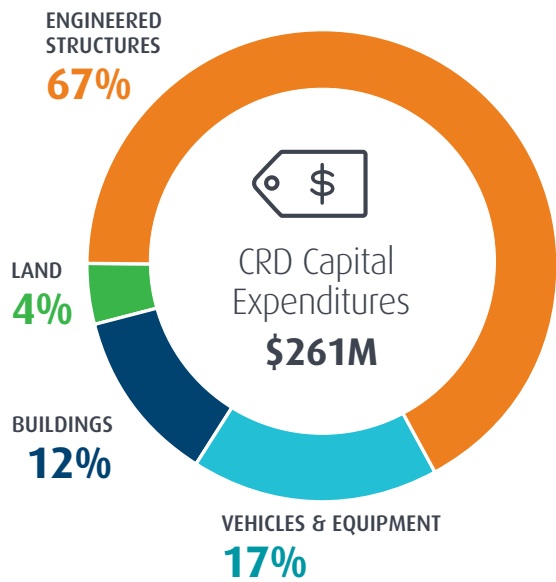
911 Systems	0.066	Funding for increase in levy from Ecomm for 2024, to maintain service levels	Regional	Change in Budget Assumptions
Vancouver Island Regional Library	0.051	Funding for higher levy payment, approved by Vancouver Island Regional Library Board	Local Area	Vancouver Island Regional Library Board September 16, 2023
SSI Community Transportation	(0.070)	Reflects reduction in transfers to reserves expense to reduce requisition, as directed by SSI LCC	Local Area	SSI LCC February 1, 2024
Harbours Environmental Action	(0.072)	Reflects reduction in requisition as service is re-evaluated. CRD Board to consider boat management options in the wider region.	Sub-Regional	Change in Budget Assumptions
Municipal Debt	1.462	Increase in debt servicing costs due to the District of Saanich borrowing \$12.2m in fall 2024, resulting in annual debt servicing costs of \$1.1m; the City of Victoria received an interest rate increase and actuarial rate decrease, resulting in additional debt servicing costs of \$286k.		
All other services (Including EA)	(0.020)	Net decrease across 84 other services		
Total	\$2.988			

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

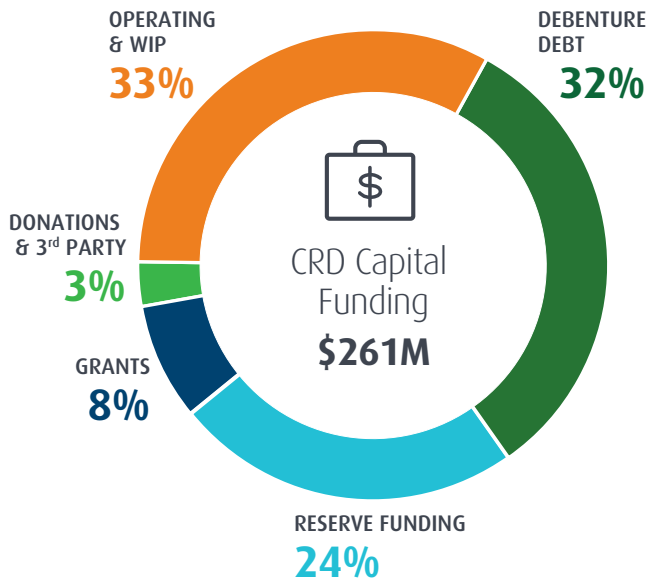
Municipality* (\$M)	2024 Final	2024 Prelim	\$ Change	% Change
Township of Esquimalt	2.338	2.188	0.150	7%
City of Victoria	0.520	0.527	(0.007)	-1%
District of North Saanich	0.316	0.337	(0.021)	-6%
City of Colwood	0.166	0.185	(0.019)	-10%
District of Saanich	0.239	0.228	0.011	5%
District of Metchosin	0.131	0.116	0.015	13%
Electoral Areas	0.086	0.085	0.001	1%
City of Langford	0.042	0.039	0.003	8%
District of Central Saanich	0.026	0.023	0.003	13%
Town of Sidney	0.008	0.009	(0.001)	-11%
District of Sooke	0.015	0.009	0.006	67%
Town of View Royal	0.007	0.006	0.001	17%
District of Oak Bay	0.002	0.000	0.002	0%
Total	\$3.896	\$3.752	\$0.144	4%

*Excludes municipalities and electoral areas that do not receive PILT

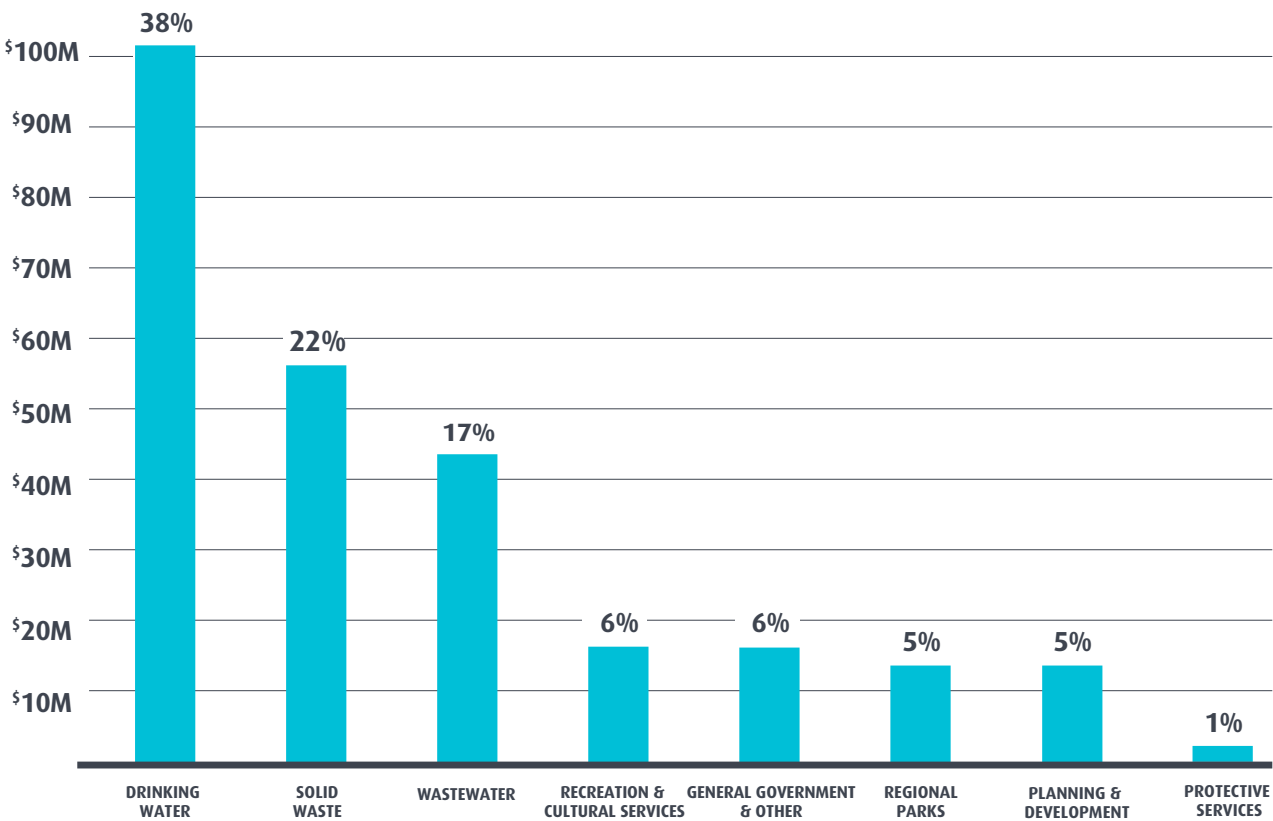
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



CRD 2024 Capital Projects Greater than \$500,000

Appendix E

SERVICE AREA	\$M	FUNDING SOURCE	COMMUNITY NEED
Parks & Recreation			
REGIONAL PARKS			
Potential Land Acquisition Transactions	5.0	Debt	Regional Parks
Regional Trestle Renewal, Trails Widening and Lighting Project	1.9	Debt, Grant	Regional Parks
Mayne Island Regional Trail	1.4	Capital Funds on Hand, Debt	Regional Parks
Design & Expand East Sooke Aylard Farm Parking	1.1	Capital Funds on Hand, Reserves	Regional Parks
Vehicle Replacement	0.6	ERF	Regional Parks
SEAPARC			
Skate Park Renewal	1.0	Capital Funds on Hand, Reserves, Grant	Arts & Recreation
PANORAMA RECREATION			
Centennial Park Multi-Sport Box	4.8	Debt, Grant	Arts & Recreation
Heat Recovery Plant	2.4	Debt	Arts & Recreation
Environmental Services			
ENVIRONMENTAL RESOURCE MANAGEMENT			
Landfill Gas Utilization	22.3	Capital Funds on Hand, Debt, Reserves	Solid Waste & Recycling
Cell 4 Liner Installation	6.7	Capital Funds on Hand, Debt	Solid Waste & Recycling
Diversion Transfer Station	5.0	Reserves	Solid Waste & Recycling
Hartland Amenity Project	3.8	Reserves	Solid Waste & Recycling
Cell 5 Liner Construction	3.0	Debt	Solid Waste & Recycling
Cell 1, 2 & 3 Transition Liner	2.0	Debt	Solid Waste & Recycling
Gas Flare, Candlestick & LFG Blowers	1.7	Capital Funds on Hand	Solid Waste & Recycling
Aggregate Production for Internal Use	1.3	Capital Funds on Hand, Reserves	Solid Waste & Recycling
Contractor Workshop Relocation	1.2	Capital Funds on Hand, Reserves	Solid Waste & Recycling
Cell 586 GRW	0.8	Debt	Solid Waste & Recycling
NE & NW Aggregate Stockpile cover	0.8	Debt	Solid Waste & Recycling
RNG Spare Parts Inventory	0.7	Reserves	Solid Waste & Recycling
CLIMATE ACTION AND ADAPTATION			
Regional Electric Vehicle Charging Infrastructure	0.8	Capital Funds on Hand, Grant	Climate Action
FACILITIES MANAGEMENT & ENGINEERING			
Interior Renovations	0.8	Capital Funds on Hand	Business Systems & Processes
Legislative & General Administration			
INFORMATION TECHNOLOGY			
SAP	3.6	Capital Funds on Hand	Business Systems & Processes
FINANCE			
Additional Office Space at IWS Field Office	0.8	Reserves	Business Systems & Processes
Regional Housing			
Regional Housing First Program - Other	5.4	Debt	Housing & Health
Regional Housing First Program - Village on the Green	2.0	Debt	Housing & Health
Regional Housing First Program - Campus View	2.0	Debt	Housing & Health
Land Acquisition	0.7	Grant	Housing & Health
Family Court Building			
Mechanical Upgrades	1.1	Reserves, Other	Housing & Health
Royal Theatre			
Repair Building Envelope	0.7	Reserves, Other	Arts & Recreation

Continued on next page

CRD 2024 Capital Projects Greater than \$500,000

Appendix E

SERVICE AREA	\$M	FUNDING SOURCE	COMMUNITY NEED
Integrated Water Services			
SAANICH PENINSULA WATER SUPPLY			
SPW System Upgrade and Expansion	7.8	Debt, Reserves	Water
Hamsterly Pump Station Backup Power Generator	1.1	Reserves	Water
Keating Cross Road Water Main	1.0	Reserves	Water
SCADA Upgrades	0.7	Reserves	Water
REGIONAL WATER SUPPLY			
Replacement of UV System	10.4	Capital Funds on Hand	Water
Main No. 4 - Mt Newton to Highway 17	8.6	Capital Funds on Hand, Grant	Water
Goldstream IWS Field Office	8.4	Capital Funds on Hand, Other	Water
RWS Supply Main No. 4 Upgrade	2.2	Capital Funds on Hand, Grant	Water
Sooke Lake Dam - Instrumentation System Improvements	1.7	Capital Funds on Hand	Water
Purchase of land	1.5	Capital Funds on Hand	Water
Cecelia Meter Replacement	1.5	Capital Funds on Hand	Water
Vehicle & Equipment Replacement	1.4	ERF	Water
Main No.3 Segment Replacement	1.3	Capital Funds on Hand	Water
Integrate Dam Performance and Hydromet to SCADA	1.2	Capital Funds on Hand	Water
GVWSA Forest Resilience - Wildfire/Forest Modelling and Forest Management Field Trials	1.1	Capital Funds on Hand, Other	Water
Kapoor Main Mile 1 Bridge and Asphalt Upgrade	0.9	Capital Funds on Hand	Water
EV Charging Stations Electrical Infrastructure	0.9	Capital Funds on Hand	Water
Mt. Tolmie Tank Structural and Infiltration Improvements	0.9	Capital Funds on Hand	Water
Mt. Tolmie Control Valve Replacement	0.8	Capital Funds on Hand	Water
Goldstream Dams Instrumentation Improvements	0.7	Capital Funds on Hand	Water
Bulk Supply Meter Replacement Program	0.7	Capital Funds on Hand	Water
Implications from 2016 Sooke Lake Dam Safety Review	0.6	Capital Funds on Hand	Water
Cabin Pond Dams Decommissioning (PES)	0.6	Capital Funds on Hand	Water
Deception Dam - Dam Safety Review 2021 & Improvements	0.6	Capital Funds on Hand	Water
Leech River Watershed Restoration	0.6	Capital Funds on Hand	Water
Sooke Lake Dam - Breach Risk Reduction Measures	0.6	Capital Funds on Hand	Water
Implications from Goldstream Dam Safety Review	0.5	Capital Funds on Hand	Water
JDF WATER DISTRIBUTION			
AC Pipe Replacement Program	7.4	Capital Funds on Hand	Water
Comprehensive Pump Station Upgrades (10 year Program)	2.1	Capital Funds on Hand	Water
Hwy 14 Watermain Relocation	2.0	Capital Funds on Hand	Water
Residential Service & Meter Replacement	1.3	Capital Funds on Hand	Water
Vehicle & Equipment Replacement	1.2	ERF	Water
SCADA Master Plan Update & Upgrades	0.9	Capital Funds on Hand	Water
East Sooke Interconnect Water Main	0.8	Capital Funds on Hand	Water
Distribution System Seismic Resiliency Improvements	0.8	Capital Funds on Hand	Water
Charters Road Watermain Replacement	0.7	Capital Funds on Hand	Water
William Head & VGH Meter Replacement	0.6	Capital Funds on Hand	Water
JDF Site Decommissioning Program	0.5	Capital Funds on Hand	Water
JDF WATER DISTRIBUTION (DCC)			
Sooke Henlyn Supply & Distribution Mains	1.0	Reserves	Water
REGIONAL WATER SUPPLY & JDF WATER DISTRIBUTION			
Voice Radio Upgrade	0.6	Capital Funds on Hand	Water

Continued on next page

CRD 2024 Capital Projects Greater than \$500,000

Appendix E

SEAGIRT WATERMAIN EXTENSION			
Seagirt Watermain Extension	2.3	Capital Funds on Hand, Debt	Water
SAANICH PENINSULA TREATMENT PLANT			
Odour Control Upgrade Construction	1.0	Reserves	Wastewater
L.W.M.P. - CORE AND WEST SHORE			
Biosolids Advanced Thermal Pilot Demonstration Plant	1.0	Reserves	Wastewater
CORE AREA WASTEWATER			
East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	8.0	Debt	Wastewater
Marigold Electrical and Building Upgrades	5.6	Debt	Wastewater
SCADA and Radio Assessment	2.2	Debt	Wastewater
Currie Major Electrical and Seismic Upgrades	2.0	Debt	Wastewater
Craigflower Inlet Reconfiguration	1.7	Debt	Wastewater
Gorge Siphon Inlet Chamber Upgrade	1.2	Reserves	Wastewater
Annual Provisional Emergency Repairs	1.0	Reserves	Wastewater
Process & Mechanical Upgrades	0.9	Debt	Wastewater
Lang Cove Electrical and Building Upgrades	0.6	Reserves	Wastewater
Safety & Security Upgrades	0.6	Debt	Wastewater
Craigflower Forcemain Twinning	0.6	Debt	Wastewater
Salt Spring Island (SSI)			
SSI PARK LAND & REC PROGRAMS			
Park Maintenance Facility	0.6	Reserves, Grant	Regional Parks
MALIVIEW ESTATES SEWER SYSTEM			
Wastewater Treatment Plant Upgrade	0.9	Debt, Grant	Wastewater
GANGES SEWER UTILITY			
Ganges WWTP Replacement of Electrical & Instrumentation	0.6	Reserves, Grant	Wastewater
Southern Gulf Islands (SGI)			
PENDER ISLAND COMMUNITY PARKS			
Trail Development	1.1	Capital Funds on Hand, Reserves, Grant, Other	Regional Parks
MAGIC LAKE SEWER UTILITY			
Wastewater Improvements - Pump Station and Treatment Plant Upgrades	4.2	Capital Funds on Hand, Grant	Wastewater

Total Projects > \$500K	199.7
Total Projects < \$500K	61.4
Total 2024 Capital Projects	261.1

Drivers for Change in Capital Investment

Community Need	Service	(\$M) Change	Description	Impact	Funding Source	Direction
Business Systems & Processes	IT	0.9	SAP migration from ECC to S4 has been accelerated, with more spending brought forward from 2025 into 2024.	Regional	Current Operating and WIP \$0.9	Change in Timing
	Finance	0.8	First year project costs related to construction of additional office space at the IWS Field Office.	Regional	Reserves \$0.8	Change in Assumption
	CRD HQ Building	0.6	Design delays have pushed the 2nd and 4th floor renovations from 2023 to 2024.	Regional	Current Operating and WIP \$0.6	Change in Timing
Regional Parks	Regional Parks	1.4	Delays in design changes for the Mayne Island Regional Trail have deferred the completion of construction to 2024.	Regional	Debt \$1.3 Current Operating and WIP \$0.1	Change in Timing
		1.0	Grant spending on construction of the Selkirk trestle and section 1 of the Regional Trestle renewal project has been accelerated from 2025 to 2024.	Regional	Grant \$1.0	Change in Timing
		0.7	Vehicle replacement delays in 2023 and prior years are expected to be received in 2024. Includes backhoe and dump truck replacement.	Regional	Reserves \$0.7	Change in Timing
	Pender Island Community Parks	2.1	Development of the Schooner Way Trail added for 2024, contingent on the receipt of Federal and Provincial grants and community donations.	Local Area	Grant \$1.3 Other \$0.5 Reserves \$0.3	Pender Island Parks and Recreation Commission (October 16, 2023)
	SSI Park Land & Rec Program	0.3	Additional donation funding recognized in 2024 to increase the scope of the Ball Field Redevelopment project, in partnership with SD64.	Local Area	Other \$0.3	SSI LCC (February 1, 2024)
Climate Action	Regional Parks	0.4	Electric Vehicle purchase delays in 2023 are expected to be received in 2024.	Regional	Current Operating and WIP \$0.4	Change in Timing
Transportation	Regional Parks	0.3	Additional funds have been received to complete the replacement of the Matheson Creek Bridge.	Regional	Reserves \$0.2 Current Operating and WIP \$0.1	Change in Value
Arts & Recreation	Panorama Recreation	0.8	Spending deferred from 2023 to 2024 for the Centennial Park Multi-Sport Box transfer delays, and incorporation of new designs for the Heat Recovery Plant project.	Sub - Regional	Debt \$0.8	Change in Timing
Housing & Health	Land Banking & Housing	0.7	Land acquisition for future affordable housing development.	Regional	Grant \$0.7	Change in Assumptions
Solid Waste & Recycling	Solid Waste Disposal	6.2	Hartland Landfill Cell 4 Liner Installation was not completed in 2023 due to the delay in design and tendering. This work is carried forward to 2024.	Regional	Current Operating and WIP \$6.2	Change in Timing

Solid Waste & Recycling	Solid Waste Disposal	5.6	The Landfill Gas Utilization project electrical design was conducted in 2023. Manufacturing of major equipment is in progress, with completion and installation deferred to 2024 due to the delay of contractor's work schedule. Multi-year project will end in Q4 2024.	Regional	Current Operating and WIP \$5.6	Change in Timing
		1.7	Procurement of flares and blower package was conducted in 2023, with majority of construction work carried forward to 2024.	Regional	Current Operating and WIP \$1.7	Change in Timing
		0.5	The 2023 phase of planned aggregate production for internal use was not accomplished in 2023 due to the delay of contractor's work schedule and is being carry forward to 2024.	Regional	Current Operating and WIP \$0.5	Change in Timing
		0.5	The planned construction of the contractor workshop relocation was not accomplished in 2023 due to delay in design and tendering, and is being carried forward to 2024.	Regional	Current Operating and WIP \$0.5	Change in Timing
Water	Regional Water Supply	1.0	The supply contract for the UV replacement project was completed in 2023, with construction deferred to begin late 2024.	Regional	Current Operating and WIP \$1.0	Change in Assumptions
		1.0	Bid responses to the 2023 Cecelia Meter Replacement project tendering process exceeded available budget; project budget has increased in 2024 to address market cost escalation.	Regional	Current Operating and WIP \$1.0	Regional Water Commission (January 17, 2024)
		1.0	Carry forward of Goldstream IWS Field Office project, delayed from 2023 as a result of continued review of scope and use of building.	Regional	Current Operating and WIP \$1.0	Change in Assumptions
		0.9	Mount Tolmie tank maintenance inspection in Q4 2023 identified water infiltration and structural deficiencies in the south cell requiring mitigation. The project budget has increased to address this mitigation work.	Regional	Current Operating and WIP \$0.9	Regional Water Commission (January 17, 2024)
		0.6	2023 phase of planned work for integration of dam performance and Hydromet to SCADA has been delayed to 2024, due to internal resource constraints and project prioritization.	Regional	Current Operating and WIP \$0.6	Change in Timing
		0.3	Some of the projected work for GVWSA Forest Resilience has been delayed from 2023 and carried forward to 2024.	Regional	Current Operating and WIP \$0.3	Change in Timing
		(1.1)	Work on the Main No. 3 Segment replacement and Main No. 4 Upgrade projects have been rescheduled from 2024 to future years, based on the status of current designs and prioritization of Mount Tolmie tank maintenance.	Regional	Current Operating and WIP (\$1.1)	Regional Water Commission (January 17, 2024)

Water	Regional Water Supply	(0.7)	Other projects scheduled for 2024 that have been delayed to 2025 include supply meter replacements, post disaster emergency water supply, asset management plan for infrastructure improvements, GVWSA wildfire/forest modelling, and Goldstream WTP safety improvements.	Regional	Current Operating and WIP (\$0.7)	Change in Timing
	JDF Water Distribution	1.1	Resource limitations for the AC Pipe Replacement Program and project prioritization have pushed replacements scheduled for 2023 into 2024.	Regional	Current Operating and WIP \$1.1	Change in Timing
		0.4	Vehicle replacement delays in 2023 resulting from supply chain issues are carried forward from 2023 to 2024.	Regional	Current Operating and WIP \$0.4	Change in Timing
	Saanich Peninsula Water Supply	0.3	Carry forward of the Hamsterly Pump Station Backup Power Generator from 2023 to 2024, due to market challenges in acquiring within budget.	Sub - Regional	Reserves \$0.3	Change in Timing
		0.3	Completion of RFP process determined the SPWS System Upgrade and Expansion project delivery will be deferred from 2023 to late 2024.	Sub - Regional	Reserves \$0.3	Change in Assumptions
	Lyall Harbour Boot Cove Water	(0.4)	Project rescheduled to 2025, with a change in funding source from grant to debt, as directed by Committee.	Local Area	Grant (\$0.4)	Lyall Harbour/Boot Cove Water Local Service Committee (November 9, 2023).
Wastewater	Debt-Core Area Wastewater	1.4	The SCADA and Radio Assessment work is in the consulting stage, with the majority of implementation carried forward to 2024.	Sub - Regional	Debt \$1.4	Change in Timing
		0.5	Residual commitments for third party payment obligations associated with the CAWTP project are carried forward to 2024.	Sub - Regional	Current Operating and WIP \$0.5	Change in Timing
		0.4	Bowker Sewer Rehabilitation project will reach substantial completion Q1 2024. Budget for closeout costs carried forward to 2024.	Sub - Regional	Current Operating and WIP \$0.4	Change in Timing
		(0.6)	The RFP for the Harling Pumpstation Replacement issued to be issued Q1 2024, with construction to be deferred to begin in 2025.	Sub - Regional	Debt (\$0.6)	Change in Timing
		(1.3)	Construction for the Western Trunk Grit Chamber Repairs project has been adjusted from 2024 to 2025 due prioritization of other capital project resources.	Sub - Regional	Debt (\$1.3)	Change in Timing
		(1.6)	Consulting efforts to occur in 2024 for the Manhole Repair and Replacement project, with construction work deferred until 2025.	Sub - Regional	Debt (\$1.6)	Change in Assumptions

Wastewater	Debt-Core Area Wastewater	1.7	Other projects with carry forward amounts from 2023 to 2024 under \$250,000 include sewer cleaning, Gorge siphon inlet upgrade, Saanich Peninsula Odour Control, Parsons meter replacement and various meter, electrical and building upgrades			Change in Timing
	Ganges Sewer Utility (SSI)	(3.5)	Construction delays on the Ganges Wastewater Treatment Plant has rephased implementation from 2024 to 2025	Local Area	Grant (\$2.6) Debt (\$0.9)	Change in Timing
Wastewater	Maliview Estates Sewer	(1.4)	Delays in design, fabrication and delivery is pushing construction and installation for the Wastewater Treatment Plant Upgrades from 2024 to 2025.	Sub - Regional	Grant (\$1.1) Debt (\$0.3)	Change in Timing
	All Other Services (Including EA)	0.9	Net increase across 54 capital plans			
Total		25.7				

REGULAR POSITIONS - ONGOING	Approved		Proposed						
Department/Division	2022	2023	2024	2025	2026	2027	2028	Community Need	IBC Reference
Executive Services									
Executive Office	5.00	5.00	6.00	6.00	6.00	6.00	6.00	People	11b-7.1 Manager of Corporate Initiatives and Administration (2024)
Corporate Communications	7.00	8.00	8.00	8.00	8.00	8.00	8.00		
Human Resources & Corporate Safety	14.00	14.00	17.00	19.00	19.00	19.00	19.00	People	11a-1.1 Develop and Implement The Corporate Accessibility Plan (2024); 11a-3.1 Create and Implement an Indigenous Employment Strategy (2024); 11b-1.2 Alignment of Services: Manager of Safety (2025); 11b-1.3 Human Resources Manager (2024); 11b-3.1 Benefits, Wellness & Abilities Management Coordinator (2025)
TOTAL EXECUTIVE SERVICES	26.00	27.00	31.00	33.00	33.00	33.00	33.00		
Corporate Services									
Administration, Legal and Risk Management	9.00	9.00	10.00	10.00	10.00	10.00	10.00	Water	2a-2.2 Purchaser (2024)
Privacy and Information Services	4.60	4.60	5.60	5.60	5.60	5.60	5.60	Open Government	12a-1.1 Privacy and Information Senior Analyst (2024)
Legislative Services	4.00	4.00	4.00	4.00	4.00	4.00	4.00		
First Nations Relations	4.00	4.00	5.00	6.00	6.00	6.00	6.00	First Nations	15a-1.2 First Nations Relations Staffing (2024; 2025)
Real Estate and SGI Administration	4.00	4.00	4.00	4.00	4.00	4.00	4.00		
TOTAL CORPORATE SERVICES	25.60	25.60	28.60	29.60	29.60	29.60	29.60		
Finance & Technology									
Administration, Planning and Local Services	7.50	7.50	7.50	7.50	7.50	7.50	7.50		
Financial Services	48.25	47.50	48.50	49.50	50.00	50.00	50.00	Business Systems + Processes; Various	Various IBCs (2024); 13c-1.1 Revenue Services (2025)
Information Technology & GIS	48.27	48.27	49.27	49.27	52.27	52.27	52.27	People; Various	Various IBCs (2024);11b-1.1 HRIS Talent Suite (2026)
Arts & Culture	2.80	3.00	3.00	3.00	3.00	3.00	3.00		
TOTAL FINANCE & TECHNOLOGY	106.82	106.27	108.27	109.27	112.77	112.77	112.77		
Integrated Water Services									
Administration	8.29	8.29	9.29	9.29	9.29	9.29	9.29	Water	2a-2.1 Contracts Coordinator (2024)
Customer & Technical Services	17.00	17.00	17.00	18.00	18.00	18.00	18.00	Climate Action	6b-2.1 Corporate Fleet Mechanic (2025)
Infrastructure Engineering	26.00	27.00	28.00	30.00	33.00	33.00	33.00	Water	2b-1.1 Dam Safety Program - Integrated Water Services (2025; 2025; 2026)
Wastewater Infrastructure Operations	68.89	74.50	74.50	74.50	74.50	74.50	74.50		
Water Infrastructure Operations	50.00	50.00	51.00	53.00	53.00	53.00	53.00	Water	2b-2.1 Utility Operator Team Lead - Water Operations (2025); 2b-1.1 Dam Safety Program - Integrated Water Services (2024; 2025)
Watershed Protection	27.00	27.00	27.00	27.00	27.00	27.00	27.00		
TOTAL INTEGRATED WATER SERVICES	197.18	203.79	206.79	211.79	214.79	214.79	214.79		
Parks & Environmental Services									
Administration	3.00	3.00	3.00	3.00	3.00	3.00	3.00		
Climate Action Programs	5.00	5.00	5.00	5.00	5.00	5.00	5.00		
Environmental Protection	54.30	54.30	54.30	54.30	54.30	54.30	54.30	Water; Climate Action	2a-8.1 Water Quality Sampling Technician (2024); 6a-4.1 Biodiversity Service (2024)
Environmental Resource Mgmt	25.70	25.70	28.70	28.70	28.70	28.70	28.70	Solid Waste + Recycling	3a-1.1 Hartland 2100 (2024)
Facility Mgmt. & Engineering	25.00	25.00	26.00	26.00	26.00	26.00	26.00	Wastewater	1a-2.2 Facilities Maintenance Worker 4 (2024)
Panorama Recreation	36.85	36.85	37.75	37.75	37.75	37.75	37.75	Arts + Recreation	10c-1.2 Peninsula Recreation - Facility Maintenance Supervisor (2024)
Regional Parks	78.00	77.00	77.00	77.00	77.00	77.00	77.00		
SEAPARC	19.10	19.10	20.10	20.60	20.60	20.60	20.60	Arts + Recreation	10c-2.1 Maintain SEAPARC Reception Staffing (2025); 10c-2.2 Manager of Operations (2024)
TOTAL PARKS & ENVIRONMENTAL SERVICES	246.95	245.95	251.85	252.35	252.35	252.35	252.35		

STAFF ESTABLISHMENT CHART - FINAL BUDGET

REGULAR POSITIONS - ONGOING	Approved		Proposed						
Department/Division	2022	2023	2024	2025	2026	2027	2028	Community Need	IBC Reference
Planning & Protective Services									
Administration	3.00	3.00	3.00	3.00	3.00	3.00	3.00		
Building Inspection	10.20	11.20	11.20	11.20	11.20	11.20	11.20		
Health & Capital Planning	2.00	2.00	2.00	2.00	2.00	2.00	2.00		
JDFEA Services	4.30	4.30	4.30	4.30	4.30	4.30	4.30		
Protective Services	19.50	19.50	21.00	22.00	22.00	22.00	22.00	Safety + Emergency Management	9a-2.2 Fire Services Coordination and Support (2024); 9a-2.1 Resiliency and Recovery Coordinator (2025)
Regional & Strategic Planning	8.00	8.00	8.00	8.00	8.00	8.00	8.00		
Regional Housing	51.00	57.00	62.00	66.00	66.00	66.00	66.00	Housing + Health	5a-1.1 Capital Project Delivery (2024); 5a-2.1 Housing Opportunity Innovation and Outcomes Analysis (2024); 5a-1.2 Maintaining CRHC Operations (2024; 2025)
TOTAL PLANNING & PROTECTIVE SERVICES	98.00	105.00	111.50	116.50	116.50	116.50	116.50		
SSI Administration (Executive Svcs)									
SSI Administration	5.80	7.00	7.00	7.00	7.00	7.00	7.00	Accountability	
SSI Parks & Recreation	12.33	11.33	11.93	12.43	12.43	12.43	12.43	Local Government	16b-1.1 SSI Parks & Recreation SIMS Staffing (2024; 2025)
TOTAL SSI ADMINISTRATION	18.13	18.33	18.93	19.43	19.43	19.43	19.43		
TOTAL CRD REGULAR POSITIONS (ONGOING)	718.68	731.94	756.94	771.94	778.44	778.44	778.44		

REGULAR POSITIONS - FIXED DURATION	Approved		Proposed						
Department/Division	2022	2023	2024	2025	2026	2027	2028	Community Need	IBC Reference
Finance & Technology									
Financial Services	0.00	2.50	3.50	3.00	2.50	0.50	0.50	Transportation; Housing + Health	4a-1.1 Transportation Service (2024); 5a-1.1 Capital Project Delivery (2024)
Information Technology & GIS	0.00	4.00	4.00	3.00	3.00	0.00	0.00		
Parks & Environmental Services									
Climate Action Programs	1.00	1.00	1.00	1.00	1.00	0.00	0.00		
Environmental Protection	3.00	3.50	3.50	3.50	3.50	0.00	0.00	Wastewater	1a-1.1 Lab Technician Core Area (Regular) (2024); 1a-2.1 Environmental Monitoring Program - Environmental Technician Odour (2024); 1b-4.1 Biosolids Coordinator (2024)
Environmental Resource Mgmt	1.00	1.00	1.00	1.00	0.00	0.00	0.00		
Facility Mgmt. & Engineering	1.00	1.00	1.00	1.00	1.00	1.00	1.00	Transportation	4c-2.1 Regional Trail Project Engineer (2024)
Planning & Protective Services									
Health & Capital Planning	2.00	2.00	2.00	1.00	1.00	1.00	0.00	Housing + Health	5f-1.1 Healthy Communities Planner (2024)
Regional Housing	11.80	12.00	14.00	14.00	9.00	8.00	8.00	Housing + Health	5a-1.1 Capital Project Delivery (2024); 5a-2.1 Housing Opportunity Innovation and Outcomes Analysis (2024); 5a-1.2 Maintaining CRHC Operations (2024)
Regional & Strategic Planning	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Planning	8b-1.1 Foodlands Access - Service Creation & Activation (2025) (0.5FTE upon approval)
TOTAL CRD REGULAR POSITIONS (FIXED DURATION)	19.80	27.00	30.00	27.50	21.00	10.50	9.50		
TOTAL CRD REGULAR POSITIONS (ALL)	738.48	758.94	786.94	799.44	799.44	788.94	787.94		

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, and have been updated for Final budget for each service in appendix Q . Tables 2 and 4 provide a summary of significant reserve balances at the end of 2023.

Table 1: Changes in Operating Reserve Forecasts

Reserve Activity	2024 Final	2024 Prelim	\$ Change	% Change
Opening Reserve Balance	\$53.0	\$46.6	6.4	13.7%
Transfers from Operating	3.5	3.6	-0.1	-2.8%
Interest Income	1.9	1.6	0.3	18.8%
Transfer to Operating	(25.3)	(23.1)	(2.2)	9.5%
Closing Reserve Balance	\$33.1	\$28.7	\$4.4	15.3%

Consolidated operating reserves through the end of 2023 are \$53.0 million. Net budgeted transfers, interest income, and funding of operating costs result in a forecasted closing balance of \$33.1 million at the end of 2024. Operating reserves reflect funds retained and segregated by services to fund future operating activities. The CRD currently manages 79 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, 2023 Operating Reserve Balances by Service (>\$1M)

Description	Amount (\$M)
Solid Waste	22.7
Core Area Wastewater	10.8
Regional Planning	2.4
Legislative & General	2.0
Regional Growth Strategy	1.8
Climate Action	1.1
S.P.W.W.S. Sewer Debt Reserve Fund	1.1
IW Environmental Operations	1.0
Environmental Services Protection	1.0
Various (<\$1M)	9.0
Total	\$53.0

Table 3: Changes in Capital Reserve Forecasts

Reserve Activity	2024 Final	2024 Prelim	\$ Change	% Change
Opening Reserve Balance	\$147.7	\$87.6	60.1	68.6%
Transfers from Operating	21.9	22.5	(0.6)	(2.7%)
Interest Income	5.2	3.1	2.1	67.7%
Transfer to Capital Plan	(46.5)	(42.0)	(4.5)	10.7%
Closing Reserve Balance	\$128.3	\$71.2	\$57.1	80.2%

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

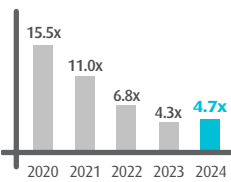
Capital reserves at the end of 2023 are \$147.7 million. Net of budgeted transfers, interest income, and funding to capital projects result in a forecasted closing balance of \$128.3 million at the end of 2024. Capital reserves reflect funds retained and segregated by service to fund future capital activities. The CRD currently manages 63 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, 2023 Capital Reserve Balances by Service, Including ERF (>\$1M)

Description	Amount
Core Area Wastewater	32.6
Equipment Replacement Fund (All Services)	31.4
Solid Waste	12.2
Regional Parks	11.2
Saanich Peninsula Water Supply	5.8
Office Facilities & Equipment	5.2
Saanich Peninsula Ice Arena Facility	4.8
McPherson Theatre	2.6
Royal Theatre	1.3
Magic Lake Estates Water System	1.2
Regional Parks Land	1.2
Sidney Treatment Plant	1.1
Sooke and Electoral Area Recreation & Facilities	1.0
Various (<\$1M)	9.2
Subtotal	\$120.8
Landfill Closure and Post-Closure	13.7
Development Cost Charges	13.2
Total	\$147.7

BUILDING INFRASTRUCTURE

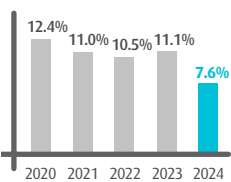


Investment in capital is **4.7x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2024, the investment in capital will be \$261.1M* compared to an amortization of \$56.0M*.

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

MANAGING DEBT

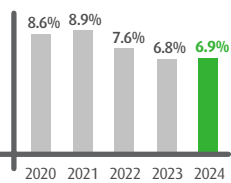


Debt servicing costs are **7.6%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2024, debt servicing costs will account for \$21.7M* out of total revenue of \$285.8M.**

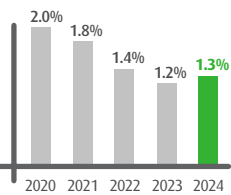
*This excludes municipal borrowing.
**This excludes municipal debt (18.7M), internal allocations (57.7M), and surplus carryforward (6.5M).

SAVING FOR THE FUTURE



Reserve transfers make up **6.9%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2024, reserve transfers will total \$25.4M while the operating budget will total \$368.2M.



Reserve transfers make up **1.3%** 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 2024, reserve transfers will total \$25.4M while the net book value will total \$1,885.1M.*

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

CAPITAL REGIONAL DISTRICT

2024 Financial Plan Summary

(Assessment data for cost apportionment purposes is based on Completed Roll Reports released Jan 1, 2024. This will be updated for the 2024 Final Billing when BC Assessment releases Revised Roll Reports by the end of March 2024. The resulting adjustment is not expected to be material.)

Prepared by CRD Financial Services
March 13, 2024

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CAPITAL REGIONAL DISTRICT - YEAR 2024 FINANCIAL PLAN

Regional	Service	Gross Expenditure	Gross Expenditure	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req. % Incr.
		2023	2024				2024	2023	
1.010	Legislative & General Government	36,520,973	39,599,526	675,320	21,550,550	5,122,140	12,251,516	11,374,383	7.71%
1.10X	Facilities Management	4,231,807	4,606,290	-	4,390,146	42,410	173,734	164,676	5.50%
1.101	G.I.S.	638,822	653,615	-	514,396	5,972	133,247	128,685	3.55%
1.112	Regional Grant in Aid	1,532,621	1,609,336	1,569,336	-	40,000	-	15,000	-100.00%
1.224	Community Health	814,860	1,002,468	2,500	-	191,389	808,579	624,376	29.50%
1.226	Health Facilities - VIHA	1,720,718	1,776,222	-	-	1,776,222	-	-	0.00%
1.280	Regional Parks	17,528,008	19,684,346	-	76,018	1,629,838	17,978,490	15,952,365	12.70%
1.309	Climate Action and Adaptation	2,288,185	2,864,096	-	99,297	1,173,434	1,591,365	1,716,387	-7.28%
1.310	Land Banking & Housing	3,152,716	3,679,545	260,634	595,481	962,032	1,861,398	1,503,088	23.84%
1.312	Regional Goose Management	237,522	243,486	-	-	-	243,486	237,522	2.51%
1.323	By-Law Enforcement	571,466	639,731	-	603,101	36,630	-	-	0.00%
1.324	Regional Planning Services	1,554,118	2,227,436	-	93,180	863,135	1,271,121	1,227,844	3.52%
1.335	Geo-Spatial Referencing System	177,779	183,406	-	-	16,690	166,716	161,580	3.18%
1.374	Regional Emergency Program Support	238,227	148,016	-	-	7,290	140,726	138,181	1.84%
1.375	Hazardous Material Incident Response	446,471	405,611	-	-	49,362	356,249	334,696	6.44%
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	29,690,987	38,751,084	-	-	38,751,084	-	-	0.00%
1.525	Solid Waste Disposal - Debt	314,054	1,229,666	-	-	1,229,666	-	-	0.00%
1.57X	Environmental Services	26,020,224	27,102,054	-	26,405,223	696,831	-	-	0.00%
1.911	911 Systems	2,495,079	2,606,719	-	-	2,297,884	308,835	181,510	70.15%
1.921	Regional CREST Contribution	1,790,531	1,932,993	-	-	99,442	1,833,551	1,691,654	8.39%
2.670	Regional Water Supply	39,915,804	42,114,204	-	-	42,114,204	-	-	0.00%
21.ALL	Feasibility Study Reserve Fund - All	137,412	350,000	140,891	-	-	209,109	-	100.00%
Total Regional		172,018,384	193,409,850	2,648,681	54,327,392	97,105,655	39,328,122	35,451,947	10.93%
Sub-Regional	Service	Gross Expenditure	Gross Expenditure	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req. % Incr.
		2023	2024				2024	2023	
1.121	Sooke Regional Museum	222,348	230,107	1,995	-	653	227,459	221,810	2.55%
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	149,360	-	-	0.00%
1.126	Victoria Family Court Committee	55,625	58,597	42,773	-	824	15,000	15,000	0.00%
1.128	Greater Victoria Police Victim Services	304,857	323,215	3	-	15,190	308,022	289,741	6.31%
1.230	Traffic Safety Commission	137,118	105,254	29,182	-	3,560	72,512	72,512	0.00%
1.290	Royal Theatre	580,000	580,000	-	-	-	580,000	580,000	0.00%
1.295	McPherson Theatre	785,822	785,339	-	-	35,339	750,000	750,000	0.00%
1.297	Arts Grants	3,132,037	3,208,277	-	15,130	236,493	2,956,654	2,864,931	3.20%
1.311	Regional Housing Trust Fund	3,676,394	4,178,799	3,226,193	-	233,931	718,675	1,000,000	-28.13%
1.313	Animal Care Services	1,663,324	1,737,305	-	-	1,260,765	476,540	460,422	3.50%
1.330	Regional Growth Strategy	424,846	331,880	-	-	16,675	315,205	304,476	3.52%
1.40X	SEAPARC	4,571,131	5,243,766	-	-	1,945,884	3,297,882	3,212,688	2.65%
1.44X	Panorama Rec. Center.	10,136,965	10,810,738	-	-	5,311,565	5,499,173	5,260,398	4.54%
1.531	Stormwater Quality Management - Sooke	39,432	90,599	-	-	50,156	40,443	39,346	2.79%
1.536	LWMP-Stormwater Quality Management-Core	744,030	857,441	-	-	180,277	677,164	656,268	3.18%
1.537	Stormwater Quality Management - Peninsula	121,932	125,095	-	-	4,173	120,922	117,478	2.93%
1.538	Source - Stormwater Quality - Peninsula	58,657	59,263	-	-	2,310	56,953	55,836	2.00%
1.912B	911 Call Answer - Municipalities	25,947	20,030	-	681,953	(43,435)	(618,488)	(628,679)	-1.62%
1.913	913 Fire Dispatch	366,986	372,559	-	-	44,419	328,140	298,293	10.01%
2.610	Saanich Peninsula Water Supply	7,407,397	7,892,266	-	-	7,892,266	-	-	0.00%
2.680	Juan de Fuca Water Distribution	23,970,506	26,026,524	-	-	26,026,524	-	-	0.00%
2.681	Florence Lake Water System Debt	15,549	19,038	7,288	-	37	11,713	15,512	-24.49%
3.700	Septage Disposal	157,910	161,082	-	-	161,082	-	-	0.00%
3.701	Millstream Remediation Service	537,888	19,812	-	-	13,550	6,262	55,468	-88.71%
3.707	LWMP - On Site System Management Program	177,649	183,866	-	-	49,160	134,706	130,150	3.50%
3.718	Peninsula Wastewater TP	4,747,515	4,993,969	-	154,483	2,756,123	2,083,363	1,993,748	4.49%
3.720	LWMP - (Peninsula) - Implementation	56,247	57,422	-	-	2,208	55,214	53,927	2.39%
3.750	LWMP - Core and West Shore	372,322	584,072	-	-	356,746	227,326	217,527	4.50%
3.752	LWMP - Harbour Studies	354,238	362,174	-	-	22,459	339,715	332,580	2.15%
3.755	Regional Source Control	1,641,038	1,674,718	-	55,000	201,932	1,417,786	1,389,986	2.00%
3.756	Harbours Environmental Action	70,752	-	-	-	2,031	(2,031)	68,587	-102.96%
3.71X	Core Area Wastewater Operations	34,173,017	34,609,974	-	630,083	28,551,717	5,428,174	4,370,207	24.21%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	27,269,184	21,889,666	211,603	-	15,877,551	5,800,512	6,045,953	-4.06%
Total Sub-Regional		128,148,023	127,742,207	3,519,037	1,536,649	91,361,525	31,324,996	30,244,165	3.57%
Total CRD - Regional & Sub-Regional		300,166,407	321,152,057	6,167,718	55,864,041	188,467,180	70,653,118	65,696,112	7.55%
Total Electoral Areas Only		26,480,353	28,841,704	324,302	1,876,503	8,839,360	17,801,539	16,358,854	8.82%
Total CRD excluding Municipal Debt		326,646,760	349,993,761	6,492,020	57,740,544	197,306,540	88,454,657	82,054,966	7.80%
1.15X	Municipalities' Own Debt - M.F.A.	17,312,444	18,229,269	-	-	78,720	18,150,549	17,260,244	5.16%
Total CRD		343,959,204	368,223,030	6,492,020	57,740,544	197,385,260	106,605,206	99,315,210	7.34%
CRHD	Capital Regional Hospital District	32,678,574	33,548,386	131,187	-	6,954,296	26,462,903	26,462,552	0.00%
Total CRD, CRHD & Municipal Debt		376,637,778	401,771,416	6,623,207	57,740,544	204,339,556	133,068,109	125,777,762	5.80%

CAPITAL REGIONAL DISTRICT - YEAR 2024 FINANCIAL PLAN

REQUISITION DETAIL

1.010	Legislative & General Government	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.011	Board Expenditures	1,258,509	1,420,700	-	-	82,500	1,338,200	1,230,009	8.80%
1.012	Other Legislative	201,873	213,426	-	-	-	213,426	201,873	5.72%
1.014	CAO & Executive Office	929,365	1,117,777	-	-	-	1,117,777	929,365	20.27%
1.014B	Corporate Services	2,941,150	3,177,282	-	555,412	460,000	2,161,870	2,004,113	7.87%
1.015	Real Estate	526,051	544,807	-	435,846	-	108,961	105,371	3.41%
1.016	Human Resources & Corporate Safety	3,177,519	3,798,978	-	3,110,606	130,000	558,372	686,469	-18.66%
1.017	Finance	8,459,287	9,087,726	-	4,800,000	1,273,612	3,014,114	3,214,953	-6.25%
1.018	Health Planning	705,453	727,800	-	727,800	-	-	-	0.00%
1.022	Information Systems & ERP	12,461,712	13,385,491	-	9,100,000	1,582,348	2,703,143	2,547,379	6.11%
1.024	Planning & Protective Services	585,602	596,742	-	285,898	-	310,844	309,369	0.48%
1.025	Corporate Emergency	406,282	426,270	35,320	107,013	48,000	235,937	229,114	2.98%
1.027	First Nations Negotiations	1,311,999	1,463,202	-	-	319,700	1,143,502	1,002,999	14.01%
1.028	Environmental Services	500,584	516,103	-	99	-	516,004	500,487	3.10%
1.118	Corporate Communications	1,453,689	1,545,346	-	850,000	125,000	570,346	618,479	-7.78%
	(Surplus)/Deficit	-	-	640,000	-	-	-	-	0.00%
	Other revenue - cc 100001	1,601,898	1,577,876	-	1,577,876	1,100,980	(1,740,980)	(2,205,597)	-21.07%
Total Legislative & General Government		36,520,973	39,599,526	675,320	21,550,550	5,122,140	12,251,516	11,374,383	7.71%
1.10X	Facilities Management	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.105	Facility Management	2,016,211	2,151,733	-	1,969,650	8,349	173,734	164,676	5.50%
1.106	CRD HQ Building	1,977,438	2,204,840	-	2,170,779	34,061	-	-	0.00%
1.107	Corporate Satellite Offices	238,158	249,717	-	249,717	-	-	-	0.00%
Total Facilities Management		4,231,807	4,606,290	-	4,390,146	42,410	173,734	164,676	5.50%
1.15X	Municipalities' Own Debt - M.F.A.	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.151	Debt - Victoria	5,387,728	5,592,523	-	-	30,150	5,562,373	5,366,278	3.65%
1.152	Debt - C. Saanich	613,048	613,778	-	-	2,890	610,888	610,888	0.00%
1.153	Debt - Esquimalt	2,439,378	2,283,659	-	-	13,380	2,270,279	2,434,758	-6.76%
1.154	Debt - Saanich	5,574,247	6,764,676	-	-	16,860	6,747,816	5,562,267	21.31%
1.155	Debt - Oak Bay	278,382	-	-	-	-	-	276,972	-100.00%
1.156	Debt - N. Saanich	654,623	665,641	-	-	3,030	662,611	652,363	1.57%
1.157	Debt - Sidney	544,886	545,456	-	-	2,920	542,536	542,536	0.00%
1.160	Debt - V. Royal	534,357	568,396	-	-	2,180	566,216	532,727	6.29%
1.162	Debt - Highland	87,908	79,861	-	-	340	79,521	87,658	-9.28%
1.163	Debt - Colwood	718,721	635,294	-	-	3,690	631,604	717,091	-11.92%
1.164	Debt - Sooke	479,166	479,985	-	-	3,280	476,705	476,706	0.00%
Total Municipalities' Own Debt - M.F.A.		17,312,444	18,229,269	-	-	78,720	18,150,549	17,260,244	5.16%
1.57X	Environmental Services	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.575	Env. Ser. - Administration	201,670	206,947	-	206,947	-	-	-	0.00%
1.576	Env. Engineering Services	2,765,567	3,007,695	-	2,907,695	100,000	-	-	0.00%
1.577	Env. Ser. - Operations	13,875,220	14,549,517	-	14,074,517	475,000	-	-	0.00%
1.578	Env. Protection and Water Quality	9,177,767	9,337,895	-	9,216,064	121,831	-	-	0.00%
Total Environmental Services		26,020,224	27,102,054	-	26,405,223	696,831	-	-	0.00%
3.71X	Core Area Wastewater Operations	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
3.709	I & I Enhanced Program	408,001	417,843	-	417,843	-	-	-	0.00%
3.717	Core Area Wastewater Operations	33,765,016	34,192,131	-	212,240	1,170,895	32,808,996	28,764,837	14.06%
	Core Area Wastewater - Operations Total	34,173,017	34,609,974	-	630,083	1,170,895	32,808,996	28,764,837	14.06%
	Invoice by Agreement					27,380,822	(27,380,822)	(24,394,630)	
Total Sewer Operating		34,173,017	34,609,974	-	630,083	28,551,717	5,428,174	4,370,207	24.21%
3.718	Peninsula Wastewater TP	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
3.718	Peninsula Wastewater TP	4,747,515	4,993,969	-	154,483	188,582	4,650,904	4,412,900	5.39%
	Invoice by Agreement					2,567,541	(2,567,541)	(2,419,152)	
Total Peninsula Wastewater TP		4,747,515	4,993,969	-	154,483	2,756,123	2,083,363	1,993,748	4.49%
3.750	LWMP - Core and West Shore	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
3.750	LWMP - Core and West Shore	372,322	584,072	-	-	220,351	363,721	353,128	3.00%
	Invoice by Agreement					136,395	(136,395)	(135,601)	
Total LWMP - Core and West Shore		372,322	584,072	-	-	356,746	227,326	217,527	4.50%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
3.769	Debt - Macaulay Pt. - Genset	-	-	-	-	-	-	(10,870)	-100.00%
3.770	Debt - NET & ECI Sewer Upgrade	-	-	-	-	-	-	(566)	-100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	118,870	-	9,695	-	-	(9,695)	44,463	-121.80%
3.792	Debt - Craigflower PS	5,165	-	336	-	-	(336)	3,918	-108.58%
3.798	Debt - Core Sewage Integrated Treatment Facilities	791,811	-	201,572	-	-	(201,572)	771,658	-126.12%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	807,616	814,559	-	-	41,710	772,849	768,385	0.58%
3.798C	Debt - Core Area Wastewater Treatment Program	25,545,722	21,075,107	-	-	637,841	20,437,266	20,465,185	-0.14%
3.799	Debt - Oak Bay	-	-	-	-	-	-	(2,347)	-100.00%
	Core Area & Legacy Trunk - Debt - Total	27,269,184	21,889,666	211,603	-	679,551	20,998,512	22,039,826	-4.72%
	Invoice by Agreement					15,198,000	(15,198,000)	(15,993,873)	
Total Sewer Debt		27,269,184	21,889,666	211,603	-	15,877,551	5,800,512	6,045,953	-4.06%

CAPITAL REGIONAL DISTRICT - YEAR 2024 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function		Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
Joint Electoral Area Services									
1.103	Elections	65,760	40,580	-	-	271	40,309	65,490	-38.45%
1.104	U.B.C.M.	12,958	13,036	468	-	90	12,478	12,074	3.35%
1.318	Building Inspection	2,026,725	2,241,973	-	32,060	1,644,757	565,156	491,380	15.01%
1.320	Noise Control	41,228	65,371	-	-	318	65,053	40,910	59.01%
1.322	Nuisances & Unsightly Premises	54,986	57,419	-	-	5,849	51,570	54,661	-5.65%
1.369	Electoral Area Fire Services (JDF & SGI)	308,466	378,064	-	-	171,824	206,240	147,313	40.00%
1.372	Electoral Area Emergency Program	671,399	748,997	-	509,530	73,377	166,090	155,204	7.01%
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	-	10,000	-	-	(10,000)	-	100.00%
TOTAL JOINT ELECTORAL AREA SERVICES		3,191,522	3,545,440	10,468	541,590	1,896,486	1,096,896	967,032	13.43%
Juan de Fuca Electoral Area									
1.109	Electoral Area Admin Exp - JDF	66,492	72,645	-	-	246	72,399	63,123	14.70%
1.114	Grant-in-Aid - Juan de Fuca	33,865	29,515	29,225	-	290	-	-	0.00%
1.317	JDF Building Numbering	13,475	13,884	84	-	50	13,750	13,282	3.52%
1.319	Soil Deposit Removal	5,899	6,180	-	-	120	6,060	5,859	3.43%
1.325	Electoral Area Services - Planning	858,038	879,137	-	33,180	102,167	743,790	718,640	3.50%
1.340	JDF Livestock Injury Compensation	3,158	3,158	3,145	-	-	13	105	-87.62%
1.370	Juan de Fuca Emergency Program	89,953	105,295	-	-	240	105,055	89,719	17.09%
1.377	JDF Search and Rescue	91,058	101,252	9,450	-	21,850	69,952	69,952	0.00%
1.405	JDF EA - Community Parks	202,006	233,885	-	-	912	232,973	201,123	15.84%
1.924	Emergency Comm - CREST - JDF	144,211	160,323	11,784	-	250	148,289	143,971	3.00%
Total JDF Regional		1,508,155	1,605,274	53,688	33,180	126,125	1,392,281	1,305,774	6.62%
1.119	Vancouver Island Regional Library	341,748	404,447	-	-	629	403,818	341,091	18.39%
1.129	Vancouver Island Regional Library - Debt	339,466	339,366	-	-	339,366	-	-	0.00%
1.133	Langford E.A. - Greater Victoria Public Library	32,542	33,671	315	-	100	33,256	32,435	2.53%
1.232	Port Renfrew Street Lighting	9,143	9,199	1,233	-	4,244	3,722	3,589	3.71%
1.350	Willis Point Fire Protect & Recreation	174,824	203,796	16,086	-	41,980	145,730	140,804	3.50%
1.353	Otter Point Fire Protection	542,138	671,460	-	-	340	671,120	541,808	23.87%
1.354	Malahat Fire Protection	66,940	73,672	617	-	-	73,055	66,352	10.10%
1.355	Durrance Road Fire Protection	3,016	3,016	-	-	-	3,016	3,016	0.00%
1.357	East Sooke Fire Protection	565,807	586,306	11,043	-	97,313	477,950	468,579	2.00%
1.358	Port Renfrew Fire Protection	161,476	202,438	-	-	82,038	120,400	96,077	25.32%
1.360	Shirley Fire Protection	193,332	200,090	-	-	210	199,880	193,122	3.50%
1.408	JDF EA - Community Recreation	93,862	98,812	6,200	-	21,980	70,632	72,632	-2.75%
1.523	Port Renfrew Refuse Disposal	93,420	110,631	-	26,440	44,815	39,376	34,856	12.97%
2.650	Port Renfrew Water	133,609	144,180	-	-	71,932	72,248	66,243	9.07%
2.682	Seagirt Water System Debt	97,650	114,767	-	-	-	114,767	97,650	17.53%
2.691	Wilderness Mountain Water Service	158,838	171,071	-	-	103,576	67,495	61,900	9.04%
3.850	Port Renfrew Sewer	131,021	135,608	-	-	68,589	67,019	64,750	3.50%
Total JDF Local/Specified/Defined Services		3,138,832	3,502,530	35,494	26,440	877,112	2,563,484	2,284,904	12.19%
TOTAL JUAN DE FUCA ELECTORAL AREA		4,646,987	5,107,804	89,182	59,620	1,003,237	3,955,765	3,590,678	10.17%

CAPITAL REGIONAL DISTRICT - YEAR 2024 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function		Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
Salt Spring Island Electoral Area									
1.111	Electoral Area Admin Exp - SSI	1,161,470	1,397,753	48,579	683,846	5,730	659,598	622,011	6.04%
1.116	Grant-in-Aid - Salt Spring Island	60,772	58,785	14,773	-	260	43,752	21,558	102.95%
1.124	SSI Economic Development Commission	96,581	69,349	15,000	-	650	53,699	95,958	-44.04%
1.236	Salt Spring Island Fernwood Dock	16,055	16,547	-	-	167	16,380	15,888	3.10%
1.141	Salt Spring Island Public Library	677,239	718,950	-	-	1,656	717,294	675,683	6.16%
1.238A	Community Transit (SSI)	599,884	632,673	-	-	278,994	353,679	261,262	35.37%
1.238B	Community Transportation (SSI)	148,993	88,489	-	-	430	88,059	147,826	-40.43%
1.299	Salt Spring Island Arts	123,180	133,806	-	-	90	133,716	123,090	8.63%
1.316	SSI Building Numbering	9,891	10,285	-	-	20	10,265	9,871	3.99%
1.342	SSI Livestock Injury Compensation	3,158	3,158	3,145	-	-	13	105	-87.62%
1.371	SSI Emergency Program	142,927	144,181	-	-	14,011	130,170	126,745	2.70%
1.378	SSI Search and Rescue	25,804	25,804	2,787	-	100	22,917	25,704	-10.84%
1.455	Salt Spring Island - Community Parks	1,097,686	1,025,297	-	404,570	32,200	588,527	584,647	0.66%
1.458	Salt Spring Is.- Community Rec	313,379	399,235	-	-	280,260	118,975	77,640	53.24%
1.459	Salt Spring Is.- Pool, Parks, Land, Art & Rec. Prog	2,154,490	2,439,891	8,059	88,420	455,399	1,888,013	1,614,486	16.94%
1.535	Stormwater Quality Management - SSI	57,276	66,034	30,000	-	11,424	24,610	23,778	3.50%
1.925	Emergency Comm - CREST - SSI	145,123	150,978	-	-	160	150,818	144,675	4.25%
3.705	SSI Liquid Waste Disposal	1,028,430	1,208,171	-	-	792,046	416,125	376,975	10.39%
Total S.S.I. Regional		7,862,338	8,589,386	122,343	1,176,836	1,873,597	5,416,610	4,947,902	9.47%
1.234	SSI Street Lighting	27,882	31,909	-	-	40	31,869	27,842	14.46%
2.620	SSI Highland Water System	32,004	31,988	172	-	90	31,726	31,795	-0.22%
2.621	Highland / Fernwood Water - SSI	546,435	572,602	-	-	494,972	77,630	75,000	3.51%
2.622	Cedars of Tuam	52,678	48,397	-	-	48,397	-	-	0.00%
2.624	Beddis Water	297,178	293,927	-	-	207,987	85,940	80,318	7.00%
2.626	Fulford Water	216,639	259,231	-	-	204,001	55,230	50,212	9.99%
2.628	Cedar Lane Water (SSI)	83,180	95,342	-	-	77,522	17,820	16,200	10.00%
2.660	Fernwood Water	14,744	14,731	70	-	40	14,621	14,658	-0.25%
3.810	Ganges Sewer	1,187,404	1,264,781	-	-	1,202,647	62,134	59,891	3.75%
3.820	Maliview Estates Sewer System	218,911	268,646	-	-	263,576	5,070	4,900	3.47%
Total S.S.I. Local/Specified/Defined Services		2,677,055	2,881,554	242	0	2,499,272	382,040	360,816	5.88%
TOTAL S.S.I. ELECTORAL AREA		10,539,393	11,470,940	122,585	1,176,836	4,372,869	5,798,650	5,308,718	9.23%
Southern Gulf Islands Electoral Area									
1.110	Electoral Area Admin Exp - SGI	479,701	572,636	-	86,867	71,609	414,160	400,086	3.52%
1.117	Grant-in-Aid - Southern Gulf Islands	106,261	111,608	-	-	1,254	110,354	105,004	5.10%
1.125	SGI Economic Development Commission	157,768	155,896	27,650	-	1,468	126,778	121,426	4.41%
1.138	Southern Gulf Islands Regional Library	239,681	247,999	2,735	-	2,540	242,724	235,946	2.87%
1.235	SGI Small Craft Harbour Facilities	461,887	483,760	-	-	158,599	325,161	309,533	5.05%
1.314	SGI House Numbering	9,764	10,111	-	-	124	9,987	9,612	3.90%
1.341	SGI Livestock Injury Compensation	3,158	3,180	3,146	-	34	-	71	-100.00%
1.373	SGI Emergency Program	250,121	275,218	-	-	27,735	247,483	247,378	0.04%
1.533	Stormwater Quality Management - SGI	40,221	41,480	-	-	480	41,000	39,808	2.99%
1.923	Emergency Comm - CREST - SGI	182,388	187,299	214	-	1,992	185,093	179,709	3.00%
Total Southern Gulf Islands Regional		1,930,950	2,089,187	33,745	86,867	265,835	1,702,740	1,648,573	3.29%
1.137	Galiano Island Community Use Building	68,064	70,590	3,236	-	298	67,056	64,770	3.53%
1.170	Gossip Island Electric Power Supply	63,695	63,213	283	-	290	62,640	63,455	-1.28%
1.227	Saturna Island Medical Clinic	25,327	26,027	190	-	1,421	24,416	23,171	5.37%
1.228	Galiano Health Service	139,886	144,768	15	-	124	144,629	139,686	3.54%
1.229	Pender Islands Health Care Centre	234,921	266,575	-	-	1,974	264,601	232,862	13.63%
1.352	South Galiano Fire Protection	584,473	606,587	-	-	1,120	605,467	583,353	3.79%
1.356	Pender Fire Protection	1,243,987	1,399,332	-	-	123,179	1,276,153	1,120,842	13.86%
1.359	North Galiano Fire Protection	241,634	340,969	24,520	-	988	315,461	223,144	41.37%
1.363	Saturna Island Fire	267,829	316,453	1,596	-	12,396	302,461	256,273	18.02%
1.465	Saturna Island Comm. Parks	27,245	33,467	3,268	-	1,290	28,909	25,680	12.57%
1.468	Saturna Island - Community Rec.	18,976	20,177	4,347	-	681	15,149	13,676	10.77%
1.475	Mayne Is. Comm. Parks & Rec	95,875	96,569	-	-	288	96,281	93,012	3.51%
1.476	Mayne Is. Comm. Parks (reserve)	26,883	29,771	19,191	-	10,580	-	-	0.00%
1.478	Mayne Is. Community Rec.	52,931	48,182	11,310	-	56	36,816	35,740	3.01%
1.485	North & South Pender Com. Parks	169,351	175,470	-	-	2,135	173,335	167,354	3.57%
1.488	North & South Pender Com. Rec	71,371	70,816	366	-	818	69,632	67,240	3.56%
1.495	Galiano Parks	127,681	128,309	-	-	20,827	107,482	107,562	-0.07%
1.498	Galiano Community Recreation	38,375	43,880	-	-	30	43,850	38,317	14.44%
2.630	Magic Lakes Estate Water System	1,000,318	1,009,370	-	-	429,310	580,060	580,000	0.01%
2.640	Saturna Island Water System (Lyall Harbour)	278,852	290,019	-	-	149,323	140,696	133,030	5.76%
2.642	Skana Water (Mayne)	89,870	96,840	-	-	70,260	26,580	25,680	3.50%
2.665	Sticks Allison Water (Galiano)	75,539	75,777	-	-	70,677	5,100	5,100	0.00%
2.667	Surfside Park Estates (Mayne)	123,835	129,572	-	-	104,952	24,620	23,790	3.49%
3.830	Magic Lake Estates Sewer System	868,799	913,885	-	11,590	295,660	606,635	586,010	3.52%
3.830D	Magic Lake Estates Sewer Debt	235,784	231,715	-	-	2,256	229,459	234,106	-1.98%
Total SGI Local/Specified/Defined Services		6,171,501	6,628,333	68,322	11,590	1,300,933	5,247,488	4,843,853	8.33%
TOTAL SGI ELECTORAL AREA		8,102,451	8,717,520	102,067	98,457	1,566,768	6,950,228	6,492,426	7.05%
TOTAL FOR ELECTORAL AREAS ONLY		26,480,353	28,841,704	324,302	1,876,503	8,839,360	17,801,539	16,358,854	8.82%

CAPITAL REGIONAL DISTRICT

Municipal Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 13, 2024

CENTRAL SAANICH		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	543,882	65.26	497,901	61.04	45,981	9.23%	4.22	6.91%
1.10X	Facilities Management	7,713	0.93	7,209	0.88	504	6.99%	0.04	4.71%
1.101	G.I.S.	5,923	0.71	5,640	0.69	282	5.01%	0.02	2.77%
1.112	Regional Grant in Aid	-	-	657	0.08	(657)	-100.00%	(0.08)	-100.00%
1.224	Community Health	35,940	4.31	27,366	3.36	8,574	31.33%	0.96	28.54%
1.280	Regional Parks	799,119	95.89	699,180	85.72	99,939	14.29%	10.17	11.86%
1.309	Climate Action and Adaptation	69,151	8.30	74,275	9.11	(5,124)	-6.90%	(0.81)	-8.88%
1.310	Land Banking & Housing	82,737	9.93	65,879	8.08	16,857	25.59%	1.85	22.91%
1.312	Regional Goose Management	10,580	1.27	10,279	1.26	302	2.94%	0.01	0.74%
1.324	Regional Planning Services	56,500	6.78	53,815	6.60	2,684	4.99%	0.18	2.75%
1.335	Geo-Spatial Referencing System	7,441	0.89	7,110	0.87	331	4.65%	0.02	2.42%
1.374	Regional Emergency Program Support	6,115	0.73	5,980	0.73	135	2.27%	0.00	0.09%
1.375	Hazardous Material Incident Response	15,481	1.86	14,484	1.78	997	6.88%	0.08	4.61%
1.911	911 Systems	13,113	1.57	7,754	0.95	5,359	69.11%	0.62	65.51%
1.921	Regional CREST Contribution	78,544	9.42	72,871	8.93	5,673	7.79%	0.49	5.49%
21.ALL	Feasibility Study Reserve Fund - All	9,333	1.12	-	-	9,333	100.00%	1.12	100.00%
Total Regional		\$1,741,572	\$208.97	\$1,550,401	\$190.08	\$191,171	12.33%	\$18.89	9.94%
1.126	Victoria Family Court Committee	681	0.08	680	0.08	1	0.22%	(0.00)	-1.91%
1.128	Greater Victoria Police Victim Services	16,018	1.92	14,893	1.83	1,125	7.55%	0.10	5.26%
1.230	Traffic Safety Commission	3,392	0.41	3,343	0.41	49	1.47%	(0.00)	-0.69%
1.311	Regional Housing Trust Fund	37,834	4.54	52,201	6.40	(14,368)	-27.52%	(1.86)	-29.07%
1.330	Regional Growth Strategy	14,887	1.79	14,204	1.74	683	4.81%	0.04	2.58%
1.44X	Panorama Rec. Center.	2,121,291	254.53	2,025,813	248.37	95,478	4.71%	6.17	2.48%
1.537	Stormwater Quality Management - Peninsula	32,031	3.84	29,375	3.60	2,656	9.04%	0.24	6.72%
1.538	Source - Stormwater Quality - Peninsula	24,205	2.90	23,755	2.91	451	1.90%	(0.01)	-0.27%
1.912B	911 Call Answer - Municipalities	(41,433)	(4.97)	(42,068)	(5.16)	634	1.51%	0.19	3.61%
3.701	Millstream Remediation Service	305	0.04	2,711	0.33	(2,406)	-88.74%	(0.30)	-88.98%
3.718	Peninsula Wastewater TP	1,928,771	231.43	1,842,386	225.88	86,385	4.69%	5.55	2.46%
3.720	LWMP - (Peninsula) - Implementation	23,685	2.84	23,313	2.86	372	1.59%	(0.02)	-0.57%
3.755	Regional Source Control	56,268	6.75	53,687	6.58	2,580	4.81%	0.17	2.57%
3.756	Harbours Environmental Action	(863)	(0.10)	29,179	3.58	(30,043)	-102.96%	(3.68)	-102.90%
Total Sub Regional		\$4,217,071	\$506.01	\$4,073,472	\$499.41	\$143,600	3.53%	\$6.59	1.32%
Total Capital Regional District		\$5,958,643	\$714.98	\$5,623,873	\$689.50	\$334,770	5.95%	\$25.49	3.70%
1.15X	Municipalities' Own Debt - M.F.A.	610,888	73.30	610,888	74.90	-	0.00%	(1.60)	-2.13%
CRHD	Capital Regional Hospital District	1,176,240	141.14	1,159,834	142.20	16,406	1.41%	(1.06)	-0.75%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$7,745,771	\$929.42	\$7,394,595	\$906.59	\$351,176	4.75%	\$22.83	2.52%

Average residential assessment - 2024/2023

\$1,132,945

\$1,132,079

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	45,981	0.62%	4.22	0.47%
Regional Parks	99,939	1.35%	10.17	1.12%
Land Banking & Housing	16,857	0.23%	1.85	0.20%
Feasibility Study Reserve Fund - All	9,333	0.13%	1.12	0.12%
Regional Housing Trust Fund	(14,368)	-0.19%	(1.86)	-0.21%
Panorama Rec. Center.	95,478	1.29%	6.17	0.68%
Peninsula Wastewater TP	86,385	1.17%	5.55	0.61%
Harbours Environmental Action	(30,043)	-0.41%	(3.68)	-0.41%
Municipalities' Own Debt - M.F.A.	-	0.00%	(1.60)	-0.18%
Capital Regional Hospital District	16,406	0.22%	(1.06)	-0.12%
Other	25,207	0.34%	1.95	0.22%
TOTAL CRD, CRHD & MUNICIPAL DEBT	351,176	4.75%	\$22.83	2.52%

COLWOOD		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	476,519	58.09	436,599	54.50	39,920	9.14%	3.59	6.59%
1.10X	Facilities Management	6,757	0.82	6,321	0.79	436	6.90%	0.03	4.40%
1.101	G.I.S.	5,189	0.63	4,946	0.62	243	4.92%	0.02	2.46%
1.112	Regional Grant in Aid	-	-	576	0.07	(576)	-100.00%	(0.07)	-100.00%
1.224	Community Health	31,489	3.84	23,997	3.00	7,492	31.22%	0.84	28.15%
1.280	Regional Parks	700,144	85.35	613,096	76.53	87,047	14.20%	8.82	11.53%
1.309	Climate Action and Adaptation	69,244	8.44	73,719	9.20	(4,475)	-6.07%	(0.76)	-8.27%
1.310	Land Banking & Housing	72,489	8.84	57,768	7.21	14,721	25.48%	1.63	22.55%
1.312	Regional Goose Management	10,595	1.29	10,202	1.27	393	3.85%	0.02	1.42%
1.324	Regional Planning Services	49,502	6.03	47,190	5.89	2,312	4.90%	0.14	2.44%
1.335	Geo-Spatial Referencing System	6,519	0.79	6,235	0.78	285	4.56%	0.02	2.12%
1.374	Regional Emergency Program Support	6,123	0.75	5,935	0.74	188	3.18%	0.01	0.76%
1.375	Hazardous Material Incident Response	15,501	1.89	14,375	1.79	1,126	7.83%	0.10	5.31%
1.911	911 Systems	14,849	1.81	8,616	1.08	6,233	72.35%	0.73	68.32%
1.921	Regional CREST Contribution	88,943	10.84	80,969	10.11	7,974	9.85%	0.74	7.28%
21.ALL	Feasibility Study Reserve Fund - All	8,177	1.00	-	-	8,177	100.00%	1.00	100.00%
Total Regional		\$1,562,041	\$190.41	\$1,390,543	\$173.57	\$171,497	12.33%	\$16.84	9.70%
1.126	Victoria Family Court Committee	668	0.08	648	0.08	20	3.06%	0.00	0.65%
1.128	Greater Victoria Police Victim Services	14,034	1.71	13,059	1.63	975	7.46%	0.08	4.95%
1.330	Regional Growth Strategy	13,043	1.59	12,455	1.55	588	4.72%	0.04	2.27%
1.536	LWMP-Stormwater Quality Management-Core	41,445	5.05	30,037	3.75	11,407	37.98%	1.30	34.75%
3.701	Millstream Remediation Service	983	0.12	8,693	1.09	(7,710)	-88.69%	(0.97)	-88.95%
3.707	LWMP - On Site System Management Program	58,662	8.19	56,515	7.05	2,147	3.80%	1.14	16.16%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	852,664	103.94	898,549	112.16	(45,886)	-5.11%	(8.22)	-7.33%
3.750	LWMP - Core and West Shore	13,603	1.66	11,653	1.45	1,950	16.73%	0.20	14.00%
3.752	LWMP - Harbour Studies	22,027	2.69	21,308	2.66	719	3.37%	0.03	0.95%
3.755	Regional Source Control	47,450	5.78	41,219	5.14	6,232	15.12%	0.64	12.42%
Total Sub Regional		\$1,064,580	\$130.81	\$1,094,137	\$136.57	(\$29,557)	-2.70%	(\$5.76)	-4.21%
Total Capital Regional District % Change		\$2,626,620	\$321.23	\$2,484,680	\$310.14	\$141,940	5.71%	\$11.09	3.57%
1.15X	Municipalities' Own Debt - M.F.A.	631,604	76.99	717,091	89.51	(85,487)	-11.92%	(12.52)	-13.98%
CRHD	Capital Regional Hospital District	1,030,555	125.62	1,017,034	126.95	13,521	1.33%	(1.32)	-1.04%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$4,288,780	\$523.84	\$4,218,805	\$526.59	\$69,974	1.66%	(\$2.75)	-0.52%

Average residential assessment - 2024/2023

\$1,008,415

\$1,010,666

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	39,920	0.95%	3.59	0.68%
Regional Parks	87,047	2.06%	8.82	1.67%
Land Banking & Housing	14,721	0.35%	1.63	0.31%
Feasibility Study Reserve Fund - All	8,177	0.19%	1.00	0.19%
LWMP-Stormwater Quality Management-Core	11,407	0.27%	1.30	0.25%
LWMP - On Site System Management Program	2,147	0.05%	1.14	0.22%
Core Area & Legacy Trunk Sewer - Debt	(45,886)	-1.09%	(8.22)	-1.55%
Municipalities' Own Debt - M.F.A.	(85,487)	-2.03%	(12.52)	-2.36%
Capital Regional Hospital District	13,521	0.32%	(1.32)	-0.25%
Other	24,406	0.58%	\$1.83	0.35%
TOTAL CRD, CRHD & MUNICIPAL DEBT	69,974	1.66%	(\$2.75)	-0.52%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	1,255,108	153.00	972,367	121.37	282,741	29.08%	31.63	26.06%
3.71X	Sewer Operating (INVOICE)	1,255,108	153.00	972,367	121.37	282,741	29.08%	31.63	26.06%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.769	Debt - Macaulay Pt. - Genset	-	-	(1,690)	(0.21)	1,690	100.00%	0.21	100.00%
3.792	Debt - Craigflower PS	(116)	(0.01)	1,286	0.16	(1,402)	-109.01%	(0.17)	-108.80%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(11,121)	(1.36)	40,151	5.01	(51,271)	-127.70%	(6.37)	-127.05%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	30,807	3.76	30,273	3.78	534	1.76%	(0.02)	-0.62%
3.798C	Debt - Core Area Wastewater Treatment Program	833,094	101.55	828,531	103.42	4,563	0.55%	(1.86)	-1.80%
3.7XX	Sewer Debt	852,664	103.94	898,549	112.16	(45,886)	-5.11%	(8.22)	-7.33%

ESQUIMALT		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	395,653	60.84	362,281	57.48	33,372	9.21%	3.37	5.86%
1.10X	Facilities Management	5,611	0.86	5,245	0.83	366	6.97%	0.03	3.68%
1.101	G.I.S.	4,308	0.66	4,104	0.65	205	4.99%	0.01	1.76%
1.112	Regional Grant in Aid	-	-	478	0.08	(478)	-100.00%	(0.08)	-100.00%
1.224	Community Health	26,145	4.02	19,912	3.16	6,233	31.30%	0.86	27.27%
1.280	Regional Parks	581,328	89.40	508,735	80.71	72,593	14.27%	8.68	10.76%
1.309	Climate Action and Adaptation	60,258	9.27	64,944	10.30	(4,686)	-7.22%	(1.04)	-10.07%
1.310	Land Banking & Housing	60,188	9.26	47,935	7.61	12,253	25.56%	1.65	21.71%
1.312	Regional Goose Management	9,220	1.42	8,987	1.43	232	2.59%	(0.01)	-0.56%
1.324	Regional Planning Services	41,101	6.32	39,157	6.21	1,944	4.97%	0.11	1.74%
1.335	Geo-Spatial Referencing System	5,413	0.83	5,173	0.82	240	4.63%	0.01	1.42%
1.374	Regional Emergency Program Support	5,329	0.82	5,228	0.83	100	1.92%	(0.01)	-1.21%
1.375	Hazardous Material Incident Response	13,490	2.07	12,664	2.01	825	6.52%	0.07	3.25%
1.911	911 Systems	13,402	2.06	7,947	1.26	5,455	68.64%	0.80	63.46%
1.921	Regional CREST Contribution	80,277	12.35	74,688	11.85	5,590	7.48%	0.50	4.18%
21.ALL	Feasibility Study Reserve Fund - All	6,789	1.04	-	-	6,789	100.00%	1.04	100.00%
Total Regional		\$1,308,513	\$201.23	\$1,167,480	\$185.23	\$141,033	12.08%	\$16.00	8.64%
1.126	Victoria Family Court Committee	589	0.09	585	0.09	3	0.58%	(0.00)	-2.51%
1.128	Greater Victoria Police Victim Services	11,652	1.79	10,836	1.72	816	7.53%	0.07	4.23%
1.230	Traffic Safety Commission	2,467	0.38	2,432	0.39	35	1.44%	(0.01)	-1.67%
1.297	Arts Grants	176,055	27.07	169,625	26.91	6,430	3.79%	0.16	0.60%
1.311	Regional Housing Trust Fund	33,045	5.08	45,741	7.26	(12,696)	-27.76%	(2.18)	-29.98%
1.330	Regional Growth Strategy	10,830	1.67	10,335	1.64	495	4.79%	0.03	1.57%
1.536	LWMP-Stormwater Quality Management-Core	53,695	8.26	53,646	8.51	50	0.09%	(0.25)	-2.98%
1.912B	911 Call Answer - Municipalities	(42,347)	(6.51)	(43,116)	(6.84)	769	1.78%	0.33	4.80%
3.701	Millstream Remediation Service	165	0.03	1,469	0.23	(1,305)	-88.80%	(0.21)	-89.14%
3.717	Core Area Wastewater Operations	1,396,891	214.82	1,287,973	204.34	108,919	8.46%	10.47	5.13%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	856,508	131.72	938,954	148.97	(82,446)	-8.78%	(17.25)	-11.58%
3.750	LWMP - Core and West Shore	24,660	3.79	25,107	3.98	(447)	-1.78%	(0.19)	-4.80%
3.752	LWMP - Harbour Studies	19,881	3.06	19,655	3.12	226	1.15%	(0.06)	-1.96%
3.755	Regional Source Control	80,722	12.41	83,830	13.30	(3,108)	-3.71%	(0.89)	-6.66%
Total Sub Regional		\$2,624,813	\$403.65	\$2,607,073	\$413.63	\$17,740	0.68%	(\$9.98)	-2.41%
Total Capital Regional District		\$3,933,325	\$604.88	\$3,774,553	\$598.85	\$158,772	4.21%	\$6.02	1.01%
1.15X	Municipalities' Own Debt - M.F.A.	2,270,279	349.13	2,434,758	386.29	(164,479)	-6.76%	(37.16)	-9.62%
CRHD	Capital Regional Hospital District	855,669	131.59	843,914	133.89	11,754	1.39%	(2.30)	-1.72%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$7,059,273	\$1,085.60	\$7,053,226	\$1,119.03	\$6,048	0.09%	(\$33.44)	-2.99%

Average residential assessment - 2024/2023

\$1,056,283

\$1,065,955

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	33,372	0.50%	3.37	0.30%
Regional Parks	72,593	1.08%	8.68	0.78%
Climate Action and Adaptation	(4,686)	-0.07%	(1.04)	-0.09%
Land Banking & Housing	12,253	0.18%	1.65	0.15%
Feasibility Study Reserve Fund - All	6,789	0.10%	1.04	0.09%
Regional Housing Trust Fund	(12,696)	-0.19%	(2.18)	-0.19%
Core Area Wastewater Operations	108,919	1.62%	10.47	0.94%
Core Area & Legacy Trunk Sewer - Debt	(82,446)	-1.23%	(17.25)	-1.54%
Municipalities' Own Debt - M.F.A.	(164,479)	-2.45%	(37.16)	-3.32%
Capital Regional Hospital District	11,754	0.17%	(2.30)	-0.21%
Other	24,675	0.37%	\$1.27	0.11%
TOTAL CRD, CRHD & MUNICIPAL DEBT	6,048	0.09%	(\$33.44)	-2.99%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.769	Debt - Macaulay Pt. - Genset	-	-	(6,748)	(1.07)	6,748	100.00%	1.07	100.00%
3.792	Debt - Craigflower PS	(3)	(0.00)	32	0.01	(35)	-108.36%	(0.01)	-108.11%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(10,718)	(1.65)	32,523	5.16	(43,241)	-132.95%	(6.81)	-131.94%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	21,863	3.36	23,722	3.76	(1,858)	-7.83%	(0.40)	-10.66%
3.798C	Debt - Core Area Wastewater Treatment Program	845,365	130.00	889,425	141.11	(44,060)	-4.95%	(11.11)	-7.87%
3.7XX	Sewer Debt	856,508	131.72	938,954	148.97	(82,446)	-8.78%	(17.25)	-11.58%

HIGHLANDS		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	77,116	74.79	73,851	72.57	3,264	4.42%	2.23	3.07%
1.10X	Facilities Management	1,094	1.06	1,069	1.05	24	2.28%	0.01	0.95%
1.101	G.I.S.	840	0.81	837	0.82	3	0.38%	(0.01)	-0.92%
1.112	Regional Grant in Aid	-	-	98	0.10	(98)	-100.00%	(0.10)	-100.00%
1.224	Community Health	5,096	4.94	4,059	3.99	1,037	25.54%	0.95	23.92%
1.280	Regional Parks	113,305	109.89	103,706	101.90	9,599	9.26%	7.99	7.84%
1.309	Climate Action and Adaptation	9,744	9.45	10,677	10.49	(933)	-8.74%	(1.04)	-9.92%
1.374	Regional Emergency Program Support	862	0.84	860	0.84	2	0.24%	(0.01)	-1.06%
1.375	Hazardous Material Incident Response	2,181	2.12	2,082	2.05	99	4.77%	0.07	3.41%
1.911	911 Systems	1,836	1.78	1,078	1.06	757	70.24%	0.72	68.04%
1.310	Land Banking & Housing	11,731	11.38	9,772	9.60	1,959	20.05%	1.78	18.50%
1.312	Regional Goose Management	1,491	1.45	1,478	1.45	13	0.90%	(0.01)	-0.41%
1.324	Regional Planning Services	8,011	7.77	7,982	7.84	29	0.36%	(0.07)	-0.94%
1.335	Geo-Spatial Referencing System	1,055	1.02	1,055	1.04	0	0.04%	(0.01)	-1.26%
1.921	Regional CREST Contribution	10,996	10.66	10,134	9.96	862	8.51%	0.71	7.10%
21.ALL	Feasibility Study Reserve Fund - All	1,323	1.28	-	-	1,323	100.00%	1.28	100.00%
Total Regional		\$246,680	\$239.25	\$228,737	\$224.76	\$17,943	7.84%	\$14.49	6.45%
1.128	Greater Victoria Police Victim Services	2,271	2.20	2,209	2.17	62	2.81%	0.03	1.48%
1.297	Arts Grants	8,553	8.30	8,383	8.24	170	2.03%	0.06	0.71%
1.311	Regional Housing Trust Fund	5,331	5.17	7,501	7.37	(2,170)	-28.93%	(2.20)	-29.85%
1.126	Victoria Family Court Committee	99	0.10	98	0.10	1	0.86%	(0.00)	-0.45%
1.313	Animal Care Services	24,824	24.08	24,261	23.84	563	2.32%	0.24	1.00%
1.913	913 Fire Dispatch	9,773	9.48	10,072	9.90	(299)	-2.97%	(0.42)	-4.23%
1.330	Regional Growth Strategy	2,111	2.05	2,107	2.07	4	0.19%	(0.02)	-1.11%
1.230	Traffic Safety Commission	481	0.47	496	0.49	(15)	-3.01%	(0.02)	-4.26%
3.701	Millstream Remediation Service	60	0.06	531	0.52	(471)	-88.71%	(0.46)	-88.85%
Total Sub Regional		\$53,503	\$51.89	\$55,659	\$54.69	(\$2,156)	-3.87%	(\$2.80)	-5.12%
Total Capital Regional District		\$300,183	\$291.14	\$284,396	\$279.45	\$15,787	5.55%	\$11.69	4.18%
1.15X	Municipalities' Own Debt - M.F.A.	79,521	77.13	87,658	86.13	(8,137)	-9.28%	(9.01)	-10.46%
CRHD	Capital Regional Hospital District	166,776	161.75	172,032	169.04	(5,257)	-3.06%	(7.29)	-4.31%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$546,480	\$530.02	\$544,086	\$534.62	\$2,394	0.44%	(\$4.60)	-0.86%

Average residential assessment - 2024/2023

\$1,298,436

\$1,345,786

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	3,264	0.60%	2.23	0.42%
Regional Parks	9,599	1.76%	7.99	1.49%
Climate Action and Adaptation	(933)	-0.17%	(1.04)	-0.19%
Land Banking & Housing	1,959	0.36%	1.78	0.33%
Feasibility Study Reserve Fund - All	1,323	0.24%	1.28	0.24%
Regional Housing Trust Fund	(2,170)	-0.40%	(2.20)	-0.41%
Municipalities' Own Debt - M.F.A.	(8,137)	-1.50%	(9.01)	-1.68%
Capital Regional Hospital District	(5,257)	-0.97%	(7.29)	-1.36%
Other	2,745	0.50%	\$1.66	0.31%
TOTAL CRD, CRHD & MUNICIPAL DEBT	2,394	0.44%	(\$4.60)	-0.86%

LANGFORD		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	1,257,776	54.49	1,143,899	52.06	113,877	9.96%	2.44	4.68%
1.10X	Facilities Management	17,836	0.77	16,561	0.75	1,275	7.70%	0.02	2.53%
1.101	G.I.S.	13,697	0.59	12,958	0.59	739	5.70%	0.00	0.63%
1.112	Regional Grant in Aid	-	-	1,510	0.07	(1,510)	-100.00%	(0.07)	-100.00%
1.224	Community Health	83,115	3.60	62,872	2.86	20,243	32.20%	0.74	25.85%
1.280	Regional Parks	1,848,035	80.07	1,606,325	73.10	241,710	15.05%	6.96	9.53%
1.309	Climate Action and Adaptation	174,380	7.55	183,214	8.34	(8,834)	-4.82%	(0.78)	-9.39%
1.310	Land Banking & Housing	191,336	8.29	151,354	6.89	39,982	26.42%	1.40	20.35%
1.312	Regional Goose Management	26,681	1.16	25,354	1.15	1,327	5.23%	0.00	0.18%
1.324	Regional Planning Services	130,660	5.66	123,638	5.63	7,023	5.68%	0.03	0.61%
1.335	Geo-Spatial Referencing System	17,208	0.75	16,335	0.74	873	5.34%	0.00	0.29%
1.374	Regional Emergency Program Support	15,421	0.67	14,750	0.67	671	4.55%	(0.00)	-0.47%
1.375	Hazardous Material Incident Response	39,037	1.69	35,727	1.63	3,311	9.27%	0.07	4.02%
1.911	911 Systems	35,938	1.56	20,473	0.93	15,465	75.54%	0.63	67.11%
1.921	Regional CREST Contribution	215,260	9.33	192,403	8.76	22,857	11.88%	0.57	6.51%
21.ALL	Feasibility Study Reserve Fund - All	21,583	0.94	-	-	21,583	100.00%	0.94	100.00%
Total Regional		\$4,087,962	\$177.11	\$3,607,372	\$164.17	\$480,591	13.32%	\$12.94	7.88%
1.126	Victoria Family Court Committee	1,692	0.07	1,655	0.08	37	2.22%	(0.00)	-2.68%
1.128	Greater Victoria Police Victim Services	37,042	1.60	34,215	1.56	2,828	8.26%	0.05	3.07%
1.230	Traffic Safety Commission	7,843	0.34	7,679	0.35	164	2.14%	(0.01)	-2.77%
1.330	Regional Growth Strategy	34,428	1.49	32,633	1.49	1,795	5.50%	0.01	0.44%
1.536	LWMP-Stormwater Quality Management-Core	72,860	3.16	69,813	3.18	3,047	4.36%	(0.02)	-0.64%
3.701	Millstream Remediation Service	915	0.04	8,002	0.36	(7,087)	-88.56%	(0.32)	-89.11%
3.707	LWMP - On Site System Management Program	31,877	1.79	32,980	1.50	(1,103)	-3.35%	0.29	19.51%
3.717	Core Area Wastewater Operations	3,890,335	168.55	2,964,372	134.90	925,963	31.24%	33.64	24.94%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	2,692,308	116.64	2,743,100	124.83	(50,791)	-1.85%	(8.19)	-6.56%
3.750	LWMP - Core and West Shore	42,301	1.83	35,666	1.62	6,635	18.60%	0.21	12.91%
3.752	LWMP - Harbour Studies	53,310	2.31	50,634	2.30	2,676	5.29%	0.01	0.23%
3.755	Regional Source Control	147,672	6.40	126,241	5.74	21,431	16.98%	0.65	11.36%
Total Sub Regional		\$7,012,583	\$304.23	\$6,106,990	\$277.92	\$905,594	14.83%	\$26.31	9.47%
Total Capital Regional District		\$11,100,545	\$481.34	\$9,714,361	\$442.08	\$1,386,184	14.27%	\$39.26	8.88%
CRHD	Capital Regional Hospital District	2,720,160	117.85	2,664,649	121.26	55,511	2.08%	(3.41)	-2.82%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$13,820,705	\$599.19	\$12,379,010	\$563.35	\$1,441,695	11.65%	\$35.84	6.36%

Average residential assessment - 2024/2023

\$946,008

\$965,417

LANGFORD Local/Specified/Defined Services		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
2.681	Florence Lake Water System Debt	11,713	689.00	15,512	912.47	(3,799)	-24.49%	(223.47)	-24.49%
Total Local		\$11,713	\$689.00	\$15,512	\$912.47	(\$3,799)	-24.49%	(\$223.47)	-24.49%
TOTAL CRD, CRHD, MUNICIPAL DEBT & LOCAL		\$13,832,418	\$1,288.19	\$12,394,522	\$1,475.82	\$1,437,896	11.60%		

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	113,877	0.92%	2.44	0.43%
Regional Parks	241,710	1.95%	6.96	1.24%
Land Banking & Housing	39,982	0.32%	1.40	0.25%
Core Area Wastewater Operations	925,963	7.48%	33.64	5.97%
Core Area & Legacy Trunk Sewer - Debt	(50,791)	-0.41%	(8.19)	-1.45%
Capital Regional Hospital District	55,511	0.45%	(3.41)	-0.61%
Other	115,443	0.93%	\$3.00	0.53%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$1,441,695	11.65%	\$35.84	6.36%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.769	Debt - Macaulay Pt. - Genset	-	-	(2,238)	(0.10)	2,238	100.00%	0.10	100.00%
3.792	Debt - Craigflower PS	(127)	(0.01)	1,516	0.07	(1,643)	-108.36%	(0.07)	-107.96%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(10,804)	(0.47)	41,849	1.90	(52,653)	-125.82%	(2.37)	-124.58%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	56,423	2.44	55,982	2.55	441	0.79%	(0.10)	-4.05%
3.798C	Debt - Core Area Wastewater Treatment Program	2,646,817	114.67	2,645,991	120.41	826	0.03%	(5.74)	-4.77%
3.7XX	Sewer Debt	2,692,308	116.64	2,743,100	124.83	(50,791)	-1.85%	(8.19)	-6.56%

METCHOSIN		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	131,628	76.27	122,332	71.13	9,296	7.60%	5.15	7.24%
1.10X	Facilities Management	1,867	1.08	1,771	1.03	95	5.39%	0.05	5.03%
1.101	G.I.S.	1,433	0.83	1,386	0.81	48	3.44%	0.02	3.09%
1.112	Regional Grant in Aid	-	-	162	0.09	(162)	-100.00%	(0.09)	-100.00%
1.224	Community Health	8,698	5.04	6,724	3.91	1,974	29.36%	1.13	28.93%
1.280	Regional Parks	193,399	112.07	171,785	99.88	21,614	12.58%	12.19	12.20%
1.309	Climate Action and Adaptation	17,776	10.30	19,328	11.24	(1,552)	-8.03%	(0.94)	-8.34%
1.310	Land Banking & Housing	20,024	11.60	16,186	9.41	3,837	23.71%	2.19	23.29%
1.312	Regional Goose Management	2,720	1.58	2,675	1.56	45	1.68%	0.02	1.34%
1.324	Regional Planning Services	13,674	7.92	13,222	7.69	452	3.42%	0.24	3.07%
1.335	Geo-Spatial Referencing System	1,801	1.04	1,747	1.02	54	3.09%	0.03	2.74%
1.374	Regional Emergency Program Support	1,572	0.91	1,556	0.90	16	1.02%	0.01	0.68%
1.375	Hazardous Material Incident Response	3,979	2.31	3,769	2.19	210	5.58%	0.11	5.22%
1.911	911 Systems	3,577	2.07	2,133	1.24	1,444	67.68%	0.83	67.12%
1.921	Regional CREST Contribution	21,427	12.42	20,049	11.66	1,378	6.87%	0.76	6.51%
21.ALL	Feasibility Study Reserve Fund - All	2,259	1.31	-	-	2,259	100.00%	1.31	100.00%
Total Regional		\$425,834	\$246.76	\$384,826	\$223.75	\$41,008	10.66%	\$23.01	10.28%
1.126	Victoria Family Court Committee	183	0.11	183	0.11	(0)	-0.19%	(0.00)	-0.53%
1.128	Greater Victoria Police Victim Services	3,877	2.25	3,659	2.13	217	5.94%	0.12	5.59%
1.297	Arts Grants	15,595	9.04	15,162	8.82	433	2.86%	0.22	2.51%
1.311	Regional Housing Trust Fund	9,733	5.64	13,594	7.90	(3,860)	-28.40%	(2.26)	-28.64%
1.313	Animal Care Services	42,372	24.55	40,188	23.37	2,184	5.44%	1.19	5.08%
1.330	Regional Growth Strategy	3,603	2.09	3,490	2.03	113	3.24%	0.06	2.89%
1.913	913 Fire Dispatch	53,669	31.10	42,106	24.48	11,562	27.46%	6.62	27.03%
3.701	Millstream Remediation Service	197	0.11	1,754	1.02	(1,556)	-88.74%	(0.91)	-88.78%
Total Sub Regional		\$129,229	\$74.88	\$120,136	\$69.85	\$9,093	7.57%	\$5.03	7.21%
Total Capital Regional District		\$555,063	\$321.64	\$504,962	\$293.60	\$50,101	9.92%	\$28.04	9.55%
CRHD	Capital Regional Hospital District	284,668	164.96	284,966	165.69	(298)	-0.10%	(0.73)	-0.44%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$839,731	\$486.59	\$789,928	\$459.29	\$49,803	6.30%	\$27.31	5.95%

Average residential assessment - 2024/2023

\$1,324,135

\$1,319,093

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	9,296	1.18%	5.15	1.12%
Community Health	1,974	0.25%	1.13	0.25%
Regional Parks	21,614	2.74%	12.19	2.66%
Land Banking & Housing	3,837	0.49%	2.19	0.48%
Feasibility Study Reserve Fund - All	2,259	0.29%	1.31	0.29%
Regional Housing Trust Fund	(3,860)	-0.49%	(2.26)	-0.49%
Animal Care Services	2,184	0.28%	1.19	0.26%
913 Fire Dispatch	11,562	1.46%	6.62	1.44%
Capital Regional Hospital District	(298)	-0.04%	(0.73)	-0.16%
Other	1,235	0.16%	\$0.53	0.12%
TOTAL CRD, CRHD & MUNICIPAL DEBT	49,803	6.30%	\$27.31	5.95%

NORTH SAANICH		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
1.010	Legislative & General Government	535,880	92.07	495,382	86.01	40,498	8.18%	6.06	7.05%
1.10X	Facilities Management	7,599	1.31	7,172	1.25	427	5.95%	0.06	4.85%
1.101	G.I.S.	5,836	1.00	5,612	0.97	224	3.99%	0.03	2.91%
1.112	Regional Grant in Aid	-	-	654	0.11	(654)	-100.00%	(0.11)	-100.00%
1.224	Community Health	35,411	6.08	27,227	4.73	8,184	30.06%	1.36	28.70%
1.280	Regional Parks	787,362	135.28	695,642	120.78	91,720	13.18%	14.50	12.00%
1.309	Climate Action and Adaptation	57,911	9.95	62,280	10.81	(4,369)	-7.01%	(0.86)	-7.98%
1.310	Land Banking & Housing	81,519	14.01	65,546	11.38	15,973	24.37%	2.63	23.07%
1.312	Regional Goose Management	8,861	1.52	8,619	1.50	242	2.81%	0.03	1.74%
1.324	Regional Planning Services	55,668	9.56	53,543	9.30	2,125	3.97%	0.27	2.88%
1.335	Geo-Spatial Referencing System	7,331	1.26	7,074	1.23	257	3.64%	0.03	2.56%
1.374	Regional Emergency Program Support	5,121	0.88	5,014	0.87	107	2.14%	0.01	1.07%
1.375	Hazardous Material Incident Response	12,964	2.23	12,145	2.11	820	6.75%	0.12	5.64%
1.911	911 Systems	8,952	1.54	5,257	0.91	3,695	70.29%	0.63	68.51%
1.921	Regional CREST Contribution	53,622	9.21	49,406	8.58	4,216	8.53%	0.63	7.40%
21.ALL	Feasibility Study Reserve Fund - All	9,196	1.58	-	-	9,196	100.00%	1.58	100.00%
Total Regional		\$1,673,235	\$287.49	\$1,500,573	\$260.54	\$172,662	11.51%	\$26.95	10.34%
3.701	Millstream Remediation Service	305	0.05	2,699	0.47	(2,394)	-88.71%	(0.42)	-88.82%
1.330	Regional Growth Strategy	14,668	2.52	14,132	2.45	536	3.79%	0.07	2.71%
1.126	Victoria Family Court Committee	582	0.10	579	0.10	2	0.42%	(0.00)	-0.62%
1.311	Regional Housing Trust Fund	31,605	5.43	43,666	7.58	(12,061)	-27.62%	(2.15)	-28.38%
1.44X	Panorama Rec. Center.	1,769,201	303.97	1,698,089	294.83	71,112	4.19%	9.14	3.10%
1.537	Stormwater Quality Management - Peninsula	48,645	8.36	43,613	7.57	5,032	11.54%	0.79	10.37%
1.538	Source - Stormwater Quality - Peninsula	16,525	2.84	16,105	2.80	419	2.60%	0.04	1.53%
3.720	LWMP - (Peninsula) - Implementation	9,151	1.57	8,704	1.51	447	5.14%	0.06	4.08%
1.230	Traffic Safety Commission	3,342	0.57	3,326	0.58	16	0.48%	(0.00)	-0.57%
3.755	Regional Source Control	23,982	4.12	22,300	3.87	1,682	7.54%	0.25	6.42%
3.756	Harbours Environmental Action	(589)	(0.10)	19,783	3.43	(20,373)	-102.98%	(3.54)	-102.95%
Total Sub Regional		1,917,416	329.44	1,872,997	325.20	44,419	2.37%	4.24	1.30%
Total Capital Regional District		3,590,651	\$616.93	\$3,373,570	\$585.74	\$217,081	6.43%	\$31.19	5.32%
1.15X	Municipalities' Own Debt - M.F.A.	662,611	113.85	652,363	113.27	10,248	1.57%	0.58	0.51%
CRHD	Capital Regional Hospital District	1,158,935	199.12	1,153,965	200.36	4,970	0.43%	(1.24)	-0.62%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$5,412,197	\$929.89	\$5,179,898	\$899.36	\$232,299	4.48%	\$30.53	3.39%

Average residential assessment - 2024/2023

\$1,598,396

\$1,595,109

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	40,498	0.78%	6.06	0.67%
Community Health	8,184	0.16%	1.36	0.15%
Regional Parks	91,720	1.77%	14.50	1.61%
Land Banking & Housing	15,973	0.31%	2.63	0.29%
Feasibility Study Reserve Fund - All	9,196	0.18%	1.58	0.18%
Regional Housing Trust Fund	(12,061)	-0.23%	(2.15)	-0.24%
Panorama Rec. Center.	71,112	1.37%	9.14	1.02%
Harbours Environmental Action	(20,373)	-0.39%	(3.54)	-0.39%
Municipalities' Own Debt - M.F.A.	10,248	0.20%	0.58	0.06%
Capital Regional Hospital District	4,970	0.10%	(1.24)	-0.14%
Other	12,832	0.25%	\$1.61	0.18%
TOTAL CRD, CRHD & MUNICIPAL DEBT	232,299	4.48%	\$30.53	3.39%

Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.718	Peninsula Wastewater TP	745,233	128.04	687,530	119.37	57,703	8.39%	8.67	7.26%
3.718	Sewer Operating (INVOICE)	745,233	128.04	687,530	119.37	57,703	8.39%	8.67	7.26%

OAK BAY		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	727,494	106.99	690,072	101.67	37,422	5.42%	5.33	5.24%
1.10X	Facilities Management	10,316	1.52	9,991	1.47	326	3.26%	0.05	3.08%
1.101	G.I.S.	7,922	1.17	7,817	1.15	105	1.34%	0.01	1.17%
1.112	Regional Grant in Aid	-	-	911	0.13	(911)	-100.00%	(0.13)	-100.00%
1.224	Community Health	48,073	7.07	37,928	5.59	10,145	26.75%	1.48	26.53%
1.280	Regional Parks	1,068,898	157.20	969,037	142.77	99,861	10.31%	14.44	10.11%
1.309	Climate Action and Adaptation	81,772	12.03	89,817	13.23	(8,045)	-8.96%	(1.21)	-9.12%
1.310	Land Banking & Housing	110,668	16.28	91,306	13.45	19,362	21.21%	2.82	20.99%
1.312	Regional Goose Management	12,511	1.84	12,429	1.83	82	0.66%	0.01	0.48%
1.324	Regional Planning Services	75,574	11.11	74,586	10.99	987	1.32%	0.13	1.15%
1.335	Geo-Spatial Referencing System	9,953	1.46	9,854	1.45	99	1.00%	0.01	0.82%
1.374	Regional Emergency Program Support	7,231	1.06	7,231	1.07	0	0.00%	(0.00)	-0.17%
1.375	Hazardous Material Incident Response	18,306	2.69	17,514	2.58	791	4.52%	0.11	4.34%
1.911	911 Systems	13,377	1.97	7,971	1.17	5,407	67.83%	0.79	67.54%
1.921	Regional CREST Contribution	80,126	11.78	74,906	11.04	5,220	6.97%	0.75	6.78%
21.ALL	Feasibility Study Reserve Fund - All	12,484	1.84	-	-	12,484	100.00%	1.84	100.00%
Total Regional		\$2,284,705	\$336.02	\$2,101,371	\$309.59	\$183,334	8.72%	\$26.42	8.53%
1.126	Victoria Family Court Committee	828	0.12	840	0.12	(12)	-1.44%	(0.00)	-1.62%
1.128	Greater Victoria Police Victim Services	21,425	3.15	20,641	3.04	785	3.80%	0.11	3.62%
1.230	Traffic Safety Commission	4,537	0.67	4,633	0.68	(96)	-2.07%	(0.02)	-2.25%
1.290	Royal Theatre	54,016	7.94	54,373	8.01	(357)	-0.66%	(0.07)	-0.83%
1.297	Arts Grants	239,517	35.23	235,332	34.67	4,184	1.78%	0.55	1.60%
1.311	Regional Housing Trust Fund	44,655	6.57	63,006	9.28	(18,350)	-29.12%	(2.72)	-29.25%
1.330	Regional Growth Strategy	19,913	2.93	19,686	2.90	227	1.15%	0.03	0.97%
1.536	LWMP-Stormwater Quality Management-Core	69,804	10.27	63,914	9.42	5,890	9.22%	0.85	9.03%
1.912B	911 Call Answer - Municipalities	(42,268)	(6.22)	(43,243)	(6.37)	975	2.25%	0.15	2.43%
3.701	Millstream Remediation Service	149	0.02	1,340	0.20	(1,190)	-88.85%	(0.18)	-88.87%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	1,399,032	205.76	1,465,543	215.92	(66,511)	-4.54%	(10.16)	-4.71%
3.750	LWMP - Core and West Shore	30,189	4.44	34,995	5.16	(4,806)	-13.73%	(0.72)	-13.88%
3.755	Regional Source Control	105,427	15.51	123,855	18.25	(18,428)	-14.88%	(2.74)	-15.03%
Total Sub Regional		\$1,947,224	\$286.38	\$2,044,915	\$301.28	(\$97,691)	-4.78%	(\$14.89)	-4.94%
Total Capital Regional District		\$4,231,928	\$622.40	\$4,146,285	\$610.87	\$85,643	2.07%	\$11.53	1.89%
1.15X	Municipalities' Own Debt - M.F.A.	-	-	276,972	40.81	(276,972)	-100.00%	(40.81)	-100.00%
CRHD	Capital Regional Hospital District	1,573,332	231.39	1,607,485	236.83	(34,153)	-2.12%	(5.44)	-2.30%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$5,805,261	\$853.79	\$6,030,742	\$888.50	(\$225,482)	-3.74%	(\$34.71)	-3.91%

Average residential assessment - 2024/2023

\$1,857,446

\$1,885,476

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	37,422	0.62%	5.33	0.60%
Community Health	10,145	0.17%	1.48	0.17%
Regional Parks	99,861	1.66%	14.44	1.62%
Climate Action and Adaptation	(8,045)	-0.13%	(1.21)	-0.14%
Land Banking & Housing	19,362	0.32%	2.82	0.32%
Feasibility Study Reserve Fund - All	12,484	0.21%	1.84	0.21%
Regional Housing Trust Fund	(18,350)	-0.30%	(2.72)	-0.31%
Core Area & Legacy Trunk Sewer - Debt	(66,511)	-1.10%	(10.16)	-1.14%
Regional Source Control	(18,428)	-0.31%	(2.74)	-0.31%
Municipalities' Own Debt - M.F.A.	(276,972)	-4.59%	(40.81)	-4.59%
Capital Regional Hospital District	(34,153)	-0.57%	(5.44)	-0.61%
Other	17,704	0.29%	2.45	0.28%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(225,482)	-3.74%	(\$34.71)	-3.91%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	2,785,400	409.65	2,920,048	430.21	(134,648)	-4.61%	(20.55)	-4.78%
3.71X	Sewer Operating (INVOICE)	2,785,400	409.65	2,920,048	430.21	(134,648)	-4.61%	(20.55)	-4.78%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.770	Debt - NET & ECI Sewer Upgrade	-	-	(91)	(0.01)	91	100.00%	0.01	100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	(1,565)	(0.23)	7,176	1.06	(8,741)	-121.80%	(1.29)	-121.77%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(12,449)	(1.83)	48,427	7.13	(60,876)	-125.71%	(8.97)	-125.66%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	68,497	10.07	67,979	10.02	519	0.76%	0.06	0.59%
3.798C	Debt - Core Area Wastewater Treatment Program	1,344,548	197.75	1,344,400	198.07	149	0.01%	(0.32)	-0.16%
3.799	Debt - Oak Bay	-	-	(2,347)	(0.35)	2,347	100.00%	0.35	100.00%
3.7XX	Sewer Debt	1,399,032	205.76	1,465,543	215.92	(66,511)	-4.54%	(10.16)	-4.71%

SAANICH		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	3,134,214	68.04	2,944,753	64.48	189,461	6.43%	3.56	5.52%
1.10X	Facilities Management	44,445	0.96	42,634	0.93	1,812	4.25%	0.03	3.36%
1.101	G.I.S.	34,130	0.74	33,358	0.73	772	2.32%	0.01	1.44%
1.112	Regional Grant in Aid	-	-	3,888	0.09	(3,888)	-100.00%	(0.09)	-100.00%
1.224	Community Health	207,112	4.50	161,851	3.54	45,261	27.96%	0.95	26.87%
1.280	Regional Parks	4,605,063	99.97	4,135,183	90.54	469,880	11.36%	9.42	10.41%
1.309	Climate Action and Adaptation	430,793	9.35	469,342	10.28	(38,549)	-8.21%	(0.92)	-9.00%
1.310	Land Banking & Housing	476,784	10.35	389,632	8.53	87,152	22.37%	1.82	21.32%
1.312	Regional Goose Management	65,913	1.43	64,950	1.42	963	1.48%	0.01	0.61%
1.324	Regional Planning Services	325,589	7.07	318,283	6.97	7,306	2.30%	0.10	1.42%
1.335	Geo-Spatial Referencing System	42,879	0.93	42,051	0.92	828	1.97%	0.01	1.09%
1.374	Regional Emergency Program Support	38,095	0.83	37,785	0.83	310	0.82%	(0.00)	-0.04%
1.375	Hazardous Material Incident Response	96,439	2.09	91,522	2.00	4,917	5.37%	0.09	4.47%
1.911	911 Systems	88,101	1.91	52,216	1.14	35,886	68.73%	0.77	67.28%
1.921	Regional CREST Contribution	527,708	11.46	490,717	10.74	36,991	7.54%	0.71	6.62%
21.ALL	Feasibility Study Reserve Fund - All	53,783	1.17	-	-	53,783	100.00%	1.17	100.00%
Total Regional		\$10,171,049	\$220.79	\$9,278,166	\$203.15	\$892,883	9.62%	\$17.64	8.68%
1.536	LWMP-Stormwater Quality Management-Core	200,921	4.36	201,465	4.41	(544)	-0.27%	(0.05)	-1.13%
1.128	Greater Victoria Police Victim Services	92,305	2.00	88,080	1.93	4,225	4.80%	0.08	3.90%
3.701	Millstream Remediation Service	1,382	0.03	12,307	0.27	(10,926)	-88.77%	(0.24)	-88.87%
1.126	Victoria Family Court Committee	4,314	0.09	4,317	0.09	(3)	-0.08%	(0.00)	-0.94%
1.290	Royal Theatre	285,501	6.20	283,523	6.21	1,978	0.70%	(0.01)	-0.17%
1.230	Traffic Safety Commission	19,545	0.42	19,769	0.43	(224)	-1.14%	(0.01)	-1.98%
1.297	Arts Grants	1,259,609	27.34	1,227,139	26.87	32,470	2.65%	0.47	1.77%
1.311	Regional Housing Trust Fund	235,941	5.12	330,126	7.23	(94,185)	-28.53%	(2.11)	-29.14%
1.330	Regional Growth Strategy	85,789	1.86	84,007	1.84	1,782	2.12%	0.02	1.25%
1.912B	911 Call Answer - Municipalities	(278,372)	(6.04)	(283,286)	(6.20)	4,913	1.73%	0.16	2.58%
3.707	LWMP - On Site System Management Program	43,047	1.06	39,604	0.87	3,443	8.69%	0.20	22.68%
3.750	LWMP - Core and West Shore	104,097	2.26	99,088	2.17	5,009	5.06%	0.09	4.15%
3.752	LWMP - Harbour Studies	130,689	2.84	129,140	2.83	1,549	1.20%	0.01	0.33%
3.755	Regional Source Control	363,492	7.89	350,621	7.68	12,871	3.67%	0.21	2.78%
Total Sub Regional		\$2,548,258	\$55.45	\$2,585,899	\$56.62	(\$37,642)	-1.46%	(\$1.17)	-2.07%
Total Capital Regional District		\$12,719,307	\$276.24	\$11,864,065	\$259.77	\$855,241	7.21%	\$16.47	6.34%
1.15X	Municipalities' Own Debt - M.F.A.	6,747,816	146.48	5,562,267	121.79	1,185,549	21.31%	24.69	20.27%
CRHD	Capital Regional Hospital District	6,778,285	147.14	6,859,641	150.20	(81,356)	-1.19%	(3.05)	-2.03%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$26,245,408	\$569.86	\$24,285,974	\$531.76	\$1,959,434	8.07%	\$38.11	7.17%

Average residential assessment - 2024/2023

\$1,181,145

\$1,195,758

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	189,461	0.78%	3.56	0.67%
Regional Parks	469,880	1.93%	9.42	1.77%
Land Banking & Housing	87,152	0.36%	1.82	0.34%
Feasibility Study Reserve Fund - All	53,783	0.22%	1.17	0.22%
Regional Housing Trust Fund	(94,185)	-0.39%	(2.11)	-0.40%
Municipalities' Own Debt - M.F.A.	1,185,549	4.88%	24.69	4.64%
Capital Regional Hospital District	(81,356)	-0.33%	(3.05)	-0.57%
Other	149,151	0.61%	\$2.60	0.49%
TOTAL CRD, CRHD & MUNICIPAL DEBT	1,959,434	8.07%	\$38.11	7.17%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	9,604,598	208.50	8,268,068	181.03	1,336,530	16.16%	27.46	15.17%
3.71X	Sewer Operating (INVOICE)	9,604,598	208.50	8,268,068	181.03	1,336,530	16.16%	27.46	15.17%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.770	Debt - NET & ECI Sewer Upgrade	-	-	(127)	(0.00)	127	100.00%	0.00	100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	(2,178)	(0.05)	9,991	0.22	(12,169)	-121.80%	(0.27)	-121.62%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(62,409)	(1.35)	242,770	5.32	(305,179)	-125.71%	(6.67)	-125.49%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	245,126	5.32	243,137	5.32	1,989	0.82%	(0.00)	-0.05%
3.798C	Debt - Core Area Wastewater Treatment Program	6,387,856	138.67	6,383,269	139.77	4,587	0.07%	(1.10)	-0.79%
3.7XX	Sewer Debt (INVOICE)	6,568,394	142.59	6,879,040	150.62	(310,646)	-4.52%	(8.03)	-5.33%

SIDNEY		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.101	Legislative & General Government	443,913	53.40	406,605	50.18	37,307	9.18%	3.22	6.42%
1.10X	Facilities Management	6,295	0.76	5,887	0.73	408	6.93%	0.03	4.23%
1.101	G.I.S.	4,834	0.58	4,606	0.57	228	4.95%	0.01	2.30%
1.112	Regional Grant in Aid	-	-	537	0.07	(537)	-100.00%	(0.07)	-100.00%
1.224	Community Health	29,334	3.53	22,348	2.76	6,986	31.26%	0.77	27.94%
1.280	Regional Parks	652,236	78.47	570,978	70.47	81,258	14.23%	8.00	11.35%
1.309	Climate Action and Adaptation	51,509	6.20	55,373	6.83	(3,864)	-6.98%	(0.64)	-9.33%
1.310	Land Banking & Housing	67,529	8.12	53,800	6.64	13,730	25.52%	1.48	22.35%
1.312	Regional Goose Management	7,861	0.95	7,663	0.95	218	2.85%	0.00	0.25%
1.324	Regional Planning Services	46,115	5.55	43,948	5.42	2,167	4.93%	0.12	2.28%
1.335	Geo-Spatial Referencing System	6,073	0.73	5,806	0.72	267	4.60%	0.01	1.95%
1.374	Regional Emergency Program Support	4,555	0.55	4,458	0.55	97	2.18%	(0.00)	-0.40%
1.375	Hazardous Material Incident Response	11,531	1.39	10,798	1.33	733	6.79%	0.05	4.09%
1.911	911 Systems	8,788	1.06	5,215	0.64	3,574	68.53%	0.41	64.27%
1.921	Regional CREST Contribution	52,641	6.33	49,008	6.05	3,633	7.41%	0.28	4.70%
21.ALL	Feasibility Study Reserve Fund - All	7,617	0.92	-	-	7,617	100.00%	0.92	100.00%
Total Regional		\$1,400,852	\$168.53	\$1,247,029	\$153.91	\$153,823	12.34%	\$14.62	9.50%
1.126	Victoria Family Court Committee	521	0.06	513	0.06	7	1.43%	(0.00)	-1.13%
1.128	Greater Victoria Police Victim Services	13,074	1.57	12,162	1.50	912	7.50%	0.07	4.78%
1.230	Traffic Safety Commission	2,768	0.33	2,730	0.34	39	1.41%	(0.00)	-1.15%
1.311	Regional Housing Trust Fund	28,143	3.39	38,869	4.80	(10,726)	-27.60%	(1.41)	-29.42%
1.330	Regional Growth Strategy	12,151	1.46	11,600	1.43	551	4.75%	0.03	2.10%
1.44X	Panorama Rec. Center.	1,608,681	193.53	1,536,496	189.64	72,185	4.70%	3.89	2.05%
1.537	Stormwater Quality Management - Peninsula	26,795	3.22	27,102	3.35	(307)	-1.13%	(0.12)	-3.63%
1.538	Source - Stormwater Quality - Peninsula	16,223	1.95	15,976	1.97	247	1.54%	(0.02)	-1.02%
3.701	Millstream Remediation Service	102	0.01	909	0.11	(807)	-88.81%	(0.10)	-89.09%
3.720	LWMP - (Peninsula) - Implementation	22,378	2.69	21,911	2.70	467	2.13%	(0.01)	-0.46%
3.755	Regional Source Control	53,162	6.40	50,462	6.23	2,700	5.35%	0.17	2.69%
3.756	Harbours Environmental Action	(579)	(0.07)	19,624	2.42	(20,203)	-102.95%	(2.49)	-102.87%
Total Sub Regional		\$1,783,418	\$214.55	\$1,738,354	\$214.55	\$45,064	2.59%	\$0.00	0.00%
Total Capital Regional District		\$3,184,270	\$383.08	\$2,985,383	\$368.46	\$198,887	6.66%	\$14.62	3.97%
1.15X	Municipalities' Own Debt - M.F.A.	542,536	65.27	542,536	66.96	-	0.00%	(1.69)	-2.53%
CRHD	Capital Regional Hospital District	960,039	115.50	947,165	116.90	12,874	1.36%	(1.40)	-1.20%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$4,686,845	\$563.85	\$4,475,084	\$552.32	\$211,761	4.73%	\$11.52	2.09%

Average residential assessment - 2024/2023

\$927,117

\$930,686

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	37,307	0.83%	3.22	0.58%
Regional Parks	81,258	1.82%	8.00	1.45%
Land Banking & Housing	13,730	0.31%	1.48	0.27%
Regional Housing Trust Fund	(10,726)	-0.24%	(1.41)	-0.26%
Panorama Rec. Center.	72,185	1.61%	3.89	0.70%
Harbours Environmental Action	(20,203)	-0.45%	(2.49)	-0.45%
Municipalities' Own Debt - M.F.A.	-	0.00%	(1.69)	-0.31%
Capital Regional Hospital District	12,874	0.29%	(1.40)	-0.25%
Other	25,335	0.57%	\$1.93	0.35%
TOTAL CRD, CRHD & MUNICIPAL DEBT	211,761	4.73%	\$11.52	2.09%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.718	Peninsula Wastewater TP	1,822,308	219.23	1,731,622	213.72	90,686	5.24%	5.51	2.58%
3.718	Sewer Operating (INVOICE)	1,822,308	219.23	1,731,622	213.72	90,686	5.24%	5.51	2.58%

SOOKE		2024		2023		Difference		Change in Cost per Avg.	
			Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment	Increase/(Decrease)	%	Household	%
						\$		\$	
1.010	Legislative & General Government	337,712	46.36	319,886	44.22	17,826	5.57%	2.14	4.83%
1.10X	Facilities Management	4,789	0.66	4,631	0.64	158	3.41%	0.02	2.68%
1.101	G.I.S.	3,678	0.50	3,624	0.50	54	1.49%	0.00	0.78%
1.112	Regional Grant in Aid	-	-	422	0.06	(422)	-100.00%	(0.06)	-100.00%
1.224	Community Health	22,316	3.06	17,582	2.43	4,735	26.93%	0.63	26.04%
1.280	Regional Parks	496,196	68.12	449,202	62.10	46,994	10.46%	6.02	9.69%
1.309	Climate Action and Adaptation	51,457	7.06	55,535	7.68	(4,078)	-7.34%	(0.61)	-7.99%
1.310	Land Banking & Housing	51,374	7.05	42,325	5.85	9,048	21.38%	1.20	20.53%
1.312	Regional Goose Management	7,873	1.08	7,685	1.06	188	2.45%	0.02	1.73%
1.324	Regional Planning Services	35,082	4.82	34,575	4.78	507	1.47%	0.04	0.76%
1.335	Geo-Spatial Referencing System	4,620	0.63	4,568	0.63	52	1.14%	0.00	0.44%
1.374	Regional Emergency Program Support	4,550	0.62	4,471	0.62	79	1.78%	0.01	1.07%
1.375	Hazardous Material Incident Response	11,519	1.58	10,829	1.50	690	6.37%	0.08	5.63%
1.911	911 Systems	11,449	1.57	6,635	0.92	4,814	72.56%	0.65	71.35%
1.921	Regional CREST Contribution	68,575	9.41	62,351	8.62	6,224	9.98%	0.79	9.21%
21.ALL	Feasibility Study Reserve Fund - All	5,795	0.80	-	-	5,795	100.00%	0.80	100.00%
Total Regional		\$1,116,985	\$153.34	\$1,024,321	\$141.61	\$92,663	9.05%	\$11.73	8.28%
1.126	Victoria Family Court Committee	512	0.07	507	0.07	5	1.03%	0.00	0.33%
1.230	Traffic Safety Commission	2,106	0.29	2,148	0.30	(42)	-1.94%	(0.01)	-2.62%
1.297	Arts Grants	45,102	6.19	43,527	6.02	1,575	3.62%	0.17	2.89%
1.311	Regional Housing Trust Fund	28,218	3.87	39,100	5.41	(10,882)	-27.83%	(1.53)	-28.34%
1.313	Animal Care Services	108,713	14.92	105,088	14.53	3,625	3.45%	0.40	2.73%
1.330	Regional Growth Strategy	9,244	1.27	9,126	1.26	118	1.29%	0.01	0.59%
1.40X	SEAPARC	2,547,690	349.74	2,440,575	337.39	107,115	4.39%	12.35	3.66%
1.913	913 Fire Dispatch	106,509	14.62	89,661	12.40	16,848	18.79%	2.23	17.96%
3.701	Millstream Remediation Service	436	0.06	3,843	0.53	(3,408)	-88.67%	(0.47)	-88.74%
Total Sub Regional		\$2,848,529	\$391.04	\$2,733,575	\$377.90	\$114,954	4.21%	\$13.14	3.48%
1.121	Sooke Regional Museum	147,700	20.28	144,820	20.02	2,880	1.99%	0.26	1.28%
1.531	Stormwater Quality Management - Sooke	40,443	5.55	39,346	5.44	1,097	2.79%	0.11	2.07%
Total Local		\$188,143	\$25.83	\$184,166	\$25.46	\$3,977		\$0.37	1.45%
Total Capital Regional District		\$4,153,656	\$570.20	\$3,942,062	\$544.97	\$211,594	5.37%	\$25.24	4.63%
1.15X	Municipalities' Own Debt - M.F.A.	476,705	65.44	476,706	65.90	(1)	0.00%	(0.46)	-0.70%
CRHD	Capital Regional Hospital District	730,361	100.26	745,158	103.01	(14,797)	-1.99%	(2.75)	-2.67%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$5,360,723	\$735.91	\$5,163,926	\$713.88	\$196,797	3.81%	\$22.03	3.09%

Average residential assessment - 2024/2023

\$804,829

\$820,123

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	17,826	0.35%	2.14	0.30%
Regional Parks	46,994	0.91%	6.02	0.84%
Land Banking & Housing	9,048	0.18%	1.20	0.17%
Regional Housing Trust Fund	(10,882)	-0.21%	(1.53)	-0.21%
SEAPARC	107,115	2.07%	12.35	1.73%
913 Fire Dispatch	16,848	0.33%	2.23	0.31%
Municipalities' Own Debt - M.F.A.	(1)	0.00%	(0.46)	-0.06%
Capital Regional Hospital District	(14,797)	-0.29%	(2.75)	-0.39%
Other	24,646	0.48%	\$2.84	0.40%
TOTAL CRD, CRHD & MUNICIPAL DEBT	196,797	3.81%	\$22.03	3.09%

VICTORIA		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	2,898,233	61.53	2,667,081	57.85	231,153	8.67%	3.68	6.36%
1.10X	Facilities Management	41,099	0.87	38,613	0.84	2,485	6.44%	0.04	4.18%
1.101	G.I.S.	31,561	0.67	30,212	0.66	1,348	4.46%	0.01	2.25%
1.112	Regional Grant in Aid	-	-	3,522	0.08	(3,522)	-100.00%	(0.08)	-100.00%
1.224	Community Health	191,518	4.07	146,590	3.18	44,928	30.65%	0.89	27.88%
1.280	Regional Parks	4,258,339	90.40	3,745,260	81.23	513,079	13.70%	9.17	11.29%
1.309	Climate Action and Adaptation	363,014	7.71	390,569	8.47	(27,555)	-7.06%	(0.76)	-9.02%
1.310	Land Banking & Housing	440,886	9.36	352,892	7.65	87,994	24.94%	1.71	22.29%
1.312	Regional Goose Management	55,543	1.18	54,049	1.17	1,494	2.76%	0.01	0.59%
1.324	Regional Planning Services	301,074	6.39	288,270	6.25	12,804	4.44%	0.14	2.23%
1.335	Geo-Spatial Referencing System	39,651	0.84	38,086	0.83	1,565	4.11%	0.02	1.90%
1.374	Regional Emergency Program Support	32,102	0.68	31,444	0.68	658	2.09%	(0.00)	-0.07%
1.375	Hazardous Material Incident Response	81,266	1.73	76,161	1.65	5,105	6.70%	0.07	4.44%
1.911	911 Systems	67,750	1.44	39,992	0.87	27,758	69.41%	0.57	65.82%
1.921	Regional CREST Contribution	405,806	8.62	375,837	8.15	29,969	7.97%	0.46	5.69%
21.ALL	Feasibility Study Reserve Fund - All	49,733	1.06	-	-	49,733	100.00%	1.06	100.00%
Total Regional		\$9,257,574	\$196.54	\$8,278,577	\$179.56	\$978,996	11.83%	\$16.98	9.46%
1.126	Victoria Family Court Committee	3,626	0.08	3,688	0.08	(62)	-1.68%	(0.00)	-3.76%
1.128	Greater Victoria Police Victim Services	85,355	1.81	79,774	1.73	5,581	7.00%	0.08	4.73%
1.230	Traffic Safety Commission	18,073	0.38	17,905	0.39	168	0.94%	(0.00)	-1.20%
1.290	Royal Theatre	240,483	5.11	242,104	5.25	(1,621)	-0.67%	(0.15)	-2.77%
1.295	McPherson Theatre	750,000	15.92	750,000	16.27	-	0.00%	(0.34)	-2.12%
1.297	Arts Grants	1,062,246	22.55	1,022,031	22.17	40,215	3.93%	0.38	1.73%
1.311	Regional Housing Trust Fund	198,567	4.22	274,428	5.95	(75,861)	-27.64%	(1.74)	-29.18%
1.330	Regional Growth Strategy	79,330	1.68	76,086	1.65	3,244	4.26%	0.03	2.05%
1.536	LWMP-Stormwater Quality Management-Core	197,691	4.20	188,094	4.08	9,597	5.10%	0.12	2.87%
1.912B	911 Call Answer - Municipalities	(214,068)	(4.54)	(216,967)	(4.71)	2,899	1.34%	0.16	3.43%
3.701	Millstream Remediation Service	824	0.02	7,326	0.16	(6,502)	-88.75%	(0.14)	-88.99%
3.752	LWMP - Harbour Studies	100,499	2.13	98,907	2.15	1,592	1.61%	(0.01)	-0.54%
3.755	Regional Source Control	476,242	10.11	479,936	10.41	(3,694)	-0.77%	(0.30)	-2.87%
Total Sub Regional		\$2,998,868	\$63.67	\$3,023,313	\$65.57	(\$24,444)	-0.81%	(\$1.91)	-2.91%
Total Capital Regional District		\$12,256,442	\$260.20	\$11,301,890	\$245.13	\$954,552	8.45%	\$15.07	6.15%
1.15X	Municipalities' Own Debt - M.F.A.	5,562,373	118.09	5,366,278	116.39	196,095	3.65%	1.70	1.46%
CRHD	Capital Regional Hospital District	6,267,935	133.07	6,212,818	134.75	55,118	0.89%	(1.69)	-1.25%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$24,086,751	\$511.36	\$22,880,986	\$496.28	\$1,205,765	5.27%	\$15.08	3.04%

Average residential assessment - 2024/2023

\$1,068,163

\$1,072,812

Major Impacts (Changes in \$/Avg HH>+/-\$.00)

	Change in Requisition \$ % of Total		Change in Cost / Avg HH \$ % of Total	
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	231,153	1.01%	3.68	0.74%
Regional Parks	513,079	2.24%	9.17	1.85%
Land Banking & Housing	87,994	0.38%	1.71	0.34%
Feasibility Study Reserve Fund - All	49,733	0.22%	1.06	0.21%
Regional Housing Trust Fund	(75,861)	-0.33%	(1.74)	-0.35%
Municipalities' Own Debt - M.F.A.	196,095	0.86%	1.70	0.34%
Capital Regional Hospital District	55,118	0.24%	(1.69)	-0.34%
Other	148,454	0.65%	\$1.19	0.24%
TOTAL CRD, CRHD & MUNICIPAL DEBT	1,205,765	5.27%	\$15.08	3.04%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	12,584,640	267.17	11,314,818	245.41	1,269,822	11.22%	21.76	8.87%
3.71X	Sewer Operating (INVOICE)	12,584,640	267.17	11,314,818	245.41	1,269,822	11.22%	21.76	8.87%

Liquid Waste Management		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.750	LWMP - Core and West Shore	136,395	2.90	135,601	2.94	794	0.59%	(0.05)	-1.55%
3.750	LWMP (INVOICE)	136,395	2.90	135,601	2.94	794	0.59%	(0.05)	-1.55%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.770	Debt - NET & ECI Sewer Upgrade	-	-	(347)	(0.01)	347	100.00%	0.01	100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	(5,952)	(0.13)	27,296	0.59	(33,248)	-121.80%	(0.72)	-121.34%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(84,247)	(1.79)	327,721	7.11	(411,968)	-125.71%	(8.90)	-125.16%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	328,751	6.98	326,084	7.07	2,667	0.82%	(0.09)	-1.32%
3.798C	Debt - Core Area Wastewater Treatment Program	7,568,998	160.69	7,563,564	164.05	5,435	0.07%	(3.36)	-2.05%
3.7XX	Sewer Debt (INVOICE)	7,807,550	165.75	8,244,317	178.82	(436,766)	-5.30%	(13.06)	-7.30%

VIEW ROYAL		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	292,051	61.65	269,021	56.92	23,030	8.56%	4.73	8.32%
1.10X	Facilities Management	4,141	0.87	3,895	0.82	247	6.33%	0.05	6.09%
1.101	G.I.S.	3,180	0.67	3,047	0.64	133	4.36%	0.03	4.13%
1.112	Regional Grant in Aid	-	-	355	0.08	(355)	-100.00%	(0.08)	-100.00%
1.224	Community Health	19,299	4.07	14,786	3.13	4,513	30.52%	0.95	30.23%
1.280	Regional Parks	429,107	90.58	377,774	79.92	51,333	13.59%	10.66	13.33%
1.309	Climate Action and Adaptation	42,107	8.89	45,052	9.53	(2,945)	-6.54%	(0.64)	-6.75%
1.310	Land Banking & Housing	44,427	9.38	35,595	7.53	8,832	24.81%	1.85	24.53%
1.312	Regional Goose Management	6,443	1.36	6,235	1.32	208	3.34%	0.04	3.10%
1.324	Regional Planning Services	30,339	6.40	29,077	6.15	1,262	4.34%	0.25	4.10%
1.335	Geo-Spatial Referencing System	3,996	0.84	3,842	0.81	154	4.01%	0.03	3.77%
1.374	Regional Emergency Program Support	3,724	0.79	3,627	0.77	97	2.66%	0.02	2.43%
1.375	Hazardous Material Incident Response	9,426	1.99	8,785	1.86	641	7.30%	0.13	7.06%
1.911	911 Systems	8,972	1.89	5,230	1.11	3,742	71.54%	0.79	71.16%
1.921	Regional CREST Contribution	53,740	11.34	49,152	10.40	4,588	9.33%	0.95	9.09%
21.ALL	Feasibility Study Reserve Fund - All	5,012	1.06	-	-	5,012	100.00%	1.06	100.00%
Total Regional		\$955,964	\$201.79	\$855,474	\$180.99	\$100,489	11.75%	\$20.80	11.49%
1.126	Victoria Family Court Committee	410	0.09	409	0.09	1	0.27%	0.00	0.04%
1.128	Greater Victoria Police Victim Services	8,601	1.82	8,047	1.70	554	6.89%	0.11	6.65%
1.230	Traffic Safety Commission	1,821	0.38	1,806	0.38	15	0.84%	0.00	0.61%
1.297	Arts Grants	123,072	25.98	117,739	24.91	5,333	4.53%	1.07	4.29%
1.311	Regional Housing Trust Fund	23,075	4.87	31,707	6.71	(8,631)	-27.22%	(1.84)	-27.39%
1.330	Regional Growth Strategy	7,994	1.69	7,675	1.62	319	4.16%	0.06	3.93%
1.536	LWMP-Stormwater Quality Management-Core	37,003	7.81	45,812	9.69	(8,809)	-19.23%	(1.88)	-19.41%
3.701	Millstream Remediation Service	184	0.04	1,618	0.34	(1,435)	-88.66%	(0.30)	-88.69%
3.707	LWMP - On Site System Management Program	1,121	0.28	1,051	0.22	69	6.60%	0.06	26.38%
3.750	LWMP - Core and West Shore	9,493	2.00	8,122	1.72	1,371	16.88%	0.29	16.62%
3.752	LWMP - Harbour Studies	13,309	2.81	12,935	2.74	374	2.89%	0.07	2.66%
3.755	Regional Source Control	33,139	7.00	28,785	6.09	4,353	15.12%	0.91	14.86%
Total Sub Regional		\$259,221	\$54.76	\$265,706	\$56.21	(\$6,485)	-2.44%	(\$1.45)	-2.58%
Total Capital Regional District		\$1,215,185	\$256.55	\$1,121,180	\$237.20	\$94,005	8.38%	\$19.35	8.16%
1.15X	Municipalities' Own Debt - M.F.A.	566,216	119.52	532,727	112.71	33,489	6.29%	6.82	6.05%
CRHD	Capital Regional Hospital District	631,612	133.33	626,670	132.58	4,941	0.79%	0.74	0.56%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$2,413,012	\$509.40	\$2,280,578	\$482.49	\$132,435	5.81%	\$26.91	5.58%

Average residential assessment - 2024/2023

\$1,070,232

\$1,055,517

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	23,030	1.01%	4.73	0.98%
Regional Parks	51,333	2.25%	10.66	2.21%
Land Banking & Housing	8,832	0.39%	1.85	0.38%
Feasibility Study Reserve Fund - All	5,012	0.22%	1.06	0.22%
Arts Grants	5,333	0.23%	1.07	0.22%
Regional Housing Trust Fund	(8,631)	-0.38%	(1.84)	-0.38%
LWMP-Stormwater Quality Management-Core	(8,809)	-0.39%	(1.88)	-0.39%
Municipalities' Own Debt - M.F.A.	33,489	1.47%	6.82	1.41%
Capital Regional Hospital District	4,941	0.22%	0.74	0.15%
Other	17,906	0.79%	\$3.71	0.77%
TOTAL CRD, CRHD & MUNICIPAL DEBT	132,435	5.81%	\$26.91	5.58%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	875,891	184.89	677,710	143.38	198,181	29.24%	41.51	28.95%
3.71X	Sewer Operating (INVOICE)	875,891	184.89	677,710	143.38	198,181	29.24%	41.51	28.95%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.792	Debt - Craigflower PS	(91)	(0.02)	1,084	0.23	(1,174)	-108.36%	(0.25)	-108.35%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(9,825)	(2.07)	38,218	8.09	(48,042)	-125.71%	(10.16)	-125.65%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	21,383	4.51	21,209	4.49	173	0.82%	0.03	0.59%
3.798C	Debt - Core Area Wastewater Treatment Program	669,525	141.33	669,044	141.55	481	0.07%	(0.22)	-0.15%
3.7XX	Sewer Debt (INVOICE)	680,992	143.75	729,555	154.35	(48,563)	-6.66%	(10.60)	-6.87%

CAPITAL REGIONAL DISTRICT

Electoral Area Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 13, 2024

JUAN DE FUCA Electoral Area		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.101	Legislative & General Government	213,400	52.60	198,400	50.03	14,999	7.56%	2.57	5.13%
1.10X	Facilities Management	3,026	0.75	2,872	0.72	154	5.35%	0.02	2.97%
1.101	G.I.S.	2,324	0.57	2,247	0.57	76	3.40%	0.01	1.06%
1.112	Regional Grant in Aid	-	-	262	0.07	(262)	-100.00%	(0.07)	-100.00%
1.224	Community Health	14,102	3.48	10,905	2.75	3,197	29.32%	0.73	26.40%
1.280	Regional Parks	313,546	77.28	278,605	70.25	34,941	12.54%	7.03	10.00%
1.309	Climate Action and Adaptation	24,046	5.93	26,074	6.57	(2,027)	-7.77%	(0.65)	-9.86%
1.310	Land Banking & Housing	32,463	8.00	26,251	6.62	6,212	23.66%	1.38	20.87%
1.312	Regional Goose Management	3,679	0.91	3,608	0.91	71	1.97%	(0.00)	-0.33%
1.324	Regional Planning Services	22,168	5.46	21,444	5.41	724	3.38%	0.06	1.04%
1.335	Geo-Spatial Referencing System	2,920	0.72	2,833	0.71	86	3.05%	0.01	0.72%
1.374	Regional Emergency Program Support	2,126	0.52	2,099	0.53	27	1.30%	(0.01)	-0.98%
1.375	Hazardous Material Incident Response	5,383	1.33	5,084	1.28	299	5.88%	0.04	3.49%
1.911	911 Systems	3,947	0.97	2,345	0.59	1,603	68.36%	0.38	64.55%
1.921	Regional CREST Contribution	23,643	5.83	22,034	5.56	1,609	7.30%	0.27	4.88%
21.ALL	Feasibility Study Reserve Fund - All	3,662	0.90	-	-	3,662	100.00%	0.90	100.00%
Total Regional		\$670,435	\$165.24	\$605,063	\$152.57	\$65,371	10.80%	\$12.67	8.30%
1.126	Victoria Family Court Committee	245	0.06	246	0.06	(1)	-0.58%	(0.00)	-2.83%
1.230	Traffic Safety Commission	1,331	0.33	1,332	0.34	(1)	-0.09%	(0.01)	-2.35%
1.313	Animal Care Services	68,696	16.93	65,178	16.44	3,518	5.40%	0.50	3.02%
1.330	Regional Growth Strategy	5,841	1.44	5,660	1.43	181	3.20%	0.01	0.87%
1.913	913 Fire Dispatch	46,463	11.45	44,005	11.10	2,458	5.59%	0.36	3.20%
3.701	Millstream Remediation Service	255	0.06	2,265	0.57	(2,010)	-88.73%	(0.51)	-88.98%
Total Sub-Regional		\$122,831	\$30.27	\$118,686	\$29.93	\$4,145	3.49%	\$0.35	1.16%
1.103	Elections	8,956	2.21	14,294	3.60	(5,338)	-37.34%	(1.40)	-38.76%
1.104	U.B.C.M.	2,851	0.70	2,705	0.68	146	5.39%	0.02	3.01%
1.318	Building Inspection	129,142	31.83	110,103	27.76	19,039	17.29%	4.07	14.64%
1.320	Noise Control	14,865	3.66	9,167	2.31	5,698	62.16%	1.35	58.50%
1.322	Nuisances & Unsightly Premises	11,784	2.90	12,248	3.09	(464)	-3.79%	(0.18)	-5.96%
1.372	Electoral Area Emergency Program	37,953	9.35	34,776	8.77	3,176	9.13%	0.58	6.67%
Total Joint Electoral Area		\$205,550	\$50.66	\$183,293	\$46.22	\$22,258	12.14%	\$4.44	9.61%
1.109	Electoral Area Admin Exp - JDF	72,399	17.84	63,123	15.92	9,276	14.70%	1.93	12.11%
1.317	JDF Building Numbering	13,750	3.39	13,282	3.35	468	3.52%	0.04	1.19%
1.319	Soil Deposit Removal	6,060	1.49	5,859	1.48	201	3.43%	0.02	1.10%
1.325	Electoral Area Services - Planning	743,790	183.32	718,640	181.21	25,150	3.50%	2.11	1.16%
1.340	JDF Livestock Injury Compensation	13	0.00	105	0.03	(92)	-87.62%	(0.02)	-87.90%
1.370	Juan de Fuca Emergency Program	105,055	25.89	89,719	22.62	15,336	17.09%	3.27	14.45%
1.377	JDF Search and Rescue	69,952	17.24	69,952	17.64	-	0.00%	(0.40)	-2.26%
1.405	JDF EA - Community Parks	232,973	57.42	201,123	50.71	31,850	15.84%	6.70	13.22%
1.924	Emergency Comm - CREST - JDF	148,289	36.55	143,971	36.30	4,318	3.00%	0.24	0.67%
Total JDF Electoral Area		\$1,392,281	\$343.15	\$1,305,774	\$329.26	\$86,507	6.62%	\$13.89	4.22%
Total Capital Regional District		\$2,391,097	\$589.32	\$2,212,816	\$557.98	\$178,281	8.06%	\$31.34	5.62%
CRHD	Capital Regional Hospital District	461,514	113.75	462,163	116.54	(649)	-0.14%	(2.79)	-2.39%
Total CRD and CRHD		\$2,852,611	\$703.07	\$2,674,979	\$674.52	\$177,632	6.64%	\$28.55	4.23%

Average residential assessment - 2024/2023

\$913,074

\$927,796

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

	Change in Requisition \$ %		Change in Cost / Avg HH \$ %	
REGIONAL				
Legislative & General Government	14,999	0.56%	2.57	0.38%
Regional Parks	34,941	1.31%	7.03	1.04%
Land Banking & Housing	6,212	0.23%	1.38	0.20%
JOINT EA				
Elections	(5,338)	-0.20%	(1.40)	-0.21%
Building Inspection	19,039	0.71%	4.07	0.60%
Noise Control	5,698	0.21%	1.35	0.20%
JDF EA				
Electoral Area Admin Exp - JDF	9,276	0.35%	1.93	0.29%
Electoral Area Services - Planning	25,150	0.94%	2.11	0.31%
Juan de Fuca Emergency Program	15,336	0.57%	3.27	0.48%
JDF EA - Community Parks	31,850	1.19%	6.70	0.99%
Capital Regional Hospital District	(649)	-0.02%	(2.79)	-0.41%
Other	21,118	0.79%	2.34	0.35%
TOTAL CRD & CRHD	177,632	6.64%	\$28.55	4.23%

JUAN DE FUCA		2024		2023		Difference		Change in Cost per Avg.	
Local/Specified/Defined Services		Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment		Increase/(Decrease)		Household	
						\$ %		\$ %	
1.119	Vancouver Island Regional Library	403,818	113.38	341,091	98.12	62,727	18.39%	15.26	15.55%
1.121	Sooke Regional Museum	79,759	22.39	76,990	22.15	2,769	3.60%	0.25	1.11%
1.128	Greater Victoria Police Victim Services	888	1.84	824	1.72	65	7.88%	0.12	7.24%
1.133	Langford E.A. - Greater Victoria Public Library	33,256	69.06	32,435	67.75	821	2.53%	1.31	1.93%
1.232	Port Renfrew Street Lighting	3,722	42.30	3,589	40.78	133	3.71%	1.51	3.71%
1.350	Willis Point Fire Protect & Recreation	155,566	651.22	147,830	618.99	7,736	5.23%	32.23	5.21%
1.353	Otter Point Fire Protection	703,762	623.56	565,858	513.25	137,904	24.37%	110.31	21.49%
1.354	Malahat Fire Protection	73,055	732.25	66,352	713.61	6,703	10.10%	18.64	2.61%
1.355	Durrance Road Fire Protection	3,016	335.11	3,016	335.11	-	0.00%	-	0.00%
1.357	East Sooke Fire Protection	510,822	574.38	492,750	554.84	18,073	3.67%	19.54	3.52%
1.358	Port Renfrew Fire Protection	127,325	310.63	100,727	250.25	26,598	26.41%	60.38	24.13%
1.360	Shirley Fire Protection	212,379	616.22	201,926	589.85	10,453	5.18%	26.37	4.47%
1.40X	SEAPARC	750,192	236.11	772,113	249.08	(21,921)	-2.84%	(12.97)	-5.21%
1.408	JDF EA - Community Recreation	70,632	19.83	72,632	20.89	(2,000)	-2.75%	(1.06)	-5.09%
1.523	Port Renfrew Refuse Disposal	39,376	95.87	34,856	86.42	4,520	12.97%	9.45	10.93%
2.650	Port Renfrew Water	72,248	285.57	66,243	266.04	6,005	9.07%	19.53	7.34%
2.682	Seagirt Water System Debt	114,767	1,334.50	97,650	1,135.47	17,117	17.53%	199.03	17.53%
2.691	Wilderness Mountain Water Service	67,495	833.27	61,900	764.20	5,595	9.04%	69.07	9.04%
3.755	Regional Source Control	666	7.34	818	9.02	(152)	-18.62%	(1.68)	-18.62%
3.850	Port Renfrew Sewer	67,019	761.58	64,750	735.80	2,269	3.50%	25.78	3.50%
Total Local/Specified/Defined Services		3,489,764		3,204,349		\$285,415			

Average residential assessment - 2024/2023

\$913,074

\$927,796

SALT SPRING ISLAND		2024		2023		Difference		Change in Cost per Avg.	
Electoral Area		Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment		Increase/(Decrease)		Household	
						\$ %		\$ %	
1.010	Legislative & General Government	401,763	60.50	390,080	59.09	11,683	3.00%	1.41	2.39%
1.10X	Facilities Management	5,697	0.86	5,647	0.86	50	0.88%	0.00	0.28%
1.101	G.I.S.	4,375	0.66	4,419	0.67	(44)	-0.99%	(0.01)	-1.58%
1.112	Regional Grant in Aid	-	-	515	0.08	(515)	-100.00%	(0.08)	-100.00%
1.224	Community Health	26,549	4.00	21,440	3.25	5,109	23.83%	0.75	23.10%
1.280	Regional Parks	590,306	88.90	547,771	82.98	42,535	7.77%	5.91	7.13%
1.309	Climate Action and Adaptation	47,356	7.13	52,671	7.98	(5,315)	-10.09%	(0.85)	-10.62%
1.310	Land Banking & Housing	61,117	9.20	51,613	7.82	9,504	18.41%	1.39	17.71%
1.312	Regional Goose Management	7,246	1.09	7,289	1.10	(43)	-0.59%	(0.01)	-1.18%
1.324	Regional Planning Services	41,736	6.29	42,162	6.39	(426)	-1.01%	(0.10)	-1.60%
1.335	Geo-Spatial Referencing System	5,497	0.83	5,570	0.84	(74)	-1.33%	(0.02)	-1.91%
1.374	Regional Emergency Program Support	4,188	0.63	4,240	0.64	(53)	-1.24%	(0.01)	-1.83%
1.375	Hazardous Material Incident Response	10,601	1.60	10,271	1.56	330	3.22%	0.04	2.61%
1.911	911 Systems	8,240	1.24	4,907	0.74	3,333	67.92%	0.50	66.93%
1.921	Regional CREST Contribution	49,358	7.43	46,119	6.99	3,240	7.02%	0.45	6.39%
21.ALL	Feasibility Study Reserve Fund - All	6,894	1.04	-	-	6,894	100.00%	1.04	100.00%
Total Regional		\$1,270,924	\$191.39	\$1,194,715	\$180.99	\$76,209	6.38%	\$10.41	5.75%
1.230	Traffic Safety Commission	2,505	0.38	2,619	0.40	(113)	-4.33%	(0.02)	-4.90%
1.311	Regional Housing Trust Fund	25,880	3.90	36,968	5.60	(11,088)	-29.99%	(1.70)	-30.41%
1.313	Animal Care Services	129,332	19.48	128,148	19.41	1,184	0.92%	0.06	0.33%
1.913	913 Fire Dispatch	61,702	9.29	56,142	8.50	5,561	9.90%	0.79	9.25%
Total Sub-Regional		\$219,420	\$33.04	\$223,876	\$33.92	(\$4,456)	-1.99%	(\$0.87)	-2.57%
1.103	Elections	16,861	2.54	28,103	4.26	(11,242)	-40.00%	(1.72)	-40.36%
1.104	U.B.C.M.	5,368	0.81	5,319	0.81	49	0.92%	0.00	0.32%
1.318	Building Inspection	243,133	36.61	216,476	32.79	26,657	12.31%	3.82	11.65%
1.320	Noise Control	27,986	4.21	18,023	2.73	9,963	55.28%	1.48	54.36%
1.322	Nuisances & Unightly Premises	22,186	3.34	24,081	3.65	(1,895)	-7.87%	(0.31)	-8.41%
1.372	Electoral Area Emergency Program	71,453	10.76	68,375	10.36	3,078	4.50%	0.40	3.88%
Total Joint Electoral Area		\$386,986	\$58.28	\$360,376	\$54.59	\$26,609	7.38%	\$3.68	6.75%
1.111	Electoral Area Admin Exp - SSI	659,598	99.33	622,011	94.23	37,587	6.04%	5.10	5.42%
1.116	Grant-in-Aid - Salt Spring Island	43,752	6.59	21,558	3.27	22,194	102.95%	3.32	101.75%
1.124	SSI Economic Development Commission	53,699	8.09	95,958	14.54	(42,259)	-44.04%	(6.45)	-44.37%
1.141	Salt Spring Island Public Library	717,294	108.02	675,683	102.36	41,611	6.16%	5.66	5.53%
1.236	Salt Spring Island Fernwood Dock	16,380	2.80	15,888	2.71	492	3.10%	0.09	3.27%
1.238A	Community Transit (SSI)	353,679	53.26	261,262	39.58	92,417	35.37%	13.68	34.57%
1.238B	Community Transportation (SSI)	88,059	13.26	147,826	22.39	(59,767)	-40.43%	(9.13)	-40.78%
1.299	Salt Spring Island Arts	133,716	20.14	123,090	18.65	10,626	8.63%	1.49	7.99%
1.316	SSI Building Numbering	10,265	1.55	9,871	1.50	394	3.99%	0.05	3.38%
1.342	SSI Livestock Injury Compensation	13	0.00	105	0.02	(92)	-87.62%	(0.01)	-87.69%
1.371	SSI Emergency Program	130,170	19.60	126,745	19.20	3,425	2.70%	0.40	2.09%
1.378	SSI Search and Rescue	22,917	3.45	25,704	3.89	(2,787)	-10.84%	(0.44)	-11.37%
1.455	Salt Spring Island - Community Parks	588,527	88.63	584,647	88.57	3,880	0.66%	0.06	0.07%
1.458	Salt Spring Is - Community Rec	118,975	17.92	77,640	11.76	41,335	53.24%	6.16	52.33%
1.459	Salt Spring Is - Pool, Parks, Land, Art & Rec. Prog	1,888,013	284.32	1,614,486	244.58	273,527	16.94%	39.74	16.25%
1.535	Stormwater Quality Management - SSI	24,610	3.71	23,778	3.60	832	3.50%	0.10	2.89%
1.925	Emergency Comm - CREST - SSI	150,818	22.71	144,675	21.92	6,143	4.25%	0.80	3.63%
3.705	SSI Liquid Waste Disposal	416,125	71.05	376,975	64.25	39,150	10.39%	6.79	10.57%
21.E.A.	Feasibility Study Reserve Fund - E.A.	(10,000)	(1.51)	-	-	(10,000)	100.00%	(1.51)	100.00%
Total SSI Electoral Area		\$5,406,610	\$822.91	\$4,947,902	\$757.00	\$458,708	9.27%	\$65.91	8.71%
Total Capital Regional District		\$7,283,940	\$1,105.63	\$6,726,870	\$1,026.50	\$557,071	8.28%	\$79.13	7.71%
CRHD	Capital Regional Hospital District	868,883	130.85	908,670	\$137.65	(39,786)	-4.38%	(6.81)	-4.94%
Total CRD and CRHD		\$8,152,823	\$1,236.48	\$7,635,539	\$1,164.16	\$517,284	6.77%	\$72.32	6.21%

Average residential assessment - 2024/2023

\$1,050,353

\$1,095,911

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	11,683	0.15%	1.41	0.12%
Regional Parks	42,535	0.56%	5.91	0.51%
Land Banking & Housing	9,504	0.12%	1.39	0.12%
Feasibility Study Reserve Fund - All	6,894	0.09%	1.04	0.09%
SUB-REGIONAL				
Regional Housing Trust Fund	(11,088)	-0.15%	(1.70)	-0.15%
JOINT EA				
Elections	(11,242)	-0.15%	(1.72)	-0.15%
Building Inspection	26,657	0.35%	3.82	0.33%
Noise Control	9,963	0.13%	1.48	0.13%
SSI EA				
Electoral Area Admin Exp - SSI	37,587	0.49%	5.10	0.44%
Grant-in-Aid - Salt Spring Island	22,194	0.29%	3.32	0.29%
SSI Economic Development Commission	(42,259)	-0.55%	(6.45)	-0.55%
Salt Spring Island Public Library	41,611	0.54%	5.66	0.49%
Community Transit (SSI)	92,417	1.21%	13.68	1.17%
Community Transportation (SSI)	(59,767)	-0.78%	(9.13)	-0.78%
Salt Spring Island Arts	10,626	0.14%	1.49	0.13%
Salt Spring Is. - Community Rec	41,335	0.54%	6.16	0.53%
Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	273,527	3.58%	39.74	3.41%
SSI Liquid Waste Disposal	39,150	0.51%	6.79	0.58%
Feasibility Study Reserve Fund - E.A.	(10,000)	-0.13%	(1.51)	-0.13%
Capital Regional Hospital District	(39,786)	-0.52%	(6.81)	-0.58%
Other	25,743	0.34%	2.63	0.23%
TOTAL CRD & CRHD	517,284	6.77%	\$72.32	6.21%

SALT SPRING ISLAND		2024		2023		Difference		Change in Cost per Avg.	
Local/Specified/Defined Services		Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment		Increase/(Decrease)		Household	
						\$ %		\$ %	
1.234	SSI Street Lighting	31,869	4.93	27,842	4.33	4,027	14.46%	0.60	13.85%
2.620	SSI Highland Water System	31,726	124.91	31,795	125.18	(69)	-0.22%	(0.27)	-0.22%
2.621	Highland / Fernwood Water - SSI	77,630	233.12	75,000	225.23	2,630	3.51%	7.90	3.51%
2.624	Beddis Water	85,940	631.91	80,318	586.26	5,622	7.00%	45.65	7.79%
2.626	Fulford Water	55,230	541.47	50,212	492.27	5,018	9.99%	49.20	9.99%
2.628	Cedar Lane Water (SSI)	17,820	481.62	16,200	437.84	1,620	10.00%	43.78	10.00%
2.660	Fernwood Water	14,621	185.08	14,658	185.54	(37)	-0.25%	(0.47)	-0.25%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	7,615	10.01	6,359	8.42	1,256	19.76%	1.59	18.87%
3.810	Ganges Sewer	62,134	149.36	59,891	142.60	2,243	3.75%	6.76	4.74%
3.820	Maliview Estates Sewer System	5,070	53.94	4,900	52.13	170	3.47%	1.81	3.47%
Total Local/Specified/Defined Services		389,655		367,175		22,480			

Average residential assessment - 2024/2023

\$1,050,353

\$1,095,911

SOUTHERN GULF ISLANDS		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
Electoral Area						\$	%	\$	%
1.010	Legislative & General Government	318,727	46.39	296,965	43.25	21,762	7.33%	3.14	7.27%
1.10X	Facilities Management	4,520	0.66	4,299	0.63	220	5.13%	0.03	5.07%
1.101	G.I.S.	3,471	0.51	3,364	0.49	107	3.18%	0.02	3.12%
1.112	Regional Grant in Aid	-	-	392	0.06	(392)	-100.00%	(0.06)	-100.00%
1.224	Community Health	21,062	3.07	16,322	2.38	4,740	29.04%	0.69	28.97%
1.280	Regional Parks	468,301	68.16	417,014	60.73	51,287	12.30%	7.43	12.24%
1.309	Climate Action and Adaptation	30,568	4.45	33,004	4.81	(2,435)	-7.38%	(0.36)	-7.43%
1.310	Land Banking & Housing	48,485	7.06	39,293	5.72	9,193	23.40%	1.33	23.33%
1.312	Regional Goose Management	4,677	0.68	4,567	0.67	110	2.41%	0.02	2.35%
1.324	Regional Planning Services	33,110	4.82	32,097	4.67	1,013	3.16%	0.14	3.10%
1.335	Geo-Spatial Referencing System	4,360	0.63	4,241	0.62	120	2.83%	0.02	2.77%
1.374	Regional Emergency Program Support	2,703	0.39	2,657	0.39	46	1.74%	0.01	1.68%
1.375	Hazardous Material Incident Response	6,843	1.00	6,436	0.94	407	6.33%	0.06	6.27%
1.911	911 Systems	3,820	0.56	2,235	0.33	1,585	70.90%	0.23	70.80%
1.921	Regional CREST Contribution	22,883	3.33	21,009	3.06	1,874	8.92%	0.27	8.86%
21.ALL	Feasibility Study Reserve Fund - All	5,469	0.80	-	-	5,469	100.00%	0.80	100.00%
Total Regional		\$979,000	\$142.50	\$883,894	\$128.72	\$95,106	10.76%	\$13.77	10.70%
1.230	Traffic Safety Commission	1,988	0.29	1,994	0.29	(6)	-0.30%	(0.00)	-0.36%
1.297	Arts Grants	26,906	3.92	25,993	3.79	913	3.51%	0.13	3.45%
1.311	Regional Housing Trust Fund	16,647	2.42	23,094	3.36	(6,446)	-27.91%	(0.94)	-27.95%
1.313	Animal Care Services	102,602	14.93	97,558	14.21	5,044	5.17%	0.73	5.11%
1.913	913 Fire Dispatch	50,024	7.28	56,307	8.20	(6,282)	-11.16%	(0.92)	-11.21%
Total Sub-Regional		\$198,167	\$28.84	\$204,945	\$29.85	(\$6,778)	-3.31%	(\$1.00)	-3.36%
1.103	Elections	13,376	1.95	21,395	3.12	(8,019)	-37.48%	(1.17)	-37.51%
1.104	U.B.C.M.	4,259	0.62	4,049	0.59	209	5.17%	0.03	5.11%
1.318	Building Inspection	192,882	28.07	164,801	24.00	28,080	17.04%	4.07	16.98%
1.320	Noise Control	22,202	3.23	13,721	2.00	8,481	61.81%	1.23	61.73%
1.322	Nuisances & Unightly Premises	17,600	2.56	18,332	2.67	(732)	-3.99%	(0.11)	-4.05%
1.372	Electoral Area Emergency Program	56,685	8.25	52,053	7.58	4,632	8.90%	0.67	8.84%
Total Joint Electoral Area		\$307,003	\$44.69	\$274,351	\$39.95	\$32,652	11.90%	\$4.73	11.84%
1.110	Electoral Area Admin Exp - SGI	414,160	60.28	400,086	58.27	14,074	3.52%	2.02	3.46%
1.117	Grant-in-Aid - Southern Gulf Islands	110,354	16.06	105,004	15.29	5,350	5.10%	0.77	5.04%
1.125	SGI Economic Development Commission	126,778	18.45	121,426	17.68	5,352	4.41%	0.77	4.35%
1.138	Southern Gulf Islands Regional Library	242,724	35.33	235,946	34.36	6,778	2.87%	0.97	2.82%
1.235	SGI Small Craft Harbour Facilities	325,161	53.08	309,533	50.52	15,628	5.05%	2.56	5.07%
1.314	SGI House Numbering	9,987	1.45	9,612	1.40	375	3.90%	0.05	3.84%
1.341	SGI Livestock Injury Compensation	-	-	71	0.01	(71)	-100.00%	(0.01)	-100.00%
1.373	SGI Emergency Program	247,483	36.02	247,378	36.03	105	0.04%	(0.00)	-0.01%
1.533	Stormwater Quality Management - SGI	41,000	5.97	39,808	5.80	1,192	2.99%	0.17	2.94%
1.923	Emergency Comm - CREST - SGI	185,093	26.94	179,709	26.17	5,384	3.00%	0.77	2.94%
Total SGI Electoral Area		\$1,702,740	\$253.59	\$1,648,573	\$245.53	\$54,167	3.29%	\$8.06	3.28%
Total Capital Regional District		\$3,186,911	\$469.62	\$3,011,764	\$444.05	\$175,147	5.82%	\$25.56	5.76%
CRHD	Capital Regional Hospital District	689,302	100.33	691,763	100.74	(2,461)	-0.36%	(0.41)	-0.41%
Total CRD and CRHD		\$3,876,213	\$569.95	\$3,703,526	\$544.79	\$172,687	4.66%	\$25.15	4.62%

Average residential assessment - 2024/2023

\$805,373

\$802,046

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	21,762	0.59%	3.14	0.58%
Regional Parks	51,287	1.38%	7.43	1.37%
Land Banking & Housing	9,193	0.25%	1.33	0.25%
JOINT EA				
Elections	(8,019)	-0.22%	(1.17)	-0.21%
Building Inspection	28,080	0.76%	4.07	0.75%
Noise Control	8,481	0.23%	1.23	0.23%
SGI EA				
Electoral Area Admin Exp - SGI	14,074	0.38%	2.02	0.37%
SGI Small Craft Harbour Facilities	15,628	0.42%	2.56	0.47%
Capital Regional Hospital District				
	(2,461)	-0.07%	(0.41)	-0.08%
Other				
	34,660	0.94%	4.94	0.91%
TOTAL CRD & CRHD	172,687	4.66%	\$25.15	4.62%

SOUTHERN GULF ISLANDS		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
Local/Specified/Defined Services						\$	%	\$	%
1.137	Galiano Island Community Use Building	67,056	44.32	64,770	42.57	2,286	3.53%	1.75	4.12%
1.170	Gossip Island Electric Power Supply	62,640	1,118.57	63,455	1,133.13	(815)	-1.28%	(14.55)	-1.28%
1.227	Saturna Island Medical Clinic	24,416	37.53	23,171	35.93	1,245	5.37%	1.60	4.45%
1.228	Galiano Health Service	144,629	95.59	139,686	91.81	4,943	3.54%	3.79	4.13%
1.229	Pender Islands Health Care Centre	264,601	105.92	232,862	93.35	31,739	13.63%	12.57	13.46%
1.352	South Galiano Fire Protection	635,001	716.95	602,372	674.97	32,629	5.42%	41.98	6.22%
1.356	Pender Fire Protection	1,344,763	541.10	1,171,790	472.20	172,973	14.76%	68.90	14.59%
1.359	North Galiano Fire Protection	328,783	833.17	231,790	589.85	96,994	41.85%	243.31	41.25%
1.363	Saturna Island Fire	302,461	462.93	256,273	395.58	46,188	18.02%	67.34	17.02%
1.465	Saturna Island Comm. Parks	28,909	44.24	25,680	39.64	3,229	12.57%	4.61	11.62%
1.468	Saturna Island - Community Rec.	15,149	23.18	13,676	21.11	1,473	10.77%	2.08	9.83%
1.475	Mayne Is. Com. Parks & Rec	96,281	56.42	93,012	54.53	3,269	3.51%	1.89	3.46%
1.478	Mayne Is. Community Rec.	36,816	21.57	35,740	20.95	1,076	3.01%	0.62	2.96%
1.485	North & South Pender Com. Parks	173,335	69.40	167,354	67.15	5,981	3.57%	2.25	3.35%
1.488	North & South Pender Com. Rec	69,632	27.88	67,240	26.98	2,392	3.56%	0.90	3.33%
1.495	Galiano Parks	107,482	82.36	107,562	81.74	(80)	-0.07%	0.62	0.76%
1.498	Galiano Community Recreation	43,850	33.60	38,317	29.12	5,533	14.44%	4.48	15.39%
2.630	Magic Lakes Estate Water System	580,060	485.00	580,000	484.95	60	0.01%	0.05	0.01%
2.640	Saturna Island Water System (Lyll Harbour)	140,696	808.60	133,030	768.96	7,666	5.76%	39.64	5.15%
2.642	Skana Water (Mayne)	26,580	364.11	25,680	351.78	900	3.50%	12.33	3.50%
2.665	Sticks Allison Water (Galiano)	5,100	134.21	5,100	134.21	-	0.00%	-	0.00%
2.667	Surfside Park Estates (Mayne)	24,620	234.48	23,790	226.57	830	3.49%	7.90	3.49%
3.755	Regional Source Control	3,945	5.55	4,498	6.33	(553)	-12.29%	(0.78)	-12.26%
3.830	Magic Lake Estates Sewer System	606,635	855.62	586,010	826.53	20,625	3.52%	29.09	3.52%
3.830D	Magic Lake Estates Sewer Debt	229,459	400.45	234,106	408.56	(4,647)	-1.98%	(8.11)	-1.98%
Total Local/Specified/Defined Services		5,362,899		\$4,926,964		\$435,936			
Average residential assessment - 2024/2023		\$805,373		\$802,046					

2024 Financial Plan

Public Engagement Report



This report provides a summary of public engagement activities conducted following provisional approval of the 2024 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 2023 – February 2024, 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 to be shared with the board as part of the final budget review and approval process.
- Correct misconceptions about the service and financial planning process or details of the financial plan.

Engagement Methods

“Get Involved” Website

The CRD uses its 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: [2024 Financial Plan | Get Involved CRD](#)

During the feedback period, 1,074 visits resulted in three levels of participation:

- Aware (visited at least one page): 769 participants.
- Informed (downloaded documents, visited multiple pages): 368 participants.
- Engaged (shared comments or asked questions): 13 participants.

The most popular documents viewed were the Provisional Budget Presentation, Consolidated Budget Overview and Capital Projects List.

2024 Financial Plan

Public Engagement Report

Public Information Session

On January 17, 2024, residents were invited to an online public information session to learn how the regional district develops budgets, makes decisions, and delivers services with consideration of community needs and impact on taxpayers. The presentation also included an overview of the 2024 taxes, rates, and consolidated budget figures, as well as key capital projects planned.

- [View the recorded 2024 Provisional Financial Plan Information Session](#)
- [Information Session Presentation](#) [PDF]

Residents were encouraged to participate, ask questions, and be actively involved in the financial planning process. For those unable to attend, the information session was recorded and published to the CRD's engagement website.

Media & Stakeholder Information

An information bulletin was sent to media following provisional plan approval October 30, 2023. The bulletin highlighted the preliminary financial plan, next steps and how to share feedback. A second information bulletin was distributed on January 3, 2024 inviting members of the public to learn more about the 2024 provisional financial plan at an online information session.

Agenda items from the 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 CFAx update in November.

- Information Bulletin: [CRD and CRHD look for public feedback on the 2024 provisional financial plans](#) October 30, 2023
- [CRD Board Highlights: November 2023](#)
- [CFAx Interview](#) November 8, 2023
- Information Bulletin: [The CRD invites members of the public to learn more about the 2024 Provisional Financial Plan](#) January 3, 2024

Social Media

Staff scheduled a series of post on social media that provided a snapshot of budget initiatives using rich media (a combination of animated gifs and video). Each post included a call to action to learn more on the Get Involved website to drive further audience engagement. A summary of posts is provided below.

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Public Engagement Report

- Facebook posts reached approximately 15,000 people with a 5.6% engagement rate (percentage of people who clicked, liked, shared or commented).
- X posts resulted in approximately 4,933 (number of times people saw a tweet) with a 4.7% engagement rate.
- LinkedIn posts resulted in approximately 5,200 impressions with a 3.75% engagement rate.

A summary of posts is included as an appendix to this report.

Responses

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.
2023-11-10 14:45:54 - 0800	the budget should not exceed that of last year. ideally it should be reduced by 3.5% inkeeping with the fiscal responsibility the CRD has to keep taxes on all properties affordable. I'm sure that the CRD can cut waste to achieve this
2024-01-06 16:18:29 - 0800	The recent announcement of the CRD board wishing to borrow money towards affordable housing and adding this to our already burdened tax bill is not acceptable. As pensioners our townhouse complex, the assessed valued has gone up over 60% in the past 2 years (nothing like the publicized 5%) and we who are not planning on selling or moving elsewhere are finding this increased level is becoming unmanageable. We are born and bred Victorians, have worked hard our entire lives and have scrounged to acquire housing ownership. The thought of spending our money on housing for those who really can't afford to live in Victoria proper is very unfair. There are affordable options outside of inner Greater Victoria and these should be the focus of building advocates.

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2024-01-11 12:06:35 - 0800	It's my opinion that the CRD budget should be fiscally conservative. Now is not the time to add unnecessary debt to the taxpayer's already onerous load.
2024-01-11 15:47:16 - 0800	NO on authorizing ANY borrowing for housing. This issue is not within the CRD's purview. Stay out of that lane. It belongs to the province and the federal government.
2024-01-14 16:48:14 - 0800	I am not in favor of spending 74 million on housing Where can I vote against it?
2024-01-24 22:39:22 - 0800	<p>Thabk you to staff for your hard work.</p> <p>Please invest more in mountain biking trails. Thetis Lake Trail system needs a climbing trail and trails wth interesting features like berms, log rides, small jumps and other fun features that make kids want to ride it. The current trail is too steep for hikers and riders.</p> <p>Please put in a multi-use climbing trail to the top of Mount Work.</p> <p>Please invest in a new campground. Extending Island View Beach operating season by 1 month per year isn't enough.</p> <p>Please advertise the Campground a little more. It would see much high occupancy if you only allowed people to check the campground sitws before having to log in.</p> <p>The drinking water at Island View Beach is right beside the outhouse. Apparently this is in contravention of waste water regulations.</p> <p>Pleaae budget for running water and flush toilets at Island View Beach. Take care of the fruit trees. They are wonderful and the CRD is not taking care of them.</p> <p>Please put up signage at Mount Work addressing the dog waste problems. More beginner and intermediate mountain biking trails are needed. The CRD</p>

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	hasn't done enough for mountain biking yet. Thanks for considering these comments.
2024-01-25 17:13:12 - 0800	I approve no new funds for CRD. Until such time as the Crd looks into approving land, use that already exist to provide infrastructure for a another road in and out of Sooke. I support zero funding going forward.
2024-01-31 09:26:43 - 0800	I DO NOT agree with the CRD borrowing 85 million to purchase land for housing. This is strictly a Provincial Government responsibility for not only Vancouver Island but all of BC. Too many areas are trying to get involved with housing when this does not fall under their jurisdiction. I am a resident of Colwood.
2024-02-07 12:54:15 - 0800	Please stop borrowing money and reduce expenditures to balance budget. You are making it more expensive to live here
2024-02-11 10:14:58 - 0800	<p>Board Priority Housing</p> <p>Residents have access to affordable housing that enhances livability.</p> <p>2a Increase supply of affordable, inclusive and adequate housing in the region</p> <p>Suggest:</p> <p>The CRD has neglected existing housing, leading to diminished landfill capacity and a surplus of abandoned properties while unaffordable short-lived pre-fabs are erected. In James Bay, rental homes suffer from inadequate heat, lack of insulation, missing eavestroughs and long-standing roof and structural issues, fostering a habitat for raccoons and rats. This neglect disproportionately affects vulnerable populations, including the poor, elderly, and disabled, who endure substandard living conditions and face complex complaint procedures and the real fear the owner will sell if they request heat or repairs.</p> <p>To address the alarming prevalence of slum lording in James Bay, downtown motels and beyond, proactive measures are needed:</p> <ol style="list-style-type: none"> 1. Establish a task force comprising staff that are already work in designated areas: building and utility inspectors, garbage collectors, and police departments. Train them to identify and report bylaw violations threatening

2024 Financial Plan

Public Engagement Report

	<p>occupants' health and housing integrity, utilizing tools like Google Street View as well. Follow through with enforcement and report existing housing stock livability to the CRD.</p> <p>2. Introduce financial instruments like CRD-sponsored reverse mortgages, low-interest loans, or buy-outs for property owners unable or unwilling to maintain habitable properties.</p> <p>3. Restrict the sale of decrepit housing with tenants inside, offering first right of refusal to tenant groups or existing occupants to prevent slumlords from profiting at the community's expense.</p> <p>4. Collaborate with organizations like Habitat for Humanity to rehabilitate homes with financially constrained owners. Proceeds from property sales should re-fund NGOs or trade training groups, before going to owners or heirs who failed to maintain the properties.</p> <p>5. For every new housing proposal of 7 units or more a surcharge towards funding loans, trade school sourced repairs, NGOs and reverse mortgages for existing stock should be established instead of empty unenforced promises of market rate housing.</p>
2024-02-25 04:16:54 - 0800	<p>You should not create a plan or budget that would increase the homeowners' property taxes. We have already experienced a 60% increase in our mortgage payments over the last two years. Stop penalizing homeowners for everything happening in the community. Perhaps you should consider taxing renters as they are also members of the community.</p>

Questions

The project team added the following FAQs related to tax impacts and the housing borrowing bylaw:

What does the CRD do to reduce tax impacts on residents?

The Board reviews and approves Service and Financial Planning Guidelines each year that shape how we manage resources required while reducing the impact on the upcoming budget. This work includes:

- Changing the timing of initiatives to reduce overall impact on budget. An example of this work for 2024 includes deferring the creation and hiring of 11 full-time staff positions.
- Evaluating how to deliver services more cost-effectively.
- Mitigating impacts on taxes by finding areas where reserve funding can be used responsibly.

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Public Engagement Report

- Reviewing reserve funds every year.

For more about our planning process, visit: <https://www.crd.bc.ca/about/financial-accountability/budget-planning-process>

Is the \$85 million proposed borrowing for housing included in this process?

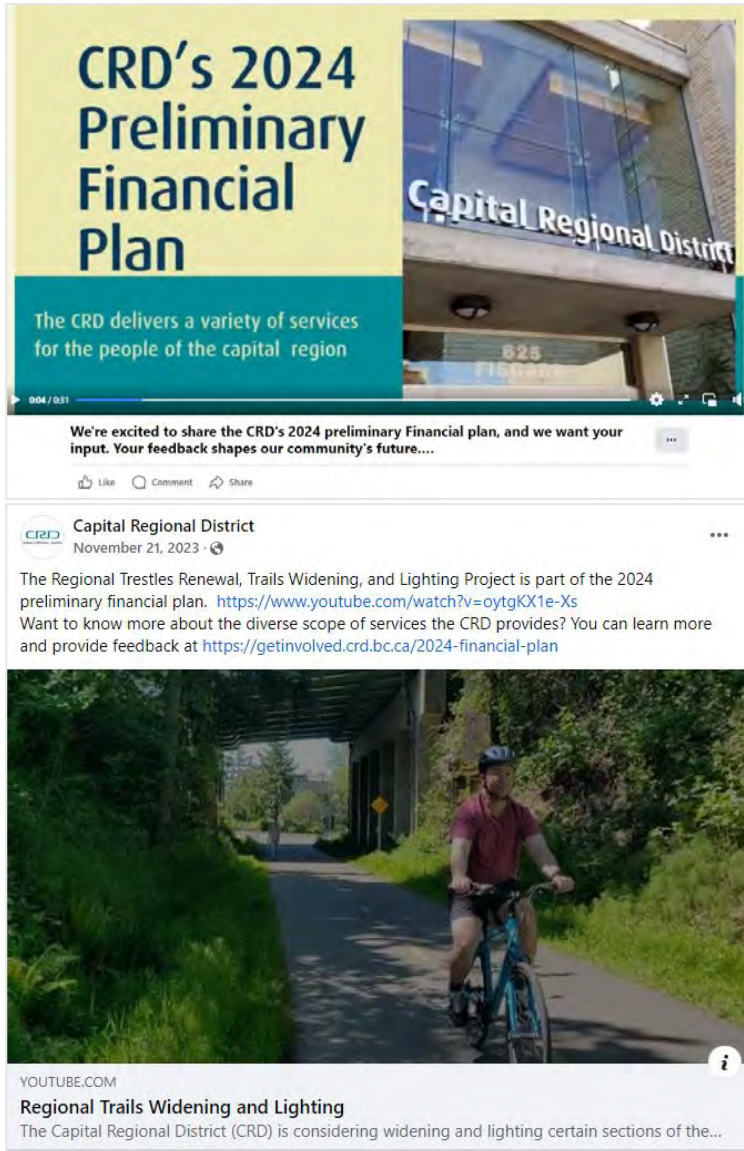
No. The focus of the financial plan for 2024 is to outline resources required for the next five years based on approved initiatives and service levels. The borrowing bylaw proposed is subject to electoral approval and you can participate in that process on our website at www.crd.bc.ca/landbanking-aap. Should the borrowing bylaw be adopted, debt will not be incurred, and therefore requisition will not increase, until funding is approved for a specific project or through an annual planning approval process.

2024 Financial Plan

Public Engagement Report

APPENDIX: SOCIAL MEDIA POSTS BY CHANNEL

FACEBOOK



The image shows a Facebook post from the Capital Regional District (CRD). At the top is a video player with a yellow and blue graphic that reads "CRD's 2024 Preliminary Financial Plan" and "The CRD delivers a variety of services for the people of the capital region". The video shows the exterior of the CRD building. Below the video is a text box that says "We're excited to share the CRD's 2024 preliminary Financial plan, and we want your input. Your feedback shapes our community's future....". Below this is the CRD logo and the name "Capital Regional District" with the date "November 21, 2023". The main text of the post reads: "The Regional Trestles Renewal, Trails Widening, and Lighting Project is part of the 2024 preliminary financial plan. <https://www.youtube.com/watch?v=oytgKX1e-Xs> Want to know more about the diverse scope of services the CRD provides? You can learn more and provide feedback at <https://getinvolved.crd.bc.ca/2024-financial-plan>". Below the text is a video of a person riding a bicycle on a paved trail. At the bottom, it says "YOUTUBE.COM" and "Regional Trails Widening and Lighting" followed by "The Capital Regional District (CRD) is considering widening and lighting certain sections of the..."

CRD's 2024 Preliminary Financial Plan

The CRD delivers a variety of services for the people of the capital region

We're excited to share the CRD's 2024 preliminary Financial plan, and we want your input. Your feedback shapes our community's future....

Like Comment Share

Capital Regional District
November 21, 2023 · 🌐

The Regional Trestles Renewal, Trails Widening, and Lighting Project is part of the 2024 preliminary financial plan. <https://www.youtube.com/watch?v=oytgKX1e-Xs>
Want to know more about the diverse scope of services the CRD provides? You can learn more and provide feedback at <https://getinvolved.crd.bc.ca/2024-financial-plan>

Regional Trails Widening and Lighting
The Capital Regional District (CRD) is considering widening and lighting certain sections of the...

2024 Financial Plan

Public Engagement Report

**Capital Regional District**
December 11, 2023 · 🌐

Ensuring safe and healthy water systems is a top priority for us at CRD! Our commitment is reflected in the 2024 budget, which includes the replacement of the regional water supply Ultraviolet (UV) disinfection system which helps keep our water clean of parasites and harmful bacteria. https://youtu.be/wA7ZgnCCjIE?si=B43zvISHbMw10xl_
Find out more about the CRD's 2024 budget <https://getinvolved.crd.bc.ca/2024-financial-plan>



YOUTUBE.COM

Greater Victoria Water Supply System: An Overview
The Greater Victoria Water Supply Area spans over 200 square kilometres of forested land and...

CRD's 2024 Preliminary Financial Plan

From housing to hospitals the CRD is investing in the well-being of our communities.





004 / 025

From housing to hospitals, the scope of CRD services is diverse. Want to learn more? Then check out our 2024 preliminary financial plan...

2024 Financial Plan

Public Engagement Report

X



 **CRD** 
@crd_bc

CRD and CRHD look for public feedback on the 2024 provisional financial plans [#crdNews](#)

NEWS

[crd.bc.ca](#)
CRD and CRHD look for public feedback on the 2024 provisi
The Capital Regional District (CRD) and Capital Regional
Hospital District (CRHD) Boards are asking for feedback o...


11:15 AM · Oct 30, 2023 · 403 Views

 **CRD** 
@crd_bc

We're excited to share the CRD's 2024 preliminary Financial plan, and we want your input. Your feedback shapes our community's future.
[getinvolved.crd.bc.ca/2024-financial...](#)

CRD's 2024 Preliminary Financial Plan

The CRD delivers a variety of services for the people of the capital region



0:03 / 0:31

2:10 PM · Nov 2, 2023 · 377 Views

2024 Financial Plan

Public Engagement Report

CRD @crd_bc

Want to know how the CRD supplies services to the people of the capital region? Our 2024 preliminary financial plan is ready for your review at getinvolved.crd.bc.ca/2024-financial...



9:00 AM · Nov 9, 2023 · 287 Views


CRD @crd_bc

The Regional Trestles Renewal, Trails Widening, and Lighting Project is part of the 2024 preliminary financial plan. youtube.com/watch?v=oytgKX...

Want to know more about the diverse scope of services the CRD provides? Go to getinvolved.crd.bc.ca

2024 Financial Plan

The Capital Regional District (CRD) Board reviewed and approved the provisional Financial Plan for 2024 at a ...



2:00 PM · Nov 21, 2023 · 377 Views

2024 Financial Plan

Public Engagement Report

CRD @crd_bc

Curious about understanding the CRD budget? Our 2024 preliminary financial plan is ready for your review at getinvolved.crd.bc.ca/2024-financial...



11:00 AM · Dec 1, 2023 · 426 Views

CRD @crd_bc

Ensuring safe and healthy water is a top priority for us! Our commitment is reflected in the 2024 budget, which includes replacing the regional water supply Ultraviolet (UV) disinfection system. youtu.be/wA7ZgnCCjIE?si...

Find out more about the CRD's budget

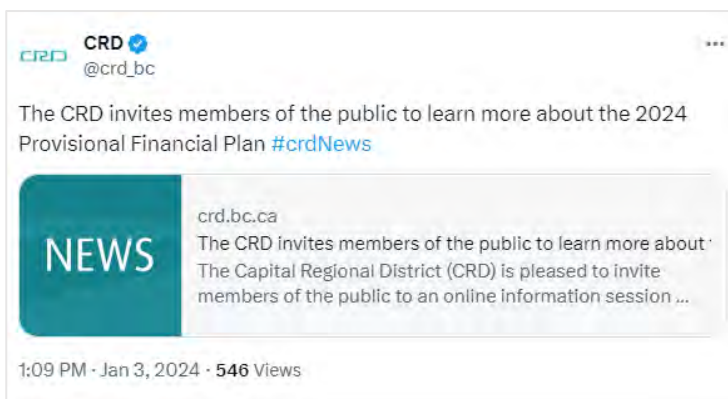


getinvolved.crd.bc.ca
2024 Financial Plan
The Capital Regional District (CRD) Board reviewed and approved the provisional Financial Plan for 2024 at a ...

10:10 AM · Dec 11, 2023 · 304 Views

2024 Financial Plan

Public Engagement Report



2024 Financial Plan

Public Engagement Report



2024 Financial Plan

Public Engagement Report



LINKEDIN





2024 Financial Plan

Public Engagement Report




2024 Financial Plan

Public Engagement Report

**Capital Regional District**
4,450 followers
2mo • 

The Regional Trestles Renewal, Trails Widening, and Lighting Project is part of the 2024 preliminary financial plan. <https://lnkd.in/gs8jBGAi>
Want to know more about the diverse scope of services the CRD provides? You can learn more and provide feedback at <https://lnkd.in/gGe4itb3>



Regional Trails Widening and Lighting
youtube.com

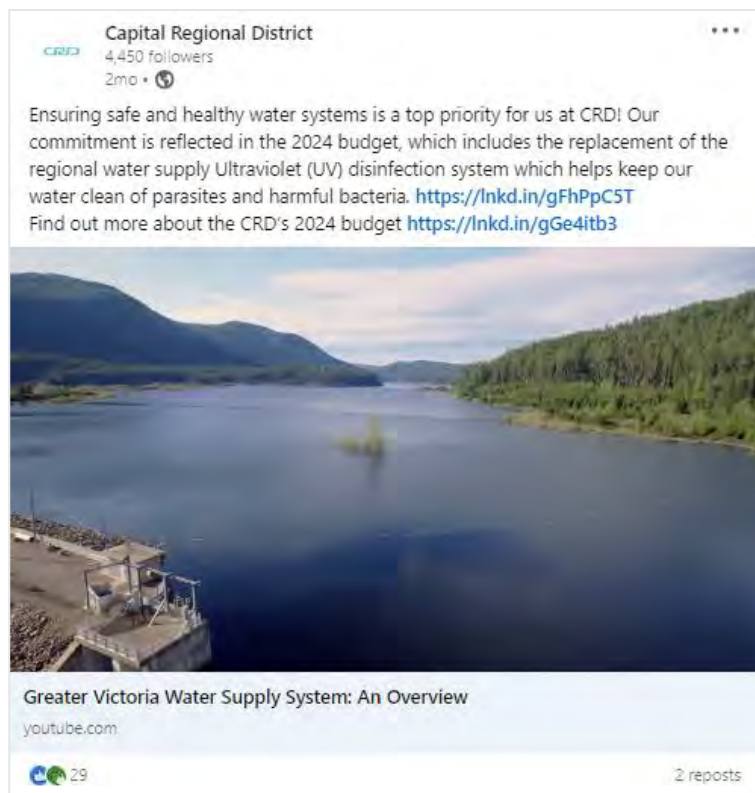
2024 Financial Plan

Public Engagement Report



2024 Financial Plan

Public Engagement Report



2024 Financial Plan

Public Engagement Report



2024 Financial Plan

Public Engagement Report



2024 Financial Plan

Public Engagement Report



Attachment: Schedules A and B

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN								Schedule A								
Expenditures								Revenue								
		Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2024	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2024
1.010	Legislative & General Government	39,599,526	37,174,170	-	-	524,890	1,900,466	39,599,526	675,320	21,550,550	3,433,881	1,592,779	95,480	-	12,251,516	12,251,516
1.10X	Facilities Management	4,606,290	4,208,790	-	-	-	397,500	4,606,290	-	4,390,146	-	42,410	-	-	173,734	173,734
1.101	G.I.S.	653,615	585,355	-	-	18,260	50,000	653,615	-	514,396	-	5,972	-	-	133,247	133,247
1.103	Elections	40,580	90	-	-	-	40,490	40,580	-	-	-	271	-	-	40,309	40,309
1.104	U.B.C.M.	13,036	13,036	-	-	-	-	13,036	468	-	-	90	-	-	12,478	12,478
1.109	Electoral Area Admin Exp - JDF	72,645	72,645	-	-	-	-	72,645	-	-	-	246	-	-	72,399	72,399
1.110	Electoral Area Admin Exp - SGI	572,636	571,536	-	-	-	1,100	572,636	-	86,867	52,688	18,921	-	-	414,160	414,160
1.111	Electoral Area Admin Exp - SSI	1,397,753	1,342,753	-	-	20,000	35,000	1,397,753	48,579	683,846	-	5,730	-	-	659,598	659,598
1.112	Regional Grant in Aid	1,609,336	1,609,336	-	-	-	-	1,609,336	1,569,336	-	-	40,000	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	29,515	29,515	-	-	-	-	29,515	29,225	-	-	290	-	-	-	-
1.116	Grant-in-Aid - Salt Spring Island	58,785	58,785	-	-	-	-	58,785	14,773	-	-	260	-	-	43,752	43,752
1.117	Grant-in-Aid - Southern Gulf Islands	111,608	111,192	-	416	-	-	111,608	-	-	-	1,254	-	-	110,354	110,354
1.119	Vancouver Island Regional Library	404,447	402,678	-	1,769	-	-	404,447	-	-	-	629	-	-	403,818	403,818
1.121	Sooke Regional Museum	230,107	230,107	-	-	-	-	230,107	1,995	-	-	653	-	-	227,459	227,459
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	69,349	69,349	-	-	-	-	69,349	15,000	-	-	650	-	-	53,699	53,699
1.125	SGI Economic Development Commission	155,896	155,896	-	-	-	-	155,896	27,650	-	-	1,468	-	-	126,778	126,778
1.126	Victoria Family Court Committee	58,597	58,597	-	-	-	-	58,597	42,773	-	-	824	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	323,215	323,215	-	-	-	-	323,215	3	-	-	15,190	-	-	308,022	308,022
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	33,671	33,671	-	-	-	-	33,671	315	-	-	100	-	-	33,256	33,256
1.137	Galiano Island Community Use Building	70,590	38,862	30,653	-	-	1,075	70,590	3,236	-	-	298	-	-	67,056	67,056
1.138	Southern Gulf Islands Regional Library	247,999	247,999	-	-	-	-	247,999	2,735	-	-	2,540	-	-	242,724	242,724
1.141	Salt Spring Island Public Library	718,950	559,044	146,651	-	-	13,255	718,950	-	-	-	1,656	-	-	717,294	717,294
1.15X	Municipalities' Own Debt - M.F.A.	18,229,269	78,720	18,150,549	-	-	-	18,229,269	-	-	-	78,720	-	-	18,150,549	18,150,549
1.170	Gossip Island Electric Power Supply	63,213	592	62,621	-	-	-	63,213	283	-	-	290	-	62,640	-	62,640
1.224	Community Health	1,002,468	1,002,468	-	-	-	-	1,002,468	2,500	-	-	191,389	-	-	808,579	808,579
1.226	Health Facilities - VIH A	1,776,222	741,525	-	-	-	1,034,697	1,776,222	-	-	-	1,776,222	-	-	-	-
1.227	Saturna Island Medical Clinic	26,027	26,027	-	-	-	-	26,027	190	-	-	1,421	-	-	24,416	24,416
1.228	Galiano Health Service	144,768	144,768	-	-	-	-	144,768	15	-	-	124	-	-	144,629	144,629
1.229	Pender Islands Health Care Centre	266,575	266,238	-	337	-	-	266,575	-	-	-	1,974	-	-	264,601	264,601
1.230	Traffic Safety Commission	105,254	105,254	-	-	-	-	105,254	29,182	-	-	3,560	-	-	72,512	72,512
1.232	Port Renfrew Street Lighting	9,199	9,199	-	-	-	-	9,199	1,233	-	-	352	3,892	3,722	-	3,722
1.234	SSI Street Lighting	31,909	31,848	-	61	-	-	31,909	-	-	-	40	-	-	31,869	31,869
1.235	SGI Small Craft Harbour Facilities	483,760	254,855	87,493	-	-	141,412	483,760	-	-	-	7,449	151,150	325,161	-	325,161
1.236	Salt Spring Island Ferrowood Dock	16,547	16,547	-	-	-	-	16,547	-	-	-	167	-	16,380	-	16,380
1.238A	Community Transit (SSI)	632,673	632,673	-	-	-	-	632,673	-	-	67,000	211,994	-	-	353,679	353,679
1.238B	Community Transportation (SSI)	88,489	48,489	-	-	-	40,000	88,489	-	-	-	430	-	-	88,059	88,059
1.280	Regional Parks	19,684,346	14,973,908	1,129,207	-	270,000	3,311,231	19,684,346	-	76,018	-	953,827	676,011	-	17,978,490	17,978,490
1.290	Royal Theatre	580,000	100,000	-	-	105,000	375,000	580,000	-	-	-	-	-	-	580,000	580,000
1.295	McPherson Theatre	789,339	349,106	-	-	90,000	346,233	789,339	-	-	-	35,339	-	-	750,000	750,000
1.297	Arts Grants	3,208,277	3,207,277	-	-	-	1,000	3,208,277	-	-	15,130	186,993	-	-	2,956,654	2,956,654
1.299	Salt Spring Island Arts	133,806	132,832	-	974	-	-	133,806	-	-	49,500	90	-	-	133,716	133,716
1.309	Climate Action and Adaptation	2,864,096	2,058,635	-	-	792,961	12,500	2,864,096	-	99,297	190,000	983,434	-	-	1,591,365	1,591,365
1.310	Land Banking & Housing	3,679,545	2,642,012	1,009,463	-	24,000	4,070	3,679,545	260,634	595,481	106,336	820,566	35,130	-	1,861,398	1,861,398
1.311	Regional Housing Trust Fund	4,178,799	4,178,799	-	-	-	-	4,178,799	3,226,193	-	-	233,931	-	-	718,675	718,675
1.312	Regional Goose Management	243,486	243,486	-	-	-	-	243,486	-	-	-	-	-	-	243,486	243,486
1.313	Animal Care Services	1,737,305	1,697,212	-	-	-	40,093	1,737,305	-	-	-	1,232,435	28,330	-	476,540	476,540
1.314	SGI House Numbering	10,111	10,098	-	13	-	-	10,111	-	-	-	124	-	-	9,987	9,987
1.316	SSI Building Numbering	10,285	10,203	-	82	-	-	10,285	-	-	-	20	-	-	10,265	10,265
1.317	JDF Building Numbering	13,884	13,884	-	-	-	-	13,884	84	-	-	50	-	-	13,750	13,750
1.318	Building Inspection	2,241,973	2,184,393	-	-	13,460	44,120	2,241,973	-	32,060	200,183	4,584	1,439,990	-	565,156	565,156
1.319	Soil Deposit Removal	6,180	6,180	-	-	-	-	6,180	-	-	80	40	-	-	6,060	6,060
1.320	Noise Control	65,371	43,371	-	22,000	-	-	65,371	-	-	-	318	-	-	65,053	65,053
1.322	Nuisances & Unsightly Premises	57,419	57,419	-	-	-	-	57,419	-	-	5,519	330	-	-	51,570	51,570
1.323	By-Law Enforcement	639,731	588,873	-	-	-	50,858	639,731	-	603,101	-	36,630	-	-	-	-
1.324	Regional Planning Services	2,227,436	2,224,936	-	-	-	2,500	2,227,436	-	93,180	799,617	63,518	-	-	1,271,121	1,271,121
1.325	Electoral Area Services - Planning	879,137	803,367	-	-	-	75,770	879,137	-	33,180	55,016	2,151	45,000	-	743,790	743,790
1.330	Regional Growth Strategy	331,880	321,880	-	-	-	10,000	331,880	-	-	-	16,675	-	-	315,205	315,205
1.335	Geo-Spatial Referencing System	183,406	119,396	-	-	-	64,010	183,406	-	-	-	8,030	8,660	-	166,716	166,716
1.340	JDF Livestock Injury Compensation	3,158	3,158	-	-	-	-	3,158	3,145	-	-	-	-	-	13	13
1.341	SGI Livestock Injury Compensation	3,180	3,180	-	-	-	-	3,180	3,146	-	-	34	-	-	-	-
1.342	SSI Livestock Injury Compensation	3,158	3,158	-	-	-	-	3,158	3,145	-	-	-	-	-	13	13
1.350	Willis Point Fire Protect & Recreation	203,796	139,637	-	-	6,520	57,639	203,796	16,086	-	-	41,980	-	-	145,730	145,730
1.352	South Galiano Fire Protection	606,587	355,080	141,027	-	10,190	100,290	606,587	-	-	-	1,120	-	141,027	464,440	605,467
1.353	Otter Point Fire Protection	671,460	498,390	-	-	5,870	167,200	671,460	-	-	-	340	-	-	671,120	671,120
1.354	Malahat Fire Protection	73,672	73,672	-	-	-	-	73,672	617	-	-	-	-	-	73,055	73,055
1.355	Durrance Road Fire Protection	3,016	2,716	-	-	-	300	3,016	-	-	-	-	-	3,016	-	3,016
1.356	Pender Fire Protection	1,399,332	1,096,314	111,596	-	-	191,422	1,399,332	-	-	111,596	11,583	-	-	1,276,153	1,276,153
1.357	East Sooke Fire Protection	586,306	330,076	155,109	-	5,000	-	586,306	11,043	-	-	27,963	69,350	-	477,950	477,950
1.358	Port Renfrew Fire Protection	202,438	174,186	2,898	-	-	25,354	202,438	-	-	-	1,340	80,698	-	120,400	120,400
1.359	North Galiano Fire Protection	340,969	272,292	53,608	-	5,000	10,069	340,969	24,520	-	-	988	-	24,440	291,021	315,461
1.360	Shirley Fire Protection	200,090	125,634	-	-	10,000	64,456	200,090	-	-	-	210	-	-	199,880	199,880
1.363	Saturna Island Fire	316,453	316,453	-	-	-	-	316,453	1,596	-	-	12,396	-	-	302,461	302,461
1.369	Electoral Area Fire Services	378,064	375,564	-	-	2,500	-	378,064	-	-	171,704	120	-	-	206,240	206,240
1.370	Juan de Fuca Emergency Program	105,295	92,415	-	-	-	12,880	105,295	-	-	-	240	-	-	105,055	105,055
1.371	SSI Emergency Program	144,181	134,181	-	-	10,000	-	144,181	-	-	13,811	200	-	-	130,170	130,170
1.372	Electoral Area Emergency Program	748,997	743,997	-	-	-	5,000	748,997	-	509,530	72,410	967	-	-	166,090	166,090
1.373	SGI Emergency Program	275,218	254,718	-	-	-	20,500	275,218	-	-	25,000	2,735	-	-	247,483	247,483
1.374	Regional Emergency Program Support	148,016	148,016	-	-	-	-	148,016	-	-	-	7,290	-	-	140,726	140,726
1.375	Hazardous Material															

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN														Schedule A		
	Expenditures							Revenue								
	Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves		Total 2024	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2024
1.377	JDF Search and Rescue	101,252	88,752	-	-	9,500	3,000	101,252	9,450	-	-	21,850	-	-	69,952	69,952
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	2,787	-	-	100	-	-	22,917	22,917
1.40X	SEAPARC	5,243,766	4,669,800	103,966	-	-	470,000	5,243,766	-	-	-	534,684	1,411,200	-	3,297,882	3,297,882
1.405	JDF EA - Community Parks	233,885	215,635	-	-	-	18,250	233,885	-	-	-	912	-	-	232,973	232,973
1.408	JDF EA - Community Recreation	98,812	98,812	-	-	-	-	98,812	6,200	-	-	21,980	-	-	70,632	70,632
1.44X	Panorama Rec. Center.	10,810,738	9,320,141	337,707	-	-	1,152,890	10,810,738	-	-	-	2,081,592	3,229,973	-	5,499,173	5,499,173
1.455	Salt Spring Island - Community Parks	1,025,297	962,085	-	35,212	-	28,000	1,025,297	-	404,570	-	32,200	-	-	588,527	588,527
1.458	Salt Spring Is. - Community Rec	399,235	384,702	-	9,533	-	5,000	399,235	-	-	-	10,040	270,220	-	118,975	118,975
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,439,891	2,289,712	-	60,179	-	90,000	2,439,891	8,059	88,420	-	172,599	282,800	-	1,888,013	1,888,013
1.465	Saturna Island Comm. Parks	33,467	28,310	-	-	-	5,157	33,467	3,268	-	-	1,290	-	-	28,909	28,909
1.468	Saturna Island - Community Rec.	20,177	20,177	-	-	-	-	20,177	4,347	-	-	681	-	-	15,149	15,149
1.475	Mayne Is. Com. Parks & Rec	96,569	78,069	-	-	-	18,500	96,569	-	-	-	288	-	-	96,281	96,281
1.476	Mayne Is. Comm. Parks (reserve)	29,771	29,771	-	-	-	-	29,771	19,191	-	-	9,550	1,030	-	-	-
1.478	Mayne Is. Community Rec.	48,182	48,182	-	-	-	-	48,182	11,310	-	-	56	-	-	36,816	36,816
1.485	North & South Pender Com. Parks	175,470	158,391	-	-	-	17,079	175,470	-	-	-	2,135	-	-	173,335	173,335
1.488	North & South Pender Com. Rec	70,816	70,816	-	-	-	-	70,816	366	-	-	818	-	-	69,632	69,632
1.495	Galiano Parks	128,309	118,309	-	-	-	10,000	128,309	-	-	-	20,690	-	-	107,482	107,482
1.498	Galiano Community Recreation	43,880	43,876	-	-	-	-	43,880	-	-	-	30	-	-	43,850	43,850
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	38,751,084	36,632,697	-	4	-	2,118,387	38,751,084	-	-	-	7,510,100	28,500,984	-	-	-
1.523	Port Renfrew Refuse Disposal	110,631	92,681	-	-	-	17,950	110,631	-	26,440	-	44,815	-	-	39,376	39,376
1.525	Solid Waste Disposal - Debt	1,229,666	122,780	1,106,886	-	-	-	1,229,666	-	-	-	650	1,229,016	-	-	-
1.531	Stormwater Quality Management - Sooke	90,599	90,599	-	-	-	-	90,599	-	-	50,000	156	-	-	40,443	40,443
1.533	Stormwater Quality Management - SGI	41,480	41,480	-	-	-	-	41,480	-	-	-	480	-	-	41,000	41,000
1.535	Stormwater Quality Management - SSI	66,034	66,034	-	-	-	-	66,034	30,000	-	11,394	30	-	-	24,610	24,610
1.536	LWMP-Stormwater Quality Management-Core	857,441	839,287	-	-	-	18,154	857,441	-	-	90,000	90,277	-	-	677,164	677,164
1.537	Stormwater Quality Management - Peninsula	125,095	125,095	-	-	-	-	125,095	-	-	-	4,173	-	-	120,922	120,922
1.538	Source - Stormwater Quality - Peninsula	59,263	59,263	-	-	-	-	59,263	-	-	657	1,653	-	-	56,953	56,953
1.57X	Environmental Services	27,102,054	25,813,219	-	-	475,000	813,835	27,102,054	-	26,405,223	696,831	-	-	-	-	-
1.911	911 Systems	2,606,719	1,592,770	1,011,949	-	-	2,000	2,606,719	-	-	28,000	2,140,093	129,791	-	308,835	308,835
1.912B	911 Call Answer - Municipalities	20,030	-	-	20,030	-	-	20,030	-	681,953	-	-43,435	-	-	(618,488)	(618,488)
1.913	913 Fire Dispatch	372,559	372,559	-	-	-	-	372,559	-	-	33,771	10,648	-	-	328,140	328,140
1.921	Regional CREST Contribution	1,932,993	1,911,008	-	21,985	-	-	1,932,993	-	-	-	99,442	-	-	1,833,551	1,833,551
1.923	Emergency Comm - CREST - SGI	187,299	187,299	-	-	-	-	187,299	214	-	-	1,992	-	-	185,093	185,093
1.924	Emergency Comm - CREST - JDF	160,323	160,323	-	-	-	-	160,323	11,784	-	-	250	-	-	148,289	148,289
1.925	Emergency Comm - CREST - SSI	150,978	150,862	-	116	-	-	150,978	-	-	-	160	-	-	150,818	150,818
2.610	Saanich Peninsula Water Supply	7,892,266	7,000,266	42,000	-	-	850,000	7,892,266	-	-	-	60,500	7,831,766	-	-	-
2.620	SSI Highland Water System	31,988	117	-	-	-	-	31,988	172	-	-	90	-	31,726	-	31,726
2.621	Highland / Fernwood Water - SSI	572,602	387,292	44,234	-	-	141,076	572,602	-	-	20,000	940	474,032	77,630	-	77,630
2.622	Cedars of Tuam	48,397	35,962	-	-	-	-	48,397	-	-	-	90	48,307	-	-	-
2.624	Beddis Water	293,927	190,277	3,740	-	-	99,910	293,927	-	-	-	150	207,837	85,940	-	85,940
2.626	Fulford Water	259,231	182,005	17,852	-	-	59,374	259,231	-	-	20,000	710	183,291	55,230	-	55,230
2.628	Cedar Lane Water (SSI)	95,342	67,660	12,752	-	-	14,930	95,342	-	-	5,000	190	72,332	17,820	-	17,820
2.630	Magic Lakes Estate Water System	1,009,370	741,546	215,764	-	-	52,060	1,009,370	-	-	-	11,080	418,230	580,060	-	580,060
2.640	Saturna Island Water System (Lyal Harbour)	290,019	205,878	31,001	-	-	53,140	290,019	-	-	20,000	1,008	128,315	140,696	-	140,696
2.642	Skana Water (Mayne)	96,840	62,515	-	-	-	34,325	96,840	-	-	6,000	100	64,160	26,580	-	26,580
2.650	Port Renfrew Water	144,180	124,180	-	-	-	20,000	144,180	-	-	-	1,102	70,830	72,248	-	72,248
2.660	Fernwood Water	14,731	53	14,678	-	-	-	14,731	70	-	-	40	-	14,621	-	14,621
2.665	Sticks Allison Water (Galiano)	75,777	62,277	-	-	-	13,500	75,777	-	-	7,000	100	63,577	5,100	-	5,100
2.667	Surfside Park Estates (Mayne)	129,572	112,572	-	-	-	17,000	129,572	-	-	-	100	104,852	24,620	-	24,620
2.670	Regional Water Supply	42,114,204	21,288,207	2,896,242	-	17,450,000	479,755	42,114,204	-	-	-	836,052	41,278,152	-	-	-
2.680	Juan de Fuca Water Distribution	26,026,524	15,621,033	2,411,815	-	7,346,169	647,507	26,026,524	-	-	-	223,780	25,802,744	-	-	-
2.681	Florence Lake Water System Debt	19,038	-	19,038	-	-	-	19,038	7,288	-	-	37	-	11,713	-	11,713
2.682	Seagirt Water System Debt	114,767	20,000	94,767	-	-	-	114,767	-	-	-	-	-	114,767	-	114,767
2.691	Wilderness Mountain Water Service	171,071	136,407	25,664	3,000	-	6,000	171,071	-	-	4,000	110	99,466	67,495	-	67,495
3.700	Septage Disposal	161,082	161,082	-	-	-	-	161,082	-	-	-	161,082	-	-	-	-
3.701	Millstream Remediation Service	19,812	650	19,162	-	-	-	19,812	-	-	6,262	7,288	-	-	6,262	6,262
3.705	SSI Liquid Waste Disposal	1,208,171	1,029,389	166,782	-	-	12,000	1,208,171	-	-	-	1,796	790,250	416,125	-	416,125
3.707	LWMP - On Site System Management Program	183,866	183,866	-	-	-	-	183,866	-	-	42,260	6,900	-	134,706	-	134,706
3.71X	Core Area Wastewater Operations	34,609,974	33,909,974	-	-	-	700,000	34,609,974	-	630,083	420,849	28,130,868	-	-	5,428,174	5,428,174
3.718	Peninsula Wastewater TP	4,993,969	4,007,733	-	-	-	986,237	4,993,969	-	154,483	180,000	2,576,123	-	-	2,083,363	2,083,363
3.720	LWMP - (Peninsula) - Implementation	57,422	34,200	-	-	-	23,222	57,422	-	-	-	2,208	-	-	55,214	55,214
3.750	LWMP - Core and West Shore	584,072	328,399	-	-	-	255,673	584,072	-	-	-	156,746	200,000	-	227,326	227,326
3.752	LWMP - Harbour Studies	362,174	362,174	-	-	-	-	362,174	-	-	-	22,459	-	-	339,715	339,715
3.755	Regional Source Control	1,674,718	1,674,548	-	-	-	170	1,674,718	-	55,000	43,762	96,970	61,200	-	1,417,786	1,417,786
3.756	Harbours Environmental Action	-	-	-	-	-	-	-	-	-	-	2,031	-	-	(2,031)	(2,031)
3.7XX	Core Area & Legacy Trunk Sewer - Debt	21,889,666	227,343	-	-	-	-	21,889,666	211,603	-	-	15,877,551	-	-	5,800,512	5,800,512
3.910	Ganges Sewer	1,264,781	892,865	245,813	-	-	126,083	1,264,781	-	-	-	2,357	1,120,290	62,134	-	62,134
3.920	Malview Estates Sewer System	268,646	203,533	12,243	-	-	52,870	268,646	-	-	40,000	25,270	198,306	5,070	-	5,070
3.930	Magic Lake Estates Sewer System	913,885	679,982	174,103	-	-	59,800	913,885	-	11,590	-	4,613	291,047	606,635	-	606,635
3.930D	Magic Lake Estates Sewer Debt	231,715	1,030	230,685	-	-	-	231,715	-	-	-	2,256	-	229,459	-	229,459
3.850	Port Renfrew Sewer	135,608	114,028	-	-	-	21,580	135,608	-	-	-	66,999	67,019	-	67,019	67,019
21.ALL	Feasibility Study Reserve Fund - All	350,000	350,000	-	-	-	-	350,000	140,891	-	-	-	-	-	209,109	209,109
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-	-	10,000	-	-	-	-	-	(10,000)	(10,000)

CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN								Schedule A								
Expenditures								Revenue								
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2025
1.010	Legislative & General Government	38,077,102	36,381,372	98,000	-	1,249,690	348,040	38,077,102	450,000	22,113,883	927,368	1,537,996	96,590	-	12,951,265	12,951,265
1.10X	Facilities Management	4,774,914	4,306,664	-	-	-	468,250	4,774,914	-	4,554,526	-	42,487	-	-	177,901	177,901
1.101	G.I.S.	668,193	599,563	-	-	18,630	50,000	668,193	-	524,684	-	6,150	-	-	137,359	137,359
1.103	Elections	65,580	90	-	-	-	65,490	65,580	-	-	-	90	-	-	65,490	65,490
1.104	U.B.C.M.	13,531	13,531	-	-	-	-	13,531	-	-	-	90	-	-	13,441	13,441
1.109	Electoral Area Admin Exp - JDF	74,096	74,096	-	-	-	-	74,096	-	-	-	250	-	-	73,846	73,846
1.110	Electoral Area Admin Exp - SGI	467,005	465,905	-	-	-	1,100	467,005	-	-	15,955	19,390	-	-	431,660	431,660
1.111	Electoral Area Admin Exp - SSI	1,423,396	1,359,396	-	-	-	64,000	1,423,396	-	698,078	-	5,750	-	-	719,568	719,568
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	21,727	21,727	-	-	-	-	21,727	-	-	-	290	-	-	21,437	21,437
1.116	Grant-in-Aid - Salt Spring Island	52,904	52,904	-	-	-	-	52,904	-	-	-	260	-	-	52,644	52,644
1.117	Grant-in-Aid - Southern Gulf Islands	111,217	111,217	-	-	-	-	111,217	-	-	-	1,257	-	-	109,960	109,960
1.119	Vancouver Island Regional Library	410,702	410,702	-	-	-	-	410,702	-	-	-	640	-	-	410,062	410,062
1.121	Sooke Regional Museum	234,706	234,706	-	-	-	-	234,706	-	-	-	400	-	-	234,306	234,306
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	74,716	69,716	-	-	-	5,000	74,716	-	-	14,205	640	-	-	59,871	59,871
1.125	SGI Economic Development Commission	131,794	131,794	-	-	-	-	131,794	-	-	-	1,550	-	-	130,244	130,244
1.126	Victoria Family Court Committee	15,797	15,797	-	-	-	-	15,797	-	-	-	797	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	329,109	329,109	-	-	-	-	329,109	-	-	-	14,634	-	-	314,475	314,475
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	34,344	34,344	-	-	-	-	34,344	-	-	-	100	-	-	34,244	34,244
1.137	Galiano Island Community Use Building	71,318	39,665	30,653	-	-	1,000	71,318	-	-	-	293	-	-	71,025	71,025
1.138	Southern Gulf Islands Regional Library	252,969	252,969	-	-	-	-	252,969	-	-	-	2,679	-	-	250,290	250,290
1.141	Salt Spring Island Public Library	784,498	611,277	146,651	-	-	26,570	784,498	-	-	-	1,680	-	-	782,818	782,818
1.15X	Municipalities' Own Debt - M.F.A.	17,229,603	77,040	17,152,563	-	-	-	17,229,603	-	-	-	77,040	-	-	17,152,563	17,152,563
1.170	Gossip Island Electric Power Supply	63,217	596	62,621	-	-	-	63,217	-	-	-	290	-	62,927	-	62,927
1.224	Community Health	837,514	837,514	-	-	-	-	837,514	-	-	-	190,533	-	-	646,981	646,981
1.226	Health Facilities - VIH A	1,811,746	757,423	-	-	-	1,054,323	1,811,746	-	-	-	1,811,746	-	-	-	-
1.227	Saturna Island Medical Clinic	26,547	26,547	-	-	-	-	26,547	-	-	-	1,450	-	-	25,097	25,097
1.228	Galiano Health Service	147,664	147,664	-	-	-	-	147,664	-	-	-	194	-	-	147,470	147,470
1.229	Pender Islands Health Care Centre	279,355	279,355	-	-	-	-	279,355	-	-	-	2,170	-	-	277,185	277,185
1.230	Traffic Safety Commission	78,533	78,533	-	-	-	-	78,533	-	-	-	3,630	-	-	74,903	74,903
1.232	Port Renfrew Street Lighting	9,496	9,496	-	-	-	-	9,496	-	-	-	360	3,970	5,166	-	5,166
1.234	SSI Street Lighting	32,515	32,515	-	-	-	-	32,515	-	-	-	40	-	-	32,475	32,475
1.235	SGI Small Craft Harbour Facilities	484,630	252,134	87,493	-	-	145,003	484,630	-	-	-	7,740	145,380	331,510	-	331,510
1.236	Salt Spring Island Fernwood Dock	27,074	17,074	-	-	-	10,000	27,074	-	-	-	170	-	26,904	-	26,904
1.238A	Community Transit (SSI)	703,649	668,649	-	-	-	35,000	703,649	-	-	-	217,547	-	-	486,102	486,102
1.238B	Community Transportation (SSI)	161,223	52,573	3,920	-	-	104,730	161,223	-	-	-	430	-	-	160,793	160,793
1.280	Regional Parks	20,888,055	15,339,791	1,419,207	-	751,900	3,377,157	20,888,055	-	77,539	-	934,946	637,016	-	19,238,554	19,238,554
1.290	Royal Theatre	580,000	100,000	-	-	105,000	375,000	580,000	-	-	-	-	-	-	580,000	580,000
1.295	McPherson Theatre	785,822	349,589	-	-	90,000	346,233	785,822	-	-	-	35,822	-	-	750,000	750,000
1.297	Arts Grants	3,275,458	3,274,458	-	-	-	1,020	3,275,458	-	-	-	178,754	-	-	3,040,662	3,040,662
1.299	Salt Spring Island Arts	129,671	129,671	-	-	-	-	129,671	-	15,490	40,552	90	-	-	129,581	129,581
1.309	Climate Action and Adaptation	2,387,474	1,534,467	-	-	792,961	60,046	2,387,474	-	-	213,510	657,352	-	-	1,516,612	1,516,612
1.310	Land Banking & Housing	4,734,904	2,612,868	2,117,926	-	-	4,110	4,734,904	-	597,373	100,000	809,456	2,000	-	3,226,075	3,226,075
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	248,369	248,369	-	-	-	-	248,369	-	-	-	-	-	-	248,369	248,369
1.313	Animal Care Services	1,775,730	1,735,947	-	-	-	39,783	1,775,730	-	-	-	1,255,990	28,900	-	490,840	490,840
1.314	SGI House Numbering	10,298	10,298	-	-	-	-	10,298	-	-	-	145	-	-	10,153	10,153
1.316	SSI Building Numbering	10,428	10,428	-	-	-	-	10,428	-	-	-	20	-	-	10,408	10,408
1.317	JDF Building Numbering	14,157	14,157	-	-	-	-	14,157	-	-	-	50	-	-	14,107	14,107
1.318	Building Inspection	2,303,372	2,240,882	-	-	13,720	48,770	2,303,372	-	32,700	143,742	4,690	1,468,790	-	653,450	653,450
1.319	Soil Deposit Removal	6,312	6,312	-	-	-	-	6,312	-	-	92	40	-	-	6,180	6,180
1.320	Noise Control	44,313	44,313	-	-	-	-	44,313	-	-	-	350	-	-	43,963	43,963
1.322	Nuisances & Unsightly Premises	58,644	58,644	-	-	-	-	58,644	-	-	-	450	-	-	58,194	58,194
1.323	By-Law Enforcement	602,960	551,617	-	-	-	51,343	602,960	-	565,660	-	37,300	-	-	-	-
1.324	Regional Planning Services	1,669,692	1,667,192	-	-	-	2,500	1,669,692	-	95,410	199,918	65,110	-	-	1,309,254	1,309,254
1.325	Electoral Area Services - Planning	905,003	829,233	-	-	-	75,770	905,003	-	33,840	57,853	2,210	45,000	-	766,100	766,100
1.330	Regional Growth Strategy	639,045	629,045	-	-	-	10,000	639,045	-	-	300,000	17,060	-	-	321,985	321,985
1.335	Geo-Spatial Referencing System	187,090	121,800	-	-	-	65,290	187,090	-	-	-	8,000	8,830	-	170,260	170,260
1.340	JDF Livestock Injury Compensation	3,161	3,161	-	-	-	-	3,161	-	-	-	-	-	-	3,161	3,161
1.341	SGI Livestock Injury Compensation	3,181	3,181	-	-	-	-	3,181	-	-	-	34	-	-	3,147	3,147
1.342	SSI Livestock Injury Compensation	3,161	3,161	-	-	-	-	3,161	-	-	-	-	-	-	3,161	3,161
1.350	Willis Point Fire Protect & Recreation	190,790	120,963	-	-	6,650	63,177	190,790	-	-	-	42,150	-	-	148,640	148,640
1.352	South Galiano Fire Protection	629,807	362,170	141,027	-	10,390	116,220	629,807	-	-	-	1,120	-	141,027	487,680	628,687
1.353	Otter Point Fire Protection	687,280	508,490	-	-	5,990	172,800	687,280	-	-	-	340	-	-	686,940	686,940
1.354	Malahat Fire Protection	70,044	70,044	-	-	-	-	70,044	-	-	-	-	-	-	70,044	70,044
1.355	Durrance Road Fire Protection	3,019	2,719	-	-	-	300	3,019	-	-	-	-	-	3,019	-	3,019
1.356	Pender Fire Protection	1,537,418	1,213,722	111,596	-	-	212,100	1,537,418	-	-	111,596	11,820	-	-	1,414,002	1,414,002
1.357	East Sooke Fire Protection	586,874	325,663	155,109	-	5,000	101,102	586,874	-	-	-	28,624	70,740	-	487,510	487,510
1.358	Port Renfrew Fire Protection	206,713	177,713	-	-	-	29,000	206,713	-	-	-	1,350	82,145	-	123,218	123,218
1.359	North Galiano Fire Protection	331,451	264,988	56,363	-	5,000	5,100	331,451	-	-	-	1,000	-	24,440	306,011	330,451
1.360	Shirley Fire Protection	204,090	128,167	-	-	10,000	65,923	204,090	-	-	-	210	-	-	203,880	203,880
1.363	Saturna Island Fire	336,613	336,613	-	-	-	-	336,613	-	-	-	12,753	-	-	323,860	323,860
1.369	Electoral Area Fire Services	332,276	329,776	-	-	2,500	-	332,276	-	-	43,416	120	-	-	288,740	288,740
1.370	Juan de Fuca Emergency Program	124,094	111,214	-	-	-	12,880	124,094	-	-	-	240	-	-	123,854	123,854
1.371	SSI Emergency Program	136,629	136,629	-	-	-	-	136,629	-	-	3,666	190	-	-	132,773	132,773
1.372	Electoral Area Emergency Program	708,055	703,055	-	-	-	5,000	708,055	-	519,720	-	10,485	990	-	176,860	176,860
1.373	SGI Emergency Program	275,268	259,367	-	-	-	15,901	275,268	-	-	25,000	2,890	-	-	247,378	247,378
1.374	Regional Emergency Program Support	151,688	151,688	-	-	-	-	151,688	-	-	-	7,530	-	-	144,158	144,158
1.375	Hazardous Material Incident Response	388,068	378,508	-	-	-	9,560	388,068	-	-	1,250	18,950	-	-	367,868	367,868

CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN										Schedule A									
		Expenditures						Revenue											
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2025			
1.377	JDF Search and Rescue	92,232	89,232	-	-	-	3,000	92,232	-	-	-	22,280	-	-	69,952	69,952			
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	-	-	-	100	-	-	25,704	25,704			
1.40X	SEAPARC	5,389,423	4,806,057	53,966	-	-	529,400	5,389,423	-	-	-	541,857	1,440,106	-	3,407,460	3,407,460			
1.405	JDF EA - Community Parks	239,440	220,430	-	-	-	19,010	239,440	-	-	-	900	-	-	238,540	238,540			
1.408	JDF EA - Community Recreation	94,470	94,470	-	-	-	-	94,470	-	-	-	-	-	-	72,050	72,050			
1.44X	Panorama Rec. Center.	11,192,984	9,615,665	313,108	-	-	1,264,211	11,192,984	-	-	-	2,189,590	3,293,799	-	5,709,595	5,709,595			
1.455	Salt Spring Island - Community Parks	1,009,980	984,480	-	-	-	25,500	1,009,980	-	412,660	-	32,850	-	-	564,470	564,470			
1.458	Salt Spring Is- Community Rec	397,517	388,165	-	-	-	9,350	397,517	-	-	-	10,240	275,630	-	111,647	111,647			
1.459	Salt Spring Is- Port, Parks, Land, Art & Rec. Prog	2,797,606	2,391,731	18,375	-	-	387,500	2,797,606	-	90,190	15,000	169,790	288,450	-	2,234,176	2,234,176			
1.465	Saturna Island Comm. Parks	30,801	25,554	-	-	-	5,247	30,801	-	-	-	1,650	-	-	29,151	29,151			
1.468	Saturna Island - Community Rec.	15,120	15,120	-	-	-	-	15,120	-	-	-	690	-	-	14,430	14,430			
1.475	Mayne Is. Com. Parks & Rec	98,490	79,480	-	-	-	19,010	98,490	-	-	-	300	-	-	98,190	98,190			
1.476	Mayne Is. Comm. Parks (reserve)	10,790	10,790	-	-	-	-	10,790	-	-	-	9,740	1,050	-	-	-			
1.478	Mayne Is. Community Rec.	37,610	37,610	-	-	-	-	37,610	-	-	-	60	-	-	37,550	37,550			
1.485	North & South Pender Com. Parks	187,630	159,634	-	-	-	27,996	187,630	-	-	-	2,300	-	-	185,330	185,330			
1.488	North & South Pender Com. Rec	71,850	71,850	-	-	-	-	71,850	-	-	-	870	-	-	70,980	70,980			
1.495	Galiano Parks	131,736	120,736	-	-	-	11,000	131,736	-	-	21,100	120	-	-	110,516	110,516			
1.498	Galiano Community Recreation	44,760	44,760	-	-	-	-	44,760	-	-	-	30	-	-	44,730	44,730			
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	42,856,551	37,930,547	-	-	-	4,926,004	42,856,551	-	-	3,080	16,010,637	26,842,834	-	-	-			
1.523	Port Renfrew Refuse Disposal	124,649	94,540	-	-	-	30,109	124,649	-	26,969	-	51,565	-	-	46,115	46,115			
1.525	Solid Waste Disposal - Debt	2,137,816	77,150	2,060,666	-	-	-	2,137,816	-	-	-	650	2,137,166	-	-	-			
1.531	Stormwater Quality Management - Sooke	41,338	25,284	-	-	-	16,054	41,338	-	-	-	86	-	-	41,252	41,252			
1.533	Stormwater Quality Management - SGI	42,310	42,310	-	-	-	-	42,310	-	-	-	490	-	-	41,820	41,820			
1.535	Stormwater Quality Management - SSI	26,201	26,201	-	-	-	-	26,201	-	-	1,071	30	-	-	25,100	25,100			
1.536	LWMP-Stormwater Quality Management-Core	777,746	761,793	-	-	-	15,953	777,746	-	-	-	87,763	-	-	689,983	689,983			
1.537	Stormwater Quality Management - Peninsula	127,793	127,793	-	-	-	-	127,793	-	-	-	4,455	-	-	123,338	123,338			
1.538	Source -																		

CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN								Schedule A								
Expenditures								Revenue								
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2026
1.010	Legislative & General Government	39,675,257	37,908,576	203,000	-	1,209,690	353,991	39,675,257	450,000	22,799,069	952,904	1,546,756	97,720	-	13,828,808	13,828,808
1.10X	Facilities Management	4,951,028	4,407,013	-	-	-	544,015	4,951,028	-	4,726,085	-	42,778	-	-	182,165	182,165
1.101	G.I.S.	682,401	613,401	-	-	19,000	50,000	682,401	-	535,178	-	6,270	-	-	140,953	140,953
1.103	Elections	273,261	273,261	-	-	-	-	273,261	-	-	125,811	81,960	-	-	65,490	65,490
1.104	U.B.C.M.	13,804	13,804	-	-	-	-	13,804	-	-	-	90	-	-	13,714	13,714
1.109	Electoral Area Admin Exp - JDF	75,576	75,576	-	-	-	-	75,576	-	-	-	250	-	-	75,326	75,326
1.110	Electoral Area Admin Exp - SGI	478,241	477,141	-	-	-	1,100	478,241	-	-	10,171	19,710	-	-	448,360	448,360
1.111	Electoral Area Admin Exp - SSI	1,454,646	1,390,646	-	-	-	64,000	1,454,646	-	714,139	-	5,770	-	-	734,737	734,737
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	21,762	21,762	-	-	-	-	21,762	-	-	-	290	-	-	21,472	21,472
1.116	Grant-in-Aid - Salt Spring Island	53,011	53,011	-	-	-	-	53,011	-	-	-	260	-	-	52,751	52,751
1.117	Grant-in-Aid - Southern Gulf Islands	111,326	111,326	-	-	-	-	111,326	-	-	-	1,257	-	-	110,069	110,069
1.119	Vancouver Island Regional Library	418,891	418,891	-	-	-	-	418,891	-	-	-	650	-	-	418,241	418,241
1.121	Sooke Regional Museum	239,397	239,397	-	-	-	-	239,397	-	-	-	410	-	-	238,987	238,987
1.123	Prov. Court of B.C. (Family Court)	149,360	70,134	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	75,134	70,134	-	-	-	5,000	75,134	-	-	13,415	650	-	-	61,069	61,069
1.125	SGI Economic Development Commission	133,952	133,952	-	-	-	-	133,952	-	-	-	1,580	-	-	132,372	132,372
1.126	Victoria Family Court Committee	15,797	15,797	-	-	-	-	15,797	-	-	-	797	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	335,692	335,692	-	-	-	-	335,692	-	-	-	14,634	-	-	321,058	321,058
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	35,027	35,027	-	-	-	-	35,027	-	-	-	100	-	-	34,927	34,927
1.137	Galiano Island Community Use Building	72,739	40,486	30,653	-	-	1,600	72,739	-	-	-	290	-	-	72,449	72,449
1.138	Southern Gulf Islands Regional Library	262,963	262,963	-	-	-	-	262,963	-	-	-	2,747	-	-	260,216	260,216
1.141	Salt Spring Island Public Library	800,147	623,576	146,651	-	-	29,920	800,147	-	-	-	1,700	-	-	798,447	798,447
1.15X	Municipalities' Own Debt - M.F.A.	16,371,186	75,440	16,295,746	-	-	-	16,371,186	-	-	-	75,440	-	-	16,295,746	16,295,746
1.170	Gossip Island Electric Power Supply	63,221	600	62,621	-	-	-	63,221	-	-	-	290	-	62,931	-	62,931
1.224	Community Health	845,152	845,152	-	-	-	-	845,152	-	-	-	190,552	-	-	654,600	654,600
1.226	Health Facilities - VIHA	1,847,981	773,693	-	-	-	1,074,288	1,847,981	-	-	-	-	-	-	-	-
1.227	Saturna Island Medical Clinic	27,134	27,134	-	-	-	-	27,134	-	-	-	1,480	-	-	25,654	25,654
1.228	Galiano Health Service	150,621	150,621	-	-	-	-	150,621	-	-	-	201	-	-	150,420	150,420
1.229	Pender Islands Health Care Centre	289,022	289,022	-	-	-	-	289,022	-	-	-	2,210	-	-	286,812	286,812
1.230	Traffic Safety Commission	80,073	80,073	-	-	-	-	80,073	-	-	-	3,700	-	-	76,373	76,373
1.232	Port Renfrew Street Lighting	9,656	9,656	-	-	-	-	9,656	-	-	-	370	4,050	5,236	-	5,236
1.234	SSI Street Lighting	33,092	33,092	-	-	-	-	33,092	-	-	-	40	-	-	33,052	33,052
1.235	SGI Small Craft Harbour Facilities	494,180	258,575	87,493	-	-	148,112	494,180	-	-	-	7,890	148,150	338,140	-	338,140
1.236	Salt Spring Island Fernwood Dock	33,622	17,622	-	-	-	16,000	33,622	-	-	-	170	-	33,452	-	33,452
1.238A	Community Transit (SSI)	758,467	709,947	-	-	-	48,520	758,467	-	-	-	219,857	-	-	538,610	538,610
1.238B	Community Transportation (SSI)	184,517	53,549	28,968	-	-	102,000	184,517	-	-	-	430	-	-	184,087	184,087
1.280	Regional Parks	21,924,294	15,734,780	2,464,207	-	280,908	3,444,399	21,924,294	-	79,089	20,000	938,488	648,248	-	20,238,469	20,238,469
1.290	Royal Theatre	580,000	100,000	-	-	105,000	375,000	580,000	-	-	-	-	-	-	580,000	580,000
1.295	McPherson Theatre	785,822	349,589	-	-	90,000	346,233	785,822	-	-	-	35,822	-	-	750,000	750,000
1.297	Arts Grants	3,343,934	3,342,894	-	-	-	1,040	3,343,934	-	15,860	41,589	178,754	-	-	3,107,731	3,107,731
1.299	Salt Spring Island Arts	132,251	132,251	-	-	-	-	132,251	-	-	-	90	-	-	132,161	132,161
1.309	Climate Action and Adaptation	2,326,611	1,473,400	-	-	792,961	60,250	2,326,611	-	-	352,117	657,352	-	-	1,317,142	1,317,142
1.310	Land Banking & Housing	4,555,666	2,175,077	2,376,439	-	-	4,150	4,555,666	-	462,755	-	712,866	2,000	-	3,378,045	3,378,045
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	253,359	253,359	-	-	-	-	253,359	-	-	-	-	-	-	253,359	253,359
1.313	Animal Care Services	1,816,170	1,775,119	-	-	-	41,051	1,816,170	-	-	-	1,281,120	29,480	-	505,570	505,570
1.314	SGI House Numbering	10,498	10,498	-	-	-	-	10,498	-	-	-	145	-	-	10,353	10,353
1.316	SSI Building Numbering	10,633	10,633	-	-	-	-	10,633	-	-	-	20	-	-	10,613	10,613
1.317	JDF Building Numbering	14,451	14,451	-	-	-	-	14,451	-	-	-	50	-	-	14,401	14,401
1.318	Building Inspection	2,287,639	2,224,399	-	-	13,990	49,250	2,287,639	-	33,350	39,165	4,730	1,498,180	-	712,214	712,214
1.319	Soil Deposit Removal	6,434	6,434	-	-	-	-	6,434	-	-	-	94	-	-	6,300	6,300
1.320	Noise Control	45,710	45,225	-	-	-	485	45,710	-	-	-	350	-	-	45,360	45,360
1.322	Nuisances & Unsanitary Premises	59,820	59,820	-	-	-	-	59,820	-	-	-	460	-	-	59,360	59,360
1.323	By-Law Enforcement	615,813	564,398	-	-	-	51,415	615,813	-	577,773	-	38,040	-	-	-	-
1.324	Regional Planning Services	1,720,511	1,718,011	-	-	-	2,500	1,720,511	-	97,700	207,859	66,420	-	-	1,348,532	1,348,532
1.325	Electoral Area Services - Planning	906,373	830,603	-	-	-	75,770	906,373	-	34,520	35,543	2,230	45,000	-	789,080	789,080
1.330	Regional Growth Strategy	347,134	337,134	-	-	-	10,000	347,134	-	-	-	17,380	-	-	329,754	329,754
1.335	Geo-Spatial Referencing System	190,853	124,253	-	-	-	66,600	190,853	-	-	-	8,160	9,010	-	173,683	173,683
1.340	JDF Livestock Injury Compensation	3,164	3,164	-	-	-	-	3,164	-	-	-	-	-	-	3,164	3,164
1.341	SGI Livestock Injury Compensation	3,184	3,184	-	-	-	-	3,184	-	-	-	34	-	-	3,150	3,150
1.342	SSI Livestock Injury Compensation	3,164	3,164	-	-	-	-	3,164	-	-	-	-	-	-	3,164	3,164
1.350	Willis Point Fire Protect & Recreation	193,940	123,425	-	-	6,780	63,735	193,940	-	-	-	42,330	-	-	151,610	151,610
1.352	South Galiano Fire Protection	654,187	369,396	141,027	-	10,600	133,164	654,187	-	-	-	1,120	-	141,027	512,040	653,067
1.353	Otter Point Fire Protection	703,194	518,784	-	-	6,110	178,300	703,194	-	-	-	340	-	-	702,854	702,854
1.354	Malahat Fire Protection	71,442	71,442	-	-	-	-	71,442	-	-	-	-	-	-	71,442	71,442
1.355	Durance Road Fire Protection	3,021	2,721	-	-	-	300	3,021	-	-	-	-	-	3,021	-	3,021
1.356	Pender Fire Protection	1,610,053	1,289,662	94,931	-	-	225,460	1,610,053	-	-	94,931	12,060	-	-	1,503,062	1,503,062
1.357	East Sooke Fire Protection	598,710	332,428	155,109	-	5,000	106,173	598,710	-	-	-	29,300	72,150	-	497,260	497,260
1.358	Port Renfrew Fire Protection	211,361	181,361	-	-	-	30,000	211,361	-	-	-	1,370	83,996	-	125,995	125,995
1.359	North Galiano Fire Protection	337,429	270,351	56,363	-	5,000	5,715	337,429	-	-	-	1,010	-	24,440	311,979	336,419
1.360	Shirley Fire Protection	208,170	130,740	-	-	10,000	67,430	208,170	-	-	-	210	-	-	207,960	207,960
1.363	Saturna Island Fire	341,782	341,782	-	-	-	-	341,782	-	-	-	13,010	-	-	328,772	328,772
1.369	Electoral Area Fire Services	346,611	337,141	-	-	2,500	6,970	346,611	-	-	-	120	-	-	346,491	346,491
1.370	Juan de Fuca Emergency Program	126,325	113,445	-	-	-	12,880	126,325	-	-	-	240	-	-	126,085	126,085
1.371	SSI Emergency Program	139,125	139,125	-	-	-	-	139,125	-	-	3,507	190	-	-	135,428	135,428
1.372	Electoral Area Emergency Program	724,716	719,716	-	-	-	5,000	724,716	-	530,110	-	6,135	1,000	-	187,471	187,471
1.373	SGI Emergency Program	275,328	264,089	-	-	-	11,239	275,328	-	-	25,000	2,950	-	-	247,378	247,378
1.374	Regional Emergency Program Support	155,244	155,244	-	-	-	-	155,244	-	-	-	7,670	-	-	147,574	147,574
1.375	Hazardous Material Incident Response	398,219	386,079	-	-	-	12,140	398,219	-	-	-	19,320	-	-	378,899	378,899

CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN															Schedule A	
	Expenditures						Revenue									
	Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2026	
1.377	JDF Search and Rescue	92,672	89,672	-	-	-	3,000	92,672	-	-	-	22,720	-	-	69,952	69,952
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	-	-	-	-	-	-	25,704	25,704
1.40X	SEAPARC	5,506,523	4,912,567	53,966	-	-	539,990	5,506,523	-	-	-	552,587	1,468,920	-	3,485,016	3,485,016
1.405	JDF EA - Community Parks	244,229	225,144	-	-	-	19,085	244,229	-	-	-	920	-	-	243,309	243,309
1.408	JDF EA - Community Recreation	96,360	96,360	-	-	-	-	96,360	-	-	-	22,860	-	-	73,500	73,500
1.44X	Panorama Rec. Center.	11,754,386	9,796,963	590,608	-	-	1,366,815	11,754,386	-	-	52,785	2,234,439	3,365,440	-	6,101,722	6,101,722
1.455	Salt Spring Island - Community Parks	1,031,877	1,006,377	-	-	-	25,500	1,031,877	-	420,910	-	33,520	-	-	577,447	577,447
1.458	Salt Spring Is. - Community Rec	405,433	396,533	-	-	-	8,900	405,433	-	-	-	10,440	281,130	-	113,863	113,863
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,909,474	2,424,808	107,666	-	-	377,000	2,909,474	-	91,990	-	173,190	294,220	-	2,350,074	2,350,074
1.465	Saturna Island Comm. Parks	31,414	26,067	-	-	-	5,347	31,414	-	-	-	1,680	-	-	29,734	29,734
1.468	Saturna Island - Community Rec.	15,420	15,420	-	-	-	-	15,420	-	-	-	700	-	-	14,720	14,720
1.475	Mayne Is. Comm. Parks & Rec	100,450	81,440	-	-	-	19,010	100,450	-	-	-	300	-	-	100,150	100,150
1.476	Mayne Is. Comm. Parks (reserve)	11,000	11,000	-	-	-	-	11,000	-	-	-	9,930	1,070	-	-	-
1.478	Mayne Is. Community Rec.	38,360	38,360	-	-	-	-	38,360	-	-	-	60	-	-	38,300	38,300
1.485	North & South Pender Com. Parks	200,640	162,856	-	-	-	37,784	200,640	-	-	-	2,340	-	-	198,300	198,300
1.488	North & South Pender Com. Rec	73,280	73,280	-	-	-	-	73,280	-	-	-	880	-	-	72,400	72,400
1.495	Galiano Parks	135,225	123,225	-	-	-	12,000	135,225	-	-	21,530	120	-	-	113,575	113,575
1.498	Galiano Community Recreation	45,650	45,650	-	-	-	-	45,650	-	-	-	30	-	-	45,620	45,620
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	40,868,883	40,205,763	-	-	-	663,120	40,868,883	-	-	314,312	15,950,917	24,603,654	-	-	-
1.523	Port Renfrew Refuse Disposal	127,048	96,442	-	-	-	30,606	127,048	-	27,508	-	52,500	-	-	47,040	47,040
1.525	Solid Waste Disposal - Debt	2,726,996	20,650	2,706,346	-	-	-	2,726,996	-	-	-	650	2,726,346	-	-	-
1.531	Stormwater Quality Management - Sooke	42,162	25,790	-	-	-	16,372	42,162	-	-	-	86	-	-	42,076	42,076
1.533	Stormwater Quality Management - SGI	43,155	43,155	-	-	-	-	43,155	-	-	-	500	-	-	42,655	42,655
1.535	Stormwater Quality Management - SSI	26,399	26,399	-	-	-	-	26,399	-	-	769	30	-	-	25,600	25,600
1.536	LWMP-Stormwater Quality Management-Core	791,544	775,272	-	-	-	16,272	791,544	-	-	-	87,763	-	-	703,781	703,781
1.537	Stormwater Quality Management - Peninsula	130,261	130,261	-	-	-	-	130,261	-	-	-	4,455	-	-	125,806	125,806
1.538																

CAPITAL REGIONAL DISTRICT 2027 FINANCIAL PLAN								Schedule A								
Expenditures								Revenue								
		Total 2027	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2027	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2027
1.010	Legislative & General Government	39,135,867	37,951,581	304,332	-	519,880	360,074	39,135,867	450,000	23,277,506	180,000	1,555,706	98,870	-	13,573,785	13,573,785
1.10X	Facilities Management	5,133,536	4,508,741	-	-	-	624,795	5,133,536	-	4,903,935	-	43,072	-	-	186,529	186,529
1.101	G.I.S.	696,435	627,055	-	-	19,380	50,000	696,435	-	545,882	-	6,390	-	-	144,163	144,163
1.103	Elections	66,080	590	-	-	-	65,490	66,080	-	-	500	90	-	-	65,490	65,490
1.104	U.B.C.M.	14,078	14,078	-	-	-	-	14,078	-	-	-	90	-	-	13,988	13,988
1.109	Electoral Area Admin Exp - JDF	77,081	77,081	-	-	-	-	77,081	-	-	-	250	-	-	76,831	76,831
1.110	Electoral Area Admin Exp - SGI	489,241	488,141	-	-	-	1,100	489,241	-	-	5,136	20,035	-	-	464,070	464,070
1.111	Electoral Area Admin Exp - SSI	1,571,004	1,506,504	-	-	-	64,500	1,571,004	-	729,932	85,000	5,790	-	-	750,282	750,282
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	21,797	21,797	-	-	-	-	21,797	-	-	-	290	-	-	21,507	21,507
1.116	Grant-in-Aid - Salt Spring Island	53,119	53,119	-	-	-	-	53,119	-	-	-	260	-	-	52,859	52,859
1.117	Grant-in-Aid - Southern Gulf Islands	111,436	111,436	-	-	-	-	111,436	-	-	-	1,257	-	-	110,179	110,179
1.119	Vancouver Island Regional Library	427,243	427,243	-	-	-	-	427,243	-	-	-	660	-	-	426,583	426,583
1.121	Sooke Regional Museum	244,179	244,179	-	-	-	-	244,179	-	-	-	420	-	-	243,759	243,759
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	75,535	70,535	-	-	-	5,000	75,535	-	-	12,585	660	-	-	62,290	62,290
1.125	SGI Economic Development Commission	136,153	136,153	-	-	-	-	136,153	-	-	-	1,610	-	-	134,543	134,543
1.126	Victoria Family Court Committee	15,797	15,797	-	-	-	-	15,797	-	-	-	797	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	342,405	342,405	-	-	-	-	342,405	-	-	-	14,634	-	-	327,771	327,771
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	35,731	35,731	-	-	-	-	35,731	-	-	-	100	-	-	35,631	35,631
1.137	Galiano Island Community Use Building	74,189	41,316	30,653	-	-	2,220	74,189	-	-	-	290	-	-	73,899	73,899
1.138	Southern Gulf Islands Regional Library	268,233	268,233	-	-	-	-	268,233	-	-	-	2,807	-	-	265,426	265,426
1.141	Salt Spring Island Public Library	815,523	635,545	9,888	-	-	170,090	815,523	-	-	-	1,130	-	-	814,393	814,393
1.15X	Municipalities' Own Debt - M.F.A.	14,832,370	75,100	14,757,270	-	-	-	14,832,370	-	-	-	75,100	-	-	14,757,270	14,757,270
1.170	Gossip Island Electric Power Supply	63,225	604	62,621	-	-	-	63,225	-	-	-	290	-	62,935	-	62,935
1.224	Community Health	596,138	596,138	-	-	-	-	596,138	-	-	-	145,571	-	-	450,567	450,567
1.226	Health Facilities - VIHA	1,884,942	790,342	-	-	-	1,094,600	1,884,942	-	-	-	1,884,942	-	-	-	-
1.227	Saturna Island Medical Clinic	27,739	27,739	-	-	-	-	27,739	-	-	-	1,510	-	-	26,229	26,229
1.228	Galiano Health Service	153,629	153,629	-	-	-	-	153,629	-	-	-	199	-	-	153,430	153,430
1.229	Pender Islands Health Care Centre	299,026	299,026	-	-	-	-	299,026	-	-	-	2,250	-	-	296,776	296,776
1.230	Traffic Safety Commission	81,646	81,646	-	-	-	-	81,646	-	-	-	3,770	-	-	77,876	77,876
1.232	Port Renfrew Street Lighting	9,825	9,825	-	-	-	-	9,825	-	-	-	380	4,130	5,315	-	5,315
1.234	SSI Street Lighting	33,671	33,671	-	-	-	-	33,671	-	-	-	40	-	-	33,631	33,631
1.235	SGI Small Craft Harbour Facilities	503,900	265,109	87,493	-	-	151,298	503,900	-	-	-	8,040	150,960	344,900	-	344,900
1.236	Salt Spring Island Fernwood Dock	36,162	18,162	-	-	-	18,000	36,162	-	-	-	170	-	35,992	-	35,992
1.238A	Community Transit (SSI)	773,624	724,164	-	-	-	49,460	773,624	-	-	-	224,241	-	-	549,383	549,383
1.238B	Community Transportation (SSI)	214,272	54,457	57,815	-	-	102,000	214,272	-	-	-	430	-	-	213,842	213,842
1.280	Regional Parks	23,960,381	16,026,661	4,134,207	-	286,526	3,512,987	23,960,381	-	80,671	-	942,101	659,477	-	22,278,132	22,278,132
1.290	Royal Theatre	580,000	100,000	-	-	-	109,000	580,000	-	-	-	-	-	-	580,000	580,000
1.295	McPherson Theatre	785,822	349,589	-	-	94,000	342,233	785,822	-	-	-	35,822	-	-	750,000	750,000
1.297	Arts Grants	3,412,964	3,411,903	-	-	-	1,061	3,412,964	-	16,240	42,168	178,754	-	-	3,175,802	3,175,802
1.299	Salt Spring Island Arts	134,882	134,882	-	-	-	-	134,882	-	-	-	90	-	-	134,792	134,792
1.309	Climate Action and Adaptation	1,544,331	1,319,850	-	-	164,023	60,458	1,544,331	-	-	31,037	196,152	-	-	1,317,142	1,317,142
1.310	Land Banking & Housing	4,494,705	2,114,076	2,376,439	-	-	4,190	4,494,705	-	359,628	-	716,354	2,000	-	3,416,723	3,416,723
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.313	Animal Care Services	1,857,745	1,815,745	-	-	-	42,000	1,857,745	-	-	-	1,306,740	30,070	-	520,935	520,935
1.314	SGI House Numbering	10,708	10,708	-	-	-	-	10,708	-	-	-	145	-	-	10,563	10,563
1.316	SSI Building Numbering	10,854	10,854	-	-	-	-	10,854	-	-	-	20	-	-	10,834	10,834
1.317	JDF Building Numbering	14,735	14,735	-	-	-	-	14,735	-	-	-	50	-	-	14,685	14,685
1.318	Building Inspection	2,343,536	2,279,516	-	-	14,280	49,740	2,343,536	-	34,020	4,452	4,770	1,528,150	-	772,144	772,144
1.319	Soil Deposit Removal	6,556	6,556	-	-	-	-	6,556	-	-	-	86	-	-	6,430	6,430
1.320	Noise Control	47,303	46,128	-	-	-	1,175	47,303	-	-	-	350	-	-	46,953	46,953
1.322	Nuisances & Unsightly Premises	60,978	60,978	-	-	-	-	60,978	-	-	-	470	-	-	60,508	60,508
1.323	By-Law Enforcement	628,523	577,897	-	-	-	50,626	628,523	-	589,733	-	38,790	-	-	-	-
1.324	Regional Planning Services	2,293,416	2,290,916	-	-	-	2,500	2,293,416	-	100,040	736,628	67,760	-	-	1,388,988	1,388,988
1.325	Electoral Area Services - Planning	943,522	867,752	-	-	-	75,770	943,522	-	35,211	48,311	2,250	45,000	-	812,750	812,750
1.330	Regional Growth Strategy	354,681	344,681	-	-	-	10,000	354,681	-	-	-	17,710	-	-	336,971	336,971
1.335	Geo-Spatial Referencing System	194,675	126,745	-	-	-	67,930	194,675	-	-	-	8,330	9,190	-	177,155	177,155
1.340	JDF Livestock Injury Compensation	3,168	3,168	-	-	-	-	3,168	-	-	-	-	-	-	3,168	3,168
1.341	SGI Livestock Injury Compensation	3,188	3,188	-	-	-	-	3,188	-	-	-	34	-	-	3,154	3,154
1.342	SSI Livestock Injury Compensation	3,168	3,168	-	-	-	-	3,168	-	-	-	-	-	-	3,168	3,168
1.350	Willis Point Fire Protect & Recreation	197,150	125,959	-	-	6,920	64,271	197,150	-	-	-	42,510	-	-	154,640	154,640
1.352	South Galiano Fire Protection	664,427	376,779	141,027	-	10,810	135,811	664,427	-	-	-	1,120	-	141,027	522,280	663,307
1.353	Otter Point Fire Protection	718,546	529,316	-	-	6,230	183,000	718,546	-	-	-	340	-	-	718,206	718,206
1.354	Malahat Fire Protection	72,872	72,872	-	-	-	-	72,872	-	-	-	-	-	-	72,872	72,872
1.355	Durance Road Fire Protection	3,024	2,724	-	-	-	300	3,024	-	-	-	-	-	3,024	-	-
1.356	Pender Fire Protection	1,598,303	1,360,405	-	-	-	237,898	1,598,303	-	-	-	12,310	-	-	1,585,993	1,585,993
1.357	East Sooke Fire Protection	610,788	339,315	155,109	-	5,000	111,364	610,788	-	-	-	29,988	73,590	-	507,210	507,210
1.358	Port Renfrew Fire Protection	215,561	185,061	-	-	-	30,500	215,561	-	-	-	1,390	85,668	-	128,503	128,503
1.359	North Galiano Fire Protection	343,591	275,818	56,363	-	5,000	6,410	343,591	-	-	-	1,020	-	24,440	318,131	342,571
1.360	Shirley Fire Protection	212,330	133,365	-	-	10,000	68,965	212,330	-	-	-	210	-	-	212,120	212,120
1.363	Saturna Island Fire	346,954	346,954	-	-	-	-	346,954	-	-	-	13,270	-	-	333,684	333,684
1.369	Electoral Area Fire Services	353,543	344,679	-	-	2,289	6,575	353,543	-	-	-	120	-	-	353,423	353,423
1.370	Juan de Fuca Emergency Program	128,591	115,711	-	-	-	12,880	128,591	-	-	-	240	-	-	128,351	128,351
1.371	SSI Emergency Program	141,654	141,654	-	-	-	-	141,654	-	-	3,327	190	-	-	138,137	138,137
1.372	Electoral Area Emergency Program	741,034	736,034	-	-	-	5,000	741,034	-	540,708	1,535	1,010	-	-	197,781	197,781
1.373	SGI Emergency Program	250,388	243,887	-	-	-	6,501	250,388	-	-	-	3,010	-	-	247,378	247,378
1.374	Regional Emergency Program Support	158,735	158,735	-	-	-	-	158,735	-	-	-	7,810	-	-	150,925	150,925
1.375	Hazardous Material Incident Response	409,948	393,763	-	-	-	16,185	409,948	-	-	-	19,690	-	-	390,258	390,258

CAPITAL REGIONAL DISTRICT 2027 FINANCIAL PLAN										Schedule A									
		Expenditures					Revenue												
		Total 2027	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2027	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2027			
1.377	JDF Search and Rescue	93,122	90,122	-	-	-	3,000	93,122	-	-	-	23,170	-	-	69,952	69,952			
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	-	-	-	100	-	-	25,704	25,704			
1.40X	SEAPARC	5,622,710	5,017,954	53,966	-	-	550,790	5,622,710	-	-	-	563,527	1,498,274	-	3,560,909	3,560,909			
1.405	JDF EA - Community Parks	249,123	229,828	-	-	-	19,295	249,123	-	-	-	940	-	-	248,183	248,183			
1.408	JDF EA - Community Recreation	98,280	98,280	-	-	-	-	98,280	-	-	-	23,310	-	-	74,970	74,970			
1.44X	Panorama Rec. Center.	12,000,462	10,015,701	590,608	-	-	1,394,153	12,000,462	-	-	-	2,280,382	3,438,694	-	6,281,386	6,281,386			
1.455	Salt Spring Island - Community Parks	1,053,634	1,028,134	-	-	-	25,500	1,053,634	-	429,330	-	34,190	-	-	590,114	590,114			
1.458	Salt Spring Is. - Community Rec	413,542	404,892	-	-	-	8,650	413,542	-	-	-	10,650	286,740	-	116,152	116,152			
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec Prog	2,956,369	2,476,703	107,666	-	-	372,000	2,956,369	-	93,830	-	176,650	300,100	-	2,385,789	2,385,789			
1.465	Saturna Island Comm. Parks	32,039	26,590	-	-	-	5,449	32,039	-	-	-	1,710	-	-	30,329	30,329			
1.468	Saturna Island - Community Rec.	15,720	15,720	-	-	-	-	15,720	-	-	-	710	-	-	15,010	15,010			
1.475	Mayne Is. Com. Parks & Rec	102,450	83,440	-	-	-	19,010	102,450	-	-	-	300	-	-	102,150	102,150			
1.476	Mayne Is. Comm. Parks (reserve)	11,220	11,220	-	-	-	-	11,220	-	-	-	10,130	1,090	-	-	-			
1.478	Mayne Is. Community Rec.	39,130	39,130	-	-	-	-	39,130	-	-	-	60	-	-	39,070	39,070			
1.485	North & South Pender Com. Parks	214,560	166,142	-	-	-	48,418	214,560	-	-	-	2,380	-	-	212,180	212,180			
1.488	North & South Pender Com. Rec	74,740	74,740	-	-	-	-	74,740	-	-	-	890	-	-	73,850	73,850			
1.495	Galiano Parks	138,777	125,777	-	-	-	13,000	138,777	-	-	21,970	120	-	-	116,687	116,687			
1.498	Galiano Community Recreation	46,560	46,560	-	-	-	-	46,560	-	-	-	30	-	-	46,530	46,530			
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	40,434,649	39,771,529	-	-	-	663,120	40,434,649	-	-	119,671	15,900,431	24,414,547	-	-	-			
1.523	Port Renfrew Refuse Disposal	129,488	98,375	-	-	-	31,113	129,488	-	28,058	-	53,450	-	-	47,980	47,980			
1.525	Solid Waste Disposal - Debt	2,765,453	3,500	2,761,953	-	-	-	2,765,453	-	-	-	2,765,453	-	-	-	-			
1.531	Stormwater Quality Management - Sooke	43,003	26,301	-	-	-	16,702	43,003	-	-	-	86	-	-	42,917	42,917			
1.533	Stormwater Quality Management - SGI	44,016	44,016	-	-	-	-	44,016	-	-	-	510	-	-	43,506	43,506			
1.535	Stormwater Quality Management - SSI	26,589	26,589	-	-	-	-	26,589	-	-	449	30	-	-	26,110	26,110			
1.536	LWMP-Stormwater Quality Management-Core	805,613	789,016	-	-	-	16,597	805,613	-	-	-	87,763	-	-	717,850	717,850			
1.537	Stormwater Quality Management - Peninsula	132,775	132,775	-	-	-	-	132,775	-	-	-	4,455	-	-	128,320	128,320			
1.538																			

CAPITAL REGIONAL DISTRICT 2028 FINANCIAL PLAN								Schedule A								
Expenditures								Revenue								
		Total 2028	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2028	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2028
1.010	Legislative & General Government	40,075,777	38,874,894	304,332	-	530,280	366,271	40,075,777	450,000	23,757,324	180,000	1,564,826	100,050	-	14,023,577	14,023,577
1.10X	Facilities Management	5,308,680	4,608,091	-	-	-	700,589	5,308,680	-	5,074,318	-	43,368	-	-	190,994	190,994
1.101	G.I.S.	711,158	641,388	-	-	19,770	50,000	711,158	-	556,800	-	6,510	-	-	147,848	147,848
1.103	Elections	65,580	90	-	-	-	65,490	65,580	-	-	-	90	-	-	65,490	65,490
1.104	U.B.C.M.	14,361	14,361	-	-	-	-	14,361	-	-	-	90	-	-	14,271	14,271
1.109	Electoral Area Admin Exp - JDF	78,610	78,610	-	-	-	-	78,610	-	-	-	250	-	-	78,360	78,360
1.110	Electoral Area Admin Exp - SGI	500,808	499,332	-	-	-	1,476	500,808	-	-	1,834	20,364	-	-	478,610	478,610
1.111	Electoral Area Admin Exp - SSI	1,518,388	1,453,888	-	-	-	64,500	1,518,388	-	746,499	-	5,810	-	-	766,079	766,079
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	21,833	21,833	-	-	-	-	21,833	-	-	-	290	-	-	21,543	21,543
1.116	Grant-in-Aid - Salt Spring Island	53,228	53,228	-	-	-	-	53,228	-	-	-	260	-	-	52,968	52,968
1.117	Grant-in-Aid - Southern Gulf Islands	111,549	111,549	-	-	-	-	111,549	-	-	-	1,257	-	-	110,292	110,292
1.119	Vancouver Island Regional Library	435,758	435,758	-	-	-	-	435,758	-	-	-	670	-	-	435,088	435,088
1.121	Sooke Regional Museum	249,064	249,064	-	-	-	-	249,064	-	-	-	430	-	-	248,634	248,634
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	75,947	70,947	-	-	-	5,000	75,947	-	-	11,735	670	-	-	63,542	63,542
1.125	SGI Economic Development Commission	138,277	138,277	-	-	-	-	138,277	-	-	-	1,640	-	-	136,637	136,637
1.126	Victoria Family Court Committee	15,797	15,797	-	-	-	-	15,797	-	-	-	797	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	349,254	349,254	-	-	-	-	349,254	-	-	-	14,634	-	-	334,620	334,620
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	36,444	36,444	-	-	-	-	36,444	-	-	-	100	-	-	36,344	36,344
1.137	Galiano Island Community Use Building	75,668	42,175	30,653	-	-	2,840	75,668	-	-	-	290	-	-	75,378	75,378
1.138	Southern Gulf Islands Regional Library	273,607	273,607	-	-	-	-	273,607	-	-	-	2,869	-	-	270,738	270,738
1.141	Salt Spring Island Public Library	831,807	648,374	9,888	-	-	173,545	831,807	-	-	-	1,150	-	-	830,657	830,657
1.15X	Municipalities' Own Debt - M.F.A.	14,538,946	71,820	14,467,126	-	-	-	14,538,946	-	-	-	71,820	-	-	14,467,126	14,467,126
1.170	Gossip Island Electric Power Supply	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.224	Community Health	566,956	566,956	-	-	-	-	566,956	-	-	-	130,590	-	-	436,366	436,366
1.226	Health Facilities - VIH A	1,922,639	807,382	-	-	-	1,115,257	1,922,639	-	-	-	1,922,639	-	-	-	-
1.227	Saturna Island Medical Clinic	28,332	28,332	-	-	-	-	28,332	-	-	-	1,540	-	-	26,792	26,792
1.228	Galiano Health Service	156,698	156,698	-	-	-	-	156,698	-	-	-	200	-	-	156,498	156,498
1.229	Pender Islands Health Care Centre	309,379	309,379	-	-	-	-	309,379	-	-	-	2,300	-	-	307,079	307,079
1.230	Traffic Safety Commission	83,251	83,251	-	-	-	-	83,251	-	-	-	3,840	-	-	79,411	79,411
1.232	Port Renfrew Street Lighting	9,995	9,995	-	-	-	-	9,995	-	-	-	390	4,210	5,395	-	5,395
1.234	SSI Street Lighting	34,249	34,249	-	-	-	-	34,249	-	-	-	40	-	-	34,209	34,209
1.235	SGI Small Craft Harbour Facilities	513,850	271,835	87,493	-	-	154,522	513,850	-	-	-	8,190	153,860	351,800	-	351,800
1.236	Salt Spring Island Fernwood Dock	38,723	18,723	-	-	-	20,000	38,723	-	-	-	170	-	-	38,553	38,553
1.238A	Community Transit (SSI)	789,087	738,662	-	-	-	50,425	789,087	-	-	-	228,712	-	-	560,375	560,375
1.238B	Community Transportation (SSI)	243,204	56,405	84,799	-	-	102,000	243,204	-	-	-	430	-	-	242,774	242,774
1.280	Regional Parks	26,044,108	16,404,697	5,764,207	-	292,257	3,582,947	26,044,108	-	82,284	20,000	945,788	672,666	-	24,323,370	24,323,370
1.290	Royal Theatre	580,000	100,000	-	-	-	109,000	580,000	-	-	-	580,000	-	-	580,000	580,000
1.295	McPherson Theatre	789,822	349,589	-	-	94,000	342,233	789,822	-	-	-	35,822	-	-	750,000	750,000
1.297	Arts Grants	3,483,081	3,481,999	-	-	-	1,082	3,483,081	-	16,630	42,178	178,754	-	-	3,245,519	3,245,519
1.299	Salt Spring Island Arts	137,574	137,574	-	-	-	-	137,574	-	-	-	90	-	-	137,484	137,484
1.309	Climate Action and Adaptation	1,398,064	1,337,394	-	-	-	60,670	1,398,064	-	-	5,048	75,874	-	-	1,317,142	1,317,142
1.310	Land Banking & Housing	4,544,422	2,163,753	2,376,439	-	-	4,230	4,544,422	-	368,314	-	719,925	2,000	-	3,454,183	3,454,183
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.313	Animal Care Services	1,900,090	1,855,964	-	-	-	44,126	1,900,090	-	-	-	1,332,870	30,660	-	536,560	536,560
1.314	SGI House Numbering	10,918	10,918	-	-	-	-	10,918	-	-	-	145	-	-	10,773	10,773
1.316	SSI Building Numbering	11,064	11,064	-	-	-	-	11,064	-	-	-	20	-	-	11,044	11,044
1.317	JDF Building Numbering	15,039	15,039	-	-	-	-	15,039	-	-	-	50	-	-	14,989	14,989
1.318	Building Inspection	2,408,344	2,333,054	-	-	14,570	60,720	2,408,344	-	34,700	-	4,810	1,558,730	-	810,104	810,104
1.319	Soil Deposit Removal	6,689	6,689	-	-	-	-	6,689	-	-	89	40	-	-	6,560	6,560
1.320	Noise Control	48,946	47,081	-	-	-	1,865	48,946	-	-	-	350	-	-	48,596	48,596
1.322	Nuisances & Unsightly Premises	62,206	62,206	-	-	-	-	62,206	-	-	-	480	-	-	61,726	61,726
1.323	By-Law Enforcement	641,861	590,698	-	-	-	51,163	641,861	-	602,301	-	39,560	-	-	-	-
1.324	Regional Planning Services	1,703,758	1,701,258	-	-	-	2,500	1,703,758	-	102,440	101,560	69,110	-	-	1,430,648	1,430,648
1.325	Electoral Area Services - Planning	943,545	867,775	-	-	-	75,770	943,545	-	35,910	23,235	2,270	45,000	-	837,130	837,130
1.330	Regional Growth Strategy	362,548	352,548	-	-	-	10,000	362,548	-	-	-	18,040	-	-	344,508	344,508
1.335	Geo-Spatial Referencing System	198,577	129,287	-	-	-	69,290	198,577	-	-	-	8,500	9,370	-	180,707	180,707
1.340	JDF Livestock Injury Compensation	3,171	3,171	-	-	-	-	3,171	-	-	-	-	-	-	3,171	3,171
1.341	SGI Livestock Injury Compensation	3,191	3,191	-	-	-	-	3,191	-	-	-	34	-	-	3,157	3,157
1.342	SSI Livestock Injury Compensation	3,171	3,171	-	-	-	-	3,171	-	-	-	-	-	-	3,171	3,171
1.350	Willits Point Fire Protect & Recreation	200,420	128,545	-	-	7,060	64,815	200,420	-	-	-	42,690	-	-	157,730	157,730
1.352	South Galiano Fire Protection	674,877	384,300	141,027	-	11,030	138,520	674,877	-	-	-	1,120	-	141,027	532,730	532,730
1.353	Otter Point Fire Protection	734,095	540,045	-	-	6,350	187,700	734,095	-	-	-	340	-	-	733,755	733,755
1.354	Malahat Fire Protection	74,333	74,333	-	-	-	-	74,333	-	-	-	-	-	-	74,333	74,333
1.355	Durance Road Fire Protection	3,027	2,727	-	-	-	300	3,027	-	-	-	-	-	3,027	-	-
1.356	Pender Fire Protection	1,632,746	1,389,718	-	-	-	243,028	1,632,746	-	-	-	12,560	-	-	1,620,186	1,620,186
1.357	East Sooke Fire Protection	623,101	346,355	155,109	-	5,000	116,637	623,101	-	-	-	30,691	75,060	-	517,350	517,350
1.358	Port Renfrew Fire Protection	219,834	188,834	-	-	-	31,000	219,834	-	-	-	1,410	87,370	-	131,054	131,054
1.359	North Galiano Fire Protection	349,872	281,399	56,363	-	-	7,110	349,872	-	-	-	1,030	-	24,440	324,402	324,402
1.360	Shirley Fire Protection	216,570	136,063	-	-	10,000	70,507	216,570	-	-	-	210	-	-	216,360	216,360
1.363	Saturna Island Fire	347,127	347,127	-	-	-	-	347,127	-	-	-	13,540	-	-	333,587	333,587
1.369	Electoral Area Fire Services	360,613	352,375	-	-	1,918	6,320	360,613	-	-	-	120	-	-	360,493	360,493
1.370	Juan de Fuca Emergency Program	130,946	118,066	-	-	-	12,880	130,946	-	-	-	240	-	-	130,706	130,706
1.371	SSI Emergency Program	144,235	144,235	-	-	-	-	144,235	-	-	3,145	190	-	-	140,900	140,900
1.372	Electoral Area Emergency Program	760,212	753,272	-	-	-	6,940	760,212	-	551,520	-	1,020	-	-	207,672	207,672
1.373	SGI Emergency Program	254,219	248,809	-	-	-	5,410	254,219	-	-	3,771	3,070	-	-	247,378	247,378
1.374	Regional Emergency Program Support	162,409	162,409	-	-	-	-	162,409	-	-	-	7,950	-	-	154,459	154,459
1.375	Hazardous Material Incident Response	422,030	401,634	-	-	-	20,396	422,030	-	-	-	20,070	-	-	401,960	401,960

CAPITAL REGIONAL DISTRICT 2028 FINANCIAL PLAN															Schedule A	
		Expenditures					Revenue									
		Total 2028	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2028	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2028
1.377	JDF Search and Rescue	93,582	90,582	-	-	-	3,000	93,582	-	-	-	23,630	-	-	69,952	69,952
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	-	-	-	100	-	-	25,704	25,704
1.40X	SEAPARC	5,759,642	5,143,876	53,966	-	-	561,800	5,759,642	-	-	-	574,667	1,527,520	-	3,657,455	3,657,455
1.405	JDF EA - Community Parks	254,110	234,725	-	-	-	19,385	254,110	-	-	-	960	-	-	253,150	253,150
1.408	JDF EA - Community Recreation	100,240	100,240	-	-	-	-	100,240	-	-	-	23,770	-	-	76,470	76,470
1.44X	Panorama Rec. Center.	12,272,029	10,259,384	590,608	-	-	1,422,037	12,272,029	-	-	-	2,327,451	3,513,594	-	6,430,984	6,430,984
1.455	Salt Spring Island - Community Parks	1,076,320	1,050,620	-	-	-	25,500	1,076,320	-	437,920	-	34,880	-	-	603,520	603,520
1.458	Salt Spring Is. - Community Rec	421,793	413,563	-	-	-	8,230	421,793	-	-	-	10,860	292,470	-	118,463	118,463
1.459	Salt Spring Is- Port, Parks, Land, Art & Rec. Prog	3,001,613	2,524,947	107,666	-	-	369,000	3,001,613	-	95,710	-	180,190	306,100	-	2,419,613	2,419,613
1.465	Saturna Island Comm. Parks	32,676	27,124	-	-	-	5,552	32,676	-	-	-	720	-	-	30,936	30,936
1.468	Saturna Island - Community Rec.	16,030	16,030	-	-	-	-	16,030	-	-	-	1,740	-	-	15,310	15,310
1.475	Mayne Is. Com. Parks & Rec	104,490	85,480	-	-	-	19,010	104,490	-	-	-	300	-	-	104,190	104,190
1.476	Mayne Is. Comm. Parks (reserve)	11,440	11,440	-	-	-	-	11,440	-	-	-	10,330	1,110	-	-	-
1.478	Mayne Is. Community Rec.	39,910	39,910	-	-	-	-	39,910	-	-	-	60	-	-	39,850	39,850
1.485	North & South Pender Com. Parks	229,450	169,491	-	-	-	59,959	229,450	-	-	-	2,420	-	-	227,030	227,030
1.488	North & South Pender Com. Rec	76,230	76,230	-	-	-	-	76,230	-	-	-	900	-	-	75,330	75,330
1.495	Galiano Parks	142,361	128,361	-	-	-	14,000	142,361	-	-	22,410	120	-	-	119,831	119,831
1.498	Galiano Community Recreation	47,490	47,490	-	-	-	-	47,490	-	-	-	30	-	-	47,460	47,460
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	41,079,081	40,415,961	-	-	-	663,120	41,079,081	-	-	1,031,363	15,859,171	24,188,547	-	-	-
1.523	Port Renfrew Refuse Disposal	131,980	100,350	-	-	-	31,630	131,980	-	28,620	-	54,420	-	-	48,940	48,940
1.525	Solid Waste Disposal - Debt	2,791,453	-	2,791,453	-	-	-	2,791,453	-	-	-	-	2,791,453	-	-	-
1.531	Stormwater Quality Management - Sooke	43,844	26,808	-	-	-	17,036	43,844	-	-	-	86	-	-	43,758	43,758
1.533	Stormwater Quality Management - SGI	44,894	44,894	-	-	-	-	44,894	-	-	-	520	-	-	44,374	44,374
1.535	Stormwater Quality Management - SSI	26,790	26,790	-	-	-	-	26,790	-	-	130	30	-	-	26,630	26,630
1.536	LWMP-Stormwater Quality Management-Core	821,761	804,832	-	-	-	16,929	821,761	-	-	-	87,763	-	-	733,998	733,998
1.537	Stormwater Quality Management - Peninsula	135,198	135,198	-	-	-	-	135,198	-	-	-	4,455	-	-	130,743	130,743
1.538																

CAPITAL REGIONAL DISTRICT

CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2024	2025	2026	2027	2028	TOTAL
EXPENDITURE						
Buildings	31,782,500	30,892,500	4,086,500	1,237,000	4,749,500	72,748,000
Equipment	34,737,860	10,127,405	9,928,859	4,352,920	3,795,636	62,942,680
Land	10,722,000	6,457,000	5,342,000	5,270,000	5,230,000	33,021,000
Engineered Structures	175,308,767	129,627,926	100,570,875	86,460,400	80,030,500	571,998,468
Vehicles	8,593,000	3,308,750	2,920,000	3,802,000	3,438,000	22,061,750
	261,144,127	180,413,581	122,848,234	101,122,320	97,243,636	762,771,898
SOURCE OF FUNDS						
Capital Funds on Hand	87,176,523	29,589,541	28,803,483	28,368,745	29,961,120	203,899,412
Debenture Debt	84,414,500	110,095,478	66,863,356	51,910,000	41,215,000	354,498,334
ERF	13,262,247	7,513,893	5,698,778	6,479,897	6,468,136	39,422,951
Grants (Federal, Provincial)	21,017,396	10,856,701	5,479,117	4,610,278	9,065,000	51,028,492
Reserve Fund	48,652,461	19,342,968	15,803,500	9,753,400	10,534,380	104,086,709
Other	6,621,000	3,015,000	200,000	-	-	9,836,000
	261,144,127	180,413,581	122,848,234	101,122,320	97,243,636	762,771,898

2024 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
1.011	Board Expenditures	764,500					764,500			764,500			764,500
1.014	CAO / Corporate Services	14,796					14,796			14,796			14,796
1.015	Real Estate	1,500					1,500			1,500			1,500
1.016	Human Resources	6,576					6,576			6,576			6,576
1.017	Finance	506,549		850,000			1,356,549	525,000	-	81,549			750,000
1.018	Health & Capital Planning Strategies	1,500					1,500			1,500			1,500
1.022	Information Technology	5,302,552	170,000	50,000			5,522,552	5,475,952		46,600			5,522,552
1.024	GM - Planning & Protective Services	-					-			-			-
1.025	Corporate Emergency	8,000					8,000			8,000			8,000
1.027	First Nations Relations	1,644					1,644			1,644			1,644
1.105	Facilities Management	10,000	15,000				25,000			25,000			25,000
1.106	Facilities and Risk			1,090,000	25,000		1,115,000	825,000					290,000
1.107	Corporate Satellite Facilities			25,000			25,000						25,000
1.109	JDF Admin. Expenditures	2,000					2,000			2,000			2,000
1.110	SGI Admin. Expenditures	6,600					6,600			6,600			6,600
1.111	SSI Admin. Expenditures	46,100	-				46,100			46,100			46,100
1.118	Corporate Communications	453,288					453,288			3,288			450,000
1.123	Family Court Building			1,352,500			1,352,500	47,500				700,000	605,000
1.137	Galiano Island Community Use Building			12,000			12,000						12,000
1.141	SSI Public Library			90,000			90,000				70,000		20,000
1.226	Health Facilities - VIHA	440,000		3,155,000	-		3,595,000	615,000				375,000	2,605,000
1.235	SGI Small Craft Harbour Facilities				482,000		482,000	247,000				20,000	215,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				70,000		70,000				-		70,000
1.238A	Community Transit (SSI)				110,000		110,000	50,000			60,000		-
1.238B	Community Transportation (SSI)	55,000			347,000		402,000	45,000	-		210,000		147,000
1.280	Regional Parks	445,200	1,772,000	145,000	6,197,657	5,000,000	13,559,857	843,172	6,300,000	1,516,200	1,954,485	76,000	2,870,000
1.290	Royal Theatre	-		867,000			867,000	-			-	350,000	517,000
1.295	McPherson Theatre	57,000		275,000			332,000						332,000
1.297	Arts Grants and Development	2,100					2,100			2,100			2,100
1.309	Climate Action and Adaptation	792,961					792,961	211,483			581,478		
1.310	Land Banking and Housing	10,000		9,400,000		700,000	10,110,000		9,400,000	10,000	700,000		
1.313	Animal Care Services	40,000	42,000	185,000	65,000		332,000	302,000		30,000			
1.318	Building Inspection	60,500	125,000				185,500			185,500			
1.323	Bylaw Services	2,500	100,000				102,500			102,500			
1.324	Regional Planning Services	44,000					44,000			44,000			
1.325	Community Planning	49,355			275,000		324,355			49,355	275,000		
1.335	Geo-Spatial Referencing	190,000					190,000			190,000			
1.350	Willis Point Fire	155,500		15,000			170,500	-		11,500	108,000		51,000
1.352	South Galiano Fire	29,000	420,000				449,000			429,000			20,000
1.353	Otter Point Fire	15,000	-	40,000			55,000			15,000			40,000
1.356	Pender Island Fire	60,000	-	18,000			78,000	-		60,000			18,000
1.357	East Sooke Fire	51,551	300,000				351,551			324,551			27,000
1.358	Port Renfrew Fire	51,000		30,000	5,000		86,000			51,000			35,000
1.359	North Galiano Fire	-					-			-			-
1.360	Shirley Fire Department	10,000					10,000			10,000			
1.370	JDF Emergency Program	4,100					4,100			4,100			
1.371	SSI Emergency Program	20,000					20,000						20,000
1.372	Emergency Planning Coordination	2,500	-				2,500			2,500			
1.373	SGI Emergency Program	25,000					25,000						25,000
1.375	Hazardous Material Incident Response	75,000	-				75,000			75,000			
1.377	JDF Search and Rescue	92,000					92,000			92,000			
1.405	JDF EA Community Parks & Recreation		100,000		529,000	50,000	679,000	379,000		100,000	200,000		679,000
1.40X	SEAPARC	429,000		225,500	1,122,000	-	1,776,500	69,300	-	234,700	778,000		694,500
1.44x	Panorama Recreation	869,072	57,000	3,809,500	4,828,408		9,563,980	390,000	5,201,500	776,072	2,104,408		1,092,000
1.455	SSI Community Parks	15,000	90,000		420,000		525,000	40,000		45,000	440,000		-
1.458	SSI Community Recreation	40,000			202,500		242,500			5,000	100,000		137,500
1.459	SSI Park Land & Rec Programs	103,200	30,000	895,000	450,000	15,000	1,493,200	-		51,300	826,900	450,000	165,000
1.465	Saturna Island Community Parks				38,000		38,000	5,000					33,000
1.475	Wayne Island Community Parks	15,000		53,000	9,000		77,000	20,000			30,000		27,000
1.485	Pender Island Community Parks	25,000			1,157,752	30,000	1,212,752	33,808			700,000	200,000	278,944
1.495	Galiano Community Parks	2,616			43,922		46,538	25,808		2,616			18,114
1.521	Environmental Resource Management	603,000		350,000	52,356,000		53,309,000	15,450,000	14,213,000				22,543,000
1.523	Port Renfrew Refuse Disposal				304,500		304,500				292,500		12,000
1.575	Environmental Administration Services	6,000					6,000			6,000			

2024 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.576	Environmental Engineering Services	40,000	105,000				145,000			145,000				145,000
1.577	IW - Environmental Operations	125,000	1,614,000				1,739,000			1,739,000	-			1,739,000
1.578	Environmental Protection	514,600	220,000				734,600	380,000		354,600				734,600
1.579	Environmental Water Quality	30,000					30,000						30,000	30,000
1.911	911 Call Answerer	-					-			-				-
2.610	Saanich Peninsula Water Supply	850,000			11,013,028		11,863,028		6,000,000	200,000			5,663,028	11,863,028
2.620	Highland Water (SSI)				20,000		20,000	20,000						20,000
2.621	Highland & Fernwood Water (SSI)				1,028,500		1,028,500		913,000		-		115,500	1,028,500
2.622	Cedars of Tuam Water (SSI)				55,000		55,000	5,000	-		42,000		8,000	55,000
2.624	Beddis Water (SSI)				428,000		428,000		340,000		-		88,000	428,000
2.626	Fulford Water (SSI)	103,000			302,000		405,000	7,000	220,000		90,000		88,000	405,000
2.628	Cedar Lane Water (SSI)				468,000		468,000		448,000				20,000	468,000
2.630	Magic Lake Estates Water (Pender)	15,000			145,000		160,000	15,000					145,000	160,000
2.640	Lyall Harbour Boat Cove Water (Saturna)	66,000			335,000		401,000	268,000	88,000		30,000		15,000	401,000
2.642	Skana Water (Mayne)	10,000			50,000		60,000	30,000	-		-		30,000	60,000
2.650	Port Renfrew Water	20,000			275,000		295,000		-		275,000		20,000	295,000
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	18,697,750	1,991,000	8,740,000	27,580,000	4,510,000	61,518,750	42,407,750	7,300,000	1,361,000	6,000,000	4,450,000		61,518,750
2.680	JDF Water Distribution	498,750	1,365,000	80,000	20,800,000		22,743,750	16,058,750	4,500,000	1,165,000			1,020,000	22,743,750
2.682	Seagirt Water System	-			2,250,000		2,250,000	250,000	2,000,000					2,250,000
2.691	Wilderness Mountain Water Service				50,000		50,000		-		45,000		5,000	50,000
3.701	Millstream Site Remediation					417,000	417,000	300,000			117,000			417,000
3.705	SSI Septage / Composting			30,000	190,000		220,000	20,000	120,000		-		80,000	220,000
3.718	Saanich Peninsula Wastewater	570,000			2,245,000		2,815,000		-	905,000			1,910,000	2,815,000
3.750	L.W.M.P. - Core and West Shore				1,000,000		1,000,000		-				1,000,000	1,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	550,000			32,219,000		32,769,000	375,000	27,271,000	855,000	450,000		3,818,000	32,769,000
3.810	Ganges Sewer Utility (SSI)	575,000	77,000		332,500		984,500		-		712,625		271,875	984,500
3.820	Maliview Sewer Utility (SSI)				1,050,000		1,050,000		100,000		850,000		100,000	1,050,000
3.830	Magic Lake Sewer Utility (Pender)	60,000			4,200,000		4,260,000	1,400,000	-		2,800,000		60,000	4,260,000
3.850	Port Renfrew Sewer				215,000		215,000	40,000			175,000		-	215,000
Total		34,737,860	8,593,000	31,782,500	175,308,767	10,722,000	261,144,127	87,176,523	84,414,500	13,262,247	21,017,396	6,621,000	48,652,461	261,144,127

2025 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING					
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
1.011	Board Expenditures	91,500					91,500			91,500			
1.014	CAO / Corporate Services	3,288					3,288						
1.015	Real Estate	-					-			-			
1.016	Human Resources	6,765					6,765			6,765			-
1.017	Finance	228,994		4,250,000			4,478,994	200,000	3,000,000	28,994			1,250,000
1.018	Health & Capital Planning Strategies	-					-			-			
1.022	Information Technology	1,056,551	100,000	-			1,156,551	1,004,551		152,000			
1.024	GA - Planning & Protective Services	-					-			-			
1.025	Corporate Emergency	6,000					6,000			6,000			
1.027	First Nations Relations	-					-			-			
1.105	Facilities Management	10,000	150,000				160,000			160,000			
1.106	Facilities and Risk			265,000	-		265,000	-					265,000
1.107	Corporate Satellite Facilities	-					-			-			
1.109	JDF Admin. Expenditures	-					-			-			
1.110	SGI Admin. Expenditures	-					-			-			
1.111	SSI Admin. Expenditures	4,900	65,000				69,900			69,900			
1.118	Corporate Communications	4,932					4,932			4,932			-
1.123	Family Court Building			10,000			10,000	-				-	10,000
1.137	Galiano Island Community Use Building	-					-			-			
1.141	SSI Public Library	-					-			-			
1.226	Health Facilities - VIH	-		955,000	75,000		1,030,000	-				660,000	370,000
1.235	SGI Small Craft Harbour Facilities				304,000		304,000	179,000				-	125,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				130,000		130,000				75,000		55,000
1.238A	Community Transit (SSI)				60,000		60,000	-			50,000		10,000
1.238B	Community Transportation (SSI)				1,270,000		1,270,000	-	320,000		840,000		110,000
1.280	Regional Parks	68,400	350,000	585,000	10,720,015	5,000,000	16,723,415	-	13,067,515	418,400	270,000	-	2,967,500
1.290	Royal Theatre	462,000		2,337,000			2,799,000	112,000			680,000	1,055,000	952,000
1.295	McPherson Theatre	15,000		300,000			315,000						315,000
1.297	Arts Grants and Development	-					-			-			
1.309	Climate Action and Adaptation	792,961					792,961	211,483			581,478		
1.310	Land Banking and Housing	5,000		16,100,000		-	16,105,000		16,100,000	5,000	-		
1.313	Animal Care Services	5,000	25,000	-	-		30,000	-		30,000			
1.318	Building Inspection	4,500					4,500			4,500			
1.323	ByLaw Services	2,500	25,000				27,500			27,500			
1.324	Regional Planning Services	4,000					4,000			4,000			
1.325	Community Planning	3,290			-		3,290			3,290	-		
1.335	Geo-Spatial Referencing	60,000					60,000			60,000			
1.350	Willis Point Fire	44,750			-		44,750	12,280		7,500	-		24,970
1.352	South Galiano Fire	45,200	85,000				130,200			95,200			35,000
1.353	Otter Point Fire	15,000	-	40,000			55,000			15,000			40,000
1.356	Pender Island Fire	5,000	-	-			5,000	-		5,000			-
1.357	East Sooke Fire	19,512	-				19,512			19,512			-
1.358	Port Renfrew Fire	16,000		10,000	-		26,000			16,000			10,000
1.359	North Galiano Fire	150,000					150,000			150,000			
1.360	Shirley Fire Department	-					-			-			
1.370	JDF Emergency Program	-					-			-			
1.371	SSI Emergency Program	-					-			-			
1.372	Emergency Planning Coordination	-	-				-			-			
1.373	SGI Emergency Program	-					-			-			
1.375	Hazardous Material Incident Response	-	-				-			-			
1.377	JDF Search and Rescue	-					-			-			
1.405	JDF EA Community Parks & Recreation	-	-		-	100,000	100,000	-		-	100,000		
1.40X	SEAPARC	417,150		710,500		500,000	1,627,650		700,000	171,650	-		756,000
1.44x	Panorama Recreation	486,612	-	400,000	70,000		956,612	-	-	411,612			545,000
1.455	SSI Community Parks	60,000	-		70,000		130,000	-		30,000	40,000		60,000
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000	-		7,500
1.459	SSI Park Land & Rec Programs	40,000	-	1,500,000	45,000	50,000	1,635,000		1,500,000	30,000	-	-	105,000
1.465	Saturna Island Community Parks				35,225		35,225	727					34,498
1.475	Mayne Island Community Parks				25,000		25,000						25,000
1.485	Pender Island Community Parks	20,000			1,092,500	-	1,112,500	12,500			625,000	300,000	175,000
1.495	Galiano Community Parks	1,000			11,000		12,000	-		1,000			11,000
1.521	Environmental Resource Management	355,000		-	14,975,000		15,330,000	225,000	7,650,000	355,000			7,100,000
1.523	Port Renfrew Refuse Disposal				30,000		30,000				-		30,000
1.575	Environmental Administration Services	6,000					6,000			6,000			
1.576	Environmental Engineering Services	40,000	55,000				95,000			95,000			
1.577	IW - Environmental Operations	125,000	683,500				808,500			808,500	-		
1.578	Environmental Protection	145,600	180,000				325,600	-		325,600			
1.579	Environmental Water Quality	-					-			-			
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000			
2.610	Saanich Peninsula Water Supply	300,000			4,404,000		4,704,000		3,000,000	200,000			1,504,000
2.620	Highland Water (SSI)				-		-	-		-			
2.621	Highland & Fernwood Water (SSI)				1,981,500		1,981,500		1,895,000		-		86,500
2.622	Cedars of Tuam Water (SSI)				885,000		885,000	-	870,000		-		15,000

Making a difference...together		CAPITAL EXPENDITURE						SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL	
2.624	Beddis Water (SSI)				1,674,000		1,674,000		1,582,000		-		92,000	1,674,000	
2.626	Fulford Water (SSI)	-			1,320,000		1,320,000	-	1,295,000		-		25,000	1,320,000	
2.628	Cedar Lane Water (SSI)				274,000		274,000		274,000				-	274,000	
2.630	Magic Lake Estates Water (Pender)	-			22,000		22,000	-					22,000	22,000	
2.640	Lyall Harbour Boat Cove Water (Saturna)	-			580,000		580,000	-	580,000		-		-	580,000	
2.642	Skana Water (Mayne)	115,000			50,000		165,000		150,000				15,000	165,000	
2.650	Port Renfrew Water	260,000			1,915,000		2,175,000		916,667		1,233,333		25,000	2,175,000	
2.665	Sticks Allison Water (Galkano)				-		-						-	-	
2.667	Surfside Park Estates (Mayne)	20,000			500,000		520,000		500,000				20,000	520,000	
2.670	Regional Water Supply	2,312,500	685,250	3,390,000	32,050,000	807,000	39,244,750	19,359,500	16,700,000	685,250	1,500,000	1,000,000	-	39,244,750	
2.680	JDF Water Distribution	232,500	905,000	40,000	12,520,000		13,697,500	8,172,500	3,700,000	905,000			920,000	13,697,500	
2.682	Seagirt Water System	-			-		-	-	-				-	-	
2.691	Wilderness Mountain Water Service				410,000		410,000		200,000		200,000		10,000	410,000	
3.701	Millstream Site Remediation				-		-				-		-	-	
3.705	SSI Seepage / Composting			-	2,280,000		2,280,000	-	2,280,000		-		-	2,280,000	
3.718	Saanich Peninsula Wastewater	1,050,000			2,850,000		3,900,000		3,600,000	200,000			100,000	3,900,000	
3.750	L/W.M.P. - Core and West Shore				9,000,000		9,000,000		9,000,000				-	9,000,000	
3.798C	Debt - Core Area Wastewater Treatment Program	-			19,790,000		19,790,000	-	18,090,000	700,000	-		1,000,000	19,790,000	
3.810	Ganges Sewer Utility (SSI)	-	-		6,217,186		6,217,186		2,624,296		3,322,890		270,000	6,217,186	
3.820	Maliview Sewer Utility (SSI)				1,675,000		1,675,000		501,000		1,139,000		35,000	1,675,000	
3.830	Magic Lake Sewer Utility (Pender)	-			300,000		300,000	100,000	-		200,000		-	300,000	
3.850	Port Renfrew Sewer				15,000		15,000						15,000	15,000	
Total		10,127,405	3,308,750	30,892,500	129,627,926	6,457,000	180,413,581	29,589,541	110,095,478	7,313,893	10,856,701	3,015,000	19,542,968	-	180,413,581

2026 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
1.011	Board Expenditures	55,000					55,000			55,000			55,000
1.014	CAO / Corporate Services	20,133					20,133			20,133			20,133
1.015	Real Estate	1,500					1,500			1,500			1,500
1.016	Human Resources	353,288					353,288			3,288		350,000	353,288
1.017	Finance	58,043		-			58,043	-	-	58,043		-	58,043
1.018	Health & Capital Planning Strategies	3,000					3,000			3,000			3,000
1.022	Information Technology	496,650	-	-			496,650	435,000		61,650			496,650
1.024	GM - Planning & Protective Services	2,049					2,049			2,049			2,049
1.025	Corporate Emergency	7,000					7,000			7,000			7,000
1.027	First Nations Relations	3,693					3,693			3,693			3,693
1.105	Facilities Management	10,000	75,000				85,000			85,000			85,000
1.106	Facilities and Risk			140,000	-		140,000	-				140,000	140,000
1.107	Corporate Satellite Facilities			-			-					-	-
1.109	JDF Admin. Expenditures	2,000					2,000			2,000			2,000
1.110	Sgi Admin. Expenditures	2,800					2,800			2,800			2,800
1.111	SSI Admin. Expenditures	15,900	-				15,900			15,900			15,900
1.118	Corporate Communications	7,464					7,464			7,464		-	7,464
1.123	Family Court Building			-			-	-				-	-
1.137	Galiano Island Community Use Building			-			-					-	-
1.141	SSI Public Library			-			-				-		-
1.226	Health Facilities - VBHA	-		937,500	-		937,500	-				200,000	937,500
1.235	Sgi Small Craft Harbour Facilities				50,000		50,000					-	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				60,000		60,000				-		60,000
1.238A	Community Transit (SSI)				60,000		60,000	-			50,000		60,000
1.238B	Community Transportation (SSI)				968,000		968,000	-	320,000		460,000		968,000
1.280	Regional Parks	107,700	325,000	-	13,420,000	5,000,000	18,852,700	-	15,000,000	432,700	-	-	18,852,700
1.290	Royal Theatre	44,000		93,000			137,000	-			-	-	137,000
1.295	McPherson Theatre	55,000		238,000			293,000					293,000	293,000
1.297	Arts Grants and Development	3,800					3,800			3,800			3,800
1.309	Climate Action and Adaptation	792,961					792,961	211,483			581,478		792,961
1.310	Land Banking and Housing	10,000		-		-	10,000		-	10,000		-	10,000
1.313	Animal Care Services	5,000	25,000	-	-		30,000	-		30,000			30,000
1.318	Building Inspection	6,000	60,000				66,000			66,000			66,000
1.323	ByLaw Services	2,500	25,000				27,500			27,500			27,500
1.324	Regional Planning Services	8,000					8,000			8,000			8,000
1.325	Community Planning	-			-		-			-	-		-
1.335	Geo-Spatial Referencing	10,000					10,000			10,000			10,000
1.350	Willis Point Fire	7,500		-			7,500	-		7,500	-		7,500
1.352	South Galiano Fire	10,800	85,000				95,800			10,800		85,000	95,800
1.353	Otter Point Fire	20,000	-	40,000			60,000			20,000		40,000	60,000
1.356	Pender Island Fire	60,000	28,000	-			88,000	-		88,000		-	88,000
1.357	East Sooke Fire	51,578	-				51,578			51,578		-	51,578
1.358	Port Renfrew Fire	16,000	-	-	-		16,000			16,000		-	16,000
1.359	North Galiano Fire	-					-			-			-
1.360	Shirley Fire Department	-					-			-			-
1.370	JDF Emergency Program	-					-			-			-
1.371	SSI Emergency Program	-					-			-			-
1.372	Emergency Planning Coordination	2,500	-				2,500			2,500			2,500
1.373	Sgi Emergency Program	-					-			-			-
1.375	Hazardous Material Incident Response	-	-				-			-			-
1.377	JDF Search and Rescue	-					-			-			-
1.405	JDF EA Community Parks & Recreation		-		-	-	-	-		-	-		-
1.40X	SEAPARC	1,671,500		2,223,000	-	-	3,894,500	-	1,850,000	166,500	1,400,000	478,000	3,894,500
1.44x	Panorama Recreation	383,380	15,000	310,000	-		708,380	-	-	398,380	-	310,000	708,380
1.455	SSI Community Parks	15,000	-		10,000		25,000	-		15,000	-	10,000	25,000
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000	-	7,500	12,500
1.459	SSI Park Land & Rec Programs	40,000	-	25,000		50,000	115,000	-		40,000	-	75,000	115,000
1.465	Saturna Island Community Parks				-		-	-				-	-
1.475	Mayne Island Community Parks	4,000		-	-		4,000				-	4,000	4,000
1.485	Pender Island Community Parks	20,000			15,000	-	35,000	-			-	35,000	35,000
1.495	Galiano Community Parks	1,000			3,000		4,000			1,000		3,000	4,000
1.521	Environmental Resource Management	385,000		-	9,600,000		9,985,000	200,000	2,000,000	385,000		7,400,000	9,985,000
1.523	Port Renfrew Refuse Disposal				27,500		27,500				-	27,500	27,500
1.575	Environmental Administration Services	6,000					6,000			6,000			6,000
1.576	Environmental Engineering Services	40,000	55,000				95,000			95,000			95,000
1.577	IW - Environmental Operations	125,000	630,000				755,000			755,000	-		755,000
1.578	Environmental Protection	122,000	50,000				172,000	-		172,000			172,000
1.579	Environmental Water Quality	-					-			-		-	-
1.911	911 Call Answer	-					-			-			-
2.610	Saanich Peninsula Water Supply	300,000			3,400,000		3,700,000		3,000,000	200,000		500,000	3,700,000
2.620	Highland Water (SSI)				-		-	-				-	-
2.621	Highland & Fernwood Water (SSI)				3,750,000		3,750,000		3,750,000			-	3,750,000
2.622	Cedars of Tuam Water (SSI)				465,000		465,000	-	465,000			-	465,000

2026 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
2.624	Beddis Water (SSI)				443,000		443,000		305,000		-		138,000
2.626	Fullford Water (SSI)	-			1,125,000		1,125,000	-	1,125,000		-		-
2.628	Cedar Lane Water (SSI)				105,000		105,000		95,000				10,000
2.630	Magic Lake Estates Water (Pender)	-			145,000		145,000	-					145,000
2.640	Lyall Harbour Boat Cove Water (Saturna)	-			-		-	-	-		-		-
2.642	Skana Water (Mayne)	674,120			-		674,120	-	127,262		546,858		-
2.650	Port Renfrew Water	10,000			200,000		210,000		200,000		-		10,000
2.665	Sticks Allison Water (Galliano)				-		-						-
2.667	Surfside Park Estates (Mayne)	-			1,500,000		1,500,000		1,500,000		-		-
2.670	Regional Water Supply	2,425,000	773,000	40,000	47,385,000	292,000	50,915,000	19,742,000	28,400,000	773,000	2,000,000	-	-
2.680	JDF Water Distribution	175,000	774,000	40,000	9,120,000		10,109,000	8,215,000	1,100,000	774,000			20,000
2.682	Seagirt Water System	-			-		-	-	-				-
2.691	Wilderness Mountain Water Service				-		-		-		-		-
3.701	Millsstream Site Remediation				-		-	-			-		-
3.705	SSI Septage / Composting			-	132,500		132,500	-	82,500		40,000		10,000
3.718	Saanich Peninsula Wastewater	1,270,000			350,000		1,620,000		1,120,000	400,000			100,000
3.750	L.W.M.P. - Core and West Shore				-		-		-				-
3.798C	Debt - Core Area Wastewater Treatment Program	-			7,475,000		7,475,000	-	6,075,000	400,000	-		1,000,000
3.810	Ganges Sewer Utility (SSI)	-	-		474,375		474,375		118,594		355,781		-
3.820	Malview Sewer Utility (SSI)				285,000		285,000		230,000		45,000		10,000
3.830	Magic Lake Sewer Utility (Pender)	-			-		-	-	-		-		-
3.850	Port Renfrew Sewer				-		-		-		-		-
Total		9,928,859	2,920,000	4,086,500	100,570,875	5,342,000	122,848,234	28,803,483	66,863,356	5,698,778	5,479,117	200,000	15,803,500

2027 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING					
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
1.011	Board Expenditures	-					-			-			-
1.014	CAO / Corporate Services	20,133					20,133			20,133			20,133
1.015	Real Estate	-					-			-			-
1.016	Human Resources	354,932					354,932			4,932			350,000
1.017	Finance	12,994		-			12,994	-	-	12,994			-
1.018	Health & Capital Planning Strategies	1,500					1,500			1,500			-
1.022	Information Technology	180,000	-	-			180,000	130,000		50,000			180,000
1.024	GM - Planning & Protective Services	2,318					2,318			2,318			2,318
1.025	Corporate Emergency	-					-			-			-
1.027	First Nations Relations	4,932					4,932			4,932			4,932
1.105	Facilities Management	10,000	75,000				85,000			85,000			85,000
1.106	Facilities and Risk			140,000	-		140,000	-					140,000
1.107	Corporate Satellite Facilities	-		-			-			-			-
1.109	JDF Admin. Expenditures	-					-			-			-
1.110	SGI Admin. Expenditures	-					-			-			-
1.111	SSI Admin. Expenditures	10,900	-				10,900			10,900			10,900
1.118	Corporate Communications	3,288					3,288			3,288			3,288
1.123	Family Court Building	-		-			-	-		-		-	-
1.137	Gallano Island Community Use Building	-		-			-			-		-	-
1.141	SSI Public Library	-		-			-			-		-	-
1.226	Health Facilities - VIHA	-		-			-			-		-	-
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-		-		-	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				10,000		10,000			-		-	10,000
1.238A	Community Transit (SSI)	-			60,000		60,000	-		-	50,000		10,000
1.238B	Community Transportation (SSI)	-			1,100,000		1,100,000	-	315,000	-	700,000		85,000
1.280	Regional Parks	62,800	485,000	545,000	14,385,000	5,000,000	20,477,800	-	15,000,000	547,800	-	-	4,930,000
1.290	Royal Theatre	-		-			-			-		-	-
1.295	McPherson Theatre	-		190,000			190,000			-			190,000
1.297	Arts Grants and Development	-					-			-			-
1.309	Climate Action and Adaptation	164,023					164,023	43,745		-	120,278		-
1.310	Land Banking and Housing	-		-		-	-		-	-		-	-
1.313	Animal Care Services	5,000	25,000	-	-		30,000	-		30,000			30,000
1.318	Building Inspection	6,000	60,000				66,000			66,000			66,000
1.323	ByLaw Services	2,500	25,000				27,500			27,500			27,500
1.324	Regional Planning Services	3,000					3,000			3,000			3,000
1.325	Community Planning	2,700			-		2,700			2,700	-		2,700
1.335	Geo-Spatial Referencing	10,000					10,000			10,000			10,000
1.350	Willis Point Fire	13,500		-			13,500	-		13,500	-		13,500
1.352	South Gallano Fire	9,700	-				9,700			9,700			9,700
1.353	Otter Point Fire	20,000	-	40,000			60,000			20,000			40,000
1.356	Pender Island Fire	98,000	-	10,000			108,000	5,000		98,000			5,000
1.357	East Sooke Fire	18,850	582,000				600,850			600,850			-
1.358	Port Renfrew Fire	16,000		-	-		16,000			16,000			-
1.359	North Gallano Fire	-					-			-			-
1.360	Shirley Fire Department	-					-			-			-
1.370	JDF Emergency Program	-					-			-			-
1.371	SSI Emergency Program	-					-			-			-
1.372	Emergency Planning Coordination	-	70,000				70,000			70,000			70,000
1.373	SGI Emergency Program	-					-			-			-
1.375	Hazardous Material Incident Response	-	300,000				300,000			300,000			300,000
1.377	JDF Search and Rescue	-					-			-			-
1.405	JDF EA Community Parks & Recreation	-	-		-	-	-	-		-	-		-
1.40X	SEAPARC	139,850		232,000	27,000	-	398,850	-	-	118,850	-		280,000
1.44x	Panorama Recreation	304,000	-	-	385,000		689,000	-	-	380,000	-		385,000
1.455	SSI Community Parks	15,000	-		10,000		25,000	-		15,000	-		10,000
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000	-		7,500
1.459	SSI Park Land & Rec Programs	40,000	-	-	-	50,000	90,000	-		40,000	-	-	50,000
1.465	Saturna Island Community Parks	-			-		-	-		-			-
1.475	Mayne Island Community Parks	-			-		-			-			-
1.485	Pender Island Community Parks	-			25,000	-	25,000	-		-	-		25,000
1.495	Gallano Community Parks	-			5,900		5,900			-			5,900
1.521	Environmental Resource Management	385,000		-	1,600,000		1,985,000	-	350,000	385,000			1,250,000
1.523	Port Renfrew Refuse Disposal	-			-		-			-			-
1.575	Environmental Administration Services	9,000					9,000			9,000			9,000
1.576	Environmental Engineering Services	40,000	-				40,000			40,000			40,000
1.577	IW - Environmental Operations	125,000	615,000				740,000			740,000	-		740,000
1.578	Environmental Protection	97,000	-				97,000	-		97,000			97,000
1.579	Environmental Water Quality	-					-			-			-
1.911	911 Call Answer	-					-			-			-
2.610	Saanich Peninsula Water Supply	100,000			1,000,000		1,100,000		600,000	200,000			300,000
2.620	Highland Water (SSI)	-			-		-	-		-			-
2.621	Highland & Fernwood Water (SSI)	-			2,750,000		2,750,000		2,665,000		40,000		45,000
2.622	Cedars of Tuam Water (SSI)	-			460,000		460,000	-	435,000		20,000		5,000

2027 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
2.624	Beddis Water (SSI)				3,170,000		3,170,000		3,120,000		40,000		10,000
2.626	Fullford Water (SSI)	-			1,175,000		1,175,000	-	1,125,000		40,000		10,000
2.628	Cedar Lane Water (SSI)				680,000		680,000		675,000				5,000
2.630	Magic Lake Estates Water (Pender)	-			75,000		75,000	-					75,000
2.640	Lyall Harbour Boat Cove Water (Saturna)	-			-		-	-	-		-		-
2.642	Skana Water (Mayne)	-			-		-	-	-		-		-
2.650	Port Renfrew Water	10,000			200,000		210,000		200,000		-		10,000
2.665	Sticks Allison Water (Gallano)				-		-						-
2.667	Surbside Park Estates (Mayne)	-			-		-	-	-				-
2.670	Regional Water Supply	1,612,500	855,000	40,000	39,690,000	220,000	42,417,500	21,212,500	16,750,000	855,000	3,600,000	-	-
2.680	JDF Water Distribution	182,500	710,000	40,000	6,775,000		7,707,500	6,977,500	-	710,000			20,000
2.682	Seagirt Water System	-			-		-	-	-				-
2.691	Wilderness Mountain Water Service				-		-		-		-		-
3.701	Millstream Site Remediation				-		-	-	-		-		-
3.705	SSI Septage / Composting				-		-	-	-		-		-
3.718	Saanich Peninsula Wastewater	250,000			800,000		1,050,000		400,000	200,000			450,000
3.750	L.W.M.P. - Core and West Shore				-		-		-				-
3.798C	Debt - Core Area Wastewater Treatment Program	-			12,025,000		12,025,000	-	10,275,000	750,000	-		1,000,000
3.810	Ganges Sewer Utility (SSI)	-	-		-		-		-		-		-
3.820	Malview Sewer Utility (SSI)				-		-		-				-
3.830	Magic Lake Sewer Utility (Pender)	-			-		-	-	-		-		-
3.850	Port Renfrew Sewer				-		-	-	-		-		-
Total		4,352,920	3,802,000	1,237,000	86,460,400	5,270,000	101,122,320	28,368,745	51,910,000	6,479,897	4,610,278	-	9,753,400

2028 - CAPITAL EXPENDITURE PLAN

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	Other	Capital Reserves	
1.011	Board Expenditures	-					-			-				-
1.014	CAO / Corporate Services	14,796					14,796			14,796				14,796
1.015	Real Estate	1,500					1,500			1,500				1,500
1.016	Human Resources	6,576					6,576			6,576			-	6,576
1.017	Finance	38,549		-			38,549	-	-	38,549			-	38,549
1.018	Health & Capital Planning Strategies	1,500					1,500			1,500				1,500
1.022	Information Technology	94,000	-	-			94,000	45,000		49,000				94,000
1.024	GM - Planning & Protective Services	1,644					1,644			1,644				1,644
1.025	Corporate Emergency	5,000					5,000			5,000				5,000
1.027	First Nations Relations	1,644					1,644			1,644				1,644
1.105	Facilities Management	10,000	-				10,000			10,000				10,000
1.106	Facilities and Risk			140,000	-		140,000	-					140,000	140,000
1.107	Corporate Satellite Facilities			-			-							-
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	5,000					5,000			5,000				5,000
1.111	SSI Admin. Expenditures	6,100	-				6,100			6,100				6,100
1.118	Corporate Communications	3,288					3,288			3,288			-	3,288
1.123	Family Court Building			-			-	-				-	-	-
1.137	Gallano Island Community Use Building			-			-						-	-
1.141	SSI Public Library			15,000			15,000				-		15,000	15,000
1.226	Health Facilities - VIHA	-		-			-	-				-	-	-
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-				-	50,000	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				10,000		10,000						10,000	10,000
1.238A	Community Transit (SSI)				60,000		60,000	-			50,000		10,000	60,000
1.238B	Community Transportation (SSI)				1,570,000		1,570,000	-	410,000		1,015,000		145,000	1,570,000
1.280	Regional Parks	74,400	938,000	750,000	14,185,000	5,000,000	20,947,400	-	15,000,000	787,400	2,000,000	-	3,160,000	20,947,400
1.290	Royal Theatre	16,500		-			16,500	-				-	16,500	16,500
1.295	McPherson Theatre	16,500		-			16,500						16,500	16,500
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation	-					-	-						-
1.310	Land Banking and Housing			-		-	-		-			-		-
1.313	Animal Care Services	5,000	25,000	-	-		30,000	-		30,000				30,000
1.318	Building Inspection	-					-							-
1.323	ByLaw Services	2,500	25,000				27,500			27,500				27,500
1.324	Regional Planning Services	10,000					10,000			10,000				10,000
1.325	Community Planning	-			-		-			-				-
1.335	Geo-Spatial Referencing	10,000					10,000			10,000				10,000
1.350	Willis Point Fire	11,500		-			11,500	-		11,500	-		-	11,500
1.352	South Gallano Fire	10,000	-				10,000			10,000			-	10,000
1.353	Otter Point Fire	20,000	800,000	-			820,000			820,000			-	820,000
1.356	Pender Island Fire	-		15,000			15,000	120		-			14,880	15,000
1.357	East Sooke Fire	14,000	-				14,000			14,000			-	14,000
1.358	Port Renfrew Fire	16,000	-	-	-		16,000			16,000			-	16,000
1.359	North Gallano Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.370	JDF Emergency Program	-					-			-				-
1.371	SSI Emergency Program	-					-			-				-
1.372	Emergency Planning Coordination	-	-				-			-				-
1.373	SGI Emergency Program	-					-			-				-
1.375	Hazardous Material Incident Response	-	-				-			-				-
1.377	JDF Search and Rescue	-					-			-				-
1.405	JDF EA Community Parks & Recreation	-	-		-	-	-	-		-	-			-
1.40X	SEAPARC	176,300		189,500	-	-	365,800	-	-	109,800	-		256,000	365,800
1.44x	Panorama Recreation	520,239	-	3,560,000	-		4,080,239	-	-	520,239	-		3,560,000	4,080,239
1.455	SSI Community Parks	15,000	-		10,000		25,000	-		15,000	-		10,000	25,000
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000	-		7,500	12,500
1.459	SSI Park Land & Rec Programs	40,000	-	-		50,000	90,000	-		40,000	-	-	50,000	90,000
1.465	Saturna Island Community Parks				-		-	-					-	-
1.475	Mayne Island Community Parks	-		-	-		-			-			-	-
1.485	Pender Island Community Parks	-			25,000	-	25,000			-	-	-	25,000	25,000
1.495	Gallano Community Parks	-			33,000		33,000	-		-			33,000	33,000
1.521	Environmental Resource Management	385,000		-	1,250,000		1,635,000	-	-	385,000			1,250,000	1,635,000
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	65,000				105,000			105,000				105,000
1.577	JW - Environmental Operations	500,000	340,000				840,000			840,000	-			840,000
1.578	Environmental Protection	111,100	-				111,100	-		111,100				111,100
1.579	Environmental Water Quality	-					-			-				-
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	-			850,000		850,000		300,000	200,000			350,000	850,000
2.620	Highland Water (SSI)				-		-	-					-	-
2.621	Highland & Fernwood Water (SSI)				2,665,000		2,665,000		2,665,000				-	2,665,000
2.622	Cedars of Tuam Water (SSI)				-		-	-		-			-	-

2028 - CAPITAL EXPENDITURE PLAN

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debtenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves
2.624	Beddis Water (SSI)				2,780,000		2,780,000		2,780,000		-		-
2.626	Fulford Water (SSI)	-			1,125,000		1,125,000	-	1,125,000		-		-
2.628	Cedar Lane Water (SSI)				645,000		645,000		645,000		-		-
2.630	Magic Lake Estates Water (Pender)	-			60,000		60,000	-					60,000
2.640	Lyall Harbour Boat Cove Water (Saturna)	-			-		-	-	-		-		-
2.642	Skana Water (Mayne)	-			-		-	-	-		-		-
2.650	Port Renfrew Water	-			-		-	-	-		-		-
2.665	Sticks Allison Water (Gallano)				-		-						-
2.667	Surfside Park Estates (Mayne)	-			-		-		-				-
2.670	Regional Water Supply	1,033,000	495,000	40,000	32,635,000	180,000	34,383,000	22,988,000	4,900,000	495,000	6,000,000	-	-
2.680	JDF Water Distribution	133,000	750,000	40,000	6,920,000		7,843,000	6,928,000	-	750,000			165,000
2.682	Seagirt Water System	-			-		-	-	-				-
2.691	Wilderness Mountain Water Service				-		-	-	-		-		-
3.701	Millstream Site Remediation				-		-	-	-		-		-
3.705	SSI Septage / Composting			-	-		-	-	-		-		-
3.718	Saanich Peninsula Wastewater	430,000			2,800,000		3,230,000		2,600,000	380,000			250,000
3.750	L.W.M.P. - Core and West Shore				-		-		-				-
3.798C	Debt - Core Area Wastewater Treatment Program	-			12,150,000		12,150,000	-	10,750,000	400,000	-		1,000,000
3.810	Ganges Sewer Utility (SSI)	-	-		-		-		-		-		-
3.820	Malview Sewer Utility (SSI)				-		-		-		-		-
3.830	Magic Lake Sewer Utility (Pender)	-			205,000		205,000	-	40,000		-		165,000
3.850	Port Renfrew Sewer				-		-	-	-		-		-
Total		3,795,636	3,438,000	4,749,500	80,030,500	5,230,000	97,243,636	29,961,120	41,215,000	6,243,136	9,065,000	-	10,759,380

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN																
		Total 2023	Total 2024	Expenditures												
				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	36,520,973	39,599,526	25,822,657	2,148,001	3,793,868	707,030	151,140	4,330	1,700	-	4,545,444	-	-	524,890	1,900,466
1.10X	Facilities Management	4,231,807	4,606,290	1,613,555	1,054,478	294,242	73,129	222,508	-	216,307	-	734,571	-	-	-	397,500
1.101	G.I.S.	638,822	653,615	406,349	14,306	101,240	47,860	5,780	-	-	-	9,820	-	-	18,260	50,000
1.103	Elections	65,760	40,580	-	-	-	-	-	-	-	-	90	-	-	-	40,490
1.104	U.B.C.M.	12,958	13,036	-	648	-	-	-	-	-	-	12,388	-	-	-	-
1.109	Electoral Area Admin Exp - JDF	66,492	72,645	49,586	13,674	-	350	-	-	-	-	9,035	-	-	-	-
1.110	Electoral Area Admin Exp - SGI	479,701	572,636	230,090	60,295	180,767	5,720	-	-	-	-	94,664	-	-	-	1,100
1.111	Electoral Area Admin Exp - SSI	1,161,470	1,397,753	1,004,103	138,250	21,390	12,990	2,590	-	4,660	-	158,770	-	-	20,000	35,000
1.112	Regional Grant in Aid	1,532,621	1,609,336	-	-	-	-	-	1,609,336	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	33,865	29,515	-	1,693	-	-	-	27,822	-	-	-	-	-	-	-
1.116	Grant-in-Aid - Salt Spring Island	60,772	58,785	-	4,799	-	-	-	53,986	-	-	-	-	-	-	-
1.117	Grant-in-Aid - Southern Gulf Islands	106,261	111,608	-	5,311	-	-	-	105,081	-	-	800	-	-	416	-
1.119	Vancouver Island Regional Library	341,748	404,447	-	6,835	-	-	-	394,593	-	-	1,250	-	-	1,769	-
1.121	Sooke Regional Museum	222,348	230,107	-	4,447	-	-	-	225,630	-	-	30	-	-	-	-
1.124	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	-	-	-	-	-	-	-	-	-	-	149,360
1.125	SSI Economic Development Commission	157,768	155,896	-	13,239	-	-	-	10,000	-	-	46,110	-	-	-	-
1.126	Victoria Family Court Committee	55,625	58,597	-	6,307	104,559	550	-	20,000	-	-	24,480	-	-	-	-
1.128	Greater Victoria Police Victim Services	304,857	323,215	-	316	-	-	-	50,281	-	-	8,000	-	-	-	-
1.129	Vancouver Island Regional Library - Debt	339,466	339,366	-	6,097	-	-	-	314,759	-	-	2,359	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	32,542	33,671	-	-	-	-	-	-	-	-	1,100	338,266	-	-	-
1.137	Galliano Island Community Use Building	68,064	70,590	-	651	-	-	-	33,010	-	-	10	-	-	-	-
1.138	Southern Gulf Islands Regional Library	239,681	247,999	-	21,132	-	540	5,330	-	4,020	-	7,840	30,653	-	-	1,075
1.141	Salt Spring Island Public Library	677,239	718,950	-	4,794	-	-	-	241,320	-	-	1,885	-	-	-	-
1.170	Gossip Island Electric Power Supply	63,695	63,213	-	25,419	-	-	3,390	512,440	-	-	17,795	146,651	-	-	13,255
1.224	Community Health	814,860	1,002,468	113,880	96	827,000	343	-	-	-	-	496	62,621	-	-	-
1.226	Health Facilities - VIHA	1,720,718	1,776,222	-	47,582	-	-	-	-	-	-	13,663	-	-	-	-
1.227	Saturna Island Medical Clinic	25,327	26,027	-	650,000	-	-	-	-	-	-	35,630	-	-	-	1,034,697
1.228	Galliano Health Service	139,886	144,768	-	507	-	-	-	25,520	-	-	-	-	-	-	-
1.229	Pender Islands Health Care Centre	234,921	266,575	-	2,798	-	-	-	141,920	-	-	50	-	-	-	-
1.230	Traffic Safety Commission	137,118	105,254	-	4,688	-	-	-	260,450	-	-	1,100	-	337	-	-
1.232	Port Renfrew Street Lighting	9,143	9,199	-	6,856	-	-	-	40,000	-	-	58,398	-	-	-	-
1.234	SSI Street Lighting	27,882	31,909	-	457	-	-	-	-	7,580	-	1,162	-	-	-	-
1.235	SGI Small Craft Harbour Facilities	461,887	483,760	-	3,348	-	-	-	-	26,400	-	2,100	-	61	-	-
1.236	Salt Spring Island Fernwood Dock	16,055	16,547	-	39,355	33,530	5,720	49,220	-	3,050	-	123,980	87,493	-	-	141,412
1.238A	Community Transit (SSI)	599,884	632,673	-	6,340	-	820	3,740	-	320	-	3,890	-	-	-	-
1.238B	Community Transportation (SSI)	148,993	88,489	-	30,634	600,009	-	1,000	-	-	-	1,030	-	-	-	-
1.280	Regional Parks	17,528,008	19,684,346	9,577,592	44,939	-	2,000	-	-	60	-	1,490	-	-	-	40,000
1.290	Royal Theatre	580,000	580,000	-	1,599,065	1,321,578	413,749	571,558	-	80,087	-	1,410,279	1,129,207	-	270,000	3,311,231
1.295	McPherson Theatre	785,822	785,339	-	17,565	-	-	-	37,535	-	-	44,900	-	-	105,000	375,000
1.297	Arts Grants	3,132,037	3,208,277	-	42,524	-	-	-	306,262	-	-	300	-	-	90,000	346,233
1.299	Salt Spring Island Arts	123,180	133,906	341,668	85,627	5,304	3,080	-	2,738,363	-	-	33,235	-	-	-	1,000
1.309	Climate Action and Adaptation	2,288,185	2,864,096	702,900	2,452	-	-	-	124,190	-	-	6,190	-	974	-	-
1.310	Land Banking & Housing	3,152,716	3,679,545	1,664,097	103,354	750,291	-	-	-	-	-	502,090	-	-	792,961	12,500
1.311	Regional Housing Trust Fund	3,676,394	4,178,799	-	512,020	323,135	3,250	100	-	-	-	139,510	1,009,463	-	24,000	4,070
1.312	Regional Goose Management	237,522	243,486	-	4,070	-	-	-	913,015	-	-	3,261,614	-	-	-	-
1.313	Animal Care Services	1,663,324	1,737,305	1,147,100	100,180	132,600	-	-	-	-	-	10,706	-	-	-	-
1.314	SGI House Numbering	9,764	10,111	-	265,707	59,200	41,200	-	-	500	-	183,505	-	-	-	40,093
1.316	SSI Building Numbering	9,891	10,285	-	10,028	-	-	-	-	-	-	70	-	13	-	-
1.317	JDF Building Numbering	13,475	13,884	-	10,183	-	-	-	-	-	-	20	-	82	-	-
1.318	Building Inspection	2,026,725	2,241,973	1,457,133	13,504	-	-	-	-	-	-	380	-	-	-	-
1.319	Soil Deposit Removal	5,899	6,180	-	367,722	99,770	25,042	170	-	1,760	-	232,796	-	-	13,460	44,120
1.320	Noise Control	41,228	65,371	-	6,150	-	-	-	-	-	-	30	-	-	-	-
1.322	Nuisances & Unsanitary Premises	54,986	57,419	-	35,761	7,360	-	-	-	-	-	250	-	22,000	-	-
1.323	By-Law Enforcement	571,466	639,731	427,988	55,099	2,000	-	-	-	-	-	320	-	-	-	-
1.324	Regional Planning Services	1,554,118	2,227,436	1,098,077	84,295	500	3,500	-	-	-	-	72,590	-	-	-	50,858
1.325	Electoral Area Services - Planning	858,038	879,137	530,668	261,019	664,620	8,110	-	-	-	-	193,110	-	-	-	2,500
1.330	Regional Growth Strategy	424,846	331,880	158,204	184,669	13,520	6,250	-	-	-	-	68,260	-	-	-	75,770
1.335	Geo-Spatial Referencing System	177,779	183,406	-	123,766	34,200	-	-	-	-	-	5,710	-	-	-	10,000
1.340	JDF Livestock Injury Compensation	3,158	3,158	-	23,186	39,030	3,470	8,730	-	-	-	44,980	-	-	-	64,010
1.341	SGI Livestock Injury Compensation	3,158	3,180	-	-	-	-	-	-	-	-	3,000	-	-	-	-
1.342	SSI Livestock Injury Compensation	3,158	3,158	-	158	-	-	-	-	-	-	3,022	-	-	-	-
1.350	Willis Point Fire Protect & Recreation	174,824	203,796	17,530	158	-	-	-	-	-	-	3,000	-	-	-	-
1.352	South Galliano Fire Protection	584,473	606,587	200,820	5,464	-	3,660	38,720	-	12,890	-	61,373	-	-	6,520	57,639
1.353	Outer Point Fire Protection	542,138	671,480	6,430	17,460	-	18,650	19,460	-	9,120	-	89,570	141,027	-	10,190	100,290
1.354	Qalahat Fire Protection	66,940	73,672	-	18,823	23,000	20,240	21,140	-	10,780	-	397,977	-	-	5,870	167,200
1.355	Durance Road Fire Protection	3,016	3,016	-	5,000	-	-	-	65,315	-	-	10	-	-	-	-
1.356	Pender Fire Protection	1,243,987	1,399,332	-	13,447	-	-	-	2,500	-	-	80	-	-	-	300
1.357	East Sooke Fire Protection	565,807	586,306	80,614	48,211	-	-	-	1,008,106	1,320	-	38,677	111,596	-	-	191,422
1.358	Port Renfrew Fire Protection	161,476	202,438	73,360	15,367	21,972	30,453	23,874	-	18,650	-	139,146	155,109	-	5,000	98,121
1.359	North Galliano Fire Protection	241,634	340,969	164,420	6,729	1,040	18,760	2,520	-	14,560	-	57,217	2,898	-	-	25,354
1.360	Shirley Fire Protection	193,332	200,090	42,580	8,988	1,370	27,177	4,670	-	4,870	-	60,797	53,608	-	5,000	10,069
1.363	Saturna Island Fire	267,829	316,453	-	6,017	-	20,700	7,620	-	9,600	-	39,117	-	-	10,000	64,456
1.369	Electoral Area Fire Services	308,466	378,064	194,602	5,356	-	-	-	310,000	-	-	1,097	-	-	-	-
1.370	Juan de Fuca Emergency Program	89,953	105,295	12,500	90,712	72,430	8,000	-	-	-	-	9,820	-	-	2,500	-
1.371	SSI Emergency Program	142,927	144,181	18,000	14,901	35,000	5,500	-	600	-	-	23,914	-	-	-	12,880
1.372	Electoral Area Emergency Program	671,399	748,997	591,902	7,146	52,100	5,900	-	16,700	-	-	34,335	-	-	10,000	-
1.373	SGI Emergency Program	250,121	275,218	35,000	70,935	55,000	2,180	-	-	-	-	23,980	-	-	-	5,000
1.374	Regional Emergency Program Support	238,227	148,016	113,935	11,899	63,021	19,026	500	31,604	-	-	93,668	-	-	-	20,500
1.375	Hazardous Material Incident Response	446,471	405,611	12,470	25,011	-	570	-	-	-	-	9,010	-	-	-	-
1.377	JDF Search and Rescue	91,058	101,252	-	127,931	102,000	1,660	13,910	5,750	-	-	132,330	-	-	-	9,560
1.378	SSI Search and Rescue	25,804	25,804	-	4,403	8,640	12,350	-	-	3,110	-	60,249	-	-	9,500	3,000
1.40X	SEAPARC	4,571,131	5,243,766	3,336,731	1,252	-	-	-	24,222	-	-	330	-	-	-	-
1.405	JDF EA - Community Parks	202,006	233,885	107,181	303,078	58,450	168,050	199,863	3,781	267,523	-	332,324	103,966	-	-	470,000

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN																
		Total 2023	Total 2024	Expenditures												
				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.	10,136,965	10,810,738	6,110,302	740,745	578,171	348,510	329,438	-	561,764	-	651,211	337,707	-	-	1,152,890
1.455	Salt Spring Island - Community Parks	1,097,686	1,025,297	452,437	393,120	15,140	15,520	16,520	-	21,178	-	48,170	-	35,212	-	28,000
1.458	Salt Spring Is.- Community Rec	313,379	399,235	200,767	41,585	96,000	13,470	215	-	3,000	-	29,665	-	9,533	-	5,000
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,154,490	2,439,891	1,060,445	509,795	45,470	112,360	82,690	-	261,993	-	216,959	-	60,179	-	90,000
1.465	Saturna Island Comm. Parks	27,245	33,467	-	1,112	1,980	220	18,258	-	1,040	-	5,700	-	-	-	5,157
1.468	Saturna Island - Community Rec.	18,976	20,177	-	949	1,110	100	-	-	-	-	18,018	-	-	-	-
1.475	Mayne Is. Com. Parks & Rec	95,875	96,569	-	6,079	-	2,950	39,120	-	3,310	-	26,610	-	-	-	18,500
1.476	Mayne Is. Comm. Parks (reserve)	26,883	29,771	-	1,344	430	540	-	-	1,430	-	26,027	-	-	-	-
1.478	Mayne Is. Community Rec.	52,931	48,182	-	2,647	-	-	-	-	-	-	45,535	-	-	-	-
1.485	North & South Pender Com. Parks	169,351	175,470	-	11,803	60,000	16,750	45,000	-	100	-	24,738	-	-	-	17,079
1.488	North & South Pender Com. Rec	71,371	70,816	-	3,569	-	-	-	-	-	-	67,247	-	-	-	-
1.495	Galliano Parks	127,681	128,309	-	5,849	-	-	94,820	-	1,540	-	16,100	-	-	-	10,000
1.498	Galliano Community Recreation	38,375	43,680	-	1,919	-	-	-	-	-	-	41,957	-	4	-	-
1.521	SWMP- Solid Waste Disposal (Refuse Disposal)	29,690,987	38,751,084	3,931,840	8,513,147	18,764,500	224,600	518,000	211,000	121,300	-	4,348,310	-	-	-	2,118,387
1.523	Port Renfrew Refuse Disposal	93,420	110,631	-	4,471	83,880	-	750	-	1,570	-	2,010	-	-	-	17,950
1.525	Solid Waste Disposal - Debt	314,054	1,229,666	-	-	-	-	-	-	-	-	122,780	1,106,886	-	-	-
1.531	Stormwater Quality Management - Sooke	39,432	90,599	-	21,190	68,509	-	-	-	-	-	900	-	-	-	-
1.533	Stormwater Quality Management - SGI	40,221	41,480	-	36,241	5,132	-	-	-	-	-	107	-	-	-	-
1.535	Stormwater Quality Management - SSI	57,276	66,034	-	10,864	30,000	-	-	-	-	-	25,170	-	-	-	-
1.536	LWMP-Stormwater Quality Management-Core	744,030	857,441	-	528,817	259,320	-	-	-	-	-	51,150	-	-	-	18,154
1.537	Stormwater Quality Management - Peninsula	121,932	125,095	-	83,582	41,120	-	-	-	-	-	393	-	-	-	-
1.538	Source - Stormwater Quality - Peninsula	58,657	59,263	-	46,188	6,875	-	-	-	-	-	6,200	-	-	-	-
1.57X	Environmental Services	26,020,224	27,102,054	20,158,295	3,589,139	82,121	485,761	9,140	-	-	-	1,488,763	-	-	475,000	813,835
1.911	911 Systems	2,495,079	2,606,719	-	281,350	480,606	-	-	681,953	-	-	148,861	1,011,949	-	-	2,000
1.912B	911 Call Answer - Municipalities	25,947	20,030	-	-	-	-	-	-	-	-	-	-	20,030	-	-
1.913	913 Fire Dispatch	366,986	372,559	-	44,279	255,860	-	-	-	-	-	72,420	-	-	-	-
1.921	Regional CREST Contribution	1,790,531	1,932,993	-	-	-	-	-	1,905,008	-	-	6,000	-	21,985	-	-
1.923	Emergency Comm - CREST - SGI	182,388	187,299	-	3,648	-	-	-	182,831	-	-	820	-	-	-	-
1.924	Emergency Comm - CREST - JDF	144,211	160,323	-	2,875	-	-	-	147,748	-	-	9,700	-	-	-	-
1.925	Emergency Comm - CREST - SSI	145,123	150,978	-	2,902	-	-	-	147,460	-	-	500	-	116	-	-
2.610	Saanich Peninsula Water Supply	7,407,397	7,892,266	-	1,339,153	3,000	46,500	57,260	-	231,205	5,180,160	142,988	42,000	-	-	850,000
2.620	SSI Highland Water System	32,004	31,988	-	27	-	-	-	-	-	-	90	31,871	-	-	-
2.621	Highland / Fernwood Water - SSI	546,435	572,602	-	247,242	12,140	24,700	29,440	-	31,850	-	41,920	44,234	-	-	141,076
2.622	Cedars of Tuam	52,678	48,397	-	31,012	50	770	480	-	1,820	-	1,850	-	-	-	12,415
2.624	Beddis Water	297,178	293,927	-	127,859	8,460	11,470	7,260	-	16,878	-	18,350	3,740	-	-	99,910
2.626	Fulford Water	216,639	259,231	-	104,136	10,890	9,310	28,710	-	12,529	-	16,430	17,852	-	-	59,374
2.628	Cedar Lane Water (SSI)	83,180	95,342	-	43,227	2,150	1,660	6,610	-	6,333	-	7,680	12,752	-	-	14,330
2.630	Magic Lakes Estate Water System	1,000,318	1,009,370	-	536,086	4,690	58,800	25,710	-	62,220	-	54,040	215,764	-	-	52,060
2.640	Saturna Island Water System (Lynn Harbour)	278,852	290,019	-	150,641	6,180	25,660	9,359	-	14,038	-	31,001	-	-	-	53,140
2.642	Skana Water (Mayne)	98,870	96,840	-	33,744	12,240	780	7,290	-	5,011	-	3,450	-	-	-	34,325
2.650	Port Renfrew Water	133,609	144,180	-	96,632	9,290	8,610	-	-	6,491	-	3,157	-	-	-	20,000
2.660	Fernwood Water	14,744	14,731	-	13	-	-	-	-	-	-	40	14,678	-	-	-
2.665	Sticks Allison Water (Galliano)	75,539	75,777	-	45,807	-	730	8,060	-	3,420	-	4,260	-	-	-	13,500
2.667	Surfside Park Estates (Mayne)	123,835	129,572	-	47,780	20,630	20,240	6,030	-	6,892	-	11,000	-	-	-	17,000
2.670	Regional Water Supply	39,915,804	42,114,204	18,969,205	-8,397,161	1,654,464	1,496,730	91,443	-	1,477,990	-	5,995,536	2,896,242	-	17,450,000	479,755
2.680	Juan de Fuca Water Distribution	23,970,506	26,026,524	590,220	5,016,829	402,635	255,636	458	-	296,930	7,689,300	1,369,025	2,411,815	-	7,346,169	647,507
2.681	Florence Lake Water System Debt	15,549	19,038	-	-	-	-	-	-	-	-	-	19,038	-	-	-
2.682	Seagirt Water System Debt	97,650	114,767	-	-	-	-	-	-	-	-	20,000	94,767	-	-	-
2.691	Wilderness Mountain Water Service	158,838	171,071	-	90,467	4,960	25,930	-	-	11,450	-	3,600	25,664	3,000	-	6,000
3.700	Septage Disposal	157,910	161,082	-	128,622	-	-	-	-	-	-	32,460	-	-	-	-
3.701	Millstream Remediation Service	537,888	19,812	-	106	-	-	-	-	-	-	544	19,162	-	-	-
3.705	SSI Liquid Waste Disposal	1,028,430	1,208,171	-	227,819	753,450	8,190	8,160	10,000	7,270	-	14,500	166,782	-	-	12,000
3.707	LWMP - On Site System Management Program	177,649	183,866	-	110,523	37,103	-	-	-	-	-	36,240	-	-	-	-
3.71X	Core Area Wastewater Operations	34,173,017	34,609,974	-	14,769,072	6,645,061	4,331,320	1,264,873	-	3,471,258	-	3,428,390	-	-	-	700,000
3.718	Peninsula Wastewater TP	4,747,515	4,993,969	-	2,143,230	204,750	219,620	344,228	-	380,490	-	715,415	-	-	-	986,237
3.720	LWMP - (Peninsula) - Implementation	56,247	57,422	-	34,200	-	-	-	-	-	-	-	-	-	-	23,222
3.750	LWMP - Core and West Shore	372,322	584,072	-	182,579	145,310	-	-	-	-	-	510	-	-	-	255,673
3.752	LWMP - Harbour Studies	354,238	362,174	-	316,882	34,810	-	-	-	-	-	10,482	-	-	-	-
3.755	Regional Source Control	1,641,038	1,674,718	-	1,435,910	146,208	8,160	-	-	-	-	84,270	-	-	-	170
3.756	Harbours Environmental Action	70,752	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.7XX	Core Area & Legacy Trunk Sewer - Debt	27,269,184	21,889,666	-	-	-	-	-	-	-	-	227,343	9,163,127	6,013	5,529,745	6,963,438
3.810	Ganges Sewer	1,187,404	1,264,781	-	489,735	56,490	17,290	95,300	-	63,070	-	171,000	245,813	-	-	126,083
3.820	Malview Estates Sewer System	218,911	268,646	-	76,319	29,760	1,200	44,090	-	4,920	-	47,244	12,243	-	-	52,870
3.830	Magic Lake Estates Sewer System	868,799	913,885	-	370,112	108,000	24,610	24,460	-	25,250	-	127,550	174,103	-	-	59,800
3.830D	Magic Lake Estates Sewer Debt	235,784	231,715	-	-	-	-	-	-	-	-	1,030	230,685	-	-	-
3.850	Port Renfrew Sewer	131,021	135,608	-	80,538	5,430	2,750	680	-	7,300	-	17,330	-	-	-	21,580
21.ALL	Feasibility Study Reserve Fund - All	137,412	350,000	-	-	-	-	-	-	-	-	350,000	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total CRD excluding Municipal Debt		326,646,760	349,993,761	102,881,185	43,287,597	41,766,378	9,537,986	4,608,816	12,944,441	7,823,718	12,869,460	34,273,161	21,702,433	181,724	32,724,065	25,392,797
1.15X	Municipalities' Own Debt - M.F.A.	17,312,444	18,229,269	-	-	-	-	-	-	-	-	78,720	18,150,549	-	-	-
TOTAL CRD		343,959,204	368,223,030	102,881,185	43,287,597	41,766,378	9,537,986	4,608,816	12,944,441	7,823,718	12,869,460	34,351,881	39,852,982	181,724	32,724,065	25,392,797
CRHD	Capital Regional Hospital District	32,678,574	33,548,386	-	1,150,748	16,623	-	218,088	-	63,908	-	826,985	17,463,082	-	2,955,000	10,853,952
TOTAL CRD,CRHD & Municipal Debt		376,637,778	401,771,416	102,881,185	44,438,345	41,783,001	9,537,986	4,826,904	12,944,441	7,887,626	12,869,460	35,178,866	57,316,064	181,724	35,679,065	36,246,749

*Includes Labour Charges

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.011	Board Expenditures	19-01	Replacement	Boardroom Video Distribution Equipment	81,000	E	ERF	56,000	81,000	-	-	-	-	81,000
1.011	Board Expenditures	19-02	Replacement	Boardroom Projector and Screen Replacement	60,000	E	ERF	-	-	60,000	-	-	-	60,000
1.011	Board Expenditures	19-03	Replacement	Boardroom Chairs	30,000	E	ERF	-	30,000	-	-	-	-	30,000
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	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	50,000	E	ERF	-	-	-	50,000	-	-	50,000
1.011	Board Expenditures	22-02	Replacement	Boardroom Microphone System Replacement	100,000	E	ERF	100,000	100,000	-	-	-	-	100,000
1.011	Board Expenditures	23-01	Replacement	Replace Video Display and Switching	30,000	E	ERF	20,000	20,000	10,000	-	-	-	30,000
1.011	Board Expenditures	23-02	Replacement	Replace/Expand Recording Secretary Table	25,000	E	ERF	25,000	25,000	-	-	-	-	25,000
1.011	Board Expenditures	23-03	Replacement	Multi-Camera System	80,000	E	ERF	80,000	80,000	-	-	-	-	80,000
1.011	Board Expenditures	24-01	Replacement	AV for Boardroom	150,000	E	ERF	-	150,000	-	-	-	-	150,000
1.011	Board Expenditures	24-02	Replacement	Boardroom Table	200,000	E	ERF	-	200,000	-	-	-	-	200,000
1.011	Board Expenditures	24-03	Replacement	Wiring	15,000	E	ERF	-	15,000	-	-	-	-	15,000
1.011	Board Expenditures	24-04	Replacement	Granicus Encoder Replacement	30,000	E	ERF	-	30,000	-	-	-	-	30,000
1.011	Board Expenditures	24-05	New	Granicus Integrated Voting	20,000	E	ERF	-	10,000	5,000	5,000	-	-	20,000
Board Expenditures Total					913,200			282,500	764,500	91,500	55,000	-	-	911,000
1.014	CAO / Corporate Services	24-01	Replacement	Computer Replacement	14,796	E	ERF	-	14,796	-	-	-	-	14,796
1.014	CAO / Corporate Services	25-01	Replacement	Computer Replacement	3,288	E	ERF	-	-	3,288	-	-	-	3,288
1.014	CAO / Corporate Services	26-01	Replacement	Computer Replacement	20,133	E	ERF	-	-	-	20,133	-	-	20,133
1.014	CAO / Corporate Services	27-01	Replacement	Computer Replacement	20,133	E	ERF	-	-	-	-	20,133	-	20,133
1.014	CAO / Corporate Services	28-01	Replacement	Computer Replacement	14,796	E	ERF	-	-	-	-	-	14,796	14,796
Chief Administrative Officer Total					73,146			-	14,796	3,288	20,133	20,133	14,796	73,146
1.015	Real Estate	24-01	Replacement	Computer Replacement	1,500	E	ERF	-	1,500	-	-	-	-	1,500
1.015	Real Estate	26-01	Replacement	Computer Replacement	1,500	E	ERF	-	-	-	1,500	-	-	1,500
1.015	Real Estate	28-01	Replacement	Computer Replacement	1,500	E	ERF	-	-	-	-	-	1,500	1,500
Real Estate Total					4,500			-	1,500	-	1,500	-	1,500	4,500
1.016	Human Resources	24-01	Replacement	Computer Replacement	1,033	E	ERF	-	-	-	-	4,932	-	4,932
1.016	Human Resources	25-01	Replacement	Computer Replacement	1,033	E	ERF	-	-	-	-	-	6,576	6,576
1.016	Human Resources	26-01	Replacement	Computer Replacement	700,000	E	Res	-	-	-	350,000	350,000	-	700,000
1.016	Human Resources	26-02	New	HRIS - Talent Suite	4,695	E	ERF	-	6,576	-	-	-	-	6,576
1.016	Human Resources	27-01	Replacement	Computer Replacement	6,260	E	ERF	-	-	6,765	-	-	-	6,765
1.016	Human Resources	28-01	Replacement	Computer Replacement	1,033	E	ERF	-	-	-	3,288	-	-	3,288
Human Resources Total					714,054			-	6,576	6,765	353,288	354,932	6,576	728,137
1.017	Finance	21-01	New	Enterprise Asset Management	625,000	E	Cap	200,000	425,000	200,000	-	-	-	625,000
1.017	Finance	23-01	Replacement	Computer	82,110	E	ERF	12,948	12,948	-	-	-	-	12,948
1.017	Finance	24-01	Replacement	Computer	68,601	E	ERF	-	68,601	-	-	-	-	68,601
1.017	Finance	24-02	New	Office Renovations	100,000	B	Cap	-	100,000	-	-	-	-	100,000
1.017	Finance	24-03	New	Additional Office Space at IWS Field Office	5,000,000	B	Res	-	750,000	1,250,000	-	-	-	2,000,000
1.017	Finance	24-03	New	Additional Office Space at IWS Field Office	-	B	Debt	-	-	3,000,000	-	-	-	3,000,000
1.017	Finance	25-01	Replacement	Computer	28,994	E	ERF	-	-	28,994	-	-	-	28,994
1.017	Finance	26-01	Replacement	Computer	58,043	E	ERF	-	-	-	58,043	-	-	58,043
1.017	Finance	27-01	Replacement	Computer	12,994	E	ERF	-	-	-	-	12,994	-	12,994
1.017	Finance	28-01	Replacement	Computer	38,549	E	ERF	-	-	-	-	-	38,549	38,549
Finance Total					6,014,291			212,948	1,356,549	4,478,994	58,043	12,994	38,549	5,945,129
1.018	Health & Capital Planning Strategies	24-01	Replacement	Computer	1,500	E	ERF	-	1,500	-	-	-	-	1,500
1.018	Health & Capital Planning Strategies	26-01	Replacement	Computer	3,000	E	ERF	-	-	-	3,000	-	-	3,000
1.018	Health & Capital Planning Strategies	27-01	Replacement	Computer	1,500	E	ERF	-	-	-	-	1,500	-	1,500
1.018	Health & Capital Planning Strategies	28-01	Replacement	Computer	1,500	E	ERF	-	-	-	-	-	1,500	1,500
Health & Capital Planning Strategies Total					7,500			-	1,500	-	3,000	1,500	1,500	7,500

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.022	Information Technology	17-01	Replacement	SAP	75,000	E	Cap	50,000	50,000	25,000	-	-	-	75,000
1.022	Information Technology	18-07	Replacement	Data Centre Replacements	200,000	E	Cap	-	120,000	-	-	-	-	120,000
1.022	Information Technology	18-06	Replacement	Data Centre Replacements	5,840,000	E	Cap	-	3,575,952	559,551	-	-	-	4,135,503
1.022	Information Technology	19-04	Replacement	Data Centre Replacements	52,000	E	ERF	-	27,000	-	-	-	-	27,000
1.022	Information Technology	19-05	Replacement	Data Centre Replacements	27,000	E	ERF	-	-	27,000	-	-	-	27,000
1.022	Information Technology	19-06	Replacement	Data Centre Replacements	27,000	E	ERF	-	-	-	27,000	-	-	27,000
1.022	Information Technology	20-02	Replacement	Data Centre Replacements	30,000	E	ERF	-	-	-	-	30,000	-	30,000
1.022	Information Technology	20-03	Replacement	Data Centre Replacements	24,000	E	ERF	-	-	-	-	-	24,000	24,000
1.022	Information Technology	20-04	Replacement	Data Centre Replacements	435,000	E	Cap	190,000	190,000	-	245,000	-	-	435,000
1.022	Information Technology	20-05	Replacement	Data Centre Replacements	225,000	E	Cap	-	190,000	-	-	-	-	190,000
1.022	Information Technology	20-06	Replacement	Data Centre Replacements	100,000	V	ERF	-	-	100,000	-	-	-	100,000
1.022	Information Technology	20-07	Replacement	Meeting Room Equipment Replacement	65,000	E	Cap	-	-	-	-	65,000	-	65,000
1.022	Information Technology	21-01	Replacement	Data Centre Replacements	170,000	V	Cap	100,000	170,000	-	-	-	-	170,000
1.022	Information Technology	23-01	Replacement	SAP	90,000	E	Cap	-	-	-	70,000	-	-	70,000
1.022	Information Technology	24-01	Replacement	Computer Equipment	310,000	E	Cap	-	310,000	-	-	-	-	310,000
1.022	Information Technology	25-01	Replacement	Computer Equipment	134,000	E	Cap	-	20,000	15,000	25,000	-	-	60,000
1.022	Information Technology	26-01	Replacement	Computer Equipment	70,000	E	Cap	-	10,000	10,000	10,000	10,000	20,000	60,000
1.022	Information Technology	27-01	Replacement	Computer Equipment	100,000	E	Cap	-	80,000	20,000	-	-	-	100,000
1.022	Information Technology	28-01	Replacement	Computer Equipment	350,000	E	Cap	39,083	350,000	-	-	-	-	350,000
1.022	Information Technology	24-02	Replacement	Data Centre Replacements	170,000	E	Cap	50,000	110,000	-	30,000	30,000	-	170,000
1.022	Information Technology	25-02	Replacement	Van	410,000	E	Cap	30,000	30,000	350,000	30,000	-	-	410,000
1.022	Information Technology	24-03	New	Truck	10,000	E	Cap	-	10,000	-	-	-	-	10,000
1.022	Information Technology	24-05	new	Physical Security	415,000	E	Cap	-	100,000	25,000	25,000	25,000	25,000	200,000
1.022	Information Technology	24-06	Replacement	Brightsign replacements	116,250	E	ERF	-	19,600	25,000	34,650	20,000	25,000	124,250
1.022	Information Technology	24-07	Replacement	Teams Room Upgrades	60,000	E	Cap	-	60,000	-	-	-	-	60,000
1.022	Information Technology	24-18	Replacement	VDI system upgrades	50,000	E	Cap	-	50,000	-	-	-	-	50,000
1.022	Information Technology	24-19	New	New Workstations and Office Densification	50,000	B	Cap	50,000	50,000	-	-	-	-	50,000
Information Technology Total					9,605,250			509,083	5,522,552	1,156,551	496,650	180,000	94,000	7,449,753
1.024	GM - Planning & Protective Services	26-01	Replacement	Computer	2,049	E	ERF	-	-	-	2,049	-	-	2,049
1.024	GM - Planning & Protective Services	27-01	Replacement	Computer	2,318	E	ERF	-	-	-	-	2,318	-	2,318
1.024	GM - Planning & Protective Services	28-01	Replacement	Computer	1,644	E	ERF	-	-	-	-	-	1,644	1,644
GM - Planning & Protective Services Total					6,011			-	-	-	2,049	2,318	1,644	6,011
1.025	Corporate Emergency	17-01	Replacement	EOC Laptop	22,000	E	ERF	-	6,000	6,000	5,000	-	5,000	22,000
1.025	Corporate Emergency	24-01	Replacement	Surface Pro	2,000	E	ERF	-	2,000	-	2,000	-	-	4,000
Corporate Emergency Total					24,000			-	8,000	6,000	7,000	-	5,000	26,000
1.027	First Nations Relations	24-01	Replacement	Computer Equipment Replacement	1,644	E	ERF	-	1,644	-	-	-	-	1,644
1.027	First Nations Relations	26-01	Replacement	Computer Equipment Replacement	3,693	E	ERF	-	-	-	3,693	-	-	3,693
1.027	First Nations Relations	27-01	Replacement	Computer Equipment Replacement	4,932	E	ERF	-	-	-	-	4,932	-	4,932
1.027	First Nations Relations	27-08	Replacement	Computer Equipment Replacement	1,644	E	ERF	-	-	-	-	-	1,644	1,644
Aboriginal Initiatives Total					11,913			-	1,644	-	3,693	4,932	1,644	11,913
1.105	Facilities Management	21-01	Replacement	Unit F01112 Replacement	75,000	V	ERF	-	-	75,000	-	-	-	75,000
1.105	Facilities Management	22-01	Replacement	Equipment Replacement	50,000	E	ERF	-	10,000	10,000	10,000	-	-	30,000
1.105	Facilities Management	23-01	Replacement	Fleet Replacement	75,000	V	ERF	-	-	75,000	-	-	-	75,000
1.105	Facilities Management	23-02	New	Equipment Replacement	15,000	V	ERF	-	15,000	-	-	-	-	15,000
1.105	Facilities Management	24-01	Replacement	Fleet Replacement	75,000	V	ERF	-	-	-	75,000	-	-	75,000
1.105	Facilities Management	25-01	Replacement	Fleet Replacement	75,000	V	ERF	-	-	-	-	75,000	-	75,000
1.105	Facilities Management	27-01	Replacement	Equipment Replacement	50,000	E	ERF	-	-	-	-	10,000	10,000	20,000
Facilities Management Total					415,000			-	25,000	160,000	85,000	85,000	10,000	365,000
1.106	Facilities and Risk	21-03	New	Interior Renovations	500,000	B	Res	-	-	100,000	100,000	-	-	200,000
1.106	Facilities and Risk	22-01	New	Interior Renovations	3,000,000	B	Cap	825,000	825,000	-	-	-	-	825,000
1.106	Facilities and Risk	23-02	New	EV Charging Infrastructure	175,000	S	Res	-	25,000	-	-	-	-	25,000
1.106	Facilities and Risk	23-03	Defer	Emergency Repairs	100,000	B	Res	-	100,000	-	-	-	-	100,000
1.106	Facilities and Risk	24-01	Renewal	Exterior Upgrades	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.106	Facilities and Risk	24-02	New	Safety Systems	75,000	B	Res	-	15,000	15,000	15,000	15,000	15,000	75,000
1.106	Facilities and Risk	24-03	New	Energy Management	75,000	B	Res	-	15,000	15,000	15,000	15,000	15,000	75,000
1.106	Facilities and Risk	24-04	Replacement	Interior Finishes	50,000	B	Res	-	25,000	25,000	-	-	-	50,000
1.106	Facilities and Risk	24-05	New	Interior Upgrades	50,000	B	Res	-	50,000	-	-	-	-	50,000
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	-	10,000	10,000	10,000	10,000	10,000	50,000
1.106	Facilities and Risk	27-01	New	Interior Renovations	500,000	B	Res	-	-	-	-	100,000	100,000	200,000

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
	Facilities and Risk Total				4,710,000			825,000	1,115,000	265,000	140,000	140,000	140,000	1,800,000
1.107	Corporate Satellite Facilities	JDF 24-01	New	Emergency Repairs	25,000	B	Res	-	25,000	-	-	-	-	25,000
	Corporate Satellite Facilities Total				25,000			-	25,000	-	-	-	-	25,000
1.109	JDF Admin. Expenditures	26-01	Replacement	Computer Replacement	4,000	E	ERF	-	2,000	-	2,000	-	-	4,000
	JDF Admin. Expenditures Total				4,000			-	2,000	-	2,000	-	-	4,000
1.110	Sgi Admin. Expenditures	24-01	Replacement	Computer & laptop	14,400	E	ERF	-	6,600	-	2,800	-	5,000	14,400
	Sgi Admin. Expenditures Total				14,400			-	6,600	-	2,800	-	5,000	14,400
1.111	SSI Admin. Expenditures	24-01	Replacement	Computer	43,900	E	ERF	-	6,100	4,900	14,250	10,900	6,100	42,250
1.111	SSI Admin. Expenditures	24-01	Replacement	Computer	-	E	ERF	-	-	-	1,650	-	-	1,650
1.111	SSI Admin. Expenditures	24-02	Replacement	Boardroom Electronic Equipment	40,000	E	ERF	-	40,000	-	-	-	-	40,000
1.111	SSI Admin. Expenditures	25-01	New	Vehicle	50,000	V	ERF	-	-	65,000	-	-	-	65,000
	SSI Admin. Expenditures Total				133,900			-	46,100	69,900	15,900	10,900	6,100	148,900
1.118	Corporate Communications	22-01	Replacement	CRD Public Website	450,000	E	Res	175,000	450,000	-	-	-	-	450,000
1.118	Corporate Communications	24-01	Replacement	Computer	3,288	E	ERF	-	3,288	-	-	-	-	3,288
1.118	Corporate Communications	25-01	Replacement	Computer	4,932	E	ERF	-	-	4,932	-	-	-	4,932
1.118	Corporate Communications	26-01	Replacement	Computer	7,464	E	ERF	-	-	-	7,464	-	-	7,464
1.118	Corporate Communications	27-01	Replacement	Computer	3,288	E	ERF	-	-	-	-	3,288	-	3,288
1.118	Corporate Communications	28-01	Replacement	Computer	3,288	E	ERF	-	-	-	-	-	3,288	3,288
	Corporate Communications Total				472,260			175,000	453,288	4,932	7,464	3,288	3,288	472,260
1.123	Family Court Building	20-02	Renewal	Exterior Upgrades	47,500	B	Cap	47,500	47,500	-	-	-	-	47,500
1.123	Family Court Building	22-01	Replacement	Mechanical Upgrades	1,050,000	B	Res	-	350,000	-	-	-	-	350,000
1.123	Family Court Building	22-01	Replacement	Mechanical Upgrades	-	B	Other	-	700,000	-	-	-	-	700,000
1.123	Family Court Building	23-01	Renewal	Exterior Upgrades	120,000	B	Res	-	120,000	-	-	-	-	120,000
1.123	Family Court Building	23-02	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.123	Family Court Building	24-01	Renewal	Exterior Upgrades	85,000	B	Res	-	85,000	-	-	-	-	85,000
1.123	Family Court Building	25-01	Study	Asset Management	10,000	B	Res	-	-	10,000	-	-	-	10,000
	Family Court Building Total				1,362,500			47,500	1,352,500	10,000	-	-	-	1,362,500
1.137	Galiano Island Community Use Building	24-01	New	Emergency Repairs	12,000	B	Res	-	12,000	-	-	-	-	12,000
	Galiano Island Community Use Building Total				12,000			-	12,000	-	-	-	-	12,000
1.141	SSI Public Library	23-01	New	Emergency Repairs	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.141	SSI Public Library	24-01	New	Archives Climate Control System	80,000	B	Res	-	10,000	-	-	-	-	10,000
1.141	SSI Public Library	24-01	New	Archives Climate Control System	-	B	Grant	-	70,000	-	-	-	-	70,000
1.141	SSI Public Library	28-01	New	Roof Repairs	15,000	B	Res	-	-	-	-	-	15,000	15,000
	SSI Public Library Total				105,000			-	90,000	-	-	-	15,000	105,000
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-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	277,500	-	-	807,500
1.226	Health Facilities - VIHA	EHU-23-03	Renewal	Exterior Upgrades	-	B	Other	-	200,000	200,000	200,000	-	-	600,000
1.226	Health Facilities - VIHA	EHU-23-04	Renewal	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	EHU-25-01	Study	Asset Management	10,000	B	Res	-	-	10,000	-	-	-	10,000
1.226	Health Facilities - VIHA	EHU-26-01	Renewal	Electrical Upgrades	25,000	B	Res	-	-	-	35,000	-	-	35,000
1.226	Health Facilities - VIHA	PHU-20-01	Renewal	Roof Replacement	465,000	B	Cap	440,000	440,000	-	-	-	-	440,000
1.226	Health Facilities - VIHA	PHU-22-01	Replacement	Mechanical Upgrades	125,000	B	Res	-	125,000	-	-	-	-	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	Replacement	Roof Replacement	175,000	B	Cap	175,000	175,000	-	-	-	-	175,000
1.226	Health Facilities - VIHA	PHU-23-01	Replacement	Mechanical Upgrades	120,000	B	Res	-	110,000	-	-	-	-	110,000
1.226	Health Facilities - VIHA	PHU-23-02	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
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

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.226	Health Facilities - VIHA	VHU-20-01	Renewal	Exterior Upgrades	205,000	B	Res	-	165,000	-	-	-	-	165,000
1.226	Health Facilities - VIHA	VHU-20-02	Renewal	Roof Replacement	360,000	B	Res	-	350,000	-	-	-	-	350,000
1.226	Health Facilities - VIHA	VHU-22-01	Replacement	Mechanical Upgrades	440,000	E	Res	-	440,000	-	-	-	-	440,000
1.226	Health Facilities - VIHA	VHU-22-02	Replacement	Vertical Transportation Upgrades	-	B	Cap	-	-	-	-	-	-	-
1.226	Health Facilities - VIHA	VHU-23-01	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
Health Facilities - VIHA Total					6,102,500			615,000	3,595,000	1,030,000	937,500	-	-	5,562,500
1.235	Sgi Small Craft Harbour Facilities	17-01	New	Piers Island Additional Float	524,700	S	Cap	157,000	157,000	-	-	-	-	157,000
1.235	Sgi Small Craft Harbour Facilities	19-02	Renewal	Retreat Cove	185,000	S	Cap	179,000	-	179,000	-	-	-	179,000
1.235	Sgi Small Craft Harbour Facilities	19-03	Renewal	Horton Bay	165,000	S	Cap	80,000	80,000	-	-	-	-	80,000
1.235	Sgi Small Craft Harbour Facilities	19-03	Renewal	Horton Bay	-	S	Other	-	20,000	-	-	-	-	20,000
1.235	Sgi Small Craft Harbour Facilities	19-03	Renewal	Horton Bay	-	S	Res	-	65,000	-	-	-	-	65,000
1.235	Sgi Small Craft Harbour Facilities	21-03	Renewal	ANNUAL PROVISIONAL: Dock Improvements	350,000	S	Res	-	150,000	50,000	50,000	50,000	50,000	350,000
1.235	Sgi Small Craft Harbour Facilities	22-02	Renewal	Swartz Bay Improvements & Dock Replacement	175,000	S	Res	-	-	75,000	-	-	-	75,000
1.235	Sgi Small Craft Harbour Facilities	23-01	Renewal	Miners Bay Wharfhed Deck Resurfacing	90,000	S	Cap	10,000	10,000	-	-	-	-	10,000
Sgi Small Craft Harbour Facilities Total					1,489,700			426,000	482,000	304,000	50,000	50,000	50,000	936,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	23-01	Renewal	Annual Preventative Maintenance and Repairs	50,000	S	Res	-	10,000	10,000	10,000	10,000	10,000	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	24-02	Renewal	Anticipated work from 2023 inspection	-	S	Grant	-	-	75,000	-	-	-	75,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	24-02	Renewal	Anticipated work from 2023 inspection	230,000	S	Res	-	60,000	45,000	50,000	-	-	155,000
SSI Small Craft Harbour (Fernwood Dock) Total					280,000			-	70,000	130,000	60,000	10,000	10,000	280,000
1.238A	Community Transit (SSI)	23-01	New	Bus Shelters	-	S	Res	-	-	10,000	10,000	10,000	10,000	40,000
1.238A	Community Transit (SSI)	23-01	New	Bus Shelters	300,000	S	Grant	-	40,000	40,000	40,000	40,000	40,000	200,000
1.238A	Community Transit (SSI)	23-01	New	Bus Shelters	-	S	Grant	-	20,000	10,000	10,000	10,000	10,000	60,000
1.238A	Community Transit (SSI)	23-02	New	O & M Facility Plan	50,000	S	Cap	50,000	50,000	-	-	-	-	50,000
Community Transit (SSI) Total					350,000			50,000	110,000	60,000	60,000	60,000	60,000	350,000
1.238B	Community Transportation (SSI)	22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	-	S	Res	-	30,000	-	-	-	-	30,000
1.238B	Community Transportation (SSI)	22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	230,000	S	Grant	-	200,000	-	-	-	-	200,000
1.238B	Community Transportation (SSI)	22-06	New	Lower Ganges Road - Barrier removal or relocation.	14,000	S	Res	-	-	-	14,000	-	-	14,000
1.238B	Community Transportation (SSI)	22-08	New	Lower Ganges Road - Concrete Barrier removal or relocation.	69,000	S	Res	-	-	-	69,000	-	-	69,000
1.238B	Community Transportation (SSI)	22-09	New	Pathway Standards and Maintenance Development	22,000	S	Res	-	22,000	-	-	-	-	22,000
1.238B	Community Transportation (SSI)	22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	1,075,000	S	Res	-	-	-	60,000	-	-	60,000
1.238B	Community Transportation (SSI)	22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	-	S	Debt	-	-	-	-	305,000	-	305,000
1.238B	Community Transportation (SSI)	22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	-	S	Grant	-	-	-	10,000	700,000	-	710,000
1.238B	Community Transportation (SSI)	22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	485,000	S	Res	-	-	30,000	-	-	-	30,000
1.238B	Community Transportation (SSI)	22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	-	S	Debt	-	-	-	135,000	-	-	135,000
1.238B	Community Transportation (SSI)	22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	-	S	Grant	-	-	10,000	310,000	-	-	320,000
1.238B	Community Transportation (SSI)	23-01	New	Design and Construction of Pathway - Park Drive (200 m)	-	S	Debt	-	-	-	-	5,000	60,000	65,000
1.238B	Community Transportation (SSI)	23-01	New	Design and Construction of Pathway - Park Drive (200 m)	-	S	Grant	-	-	-	-	-	105,000	105,000
1.238B	Community Transportation (SSI)	23-01	New	Design and Construction of Pathway - Park Drive (200 m)	190,000	S	Res	-	-	-	-	20,000	-	20,000
1.238B	Community Transportation (SSI)	23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	-	S	Grant	-	10,000	750,000	-	-	-	760,000
1.238B	Community Transportation (SSI)	23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	1,180,000	S	Res	-	50,000	50,000	-	-	-	100,000

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1.2388	Community Transportation (SSI)	23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	-	S	Debt	-	-	320,000	-	-	-	320,000
1.2388	Community Transportation (SSI)	23-05	New	Pathway Maintenance Equipment	-	E	Res	-	10,000	-	-	-	-	10,000
1.2388	Community Transportation (SSI)	23-05	New	Pathway Maintenance Equipment	55,000	E	Cap	45,000	45,000	-	-	-	-	45,000
1.2388	Community Transportation (SSI)	24-01	New	Strategic Asset Management Plan & Accessibility Assessment	-	S	Res	-	-	15,000	-	-	-	15,000
1.2388	Community Transportation (SSI)	24-01	New	Strategic Asset Management Plan & Accessibility Assessment	95,000	S	Grant	-	-	80,000	-	-	-	80,000
1.2388	Community Transportation (SSI)	24-02	New	Design and Construction of Pathway - Whims Road (300 m)	-	S	Debt	-	-	-	-	5,000	85,000	90,000
1.2388	Community Transportation (SSI)	24-02	New	Design and Construction of Pathway - Whims Road (300 m)	-	S	Grant	-	-	-	-	-	140,000	140,000
1.2388	Community Transportation (SSI)	24-02	New	Design and Construction of Pathway - Whims Road (300 m)	255,000	S	Res	-	-	-	-	25,000	-	25,000
1.2388	Community Transportation (SSI)	24-03	New	McPhillips Avenue Pedestrian Facilities	-	S	Grant	-	-	-	-	-	140,000	140,000
1.2388	Community Transportation (SSI)	24-03	New	McPhillips Avenue Pedestrian Facilities	270,000	S	Res	-	-	-	-	40,000	90,000	130,000
1.2388	Community Transportation (SSI)	24-04	New	Referendum or Alternative Approval Process - Funding for Future Projects	35,000	S	Res	-	35,000	-	-	-	-	35,000
1.2388	Community Transportation (SSI)	25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	465,000	S	Res	-	-	-	-	-	25,000	25,000
1.2388	Community Transportation (SSI)	25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	-	S	Debt	-	-	-	-	-	130,000	130,000
1.2388	Community Transportation (SSI)	25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	-	S	Grant	-	-	-	-	-	310,000	310,000
1.2388	Community Transportation (SSI)	25-02	New	Legal Survey of Drake Road proposed pathway	15,000	S	Res	-	-	15,000	-	-	-	15,000
1.2388	Community Transportation (SSI)	26-01	New	Design and Construction of Pathway - Jackson Road (310 m)	-	S	Debt	-	-	-	85,000	-	-	85,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.2388	Community Transportation (SSI)	26-01	New	Design and Construction of Pathway - Jackson Road (310 m)	-	S	Grant	-	-	-	140,000	-	-	140,000
1.2388	Community Transportation (SSI)	26-01	New	Design and Construction of Pathway - Jackson Road (310 m)	250,000	S	Res	-	-	-	25,000	-	-	25,000
1.2388	Community Transportation (SSI)	26-02	New	Prepare designs in support of application for the BC Active Transportation Infrastructure Grant.	-	S	Res	-	-	-	20,000	-	-	20,000
1.2388	Community Transportation (SSI)	26-02	New	Prepare designs in support of application for the BC Active Transportation Infrastructure Grant.	120,000	S	Debt	-	-	-	100,000	-	-	100,000
1.2388	Community Transportation (SSI)	28-01	New	Design and Construction of Pathway - Drake Road (650 m)	485,000	S	Res	-	-	-	-	-	30,000	30,000
1.2388	Community Transportation (SSI)	28-01	New	Design and Construction of Pathway - Drake Road (650 m)	-	S	Debt	-	-	-	-	-	135,000	135,000
1.2388	Community Transportation (SSI)	28-01	New	Design and Construction of Pathway - Drake Road (650 m)	-	S	Grant	-	-	-	-	-	320,000	320,000
Community Transportation (SSI) Total					5,310,000			45,000	402,000	1,270,000	968,000	1,100,000	1,570,000	5,310,000
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	-	S	Debt	-	1,300,000	-	-	-	-	1,300,000
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	4,860,000	S	Cap	100,000	100,000	-	-	-	-	100,000
1.280	Regional Parks	18-02	Replacement	Implement Kiosk Strategy	175,000	S	Cap	55,172	55,172	-	-	-	-	55,172
1.280	Regional Parks	18-02	Replacement	Implement Kiosk Strategy	-	S	Res	-	25,000	-	-	-	-	25,000
1.280	Regional Parks	19-05	Renewal	Repair GGRT Bridges (5)	-	S	Res	-	20,000	-	-	-	-	20,000
1.280	Regional Parks	19-05	Renewal	Repair GGRT Bridges (5)	2,424,000	S	Cap	-	-	-	-	-	-	-
1.280	Regional Parks	20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	-	S	Res	-	1,120,000	-	-	-	-	1,120,000
1.280	Regional Parks	20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	1,120,000	S	Cap	-	-	-	-	-	-	-
1.280	Regional Parks	22-02	Renewal	Design & Construct Elk/Beaver Lake Dam Upgrades (Dams 1, 2 & 3)	1,575,000	S	Res	-	125,000	200,000	-	1,250,000	-	1,575,000
1.280	Regional Parks	22-04	Decommission	Sooke Potholes Lodge Site Demolition	385,000	B	Res	-	-	385,000	-	-	-	385,000
1.280	Regional Parks	22-07	Replacement	Replace pit toilets at Coles Bay	95,000	B	Res	-	95,000	-	-	-	-	95,000
1.280	Regional Parks	22-10	Replacement	Matheson Creek Bridge	275,000	S	Cap	66,000	66,000	-	-	-	-	66,000
1.280	Regional Parks	22-10	Replacement	Matheson Creek Bridge	-	S	Res	-	205,000	-	-	-	-	205,000
1.280	Regional Parks	22-17	New	Portal Signs	-	S	Cap	79,000	79,000	-	-	-	-	79,000
1.280	Regional Parks	23-01	New	Purchase of New Genset for Mt. McDonald	60,000	E	Res	-	60,000	-	-	-	-	60,000
1.280	Regional Parks	23-05	New	Design & Construct Salt Spring Island Regional Trail	3,960,000	S	Res	-	60,000	630,000	-	-	1,000,000	1,690,000

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1.280	Regional Parks	23-05	New	Design & Construct Salt Spring Island Regional Trail	-	S	Grant	-	-	270,000	-	-	2,000,000	2,270,000
1.280	Regional Parks	23-08	New	Design & Construct Eagle Beach Retaining Wall	57,500	S	Res	-	-	7,500	50,000	-	-	57,500
1.280	Regional Parks	23-11	Renewal	Repair Witty's Lagoon Bridge	435,000	S	Res	-	60,000	375,000	-	-	-	435,000
1.280	Regional Parks	23-13	Replacement	Vehicle Replacement	-	V	ERF	275,000	-	-	-	-	-	275,000
1.280	Regional Parks	23-14	Replacement	Equipment Replacement	-	E	ERF	-	110,200	68,400	107,700	62,800	74,400	423,500
1.280	Regional Parks	23-15	New	Potential Land Acquisition Transactions	-	L	Debt	-	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
1.280	Regional Parks	23-16	New	Purchase new vehicles	540,000	V	Cap	366,000	-	-	-	-	-	366,000
1.280	Regional Parks	23-19	New	EV Charge Stations	-	E	Grant	-	22,000	-	-	-	-	22,000
1.280	Regional Parks	23-19	New	EV Charge Stations	-	E	Other	-	76,000	-	-	-	-	76,000
1.280	Regional Parks	23-19	New	EV Charge Stations	410,000	E	Cap	177,000	177,000	-	-	-	-	177,000
1.280	Regional Parks	24-01	Renewal	Upgrade Humpback Dam Spalling	100,000	S	Res	-	-	100,000	-	-	-	100,000
1.280	Regional Parks	24-03	Renewal	Upgrade Sooke Potholes Campground Road	75,000	S	Res	-	-	75,000	-	-	-	75,000
1.280	Regional Parks	24-04	Renewal	Design & Construct Brookleigh Boat Launch	350,000	S	Res	-	-	50,000	300,000	-	-	350,000
1.280	Regional Parks	24-05	New	Regional Trestle Renewal, Trails Widening and Lighting Project	-	S	Grant	-	1,932,485	-	-	-	-	1,932,485
1.280	Regional Parks	24-05	New	Regional Trestle Renewal, Trails Widening and Lighting Project	50,000,000	S	Debt	-	-	8,067,515	10,000,000	10,000,000	10,000,000	38,067,515
1.280	Regional Parks	24-06	Renewal	Renewal of Regional Trail surfacing	500,000	S	Res	-	500,000	-	-	-	-	500,000
1.280	Regional Parks	24-07	Renewal	Site Planning and Improvements at 728 Work Site	1,500,000	B	Res	-	50,000	200,000	-	500,000	750,000	1,500,000
1.280	Regional Parks	24-08	Renewal	Sooke Hills Wilderness Trail Repair	150,000	S	Res	-	150,000	-	-	-	-	150,000
1.280	Regional Parks	24-09	Renewal	Construct Ayum Creek Bridge Repair	75,000	S	Res	-	75,000	-	-	-	-	75,000
1.280	Regional Parks	24-10	New	Design & Construct Weed Harvester Dry-Dock	-	S	Res	-	-	-	-	-	-	-
1.280	Regional Parks	24-11	New	Portal Signs	985,000	S	Res	-	175,000	275,000	285,000	250,000	-	985,000
1.280	Regional Parks	24-12	Replacement	Weed Harvester	-	V	ERF	-	350,000	-	-	-	-	350,000
1.280	Regional Parks	24-13	Renewal	Design Durrance Lake Dam Alteration Plan	300,000	S	Res	-	150,000	150,000	-	-	-	300,000
1.280	Regional Parks	24-14	Replacement	Vehicle Replacement	-	V	ERF	-	551,000	350,000	325,000	485,000	713,000	2,424,000
1.280	Regional Parks	24-15	Replacement	Dump Truck Replacement	230,000	V	ERF	-	230,000	-	-	-	-	230,000
1.280	Regional Parks	25-02	Study	Options Analysis of Shoreline Stabilization at Jordan River Regional Park	75,000	S	Res	-	-	75,000	-	-	-	75,000
1.280	Regional Parks	25-03	Renewal	Renewal of Regional Trail surfacing	100,000	S	Res	-	-	100,000	-	-	-	100,000
1.280	Regional Parks	25-04	Renewal	Design - Regional Trail Bridge Renewals (4)	325,000	S	Res	-	-	325,000	-	-	-	325,000
1.280	Regional Parks	25-05	Replacement	Implement Kiosk Strategy	80,000	S	Res	-	-	20,000	20,000	20,000	20,000	80,000
1.280	Regional Parks	26-01	Renewal	Improve boat launch at Thetis Lake	30,000	S	Res	-	-	-	30,000	-	-	30,000
1.280	Regional Parks	26-03	Renewal	Repair Eagle Beach Picnic Shelter	80,000	S	Res	-	-	-	15,000	65,000	-	80,000
1.280	Regional Parks	26-04	Renewal	Construct - Regional Trail Bridge Renewals (4)	1,850,000	S	Res	-	-	-	950,000	900,000	-	1,850,000
1.280	Regional Parks	26-05	Renewal	Site Planning and Improvements at Mill Hill Work Site	325,000	S	Res	-	-	-	75,000	250,000	-	325,000
1.280	Regional Parks	26-06	Renewal	Renewal of Elk Beaver Lake Regional Park road surfacing	300,000	S	Res	-	-	-	150,000	150,000	-	300,000
1.280	Regional Parks	26-07	Renewal	Repair - Jordan River Regional Park Boardwalk	45,000	S	Res	-	-	-	45,000	-	-	45,000
1.280	Regional Parks	27-01	Renewal	Implement Durrance Dam alteration plan	3,000,000	S	Res	-	-	-	1,500,000	1,500,000	-	3,000,000
1.280	Regional Parks	27-02	Replacement	Replace pit toilet at Lone Tree Hill	45,000	B	Res	-	-	-	-	45,000	-	45,000
1.280	Regional Parks	28-01	New	Design Thetis Lake Dam Upgrades	150,000	S	Res	-	-	-	-	-	150,000	150,000
1.280	Regional Parks	28-02	Replacement	Replace pit toilet at Island View Beach	190,000	S	Res	-	-	-	-	-	190,000	190,000
1.280	Regional Parks	28-03	New	Assess and Repair Regional Trail Land Protection	250,000	S	Res	-	-	-	-	-	250,000	250,000
1.280	Regional Parks	28-04	New	Upgrade Regional Trail surfacing	250,000	S	Res	-	-	-	-	-	250,000	250,000
1.280	Regional Parks	28-05	Renewal	Design - Regional Trail Bridge Renewals (4)	325,000	S	Res	-	-	-	-	-	325,000	325,000
1.280	Regional Parks	28-06	Replacement	Tandem Dump Truck	-	V	Res	-	-	-	-	-	225,000	225,000
Regional Parks Total					78,056,500			1,118,172	13,559,857	16,723,415	18,852,700	20,477,800	20,947,400	90,561,172
1.290	Royal Theatre	20-03	New	Add Balcony & Pit Railings	75,000	B	Res	-	-	75,000	-	-	-	75,000
1.290	Royal Theatre	21-12	Renewal	Repair Building Envelope	2,293,000	B	Res	-	350,000	375,000	93,000	-	-	818,000
1.290	Royal Theatre	21-12	Renewal	Repair Building Envelope	-	B	Other	-	350,000	375,000	-	-	-	725,000
1.290	Royal Theatre	21-13	Renewal	Plan, Rebuild and Expand Orchestra Pit	115,000	B	Cap	112,000	-	112,000	-	-	-	112,000
1.290	Royal Theatre	24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	-	B	Res	-	-	140,000	-	-	-	140,000

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.290	Royal Theatre	24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	-	B	Grant	-	-	280,000	-	-	-	280,000
1.290	Royal Theatre	24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	700,000	B	Other	-	-	280,000	-	-	-	280,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	-	E	Res	-	-	150,000	-	-	-	150,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	-	E	Grant	-	-	300,000	-	-	-	300,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	750,000	B	Other	-	-	300,000	-	-	-	300,000
1.290	Royal Theatre	24-03	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.290	Royal Theatre	24-04	Renewal	Wardrobe Department Upgrade	83,000	B	Res	-	83,000	100,000	-	-	-	183,000
1.290	Royal Theatre	24-05	Renewal	Restore Stage Surface	9,000	B	Res	-	9,000	50,000	-	-	-	59,000
1.290	Royal Theatre	24-06	New	Install Loading Bay Safety Lighting	25,000	B	Res	-	25,000	-	-	-	-	25,000
1.290	Royal Theatre	25-01	Replacement	Replace Seats and Aisle Lights in Balcony	-	B	Res	-	-	50,000	-	-	-	50,000
1.290	Royal Theatre	25-01	Replacement	Replace Seats and Aisle Lights in balcony	250,000	B	Other	-	-	100,000	-	-	-	100,000
1.290	Royal Theatre	25-01	Replacement	Replace Seats and Aisle Lights in Balcony	-	B	Grant	-	-	100,000	-	-	-	100,000
1.290	Royal Theatre	25-02	Replacement	Replace APs and UPS	12,000	E	Res	-	-	12,000	-	-	-	12,000
1.290	Royal Theatre	26-01	Replacement	Replace Switches	44,000	E	Res	-	-	-	44,000	-	-	44,000
1.290	Royal Theatre	28-01	Replacement	Replace SRST	16,500	E	Res	-	-	-	-	-	16,500	16,500
Royal Theatre Total					4,422,500			112,000	867,000	2,799,000	137,000	-	16,500	3,819,500
1.295	McPherson Theatre	24-01	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.295	McPherson Theatre	25-01	Replacement	Replace APs and UPS	15,000	E	Res	-	-	15,000	-	-	-	15,000
1.295	McPherson Theatre	26-01	Replacement	Replace Switches	55,000	E	Res	-	-	-	55,000	-	-	55,000
1.295	McPherson Theatre	28-01	Replacement	Replace SRST	16,500	E	Res	-	-	-	-	-	16,500	16,500
1.295	McPherson Theatre	24-02	Replacement	Replace Architectural Detail Lighting	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.295	McPherson Theatre	24-03	New	Install Loading Bay Safety Lighting	24,000	B	Res	-	24,000	-	-	-	-	24,000
1.295	McPherson Theatre	24-04	New	Wireless Microphone Expansion Project	57,000	E	Res	-	57,000	-	-	-	-	57,000
1.295	McPherson Theatre	24-05	Replacement	Remove Concrete Canopies	40,000	B	Res	-	40,000	-	-	-	-	40,000
1.295	McPherson Theatre	22-06	Renewal	Recoating of Fibreglass Façade	26,000	B	Res	-	26,000	-	-	-	-	26,000
1.295	McPherson Theatre	22-07	Renewal	Repair Stand-alone canopies	5,000	B	Res	-	5,000	-	-	-	-	5,000
1.295	McPherson Theatre	21-13	Renewal	Repair Building Envelope and Restore Façade	1,163,000	B	Res	-	110,000	300,000	238,000	190,000	-	838,000
McPherson Theatre Total					1,471,500			-	332,000	315,000	293,000	190,000	16,500	1,146,500
1.297	Arts Grants and Development	24-01	Replacement	Computer and Printer	2,100	E	ERF	-	2,100	-	-	-	-	2,100
1.297	Arts Grants and Development	26-01	Replacement	Computer and Printer	3,800	E	ERF	-	-	-	3,800	-	-	3,800
Arts Grants and Development Total					5,900			-	2,100	-	3,800	-	-	5,900
1.309	Climate Action and Adaptation	23-01	New	Regional electric vehicle charging infrastructure	1,984,991	E	Grant	-	581,478	581,478	581,478	120,278	-	1,864,712
1.309	Climate Action and Adaptation	23-01	New	Regional electric vehicle charging infrastructure	721,938	E	Cap	-	211,483	211,483	211,483	43,745	-	678,194
Climate Action and Adaptation Total					2,706,929			-	792,961	792,961	792,961	164,023	-	2,542,906
1.310	Land Banking and Housing	18-03	New	RHFP Contribution - Village on the Green	12,300,000	B	Debt	-	2,000,000	10,300,000	-	-	-	12,300,000
1.310	Land Banking and Housing	18-03	New	RHFP Contribution - Campus View	7,800,000	B	Debt	-	2,000,000	5,800,000	-	-	-	7,800,000
1.310	Land Banking and Housing	18-03	New	RHFP Contribution	5,400,000	B	Debt	-	5,400,000	-	-	-	-	5,400,000
1.310	Land Banking and Housing	24-01	Replacement	Office Equipment Replacement	25,000	E	ERF	-	10,000	5,000	10,000	-	-	25,000
1.310	Land Banking and Housing	24-02	New	Land Acquisition	700,000	L	Grant	-	700,000	-	-	-	-	700,000
Land Banking and Housing Total					26,225,000			-	10,110,000	16,105,000	10,000	-	-	26,225,000
1.313	Animal Care Services	23-01	Replacement	Computer Replacements	18,364	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.313	Animal Care Services	23-02	Replacement	Vehicle Replacements	125,000	V	ERF	-	25,000	25,000	25,000	25,000	25,000	125,000
1.313	Animal Care Services	23-03	Renewal	Animal Shelter Improvement	200,000	B	Cap	185,000	185,000	-	-	-	-	185,000
1.313	Animal Care Services	23-04	Renewal	On-Line Payment Portal for Dog Licences	30,000	S	Cap	30,000	30,000	-	-	-	-	30,000
1.313	Animal Care Services	23-05	Renewal	Network Upgrade and Security	35,000	S	Cap	35,000	35,000	-	-	-	-	35,000
1.313	Animal Care Services	23-06	Renewal	Outreach	75,000	E	Cap	35,000	35,000	-	-	-	-	35,000
1.313	Animal Care Services	23-07	Replacement	Vehicle Replacements/Upgrades	75,189	V	Cap	17,000	17,000	-	-	-	-	17,000
Animal Care Services Total					558,553			302,000	332,000	30,000	30,000	30,000	30,000	452,000
1.318	Building Inspection	18-01	Replacement	Vehicle Replacement	245,000	V	ERF	95,000	125,000	-	60,000	60,000	-	245,000
1.318	Building Inspection	19-01	Replacement	Computer Replacement	30,600	E	ERF	-	5,500	4,500	6,000	6,000	-	22,000
1.318	Building Inspection	21-01	Replacement	Furniture Replacement	25,000	E	ERF	25,000	25,000	-	-	-	-	25,000
1.318	Building Inspection	23-01	Replacement	Storage Room Shelving	30,000	E	ERF	30,000	30,000	-	-	-	-	30,000
Building Inspection Total					330,600			150,000	185,500	4,500	66,000	66,000	-	322,000
1.323	ByLaw Services	19-01	Replacement	Computers	4,950	E	ERF	-	2,500	2,500	2,500	2,500	2,500	12,500
1.323	ByLaw Services	19-02	Replacement	Vehicle	150,000	V	ERF	50,000	100,000	25,000	25,000	25,000	25,000	200,000
ByLaw Services Total					154,950			50,000	102,500	27,500	27,500	27,500	27,500	212,500
1.324	Regional Planning Services	18-01	Replacement	Computer Replacement	36,700	E	ERF	-	4,000	4,000	8,000	3,000	4,000	23,000
1.324	Regional Planning Services	22-01	Renewal	Photocopier Renewal	40,000	E	ERF	40,000	40,000	-	-	-	-	40,000

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.324	Regional Planning Services	23-01	Replacement	Eco-Counter Replacement	90,000	E	ERF	-	-	-	-	-	6,000	6,000
Regional Planning Services Total					166,700			40,000	44,000	4,000	8,000	3,000	10,000	69,000
1.325	Community Planning	20-01	Replacement	Computer Equipment	10,845	E	ERF	-	4,855	3,290	-	2,700	-	10,845
1.325	Community Planning	22-01	Replacement	Vehicle	40,000	E	ERF	-	40,000	-	-	-	-	40,000
1.325	Community Planning	22-02	Study	Otter Point Ground Water Study (for OCP)	100,000	S	Grant	100,000	100,000	-	-	-	-	100,000
1.325	Community Planning	23-01	Study	Port Renfrew OCP	100,000	S	Grant	100,000	100,000	-	-	-	-	100,000
1.325	Community Planning	24-01	Study	Willis Point OCP	75,000	S	Grant	-	75,000	-	-	-	-	75,000
1.325	Community Planning	24-02	Replacement	Office Furniture	1,500	E	ERF	-	1,500	-	-	-	-	1,500
1.325	Community Planning	24-03	Renewal	Meeting Room Upgrade	3,000	E	ERF	-	3,000	-	-	-	-	3,000
Community Planning Total					330,345			200,000	324,355	3,290	-	2,700	-	330,345
1.335	Geo-Spatial Referencing	17-01	Replacement	RTK System Digital Infrastructure	60,000	E	ERF	30,000	30,000	10,000	10,000	10,000	10,000	70,000
1.335	Geo-Spatial Referencing	24-01	Replacement	RTK Tool System Refresh	150,000	E	ERF	58,494	160,000	50,000	-	-	-	210,000
Geo-Spatial Referencing Total					210,000			88,494	190,000	60,000	10,000	10,000	10,000	280,000
1.350	Willis Point Fire	21-01	Replacement	Turn Out Gear	30,000	E	ERF	-	6,000	6,000	6,000	6,000	6,000	30,000
1.350	Willis Point Fire	22-01	Replacement	Hose	6,000	E	ERF	-	-	-	-	6,000	-	6,000
1.350	Willis Point Fire	22-03	Renewal	Paving entrance for hall	-	E	Cap	12,280	-	12,280	-	-	-	12,280
1.350	Willis Point Fire	22-03	Renewal	Paving entrance for hall	40,000	E	Res	-	-	24,970	-	-	-	24,970
1.350	Willis Point Fire	24-01	Renewal	Washroom refresh	15,000	B	Res	-	15,000	-	-	-	-	15,000
1.350	Willis Point Fire	24-02	Replacement	Willis Point Water Supply for Fire Fighting	-	E	Grant	-	108,000	-	-	-	-	108,000
1.350	Willis Point Fire	24-02	Replacement	Willis Point Water Supply for Fire Fighting	144,000	E	Res	-	36,000	-	-	-	-	36,000
1.350	Willis Point Fire	24-03	Replacement	SCBA	30,000	E	ERF	-	1,500	1,500	1,500	1,500	1,500	7,500
1.350	Willis Point Fire	24-04	Replacement	Computer	8,000	E	ERF	-	4,000	-	-	-	4,000	8,000
Willis Point Fire Total					273,000			12,280	170,500	44,750	7,500	13,500	11,500	247,750
1.352	South Galiano Fire	23-01	Replacement	Turn out Gear	30,700	E	ERF	-	5,000	5,200	10,800	4,700	5,000	30,700
1.352	South Galiano Fire	23-02	Replacement	Replace firehose	20,000	E	ERF	-	5,000	-	-	5,000	5,000	20,000
1.352	South Galiano Fire	23-03	New	Medic 1 Acquisition	85,000	V	Res	-	-	-	85,000	-	-	85,000
1.352	South Galiano Fire	24-01	Replacement	Replace Engine 1, F00858	650,000	V	ERF	-	400,000	-	-	-	-	400,000
1.352	South Galiano Fire	24-02	New	Structure Protection Unit	20,000	V	Res	-	20,000	-	-	-	-	20,000
1.352	South Galiano Fire	24-03	Replacement	Rope Rescue	10,000	E	ERF	-	10,000	-	-	-	-	10,000
1.352	South Galiano Fire	24-04	Replacement	Thermal Imaging Cameras	9,000	E	ERF	-	9,000	-	-	-	-	9,000
1.352	South Galiano Fire	25-01	New	Water Storage	35,000	E	Res	-	-	35,000	-	-	-	35,000
1.352	South Galiano Fire	26-03	Replacement	Command Unit	85,000	V	ERF	-	-	85,000	-	-	-	85,000
South Galiano Fire Total					944,700			-	449,000	130,200	95,800	9,700	10,000	694,700
1.353	Otter Point Fire	17-02	Replacement	Turnout Gear/Pagers/Hose	90,000	E	ERF	-	15,000	15,000	20,000	20,000	20,000	90,000
1.353	Otter Point Fire	20-01	Replacement	Replace roof	40,000	B	Res	-	-	40,000	-	-	-	40,000
1.353	Otter Point Fire	22-03	Replacement	Building and Siding	40,000	B	Res	-	40,000	-	-	-	-	40,000
1.353	Otter Point Fire	26-01	Replacement	Replace driveway pavement	100,000	B	Res	-	-	-	40,000	40,000	-	80,000
1.353	Otter Point Fire	28-01	Replacement	Replace E23	800,000	V	ERF	-	-	-	-	-	800,000	800,000
Otter Point Fire Total					1,070,000			-	55,000	55,000	60,000	60,000	820,000	1,050,000
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	-	B	Cap	5,120	-	-	-	5,000	120	5,120
1.356	Pender Island Fire	20-12	Renewal	Hall 2 Upgrades-CCF10	50,000	B	Res	-	-	-	-	-	4,880	4,880
1.356	Pender Island Fire	20-13	Renewal	Hall 1 Upgrades-CCF13	75,000	B	Res	-	8,000	-	-	-	5,000	13,000
1.356	Pender Island Fire	20-15	Replacement	Computer iPad and phones-ERF11	5,000	E	ERF	-	5,000	-	-	-	-	5,000
1.356	Pender Island Fire	21-01	Renewal	Hall 3 Upgrades-CCF11	-	B	Res	3,035	3,035	-	-	-	-	3,035
1.356	Pender Island Fire	21-01	Renewal	Hall 3 Upgrades-CCF11	32,000	B	Res	-	6,965	-	-	5,000	5,000	16,965
1.356	Pender Island Fire	21-02	Replacement	Fire hoses-ERF12	5,000	E	ERF	-	-	5,000	-	5,000	-	10,000
1.356	Pender Island Fire	21-03	Replacement	Turnout gear-ERF1	52,000	E	ERF	-	16,000	-	-	8,000	-	24,000
1.356	Pender Island Fire	21-04	Replacement	SCBA cylinder replacement-ERF15	20,000	E	ERF	-	15,000	-	-	-	-	15,000
1.356	Pender Island Fire	23-01	Replacement	Replace rescue equipment-ERF9	20,000	E	ERF	-	20,000	-	-	-	-	20,000
1.356	Pender Island Fire	25-01	Replacement	Replace R38 Unit 804-ERF6	100,000	E	ERF	-	-	-	-	85,000	-	85,000
1.356	Pender Island Fire	26-01	Replacement	Rescue Side x Side-ERF7	28,000	V	ERF	-	-	-	28,000	-	-	28,000
1.356	Pender Island Fire	26-02	Replacement	Training SCBA's (Used G1's)-ERF16	60,000	E	ERF	-	-	-	60,000	-	-	60,000
Pender Island Fire Total					454,000			8,155	78,000	5,000	88,000	108,000	15,000	294,000
1.357	East Sooke Fire	17-05	Replacement	Turn out Gear	67,791	E	ERF	-	13,051	13,312	13,578	13,850	14,000	67,791
1.357	East Sooke Fire	18-01	Replacement	Tender 2	582,000	V	ERF	300,000	-	-	-	582,000	-	582,000
1.357	East Sooke Fire	19-01	Replacement	Squad Car	300,000	V	ERF	-	300,000	-	-	-	-	300,000
1.357	East Sooke Fire	21-03	Replacement	Extrication gear	33,000	E	ERF	-	-	-	33,000	-	-	33,000
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	3,500	E	ERF	-	3,500	-	-	-	-	3,500
1.357	East Sooke Fire	22-02	Replacement	Hoses	6,200	E	ERF	-	-	6,200	-	-	-	6,200
1.357	East Sooke Fire	22-04	Replacement	East Sooke Community Hall capital projects	12,000	E	Res	12,000	12,000	-	-	-	-	12,000
1.357	East Sooke Fire	23-01	New	Tablet trial	5,000	E	Res	5,000	5,000	-	-	-	-	5,000
1.357	East Sooke Fire	24-01	Replacement	TIC (infrared cameras)	8,000	E	ERF	-	8,000	-	-	-	-	8,000
1.357	East Sooke Fire	24-02	New	Training Centre	10,000	E	Res	-	10,000	-	-	-	-	10,000
1.357	East Sooke Fire	27-01	Replacement	Rope for Rope Rescue	5,000	E	ERF	-	-	-	-	5,000	-	5,000
East Sooke Fire Total					1,037,491			317,000	351,551	19,512	51,578	600,850	14,000	1,037,491
1.358	Port Renfrew Fire	23-01	Renewal	Rescue Truck Improvements	15,000	E	ERF	-	15,000	-	-	-	-	15,000

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.358	Port Renfrew Fire	24-01	Replacement	SCBA Fill Station	20,000	E	ERF	-	20,000	-	-	-	-	20,000
1.358	Port Renfrew Fire	24-02	Renewal	Firehall Electrical Assessment	5,000	B	Res	-	5,000	-	-	-	-	5,000
1.358	Port Renfrew Fire	24-03	Renewal	Electrical Upgrade	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.358	Port Renfrew Fire	24-04	New	Flag Pole	5,000	S	Res	-	5,000	-	-	-	-	5,000
1.358	Port Renfrew Fire	24-05	Renewal	Overhead Door Motors	15,000	B	Res	-	5,000	10,000	-	-	-	15,000
1.358	Port Renfrew Fire	24-06	Replacement	Fire Hose	25,000	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.358	Port Renfrew Fire	25-01	Replacement	SCBA Replacements	55,000	E	ERF	-	11,000	11,000	11,000	11,000	11,000	55,000
Port Renfrew Fire Total					160,000			-	86,000	26,000	16,000	16,000	16,000	160,000
1.359	North Galiano Fire	25-01	Replacement	SCBA Replacement	150,000	E	ERF	-	-	150,000	-	-	-	150,000
North Galiano Fire Total					150,000			-	-	150,000	-	-	-	150,000
1.360	Shirley Fire Department	19-01	Replacement	Firefighting Equipment	10,000	E	ERF	10,000	10,000	-	-	-	-	10,000
Shirley Fire Department Total					10,000			10,000	10,000	-	-	-	-	10,000
1.369	Electoral Area Fire Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Area Fire Services Total					-			-	-	-	-	-	-	-
1.370	JDF Emergency Program	24-01	New	InReach Devices	4,100.00	E	ERF	-	4,100	-	-	-	-	4,100
JDF Emergency Program Total					4,100			-	4,100	-	-	-	-	4,100
1.371	SSI Emergency Program	24-01	New	EOC upgrades	20,000	E	Res	-	20,000	-	-	-	-	20,000
SSI Emergency Program Total					20,000			-	20,000	-	-	-	-	20,000
1.372	Emergency Planning Coordination	20-01	Replacement	Computer Equipment Replacement	5,000	E	ERF	-	2,500	-	2,500	-	-	5,000
1.372	Emergency Planning Coordination	23-01	Replacement	Vehicle Replacement	70,000	V	ERF	-	-	-	-	70,000	-	70,000
Emergency Planning Coordination Total					75,000			-	2,500	-	2,500	70,000	-	75,000
1.373	SGI Emergency Program	24-01	New	Island Emergency Equipment	25,000	E	Res	-	25,000	-	-	-	-	25,000
SGI Emergency Program Total					25,000			-	25,000	-	-	-	-	25,000
1.375	Hazardous Material Incident Response	24-01	Replacement	Hazmat Suits	20,000	E	ERF	-	20,000	-	-	-	-	20,000
1.375	Hazardous Material Incident Response	24-02	Replacement	Hazmat Decontamination Tent	55,000	E	ERF	-	55,000	-	-	-	-	55,000
1.375	Hazardous Material Incident Response	27-01	Replacement	Command Vehicle	300,000	V	ERF	-	-	-	-	300,000	-	300,000
Hazardous Material Incident Response Total					375,000			-	75,000	-	-	300,000	-	375,000
1.377	JDF Search and Rescue	23-01	Replacement	Vehicle Replacement	92,000	E	ERF	-	92,000	-	-	-	-	92,000
JDF Search and Rescue Total					92,000			-	92,000	-	-	-	-	92,000
1.405	JDF EA Community Parks & Recreation	21-01	Renewal	Wieland Trail	200,000	L	Grant	-	50,000	100,000	-	-	-	150,000
1.405	JDF EA Community Parks & Recreation	22-02	Renewal	Chubb Rd - Dock Installation	75,000	S	Grant	-	25,000	-	-	-	-	25,000
1.405	JDF EA Community Parks & Recreation	23-01	New	Port Renfrew Playground Equipment	160,000	S	Cap	160,000	160,000	-	-	-	-	160,000
1.405	JDF EA Community Parks & Recreation	23-02	New	Elrose Park trail construction	45,000	S	Cap	45,000	45,000	-	-	-	-	45,000
1.405	JDF EA Community Parks & Recreation	23-03	New	Priest Cabin Park Trail Construction	50,000	S	Cap	25,000	25,000	-	-	-	-	25,000
1.405	JDF EA Community Parks & Recreation	23-05	New	Trail Construction Wigglesworth Lake Park	50,000	S	Grant	50,000	50,000	-	-	-	-	50,000
1.405	JDF EA Community Parks & Recreation	23-06	New	Trail Construction Admirals Forest Park	40,000	S	Cap	40,000	40,000	-	-	-	-	40,000
1.405	JDF EA Community Parks & Recreation	23-07	New	Playground Improvements Coppermine Park	100,000	S	Cap	20,000	20,000	-	-	-	-	20,000
1.405	JDF EA Community Parks & Recreation	23-08	New	Trail and Park remediation Butler Park	45,000	S	Cap	35,000	35,000	-	-	-	-	35,000
1.405	JDF EA Community Parks & Recreation	23-09	New	Fencing for Storage Compound	10,000	S	Cap	4,000	4,000	-	-	-	-	4,000
1.405	JDF EA Community Parks & Recreation	23-10	New	Lot 64 Trail Construction	50,000	S	Cap	50,000	50,000	-	-	-	-	50,000
1.405	JDF EA Community Parks & Recreation	24-01	New	Parks Truck Replacement	100,000	V	ERF	-	100,000	-	-	-	-	100,000
1.405	JDF EA Community Parks & Recreation	24-02	New	Fish Boat Bay Improvements	75,000	S	Grant	-	75,000	-	-	-	-	75,000
JDF EA Community Parks & Recreation Total					1,000,000			429,000	679,000	100,000	-	-	-	779,000
1.40X	SEAPARC	20-09	Replacement	Domestic Hot Water Replacement	100,000	E	Res	-	100,000	-	-	-	-	100,000
1.40X	SEAPARC	22-02	Renewal	Pool Roof Replacement	500,000	B	Res	-	165,000	250,000	85,000	-	-	500,000
1.40X	SEAPARC	22-04	Replacement	Pool Lectorator System	60,000	E	ERF	-	15,000	15,000	-	-	-	30,000
1.40X	SEAPARC	22-07	Renewal	Golf Course Irrigation Upgrade	30,000	E	Res	-	5,000	5,000	5,000	5,000	5,000	25,000
1.40X	SEAPARC	23-03	Replacement	Skate Park Renewal	-	S	Grant	-	750,000	-	-	-	-	750,000
1.40X	SEAPARC	23-03	Replacement	Skate Park Renewal	-	S	Res	-	225,000	-	-	-	-	225,000

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service					Total Project	Asset	Funding	Carry Forward						
Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Budget	Class	Source	from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.40X	SEAPARC	23-03	Replacement	Skate Park Renewal	1,000,000	S	Cap	25,000	25,000	-	-	-	-	25,000
1.40X	SEAPARC	23-04	Renewal	Building Assessment and Renewal	250,000	B	Res	-	50,000	50,000	50,000	50,000	50,000	250,000
1.40X	SEAPARC	23-06	Replacement	Grounds Equipment - SEAPARC	40,000	E	ERF	-	-	40,000	-	-	-	40,000
1.40X	SEAPARC	23-07	Renewal	Parking Lot Remediation	53,000	S	Cap	22,000	22,000	-	-	-	-	22,000
1.40X	SEAPARC	23-07	Renewal	Parking Lot Remediation	-	S	Res	-	-	-	-	27,000	-	27,000
1.40X	SEAPARC	23-08	Renewal	Reception area redesign	115,000	S	Res	-	100,000	-	-	-	-	100,000
1.40X	SEAPARC	23-13	Replacement	Arena Dehumidifier Wheel Replacement	30,000	E	ERF	-	30,000	-	-	-	-	30,000
1.40X	SEAPARC	24-01	New	Land Acquisition	500,000	L	Debt	-	-	500,000	-	-	-	500,000
1.40X	SEAPARC	24-02	Replacement	Security System Replacement	75,000	E	ERF	-	75,000	-	-	-	-	75,000
1.40X	SEAPARC	24-03	Replacement	Grounds Equipment - golf course	75,000	E	ERF	-	-	-	-	-	30,000	30,000
1.40X	SEAPARC	24-04	Renewal	Roof Repairs	6,000	B	Res	-	6,000	-	-	7,000	-	13,000
1.40X	SEAPARC	24-05	Renewal	Recoat Pool Metal Roof	30,000	B	Res	-	-	30,000	-	-	-	30,000
1.40X	SEAPARC	24-06	Renewal	Replace Ventilation Fans	7,000	B	Res	-	4,500	-	-	5,000	-	9,500
1.40X	SEAPARC	24-07	Replacement	Equipment Replacement (pooled)	25,700	E	ERF	-	25,700	-	-	-	-	25,700
1.40X	SEAPARC	24-08	Replacement	Upgrade BAS Software/Network	20,000	E	ERF	-	20,000	-	-	-	-	20,000
1.40X	SEAPARC	24-09	Replacement	EV Charger Replacement	14,000	E	ERF	-	14,000	-	-	-	-	14,000
1.40X	SEAPARC	24-10	Renewal	Road Sign Replacement	45,000	E	Cap	22,300	22,300	-	-	-	-	22,300
1.40X	SEAPARC	24-11	Replacement	Pool Valve Replacement	17,500	E	ERF	-	17,500	-	-	-	-	17,500
1.40X	SEAPARC	24-12	Replacement	Accessibility Lift System	25,000	E	Res	-	25,000	-	-	-	-	25,000
1.40X	SEAPARC	24-13	Renewal	Arena Compressor Overhaul	14,000	E	Res	-	14,000	15,500	-	16,000	16,500	62,000
1.40X	SEAPARC	24-14	Replacement	Heating System Replacement-Thrup Rd. House	17,500	E	ERF	-	17,500	-	-	-	-	17,500
1.40X	SEAPARC	24-15	Replacement	IT Equipment Replacement	67,800	E	ERF	-	20,000	21,100	13,600	13,100	-	67,800
1.40X	SEAPARC	24-16	New	EV Charger Installation	28,000	E	Grant	-	28,000	-	-	-	-	28,000
1.40X	SEAPARC	25-01	Renewal	Implement Heat Recovery System Phase 1	-	B	Grant	-	-	-	150,000	-	-	150,000
1.40X	SEAPARC	25-01	Renewal	Implement Heat Recovery System Phase 1	2,200,000	B	Debt	-	-	200,000	1,850,000	-	-	2,050,000
1.40X	SEAPARC	25-02	Replacement	Ice resurfacer	200,000	E	ERF	-	-	200,000	-	-	-	200,000
1.40X	SEAPARC	25-03	Renewal	Recoat Arena Purlins & Frames	27,000	B	Res	-	-	-	5,000	35,000	-	40,000
1.40X	SEAPARC	25-04	Study	Exterior Wall Evaluation	12,000	B	Res	-	-	15,000	-	-	-	15,000
1.40X	SEAPARC	25-05	Replacement	Replace Sewage & Storm Pump System	17,500	B	Res	-	-	23,500	-	-	-	23,500
1.40X	SEAPARC	25-06	Replacement	Replace Backflow Preventer on Fire Line	13,000	B	Res	-	-	17,000	-	-	-	17,000
1.40X	SEAPARC	25-07	Study	Thermal Evaluation of Electrical System	5,000	B	Res	-	-	5,000	-	-	-	5,000
1.40X	SEAPARC	25-09	New	Outdoor Activity Space Development	1,525,000	E	Res	-	-	25,000	250,000	-	-	275,000
1.40X	SEAPARC	25-09	New	Outdoor Activity Space Development	-	E	Grant	-	-	-	1,250,000	-	-	1,250,000
1.40X	SEAPARC	25-10	Replacement	Equipment Replacement (pooled)	62,500	E	ERF	-	-	95,550	-	-	-	95,550
1.40X	SEAPARC	25-11	Renewal	Repaint Arena & Pool Exterior	120,000	B	Res	-	-	120,000	-	-	-	120,000
1.40X	SEAPARC	26-04	Renewal	Overhaul Cooling Tower - Arena	28,000	B	Res	-	-	-	38,000	-	-	38,000
1.40X	SEAPARC	26-06	Replacement	Equipment Replacement (pooled)	67,500	E	ERF	-	-	-	137,900	-	-	137,900
1.40X	SEAPARC	26-07	Renewal	Entrance sign replacement	30,000	B	Res	-	-	-	30,000	-	-	30,000
1.40X	SEAPARC	26-08	Renewal	Duct cleaning	15,000	B	Res	-	-	-	15,000	-	-	15,000
1.40X	SEAPARC	26-09	Replacement	Pool Lectronator System	60,000	E	ERF	-	-	-	15,000	15,000	15,000	45,000
1.40X	SEAPARC	27-01	Replacement	Replace Pool Circulation Pumps	12,000	E	ERF	-	-	-	-	16,000	-	16,000
1.40X	SEAPARC	27-03	Renewal	Replace Arena Rubber Mat Flooring	150,000	B	Res	-	-	-	-	135,000	-	135,000
1.40X	SEAPARC	27-04	Replacement	Equipment Replacement (pooled)	27,500	E	ERF	-	-	-	-	74,750	-	74,750
1.40X	SEAPARC	28-01	Renewal	Recoat Arena Change Room & Pool Interior Roof	84,500	B	Res	-	-	-	-	-	84,500	84,500
1.40X	SEAPARC	28-02	Renewal	Repaint Pool Fitness Facility Exterior	59,000	B	Res	-	-	-	-	-	25,000	25,000
1.40X	SEAPARC	28-03	Renewal	Recoat Arena Metal Roof	720,000	B	Res	-	-	-	-	-	20,000	20,000
1.40X	SEAPARC	28-04	Renewal	Pool Change Room Renovation	145,000	B	Res	-	-	-	-	-	10,000	10,000
1.40X	SEAPARC	28-05	Study	Pool Secondary Boiler Replacement	471,000	E	Res	-	-	-	-	-	45,000	45,000
1.40X	SEAPARC	28-06	Replacement	Equipment Replacement (pooled)	50,800	E	ERF	-	-	-	-	-	64,800	64,800
SEAPARC Total					9,247,800			69,300	1,776,500	1,627,650	3,894,500	398,850	365,800	8,063,300
1.44x	Panorama Recreation	17-04	Renewal	Dessicant dehumidifier for Ice Plant	350,000	B	Cap	310,000	310,000	-	-	-	-	310,000
1.44x	Panorama Recreation	17-08	Renewal	Arena concourse (lobby) roof	85,000	B	Cap	80,000	80,000	-	-	-	-	80,000
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 change 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	188,000	B	Cap	-	-	-	-	-	-	-
1.44x	Panorama Recreation	19-15	New	Heat Recovery Plant	2,453,000	B	Debt	386,000	2,386,000	-	-	-	-	2,386,000
1.44x	Panorama Recreation	22-02	Replacement	Replace Daktronic/Electronic Road Sign	70,000	S	Res	-	-	70,000	-	-	-	70,000
1.44x	Panorama Recreation	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	23-07	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

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.44x	Panorama Recreation	23-14	Renewal	Arena changerooms & support spaces enahncements	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.44x	Panorama Recreation	23-15	Renewal	Greenglade parking lot	115,000	B	Res	-	115,000	-	-	-	-	115,000
1.44x	Panorama Recreation	23-16	Replacement	Video Surveillance system	160,000	E	ERF	-	160,000	-	-	-	-	160,000
1.44x	Panorama Recreation	23-17	New	Centennial Park Multi-Sport Box	-	S	Grant	-	2,012,908	-	-	-	-	2,012,908
1.44x	Panorama Recreation	23-17	New	Centennial Park Multi-Sport Box	4,912,908	S	Debt	415,500	2,815,500	-	-	-	-	2,815,500
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	75,000	B	Res	-	75,000	-	-	-	-	75,000
1.44x	Panorama Recreation	24-05	Replacement	Greenglade Playground	320,000	E	Cap	-	-	-	-	-	-	-
1.44x	Panorama Recreation	24-06	Replacement	Equipment Replacement (pooled)	347,072	E	ERF	-	347,072	-	-	-	-	347,072
1.44x	Panorama Recreation	24-08	Renewal	Water supply system upgrade	22,000	E	ERF	-	22,000	-	-	-	-	22,000
1.44x	Panorama Recreation	24-09	Renewal	Preschool space enhancements	76,500	B	Grant	-	76,500	-	-	-	-	76,500
1.44x	Panorama Recreation	24-10	Renewal	replace concrete pads	80,000	B	Res	-	80,000	-	-	-	-	80,000
1.44x	Panorama Recreation	24-11	New	Truck (gas) (IBC)	65,000	E	ERF	-	65,000	-	-	-	-	65,000
1.44x	Panorama Recreation	25-01	Replacement	Equipment Replacement (pooled)	411,612	E	ERF	-	-	411,612	-	-	-	411,612
1.44x	Panorama Recreation	25-03	Renewal	Rebuild ice plant compressor	250,000	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	100,000	B	Res	-	-	100,000	-	-	-	100,000
1.44x	Panorama Recreation	25-06	Renewal	Re-tile pool	300,000	B	Res	-	-	300,000	-	-	-	300,000
1.44x	Panorama Recreation	26-01	Replacement	Equipment Replacement (pooled)	383,380	E	ERF	-	-	-	383,380	-	-	383,380
1.44x	Panorama Recreation	26-02	Replacement	Replace Ford F250 4x4	95,000	E	ERF	-	95,000	-	-	-	-	95,000
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	147,000	B	Res	-	-	-	147,000	-	-	147,000
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
1.44x	Panorama Recreation	27-01	Replacement	Equipment Replacement (pooled)	304,000	E	ERF	-	-	-	-	304,000	-	304,000
1.44x	Panorama Recreation	27-02	Renewal	Panorama exterior painting	150,000	S	Res	-	-	-	-	150,000	-	150,000
1.44x	Panorama Recreation	27-03	Renewal	Panorama lower parking lot renewal	200,000	S	Res	-	-	-	-	200,000	-	200,000
1.44x	Panorama Recreation	27-04	Replacement	Resurface/line painting (outdoor) Tennis courts	35,000	S	Res	-	-	-	-	35,000	-	35,000
1.44x	Panorama Recreation	28-01	Replacement	Equipment Replacement (pooled)	388,239	E	ERF	-	-	-	-	-	388,239	388,239
1.44x	Panorama Recreation	28-02	Renewal	Arena renovation	3,000,000	B	Res	-	-	-	-	-	3,000,000	3,000,000
1.44x	Panorama Recreation	28-03	Renewal	Arena B rubber floor replacement	110,000	B	Res	-	-	-	-	-	110,000	110,000
1.44x	Panorama Recreation	28-04	Replacement	Pool air handing unit	250,000	B	Res	-	-	-	-	-	250,000	250,000
1.44x	Panorama Recreation	28-05	Replacement	Link building roof replacement	200,000	B	Res	-	-	-	-	-	200,000	200,000
1.44x	Panorama Recreation	28-06	Replacement	LCD Arena B screen (Hockeyville)	100,000	E	ERF	-	-	-	-	-	100,000	100,000
Panorama Recreation Total					16,927,711			1,191,500	9,563,980	956,612	708,380	689,000	4,080,239	15,998,211
1.455	SSI Community Parks	20-08	New	Centennial Park Upgrades	1,000,000	S	Grant	200,000	200,000	-	-	-	-	200,000
1.455	SSI Community Parks	21-01	New	Linear Park Development	-	S	Grant	30,000	150,000	20,000	-	-	-	170,000
1.455	SSI Community Parks	21-01	New	Linear Park Development	205,000	S	Res	5,000	-	5,000	10,000	10,000	10,000	35,000
1.455	SSI Community Parks	21-05	Replacement	ERF Park Maintenance Vehicle Replacement	90,000	V	ERF	-	30,000	-	-	-	-	30,000
1.455	SSI Community Parks	21-05	Replacement	ERF Park Maintenance Vehicle Replacement	-	V	Grant	-	60,000	-	-	-	-	60,000
1.455	SSI Community Parks	23-01	New	New Maintenance Machinery	90,000	E	Res	-	-	30,000	-	-	-	30,000
1.455	SSI Community Parks	23-03	Renewal	Playground Upgrades	-	S	Grant	-	30,000	-	-	-	-	30,000
1.455	SSI Community Parks	23-03	Renewal	Playground Upgrades	90,000	S	Cap	40,000	40,000	-	-	-	-	40,000
1.455	SSI Community Parks	24-02	Replacement	Maintenance Equipment replacement	90,000	E	ERF	30,000	15,000	30,000	15,000	15,000	15,000	90,000
1.455	SSI Community Parks	25-01	Renewal	Cushion Lake Beach Access Upgrades	-	S	Grant	-	-	20,000	-	-	-	20,000
1.455	SSI Community Parks	25-01	Renewal	Cushion Lake Beach Access Upgrades	30,000	S	Res	-	-	10,000	-	-	-	10,000
1.455	SSI Community Parks	25-02	Renewal	Grace Point Boardwalk Upgrades	15,000	S	Res	-	-	15,000	-	-	-	15,000
SSI Community Parks Total					1,610,000			305,000	525,000	130,000	25,000	25,000	25,000	730,000
1.458	SSI Community Recreation	22-02	Renewal	Bike Park Annual Repairs and Upgrades	20,000	E	Res	-	20,000	-	-	-	-	20,000
1.458	SSI Community Recreation	24-01	Replacement	Office and Computer Equipment	360,000	S	Res	-	100,000	-	-	-	-	100,000
1.458	SSI Community Recreation	23-06	New	Recreation Program Equipment	-	S	Grant	-	100,000	-	-	-	-	100,000
1.458	SSI Community Recreation	24-02	New	Ganges Harbour Walk (Detailed Design & Construction Documents)	17,500	S	Res	-	2,500	2,500	2,500	2,500	2,500	12,500
1.458	SSI Community Recreation	24-02	New	Ganges Harbour Walk (Detailed Design & Construction Documents)	35,000	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.458	SSI Community Recreation	24-04	Study	Accessibility Assessments	40,000	E	Res	-	15,000	5,000	5,000	5,000	5,000	35,000
SSI Community Recreation Total					472,500			-	242,500	12,500	12,500	12,500	12,500	292,500
1.459	SSI Park Land & Rec Programs	19-15	Replacement	Pool equipment replacements	185,000	E	ERF	-	35,000	30,000	40,000	40,000	40,000	185,000
1.459	SSI Park Land & Rec Programs	20-02	Replacement	Pool Electrical replacement	18,200	E	Grant	-	16,900	-	-	-	-	16,900
1.459	SSI Park Land & Rec Programs	20-02	Replacement	Pool Electrical replacement	-	E	ERF	-	1,300	-	-	-	-	1,300
1.459	SSI Park Land & Rec Programs	20-10	New	Ball Field Development	-	S	Grant	-	100,000	-	-	-	-	100,000
1.459	SSI Park Land & Rec Programs	20-10	New	Ball Field Development	500,000	S	Res	50,000	50,000	-	-	-	-	50,000
1.459	SSI Park Land & Rec Programs	20-10	New	Ball Field Development	-	S	Other	-	300,000	-	-	-	-	300,000

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.459	SSI Park Land & Rec Programs	20-14	New	Park Maintenance Facility	-	B	Grant	-	102,500	-	-	-	-	102,500
1.459	SSI Park Land & Rec Programs	20-14	New	Park Maintenance Facility	-	B	Grant	-	487,500	-	-	-	-	487,500
1.459	SSI Park Land & Rec Programs	20-14	New	Park Maintenance Facility	650,000	B	Res	-	25,000	-	-	-	-	25,000
1.459	SSI Park Land & Rec Programs	21-04	New	EV charger and infrastructure recreation centre parking lot	20,000	V	Res	-	10,000	-	-	-	-	10,000
1.459	SSI Park Land & Rec Programs	23-06	Renewal	SIMS Upgrades	-	B	Grant	-	50,000	-	-	-	-	50,000
1.459	SSI Park Land & Rec Programs	23-06	Renewal	SIMS Upgrades	96,500	B	Res	-	10,000	-	-	-	-	10,000
1.459	SSI Park Land & Rec Programs	24-01	Renewal	Alternative Approval Process	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.459	SSI Park Land & Rec Programs	24-02	New	EV Charger	20,000	V	Grant	-	20,000	-	-	-	-	20,000
1.459	SSI Park Land & Rec Programs	24-03	New	Pool expansion (Design Phase)	45,000	S	Res	-	-	45,000	-	-	-	45,000
1.459	SSI Park Land & Rec Programs	24-05	New	Portlock Shed and Equipment Replacement	-	E	Res	-	35,000	-	-	-	-	35,000
1.459	SSI Park Land & Rec Programs	24-05	New	Portlock Shed and Equipment Replacement	-	E	ERF	-	15,000	-	-	-	-	15,000
1.459	SSI Park Land & Rec Programs	24-05	New	Portlock Shed and Equipment Replacement	200,000	B	Other	-	150,000	-	-	-	-	150,000
1.459	SSI Park Land & Rec Programs	25-01	Renewal	Pool Building Structural Repairs	-	B	Grant	-	50,000	-	-	-	-	50,000
1.459	SSI Park Land & Rec Programs	25-01	Renewal	Pool Building Structural Repairs	1,550,000	B	Debt	-	-	1,500,000	-	-	-	1,500,000
1.459	SSI Park Land & Rec Programs	25-02	Study	Firehall Repurpose	215,000	L	Res	15,000	15,000	50,000	50,000	50,000	50,000	215,000
1.459	SSI Park Land & Rec Programs	25-03	Replacement	Life Rings	10,000	E	Res	-	-	10,000	-	-	-	10,000
1.459	SSI Park Land & Rec Programs	26-01	Renewal	Pool Tile Grouting & Expansion Joints	25,000	B	Res	-	-	-	25,000	-	-	25,000
SSI Park Land & Rec Programs					3,554,700			65,000	1,493,200	1,635,000	115,000	90,000	90,000	3,423,200
1.465	Saturna Island Community Parks	21-01	Renewal	Park upgrades	16,000	S	Res	8,000	8,000	8,000	-	-	-	16,000
1.465	Saturna Island Community Parks	21-02	Renewal	Park upgrades	40,000	S	Res	38,000	20,000	20,000	-	-	-	40,000
1.465	Saturna Island Community Parks	21-03	Renewal	Park upgrades	10,773	S	Res	-	-	3,273	-	-	-	3,273
1.465	Saturna Island Community Parks	21-03	Renewal	Park upgrades	-	S	Cap	5,727	5,000	727	-	-	-	5,727
1.465	Saturna Island Community Parks	24-01	Renewal	Park upgrades	10,000	S	Res	-	5,000	3,225	-	-	-	8,225
Saturna Island Community Parks					76,773			51,727	38,000	35,225	-	-	-	73,225
1.475	Mayne Island Community Parks	22-02	New	Fitness Circuit	-	B	Cap	23,150	20,000	-	-	-	-	20,000
1.475	Mayne Island Community Parks	22-02	New	Fitness Circuit	65,000	B	Grant	30,000	30,000	-	-	-	-	30,000
1.475	Mayne Island Community Parks	23-01	Renewal	Dinner Bay water; pumphouse upgrade	5,000	S	Res	5,000	5,000	-	-	-	-	5,000
1.475	Mayne Island Community Parks	23-02	Renewal	Dinner Bay washrooms	3,000	B	Res	3,000	3,000	-	-	-	-	3,000
1.475	Mayne Island Community Parks	23-06	Renewal	Vulture Ridge Summit	2,000	S	Res	2,000	2,000	-	-	-	-	2,000
1.475	Mayne Island Community Parks	24-02	Renewal	Miners Bay parking wall	2,000	S	Res	-	2,000	-	-	-	-	2,000
1.475	Mayne Island Community Parks	24-05	New	Fitness Circuit	15,000	E	Res	-	15,000	-	-	-	-	15,000
1.475	Mayne Island Community Parks	25-01	Renewal	Dinner Bay well pumps	5,000	S	Res	-	-	5,000	-	-	-	5,000
1.475	Mayne Island Community Parks	25-02	Replacement	Kippen Road staircase	5,000	S	Res	-	-	5,000	-	-	-	5,000
1.475	Mayne Island Community Parks	25-03	Renewal	Putting Green	15,000	S	Res	-	-	15,000	-	-	-	15,000
1.475	Mayne Island Community Parks	26-01	Replacement	Adachi Pavilion kitchen	4,000	E	Res	-	-	-	4,000	-	-	4,000
Mayne Island Community Parks					121,000			63,150	77,000	25,000	4,000	-	-	106,000
1.485	Pender Island Community Parks	22-01	Renewal	Shingle Bay Improvements	-	S	Cap	5,600	5,600	-	-	-	-	5,600
1.485	Pender Island Community Parks	22-01	Renewal	Shingle Bay Improvements	74,480	S	Res	-	19,400	5,000	5,000	15,000	-	44,400
1.485	Pender Island Community Parks	22-03	Replacement	Thieves Bay Improvements	25,000	S	Cap	20,252	7,752	12,500	-	-	-	20,252
1.485	Pender Island Community Parks	22-04	New	Dog Park	75,000	S	Res	35,000	-	-	-	10,000	25,000	35,000
1.485	Pender Island Community Parks	22-05	New	Trail Development	-	S	Other	-	200,000	300,000	-	-	-	500,000
1.485	Pender Island Community Parks	22-05	New	Trail Development	-	S	Grant	-	700,000	625,000	-	-	-	1,325,000
1.485	Pender Island Community Parks	22-05	New	Trail Development	-	S	Cap	20,456	20,456	-	-	-	-	20,456
1.485	Pender Island Community Parks	22-05	New	Trail Development	2,420,000	S	Res	-	179,544	150,000	-	-	-	329,544
1.485	Pender Island Community Parks	23-01	Renewal	Magic Lake Park Upgrades	25,000	S	Res	22,500	25,000	-	-	-	-	25,000
1.485	Pender Island Community Parks	24-02	Renewal	Disc Park Improvements	10,000	S	Res	-	-	-	10,000	-	-	10,000
1.485	Pender Island Community Parks	24-03	New	Ball Park Improvements	65,000	E	Res	-	25,000	20,000	20,000	-	-	65,000
1.485	Pender Island Community Parks	24-04	New	Land Acquisition	30,000	L	Res	-	30,000	-	-	-	-	30,000
Pender Island Community Parks					2,724,480			103,808	1,212,752	1,112,500	35,000	25,000	25,000	2,410,252
1.495	Galiano Community Parks	18-01	Renewal	Galiano Island Park Upgrades	55,459	S	Cap	3,201	3,201	-	-	-	-	3,201
1.495	Galiano Community Parks	18-02	New	Galiano Island Park Upgrades	3,900	S	Res	-	-	1,000	1,000	2,900	-	3,900
1.495	Galiano Community Parks	19-02	Study	Study Bay Trail Extension	2,000	S	Res	2,000	2,000	-	-	-	-	2,000
1.495	Galiano Community Parks	19-03	Renewal	Galiano Island Park Upgrades	17,000	S	Res	1,839	3,839	2,000	2,000	3,000	3,000	13,839
1.495	Galiano Community Parks	20-01	Study	Galiano Island Park Upgrades	8,000	S	Res	-	-	8,000	-	-	-	8,000
1.495	Galiano Community Parks	21-03	Renewal	Galiano Island Park Upgrades	9,000	S	Cap	-	9,000	-	-	-	-	9,000
1.495	Galiano Community Parks	21-03	Renewal	Galiano Island Park Upgrades	22,000	S	Res	7,275	7,275	-	-	-	-	7,275
1.495	Galiano Community Parks	21-05	Study	Galiano Island Park Upgrades	5,000	S	Res	5,000	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	22-03	Renewal	Galiano Island Park Upgrades	20,000	S	Cap	13,607	13,607	-	-	-	-	13,607
1.495	Galiano Community Parks	23-01	Replacement	GIPRC Equipment and Tools Purchase	7,000	E	ERF	2,616	2,616	1,000	1,000	-	-	4,616
1.495	Galiano Community Parks	25-01	Renewal	Install Gulf Toilet at Gulfside	30,000	S	Res	-	-	-	-	-	30,000	30,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
	Galiano Community Parks Total				180,359			35,538	46,538	12,000	4,000	5,900	33,000	101,438
1.521	Environmental Resource Management	16-06	Renewal	Replacing of Small Equipments	1,430,000	E	ERF	-	240,000	240,000	270,000	270,000	270,000	1,290,000
1.521	Environmental Resource Management	17-01	Renewal	Gas & Leachate Collection Pipe Extension	2,550,000	S	Res	-	500,000	500,000	500,000	550,000	550,000	2,600,000
1.521	Environmental Resource Management	17-02	Renewal	Aggregate Production for Internal Use	-	S	Cap	500,000	500,000	-	-	-	-	500,000
1.521	Environmental Resource Management	17-02	Renewal	Aggregate Production for Internal Use	13,135,000	S	Res	-	750,000	500,000	500,000	500,000	500,000	2,750,000
1.521	Environmental Resource Management	17-04	Renewal	Progressive Closure of External Faces	10,000,000	S	Res	-	-	4,000,000	6,000,000	-	-	10,000,000
1.521	Environmental Resource Management	17-07	Renewal	Computer Equipment	71,000	E	ERF	-	13,000	15,000	15,000	15,000	15,000	73,000
1.521	Environmental Resource Management	17-09	Renewal	Vehicle Replacements	500,000	E	ERF	-	100,000	100,000	100,000	100,000	100,000	500,000
1.521	Environmental Resource Management	17-11	Renewal	Food Waste Transfer Station Relocation Planning & Construction	700,000	S	ERF	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	17-12	Renewal	Hartland Environmental Performance Model	225,000	S	Cap	-	-	225,000	-	-	-	225,000
1.521	Environmental Resource Management	17-14	New	Landfill Gas Utilization	-	S	Cap	5,600,000	5,600,000	-	-	-	-	5,600,000
1.521	Environmental Resource Management	17-14	New	Landfill Gas Utilization	7,213,000	S	Debt	-	7,213,000	-	-	-	-	7,213,000
1.521	Environmental Resource Management	17-14	New	Landfill Gas Utilization	23,718,000	S	Res	-	9,468,000	-	-	-	-	9,468,000
1.521	Environmental Resource Management	18-01	New	Interim Covers	1,350,000	S	Res	-	-	550,000	400,000	200,000	200,000	1,350,000
1.521	Environmental Resource Management	18-02	Renewal	Paving of Service Roads	550,000	S	Cap	-	350,000	-	200,000	-	-	550,000
1.521	Environmental Resource Management	18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain	250,000	S	Cap	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	18-05	Renewal	Controlled Waste & Asbestos Area Development	100,000	S	Res	50,000	50,000	50,000	-	-	-	100,000
1.521	Environmental Resource Management	22-01	Renewal	Sedimentation Pond Relining	1,000,000	S	Res	1,000,000	-	1,000,000	-	-	-	1,000,000
1.521	Environmental Resource Management	22-02	New	Cell 4 Liner Installation	-	S	Cap	6,200,000	6,200,000	-	-	-	-	6,200,000
1.521	Environmental Resource Management	22-02	New	Cell 4 Liner Installation	7,200,000	S	Debt	500,000	500,000	-	-	-	-	500,000
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	22-06	Renewal	Hartland FIRE Safety Improvements	200,000	S	Res	200,000	200,000	-	-	-	-	200,000
1.521	Environmental Resource Management	22-07	Study	Recycling Area Upgrades	225,000	S	Res	25,000	225,000	-	-	-	-	225,000
1.521	Environmental Resource Management	22-10	New	Storm Water Sedimentation pond Emergency Repairs	250,000	E	Res	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	23-01	Replacement	Gas Flare, Candlestick & LFG Blowers	2,610,000	S	Cap	1,700,000	1,700,000	-	-	-	-	1,700,000
1.521	Environmental Resource Management	23-02	New	Contractor Workshop Relocation	1,250,000	S	Res	650,000	650,000	-	-	-	-	650,000
1.521	Environmental Resource Management	23-02	New	Contractor Workshop Relocation	-	S	Cap	500,000	500,000	-	-	-	-	500,000
1.521	Environmental Resource Management	23-03	New	Cell 4, 5 & 6 gas well layout Plan	150,000	S	Res	150,000	150,000	-	-	-	-	150,000
1.521	Environmental Resource Management	23-04	New	North End Commercial Access Improvements	700,000	S	Res	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	23-05	New	Existing Manual and Commercial Scale Upgrades	250,000	S	ERF	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	24-01	New	Cell 5&6 GRW	2,000,000	S	Debt	750,000	750,000	1,250,000	-	-	-	2,000,000
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	1,800,000	3,800,000	-	-	-	-	3,800,000
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	24-05	New	Cell 5 Liner Construction	7,900,000	S	Debt	-	3,000,000	2,900,000	2,000,000	-	-	7,900,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.521	Environmental Resource Management	24-06	New	Cell 1, 2 & 3 Transition Liner	4,000,000	S	Debt	-	2,000,000	2,000,000	-	-	-	4,000,000
1.521	Environmental Resource Management	24-07	New	Relocation of N. Toe Road Sedimentation Pond	500,000	S	Debt	-	-	500,000	-	-	-	500,000
1.521	Environmental Resource Management	24-08	New	North End Fence Replacement	250,000	S	ERF	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	24-09	New	Diversión Transfer Station	5,000,000	S	Res	-	5,000,000	-	-	-	-	5,000,000
1.521	Environmental Resource Management	24-10	New	RNG Spare Parts Inventory	700,000	S	Res	-	700,000	-	-	-	-	700,000
1.521	Environmental Resource Management	24-11	New	Traffic Pattern Changes - Site Signage	250,000	S	Cap	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	25-01	New	NE & NW Aggregate Stockpile cover	1,400,000	S	Debt	750,000	750,000	650,000	-	-	-	1,400,000
1.521	Environmental Resource Management	25-02	Renewal	North End Wheel Wash	400,000	S	Res	-	200,000	-	-	-	-	200,000
1.521	Environmental Resource Management	25-03	New	Landfill Gas capture to meet New Federal Regs	250,000	S	Res	-	-	250,000	-	-	-	250,000
1.521	Environmental Resource Management	25-04	New	Hartland Operating Certificate Renewal	100,000	S	Res	-	-	100,000	-	-	-	100,000
1.521	Environmental Resource Management	26-01	New	Cell 4& 5 Bottom Lift Gas Wells / Leachate Drain	700,000	S	Debt	-	-	350,000	-	350,000	-	700,000
Environmental Resource Management Total					103,677,000			20,475,000	53,309,000	15,330,000	9,985,000	1,985,000	1,635,000	82,244,000
1.523	Port Renfrew Refuse Disposal	23-01	New	Covered recyclables storage	12,000	S	Res	12,000	12,000	-	-	-	-	12,000
1.523	Port Renfrew Refuse Disposal	24-01	New	Site efficiency upgrades	-	S	Res	-	-	30,000	27,500	-	-	57,500
1.523	Port Renfrew Refuse Disposal	24-01	New	Site efficiency upgrades	-	S	Grant	-	30,000	-	-	-	-	30,000
1.523	Port Renfrew Refuse Disposal	24-01	New	Site efficiency upgrades	350,000	S	Grant	-	262,500	-	-	-	-	262,500
Port Renfrew Refuse Disposal Total					362,000			12,000	304,500	30,000	27,500	-	-	362,000
1.575	Environmental Administration Services	20-01	Replacement	Office Furniture	19,000	E	ERF	-	3,000	3,000	3,000	3,000	3,000	15,000
1.575	Environmental Administration Services	20-02	Replacement	Office Equipment	25,090	E	ERF	-	3,000	3,000	3,000	6,000	3,000	18,000
Environmental Administration Services Total					44,090			-	6,000	6,000	6,000	9,000	6,000	33,000
1.576	Environmental Engineering Services	21-01	Replacement	Replacement ES Vehicle	50,000	V	ERF	-	50,000	-	-	-	-	50,000
1.576	Environmental Engineering Services	23-02	Replacement	Engineering Equipment	75,000	E	ERF	-	15,000	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	25,000	-	100,000
1.576	Environmental Engineering Services	24-02	Replacement	Replacement ES Vehicle	55,000	V	ERF	-	55,000	-	-	-	-	55,000
1.576	Environmental Engineering Services	25-01	Replacement	Replacement ES Vehicle	55,000	V	ERF	-	-	55,000	-	-	-	55,000
1.576	Environmental Engineering Services	26-01	Replacement	Replacement ES Vehicle	55,000	V	ERF	-	-	-	55,000	-	-	55,000
1.576	Environmental Engineering Services	28-01	Replacement	Replacement ES Vehicle	65,000	V	ERF	-	-	-	-	-	65,000	65,000
1.576	Environmental Engineering Services	28-02	Replacement	Engineering Equipment	75,000	E	ERF	-	-	-	-	-	15,000	15,000
1.576	Environmental Engineering Services	28-03	Replacement	Computer Equipment	125,000	E	ERF	-	-	-	-	-	25,000	25,000
Environmental Engineering Services Total					680,000			-	145,000	95,000	95,000	40,000	105,000	480,000
1.577	IW - Environmental Operations	18-02	Replacement	Replace Computer Equipment	100,000	E	ERF	-	20,000	20,000	20,000	20,000	-	80,000
1.577	IW - Environmental Operations	18-03	Replacement	Replace ERF Equipment	200,000	E	ERF	10,000	40,000	40,000	40,000	40,000	-	160,000
1.577	IW - Environmental Operations	19-01	Replacement	Replace IWOps Vehicle FQ5014	195,000	V	ERF	-	250,000	-	-	-	-	250,000
1.577	IW - Environmental Operations	19-02	Replacement	Replace IWOps Vehicle F00932	180,000	V	ERF	-	180,000	-	-	-	-	180,000
1.577	IW - Environmental Operations	19-03	Replacement	Replace IWOps Vehicle F00994 Bobcat	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	19-05	Replacement	Replace IWOps Vehicle FQP081 Renfrew	100,000	V	ERF	-	-	100,000	-	-	-	100,000
1.577	IW - Environmental Operations	19-07	Replacement	Furniture and Office Equipment Replacement	75,000	E	ERF	-	15,000	15,000	15,000	15,000	-	60,000
1.577	IW - Environmental Operations	20-02	Replacement	Replace IWOps Vehicle F11030	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	20-04	Replacement	Replace IWOps Vehicle F12009	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	20-05	Replacement	Replace IWOps Vehicle F12024	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	20-06	Replacement	Replace IWOps Vehicle F12002	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	20-11	Replacement	Replace IWOps Vehicle F01080	90,000	V	ERF	-	-	-	-	-	-	-

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.577	IW - Environmental Operations	21-02	Replacement	Replace IWOps Vehicle F11033	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	21-03	Replacement	Replace IWOps Vehicle F12029	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	22-01	Replacement	SPWWTP - Skid Steer F18036	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	22-02	Replacement	Burgoyne - Skid Steer F19005	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	22-03	Replacement	Replace IWOps Vehicle - Scissor Lift - F15018	35,000	V	ERF	35,000	35,000	-	-	-	-	35,000
1.577	IW - Environmental Operations	22-05	Replacement	Replace IWOps Vehicle F01028 2007 Kubota Tractor	50,000	V	ERF	50,000	50,000	-	-	-	-	50,000
1.577	IW - Environmental Operations	22-06	Replacement	Replace F14024 F550 Diesel Service Truck - Crane/Lift truck	220,000	V	ERF	250,000	250,000	-	-	-	-	250,000
1.577	IW - Environmental Operations	22-08	Replacement	Replace Mechanical and Electrical Equipment	67,500	E	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-01	Replacement	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer Magic Lake	40,000	V	ERF	40,000	40,000	-	-	-	-	40,000
1.577	IW - Environmental Operations	23-02	Replacement	Replace IWOps Trailer F00753 1997 Generator Trailer	80,000	V	ERF	80,000	80,000	-	-	-	-	80,000
1.577	IW - Environmental Operations	23-03	Replacement	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	24,000	V	ERF	-	-	24,000	-	-	-	24,000
1.577	IW - Environmental Operations	23-05	Replacement	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	12,000	V	ERF	-	-	12,000	-	-	-	12,000
1.577	IW - Environmental Operations	23-06	Replacement	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	7,500	V	ERF	7,500	-	7,500	-	-	-	7,500
1.577	IW - Environmental Operations	23-07	Replacement	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	6,500	V	ERF	-	6,500	-	-	-	-	6,500
1.577	IW - Environmental Operations	23-08	Replacement	Replace IWOps Trailer F01052 2008 Pace American Trailer	12,500	V	ERF	-	12,500	-	-	-	-	12,500
1.577	IW - Environmental Operations	23-09	Replacement	Replace IWOps Vehicle F13009	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-10	Replacement	Replace IWOps Vehicle F13010	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-11	Replacement	F11027 2010 Mercedes Sprinter 25C144 Van	80,000	V	ERF	80,000	80,000	-	-	-	-	80,000
1.577	IW - Environmental Operations	23-12	Replacement	FWP076 2010 Ford F250 Super Duty	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	23-13	Replacement	Replace EIC and Machine Shop Equipment	250,000	E	ERF	-	50,000	50,000	50,000	50,000	-	200,000
1.577	IW - Environmental Operations	23-14	New	Electric Vehicle Charger - Ganges WWTP	10,000	E	Grant	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-15	Replacement	Replace IWOps Vehicle F19009	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-16	New	Electric Vehicle Charger - McLoughlin WWTP	10,000	E	Grant	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	24-01	Replacement	Replace IWOps Vehicle F13012	90,000	V	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	V	ERF	-	-	100,000	-	-	-	100,000
1.577	IW - Environmental Operations	25-03	Replacement	Replace IWOps Vehicle F17008 2017 Ford F150	90,000	V	ERF	-	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	25-04	Replacement	Replace IWOps Vehicle F17009 2017 Ford F150	90,000	V	ERF	-	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	25-05	Replacement	Replace IWOps Vehicle FQ7010 2017 Ford F150	90,000	V	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	V	ERF	-	-	80,000	-	-	-	80,000
1.577	IW - Environmental Operations	25-08	Replacement	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-01	Replacement	F17027 2018 Chevrolet Silverado 2500	90,000	V	ERF	-	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	26-02	Replacement	F17029 2018 Chevrolet Silverado 3500	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-03	Replacement	F18003 2018 Ford F150	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-04	Replacement	F18012 2018 Chevrolet Colorado	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-05	Replacement	F18010 2018 Ford Transit 250 Cargo Van	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-06	Replacement	F18011 2018 Ford Transit 250 Cargo Van	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-07	Replacement	F18014 2018 GMC Sierra 1500	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	27-01	Replacement	F19006 Crane Truck	250,000	V	ERF	-	-	-	-	250,000	-	250,000
1.577	IW - Environmental Operations	27-02	Replacement	F19007 Crane Truck	250,000	V	ERF	-	-	-	-	250,000	-	250,000
1.577	IW - Environmental Operations	27-03	Replacement	F19008 2019 F350	90,000	V	ERF	-	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	27-04	Replacement	F19019 Pressure Washer Trailer	25,000	V	ERF	-	-	-	-	25,000	-	25,000
1.577	IW - Environmental Operations	28-01	Replacement	F14024 F550 Stiff Arm Crane Truck	250,000	V	ERF	-	-	-	-	-	250,000	250,000
1.577	IW - Environmental Operations	28-02	Replacement	F16012 All wheel drive Van	90,000	V	ERF	-	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	28-03	Replacement	F01065 Load Bank	500,000	E	ERF	-	-	-	-	-	500,000	500,000
IW - Environmental Operations Total					5,730,000			912,500	1,739,000	808,500	755,000	740,000	840,000	4,882,500
1.578	Environmental Protection	18-01	Replacement	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement	428,000	E	ERF	109,000	85,600	85,600	85,600	85,600	85,600	428,000
1.578	Environmental Protection	18-02	Replacement	Annual Computer equipment replacement	137,300	E	ERF	-	26,500	37,500	36,400	11,400	25,500	137,300

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.578	Environmental Protection	18-03	Replacement	Annual vehicle replacement	330,000	V	ERF	-	100,000	180,000	50,000	-	-	330,000
1.578	Environmental Protection	18-04	Replacement	Furniture replacement	297,500	E	ERF	-	-	-	-	-	-	-
1.578	Environmental Protection	19-01	Replacement	IT Database Programs	380,000	E	Cap	370,000	380,000	-	-	-	-	380,000
1.578	Environmental Protection	20-01	New	Furniture	45,000	E	ERF	-	22,500	22,500	-	-	-	45,000
1.578	Environmental Protection	23-01	New	Hydration Truck Replacement	120,000	V	ERF	120,000	120,000	-	-	-	-	120,000
	Environmental Protection Total				1,737,800			599,000	734,600	325,600	172,000	97,000	111,100	1,440,300
1.579	Environmental Water Quality	20-31	Renewal	Lab Information Management System	30,000	E	Res	-	30,000	-	-	-	-	30,000
	Environmental Water Quality Total				30,000			-	30,000	-	-	-	-	30,000
1.911	911 Call Answer	25-01	New	New Equipment	1,000,000	E	ERF	-	-	1,000,000	-	-	-	1,000,000
	911 Call Answer Total				1,000,000			-	-	1,000,000	-	-	-	1,000,000
2.610	Saanich Peninsula Water Supply	18-04	New	Post Disaster Emergency Water Supply	1,200,000	S	Res	140,000	290,000	150,000	150,000	150,000	150,000	890,000
2.610	Saanich Peninsula Water Supply	20-02	New	Hamsterly Pump Station Backup Power Generator	1,100,000	S	Res	1,050,000	1,050,000	-	-	-	-	1,050,000
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	21-04	Renewal	SCADA Upgrades	1,150,000	E	Res	500,000	700,000	200,000	200,000	-	-	1,100,000
2.610	Saanich Peninsula Water Supply	21-05	Renewal	SPW System Upgrade and Expansion	-	S	Debt	-	6,000,000	3,000,000	3,000,000	600,000	300,000	12,900,000
2.610	Saanich Peninsula Water Supply	21-05	Renewal	SPW System Upgrade and Expansion	14,700,000	S	Res	1,760,000	1,760,000	-	-	-	-	1,760,000
2.610	Saanich Peninsula Water Supply	22-01	Study	Water Strategic Plan Update	116,972	S	Res	115,000	115,000	-	-	-	-	115,000
2.610	Saanich Peninsula Water Supply	22-01	New	Water Strategic Plan Update	33,028	S	Res	33,028	33,028	-	-	-	-	33,028
2.610	Saanich Peninsula Water Supply	22-02	New	Microwave Radio Upgrades	450,000	E	Res	-	150,000	100,000	100,000	100,000	-	450,000
2.610	Saanich Peninsula Water Supply	22-03	New	Keating Cross Road Water Main	1,000,000	S	Res	990,000	990,000	-	-	-	-	990,000
2.610	Saanich Peninsula Water Supply	23-01	New	DCC Program Update	49,500	S	Res	49,500	49,500	-	-	-	-	49,500
2.610	Saanich Peninsula Water Supply	23-01	Study	DCC Program Update	500	S	Res	500	500	-	-	-	-	500
2.610	Saanich Peninsula Water Supply	23-04	Renewal	RTU & PLC Upgrade and Replacement	140,000	E	ERF	-	-	-	-	-	-	-
2.610	Saanich Peninsula Water Supply	24-01	Decommission	Dean Park Road Well Decommissioning	250,000	S	Res	-	50,000	50,000	-	-	150,000	250,000
2.610	Saanich Peninsula Water Supply	24-02	New	Reservoir Seismic Isolation Valves	800,000	S	Res	-	400,000	400,000	-	-	-	800,000
2.610	Saanich Peninsula Water Supply	24-03	Renewal	Pump Station, Meter Station, Valve Repair, Transmission Main & Storage Tank Repairs, Replacements and decommissioning.	1,000,000	S	ERF	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.610	Saanich Peninsula Water Supply	25-01	New	Hamsterly Pump Station Capacity Upgrade	597,960	S	Res	-	-	597,960	-	-	-	597,960
2.610	Saanich Peninsula Water Supply	25-01	New	Hamsterly Pump Station Capacity Upgrade	6,040	S	Res	-	-	6,040	-	-	-	6,040
2.610	Saanich Peninsula Water Supply	26-01	Decommission	Decommissioning of Various Sites/Components	150,000	S	Res	-	-	-	50,000	50,000	50,000	150,000
	Saanich Peninsula Water Supply Total				22,819,000			4,713,028	11,863,028	4,704,000	3,700,000	1,100,000	850,000	22,217,028
2.620	Highland Water (SSI)	16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	122,442	S	Cap	20,000	20,000	-	-	-	-	20,000
	Highland Water (SSI) Total				122,442			20,000	20,000	-	-	-	-	20,000
2.621	Highland & Fernwood Water (SSI)	19-05	New	Referendum or Alternative Approval Process - Funding for Future Projects	40,000	S	Res	40,000	40,000	-	-	-	-	40,000
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)	21-03	New	Highland Upper Reservoir Replacement	1,330,000	S	Debt	-	-	1,330,000	-	-	-	1,330,000
2.621	Highland & Fernwood Water (SSI)	21-04	New	Water main AC replacement strategy and preliminary design	115,000	S	Debt	-	-	100,000	-	-	-	100,000
2.621	Highland & Fernwood Water (SSI)	21-04	New	Water main AC replacement strategy and preliminary design	-	S	Res	-	-	15,000	-	-	-	15,000
2.621	Highland & Fernwood Water (SSI)	21-05	New	Water Main AC replacement detailed design	230,000	S	Debt	-	-	230,000	-	-	-	230,000
2.621	Highland & Fernwood Water (SSI)	22-01	New	Back up Power	470,000	S	Debt	240,000	470,000	-	-	-	-	470,000
2.621	Highland & Fernwood Water (SSI)	23-01	New	Phased program of AC Water main replacement	13,000,000	S	Debt	-	-	-	2,665,000	2,665,000	2,665,000	7,995,000
2.621	Highland & Fernwood Water (SSI)	24-01	New	Fernwood PS Hazard Assess and Demolition	60,000	S	Res	-	-	60,000	-	-	-	60,000
2.621	Highland & Fernwood Water (SSI)	24-02	New	Highlands Middle Reservoir Repair	-	S	Res	-	15,000	-	-	-	-	15,000
2.621	Highland & Fernwood Water (SSI)	24-02	New	Highlands Middle Reservoir Repair	115,000	S	Debt	-	100,000	-	-	-	-	100,000
2.621	Highland & Fernwood Water (SSI)	24-03	New	WTP driveway improvements	35,000	S	Debt	-	35,000	-	-	-	-	35,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.621	Highland & Fernwood Water (SSI)	24-04	Replacement	WTP Bring safety chain to specification.	13,000	S	Res	-	13,000	-	-	-	-	13,000
2.621	Highland & Fernwood Water (SSI)	24-05	Replacement	Fernwood Reservoir 1. Repair roof top railing and check for building code compliance and replace or repair	15,500	S	Res	-	15,500	-	-	-	-	15,500
2.621	Highland & Fernwood Water (SSI)	24-06	New	Critical Spares; Chlorine pump and coagulant pump	12,000	S	Res	-	12,000	-	-	-	-	12,000
2.621	Highland & Fernwood Water (SSI)	23-07	Renewal	WTP SCADA Upgrades - WTP Communications and Control Upgrades	220,000	S	Debt	-	220,000	-	-	-	-	220,000
2.621	Highland & Fernwood Water (SSI)	24-07	New	Install support for lifting apparatus over DAF system.	65,000	S	Debt	-	55,000	-	-	-	-	55,000
2.621	Highland & Fernwood Water (SSI)	24-07	New	Install support for lifting apparatus over DAF system.	-	S	Res	-	10,000	-	-	-	-	10,000
2.621	Highland & Fernwood Water (SSI)	24-08	Replacement	WTP, replace Miltronics FLT Ultrasonic Probe	11,500	S	Res	-	-	11,500	-	-	-	11,500
2.621	Highland & Fernwood Water (SSI)	24-09	New	Addition of another tank is required for backwashing of two filters in sequence.	16,000	S	Debt	-	16,000	-	-	-	-	16,000
2.621	Highland & Fernwood Water (SSI)	24-10	New	Replace or re-line Middle Reservoir - Design	95,000	S	Debt	-	-	95,000	-	-	-	95,000
2.621	Highland & Fernwood Water (SSI)	24-11	New	Replace or re-line Middle Reservoir - Construction	1,085,000	S	Debt	-	-	-	1,085,000	-	-	1,085,000
2.621	Highland & Fernwood Water (SSI)	24-12	New	Replace Upper Reservoir Pumphouse - Design and Construction	35,000	S	Res	-	-	-	-	35,000	-	35,000
2.621	Highland & Fernwood Water (SSI)	24-13	New	Install Strainer upstream of North End Road PRV	17,000	S	Debt	-	17,000	-	-	-	-	17,000
2.621	Highland & Fernwood Water (SSI)	25-01	New	Fence installation around storage reservoirs	140,000	S	Debt	-	-	140,000	-	-	-	140,000
2.621	Highland & Fernwood Water (SSI)	27-01	Study	Update Asset Management Plan	50,000	S	Grant	-	-	-	-	40,000	-	40,000
2.621	Highland & Fernwood Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	10,000	-	10,000
Highland & Fernwood Water (SSI) Total					17,180,000			290,000	1,028,500	1,981,500	3,750,000	2,750,000	2,665,000	12,175,000
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)	21-03	New	Design and construct new well and dist. system	835,000	S	Debt	-	-	835,000	-	-	-	835,000
2.622	Cedars of Tuam Water (SSI)	22-02	New	Power generation equipment	35,000	S	Debt	-	-	35,000	-	-	-	35,000
2.622	Cedars of Tuam Water (SSI)	23-01	New	Electrical Service Replacement	-	S	Res	-	8,000	-	-	-	-	8,000
2.622	Cedars of Tuam Water (SSI)	23-01	New	Electrical Service Replacement	50,000	S	Grant	-	42,000	-	-	-	-	42,000
2.622	Cedars of Tuam Water (SSI)	24-02	New	Referendum or Alternative Approval Process - Funding for Future Projects	10,000	S	Res	-	-	10,000	-	-	-	10,000
2.622	Cedars of Tuam Water (SSI)	24-03	New	Public Engagement for Future Projects	5,000	S	Cap	5,000	5,000	-	-	-	-	5,000
2.622	Cedars of Tuam Water (SSI)	26-01	New	Analysis and Design of AC pipe replacement	30,000	S	Debt	-	-	-	30,000	-	-	30,000
2.622	Cedars of Tuam Water (SSI)	26-02	New	New pipeline construction	870,000	S	Debt	-	-	-	435,000	435,000	-	870,000
2.622	Cedars of Tuam Water (SSI)	27-01	Study	Update Asset Management Plan	25,000	S	Grant	-	-	-	-	20,000	-	20,000
2.622	Cedars of Tuam Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	5,000	-	5,000
Cedars of Tuam Water (SSI) Total					1,865,000			5,000	55,000	885,000	465,000	460,000	-	1,865,000
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)	21-01	New	Back up power generation equipment - design	480,000	S	Debt	-	-	-	140,000	340,000	-	480,000
2.624	Beddis Water (SSI)	21-03	Study	Public Engagement for Future Projects	10,000	S	Res	10,000	10,000	-	-	-	-	10,000
2.624	Beddis Water (SSI)	21-04	New	Design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir.	86,000	S	Res	-	53,000	-	-	-	-	53,000
2.624	Beddis Water (SSI)	23-01	Decommission	AC Pipe Removal	22,000	S	Debt	-	22,000	-	-	-	-	22,000
2.624	Beddis Water (SSI)	24-01	New	Changes to DAF control panel	-	S	Res	-	5,000	-	-	-	-	5,000
2.624	Beddis Water (SSI)	24-01	New	Changes to DAF control panel	55,000	S	Debt	-	50,000	-	-	-	-	50,000
2.624	Beddis Water (SSI)	24-05	New	Ventilation for WTP and Pump Building	24,000	S	Debt	-	24,000	-	-	-	-	24,000
2.624	Beddis Water (SSI)	24-06	Replacement	Replacement of flocculator mixer motors at WTP.	24,000	S	Debt	-	24,000	-	-	-	-	24,000
2.624	Beddis Water (SSI)	24-07	Decommission	WTP Demolish old chlorine/pump building	30,000	S	Debt	-	-	-	30,000	-	-	30,000
2.624	Beddis Water (SSI)	24-08	Renewal	WTP SCADA Upgrades - WTP Communications and Control Upgrades	220,000	S	Debt	-	220,000	-	-	-	-	220,000
2.624	Beddis Water (SSI)	25-01	Decommission	Decommission of Sky Valley Upper Reservoir	62,000	S	Debt	-	-	62,000	-	-	-	62,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.624	Beddis Water (SSI)	25-02	New	Booster pump and second reservoir at Sky Valley lower reservoir	1,320,000	S	Debt	-	-	1,320,000	-	-	-	1,320,000
2.624	Beddis Water (SSI)	25-03	New	WTP Electrical Upgrades from 2020 AMP	335,000	S	Debt	-	-	200,000	135,000	-	-	335,000
2.624	Beddis Water (SSI)	25-04	Replacement	AC Water Main Replacement Detailed Design	138,000	S	Res	-	-	-	138,000	-	-	138,000
2.624	Beddis Water (SSI)	25-05	Replacement	AC Water Main Replacement Construction	5,560,000	S	Debt	-	-	-	-	2,780,000	2,780,000	5,560,000
2.624	Beddis Water (SSI)	25-06	Study	AC Water main Assessment and Replacement Strategy	92,000	S	Res	-	-	92,000	-	-	-	92,000
2.624	Beddis Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	10,000	-	10,000
2.624	Beddis Water (SSI)	27-01	Study	Update Asset Management Plan	50,000	S	Grant	-	-	-	-	40,000	-	40,000
Beddis Water (SSI) Total					8,528,000			10,000	428,000	1,674,000	443,000	3,170,000	2,780,000	8,495,000
2.626	Fulford Water (SSI)	21-02	Study	Public Engagement for Future Projects	20,000	S	Res	-	20,000	-	-	-	-	20,000
2.626	Fulford Water (SSI)	21-03	Study	Referendum or Alternative Approval Process - Funding for Future Projects	10,000	S	Res	-	10,000	-	-	-	-	10,000
2.626	Fulford Water (SSI)	22-02	New	Installation of turbidity meter on influent line	-	E	Res	-	20,000	-	-	-	-	20,000
2.626	Fulford Water (SSI)	22-02	New	Installation of turbidity meter on influent line	28,000	E	Cap	3,000	3,000	-	-	-	-	3,000
2.626	Fulford Water (SSI)	22-04	New	Fulford AC Water Main Renewal Program and Detailed Design	170,000	S	Debt	-	-	170,000	-	-	-	170,000
2.626	Fulford Water (SSI)	23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	-	E	Res	-	10,000	-	-	-	-	10,000
2.626	Fulford Water (SSI)	23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	21,000	E	Cap	4,000	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	24-01	New	Electrical service improvement at Fulford WTP	50,000	E	Grant	-	50,000	-	-	-	-	50,000
2.626	Fulford Water (SSI)	24-01	New	Electrical service improvement at Fulford WTP	-	E	Res	-	16,000	-	-	-	-	16,000
2.626	Fulford Water (SSI)	24-02	New	Ventilation for WTP	-	S	Res	-	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	24-02	New	Ventilation for WTP	20,000	S	Grant	-	20,000	-	-	-	-	20,000
2.626	Fulford Water (SSI)	24-03	Replacement	Replacement of flocculator mixer motors at WTP.	-	S	Res	-	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	24-03	Replacement	Replacement of flocculator mixer motors at WTP.	20,000	S	Grant	-	20,000	-	-	-	-	20,000
2.626	Fulford Water (SSI)	24-04	New	Install In-Line Strainers upstream of PRVs	14,000	S	Res	-	-	14,000	-	-	-	14,000
2.626	Fulford Water (SSI)	24-05	Replacement	Replace Air Valves in raw water line on Sunnyside	11,000	S	Res	-	-	11,000	-	-	-	11,000
2.626	Fulford Water (SSI)	24-06	New	Sunnyside PRS Install Guard Rail	4,000	S	Res	-	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	24-07	New	WTP SCADA Upgrades - WTP Communications and Control Upgrades	220,000	S	Debt	-	220,000	-	-	-	-	220,000
2.626	Fulford Water (SSI)	25-01	New	Water main replacement program - construction.	4,500,000	S	Debt	-	-	1,125,000	1,125,000	1,125,000	1,125,000	4,500,000
2.626	Fulford Water (SSI)	27-01	Study	Update Asset Management Plan	50,000	S	Grant	-	-	-	-	40,000	-	40,000
2.626	Fulford Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	10,000	-	10,000
Fulford Water (SSI) Total					5,138,000			7,000	405,000	1,320,000	1,125,000	1,175,000	1,125,000	5,150,000
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 design and construction	310,000	S	Debt	-	60,000	-	-	-	-	60,000
2.628	Cedar Lane Water (SSI)	21-01	New	Power generation equipment design and construction	-	S	Debt	-	-	250,000	-	-	-	250,000
2.628	Cedar Lane Water (SSI)	21-03	New	Detailed Hydrogeological Assessment	-	S	Res	-	5,000	-	-	-	-	5,000
2.628	Cedar Lane Water (SSI)	21-03	New	Detailed Hydrogeological Assessment	55,000	S	Debt	-	50,000	-	-	-	-	50,000
2.628	Cedar Lane Water (SSI)	21-06	New	WTP Manganese treatment construction / chlorine exhaust	270,000	S	Debt	-	270,000	-	-	-	-	270,000
2.628	Cedar Lane Water (SSI)	23-01	New	Investigation for new groundwater sources	35,000	S	Debt	-	35,000	-	-	-	-	35,000
2.628	Cedar Lane Water (SSI)	24-02	New	WTP provide spare pressure pump and sub-drive unit	33,000	S	Debt	-	33,000	-	-	-	-	33,000
2.628	Cedar Lane Water (SSI)	24-03	New	Mansell Well #1 Building Remove structure and rebuild a useable structure to surround the well	39,000	S	Debt	-	-	-	39,000	-	-	39,000
2.628	Cedar Lane Water (SSI)	24-04	New	Referendum or Alternative Approval Process - Funding for Future Projects	15,000	S	Res	-	15,000	-	-	-	-	15,000
2.628	Cedar Lane Water (SSI)	25-01	New	Water main AC replacement strategy and preliminary design	24,000	S	Debt	-	-	24,000	-	-	-	24,000
2.628	Cedar Lane Water (SSI)	25-02	New	Water Main AC replacement detailed design	56,000	S	Debt	-	-	-	56,000	-	-	56,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.628	Cedar Lane Water (SSI)	26-01	New	Phased program of AC Water main replacement	1,290,000	S	Debt	-	-	-	-	645,000	645,000	1,290,000
2.628	Cedar Lane Water (SSI)	27-01	Study	Update Asset Management Plan	35,000	S	Debt	-	-	-	-	30,000	-	30,000
2.628	Cedar Lane Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	5,000	-	5,000
Cedar Lane Water (SSI) Total					2,172,000			-	468,000	274,000	105,000	680,000	645,000	2,172,000
2.630	Magic Lake Estates Water (Pender)	21-04	Renewal	Buck Lake Dam Repairs - Phase 1	207,000	S	Res	5,000	50,000	22,000	-	-	-	72,000
2.630	Magic Lake Estates Water (Pender)	22-02	New	EV Charging Station	-	E	Cap	5,000	5,000	-	-	-	-	5,000
2.630	Magic Lake Estates Water (Pender)	22-02	New	EV Charging Station	20,000	E	Cap	10,000	10,000	-	-	-	-	10,000
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)	26-01	Renewal	Buck Lake Dam Repairs - Phase 2	360,000	S	Res	-	-	-	145,000	75,000	60,000	280,000
Magic Lake Estates Water (Pender) Total					682,000			20,000	160,000	22,000	145,000	75,000	60,000	462,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-01	Replacement	Air Valve Replacement - Ph 2	20,000	E	Debt	20,000	20,000	-	-	-	-	20,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-02	Replacement	PRV Bypass Assembly Replacement	8,000	E	Cap	8,000	8,000	-	-	-	-	8,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-03	Replacement	Standpipe and Valve Replacement	8,000	E	Debt	8,000	8,000	-	-	-	-	8,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-04	New	Alternative Approval Process	20,000	S	Res	15,000	15,000	-	-	-	-	15,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-05	New	Autoflush Installation	20,000	E	Debt	20,000	20,000	-	-	-	-	20,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	20-02	New	Raw Water Turbidity Meter	10,000	E	Debt	10,000	10,000	-	-	-	-	10,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	21-01	Replacement	Source Water Viability Study	75,000	S	Debt	-	30,000	45,000	-	-	-	75,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	22-01	New	Install Larger Supply Line to Tank	175,000	S	Debt	-	-	175,000	-	-	-	175,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	22-02	Renewal	Dam Improvement and Regulatory Requirements	750,000	S	Cap	260,000	260,000	-	-	-	-	260,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	22-02	Renewal	Dam Improvement and Regulatory Requirements	-	S	Debt	-	-	360,000	-	-	-	360,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	24-01	Replacement	Culvert Replacement for the Water Service	30,000	S	Grant	-	30,000	-	-	-	-	30,000
Lyall Harbour Boot Cove Water (Saturna) Total					1,116,000			341,000	401,000	580,000	-	-	-	981,000
2.642	Skana Water (Mayne)	17-03	New	Alternative Approval Process	15,000	S	Res	15,000	-	15,000	-	-	-	15,000
2.642	Skana Water (Mayne)	17-04	Renewal	Well #8 Upgrade	40,000	S	Cap	25,000	25,000	-	-	-	-	25,000
2.642	Skana Water (Mayne)	18-01	Replacement	Storage Tank Replacement	749,120	E	Debt	-	-	75,000	-	-	-	202,262
2.642	Skana Water (Mayne)	18-01	Replacement	Storage Tank Replacement	-	E	Grant	-	-	-	546,858	-	-	546,858
2.642	Skana Water (Mayne)	20-02	Decommission	Well Decommissioning	50,000	S	Cap	5,000	5,000	-	-	-	-	5,000
2.642	Skana Water (Mayne)	23-01	Renewal	Well Protection Upgrades	35,000	S	Debt	-	-	35,000	-	-	-	35,000
2.642	Skana Water (Mayne)	24-01	New	Source Water Surveillance	50,000	E	Res	-	10,000	-	-	-	-	10,000
2.642	Skana Water (Mayne)	24-01	New	Source Water Surveillance	-	E	Debt	-	-	40,000	-	-	-	40,000
2.642	Skana Water (Mayne)	24-02	Study	Storage Tank Options Assessment	20,000	S	Res	-	20,000	-	-	-	-	20,000
Skana Water (Mayne) Total					959,120			45,000	60,000	165,000	674,120	-	-	899,120
2.650	Port Renfrew Water	20-01	Replacement	Hydrant Replacement Program	95,000	E	Res	10,000	20,000	10,000	10,000	10,000	-	50,000
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	-	S	Debt	-	-	666,667	-	-	-	666,667
2.650	Port Renfrew Water	23-01	Replacement	Supply System Replacement	2,000,000	S	Grant	-	100,000	1,233,333	-	-	-	1,333,333
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
2.650	Port Renfrew Water	24-01	Study	Water Master Plan Study	-	S	Grant	-	131,250	-	-	-	-	131,250
2.650	Port Renfrew Water	24-01	Study	Water Master Plan Study	175,000	S	Grant	-	43,750	-	-	-	-	43,750
Port Renfrew Water Total					2,935,000			10,000	295,000	2,175,000	210,000	210,000	-	2,890,000
2.665	Sticks Allison Water (Galiano)	22-01	New	Service Line Replacement (Provisional)	5,000	S	Res	5,000	5,000	-	-	-	-	5,000
Sticks Allison Water (Galiano) Total					5,000			5,000	5,000	-	-	-	-	5,000
2.667	Surfside Park Estates (Mayne)	23-01	Replacement	Alternative Approval Process	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
2.667	Surfside Park Estates (Mayne)	24-02	New	Source Water Surveillance	20,000	E	Res	-	-	20,000	-	-	-	20,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
	Surfside Park Estates (Mayne)				2,035,000			-	15,000	520,000	1,500,000	-	-	2,035,000
2.670	Regional Water Supply	09-01	Renewal	Leech River Watershed Restoration	5,756,000	L	WU	370,000	570,000	200,000	-	-	-	770,000
2.670	Regional Water Supply	16-01	Renewal	Upgrades to Buildings at 479 Island Highway	160,000	B	WU	10,000	80,000	40,000	40,000	40,000	40,000	240,000
2.670	Regional Water Supply	17-01	Renewal	Historic Goldstream Powerhouse Building	376,000	B	Grant	-	-	300,000	-	-	-	300,000
2.670	Regional Water Supply	17-01	Renewal	Historic Goldstream Powerhouse Building	120,000	B	WU	20,000	20,000	50,000	-	-	-	70,000
2.670	Regional Water Supply	17-01	Renewal	Voice Radio Upgrade	1,062,500	E	WU	175,000	275,000	-	-	-	-	275,000
2.670	Regional Water Supply	20-01	New	Portable Pump Station	375,000	E	WU	8,750	8,750	-	-	-	-	8,750
2.670	Regional Water Supply	20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	1,050,000	S	WU	418,000	868,000	160,000	-	-	-	1,028,000
2.670	Regional Water Supply	24-01	Replacement	IT Core Infrastructure Replacement	125,000	E	WU	-	40,000	62,500	5,000	12,500	3,000	123,000
2.670	Regional Water Supply	25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	200,000	S	WU	-	-	200,000	75,000	75,000	75,000	425,000
2.670	Regional Water Supply	26-01	New	2 x Floating Water Quality Sensor Platforms	200,000	E	WU	-	-	-	200,000	-	-	200,000
2.670	Regional Water Supply	27-01	Study	Drinking Water Safety Plan Update	80,000	S	WU	-	-	-	-	80,000	-	80,000
2.670	Regional Water Supply	17-02	New	Leech River HydroMet System	585,000	E	WU	71,000	116,000	-	-	-	-	116,000
2.670	Regional Water Supply	19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	330,000	S	WU	10,000	10,000	300,000	-	-	-	310,000
2.670	Regional Water Supply	22-02	New	Muckpile Bridge Supply and Install (Deception)	340,000	S	WU	-	-	-	325,000	-	-	325,000
2.670	Regional Water Supply	23-02	Renewal	GVWSA LiDAR Mapping	300,000	L	WU	195,000	295,000	-	-	-	-	295,000
2.670	Regional Water Supply	24-02	Study	Capital Projects Delivery Optimization	50,000	S	WU	-	10,000	10,000	10,000	10,000	10,000	50,000
2.670	Regional Water Supply	24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	60,000	E	WU	60,000	-	-	-	-	-	-
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	17-03	Replacement	Office Equipment, Upgrades and Replacements	112,500	E	WU	-	22,500	22,500	22,500	22,500	22,500	112,500
2.670	Regional Water Supply	21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	2,000,000	S	WU	350,000	600,000	400,000	500,000	500,000	-	2,000,000
2.670	Regional Water Supply	24-03	Study	Biosecurity Risk Assessment & Procedures	50,000	L	WU	-	-	50,000	-	-	-	50,000
2.670	Regional Water Supply	25-03	Renewal	Transmission Main Upgrade Program	40,000,000	S	WU	-	-	10,000,000	10,000,000	10,000,000	10,000,000	40,000,000
2.670	Regional Water Supply	17-04	Replacement	Computer Upgrades	425,000	E	WU	-	85,000	85,000	85,000	85,000	85,000	425,000
2.670	Regional Water Supply	20-04	New	Sooke Lake HyDy Model Development	520,000	E	WU	100,000	120,000	-	-	-	-	120,000
2.670	Regional Water Supply	21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	800,000	S	WU	165,000	450,000	200,000	75,000	75,000	-	800,000
2.670	Regional Water Supply	22-04	Renewal	GVWSA Orthophotography	95,000	L	WU	-	-	35,000	-	40,000	-	75,000
2.670	Regional Water Supply	23-04	Renewal	175/Sooke Main Bridge Replacement	315,000	S	WU	-	-	15,000	-	300,000	-	315,000
2.670	Regional Water Supply	24-04	Study	Sooke Lake Drawdown Study	100,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	25-04	Replacement	4 x multi-parameter field analyzers (SL1000)	20,000	E	WU	-	-	20,000	-	-	-	20,000
2.670	Regional Water Supply	17-05	New	Development of the Maintenance Management Systems	75,000	E	WU	-	15,000	15,000	15,000	15,000	15,000	75,000
2.670	Regional Water Supply	18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	1,200,000	L	WU	140,000	240,000	100,000	100,000	100,000	100,000	640,000
2.670	Regional Water Supply	19-05	Renewal	Repairs - Kapoor Shutdown	700,000	S	WU	105,000	205,000	100,000	-	-	-	305,000
2.670	Regional Water Supply	20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	180,000	L	WU	115,000	115,000	-	-	-	-	115,000
2.670	Regional Water Supply	21-05	Study	Level of Service Agreement	150,000	S	WU	140,000	140,000	-	-	-	-	140,000
2.670	Regional Water Supply	23-05	Study	Spill Management Plan and Implementation	70,000	L	WU	50,000	70,000	-	-	-	-	70,000
2.670	Regional Water Supply	24-05	New	Dock for Sooke Lake Reservoir	100,000	S	WU	-	10,000	90,000	-	-	-	100,000
2.670	Regional Water Supply	25-05	New	Heli Fire Tank	20,000	E	WU	-	-	20,000	-	-	-	20,000
2.670	Regional Water Supply	16-06	Renewal	Goldstream IWS Field Office	12,000,000	B	WU	1,000,000	4,440,000	2,000,000	-	-	-	6,440,000
2.670	Regional Water Supply	16-06	Renewal	Goldstream IWS Field Office	-	B	Other	3,000,000	4,000,000	1,000,000	-	-	-	5,000,000
2.670	Regional Water Supply	17-06	Replacement	Small Equipment & Tool Replacement (Water & Safety)	200,000	E	WU	-	40,000	40,000	40,000	40,000	-	160,000
2.670	Regional Water Supply	20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	70,000	L	WU	-	16,000	12,000	12,000	-	-	40,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.670	Regional Water Supply	21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	775,000	E	WU	470,000	470,000	250,000	-	-	-	720,000
2.670	Regional Water Supply	22-06	Study	Sooke Lake Food Web Study	100,000	S	WU	20,000	-	-	-	-	-	-
2.670	Regional Water Supply	23-06	Study	GVDWS Nitrification Study	50,000	S	WU	50,000	-	-	-	-	-	-
2.670	Regional Water Supply	24-06	Study	Post Wildfire Assessment Program	55,000	L	WU	-	55,000	-	-	-	-	55,000
2.670	Regional Water Supply	25-06	Replacement	Goldstream Dam Spillway Replacement	500,000	S	WU	-	-	100,000	400,000	-	-	500,000
2.670	Regional Water Supply	17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	42,500	E	WU	-	12,500	7,500	7,500	7,500	7,500	42,500
2.670	Regional Water Supply	18-07	New	Replacement of UV System	11,500,000	E	WU	7,600,000	10,370,000	-	-	-	-	10,370,000
2.670	Regional Water Supply	19-07	New	Integrate Dam Performance and Hydromet to SCADA	1,300,000	E	WU	1,200,000	1,200,000	200,000	200,000	200,000	-	1,800,000
2.670	Regional Water Supply	23-07	Study	Sooke Lake Dam Spillway and Gates Retrofit	450,000	S	WU	150,000	450,000	-	-	-	-	450,000
2.670	Regional Water Supply	24-07	Replacement	Field Operations Centre - IT Infrastructure Upgrades	40,000	E	WU	-	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	18-08	Replacement	Bulk Supply Meter Replacement Program	2,050,000	E	WU	650,000	650,000	200,000	200,000	150,000	-	1,200,000
2.670	Regional Water Supply	20-08	Study	Regional Water DCC Program	450,000	S	WU	250,000	250,000	-	-	-	-	250,000
2.670	Regional Water Supply	22-08	New	Deception Dam Surveillance Improvements	450,000	S	WU	150,000	300,000	150,000	-	-	-	450,000
2.670	Regional Water Supply	23-08	Study	Regional Watershed Dams – Flood Forecasting System	300,000	S	WU	130,000	230,000	50,000	-	-	-	280,000
2.670	Regional Water Supply	24-08	Study	Seismic and Flood Vulnerability Assessment of Supply Main 10 and 11 Spillway Crossing	150,000	S	WU	-	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	19-09	New	Cabin Pond Dams Decommissioning (PES)	600,000	S	WU	600,000	600,000	-	-	-	-	600,000
2.670	Regional Water Supply	21-09	New	Goldstream Water Chlorination Gas System Removal	200,000	S	WU	170,000	170,000	-	-	-	-	170,000
2.670	Regional Water Supply	22-09	Study	GWWSA Powerlines Wildfire Risk Mitigation Plan	110,000	L	WU	23,000	43,000	40,000	-	-	-	83,000
2.670	Regional Water Supply	23-09	Study	Sooke Lake Dam - Dam Safety Review 2023	200,000	S	WU	150,000	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	24-09	Study	Aggricultural Water Rate Review	100,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	16-10	New	Post Disaster Emergency Water Supply	2,250,000	S	WU	20,000	220,000	200,000	200,000	200,000	200,000	1,020,000
2.670	Regional Water Supply	18-10	Study	Species-at-Risk Wildlife Habitat	185,000	L	WU	40,000	40,000	-	-	-	-	40,000
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	21-10	Replacement	SCADA Masterplan and System Upgrades	2,150,000	E	WU	750,000	300,000	725,000	600,000	300,000	-	1,925,000
2.670	Regional Water Supply	22-10	New	GWWSA/RWS Educational Videos	60,000	L	WU	27,000	27,000	30,000	-	-	-	57,000
2.670	Regional Water Supply	23-10	New	Work platform for Sooke Lake Reservoir	30,000	E	WU	10,000	10,000	-	-	-	-	10,000
2.670	Regional Water Supply	24-10	Replacement	Sooke River Road WTP UPS Replacement	50,000	E	WU	-	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	21-11	Replacement	RWS Supply Main No. 4 Upgrade	14,800,000	S	Grant	-	-	1,200,000	2,000,000	3,600,000	6,000,000	12,800,000
2.670	Regional Water Supply	21-11	Replacement	RWS Supply Main No. 4 Upgrade	33,900,000	S	WU	3,500,000	2,215,000	1,885,000	20,000,000	10,000,000	-	34,100,000
2.670	Regional Water Supply	22-11	New	Additional Boom Anchors for Sooke Lake Reservoir debris boom	60,000	E	WU	60,000	60,000	-	-	-	-	60,000
2.670	Regional Water Supply	23-11	New	Purchase and Deployment of Second Wildfire Camera for Leech WSA, and Analytic software	100,000	E	WU	-	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	24-11	Replacement	IT Core Infrastructure Replacement	420,000	E	WU	-	25,000	15,000	-	130,000	250,000	420,000
2.670	Regional Water Supply	19-12	New	Goldstream Dams Instrumentation Improvements	700,000	S	WU	665,000	665,000	-	-	-	-	665,000
2.670	Regional Water Supply	23-12	Study	Project Delivery Strategy	200,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	24-12	Renewal	Head Tank Valve Replacement	450,000	E	WU	-	450,000	-	-	-	-	450,000
2.670	Regional Water Supply	16-16	Renewal	Implications from Goldstream Dam Safety Review	825,000	S	WU	450,000	525,000	-	-	-	-	525,000
2.670	Regional Water Supply	17-13	New	Asset Management Plan	400,000	S	WU	60,000	60,000	-	-	-	-	60,000
2.670	Regional Water Supply	17-25	Renewal	Implications from 2016 Sooke Lake Dam Safety Review	1,210,000	S	WU	637,000	637,000	-	-	-	-	637,000
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	-	200,000	100,000	100,000	100,000	100,000	600,000
2.670	Regional Water Supply	17-29	Replacement	Water Supply Area Equipment Replacement	640,000	E	WU	-	140,000	125,000	125,000	125,000	125,000	640,000
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	17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	2,873,000	V	ERF	170,000	1,361,000	685,250	773,000	855,000	495,000	4,169,250

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service					Total Project	Asset	Funding	Carry Forward						
Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Budget	Class	Source	from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.670	Regional Water Supply	18-15	Renewal	Corrosion Protection Program	1,150,000	S	WU	275,000	275,000	150,000	150,000	-	-	575,000
2.670	Regional Water Supply	18-18	Replacement	Main No.3 Segment Replacement	15,600,000	S	WU	750,000	1,260,000	10,590,000	3,600,000	-	-	15,450,000
2.670	Regional Water Supply	18-19	New	Sooke Lake Dam - Instrumentation System Improvements	2,200,000	S	WU	650,000	1,650,000	-	-	-	-	1,650,000
2.670	Regional Water Supply	18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	600,000	S	WU	550,000	550,000	-	-	-	-	550,000
2.670	Regional Water Supply	19-13	New	Dam Safety Instrumentation	300,000	E	WU	200,000	250,000	-	-	-	-	250,000
2.670	Regional Water Supply	19-15	New	Hydraulic Capacity Assessment and Transient f	250,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	19-16	Replacement	Dam Improvements	1,675,000	S	WU	-	475,000	300,000	300,000	300,000	300,000	1,675,000
2.670	Regional Water Supply	19-19	New	Hydromet Upgrades Sooke and Goldstream	400,000	E	WU	13,000	183,000	-	-	-	-	183,000
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	19-23	New	Critical Spare Equipment Storage & Pipe Yard	1,200,000	S	WU	250,000	250,000	950,000	-	-	-	1,200,000
2.670	Regional Water Supply	19-30	Study	Leech WSA Lakes/Tributaries Assessment	75,000	L	WU	41,000	41,000	-	-	-	-	41,000
2.670	Regional Water Supply	20-16	Replacement	Cecelia Meter Replacement	1,500,000	S	WU	990,000	1,490,000	-	-	-	-	1,490,000
2.670	Regional Water Supply	20-17	Replacement	Decommission & Conceptual Design of the Smith Hill Site	1,450,000	S	WU	253,125	450,000	-	1,000,000	-	-	1,450,000
2.670	Regional Water Supply	20-19	Replacement	Goldstream System High Level Outlet Valve Re	300,000	S	WU	250,000	250,000	-	-	-	-	250,000
2.670	Regional Water Supply	20-22	New	Vehicle for the Dam Safety Program	100,000	V	WU	100,000	120,000	-	-	-	-	120,000
2.670	Regional Water Supply	20-23	New	Vehicle for the CSE Support Program	100,000	V	WU	100,000	120,000	-	-	-	-	120,000
2.670	Regional Water Supply	20-27	Study	GWWSA Forest Resilience - wildfire/forest modelling and forest management field trials	-	L	Other	-	450,000	-	-	-	-	450,000
2.670	Regional Water Supply	20-27	Study	GWWSA Forest Resilience - wildfire/forest mod	1,495,000	L	WU	145,000	645,000	-	-	-	-	645,000
2.670	Regional Water Supply	20-28	Study	GWWSA Forest Resilience - Assessments of forest health and resilience	230,000	L	WU	115,000	115,000	60,000	-	-	-	175,000
2.670	Regional Water Supply	20-29	Renewal	GWWSA Gravel Crushing	650,000	S	WU	-	100,000	-	200,000	-	-	300,000
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
2.670	Regional Water Supply	21-16	Replacement	Valve Chamber Upgrades	1,500,000	S	WU	-	300,000	300,000	300,000	300,000	300,000	1,500,000
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	125,000	E	WU	-	25,000	25,000	25,000	25,000	25,000	125,000
2.670	Regional Water Supply	21-20	Study	West Leech Road	320,000	L	WU	100,000	100,000	100,000	-	-	-	200,000
2.670	Regional Water Supply	21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	150,000	S	WU	150,000	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	21-26	New	Road Deactivation/Rehabilitation in the GWWSA	360,000	L	WU	108,000	108,000	100,000	100,000	-	-	308,000
2.670	Regional Water Supply	21-27	New	Autogate Installations on Primary Access Routes	600,000	S	WU	-	50,000	300,000	-	-	-	350,000
2.670	Regional Water Supply	21-30	New	Vehicle for Warehouse Operations	90,000	V	WU	90,000	90,000	-	-	-	-	90,000
2.670	Regional Water Supply	22-13	New	Replace Storage Sheds with Containers	50,000	S	WU	-	30,000	-	-	-	-	30,000
2.670	Regional Water Supply	22-14	Study	Sooke River Intake Feasibility	50,000	S	WU	40,000	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	22-15	New	Microwave Radio Upgrades	1,100,000	S	WU	270,000	470,000	200,000	200,000	-	-	870,000
2.670	Regional Water Supply	22-16	Renewal	Goldstream WTP Drainage Improvements	200,000	S	WU	130,000	130,000	-	-	-	-	130,000
2.670	Regional Water Supply	22-17	New	Goldstream WTP Safety Improvements	200,000	E	WU	105,000	105,000	-	-	-	-	105,000
2.670	Regional Water Supply	23-13	Study	Filtration Plant Planning & Design	16,300,000	S	WU	253,125	-	400,000	500,000	5,400,000	10,000,000	16,300,000
2.670	Regional Water Supply	23-14	Study	Council Creek Crossing Hydrology Review	100,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	23-16	Renewal	Humpback Channel Assessment and Upgrades	200,000	S	WU	195,000	195,000	-	-	-	-	195,000
2.670	Regional Water Supply	23-17	Replacement	Main No. 4 - Mt Newton to Highway 17	6,000,000	S	Grant	-	6,000,000	-	-	-	-	6,000,000
2.670	Regional Water Supply	23-17	Replacement	Main No. 4 - Mt Newton to Highway 17	3,800,000	S	WU	2,600,000	2,600,000	1,000,000	-	-	-	3,600,000
2.670	Regional Water Supply	23-18	Renewal	Sooke Lake Dam Spillway Channel Improvements	700,000	S	WU	200,000	400,000	300,000	-	-	-	700,000
2.670	Regional Water Supply	23-19	Renewal	Charters Dam - Implications from Dam Safety Review	200,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	23-20	Study	Land Exchange/Acquisition	400,000	L	WU	-	80,000	80,000	80,000	80,000	80,000	400,000
2.670	Regional Water Supply	23-21	New	EV Charging Stations Electrical Infrastructure	855,000	E	WU	650,000	855,000	-	400,000	-	-	1,255,000
2.670	Regional Water Supply	23-22	New	Fuel Truck	200,000	E	WU	200,000	325,000	-	-	-	-	325,000
2.670	Regional Water Supply	23-23	Replacement	Brushcutting head for Excavator	30,000	V	WU	30,000	30,000	-	-	-	-	30,000
2.670	Regional Water Supply	23-24	New	East-West Connector (Filtration Plant to District of Sooke)	400,000	S	WU	-	-	-	-	200,000	200,000	400,000
2.670	Regional Water Supply	23-25	New	Deep Northern Intake and Sooke Lake Pump Station	12,200,000	S	WU	506,250	-	600,000	3,600,000	4,000,000	4,000,000	12,200,000
2.670	Regional Water Supply	23-26	New	Transmission Main - Sooke Lake Pump Station to Head Tank	3,400,000	S	WU	168,750	-	200,000	1,000,000	1,200,000	1,000,000	3,400,000
2.670	Regional Water Supply	23-27	New	Gravity Main - Sooke Lake to Head Tank	1,400,000	S	WU	84,375	-	300,000	400,000	700,000	-	1,400,000
2.670	Regional Water Supply	23-28	New	Goldstream Reservoir Connector	4,600,000	S	WU	84,375	-	400,000	2,000,000	2,200,000	-	4,600,000
2.670	Regional Water Supply	23-29	Renewal	Mt. Tolmie Control Valve Replacement	800,000	E	WU	300,000	800,000	-	-	-	-	800,000
2.670	Regional Water Supply	23-30	New	Fleet Shop Hoist	35,000	E	WU	35,000	70,000	-	-	-	-	70,000
2.670	Regional Water Supply	23-31	New	Purchase of land	1,500,000	L	WU	1,500,000	1,500,000	-	-	-	-	1,500,000

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.670	Regional Water Supply	24-13	Replacement	Reservoir Log Boom Upgrade Program	500,000	S	WU	-	200,000	300,000	-	-	-	500,000
2.670	Regional Water Supply	24-14	Replacement	Laboratory Equipment Replacements	75,000	E	WU	-	75,000	-	-	-	-	75,000
2.670	Regional Water Supply	24-15	Replacement	Laboratory Renovations	200,000	B	WU	-	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	24-16	Replacement	WQ Field Office IT Upgrades	10,000	E	WU	-	10,000	-	-	-	-	10,000
2.670	Regional Water Supply	24-17	New	Pool Vehicles	180,000	V	WU	-	180,000	-	-	-	-	180,000
2.670	Regional Water Supply	24-18	New	Vehicle for Watershed Hydrology Program	100,000	V	WU	-	90,000	-	-	-	-	90,000
2.670	Regional Water Supply	24-19	Renewal	Mount Tolmie Tank Structural and Infiltration I	850,000	E	WU	-	850,000	-	-	-	-	850,000
Regional Water Supply Total					245,852,500			37,386,750	61,518,750	39,244,750	50,915,000	42,417,500	34,383,000	228,479,000
2.680	JDF Water Distribution	16-01	Renewal	Upgrades to Buildings at 479 Island Highway	160,000	B	WU	10,000	80,000	40,000	40,000	40,000	40,000	240,000
2.680	JDF Water Distribution	17-01	Renewal	Voice Radio Upgrade	1,062,500	E	WU	175,000	275,000	-	-	-	-	275,000
2.680	JDF Water Distribution	20-01	New	Portable Pump Station	375,000	E	WU	8,750	8,750	-	-	-	-	8,750
2.680	JDF Water Distribution	21-01	New	Sooke Henlyn Supply & Distribution Mains	1,000,000	S	Res	1,000,000	1,000,000	-	-	-	-	1,000,000
2.680	JDF Water Distribution	22-01	New	East Sooke Interconnect Water Main	850,000	S	WU	470,000	820,000	-	-	-	-	820,000
2.680	JDF Water Distribution	24-01	Replacement	IT Core Infrastructure Replacement	125,000	E	WU	-	40,000	62,500	5,000	12,500	3,000	123,000
2.680	JDF Water Distribution	24-01	New	Charters Road Watermain Replacement	650,000	S	WU	-	650,000	-	-	-	-	650,000
2.680	JDF Water Distribution	21-02	Replacement	Sooke Rd - 2,200m of 600mm Pipe - VMP to Jacklin	4,000,000	S	WU	200,000	200,000	2,700,000	1,100,000	-	-	4,000,000
2.680	JDF Water Distribution	22-02	New	Microwave Radio Upgrades	550,000	S	WU	150,000	250,000	100,000	100,000	-	-	450,000
2.680	JDF Water Distribution	23-02	New	Vehicle to support the meter replacement project	200,000	V	WU	200,000	200,000	-	-	-	-	200,000
2.680	JDF Water Distribution	24-02	New	Hwy 14 Watermain Relocation	2,000,000	S	WU	-	2,000,000	-	-	-	-	2,000,000
2.680	JDF Water Distribution	24-02	Study	Capital Projects Delivery Optimization	50,000	S	WU	-	10,000	10,000	10,000	10,000	10,000	50,000
2.680	JDF Water Distribution	25-02	New	Throup Road Watermain Installation	900,000	S	Res	-	-	900,000	-	-	-	900,000
2.680	JDF Water Distribution	16-03	Renewal	Asset Management Plan	400,000	S	WU	145,000	395,000	-	-	-	-	395,000
2.680	JDF Water Distribution	17-03	Replacement	Office Equipment, Upgrades and Replacements	112,500	E	WU	-	22,500	22,500	22,500	22,500	22,500	112,500
2.680	JDF Water Distribution	18-03	Renewal	JDF Site Decommissioning Program	1,050,000	S	WU	540,000	540,000	150,000	100,000	100,000	100,000	990,000
2.680	JDF Water Distribution	20-03	Replacement	AC Pipe Replacement Program	140,000,000	S	WU	4,060,000	7,360,000	3,500,000	3,500,000	3,600,000	3,600,000	21,560,000
2.680	JDF Water Distribution	21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	1,125,000	S	WU	-	225,000	225,000	225,000	225,000	225,000	1,125,000
2.680	JDF Water Distribution	17-04	Replacement	Computer Upgrades	425,000	E	WU	-	85,000	85,000	85,000	85,000	85,000	425,000
2.680	JDF Water Distribution	20-04	Replacement	William Head & VGH Meter Replacement	700,000	S	WU	185,000	585,000	-	-	-	-	585,000
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	16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	5,000,000	S	WU	1,700,000	2,100,000	1,000,000	450,000	-	-	3,550,000
2.680	JDF Water Distribution	17-05	New	Development of the Maintenance Management System	75,000	E	WU	-	15,000	15,000	15,000	15,000	15,000	75,000
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	16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	2,094,000	V	ERF	400,000	1,165,000	905,000	774,000	710,000	750,000	4,304,000
2.680	JDF Water Distribution	17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	200,000	E	WU	-	40,000	40,000	40,000	40,000	-	160,000
2.680	JDF Water Distribution	18-06	New	Disaster Response Plan for Water Supply and Distribution	450,000	S	WU	60,000	110,000	50,000	50,000	50,000	50,000	310,000
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	16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	295,000	S	Res	-	20,000	20,000	20,000	20,000	165,000	245,000
2.680	JDF Water Distribution	17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	42,500	E	WU	-	12,500	7,500	7,500	7,500	7,500	42,500
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	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	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	19-09	New	Distribution System Seismic Resiliency Improvements	1,750,000	S	WU	250,000	750,000	500,000	500,000	-	-	1,750,000
2.680	JDF Water Distribution	21-09	Replacement	Valve Replacement	1,200,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
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	-	65,000	65,000	65,000	70,000	70,000	335,000
2.680	JDF Water Distribution	21-13	Replacement	SCADA Master Plan Update & Upgrades	1,900,000	S	WU	900,000	900,000	600,000	300,000	-	-	1,800,000
2.680	JDF Water Distribution	21-14	Renewal	Fire Storage Analysis	120,000	S	WU	120,000	120,000	-	-	-	-	120,000
JDF Water Distribution Total					181,661,500			10,573,750	22,743,750	13,697,500	10,109,000	7,707,500	7,843,000	62,100,750
2.682	Seagirt Water System	23-03	New	Seagirt Watermain Extension	2,350,000	S	Debt	2,000,000	2,000,000	-	-	-	-	2,000,000
2.682	Seagirt Water System	23-03	New	Seagirt Watermain Extension	-	S	WU	250,000	250,000	-	-	-	-	250,000
Seagirt Water System Total					2,350,000			2,250,000	2,250,000	-	-	-	-	2,250,000
2.691	Wilderness Mountain Water Service	24-01	New	Wooden Intake Platform Replacement	-	S	Res	-	5,000	-	-	-	-	5,000
2.691	Wilderness Mountain Water Service	24-01	New	Wooden Intake Platform Replacement	50,000	S	Grant	-	45,000	-	-	-	-	45,000

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.691	Wilderness Mountain Water Service	24-02	Study	Raw Water Quality Sampling Study	-	S	Grant	-	-	-	-	-	-	-
2.691	Wilderness Mountain Water Service	24-03	New	Alternative Approval Process	10,000	S	Res	-	-	10,000	-	-	-	10,000
2.691	Wilderness Mountain Water Service	25-01	New	New Floating Intake	-	S	Grant	-	-	-	-	-	-	-
2.691	Wilderness Mountain Water Service	25-02	New	Treatment Plant Upgrades	-	S	Debt	-	-	200,000	-	-	-	200,000
2.691	Wilderness Mountain Water Service	25-02	New	Treatment Plant Upgrades	400,000	S	Grant	-	-	200,000	-	-	-	200,000
Wilderness Mountain Water Service Total					460,000			-	50,000	410,000	-	-	-	460,000
3.701	Millstream Site Remediation	17-01	Renewal	Millstream Meadows Remediation	14,705,734	L	Cap	300,000	300,000	-	-	-	-	300,000
3.701	Millstream Site Remediation	17-01	Renewal	Millstream Meadows Remediation	-	L	Grant	117,000	117,000	-	-	-	-	117,000
Millstream Site Remediation Total					14,705,734			417,000	417,000	-	-	-	-	417,000
3.705	SSI Septage / Composting	21-01	Study	Strategic Asset management plan	-	S	Res	-	-	-	10,000	-	-	10,000
3.705	SSI Septage / Composting	21-01	Study	Strategic Asset management plan	50,000	S	Grant	-	-	-	40,000	-	-	40,000
3.705	SSI Septage / Composting	23-01	New	Grit Chamber	20,000	S	Cap	20,000	20,000	-	-	-	-	20,000
3.705	SSI Septage / Composting	24-01	New	Storage Building Upgrades	30,000	B	Res	-	30,000	-	-	-	-	30,000
Referendum or Alternative Approval Process -														
3.705	SSI Septage / Composting	24-02	New	Funding for Future Projects	35,000	S	Res	-	35,000	-	-	-	-	35,000
3.705	SSI Septage / Composting	25-01	New	Burgoyne Septage Treatment Facility	2,482,500	S	Debt	-	120,000	2,280,000	82,500	-	-	2,482,500
3.705	SSI Septage / Composting	23-02	New	Abattoir Purchase of Assets	15,000	S	Res	15,000	15,000	-	-	-	-	15,000
SSI Septage / Composting Total					2,632,500			35,000	220,000	2,280,000	132,500	-	-	2,632,500
3.718	Saanich Peninsula Wastewater	18-10	Replacement	Equipment Replacement - Annual Provisional	1,000,000	S	ERF	-	200,000	200,000	200,000	200,000	200,000	1,000,000
3.718	Saanich Peninsula Wastewater	19-06	Renewal	Odour Control Upgrades	575,000	S	Res	340,000	340,000	-	-	-	-	340,000
3.718	Saanich Peninsula Wastewater	20-02	Study	Oxidation Ditch Optimization	200,000	E	Res	115,000	115,000	-	-	-	-	115,000
3.718	Saanich Peninsula Wastewater	20-03	Renewal	Trunk Sewer Relining	1,100,000	S	Res	150,000	150,000	-	-	-	-	150,000
3.718	Saanich Peninsula Wastewater	20-04	Renewal	Manhole Repairs and Replacement	50,000	S	Res	-	50,000	-	-	-	-	50,000
3.718	Saanich Peninsula Wastewater	20-04	Renewal	Manhole Repairs and Replacement	850,000	S	Debt	-	-	400,000	150,000	150,000	150,000	850,000
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	21-04	Replacement	Voice Radio Replacement	85,000	E	ERF	30,000	30,000	-	-	-	-	30,000
3.718	Saanich Peninsula Wastewater	22-02	New	Microwave Radio Upgrades	350,000	E	Res	-	150,000	100,000	100,000	-	-	350,000
3.718	Saanich Peninsula Wastewater	23-01	Renewal	DCC Program - 5-year Update	75,000	S	Res	-	75,000	-	-	-	-	75,000
3.718	Saanich Peninsula Wastewater	23-02	Renewal	Electrical & Control Upgrades	275,000	E	ERF	55,000	230,000	-	-	-	-	230,000
3.718	Saanich Peninsula Wastewater	23-03	Renewal	Odour Control Upgrade Construction	1,000,000	S	Res	1,000,000	1,000,000	-	-	-	-	1,000,000
3.718	Saanich Peninsula Wastewater	23-03	Renewal	Odour Control Upgrade Construction	1,500,000	S	Debt	-	-	1,500,000	-	-	-	1,500,000
3.718	Saanich Peninsula Wastewater	23-04	Replacement	Replace SCADA Servers and Ethernet Upgrades	250,000	S	ERF	130,000	130,000	-	-	-	-	130,000
3.718	Saanich Peninsula Wastewater	24-01	Renewal	Sludge Tanks and Process Sump Cleaning and Repairs	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.718	Saanich Peninsula Wastewater	24-02	Replacement	Standby Power Assessment and Replacement	30,000	E	Res	-	30,000	-	-	-	-	30,000
3.718	Saanich Peninsula Wastewater	24-02	Replacement	Standby Power Assessment and Replacement	920,000	E	Debt	-	-	200,000	720,000	-	-	920,000
3.718	Saanich Peninsula Wastewater	24-03	Replacement	SCADA Equipment Replacement	1,000,000	E	Debt	-	-	250,000	250,000	250,000	250,000	1,000,000
3.718	Saanich Peninsula Wastewater	24-04	Replacement	SPWWTP PLC Replacement	500,000	E	Debt	-	-	500,000	-	-	-	500,000
3.718	Saanich Peninsula Wastewater	24-05	Replacement	Keating Pump Station - Pump Replacement	300,000	S	ERF	-	300,000	-	-	-	-	300,000
3.718	Saanich Peninsula Wastewater	24-06	Replacement	IT Core Infrastructure Replacement	195,000	E	ERF	-	15,000	-	-	-	180,000	195,000
3.718	Saanich Peninsula Wastewater	26-01	Renewal	Replace Covers on Primary Clarifiers	200,000	E	ERF	-	-	200,000	-	-	-	200,000
3.718	Saanich Peninsula Wastewater	27-01	Renewal	SPWWTP Road Upgrades	300,000	S	Res	-	-	-	-	300,000	-	300,000
3.718	Saanich Peninsula Wastewater	27-02	Renewal	Trunk Sewer Relining - Ph2	2,200,000	S	Debt	-	-	-	-	-	2,200,000	2,200,000
3.718	Saanich Peninsula Wastewater	27-03	Renewal	Flushing and CCTV Inspection	150,000	S	Res	-	-	-	-	150,000	-	150,000
3.718	Saanich Peninsula Wastewater	28-01	Study	Bazan Bay Outfall Inspection	250,000	S	Res	-	-	-	-	-	250,000	250,000
Saanich Peninsula Wastewater Total					14,105,000			1,820,000	2,815,000	3,900,000	1,620,000	1,050,000	3,230,000	12,615,000
3.750	L.W.M.P. - Core and West Shore	24-01	New	Biosolids Advanced Thermal Pilot Demonstration Plant	-	S	Debt	-	-	9,000,000	-	-	-	9,000,000
3.750	L.W.M.P. - Core and West Shore	24-01	New	Biosolids Advanced Thermal Pilot Demonstration Plant	10,000,000	S	Res	-	1,000,000	-	-	-	-	1,000,000
L.W.M.P. - Core and West Shore Total					10,000,000			-	1,000,000	9,000,000	-	-	-	10,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-01	Renewal	Lang Cove Electrical and Building Upgrades	1,200,000	S	Res	250,000	600,000	-	-	-	-	600,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
3.798C	Debt - Core Area Wastewater Treatment Program	22-01	Renewal	Odour Control HVAC Testing and Balancing	200,000	S	Debt	150,000	150,000	-	-	-	-	150,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-01	Renewal	Cecelia Ravine Pipe Protection	1000000	S	Debt	-	-	-	-	-	1,000,000	1,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-01	Renewal	Trent PLC Upgrade	250,000	S	ERF	-	250,000	-	-	-	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	25-01	Renewal	Admirals Siphon Assessment	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	26-01	Renewal	NWT Sewer Replacement at Alpha-Terrace	1,000,000	S	Debt	-	-	-	1,000,000	-	-	1,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	27-01	Study	Forcemain Pipe Assessment Study	250,000	S	Debt	-	-	-	-	250,000	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	28-01	Decommission	Marigold Surge Tank Deconstruction	1,800,000	S	Debt	-	-	-	-	300,000	1,500,000	1,800,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-02	Renewal	Marigold Electrical and Building Upgrades	5,850,000	S	Debt	1,950,000	5,550,000	-	-	-	-	5,550,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-02	Renewal	Penrhyn Siphon Assessment	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-02	Renewal	Hood Mechanical and Electrical Renewal	870,000	S	Debt	-	50,000	420,000	400,000	-	-	870,000
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	27-02	Renewal	Broom Overflow Pipe Rehabilitation	575,000	S	Debt	-	-	-	-	75,000	500,000	575,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-03	Renewal	Currie Major Electrical and Seismic Upgrades	2,300,000	S	Debt	110,000	2,010,000	-	-	-	-	2,010,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-03	Renewal	Acquisition of Outstanding Right-of-Ways	1,200,000	S	Debt	132,000	132,000	500,000	500,000	-	-	1,132,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	580,000	S	Debt	-	50,000	230,000	300,000	-	-	580,000
3.798C	Debt - Core Area Wastewater Treatment Program	25-03	Renewal	Harriet Siphon Inlet Chamber Upgrade	1,500,000	S	Debt	-	-	1,500,000	-	-	-	1,500,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-04	New	Microwave Radio Upgrades	600,000	S	ERF	150,000	250,000	100,000	100,000	100,000	-	550,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-04	Renewal	Humber Electrical and Mechanical Renewal	640,000	S	Debt	-	50,000	290,000	300,000	-	-	640,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-05	Replacement	Harling PS - Complete Replacement	2,500,000	S	Debt	290,000	400,000	2,090,000	-	-	-	2,490,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-05	Replacement	Lang Cove Discharge Isolation Valves	400,000	S	ERF	300,000	-	300,000	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-05	Renewal	Rutland Electrical and Mechanical Renewal	640,000	S	Debt	-	50,000	290,000	300,000	-	-	640,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-06	Renewal	Shoreline Trunk Sewer Upgrade	3,400,000	S	Debt	340,000	440,000	2,900,000	-	-	-	3,340,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-06	Replacement	Annual Provisional Equipment Replacement	1,500,000	S	ERF	-	300,000	300,000	300,000	300,000	300,000	1,500,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	1,470,000	S	Debt	-	100,000	670,000	700,000	-	-	1,470,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-07	New	Western Trunk Sewer Twinning	25,000,000	S	Debt	370,000	370,000	-	-	-	-	370,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-07	New	Enterprise Data Historian Management System	300,000	E	Debt	300,000	300,000	-	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-07	Renewal	Parsons Siphon Assessment	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-08	New	Process & Mechanical Upgrades	4,250,000	S	Debt	-	850,000	850,000	850,000	850,000	850,000	4,250,000
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	21-09	Renewal	Bowker Sewer Rehabilitation Ph1	8,600,000	S	Cap	375,000	375,000	-	-	-	-	375,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-09	New	Safety & Security Upgrades	2,400,000	S	Debt	-	600,000	600,000	400,000	400,000	400,000	2,400,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-09	New	Centrate Return Line Automated Monitoring	175,000	S	Debt	-	-	-	175,000	-	-	175,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-10	Renewal	East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	8,000,000	S	Debt	-	8,000,000	-	-	-	-	8,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-11	Renewal	Manhole Repairs and Replacement	2,000,000	S	Debt	750,000	450,000	2,600,000	-	1,000,000	-	4,050,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-11	Renewal	Western Trunk Grit Chamber Repairs	1,500,000	S	Debt	-	250,000	1,250,000	-	-	-	1,500,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
3.798C	Debt - Core Area Wastewater Treatment Program	21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	1,250,000	S	Res	465,000	1,218,000	-	-	-	-	1,218,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-12	Renewal	Harriet Siphon Cleaning and Assessment	500,000	S	Res	-	500,000	-	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	16-01a	New	CAWTP	462,000,000	S	Grant	450,000	450,000	-	-	-	-	450,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-13	New	Craigflower Forcemain Twinning	13,655,000	S	Debt	185,000	553,000	-	-	6,500,000	6,500,000	13,553,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-15	Replacement	Parsons Meter Replacement	500,000	S	Debt	182,000	432,000	-	-	-	-	432,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-16	New	Gorge & Chapman Meter	400,000	S	Debt	109,000	379,000	-	-	-	-	379,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-17	New	Esquimalt Nation Meter	300,000	S	Debt	172,000	272,000	-	-	-	-	272,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-19	New	Selkirk Meter	500,000	S	Debt	183,000	493,000	-	-	-	-	493,000
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	150,000	150,000	-	-	-	-	150,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-24	Renewal	Record Drawing and Wastewater Agreement Updates	1,100,000	S	Debt	160,000	360,000	250,000	250,000	-	-	860,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-25	Renewal	SCADA and Radio Assessment	3,900,000	S	Debt	1,430,000	2,180,000	750,000	750,000	750,000	-	4,430,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-26	Replacement	Annual Provisional Emergency Repairs	5,000,000	S	Res	-	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	300,000	300,000	-	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-13	Renewal	Craigflower Inlet Reconfiguration	1,700,000	S	Debt	-	1,700,000	-	-	-	-	1,700,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-14	Renewal	Parsons Siphon/Bridge Connection Repairs	500,000	S	Res	-	500,000	-	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-15	Replacement	IT Core Infrastructure Replacement	505,000	S	ERF	-	55,000	-	-	350,000	100,000	505,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-16	New	Biosolids Particle Size Optimization	250,000	E	Debt	-	250,000	-	-	-	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-17	Renewal	Sewer Cleaning and Inspection	750,000	S	Debt	-	150,000	150,000	150,000	150,000	-	600,000
Debt - Core Area Wastewater Treatment Program Total					578,660,000			9,503,000	32,769,000	19,790,000	7,475,000	12,025,000	12,150,000	84,209,000
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)	21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage (Refer to 24-06 below)	-	S	Res	60,000	-	60,000	-	-	-	60,000
3.810	Ganges Sewer Utility (SSI)	21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage (Refer to 24-06 below)	1,060,000	S	Res	-	-	200,000	-	-	-	200,000
3.810	Ganges Sewer Utility (SSI)	21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage (Refer to 24-06 below)	-	S	Debt	-	-	800,000	-	-	-	800,000
3.810	Ganges Sewer Utility (SSI)	22-01	Replacement	Electorate Assent for Borrowing	30,000	S	Res	-	30,000	-	-	-	-	30,000
3.810	Ganges Sewer Utility (SSI)	22-02	Replacement	Public Engagement	20,000	S	Res	-	20,000	-	-	-	-	20,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction (Refer to 24-06 below)	-	S	Debt	-	-	70,000	-	-	-	70,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction (Refer to 24-06 below)	-	S	Debt	-	-	30,000	-	-	-	30,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction (Refer to 24-06 below)	730,000	S	Debt	-	-	630,000	-	-	-	630,000
3.810	Ganges Sewer Utility (SSI)	23-01	Replacement	Replace Generator Trailer	77,000	V	Grant	77,000	77,000	-	-	-	-	77,000
3.810	Ganges Sewer Utility (SSI)	23-03	New	Key components and spares replacement schedule	55,000	S	Grant	50,000	50,000	-	-	-	-	50,000
3.810	Ganges Sewer Utility (SSI)	23-03	None	Key components and spares replacement schedule	-	S	Res	5,000	5,000	-	-	-	-	5,000
3.810	Ganges Sewer Utility (SSI)	24-01	None	Electrical upgrades	-	S	Res	-	3,000	-	-	-	-	3,000
3.810	Ganges Sewer Utility (SSI)	24-01	New	Electrical upgrades	28,000	S	Grant	-	25,000	-	-	-	-	25,000
3.810	Ganges Sewer Utility (SSI)	24-02	Replacement	Replace sludge thickener membranes	27,000	S	Res	-	25,000	-	-	-	-	25,000
3.810	Ganges Sewer Utility (SSI)	24-02	None	Replace sludge thickener membranes	-	S	Res	-	2,000	-	-	-	-	2,000
3.810	Ganges Sewer Utility (SSI)	24-03	None	Ganges WWTP Replacement of Electrical & Instrumentation	-	E	Res	-	143,750	-	-	-	-	143,750

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
3.810	Ganges Sewer Utility (SSI)	24-03	Replacement	Ganges WWTP Replacement of Electrical & Instrumentation	575,000	E	Grant	-	431,250	-	-	-	-	431,250
3.810	Ganges Sewer Utility (SSI)	24-04	Study	Ganges Service Area System Modelling	57,500	S	Grant	-	43,125	-	-	-	-	43,125
3.810	Ganges Sewer Utility (SSI)	24-04	None	Ganges Service Area System Modelling	-	S	Res	-	14,375	-	-	-	-	14,375
3.810	Ganges Sewer Utility (SSI)	24-05	Study	Ganges WWTP Performance Improvement Study	115,000	S	Grant	-	86,250	-	-	-	-	86,250
3.810	Ganges Sewer Utility (SSI)	24-05	None	Ganges WWTP Performance Improvement Study	-	S	Res	-	28,750	-	-	-	-	28,750
3.810	Ganges Sewer Utility (SSI)	24-06	Replacement	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)	3,450,000	S	Grant	-	-	2,287,500	-	-	-	2,287,500
3.810	Ganges Sewer Utility (SSI)	24-06	Replacement	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)	-	S	Grant	-	-	300,000	-	-	-	300,000
3.810	Ganges Sewer Utility (SSI)	24-06	None	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)	-	S	Debt	-	-	862,500	-	-	-	862,500
3.810	Ganges Sewer Utility (SSI)	25-02	None	Ganges Replace 100% Surcharged Sewer Pipelines	-	S	Debt	-	-	231,796	-	-	-	231,796
3.810	Ganges Sewer Utility (SSI)	25-02	Replacement	Ganges Replace 100% Surcharged Sewer Pipelines	927,186	S	Grant	-	-	695,390	-	-	-	695,390
3.810	Ganges Sewer Utility (SSI)	26-01	Replacement	Ganges Replace 75% Surcharged Sewer Pipelines	474,375	S	Grant	-	-	-	355,781	-	-	355,781
3.810	Ganges Sewer Utility (SSI)	26-01	None	Ganges Replace 75% Surcharged Sewer Pipelines	-	S	Debt	-	-	-	118,594	-	-	118,594
Ganges Sewer Utility (SSI) Total					7,676,061			192,000	984,500	6,217,186	474,375	-	-	7,676,061
3.820	Maliview Sewer Utility (SSI)	21-01	Replacement	Referendum for Borrowing	35,000	S	Res	-	20,000	-	-	-	-	20,000
3.820	Maliview Sewer Utility (SSI)	21-02	Replacement	Public Engagement	50,000	S	Res	-	40,000	-	-	-	-	40,000
3.820	Maliview Sewer Utility (SSI)	21-03	Replacement	Wastewater Treatment Plant Upgrade	2,260,000	S	Grant	1,809,000	850,000	1,139,000	-	-	-	1,989,000
3.820	Maliview Sewer Utility (SSI)	21-03	Replacement	Wastewater Treatment Plant Upgrade	-	S	Debt	201,000	-	271,000	-	-	-	271,000
3.820	Maliview Sewer Utility (SSI)	22-02	Renewal	Collection system repairs and/or renewal	460,000	S	Debt	-	-	230,000	230,000	-	-	460,000
3.820	Maliview Sewer Utility (SSI)	23-01	New	SAMP Development	-	S	Res	-	-	-	10,000	-	-	10,000
3.820	Maliview Sewer Utility (SSI)	23-01	New	SAMP Development	55,000	S	Grant	-	-	-	45,000	-	-	45,000
3.820	Maliview Sewer Utility (SSI)	23-02	Study	I&I program (MOE Requirement)	120,000	S	Debt	100,000	100,000	-	-	-	-	100,000
3.820	Maliview Sewer Utility (SSI)	23-02	Study	I&I program (MOE Requirement)	-	S	Res	-	20,000	-	-	-	-	20,000
3.820	Maliview Sewer Utility (SSI)	24-01	New	Public Education Program Sewers	15,000	S	Res	-	-	15,000	-	-	-	15,000
3.820	Maliview Sewer Utility (SSI)	24-02	New	Provisional allowance for the supply and installation of key components and critical spares.	40,000	S	Res	-	20,000	20,000	-	-	-	40,000
Maliview Sewer Utility (SSI) Total					3,035,000			2,110,000	1,050,000	1,675,000	285,000	-	-	3,010,000
3.830	Magic Lake Sewer Utility (Pender)	24-01	Replacement	Towable Genset Replacement	60,000	E	Res	-	60,000	-	-	-	-	60,000
3.830	Magic Lake Sewer Utility (Pender)	28-01	Renewal	CCTV Inspection of AC Pipe	125,000	S	Res	-	-	-	-	-	125,000	125,000
3.830	Magic Lake Sewer Utility (Pender)	21-02	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	-	S	Grant	3,000,000	2,800,000	200,000	-	-	-	3,000,000
3.830	Magic Lake Sewer Utility (Pender)	21-02	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	9,289,909	S	Cap	1,500,000	1,400,000	100,000	-	-	-	1,500,000
3.830	Magic Lake Sewer Utility (Pender)	28-02	Renewal	Pump Stations - Mechanical and Electrical Upgrades (Replace when grant received or sufficient funds in CRF)	1,500,000	S	Debt	-	-	-	-	-	40,000	40,000
3.830	Magic Lake Sewer Utility (Pender)	28-03	Replacement	AC Sewer Pipe Replacement	1,000,000	S	Res	-	-	-	-	-	40,000	40,000
Magic Lake Sewer Utility (Pender) Total					11,974,909			4,500,000	4,260,000	300,000	-	-	205,000	4,765,000
3.850	Port Renfrew Sewer	22-01	Replacement	Genset Upgrade	100,000	S	Cap	30,000	30,000	-	-	-	-	30,000
3.850	Port Renfrew Sewer	22-01	Replacement	Genset Upgrade	-	S	Cap	10,000	10,000	-	-	-	-	10,000
3.850	Port Renfrew Sewer	24-01	Study	Sewer Master Plan Study	-	S	Grant	-	131,250	-	-	-	-	131,250
3.850	Port Renfrew Sewer	24-01	Study	Sewer Master Plan Study	175,000	S	Grant	-	43,750	-	-	-	-	43,750
3.850	Port Renfrew Sewer	22-02	Renewal	Alternative Approval Process	15,000	S	Res	-	-	15,000	-	-	-	15,000
Port Renfrew Sewer Total					290,000			40,000	215,000	15,000	-	-	-	230,000

CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
Grand Total					1,445,625,872			104,202,183	261,144,127	180,413,581	122,848,234	101,122,320	97,243,636	762,771,898

REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF WEDNESDAY, MARCH 13, 2024

SUBJECT 2024 Electoral Area Budget Review

ISSUE SUMMARY

To present the 2024 Electoral Area (EA) budgets where they will be forwarded for final approval to the Capital Regional District (CRD) Board.

BACKGROUND

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

The 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 and EAs, while local services are provided to individual municipalities, EAs, or to groups of residents within a defined area. The CRD provides services to more than 23,000 EA residents¹.

Services delivered within the EA's are enabled by the *Local Government Act* and service establishment bylaws. Service planning and budget development are guided by the 2023 to 2026 Board Priorities and CRD Corporate Plan.

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 budget direction provided by the Board, review and recommendation for approval of EA service budgets, including local service commission budgets, is delegated to the EAC and SSI Local Community Commission (LCC) for applicable local services. These budgets have all been recommended and will be included in the 2024 to 2028 CRD Five-Year Financial Plan Bylaw to be presented to the Board on March 13, 2024.

On October 25, 2023, the Board approved 2024 Service Plans, the 2024 Staff Establishment Chart and the Provisional 2024 to 2028 Financial Plan, inclusive of EA service budgets through EAC and LCC recommendations.

Since provisional approval, changes to the plan have been incorporated to account for year-end results, direction from local commissions and committees and updated information from BC Assessments. In addition to approvals from each EA director, all commissions and committees have recommended their respective budgets.

¹ 2021 Census

ALTERNATIVES

Alternative 1

That staff be directed to advance the 2024 to 2028 Capital Regional District Five-Year Financial Plan Bylaw for Board approval, inclusive of the Electoral Area Service Budgets as presented.

Alternative 2

That staff be directed to advance the 2024 to 2028 Capital Regional District Five-Year Financial Plan Bylaw for Board approval, inclusive of the Electoral Area Service Budgets as amended.

IMPLICATIONS

Financial Implications

Tax Requisition

The final requisition change over the prior year is listed in Table 1 below. Requisition summaries by service area for each EA with changes from 2023 are included in Appendix A-1 (JDF), B-1 (SSI) and C-1 (SGI).

Table 1: 2024 Final versus 2023 Final Requisition

	2024 Final (2024 Assessment)		2023 Final (2023 Assessment)		\$ Change		% Change	
	\$	Cost / Avg HH	\$	Cost / Avg HH	\$	Cost / Avg HH	%	Cost / Avg HH
JDF	2.9M	\$703	2.7M	\$675	0.18M	\$28.55	6.6%	4.2%
SSI	8.2M	\$1,236	7.6M	\$1,164	0.52M	\$72.32	6.8%	6.2%
SGI	3.9M	\$570	3.7M	\$545	0.18M	\$25.15	4.7%	4.6%

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

Table 2 compares the changes from Provisional to Final requisition for each EA. Details of these changes are included in Appendix A-2 (JDF), B-2 (SSI) and C-2 (SGI).

Table 2: 2024 Final versus Provisional Requisition

	2024 Final (2024 Assessment)		2024 Provisional (2023 Assessment)		\$ Change		% Change	
	\$	Cost / Avg HH	\$	Cost / Avg HH	\$	Cost / Avg HH	%	Cost / Avg HH
JDF	2.9M	\$703	2.8M	\$715	0.02M	(\$11.78)	0.6%	(1.6%)
SSI	8.2M	\$1,236	8.4M	\$1,275	(0.22M)	(\$38.99)	(2.5%)	(3.1%)
SGI	3.9M	\$570	3.9M	\$568	0.02M	\$2.22	0.4%	0.4%

Table 1 and Table 2 include changes in regional, sub-regional, joint EA, individual EA wide services and Capital Regional Hospital District (CRHD) requisition but excludes local-specified-defined area services. Property specific impacts will vary depending on the participation in defined service areas and assessment values.

Impact of Assessment Values

Included in the total requisition are regional, sub regional and joint EA service budgets, where the majority are cost apportioned on converted assessments.

Based on data from BC Assessment, the region experienced an average increase in assessment of +0.8% in 2024. Both JDF and SGI experienced changes in assessment values similar to the average at +0.7% and +0.5% respectively. However, SSI decreased by (3.6%), well below the average increase.

When assessments increase less than the average, the percent share of costs for the jurisdiction will decrease, and vice versa. 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 impact the theoretical calculation of an 'Average Residential Assessed Value' included in Appendix A-1 (JDF), B-1 (SSI) and C-1 (SGI). The impact is greater if the rate of change in Average Residential Assessed Value outpaces the rate of change in Converted Assessed Values in an area, and vice versa.

Table 3 summarizes the change in cost per average household by separating the change driven by cost apportionment versus changes driven by budget changes. Details are included in Appendix A-3 (JDF), B-3 (SSI) and C-3 (SGI).

Table 3: Change in Cost/Avg HH* by Cost Driver (2024 Final versus 2023 Final)

	Change in Cost Apportionment		Change in Budget		Total Change 2024 Final vs 2023 Final*	
	Cost / Avg HH	%	Cost / Avg HH	%	Cost / Avg HH	%
JDF	(\$15.92)	(2.4%)	\$44.47	6.6%	\$28.55	4.2%
SSI	(\$23.24)	(2.0%)	\$95.56	8.2%	\$72.32	6.2%
SGI	(\$1.80)	(0.3%)	\$26.95	4.9%	\$25.15	4.6%

*Cost/Avg HH includes CRD and CRHD services but excludes local/specified/defined services. Values included are based on CRD and CRHD requisition but excludes local/specified/defined services. The cost per average residential assessment (Cost/Avg HH) 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 assessed 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 Appendix A-1, B-1 and C-1.

Capital Budget

The 2024 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 2024 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 2024 final budget packages by service are included in Appendix A-6 (JDF), B-6 (SSI) and C-6 (SGI). Each of the EA financial plans will be incorporated for final approval in the 2024 to 2028 CRD Five-Year Financial Plan Bylaw at the Board meeting on March 13, 2024.

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

EA budgets have been delegated to the EAC by the CRD Board for review and recommendation and they have been prepared based on approved service plans. All budgets will be forwarded to the Board for final approval on March 13, 2024.

RECOMMENDATION

That staff be directed to advance the 2024 to 2028 Capital Regional District Five-Year Financial Plan Bylaw for Board approval, inclusive of the Electoral Area Service Budgets as presented.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Juan de Fuca Electoral Area
- Appendix B: Salt Spring Island Electoral Area
- Appendix C: Southern Gulf Islands Electoral Area
- Appendix D: 2024 Assessment Data for Electoral Areas

Appendix A-1: Requisition Summary - Juan de Fuca

Electoral Area	Cost per Avg.		Cost per Avg.		Change in Requisition		Change in cost per avg	
	Final 2024	Res Asst/ Parcel	2023	Res Asst/ Parcel	\$	%	\$	%
Juan de Fuca								
1.010 Legislative & General Government	213,400	52.60	198,400	50.03	14,999	7.6%	2.57	5.1%
1.10X Facilities Management	3,026	0.75	2,872	0.72	154	5.4%	0.02	3.0%
1.101 G.I.S.	2,324	0.57	2,247	0.57	76	3.4%	0.01	1.1%
1.112 Regional Grant in Aid	-	-	262	0.07	(262)	-100.0%	(0.07)	-100.0%
1.224 Community Health	14,102	3.48	10,905	2.75	3,197	29.3%	0.73	26.4%
1.280 Regional Parks	313,546	77.28	278,605	70.25	34,941	12.5%	7.03	10.0%
1.309 Climate Action and Adaptation	24,046	5.93	26,074	6.57	(2,027)	-7.8%	(0.65)	-9.9%
1.310 Land Banking & Housing	32,463	8.00	26,251	6.62	6,212	23.7%	1.38	20.9%
1.312 Regional Goose Management	3,679	0.91	3,608	0.91	71	2.0%	(0.00)	-0.3%
1.324 Regional Planning Services	22,168	5.46	21,444	5.41	724	3.4%	0.06	1.0%
1.335 Geo-Spatial Referencing System	2,920	0.72	2,833	0.71	86	3.0%	0.01	0.7%
1.374 Regional Emergency Program Support	2,126	0.52	2,099	0.53	27	1.3%	(0.01)	-1.0%
1.375 Hazardous Material Incident Response	5,383	1.33	5,084	1.28	299	5.9%	0.04	3.5%
1.911 911 Systems	3,947	0.97	2,345	0.59	1,603	68.4%	0.38	64.6%
1.921 Regional CREST Contribution	23,643	5.83	22,034	5.56	1,609	7.3%	0.27	4.9%
21.ALL Feasibility Study Reserve Fund - All	3,662	0.90	-	-	3,662	100.0%	0.90	100.0%
Total Regional	\$670,435	\$165.24	\$605,063	\$152.57	\$65,371	10.8%	\$12.67	8.3%
1.126 Victoria Family Court Committee	245	0.06	246	0.06	(1)	-0.6%	(0.00)	-2.8%
1.230 Traffic Safety Commission	1,331	0.33	1,332	0.34	(1)	-0.1%	(0.01)	-2.3%
1.313 Animal Care Services	68,696	16.93	65,178	16.44	3,518	5.4%	0.50	3.0%
1.330 Regional Growth Strategy	5,841	1.44	5,660	1.43	181	3.2%	0.01	0.9%
1.913 913 Fire Dispatch	46,463	11.45	44,005	11.10	2,458	5.6%	0.36	3.2%
3.701 Millstream Remediation Service	255	0.06	2,265	0.57	(2,010)	-88.7%	(0.51)	-89.0%
Total Sub-Regional	\$122,831	\$30.27	\$118,686	\$29.93	\$4,145	3.5%	\$0.35	1.2%
1.103 Elections	8,956	2.21	14,294	3.60	(5,338)	-37.3%	(1.40)	-38.8%
1.104 U.B.C.M.	2,851	0.70	2,705	0.68	146	5.4%	0.02	3.0%
1.318 Building Inspection	129,142	31.83	110,103	27.76	19,039	17.3%	4.07	14.6%
1.320 Noise Control	14,865	3.66	9,167	2.31	5,698	62.2%	1.35	58.5%
1.322 Nuisances & Unsightly Premises	11,784	2.90	12,248	3.09	(464)	-3.8%	(0.18)	-6.0%
1.372 Electoral Area Emergency Program	37,953	9.35	34,776	8.77	3,176	9.1%	0.58	6.7%
Total Joint Electoral Area	\$205,550	\$50.66	\$183,293	\$46.22	\$22,258	12.1%	\$4.44	9.6%
1.109 Electoral Area Admin Exp - JDF	72,399	17.84	63,123	15.92	9,276	14.7%	1.93	12.1%
1.317 JDF Building Numbering	13,750	3.39	13,282	3.35	468	3.5%	0.04	1.2%
1.319 Soil Deposit Removal	6,060	1.49	5,859	1.48	201	3.4%	0.02	1.1%
1.325 Electoral Area Services - Planning	743,790	183.32	718,640	181.21	25,150	3.5%	2.11	1.2%
1.340 JDF Livestock Injury Compensation	13	0.00	105	0.03	(92)	-87.6%	(0.02)	-87.9%
1.370 Juan de Fuca Emergency Program	105,055	25.89	89,719	22.62	15,336	17.1%	3.27	14.4%
1.377 JDF Search and Rescue	69,952	17.24	69,952	17.64	-	0.0%	(0.40)	-2.3%
1.405 JDF EA - Community Parks	232,973	57.42	201,123	50.71	31,850	15.8%	6.70	13.2%
1.924 Emergency Comm - CREST - JDF	148,289	36.55	143,971	36.30	4,318	3.0%	0.24	0.7%
Total JDF Electoral Area	\$1,392,281	\$343.15	\$1,305,774	\$329.26	\$86,507	6.6%	\$13.89	4.2%
Total Capital Regional District	\$2,391,097	\$589.32	\$2,212,816	\$557.98	\$178,281	8.1%	\$31.34	5.6%
CRHD Capital Regional Hospital District	461,514	113.75	462,163	116.54	(649)	-0.1%	(2.79)	-2.4%
Total CRD and CRHD	\$2,852,611	\$703.07	\$2,674,979	\$674.52	\$177,632	6.6%	\$28.55	4.2%

Average residential assessment - 2024/2023

\$913,074

\$927,796

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	14,999	0.6%	2.57	0.4%
Regional Parks	34,941	1.3%	7.03	1.0%
Land Banking & Housing	6,212	0.2%	1.38	0.2%
JOINT EA				
Building Inspection	19,039	0.7%	4.07	0.6%
Noise Control	5,698	0.2%	1.35	0.2%
JDF EA				
Electoral Area Admin Exp - JDF	9,276	0.3%	1.93	0.3%
Electoral Area Services - Planning	25,150	0.9%	2.11	0.3%
Juan de Fuca Emergency Program	15,336	0.6%	3.27	0.5%
JDF EA - Community Parks	31,850	1.2%	6.70	1.0%
Capital Regional Hospital District	(649)	0.0%	(2.79)	-0.4%
Other	15,780	0.6%	0.94	0.1%
TOTAL CRD & CRHD	177,632	6.6%	\$28.55	4.2%

Local/Specified/Defined Services		Final	Res Asst/	Res Asst/		Change in Requisition		Change in cost per avg household/Parcel	
		2024	Parcel	2023	Parcel	\$	%	\$	%
1.119	Vancouver Island Regional Library	403,818	113.38	341,091	98.12	62,727	18.4%	15.26	15.5%
1.121	Sooke Regional Museum	79,759	22.39	76,990	22.15	2,769	3.6%	0.25	1.1%
1.128	Greater Victoria Police Victim Services	888	1.84	824	1.72	65	7.9%	0.12	7.2%
1.133	Langford E.A. - Greater Victoria Public Library	33,256	69.06	32,435	67.75	821	2.5%	1.31	1.9%
1.232	Port Renfrew Street Lighting	3,722	42.30	3,589	40.78	133	3.7%	1.51	3.7%
1.350	Willis Point Fire Protect & Recreation	155,566	651.22	147,830	618.99	7,736	5.2%	32.23	5.2%
1.353	Otter Point Fire Protection	703,762	623.56	565,858	513.25	137,904	24.4%	110.31	21.5%
1.354	Malahat Fire Protection	73,055	732.25	66,352	713.61	6,703	10.1%	18.64	2.6%
1.355	Durrance Road Fire Protection	3,016	335.11	3,016	335.11	-	0.0%	-	0.0%
1.357	East Sooke Fire Protection	510,822	574.38	492,750	554.84	18,073	3.7%	19.54	3.5%
1.358	Port Renfrew Fire Protection	127,325	310.63	100,727	250.25	26,598	26.4%	60.38	24.1%
1.360	Shirley Fire Protection	212,379	616.22	201,926	589.85	10,453	5.2%	26.37	4.5%
1.40X	SEAPARC	750,192	236.11	772,113	249.08	(21,921)	-2.8%	(12.97)	-5.2%
1.408	JDF EA - Community Recreation	70,632	19.83	72,632	20.89	(2,000)	-2.8%	(1.06)	-5.1%
1.523	Port Renfrew Refuse Disposal	39,376	95.87	34,856	86.42	4,520	13.0%	9.45	10.9%
2.650	Port Renfrew Water	72,248	285.57	66,243	266.04	6,005	9.1%	19.53	7.3%
2.682	Seagirt Water System Debt	114,767	1,334.50	97,650	1,135.47	17,117	17.5%	199.03	17.5%
2.691	Wilderness Mountain Water Service	67,495	833.27	61,900	764.20	5,595	9.0%	69.07	9.0%
3.755	Regional Source Control	666	7.34	818	9.02	(152)	-18.6%	(1.68)	-18.6%
3.850	Port Renfrew Sewer	67,019	761.58	64,750	735.80	2,269	3.5%	25.78	3.5%
Total Local/Specified/Defined Services		3,489,764		3,204,349		\$285,415			

Average residential assessment - 2024/2023

\$913,074

\$927,796

Appendix A2: JDF - Change in Requisition from Provisional to Final - Budget Review 2024

Change in Requisition (2024 Final vs Provisional) - Juan de Fuca
(Requisition Changes > \$1,000) by Services

Electoral Area Juan de Fuca		2024 Requisition \$ Final Provisional cow		2024 Per Avg HH \$ Final Provisional cow		Requisition Change Final vs Provisional \$ %		Per Avg HH Change Final vs Provisional \$ %		Requisition Change Comments
1.010	Legislative & General Government	213,400	212,194	52.60	53.51	1,206	0.6%	(0.91)	-1.7%	Increase due to ongoing IT licensing costs
1.224	Community Health	14,102	9,330	3.48	2.35	4,772	51.1%	1.12	47.7%	Increase due to Board approved initiatives (Aboriginal Coalition & Alliance to End Homelessness)
1.280	Regional Parks	313,546	306,225	77.28	77.22	7,321	2.4%	0.06	0.1%	Increase due to Royal Oak Golf Course land acquisition
Total Regional		541,047	527,749	133.35	133.08	13,298	2.5%	0.27	0.2%	
1.313	Animal Care Services	68,696	67,460	16.93	17.01	1,236	1.8%	(0.08)	-0.5%	Increase related to change in assessment values
Total Sub-Regional		68,696	67,460	16.93	17.01	1,236	1.8%	(0.08)	-0.5%	
1.103	Elections	8,956	14,294	2.21	3.60	(5,338)	-37.3%	(1.40)	-38.8%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
1.318	Building Inspection	129,142	126,619	31.83	31.93	2,523	2.0%	(0.10)	-0.3%	Increase related to change in assessment values
1.320	Noise Control	14,865	9,487	3.66	2.39	5,378	56.7%	1.27	53.1%	Increase due to 2023 Deficit Carryover to be recovered by Requisition
Total Joint Electoral Area		152,962	150,400	37.70	37.92	2,563	1.7%	(0.22)	-0.6%	
Other <\$1,000		2,089,906	2,089,320	515.09	526.84	586	0.0%	(11.75)	-2.2%	
Total CRD and CRHD (JDF)		2,852,611	2,834,928	703.07	714.85	17,683	0.6%	(11.78)	-1.6%	
1.119	Vancouver Island Regional Library	403,818	353,030	113.38	101.55	50,788	14.4%	11.82	11.6%	Increase due to contribution payment requested by Society
1.353	Otter Point Fire Protection	703,762	594,440	623.56	539.17	109,321	18.4%	84.38	15.7%	Increase due to Commission recommended operating cost increase
1.354	Malahat Fire Protection	73,055	68,672	732.25	738.56	4,383	6.4%	(6.31)	-0.9%	Increase due to one-time operating cost increase
1.358	Port Renfrew Fire Protection	127,325	105,910	310.63	263.13	21,415	20.2%	47.50	18.1%	Increase due to Commission recommended operating cost increase
1.40X	SEAPARC	750,192	793,632	236.11	256.02	(43,439)	-5.5%	(19.91)	-7.8%	Decrease related to change in cost apportionment - population
2.691	Wilderness Mountain Water Service	67,495	66,230	833.27	817.65	1,265	1.9%	15.62	1.9%	Increase due to 2023 Deficit Carryover partially offset by increased user charge revenue
Other <\$1,000		1,364,117	1,365,258			(1,141)	-0.1%			
Total Local/Specified/Defined Services		3,489,764	3,347,172			142,592	4.3%			

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Appendix A-3: Change in Requisition (2024 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 2023	\$ Requisition	% Increase over 2023	\$/HH	
Provisional - COW (CRD&CRHD)			6.0%	2,834,928	6.0%	714.85	
Change in Cost Apportionment	1.313	Animal Care Services	0.0%	1,236	0.0%	(0.08)	Apportionment based on call volume
	1.318	Building Inspection	0.1%	2,508	0.0%	(0.10)	
	1.913	Fire Dispatch	-0.1%	(1,945)	-0.1%	(0.75)	
		All JDF EA-wide services	-	-	-1.2%	(7.93)	Change in \$/Avg HH solely due to change in residential assessment
		Others <+/-1,000	0.0%	(512)	-1.0%	(7.05)	
	Subtotal		0.0%	1,287	-2.4%	(15.92)	
Budget Changes	1.010	Legislative & General Government	0.1%	1,483	0.1%	0.37	Ongoing increase in IT licensing costs
	1.103	Elections	-0.2%	(5,496)	-0.2%	(1.39)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.224	Community Health	0.2%	4,792	0.2%	1.21	Board directed initiatives - Aboriginal Coalition & Alliance to End Homelessness
	1.280	Regional Parks	0.3%	7,766	0.3%	1.96	Board directed initiative - Royal Oak Golf Course land acquisition
	1.320	Noise Control	0.2%	5,089	0.2%	1.28	2023 Deficit Carryover to be recovered by Requisition
	1.322	Nuisances & Unsightly Premises	0.0%	(1,120)	0.0%	(0.28)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.913	913 Fire Dispatch	0.1%	2,203	0.1%	0.56	Payment adjustment to District of Saanich to be recovered by Requisition
		Others <+/-1,000	0.1%	1,680	0.1%	0.42	Changes related to 2023 surplus/deficit, GILT and minor budget changes
	Subtotal		0.6%	16,396	0.6%	4.13	
Final - CRD&CRHD over 2023			6.6%	2,852,611	4.2%	703.07	
Change - Final over Provisional (COW)			0.6%	17,683	-1.8%	(11.78)	

*Requisition excludes Local/Specified/Defined area services.

Appendix A-4: Capital Plan Summary Overview by Service - Juan de Fuca
2024 Final

Service # Service Name		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.109	JDF Admin. Expenditures	2,000					2,000			2,000				2,000
1.318	Building Inspection (Joint EA)	13,855	28,625				42,480			42,480				42,480
1.325	Community Planning	49,355			275,000		324,355			49,355	275,000			324,355
1.350	Willis Point Fire	155,500		15,000			170,500			11,500	108,000	51,000		170,500
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000		55,000
1.357	East Sooke Fire	51,551	300,000				351,551			324,551		27,000		351,551
1.358	Port Renfrew Fire	51,000		30,000	5,000		86,000			51,000		35,000		86,000
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.370	JDF Emergency Program	4,100					4,100			4,100				4,100
1.377	JDF Search and Rescue	92,000					92,000			92,000				92,000
1.405	JDF EA Community Parks & Recreation		100,000		529,000	50,000	679,000	379,000		100,000	200,000			679,000
1.523	Port Renfrew Refuse Disposal				304,500		304,500				292,500	12,000		304,500
2.650	Port Renfrew Water	20,000			275,000		295,000				275,000	20,000		295,000
2.691	Wilderness Mountain Water Service				50,000		50,000				45,000	5,000		50,000
3.850	Port Renfrew Sewer				215,000		215,000	40,000			175,000			215,000
Total		464,361	428,625	85,000	1,653,500	50,000	2,681,486	419,000	-	701,986	1,370,500	190,000	-	2,681,486

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Appendix A-5: Change in Capital Plan (2024 Final vs Provisional) - Juan de Fuca

Service	Service Name	Project Description	Amount \$			Comments
			Provisional	Final	Change	
1.318	Building Inspection (Joint EA)	Vehicle Replacement	12,320	28,778	16,458	Revised budget spending in 2024
		Storage Room Shelving	-	6,870	6,870	Revised budget spending in 2024
1.325	Community Planning	Office Furniture	-	1,500	1,500	Raising desk
		Meeting Room Upgrade	-	3,000	3,000	TV and video conference upgrade
1.350	Willis Point Fire Protection	Washroom Refresh	-	15,000	15,000	Washroom refresh
		Willis Point Water Supply for Fire Fighting	-	144,000	144,000	Purchase and install water tank
		SCBA	-	1,500	1,500	Replace 20 SCBA tanks over 20 years
		Computer	-	4,000	4,000	Replace 2 computers
1.357	East Sooke Fire Protection	Squad Car	160,000	300,000	140,000	Revised budget spending in 2024
		Tablet Trial	-	5,000	5,000	Equip trucks with tablets
		TIC (Infared Cameras)	-	8,000	8,000	Replacement of failing infrared cameras
		Training Centre	-	10,000	10,000	Finishing the training center
1.358	Port Renfrew Fire Protection	Rescue Truck Improvements	-	15,000	15,000	Enhanced fire suppression capability
		Firehall Electrical Assessment	-	5,000	5,000	Firehall electrical assessment
		Electrical Upgrade	-	20,000	20,000	Electrical upgrade
		Flag Pole	-	5,000	5,000	Flagpole
		Overhead Door Motors	-	5,000	5,000	Overhead door motors
		Fire Hose	-	5,000	5,000	Replace fire hose
		SCBA Replacements	-	11,000	11,000	SCBA replacement
1.370	JDF Emergency Program	InReach Devices	-	4,100	4,100	InReach Devices
1.377	JDF Search and Rescue	Vehicle Replacement	-	92,000	92,000	Vehicle replacement
1.405	JDF EA Community Parks	Chubb Rd - Dock Installation	75,000	25,000	(50,000)	Revised budget spending in 2024
		Playground Improvements Coppermine Park	90,000	20,000	(70,000)	Revised budget spending in 2024
1.523	Port Renfrew Refuse Disposal	Site Efficiency Upgrades	-	30,000	30,000	Site efficiency upgrades
2.691	Wilderness Mountain Water	Raw Water Quality Sampling Study	175,000	-	(175,000)	No longer required
Total Changes - Juan de Fuca			512,320	764,748	252,428	

Appendix A-6: JDF Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.369 EA Fire Services - JDF & SGI

1.372 EA Emergency Coordination

JUAN DE FUCA

1.109 Administration

1.114 Grants in Aid

1.119 Vancouver Island Regional Library

1.129 Vancouver Island Regional Library-Debt

1.133 Greater Victoria Public Library

1.232 Port Renfrew Street Lighting

1.317 JDF Building Numbering

1.319 Soil Deposit and Removal

1.325 Community Planning

1.340 Livestock Injury Compensation

1.350 Willis Point Fire

1.353 Otter Point Fire

Appendix A-6: JDF Service Budgets

1.354 Malahat Fire
1.355 Durrance Road Fire
1.357 East Sooke Fire
1.358 Port Renfrew Fire
1.360 Shirley Fire
1.370 JDF Emergency Program
1.377 JDF Search and Rescue
1.405 JDF Community Parks
1.408 JDF Community Recreation
1.523 Port Renfrew Refuse Disposal
1.924 Emergency Communications – CREST
2.650 Port Renfrew Water
2.691 Wilderness Mountain Water
3.850 Port Renfrew Sewer

CAPITAL REGIONAL DISTRICT

2024 Budget

Elections

FINAL BUDGET

MARCH 2024

Service: 1.103 Elections

Committee: Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 52 and 75 of the Local Government Act).

PARTICIPATION:

All electoral areas on the basis of converted assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and recovery from Islands Trust and school districts 61, 62, 63, 64

1.103 - Elections	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electoral Area Elections	-	429	-	-	-	-	-	177,620	500	-
Islands Trust	-	-	-	-	-	-	-	81,870	-	-
Allocations and Insurance	380	496	90	-	-	90	90	13,771	90	90
TOTAL OPERATING COSTS	380	925	90	-	-	90	90	273,261	590	90
*Percentage Increase over prior year										
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	65,380	64,915	65,490	-	(25,000)	40,490	65,490	-	65,490	65,490
TOTAL COSTS	65,760	65,840	65,580	-	(25,000)	40,580	65,580	273,261	66,080	65,580
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(125,811)	(500)	-
Recovery from Islands Trust	-	-	-	-	-	-	-	(81,870)	-	-
Other Income	(270)	(350)	(271)	-	-	(271)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(270)	(350)	(271)	-	-	(271)	(90)	(207,771)	(590)	(90)
REQUISITION	(65,490)	(65,490)	(65,309)	-	25,000	(40,309)	(65,490)	(65,490)	(65,490)	(65,490)
*Percentage increase over prior year Requisition			-0.3%		-38.2%	-38.5%	62.5%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund: Fund Centre:	1500 105515	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		125,101	197,091	237,581	303,071	177,260	242,250
Transfer from Op Budget		64,871	40,490	65,490	-	65,490	65,490
Transfer to Op Budget		-	-	-	(125,811)	(500)	-
Interest Income*		7,119					
Ending Balance \$		197,091	237,581	303,071	177,260	242,250	307,740

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections every 4 years

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

UBCM

FINAL BUDGET

MARCH 2024

Service: 1.104 Union of B.C. Municipalities

Committee: Electoral Area

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Membership Fee	12,251	11,526	12,328	-	-	12,328	12,810	13,070	13,330	13,600
Allocations & Other Expenses	707	930	708	-	-	708	721	734	748	761
TOTAL COSTS	12,958	12,456	13,036	-	-	13,036	13,531	13,804	14,078	14,361
*Percentage Increase over prior year						0.6%	3.8%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	468	(468)	-	-	(468)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(792)	(792)	-	-	-	-	-	-	-	-
Other Revenue	(92)	(58)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(884)	(382)	(558)	-	-	(558)	(90)	(90)	(90)	(90)
REQUISITION	(12,074)	(12,074)	(12,478)	-	-	(12,478)	(13,441)	(13,714)	(13,988)	(14,271)
*Percentage increase over prior year Requisition						3.3%	7.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Building Inspection

FINAL BUDGET

MARCH 2024

Service: 1.318 Building Inspection

Committee: Electoral Area

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of their value of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

1.318 - Building Inspection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,388,876	1,286,456	1,457,133	-	-	1,457,133	1,491,427	1,526,521	1,562,425	1,599,136
Telecommunications	37,710	40,210	41,530	-	-	41,530	42,360	43,210	44,070	44,950
Legal Expenses	10,920	18,000	18,630	-	-	18,630	19,000	19,380	19,770	20,170
Building Rent	35,480	35,480	36,720	-	-	36,720	37,460	38,210	38,980	39,760
Supplies	18,800	23,250	24,062	-	-	24,062	24,550	25,040	25,550	26,060
Allocations	324,529	330,529	367,722	-	-	367,722	384,165	401,708	414,921	425,658
Other Operating Expenses	167,110	159,897	177,056	-	75,000	252,056	255,640	184,320	188,080	191,890
TOTAL OPERATING COSTS	1,983,425	1,893,822	2,122,853	-	75,000	2,197,853	2,254,602	2,238,389	2,293,796	2,347,624
*Percentage Increase over prior year			7.0%		3.8%	10.8%	2.6%	-0.7%	2.5%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	20,000	20,000	20,820	-	-	20,820	25,470	25,950	26,440	25,000
Transfer to Operating Reserve Fund	-	146,232	-	-	-	-	-	-	-	10,490
TOTAL CAPITAL / RESERVES	20,000	166,232	20,820	-	-	20,820	25,470	25,950	26,440	35,490
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	25,230
TOTAL COSTS	2,026,725	2,083,354	2,166,973	-	75,000	2,241,973	2,303,372	2,287,639	2,343,536	2,408,344
*Percentage Increase over prior year			6.9%		3.7%	10.6%	2.7%	-0.7%	2.4%	2.8%
Internal Recoveries	(30,980)	(30,980)	(32,060)	-	-	(32,060)	(32,700)	(33,350)	(34,020)	(34,700)
TOTAL COSTS LESS INTERNAL RECOVERIES	1,995,745	2,052,374	2,134,913	-	75,000	2,209,913	2,270,672	2,254,289	2,309,516	2,373,644
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(121,144)	(121,144)	(125,183)	-	(75,000)	(200,183)	(143,742)	(39,165)	(4,452)	-
Permit Fees Revenue	(1,340,000)	(1,401,522)	(1,400,000)	-	-	(1,400,000)	(1,428,000)	(1,456,570)	(1,485,710)	(1,515,430)
Contract Revenue	(38,640)	(33,747)	(39,990)	-	-	(39,990)	(40,790)	(41,610)	(42,440)	(43,300)
Grants in Lieu of Taxes	(1,921)	(1,921)	(1,924)	-	-	(1,924)	(2,030)	(2,070)	(2,110)	(2,150)
Revenue - Other	(2,660)	(2,660)	(2,660)	-	-	(2,660)	(2,660)	(2,660)	(2,660)	(2,660)
TOTAL REVENUE	(1,504,365)	(1,560,994)	(1,569,757)	-	(75,000)	(1,644,757)	(1,617,222)	(1,542,075)	(1,537,372)	(1,563,540)
REQUISITION	(491,380)	(491,380)	(565,156)	-	-	(565,156)	(653,450)	(712,214)	(772,144)	(810,104)
*Percentage increase over prior year										
Requisition						15.0%	15.6%	9.0%	8.4%	4.9%
Per Fees Revenue						4.5%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	11.2		11.2			11.2	11.2	11.2	11.2	11.2

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.318 Building Inspection	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$55,000	\$60,500	\$4,500	\$6,000	\$6,000	\$6,000	\$0	\$77,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$95,000	\$125,000	\$0	\$60,000	\$60,000	\$60,000	\$0	\$245,000
	\$150,000	\$185,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$322,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$150,000	\$185,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$322,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$150,000	\$185,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$322,000

5 YEAR CAPITAL PLAN

Service #: 1.318

Service Name: Building Inspection

[illegible]

Service: 1.318 Building Inspection

Project Number	18-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	Capital Project Title	Computer Replacement	Capital Project Description	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	21-01	Capital Project Title	Furniture Replacement	Capital Project Description	Salt Spring Island furniture replacement
Project Rationale	Replace desks, chairs, shelving, cabinetry and other furniture that has become worn and requires replacement.				

Project Number	23-01	Capital Project Title	Storage Room Shelving	Capital Project Description	Storage Room Shelving
Project Rationale					

**Building Inspection
Reserve Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	656,471	456,288	312,546	273,381	268,929	279,419
Equipment Replacement Fund	248,161	83,481	104,451	64,401	24,841	49,841
Total	904,631	539,768	416,996	337,781	293,769	329,259

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund: Fund Centre:	1500 105544	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		612,699	656,471	456,288	312,546	273,381	268,929
Transfer from Ops Budget		136,808	-	-	-	-	10,490
Transfer to Ops Budget		(121,144)	(200,183)	(143,742)	(39,165)	(4,452)	-
Interest Income*		28,108					
Ending Balance \$		656,471	456,288	312,546	273,381	268,929	279,419

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101425	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		223,756	248,161	83,481	104,451	64,401	24,841
Transfer from Ops Budget		40,000	20,820	25,470	25,950	26,440	25,000
Planned Purchase		(17,639)	(185,500)	(4,500)	(66,000)	(66,000)	-
Interest Income		2,044					
Ending Balance \$		248,161	83,481	104,451	64,401	24,841	49,841

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Noise Control

FINAL BUDGET

MARCH 2024

Service: 1.320 Noise Control

Committee: Electoral Area

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - Noise Control

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	7,110	12,702	7,360	-	-	7,360	7,510	7,660	7,810	7,970
Allocations	2,678	2,678	2,761	-	-	2,761	2,813	2,865	2,918	2,971
Internal Time Charges	31,390	56,604	33,000	-	-	33,000	33,740	34,450	35,150	35,890
Other Operating Expenses	50	1,478	250	-	-	250	250	250	250	250
TOTAL OPERATING COSTS	41,228	73,462	43,371	-	-	43,371	44,313	45,225	46,128	47,081
*Percentage Increase over prior year			5.2%			5.2%	2.2%	2.1%	2.0%	2.1%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	485	1,175	1,865
TOTAL COSTS	41,228	73,462	43,371	-	-	43,371	44,313	45,710	47,303	48,946
<u>FUNDING SOURCES (REVENUE)</u>										
Deficit CFW from 2023 to 2024	-	(22,000)	-	-	22,000	22,000	-	-	-	-
Transfer from Operating Reserve Fund	-	(10,384)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(168)	(168)	(168)	-	-	(168)	(200)	(200)	(200)	(200)
Revenue - Other	(150)	-	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(318)	(32,552)	(318)	-	22,000	21,682	(350)	(350)	(350)	(350)
REQUISITION	(40,910)	(40,910)	(43,053)	-	(22,000)	(65,053)	(43,963)	(45,360)	(46,953)	(48,596)
*Percentage increase over prior year Requisition			5.2%		53.8%	59.0%	-32.4%	3.2%	3.5%	3.5%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105406	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		21,805	12,471	12,471	12,471	12,956	14,131
Transfer from Ops Budget		-	-	-	485	1,175	1,865
Deficit Recovery		(10,384)	-	-	-	-	-
Interest Income*		1,051					
Ending Balance \$		12,471	12,471	12,471	12,956	14,131	15,996

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Nuisance & Unsightly Premises

FINAL BUDGET

MARCH 2024

Service: 1.322 Nuisance & Unsightly Premises

Committee: Electoral Area

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	2,190	-	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Allocations	3,346	3,346	3,449	-	-	3,449	3,514	3,580	3,648	3,716
Internal Time Charges	49,130	50,722	51,650	-	-	51,650	52,810	53,920	55,010	56,170
Other Operating Expenses	320	395	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	54,986	54,463	57,419	-	-	57,419	58,644	59,820	60,978	62,206
*Percentage Increase over prior year			4.4%			4.4%	2.1%	2.0%	1.9%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	940	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	940	-	-	-	-	-	-	-	-
TOTAL COSTS	54,986	55,403	57,419	-	-	57,419	58,644	59,820	60,978	62,206
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	(519)	-	(5,000)	(5,519)	-	-	-	-
Grants in Lieu of Taxes	(225)	(225)	(230)	-	-	(230)	(250)	(260)	(270)	(280)
Other Revenue	(100)	(517)	(100)	-	-	(100)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(325)	(742)	(849)	-	(5,000)	(5,849)	(450)	(460)	(470)	(480)
REQUISITION	(54,661)	(54,661)	(56,570)	-	5,000	(51,570)	(58,194)	(59,360)	(60,508)	(61,726)
*Percentage increase over prior year Requisition			3.5%		-9.1%	-5.7%	12.8%	2.0%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund: Fund Centre:	1500 105403	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		19,000	20,855	15,336	15,336	15,336	15,336
Transfer from Ops Budget		940	-	-	-	-	-
Transfer to Ops Budget		-	(5,519)	-	-	-	-
Interest Income*		916					
Ending Balance \$		20,855	15,336	15,336	15,336	15,336	15,336

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Electoral Area Fire Services

FINAL BUDGET

MARCH 2024

Service: **1.369 Electoral Area Fire Services**

Committee: Electoral Area

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of \$0.246 per \$1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Fire Services Compliance and Coordination	77,840	79,000	-	-	45,000	45,000	-	-	-	-
Wages & Salaries	-	-	-	194,602	-	194,602	199,269	204,046	208,933	213,935
Contract for Service	126,500	90,000	27,430	-	-	27,430	27,980	28,540	29,110	29,690
Staff Training & Development	5,370	2,851	5,560	-	-	5,560	5,670	5,780	5,900	6,020
Software Licenses	2,000	200	2,070	-	-	2,070	2,110	2,150	2,190	2,230
Allocations	90,126	90,126	90,712	-	-	90,712	92,527	94,375	96,266	98,190
Contingency	2,000	-	-	-	-	-	-	-	-	-
Operating - Other	2,130	1,951	2,190	-	8,000	10,190	2,220	2,250	2,280	2,310
TOTAL OPERATING COSTS	305,966	264,128	127,962	194,602	53,000	375,564	329,776	337,141	344,679	352,375
*Percentage Increase over prior year			-58.2%	63.6%	17.3%	22.7%	-12.2%	2.2%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Equipment Purchases	2,500	-	2,500	-	-	2,500	2,500	2,500	2,289	1,918
Transfer to Operating Reserve Fund	-	44,338	-	-	-	-	-	6,970	6,575	6,320
TOTAL CAPITAL / RESERVE	2,500	44,338	2,500	-	-	2,500	2,500	9,470	8,864	8,238
TOTAL COSTS	308,466	308,466	130,462	194,602	53,000	378,064	332,276	346,611	353,543	360,613
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(161,033)	(161,033)	-	(118,704)	(53,000)	(171,704)	(43,416)	-	-	-
Interest Income	(120)	(120)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	(161,153)	(161,153)	(120)	(118,704)	(53,000)	(171,824)	(43,536)	(120)	(120)	(120)
REQUISITION	(147,313)	(147,313)	(130,342)	(75,898)	-	(206,240)	(288,740)	(346,491)	(353,423)	(360,493)
*Percentage increase over prior year Requisition			-11.5%	51.5%		40.0%	40.0%	20.0%	2.0%	2.0%
Salaried Positions FTE's			0.0	1.5		1.5	1.5	1.5	1.5	1.5

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund: 1500 Fund Centre: 105404	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	323,799	219,930	48,226	4,810	11,780	18,355
Transfer from Ops Budget	44,133	-	-	6,970	6,575	6,320
Transfer to Ops Budget	(161,033)	(171,704)	(43,416)	-	-	-
Planned Expenditures	-	-	-	-	-	-
Interest Income*	13,030					
Ending Balance \$	219,930	48,226	4,810	11,780	18,355	24,675

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Electoral Area Emergency Planning Coordination

FINAL BUDGET

MARCH 2024

Service: 1.372 Emergency Planning Coordination

Committee: Planning & Protective Services

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electoral Area Emergency Planning Coordination	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	578,160	515,850	591,902	-	-	591,902	606,031	620,493	635,283	650,420
Contract for Services	-	9,000	-	-	55,000	55,000	-	-	-	-
Travel Expenses	1,920	1,920	1,990	-	-	1,990	2,030	2,070	2,110	2,150
Telecommunications	7,160	7,160	7,410	-	-	7,410	7,560	7,710	7,860	8,020
Staff Training & Development	1,700	2,500	1,760	-	3,240	5,000	1,800	1,840	1,880	1,920
Supplies	2,110	5,662	2,180	-	-	2,180	2,220	2,260	2,300	2,340
Allocations	63,573	63,573	70,935	-	-	70,935	73,644	75,383	76,451	78,082
Other Operating Expenses	9,276	13,540	9,580	-	-	9,580	9,770	9,960	10,150	10,340
TOTAL OPERATING COSTS	663,899	619,205	685,757	-	58,240	743,997	703,055	719,716	736,034	753,272
*Percentage Increase over prior year			3.3%			12.1%	-5.5%	2.4%	2.3%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	51,194	-	-	-	-	-	-	-	1,940
Transfer to Equipment Replacement Fund	7,500	10,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	7,500	61,194	5,000	-	-	5,000	5,000	5,000	5,000	6,940
TOTAL COSTS	671,399	680,399	690,757	-	58,240	748,997	708,055	724,716	741,034	760,212
Internal Recoveries	(492,300)	(492,300)	(509,530)	-	-	(509,530)	(519,720)	(530,110)	(540,708)	(551,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	179,099	188,099	181,227	-	58,240	239,467	188,335	194,606	200,326	208,692
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(22,939)	(22,939)	(14,170)	-	(58,240)	(72,410)	(10,485)	(6,135)	(1,535)	-
Grants in Lieu of Taxes	(626)	(626)	(627)	-	-	(627)	(660)	(670)	(680)	(690)
Revenue - Other	(330)	(9,330)	(340)	-	-	(340)	(330)	(330)	(330)	(330)
TOTAL REVENUE	(23,895)	(32,895)	(15,137)	-	(58,240)	(73,377)	(11,475)	(7,135)	(2,545)	(1,020)
REQUISITION	(155,204)	(155,204)	(166,090)	-	-	(166,090)	(176,860)	(187,471)	(197,781)	(207,672)
*Percentage increase over prior year Requisition			7.0%			7.0%	6.5%	6.0%	5.5%	5.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0	4.0	4.0			4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.372	Carry	2024	2025	2026	2027	2028	TOTAL
	Emergency Planning Coordination	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,500	\$0	\$2,500	\$0	\$0	\$5,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$70,000	\$0	\$70,000
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

5 YEAR CAPITAL PLAN

Service #:

1.372

Service Name:

Emergency Planning Coordination

[illegible]

Service: 1.372 Emergency Planning Coordination

Project Number	20-01	Capital Project Title	Computer Equipment Replacement	Capital Project Description	Computer Equipment Replacement
Project Rationale					

Project Number	23-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle replacement
Project Rationale					

Electoral Area Emergency Planning Coordination
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	102,929	30,519	20,034	13,899	12,364	14,304
Equipment Replacement Fund	64,330	66,830	71,830	74,330	9,330	14,330
Total	167,259	97,349	91,864	88,229	21,694	28,634

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund: Fund Centre:	1500 105545	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		60,373	102,929	30,519	20,034	13,899	12,364
Transfer from Ops Budget		62,854	-	-	-	-	1,940
Transfer to Ops Budget		(22,939)	(72,410)	(10,485)	(6,135)	(1,535)	-
Interest Income*		2,640					
Ending Balance \$		102,929	30,519	20,034	13,899	12,364	14,304

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101985	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		53,804	64,330	66,830	71,830	74,330	9,330
Transfer from Op Budget		10,000	5,000	5,000	5,000	5,000	5,000
Planned Purchase		-	(2,500)	-	(2,500)	(70,000)	-
Interest Income		526					
Ending Balance \$		64,330	66,830	71,830	74,330	9,330	14,330

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2024 Budget

Admin. Expenditures (JDF)

FINAL BUDGET

MARCH 2024

Service: 1.109 JDF Admin. Expenditures

Committee: Electoral Area

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.109 - Admin. Expenditures (JDF)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Director's Remuneration	47,817	47,817	49,586	-	-	49,586	50,580	51,590	52,620	53,670
Travel	1,760	1,760	1,825	4,000	-	5,825	5,940	6,060	6,180	6,300
Allocations	13,192	13,192	13,674	-	-	13,674	13,946	14,226	14,511	14,800
Other Operating Expenses	3,723	3,023	3,560	-	-	3,560	3,630	3,700	3,770	3,840
TOTAL OPERATING COSTS	66,492	65,792	68,645	4,000	-	72,645	74,096	75,576	77,081	78,610
*Percentage Increase over prior year			3.2%	6.0%		9.3%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	700	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	700	-	-	-	-	-	-	-	-
TOTAL COSTS	66,492	66,492	68,645	4,000	-	72,645	74,096	75,576	77,081	78,610
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2022 to 2023	(3,218)	(3,218)	-	-	-	-	-	-	-	-
Revenue - Other	(151)	(151)	(246)	-	-	(246)	(250)	(250)	(250)	(250)
TOTAL REVENUE	(3,369)	(3,369)	(246)	-	-	(246)	(250)	(250)	(250)	(250)
REQUISITION	(63,123)	(63,123)	(68,399)	(4,000)	-	(72,399)	(73,846)	(75,326)	(76,831)	(78,360)
*Percentage increase over prior year Requisition			8.4%	6.3%		14.7%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.109	Carry	2024	2025	2026	2027	2028	TOTAL
	JDF Admin. Expenditures	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$4,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$4,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$4,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$4,000

5 YEAR CAPITAL PLAN

Service #:

1.109

JDF Admin. Expenditures

[illegible]

Service:	1.109	JDF Admin. Expenditures
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Project Number	26-01	Capital Project Title	Computer Replacement	Capital Project Description	Computer Replacement
Project Rationale					

Admin. Expenditures (JDF)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	15,452	13,452	13,452	11,452	11,452	11,452
Operating Reserve Fund	74	74	74	74	74	74
Total	15,526	13,526	13,526	11,526	11,526	11,526

Reserve Schedule

Reserve Fund: 1.109 Admin Expenditures (JDF) - Equipment Replacement Fund

ERF Group: JDFADMIN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101839	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		15,314	15,452	13,452	13,452	11,452	11,452
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	(2,000)	-	(2,000)	-	-
Interest Income		138					
Ending Balance \$		15,452	13,452	13,452	11,452	11,452	11,452

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.109 Admin Expenditures (JDF) - Operating Reserve Fund

Bylaw No. 4584
Created in 2023

Reserve Cash Flow

Fund: Fund Centre:	1500 105556	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	74	74	74	74	74
Transfer from Ops Budget		74	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income*		-					
Ending Balance \$		74	74	74	74	74	74

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

JDF Grants in Aid

FINAL BUDGET

MARCH 2024

Service: 1.114 JDF Grants in Aid

Committee: Electoral Area

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).

* (District of Sooke incorporated from Sooke Electoral Area and Juan de Fuca Electoral Area created from the remainder along with addition of Langford Electoral Area).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

Greater of \$65,484 or \$0.05 / \$1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of: \$ 161,737

COMMISSION:

Committee: Electoral Areas Committee

FUNDING:

Requisition

1.114 - JDF Grants in Aid

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grants in Aid	31,144	3,192	27,822	-	-	27,822	20,000	20,000	20,000	20,000
Allocations	2,721	2,721	1,693	-	-	1,693	1,727	1,762	1,797	1,833
TOTAL OPERATING COSTS	33,865	5,913	29,515	-	-	29,515	21,727	21,762	21,797	21,833
*Percentage Increase over prior year						-12.8%	-26.4%	0.2%	0.2%	0.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	29,225	(29,225)	-	-	(29,225)	-	-	-	-
Balance c/fwd from 2022 to 2023	(33,575)	(33,575)	-	-	-	-	-	-	-	-
Other Income	(290)	(1,563)	(290)	-	-	(290)	(290)	(290)	(290)	(290)
TOTAL REVENUE	(33,865)	(5,913)	(29,515)	-	-	(29,515)	(290)	(290)	(290)	(290)
REQUISITION	-	-	-	-	-	-	(21,437)	(21,472)	(21,507)	(21,543)
*Requisition increase over prior year						0.0%	N/A	0.2%	0.2%	0.2%

CAPITAL REGIONAL DISTRICT

2024 Budget

Vancouver Island Regional Library

FINAL BUDGET

MARCH 2024

Service: 1.119 Vancouver Island Regional Library

Committee: Electoral Area

DEFINITION:

A local service within the Juan de Fuca Electoral Area under Part 3 of the Library Act
Bylaw No. 2248 (November 23, 1994). Amended by Bylaw No. 2346 (February 12, 1997)

SERVICE DESCRIPTION:

This service provides the services of the Vancouver Island Regional Library (VIRL) to the westerly portion of Juan de Fuca Electoral Area (JDFEA). The VIRL delivers service to the JDFEA through its Sooke and Port Renfrew Branches. Under the Library Act, S.B.C. 1994 the CRD was required to take over the library responsibilities belonging to School District No. 62 (Sooke) to participate in the regional library district. The library district is the Vancouver Island Regional Library District (VIRL), headquartered in Nanaimo. The CRD provides the service by funding a budget set by the VIRL and appointing a member to the library board. Service began in 1994.

PARTICIPATION:

Westerly portion of Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.119 - Vancouver Island Regional Library	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to Vancouver Island Regional Library	334,052	334,052	394,593	-	-	394,593	402,480	410,530	418,740	427,110
Allocations	6,456	6,456	6,835	-	-	6,835	6,972	7,111	7,253	7,398
Other Operating Expenses	1,240	3,935	1,250	-	-	1,250	1,250	1,250	1,250	1,250
TOTAL COSTS	341,748	344,443	402,678	-	-	402,678	410,702	418,891	427,243	435,758
*Percentage Increase over prior year						17.8%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	(1,769)	1,769	-	-	1,769	-	-	-	-
Balance c/fwd from 2022 to 2023	(72)	(72)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(325)	(325)	(329)	-	-	(329)	(340)	(350)	(360)	(370)
Other Revenue	(260)	(1,186)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
TOTAL REVENUE	(657)	(3,352)	1,140	-	-	1,140	(640)	(650)	(660)	(670)
REQUISITION	(341,091)	(341,091)	(403,818)	-	-	(403,818)	(410,062)	(418,241)	(426,583)	(435,088)
*Percentage increase over prior year Requisition						18.4%	1.5%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Vancouver Island Regional Library-Debt

FINAL BUDGET

MARCH 2024

CAPITAL REGIONAL DISTRICT

2024 Budget

Langford EA - GVPL

FINAL BUDGET

MARCH 2024

Service: 1.133 Langford EA - GVPL

Committee: Electoral Area

DEFINITION:

To establish a local service for the purpose of contributing to the cost of library services that are provided within the service area by the Greater Victoria Public Library District. Bylaw No. 2357 adopted February 1997.

SERVICE DESCRIPTION:

This service, established in 1997, provides the services of the Greater Victoria Public Library Board (GVPLB) to the Willis Point and Malahat areas within the Juan de Fuca Electoral Area. The service is on a contract basis because the service area is so small. The contract is annually renewed. Payment to the GVPLB is made in the form of a contribution to the GVLPB's budget. This service is one a number of services in which the CRD makes an annual contribution to a public library service.

PARTICIPATION:

A portion of the Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of \$17,850 or \$0.33 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$132,912.

FUNDING:

Requisition

1.133 - Langford EA - GVPL

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to Greater Victoria Public Library	31,890	31,890	33,010	-	-	33,010	33,670	34,340	35,030	35,730
Allocations	642	642	651	-	-	651	664	677	691	704
Other Operating Expenses	10	4	10	-	-	10	10	10	10	10
TOTAL OPERATING COSTS	32,542	32,536	33,671	-	-	33,671	34,344	35,027	35,731	36,444
*Percentage Increase over prior year						3.5%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	315	(315)	-	-	(315)	-	-	-	-
Balance c/fwd from 2022 to 2023	(16)	(16)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(91)	(91)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
Interest Income	-	(309)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(107)	(101)	(415)	-	-	(415)	(100)	(100)	(100)	(100)
REQUISITION	(32,435)	(32,435)	(33,256)	-	-	(33,256)	(34,244)	(34,927)	(35,631)	(36,344)
*Percentage increase over prior year Requisition						2.5%	3.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Street Lighting

FINAL BUDGET

MARCH 2024

Service: 1.232 Port Renfrew Street Lighting

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain street lighting for the Port Renfrew Street Lighting Local Service Area.
Bylaw No. 1746, November 8, 1989; Bylaw No. 1986, January 29, 1992.

PARTICIPATION:

Port Renfrew Local Service Area # 4, D-762.

MAXIMUM LEVY:

Greater of \$7,500 or \$3.42 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$176,877.

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Port Renfrew Street Lighting Commission established by Bylaw No. 1770 in 1989.
Port Renfrew Utility Services Committee (Juan de Fuca EA) established by Bylaw No. 3281 (September 14, 2005).

USER CHARGE:

50% of operating cost to be imposed as an annual user fee to each connected property.

PARCEL TAX:

50% of operating costs are collected as a parcel tax to be charged to every parcel within the Local Service Area.

1.232 - Port Renfrew Street Lighting	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electricity	7,380	7,333	7,580	-	-	7,580	7,730	7,880	8,040	8,200
Allocations	449	449	457	-	-	457	466	476	485	495
Contingency	1,214	-	1,062	-	-	1,062	1,200	1,200	1,200	1,200
Other Operating Expenses	100	95	100	-	-	100	100	100	100	100
TOTAL COSTS	9,143	7,877	9,199	-	-	9,199	9,496	9,656	9,825	9,995
*Percentage Increase over prior year						0.6%	3.2%	1.7%	1.8%	1.7%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	1,233	(1,233)	-	-	(1,233)	-	-	-	-
Balance c/fwd from 2022 to 2023	(1,455)	(1,455)	-	-	-	-	-	-	-	-
User Charges	(3,760)	(3,762)	(3,892)	-	-	(3,892)	(3,970)	(4,050)	(4,130)	(4,210)
Grants in Lieu of Taxes	(79)	(79)	(82)	-	-	(82)	(80)	(80)	(80)	(80)
Revenue - Other	(260)	(225)	(270)	-	-	(270)	(280)	(290)	(300)	(310)
TOTAL REVENUE	(5,554)	(4,288)	(5,477)	-	-	(5,477)	(4,330)	(4,420)	(4,510)	(4,600)
REQUISITION - PARCEL TAX	(3,589)	(3,589)	(3,722)	-	-	(3,722)	(5,166)	(5,236)	(5,315)	(5,395)
*Percentage increase over prior year										
User Fee						3.5%	2.0%	2.0%	2.0%	1.9%
Requisition						3.7%	38.8%	1.4%	1.5%	1.5%
Combined						3.6%	20.0%	1.6%	1.7%	1.7%

CAPITAL REGIONAL DISTRICT

2024 Budget

JDF Building Numbering

FINAL BUDGET

MARCH 2024

Service: 1.317 JDF Building Numbering

Committee: Electoral Area

DEFINITION:

To provide the extended service of implementing a civic addressing system for the Juan de Fuca Electoral Area.
Establishment Bylaw No. 2010, adopted September 1992. Amendment Bylaw No. 2093 (February 1993).

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.317 - JDF Building Numbering	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Building Inspection	12,390	12,390	12,830	-	-	12,830	13,080	13,350	13,610	13,890
Allocations	655	655	674	-	-	674	687	701	715	729
Other Operating Expenses	430	379	380	-	-	380	390	400	410	420
TOTAL COSTS	13,475	13,424	13,884	-	-	13,884	14,157	14,451	14,735	15,039
*Percentage Increase over prior year						3.0%	2.0%	2.1%	2.0%	2.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	84	(84)	-	-	(84)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(153)	(153)	-	-	-	-	-	-	-	-
Other Income	(40)	(73)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(193)	(142)	(134)	-	-	(134)	(50)	(50)	(50)	(50)
REQUISITION	(13,282)	(13,282)	(13,750)	-	-	(13,750)	(14,107)	(14,401)	(14,685)	(14,989)
*Percentage increase over prior year Requisition						3.5%	2.6%	2.1%	2.0%	2.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

Soil Deposit and Removal

FINAL BUDGET

MARCH 2024

Service: **1.319** **Soil Deposit and Removal**

Committee: **Electoral Area**

DEFINITION:

The regulation of the deposit or removal of soil, sand, gravel, rock or other material on land in the municipality or in any area in the municipality (see 930(d)(e) of the Municipal Act). Authority received under SLP issued February 12, 1973, and as amended by SLP August 25, 1986. This function is performed by CRD Bylaw Officers , who ensure that permits are purchased by any person who deposits or removes said materials.

SERVICE DESCRIPTION:

Administration and enforcement of the Soil Deposit and Removal Bylaw for the Juan de Fuca Electoral Area (JdF EA).

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

Net cost of this function not to exceed **\$50,000**.

FUNDING:

Requisition

1.319 - Soil Deposit and Removal	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	1,249	1,249	1,290	-	-	1,290	1,312	1,334	1,356	1,379
Internal Time Charges	4,620	11,797	4,860	-	-	4,860	4,970	5,070	5,170	5,280
Other Operating Expenses	30	226	30	-	-	30	30	30	30	30
TOTAL OPERATING COSTS	5,899	13,272	6,180	-	-	6,180	6,312	6,434	6,556	6,689
*Percentage Increase over prior year						4.8%	2.1%	1.9%	1.9%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	(7,413)	(80)	-	-	(80)	(92)	(94)	(86)	(89)
Interest Income	(40)	-	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	(40)	(7,413)	(120)	-	-	(120)	(132)	(134)	(126)	(129)
REQUISITION	(5,859)	(5,859)	(6,060)	-	-	(6,060)	(6,180)	(6,300)	(6,430)	(6,560)
*Percentage increase over prior year Requisition						3.4%	2.0%	1.9%	2.1%	2.0%

Reserve Schedule

Reserve Fund: 1.319 Soil Deposit and Removal - Operating Reserve Fund

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Reserve Cash Flow

Fund: 1500 Fund Centre: 105405	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	74,675	70,862	70,782	70,690	70,596	70,510
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	(7,413)	(80)	(92)	(94)	(86)	(89)
Interest Income*	3,599					
Ending Balance \$	70,862	70,782	70,690	70,596	70,510	70,421

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Community Planning (JDF)

FINAL BUDGET

MARCH 2024

Service: 1.325 Community Planning

Committee: Electoral Area

DEFINITION:

To provide land use planning services at the community level for the JDF electoral area (Supplementary Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

Community Planning service involves preparation, review and amendment of five official community plans and two comprehensive community development plans.

Development Services involves preparation and administration of Land Use Bylaws, subdivision Bylaw, and process zoning amendments, development permits, development variance permits, soil deposit/removal permits, and review land and water referrals, subdivisions referrals, and ALR exclusions.

Administrative Services involves preparation of agendas, minutes and providing administrative support for the Juan de Fuca (JdF) Land Use Committee (LUC), six advisory planning commissions (APC), three board of variances, the Agricultural Advisory Planning Commission (AAPC), and the Economic Development Commission (EDC).

PARTICIPATION:

JDF Electoral Area on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition and user fees.

1.325 - Community Planning (JDF)
OPERATING COSTS

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	2024				2025	2026	2027	2028
			CORE BUDGET	ONGOING	ONE-TIME	TOTAL				
Salaries & Wages	496,208	491,362	520,818	-	-	520,818	522,821	535,101	547,667	560,523
Consultants	5,340	2,398	5,520	-	-	5,520	5,640	5,760	5,880	6,000
Legal Expenses	10,300	8,365	8,000	-	-	8,000	8,160	8,320	8,490	8,660
LIDAR Photography	13,500	-	-	-	-	-	17,000	-	19,000	-
Supplies	9,290	3,812	6,250	-	-	6,250	6,380	6,510	6,640	6,770
Land Use and Advisory Planning Cttees	15,810	5,207	16,710	-	-	16,710	16,990	17,270	17,560	17,850
Allocations	137,210	145,587	150,139	-	-	150,139	154,302	157,662	160,475	163,822
Labour Charges	33,050	-	34,530	-	-	34,530	35,270	36,000	36,730	37,480
Other Operating Expenses	61,560	48,506	61,400	-	-	61,400	62,670	63,980	65,310	66,670
TOTAL OPERATING COSTS	782,268	705,237	803,367	-	-	803,367	829,233	830,603	867,752	867,775

*Percentage Increase over prior year

CAPITAL / RESERVES

Transfer to Equipment Replacement Fund	5,000	25,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Operating Reserve Fund	-	55,499	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	5,000	80,499	5,000	-	-	5,000	5,000	5,000	5,000	5,000

Building Borrowing Repayment to Facilities Reserve	70,770	70,770	70,770	-	-	70,770	70,770	70,770	70,770	70,770
TOTAL COSTS	858,038	856,506	879,137	-	-	879,137	905,003	906,373	943,522	943,545

Internal Recoveries	(32,060)	(32,060)	(33,180)	-	-	(33,180)	(33,840)	(34,520)	(35,211)	(35,910)
OPERATING COSTS LESS INTERNAL RECOVERIES	825,978	824,446	845,957	-	-	845,957	871,163	871,853	908,311	907,635

FUNDING SOURCES (REVENUE)

Transfer from Operating Reserve Fund	(59,681)	(59,681)	(55,016)	-	-	(55,016)	(57,853)	(35,543)	(48,311)	(23,235)
Processing Fee Revenue	(45,000)	(40,635)	(45,000)	-	-	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Grants in Lieu of Taxes	(1,057)	(1,057)	(1,091)	-	-	(1,091)	(1,150)	(1,170)	(1,190)	(1,210)
Revenue - Other	(1,600)	(4,433)	(1,060)	-	-	(1,060)	(1,060)	(1,060)	(1,060)	(1,060)
TOTAL REVENUE	(107,338)	(105,806)	(102,167)	-	-	(102,167)	(105,063)	(82,773)	(95,561)	(70,505)

REQUISITION	(718,640)	(718,640)	(743,790)	-	-	(743,790)	(766,100)	(789,080)	(812,750)	(837,130)
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*Percentage increase over prior year
Requisition

AUTHORIZED POSITIONS										
Salaried	3.7	3.7	3.7			3.7	3.7	3.7	3.7	3.7

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.325 Community Planning	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$49,355	\$3,290	\$0	\$2,700	\$0	\$55,345
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$200,000	\$275,000	\$0	\$0	\$0	\$0	\$275,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$200,000	\$324,355	\$3,290	\$0	\$2,700	\$0	\$330,345

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$49,355	\$3,290	\$0	\$2,700	\$0	\$55,345
Grants (Federal, Provincial)	\$200,000	\$275,000	\$0	\$0	\$0	\$0	\$275,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$200,000	\$324,355	\$3,290	\$0	\$2,700	\$0	\$330,345

5 YEAR CAPITAL PLAN

Service #: 1.325

Service Name	Community Planning
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[illegible]

Service:

1.325

Community Planning

Project Number	20-01	Capital Project Title	Computer Equipment	Capital Project Description	Computer Replacement
Project Rationale	Computer replacement in keeping with CRD corporate schedule.				

Project Number	22-01	Capital Project Title	Vehicle	Capital Project Description	Vehicle Replacement
Project Rationale	Vehicle replacement				

Project Number	22-02	Capital Project Title	Otter Point Ground Water Study (for OCP)	Capital Project Description	Study of ground water availability to aid in land use decision making and support OCP policy
Project Rationale	Public comments received in response to a number of recent development proposals have raised concern that there is insufficient ground water resources to support both existing development and new development. The OCP supports development in rural areas where there are sufficient ground water resources and the development will not put resources at risk of contamination or depletion. The study will provide information to help determine this. The study may lead to further studies and monitoring.				

Project Number	23-01	Capital Project Title	Port Renfrew OCP	Capital Project Description	Port Renfrew Official Community Plan Review and Update
Project Rationale	Port Renfrew Official Community Plan requires review and update to address emerging community needs.				

Service: 1.325 Community Planning

Project Number	24-01	Capital Project Title	Willis Point OCP	Capital Project Description	Willis Point Official Community Plan Review and Update
Project Rationale	Willis Point OCP requires review and upate to address emerging community needs.				

Project Number	24-02	Capital Project Title	Office Furniture	Capital Project Description	Raising Desk
Project Rationale					

Project Number	24-03	Capital Project Title	Meeting Room Upgrade	Capital Project Description	TV and Video Conference Upgrade
Project Rationale					

Community Planning (JDF)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	399,333	344,317	286,464	250,921	202,610	179,375
Equipment Replacement Fund	200,730	156,375	158,085	163,085	165,385	170,385
Total	600,063	500,692	444,549	414,006	367,995	349,760

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Operating Reserve Fund

Reserve Cash Flow

Fund: Fund Centre:	1500 105408	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		385,628	399,333	344,317	286,464	250,921	202,610
Transfer from Ops Budget		55,499	-	-	-	-	-
Transfer to Ops Budget - Core		(46,181)	(55,016)	(40,853)	(35,543)	(29,311)	(23,235)
Transfer to Ops Budget - Orthophotos		(13,500)	-	(17,000)	-	(19,000)	-
Interest Income*		17,886					
Ending Balance \$		399,333	344,317	286,464	250,921	202,610	179,375

Assumptions/Background:

For unforeseen legal expenses; ongoing air photo updates; election expenses

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Equipment Replacement Fund

ERF Group: CMPLAN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101428	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		176,692	200,730	156,375	158,085	163,085	165,385
Transfer from Ops Budget		25,000	5,000	5,000	5,000	5,000	5,000
Planned Purchase		(2,568)	(49,355)	(3,290)	-	(2,700)	-
Interest Income		1,606					
Ending Balance \$		200,730	156,375	158,085	163,085	165,385	170,385

Assumptions/Background:

Maintain balance sufficient to fund required asset replacements

CAPITAL REGIONAL DISTRICT

2024 Budget

JDF Livestock Injury Compensation

FINAL BUDGET

MARCH 2024

Service: 1.340 JDF Livestock Injury Compensation

Committee: Electoral Area

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act*.
(Livestock Injury Compensation Service (Juan de Fuca) Bylaw No. 1, 2021)

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.340 - JDF Livestock Injury Compensation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	158	158	158	-	-	158	161	164	168	171
Compensation Claim Payments	3,000	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	3,158	158	3,158	-	-	3,158	3,161	3,164	3,168	3,171
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	3,145	(3,145)	-	-	(3,145)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(3,053)	(3,053)	-	-	-	-	-	-	-	-
Other Income	-	(145)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,053)	(53)	(3,145)	-	-	(3,145)	-	-	-	-
REQUISITION	(105)	(105)	(13)	-	-	(13)	(3,161)	(3,164)	(3,168)	(3,171)
*Percentage increase over prior year Requisition						-87.6%	24215.4%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

Willis Point Fire Protection & Recreation

FINAL BUDGET

MARCH 2024

Service: 1.350 Willis Point Fire

Committee: Electoral Area

DEFINITION:

A service area for the purposes of constructing a fire hall/community centre and to provide fire protection and emergency response services and recreational facilities in the Willis Point Section of the Juan de Fuca Electoral Area.

Local Service Establishment Bylaw No. 1951 (January 15, 1992). Amended by Bylaw 2296 (1995) & 3214 (2004).

PARTICIPATION:

Based on converted hospital assessments - Willis Point Local Service Area #15 - A(763).

COMMISSION:

Willis Point Fire Protection and Recreation Facilities Commission established by Bylaw to oversee this function (Bylaw No. 3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010).

MAXIMUM LEVY:

Bylaw No. 1951 states "Greater of \$41,000 or \$1.71 / \$1,000" to a maximum of \$490,970.

FUNDING:

Requisition

1.350 - Willis Point Fire Protection & Recreation

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
<u>Fire Protection Costs</u>										
Travel - Vehicles	14,200	11,224	14,700	-	-	14,700	14,990	15,290	15,590	15,900
Insurance	8,310	8,216	8,547	-	-	8,547	8,830	9,140	9,460	9,800
Utilities	12,550	11,827	12,890	-	-	12,890	13,150	13,410	13,680	13,950
Staff Development	24,345	15,445	25,190	-	-	25,190	25,700	26,210	26,740	27,270
Allocations	5,851	7,652	5,464	-	-	5,464	5,573	5,685	5,799	5,915
Operating - Other	35,576	38,694	41,840	-	-	41,840	42,660	43,490	44,350	45,230
TOTAL FIRE PROTECTION COSTS	100,832	93,058	108,631	-	-	108,631	110,903	113,225	115,619	118,065
<u>Recreation Costs</u>										
Recreation Expenses	8,450	13,290	10,490	-	20,516	31,006	10,060	10,200	10,340	10,480
TOTAL OPERATING COSTS	109,282	106,348	119,121	-	20,516	139,637	120,963	123,425	125,959	128,545
*Percentage Increase over prior year			9.0%		18.8%	27.8%	2.1%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVES / DEBT</u>										
Capital Equipment Purchases	6,300	-	6,520	-	-	6,520	6,650	6,780	6,920	7,060
Transfer to Equipment Replacement Fund	55,000	89,766	57,639	-	-	57,639	58,177	58,735	59,271	59,815
Transfer to Capital Reserve Fund	4,242	4,242	5,000	-	(5,000)	-	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES / DEBT	65,542	94,008	69,159	-	(5,000)	64,159	69,827	70,515	71,191	71,875
TOTAL COSTS	174,824	200,356	188,280	-	15,516	203,796	190,790	193,940	197,150	200,420
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	16,086	(570)	-	(15,516)	(16,086)	-	-	-	-
Rental Revenue	(29,050)	(71,260)	(37,000)	-	-	(37,000)	(37,080)	(37,160)	(37,240)	(37,320)
Other Revenue	(4,970)	(4,378)	(4,980)	-	-	(4,980)	(5,070)	(5,170)	(5,270)	(5,370)
TOTAL REVENUE	(34,020)	(59,552)	(42,550)	-	(15,516)	(58,066)	(42,150)	(42,330)	(42,510)	(42,690)
REQUISITION	(140,804)	(140,804)	(145,730)	-	-	(145,730)	(148,640)	(151,610)	(154,640)	(157,730)
*Percentage increase over prior year Requisition						3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.350	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Willis Point Fire							

EXPENDITURE

Buildings	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
Equipment	\$12,280	\$155,500	\$44,750	\$7,500	\$13,500	\$11,500		\$232,750
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$12,280	\$170,500	\$44,750	\$7,500	\$13,500	\$11,500		\$247,750

SOURCE OF FUNDS

Capital Funds on Hand	\$12,280	\$0	\$12,280	\$0	\$0	\$0	\$0	\$12,280
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$11,500	\$7,500	\$7,500	\$13,500	\$11,500		\$51,500
Grants (Federal, Provincial)	\$0	\$108,000	\$0	\$0	\$0	\$0	\$0	\$108,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$51,000	\$24,970	\$0	\$0	\$0	\$0	\$75,970
	\$12,280	\$170,500	\$44,750	\$7,500	\$13,500	\$11,500		\$247,750

[illegible]

Service: 1.350 Willis Point Fire

Project Number	21-01	Capital Project Title	Turn Out Gear	Capital Project Description	Replace 10 sets every 5 years. Life span of 10 years. Total 20 sets budgeted for.
Project Rationale					

Project Number	22-01	Capital Project Title	Hose	Capital Project Description	Replace 20x50 foot hose every 10 years
Project Rationale					

Project Number	22-03	Capital Project Title	Paving entrance for hall	Capital Project Description	Paving apron in front of hall
Project Rationale					

Project Number	24-01	Capital Project Title	Washroom refresh	Capital Project Description	Washroom refresh
Project Rationale					

Service: 1.350 Willis Point Fire

Project Number	24-02	Capital Project Title	Willis Point Water Supply for Fire Fighting	Capital Project Description	Purchase and install water tank
Project Rationale					

Project Number	24-03	Capital Project Title	SCBA	Capital Project Description	Replace 20 SCBA tanks over 20 years
Project Rationale					

Project Number	24-04	Capital Project Title	Computer	Capital Project Description	Replace 2 computers
Project Rationale					

Willis Point Fire Protection & Recreation
Reserves Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	154,158	103,158	83,188	88,188	93,188	98,188
Equipment Replacement Fund	52,138	98,277	148,954	200,189	245,960	294,275
Total	206,296	201,435	232,142	288,377	339,148	392,463

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Capital Reserve Fund - Bylaw 2189

Surplus money from the operation of the fire protection service and recreational facilities may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1014 101358	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		145,782	154,158	103,158	83,188	88,188	93,188
Transfer from Ops Budget		4,242	-	5,000	5,000	5,000	5,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(2,970)	(51,000)	(24,970)	-	-	-
Interest Income*		7,105					
Ending Balance \$		154,158	103,158	83,188	88,188	93,188	98,188

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Equipment Replacement Fund

For replacement of firefighting equipment, fire trucks, tenders and pumpers.
ERF Group: WILLISPT.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101429	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		538,825	52,138	98,277	148,954	200,189	245,960
Transfer from Ops Budget		89,766	57,639	58,177	58,735	59,271	59,815
Expenditures		(577,673)	(11,500)	(7,500)	(7,500)	(13,500)	(11,500)
Interest Income		1,219					
Ending Balance \$		52,138	98,277	148,954	200,189	245,960	294,275

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Otter Point Fire

FINAL BUDGET

MARCH 2024

Service: **1.353** **Otter Point Fire**

Committee: **Electoral Area**

DEFINITION:

A service area established to provide fire protection and emergency response on a volunteer basis in the Otter Point district of the Juan de Fuca Electoral Area. Fire department is operated by a Commission. Local Service Bylaw No. 2042 (September 9, 1992). Amended by Bylaws 2720, 3171 and 3215.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act.
Local Service Area #17 - G (762).

COMMISSION:

Otter Point Fire Protection and Emergency Response Service Commission established to oversee this function (Bylaw No.3654 -April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM LEVY:

Greater of \$125,000 or \$2.50 / \$1,000. To a maximum of \$2,236,129.

FUNDING:

Requisition

1.353 - Otter Point Fire

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Fire Chief Salary and Honorariums	86,865	86,001	296,230	-	-	296,230	302,150	308,190	314,350	320,630
Travel & Vehicles	24,705	32,515	25,570	-	-	25,570	26,080	26,600	27,130	27,670
Contract for Services	122,100	117,423	23,000	-	-	23,000	23,460	23,930	24,410	24,900
Insurance	12,740	11,410	11,817	-	-	11,817	12,230	12,650	13,090	13,550
Staff Training & Program Development	27,970	20,096	35,840	-	-	35,840	36,560	37,290	38,040	38,800
Recruiting and Retention	15,610	15,346	16,160	-	-	16,160	16,480	16,810	17,150	17,490
Maintenance	20,435	17,954	21,140	-	-	21,140	21,560	21,990	22,440	22,890
Internal Allocations	17,743	17,743	18,823	-	-	18,823	19,200	19,584	19,976	20,375
Operating - Supplies	19,550	19,168	20,240	-	-	20,240	20,640	21,050	21,470	21,890
Operating - Other	28,750	27,908	29,570	-	-	29,570	30,130	30,690	31,260	31,850
TOTAL OPERATING COSTS	376,468	365,564	498,390	-	-	498,390	508,490	518,784	529,316	540,045
*Percentage Increase over prior year						32.4%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Capital Equipment Purchases	5,670	5,253	5,870	-	-	5,870	5,990	6,110	6,230	6,350
Transfer to Capital Reserve Fund	42,000	42,000	42,000	-	-	42,000	32,000	35,000	37,000	39,000
Transfer to Equipment Replacement Fund	118,000	132,412	125,200	-	-	125,200	140,800	143,300	146,000	148,700
TOTAL CAPITAL / RESERVES	165,670	179,665	173,070	-	-	173,070	178,790	184,410	189,230	194,050
TOTAL COSTS	542,138	545,229	671,460	-	-	671,460	687,280	703,194	718,546	734,095
<u>FUNDING SOURCES (REVENUE)</u>										
Provincial Grants	-	(799)	-	-	-	-	-	-	-	-
Revenue - Other	(330)	(2,622)	(340)	-	-	(340)	(340)	(340)	(340)	(340)
TOTAL REVENUE	(330)	(3,421)	(340)	-	-	(340)	(340)	(340)	(340)	(340)
REQUISITION	(541,808)	(541,808)	(671,120)	-	-	(671,120)	(686,940)	(702,854)	(718,206)	(733,755)
*Percentage increase over prior year Requisition						23.9%	2.4%	2.3%	2.2%	2.2%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.353	Carry						
	Otter Point Fire	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$160,000
Equipment	\$0	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$90,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$800,000	\$800,000
	\$0	\$55,000	\$55,000	\$60,000	\$60,000	\$820,000	\$1,050,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$15,000	\$15,000	\$20,000	\$20,000	\$820,000	\$890,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$160,000
	\$0	\$55,000	\$55,000	\$60,000	\$60,000	\$820,000	\$1,050,000

Service #:	1.353
Service Name:	Otter Point Fire

[illegible]

Service: 1.353 Otter Point Fire

Project Number	17-02	Capital Project Title	Turnout Gear/Pagers/Hose	Capital Project Description	Turnout Gear/Pagers/Hose
Project Rationale					

Project Number	26-01	Capital Project Title	Replace driveway pavement	Capital Project Description	Replace driveway pavement
Project Rationale					

Project Number	20-01	Capital Project Title	Replace roof	Capital Project Description	Replace roof
Project Rationale					

Service: 1.353 Otter Point Fire

Project Number	22-03	Capital Project Title	Building and Siding	Capital Project Description	Building and Siding
Project Rationale					

Project Number	28-01	Capital Project Title	Replace E23	Capital Project Description	Replace E23 - triple combination engine pumper truck
Project Rationale					

Otter Point Fire
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	59,021	61,021	53,021	48,021	45,021	84,021
Equipment Replacement Fund	214,749	324,949	450,749	574,049	700,049	28,749
Total	273,770	385,970	503,770	622,070	745,070	112,770

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Capital Reserve Fund - Bylaw 3995

For improvements, repairs and replacement of Firehall and training centre

Reserve Cash Flow

Fund:	1090	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102164						
Beginning Balance		15,571	59,021	61,021	53,021	48,021	45,021
Transfer from Ops Budget		42,000	42,000	32,000	35,000	37,000	39,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		-	(40,000)	(40,000)	(40,000)	(40,000)	-
Interest Income*		1,450					
Ending Balance \$		59,021	61,021	53,021	48,021	45,021	84,021

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Equipment Replacement Fund

ERF Group: OTTERFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101432	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		106,724	214,749	324,949	450,749	574,049	700,049
Transfer from Ops Budget		127,467	125,200	140,800	143,300	146,000	148,700
Expenditures		(20,919)	(15,000)	(15,000)	(20,000)	(20,000)	(820,000)
Interest Income		1,475					
Ending Balance \$		214,749	324,949	450,749	574,049	700,049	28,749

Assumptions/Background:

Transfer as much of operating budget will allow in order to provide sufficient funding for vehicles.

CAPITAL REGIONAL DISTRICT

2024 Budget

Malahat Fire Protection

FINAL BUDGET

MARCH 2024

Service: 1.354 Malahat Fire

Committee: Electoral Area

DEFINITION:

A specified area established to provide fire protection and emergency response in the Malahat district of the Juan de Fuca Electoral Area through an agreement with the Cowichan Valley Regional District:

Bylaw No. 1368 (July 24, 1985) (Repealed). Amended Bylaw No. 1375 (September 23, 1985) (Repealed)
Bylaw No. 2731 (November 24, 1999) as amended by Bylaw No. 3226.

ANNUAL LEVY:

On all lands and improvements on the basis of Section 794 of the Municipal Act within the Specified Area # 23 (F-762).

MAXIMUM LEVY:

Greater of \$22,400 or \$1.28 / \$1,000 to a maximum of \$133,828.

FUNDING:

Requisition

1.354 - Malahat Fire Protection	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to Cowichan Valley Regional District	63,650	63,650	65,315	-	-	65,315	66,620	67,950	69,310	70,700
Other Operating Expenses	3,290	3,300	3,357	-	5,000	8,357	3,424	3,492	3,562	3,633
TOTAL COSTS	66,940	66,950	68,672	-	5,000	73,672	70,044	71,442	72,872	74,333
*Percentage Increase over prior year			2.6%		7.5%	10.1%	-4.9%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	617	(617)	-	-	(617)	-	-	-	-
Balance c/fwd from 2022 to 2023	(588)	(588)	-	-	-	-	-	-	-	-
Other Revenue	-	(627)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(588)	(598)	(617)	-	-	(617)	-	-	-	-
REQUISITION	(66,352)	(66,352)	(68,055)	-	(5,000)	(73,055)	(70,044)	(71,442)	(72,872)	(74,333)
*Percentage increase over prior year Requisition			2.6%		7.5%	10.1%	-4.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Durrance Road Fire Protection

FINAL BUDGET

MARCH 2024

Service: **1.355 Durrance Road Fire**

Committee: Electoral Area

DEFINITION:

A local service area established by Bylaw No. 2506 (July 9, 1997) to provide fire protection and emergency response to Durrance Road Fire Protection Area. Amended by Bylaw No. 3033 (2002) to increase rate and Bylaw No. 3216 (2004).

MAXIMUM LEVY:

Greater of \$1,350 or \$0.70 / \$1,000 to maximum of \$7,083.

FUNDING:

Parcel Tax

1.355 - Durrance Road Fire Protection	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to District of Saanich	2,500	2,500	2,500	-	-	2,500	2,500	2,500	2,500	2,500
Other Operating Expenses	216	161	216	-	-	216	219	221	224	227
TOTAL OPERATING COSTS	2,716	2,661	2,716	-	-	2,716	2,719	2,721	2,724	2,727
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve	300	355	300	-	-	300	300	300	300	300
TOTAL COSTS	3,016	3,016	3,016	-	-	3,016	3,019	3,021	3,024	3,027
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
REQUISITION - PARCEL TAX	(3,016)	(3,016)	(3,016)	-	-	(3,016)	(3,019)	(3,021)	(3,024)	(3,027)
*Percentage increase over prior year Requisition						0.0%	0.1%	0.1%	0.1%	0.1%

Reserve Schedule

Reserve Fund: 1.355 Durrance road Fire Protection - Operating Reserve Fund - Bylaw 4146

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund: Fund Centre:	1500 105400	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		2,951	3,453	3,753	4,053	4,353	4,653
Transfer from Op Budget		355	300	300	300	300	300
Planned Payments		-	-	-	-	-	-
Interest Income*		147					
Ending Balance \$		3,453	3,753	4,053	4,353	4,653	4,953

Assumptions/Background:

To set aside funds for reimbursing District of Saanich for incident response, as per agreement between the CRD and Saanich

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

East Sooke Fire Protection

FINAL BUDGET

MARCH 2024

Service: 1.357 East Sooke Fire

Committee: Electoral Area

DEFINITION:

A service area established by Bylaw No. 3390 (January 10, 2007) to provide fire protection and emergency response on a volunteer basis in the East Sooke district of the Juan de Fuca Electoral Area. Fire department is operated by a committee.

PARTICIPATION:

On net taxable value of land and improvements on the basis of hospital district assessments.

MAXIMUM LEVY:

Bylaw No. 3390 (amended by Bylaw 3862, 2013) states "greater of \$550,000 or \$1.310 / \$1,000" of actual assessments. To a maximum of \$1,256,038.

COMMISSION:

East Sooke Fire Protection and Emergency Response Services Commission established to oversee this function
(Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Maximum Authorized: (Bylaw 3863)	\$ 2,120,000
Borrowed: 2014, 3.0%	\$ 1,800,000
Borrowed: 2016, 2.1%	\$ 150,000
Remaining	\$ 170,000

1.357 - East Sooke Fire Protection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	75,340	33,899	80,614	-	-	80,614	82,230	83,880	85,560	87,270
Travel - Vehicles	35,510	36,557	37,996	-	-	37,996	38,750	39,530	40,320	41,130
Insurance	6,035	6,044	12,926	-	-	12,926	13,315	13,710	14,120	14,550
Contract for Service/Legal Expenses	10,840	11,611	12,399	-	-	12,399	12,650	12,900	13,160	13,420
Maintenance	12,080	17,225	12,926	-	-	12,926	13,190	13,460	13,730	14,000
Staff Training	25,000	28,518	26,750	-	-	26,750	27,290	27,840	28,400	28,970
Internal Allocations	15,161	15,161	15,367	-	-	15,367	15,674	15,988	16,307	16,634
Operating - Supplies	29,382	54,217	29,719	-	-	29,719	30,310	30,920	31,540	32,170
Contingency	15,000	-	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Operating - Other	43,170	50,199	48,433	-	-	48,433	49,390	50,350	51,330	52,340
TOTAL FIRE DEP OPERATING COSTS	267,518	253,431	292,130	-	-	292,130	298,099	304,188	310,387	316,724
*Percentage Increase over prior year						9.2%	2.0%	2.0%	2.0%	2.0%
TOTAL COMMUNITY HALL OPERATING COSTS	39,438	34,799	37,566	-	-	37,566	27,184	27,860	28,548	29,251
TOTAL OPERATING COSTS	306,956	288,230	329,696	-	-	329,696	325,283	332,048	338,935	345,975
Percentage Increase over prior year										
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	-	10,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Equipment Replacement Fund	103,362	127,486	96,121	-	-	96,121	101,102	106,173	111,364	116,637
TOTAL CAPITAL / RESERVES	103,362	137,486	101,121	-	-	101,121	106,102	111,173	116,364	121,637
<u>DEBT SERVICING</u>										
MFA Debt Reserve Fund	380	725	380	-	-	380	380	380	380	380
Principal Payment	97,959	97,959	97,959	-	-	97,959	97,959	97,959	97,959	97,959
Interest Payment	57,150	57,150	57,150	-	-	57,150	57,150	57,150	57,150	57,150
TOTAL DEBT SERVICING	155,489	155,834	155,489	-	-	155,489	155,489	155,489	155,489	155,489
TOTAL COSTS	565,807	581,550	586,306	-	-	586,306	586,874	598,710	610,788	623,101
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	11,043	(11,043)	-	-	(11,043)	-	-	-	-
Balance c/fwd from 2022 to 2023	(13,628)	(13,628)	-	-	-	-	-	-	-	-
District of Sooke (for Silver Spray)	(56,350)	(73,747)	(69,350)	-	-	(69,350)	(70,740)	(72,150)	(73,590)	(75,060)
MFA Debt Reserve Fund Earning	(380)	(725)	(380)	-	-	(380)	(380)	(380)	(380)	(380)
Rental Revenue	(25,610)	(27,353)	(26,323)	-	-	(26,323)	(26,984)	(27,660)	(28,348)	(29,051)
Other Income	(1,260)	(8,561)	(1,260)	-	-	(1,260)	(1,260)	(1,260)	(1,260)	(1,260)
TOTAL REVENUE	(97,228)	(112,971)	(108,356)	-	-	(108,356)	(99,364)	(101,450)	(103,578)	(105,751)
REQUISITION	(468,579)	(468,579)	(477,950)	-	-	(477,950)	(487,510)	(497,260)	(507,210)	(517,350)
*Percentage increase over prior year Requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.357	Carry						
	East Sooke Fire	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$17,000	\$51,551	\$19,512	\$51,578	\$18,850	\$14,000	\$155,491
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$300,000	\$300,000	\$0	\$0	\$582,000	\$0	\$882,000
	\$317,000	\$351,551	\$19,512	\$51,578	\$600,850	\$14,000	\$1,037,491

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$300,000	\$324,551	\$19,512	\$51,578	\$600,850	\$14,000	\$1,010,491
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$17,000	\$27,000	\$0	\$0	\$0	\$0	\$27,000
	\$317,000	\$351,551	\$19,512	\$51,578	\$600,850	\$14,000	\$1,037,491

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.357

Service Name: East Sooke Fire

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
17-05	Replacement	Turn out Gear	Turn out Gear	\$ 67,791	E	ERF	\$ -	\$ 13,051	\$ 13,312	\$ 13,578	\$ 13,850	\$ 14,000	\$ 67,791
18-01	Replacement	Tender 2	Tender 2 Replacement	\$ 582,000	V	ERF	\$ 300,000	\$ -	\$ -	\$ -	\$ 582,000	\$ -	\$ 582,000
19-01	Replacement	Squad Car	Replace Squad Car 1999 Vehicle	\$ 300,000	V	ERF	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
21-03	Replacement	Extrication gear	Replacement of extrication gear (jaws of life)	\$ 33,000	E	ERF	\$ -	\$ -	\$ -	\$ 33,000	\$ -	\$ -	\$ 33,000
21-05	Replacement	Roof seal replacement	Roof seal replacement	\$ 5,000	E	ERF	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000
22-01	Replacement	Pagers	Replacement of old pagers	\$ 3,500	E	ERF	\$ -	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 3,500
22-02	Replacement	Hoses	Replacement of structure fire hoses	\$ 6,200	E	ERF	\$ -	\$ -	\$ 6,200	\$ -	\$ -	\$ -	\$ 6,200
22-04	Replacement	East Sooke Community Hall capital projects	East Sooke Community Hall capital projects	\$ 12,000	E	Res	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
23-01	New	Tablet trial	Equip trucks with tablets	\$ 5,000	E	Res	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
24-01	Replacement	TIC (infrared cameras)	Replacement of failing infrared cameras	\$ 8,000	E	ERF	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
24-02	New	Training Centre	Finishing the training center	\$ 10,000	E	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
27-01	Replacement	Rope for Rope Rescue	Replacement of Ropes and other Rope Rescue Equipment	\$ 5,000	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,037,491			\$ 317,000	\$ 351,551	\$ 19,512	\$ 51,578	\$ 600,850	\$ 14,000	\$ 1,037,491

Service: 1.357 East Sooke Fire

Project Number	17-05	Capital Project Title	Turn out Gear	Capital Project Description	Turn out Gear
Project Rationale Replacement of 4 sets of turnout gear. Turnout gear expires after 10 years.					

Project Number	18-01	Capital Project Title	Tender 2	Capital Project Description	Tender 2 Replacement
Project Rationale Replacement for our 1998 Tender 2 . The plan is to replace the vehicle with a used 10-year old truck.					

Project Number	19-01	Capital Project Title	Squad Car	Capital Project Description	Replace Squad Car 1999 Vehicle
Project Rationale Replacement for our 1999 Squad1 (FR vehicle)					

Project Number	21-03	Capital Project Title	Extrication gear	Capital Project Description	Replacement of extrication gear (jaws of life)
Project Rationale Replacement of extrication gear (jaws of life)					

Service: 1.357 East Sooke Fire

Project Number	21-05	Capital Project Title	Roof seal replacement	Capital Project Description	Roof seal replacement
Project Rationale	Replacement of Roof seals (recommended every 5 years)				

Project Number	22-01	Capital Project Title	Pagers	Capital Project Description	Replacement of old pagers
Project Rationale	Replacement of Roof seals (recommended every 5 years)				

Project Number	22-02	Capital Project Title	Hoses	Capital Project Description	Replacement of structure fire hoses
Project Rationale	Replacement of structure fire hoses				

Project Number	27-01	Capital Project Title	Rope for Rope Rescue	Capital Project Description	Replacement of Ropes and other Rope Rescue Equipment
Project Rationale					

Service: 1.357 East Sooke Fire

Project Number	22-04	Capital Project Title	East Sooke Community Hall capital projects	Capital Project Description	East Sooke Community Hall capital projects
Project Rationale	Placeholder for capital projects in East Sooke's community hall such as replacing the kitchen's countertop and exterior double doors.				

Project Number	23-01	Capital Project Title	Tablet trial	Capital Project Description	Equip trucks with tablets
Project Rationale					

Project Number	24-01	Capital Project Title	TIC (infrared cameras)	Capital Project Description	Replacement of failing infrared cameras
Project Rationale					

East Sooke Fire Protection
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund-Fire Dep	44,125	22,125	27,125	32,125	37,125	42,125
Capital Reserve Fund-Comm Hall	12,921	12,921	12,921	12,921	12,921	12,921
Equipment Replacement Fund	829,133	600,703	682,293	736,888	247,402	350,039
Total	886,179	635,749	722,339	781,934	297,448	405,085

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Capital Reserve Fund - Bylaw 3400

Reserve established for expenditures for or in respect of capital projects, construction, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or payment of debt.

Reserve Cash Flow

Fund: Fund Centre:	1079 101309	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		40,624	44,125	22,125	27,125	32,125	37,125
Transfer from Ops Budget		10,000	5,000	5,000	5,000	5,000	5,000
Transfer from Cap Fund		1,759	-	-	-	-	-
Transfer to Cap Fund		(10,000)	(27,000)	-	-	-	-
Transfer from ERF		-	-	-	-	-	-
Interest Income*		1,742					
Ending Balance \$		44,125	22,125	27,125	32,125	37,125	42,125

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.357 East Sooke Community Hall - Capital Reserve Fund - Bylaw 3400

Reserve established for expenditures for or in respect of capital projects, construction, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or payment of debt.

Reserve Cash Flow

Fund: Fund Centre:	1079 102246	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		12,327	12,921	12,921	12,921	12,921	12,921
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-					
Interest Income*		594					
Ending Balance \$		12,921	12,921	12,921	12,921	12,921	12,921

Assumptions/Background:

Reserve intended for Capital projects in Community Hall

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Equipment Replacement Fund

ERF Group: ESOOKFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101948	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		703,592	829,133	600,703	682,293	736,888	247,402
Transfer from Ops Budget		127,487	96,121	101,102	106,173	111,364	116,637
Planned Purchase		(8,858)	(324,551)	(19,512)	(51,578)	(600,850)	(14,000)
Transfer to CRF		-	-	-	-	-	-
Interest Income		6,912					
Ending Balance \$		829,133	600,703	682,293	736,888	247,402	350,039

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Fire

FINAL BUDGET

MARCH 2024

Service: 1.358 Port Renfrew Fire

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain a Fire Protection Service for local service area in the Port Renfrew District of the Juan de Fuca Electoral Area Establishment Bylaw No. 1743 (November, 1989). Amended by Bylaw 3223 (2005)

Local Service Area #1 of Electoral Area of Juan de Fuca (A-762). Tax levy based on hospital assessments for land and improvements.

MAXIMUM LEVY:

Greater of \$10,000 or \$2.52 / \$1,000 of actual assessment. To a maximum of \$455,084.

COMMISSION:

Port Renfrew Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Bylaw 3456 (Nov 2007) - Authorized to borrow \$40,000 - \$0 issued

AUTHORIZED:	LA Bylaw No. 3456 (Nov. 2007)	\$	40,000
BORROWED:	Bylaw 3456 - 106 (2009 - 4.13%)		(40,000)
REMAINING AUTHORIZATION		<u>\$</u>	<u>-</u>

FUNDING:

User fee and requisition.

1.358 - Port Renfrew Fire

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries, Wages, Benefits	37,240	37,240	38,360	35,000	-	73,360	74,820	76,310	77,830	79,380
Materials and Supplies	18,130	18,130	18,760	-	-	18,760	19,130	19,520	19,910	20,310
Repairs and Maintenance	2,430	2,430	2,520	-	-	2,520	2,570	2,620	2,670	2,720
Utilities	14,110	14,110	14,560	-	-	14,560	14,850	15,150	15,460	15,770
Allocations	6,338	6,338	6,729	-	-	6,729	6,863	7,001	7,141	7,284
Other Operating Expense	56,320	56,320	58,247	-	-	58,247	59,480	60,760	62,050	63,370
TOTAL OPERATING COSTS	134,568	134,568	139,176	35,000	-	174,176	177,713	181,361	185,061	188,834
*Percentage Increase over prior year			3.4%	26.0%		29.4%	2.0%	2.1%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	-	-	1,854	-	-	1,854	3,000	2,000	2,000	2,000
Transfer to Equipment Replacement Fund	24,000	24,000	23,500	-	-	23,500	26,000	28,000	28,500	29,000
TOTAL CAPITAL / RESERVES	24,000	24,000	25,354	-	-	25,354	29,000	30,000	30,500	31,000
TOTAL FIRE OPERATING COSTS	158,568	158,568	164,530	35,000	-	199,530	206,713	211,361	215,561	219,834
Debt Charges	2,908	2,908	2,908	-	-	2,908	-	-	-	-
TOTAL COSTS	161,476	161,476	167,438	35,000	-	202,438	206,713	211,361	215,561	219,834
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(1,073)	(1,073)	(1,110)	-	-	(1,110)	(1,130)	(1,150)	(1,170)	(1,190)
User Charge	(64,106)	(64,106)	(66,698)	(14,000)	-	(80,698)	(82,145)	(83,996)	(85,668)	(87,370)
Other Revenue	(220)	(220)	(230)	-	-	(230)	(220)	(220)	(220)	(220)
TOTAL REVENUE	(65,399)	(65,399)	(68,038)	(14,000)	-	(82,038)	(83,495)	(85,366)	(87,058)	(88,780)
REQUISITION	(96,077)	(96,077)	(99,400)	(21,000)	-	(120,400)	(123,218)	(125,995)	(128,503)	(131,054)
*Percentage increase over prior year Requisition			3.5%	21.8%		25.3%	2.3%	2.3%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.358	Carry						
	Port Renfrew Fire	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$30,000	\$10,000	\$0	\$0	\$0	\$40,000
Equipment	\$0	\$51,000	\$16,000	\$16,000	\$16,000	\$16,000	\$115,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$86,000	\$26,000	\$16,000	\$16,000	\$16,000	\$160,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$51,000	\$16,000	\$16,000	\$16,000	\$16,000	\$115,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$35,000	\$10,000	\$0	\$0	\$0	\$45,000
	\$0	\$86,000	\$26,000	\$16,000	\$16,000	\$16,000	\$160,000

5 YEAR CAPITAL PLAN

Service #: 1.358

Service Name: Port Renfrew Fire

[illegible]

Service: 1.358 Port Renfrew Fire

Project Number	23-01	Capital Project Title	Rescue Truck Improvements	Capital Project Description	Enhanced Fire Suppresion Capability
Project Rationale					

Project Number	24-01	Capital Project Title	SCBA Fill Station	Capital Project Description	Replace SCBA Fill Station
Project Rationale					

Project Number	24-02	Capital Project Title	Firehall Electrical Assessment	Capital Project Description	Firehall Electrical Assessment
Project Rationale					

Project Number	24-01	Capital Project Title	SCBA Fill Station	Capital Project Description	Replace SCBA Fill Station
Project Rationale					

Project Number	24-02	Capital Project Title	Firehall Electrical Assessment	Capital Project Description	Firehall Electrical Assessment
Project Rationale					

Service: 1.358 Port Renfrew Fire

Project Number	24-03	Capital Project Title	Electrical Upgrade	Capital Project Description	Electrical Upgrade
Project Rationale					
Project Number	24-04	Capital Project Title	Flag Pole	Capital Project Description	Flag Pole
Project Rationale					
Project Number	24-05	Capital Project Title	Overhead Door Motors	Capital Project Description	Overhead Door Motors
Project Rationale					
Project Number	24-06	Capital Project Title	Fire Hose	Capital Project Description	Replace Fire Hose
Project Rationale					
Project Number	25-01	Capital Project Title	SCBA Replacements	Capital Project Description	SCBA Replacements
Project Rationale					

Port Renfrew Fire
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	40,937	7,791	791	2,791	4,791	6,791
Equipment Replacement Fund	210,713	183,213	193,213	205,213	217,713	230,713
Total	251,650	191,004	194,004	208,004	222,504	237,504

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Capital Reserve Fund - Bylaw 2702

Surplus money from the operation may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1089 102161	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		48,721	40,937	7,791	791	2,791	4,791
Transfer from Ops Budget		-	1,854	3,000	2,000	2,000	2,000
Transfer to Cap Fund		(9,826)	(35,000)	(10,000)	-	-	-
Interest Income*		2,042					
Ending Balance \$		40,937	7,791	791	2,791	4,791	6,791

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Equipment Replacement Fund

ERF Group: PTRENFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101434	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		175,565	210,713	183,213	193,213	205,213	217,713
Transfer from Ops Budget		24,576	23,500	26,000	28,000	28,500	29,000
Planned Purchase		8,764	(51,000)	(16,000)	(16,000)	(16,000)	(16,000)
Interest Income		1,808					
Ending Balance \$		210,713	183,213	193,213	205,213	217,713	230,713

Assumptions/Background:

Transfer as much as operating budget will allow in order to have funds sufficient to replace vehicles

CAPITAL REGIONAL DISTRICT

2024 Budget

Shirley Fire Protection

FINAL BUDGET

MARCH 2024

Service: 1.360 Shirley Fire Department

Committee: Electoral Area

DEFINITION:

A Specified Area to provide Fire Protection Service and Emergency Response on a volunteer basis in the Shirley District of the Juan de Fuca Electoral Areas local service. Establishment Bylaw No. 1927 (September 11, 1991). Amended by Bylaw 3220 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of \$18,200 or \$1.31 / \$1,000 of actual assessment. To a maximum of \$457,667.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Shirley Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

FUNDING:

Requisition

1.360 - Shirley Fire Protection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Honoraria	41,330	26,960	42,580	-	-	42,580	43,430	44,300	45,190	46,090
Travel - Vehicles	6,340	6,340	4,470	-	-	4,470	4,560	4,650	4,740	4,830
Insurance	8,150	8,150	7,887	-	-	7,887	8,130	8,390	8,660	8,950
Maintenance	10,270	10,270	12,620	-	-	12,620	12,870	13,120	13,370	13,640
Staff Development	7,220	7,220	8,000	-	-	8,000	8,160	8,320	8,490	8,660
Internal Allocations	4,382	4,382	6,017	-	-	6,017	6,137	6,260	6,385	6,513
Operating - Supplies	22,890	22,890	20,700	-	-	20,700	21,120	21,540	21,970	22,410
Contingency	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
Operating - Other	16,750	16,750	20,360	-	-	20,360	20,760	21,160	21,560	21,970
TOTAL OPERATING COSTS	120,332	105,962	125,634	-	-	125,634	128,167	130,740	133,365	136,063
*Percentage Increase over prior year						4.4%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Purchases - Equipment	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Equipment Replacement Fund	38,000	52,370	39,456	-	-	39,456	40,923	42,430	43,965	45,507
Transfer to Capital Reserve Fund	25,000	25,000	25,000	-	-	25,000	25,000	25,000	25,000	25,000
TOTAL CAPITAL / RESERVES	73,000	87,370	74,456	-	-	74,456	75,923	77,430	78,965	80,507
TOTAL COSTS	193,332	193,332	200,090	-	-	200,090	204,090	208,170	212,330	216,570
<u>FUNDING SOURCES (REVENUE)</u>										
Interest Income	(210)	(210)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
TOTAL REVENUE	(210)	(210)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
REQUISITION	(193,122)	(193,122)	(199,880)	-	-	(199,880)	(203,880)	(207,960)	(212,120)	(216,360)
*Percentage increase over prior year Requisition						3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.360	Carry						
	Shirley Fire Department	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000

5 YEAR CAPITAL PLAN

Service #:

1.360

Shirley Fire Department

[illegible]

Service:

1.360

Shirley Fire Department

Project Number	19-01	Capital Project Title	Firefighting Equipment	Capital Project Description	Firefighting Equipment
Project Rationale					

**Shirley Fire Protection
Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	162,401	187,401	212,401	237,401	262,401	287,401
Equipment Replacement Fund	384,412	413,868	454,791	497,221	541,186	586,693
Total	546,814	601,270	667,193	734,623	803,588	874,095

Reserve Schedule

Reserve Fund: 1.360 Shirley Fire Protection - Capital Reserve Fund - Bylaw 2938

Surplus money from the operation may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1062 101701	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		130,685	162,401	187,401	212,401	237,401	262,401
Transfer from Ops Budget		25,000	25,000	25,000	25,000	25,000	25,000
Transfer from Cap Fund		-	-	-	-	-	-
Interest Income*		6,716					
Ending Balance \$		162,401	187,401	212,401	237,401	262,401	287,401

Assumptions/Background:

Transfers in accordance with long term capital plan

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.360 Shirley Fire Protection - Equipment Replacement Fund

ERF Group: SHIRFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101436	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		319,018	384,412	413,868	454,791	497,221	541,186
Transfer from Ops Budget		62,310	39,456	40,923	42,430	43,965	45,507
Planned Purchase		-	(10,000)	-	-	-	-
Interest Income		3,084					
Ending Balance \$		384,412	413,868	454,791	497,221	541,186	586,693

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Emergency Program (JDF)

FINAL BUDGET

MARCH 2024

Service: 1.370 JDF Emergency Program

Committee: Electoral Area

DEFINITION:

To provide an Emergency Program as an Extended Service under the Emergency Program Act.
Establishment Bylaw No. 2109 (April 28, 1993). Repealed and replaced by Bylaw No. 2268 (December 14, 1994).
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3444, this service provides planning and management of an emergency response plan for the Juan de Fuca (JdF) Electoral Area, including Port Renfrew, Willis Point and the Malahat. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Emergency Management Commission (JDFEMC) administers the service.

PARTICIPATION:

Electoral Area of Juan de Fuca.

LEVY:

The annual costs of providing the Extended Service of Emergency Program, net of grants and other revenue, shall be recovered by requisition of money under Section 809.1 of the Municipal Act under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 (1) of the Municipal Act.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.370 - Emergency Program (JDF)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Travel Expense	3,500	554	3,570	-	-	3,570	3,640	3,710	3,780	3,860
Contract for Services	22,950	23,168	23,750	11,250	-	35,000	50,000	51,000	52,020	53,060
Wages & Honoraria	5,957	5,957	6,050	6,450	-	12,500	16,000	16,320	16,650	16,980
Staff Training & Development	3,000	500	3,100	-	-	3,100	3,160	3,220	3,280	3,350
Supplies	5,311	1,150	5,500	-	-	5,500	5,610	5,720	5,830	5,950
Allocations	13,943	13,943	14,901	-	-	14,901	15,204	15,515	15,831	16,156
Other Operating Expenses	19,412	15,455	20,440	(2,596)	-	17,844	17,600	17,960	18,320	18,710
TOTAL OPERATING COSTS	74,073	60,727	77,311	15,104	-	92,415	111,214	113,445	115,711	118,066
*Percentage Increase over prior year			4.4%	20.4%		24.8%	20.3%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	4,000	17,646	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVE	4,000	17,646	1,000	-	-	1,000	1,000	1,000	1,000	1,000
Building Borrowing Repayment to Facilities Reserve	11,880	11,880	11,880	-	-	11,880	11,880	11,880	11,880	11,880
TOTAL COSTS	89,953	90,253	90,191	15,104	-	105,295	124,094	126,325	128,591	130,946
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(134)	(134)	(140)	-	-	(140)	(140)	(140)	(140)	(140)
Revenue - Other	(100)	(400)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(234)	(534)	(240)	-	-	(240)	(240)	(240)	(240)	(240)
REQUISITION	(89,719)	(89,719)	(89,951)	(15,104)	-	(105,055)	(123,854)	(126,085)	(128,351)	(130,706)
*Percentage increase over prior year Requisition			0.3%	16.8%		17.1%	17.9%	1.8%	1.8%	1.8%

Service:

1.370

JDF Emergency Program

Project Number

24-01

Capital Project Title

InReach Devices

Capital Project Description

InReach Devices

Project Rationale

Replace 9 In-Reach satellite GPS devices

Reserve Schedule

Reserve Fund: 1.370 Emergency Program (JDF) - Equipment Replacement Fund

ERF Group: JDFEMERG.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101785	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		111,133	126,223	123,123	124,123	125,123	126,123
Transfer from Ops Budget		14,068	1,000	1,000	1,000	1,000	1,000
Expenditures		-	(4,100)	-	-	-	-
Interest Income		1,022					
Ending Balance \$		126,223	123,123	124,123	125,123	126,123	127,123

Assumptions/Background:

Reserve for maintenance of equipment inventory

CAPITAL REGIONAL DISTRICT

2024 Budget

Search and Rescue (JDF)

FINAL BUDGET

MARCH 2024

Service: 1.377 JDF Search and Rescue

Committee: Electoral Area

DEFINITION:

To establish the operation of a search and rescue service in the Juan de Fuca Electoral Area.
Establishment Bylaw No. 3101 (October 24, 2003).

SERVICE DESCRIPTION:

Governed by Bylaw #3128, the service provides Search and Rescue (SAR) for the Juan de Fuca (JdF) Electoral Area.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Search and Rescue Committee administers the service.

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of \$62,000 or \$0.102 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$329,944.

FUNDING:

Requisition

1.377 - Search and Rescue (JDF)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	8,350	9,450	8,640	-	-	8,640	8,810	8,990	9,170	9,350
Building Rent	24,000	27,924	24,600	-	-	24,600	25,224	25,860	26,508	27,040
Staff Training & Development	13,958	3,456	12,499	-	(50)	12,449	11,247	9,961	8,672	7,476
Supplies	11,930	10,907	12,350	-	-	12,350	12,600	12,860	13,120	13,380
Allocations	4,354	4,354	4,403	-	-	4,403	4,491	4,581	4,672	4,766
Other Operating Expenses	25,466	33,331	26,310	-	9,500	35,810	26,860	27,420	27,980	28,570
TOTAL OPERATING COSTS	88,058	89,422	88,802	-	9,450	98,252	89,232	89,672	90,122	90,582
*Percentage Increase over prior year			0.8%		10.8%	11.6%	-9.2%	0.5%	0.5%	0.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL CAPITAL / RESERVE	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	91,058	92,422	91,802	-	9,450	101,252	92,232	92,672	93,122	93,582
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	9,450	-	-	(9,450)	(9,450)	-	-	-	-
Grants in Lieu of Taxes	(106)	(106)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
Revenue - Other	(21,000)	(31,814)	(21,740)	-	-	(21,740)	(22,170)	(22,610)	(23,060)	(23,520)
TOTAL REVENUE	(21,106)	(22,470)	(21,850)	-	(9,450)	(31,300)	(22,280)	(22,720)	(23,170)	(23,630)
REQUISITION	(69,952)	(69,952)	(69,952)	-	-	(69,952)	(69,952)	(69,952)	(69,952)	(69,952)
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

Service No.	1.377	Carry						
	JDF Search and Rescue	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$92,000	\$0	\$0	\$0	\$0	\$92,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$92,000	\$0	\$0	\$0	\$0	\$92,000

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$92,000	\$0	\$0	\$0	\$0	\$92,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$92,000	\$0	\$0	\$0	\$0	\$92,000

Service:

1.377

JDF Search and Rescue

Project Number	23-01	Capital Project Title	vehicle replacement	Capital Project Description	vehicle replacement
Project Rationale					

Reserve Schedule

Reserve Fund: 1.377 Search and Rescue (JDF) - Equipment Replacement Fund

ERF Group: JDFSAR.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101986	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		93,615	97,474	8,474	11,474	14,474	17,474
Transfer from Ops Budget		3,000	3,000	3,000	3,000	3,000	3,000
Expenditures			(92,000)	-	-	-	-
Interest Income		859					
Ending Balance \$		97,474	8,474	11,474	14,474	17,474	20,474

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

EA - Community Parks (JDF)

FINAL BUDGET

MARCH 2024

Service: 1.405 JDF EA Community Parks & Recreation

Committee: Juan De Fuca Electoral Area Parks & Rec

DEFINITION:

To acquire, develop, operate and maintain community parks in the JDF Electoral Area.
(Letters Patent - August 28, 1975).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for the Juan de Fuca Electoral Area. The services provide for ocean and lake beach/foreshore access, trails, right-of-ways, easements, playgrounds, sports fields, a tennis court and skate park.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

Greater of \$227,173 or \$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$485,211.
(Bylaw 4087, Amend bylaw 245, March, 2016; Bylaw 4150, Juan de Fuca Community Parks Services Conversion Bylaw No. 1, 2017)

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area.
Original establishment Bylaw for this commission Dec 2004.

AUTHORITY:

Requires written approval of electoral area Director. Participating electoral areas must be designated by bylaw.

FUNDING:

Requisition

1.405 - EA - Community Parks (JDF)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	104,814	84,647	107,181	-	-	107,181	109,575	112,025	114,531	117,094
Contract for Services	21,370	21,370	22,120	-	-	22,120	22,560	23,010	23,470	23,940
Vehicles	5,350	11,000	6,220	4,500	-	10,720	10,930	11,150	11,370	11,600
Supplies	8,550	5,150	9,000	-	-	9,000	9,180	9,360	9,540	9,730
Allocations	32,242	32,242	34,184	-	-	34,184	35,105	35,859	36,497	37,241
Rentals	-	15,000	-	21,500	-	21,500	21,930	22,370	22,820	23,280
Other Operating Expenses	11,430	11,315	10,930	-	-	10,930	11,150	11,370	11,600	11,840
TOTAL OPERATING COSTS	183,756	180,724	189,635	26,000	-	215,635	220,430	225,144	229,828	234,725
*Percentage Increase over prior year			3.2%	14.1%		17.3%	2.2%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	10,250	15,842	10,250	-	-	10,250	11,010	11,085	11,295	11,385
Transfer to Equipment Replacement Fund	8,000	8,000	8,000	-	-	8,000	8,000	8,000	8,000	8,000
TOTAL CAPITAL / RESERVES	18,250	23,842	18,250	-	-	18,250	19,010	19,085	19,295	19,385
TOTAL COSTS	202,006	204,566	207,885	26,000	-	233,885	239,440	244,229	249,123	254,110
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(293)	(293)	(302)	-	-	(302)	(280)	(290)	(300)	(310)
Revenue - Other	(590)	(3,150)	(610)	-	-	(610)	(620)	(630)	(640)	(650)
TOTAL REVENUE	(883)	(3,443)	(912)	-	-	(912)	(900)	(920)	(940)	(960)
REQUISITION	(201,123)	(201,123)	(206,973)	(26,000)	-	(232,973)	(238,540)	(243,309)	(248,183)	(253,150)
*Percentage increase over prior year Requisition			2.9%	12.9%		15.8%	2.4%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	0.42	0.42	0.42			0.42	0.42	0.42	0.42	0.42

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.405	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	JDF EA Community Parks & Recreaz							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$50,000	\$100,000	\$0	\$0	\$0	\$0	\$150,000
Engineered Structures	\$429,000	\$529,000	\$0	\$0	\$0	\$0	\$0	\$529,000
Vehicles	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
	\$429,000	\$679,000	\$100,000	\$0	\$0	\$0	\$0	\$779,000

SOURCE OF FUNDS

Capital Funds on Hand	\$379,000	\$379,000	\$0	\$0	\$0	\$0	\$0	\$379,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Grants (Federal, Provincial)	\$50,000	\$200,000	\$100,000	\$0	\$0	\$0	\$0	\$300,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$429,000	\$679,000	\$100,000	\$0	\$0	\$0	\$0	\$779,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.405
Service Name: JDF EA Community Parks & Recreation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-01	Renewal	Wieland Trail	Develop 1.7km trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route	\$ 200,000	L	Grant	\$ -	\$ 50,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 150,000
22-02	Renewal	Chubb Rd - Dock Installation	Install dock system at Chubb Rd on Kemp Lake	\$ 75,000	S	Grant	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
23-01	New	Port Renfrew Playground Equipment	Installation of new playground equipment in Port Renfrew	\$ 160,000	S	Cap	\$ 160,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000
23-02	New	Elrose Park trail construction	Construct a Multi-use trail at Elrose Park	\$ 45,000	S	Cap	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
23-03	New	Priest Cabin Park Trail Construction	Construct a trail at Priest Cabin connecting to Matterhorn Access Trail	\$ 50,000	S	Cap	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
23-05	New	Trail Construction Wigglesworth Lake Park	Trail and other park infrastructure at Wigglesworth Lake Park (to facilitate park transfer to Regional Parks	\$ 50,000	S	Grant	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
23-06	New	Trail Construction Admirals Forest Park	Construct/remediate trails at the recently purchased Admirals Forest Property	\$ 40,000	S	Cap	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
23-07	New	Playground Improvements Coppermine Park	Replace wooden playground equipment with new equipment Coppermine Park	\$ 100,000	S	Cap	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
23-08	New	Trail and Park remediation Butler Park	Butler Park trail and park remediation	\$ 45,000	S	Cap	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
23-09	New	Fencing for Storage Compound	Installed fencing/gate to create secure storage compound for Parks equipment and materials	\$ 10,000	S	Cap	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
23-10	New	Lot 64 Trail Construction	Trail construction linking the tennis court with the Marina trail and improving parking lot	\$ 50,000	S	Cap	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-01	New	Parks Truck Replacement	New Truck	\$ 100,000	V	ERF	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
24-02	New	Fish Boat Bay Improvements	Replace stairs and install viewing platform to improve accessibility.	\$ 75,000	S	Grant	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,000,000			\$ 429,000	\$ 679,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 779,000

Service:

1.405

JDF EA Community Parks & Recreation

Project Number 21-01

Capital Project Title

Wieland Trail

Capital Project Description

Develop 1.7km trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route

Project Rationale Recreational Trail connecting communities and keeping pedestrians off the main roads

Project Number 22-02

Capital Project Title

Chubb Rd - Dock Installation

Capital Project Description

Install dock system at Chubb Rd on Kemp Lake

Project Rationale Recreational Infrastructure serving the local community

Project Number 23-01

Capital Project Title

Port Renfrew Playground Equipment

Capital Project Description

Installation of new playground equipment in Port Renfrew

Project Rationale Playground requires updating

Project Number 23-02

Capital Project Title

Elrose Park trail construction

Capital Project Description

Construct a Multi-use trail at Elrose Park

Project Rationale Public Trail access and safe pedestrian movement

Project Number 23-03

Capital Project Title

Priest Cabin Park Trail Construction

Capital Project Description

Construct a trail at Priest Cabin connecting to Matterhorn Access Trail

Project Rationale Playground requires updating

Service:

1.405

JDF EA Community Parks & Recreation

Project Number 23-05

Capital Project Title

Trail Construction Wigglesworth Lake Park

Capital Project Description

Trail and other park infrastructure at Wigglesworth Lake Park (to facilitate park transfer to Regional Parks)

Project Rationale Public Trail access and safe pedestrian movement

Project Number 23-06

Capital Project Title

Trail Construction Admirals Forest Park

Capital Project Description

Construct/remediate trails at the recently purchased Admirals Forest Property

Project Rationale Provide/enhance infrastructure public enjoyment

Project Number 23-07

Capital Project Title

Playground Improvements Coppermine Park

Capital Project Description

Replace wooden playground equipment with new equipment Coppermine Park

Project Rationale This project may not go ahead

Project Number 23-08

Capital Project Title

Trail and Park remediation Butler Park

Capital Project Description

Butler Park trail and park remediation

Project Rationale Provide and enhance infrastructure for public enjoyment

Project Number 23-09

Capital Project Title

Fencing for Storage Compound

Capital Project Description

Installed fencing/gate to create secure storage compound for Parks equipment and materials

Project Rationale Replace ageing playground equipment

Service: 1.405 JDF EA Community Parks & Recreation

Project Number	23-10	Capital Project Title	Lot 64 Trail Construction	Capital Project Description	Trail construction linking the tennis court with the Marina trail and improving parking lot
Project Rationale	Local resident led volunteer project to enhance local park infrastructure and ecology				

Project Number	24-01	Capital Project Title	Parks Truck Replacement	Capital Project Description	New Truck
Project Rationale	Security for Park maintenance equipment and supplies				

Project Number	24-02	Capital Project Title	Fish Boat Bay Improvements	Capital Project Description	Replace stairs and install viewing platform to improve accessibiity.
Project Rationale	Improve public access for safety and enjoyment				

EA - Community Parks (JDF)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Land Reserve Fund	229,445	229,445	229,445	229,445	229,445	229,445
Capital Reserve Fund	-	10,250	21,260	32,345	43,640	55,025
Equipment Replacement Fund	127,206	35,206	43,206	51,206	59,206	67,206
Total	356,651	274,901	293,911	312,996	332,291	351,676

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Land Reserve Fund - Bylaw 1133

Pursuant to Section 686 of the Municipal Act the Regional District may, by by-law approved by the Minister of Municipal Affairs, dispose of any portion of land dedicated to the Public for the purpose of a park by subdivision plan deposited in the Land Titles Office, and provide that the proceeds shall be placed in a reserve fund for the purpose of acquiring other lands suitable for park purposes within the Sooke Electoral Area.

Reserve Cash Flow

Fund: Fund Centre:	1034 101378	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		204,085	229,445	229,445	229,445	229,445	229,445
Transfer from Ops Budget		22,135	-	-	-	-	-
Transfer to Cap Fund		(10,000)	-	-	-	-	-
Surplus return back from Cap Fund		3,785					
Interest Income*		9,440					
Ending Balance \$		229,445	229,445	229,445	229,445	229,445	229,445

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Capital Reserve Fund

TO BE CREATED IN 2024

Reserve Cash Flow

Fund: Fund Centre:	TBD TBD	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	-	10,250	21,260	32,345	43,640
Transfer from Parks Ops Budget		-	10,250	11,010	11,085	11,295	11,385
Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance \$		-	10,250	21,260	32,345	43,640	55,025

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Equipment Replacement Fund

ERF Group: JDFEAPRK.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 102158	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		118,098	127,206	35,206	43,206	51,206	59,206
Transfer from Ops Budget		8,000	8,000	8,000	8,000	8,000	8,000
Expenditures		-	(100,000)	-	-	-	-
Interest Income		1,108					
Ending Balance \$		127,206	35,206	43,206	51,206	59,206	67,206

Assumptions/Background:

Transfer as much as operating budget will allow.

CAPITAL REGIONAL DISTRICT

2024 Budget

EA - Community Recreation (JDF)

FINAL BUDGET

MARCH 2024

Service: 1.408 JDF EA Community Recreation

Committee: Juan De Fuca Electoral Area Parks & Rec

DEFINITION:

Supplementary Letters Patent - October 3, 1975, established to provide recreational programs in the JDF Electoral Area.

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs for the Juan de Fuca Electoral Area.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

\$0.063 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$171,226.

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area.
Original establishment Bylaw for this commission Dec 2004.

FUNDING:

Requisition

1.408 - EA - Community Recreation (JDF)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	52,664	54,443	53,952	-	-	53,952	55,135	56,353	57,597	58,867
Recreation Programs	8,785	4,431	9,550	-	-	9,550	9,481	9,493	9,547	9,562
Maintenance	4,270	3,864	4,420	-	6,200	10,620	4,510	4,600	4,690	4,780
Utilities & fuel	6,400	5,535	6,630	-	-	6,630	6,760	6,890	7,030	7,170
Supplies	950	649	660	-	-	660	670	680	690	700
Allocations	12,863	12,863	13,870	-	-	13,870	14,264	14,574	14,826	15,131
Other Operating Expenses	7,930	4,204	8,030	(4,500)	-	3,530	3,650	3,770	3,900	4,030
TOTAL OPERATING COSTS	93,862	85,989	97,112	(4,500)	6,200	98,812	94,470	96,360	98,280	100,240
*Percentage Increase over prior year			3.5%	-4.7%	6.5%	5.3%	-4.4%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	5,476	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	5,476	-	-	-	-	-	-	-	-
TOTAL COSTS	93,862	91,465	97,112	(4,500)	6,200	98,812	94,470	96,360	98,280	100,240
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	6,200	-	-	(6,200)	(6,200)	-	-	-	-
Rentals	(21,010)	(24,255)	(21,750)	-	-	(21,750)	(22,190)	(22,630)	(23,080)	(23,540)
Revenue - Other	(220)	(778)	(230)	-	-	(230)	(230)	(230)	(230)	(230)
TOTAL REVENUE	(21,230)	(18,833)	(21,980)	-	(6,200)	(28,180)	(22,420)	(22,860)	(23,310)	(23,770)
REQUISITION	(72,632)	(72,632)	(75,132)	4,500	-	(70,632)	(72,050)	(73,500)	(74,970)	(76,470)
*Percentage increase over prior year Requisition			3.4%	-6.2%		-2.8%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	0.18	0.18	0.18			0.18	0.18	0.18	0.18	0.18

Reserve Schedule

Reserve Fund: 1.408 Community Recreation (JDF) - Equipment Replacement Fund

ERF Group: JDFCOMRES.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 102262	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		835	6,319	6,319	6,319	6,319	6,319
Transfer from Ops Budget		5,476	-	-	-	-	-
Planned Expenditures		-	-	-	-	-	-
Interest Income		8					
Ending Balance \$		6,319	6,319	6,319	6,319	6,319	6,319

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Refuse Disposal

FINAL BUDGET

MARCH 2024

Service: 1.523 Port Renfrew Refuse Disposal

Committee: Electoral Area

DEFINITION:

To provide, maintain, operate and regulate disposal facilities. Local Service Bylaw No. 1745 (November 8, 1989), latest amendment 3357 (February 19, 2007).

SERVICE DESCRIPTION:

Provision of recycling and solid waste transfer station operations in Port Renfrew.

PARTICIPATION:

Local Service Area #3 of the Electoral Area of Sooke B(762)

MAXIMUM LEVY:

\$15.18 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$2,753,682.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Bylaw No. 3280, continues Port Renfrew Local Services Committee (September 14, 2005).
Bylaw No. 3707, discontinues Local Services Committee (June 9, 2010).
Bylaw No. 3745, continues under Port Renfrew Utility Committee (December 8, 2010).

RESERVE FUND:

Bylaw No. 2665 - Port Renfrew Solid Waste Removal and Disposal Capital Reserve Fund.

1.523 - Port Renfrew Refuse Disposal	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	26,950	26,950	27,890	-	-	27,890	28,450	29,020	29,600	30,190
Contracts	54,005	54,005	55,890	-	-	55,890	57,010	58,160	59,320	60,510
Allocations	4,175	4,175	4,471	-	-	4,471	4,560	4,652	4,745	4,840
Electricity	1,170	3,000	1,210	-	-	1,210	1,230	1,250	1,280	1,310
Other Operating Expenses	3,120	3,061	3,220	-	-	3,220	3,290	3,360	3,430	3,500
TOTAL OPERATING COSTS	89,420	91,191	92,681	-	-	92,681	94,540	96,442	98,375	100,350
*Percentage Increase over prior year			3.6%			3.6%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	2,000	4,229	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve Fund	2,000	2,000	2,000	13,950	-	15,950	28,109	28,606	29,113	29,630
TOTAL CAPITAL / RESERVES	4,000	6,229	4,000	13,950	-	17,950	30,109	30,606	31,113	31,630
TOTAL COSTS	93,420	97,420	96,681	13,950	-	110,631	124,649	127,048	129,488	131,980
Internal Recovery	(17,860)	(17,860)	(18,490)	(7,950)	-	(26,440)	(26,969)	(27,508)	(28,058)	(28,620)
NET COSTS	75,560	79,560	78,191	6,000	-	84,191	97,680	99,540	101,430	103,360
<u>FUNDING SOURCES (REVENUE)</u>										
Sale - Recyclables	(5,000)	(9,000)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Recovery Cost	(35,280)	(35,280)	(36,375)	(3,000)	-	(39,375)	(46,115)	(47,040)	(47,980)	(48,940)
Grants in Lieu of Taxes	(374)	(374)	(390)	-	-	(390)	(400)	(410)	(420)	(430)
Other Revenue	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(40,704)	(44,704)	(41,815)	(3,000)	-	(44,815)	(51,565)	(52,500)	(53,450)	(54,420)
REQUISITION	(34,856)	(34,856)	(36,376)	(3,000)	-	(39,376)	(46,115)	(47,040)	(47,980)	(48,940)
*Percentage increase over prior year Requisition			4.4%	8.6%		13.0%	17.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.523	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Port Renfrew Refuse Disposal							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$12,000	\$304,500	\$30,000	\$27,500	\$0	\$0	\$0	\$362,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$12,000	\$304,500	\$30,000	\$27,500	\$0	\$0	\$0	\$362,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$292,500	\$0	\$0	\$0	\$0	\$0	\$292,500
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$12,000	\$12,000	\$30,000	\$27,500	\$0	\$0	\$0	\$69,500
	\$12,000	\$304,500	\$30,000	\$27,500	\$0	\$0	\$0	\$362,000

5 YEAR CAPITAL PLAN

1.523

Port Renfrew Refuse Disposal

[illegible]

Service:

1.523

Port Renfrew Refuse Disposal

Project Number	23-01	Capital Project Title	Covered recyclables storage	Capital Project Description	Required storage is needed in order to protect recyclables from the elements. It is also a contractual requirement under our agreement with Recycle BC.
Project Rationale					

Project Number	24-01	Capital Project Title	Site efficiency upgrades	Capital Project Description	Costs for site upgrades funded through the growing communities fund including: two refuse compactors and compactor containers, electrical upgrades, construction of operator shed and entrance culvert. These upgrades will increase the volume of material receivable at site and reduce transportation costs of materials by up to 75%. (\$262,500 - GCF; \$30,000 - CWF)
Project Rationale					

Port Renfrew Refuse Disposal
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	44,414	48,364	46,473	47,579	76,692	106,322
Equipment Replacement Fund	41,618	43,618	45,618	47,618	49,618	51,618
Total	86,031	91,981	92,090	95,196	126,309	157,939

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Capital Reserve Fund - Bylaw 2665

The capital Reserve Fund established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them, and extension or renewal of existing capital works.

Surplus monies from the operation of the solid waste removal and disposal service may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1021 101365	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		36,050	44,414	48,364	46,473	47,579	76,692
Transfer from Ops Budget		6,593	15,950	28,109	28,606	29,113	29,630
Transfer from Cap Fund							
Transfer to Cap Fund		-	(12,000)	(30,000)	(27,500)	-	-
Interest Income*		1,771					
Ending Balance \$		44,414	48,364	46,473	47,579	76,692	106,322

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Equipment Replacement Fund

The Equipment Replacement Fund established for the purpose of vehicle and equipment replacement. Surplus monies from the operation of the solid waste removal and disposal service may be paid from time to time into this reserve fund.
ERF Group: PTRENREF.ERF

Reserve Cash Flow

Fund:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101448						
Beginning Balance		39,253	41,618	43,618	45,618	47,618	49,618
Transfer from Ops Budget		2,000	2,000	2,000	2,000	2,000	2,000
Transfer from Cap Fund		-					
Planned Purchase		-					
Interest Income		364					
Ending Balance \$		41,618	43,618	45,618	47,618	49,618	51,618

CAPITAL REGIONAL DISTRICT

2024 Budget

Emergency Comm - CREST (JDF)

FINAL BUDGET

MARCH 2024

Service: 1.924 JDF Emergency Comm. - CREST

Committee: Planning and Protective Services

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.924 - Emergency Comm - CREST (JDF)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to CREST	132,057	120,209	136,964	-	10,784	147,748	139,700	142,490	145,340	148,250
Allocations	2,471	2,471	2,875	-	-	2,875	2,932	2,991	3,051	3,112
Other Operating Expenses	9,200	10,162	9,700	-	-	9,700	9,898	10,089	10,289	10,488
TOTAL OPERATING COSTS	143,728	132,842	149,539	-	10,784	160,323	152,530	155,570	158,680	161,850
*Percentage Increase over prior year			4.0%		7.5%	11.5%	-4.9%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/fwd from 2023 to 2024	-	11,784	-	-	(11,784)	(11,784)	-	-	-	-
Balance C/fwd from 2022 to 2023	483	483	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(190)	(190)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Revenue-Other	(50)	(948)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	243	11,129	(250)	-	(11,784)	(12,034)	(250)	(250)	(250)	(250)
REQUISITION	(143,971)	(143,971)	(149,289)	-	1,000	(148,289)	(152,280)	(155,320)	(158,430)	(161,600)
*Percentage increase over prior year Requisition			3.7%		-0.7%	3.0%	2.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Water

FINAL BUDGET

MARCH 2024

Service: 2.650 Port Renfrew Water

Committee: Electoral Area

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Port Renfrew Water Area. The service is to supply, treat, convey, store and distribute water. Local Service Area Bylaw No.1747 (Nov 8, 1989). Amended Bylaw No. 1960 (Jan. 29, 1992)

PARTICIPATION:

Local Service Area #5, E(762)

MAXIMUM LEVY:

Greater of \$40,000 or \$18.28 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$2,879,128.

COMMITTEE:

Port Renfrew Local Service Committee established by Bylaw No. 1770 (November 22, 1989).
Port Renfrew Utility Services Committee (Juan de Fuca EA) established by Bylaw No. 3281 (September 14, 2005)

FUNDING:

User Charge:

50% of operating cost to be collected by an annual user fee to be charged per single family equivalency actually connected to the system

Parcel Tax:

50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charges:

At cost - Bylaw No. 1803 (amended Bylaw 3892).

RESERVE FUND:

Approved by Bylaw No. 2138 (June 23, 1993); amended to sewer and water reserve fund by Bylaw No. 2577 (December 1997)

2.650 - Port Renfrew Water	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	8,980	5,920	8,610	-	-	8,610	8,780	8,950	9,120	9,290
Allocations - Operations	80,530	92,000	84,960	-	-	84,960	86,659	88,392	90,160	91,963
Allocations - Other	9,831	9,831	9,497	-	-	9,497	9,684	9,878	10,076	10,277
Electricity	5,300	4,904	5,440	-	-	5,440	5,550	5,660	5,770	5,890
Supplies	3,410	3,017	9,290	-	-	9,290	9,470	9,650	9,840	10,030
Water Testing	2,289	2,601	3,226	-	-	3,226	3,288	3,353	3,418	3,484
Other Operating Expenses	3,269	7,955	3,157	-	-	3,157	3,238	3,340	16,430	3,520
TOTAL OPERATING COSTS	113,609	126,228	124,180	-	-	124,180	126,669	129,223	144,814	134,454
*Percentage Increase over prior year						9.3%	2.0%	2.0%	12.1%	-7.2%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	6,000	4,000	5,000	10,000
Transfer to Capital Reserve Fund	15,000	2,430	15,000	-	-	15,000	21,100	13,520	17,730	21,615
MFA Debt Reserve Fund	-	-	-	-	-	-	9,167	2,000	2,000	-
Interest Payments	-	-	-	-	-	-	9,854	43,717	52,317	56,617
Principal Payments	-	-	-	-	-	-	-	23,223	28,290	33,357
TOTAL DEBT / RESERVES	20,000	7,430	20,000	-	-	20,000	46,121	86,460	105,337	121,589
TOTAL COSTS	133,609	133,658	144,180	-	-	144,180	172,790	215,683	250,151	256,043
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	(13,000)	-
User Charges	(66,247)	(66,456)	(70,830)	-	-	(70,830)	(85,000)	(106,253)	(116,881)	(126,233)
Other Revenue	(1,119)	(959)	(1,102)	-	-	(1,102)	(1,150)	(1,130)	(1,140)	(1,150)
TOTAL REVENUE	(67,366)	(67,415)	(71,932)	-	-	(71,932)	(86,150)	(107,383)	(131,021)	(127,383)
REQUISITION - PARCEL TAX	(66,243)	(66,243)	(72,248)	-	-	(72,248)	(86,640)	(108,300)	(119,130)	(128,660)
*Percentage increase over prior year										
User Fees						6.9%	20.0%	25.0%	10.0%	8.0%
Requisition						9.1%	19.9%	25.0%	10.0%	8.0%
Combined						8.0%	20.0%	25.0%	10.0%	8.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.650	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Port Renfrew Water							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$10,000	\$20,000	\$260,000	\$10,000	\$10,000	\$0	\$300,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$275,000	\$1,915,000	\$200,000	\$200,000	\$0	\$2,590,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$10,000	\$295,000	\$2,175,000	\$210,000	\$210,000	\$0	\$2,890,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$916,667	\$200,000	\$200,000	\$0	\$1,316,667
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$275,000	\$1,233,333	\$0	\$0	\$0	\$1,508,333
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$10,000	\$20,000	\$25,000	\$10,000	\$10,000	\$0	\$65,000
	\$10,000	\$295,000	\$2,175,000	\$210,000	\$210,000	\$0	\$2,890,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.650

Service Name: Port Renfrew Water

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-01	Replacement	Hydrant Replacement Program	Hydrants are reaching their end of life and require replacement.	\$ 95,000	E	Res	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 50,000
22-01	Replacement	Alternative Approval Process	An alternative approval process to fund Supply System Replacement and AC Pipe Replacement Program	\$ 15,000	S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service	\$ 2,000,000	S	Grant	\$ -	\$ 100,000	\$ 1,233,333	\$ -	\$ -	\$ -	\$ 1,333,333
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service		S	Debt	\$ -	\$ -	\$ 666,667	\$ -	\$ -	\$ -	\$ 666,667
23-02	Replacement	AC Pipe Replacement Program	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.	\$ 400,000	S	Debt	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ 400,000
23-03	Replacement	Miscellaneous Repairs & Replacements	Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof	\$ 250,000	E	Debt	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
24-01	Study	Water Master Plan Study	Master Planning study for the Port Renfrew service area (25% CWF)	\$ 175,000	S	Grant	\$ -	\$ 43,750	\$ -	\$ -	\$ -	\$ -	\$ 43,750
24-01	Study	Water Master Plan Study	Master Planning study for the Port Renfrew service area (75% GCF)		S	Grant	\$ -	\$ 131,250	\$ -	\$ -	\$ -	\$ -	\$ 131,250
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 2,935,000			\$ 10,000	\$ 295,000	\$ 2,175,000	\$ 210,000	\$ 210,000	\$ -	\$ 2,890,000

Service: 2.650 Port Renfrew Water

Project Number	20-01	Capital Project Title	Hydrant Replacement Program	Capital Project Description	Hydrants are reaching their end of life and require replacement.
Project Rationale	The hydrants in the water system are nearing their end of life. To maintain fire protection planned hydrant replacement is required.				

Project Number	22-01	Capital Project Title	Alternative Approval Process	Capital Project Description	An alternative approval process to fund Supply System Replacement and AC Pipe Replacement Program
Project Rationale	A referendum is required to seek elector consent to borrow to fund the supply system replacement, AC pipe replacement, and SCADA replacements.				

Project Number	23-01	Capital Project Title	Supply System Replacement	Capital Project Description	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.
Project Rationale	The 2017 project to replace a section of the aging asbestos supply pipe from the water treatment plant to the distribution system was complete. Funds are required to replace the remaining approximately 1.4 km of pipe so that service is maintained.				

Project Number	23-02	Capital Project Title	AC Pipe Replacement Program	Capital Project Description	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.
Project Rationale	There have been frequent pipe breaks with the existing asbestos cement pipe, replacement is required to maintain the level of service. Funds are required to design and develop a replacement program and replace priority pipe, starting with pipe in the Beach Camp area and Queesto Drv and Tsonoqua Drv, approximately 1 km of pipe.				

Service: 2.650 Port Renfrew Water

Project Number 23-03

Capital Project Title Miscellaneous Repairs & Replacements

Capital Project Description Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof

Project Rationale The SCADA equipment is nearing its end of life and requires replacement before the equipment fails. The water treatment roof has had some minor repairs to address leaks, but requires replacement.

Project Number 24-01

Capital Project Title Water Master Plan Study

Capital Project Description Master Planning study for the Port Renfrew service area (25% CWF)

Project Rationale Master Planning study for the Port Renfrew service area - Existing, Future and Inclusion of Pacheedaht First Nation to be delivered in parallel with Sewer Master Plan Study. Based on recent application, anticipated 75% GCF and 25% CWF for grant funding.

Port Renfrew Water
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	6,286	11,286	17,286	21,286	13,286	23,286
Capital Reserve Fund	44,275	39,275	35,375	38,895	46,625	68,240
Total	50,561	50,561	52,661	60,181	59,911	91,526

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105536	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,171	6,286	11,286	17,286	21,286	13,286
Transfer from Ops Budget	5,000	5,000	6,000	4,000	5,000	10,000
Expenditures	-	-	-	-	(13,000)	-
Planned Maintenance Activity					Tree clearing for high voltage hydro lines	
Interest Income*	115					
Ending Balance \$	6,286	11,286	17,286	21,286	13,286	23,286

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Capital Reserve Fund - Bylaw 2577

The Capital Reserve Fund established for general capital services and facilities in the Port Renfrew Water Supply to be used for capital expenditures for the utilities, and redemption of debentures issued for the utilities.

Reserve Cash Flow

Fund: Fund Centre:	1026 101370	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		58,573	44,275	39,275	35,375	38,895	46,625
Transfer from Ops Budget		13,593	15,000	21,100	13,520	17,730	21,615
Transfer from Cap Fund		-					
Transfer to Cap Fund		(30,000)	(20,000)	(25,000)	(10,000)	(10,000)	-
Interest Income*		2,109					
Ending Balance \$		44,275	39,275	35,375	38,895	46,625	68,240

Assumptions/Background:

-Transfer as much as operating budget will allow.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Wilderness Mountain Water

FINAL BUDGET

MARCH 2024

Service: 2.691 Wilderness Mountain Water Service

Committee: Electoral Area

DEFINITION:

To finance, operate and maintain the supply, conveyance, treatment, storage and distribution of water to the Wilderness Mountain Local Service area that is within the JDF Electoral Area. The service was established by Bylaw No. 3503, adopted on May 14, 2008.

PARTICIPATION:

Wilderness Mountain Local Service Area

MAXIMUM LEVY:

Greater of \$130,000 or \$3.27/ \$1,000 of actual assessed value of land and improvements. To a maximum of \$314,309.

MAXIMUM CAPITAL DEBT:

Maximum Authorized:	\$281,000 (MFA Bylaw No.3504, Wilderness Mountain Water Service adopted on May 14, 2008)
Borrowed:	\$281,000 (MFA Bylaw No.3504, Wilderness Mountain Water Service)

COMMISSION:

Wilderness Mountain Water Service Commission established by Bylaw No. 3511 (July 9, 2008).

FUNDING:

Consumption Charge:

Water Consumption charge will be collected from each Single Family Equivalent connected to the water system

User Charge:

Collected as a fixed user fee charged quarterly to each Single Family Equivalent connected to the system

Parcel Tax:

Charged to each taxable parcel in the service area whether connected or not.

RESERVE FUND # 1075:

Approved by Bylaw No. 3535 adopted on November 12, 2008.

2.691 - Wilderness Mountain Water

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
OPERATING COSTS										
Contract for Services	5,930	11,915	960	-	4,000	4,960	10,980	5,000	11,020	5,040
Allocations	10,434	10,434	10,547	-	-	10,547	10,757	10,973	11,191	11,416
Electricity	6,900	4,560	7,090	-	-	7,090	7,230	7,370	7,520	7,670
Supplies	25,050	23,010	25,930	-	-	25,930	26,450	26,980	27,520	28,070
Labour Charges	72,150	73,381	74,780	-	-	74,780	76,279	77,799	79,352	80,938
Insurance	1,440	1,440	1,450	-	-	1,450	1,520	1,590	1,670	1,750
Water Testing	9,180	8,764	9,500	-	-	9,500	9,693	9,888	10,085	10,284
Other Operating Expenses	2,030	3,680	2,090	-	-	2,090	2,130	2,170	2,210	2,250
TOTAL OPERATING COSTS	133,114	137,184	132,347	-	4,000	136,347	145,039	141,770	150,568	147,418
*Percentage Increase over prior year			-0.58%		3.0%	2.4%	6.4%	-2.3%	6.2%	-2.1%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	-	-	-	-	-	-	7,190	4,050	9,835	31,785
Transfer to Operating Reserve Fund	-	-	6,000	-	-	6,000	10,000	10,000	10,000	10,000
MFA Debt Reserve Fund	60	60	60	-	-	60	2,060	60	60	-
MFA Debt Principal	16,138	16,138	16,138	-	-	16,138	16,138	21,205	21,205	5,067
MFA Debt Interest	9,526	9,526	9,526	-	-	9,526	11,676	18,126	13,363	8,600
TOTAL DEBT / RESERVES	25,724	25,724	31,724	-	-	31,724	47,064	53,441	54,463	55,452
TOTAL COSTS	158,838	162,908	164,071	-	4,000	168,071	192,103	195,211	205,031	202,870
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2023 to 2024	-	(3,000)	3,000	-	-	3,000	-	-	-	-
Transfer from Operating Reserve Fund	(5,600)	(6,460)	-	-	(4,000)	(4,000)	(10,000)	(4,000)	(10,000)	(4,000)
User Charges	(73,467)	(73,467)	(80,106)	-	-	(80,106)	(87,323)	(91,691)	(93,521)	(95,390)
Sale - Water	(17,760)	(17,760)	(19,360)	-	-	(19,360)	(21,100)	(22,160)	(22,600)	(23,050)
Other Revenue	(111)	(321)	(110)	-	-	(110)	(110)	(110)	(110)	(50)
TOTAL REVENUE	(96,938)	(101,008)	(96,576)	-	(4,000)	(100,576)	(118,533)	(117,961)	(126,231)	(122,490)
REQUISITION - PARCEL TAX	(61,900)	(61,900)	(67,495)	-	-	(67,495)	(73,570)	(77,250)	(78,800)	(80,380)
*Percentage increase over prior year										
User Charge			9.0%			9.0%	9.0%	5.0%	2.0%	2.0%
Water Sale			9.0%			9.0%	9.0%	5.0%	2.0%	2.0%
Requisition			9.0%			9.0%	9.0%	5.0%	2.0%	2.0%
Combined			9.0%			9.0%	9.0%	5.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No. 2.691	Carry						
Wilderness Mountain Water Service	Forward	2024	2025	2026	2027	2028	TOTAL
	from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$50,000	\$410,000	\$0	\$0	\$0	\$460,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$50,000	\$410,000	\$0	\$0	\$0	\$460,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$200,000	\$0	\$0	\$0	\$200,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$45,000	\$200,000	\$0	\$0	\$0	\$245,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$5,000	\$10,000	\$0	\$0	\$0	\$15,000
	\$0	\$50,000	\$410,000	\$0	\$0	\$0	\$460,000

5 YEAR CAPITAL PLAN

Service #: 2.691

Service Nam	Wilderness Mountain Water Service
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[illegible]

Service: 2.691 Wilderness Mountain Water Service

Project Number	24-01	Capital Project Title	Wooden Intake Platform Replacement	Capital Project Description	The intake platform is in dangerous condition and needs to be replaced.
Project Rationale	Replace platform to maintain current level of service.				

Project Number	24-03	Capital Project Title	Alternative Approval Process	Capital Project Description	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds, if grant does not provide full funding.
Project Rationale					

Project Number	25-01	Capital Project Title	New Floating Intake	Capital Project Description	Installation of new floating intake.
Project Rationale					

Project Number	25-02	Capital Project Title	Treatment Plant Upgrades	Capital Project Description	Upgrades to achieve compliance with SWTO
Project Rationale					

Wilderness Mountain Reserves
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	53	2,053	2,053	8,053	8,053	14,053
Capital Reserve Fund	46,513	41,513	38,703	42,753	52,588	84,373
Total	46,566	43,566	40,756	50,806	60,641	98,426

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: Fund Centre:	1500 105540	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		6,277	53	2,053	2,053	8,053	8,053
Transfer from Ops Budget		-	6,000	10,000	10,000	10,000	10,000
Transfer to Ops for Core Budget		(600)					
Transfer to Ops Budget		(5,000)	(4,000)	(10,000)	(4,000)	(10,000)	(4,000)
Planned Maintenance Activity		PRV Maintenance And pump station walk way repair	Distribution System Flushing, Valve Exercising	Reservoir Cleaning and Inspection	Distribution System Flushing, Valve Exercising	Reservoir Cleaning and Inspection	Distribution System Flushing, Valve Exercising
Deficit Recovery		(860)					
Interest Income*		237					
Ending Balance \$		53	2,053	2,053	8,053	8,053	14,053

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain Water - Capital Reserve Fund - Bylaw 3535

The capital Reserve Fund established to provide for capital expenditures for or in respect of capital projects, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1075 101994	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		43,553	46,513	41,513	38,703	42,753	52,588
Transfer from Ops Budget		-	-	7,190	4,050	9,835	31,785
Transfer from Cap Fund		1,859					
Transfer to Cap Fund		(998)	(5,000)	(10,000)	-	-	-
Interest Income*		2,099					
Ending Balance \$		46,513	41,513	38,703	42,753	52,588	84,373

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Sewer

FINAL BUDGET

MARCH 2024

Service: 3.850 Port Renfrew Sewer

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Port Renfrew Sewerage System Specified Area - Bylaw No.1744, November 8, 1989. Amended Bylaw No. 1961, January 29, 1992.

PARTICIPATION:

Local Service Area C(762) LSA#2.

MAXIMUM LEVY:

Greater of \$40,000 or \$18.28 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$945,411.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Port Renfrew Local Services Committee established by Bylaw No. 1770, November 22, 1989.
Port Renfrew Utility Services Committee (Juan de Fuca EA) established by Bylaw No. 3281 (September 14, 2005)

FUNDING:

User Charge: 50% of operating cost to be imposed as an annual user fee to each connected property.

Parcel Tax: 50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charge: Based on actual cost.

RESERVE FUND:

Port Renfrew Sewer System Capital Reserve Fund, Bylaw No. 2139 (June 23, 1993).

3.850 - Port Renfrew Sewer

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grit Disposal	12,000	13,716	11,300	-	-	11,300	11,530	11,760	12,000	12,240
Electricity	7,110	6,200	7,300	-	-	7,300	7,450	7,600	7,750	7,910
Supplies	2,660	1,530	2,750	-	-	2,750	2,800	2,850	2,910	2,970
Allocations - Operations	59,198	57,509	62,431	-	-	62,431	63,680	64,953	66,252	67,577
Allocations - Other	17,446	13,178	18,107	-	-	18,107	18,470	18,837	19,211	19,589
Other Operating Expenses	10,607	24,866	12,140	-	-	12,140	12,390	12,640	12,890	13,150
TOTAL OPERATING COSTS	109,021	116,999	114,028	-	-	114,028	116,320	118,640	121,013	123,436
*Percentage Increase over prior year						4.6%	2.0%	2.0%	2.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve	18,000	10,042	17,580	-	-	17,580	17,920	18,370	18,815	19,270
Transfer to Operating Reserve	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
MFA Debt Reserve Fund	-	-	-	-	-	-	-	-	-	-
MFA Debt Principal	-	-	-	-	-	-	-	-	-	-
MFA Debt Interest	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT / RESERVES	22,000	14,042	21,580	-	-	21,580	21,920	22,370	22,815	23,270
TOTAL COSTS	131,021	131,041	135,608	-	-	135,608	138,240	141,010	143,828	146,706
<u>FUNDING SOURCES (REVENUE)</u>										
User Charges	(64,734)	(64,734)	(66,999)	-	-	(66,999)	(68,340)	(69,710)	(71,103)	(72,528)
Grants in Lieu of Taxes	(1,437)	(1,437)	(1,490)	-	-	(1,490)	(1,440)	(1,470)	(1,500)	(1,530)
Other Revenue	(100)	(120)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(66,271)	(66,291)	(68,589)	-	-	(68,589)	(69,880)	(71,280)	(72,703)	(74,158)
REQUISITION - PARCEL TAX	(64,750)	(64,750)	(67,019)	-	-	(67,019)	(68,360)	(69,730)	(71,125)	(72,548)
*Percentage increase over prior year										
User Fees						3.5%	2.0%	2.0%	2.0%	2.0%
Requisition						3.5%	2.0%	2.0%	2.0%	2.0%
Combined						3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.850	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Port Renfrew Sewer							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$40,000	\$215,000	\$15,000	\$0	\$0	\$0	\$0	\$230,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$40,000	\$215,000	\$15,000	\$0	\$0	\$0	\$0	\$230,000

SOURCE OF FUNDS

Capital Funds on Hand	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$40,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$175,000	\$0	\$0	\$0	\$0	\$0	\$175,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
	\$40,000	\$215,000	\$15,000	\$0	\$0	\$0	\$0	\$230,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 3.850

Service Name: Port Renfrew Sewer

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
22-01	Replacement	Genset Upgrade	A new genset is required to provide standby power for the whole WWTP.	\$ 100,000	\$	Cap	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
22-01	Replacement	Genset Upgrade			\$	Cap	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
22-02	Renewal	Alternative Approval Process	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).	\$ 15,000	\$	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
24-01	Study	Sewer Master Plan Study	Master Planning study for the Port Renfrew service area - existing, future and inclusion of Pacheedaht First Nation to be delivered in parallel with Water Master Plan Study.	\$ 175,000	\$	Grant	\$ -	\$ 43,750	\$ -	\$ -	\$ -	\$ -	\$ 43,750
24-01	Study	Sewer Master Plan Study	Master Planning study for the Port Renfrew service area - existing, future and inclusion of Pacheedaht First Nation to be delivered in parallel with Water Master Plan Study. (75% GCF)		\$	Grant	\$ -	\$ 131,250	\$ -	\$ -	\$ -	\$ -	\$ 131,250
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 290,000			\$ 40,000	\$ 215,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 230,000

Service: 3.850 Port Renfrew Sewer

Project Number	22-01	Capital Project Title	Genset Upgrade	Capital Project Description	A new genset is required to provide standby power for the whole WWTP.
Project Rationale	The existing genset only provides standby power for the influent pumps. During a power outage the blowers do not operate and this is out of compliance with the regulations. A new genset is required to provide standby power for the whole WWTP.				

Project Number	22-02	Capital Project Title	Alternative Approval Process	Capital Project Description	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).
Project Rationale	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).				

Project Number	24-01	Capital Project Title	Sewer Master Plan Study	Capital Project Description	Master Planning study for the Port Renfrew service area - existing, future and inclusion of Pacheedaht First Nation to be delivered in parallel with Water Master Plan Study.
Project Rationale	Master Planning study for the Port Renfrew service area - Existing, Future and Inclusion of Pacheedaht First Nation to be delivered in parallel with Water Master Plan Study. 75% to be funded by GCF, 25% funded by CWF if grant application is successful.				

Port Renfrew Sewer
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	8,635	12,635	16,635	20,635	24,635	28,635
Capital Reserve Fund	38,844	56,424	59,344	77,714	96,529	115,799
Total	47,479	69,059	75,979	98,349	121,164	144,434

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105537	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	4,377	8,635	12,635	16,635	20,635	24,635
Transfer from Ops Budget	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Ops Budget	-	-	-	-	-	-
Interest Income*	258					
Ending Balance \$	8,635	12,635	16,635	20,635	24,635	28,635

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Capital Reserve Fund - Bylaw 2139

Surplus money from the operation of the sewer system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1044 Fund Centre: 101388	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	24,997	38,844	56,424	59,344	77,714	96,529
Transfer from Ops Budget	12,558	17,580	17,920	18,370	18,815	19,270
Transfer from Cap Fund	-					
Transfer to Cap Fund	-	-	(15,000)	-	-	-
Interest Income*	1,290					
Ending Balance \$	38,844	56,424	59,344	77,714	96,529	115,799

Assumptions/Background:

Transfer as much as operating budget will allow.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Electoral Areas Committee - March 13, 2024
2024 Final Electoral Area Budget Review

Appendix B-1: Requisition Summary - Salt Spring Island

Electoral Area Salt Spring Island	Final 2024	Cost per Avg. Res Ass/ Parcel	Cost per Avg. Res Ass/ Parcel		Change in Requisition		Change in Cost per Avg. Household/Parcel	
			2023		\$	%	\$	%
1.010 Legislative & General Government	401,763	60.50	390,080	59.09	11,683	3.0%	1.41	2.4%
1.10X Facilities Management	5,697	0.86	5,647	0.86	50	0.9%	0.00	0.3%
1.101 G.I.S.	4,375	0.66	4,419	0.67	(44)	-1.0%	(0.01)	-1.6%
1.112 Regional Grant in Aid	-	-	515	0.08	(515)	-100.0%	(0.08)	-100.0%
1.224 Community Health	26,549	4.00	21,440	3.25	5,109	23.8%	0.75	23.1%
1.280 Regional Parks	590,306	88.90	547,771	82.98	42,535	7.8%	5.91	7.1%
1.309 Climate Action and Adaptation	47,356	7.13	52,671	7.98	(5,315)	-10.1%	(0.85)	-10.6%
1.310 Land Banking & Housing	61,117	9.20	51,613	7.82	9,504	18.4%	1.39	17.7%
1.312 Regional Goose Management	7,246	1.09	7,289	1.10	(43)	-0.6%	(0.01)	-1.2%
1.324 Regional Planning Services	41,736	6.29	42,162	6.39	(426)	-1.0%	(0.10)	-1.6%
1.335 Geo-Spatial Referencing System	5,497	0.83	5,570	0.84	(74)	-1.3%	(0.02)	-1.9%
1.374 Regional Emergency Program Support	4,188	0.63	4,240	0.64	(53)	-1.2%	(0.01)	-1.8%
1.375 Hazardous Material Incident Response	10,601	1.60	10,271	1.56	330	3.2%	0.04	2.6%
1.911 911 Systems	8,240	1.24	4,907	0.74	3,333	67.9%	0.50	66.9%
1.921 Regional CREST Contribution	49,358	7.43	46,119	6.99	3,240	7.0%	0.45	6.4%
21.ALL Feasibility Study Reserve Fund - All	6,894	1.04	-	-	6,894	100.0%	1.04	100.0%
Total Regional	\$1,270,924	\$191.39	\$1,194,715	\$180.99	\$76,209	6.4%	\$10.41	5.7%
1.230 Traffic Safety Commission	2,505	0.38	2,619	0.40	(113)	-4.3%	(0.02)	-4.9%
1.311 Regional Housing Trust Fund	25,880	3.90	36,968	5.60	(11,088)	-30.0%	(1.70)	-30.4%
1.313 Animal Care Services	129,332	19.48	128,148	19.41	1,184	0.9%	0.06	0.3%
1.913 913 Fire Dispatch	61,702	9.29	56,142	8.50	5,561	9.9%	0.79	9.3%
Total Sub-Regional	\$219,420	\$33.04	\$223,876	\$33.92	(\$4,456)	-2.0%	(\$0.87)	-2.6%
1.103 Elections	16,861	2.54	28,103	4.26	(11,242)	-40.0%	(1.72)	-40.4%
1.104 U.B.C.M.	5,368	0.81	5,319	0.81	49	0.9%	0.00	0.3%
1.318 Building Inspection	243,133	36.61	216,476	32.79	26,657	12.3%	3.82	11.6%
1.320 Noise Control	27,986	4.21	18,023	2.73	9,963	55.3%	1.48	54.4%
1.322 Nuisances & Unsightly Premises	22,186	3.34	24,081	3.65	(1,895)	-7.9%	(0.31)	-8.4%
1.372 Electoral Area Emergency Program	71,453	10.76	68,375	10.36	3,078	4.5%	0.40	3.9%
Total Joint Electoral Area	\$386,986	\$58.28	\$360,376	\$54.59	\$26,609	7.4%	\$3.68	6.7%
1.111 Electoral Area Admin Exp - SSI	659,598	99.33	622,011	94.23	37,587	6.0%	5.10	5.4%
1.116 Grant-in-Aid - Salt Spring Island	43,752	6.59	21,558	3.27	22,194	103.0%	3.32	101.7%
1.124 SSI Economic Development Commission	53,699	8.09	95,958	14.54	(42,259)	-44.0%	(6.45)	-44.4%
1.141 Salt Spring Island Public Library	717,294	108.02	675,683	102.36	41,611	6.2%	5.66	5.5%
1.236 Salt Spring Island Fernwood Dock	16,380	2.80	15,888	2.71	492	3.1%	0.09	3.3%
1.238A Community Transit (SSI)	353,679	53.26	261,262	39.58	92,417	35.4%	13.68	34.6%
1.238B Community Transportation (SSI)	88,059	13.26	147,826	22.39	(59,767)	-40.4%	(9.13)	-40.8%
1.299 Salt Spring Island Arts	133,716	20.14	123,090	18.65	10,626	8.6%	1.49	8.0%
1.316 SSI Building Numbering	10,265	1.55	9,871	1.50	394	4.0%	0.05	3.4%
1.342 SSI Livestock Injury Compensation	13	0.00	105	0.02	(92)	-87.6%	(0.01)	-87.7%
1.371 SSI Emergency Program	130,170	19.60	126,745	19.20	3,425	2.7%	0.40	2.1%
1.378 SSI Search and Rescue	22,917	3.45	25,704	3.89	(2,787)	-10.8%	(0.44)	-11.4%
1.455 Salt Spring Island - Community Parks	588,527	88.63	584,647	88.57	3,880	0.7%	0.06	0.1%
1.458 Salt Spring Is. - Community Rec	118,975	17.92	77,640	11.76	41,335	53.2%	6.16	52.3%
1.459 Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,888,013	284.32	1,614,486	244.58	273,527	16.9%	39.74	16.3%
1.535 Stormwater Quality Management - SSI	24,610	3.71	23,778	3.60	832	3.5%	0.10	2.9%
1.925 Emergency Comm - CREST - SSI	150,818	22.71	144,675	21.92	6,143	4.2%	0.80	3.6%
3.705 SSI Liquid Waste Disposal	416,125	71.05	376,975	64.25	39,150	10.4%	6.79	10.6%
21.E.A. Feasibility Study Reserve Fund - E.A.	(10,000)	(1.51)	-	-	(10,000)	100.0%	(1.51)	100.0%
Total SSI Electoral Area	\$5,406,610	\$822.91	\$4,947,902	\$757.00	\$458,708	9.3%	\$65.91	8.7%
Total Capital Regional District	\$7,283,940	\$1,105.63	\$6,726,870	\$1,026.50	\$557,071	8.3%	\$79.13	7.7%
CRHD Capital Regional Hospital District	868,883	130.85	908,670	\$137.65	(39,786)	-4.4%	(6.81)	-4.9%
Total CRD and CRHD	\$8,152,823	\$1,236.48	\$7,635,539	\$1,164.16	\$517,284	6.8%	\$72.32	6.2%

Average residential assessment - 2024/2023

\$1,050,353

\$1,095,911

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

	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	11,683	0.2%	1.41	0.1%
Regional Parks	42,535	0.6%	5.91	0.5%
Land Banking & Housing	9,504	0.1%	1.39	0.1%
Feasibility Study Reserve Fund - All	6,894	0.1%	1.04	0.1%
SUB-REGIONAL				
Regional Housing Trust Fund	(11,088)	-0.1%	(1.70)	-0.1%
JOINT EA				
Elections	(11,242)	-0.1%	(1.72)	-0.1%
Building Inspection	26,657	0.3%	3.82	0.3%
Noise Control	9,963	0.1%	1.48	0.1%
SSI EA				
Electoral Area Admin Exp - SSI	37,587	0.5%	5.10	0.4%
Grant-in-Aid - Salt Spring Island	22,194	0.3%	3.32	0.3%
SSI Economic Development Commission	(42,259)	-0.6%	(6.45)	-0.6%
Salt Spring Island Public Library	41,611	0.5%	5.66	0.5%
Community Transit (SSI)	92,417	1.2%	13.68	1.2%
Community Transportation (SSI)	(59,767)	-0.8%	(9.13)	-0.8%
Salt Spring Island Arts	10,626	0.1%	1.49	0.1%
Salt Spring Is. - Community Rec	41,335	0.5%	6.16	0.5%
Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	273,527	3.6%	39.74	3.4%
SSI Liquid Waste Disposal	39,150	0.5%	6.79	0.6%
Feasibility Study Reserve Fund - E.A.	(10,000)	-0.1%	(1.51)	-0.1%
Capital Regional Hospital District	(39,786)	-0.5%	(6.81)	-0.6%
Other	25,743	0.3%	2.63	0.2%
TOTAL CRD & CRHD	\$17,284	6.8%	\$72.32	6.2%

SALT SPRING ISLAND		Cost per Avg.		Cost per Avg.		Change in Requisition		Change in Cost per Avg.	
Local/Specified/Defined Services		Final	Res Ass/ Parcel	2023	Res Ass/ Parcel	\$	%	\$	%
		2024							
1.234	SSI Street Lighting	31,869	4.93	27,842	4.33	4,027	14.5%	0.60	13.8%
2.620	SSI Highland Water System	31,726	124.91	31,795	125.18	(69)	-0.2%	(0.27)	-0.2%
2.621	Highland / Fernwood Water - SSI	77,630	233.12	75,000	225.23	2,630	3.5%	7.90	3.5%
2.624	Beddis Water	85,940	631.91	80,318	586.26	5,622	7.0%	45.65	7.8%
2.626	Fulford Water	55,230	541.47	50,212	492.27	5,018	10.0%	49.20	10.0%
2.628	Cedar Lane Water (SSI)	17,820	481.62	16,200	437.84	1,620	10.0%	43.78	10.0%
2.660	Fernwood Water	14,621	185.08	14,658	185.54	(37)	-0.3%	(0.47)	-0.3%
3.755	Regional Source Control - Maliview Estates / Ganges S	7,615	10.01	6,359	8.42	1,256	19.8%	1.59	18.9%
3.810	Ganges Sewer	62,134	149.36	59,891	142.60	2,243	3.7%	6.76	4.7%
3.820	Maliview Estates Sewer System	5,070	53.94	4,900	52.13	170	3.5%	1.81	3.5%
Total Local/Specified/Defined Services		389,655		367,175		22,480			
Average residential assessment - 2024/2023		\$1,050,353		\$1,095,911					

Appendix B2: SSI - Change in Requisition from Provisional to Final - Budget Review 2024

Change in Requisition (2024 Final vs Provisional) - Salt Spring Island
(Requisition Changes > \$1,000) by Services

Electoral Area Salt Spring Island		2024 Requisition \$ Final	Provisional COW	2024 Per Avg HH \$ Final	Provisional COW	Requisition Change Final vs Provisional \$	%	Per Avg HH Change Final vs Provisional \$	%	Requisition Change Comments
1.010	Legislative & General Government	401,763	417,200	60.50	63.20	(15,437)	-3.7%	(2.70)	-4.3%	Net decrease due to ongoing IT licensing costs and change in assessment values
1.224	Community Health	26,549	18,343	4.00	2.78	8,205	44.7%	1.22	43.9%	Net increase due to Board approved initiatives (Aboriginal Coalition & Alliance to End Homelessness) and change in assessment values
1.280	Regional Parks	590,306	602,076	88.90	91.21	(11,770)	-2.0%	(2.31)	-2.5%	Net decrease due to Royal Oak Golf Course acquisition and change in assessment values
1.309	Climate Action and Adaptation	47,356	48,835	7.13	7.40	(1,478)	-3.0%	(0.27)	-3.6%	Decrease related to change in assessment values
1.310	Land Banking & Housing	61,117	63,917	9.20	9.68	(2,799)	-4.4%	(0.48)	-4.9%	Decrease related to change in assessment values
1.324	Regional Planning Services	41,736	43,637	6.29	6.61	(1,901)	-4.4%	(0.33)	-4.9%	Decrease related to change in assessment values
1.911	911 Systems	8,240	6,576	1.24	1.00	1,665	25.3%	0.24	24.6%	Increase due to payment adjustment to E-Comm 911
Total Regional		1,177,068	1,200,584	177.26	181.88	(23,516)	-2.0%	(4.62)	-2.5%	
1.313	Animal Care Services	129,332	132,634	19.48	20.09	(3,302)	-2.5%	(0.62)	-3.1%	Decrease related to change in assessment values
1.913	Fire Dispatch	61,702	58,949	9.29	8.93	2,753	4.7%	0.36	4.1%	Increase due to payment adjustment to District of Saanich, due to moving to higher tier of call volume
Total Sub-Regional		191,034	191,583	28.77	29.02	(549)	-0.3%	(0.25)	-0.9%	
1.103	Elections	16,861	28,103	2.54	4.26	(11,242)	-40.0%	(1.72)	-40.4%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
1.318	Building Inspection	243,133	248,949	36.61	37.71	(5,816)	-2.3%	(1.10)	-2.9%	Decrease related to change in assessment values
1.320	Noise Control	27,986	18,653	4.21	2.83	9,333	50.0%	1.39	49.1%	Increase due to 2023 Deficit Carryover to be recovered by Requisition
1.322	Nuisances & Unsightly Premises	22,186	24,922	3.34	3.78	(2,736)	-11.0%	(0.43)	-11.5%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
1.372	Electoral Area Emergency Program	71,453	73,160	10.76	11.08	(1,708)	-2.3%	(0.32)	-2.9%	Decrease related to change in assessment values
Total Joint Electoral Area		381,618	393,787	57.47	59.65	(12,169)	-3.1%	(2.19)	-3.7%	
1.111	Electoral Area Admin Exp-SSI	659,598	684,287	99.33	103.66	(24,689)	-3.6%	(4.33)	-4.2%	Decrease due to reduction of reserve transfers to mitigate Requisition
1.116	Grants in Aid - Salt Spring Island	43,752	48,752	6.59	7.39	(5,000)	-10.3%	(0.80)	-10.8%	Decrease due to higher 2023 Surplus Carryover to mitigate Requisition-LCC
1.124	SSI Economic Development Commission	53,699	73,699	8.09	11.16	(20,000)	-27.1%	(3.08)	-27.6%	One-time 2023 Surplus Carryover & reduction in reserve transfers to mitigate Requisition-LCC
1.141	Salt Spring Island Public Library	717,294	726,250	108.02	110.02	(8,956)	-1.2%	(2.00)	-1.8%	One-time reduction of reserve transfers to mitigate Requisition-LCC
1.236	Salt Spring Island Fernwood Dock	16,380	21,380	2.80	3.64	(5,000)	-23.4%	(0.85)	-23.3%	One-time reduction of reserve transfers to mitigate Requisition-LCC
1.238A	Community Transit (S.S.I.)	353,679	325,586	53.26	49.32	28,093	8.6%	3.94	8.0%	BC Transit budget net increase to be recovered by Requisition-LCC
1.238B	Community Transportation (S.S.I.)	88,059	157,829	13.26	23.91	(69,770)	-44.2%	(10.65)	-44.5%	One-time reduction of reserve transfers to mitigate Requisition-LCC
1.378	SSI Search and Rescue	22,917	25,704	3.45	3.89	(2,787)	-10.8%	(0.44)	-11.4%	Decrease due to 2023 Surplus Carryover to mitigate Requisition-LCC
1.455	Salt Spring Island Community Parks	588,527	592,659	88.63	89.78	(4,132)	-0.7%	(1.15)	-1.3%	Decrease due to lower Bylaw labour charges, partially offset by higher 2023 Deficit Carryover-LCC
1.458	Salt Spring Island Community Rec	118,975	111,442	17.92	16.88	7,533	6.8%	1.03	6.1%	Increase due to 2023 Deficit Carryover to be recovered by Requisition-LCC
1.459	Salt Spring Island Park, Land & Rec Prog	1,888,013	1,922,858	284.32	291.29	(34,845)	-1.8%	(6.97)	-2.4%	Decrease due to reduction of reserve transfers to mitigate Requisition-LCC
1.925	Emergency Comm - Crest - S.S.I.	150,818	148,417	22.71	22.48	2,401	1.6%	0.23	1.0%	Increase due to payment increase to CREST
3.705	S.S.I. Liquid Waste Disposal	416,125	412,586	71.05	70.32	3,539	0.9%	0.72	1.0%	Net increase due to MFA debt refinancing interest rate reset to be recovered by Requisition-LCC
Total SSI Electoral Area		5,117,836	5,251,449	779.43	803.77	(133,613)	-2.5%	(24.34)	-3.0%	
Other <\$1,000		1,285,267	1,327,773	193.55	201.14	(42,506)	-3.2%	(7.59)	-3.8%	
Total CRD and CRHD (SSI)		8,152,823	8,365,176	1,236.48	1,275.47	(212,353)	-2.5%	(38.99)	-3.1%	
2.626	Fulford Water	55,230	51,970	541.47	509.51	3,260	6.3%	31.96	6.3%	Reserve contribution increase approved by Commission
3.755	Regional Source Control - Maliview Estates /	7,615	6,486	10.01	8.59	1,129	17.4%	1.42	16.5%	Increase related to change in assessment values
All services <\$1,000		326,810	326,854			(44)	0.0%			
Total Local/Specified/Defined Services		389,655	385,310			4,345	1.1%			

*SSI Local Community Commission (LCC) budgets highlighted

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Appendix B-3: Change in Requisition (2024 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 2023	\$ Requisition	% Increase over 2023	\$/HH	
Provisional - COW (CRD&CRHD)			9.6%	8,365,176	9.6%	1,275.47	
Change in Cost Apportionment	1.010	Legislative & General Government	-0.2%	(18,352)	-0.3%	(3.14)	
	1.224	Community Health	0.0%	(1,216)	0.0%	(0.21)	
	1.280	Regional Parks	-0.4%	(27,038)	-0.4%	(4.63)	
	1.309	Climate Action and Adaptation	0.0%	(1,478)	0.0%	(0.27)	
	1.310	Land Banking & Housing	0.0%	(2,799)	0.0%	(0.48)	
	1.313	Animal Care Services	0.0%	(3,302)	-0.1%	(0.62)	
	1.318	Building Inspection	-0.1%	(5,845)	-0.1%	(1.10)	
	1.324	Regional Planning Services	0.0%	(1,912)	0.0%	(0.33)	
	1.372	Electoral Area Emergency Program	0.0%	(1,718)	0.0%	(0.32)	
	CRHD	Capital Regional Hospital District	-0.5%	(39,798)	-0.6%	(6.81)	
		All SSI EA-wide services	-	-	-0.4%	(4.33)	
		Others <+/-1,000	-0.1%	(5,082)	-0.1%	(1.01)	
	Subtotal	-1.4%	(108,541)	-2.0%	(23.24)		
Budget Changes	1.010	Legislative & General Government	0.0%	2,915	0.0%	0.44	Ongoing increase in IT licensing costs
	1.103	Elections	-0.1%	(10,806)	-0.1%	(1.64)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.111	Electoral Area Admin Exp-SSI	-0.3%	(24,689)	-0.3%	(3.74)	Reduction of reserve transfers to mitigate Requisition
	1.116	Grants in Aid - Salt Spring Island	-0.1%	(5,000)	-0.1%	(0.76)	Higher 2023 Surplus Carryover to mitigate Requisition
	1.124	SSI Economic Development Commission	-0.3%	(20,000)	-0.3%	(3.03)	One-time 2023 Surplus Carryover & reduction in reserve transfers to mitigate Requisition
	1.141	Salt Spring Island Public Library	-0.1%	(8,956)	-0.1%	(1.36)	One-time reduction of reserve transfers to mitigate Requisition
	1.224	Community Health	0.1%	9,422	0.1%	1.43	Board directed initiatives - Aboriginal Coalition & Alliance to End Homelessness
	1.236	Salt Spring Island Fernwood Dock	-0.1%	(5,000)	-0.1%	(0.85)	One-time reduction of reserve transfers to mitigate Requisition
	1.238A	Community Transit (S.S.I.)	0.4%	28,093	0.4%	4.26	BC Transit budget net increase to be recovered by Requisition
	1.238B	Community Transportation (S.S.I.)	-0.9%	(69,770)	-0.9%	(10.57)	One-time reduction of reserve transfers to mitigate Requisition
	1.280	Regional Parks	0.2%	15,268	0.2%	2.31	Royal Oak Golf Course land acquisition
	1.320	Noise Control	0.1%	10,006	0.1%	1.52	2023 Deficit Carryover to be recovered by Requisition
	1.322	Nuisances & Unsightly Premises	0.0%	(2,203)	0.0%	(0.33)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.378	SSI Search and Rescue	0.0%	(2,787)	0.0%	(0.42)	2023 Surplus Carryover to mitigate Requisition
	1.455	Salt Spring Island Community Parks	-0.1%	(4,132)	-0.1%	(0.63)	Lower Bylaw labour charges, partially offset by higher 2023 Deficit Carryover
	1.458	Salt Spring Island Community Rec	0.1%	7,533	0.1%	1.14	2023 Deficit Carryover to be recovered by Requisition
	1.459	Salt Spring Island Park, Land & Rec Prog	-0.5%	(34,845)	-0.5%	(5.28)	One-time reduction of reserve transfers to mitigate Requisition
	1.911	911 Systems	0.0%	1,774	0.0%	0.27	Payment adjustment to E-Comm to be recovered by Requisition
	1.913	Fire Dispatch	0.0%	2,810	0.0%	0.43	Payment adjustment to District of Saanich to be recovered by Requisition
	1.925	Emergency Comm - Crest - S.S.I.	0.0%	2,401	0.0%	0.36	Payment adjustment to CREST
	3.705	S.S.I. Liquid Waste Disposal	0.0%	3,539	0.1%	0.60	Net increase due to MFA debt refinancing interest rate reset to be recovered by Requisition
		Others <+/-1,000	0.0%	615	0.0%	0.09	Changes related to 2023 surplus/deficit, GILT and minor budget changes
		Subtotal	-1.4%	(103,812)	-1.4%	(15.75)	
Final - CRD&CRHD over 2023			6.8%	8,152,823	6.2%	1,236.48	
Change - Final over Provisional (COW)			-2.8%	(212,353)	-3.4%	(38.99)	

*Requisition excludes Local/Specified/Defined area services.

**SSI Local Community Commission (LCC) budgets highlighted

Appendix B-4: Capital Plan Summary Overview by Service - Salt Spring Island
2024 Final

Service # Service Name		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Capital Reserves	TOTAL
1.111	SSI Admin. Expenditures	46,100					46,100			46,100				46,100
1.141	SSI Public Library			90,000			90,000				70,000	20,000		90,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				70,000		70,000					70,000		70,000
1.238A	Community Transit (SSI)				110,000		110,000	50,000			60,000			110,000
1.238B	Community Transportation (SSI)	55,000			347,000		402,000	45,000			210,000	147,000		402,000
1.318	Building Inspection (Joint EA)	26,015	53,750				79,765			79,765				79,765
1.371	SSI Emergency Program	20,000					20,000					20,000		20,000
1.455	SSI Community Parks	15,000	90,000		420,000		525,000	40,000		45,000	440,000			525,000
1.458	SSI Community Recreation	40,000			202,500		242,500			5,000	100,000	137,500		242,500
1.459	SSI Park Land & Rec Programs	103,200	30,000	895,000	450,000	15,000	1,493,200			51,300	826,900	165,000	450,000	1,493,200
2.620	Highland Water (SSI)				20,000		20,000	20,000						20,000
2.621	Highland & Fernwood Water (SSI)				1,028,500		1,028,500		913,000			115,500		1,028,500
2.622	Cedars of Tuam Water (SSI)				55,000		55,000	5,000			42,000	8,000		55,000
2.624	Beddis Water (SSI)				428,000		428,000		340,000			88,000		428,000
2.626	Fulford Water (SSI)	103,000			302,000		405,000	7,000	220,000		90,000	88,000		405,000
2.628	Cedar Lane Water (SSI)				468,000		468,000		448,000			20,000		468,000
3.705	SSI Septage / Composting			30,000	190,000		220,000	20,000	120,000			80,000		220,000
3.810	Ganges Sewer Utility (SSI)	575,000	77,000		332,500		984,500				712,625	271,875		984,500
3.820	Maliview Sewer Utility (SSI)				1,050,000		1,050,000		100,000		850,000	100,000		1,050,000
Total		983,315	250,750	1,015,000	5,473,500	15,000	7,737,565	187,000	2,141,000	227,165	3,401,525	1,330,875	450,000	7,737,565

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Appendix B-5: Change in Capital Plan (2024 Final vs Provisional) - Salt Spring Island

Service	Service Name	Project Description	Amount \$			Comments
			Provisional	Final	Change	
1.141	SSI Public Library	Archives Climate Control System	10,000	90,000	80,000	Revised budget spending in 2024
1.238B	Community Transportation (S.S.I)	Lower Ganges Road - Barrier removal or relocation	14,000	-	(14,000)	Moved from 2024 to 2026
		Lower Ganges Road	69,000	-	(69,000)	Moved from 2024 to 2026
1.318	Building Inspection (Joint EA)	Vehicle Replacement	24,255	53,414	29,159	Revised budget spending in 2024
		Storage Room Shelving	-	12,900	12,900	Revised budget spending in 2024
1.455	SSI Community Parks	Linear Park Development	30,000	150,000	120,000	Revised budget spending in 2024
		New Maintenance Machinery	30,000	-	(30,000)	Moved from 2024 to 2025
		New Maintenance Truck	60,000	-	(60,000)	No longer required
		Ganges Harbour Walk (Detailed Design & Construction)	60,000	-	(60,000)	No longer required
		Maintenance Equipment Replacement	30,000	15,000	(15,000)	Revised budget spending in 2024
1.458	SSI Community Recreation	Skate Board Park Condition Assessment	7,500	-	(7,500)	No longer required
		Ganges Harbour Walk (Detailed Design & Construction)	-	200,000	200,000	Ganges Harbour Walk (Detailed Design & Construction Documents)
1.459	SSI Park Land & Rec Programs	Pool Electrical replacement	-	18,200	18,200	Replacement of Direct Digital Control System
		Ball Field Development	150,000	450,000	300,000	Revised budget spending in 2024
		Park Maintenance Facility	517,500	615,000	97,500	Revised budget spending in 2024
		EV Charger and Infrastructure Recreation Centre	-	10,000	10,000	EV charger and infrastructure recreation centre parking lot
		New EV Maintenance Truck	30,000	-	(30,000)	No longer required
		Pool expansion (Design Phase)	45,000	-	(45,000)	Moved from 2024 to 2025
		Portlock Shed and Equipment Replacement	-	200,000	200,000	Portlock Shed and Equipment Replacement
		Pool Building Structural Repairs	-	50,000	50,000	Pool Building Structural Repairs
		Firehall Repurpose	-	15,000	15,000	Repurpose, remediate or demolition of Ganges Fire Hall
2.620	Highland Water (SSI)	Infrastructure Upgrades (Valve Distribution)	-	20,000	20,000	Middle and Upper Reservoir Repairs
2.622	Cedars of Tuam Water (SSI)	Design and Construct New Well and Dist. System	90,000	-	(90,000)	Moved from 2024 to 2025
		Electrical Service Replacement	25,000	50,000	25,000	Revised budget spending in 2024
		Referendum or Alternative Approval Process	10,000	-	(10,000)	Moved from 2024 to 2025
2.626	Fulford Water (SSI)	Fulford AC Water Main Renewal Program	170,000	-	(170,000)	Moved from 2024 to 2025
		Install In-Line Strainers upstream of PRVs	14,000	-	(14,000)	Moved from 2024 to 2025
		Replace Air Valves in Raw Water Line on Sunnyside	11,000	-	(11,000)	Moved from 2024 to 2025
3.705	SSI Septage / Composting	Abattoir Purchase of Assets	-	15,000	15,000	To purchase assets from Abattoir Society.
1.371	SSI Emergency Program	EOC Upgrades	-	20,000	20,000	Upgrades to electrical and IT in new EOC location
3.810	Ganges Sewer Utility (SSI)	Ganges WWTP Construction	3,450,000	-	(3,450,000)	Moved from 2024 to 2025
3.820	Maliview Sewer Utility (SSI)	Wastewater Treatment Plant Upgrade	2,260,000	850,000	(1,410,000)	Moved from 2024 to 2025
Total Changes - Salt Spring Island			7,107,255	2,834,514	(4,272,741)	

Appendix B-6: SSI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.372 EA Emergency Coordination

SALT SPRING ISLANDS

1.111 SSI Administration

1.316 SSI Building Numbering

1.371 SSI Emergency Program

1.535 Stormwater Quality Management

1.925 SSI Emergency Comm-CREST

2.620 Highland Water

2.621 Highland/Fernwood Water

2.622 Cedars of Tuam Water

2.624 Beddis Water

2.626 Fulford Water

2.628 Cedar Lane Water

2.660 Fernwood Water

3.810 Ganges Sewer

3.820 Maliview Sewer

Appendix B-6: SSI Service Budgets

Local Community Commission

- 1.116 SSI Grants in Aid**
- 1.124 SSI Economic Development**
- 1.141 SSI Public Library**
- 1.234 SSI Street Lighting**
- 1.236 Fernwood Dock**
- 1.238A Community Transit**
- 1.238B Community Transportation**
- 1.299 SSI Arts**
- 1.342 Livestock Injury Compensation**
- 1.378 SSI Search and Rescue**
- 1.45X SSI Parks & Recreation**
- 1.455 SSI Parks**
- 1.458 SSI Recreation**
- 1.459 SSI Pool & Parks Land**
- 3.705 Septage/Composting**

CAPITAL REGIONAL DISTRICT

2024 Budget

Elections

FINAL BUDGET

MARCH 2024

Service: 1.103 Elections

Committee: Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 52 and 75 of the Local Government Act).

PARTICIPATION:

All electoral areas on the basis of converted assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and recovery from Islands Trust and school districts 61, 62, 63, 64

1.103 - Elections	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electoral Area Elections	-	429	-	-	-	-	-	177,620	500	-
Islands Trust	-	-	-	-	-	-	-	81,870	-	-
Allocations and Insurance	380	496	90	-	-	90	90	13,771	90	90
TOTAL OPERATING COSTS	380	925	90	-	-	90	90	273,261	590	90
*Percentage Increase over prior year										
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	65,380	64,915	65,490	-	(25,000)	40,490	65,490	-	65,490	65,490
TOTAL COSTS	65,760	65,840	65,580	-	(25,000)	40,580	65,580	273,261	66,080	65,580
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(125,811)	(500)	-
Recovery from Islands Trust	-	-	-	-	-	-	-	(81,870)	-	-
Other Income	(270)	(350)	(271)	-	-	(271)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(270)	(350)	(271)	-	-	(271)	(90)	(207,771)	(590)	(90)
REQUISITION	(65,490)	(65,490)	(65,309)	-	25,000	(40,309)	(65,490)	(65,490)	(65,490)	(65,490)
*Percentage increase over prior year Requisition			-0.3%		-38.2%	-38.5%	62.5%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund: Fund Centre:	1500 105515	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		125,101	197,091	237,581	303,071	177,260	242,250
Transfer from Op Budget		64,871	40,490	65,490	-	65,490	65,490
Transfer to Op Budget		-	-	-	(125,811)	(500)	-
Interest Income*		7,119					
Ending Balance \$		197,091	237,581	303,071	177,260	242,250	307,740

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections every 4 years

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

UBCM

FINAL BUDGET

MARCH 2024

Service: 1.104 Union of B.C. Municipalities

Committee: Electoral Area

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Membership Fee	12,251	11,526	12,328	-	-	12,328	12,810	13,070	13,330	13,600
Allocations & Other Expenses	707	930	708	-	-	708	721	734	748	761
TOTAL COSTS	12,958	12,456	13,036	-	-	13,036	13,531	13,804	14,078	14,361
*Percentage Increase over prior year						0.6%	3.8%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	468	(468)	-	-	(468)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(792)	(792)	-	-	-	-	-	-	-	-
Other Revenue	(92)	(58)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(884)	(382)	(558)	-	-	(558)	(90)	(90)	(90)	(90)
REQUISITION	(12,074)	(12,074)	(12,478)	-	-	(12,478)	(13,441)	(13,714)	(13,988)	(14,271)
*Percentage increase over prior year Requisition						3.3%	7.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Building Inspection

FINAL BUDGET

MARCH 2024

Service: 1.318 Building Inspection

Committee: Electoral Area

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of their value of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

1.318 - Building Inspection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,388,876	1,286,456	1,457,133	-	-	1,457,133	1,491,427	1,526,521	1,562,425	1,599,136
Telecommunications	37,710	40,210	41,530	-	-	41,530	42,360	43,210	44,070	44,950
Legal Expenses	10,920	18,000	18,630	-	-	18,630	19,000	19,380	19,770	20,170
Building Rent	35,480	35,480	36,720	-	-	36,720	37,460	38,210	38,980	39,760
Supplies	18,800	23,250	24,062	-	-	24,062	24,550	25,040	25,550	26,060
Allocations	324,529	330,529	367,722	-	-	367,722	384,165	401,708	414,921	425,658
Other Operating Expenses	167,110	159,897	177,056	-	75,000	252,056	255,640	184,320	188,080	191,890
TOTAL OPERATING COSTS	1,983,425	1,893,822	2,122,853	-	75,000	2,197,853	2,254,602	2,238,389	2,293,796	2,347,624
*Percentage Increase over prior year			7.0%		3.8%	10.8%	2.6%	-0.7%	2.5%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	20,000	20,000	20,820	-	-	20,820	25,470	25,950	26,440	25,000
Transfer to Operating Reserve Fund	-	146,232	-	-	-	-	-	-	-	10,490
TOTAL CAPITAL / RESERVES	20,000	166,232	20,820	-	-	20,820	25,470	25,950	26,440	35,490
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	25,230
TOTAL COSTS	2,026,725	2,083,354	2,166,973	-	75,000	2,241,973	2,303,372	2,287,639	2,343,536	2,408,344
*Percentage Increase over prior year			6.9%		3.7%	10.6%	2.7%	-0.7%	2.4%	2.8%
Internal Recoveries	(30,980)	(30,980)	(32,060)	-	-	(32,060)	(32,700)	(33,350)	(34,020)	(34,700)
TOTAL COSTS LESS INTERNAL RECOVERIES	1,995,745	2,052,374	2,134,913	-	75,000	2,209,913	2,270,672	2,254,289	2,309,516	2,373,644
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(121,144)	(121,144)	(125,183)	-	(75,000)	(200,183)	(143,742)	(39,165)	(4,452)	-
Permit Fees Revenue	(1,340,000)	(1,401,522)	(1,400,000)	-	-	(1,400,000)	(1,428,000)	(1,456,570)	(1,485,710)	(1,515,430)
Contract Revenue	(38,640)	(33,747)	(39,990)	-	-	(39,990)	(40,790)	(41,610)	(42,440)	(43,300)
Grants in Lieu of Taxes	(1,921)	(1,921)	(1,924)	-	-	(1,924)	(2,030)	(2,070)	(2,110)	(2,150)
Revenue - Other	(2,660)	(2,660)	(2,660)	-	-	(2,660)	(2,660)	(2,660)	(2,660)	(2,660)
TOTAL REVENUE	(1,504,365)	(1,560,994)	(1,569,757)	-	(75,000)	(1,644,757)	(1,617,222)	(1,542,075)	(1,537,372)	(1,563,540)
REQUISITION	(491,380)	(491,380)	(565,156)	-	-	(565,156)	(653,450)	(712,214)	(772,144)	(810,104)
*Percentage increase over prior year										
Requisition						15.0%	15.6%	9.0%	8.4%	4.9%
Per Fees Revenue						4.5%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	11.2		11.2			11.2	11.2	11.2	11.2	11.2

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.318 Building Inspection	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$55,000	\$60,500	\$4,500	\$6,000	\$6,000	\$6,000	\$0	\$77,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$95,000	\$125,000	\$0	\$60,000	\$60,000	\$60,000	\$0	\$245,000
	\$150,000	\$185,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$322,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$150,000	\$185,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$322,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$150,000	\$185,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$322,000

5 YEAR CAPITAL PLAN

7074 - 7078

Service #: 1.318

Service Name: Building Inspection

[illegible]

Service: 1.318 Building Inspection

Project Number	18-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	Capital Project Title	Computer Replacement	Capital Project Description	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	21-01	Capital Project Title	Furniture Replacement	Capital Project Description	Salt Spring Island furniture replacement
Project Rationale	Replace desks, chairs, shelving, cabinetry and other furniture that has become worn and requires replacement.				

Project Number	23-01	Capital Project Title	Storage Room Shelving	Capital Project Description	Storage Room Shelving
Project Rationale					

**Building Inspection
Reserve Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	656,471	456,288	312,546	273,381	268,929	279,419
Equipment Replacement Fund	248,161	83,481	104,451	64,401	24,841	49,841
Total	904,631	539,768	416,996	337,781	293,769	329,259

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund: Fund Centre:	1500 105544	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		612,699	656,471	456,288	312,546	273,381	268,929
Transfer from Ops Budget		136,808	-	-	-	-	10,490
Transfer to Ops Budget		(121,144)	(200,183)	(143,742)	(39,165)	(4,452)	-
Interest Income*		28,108					
Ending Balance \$		656,471	456,288	312,546	273,381	268,929	279,419

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101425	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		223,756	248,161	83,481	104,451	64,401	24,841
Transfer from Ops Budget		40,000	20,820	25,470	25,950	26,440	25,000
Planned Purchase		(17,639)	(185,500)	(4,500)	(66,000)	(66,000)	-
Interest Income		2,044					
Ending Balance \$		248,161	83,481	104,451	64,401	24,841	49,841

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Noise Control

FINAL BUDGET

MARCH 2024

Service: 1.320 Noise Control

Committee: Electoral Area

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - Noise Control

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	7,110	12,702	7,360	-	-	7,360	7,510	7,660	7,810	7,970
Allocations	2,678	2,678	2,761	-	-	2,761	2,813	2,865	2,918	2,971
Internal Time Charges	31,390	56,604	33,000	-	-	33,000	33,740	34,450	35,150	35,890
Other Operating Expenses	50	1,478	250	-	-	250	250	250	250	250
TOTAL OPERATING COSTS	41,228	73,462	43,371	-	-	43,371	44,313	45,225	46,128	47,081
*Percentage Increase over prior year			5.2%			5.2%	2.2%	2.1%	2.0%	2.1%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	485	1,175	1,865
TOTAL COSTS	41,228	73,462	43,371	-	-	43,371	44,313	45,710	47,303	48,946
<u>FUNDING SOURCES (REVENUE)</u>										
Deficit CFW from 2023 to 2024	-	(22,000)	-	-	22,000	22,000	-	-	-	-
Transfer from Operating Reserve Fund	-	(10,384)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(168)	(168)	(168)	-	-	(168)	(200)	(200)	(200)	(200)
Revenue - Other	(150)	-	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(318)	(32,552)	(318)	-	22,000	21,682	(350)	(350)	(350)	(350)
REQUISITION	(40,910)	(40,910)	(43,053)	-	(22,000)	(65,053)	(43,963)	(45,360)	(46,953)	(48,596)
*Percentage increase over prior year Requisition			5.2%		53.8%	59.0%	-32.4%	3.2%	3.5%	3.5%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105406	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		21,805	12,471	12,471	12,471	12,956	14,131
Transfer from Ops Budget		-	-	-	485	1,175	1,865
Deficit Recovery		(10,384)	-	-	-	-	-
Interest Income*		1,051					
Ending Balance \$		12,471	12,471	12,471	12,956	14,131	15,996

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Nuisance & Unsightly Premises

FINAL BUDGET

MARCH 2024

Service: 1.322 Nuisance & Unsightly Premises

Committee: Electoral Area

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	2,190	-	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Allocations	3,346	3,346	3,449	-	-	3,449	3,514	3,580	3,648	3,716
Internal Time Charges	49,130	50,722	51,650	-	-	51,650	52,810	53,920	55,010	56,170
Other Operating Expenses	320	395	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	54,986	54,463	57,419	-	-	57,419	58,644	59,820	60,978	62,206
*Percentage Increase over prior year			4.4%			4.4%	2.1%	2.0%	1.9%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	940	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	940	-	-	-	-	-	-	-	-
TOTAL COSTS	54,986	55,403	57,419	-	-	57,419	58,644	59,820	60,978	62,206
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	(519)	-	(5,000)	(5,519)	-	-	-	-
Grants in Lieu of Taxes	(225)	(225)	(230)	-	-	(230)	(250)	(260)	(270)	(280)
Other Revenue	(100)	(517)	(100)	-	-	(100)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(325)	(742)	(849)	-	(5,000)	(5,849)	(450)	(460)	(470)	(480)
REQUISITION	(54,661)	(54,661)	(56,570)	-	5,000	(51,570)	(58,194)	(59,360)	(60,508)	(61,726)
*Percentage increase over prior year Requisition			3.5%		-9.1%	-5.7%	12.8%	2.0%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund: Fund Centre:	1500 105403	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		19,000	20,855	15,336	15,336	15,336	15,336
Transfer from Ops Budget		940	-	-	-	-	-
Transfer to Ops Budget		-	(5,519)	-	-	-	-
Interest Income*		916					
Ending Balance \$		20,855	15,336	15,336	15,336	15,336	15,336

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Electoral Area Emergency Planning Coordination

FINAL BUDGET

MARCH 2024

Service: 1.372 Emergency Planning Coordination

Committee: Planning & Protective Services

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electoral Area Emergency Planning Coordination	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	578,160	515,850	591,902	-	-	591,902	606,031	620,493	635,283	650,420
Contract for Services	-	9,000	-	-	55,000	55,000	-	-	-	-
Travel Expenses	1,920	1,920	1,990	-	-	1,990	2,030	2,070	2,110	2,150
Telecommunications	7,160	7,160	7,410	-	-	7,410	7,560	7,710	7,860	8,020
Staff Training & Development	1,700	2,500	1,760	-	3,240	5,000	1,800	1,840	1,880	1,920
Supplies	2,110	5,662	2,180	-	-	2,180	2,220	2,260	2,300	2,340
Allocations	63,573	63,573	70,935	-	-	70,935	73,644	75,383	76,451	78,082
Other Operating Expenses	9,276	13,540	9,580	-	-	9,580	9,770	9,960	10,150	10,340
TOTAL OPERATING COSTS	663,899	619,205	685,757	-	58,240	743,997	703,055	719,716	736,034	753,272
*Percentage Increase over prior year			3.3%		8.8%	12.1%	-5.5%	2.4%	2.3%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	51,194	-	-	-	-	-	-	-	1,940
Transfer to Equipment Replacement Fund	7,500	10,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	7,500	61,194	5,000	-	-	5,000	5,000	5,000	5,000	6,940
TOTAL COSTS	671,399	680,399	690,757	-	58,240	748,997	708,055	724,716	741,034	760,212
Internal Recoveries	(492,300)	(492,300)	(509,530)	-	-	(509,530)	(519,720)	(530,110)	(540,708)	(551,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	179,099	188,099	181,227	-	58,240	239,467	188,335	194,606	200,326	208,692
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(22,939)	(22,939)	(14,170)	-	(58,240)	(72,410)	(10,485)	(6,135)	(1,535)	-
Grants in Lieu of Taxes	(626)	(626)	(627)	-	-	(627)	(660)	(670)	(680)	(690)
Revenue - Other	(330)	(9,330)	(340)	-	-	(340)	(330)	(330)	(330)	(330)
TOTAL REVENUE	(23,895)	(32,895)	(15,137)	-	(58,240)	(73,377)	(11,475)	(7,135)	(2,545)	(1,020)
REQUISITION	(155,204)	(155,204)	(166,090)	-	-	(166,090)	(176,860)	(187,471)	(197,781)	(207,672)
*Percentage increase over prior year Requisition			7.0%			7.0%	6.5%	6.0%	5.5%	5.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0	4.0	4.0			4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.372	Carry	2024	2025	2026	2027	2028	TOTAL
	Emergency Planning Coordination	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,500	\$0	\$2,500	\$0	\$0	\$5,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$70,000	\$0	\$70,000
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

5 YEAR CAPITAL PLAN

Service #:

1.372

Emergency Planning Coordination

[illegible]

Service: 1.372 Emergency Planning Coordination

Project Number	20-01	Capital Project Title	Computer Equipment Replacement	Capital Project Description	Computer Equipment Replacement
Project Rationale					

Project Number	23-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle replacement
Project Rationale					

Electoral Area Emergency Planning Coordination
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	102,929	30,519	20,034	13,899	12,364	14,304
Equipment Replacement Fund	64,330	66,830	71,830	74,330	9,330	14,330
Total	167,259	97,349	91,864	88,229	21,694	28,634

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund: Fund Centre:	1500 105545	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		60,373	102,929	30,519	20,034	13,899	12,364
Transfer from Ops Budget		62,854	-	-	-	-	1,940
Transfer to Ops Budget		(22,939)	(72,410)	(10,485)	(6,135)	(1,535)	-
Interest Income*		2,640					
Ending Balance \$		102,929	30,519	20,034	13,899	12,364	14,304

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101985	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		53,804	64,330	66,830	71,830	74,330	9,330
Transfer from Op Budget		10,000	5,000	5,000	5,000	5,000	5,000
Planned Purchase		-	(2,500)	-	(2,500)	(70,000)	-
Interest Income		526					
Ending Balance \$		64,330	66,830	71,830	74,330	9,330	14,330

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2024 Budget

Admin Expenditures (SSI)

FINAL BUDGET

MARCH 2024

Service: 1.111 SSI Admin. Expenditures

Committee: Electoral Area

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition and internal allocation

1.111 - Admin Expenditures (SSI) Director, Management & LCC	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Director Admin	84,776	75,136	83,555	(8,260)	-	75,295	76,740	78,250	79,760	81,310
Management Services	956,243	900,301	1,000,917	144,077	15,640	1,160,634	1,173,014	1,200,410	1,242,411	1,255,814
Local Community Commission (LCC)	96,333	88,179	45,570	59,144	2,110	106,824	109,642	111,986	184,333	116,764
TOTAL OPERATING COSTS	1,137,352	1,063,616	1,130,042	194,961	17,750	1,342,753	1,359,396	1,390,646	1,506,504	1,453,888
*Percentage Increase over prior year			-0.6%	17.1%	1.6%	18.1%	1.2%	2.3%	8.3%	-3.5%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	1,118	24,803	6,000	25,000	(1,000)	30,000	31,000	31,000	31,500	31,500
Transfer to Operating Reserve Fund	-	3,625	5,000	-	-	5,000	33,000	33,000	33,000	33,000
Capital Asset Purchase	23,000	6,469	-	-	20,000	20,000	-	-	-	-
TOTAL CAPITAL / RESERVES	24,118	34,897	11,000	25,000	19,000	55,000	64,000	64,000	64,500	64,500
TOTAL COSTS	1,161,470	1,098,513	1,141,042	219,961	36,750	1,397,753	1,423,396	1,454,646	1,571,004	1,518,388
*Percentage Increase over prior year			-1.8%	18.9%	3.2%	20.3%	1.8%	2.2%	8.0%	-3.3%
Labour Recovery	(256,910)	(231,793)	(282,044)	(128,117)	-	(410,161)	(419,366)	(429,213)	(439,099)	(449,355)
Internal Allocations	(212,590)	(212,530)	(218,400)	(55,285)	-	(273,685)	(278,712)	(284,926)	(290,833)	(297,144)
TOTAL RECOVERIES	(469,500)	(444,323)	(500,444)	(183,402)	-	(683,846)	(698,078)	(714,139)	(729,932)	(746,499)
COSTS LESS INTERNAL RECOVERIES	691,970	654,190	640,598	36,559	36,750	713,907	725,318	740,507	841,072	771,889
*Percentage Increase over prior year			-7.4%	5.3%	5.3%	3.2%	1.6%	2.1%	13.6%	-8.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus C/F from 2023 to 2024	-	48,579	-	-	(48,579)	(48,579)	-	-	-	-
Surplus C/F from 2022 to 2023	(64,245)	(64,245)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	(85,000)	-
Grants in Lieu of Taxes	(384)	(384)	(390)	-	-	(390)	(400)	(410)	(420)	(430)
Provincial Grant	(5,000)	(12,500)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Other Income	(330)	(3,629)	(340)	-	-	(340)	(350)	(360)	(370)	(380)
TOTAL REVENUE	(69,959)	(32,179)	(5,730)	-	(48,579)	(54,309)	(5,750)	(5,770)	(90,790)	(5,810)
REQUISITION	(622,011)	(622,011)	(634,868)	(36,559)	11,829	(659,598)	(719,568)	(734,737)	(750,282)	(766,079)
*Percentage increase over prior year Requisition			2.1%	5.9%	-1.9%	6.0%	9.1%	2.1%	2.1%	2.1%
FTE's	6.0	6.0	6.0	1.0		7.0	7.0	7.0	7.0	7.0

1.111 - Admin Expenditures (SSI) Management Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	752,094	726,190	776,878	133,795	-	910,673	932,496	954,828	977,676	1,001,056
Allocations	49,591	49,591	62,139	7,282	-	69,421	72,678	74,512	75,375	77,028
Vehicles & Travel	9,500	6,570	9,830	-	-	9,830	10,020	10,220	10,430	10,640
Legal Expenses	5,000	-	10,000	-	-	10,000	10,200	10,400	10,610	10,820
Staff Training, Moving & Dues	15,000	5,492	16,030	-	-	16,030	16,010	16,210	16,410	16,620
Contingency	-	-	-	-	15,640	15,640	-	-	-	-
Operating - Other	125,058	112,458	126,040	3,000	-	129,040	131,610	134,240	151,910	139,650
TOTAL OPERATING COSTS	956,243	900,301	1,000,917	144,077	15,640	1,160,634	1,173,014	1,200,410	1,242,411	1,255,814
*Percentage Increase over prior year			4.7%	15.1%	1.6%	21.4%	1.1%	2.3%	3.5%	1.1%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	-	12,000	-	25,000	-	25,000	25,000	25,000	25,500	25,500
Transfer to Operating Reserve Fund	-	3,625	-	-	-	-	10,000	10,000	10,000	10,000
Transfer to Capital Reserve Fund	-	-	-	-	-	-	-	-	-	-
Capital Asset Purchase	13,000	-	-	-	20,000	20,000	-	-	-	-
TOTAL CAPITAL / RESERVES	13,000	15,625	-	25,000	20,000	45,000	35,000	35,000	35,500	35,500
TOTAL COSTS	969,243	915,926	1,000,917	169,077	35,640	1,205,634	1,208,014	1,235,410	1,277,911	1,291,314
*Percentage Increase over prior year			3.3%	17.4%	3.7%	24.4%	0.2%	2.3%	3.4%	1.0%
Labour Recovery	(256,910)	(231,793)	(282,044)	(128,117)	-	(410,161)	(419,366)	(429,213)	(439,099)	(449,355)
Internal Allocations	(212,590)	(212,530)	(218,400)	(55,285)	-	(273,685)	(278,712)	(284,926)	(290,833)	(297,144)
TOTAL RECOVERIES	(469,500)	(444,323)	(500,444)	(183,402)	-	(683,846)	(698,078)	(714,139)	(729,932)	(746,499)
COSTS LESS INTERNAL RECOVERIES	499,743	471,603	500,473	(14,325)	35,640	521,788	509,936	521,271	547,979	544,815
*Percentage Increase over prior year			0.1%	-2.9%	7.1%	4.4%	-2.3%	2.2%	5.1%	-0.6%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	35,640	-	-	(35,640)	(35,640)	-	-	-	-
Balance c/fwd from 2022 to 2023	(46,502)	(46,502)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	(15,000)	-
Grants in Lieu of Taxes	(323)	(323)	(330)	-	-	(330)	(340)	(350)	(360)	(370)
Provincial Grant	-	(7,500)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(46,825)	(18,685)	(330)	-	(35,640)	(35,970)	(340)	(350)	(15,360)	(370)
REQUISITION	(452,918)	(452,918)	(500,143)	14,325	-	(485,818)	(509,596)	(520,921)	(532,619)	(544,445)
*Percentage increase over prior year Requisition			10.4%	-3.2%		7.3%	4.9%	2.2%	2.2%	2.2%
FTE's	5.85	5.85	5.85	1.15		7.0	7.0	7.0	7.0	7.0

1.111 - Admin Expenditures (SSI)
Director Admin

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Remunerations	60,134	54,934	62,126	(12,540)	-	49,586	50,580	51,590	52,620	53,670
SSI EA Management Allocation	-	-	-	6,700	-	6,700	6,800	6,950	7,070	7,210
Allocations	11,662	11,662	13,769	(2,420)	-	11,349	11,580	11,810	12,050	12,290
Travel & Training	2,000	-	2,070	-	-	2,070	2,110	2,150	2,190	2,230
Building Rental	7,260	-	-	-	-	-	-	-	-	-
Operating - Other	3,720	8,540	5,590	-	-	5,590	5,670	5,750	5,830	5,910
TOTAL OPERATING COSTS	84,776	75,136	83,555	(8,260)	-	75,295	76,740	78,250	79,760	81,310
*Percentage Increase over prior year			-1.4%	-9.7%		-11.2%	1.9%	2.0%	1.9%	1.9%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	1,118	1,118	1,000	-	(1,000)	-	1,000	1,000	1,000	1,000
Transfer to Feasibility Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	1,118	1,118	1,000	-	(1,000)	-	1,000	1,000	1,000	1,000
TOTAL COSTS	85,894	76,254	84,555	(8,260)	(1,000)	75,295	77,740	79,250	80,760	82,310
*Percentage Increase over prior year			-1.6%	-9.6%	-1.2%	-12.3%	3.2%	1.9%	1.9%	1.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	12,939	-	-	(12,939)	(12,939)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(1,974)	(1,974)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(61)	(61)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
Other Income	(330)	(3,629)	(340)	-	-	(340)	(350)	(360)	(370)	(380)
TOTAL REVENUE	(2,365)	7,275	(400)	-	(12,939)	(13,339)	(410)	(420)	(430)	(440)
REQUISITION	(83,529)	(83,529)	(84,155)	8,260	13,939	(61,956)	(77,330)	(78,830)	(80,330)	(81,870)
*Percentage increase over prior year										
Requisition			0.7%	-9.9%	-16.7%	-25.8%	24.8%	1.9%	1.9%	1.9%
FTE's	0.15	0.15	0.15	-0.15		0.0	0.0	0.0	0.0	0.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service I	1.111	Carry	2024	2025	2026	2027	2028	TOTAL
	SSI Admin. Expenditures	Forward from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$46,100	\$4,900	\$15,900	\$10,900	\$6,100	\$83,900
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$65,000	\$0	\$0	\$0	\$65,000
	\$0	\$46,100	\$69,900	\$15,900	\$10,900	\$6,100	\$148,900

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$46,100	\$69,900	\$15,900	\$10,900	\$6,100	\$148,900
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$46,100	\$69,900	\$15,900	\$10,900	\$6,100	\$148,900

Service #:

1.111

SSI Admin. Expenditures

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement - SSI Admin	\$ 43,900	E	ERF	\$ -	\$ 6,100	\$ 4,900	\$ 14,250	\$ 10,900	\$ 6,100	\$ 42,250
24-01	Replacement	Computer	Computer Replacement - Director		E	ERF	\$ -	\$ -	\$ 1,650	\$ -	\$ -	\$ -	\$ 1,650
25-01	New	Vehicle	Electric vehicle	\$ 50,000	V	ERF	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
24-02	Replacement	Boardroom Electronic Equipment	Upgrade AV equipment in LCC Board Room (Total costs shared between Management, Director and LCC components)	\$ 40,000	E	ERF	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
													\$ -
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													\$ -
													\$ -
GRAND TOTAL				\$ 133,900				\$ 46,100	\$ 69,900	\$ 15,900	\$ 10,900	\$ 6,100	\$ 148,900

Service: 1.111 SSI Admin. Expenditures

Project Number	24-01	Capital Project Title	Computer	Capital Project Description	Computer Replacement - SSI Admin
Project Rationale					

Project Number	25-01	Capital Project Title	Vehicle	Capital Project Description	Electric vehicle
Project Rationale					

Project Number	24-02	Capital Project Title	Boardroom Electronic Equipment	Capital Project Description	Upgrade AV equipment in LCC Board Room (Total costs shared between Management, Director and LCC components)
Project Rationale Upgrade AV equipment in LCC Board Room (Total costs shared between Management, Director and LCC components as \$20k/\$10k/\$10k)					

Admin Expenditures (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund - Local Community Commission	-	5,000	28,000	51,000	4,000	27,000
Operating Reserve Fund - Management	3,625	3,625	13,625	23,625	18,625	28,625
Equipment Replacement Fund - Management	66,100	65,000	21,750	30,850	45,450	64,850
Equipment Replacement Fund - Director	13,782	3,782	3,132	4,132	5,132	6,132
Equipment Replacement Fund - Local Community Commission	11,685	6,685	11,685	16,685	21,685	26,685
Total	95,192	84,092	78,192	126,292	94,892	153,292

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Operating Reserve Fund - Local Community Commission

Bylaw No. 4584
Created in 2023

Reserve Cash Flow

Fund: Fund Centre:	1500 105558	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	-	5,000	28,000	51,000	4,000
Transfer from Ops Budget		-	5,000	23,000	23,000	23,000	23,000
Transfer to Ops Budget		-	-	-	-	(70,000)	-
Interest Income*		-					
Ending Balance \$		-	5,000	28,000	51,000	4,000	27,000

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Operating Reserve Fund - Management Budget

Bylaw No. 4584
Created in 2023

Reserve Cash Flow

Fund: Fund Centre:	1500 105559	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	3,625	3,625	13,625	23,625	18,625
Transfer from Ops Budget		3,625	-	10,000	10,000	10,000	10,000
Transfer to Ops Budget		-	-	-	-	(15,000)	-
Interest Income*		-					
Ending Balance \$		3,625	3,625	13,625	23,625	18,625	28,625

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Management

ERF Group: EASSIMGMT.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 102119	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		72,671	66,100	65,000	21,750	30,850	45,450
Transfer from Ops Budget		12,000	25,000	25,000	25,000	25,500	25,500
Planned Purchase		(19,129)	(26,100)	(68,250)	(15,900)	(10,900)	(6,100)
Interest Income		558					
Ending Balance \$		66,100	65,000	21,750	30,850	45,450	64,850

Assumptions/Background:

Office equipment, computers, and vehicle replacement

Reserve Schedule**Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Director**

ERF Group: SSIADMIN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101837	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		12,545	13,782	3,782	3,132	4,132	5,132
Transfer from Ops Budget		1,118	-	1,000	1,000	1,000	1,000
Planned Purchase		-	(10,000)	(1,650)	-	-	-
Interest Income		119					
Ending Balance \$		13,782	3,782	3,132	4,132	5,132	6,132

Assumptions/Background:

Office equipment, computers, and vehicle replacement

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - LCC
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ERF Group: EASSILCC.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 102275	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	11,685	6,685	11,685	16,685	21,685
Transfer from Ops Budget		11,685	5,000	5,000	5,000	5,000	5,000
Planned Purchase		-	(10,000)	-	-	-	-
Interest Income		-					
Ending Balance \$		11,685	6,685	11,685	16,685	21,685	26,685

Assumptions/Background: Office equipment, computers, and vehicle replacement
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CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Building Numbering

FINAL BUDGET

MARCH 2024

Service: 1.316 SSI Building Numbering

Committee: Electoral Area

DEFINITION:

To provide the extended service of numbering of buildings within the Electoral Area of Salt Spring Island.
Bylaw No. 2082, adopted February 1993.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.316 - SSI Building Numbering	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Building Inspection	9,370	9,370	9,690	-	-	9,690	9,890	10,080	10,290	10,490
Allocations	479	479	493	-	-	493	503	513	524	534
Other Operating Expenses	20	119	20	-	-	20	35	40	40	40
TOTAL COSTS	9,869	9,968	10,203	-	-	10,203	10,428	10,633	10,854	11,064
*Percentage Increase over prior year			3.4%			3.4%	2.2%	2.0%	2.1%	1.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Deficit c/fwd from 2023 to 2024	-	(82)	82	-	-	82	-	-	-	-
Deficit c/fwd from 2022 to 2023	22	22	-	-	-	-	-	-	-	-
Other Revenue	(20)	(37)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	2	(97)	62	-	-	62	(20)	(20)	(20)	(20)
REQUISITION	(9,871)	(9,871)	(10,265)	-	-	(10,265)	(10,408)	(10,613)	(10,834)	(11,044)
*Percentage increase over prior year Requisition			4.0%			4.0%	1.4%	2.0%	2.1%	1.9%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Emergency Program

FINAL BUDGET

MARCH 2024

Service: 1.371 SSI Emergency Program

Committee: Electoral Area

DEFINITION:

To provide an Emergency Program as an Extended Service in preparation for emergencies.

Establishment Bylaw No. 2084 (December 16, 1992). Bylaw No. 2094 (February 1993), establishes the mode of operation and administration of the program.

Bylaw No. 2204 (April 27, 1994) and Bylaw No. 2205 (April 27, 1994) repeal and replace Bylaws 2084 and 2094 respectively.

Bylaw No. 2486 (March 26, 1997) establishes guidelines for the operation and administration of the SSI Program and repeals Bylaw No. 2205.

Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3446, this service provides planning and management of community disaster emergency response and recovery plans for the communities of Salt Spring Island Electoral Area. The service was started in 1992 in response to the *Provincial Emergency Program Act*.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

PARTICIPATION:

The service and participating area shall be coterminous with that of the Salt Spring Island Electoral Area.

LEVY:

The cost of providing the service established shall be recovered by requisition of money under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 of the Municipal Act.

FUNDING:

Requisition

1.371 - SSI Emergency Program

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Travel Expense	1,500	1,500	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Contract for Services	93,878	69,318	52,100	-	-	52,100	53,140	54,200	55,280	56,390
Neighbourhood Program	3,070	920	-	-	-	-	-	-	-	-
Emergency Social Services	300	-	-	-	-	-	-	-	-	-
Building Rent	14,000	12,250	14,000	-	-	14,000	14,000	14,000	14,000	14,000
Staff Training & Development	2,200	1,000	2,000	-	-	2,000	2,040	2,080	2,120	2,160
Supplies	5,472	11,300	5,900	-	-	5,900	6,020	6,140	6,260	6,390
Allocations	6,505	6,505	7,146	-	-	7,146	7,289	7,435	7,584	7,735
Other Operating Expenses	16,002	31,912	51,535	-	-	51,535	52,610	53,710	54,820	55,940
TOTAL OPERATING COSTS	142,927	134,705	134,181	-	-	134,181	136,629	139,125	141,654	144,235
*Percentage Increase over prior year			-6.1%			-6.1%	1.8%	1.8%	1.8%	1.8%
<u>CAPITAL / RESERVES</u>										
Equipment Purchases	-	-	-	-	10,000	10,000	-	-	-	-
Transfer to Operating Reserve Fund	-	8,322	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	8,322	-	-	10,000	10,000	-	-	-	-
TOTAL COSTS	142,927	143,027	134,181	-	10,000	144,181	136,629	139,125	141,654	144,235
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve	(15,987)	(15,987)	(3,811)	-	(10,000)	(13,811)	(3,666)	(3,507)	(3,327)	(3,145)
Grants in Lieu of Taxes	(95)	(95)	(100)	-	-	(100)	(90)	(90)	(90)	(90)
Revenue - Other	(100)	(200)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
						-				
TOTAL REVENUE	(16,182)	(16,282)	(4,011)	-	(10,000)	(14,011)	(3,856)	(3,697)	(3,517)	(3,335)
REQUISITION	(126,745)	(126,745)	(130,170)	-	-	(130,170)	(132,773)	(135,428)	(138,137)	(140,900)
*Percentage increase over prior year Requisition			2.7%			2.7%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.371	Carry	2024	2025	2026	2027	2028	TOTAL
	SSI Emergency Program	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

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Service #: 1.371

Service Name: SSI Emergency Program

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	New	EOC upgrades	Upgrades to electrical and IT in new EOC location	\$ 20,000	E	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
													\$ -
													\$ -
													\$ -
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													\$ -
													\$ -
			GRAND TOTAL	\$ 20,000			\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Service:

1.371

SSI Emergency Program

Project Number	24-01	Capital Project Title	EOC upgrades	Capital Project Description	Upgrades to electrical and IT in new EOC location
Project Rationale					

SSI Emergency Program
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	33,426	13,426	13,426	13,426	13,426	13,426
Operating Reserve Fund	66,733	52,922	49,256	45,749	42,422	39,277
Equipment Replacement Fund	11,295	11,295	11,295	11,295	11,295	11,295
Total	111,454	77,643	73,977	70,470	67,143	63,998

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Capital Reserve Fund - Bylaw 3389

Reserve established for capital expenditures for or in respect of capital projects, machinery or equipment necessary for them and extension or renewal of existing capital works.

Reserve Cash Flow

Fund: Fund Centre:	1073 101949	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		43,760	33,426	13,426	13,426	13,426	13,426
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		(12,004)	(20,000)	-	-	-	-
Interest Income*		1,671					
Ending Balance \$		33,426	13,426	13,426	13,426	13,426	13,426

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Operating Reserve Fund - Bylaw 4146

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund: Fund Centre:	1500 105402	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		72,341	66,733	52,922	49,256	45,749	42,422
Transfer from Ops Budget		7,081	-	-	-	-	-
Transfer to Ops Budget		(15,987)	(13,811)	(3,666)	(3,507)	(3,327)	(3,145)
Interest Income*		3,299					
Ending Balance \$		66,733	52,922	49,256	45,749	42,422	39,277

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Equipment Replacement Fund

ERF Group: SSIEMERG.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101437	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		12,044	11,295	11,295	11,295	11,295	11,295
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		(851)					
Interest Income		103					
Ending Balance \$		11,295	11,295	11,295	11,295	11,295	11,295

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Storm Water Quality Management (SSI)

FINAL BUDGET

MARCH 2024

Service: 1.535 SSI Stormwater Quality Management

Committee: Electoral Area Services

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2454 (adopted February, 1997 for the EA of Salt Spring Island) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Salt Spring Island Electoral Area to coordinate and provide information for management of stormwater quality and watershed protection.

PARTICIPATION:

The Electoral Area of the Salt Spring Island.

MAXIMUM LEVY:

Greater of \$34,365 or \$0.0078 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$51,975.

FUNDING:

Requisition

1.535 - Storm Water Quality Management (SSI)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services & Consulting	30,000	-	-	-	30,000	30,000	-	-	-	-
Allocations	13,105	4,041	10,864	-	-	10,864	11,031	11,229	11,419	11,620
Other Operating Expenses	14,171	14,339	15,170	-	10,000	25,170	15,170	15,170	15,170	15,170
TOTAL OPERATING COSTS	57,276	18,380	26,034	-	40,000	66,034	26,201	26,399	26,589	26,790
*Percentage Increase over prior year			-54.5%		69.8%	15.3%	-60.3%	0.8%	0.7%	0.8%
<u>CAPITAL/RESERVE</u>										
Transfer to Operating Reserve Fund	-	9,385	-	-	-	-	-	-	-	-
TOTAL COSTS	57,276	27,765	26,034	-	40,000	66,034	26,201	26,399	26,589	26,790
*Percentage Increase over prior year			-54.5%		69.8%	15.3%	-60.3%	0.8%	0.7%	0.8%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus CFW from 2023 to 2024	-	30,000	-	-	(30,000)	(30,000)	-	-	-	-
Transfer from Operating Reserve Fund	(33,467)	(33,467)	(1,394)	-	(10,000)	(11,394)	(1,071)	(769)	(449)	(130)
Grants in Lieu of Taxes	(21)	(21)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Other Revenue	(10)	(499)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	(33,498)	(3,987)	(1,424)	-	(40,000)	(41,424)	(1,101)	(799)	(479)	(160)
REQUISITION	(23,778)	(23,778)	(24,610)	-	-	(24,610)	(25,100)	(25,600)	(26,110)	(26,630)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SSI) - Operating Reserve Fund

Reserve is being applied to supporting Salt Spring Island Watershed Protection Authority for studies related to drinking water lakes impacted by stormwater runoff.

Reserve Cash Flow

Fund: Fund Centre:	1500 105529	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		77,945	57,227	45,833	44,762	43,993	43,544
Transfer from Ops Budget		9,385	-	-	-	-	-
Transfer to Ops Budget		(33,467)	(11,394)	(1,071)	(769)	(449)	(130)
Interest Income*		3,363					
Ending Balance \$		57,227	45,833	44,762	43,993	43,544	43,414

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Emergency Comm - CREST (SSI)

FINAL BUDGET

MARCH 2024

Service: 1.925 SSI Emergency Comm. - CREST

Committee: Planning and Protective Services

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.925 - Emergency Comm - CREST (SSI)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to CREST	141,855	141,855	147,460	-	-	147,460	150,410	153,420	156,490	159,620
Allocations	2,868	2,868	2,902	-	-	2,902	2,961	3,020	3,080	3,142
Other Operating Expenses	400	1,314	500	-	-	500	500	500	500	500
TOTAL COSTS	145,123	146,037	150,862	-	-	150,862	153,871	156,940	160,070	163,262
*Percentage Increase over prior year			4.0%			4.0%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	(116)	116	-	-	116	-	-	-	-
Balance c/fwd from 2022 to 2023	(292)	(292)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(50)	(848)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Revenue-Other	(106)	(106)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
TOTAL REVENUE	(448)	(1,362)	(44)	-	-	(44)	(160)	(160)	(160)	(160)
REQUISITION	(144,675)	(144,675)	(150,818)	-	-	(150,818)	(153,711)	(156,780)	(159,910)	(163,102)
*Percentage increase over prior year Requisition			4.2%			4.2%	1.9%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Highland Water System (SSI)

FINAL BUDGET

MARCH 2024

Service: **2.620 Highland Water (SSI)**

Committee: **Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Highland Water System Specified Area.
Bylaw No. 847 (March 25, 1981). Local Service Establishment Bylaw No. 1937 (October 9, 1991).

PARTICIPATION:

Local Service Area #13, H(764)

MAXIMUM LEVY:

Greater of **\$120,000** or **\$5.50 / \$1,000** of actual assessed value of land and improvements. To a maximum of **\$1,079,601**.

MAXIMUM CAPITAL DEBT:

Authorized:	LA3580 (April 3, 2009)	\$559,000 *
Borrowed:	SI Bylaw 3634 (2009, 4.13%)	(\$250,000)
	SI Bylaw 3817 (2012, 3.4%)	(\$150,680)
Remaining:		<hr/> \$158,320

COMMISSION:

Fernwood and Highland Water Service Commission- Bylaw 4371 (Dec. 09, 2020)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

Parcel Tax: - Annual, only on properties capable of being connected to the system.

RESERVE FUND:

Highland Water System Capital Reserve Fund, Bylaw No. 1501 (Dec. 17, 1986)

2.620 - Highland Water System (SSI) - Debt Only

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	43	43	27	-	-	27	27	28	28	-
TOTAL OPERATING COSTS	43	43	27	-	-	27	27	28	28	-
*Percentage Increase over prior year						-37.2%	0.0%	3.7%	0.0%	NA
<u>DEBT</u>										
MFA Debt Principal	21,138	21,138	21,138	-	-	21,138	8,653	8,653	8,653	-
MFA Debt Interest	10,733	10,733	10,733	-	-	10,733	5,108	5,108	2,554	-
MFA Debt Reserve Fund	90	172	90	-	-	90	90	90	90	-
TOTAL DEBT	31,961	32,043	31,961	-	-	31,961	13,851	13,851	11,297	-
TOTAL COSTS	32,004	32,086	31,988	-	-	31,988	13,878	13,879	11,325	-
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	172	(172)	-	-	(172)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(119)	(119)	-	-	-	-	-	-	-	-
Other Income	(90)	(344)	(90)	-	-	(90)	(90)	(90)	(90)	-
TOTAL REVENUE	(209)	(291)	(262)	-	-	(262)	(90)	(90)	(90)	-
REQUISITION - PARCEL TAX	(31,795)	(31,795)	(31,726)	-	-	(31,726)	(13,788)	(13,789)	(11,235)	-
*Percentage increase over prior year Requisition						-0.2%	-56.5%	0.0%	-18.5%	NA

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.620	Carry						
	Highland Water (SSI)	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$20,000

SOURCE OF FUNDS

Capital Funds on Hand	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$20,000

5 YEAR CAPITAL PLAN

Service #:

2.620

Service Name:

Highland Water (SSI)

[illegible]

Service: 2.620 Highland Water (SSI)

Project Number	16-01	Capital Project Title	Infrastructure Upgrades (Valve Distribution)	Capital Project Description	Middle and Upper Reservoir Repairs
Project Rationale	These funds are reserved for Highland only upgrade/repairs/replacement. The middle reservoir needs an access hatch and a replacement of a failed outlet piping and it has also recently starts to leak. The upper reservoir has been leaking and needs to be replaced. The fund is reserved for the repair of Middle reservoir and the planning, option analysis and the design of Upper Reservoir replacement.				

CAPITAL REGIONAL DISTRICT

2024 Budget

Highland/Fernwood Water (SSI)

FINAL BUDGET

MARCH 2024

Service: 2.621 Highland & Fernwood Water (SSI)

Committee: Electoral Area

DEFINITION:

To construct water works for the provision, supply, treatment, conveyance, storage and distribution of water for the Salt Spring Island Highland and Fernwood Water Service, Bylaw No. 3753 (April 13, 2011).

PARTICIPATION:

Local Service Area #63, 3(764)

MAXIMUM LEVY:

Greater of \$350,000 or \$2.572 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$731,363.

COMMISSION:

Fernwood and Highland Water Service Commission - Bylaw 4371 (Dec. 09, 2020)

FUNDING:

Parcel Tax: Annual, levied only on all properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- First 38 cubic metres or portion - \$0.64 / cubic metre
- Next 68 cubic metres or portion - \$2.00 / cubic metre
- Greater than 106 cubic metres - \$5.13 / cubic metre

Water Connection Charge: Actual cost for the connection.

RESERVE FUND:

Established by Bylaw #3907 (April 16, 2014)

2.621 - Highland/Fernwood Water (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contract	9,610	7,200	9,950	-	-	9,950	10,150	10,350	10,560	10,770
Waste Sludge Disposal	14,940	11,900	15,460	-	-	15,460	15,770	16,090	16,410	16,740
Repairs & Maintenance	29,120	30,800	9,440	-	20,000	29,440	9,630	9,820	10,010	10,210
Allocations	21,803	21,803	24,436	-	-	24,436	24,908	25,405	25,908	26,420
Water Testing	14,015	13,170	19,750	-	-	19,750	20,148	20,550	20,966	21,386
Electricity	21,420	21,600	22,000	-	-	22,000	22,440	22,890	23,350	23,820
Supplies	23,860	24,010	24,700	-	-	24,700	25,190	25,680	26,180	26,690
Labour Charges	195,460	201,500	212,906	-	-	212,906	217,174	221,530	225,972	230,505
Other Operating Expenses	18,906	16,040	19,370	-	-	19,370	19,820	20,290	20,780	21,290
TOTAL OPERATING COSTS	349,134	348,023	358,012	-	20,000	378,012	365,230	372,605	380,136	387,831
*Percentage Increase over prior year			2.5%		5.7%	8.3%	-3.4%	2.0%	2.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	75,000	67,611	76,076	-	-	76,076	65,665	53,095	54,355	18,080
Transfer to Operating Reserve Fund	88,000	68,000	65,000	-	-	65,000	29,000	27,000	27,670	10,000
MFA Debt Principal	26,841	26,841	26,841	-	-	26,841	49,971	97,980	166,143	233,659
MFA Debt Interest	7,350	7,350	17,393	-	-	17,393	67,893	169,320	311,556	426,151
MFA Debt Reserve Fund	110	110	9,280	-	-	9,280	19,100	37,650	26,650	26,650
TOTAL DEBT / RESERVES	197,301	169,912	194,590	-	-	194,590	231,629	385,045	586,374	714,540
TOTAL COSTS	546,435	517,935	552,602	-	20,000	572,602	596,859	757,650	966,510	1,102,371
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(20,000)	-	-	-	(20,000)	(20,000)	-	-	-	-
Sales - Water	(60,000)	(51,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
User Charges	(390,685)	(390,685)	(414,032)	-	-	(414,032)	(451,289)	(586,680)	(762,680)	(877,081)
Other Revenue	(750)	(1,250)	(940)	-	-	(940)	(950)	(960)	(820)	(830)
TOTAL REVENUE	(471,435)	(442,935)	(474,972)	-	(20,000)	(494,972)	(512,239)	(647,640)	(823,500)	(937,911)
REQUISITION - PARCEL TAX	(75,000)	(75,000)	(77,630)	-	-	(77,630)	(84,620)	(110,010)	(143,010)	(164,460)
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fee			6.0%			6.0%	9.0%	30.0%	30.0%	15.0%
Requisition			3.5%			3.5%	9.0%	30.0%	30.0%	15.0%
Combined			4.9%			4.9%	8.0%	27.0%	27.6%	14.1%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.621 Highland & Fernwood Water (SSI)	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$290,000	\$1,028,500	\$1,981,500	\$3,750,000	\$2,750,000	\$2,665,000	\$12,175,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$290,000	\$1,028,500	\$1,981,500	\$3,750,000	\$2,750,000	\$2,665,000	\$12,175,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$240,000	\$913,000	\$1,895,000	\$3,750,000	\$2,665,000	\$2,665,000	\$11,888,000	
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$40,000	\$0	\$40,000	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$50,000	\$115,500	\$86,500	\$0	\$45,000	\$0	\$247,000	
	\$290,000	\$1,028,500	\$1,981,500	\$3,750,000	\$2,750,000	\$2,665,000	\$12,175,000	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.621

Service Na

Highland & Fernwood Water (SSI)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
19-05	New	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the intake, DAF, back up power and upper reservoir projects.	\$ 40,000	S	Res	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
21-01	New	Public Engagement for Future Projects	Public engagement for the intake, DAF, back up power and upper reservoir projects.	\$ 10,000	S	Res	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
22-01	New	Back up Power	Design and Construction of back up power system. Includes CRD project management.	\$ 470,000	S	Debt	\$ 240,000	\$ 470,000		\$ -	\$ -	\$ -	\$ 470,000
21-03	New	Highland Upper Reservoir Replacement	Construction to replace existing leaking upper reservoir. Includes CRD project management.	\$ 1,330,000	S	Debt	\$ -	\$ 1,330,000		\$ -	\$ -	\$ -	\$ 1,330,000
21-04	New	Water main AC replacement strategy and preliminary design	Conduct water main replacement assessment and develop a phased replacement strategy (13 km)	\$ 115,000	S	Debt	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
21-04	New	Water main AC replacement strategy and preliminary design	CRD Project Management		S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
21-05	New	Water Main AC replacement detailed design	Water Main AC replacement detailed design. Includes CRD project management.	\$ 230,000	S	Debt	\$ -	\$ -	\$ 230,000	\$ -	\$ -	\$ -	\$ 230,000
23-01	New	Phased program of AC Water main replacement	Engineering and construction of replacement/renewal of failing water main for high priority areas (\$1000/m over 5 years). Includes construction services and CRD project management.	\$ 13,000,000	S	Debt	\$ -	\$ -	\$ -	\$ 2,665,000	\$ 2,665,000	\$ 2,665,000	\$ 7,995,000
24-01	New	Fernwood PS Hazard Assess and Demolition	Assessment of hazard and demolition. Includes CRD project management.	\$ 60,000	S	Res	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
25-01	New	Fence installation around storage reservoirs	Install fencing around all reservoirs and WTP. Includes CRD project management.	\$ 140,000	S	Debt	\$ -	\$ -	\$ 140,000	\$ -	\$ -	\$ -	\$ 140,000
23-07	Renewal	WTP SCADA Upgrades - WTP Communications and Control Upgrades	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Includes CRD project management.	\$ 220,000	S	Debt	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000
24-02	New	Highlands Middle Reservoir Repair	Install new manway in Reservoir, replace temporary piping with permanent, possible power line relocation.	\$ 115,000	S	Debt	\$ -	\$ 100,000		\$ -	\$ -	\$ -	\$ 100,000
24-02	New	Highlands Middle Reservoir Repair	CRD Project Management		S	Res	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
24-03	New	WTP driveway improvements	Gravel portion of driveway requires regular maintenance to provide safe access buildings. Upgrade driveway to asphalt or concrete. Includes CRD project management.	\$ 35,000	S	Debt	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
24-04	Replacement	WTP Bring safety chain to specification.	Removable chain requires replacement with a code compliant removable portion of pipe railing. Retrofit with removable railing. Includes CRD project management.	\$ 13,000	S	Res	\$ -	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ 13,000
24-05	Replacement	Fernwood Reservoir 1. Repair roof top railing and check for building code compliance and replace or repair.	Code compliance/replacement and ladder enclosure and upper railing are rusting and require assessment. Includes CRD project management.	\$ 15,500	S	Res	\$ -	\$ 15,500	\$ -	\$ -	\$ -	\$ -	\$ 15,500
24-06	New	Critical Spares; Chlorine pump and coagulant pump	Purchase spares. Includes CRD project management.	\$ 12,000	S	Res	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
24-07	New	Install support for lifting apparatus over DAF system.	Support for a lifting apparatus is required at ceiling level to lift the 80lb lid for the Saturator as well as for confined space entry apparatus.	\$ 65,000	S	Debt	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
24-07	New	Install support for lifting apparatus over DAF system.	CRD Project Management		S	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
24-08	Replacement	WTP, replace Mitronics FLT Ultrasonic Probe	Mitronics unit not supported replace with Siemens. Includes CRD project management.	\$ 11,500	S	Res	\$ -	\$ -	\$ 11,500	\$ -	\$ -	\$ -	\$ 11,500
24-09	New	Addition of another tank is required for backwashing of two filters	Rinse water tank currently allows only one filter backwash at a time due to its size. Includes CRD project management.	\$ 16,000	S	Debt	\$ -	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ 16,000
24-10	New	Replace or re-line Middle Reservoir - Design	Middle Reservoir is leaking and needs a new liner or to be replaced. Includes CRD project management.	\$ 95,000	S	Debt	\$ -	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ 95,000
24-11	New	Replace or re-line Middle Reservoir - Construction	Replace or re-line Middle Reservoir - Construction. Includes construction services and CRD project management.	\$ 1,085,000	S	Debt	\$ -	\$ -		\$ 1,085,000	\$ -	\$ -	\$ 1,085,000
24-12	New	Replace Upper Reservoir Pumphouse - Design and Construction	Replace Upper Reservoir Pumphouse - Design. Includes construction and CRD project management.	\$ 35,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 35,000
24-13	New	Install Strainer upstream of North End Road PRV	Install Strainer upstream of North End Road PRV. Includes CRD project management.	\$ 17,000	S	Debt	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
27-01	Study	Update Asset Management Plan	Revise McElhanney Condition Assessment to SAMP.	\$ 50,000	S	Grant	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
27-01	Study	Update Asset Management Plan	CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
													\$ -
			GRAND TOTAL	\$ 17,180,000			\$ 290,000	\$ 1,028,500	\$ 1,981,500	\$ 3,750,000	\$ 2,750,000	\$ 2,665,000	\$ 12,175,000

Service: 2.621 Highland & Fernwood Water (SSI)

Project Number	19-05	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Undertake a referendum or AAP to borrow funds to carry out the intake, DAF, back up power and upper reservoir projects.
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Project Rationale Undertake a referendum or AAP to borrow funds to carry out the intake, back up power and upper reservoir projects.

Project Number	21-01	Capital Project Title	Public Engagement for Future Projects	Capital Project Description	Public engagement for the intake, DAF, back up power and upper reservoir projects.
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Project Rationale Public engagement for the intake and upper reservoir projects.

Project Number	22-01	Capital Project Title	Back up Power	Capital Project Description	Design and Construction of back up power system. Includes CRD project management.
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Project Rationale Design and construction of a backup power system needed in the event of a power failure to continue to provide water to the community.

Project Number	21-03	Capital Project Title	Highland Upper Reservoir Replacement	Capital Project Description	Construction to replace existing leaking upper reservoir. Includes CRD project management.
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Project Rationale Upper reservoir is leaking and wasting water . Needs to be replaced.

Service: 2.621 Highland & Fernwood Water (SSI)

Project Number 21-04

Capital Project Title Water main AC replacement strategy and preliminary design

Capital Project Description Conduct water main replacement assessment and develop a phased replacement strategy (13 km).

Project Rationale The asbestos cement water main system needs to be replaced so this will assess the system and create a strategy to deal with it along with design drawings and specifications.

Project Number 21-05

Capital Project Title Water Main AC replacement detailed design

Capital Project Description Water Main AC replacement detailed design. Includes CRD project management.

Project Rationale

Project Number 23-01

Capital Project Title Phased program of AC Water main replacement

Capital Project Description Engineering and construction of replacement/renewal of failing water main for high priority areas (\$1000/m over 5 years). Includes construction services and CRD project management.

Project Rationale The asbestos cement water main system needs to be replaced. This project is for the engineering and construction of replacement/renewal of failing water main for high priority areas (\$1000/meter over 10 years).

Project Number 24-01

Capital Project Title Fernwood PS Hazard Assess and Demolition

Capital Project Description Assessment of hazard and demolition. Includes CRD project management.

Project Rationale This project will assess the hazards and demolish the obsolete Fernwood Pump Station.

Service: 2.621 Highland & Fernwood Water (SSI)

Project Number 25-01

Capital Project Title Fence installation around storage reservoirs

Capital Project Description Install fencing around all reservoirs and WTP. Includes CRD project management.

Project Rationale This fence is required for community safety (child access etc.) and security of the asset (vandalism).

Project Number 23-07

Capital Project Title WTP SCADA Upgrades - WTP Communications and Control Upgrades

Capital Project Description To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Includes CRD project management.

Project Rationale Various improvements identified in the AMP and by Operations including upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards.

Project Number 24-02

Capital Project Title Highlands Middle Reservoir Repair

Capital Project Description Install new manway in Reservoir, replace temporary piping with permanent, possible power line relocation.

Project Rationale

Project Number 24-03

Capital Project Title WTP driveway improvements

Capital Project Description Gravel portion of driveway requires regular maintenance to provide safe access to buildings. Upgrade driveway to asphalt or concrete. Includes CRD project management.

Project Rationale

Service: 2.621 Highland & Fernwood Water (SSI)

Project Number	24-04	Capital Project Title	WTP Bring safety chain to specification.	Capital Project Description	Removable chain requires replacement with a code compliant removable portion of pipe railing. Retrofit with removable railing. Includes CRD project management.
Project Rationale					
Project Number	24-05	Capital Project Title	Fernwood Reservoir 1. Repair roof top railing and check for building code compliance and replace or repair	Capital Project Description	Code compliance/replacement and ladder enclosure and upper railing are rusting and require assessment. Includes CRD project management.
Project Rationale					
Project Number	24-06	Capital Project Title	Critical Spares; Chlorine pump and coagulant pump	Capital Project Description	Purchase spares. Includes CRD project management.
Project Rationale					
Project Number	24-07	Capital Project Title	Install support for lifting apparatus over DAF system.	Capital Project Description	Support for a lifting apparatus is required at ceiling level to lift the 80lb lid for the Saturator as well as for confined space entry apparatus.
Project Rationale					

Service: 2.621 Highland & Fernwood Water (SSI)

Project Number	24-08	Capital Project Title	WTP, replace Miltronics FLT Ultrasonic Probe	Capital Project Description	Miltronics unit not supported replace with Siemens. Includes CRD project management.
Project Rationale					

Project Number	24-09	Capital Project Title	Addition of another tank is required for backwashing of two filters in sequence.	Capital Project Description	Rinse water tank currently allows only one filter backwash at a time due to its size. Includes CRD project management.
Project Rationale					

Project Number	24-10	Capital Project Title	Replace or re-line Middle Reservoir - Design	Capital Project Description	Middle Reservoir is leaking and needs a new liner or to be replaced. Includes CRD project management.
Project Rationale					

Project Number	24-11	Capital Project Title	Replace or re-line Middle Reservoir - Construction	Capital Project Description	Replace or re-line Middle Reservoir - Construction. Includes construction services and CRD project management.
Project Rationale					

Service: 2.621 Highland & Fernwood Water (SSI)

Project Number	24-12	Capital Project Title	Replace Upper Reservoir Pumphouse - Design and Construction	Capital Project Description	Replace Upper Reservoir Pumphouse - Design. Includes construction and CRD project management.
Project Rationale					

Project Number	24-13	Capital Project Title	Install Strainer upstream of North End Road PRV	Capital Project Description	Install Strainer upstream of North End Road PRV. Includes CRD project management.
Project Rationale					

Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Revise McElhanney Condition Assessment to SAMP.
Project Rationale					

Highland/Fernwood Water (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	101,101	146,101	175,101	202,101	229,771	239,771
Capital Reserve Fund	111,444	72,020	51,185	104,280	113,635	131,715
Total	212,545	218,121	226,286	306,381	343,406	371,486

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105205	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		30,566	101,101	146,101	175,101	202,101	229,771
Transfer from Ops Budget		67,690	65,000	29,000	27,000	27,670	10,000
Expenditures		-	(20,000)	-	-	-	-
Planned Maintenance Activity		Filter media replacement (deferred)	Reservoir cleaning & inspection				
Interest Income*		2,845					
Ending Balance \$		101,101	146,101	175,101	202,101	229,771	239,771

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Capital Reserve Fund - Bylaw 3991

For capital repairs, additions and improvements to water system infrastructure

Reserve Cash Flow

Fund: Fund Centre:	1088 102156	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		41,340	111,444	72,020	51,185	104,280	113,635
Transfer from Ops Budget		75,000	76,076	65,665	53,095	54,355	18,080
Transfer from Cap Fund		-					
Transfer to Cap Fund		(10,000)	(115,500)	(86,500)	-	(45,000)	-
Interest Income*		5,104					
Ending Balance \$		111,444	72,020	51,185	104,280	113,635	131,715

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Cedars of Tuam Water (SSI)

FINAL BUDGET

MARCH 2024

Service: 2.622 Cedars of Tuam Water (SSI)

Committee: Electoral Area

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedars of Tuam Water System Service Area.
Bylaw No. 3021 (October 9, 2002).

PARTICIPATION:

Local Service Area #45, T(764).

MAXIMUM LEVY:

Greater of \$25,425 or \$6.75 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$114,177.

COMMISSION:

Cedars of Tuam Water Service Commission established by bylaw No 3693 (April 14th, 2010).

FUNDING:

User Charge

- Annual Fixed Fee per per single family dwelling unit or equivalent plus consumption charge
- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:
 - First 38 cubic metres or portion - \$9.00 / cubic metre
 - Greater than 38 cubic metres - \$18.00 / cubic metre

Water Connection Charge

- Actual cost for the connection.

RESERVE FUND:

Fund 1057, established by Bylaw #3136 (June 14, 2004); amended by Bylaw 3948 (April 16, 2014).

2.622 - Cedars of Tuam Water (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	10,570	10,400	580	-	-	580	580	580	580	580
Allocations	3,268	3,268	5,253	-	-	5,253	5,338	5,441	5,545	5,650
Water Testing	2,142	1,960	2,610	-	-	2,610	2,664	2,719	2,775	2,831
Electricity	900	1,020	920	-	-	920	940	960	980	1,000
Supplies	750	830	770	-	-	770	780	790	800	810
Labour Charges	22,110	18,450	24,049	-	-	24,049	24,530	25,023	25,525	26,037
Other Operating Expenses	1,460	1,790	1,800	-	-	1,800	1,830	1,860	1,890	1,920
TOTAL OPERATING COSTS	41,200	37,718	35,982	-	-	35,982	36,662	37,373	38,095	38,828
*Percentage Increase over prior year			-12.7%			-12.7%	1.9%	1.9%	1.9%	1.9%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	6,000	9,978	8,915	-	-	8,915	10,000	6,000	6,000	6,000
Transfer to Operating Reserve Fund	3,500	4,600	3,500	-	-	3,500	3,500	3,000	3,000	3,000
MFA Debt Reserve Fund	920	-	-	-	-	-	8,700	4,650	4,350	-
MFA Debt Principal	-	-	-	-	-	-	-	22,041	33,821	44,842
MFA Debt Interest	1,058	-	-	-	-	-	9,353	42,409	62,081	76,110
TOTAL DEBT / RESERVES	11,478	14,578	12,415	-	-	12,415	31,553	78,100	109,252	129,952
TOTAL COSTS	52,678	52,296	48,397	-	-	48,397	68,215	115,473	147,347	168,780
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(10,000)	(10,000)	-	-	-	-	-	-	-	-
Sales - Water	(9,628)	(9,246)	(9,246)	-	-	(9,246)	(9,246)	(9,246)	(9,246)	(9,246)
User Charges	(33,000)	(33,000)	(39,061)	-	-	(39,061)	(58,879)	(106,137)	(138,011)	(159,444)
Other Revenue	(50)	(50)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(52,678)	(52,296)	(48,397)	-	-	(48,397)	(68,215)	(115,473)	(147,347)	(168,780)
REQUISITION - PARCEL TAX	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year										
Sales			-4.0%			-4.0%	0.0%	0.0%	0.0%	0.0%
User Charge			18.4%			18.4%	50.7%	80.3%	30.0%	15.5%
Other			80.0%			80.0%	0.0%	0.0%	0.0%	0.0%
Combined			13.3%			13.4%	41.0%	69.4%	27.6%	14.6%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.622	Carry						
	Cedars of Tuam Water (SSI)	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$5,000	\$55,000	\$885,000	\$465,000	\$460,000	\$0	\$1,865,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$5,000	\$55,000	\$885,000	\$465,000	\$460,000	\$0	\$1,865,000

SOURCE OF FUNDS

Capital Funds on Hand	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Debenture Debt (New Debt Only)	\$0	\$0	\$870,000	\$465,000	\$435,000	\$0	\$1,770,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$42,000	\$0	\$0	\$20,000	\$0	\$62,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$8,000	\$15,000	\$0	\$5,000	\$0	\$28,000
	\$5,000	\$55,000	\$885,000	\$465,000	\$460,000	\$0	\$1,865,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

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Service #: 2.622
Service Name: Cedars of Tuam Water (SSI)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
18-01	Decommission	Abandon unused wells	Decommission wells.	\$ 5,000	S	Res	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
21-03	New	Design and construct new well and dist. system	Detailed designs, IHA application, construction documents. Includes constuction, construction administration and CRD PM.	\$ 835,000	S	Debt	\$ -	\$ -	\$ 835,000	\$ -	\$ -	\$ -	\$ 835,000
22-02	New	Power generation equipment	Back up power construction (only required if new well does not go ahead).	\$ 35,000	S	Debt	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
23-01	New	Electrical Service Replacement	Operations has developed a SOW to replace the failing electrical service, replace baseboard heater with heat tracing, replace fuse switch, Square D Load Centre, wooden electrical mast, well pump cables, replace lighting with LED, install C rated receptacles, install exhaust system. (only required if new well does not go ahead).	\$ 50,000	S	Grant	\$ -	\$ 42,000	\$ -	\$ -	\$ -	\$ -	\$ 42,000
23-01	New	Electrical Service Replacement			S	Res		\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
24-02	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects	\$ 10,000	S	Res	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
24-03	New	Public Engagement for Future Projects	Undertake a referendum or AAP to borrow funds	\$ 5,000	S	Cap	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
26-01	New	Analysis and Design of AC pipe replacement	Analysis and Design of AC pipe replacement.	\$ 30,000	S	Debt	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
26-02	New	New pipeline construction	New pipeline construction to replace AC pipe.	\$ 870,000	S	Debt	\$ -	\$ -	\$ -	\$ 435,000	\$ 435,000	\$ -	\$ 870,000
27-01	Study	Update Asset Management Plan	Revise McElhanney Condition Assessment to SAMP.	\$ 25,000	S	Grant	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
27-01	Study	Update Asset Management Plan	CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,865,000			\$ 5,000	\$ 55,000	\$ 885,000	\$ 465,000	\$ 460,000	\$ -	\$ 1,865,000

Service:	2.622	Cedars of Tuam Water (SSI)
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Project Number	18-01	Capital Project Title	Abandon unused wells	Capital Project Description	Decommission wells.
Project Rationale	Abandon unused wells to prevent groundwater contamination.				

Project Number	21-03	Capital Project Title	Design and construct new well and dist. system	Capital Project Description	Detailed designs, IHA application, construction documents. Includes constuction, construction administration and CRD PM.
Project Rationale	Detailed design and construction for new well				

Project Number	22-02	Capital Project Title	Power generation equipment	Capital Project Description	Back up power construction (only required if new well does not go ahead).
Project Rationale	Design of back up power. Project contingent on the the new well project not proceeding.				

Project Number	23-01	Capital Project Title	Electrical Service Replacement	Capital Project Description	Operations has developed a SOW to replace the failing electrical service, replace baseboard heater with heat tracing, replace fuse switch, Square D Load Centre, wooden electrical mast, well pump cables, replace lighting with LED, install CR rated receptacles, install exhaust system. (only required if new well does not go ahead).
Project Rationale	Operations has developed a SOW to replace the failing electrical service, replace baseboard heater with heat tracing, replace fuse switch, Square D Load Centre, wooden electrical mast, well pump cables, replace lighting with LED, install CR rated receptacles, install exhasust system. (only required if new well does not go ahead).				

Service: 2.622 Cedars of Tuam Water (SSI)

Project Number	26-01	Capital Project Title	Analysis and Design of AC pipe replacement	Capital Project Description	Analysis and Design of AC pipe replacement.
Project Rationale	New pipeline construction to replace AC pipe. Analysis and investigation - \$20K. CRD PM - \$10K.				

Project Number	26-02	Capital Project Title	New pipeline construction	Capital Project Description	New pipeline construction to replace AC pipe.
Project Rationale					

Project Number	24-03	Capital Project Title	Public Engagement for Future Projects	Capital Project Description	Undertake a referendum or AAP to borrow funds
Project Rationale					

Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Revise McElhanney Condition Assessment to SAMP.
Project Rationale					

Cedars of Tuam Water (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	2,722	6,222	9,722	12,722	15,722	18,722
Capital Reserve Fund	16,170	17,085	12,085	18,085	19,085	25,085
Total	18,892	23,307	21,807	30,807	34,807	43,807

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Operating Reserve Fund

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant teardowns and ground water well maintenance.

Reserve Cash Flow

Fund: Fund Centre:	1500 105532	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		7,867	2,722	6,222	9,722	12,722	15,722
Transfer from Op Budget		4,535	3,500	3,500	3,000	3,000	3,000
Transfer to Op Budget		(10,000)	-	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection					
Interest Income*		320					
Ending Balance \$		2,722	6,222	9,722	12,722	15,722	18,722

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Capital Reserve Fund - Bylaw 3948

Monies in the reserve fund will be used to provide for capital works, including the planning, study, design, construction of water facilities, conveyance, treatment, storage, distribution of water, land purchases, machinery or equipment necessary for the extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1057 101843	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		7,395	16,170	17,085	12,085	18,085	19,085
Transfer from Ops Budget		8,323	8,915	10,000	6,000	6,000	6,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		-	(8,000)	(15,000)	-	(5,000)	-
Interest Income*		452					
Ending Balance \$		16,170	17,085	12,085	18,085	19,085	25,085

Assumptions/Background:

Transfer as much as operating budget will allow.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Beddis Water

FINAL BUDGET

MARCH 2024

Service: 2.624 Beddis Water (SSI)

Committee: Electoral Area

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Beddis Water System Service Area.
Bylaw No. 3188 (November 24, 2004).

PARTICIPATION:

Order in Council No 176, February 24, 2005.

MAXIMUM LEVY:

Greater of \$133,000 or \$2.71 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$428,455.

MAXIMUM CAPITAL DEBT:

Beddis Waterworks 1994 previous debt paid out 2011	\$95,909		
AUTHORIZED: LA Bylaw No. 3193 (November 24, 2004)		\$325,500	
BORROWED: SI Bylaw No. 3291		(\$325,500)	1.80%
Remaining:		\$0	
AUTHORIZED: LA Bylaw No. 3825 (July 11, 2012)		\$400,000	
BORROWED: SI Bylaw No. 3882 (Jan 9, 2013) Matured 2023		(\$300,000)	3.15%
BORROWED: SI Bylaw No. 3910 (July 2013)		(\$70,000)	3.85%
Remaining:		\$30,000	

COMMISSION:

Beddis Water Service Commission established by Bylaw No. 3693 (April 14th, 2010)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

User Charge:	Fixed user charge + variable consumption charge to all metered properties
Parcel Tax:	Annual, only on properties capable of being connected to the system, starting 2006
User Charge:	<ul style="list-style-type: none">- Annual Fixed Fee per per single family dwelling unit or equivalent- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:<ul style="list-style-type: none">• First 38 cubic metres or portion - \$3.10 / cubic metre• Next 68 cubic metres or portion - \$6.30 / cubic metre• Greater than 106 cubic metres - \$8.50 / cubic metre
Water Connection Charge:	The connection charge for a service shall be the actual cost for the connection

RESERVE FUND:

Fund 1069, established by Bylaw # 3274 (April 27, 2005)

2.624 - Beddis Water

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
OPERATING COSTS										
Operations Contracts	23,080	-	-	-	-	-	-	-	-	-
Grit & Waste Sludge Disposal	12,760	10,700	12,210	-	-	12,210	12,460	12,710	12,960	13,220
Repairs & Maintenance	19,940	28,000	6,150	-	-	6,150	6,270	6,390	6,520	6,650
Allocations	12,520	12,520	15,147	-	-	15,147	15,436	15,750	16,067	16,391
Water Testing	10,241	8,920	11,750	-	-	11,750	11,984	12,228	12,474	12,723
Electricity	12,000	10,900	11,200	-	-	11,200	11,420	11,650	11,880	12,120
Supplies	11,080	16,200	11,470	-	-	11,470	11,700	11,930	12,160	12,400
Labour Charges	77,940	95,000	106,640	-	-	106,640	108,778	110,962	113,188	115,460
Other Operating Expenses	11,480	9,120	12,310	-	-	12,310	12,590	12,880	13,180	13,500
TOTAL OPERATING COSTS	191,041	191,360	186,877	-	-	186,877	190,638	194,500	198,429	202,464
*Percentage Increase over prior year			-2.2%			-2.2%	2.0%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	7,830	7,830	11,910	-	-	11,910	10,000	9,000	9,000	9,000
Transfer to Capital Reserve Fund	60,000	56,528	88,000	-	-	88,000	115,390	121,000	127,600	13,437
MFA Debt Reserve Fund	70	70	3,400	-	-	3,400	15,820	3,050	31,200	27,800
MFA Debt Principal	30,817	30,817	-	-	-	-	8,614	48,693	56,420	135,463
MFA Debt Interest	7,420	7,420	3,740	-	-	3,740	31,967	86,265	129,641	260,146
TOTAL DEBT / RESERVES	106,137	102,665	107,050	-	-	107,050	181,791	268,008	353,861	445,846
TOTAL COSTS	297,178	294,025	293,927	-	-	293,927	372,429	462,508	552,290	648,310
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(14,000)	(14,000)	-	-	-	-	-	-	-	-
Sales - Water	(72,000)	(65,000)	(68,000)	-	-	(68,000)	(72,000)	(72,000)	(72,000)	(72,000)
User Charges	(130,690)	(130,690)	(139,837)	-	-	(139,837)	(185,979)	(241,768)	(297,370)	(356,840)
Other Revenue	(170)	(4,017)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(216,860)	(213,707)	(207,987)	-	-	(207,987)	(258,129)	(313,918)	(369,520)	(428,990)
REQUISITION - PARCEL TAX	(80,318)	(80,318)	(85,940)	-	-	(85,940)	(114,300)	(148,590)	(182,770)	(219,320)
*Percentage increase over prior year										
Sales			-5.6%			-5.6%	5.9%	0.0%	0.0%	0.0%
User Fee			7.0%			7.0%	33.0%	30.0%	23.0%	20.0%
Requisition			7.0%			7.0%	33.0%	30.0%	23.0%	20.0%
Combined			3.8%			3.8%	26.7%	24.2%	19.4%	17.4%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.624 Beddis Water (SSI)	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$10,000	\$428,000	\$1,674,000	\$443,000	\$3,170,000	\$2,780,000	\$8,495,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$10,000	\$428,000	\$1,674,000	\$443,000	\$3,170,000	\$2,780,000	\$8,495,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$340,000	\$1,582,000	\$305,000	\$3,120,000	\$2,780,000	\$8,127,000	
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$40,000	\$0	\$40,000	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$10,000	\$88,000	\$92,000	\$138,000	\$10,000	\$0	\$328,000	
	\$10,000	\$428,000	\$1,674,000	\$443,000	\$3,170,000	\$2,780,000	\$8,495,000	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.624

Service Name: Beddis Water (SSI)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects	\$ 20,000	S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
21-01	New	Back up power generation equipment - design	Back up power design and construction. Includes construction services and CRD project management.	\$ 480,000	S	Debt	\$ -	\$ -	\$ -	\$ 140,000	\$ 340,000	\$ -	\$ 480,000
21-03	Study	Public Engagement for Future Projects	Undertake a referendum or AAP to borrow funds	\$ 10,000	S	Res	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
21-04	New	Design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir.	Preliminary and detailed design of booster pump and second reservoir at Sky Valley lower reservoir. Includes CRD project management.	\$ 86,000	S	Res	\$ -	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ 53,000
23-01	Decommission	AC Pipe Removal	Remove approximately 50m of abandoned AC water pipe. Includes CRD project management.	\$ 22,000	S	Debt	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000
24-01	New	Changes to DAF control panel	Motor overload resets to be external to the controller. Provide support for ultrasonic probe.	\$ 55,000	S	Debt	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-01	New	Changes to DAF control panel	CRD Project Management		S	Res	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
24-05	New	Ventilation for WTP and Pump Building	A mechanical exhaust system is required to extract blue green cyanotoxins produced by blue green algae in the summer months. Relocate vent from chlorine room directly outside. Includes CRD project management.	\$ 24,000	S	Debt	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000
24-06	Replacement	Replacement of flocculator mixer motors at WTP.	Replacement of flocculator mixer motors at WTP. Includes CRD project management.	\$ 24,000	S	Debt	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000
24-07	Decommission	WTP Demolish old chlorine/pump building	WTP Demolish old chlorine/pump building - demolition, hazard assessment and CRD project management	\$ 30,000	S	Debt	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
24-08	Renewal	WTP SCADA Upgrades - WTP Communications and Control Upgrades	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Includes CRD project management	\$ 220,000	S	Debt	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000
25-01	Decommission	Decommission of Sky Valley Upper Reservoir	Decommission and removal of Sky Valley Upper Reservoir - demolition, hazard assessment and CRD project management.	\$ 62,000	S	Debt	\$ -	\$ -	\$ 62,000	\$ -	\$ -	\$ -	\$ 62,000
25-02	New	Booster pump and second reservoir at Sky Valley lower reservoir	Booster pump and second reservoir at Sky Valley lower reservoir - Construction, construction services and CRD project management	\$ 1,320,000	S	Debt	\$ -	\$ -	\$ 1,320,000	\$ -	\$ -	\$ -	\$ 1,320,000
25-03	New	WTP Electrical Upgrades from 2020 AMP	Various electrical upgrades from the 2020 AMP - design. Includes construction, construction services and CRD project management	\$ 335,000	S	Debt	\$ -	\$ -	\$ 200,000	\$ 135,000	\$ -	\$ -	\$ 335,000
25-06	Study	AC Water main Assessment and Replacement Strategy	Develop a strategy and phased program for AC pipeline replacement and first stage design. Includes CRD project management.	\$ 92,000	S	Res	\$ -	\$ -	\$ 92,000	\$ -	\$ -	\$ -	\$ 92,000
25-04	Replacement	AC Water Main Replacement Detailed Design	Detailed Design for replacement of ~5.2 km of AC pipe. Includes CRD project management.	\$ 138,000	S	Res	\$ -	\$ -	\$ -	\$ 138,000	\$ -	\$ -	\$ 138,000
25-05	Replacement	AC Water Main Replacement Construction	Replace ~ 5.2 km of AC Pipe at \$1/km. Includes construction services and CRD project management.	\$ 5,560,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 2,780,000	\$ 2,780,000	\$ 5,560,000
27-01	Study	Update Asset Management Plan	Revise McElhanney Condition Assessment to SAMP.	\$ 50,000	S	Grant	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
27-01	Study	Update Asset Management Plan	CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
													\$ -
													\$ -
			GRAND TOTAL	\$ 8,528,000			\$ 10,000	\$ 428,000	\$ 1,674,000	\$ 443,000	\$ 3,170,000	\$ 2,780,000	\$ 8,495,000

Service:	2.624	Beddis Water (SSI)
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Project Number	20-02	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Seek service area electors approval to fund projects
Project Rationale	Need to obtain approval from the area electors for future projects.				

Project Number	21-03	Capital Project Title	Public Engagement for Future Projects	Capital Project Description	Undertake a referendum or AAP to borrow funds
Project Rationale	As per Commission request (Dec. 15/2015), capital construction projects greater than \$50,000 are to be funded thru debt, in which case a referendum may be required.				

Project Number	21-01	Capital Project Title	Back up power generation equipment - design	Capital Project Description	Back up power design and construction. Includes construction services and CRD project management.
Project Rationale	In order to maintain potable water service in the event of an extended power outage, back up power is required.				

Project Number	21-04	Capital Project Title	Design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir.	Capital Project Description	Preliminary and detailed design of booster pump and second reservoir at Sky Valley lower reservoir. Includes CRD project management.
Project Rationale	Need to replace an existing reservoir with a new one and this will require a booster pump to operate it. This project os for the preliminary design.				

Project Number	23-01	Capital Project Title	AC Pipe Removal	Capital Project Description	Remove approximately 50m of abandoned AC water pipe. Includes CRD project management.
Project Rationale	This is for a short section of surficial abandoned asbestos pipe which needs to be removed and disposed of before it deteriorates further and enters the environment.				

Service:	2.624	Beddis Water (SSI)
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Project Number	24-01	Capital Project Title	Changes to DAF control panel	Capital Project Description	Motor overload resets to be external to the controller. Provide support for ultra-sonic probe.
Project Rationale	Various changes, modifications and upgrades required for the control panel for the DAF unit.				

Project Number	25-03	Capital Project Title	WTP Electrical Upgrades from 2020 AMP	Capital Project Description	Various electrical upgrades from the 2020 AMP - design. Includes construction, construction services and CRD project management.
Project Rationale	Similar to all water distribution systems on SSI, the Beddis system was constructed using asbestos cement pipe which is at the end of its useful life span and requires replacement. Failures cause water leaks and this will occur on a more frequent basis in the future. This project is for the construction phase of the project.				

Project Number	24-07	Capital Project Title	WTP Demolish old chlorine/pump building	Capital Project Description	WTP Demolish old chlorine/pump building - demolition, hazard assessment and CRD project management.
Project Rationale					

Project Number	24-08	Capital Project Title	WTP SCADA Upgrades - WTP Communications and Control Upgrades	Capital Project Description	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Includes CRD project management.
Project Rationale					

Project Number	25-01	Capital Project Title	Decommission of Sky Valley Upper Reservoir	Capital Project Description	Decommission and removal of Sky Valley Upper Reservoir - demolition, hazard assessment and CRD project management.
Project Rationale					

Service:	2.624	Beddis Water (SSI)
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Project Number	25-02	Capital Project Title	Booster pump and second reservoir at Sky Valley lower reservoir	Capital Project Description	Booster pump and second reservoir at Sky Valley lower reservoir - Construction, construction services and CRD project management.
Project Rationale					

Project Number	25-03	Capital Project Title	WTP Electrical Upgrades from 2020 AMP	Capital Project Description	Various electrical upgrades from the 2020 AMP - design. Includes construction, construction services and CRD project management.
Project Rationale					

Project Number	25-01	Capital Project Title	Decommission of Sky Valley Upper Reservoir	Capital Project Description	Decommission and removal of Sky Valley Upper Reservoir - demolition, hazard assessment and CRD project management.
Project Rationale	The Sky Valley Upper Reservoir is no longer in use and needs to be decommissioned and disposed of. It will be replaced by a second reservoir at the Lower location.				

Project Number	25-02	Capital Project Title	Booster pump and second reservoir at Sky Valley lower reservoir	Capital Project Description	Booster pump and second reservoir at Sky Valley lower reservoir - Construction, construction services and CRD project management.
Project Rationale	When the Sky Valley Upper Reservoir is decommissioned it will be replaced by a booster pump and second reservoir at the lower Sky Valley location.				

Project Number	25-05	Capital Project Title	AC Water Main Replacement Construction	Capital Project Description	Replace ~ 5.2 km of AC Pipe at \$1k/m. Includes construction services and CRD project management.
Project Rationale					

Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Revise McElhanney Condition Assessment to SAMP.
Project Rationale					

Beddis Water Reserves
Summary Schedule
2024 -2028 Financial Plan

Reserve/Fund Summary						
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	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	4,016	15,926	25,926	34,926	43,926	52,926
Capital Reserve Fund	15,873	15,873	39,263	22,263	139,863	153,300
Total	19,889	31,799	65,189	57,189	183,789	206,226

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Operating Reserve Fund

Reserve fund used for unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance.

Reserve Cash Flow

Fund: Fund Centre:	1500 105206	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		17,170	4,016	15,926	25,926	34,926	43,926
Transfer from Ops Budget		-	11,910	10,000	9,000	9,000	9,000
Expenditures		(14,000)	-	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection					
Interest Income*		846					
Ending Balance \$		4,016	15,926	25,926	34,926	43,926	52,926

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Capital Reserve Fund - Bylaw 3274

For capital repairs, additions and improvements to water system infrastructure

Reserve Cash Flow

Fund: 1069 Fund Centre: 101894	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	4,198	15,873	15,873	39,263	22,263	139,863
Transfer from Ops Budget	55,062	88,000	115,390	121,000	127,600	13,437
Transfer from Cap Fund	-					
Transfer to Cap Fund	(43,000)	(88,000)	(92,000)	(138,000)	(10,000)	-
Interest Income (Expense)	(387)					
Ending Balance \$	15,873	15,873	39,263	22,263	139,863	153,300

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Fulford Water (SSI)

FINAL BUDGET

MARCH 2024

Service: 2.626 Fulford Water (SSI)

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fulford Water Local Service Area on Salt Spring Island.
Bylaw No. 3202 (November 24, 2004).

PARTICIPATION:

Order In Council No 177, Feb 24, 2005.

MAXIMUM LEVY:

Greater of \$156,000 or \$5.46 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$532,552.

MAXIMUM CAPITAL DEBT:

COMMISSION:

Fulford Water Service commission - Bylaw No 3693 (April 14, 2010).

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.

User Charge: Fixed user charge for residential properties.

Parcel Tax: Annual, levied only on properties capable of being connected to the system, starting 2006.

Connection Charge: The connection charge for a service shall be the actual cost for the connection.

Consumption Charge: Single Family Residential: No Consumption Charge
Other: \$3.60 per cubic metre
Minimum charge for non-residential properties is equal to residential fixed user charge per SFE.

MAXIMUM OPERATING EXPENDITURE:

RESERVE FUND BYLAW:

Fund 1070, established by Bylaw #3275 (April 27, 2005)

2.626 - Fulford Water (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operations Contract	27,340	4,500	5,950	-	-	5,950	6,070	6,190	6,310	6,440
Grit & Waste Sludge Disposal	7,890	3,500	8,170	-	-	8,170	8,330	8,500	8,670	8,840
Repairs & Maintenance	8,410	4,700	8,710	-	20,000	28,710	8,890	9,070	9,250	9,440
Allocations	9,609	9,609	10,688	-	-	10,688	10,881	11,095	11,311	11,531
Water Testing	6,018	4,282	6,930	-	-	6,930	7,071	7,212	7,355	7,499
Electricity	10,890	8,800	9,100	-	-	9,100	9,280	9,470	9,660	9,850
Supplies	8,030	10,500	9,310	-	-	9,310	9,490	9,670	9,850	10,040
Labour Charges	61,710	91,590	89,947	-	-	89,947	91,750	93,592	95,468	97,384
Other Operating Expenses	10,670	8,170	10,950	-	-	10,950	11,220	11,500	11,780	12,070
TOTAL OPERATING COSTS	150,567	145,651	159,755	-	20,000	179,755	162,982	166,299	169,654	173,094
*Percentage Increase over prior year			6.1%		13.3%	19.4%	-9.3%	2.0%	2.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	8,000	18,316	8,000	-	-	8,000	8,000	8,000	8,000	8,000
Transfer to Capital Reserve Fund	42,600	42,600	51,374	-	-	51,374	51,960	26,905	34,075	28,475
MFA Debt ReserveFund	40	40	2,250	-	-	2,250	13,000	11,300	11,300	11,250
MFA Debt Principal	9,669	9,669	9,669	-	-	9,669	15,243	48,051	76,552	95,384
MFA Debt Interest	5,763	5,763	8,183	-	-	8,183	29,364	83,222	129,139	174,209
TOTAL DEBT / RESERVES	66,072	76,388	79,476	-	-	79,476	117,567	177,478	259,066	317,318
TOTAL COSTS	216,639	222,039	239,231	-	20,000	259,231	280,549	343,777	428,720	490,412
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	(20,000)	(20,000)	-	-	-	-
Sales - Water	(16,400)	(22,000)	(19,000)	-	-	(19,000)	(16,400)	(16,400)	(16,400)	(16,400)
User Charges	(149,357)	(149,357)	(164,291)	-	-	(164,291)	(197,149)	(244,457)	(308,020)	(354,222)
Other Revenue	(670)	(470)	(710)	-	-	(710)	(720)	(730)	(740)	(700)
TOTAL REVENUE	(166,427)	(171,827)	(184,001)	-	(20,000)	(204,001)	(214,269)	(261,587)	(325,160)	(371,322)
REQUISITION - PARCEL TAX	(50,212)	(50,212)	(55,230)	-	-	(55,230)	(66,280)	(82,190)	(103,560)	(119,090)
*Percentage increase over prior year										
Sales			15.9%			15.9%	-13.7%	0.0%	0.0%	0.0%
User Fee			10.0%			10.0%	20.0%	24.0%	26.0%	15.0%
Requisition			10.0%			10.0%	20.0%	24.0%	26.0%	15.0%
Combined			10.4%			10.4%	17.3%	22.6%	24.8%	14.4%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.626	Carry						
	Fulford Water (SSI)	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$7,000	\$103,000	\$0	\$0	\$0	\$0	\$103,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$302,000	\$1,320,000	\$1,125,000	\$1,175,000	\$1,125,000	\$5,047,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$7,000	\$405,000	\$1,320,000	\$1,125,000	\$1,175,000	\$1,125,000	\$5,150,000

SOURCE OF FUNDS

Capital Funds on Hand	\$7,000	\$7,000	\$0	\$0	\$0	\$0	\$7,000
Debenture Debt (New Debt Only)	\$0	\$220,000	\$1,295,000	\$1,125,000	\$1,125,000	\$1,125,000	\$4,890,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$90,000	\$0	\$0	\$40,000	\$0	\$130,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$88,000	\$25,000	\$0	\$10,000	\$0	\$123,000
	\$7,000	\$405,000	\$1,320,000	\$1,125,000	\$1,175,000	\$1,125,000	\$5,150,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	2.626
Service Name:	Fulford Water (SSI)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-02	Study	Public Engagement for Future Projects	Inform and engage public within service area on upcoming works that will require borrowing to fund.	\$ 20,000	S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
21-03	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the replacement of the asbestos cement water main lines.	\$ 10,000	S	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
22-02	New	Installation of turbidity meter on influent line	Installation of turbidity meter on influent line	\$ 28,000	E	Cap	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
22-02	New	Installation of turbidity meter on influent line	Installation of turbidity meter on influent line		E	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
22-04	New	Fulford AC Water Main Renewal Program and Detailed Design	Develop a renewal program, cost estimate and detailed design. Includes CRD project management.	\$ 170,000	S	Debt	\$ -	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ 170,000
23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	Replacement of impellers in pumps at Sunnyside Pump station to match WTP processing capacity.	\$ 21,000	E	Cap	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	Replacement of impellers in pumps at Sunnyside Pump station to match WTP processing capacity.		E	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
24-01	New	Electrical service improvement at Fulford WTP	Replacement of panel board directory and address issues with regard to resetting motor overload.	\$ 50,000	E	Grant	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-01	New	Electrical service improvement at Fulford WTP	Replacement of panel board directory and address issues with regard to resetting motor overload. CRD project management.		E	Res	\$ -	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ 16,000
24-02	New	Ventilation for WTP	A mechanical exhaust system is required to extract blue green cyanotoxins produced by blue green algae in the summer months	\$ 20,000	S	Grant	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
24-02	New	Ventilation for WTP	A mechanical exhaust system is required to extract blue green cyanotoxins produced by blue green algae in the summer months. CRD project management.		S	Res	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
24-03	Replacement	Replacement of flocculator mixer motors at WTP.	Replacement of flocculator mixer motors at WTP	\$ 20,000	S	Grant	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
24-03	Replacement	Replacement of flocculator mixer motors at WTP.	Replacement of flocculator mixer motors at WTP. CRD project management.		S	Res	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
24-04	New	Install In-Line Strainers upstream of PRVs	Install In-Line Strainers upstream of PRVs. Includes CRD project management.	\$ 14,000	S	Res	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ 14,000
24-05	Replacement	Replace Air Valves in raw water line on Sunnyside	Replace Air Valves in raw water line on Sunnyside. Includes construction services and CRD project management.	\$ 11,000	S	Res	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000
24-06	New	Sunnyside PRS Install Guard Rail	Install a guard rail along the concrete edge of the Sunnyside PRS. Includes CRD project management.	\$ 4,000	S	Res	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
24-07	New	WTP SCADA Upgrades - WTP Communications and Control Upgrades	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Includes CRD project management.	\$ 220,000	S	Debt	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000
25-01	New	Water main replacement program - construction.	Water main replacement and construction - phased program. Based on \$1000/m and includes water meters and service connections. Includes construction services and CRD project management.	\$ 4,500,000	S	Debt	\$ -	\$ -	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 4,500,000
27-01	Study	Update Asset Management Plan	Update Management Plan	\$ 50,000	S	Grant	\$ -		\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
27-01	Study	Update Asset Management Plan	CRD Project Management		S	Res	\$ -		\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
													\$
			GRAND TOTAL	\$ 5,138,000			\$ 7,000	\$ 405,000	\$ 1,320,000	\$ 1,125,000	\$ 1,175,000	\$ 1,125,000	\$ 5,150,000

Service: 2.626 Fulford Water (SSI)

Project Number	21-02	Capital Project Title	Public Engagement for Future Projects	Capital Project Description	Inform and engage public within service area on upcoming works that will require borrowing to fund.
Project Rationale	Inform and engage public within service area on upcoming works that will require borrowing to fund.				

Project Number	21-03	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Undertake a referendum or AAP to borrow funds to carry out the replacement of the asbestos cement water main lines.
Project Rationale	Undertake a referendum or AAP to borrow funds to carry out the new well design and construction.				

Project Number	22-02	Capital Project Title	Installation of turbidity meter on influent line	Capital Project Description	Installation of turbidity meter on influent line
Project Rationale	Meter required to measure water quality.				

Project Number	22-04	Capital Project Title	Fulford AC Water Main Renewal Program and Detailed Design	Capital Project Description	Develop a renewal program, cost estimate and detailed design. Includes CRD project management.
Project Rationale					

Service:	2.626	Fulford Water (SSI)
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Project Number	23-01	Capital Project Title	Replacement of impellers of pumps at Sunnyside Pump station	Capital Project Description	Replacement of impellers in pumps at Sunnyside Pump station to match WTP processing capacity.
Project Rationale	Replacement of aging equipment.				

Project Number	24-01	Capital Project Title	Electrical service improvement at Fulford WTP	Capital Project Description	Replacement of panel board directory and address issues with regard to resetting motor overload.
Project Rationale	Replacement of aging equipment.				

Project Number	24-02	Capital Project Title	Ventilation for WTP	Capital Project Description	A mechanical exhaust system is required to extract blue green cyanotoxins produced by blue green algae in the summer months.
Project Rationale					

Project Number	24-03	Capital Project Title	Replacement of flocculator mixer motors at WTP.	Capital Project Description	Replacement of flocculator mixer motors at WTP
Project Rationale					

Service:	2.626	Fulford Water (SSI)
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Project Number	24-04	Capital Project Title	Install In-Line Strainers upstream of PRVs	Capital Project Description	Install In-Line Strainers upstream of PRVs. Includes CRD project management.
Project Rationale	Back up power is required to ensure continuity of potable water service in the event of a prolonged power outage. This project is for the construction and CRD project management of it.				

Project Number	24-05	Capital Project Title	Replace Air Valves in raw water line on Sunnyside	Capital Project Description	Replace Air Valves in raw water line on Sunnyside. Includes construction services and CRD project management.
Project Rationale	Operations has identified an H & S issue for the maintenance of this equipment and require lifting apparatus at height in order to make the maintenance tasks for the DAF unit safe.				

Project Number	24-06	Capital Project Title	Sunnyside PRS Install Guard Rail	Capital Project Description	Install a guard rail along the concrete edge of the Sunnyside PRS. Includes CRD project management.
Project Rationale					

Project Number	24-07	Capital Project Title	WTP SCADA Upgrades - WTP Communications and Control Upgrades	Capital Project Description	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Includes CRD project management.
Project Rationale					

Service:	2.626	Fulford Water (SSI)
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Project Number	25-01	Capital Project Title	Water main replacement program - construction.	Capital Project Description	Water main replacement and construction - phased program. Based on \$1000/m and includes water meters and service connections. Includes construction services and CRD project management.
Project Rationale	Aging asbestos concrete water lines require replacement.				

Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Update Management Plan
Project Rationale					

Fulford Water (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	19,903	7,903	15,903	23,903	31,903	39,903
Capital Reserve Fund	49,940	13,314	40,274	67,179	91,254	119,729
Total	69,843	21,217	56,177	91,082	123,157	159,632

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105207	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	4,404	19,903	7,903	15,903	23,903	31,903
Transfer from Ops Budget	15,100	8,000	8,000	8,000	8,000	8,000
Expenditures	-	(20,000)	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection				
Interest Income*	399					
Ending Balance \$	19,903	7,903	15,903	23,903	31,903	39,903

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Capital Reserve Fund

Bylaw 3275

Reserve Cash Flow

Fund: Fund Centre:	1070 101897	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		29,584	49,940	13,314	40,274	67,179	91,254
Transfer from Ops Budget		42,600	51,374	51,960	26,905	34,075	28,475
Transfer from Cap Fund		-					
Transfer to Cap Fund		(23,500)	(88,000)	(25,000)	-	(10,000)	-
Interest Income*		1,256					
Ending Balance \$		49,940	13,314	40,274	67,179	91,254	119,729

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Cedar Lane Water (SSI)

FINAL BUDGET

MARCH 2024

Service: **2.628 Cedar Lane Water (SSI)**

Committee: Electoral Area

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedar Lane Water Service Area.
Bylaw 3424 (Oct 10, 2007)

PARTICIPATION:

Local Service Area #31, P(764)

MAXIMUM LEVY:

Greater of \$54,000 or \$4.76/ \$1,000 of actual assessed value of land and improvements to a maximum of \$138,600.

COMMISSION:

Cedar Lane Water Service Commission established by Bylaw 3505, Feb 13, 2008.

FUNDING:

Parcel Tax: Annual charge only on properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- First 30 cubic metres or portion - \$2.50 / cubic metre
- Next 30 cubic metres or portion - \$9.00 / cubic metre
- Greater than 61 cubic metres - \$25.00 / cubic metre

RESERVE FUND BYLAW:

Cedar Lane Water Service Capital Reserve Fund, Bylaw #3582 (Nov 12, 2008).
Cedar Lane Water Service Operating Reserve Fund, Bylaw #4144 (Dec 14, 2016).

2.628 - Cedar Lane Water (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operations Contract	9,430	500	2,150	-	-	2,150	2,190	2,230	2,270	2,320
Repairs & Maintenance	1,650	7,990	1,710	-	5,000	6,710	1,750	21,790	1,830	1,870
Allocations	3,999	3,999	5,825	-	-	5,825	5,925	6,041	6,158	6,277
Water Testing	3,162	2,660	3,360	-	-	3,360	3,424	3,491	3,559	3,628
Electricity	4,810	4,580	4,810	-	-	4,810	4,910	5,010	5,110	5,210
Supplies	1,610	1,380	1,660	-	-	1,660	1,690	1,720	1,750	1,780
Labour Charges	26,250	40,580	35,565	-	-	35,565	36,278	37,007	37,750	38,508
Other Operating Expenses	3,350	3,010	3,070	-	-	3,070	3,130	3,190	3,250	3,320
TOTAL OPERATING COSTS	54,261	64,699	58,150	-	5,000	63,150	59,297	80,479	61,677	62,913
*Percentage Increase over prior year			7.2%		9.2%	16.4%	-6.1%	35.7%	-23.4%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	15,000	6,367	10,930	-	-	10,930	9,935	14,325	25,320	13,300
Transfer to Operating Reserve Fund	4,130	4,130	4,000	-	-	4,000	4,000	8,000	8,000	4,000
MFA Debt Reserve Fund	930	30	4,510	-	-	4,510	2,740	950	6,750	6,450
MFA Debt Principal	5,394	5,394	5,394	-	-	5,394	11,350	18,291	20,698	37,799
MFA Debt Interest	3,465	2,430	7,358	-	-	7,358	22,658	32,515	42,835	71,538
TOTAL DEBT / RESERVES	28,919	18,351	32,192	-	-	32,192	50,683	74,081	103,603	133,087
TOTAL COSTS	83,180	83,050	90,342	-	5,000	95,342	109,980	154,560	165,280	196,000
<u>FUNDING SOURCES (REVENUE)</u>										
Transfers from Operations Reserve Fund	-	-	-	-	(5,000)	(5,000)	-	(20,000)	-	-
Sales - Water	(11,500)	(11,350)	(11,500)	-	-	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
User Charges	(55,300)	(55,300)	(60,832)	-	-	(60,832)	(76,040)	(95,050)	(118,810)	(142,570)
Other Revenue	(180)	(200)	(190)	-	-	(190)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(66,980)	(66,850)	(72,522)	-	(5,000)	(77,522)	(87,700)	(126,710)	(130,470)	(154,230)
REQUISITION - PARCEL TAX	(16,200)	(16,200)	(17,820)	-	-	(17,820)	(22,280)	(27,850)	(34,810)	(41,770)
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Charge			10.0%			10.0%	25.0%	25.0%	25.0%	20.0%
Requisition			10.0%			10.0%	25.0%	25.0%	25.0%	20.0%
Combined			8.6%			8.6%	21.8%	22.4%	22.9%	18.6%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.628	Carry						
	Cedar Lane Water (SSI)	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$468,000	\$274,000	\$105,000	\$680,000	\$645,000	\$2,172,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$468,000	\$274,000	\$105,000	\$680,000	\$645,000	\$2,172,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$448,000	\$274,000	\$95,000	\$675,000	\$645,000	\$2,137,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$20,000	\$0	\$10,000	\$5,000	\$0	\$35,000
	\$0	\$468,000	\$274,000	\$105,000	\$680,000	\$645,000	\$2,172,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #

2.628

Service Name:

Cedar Lane Water (SSI)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
18-01	Renewal	Abandon unused wells	Decommission wells	\$ 10,000	S	Res	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
21-01	New	Power generation equipment design and construction	Design of back up power generation for WWTP and Pump stations.	\$ 310,000	S	Debt	\$ -	\$ 60,000		\$ -	\$ -	\$ -	\$ 60,000
21-01	New	Power generation equipment design and construction	Construction of back up power generation for WWTP and Pump stations. Includes construction, construction services and CRD project management.		S	Debt	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
23-01	New	Investigation for new groundwater sources	Conduct study and site investigation to identify groundwater sources and new well location. Includes CRD project management.	\$ 35,000	S	Debt	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
21-03	New	Detailed Hydrogeological Assessment	Conduct a detailed hydrogeological assessment of the Cedar Lane water system.	\$ 55,000	S	Debt	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
21-03	New	Detailed Hydrogeological Assessment	CRD project management		S	Res	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
21-06	New	WTP Manganese treatment construction / chlorine exhaust	Construct and install manganese removal system and exhaust in chlorine room. Includes construction management and CRD project management.	\$ 270,000	S	Debt	\$ -	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ 270,000
24-02	New	WTP provide spare pressure pump and sub-drive unit	WTP provide spare pressure pump and sub-drive unit. Includes CRD project management.	\$ 33,000	S	Debt	\$ -	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ 33,000
24-03	New	Mansell Well #1 Building Remove structure and rebuild a useable structure to surround the well	Demolition of existing, design and construction of new well house structure. Includes hazard assessment and CRD project management.	\$ 39,000	S	Debt	\$ -	\$ -	\$ -	\$ 39,000	\$ -	\$ -	\$ 39,000
24-04	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.	\$ 15,000	S	Res	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
27-01	Study	Update Asset Management Plan	Update Asset Management Plan.	\$ 35,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
27-01	Study	Update Asset Management Plan	CRD project management		S	Res	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
25-01	New	Water main AC replacement strategy and preliminary design	Conduct water main replacement assessment and develop a phased replacement strategy (1200m). Includes CRD project management.	\$ 24,000	S	Debt	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ 24,000
25-02	New	Water Main AC replacement detailed design	Water Main AC replacement detailed design. Includes CRD project management.	\$ 56,000	S	Debt	\$ -	\$ -	\$ -	\$ 56,000	\$ -	\$ -	\$ 56,000
26-01	New	Phased program of AC Water main replacement	Engineering and construction of replacement/renewal of failing water main for high priority areas (\$1000/m). Includes construction services and CRD project management.	\$ 1,290,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 645,000	\$ 645,000	\$ 1,290,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 2,172,000			\$ -	\$ 468,000	\$ 274,000	\$ 105,000	\$ 680,000	\$ 645,000	\$ 2,172,000

Service:

2.628

Cedar Lane Water (SSI)

Project Number	18-01	Capital Project Title	Abandon unused wells	Capital Project Description	Decommission wells
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Project Rationale The original system drilled five wells, and two (well #1 and #5) are in production and operate separately. Wells that are no longer in use must be closed to avoid potential future aquifer contamination. Abandoning a well must be in accordance with Groundwater Protection Regulations

Project Number	21-01	Capital Project Title	Power generation equipment design and construction	Capital Project Description	Design of back up power generation for WWTP and Pump stations.
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Project Rationale Design and construction of back up power generation for WWTP and Pump stations to maintain potable water service during power outages.

Project Number	23-01	Capital Project Title	Investigation for new groundwater sources	Capital Project Description	Conduct study and site investigation to identify groundwater sources and new well location. Includes CRD project management.
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Project Rationale Conduct study and site investigation to identify groundwater sources and new well location as the current wells are depleting. In the SAMP of April 2020 by McElhanney Consulting Services Ltd. It was noted that a new well will be required in the next 1 to 5 years at a cost of \$60K.

Project Number	21-03	Capital Project Title	Detailed Hydrogeological Assessment	Capital Project Description	Conduct a detailed hydrogeological assessment of the Cedar Lane water system.
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Project Rationale Detailed study of groundwater source, state of the aquifer, ground water balance and potential risks and concerns are required to support a sustainable groundwater supply for the residents of the Cedar Lane Water Service Area. Note that approval for a CWF grant was obtained on August 10th, 2020.

Service:

2.628

Cedar Lane Water (SSI)

Project Number

21-06

Capital Project Title

WTP Manganese treatment construction / chlorine exhaust

Capital Project Description

Construct and install manganese removal system and exhaust in chlorine room. Includes construction management and CRD project management.

Project Rationale Health Canada has changed manganese limits. Maximum acceptable concentration (MAC) for total manganese in drinking water is 0.12 mg/L (120 µg/L). Cedar Lane water testing results can exceed this threshold value and sometimes double. There is some urgency to get this done as it is a potential health issue. SSI Engineering intends to get the design done (by third party consultant) in the last half of 2022.

Project Number

24-02

Capital Project Title

WTP provide spare pressure pump and sub-drive unit

Capital Project Description

WTP provide spare pressure pump and sub-drive unit. Includes CRD project management.

Project Rationale

Project Number

24-03

Capital Project Title

Mansell Well #1 Building Remove structure and rebuild a useable structure to surround the well

Capital Project Description

Demolition of existing, design and construction of new well house structure. Includes hazard assessment and CRD project management.

Project Rationale

Project Number

24-04

Capital Project Title

Referendum or Alternative Approval Process - Funding for Future Projects

Capital Project Description

Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.

Project Rationale

Service: 2.628 Cedar Lane Water (SSI)

Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Update Asset Management Plan.
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Project Rationale

Project Number	25-01	Capital Project Title	Water main AC replacement strategy and preliminary design	Capital Project Description	Conduct water main replacement assessment and develop a phased replacement strategy (1200m). Includes CRD project management.
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Project Rationale Analysis and design to replace the asbestos cement piping distribution system. All such piping systems need to be replaced on SSI.

Project Number	25-02	Capital Project Title	Water Main AC replacement detailed design	Capital Project Description	Water Main AC replacement detailed design. Includes CRD project management.
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Project Rationale

Project Number	26-01	Capital Project Title	Phased program of AC Water main replacement	Capital Project Description	Engineering and construction of replacement/renewal of failing water main for high priority areas (\$1000/m). Includes construction services and CRD project management.
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Project Rationale Construction to replace the asbestos cement piping distribution system. All such piping systems need to be replaced on SSI.

Cedar Lane Water (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	9,815	8,815	12,815	815	8,815	12,815
Capital Reserve Fund	26,267	17,197	27,132	31,457	51,777	65,077
Total	36,081	26,011	39,946	32,271	60,591	77,891

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and ground water well maintenance.

Reserve Cash Flow

Fund: Fund Centre:	1500 105208	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		5,331	9,815	8,815	12,815	815	8,815
Transfer from Ops Budget		4,130	4,000	4,000	8,000	8,000	4,000
Expenditures		-	(5,000)	-	(20,000)	-	-
Planned Maintenance Activity			Building/Facility Maintenance/Security		Reservoir cleaning & inspection		
Interest Income*		353					
Ending Balance \$		9,815	8,815	12,815	815	8,815	12,815

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Capital Reserve Fund

Bylaw 3582

Reserve Cash Flow

Fund: Fund Centre:	1076 102020	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		17,143	26,267	17,197	27,132	31,457	51,777
Transfer from Ops Budget		8,052	10,930	9,935	14,325	25,320	13,300
Transfer from Cap Fund		-					
Transfer to Cap Fund		-	(20,000)	-	(10,000)	(5,000)	-
Interest Income*		1,071					
Ending Balance \$		26,267	17,197	27,132	31,457	51,777	65,077

Assumptions/Background:

Transfer as much as operating budget will allow.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Fernwood Water (SSI)

FINAL BUDGET

MARCH 2024

Service: **2.660 Fernwood Water (SSI)**

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fernwood Water Local Service Area on Salt Spring Island Bylaw No. 1772 (January 1990). Amended Bylaw No. 2034 (July 15, 1992).

PARTICIPATION:

Fernwood Area of Salt Spring Island. Local Service Area #6, F(764).

MAXIMUM LEVY:

Greater of \$56,000 or \$5.07 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$446,263.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3581 (April 8, 2009)	\$195,000
BORROWED:	SI Bylaw 3634 (Nov 2009)	\$ (100,000)
	SI Bylaw 3677 (Feb 2010)	\$ (50,000)
	SI Bylaw 3817 (May 2012)	\$ (45,000)

REMAINING:	<hr/>	\$0
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COMMISSION:

Fernwood and Highland Water Service Commission- Bylaw 4371 (Dec. 09, 2020)

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.
Parcel Tax: - Annual, levied only on properties capable of being connected to the system.

RESERVE FUND BYLAW:

Bylaw No. 1832.

2.660 - Fernwood Water (SSI) - Debt Only

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	26	26	13	-	-	13	13	14	14	-
TOTAL OPERATING COSTS	26	26	13	-	-	13	13	14	14	-
*Percentage Increase over prior year						-50.0%	0.0%	7.7%	0.0%	NA
<u>DEBT</u>										
MFA Debt Principal	10,262	10,263	10,262	-	-	10,262	5,268	2,584	2,584	-
MFA Debt Interest	4,416	4,416	4,416	-	-	4,416	1,846	1,526	763	-
MFA Debt Reserve Fund	40	85	40	-	-	40	40	40	40	-
TOTAL DEBT	14,718	14,764	14,718	-	-	14,718	7,154	4,150	3,387	-
TOTAL COSTS	14,744	14,790	14,731	-	-	14,731	7,167	4,164	3,401	-
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	70	(70)	-	-	(70)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(46)	(46)	-	-	-	-	-	-	-	-
Othere Revenue	(40)	(156)	(40)	-	-	(40)	(40)	(40)	(40)	-
TOTAL REVENUE	(86)	(132)	(110)	-	-	(110)	(40)	(40)	(40)	-
REQUISITION - PARCEL TAX	(14,658)	(14,658)	(14,621)	-	-	(14,621)	(7,127)	(4,124)	(3,361)	-
*Percentage increase over prior year Requisition						-0.3%	-51.3%	-42.1%	-18.5%	NA

CAPITAL REGIONAL DISTRICT

2024 Budget

Ganges Sewer (SSI)

FINAL BUDGET

MARCH 2024

Service: **3.810 Ganges Sewer Utility (SSI)**

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain sewage collection treatment and disposal facilities in the Ganges area on Salt Spring Island
(Letters Patent - March, 1978; Bylaw No. 492, 1978) Local Service Conversion Bylaw No. 1923, July 12, 1991

PARTICIPATION:

Ganges - C(764) LSA#10

MAXIMUM LEVY:

Greater of \$270,000 or \$7.46 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$3,098,111.

MAXIMUM CAPITAL DEBT:

Authorized: (A Bylaw 4007, Aug 12, 2015)	\$3,900,000
Borrowed:	\$3,900,000
Remaining	\$0

COMMISSION:

Ganges Sewer Local Services Commission - Bylaw No. 3693 (April 14, 2010)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding all the property of BC Hydro and Power Authority.

User Charge: Based on water consumption billed annually to properties connected to the system

Parcel Tax: Annual charge based only on properties capable of being connected to system

Connection Charge: Based on actual cost.

RESERVE FUND:

Bylaw No. 3125 (November 26, 2003)

3.810 - Ganges Sewer (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contracts	30,980	54,000	54,000	-	-	54,000	55,080	56,180	57,300	58,450
Screenings, Grit & Waste Sludge Disposal	128,490	134,150	132,980	-	-	132,980	135,640	138,350	141,110	143,930
Repairs & Maintenance	94,750	92,150	15,300	-	80,000	95,300	45,610	15,920	41,240	16,580
Allocations	49,469	49,469	56,902	-	-	56,902	58,023	59,189	60,372	61,572
Electricity	63,710	54,700	59,700	-	-	59,700	60,890	62,100	63,350	64,620
Water	3,260	3,300	3,370	-	-	3,370	3,440	3,510	3,580	3,650
Supplies	16,710	14,411	17,290	-	-	17,290	17,640	18,000	18,360	18,730
Labour Charges	398,496	375,912	432,833	-	-	432,833	441,510	450,369	459,403	468,620
Other Operating Expenses	33,301	41,566	39,560	-	-	39,560	34,930	35,840	36,770	37,730
TOTAL OPERATING COSTS	819,166	819,658	811,935	-	80,000	891,935	852,763	839,458	881,485	873,882
*Percentage Increase over prior year			-0.9%		9.8%	8.9%	-4.4%	-1.6%	5.0%	-0.9%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	42,000	-	35,000	-	-	35,000	40,000	25,000	30,000	30,000
Transfer to Capital Reserve Fund	29,725	-	41,083	-	-	41,083	53,420	38,250	79,540	91,110
Transfer to Equipment Replacement Fund	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
MFA Principal Payment	128,013	128,013	128,013	-	-	128,013	128,013	194,498	197,502	197,502
MFA Interest Payment	117,800	117,800	117,800	-	-	117,800	146,011	231,920	235,744	235,744
MFA Debt Reserve Fund	700	700	950	-	-	950	27,193	2,136	950	950
TOTAL DEBT / RESERVES	368,238	296,513	372,846	-	-	372,846	444,637	541,804	593,736	605,306
TOTAL COSTS	1,187,404	1,116,171	1,184,781	-	80,000	1,264,781	1,297,400	1,381,262	1,475,221	1,479,188
*Percentage Increase over prior year			-0.2%		6.7%	6.5%	2.6%	6.5%	6.8%	0.3%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(80,000)	(8,767)	-	-	(80,000)	(80,000)	(30,000)	-	(25,000)	-
User Charges	(1,045,452)	(1,045,452)	(1,120,290)	-	-	(1,120,290)	(1,198,710)	(1,306,592)	(1,371,921)	(1,399,358)
Other Revenue	(2,061)	(2,061)	(2,357)	-	-	(2,357)	(2,360)	(2,370)	(2,380)	(2,390)
TOTAL REVENUE	(1,127,513)	(1,056,280)	(1,122,647)	-	(80,000)	(1,202,647)	(1,231,070)	(1,308,962)	(1,399,301)	(1,401,748)
REQUISITION - PARCEL TAX	(59,891)	(59,891)	(62,134)	-	-	(62,134)	(66,330)	(72,300)	(75,920)	(77,440)
*Percentage increase over prior year										
User Fee			7.2%			7.2%	7.0%	9.0%	5.0%	2.0%
Requisition			3.7%			3.7%	6.8%	9.0%	5.0%	2.0%
Combined			7.0%			7.0%	7.0%	9.0%	5.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.810	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Ganges Sewer Utility (SSI)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$575,000	\$0	\$0	\$0	\$0	\$0	\$575,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$115,000	\$332,500	\$6,217,186	\$474,375	\$0	\$0	\$0	\$7,024,061
Vehicles	\$77,000	\$77,000	\$0	\$0	\$0	\$0	\$0	\$77,000
	\$192,000	\$984,500	\$6,217,186	\$474,375	\$0	\$0	\$0	\$7,676,061

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$2,624,296	\$118,594	\$0	\$0	\$0	\$2,742,890
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$127,000	\$712,625	\$3,322,890	\$355,781	\$0	\$0	\$0	\$4,391,296
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$65,000	\$271,875	\$270,000	\$0	\$0	\$0	\$0	\$541,875
	\$192,000	\$984,500	\$6,217,186	\$474,375	\$0	\$0	\$0	\$7,676,061

5 YEAR CAPITAL PLAN

3.810

Ganges Sewer Utility (SSI)

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-01	New	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement.	\$ 50,000	S	Grant	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
21-01	New	Strategic Asset Management Plan			S	Res	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage. (Refer to 24-06 below)	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP	\$ 1,060,000	S	Res	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage. (Refer to 24-06 below)	CRD project management		S	Res	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage. (Refer to 24-06 below)	Construction of chemical storage, lab, crew room facilities		S	Debt	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ 800,000
22-01	Replacement	Electorate Assent for Borrowing	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities	\$ 30,000	S	Res	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
22-02	Replacement	Public Engagement	Inform and engage public within service area on upcoming works required for borrowing to fund.	\$ 20,000	S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
22-03	New	Aeration system improvement construction (Refer to 24-06 below)	Construction of aeration system improvements including blowers, diffusers and piping systems.	\$ 730,000	S	Debt	\$ -	\$ -	\$ 630,000	\$ -	\$ -	\$ -	\$ 630,000
22-03	New	Aeration system improvement construction (Refer to 24-06 below)	Construction administration services		S	Debt	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000
22-03	New	Aeration system improvement construction (Refer to 24-06 below)	CRD Project Management		S	Debt	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
23-01	Replacement	Replace Generator Trailer	Equipment replacement. Replace IWS Operations Trailer F00845 1999 Ublit Generator Trailer	\$ 77,000	V	Grant	\$ 77,000	\$ 77,000	\$ -	\$ -	\$ -	\$ -	\$ 77,000
23-03	New	Key components and spares replacement schedule	Provisional allowance for the supply and installation of key components and critical spares.	\$ 55,000	S	Grant	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
23-03	New	Key components and spares replacement schedule	CRD Project Management		S	Res	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
24-01	New	Electrical upgrades	Installation of additional lighting and HMI upgrade.	\$ 28,000	S	Grant	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
24-01	New	Electrical upgrades	CRD Project Management		S	Res	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
24-02	Replacement	Replace sludge thickener membranes	Replacement of failing sludge thickening membrane. (Requires Early Approval)	\$ 27,000	S	Res	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
24-02	Replacement	Replace sludge thickener membranes	CRD project management		S	Res	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000
24-03	Replacement	Ganges WWTP Replacement of Electrical & Instrumentation	Ganges WWTP Replacement of Electrical & Instrumentation including upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc.Design, Construction and CRD Project Management. (GCFC)	\$ 575,000	E	Grant	\$ -	\$ 431,250	\$ -	\$ -	\$ -	\$ -	\$ 431,250
24-03		Ganges WWTP Replacement of Electrical & Instrumentation	25% of total cost obligation for GCF Grant		E	Res	\$ -	\$ 143,750	\$ -	\$ -	\$ -	\$ -	\$ 143,750
24-04	Study	Ganges Service Area System Modelling	Ganges Service Area System Modelling Modeling and CRD Project Mngement (GCFC)	\$ 57,500	S	Grant	\$ -	\$ 43,125	\$ -	\$ -	\$ -	\$ -	\$ 43,125
24-04		Ganges Service Area System Modelling	25% of total cost obligation for GCF Grant		S	Res	\$ -	\$ 14,375	\$ -	\$ -	\$ -	\$ -	\$ 14,375
24-05	Study	Ganges WWTP Performance Improvement Study	Ganges WWTP Performance Improvement Study, Study and CRD Project Management (GCFC)	\$ 115,000	S	Grant	\$ -	\$ 86,250	\$ -	\$ -	\$ -	\$ -	\$ 86,250
24-05		Ganges WWTP Performance Improvement Study	25% of total cost obligation for GCF Grant		S	Res	\$ -	\$ 28,750	\$ -	\$ -	\$ -	\$ -	\$ 28,750
24-06	Replacement	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)	Construction of performance improvements (from study 24-05 incl. chemical storage and aeration system improvements) Construction and CRD Project Management. (GCFC)	\$ 3,450,000	S	Grant	\$ -	\$ -	\$ 2,287,500	\$ -	\$ -	\$ -	\$ 2,287,500
24-06	Replacement	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)	Construction of performance improvements (from study 24-05 incl. chemical storage and aeration system improvements) Construction and CRD Project Management. (GCFC)		S	Grant	\$ -	\$ -	\$ 300,000				\$ 300,000
24-06		Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)			S	Debt	\$ -	\$ -	\$ 862,500	\$ -	\$ -	\$ -	\$ 862,500
25-02	Replacement	Ganges Replace 100% Surcharged Sewer Pipelines	Ganges Replace 100% Surcharged Lines ~430m. Design, Construction and CRD Project Management. (GCFC)	\$ 927,186	S	Grant	\$ -	\$ -	\$ 695,390	\$ -	\$ -	\$ -	\$ 695,390
25-02		Ganges Replace 100% Surcharged Sewer Pipelines	25% of total cost obligation for GCF Grant		S	Debt	\$ -	\$ -	\$ 231,796	\$ -	\$ -	\$ -	\$ 231,796
26-01	Replacement	Ganges Replace 75% Surcharged Sewer Pipelines	Ganges Replace 75% Surcharged Lines ~220m. Design, Construction and CRD Project Management.	\$ 474,375	S	Grant	\$ -	\$ -	\$ 355,781	\$ -	\$ -	\$ -	\$ 355,781
26-01		Ganges Replace 75% Surcharged Sewer Pipelines	25% of total costs		S	Debt	\$ -	\$ -	\$ -	\$ 118,594	\$ -	\$ -	\$ 11

Service: 3.810 Ganges Sewer Utility (SSI)

Project Number	21-01	Capital Project Title	Strategic Asset Management Plan	Capital Project Description	Identify condition of assets, develop prioritized list of infrastructure replacement.
Project Rationale	Identify condition of assets, develop prioritized list of infrastructure replacement.				

Project Number	21-04	Capital Project Title	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage (Refer to 24-06 below)	Capital Project Description	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP
Project Rationale	Detailed designs of expanded facilities are required for the lab, crew area, blower room and storage at the Ganges WWTP.				

Project Number	22-01	Capital Project Title	Electorate Assent for Borrowing	Capital Project Description	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities
Project Rationale	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities				

Project Number	22-02	Capital Project Title	Public Engagement	Capital Project Description	Inform and engage public within service area on upcoming works required for borrowing to fund.
Project Rationale	Inform and engage public within service area on upcoming works required for borrowing to fund.				

Service: 3.810 Ganges Sewer Utility (SSI)

Project Number	22-03	Capital Project Title	Aeration system improvement construction (Refer to 24-06 below)	Capital Project Description	Construction of aeration system improvements including blowers, diffusers and piping systems.
Project Rationale	Required to maintain and improve the process performance of the WWTP.				

Project Number	23-01	Capital Project Title	Replace Generator Trailer	Capital Project Description	Equipment replacement. Replace IWS Operations Trailer F00845 1999 Ubilt Generator Trailer
Project Rationale	Equipment replacement. Replace IWS Operations Trailer F00845 1999 Ubilt Generator Trailer. Existing unit has reached the end of its service life.				

Project Number	23-03	Capital Project Title	Key components and spares replacement schedule	Capital Project Description	Provisional allowance for the supply and installation of key components and critical spares.
Project Rationale	Provisional allowance for the supply and installation of key components and critical spares.				

Project Number	24-01	Capital Project Title	Electrical upgrades	Capital Project Description	Installation of additional lighting and HMI upgrade.
Project Rationale	Installation of additional lighting and HMI upgrade.				

Service: 3.810 Ganges Sewer Utility (SSI)

Project Number	24-02	Capital Project Title	Replace sludge thickener membranes	Capital Project Description	Replacement of failing sludge thickening membrane. (Requires Early Approval)
Project Rationale	Sludge thickening membranes are failing and required replacement in order to avoid increases to operating costs.				
Project Number	24-03	Capital Project Title	Ganges WWTP Replacement of Electrical & Instrumentation	Capital Project Description	Ganges WWTP Replacement of Electrical & Instrumentation including upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Design, Construction and CRD Project Management (GCFC)
Project Rationale					
Project Number	24-04	Capital Project Title	Ganges Service Area System Modelling	Capital Project Description	Ganges Service Area System Modelling Modeling and CRD Project Mangement (GCFC)
Project Rationale					
Project Number	24-05	Capital Project Title	Ganges WWTP Performance Improvement Study	Capital Project Description	Ganges WWTP Performance Improvement Study. Study and CRD Project Management (GCFC)
Project Rationale					

Service:

3.810

Ganges Sewer Utility (SSI)

Project Number	24-06	Capital Project Title	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)	Capital Project Description	Construction of performance improvements (from study 24-05 incl. chemical storage and aeration system improvements) Construction and CRD Project Management.
Project Rationale					

Project Number	25-02	Capital Project Title	Ganges Replace 100% Surcharged Sewer Pipelines	Capital Project Description	Ganges Replace 100% Surcharged Lines ~430m. Design, Construction and CRD Project Management. (GCFC)
Project Rationale					

Project Number	26-01	Capital Project Title	Ganges Replace 75% Surcharged Sewer Pipelines	Capital Project Description	Ganges Replace 75% Surcharged Lines ~ 220m. Design, Construction and CRD Project Management.
Project Rationale					

Ganges Sewer (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	60,660	15,660	25,660	50,660	55,660	85,660
Equipment Replacement Fund	151,214	201,214	251,214	301,214	351,214	401,214
Capital Reserve Funds	571,220	340,428	123,848	162,098	241,638	332,748
Total	783,095	557,303	400,723	513,973	648,513	819,623

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tank cleaning and inspection, collection system flushing and inspection, outfall inspection etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105210	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		96,008	60,660	15,660	25,660	50,660	55,660
Transfer from Ops Budget		-	35,000	40,000	25,000	30,000	30,000
Deficit Recovery		(40,957)	-	-	-	-	-
Expenditures		-	(80,000)	(30,000)	-	(25,000)	-
Planned Maintenance Activity		Sanitary sewer flushing & inspections (deferred to 2024)	Sanitary sewer flushing & inspections	WWTP tank draining, cleaning & inspection		Outfall Inspection	
Interest Income*		5,609					
Ending Balance \$		60,660	15,660	25,660	50,660	55,660	85,660

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #1 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund: Fund Centre:	1056 101836	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		524,422	499,294	268,502	51,922	90,172	169,712
Transfer from Ops Budget		-	41,083	53,420	38,250	79,540	91,110
Transfer from Cap Fund		-					
Transfer to Cap Fund		(10,274)	(271,875)	(270,000)	-	-	-
Transfer to Ops for CAP Exp		(40,000)	-	-	-	-	-
Interest Income*		25,146					
Ending Balance \$		499,294	268,502	51,922	90,172	169,712	260,822

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #2 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund: Fund Centre:	1056 101900	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		68,618	71,926	71,926	71,926	71,926	71,926
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income*		3,308					
Ending Balance \$		71,926	71,926	71,926	71,926	71,926	71,926

Assumptions/Background:

For use only to fund costs resulting from expansion of service - Bylaw 3262

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Equipment Replacement Fund
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Reserve Cash Flow

Fund: Fund Centre:	1022 101458	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		100,200	151,214	201,214	251,214	301,214	351,214
Transfer from Ops Budget		50,000	50,000	50,000	50,000	50,000	50,000
Interest Income		1,014					
Ending Balance \$		151,214	201,214	251,214	301,214	351,214	401,214

<u>Assumptions/Background:</u>

Membrane replacement at \$500K every 10 years, anticipated next replacement in 2030.
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CAPITAL REGIONAL DISTRICT

2024 Budget

Maliview Sewer Utility (SSI)

FINAL BUDGET

MARCH 2024

Service: **3.820 Maliview Sewer Utility (SSI)**

Committee: Electoral Area

DEFINITION:

To operate and maintain a sewage collection and disposal system for the Maliview Estates Sewage Collection and disposal System Specified Area on Salt Spring Island (Local Service Establishment Bylaw No. 1938, October 23, 1991)

PARTICIPATION:

Maliview Estates - G(764) LSA#12

MAXIMUM LEVY:

Greater of \$20,000 or \$2.50 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$159,957.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 2991	65,500
BORROWED:	Bylaw No. 3196 (Aug 2004)	(40,982) <i>Retired in 2019</i>
	Bylaw No. 3364 (Aug 2006)	(24,000) <i>Retired in 2021</i>
	Expired	(518)
REMAINING:		<u><u>\$0</u></u>

COMMISSION:

Maliview Sewer Local Service Commission - Bylaw 4371 (Dec 09, 2020)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes on by Special Act.

User Charge: Annual Fixed Fee per water service connection

Parcel Tax: Annual, levied only on properties capable of being connected to the system.

Consumption Charge: \$1.75 per cubic meter of total water provided or delivered to the building served by the sewer connection to the CRD Highland Water System

Connection Charge: Actual cost to connect

RESERVE FUND:

Maliview Estates Sewerage System Capital Reserve Fund, Bylaw No. 1499 (Dec. 17, 1986)

3.820 - Maliview Estates Sewer System	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contracts	24,160	19,000	25,010	-	-	25,010	25,510	26,020	26,540	27,070
Screenings, Grit & Waste Sludge Disposal	37,820	32,000	39,140	-	-	39,140	39,920	40,720	41,530	42,360
Repairs & Maintenance	3,950	20,990	4,090	-	40,000	44,090	4,160	4,230	14,300	4,380
Allocations	21,716	21,716	24,097	-	-	24,097	24,556	25,048	25,547	26,052
Electricity	3,360	3,100	3,450	-	-	3,450	3,520	3,590	3,660	3,730
Water	1,420	1,420	1,470	-	-	1,470	1,500	1,530	1,560	1,590
Supplies	1,180	1,180	1,200	-	-	1,200	1,220	1,240	1,260	1,280
Labour Charges	47,980	57,730	52,222	-	-	52,222	53,270	54,341	55,432	56,546
Other Operating Expenses	9,500	9,040	9,144	-	-	9,144	9,360	9,580	9,810	10,050
TOTAL OPERATING COSTS	151,086	166,176	159,823	-	40,000	199,823	163,016	166,299	179,639	173,058
*Percentage Increase over prior year			5.8%		26.5%	32.3%	-18.4%	2.0%	8.0%	-3.7%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	39,650	40,035	39,870	-	-	39,870	36,335	32,575	34,595	36,160
Transfer to Operating Reserve Fund	13,000	13,000	13,000	-	-	13,000	13,000	13,000	13,000	13,000
Debt Reserve Fund	3,410	-	3,710	-	-	3,710	2,300	2,300	-	-
MFA Principal Payment	-	-	-	-	-	-	9,399	15,226	21,053	21,053
MFA Interest Payment	11,765	-	12,243	-	-	12,243	18,797	28,687	36,104	36,104
TOTAL DEBT / RESERVES	67,825	53,035	68,823	-	-	68,823	79,831	91,788	104,752	106,317
TOTAL COSTS	218,911	219,211	228,646	-	40,000	268,646	242,847	258,087	284,391	279,375
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	(40,000)	(40,000)	-	-	(10,000)	-
Sales - Sewer Use	(25,000)	(25,000)	(25,000)	-	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
User Charges	(188,861)	(188,861)	(198,306)	-	-	(198,306)	(212,192)	(227,052)	(242,950)	(247,810)
Other Revenue	(150)	(450)	(270)	-	-	(270)	(230)	(230)	(230)	(230)
TOTAL REVENUE	(214,011)	(214,311)	(223,576)	-	(40,000)	(263,576)	(237,422)	(252,282)	(278,180)	(273,040)
REQUISITION - PARCEL TAX	(4,900)	(4,900)	(5,070)	-	-	(5,070)	(5,425)	(5,805)	(6,211)	(6,335)
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fees			5.0%			5.0%	7.0%	7.0%	7.0%	2.0%
Requisition			3.5%			3.5%	7.0%	7.0%	7.0%	2.0%
Combined			4.4%			4.4%	6.2%	6.3%	6.3%	1.8%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.820	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Maliview Sewer Utility (SSI)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$2,110,000	\$1,050,000	\$1,675,000	\$285,000	\$0	\$0	\$0	\$3,010,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,110,000	\$1,050,000	\$1,675,000	\$285,000	\$0	\$0	\$0	\$3,010,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$301,000	\$100,000	\$501,000	\$230,000	\$0	\$0	\$0	\$831,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$1,809,000	\$850,000	\$1,139,000	\$45,000	\$0	\$0	\$0	\$2,034,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$100,000	\$35,000	\$10,000	\$0	\$0	\$0	\$145,000
	\$2,110,000	\$1,050,000	\$1,675,000	\$285,000	\$0	\$0	\$0	\$3,010,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

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Service #: 3.820

Service Name: Maliview Sewer Utility (SSI)

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-01	Replacement	Referendum for Borrowing	Referendum or Alternative Approval Process - Funding for Future Projects	\$ 35,000	S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
21-02	Replacement	Public Engagement	Inform and engage public within service area on upcoming works that will require borrowing to fund.	\$ 50,000	S	Res	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
21-03	Replacement	Wastewater Treatment Plant Upgrade	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements	\$ 2,260,000	S	Grant	\$ 1,809,000	\$ 850,000	\$ 1,139,000	\$ -	\$ -	\$ -	\$ 1,989,000
21-03	Replacement	Wastewater Treatment Plant Upgrade	Maliview Resident's 10% Share. Includes CRD project management.		S	Debt	\$ 201,000		\$ 271,000	\$ -	\$ -	\$ -	\$ 271,000
22-02	Renewal	Collection system repairs and/or renewal	Replacement/repair of collection pipe and manholes. Includes CRD project management.	\$ 460,000	S	Debt	\$ -	\$ -	\$ 230,000	\$ 230,000	\$ -	\$ -	\$ 460,000
23-01	New	SAMP Development	Develop an asset management plan for the facility.	\$ 55,000	S	Grant	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
23-01	New		CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
23-02	Study	I&I program (MOE Requirement)	Clean, CCTV, smoke test & report, review and develop defects list and repair requirements.	\$ 120,000	S	Debt	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-02	Study	I&I program (MOE Requirement)	CRD Project Management		S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
24-01	New	Public Education Program Sewers	Public Education Program Sewers	\$ 15,000	S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
24-02	New	Provisional allowance for the supply and installation of key components and critical spares.	Provisional allowance for the supply and installation of key components and critical spares.	\$ 40,000	S	Res	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 40,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 3,035,000			\$ 2,110,000	\$ 1,050,000	\$ 1,675,000	\$ 285,000	\$ -	\$ -	\$ 3,010,000

Service: 3.820 Maliview Sewer Utility (SSI)

Project Number	21-03	Capital Project Title	Wastewater Treatment Plant Upgrade	Capital Project Description	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements
Project Rationale	Current RBC system can not consistently meet regulatory requirement and have been warned by both federal and provincial regulators in 2019 regarding effluent noncompliance.				

Project Number	22-02	Capital Project Title	Collection system repairs and/or renewal	Capital Project Description	Replacement/repair of collection pipe and manholes. Includes CRD project management.
Project Rationale	The current collection systems are aged and failing need to be replaced.This is the initial phase.				

Project Number	23-01	Capital Project Title	SAMP Development	Capital Project Description	Develop an asset management plan for the facility.
Project Rationale	This service has no up-to-date asset management plan				

Project Number	23-02	Capital Project Title	I&I program (MOE Requirement)	Capital Project Description	Clean, CCTV, smoke test & report, review and develop defects list and repair requirements.
Project Rationale	The MoE has stipulated that there shall be an I & I Program. The first stage is investigative and will include cleaning, CCTV inspection and smoke testing to locate the leaks and develop a strategy for their repair. The second stage will be the physical repair and renewal of the wastewater piping and manholes.				

Service: 3.820 Maliview Sewer Utility (SSI)

Project Number	21-01	Capital Project Title	Referendum for Borrowing	Capital Project Description	Referendum or Alternative Approval Process - Funding for Future Projects
Project Rationale					
Project Number	21-02	Capital Project Title	Public Engagement	Capital Project Description	Inform and engage public within service area on upcoming works that will require borrowing to fund.
Project Rationale					
Project Number	24-01	Capital Project Title	Public Education Program Sewers	Capital Project Description	Public Education Program Sewers
Project Rationale					
Project Number	24-02	Capital Project Title	Provisional allowance for the supply and installation of key components and critical spares.	Capital Project Description	Provisional allowance for the supply and installation of key components and critical spares.
Project Rationale					

**Maliview Estates Sewer System
Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	45,843	18,843	31,843	44,843	47,843	60,843
Capital Reserve Fund	124,168	64,038	65,373	87,948	122,543	158,703
Total	170,012	82,882	97,217	132,792	170,387	219,547

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage cleaning and inspection, collection system flushing and inspection, outfall inspection etc.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105211	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	31,043	45,843	18,843	31,843	44,843	47,843
Transfer from Ops Budget	13,000	13,000	13,000	13,000	13,000	13,000
Expenditures	-	(40,000)	-	-	(10,000)	-
Planned Maintenance Activity		Sanitary sewer system flushing and inspections			Outfall Inspection	
Interest Income*	1,800					
Ending Balance \$	45,843	18,843	31,843	44,843	47,843	60,843

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Capital Reserve Fund - Bylaw 1499

Surplus money from the operation of the sewerage system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1041 Fund Centre: 101385	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	79,029	124,168	64,038	65,373	87,948	122,543
Transfer from Ops Budget	41,279	39,870	36,335	32,575	34,595	36,160
Transfer from Cap Fund	-					
Transfer to Cap Fund	-	(100,000)	(35,000)	(10,000)	-	-
Interest Income*	3,860					
Ending Balance \$	124,168	64,038	65,373	87,948	122,543	158,703

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Grants in Aid

FINAL BUDGET

MARCH 2024

Service: 1.116 SSI Grants in Aid

Commission: Salt Spring Local Community Commission

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of \$152,452 or \$0.05 / \$1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of \$332,957.

COMMISSION:

Salt Spring Local Community Commission

FUNDING:

Requisition

1.116 - SSI Grants in Aid	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grants in Aid	53,484	44,000	45,000	-	8,986	53,986	48,000	48,000	48,000	48,000
Allocations	7,288	7,288	4,799	-	-	4,799	4,904	5,011	5,119	5,228
Other Expenses	-	32	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	60,772	51,320	49,799	-	8,986	58,785	52,904	53,011	53,119	53,228
*Percentage Increase over prior year			-18.1%		14.8%	-3.3%	-10.0%	0.2%	0.2%	0.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	14,773	(787)	-	(13,986)	(14,773)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(33,964)	(33,964)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(37)	(37)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Donations	(5,000)	(10,000)	-	-	-	-	-	-	-	-
Other Revenue	(213)	(534)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	(39,214)	(29,762)	(1,047)	-	(13,986)	(15,033)	(260)	(260)	(260)	(260)
REQUISITION	(21,558)	(21,558)	(48,752)	-	5,000	(43,752)	(52,644)	(52,751)	(52,859)	(52,968)
*Percentage increase over prior year Requisition			126.1%		-23.2%	103.0%	20.3%	0.2%	0.2%	0.2%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Economic Sustainability

FINAL BUDGET

MARCH 2024

Service: 1.124 SSI Economic Development Sustainability

Commission: Salt Spring Island Local Community Commission

DEFINITION:

Authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated

COMMISSION:

Salt Spring Island Local Community Commission

FUNDING:

Requisition

1.124 - SSI Economic Sustainability

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Website Maintenance	15,000	200	100	-	-	100	100	100	100	100
Project Costs	40,000	18,809	40,000	-	-	40,000	40,000	40,000	40,000	40,000
Third Party Payments	20,000	20,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Allocations	12,181	12,181	13,239	-	-	13,239	13,486	13,784	14,065	14,347
Operating - Other	9,400	7,043	6,010	-	-	6,010	6,130	6,250	6,370	6,500
TOTAL OPERATING COSTS	96,581	58,233	69,349	-	-	69,349	69,716	70,134	70,535	70,947
*Percentage Increase over prior year			-28.2%			-28.2%	0.5%	0.6%	0.6%	0.6%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	23,619	5,000	-	(5,000)	-	5,000	5,000	5,000	5,000
TOTAL COSTS	96,581	81,852	74,349	-	(5,000)	69,349	74,716	75,134	75,535	75,947
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus CFW from 2023 to 2024	-	15,000	-	-	(15,000)	(15,000)	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	(14,205)	(13,415)	(12,585)	(11,735)
Grants in Lieu of Taxes	(73)	(73)	(80)	-	-	(80)	(60)	(60)	(60)	(60)
Other Income	(550)	(821)	(570)	-	-	(570)	(580)	(590)	(600)	(610)
TOTAL REVENUE	(623)	14,106	(650)	-	(15,000)	(15,650)	(14,845)	(14,065)	(13,245)	(12,405)
REQUISITION	(95,958)	(95,958)	(73,699)	-	20,000	(53,699)	(59,871)	(61,069)	(62,290)	(63,542)
*Percentage increase over prior year										
Requisition			-23.2%		-20.8%	-44.0%	11.5%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.124 SSI Economic Development Sustainability - Operating Reserve Fund - Bylaw 4243

To help offset fluctuations in operating revenues, special projects, and cover operational expenditures as required

Reserve Cash Flow

Fund: 1500 Fund Centre: 105534	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	25,197	79,988	79,988	70,783	62,368	54,783
Transfer from Ops Budget	23,619	-	5,000	5,000	5,000	5,000
Surplus from closed BX project	29,957	-	(14,205)	(13,415)	(12,585)	(11,735)
Interest Income*	1,215					
Ending Balance \$	79,988	79,988	70,783	62,368	54,783	48,048

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Public Library

FINAL BUDGET

MARCH 2024

Service: 1.141 SSI Public Library

Commission: Salt Spring Island Local Community Commission

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Salt Spring Island Public Library service by Bylaw No. 2725 adopted November 1999 and amended December 2009.

SERVICE DESCRIPTION:

This service makes an annual contribution to the Salt Spring Island Public Library Association to provide public library service for Salt Spring Island Electoral Area. In recent years in response to a drive for a new library, the CRD has passed loan authorization bylaws – one for the purchase of land (2006), the other for construction of a building (2009). Both transactions are supported by referendums. SSI Library was grandfathered in being allowed to own its own library, but under provincial legislation cannot build or acquire a new building. The new library building construction, completed in 2013, is owned by the CRD, and was funded two thirds by federal/provincial infrastructure grants.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

Greater of \$600,000 or \$0.186 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$1,238,600.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3308 (2005)	\$ 600,000
AUTHORIZED:	LA Bylaw No. 3613 (2006)	2,100,000
BORROWED:	S.I. Bylaw No. 3308 (2006, 4.43%)	(350,000)
	S.I. Bylaw No. 3613 (2011, 3.25%)	(2,000,000)
	S.I. Bylaw No. 3613 (2013, 3.85%)	(100,000)
EXPIRED:	LA Bylaw No. 3308 (2005)	(250,000)
REMAINING AUTHORIZATION		<u>\$ -</u>

FUNDING:

Requisition

1.141 - SSI Public Library

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contribution to Library	465,850	465,850	512,440	-	-	512,440	563,680	574,950	586,450	598,180
Allocations	24,644	24,644	25,419	-	-	25,419	25,927	26,446	26,975	27,514
Insurance	8,150	8,150	8,250	-	-	8,250	8,660	9,090	9,540	10,020
Other Operating Expenses	6,693	10,063	9,815	-	-	9,815	9,890	9,970	10,050	10,130
Contingency	2,500	-	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL OPERATING COSTS	507,837	508,707	558,424	-	-	558,424	610,657	622,956	635,515	648,344
*Percentage Increase over prior year			10.0%			10.0%	9.4%	2.0%	2.0%	2.0%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	23,255	22,967	23,255	-	(10,000)	13,255	26,570	29,920	170,090	173,545
MFA Debt Reserve Fund	540	1,049	620	-	-	620	620	620	30	30
MFA Principal Payment	112,357	112,357	112,731	-	-	112,731	112,731	112,731	5,368	5,368
MFA Interest Payment	33,250	33,250	33,920	-	-	33,920	33,920	33,920	4,520	4,520
TOTAL DEBT / RESERVE	169,402	169,623	170,526	-	(10,000)	160,526	173,841	177,191	180,008	183,463
TOTAL COSTS	677,239	678,330	728,950	-	(10,000)	718,950	784,498	800,147	815,523	831,807
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(492)	(492)	(512)	-	-	(512)	(520)	(530)	(540)	(550)
MFA Debt reserve fund earnings	(540)	(873)	(620)	-	-	(620)	(620)	(620)	(30)	(30)
Other Income	(524)	(1,282)	(524)	-	-	(524)	(540)	(550)	(560)	(570)
TOTAL REVENUE	(1,556)	(2,647)	(1,656)	-	-	(1,656)	(1,680)	(1,700)	(1,130)	(1,150)
REQUISITION	(675,683)	(675,683)	(727,294)	-	10,000	(717,294)	(782,818)	(798,447)	(814,393)	(830,657)
*Percentage increase over prior year Requisition			7.6%		-1.4%	6.2%	9.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.141	Carry						
	SSI Public Library	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$90,000	\$0	\$0	\$0	\$15,000	\$105,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$90,000	\$0	\$0	\$0	\$15,000	\$105,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$20,000	\$0	\$0	\$0	\$15,000	\$35,000
	\$0	\$90,000	\$0	\$0	\$0	\$15,000	\$105,000

5 YEAR CAPITAL PLAN

Service #:

1.141

Service Name:

SSI Public Library

[illegible]

Service: 1.141 SSI Public Library

Project Number	23-01	Capital Project Title	Emergency Repairs	Capital Project Description	Unforseen Emergency Repairs
Project Rationale					

Project Number	28-01	Capital Project Title	Roof Repairs	Capital Project Description	Repair Roof
Project Rationale					

Project Number	24-01	Capital Project Title	Archives Climate Control System	Capital Project Description	Archives Climate Control System Replacement
Project Rationale					

Reserve Schedule

Reserve Fund: 1.141 SSI Public Library - Capital Reserve Fund - Bylaw 3940

-Capital Reserve Fund for SSI Library was established in 2014 under Bylaw No. 3940.
 -Surplus monies from the operation of the service may be paid from time to time into the reserve fund.
 -Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1084 102136	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		56,881	85,260	78,515	105,085	135,005	305,095
Transfer from Ops Budget		22,967	13,255	26,570	29,920	170,090	173,545
Transfer from Cap Fund		2,283	-	-	-	-	-
Transfer to Cap Fund		-	(20,000)	-	-	-	(15,000)
Interest Income*		3,129					
Ending Balance \$		85,260	78,515	105,085	135,005	305,095	463,640

Assumptions/Backgrounds:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Street Lighting

FINAL BUDGET

MARCH 2024

Service: 1.234 SSI Street Lighting

Commission: Salt Spring Island Local Community Commission

DEFINITION:

To provide street lighting on Salt Spring Island.
Bylaw No. 3746, December 14, 2011.

PARTICIPATION:

Salt Spring Island Electoral Area # 65, 2(764).
Order in Council No. 444, September 16, 2011.

MAXIMUM LEVY:

Greater of \$24,370 or \$0.0075 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$48,872.

FUNDING:

Requisition

1.234 - SSI Street Lighting	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electricity	25,650	25,524	26,400	-	-	26,400	27,000	27,500	28,000	28,500
Allocations	1,310	1,310	1,348	2,000	-	3,348	3,415	3,492	3,571	3,649
Contribution projects	-	-	-	2,000	-	2,000	2,000	2,000	2,000	2,000
Other Operating Expenses	-	288	100	-	-	100	100	100	100	100
TOTAL OPERATING COSTS	26,960	27,122	27,848	4,000	-	31,848	32,515	33,092	33,671	34,249
*Percentage Increase over prior year			3.3%	14.8%		18.1%	2.1%	1.8%	1.7%	1.7%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	26,960	27,122	27,848	4,000	-	31,848	32,515	33,092	33,671	34,249
<u>FUNDING SOURCES (REVENUE)</u>										
Deficit c/fwd from 2023 to 2024	-	(61)	61	-	-	61	-	-	-	-
Deficit c/fwd from 2022 to 2023	922	922	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(20)	(121)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	882	720	21	-	-	21	(40)	(40)	(40)	(40)
REQUISITION	(27,842)	(27,842)	(27,869)	(4,000)	-	(31,869)	(32,475)	(33,052)	(33,631)	(34,209)
*Percentage increase over prior year Requisition			0.1%	14.4%		14.5%	1.9%	1.8%	1.8%	1.7%

Reserve Schedule

Reserve Fund: 1.234 SSI Street Lighting - Operating Reserve Fund

Bylaw No. 4584
Newly created in 2023

Reserve Cash Flow

Fund: 1500 Fund Centre: 105557	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	-	-	-	-	-	-
Interest Income*	-					
Ending Balance \$	-	-	-	-	-	-

Assumptions/Backgrounds:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Fernwood Dock (SSI)

FINAL BUDGET

MARCH 2024

Service: 1.236 SSI Small Craft Harbour (Fernwood Dock)

Commission: Salt Spring Island Local Community Commission

DEFINITION:

A local service area to establish, acquire and operate a service of small craft harbour facilities.
Bylaw No. 3030, November 27, 2002.

SERVICE DESCRIPTION:

This is a service for funding and operating the Fernwood Dock, a small craft harbour facility on Salt Spring Island. This dock was divested to the CRD from the Department of Transportation in 2002. The Federal Government provided one-time funding of approximately \$280,000 for dock rehabilitation. This service is administered by the Salt Spring Island Local Community Commission

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of \$162,800 or \$0.05 / \$1,000 on hospital assessments for the Electoral Area of Salt Spring Island. To a maximum of \$332,957.

COMMISSION:

Salt Spring Island Local Community Commission

FUNDING:

Parcel Tax

1.236 - Fernwood Dock (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	6,190	2,323	6,410	-	-	6,410	6,530	6,670	6,800	6,940
Insurance	3,256	3,256	3,350	-	-	3,350	3,520	3,700	3,880	4,070
Supplies	790	-	820	-	-	820	840	860	880	900
Allocations	3,562	3,562	3,670	-	-	3,670	3,743	3,817	3,894	3,972
Other Operating Expenses	2,257	404	2,297	-	-	2,297	2,441	2,575	2,708	2,841
TOTAL OPERATING COSTS	16,055	9,545	16,547	-	-	16,547	17,074	17,622	18,162	18,723
*Percentage Increase over prior year			3.1%			3.1%	3.2%	3.2%	3.1%	3.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	-	6,525	-	-	-	-	10,000	16,000	18,000	20,000
TOTAL CAPITAL / RESERVE	-	6,525	-	-	-	-	10,000	16,000	18,000	20,000
TOTAL COSTS	16,055	16,070	16,547	-	-	16,547	27,074	33,622	36,162	38,723
<u>FUNDING SOURCES (REVENUE)</u>										
Interest Income	(130)	(145)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
Grants in Lieu of Taxes	(37)	(37)	(37)	-	-	(37)	(40)	(40)	(40)	(40)
TOTAL REVENUE	(167)	(182)	(167)	-	-	(167)	(170)	(170)	(170)	(170)
REQUISITION - PARCEL TAX	(15,888)	(15,888)	(16,380)	-	-	(16,380)	(26,904)	(33,452)	(35,992)	(38,553)
*Percentage increase over prior year Requisition			3.1%			3.1%	64.2%	24.3%	7.6%	7.1%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No. 1.236	Carry						
SSI Small Craft Harbour (Fernwood Dock)	Forward	2024	2025	2026	2027	2028	TOTAL
	from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$70,000	\$130,000	\$60,000	\$10,000	\$10,000	\$280,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$70,000	\$130,000	\$60,000	\$10,000	\$10,000	\$280,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$70,000	\$55,000	\$60,000	\$10,000	\$10,000	\$205,000
	\$0	\$70,000	\$130,000	\$60,000	\$10,000	\$10,000	\$280,000

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.236

Service Nar SSI Small Craft Harbour (Fernwood Dock)

[illegible]

Service:

1.236

SSI Small Craft Harbour (Fernwood Dock)

Project Number

23-01

Capital Project Title

Annual Preventative Maintenance and Repairs

Capital Project Description

Paint and replace rotten deck boards, float rail and antislip gangway.

Project Rationale

Annual preventative maintenance and repairs to extend useful life.

Project Number

24-02

Capital Project Title

Anticipated work from 2023 inspection

Capital Project Description

Replace and repair damaged sections

Project Rationale

Lifecycle replacement

Reserve Schedule

Reserve Fund: 1.236 Fernwood Dock (SSI) - Capital Reserve Fund - Bylaw 3808

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1080 102111	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		215,513	180,891	110,891	65,891	21,891	29,891
Transfer from Ops Budget		6,525	-	10,000	16,000	18,000	20,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(50,000)	(70,000)	(55,000)	(60,000)	(10,000)	(10,000)
Interest Income*		8,854					
Ending Balance \$		180,891	110,891	65,891	21,891	29,891	39,891

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Community Transit (SSI)

FINAL BUDGET

MARCH 2024

Service: 1.238 SSI Community Transit & Transportation
1.238A Community Transit (SSI)

Commission: Salt Spring Island Local Community Commission

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$245,000 or \$0.076 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$506,095.

COMMISSION:

Salt Spring Island Local Community Commission

FUNDING:

The transit service is funded by Transit Fare Revenue and requisition.

1.238A - Community Transit (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Gross Municipal Obligation	537,754	535,954	600,009	-	-	600,009	635,310	675,932	689,451	703,240
Allocations	24,650	24,650	30,084	-	-	30,084	30,699	31,315	31,953	32,592
Other Operating Expenses	2,480	3,456	2,580	-	-	2,580	2,640	2,700	2,760	2,830
TOTAL OPERATING COSTS	564,884	564,060	632,673	-	-	632,673	668,649	709,947	724,164	738,662
*Percentage Increase over prior year			12.0%			12.0%	5.7%	6.2%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	35,000	35,000	-	-	-	-	5,000	40,000	40,000	40,000
Transfer to Operating Reserve Fund	-	21,292	-	-	-	-	30,000	8,520	9,460	10,425
TOTAL CAPITAL / RESERVES	35,000	56,292	-	-	-	-	35,000	48,520	49,460	50,425
TOTAL COSTS	599,884	620,352	632,673	-	-	632,673	703,649	758,467	773,624	789,087
*Percentage Increase over prior year			5.5%			5.5%	11.2%	7.8%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(120,000)	(120,000)	(67,000)	-	-	(67,000)	-	-	-	-
Transit Pass Revenue	(195,482)	(206,494)	(211,324)	-	-	(211,324)	(216,867)	(219,177)	(223,561)	(228,032)
Safe Restart Funding Allocation	(22,476)	(29,430)	-	-	-	-	-	-	-	-
Other Income	(520)	(3,022)	(520)	-	-	(520)	(520)	(520)	(520)	(520)
Grants in Lieu of Taxes	(144)	(144)	(150)	-	-	(150)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(338,622)	(359,090)	(278,994)	-	-	(278,994)	(217,547)	(219,857)	(224,241)	(228,712)
REQUISITION	(261,262)	(261,262)	(353,679)	-	-	(353,679)	(486,102)	(538,610)	(549,383)	(560,375)
*Percentage increase over prior year Requisition			35.4%			35.4%	37.4%	10.8%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.238A

Service Name: Community Transit (SSI)

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
23-01	New	Bus Shelters	Bus Shelter program. Location TBA. Construction.	\$ 300,000	S	Grant	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
23-01	New	Bus Shelters	Bus Shelter program. Location TBA. Site and foundation design. (CWF Grant)		S	Grant	\$ -	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000
23-01	New	Bus Shelters	Bus Shelter program. Location TBA. CRD Project Management.		S	Res	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
23-02	New	O & M Facility Plan	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.	\$ 50,000	S	Cap	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 350,000			\$ 50,000	\$ 110,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 350,000

Service: 1.238A Community Transit (SSI)

Project Number	23-01	Capital Project Title	Bus Shelters	Capital Project Description	Bus Shelter program. Location TBA. Construction.
Project Rationale	Continuation of the Art Inspired Bus Shelter program. The plan is to design and build one bus shelter per year with the design one year and the construction the next. Location TBA.				

Project Number	23-02	Capital Project Title	O & M Facility Plan	Capital Project Description	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.
Project Rationale	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.				

Community Transit (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	101,382	34,382	64,382	72,902	82,362	92,787
Capital Reserve Fund	8,583	8,583	3,583	33,583	63,583	93,583
Total	109,965	42,965	67,965	106,485	145,945	186,370

Reserve Schedule

Reserve Fund: 1.238 SSI Transit - Operating Reserve Fund - Bylaw 4146

Reserve Cash Flow

Fund: Fund Centre:	1500 105409	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		192,796	101,382	34,382	64,382	72,902	82,362
Transfer from Ops Budget		21,292	-	30,000	8,520	9,460	10,425
Transfer to Ops Budget		(120,000)	(67,000)	-	-	-	-
Interest Income*		7,294					
Ending Balance \$		101,382	34,382	64,382	72,902	82,362	92,787

Assumptions/Background:

To fund service expansions & bus leasing costs

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: SSI Transit - Capital Reserve Fund - Bylaw 4214

Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1091 102201	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		23,915	8,583	8,583	3,583	33,583	63,583
Transfer from Ops Budget		35,000	-	5,000	40,000	40,000	40,000
Planned Purchase		(50,000)	-	(10,000)	(10,000)	(10,000)	(10,000)
Interest Income (expense)*		(332)					
Ending Balance \$		8,583	8,583	3,583	33,583	63,583	93,583

Assumptions/Background:

Capital Reserve Fund for new capital works, extension or renewal of capital works, planning, study, design, construction of facilities, land acquisition as well as machinery or equipment necessary for capital works and related debt servicing.

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Community Transportation (SSI)

FINAL BUDGET

MARCH 2024

Service: 1.238 SSI Community Transit & Transportation
1.238B Community Transportation (SSI)

Commission: Salt Spring Island Local Community Commission

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$146,250 or \$0.044 / \$1,000 of actual assesses value of land and improvements. To a maximum of \$293,002.

COMMISSION:

Salt Spring Island Local Community Commission

FUNDING:

Requisition

1.238B - Community Transportation (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Pathway Maintenance	-	2,926	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Allocations	57,301	57,301	21,809	-	-	21,809	22,201	22,677	23,125	23,597
Labour Cost	22,030	24,432	23,130	-	-	23,130	23,612	24,102	24,602	25,118
Other Operating Expenses	1,662	2,034	1,550	-	-	1,550	1,560	1,570	1,580	1,590
TOTAL OPERATING COSTS	80,993	86,693	48,489	-	-	48,489	49,373	50,349	51,307	52,305
*Percentage Increase over prior year			-40.1%			-40.1%	1.8%	2.0%	1.9%	1.9%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	68,000	61,454	100,000	-	(60,000)	40,000	100,000	100,000	100,000	100,000
Transfer to Operating Reserve Fund	-	-	9,770	-	(9,770)	-	4,730	2,000	2,000	2,000
MFA Debt Reserve Fund	-	-	-	-	-	-	3,200	3,200	3,150	4,100
Principal Payment	-	-	-	-	-	-	-	9,368	18,737	27,959
Interest Payment	-	-	-	-	-	-	3,920	19,600	39,078	56,840
TOTAL DEBT / RESERVES	68,000	61,454	109,770	-	(69,770)	40,000	111,850	134,168	162,965	190,899
TOTAL COSTS	148,993	148,147	158,259	-	(69,770)	88,489	161,223	184,517	214,272	243,204
<u>FUNDING SOURCES (REVENUE)</u>										
Other Income	(1,040)	(194)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
Grants in Lieu of Taxes	(127)	(127)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
TOTAL REVENUE	(1,167)	(321)	(430)	-	-	(430)	(430)	(430)	(430)	(430)
REQUISITION	(147,826)	(147,826)	(157,829)	-	69,770	(88,059)	(160,793)	(184,087)	(213,842)	(242,774)
*Percentage increase over prior year Requisition			6.8%		-47.2%	-40.4%	82.6%	14.5%	16.2%	13.5%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.238B	Carry						
	Community Transportation (SSI)	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$45,000	\$55,000	\$0	\$0	\$0	\$0	\$55,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$347,000	\$1,270,000	\$968,000	\$1,100,000	\$1,570,000	\$5,255,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$45,000	\$402,000	\$1,270,000	\$968,000	\$1,100,000	\$1,570,000	\$5,310,000

SOURCE OF FUNDS

Capital Funds on Hand	\$45,000	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Debenture Debt (New Debt Only)	\$0	\$0	\$320,000	\$320,000	\$315,000	\$410,000	\$1,365,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$210,000	\$840,000	\$460,000	\$700,000	\$1,015,000	\$3,225,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$147,000	\$110,000	\$188,000	\$85,000	\$145,000	\$675,000
	\$45,000	\$402,000	\$1,270,000	\$968,000	\$1,100,000	\$1,570,000	\$5,310,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.2388

Service Na

Community Transportation (SSO)

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	Construction of pathway at Merchant Mews to just south of Leisure Lane. (70% BCAT 30% CWF)	\$ 230,000	S	Grant	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	CRD Project Management		S	Res	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
24-01	New	Strategic Asset Management Plan & Accessibility Assessment	Identify condition of pathways, develop prioritized list of maintenance and long term planning including accessibility assessment.	\$ 95,000	S	Grant	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
24-01	New	Strategic Asset Management Plan & Accessibility Assessment	CRD Project Management		S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
22-06	New	Lower Ganges Road - Barrier removal or relocation.	Removal of barriers along Lower Ganges Road from Baker Road south. Includes CRD project management.	\$ 14,000	S	Res	\$ -	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ 14,000
22-08	New	Lower Ganges Road - Concrete Barrier removal or relocation.	Remove and/or relocate concrete barriers along Lower Ganges Road from Booth Canal Road north. Includes CRD project management.	\$ 69,000	S	Res	\$ -	\$ -	\$ -	\$ 69,000	\$ -	\$ -	\$ 69,000
22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	Design an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR.	\$ 1,075,000	S	Res	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ 10,000	\$ 700,000	\$ -	\$ 710,000
22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR. Includes construction administration and CRD project management. (30%)		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 305,000	\$ -	\$ 305,000
22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	Design of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent.	\$ 485,000	S	Res	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	Construction of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ 10,000	\$ 310,000	\$ -	\$ -	\$ 320,000
22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	Construction of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent. Includes construction administration and CRD project management. (30%)		S	Debt	\$ -	\$ -	\$ -	\$ 135,000	\$ -	\$ -	\$ 135,000
23-01	New	Design and Construction of Pathway - Park Drive (200 m)	Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management	\$ 190,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
23-01	New	Design and Construction of Pathway - Park Drive (200 m)	Construction of pathway network sections that has been designed in the previous year - Park Drive from LGR to Aldous Road. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,000	\$ 105,000
23-01	New	Design and Construction of Pathway - Park Drive (200 m)	Construction of pathway network sections that has been designed in the previous year - Park Drive from LGR to Aldous Road. (30%) Includes construction administration and CRD project management.		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 60,000	\$ 65,000
23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.	\$ 1,180,000	S	Res	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 100,000
23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Construction of a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ 10,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 760,000
23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Construction of a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road. Includes construction administration and CRD project management. (30%)		S	Debt	\$ -	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ 320,000
24-02	New	Design and Construction of Pathway - Whims Road (300 m)	Detailed design and obtain permits and regulatory approvals - Whims Road from Malview to North End Road, and CRD Project Management.	\$ 255,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000
24-02	New	Design and Construction of Pathway - Whims Road (300 m)	Construction of a pathway along Whims Road from Malview to North End Road, and CRD Project Management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 140,000
24-02	New	Design and Construction of Pathway - Whims Road (300 m)	Construction of a pathway along Whims Road from Malview to North End Road, and CRD Project Management. (30%) Includes construction administration and CRD project management.		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 85,000	\$ 90,000
25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	Detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.	\$ 465,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	Construction of a pathway along Sunset Road from Vesuvius Bay Road to Duck Creek Park. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,000	\$ 310,000
25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	Construction of a pathway along Sunset Road from Vesuvius Bay Road to Duck Creek Park. Includes construction administration and CRD project management. (30%)		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ 130,000
22-09	New	Pathway Standards and Maintenance Development	Develop a set of standards and specifications for pathway design, construction and maintenance. Includes CRD project management.	\$ 22,000	S	Res	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000
23-05	New	Pathway Maintenance Equipment	Purchase of equipment for snow removal and pathway repairs and maintenance.	\$ 55,000	E	Cap	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
23-05	New	Pathway Maintenance Equipment	Purchase of equipment for snow removal and pathway repairs and maintenance.		E	Res		\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
24-03	New	McPhillips Avenue Pedestrian Facilities	Design of pedestrian facilities along McPhillips Avenue. Includes 30% of construction and CRD project management.	\$ 270,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 90,000	\$ 130,000
24-03	New	McPhillips Avenue Pedestrian Facilities	Construction of pedestrian facilities along McPhillips Avenue. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 140,000
28-01	New	Design and Construction of Pathway - Drake Road (650 m)	Detailed design and obtain permits and regulatory approvals - Lower Ganges Road to 221 Drake Road along Drake Road.	\$ 485,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
28-01	New	Design and Construction of Pathway - Drake Road (650 m)	Construction of a pathway from Lower Ganges Road to 221 Drake Road along Drake Road. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ 320,000
28-01	New	Design and Construction of Pathway - Drake Road (650 m)	Construction of a pathway from Lower Ganges Road to 221 Drake Road along Drake Road. Includes construction administration and CRD project management.		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ 135,000
24-04	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area elections approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.	\$ 35,000	S	Res	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
26-01	New	Design and Construction of Pathway - Jackson Road (310 m)	Detailed design and obtain permits and regulatory approvals - Rainbow Road to Seaview Avenue along Jackson Road.	\$ 250,000	S	Res	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
26-01	New	Design and Construction of Pathway - Jackson Road (310 m)	Construction of a pathway from Rainbow Road to Seaview Avenue along Jackson Road. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ 140,000	\$ -	\$ -	\$ 140,000
26-01	New	Design and Construction of Pathway - Jackson Road (310 m)	Construction of a pathway from Rainbow Road to Seaview Avenue along Jackson Road. Includes construction administration and CRD project management.		S	Debt	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ 85,000
25-02	New	Legal Survey of Drake Road proposed pathway	Legal survey of Drake Road proposed pathway to better understand pedestrian and cycling options. Includes CRD PM time.	\$ 15,000	S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
26-02	New	Prepare designs in support of application for the BC Active Transportation Infrastructure Grant.	Prepare designs in support of application for the BC Active Transportation Infrastructure Grant for Lower Ganges and Fulford - Ganges Road from Rainbow Road to Seaview Avenue, McPhillips Avenue (Option 1, 2023 Active Transportation Network Plan), Jackson Avenue and South Rainbow Road.	\$ 120,000	S	Debt	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
26-02	New	Prepare designs in support of application for the BC Active Transportation Infrastructure Grant.	CRD administration and project management.		S	Res	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
													\$
			GRAND TOTAL	\$ 6,310,000			\$ 45,000	\$ 402,000	\$ 1,270,000	\$ 968,000	\$ 1,190,000	\$ 1,570,000	\$ 6,310,000

Service:	1.238B	Community Transportation (SSI)
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Project Number	22-04	Capital Project Title	Construction Program for Pathway Network Merchant Mews (300 m)	Capital Project Description	Construction of pathway at Merchant Mews to just south of Leisure Lane. (70% BCAT 30% CWF)
Project Rationale	This is a pathway to benefit users from a safety and access perspective from the Merchant Mews commercial area connecting it to pathways that lead to Ganges.				

Project Number	22-06	Capital Project Title	Lower Ganges Road - Barrier removal or relocation.	Capital Project Description	Removal of barriers along Lower Ganges Road from Baker Road south. Includes CRD project management.
Project Rationale	Subsequent to community feedback and concerns around the recently completed pathway from the Booth Canal Road to north of Baker Road certain barriers will be removed or relocated.				

Project Number	22-08	Capital Project Title	Lower Ganges Road - Concrete Barrier removal or relocation.	Capital Project Description	Remove and/or relocate concrete barriers along Lower Ganges Road from Booth Canal Road north. Includes CRD project management.
Project Rationale	Subsequent to community feedback and concerns around the recently completed pathway from the Booth Canal Road to north of Baker Road certain barriers will be removed or relocated from Booth Canal Road north along Lower Ganges Road				

Project Number	22-12	Capital Project Title	Design and Construction of Pathway - Rainbow Road (350 m)	Capital Project Description	Design an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR.
Project Rationale	This project is part of the Active Transportation network. Design and construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road.				

Service:	1.238B	Community Transportation (SSI)
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Project Number	22-14	Capital Project Title	Design and Construction of Pathway - Swanson Road (600 m)	Capital Project Description	Design of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent.
Project Rationale	This project is part of the Active transportation. Design and construction of pathway network sections that have been designed in the previous year - Swanson Road from Atkins to Lakeview Crescent.				

Project Number	23-01	Capital Project Title	Design and Construction of Pathway - Park Drive (200 m)	Capital Project Description	Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management
Project Rationale	This project is part of the Active Transportation network. Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management.				

Project Number	23-03	Capital Project Title	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Capital Project Description	Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.
Project Rationale	This project is part of the Active Transportation network. Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.				

Project Number	24-01	Capital Project Title	Strategic Asset Management Plan & Accessibility Assessment	Capital Project Description	Identify condition of pathways, develop prioritized list of maintenance and long term planning including accessibility assessment.
Project Rationale	Annual program to develop detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road, and CRD Project Management.				

Service:	1.238B	Community Transportation (SSI)
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Project Number	25-01	Capital Project Title	Design and Construction of Pathway - Sunset Road (500 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.
Project Rationale	Active Transportation network. Annual program to develop detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.				

Project Number	22-09	Capital Project Title	Pathway Standards and Maintenance Development	Capital Project Description	Develop a set of standards and specifications for pathway design, construction and maintenance. Includes CRD project management.
Project Rationale	Develop a set of standards and specifications for pathway design, construction and maintenance.				

Project Number	23-05	Capital Project Title	Pathway Maintenance Equipment	Capital Project Description	Purchase of equipment for snow removal and pathway repairs and maintenance.
Project Rationale	Purchase of equipment for snow removal and pathway repairs and maintenance.				

Project Number	24-03	Capital Project Title	McPhillips Avenue Pedestrian Facilities	Capital Project Description	Design of pedestrian facilities along McPhillips Avenue. Includes 30% of construction and CRD project management.
Project Rationale					

Service:	1.238B	Community Transportation (SSI)
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Project Number	28-01	Capital Project Title	Design and Construction of Pathway - Drake Road (650 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Lower Ganges Road to 221 Drake Road along Drake Road
Project Rationale					

Project Number	24-04	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.
Project Rationale					

Project Number	26-01	Capital Project Title	Design and Construction of Pathway - Jackson Road (310 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Rainbow Road to Seaview Avenue along Jackson Road
Project Rationale					

Project Number	26-02	Capital Project Title	Prepare designs in support of application for the BC Active Transportation Infrastructure Grant.	Capital Project Description	Prepare designs in support of application for the BC Active Transportation Infrastructure Grant for Lower Ganges and Fulford - Ganges Road from Rainbow Road to Seaview Avenue, McPhillips Avenue (Option 1 - 2023 Active
Project Rationale					

Service:	1.238B	Community Transportation (SSI)
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Project Number	25-02	Capital Project Title	Legal Survey of Drake Road proposed pathway	Capital Project Description	Legal survey of Drake Road proposed pathway to better understand pedestrian and cycling options. Includes CRD PM time.
Project Rationale					

Project Number	24-02	Capital Project Title	Design and Construction of Pathway - Whims Road (300 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road, and CRD Project Management.
Project Rationale					

Community Transportation (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	19,987	29,757	34,487	36,487	38,487	40,487
Pathways Capital Reserve Fund	355,426	248,426	238,426	150,426	165,426	120,426
Total	375,413	278,183	272,913	186,913	203,913	160,913

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Operating Reserve Fund - Bylaw 4146

For non-recurring repairs and maintenance on paths and trails

Reserve Cash Flow

Fund: Fund Centre:	1500 105539	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		19,068	19,987	29,757	34,487	36,487	38,487
Transfer from Ops Budget		-	9,770	4,730	2,000	2,000	2,000
Planned Purchase		-	-	-	-	-	-
Interest Income*		919					
Ending Balance \$		19,987	29,757	34,487	36,487	38,487	40,487

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Capital Reserve Fund - Bylaw 3943

For Pathway and Bike Lane infrastructure

Reserve Cash Flow

Fund: Fund Centre:	1086 102142	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		391,522	355,426	248,426	238,426	150,426	165,426
Transfer from Ops Budget		61,454	40,000	100,000	100,000	100,000	100,000
Transfer from Capital Fund		-					
Planned Purchase		(115,000)	(147,000)	(110,000)	(188,000)	(85,000)	(145,000)
Interest Income*		17,450					
Ending Balance \$		355,426	248,426	238,426	150,426	165,426	120,426

Assumptions/Background:

Fund balance to provide for capital expenditures for or in respect of capital projects, land, machinery or equipment for them and extension or renewal of existing capital works and related debt servicing payments. Should allow for CRD to participate in partnership with Island Pathways on planned projects

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island Arts

FINAL BUDGET

MARCH 2024

Service: 1.299 SSI Arts

Commission: Salt Spring Island Local Community Commission

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the ArtSpring Theatre and contributing to arts programming through the Gulf Islands Community Arts Council (Bylaw No. 3116, January 29, 2004).

SERVICE DESCRIPTION:

This is a service for the contribution to the operation of the ArtSpring Theatre and the arts programs on Salt Spring Island. ArtSpring Theatre is operated by the Island Arts Centre Society. The arts programs are run by the Gulf Islands Community Arts Council. The CRD owns the land that the ArtSpring Theatre is situated on and there is a 10 year license of occupation with the Island Arts Society. Funds provided to ArtSpring Theatre are for maintaining, equipping and operating the facility. Funds provided to the Community Arts Council are for arts programming.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$93,050 or \$0.031 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$206,433.

FUNDING:

Requisition

1.299 - Salt Spring Island Arts	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Art Centre Society	83,993	83,993	86,933	-	-	86,933	88,669	90,440	92,246	94,094
Gulf Islands Community Arts Council	35,997	35,997	37,257	-	-	37,257	38,001	38,760	39,534	40,326
Allocations	2,404	2,404	2,452	-	-	2,452	2,501	2,551	2,602	2,654
Other Operating Expenses	210	1,357	500	-	5,690	6,190	500	500	500	500
TOTAL COSTS	122,604	123,751	127,142	-	5,690	132,832	129,671	132,251	134,882	137,574
*Percentage Increase over prior year			3.7%		4.6%	8.3%	-2.4%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Deficit c/fwd from 2023 to 2024	-	(974)	974	-	-	974	-	-	-	-
Deficit c/fwd from 2022 to 2023	576	576	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(90)	(90)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Revenue - Other	-	(173)	-	-	-	-	-	-	-	-
TOTAL REVENUE	486	(661)	884	-	-	884	(90)	(90)	(90)	(90)
REQUISITION	(123,090)	(123,090)	(128,026)	-	(5,690)	(133,716)	(129,581)	(132,161)	(134,792)	(137,484)
*Percentage increase over prior year Requisition			4.0%		4.6%	8.6%	-3.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Livestock Injury Compensation

FINAL BUDGET

MARCH 2024

Service: 1.342 SSI Livestock Injury Compensation

Commission: Salt Spring Island Local Community Commission

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act*.
(Livestock Injury Compensation Service (Salt Spring Islands) Bylaw No. 1, 2021)

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.342 - SSI Livestock Injury Compensation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	158	158	158	-	-	158	161	164	168	171
Compensation Claim Payments	3,000	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	3,158	158	3,158	-	-	3,158	3,161	3,164	3,168	3,171
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	3,145	(3,145)	-	-	(3,145)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(3,053)	(3,053)	-	-	-	-	-	-	-	-
Other Income	-	(145)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,053)	(53)	(3,145)	-	-	(3,145)	-	-	-	-
REQUISITION	(105)	(105)	(13)	-	-	(13)	(3,161)	(3,164)	(3,168)	(3,171)
*Percentage increase over prior year Requisition						-87.6%	24215.4%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Search and Rescue

FINAL BUDGET

MARCH 2024

Service: 1.378 SSI Search and Rescue

Commission: Salt Spring Island Local Community Commission

DEFINITION:

To establish a contribution to a search and rescue service in the Salt Spring Island Electoral Area.
Establishment Bylaw No. 3494 (Nov. 14, 2007).

SERVICE DESCRIPTION:

Governed by Bylaw #3494, the service provides cost coverage for overhead expenses for the Salt Spring Island Search and Rescue Society.

The CRD has no operational responsibility beyond payment for overhead.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$15,000 or \$0.0053 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$35,293.

FUNDING:

Requisition

1.378 - SSI Search and Rescue	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contribution to SSI SAR Society	23,403	18,989	24,222	-	-	24,222	24,187	24,151	24,115	24,079
Allocations	1,639	1,639	1,252	-	-	1,252	1,277	1,303	1,329	1,355
Other Expenses	-	1,684	330	-	-	330	340	350	360	370
TOTAL COSTS	25,042	22,312	25,804	-	-	25,804	25,804	25,804	25,804	25,804
*Percentage Increase over prior year			3.0%			3.0%	0.0%	0.0%	0.0%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	2,787	-	-	(2,787)	(2,787)	-	-	-	-
Deficit c/fwd from 2022 to 2023	762	762	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(18)	(18)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(82)	(139)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
						-				
TOTAL REVENUE	662	3,392	(100)	-	(2,787)	(2,887)	(100)	(100)	(100)	(100)
REQUISITION	(25,704)	(25,704)	(25,704)	-	2,787	(22,917)	(25,704)	(25,704)	(25,704)	(25,704)
*Percentage increase over prior year Requisition			0.0%		-10.8%	-10.8%	12.2%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island Pool, Park Land, Community Rec and Parks

FINAL BUDGET

MARCH 2024

1.455 / 1.458 / 1.459

**Salt Spring Island Parks & Rec -
All Service Areas**

OPERATING COSTS

	2023 BOARD BUDGET	ESTIMATED ACTUAL
Swimming Pool	947,815	1,060,378
Park Land	1,065,130	1,130,604
Community Recreation	285,642	320,386
Community Parks	1,006,929	978,200
TOTAL OPERATING COSTS	3,305,516	3,489,568

*Percentage Increase

CAPITAL / RESERVE

Swimming Pool	47,500	44,000
Park Land	52,124	52,124
Community Recreation	-	-
Community Parks	15,000	8,820
DEBT CHARGES	90	-
TOTAL CAPITAL / RESERVES / DEBT	114,714	104,944

TOTAL COSTS	3,420,230	3,594,512
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Internal Recoveries	(476,328)	(448,151)
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OPERATING LESS RECOVERIES	2,943,902	3,146,361
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FUNDING SOURCES (REVENUE)

Swimming Pool	(265,081)	(374,054)
Park Land	(147,654)	(193,113)
Community Recreation	(208,002)	(242,746)
Community Parks	(46,392)	(59,675)
TOTAL REVENUE	(667,129)	(869,588)

REQUISITION	(2,276,773)	(2,276,773)
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*Percentage increase over prior year requisition

AUTHORIZED POSITIONS: Salaried	12.325	
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BUDGET REQUEST

2024			
CORE BUDGET	ONGOING	ONE-TIME	TOTAL
1,008,943	57,504	-	1,066,447
1,105,412	92,408	25,445	1,223,265
311,370	68,332	5,000	384,702
1,023,394	(61,309)	-	962,085
3,449,119	156,935	30,445	3,636,499

4.3%	4.7%	0.9%	10.0%
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65,000	-	-	65,000
25,000	-	-	25,000
5,000	-	-	5,000
28,000	-	-	28,000
-	-	-	-
123,000	-	-	123,000

3,572,119	156,935	30,445	3,759,499
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(492,990)	-	-	(492,990)
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3,079,129	156,935	30,445	3,266,509
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(290,322)	-	60,179	(230,143)
(143,577)	(21,500)	(8,059)	(173,136)
(236,330)	(43,930)	9,533	(270,727)
(32,200)	-	35,212	3,012
(702,429)	(65,430)	96,865	(670,994)

(2,376,700)	(91,505)	(127,310)	(2,595,515)
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4.4%	4.0%	5.6%	14.0%
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12.325	-0.40		11.925
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FUTURE PROJECTIONS

2025	2026	2027	2028
1,104,282	1,117,102	1,140,969	1,165,362
1,272,449	1,307,706	1,335,734	1,359,585
388,167	396,533	404,892	413,563
984,480	1,006,377	1,028,134	1,050,820
3,749,378	3,827,718	3,909,729	3,989,330

3.1%	2.1%	2.1%	2.0%
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145,000	150,000	150,000	150,000
242,500	227,000	222,000	219,000
9,350	8,900	8,650	8,230
25,500	25,500	25,500	25,500
33,375	107,666	107,666	107,666
455,725	519,066	513,816	510,396

4,205,103	4,346,784	4,423,545	4,499,726
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(502,850)	(512,900)	(523,160)	(533,630)
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3,702,253	3,833,884	3,900,385	3,966,096
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(311,130)	(302,050)	(308,090)	(314,250)
(162,110)	(165,360)	(168,660)	(172,040)
(285,870)	(291,570)	(297,390)	(303,330)
(32,850)	(33,520)	(34,190)	(34,880)
(791,960)	(792,500)	(808,330)	(824,500)

(2,910,293)	(3,041,384)	(3,092,055)	(3,141,596)
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12.1%	4.5%	1.7%	1.6%
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12.425	12.425	12.425	12.425
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1.45X SSI Pool, Park Land, Community Recreation and Community Parks
Reserves Summary
2024 - 2028 Financial Plan

Reserve/Fund Summary						
Reserve/Fund Summary	Actual	Budget				
	2023	2024	2025	2026	2027	2028
1.459 SSI Pool & Park Land						
Operating Reserve Fund - SSI Pool & Park Land	1,103	11,103	26,103	56,103	86,103	116,103
Capital Reserve Fund - SSI Pool	86,656	66,656	106,656	171,656	261,656	351,656
Capital Reserve Fund - SSI Park Land	226,210	91,210	166,210	251,210	336,210	421,210
Capital Reserve Fund - Park Land Acquisition	613,636	613,636	613,636	613,636	613,636	613,636
Equipment Replacement Fund - SSI Pool	43	13,743	33,743	43,743	53,743	63,743
Subtotal	927,649	796,349	946,349	1,136,349	1,351,349	1,566,349
1.458 SSI Community Recreation						
Operating Reserve Fund	473	5,473	14,823	23,723	32,373	40,603
Capital Reserve Fund - Community Recreation Facilities	135,075	2,575	1,575	2,075	2,575	3,075
Equipment Replacement Fund	5,104	5,104	5,104	5,104	5,104	5,104
Subtotal	140,652	13,152	21,502	30,902	40,052	48,782
1.455 SSI Community Parks						
Operating Reserve Fund	59	7,559	12,559	17,559	22,559	27,559
Capital Reserve Fund - Community Parks	622	15,622	10,622	33,622	53,622	73,622
Capital Reserve Fund - Community Park Facilities	9,314	9,314	34,314	64,314	92,314	117,314
Equipment Replacement Fund	75,637	31,137	17,637	19,137	20,637	22,137
Subtotal	85,632	63,632	75,132	134,632	189,132	240,632
Ending Balance \$	1,153,932	873,132	1,042,982	1,301,882	1,580,532	1,855,762

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island - Community Parks

FINAL BUDGET

MARCH 2024

Service: 1.455 SSI Community Parks

Commission: Salt Spring Island Local Community Commission

DEFINITION:

Supplementary Letters Patent - August, 1975 grants the power of acquiring, developing, operating and maintaining community parks.
Bylaw No. 245 (Nov. 26, 1975); amended by Bylaw No. 461 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of, parks, trails, Saturday market, disc golf course and playgrounds on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$498,297 or \$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$998,871.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Local Community Commission

FUNDING:

Requisition

1.455 - Salt Spring Island - Community Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	487,519	430,044	508,746	(56,309)	-	452,437	463,005	473,816	484,876	496,179
Maintenance, Security & Insurance	35,690	36,141	36,520	-	-	36,520	37,450	38,420	39,410	40,420
Internal Allocations	124,672	124,672	131,200	-	-	131,200	134,915	137,831	140,218	143,111
Utilities & Operating - Supplies	39,489	41,569	39,928	-	-	39,928	40,690	41,470	42,260	43,050
Contract for Services	36,295	59,663	10,140	5,000	-	15,140	15,450	15,760	16,070	16,390
Travel - Vehicles	24,090	24,370	24,940	-	-	24,940	25,440	25,950	26,460	26,980
Parks Maintenance Labour	195,610	198,999	202,450	-	-	202,450	206,510	210,620	214,850	219,150
Bylaw Labour	63,564	62,742	69,470	(10,000)	-	59,470	61,020	62,510	63,990	65,540
TOTAL OPERATING COSTS	1,006,929	978,200	1,023,394	(61,309)	-	962,085	984,480	1,006,377	1,028,134	1,050,820
*Percentage Increase		-2.9%	1.6%	-6.1%		-4.5%	2.3%	2.2%	2.2%	2.2%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	5,000	5,000	5,500	-	-	5,500	5,500	5,500	5,500	5,500
Transfer to Capital Reserve Fund	5,000	3,820	15,000	-	-	15,000	15,000	15,000	15,000	15,000
Transfer to Operating Reserve Fund	5,000	-	7,500	-	-	7,500	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	15,000	8,820	28,000	-	-	28,000	25,500	25,500	25,500	25,500
DEBT CHARGES	-	-	-	-	-	-	-	-	-	-
Requisition										
TOTAL COST	1,021,929	987,020	1,051,394	(61,309)	-	990,085	1,009,980	1,031,877	1,053,634	1,076,320
*Percentage Increase		-3.4%	2.9%	-6.0%		-3.1%	2.0%	2.2%	2.1%	2.2%
Internal Time Recovery	(390,890)	(342,698)	(404,570)	-	-	(404,570)	(412,660)	(420,910)	(429,330)	(437,920)
TOTAL COSTS NET OF RECOVERIES	631,039	644,322	646,824	(61,309)	-	585,515	597,320	610,967	624,304	638,400
*Percentage Increase		2.1%	2.5%	-9.7%		-7.2%	2.0%	2.3%	2.2%	2.3%
<u>FUNDING SOURCES (REVENUE)</u>										
Deficit c/fwd from 2023 to 2024	-	(35,212)	-	-	35,212	35,212	-	-	-	-
Deficit c/fwd from 2022 to 2023	75,757	75,757	-	-	-	-	-	-	-	-
Rental Income	(111,100)	(93,046)	(20,760)	-	-	(20,760)	(21,180)	(21,610)	(22,040)	(22,480)
Grants in Lieu of Taxes	(339)	(339)	(350)	-	-	(350)	(360)	(370)	(380)	(390)
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Other Grant	-	-	-	-	-	-	-	-	-	-
Revenue-Other	(10,710)	(6,835)	(11,090)	-	-	(11,090)	(11,310)	(11,540)	(11,770)	(12,010)
TOTAL REVENUE	(46,392)	(59,675)	(32,200)	-	35,212	3,012	(32,850)	(33,520)	(34,190)	(34,880)
REQUISITION	(584,647)	(584,647)	(614,624)	61,309	(35,212)	(588,527)	(564,470)	(577,447)	(590,114)	(603,520)
*Percentage increase over prior year requisition			5.1%	-10.5%	6.0%	0.7%	-4.1%	2.3%	2.2%	2.3%
AUTHORIZED POSITIONS:										
Salaried	5.1		5.1	(1.0)		4.1	4.1	4.1	4.1	4.1
User Funding	17.6%					3.5%	3.5%	3.5%	3.5%	3.5%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.455	Carry						
	SSI Community Parks	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$30,000	\$15,000	\$60,000	\$15,000	\$15,000	\$15,000	\$120,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$275,000	\$420,000	\$70,000	\$10,000	\$10,000	\$10,000	\$520,000
Vehicles	\$0	\$90,000	\$0	\$0	\$0	\$0	\$90,000
	\$305,000	\$525,000	\$130,000	\$25,000	\$25,000	\$25,000	\$730,000

SOURCE OF FUNDS

Capital Funds on Hand	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$30,000	\$45,000	\$30,000	\$15,000	\$15,000	\$15,000	\$120,000
Grants (Federal, Provincial)	\$230,000	\$440,000	\$40,000	\$0	\$0	\$0	\$480,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$5,000	\$0	\$60,000	\$10,000	\$10,000	\$10,000	\$90,000
	\$305,000	\$525,000	\$130,000	\$25,000	\$25,000	\$25,000	\$730,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

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Service #:

1.455

Service Name:

SSI Community Parks

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-08	New	Centennial Park Upgrades	Upgrades or replacement of park features and amenities	\$ 1,000,000	S	Grant	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
21-01	New	Linear Park Development	Trial and parking upgrades or development	\$ 205,000	S	Res	\$ 5,000	\$ -	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 35,000
21-01	New	Linear Park Development	CWF/Grant funding required for trail development		S	Grant	\$ 30,000	\$ 150,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 170,000
21-05	Replacement	ERF Park Maintenance Vehicle Replacement	Replace maintenance 2012 Silverado truck with EV	\$ 90,000	V	ERF	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
21-05	Replacement	ERF Park Maintenance Vehicle Replacement	CWF to upgrade vehicle replacement to EV		V	Grant	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
23-01	New	New Maintenance Machinery	New mower, gator, tractor, skid steer	\$ 90,000	E	Res	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
23-03	Renewal	Playground Upgrades	Drummon Park Playground Replacement	\$ 90,000	S	Cap	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
23-03	Renewal	Playground Upgrades	CWF/Grant funding required for playground upgrades		S	Grant	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
24-02	Replacement	Maintenance Equipment replacement	Replace maintenance equipment (Floor scrubber, Lighting, Flat deck trailer, push mower, weed eater, chainsaws)	\$ 90,000	E	ERF	\$ 30,000	\$ 15,000	\$ 30,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000
25-01	Renewal	Cushion Lake Beach Access Upgrades	Upgrades and improvements required for existing beach accesses on MOTI right of ways.	\$ 30,000	S	Res	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
25-01	Renewal	Cushion Lake Beach Access Upgrades			S	Grant	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
25-02	Renewal	Grace Point Boardwalk Upgrades	Preventative maintenance to existing Grace Point boardwalk based on 2020 structural assessment	\$ 15,000	S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,610,000			\$ 305,000	\$ 525,000	\$ 130,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 730,000

Service:

1.455

SSI Community Parks

Project Number

25-01

Capital Project Title

Cushion Lake Beach Access Upgrades

Capital Project Description

Upgrades and improvements required for existing beach accesses on MOTI right of ways.

Project Rationale

Upgrades required for existing beach accesses

Project Number

24-02

Capital Project Title

Maintenance Equipment replacement

Capital Project Description

Replace maintenance equipment (Floor scrubber, Lighting, Flat deck trailer, push mower, weed eater, chainsaws)

Project Rationale

Replacement of equipment that has reached its end of life.

Project Number

25-02

Capital Project Title

Grace Point Boardwalk Upgrades

Capital Project Description

Preventative maintenance to existing Grace Point boardwalk based on 2020 structural assessment

Project Rationale

Project Number

20-08

Capital Project Title

Centennial Park Upgrades

Capital Project Description

Upgrades or replacement of park features and amenities

Project Rationale

Upgrades based on the 2016 Centennial Park Master Plan

Project Number	21-01	Capital Project Title	Linear Park Development	Capital Project Description	Trial and parking upgrades or development
Project Rationale	Upgrade existing trail network, develop new trails, improve or expand parking				

Project Number	23-01	Capital Project Title	New Maintenance Machinery	Capital Project Description	New mower, gator, tractor, skid steer
Project Rationale					

Project Number	23-03	Capital Project Title	Playground Upgrades	Capital Project Description	Drummon Park Playground Replacement
Project Rationale					

Project Number	21-05	Capital Project Title	ERF Park Maintenance Vehicle Replacement	Capital Project Description	Replace maintenance 2012 Silverado truck with EV
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
1.455 SSI Community Parks						
Operating Reserve Fund	59	7,559	12,559	17,559	22,559	27,559
Capital Reserve Fund - Community Parks	622	15,622	10,622	33,622	53,622	73,622
Capital Reserve Fund - Community Park Facilities	9,314	9,314	34,314	64,314	92,314	117,314
Equipment Replacement Fund	75,637	31,137	17,637	19,137	20,637	22,137
Ending Balance \$	85,632	63,632	75,132	134,632	189,132	240,632

<u>Assumptions/Background:</u>

Reserve Schedule

1.455 - Community Parks - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105548	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	59	7,559	12,559	17,559	22,559
Transfer from Ops Budget	-	7,500	5,000	5,000	5,000	5,000
Expenditures	-	-	-	-	-	-
Interest Income*	59					
Ending Balance \$	59	7,559	12,559	17,559	22,559	27,559

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.455 - Community Parks - Capital Reserve Fund

Bylaw 3085

Reserve Cash Flow

Fund: 1064 Fund Centre: 101792	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	63,699	622	15,622	10,622	33,622	53,622
Transfer from Ops Budget - 1.455 Community Parks	3,820	15,000	15,000	15,000	15,000	15,000
Transfer from Ops Budget - 1.459 ParkLand	15,000	-	15,000	18,000	15,000	15,000
Expenditures (Based on Capital Plan)	(85,274)	-	(35,000)	(10,000)	(10,000)	(10,000)
Interest Income*	3,377					
Ending Balance \$	622	15,622	10,622	33,622	53,622	73,622

Assumptions/Background:

Fund balance to provide for community park capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.455 - Community Park Facilities - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: Fund Centre:	1060 102030	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		3,189	9,314	9,314	34,314	64,314	92,314
Transfer from Ops Budget - 1.459 ParkLand		20,000	-	50,000	30,000	28,000	25,000
Transfer from Cap Fund		6,441					
Expenditures (Based on Capital Plan)		(20,000)	-	(25,000)	-	-	-
Interest Income (Expense)*		(317)					
Ending Balance \$		9,314	9,314	34,314	64,314	92,314	117,314

Assumptions/Background:

Fund balance to provide for community park facilities capital expenditures or in respect of capital projects and extension or renewal of existing facilities capital works.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.455 SSI Parks - Equipment Replacement Fund

For replacement of equipment and vehicles belonging to SSI Parks.

Reserve Cash Flow

Fund: Fund Centre:	1022 101444	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		71,534	75,637	31,137	17,637	19,137	20,637
Transfer from Ops Budget - 1.455 Community Parks		5,000	5,500	5,500	5,500	5,500	5,500
Transfer from Ops Budget - 1.459 ParkLand		5,000	10,000	11,000	11,000	11,000	11,000
Expenditures (Based on Capital Plan)		(27,282)	(60,000)	(30,000)	(15,000)	(15,000)	(15,000)
Proceeds from Disposal		5,228	-	-	-	-	-
Transfer from Cap Fund		15,690					
Interest Income		466					
Ending Balance \$		75,637	31,137	17,637	19,137	20,637	22,137

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island - Community Recreation

FINAL BUDGET

MARCH 2024

Service: 1.458 SSI Community Recreation

Commission: Salt Spring Island Local Community Commission

DEFINITION:

Supplementary Letters Patent, Division XV, October 3, 1975 established to provide recreational programs for any Electoral Area.
Bylaw No. 462 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of recreation programs and day camps for youth on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$262,436 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$526,072.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Local Community Commission

FUNDING:

Requisition

**1.458 - Salt Spring Island - Community
Recreation Programs**

OPERATING COSTS

	2023 BOARD BUDGET	ESTIMATED ACTUAL	BUDGET REQUEST				FUTURE PROJECTIONS			
			CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Salaries and Wages	149,068	131,043	161,935	38,832	-	200,767	205,297	209,930	214,666	219,509
Recreation Programs	83,920	134,056	91,005	26,500	-	117,505	119,860	122,260	124,710	127,200
Program Supplies	8,540	8,016	8,470	-	5,000	13,470	8,640	8,810	8,980	9,160
Internal Allocations	37,974	37,974	41,585	-	-	41,585	42,750	43,673	44,436	45,354
Travel and Insurance	2,230	1,437	2,370	-	-	2,370	2,430	2,490	2,550	2,610
Other Operating	3,910	7,860	6,005	3,000	-	9,005	9,190	9,370	9,550	9,730
TOTAL OPERATING COSTS	285,642	320,386	311,370	68,332	5,000	384,702	388,167	396,533	404,892	413,563

*Percentage Increase

CAPITAL / RESERVES

Transfer to Operating Reserve Fund	-	-	5,000	-	-	5,000	9,350	8,900	8,650	8,230
TOTAL COSTS	285,642	320,386	316,370	68,332	5,000	389,702	397,517	405,433	413,542	421,793

FUNDING SOURCES (REVENUE)

Deficit CFW from 2023 to 2024	-	(9,533)	-	-	9,533	9,533	-	-	-	-
Deficit CFW from 2022 to 2023	27,737	27,737	-	-	-	-	-	-	-	-
Revenue - Fees	(225,699)	(228,929)	(226,290)	(43,930)	-	(270,220)	(275,630)	(281,130)	(286,740)	(292,470)
Grants in Lieu of Taxes	(40)	(40)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Federal Grant	(10,000)	(6,000)	(10,000)	-	-	(10,000)	(10,200)	(10,400)	(10,610)	(10,820)
Provincial Grant	-	(20,981)	-	-	-	-	-	-	-	-
Revenue - Other	-	(5,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(208,002)	(242,746)	(236,330)	(43,930)	9,533	(270,727)	(285,870)	(291,570)	(297,390)	(303,330)

REQUISITION

*Percentage increase over prior year requisition			3.1%	31.4%	18.72%	53.2%	-6.2%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS:										
Salaried	0.70		0.70	0.775		1.475	1.475	1.475	1.475	1.475
User Funding %	79.0%		71.5%			69.3%	69.3%	69.3%	69.3%	69.3%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.458	Carry						
	SSI Community Recreation	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$40,000	\$10,000	\$10,000	\$10,000	\$10,000	\$80,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$202,500	\$2,500	\$2,500	\$2,500	\$2,500	\$212,500
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$242,500	\$12,500	\$12,500	\$12,500	\$12,500	\$292,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Grants (Federal, Provincial)	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$137,500	\$7,500	\$7,500	\$7,500	\$7,500	\$167,500
	\$0	\$242,500	\$12,500	\$12,500	\$12,500	\$12,500	\$292,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.458

Service Name: SSI Community Recreation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	Replacement	Office and Computer Equipment	Upgrade and replace office and computer equipment	\$ 35,000	E	ERF	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
22-02	Renewal	Bike Park Annual Repairs and Upgrades	Upgrades and repairs to Lions Bike Park	\$ 17,500	S	Res	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 12,500
23-06	New	Recreation Program Equipment	Purchase of large equipment for new programs i.e. mats, bars, foam, mirrors	\$ 40,000	E	Res	\$ -	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 35,000
24-04	Study	Accessibility Assessments	Accessibility assessments for Rainbow Recreation Centre, SIMS, Portlock, Master Plan	\$ 20,000	E	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
24-02	New	Ganges Harbour Walk (Detailed Design & Construction Documents)	Detailed design & construction for the Ganges Harbour Walk are required to secure a Statutory Right of Way needed for future construction	\$ 360,000	S	Res	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
24-02	New	Ganges Harbour Walk (Detailed Design & Construction Documents)	Detailed design & construction for the Ganges Harbour Walk are required to secure a Statutory Right of Way needed for future construction		S	Grant	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 472,500			\$ -	\$ 242,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 292,500

Service:

1.458

SSI Community Recreation

Project Number

22-02

Capital Project Title

Bike Park Annual Repairs and Upgrades

Capital Project Description

Upgrades and repairs to Lions Bike Park

Project Rationale

annual preventative maintenance

Project Number

23-06

Capital Project Title

Recreation Program Equipment

Capital Project Description

Purchase of large equipment for new programs i.e. mats, bars, foam, mirrors

Project Rationale

New Program Development

Project Number

24-01

Capital Project Title

Office and Computer Equipment

Capital Project Description

Upgrade and replace office and computer equipment

Project Rationale

New Program Development

Project Number

24-02

Capital Project Title

Ganges Harbour Walk (Detailed Design & Construction Documents)

Capital Project Description

Detailed design & construction for the Ganges Harbour Walk are required to secure a Statutory Right of Way needed for future construction

Project Rationale

Project Number	24-04	Capital Project Title	Accessibility Assessments	Capital Project Description	Accessibility assessments for Rainbow Recreation Centre, SIMS, Portlock, Master Plans
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
1.458 SSI Community Recreation						
Operating Reserve Fund	473	5,473	14,823	23,723	32,373	40,603
Capital Reserve Fund - Community Recreation Facilities	135,075	2,575	1,575	2,075	2,575	3,075
Equipment Replacement Fund	5,104	5,104	5,104	5,104	5,104	5,104
Ending Balance \$	140,652	13,152	21,502	30,902	40,052	48,782

<u>Assumptions/Background:</u>

Reserve Schedule

1.458 - Community Recreation - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105549	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	451	473	5,473	14,823	23,723	32,373
Transfer from Ops Budget	-	5,000	9,350	8,900	8,650	8,230
Expenditures	-	-	-	-	-	-
Interest Income*	22					
Ending Balance \$	473	5,473	14,823	23,723	32,373	40,603

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.458 - Community Recreation Facilities - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 101786	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	138,561	135,075	2,575	1,575	2,075	2,575
Transfer from Ops Budget - 1.459 ParkLand	-	5,000	6,500	8,000	8,000	8,000
Expenditures (Based on Capital Plan)	(10,000)	(137,500)	(7,500)	(7,500)	(7,500)	(7,500)
Interest Income*	6,514					
Ending Balance \$	135,075	2,575	1,575	2,075	2,575	3,075

Assumptions/Background:

Fund balance to provide for community recreation facilities capital expenditures or in respect of capital projects and extension or renewal of existing capital works.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.458 SSI Recreation - Equipment Replacement Fund

For replacement of equipment and vehicles belonging to SSI Recreation services.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101445	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,212	5,104	5,104	5,104	5,104	5,104
Transfer from Ops Budget - 1.459 ParkLand	5,000	5,000	5,000	5,000	5,000	5,000
Expenditures (Based on Capital Plan)	(6,158)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest Income	50					
Ending Balance \$	5,104	5,104	5,104	5,104	5,104	5,104

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, program supplies and equipment.

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island - Pool & Park Land

FINAL BUDGET

MARCH 2024

Service: 1.459 SSI Pool & Park Land

Commission: Salt Spring Island Local Community Commission

DEFINITION:

A specified area established in 1972 to provide parks, recreation and related community programs, equipment, facilities and acquisition of real property. Bylaw No. 91(February 23, 1972). Since repealed, Bylaw No. 2422 (1996) and Bylaw No. 3183 (2004). Bylaw 4002 (2015) repeals bylaw 2422 and 3206.

SERVICE DESCRIPTION:

This is a service for the provision of general administrative services, water access points, active parks (playing fields) and overseeing facility upgrades, leisure brochures for Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$1,896,612 or \$0.6325 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$4,211,905.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Local Community Commission

FUNDING:

Requisition

1.459 - Salt Spring Island - Pool & Park Land	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Pool	947,815	1,060,378	1,008,943	57,504	-	1,066,447	1,104,282	1,117,102	1,140,969	1,165,362
Park Land	1,065,130	1,130,604	1,105,412	92,408	25,445	1,223,265	1,272,449	1,307,706	1,335,734	1,359,585
TOTAL OPERATING COSTS	2,012,945	2,190,982	2,114,355	149,912	25,445	2,289,712	2,376,731	2,424,808	2,476,703	2,524,947
*Percentage Increase			5.0%	7.4%	1.3%	13.7%	3.8%	2.0%	2.1%	1.9%
<u>CAPITAL / RESERVES</u>										
Transfer to Pool CRF	7,500	-	10,000	-	-	10,000	85,000	90,000	90,000	90,000
Transfer to Pool ERF	40,000	40,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
Transfer to Pool ORF	-	4,000	5,000	-	-	5,000	10,000	10,000	10,000	10,000
Transfer to Park, Land & Recreation CRF	42,124	42,124	5,000	-	-	5,000	206,500	191,000	186,000	183,000
Transfer to Park, Land & Recreation ERF	10,000	10,000	15,000	-	-	15,000	16,000	16,000	16,000	16,000
Transfer to Park, Land & Recreation ORF	-	-	5,000	-	-	5,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	99,624	96,124	90,000	-	-	90,000	387,500	377,000	372,000	369,000
DEBT CHARGES	90	-	-	-	-	-	33,375	107,666	107,666	107,666
TOTAL COSTS	2,112,659	2,287,106	2,204,355	149,912	25,445	2,379,712	2,797,606	2,909,474	2,956,369	3,001,613
*Percentage Increase			4.3%	7.1%	1.2%	12.6%	17.6%	4.0%	1.6%	1.5%
Internal Recoveries	(85,438)	(105,453)	(88,420)	-	-	(88,420)	(90,190)	(91,990)	(93,830)	(95,710)
OPERATING LESS RECOVERIES	2,027,221	2,181,653	2,115,935	149,912	25,445	2,291,292	2,707,416	2,817,484	2,862,539	2,905,903
<u>FUNDING SOURCES (REVENUE)</u>										
Net Deficit CFW from 2023 to 2024	-	(52,120)	-	-	52,120	52,120	-	-	-	-
Deficit CFW 2022 to 2023	41,831	41,831	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(22,160)	(22,160)	-	-	-	-	(15,000)	-	-	-
Pool Fees	(279,810)	(324,613)	(282,800)	-	-	(282,800)	(288,450)	(294,220)	(300,100)	(306,100)
Lease and Rental Income	(139,360)	(170,327)	(142,930)	(21,500)	-	(164,430)	(161,440)	(164,680)	(167,970)	(171,340)
Payments in Lieu	(1,146)	(1,146)	(1,169)	-	-	(1,169)	(1,210)	(1,230)	(1,250)	(1,270)
Revenue - Other	(12,090)	(38,632)	(7,000)	-	-	(7,000)	(7,140)	(7,280)	(7,430)	(7,580)
TOTAL REVENUE	(412,735)	(567,167)	(433,899)	(21,500)	52,120	(403,279)	(473,240)	(467,410)	(476,750)	(486,290)
REQUISITION	(1,614,486)	(1,614,486)	(1,682,036)	(128,412)	(77,565)	(1,888,013)	(2,234,176)	(2,350,074)	(2,385,789)	(2,419,613)
*Percentage increase over prior year requisition			4.2%	8.0%	4.8%	16.9%	18.3%	5.2%	1.5%	1.4%
AUTHORIZED POSITIONS:										
Salaried	6.525		6.525	-0.175		6.350	6.850	6.850	6.850	6.850
User Funding %	13.2%					11.9%	10.3%	10.1%	10.2%	10.2%

1.459 - Salt Spring Island - Swimming Pool	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	577,490	672,381	617,898	40,504	-	658,402	673,054	692,559	707,960	723,695
Contract for Services	4,230	17,674	4,500	3,400	-	7,900	8,060	8,220	8,380	8,550
Utilities	138,190	146,400	139,810	-	-	139,810	142,610	145,470	148,380	151,350
Supplies - Chemicals	53,000	71,030	54,860	-	-	54,860	55,960	57,080	58,220	59,380
Programs and Other Operating	65,040	93,066	82,702	-	-	82,702	84,370	86,030	87,740	89,490
Maintenance & Insurance	43,740	32,395	38,080	13,600	-	51,680	67,710	53,770	54,840	55,940
Internal Allocations	23,265	23,265	26,733	-	-	26,733	27,268	27,813	28,369	28,937
Parks Maintenance Labour	42,860	4,167	44,360	-	-	44,360	45,250	46,160	47,080	48,020
TOTAL OPERATING COSTS	947,815	1,060,378	1,008,943	57,504	-	1,066,447	1,104,282	1,117,102	1,140,969	1,165,362
*Percentage Increase			6.4%	6.1%		12.5%	3.5%	1.2%	2.1%	2.1%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	7,500	-	10,000	-	-	10,000	85,000	90,000	90,000	90,000
Transfer to Equipment Replacement Fund	40,000	40,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
Transfer to Operating Reserve Fund	-	4,000	5,000	-	-	5,000	10,000	10,000	10,000	10,000
DEBT CHARGES	90	-	-	-	-	-	33,375	107,666	107,666	107,666
TOTAL CAPITAL / RESERVES / DEBT	47,590	44,000	65,000	-	-	65,000	178,375	257,666	257,666	257,666
TOTAL COSTS	995,405	1,104,378	1,073,943	57,504	-	1,131,447	1,282,657	1,374,768	1,398,635	1,423,028
*Percentage Increase			7.9%	5.8%		13.7%	13.4%	7.2%	1.7%	1.7%
Internal Recoveries	(21,270)	(21,270)	(22,010)	-	-	(22,010)	(22,450)	(22,900)	(23,360)	(23,830)
OPERATING LESS RECOVERIES	974,135	1,083,108	1,051,933	57,504	-	1,109,437	1,260,207	1,351,868	1,375,275	1,399,198
<u>FUNDING SOURCES (REVENUE)</u>										
Deficit CFW from 2023 to 2024	-	(60,179)	-	-	60,179	60,179	-	-	-	-
Deficit CFW from 2022 to 2023	41,831	41,831	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(20,000)	(20,000)	-	-	-	-	(15,000)	-	-	-
Revenue - Fees	(279,810)	(324,613)	(282,800)	-	-	(282,800)	(288,450)	(294,220)	(300,100)	(306,100)
Grants in Lieu of Taxes	(512)	(512)	(522)	-	-	(522)	(540)	(550)	(560)	(570)
Revenue - Other	(6,590)	(10,581)	(7,000)	-	-	(7,000)	(7,140)	(7,280)	(7,430)	(7,580)
TOTAL REVENUE	(265,081)	(374,054)	(290,322)	-	60,179	(230,143)	(311,130)	(302,050)	(308,090)	(314,250)
REQUISITION	(709,054)	(709,054)	(761,611)	(57,504)	(60,179)	(879,294)	(949,077)	(1,049,818)	(1,067,185)	(1,084,948)
*Percentage increase over prior year requisition			7.4%	8.1%	8.5%	24.0%	7.9%	10.6%	1.7%	1.7%
AUTHORIZED POSITIONS:										
Salaried	3.31		3.31	0.79		4.10	4.10	4.10	4.10	4.10
User Funding %	28.1%					25.0%	22.5%	21.4%	21.5%	21.5%

1.459 - Salt Spring Island - Park Land

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	431,029	426,226	395,331	(18,733)	25,445	402,043	426,846	436,819	447,012	456,061
Allocation to SSI Admin	146,230	146,230	163,920	-	-	163,920	166,920	170,630	174,130	177,940
Maintenance, Disposal & Security	43,140	57,582	45,100	-	-	45,100	46,000	46,914	47,867	48,407
Utilities	90,060	89,509	100,133	28,000	-	128,133	130,710	133,333	136,003	136,753
Contract for Services, Rent & Legal	76,350	106,468	89,770	27,000	-	116,770	119,100	133,048	135,684	136,524
Program Development	-	4,413	1,000	-	-	1,000	1,020	1,040	1,060	1,080
Advertsing, Promotion & Planning	9,540	2,829	14,220	-	-	14,220	14,510	14,796	15,083	15,363
Internal Allocations	102,394	101,319	123,221	56,141	-	179,362	185,333	189,694	192,904	197,116
Travel & Training	4,620	8,043	5,520	-	-	5,520	5,630	5,740	5,850	5,970
Licences, Fees & Insurance	40,793	24,393	39,970	-	-	39,970	41,610	43,323	45,126	46,966
Supplies & Other	26,274	53,861	31,807	-	-	31,807	37,450	33,099	33,765	34,125
Parks Maintenance Labour	92,190	105,783	95,420	-	-	95,420	97,320	99,270	101,250	103,280
Bylaw Labour	2,510	3,948	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	1,065,130	1,130,604	1,105,412	92,408	25,445	1,223,265	1,272,449	1,307,706	1,335,734	1,359,585
*Percentage Increase			3.8%	8.7%	2.3%	14.8%	4.0%	2.8%	2.1%	1.8%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund - Parkland	42,124	42,124	5,000	-	-	5,000	206,500	191,000	186,000	183,000
Transfer to Equipment Replacement Fund	10,000	10,000	15,000	-	-	15,000	16,000	16,000	16,000	16,000
Transfer to Operating Reserve Fund - Parkland	-	-	5,000	-	-	5,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	52,124	52,124	25,000	-	-	25,000	242,500	227,000	222,000	219,000
TOTAL COSTS	1,117,254	1,182,728	1,130,412	92,408	25,445	1,248,265	1,514,949	1,534,706	1,557,734	1,578,585
*Percentage Increase			1.2%	8.3%	2.2%	11.7%	21.4%	1.3%	1.5%	1.3%
Internal Recoveries	(64,168)	(84,183)	(66,410)	-	-	(66,410)	(67,740)	(69,090)	(70,470)	(71,880)
OPERATING LESS RECOVERIES	1,053,086	1,098,545	1,064,002	92,408	25,445	1,181,855	1,447,209	1,465,616	1,487,264	1,506,705
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus CFW from 2023 to 2024	-	8,059	-	-	(8,059)	(8,059)	-	-	-	-
Transfer from Operating Reserve	(2,160)	(2,160)	-	-	-	-	-	-	-	-
Lease Income	(12,250)	(25,834)	(12,680)	-	-	(12,680)	(12,930)	(13,190)	(13,450)	(13,720)
Rental Income	(127,110)	(144,493)	(130,250)	(21,500)	-	(151,750)	(148,510)	(151,490)	(154,520)	(157,620)
Grants in Lieu of Taxes	(634)	(634)	(647)	-	-	(647)	(670)	(680)	(690)	(700)
Revenue - Other	(5,500)	(28,051)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(147,654)	(193,113)	(143,577)	(21,500)	(8,059)	(173,136)	(162,110)	(165,360)	(168,660)	(172,040)
REQUISITION	(905,432)	(905,432)	(920,425)	(70,908)	(17,386)	(1,008,719)	(1,285,099)	(1,300,256)	(1,318,604)	(1,334,665)
*Percentage increase over prior year requisition			1.7%	7.8%	1.9%	11.4%	27.4%	1.2%	1.4%	1.2%
AUTHORIZED POSITIONS:										
Salaried	3.215		3.215	(0.965)		2.250	2.750	2.750	2.750	2.750
User Funding %	11.4%					12.2%	9.8%	9.9%	9.9%	10.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.459	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SSI Park Land & Rec Programs							

EXPENDITURE

Buildings	\$0	\$895,000	\$1,500,000	\$25,000	\$0	\$0	\$2,420,000
Equipment	\$0	\$103,200	\$40,000	\$40,000	\$40,000	\$40,000	\$263,200
Land	\$15,000	\$15,000	\$50,000	\$50,000	\$50,000	\$50,000	\$215,000
Engineered Structures	\$50,000	\$450,000	\$45,000	\$0	\$0	\$0	\$495,000
Vehicles	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
	\$65,000	\$1,493,200	\$1,635,000	\$115,000	\$90,000	\$90,000	\$3,423,200

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
Equipment Replacement Fund	\$0	\$51,300	\$30,000	\$40,000	\$40,000	\$40,000	\$201,300
Grants (Federal, Provincial)	\$0	\$826,900	\$0	\$0	\$0	\$0	\$826,900
Donations / Third Party Funding	\$0	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Reserve Fund	\$65,000	\$165,000	\$105,000	\$75,000	\$50,000	\$50,000	\$445,000
	\$65,000	\$1,493,200	\$1,635,000	\$115,000	\$90,000	\$90,000	\$3,423,200

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.459

Service Name:

SSI Park Land & Rec Programs

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	Renewal	Alternative Approval Process	An alternative approval process to fund repairs to pool structural and other capital	\$ 20,000	B	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
25-01	Renewal	Pool Building Structural Repairs	Repairs to pool structural and other capital	\$ 1,550,000	B	Debt	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
25-01	Renewal	Pool Building Structural Repairs	Repairs to pool structural and other capital-CWF funded		B	Grant		\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
19-15	Replacement	Pool equipment replacements	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator	\$ 185,000	E	ERF	\$ -	\$ 35,000	\$ 30,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 185,000
26-01	Renewal	Pool Tile Grouting & Expansion Joints	RegROUT pool bottom tiles and expansion joints	\$ 25,000	B	Res	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
24-03	New	Pool expansion (Design Phase)	Designs and costing for leisure pool expansion	\$ 45,000	S	Res	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
20-10	New	Ball Field Development	Upgrade Hydrofield and develop detailed designs for Fernwood Elementary School	\$ 500,000	S	Res	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
20-10	New	Ball Field Development			S	Other	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
20-10	New	Ball Field Development	CWF/Grant required to complete sports field development and upgrades.		S	Grant	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
20-14	New	Park Maintenance Facility	Fesability study, design and construction of a new park maintenance facility.	\$ 650,000	B	Res	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
20-14	New	Park Maintenance Facility	CWF		B	Grant	\$ -	\$ 102,500	\$ -	\$ -	\$ -	\$ -	\$ 102,500
20-14	New	Park Maintenance Facility	Growing Community Funding to Support Park Maintenance Facility Project		B	Grant	\$ -	\$ 487,500	\$ -	\$ -	\$ -	\$ -	\$ 487,500
25-02	Study	Firehall Repurpose	Repurpose, remediate or demolition of Ganges Fire Hall	\$ 215,000	L	Res	\$ 15,000	\$ 15,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 215,000
25-03	Replacement	Life Rings	Replace four life rings at waterfront access points	\$ 10,000	E	Res	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
23-06	Renewal	SIMS Upgrades	Capital improvements to the Salt Spring Island Multi Space (SIMS)	\$ 96,500	B	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
23-06	Renewal	SIMS Upgrades	CWF/Grant required for capital improvements to the Salt Spring Island Multi Space (SIMS)		B	Grant	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-02	New	EV Charger	EV Charger	\$ 20,000	V	Grant	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
21-04	New	EV charger and infrastructure recreation centre parking lot	EV charger and infrastructure recreation centre parking lot	\$ 20,000	V	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
20-02	Replacement	Pool Electrical replacement	Replacement of Direct Digital Control System	\$ 18,200	E	Grant	\$ -	\$ 16,900	\$ -	\$ -	\$ -	\$ -	\$ 16,900
20-02	Replacement	Pool Electrical replacement	Replacement of Direct Digital Control System		E	ERF		\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ 1,300
24-05	New	Portlock Shed and Equipment Replacement	Portlock Shed and Equipment Replacement	\$ 200,000	B	Other	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
24-05	New	Portlock Shed and Equipment Replacement	Equipment Replacement		E	Res	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
24-05	New	Portlock Shed and Equipment Replacement	Equipment Replacement		E	ERF	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 3,554,700			\$ 65,000	\$ 1,493,200	\$ 1,635,000	\$ 115,000	\$ 90,000	\$ 90,000	\$ 3,423,200

Service: 1.459 SSI Park Land & Rec Programs

Project Number	24-01	Capital Project Title	Alternative Approval Process	Capital Project Description	An alternative approval process to fund repairs to pool structural and other capital
Project Rationale	Capital improvements to pool building				

Project Number	19-15	Capital Project Title	Pool equipment replacements	Capital Project Description	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator
Project Rationale					

Project Number	25-01	Capital Project Title	Pool Building Structural Repairs	Capital Project Description	Repairs to pool structural and other capital
Project Rationale					

Project Number	24-03	Capital Project Title	Pool expansion (Design Phase)	Capital Project Description	Designs and costing for leisure pool expansion
Project Rationale					

Project Number	24-02	Capital Project Title	EV Charger	Capital Project Description	EV Charger
Project Rationale					

Project Number	20-14	Capital Project Title	Park Maintenance Facility	Capital Project Description	Fesability study, design and construction of a new park maintenance facility.
Project Rationale					

Project Number	25-02	Capital Project Title	Firehall Repurpose	Capital Project Description	Repurpose, remediate or demolition of Ganges Fire Hall
Project Rationale					

Project Number	25-03	Capital Project Title	Life Rings	Capital Project Description	Replace four life rings at waterfront access points
Project Rationale					

Project Number	23-06	Capital Project Title	SIMS Upgrades	Capital Project Description	Capital improvements to the Salt Spring Island Multi Space (SIMS)
Project Rationale					

Project Number	21-04	Capital Project Title	EV charger and infrastructure recreation centre parking lot	Capital Project Description	EV charger and infrastructure recreation centre parking lot
Project Rationale					

Project Number	20-10	Capital Project Title	Ball Field Development	Capital Project Description	Upgrade Hydrofield and develop detailed designs for Fernwood Elementary School
Project Rationale					

Project Number	26-01	Capital Project Title	Pool Tile Grouting & Expansion Joints	Capital Project Description	RegROUT pool bottom tiles and expansion joints
Project Rationale					

Project Number	20-02	Capital Project Title	Pool Electrical replacement	Capital Project Description	Replacement of Direct Digital Control System
Project Rationale					

Project Number	24-05	Capital Project Title	Portlock Shed and Equipment Replacement	Capital Project Description	Portlock Shed and Equipment Replacement
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary	Actual	Budget				
Projected year end balance	2023	2024	2025	2026	2027	2028
1.459 SSI Pool & Park Land						
Operating Reserve Fund	1,103	11,103	26,103	56,103	86,103	116,103
Capital Reserve Fund - SSI Pool	86,656	66,656	106,656	171,656	261,656	351,656
Capital Reserve Fund - SSI Park Land	226,210	91,210	166,210	251,210	336,210	421,210
Park Land Acquisition	613,636	613,636	613,636	613,636	613,636	613,636
Equipment Replacement Fund - SSI Pool	43	13,743	33,743	43,743	53,743	63,743
Ending Balance \$	927,649	796,349	946,349	1,136,349	1,351,349	1,566,349

Assumptions/Background:

Reserve Schedule

1.459 - Pool & Park Land - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105550	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	18,581	1,103	11,103	26,103	56,103	86,103
Transfer from Ops Budget	4,000	10,000	30,000	30,000	30,000	30,000
Expenditures	(22,160)	-	(15,000)	-	-	-
Interest Income*	682					
Ending Balance \$	1,103	11,103	26,103	56,103	86,103	116,103

Assumptions/Background:

2023 - \$22,160 One-time transfer to Pool and Park Land to support core budget

2025 - \$15,000 HVAC duct cleaning - cyclical expense every 5-years

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.459 - Salt Spring Island Pool - Capital Reserve Fund

Bylaw 3686

Reserve Cash Flow

Fund: 1078 Fund Centre: 102045	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	98,457	86,656	66,656	106,656	171,656	261,656
Transfer from Ops Budget	-	10,000	85,000	90,000	90,000	90,000
Transfer from Cap Fund	-					
Expenditures (Based on Capital Plan)	(16,000)	(30,000)	(45,000)	(25,000)	-	-
Interest Income*	4,199					
Ending Balance \$	86,656	66,656	106,656	171,656	261,656	351,656

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, pool mechanical, machinery or equipment and extension or renewal of existing capital works.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.459 - Park Land - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 101603	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	228,847	226,210	91,210	166,210	251,210	336,210
Transfer from Ops Budget	7,124	-	135,000	135,000	135,000	135,000
Transfer from Cap Fund	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	(20,000)	(135,000)	(60,000)	(50,000)	(50,000)	(50,000)
Interest Income*	10,238					
Ending Balance \$	226,210	91,210	166,210	251,210	336,210	421,210

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.459 - Parkland Acquisition

Bylaw 2110

Reserve Cash Flow

Fund: 1035 Fund Centre: 101379	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	585,418	613,636	613,636	613,636	613,636	613,636
Transfer from Ops Budget	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	-	-	-	-	-	-
Interest Income*	28,218					
Ending Balance \$	613,636	613,636	613,636	613,636	613,636	613,636

Assumptions/Background:

Fund balance to provide for the purchase of land for the purpose of community parks, trails or beach accesses.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.459 SSI Pool - Equipment Replacement Fund

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101412	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	27,101	43	13,743	33,743	43,743	53,743
Transfer from Ops Budget	40,000	50,000	50,000	50,000	50,000	50,000
Expenditures (Based on Capital Plan)	(67,029)	(36,300)	(30,000)	(40,000)	(40,000)	(40,000)
Interest Income (Expense)	(28)					
Ending Balance \$	43	13,743	33,743	43,743	53,743	63,743

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, pool mechanical, machinery and vehicles.

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Septage/Composting

FINAL BUDGET

MARCH 2024

Service:

3.705 SSI Liquid Waste Disposal

Commission: Salt Spring Island Local Community Commission

DEFINITION:

To provide, operate, collect, treat and dispose of septage and sewage sludge and co-compost septage and sewage sludge with wood waste for the local service area on Salt Spring Island under Bylaw No. 2118 (April 1993).

PARTICIPATION:

The additional local service area is co-terminus with the boundaries of the electoral area of Salt Spring Island.
The electoral area of Salt Spring Island is the only participating area for this additional local service.

MAXIMUM LEVY:

Greater of \$126,650 or \$0.10 / \$1,000 on actual assessments for land and improvements. To a maximum of \$665,914.

COMMISSION:

Salt Spring Island Local Community Commission (LCC)

FUNDING:

Parcel Tax:	Annual, levied on all properties in the Electoral Area
Tipping Fee:	\$0.475 per imperial gallon (Bylaw No. 4525, December 2022)
Connection Charge:	N/A

RESERVE FUND:

Bylaw No. 2274 (Feb 22, 1995)

3.705 - SSI Septage/Composting

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contract	592,875	656,119	747,500	-	-	747,500	762,450	777,700	793,250	809,120
Grit & Waste Sludge Disposal	3,600	1,736	3,730	-	-	3,730	3,800	3,880	3,960	4,040
Repairs & Maintenance	16,880	20,073	8,160	-	-	8,160	17,320	23,660	8,820	8,990
Allocations	41,973	41,973	45,325	-	-	45,325	46,231	47,156	48,098	49,059
Electricity	6,500	7,379	6,680	-	-	6,680	6,810	6,950	7,090	7,230
Supplies	7,910	2,757	8,190	-	-	8,190	8,350	8,520	8,690	8,860
Labour Charges	167,596	135,468	182,494	-	-	182,494	186,163	189,912	193,734	197,634
Contribution Composting Facility Operation	5,000	450	5,000	5,000	-	10,000	9,000	12,000	8,000	1,000
Other Operating Expenses	15,053	24,101	15,490	-	-	15,490	15,840	16,200	16,560	16,950
TOTAL OPERATING COSTS	857,387	890,056	1,022,569	5,000	-	1,027,569	1,055,964	1,085,978	1,088,202	1,102,883
*Percentage Increase over prior year			19.3%	0.5%		19.8%	2.8%	2.8%	0.2%	1.3%
<u>DEBT / RESERVES</u>										
MFA Debt Reserve	470	888	1,820	-	-	1,820	23,420	1,445	620	620
MFA Debt Principal	107,308	107,308	110,188	-	-	110,188	79,269	102,137	104,227	104,227
MFA Debt Interest	53,265	53,265	56,594	-	-	56,594	68,754	139,011	141,672	141,672
Transfer to Operating Reserve Fund	10,000	25,000	6,000	-	-	6,000	15,000	10,000	15,000	15,000
Transfer to Capital Reserve Fund	-	31,303	6,000	-	-	6,000	15,075	19,685	25,390	38,050
TOTAL DEBT / RESERVES	171,043	217,764	180,602	-	-	180,602	201,518	272,278	286,909	299,569
TOTAL COSTS	1,028,430	1,107,820	1,203,171	5,000	-	1,208,171	1,257,482	1,358,256	1,375,111	1,402,452
*Percentage Increase over prior year			17.0%	0.5%		17.5%	4.1%	8.0%	1.2%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(9,000)	-	-	-	-	-	(9,000)	(15,000)	-	-
Sale - Septage Sludge	(427,500)	(466,648)	(528,650)	-	-	(528,650)	(539,220)	(550,000)	(561,000)	(572,220)
Sale - Sewage Sludge	(213,750)	(259,405)	(261,600)	-	-	(261,600)	(266,830)	(272,170)	(277,610)	(283,160)
Grants in Lieu of Taxes	(535)	(535)	(541)	-	-	(541)	(810)	(830)	(850)	(870)
Recoveries	-	(4,100)	-	-	-	-	-	-	-	-
Other Revenue	(670)	(157)	(1,255)	-	-	(1,255)	(830)	(830)	(830)	(830)
TOTAL REVENUE	(651,455)	(730,845)	(792,046)	-	-	(792,046)	(816,690)	(838,830)	(840,290)	(857,080)
REQUISITION - PARCEL TAX	(376,975)	(376,975)	(411,125)	(5,000)	-	(416,125)	(440,792)	(519,426)	(534,821)	(545,372)
*Percentage increase over prior year Requisition			9.1%	1.3%		10.4%	5.9%	17.8%	3.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.705	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SSI Septage / Composting							

EXPENDITURE

Buildings	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$35,000	\$190,000	\$2,280,000	\$132,500	\$0	\$0	\$0	\$2,602,500
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$35,000	\$220,000	\$2,280,000	\$132,500	\$0	\$0	\$0	\$2,632,500

SOURCE OF FUNDS

Capital Funds on Hand	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
Debenture Debt (New Debt Only)	\$0	\$120,000	\$2,280,000	\$82,500	\$0	\$0	\$0	\$2,482,500
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$15,000	\$80,000	\$0	\$10,000	\$0	\$0	\$0	\$90,000
	\$35,000	\$220,000	\$2,280,000	\$132,500	\$0	\$0	\$0	\$2,632,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 3.705

Service Name: SSI Septage / Composting

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-01	Study	Strategic Asset management plan	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.	\$ 50,000	S	Grant	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
21-01	Study		CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
23-01	New	Grit Chamber	Design review, sizing, and installation of Grit Chamber to substantially reduce maintenance costs. Includes CRD Project Management	\$ 20,000	S	Cap	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
24-01	New	Storage Building Upgrades	Storage Building new mandoor, interior H&S improvements, close in wall. Includes CRD Project Management.	\$ 30,000	B	Res	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
24-02	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.	\$ 35,000	S	Res	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
25-01	New	Burgoyne Septage Treatment Facility	Burgoyne Septage Treatment Facility - Design, Construction, Construction Services, Lagoon Closure and CRD Project Management	\$ 2,482,500	S	Debt	\$ -	\$ 120,000	\$ 2,280,000	\$ 82,500	\$ -	\$ -	\$ 2,482,500
23-02	New	Abattoir Purchase of Assets	To purchase assets from Abattoir Society to reimburse them.	\$ 15,000	S	Res	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
													\$ -
													\$ -
			GRAND TOTAL	\$ 2,632,500			\$ 35,000	\$ 220,000	\$ 2,280,000	\$ 132,500	\$ -	\$ -	\$ 2,632,500

Service: 3.705 SSI Septage / Composting					
Project Number	21-01	Capital Project Title	Strategic Asset management plan	Capital Project Description	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.
Project Rationale	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects. Will be done after the new facilities are constructed.				
Project Number	23-01	Capital Project Title	Grit Chamber	Capital Project Description	Design review, sizing, and installation of Grit Chamber to substantially reduce maintenance costs. Includes CRD Project Management.
Project Rationale	Installation of a grit chamber as suggested by Operations to substantially reduce maintenance costs.				
Project Number	24-01	Capital Project Title	Storage Building Upgrades	Capital Project Description	Storage Building new mandoor, interior H&S improvements, close in wall. Includes CRD Project Management.
Project Rationale	Storage Building Upgrade-on early approval list				

Service:	3.705	SSI Septage / Composting
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Project Number	24-02	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.
Project Rationale	Referendum or Alternative Approval Process - Funding for Future Projects				

Project Number	25-01	Capital Project Title	Burgoyne Septage Treatment Facility	Capital Project Description	Burgoyne Septage Treatment Facility - Design, Construction, Construction Services, Lagoon Closure and CRD Project Management.
Project Rationale	Burgoyne Septage Treatment Facility				

Project Number	23-02	Capital Project Title	Abattoir Purchase of Assets	Capital Project Description	To purchase assets from Abattoir Society to reimburse them.
Project Rationale	To purchase assets from Abattoir Society to reimburse them.				

SSI Septage/Composting
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	46,700	52,700	58,700	53,700	68,700	83,700
Capital Reserve Fund	171,114	97,114	112,189	121,874	147,264	185,314
Total	217,814	149,814	170,889	175,574	215,964	269,014

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Operating Reserve Fund - Bylaw 4144

Reserve fund used for the purposes of unforeseen operational repairs and maintenance; infrequent maintenance activities such as access road maintenance, power line maintenance and septage holding tank maintenance etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105209	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		20,630	46,700	52,700	58,700	53,700	68,700
Transfer from Ops Budget		25,000	6,000	15,000	10,000	15,000	15,000
Expenditures		-	-	(9,000)	(15,000)	-	-
Planned Maintenance Activity				Power Line Maintenance	Power Line Maintenance		
Interest Income*		1,070					
Ending Balance \$		46,700	52,700	58,700	53,700	68,700	83,700

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Capital Reserve Fund - Bylaw 2274

Reserve fund used for the purposes of capital expenditures including planning, engineering and legal costs for providing, accessing, altering or expanding liquid waste disposal and co-composting facilities related directly or indirectly to the Saltspring Island Liquid Waste Disposal Facilities.

Reserve Cash Flow

Fund: Fund Centre:	1087 102146	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		153,382	171,114	97,114	112,189	121,874	147,264
Transfer from Ops Budget		31,303	6,000	15,075	19,685	25,390	38,050
Transfer from Cap Fund		-					
Transfer to Cap Fund		(20,000)	(80,000)	-	(10,000)	-	-
Interest Income*		6,429					
Ending Balance \$		171,114	97,114	112,189	121,874	147,264	185,314

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Appendix C-1: Requisition Summary - Southern Gulf Islands

Electoral Area		Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
Southern Gulf Islands		Final 2024		2023		\$	%	\$	%
1.010	Legislative & General Government	318,727	46.39	296,965	43.25	21,762	7.3%	3.14	7.3%
1.10X	Facilities Management	4,520	0.66	4,299	0.63	220	5.1%	0.03	5.1%
1.101	G.I.S.	3,471	0.51	3,364	0.49	107	3.2%	0.02	3.1%
1.112	Regional Grant in Aid	-	-	392	0.06	(392)	-100.0%	(0.06)	-100.0%
1.224	Community Health	21,062	3.07	16,322	2.38	4,740	29.0%	0.69	29.0%
1.280	Regional Parks	468,301	68.16	417,014	60.73	51,287	12.3%	7.43	12.2%
1.309	Climate Action and Adaptation	30,568	4.45	33,004	4.81	(2,435)	-7.4%	(0.36)	-7.4%
1.310	Land Banking & Housing	48,485	7.06	39,293	5.72	9,193	23.4%	1.33	23.3%
1.312	Regional Goose Management	4,677	0.68	4,567	0.67	110	2.4%	0.02	2.4%
1.324	Regional Planning Services	33,110	4.82	32,097	4.67	1,013	3.2%	0.14	3.1%
1.335	Geo-Spatial Referencing System	4,360	0.63	4,241	0.62	120	2.8%	0.02	2.8%
1.374	Regional Emergency Program Support	2,703	0.39	2,657	0.39	46	1.7%	0.01	1.7%
1.375	Hazardous Material Incident Response	6,843	1.00	6,436	0.94	407	6.3%	0.06	6.3%
1.911	911 Systems	3,820	0.56	2,235	0.33	1,585	70.9%	0.23	70.8%
1.921	Regional CREST Contribution	22,883	3.33	21,009	3.06	1,874	8.9%	0.27	8.9%
21.ALL	Feasibility Study Reserve Fund - All	5,469	0.80	-	-	5,469	100.0%	0.80	100.0%
Total Regional		\$979,000	\$142.50	\$883,894	\$128.72	\$95,106	10.8%	\$13.77	10.7%
1.230	Traffic Safety Commission	1,988	0.29	1,994	0.29	(6)	-0.3%	(0.00)	-0.4%
1.297	Arts Grants	26,906	3.92	25,993	3.79	913	3.5%	0.13	3.5%
1.311	Regional Housing Trust Fund	16,647	2.42	23,094	3.36	(6,446)	-27.9%	(0.94)	-28.0%
1.313	Animal Care Services	102,602	14.93	97,558	14.21	5,044	5.2%	0.73	5.1%
1.913	913 Fire Dispatch	50,024	7.28	56,307	8.20	(6,282)	-11.2%	(0.92)	-11.2%
Total Sub-Regional		\$198,167	\$28.84	\$204,945	\$29.85	(\$6,778)	-3.3%	(\$1.00)	-3.4%
1.103	Elections	13,376	1.95	21,395	3.12	(8,019)	-37.5%	(1.17)	-37.5%
1.104	U.B.C.M.	4,259	0.62	4,049	0.59	209	5.2%	0.03	5.1%
1.318	Building Inspection	192,882	28.07	164,801	24.00	28,080	17.0%	4.07	17.0%
1.320	Noise Control	22,202	3.23	13,721	2.00	8,481	61.8%	1.23	61.7%
1.322	Nuisances & Unsightly Premises	17,600	2.56	18,332	2.67	(732)	-4.0%	(0.11)	-4.0%
1.372	Electoral Area Emergency Program	56,685	8.25	52,053	7.58	4,632	8.9%	0.67	8.8%
Total Joint Electoral Area		\$307,003	\$44.69	\$274,351	\$39.95	\$32,652	11.9%	\$4.73	11.8%
1.110	Electoral Area Admin Exp - SGI	414,160	60.28	400,086	58.27	14,074	3.5%	2.02	3.5%
1.117	Grant-in-Aid - Southern Gulf Islands	110,354	16.06	105,004	15.29	5,350	5.1%	0.77	5.0%
1.125	SGI Economic Development Commission	126,778	18.45	121,426	17.68	5,352	4.4%	0.77	4.4%
1.138	Southern Gulf Islands Regional Library	242,724	35.33	235,946	34.36	6,778	2.9%	0.97	2.8%
1.235	SGI Small Craft Harbour Facilities	325,161	53.08	309,533	50.52	15,628	5.0%	2.56	5.1%
1.314	SGI House Numbering	9,987	1.45	9,612	1.40	375	3.9%	0.05	3.8%
1.341	SGI Livestock Injury Compensation	-	-	71	0.01	(71)	-100.0%	(0.01)	-100.0%
1.373	SGI Emergency Program	247,483	36.02	247,378	36.03	105	0.0%	(0.00)	0.0%
1.533	Stormwater Quality Management - SGI	41,000	5.97	39,808	5.80	1,192	3.0%	0.17	2.9%
1.923	Emergency Comm - CREST - SGI	185,093	26.94	179,709	26.17	5,384	3.0%	0.77	2.9%
Total SGI Electoral Area		\$1,702,740	\$253.59	\$1,648,573	\$245.53	\$54,167	3.3%	\$8.06	3.3%
Total Capital Regional District		\$3,186,911	\$469.62	\$3,011,764	\$444.05	\$175,147	5.8%	\$25.56	5.8%
CRHD	Capital Regional Hospital District	689,302	100.33	691,763	100.74	(2,461)	-0.4%	(0.41)	-0.4%
Total CRD and CRHD		\$3,876,213	\$569.95	\$3,703,526	\$544.79	\$172,687	4.7%	\$25.15	4.6%

Average residential assessment - 2024/2023

\$805,373

\$802,046

Major Impacts (Changes in \$/Avg HH >+/-\$.00)

	Change in Requisition		Change in Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	21,762	0.6%	3.14	0.6%
Regional Parks	51,287	1.4%	7.43	1.4%
Land Banking & Housing	9,193	0.2%	1.33	0.2%
JOINT EA				
Building Inspection	28,080	0.8%	4.07	0.7%
Noise Control	8,481	0.2%	1.23	0.2%
SGI EA				
Electoral Area Admin Exp - SGI	14,074	0.4%	2.02	0.4%
SGI Small Craft Harbour Facilities	15,628	0.4%	2.56	0.5%
Capital Regional Hospital District				
	(2,461)	-0.1%	(0.41)	-0.1%
Other				
	26,641	0.7%	3.77	0.7%
TOTAL CRD & CRHD	172,687	4.7%	\$25.15	4.6%

Average residential assessment - 2024/2023	\$805,373	\$802,046
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Electoral Areas Committee - March 13, 2024
2024 Final Electoral Area Budget Review

Appendix C2: SGI - Change in Requisition from Provisional to Final - Budget Review 2024

Change in Requisition (2024 Final vs Provisional) - Southern Gulf Islands
(Requisition Changes > \$1,000) by Services

Electoral Area Southern Gulf Islands		2024 Requisition \$ Final Provisional COW		2024 Per Avg HH \$ Final Provisional COW		Requisition Change Final vs Provisional \$ %		Per Avg HH Change Final vs Provisional \$ %		Requisition Change Comments
1.010	Legislative & General Government	318,727	317,611	46.39	46.25	1,116	0.4%	0.14	0.3%	Net decrease due to ongoing IT licensing costs and change in assessment values
1.224	Community Health	21,062	13,965	3.07	2.03	7,097	50.8%	1.03	50.7%	Net increase due to Board approved initiatives (Aboriginal Coalition & Alliance to End Homelessness) and change in assessment values
1.280	Regional Parks	468,301	458,356	68.16	66.75	9,946	2.2%	1.41	2.1%	Net increase due to Royal Oak Golf Course acquisition and change in assessment values
	Total Regional	808,090	789,931	117.62	115.04	18,158	2.3%	2.58	2.2%	
1.313	Animal Care Services	102,602	100,973	14.93	14.70	1,628	1.6%	0.23	1.6%	Increase related to change in assessment values
1.913	Fire Dispatch	50,024	59,122	7.28	8.61	(9,098)	-15.4%	(1.33)	-15.4%	Net decrease due to apportionment based on call volumes and payment adjustment to District of Saanich
	Total Sub-Regional	152,626	160,096	22.22	23.32	(7,470)	-4.7%	(1.10)	-4.7%	
1.103	Elections	13,376	21,395	1.95	3.12	(8,019)	-37.5%	(1.17)	-37.5%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
1.318	Building Inspection	192,882	189,522	28.07	27.60	3,359	1.8%	0.47	1.7%	Increase related to change in assessment values
1.320	Noise Control	22,202	14,201	3.23	2.07	8,001	56.3%	1.16	56.3%	Increase due to 2023 Deficit Carryover to be recovered by Requisition
1.322	Nuisances & Unsightly Premises	17,600	18,973	2.56	2.76	(1,372)	-7.2%	(0.20)	-7.3%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	Total Joint Electoral Area	246,060	244,090	35.81	35.55	1,970	0.8%	0.27	0.8%	
1.138	Southern Gulf Islands Regional Library	242,724	244,200	35.33	35.56	(1,476)	-0.6%	(0.23)	-0.7%	Decrease due to 2023 Surplus Carryover to mitigate Requisition
1.235	SGI Small Craft Harbour Facilities	325,161	320,370	53.08	52.29	4,791	1.5%	0.79	1.5%	Increase in capital reserve fund transfer recommended by Commission
1.923	Emergency Comm - Crest - S.G.I.	185,093	183,822	26.94	26.77	1,271	0.7%	0.17	0.6%	Increase due to payment increase to CREST
	Total SSI Electoral Area	752,978	748,392	115.35	114.62	4,586	0.6%	0.73	0.6%	
	Other <\$1,000	1,916,459	1,917,197	278.95	279.21	(738)	0.0%	(0.26)	-0.1%	
	Total CRD and CRHD (SGI)	3,876,213	3,859,707	569.95	567.73	16,506	0.4%	2.22	0.4%	
1.229	Pender Islands Health Care Centre	264,601	240,938	105.92	96.59	23,663	9.8%	9.33	9.7%	Increase in contribution payment requested by Society
1.352	South Galiano Fire Protection	635,001	632,093	716.95	707.32	2,907	0.5%	9.63	1.4%	Increase related to change in assessment values
1.356	Pender Fire Protection	1,344,763	1,232,816	541.10	496.79	111,947	9.1%	44.31	8.9%	Increase in operating costs and reserve fund transfers requested by Society
1.359	North Galiano Fire Protection	328,783	242,206	833.17	616.00	86,577	35.7%	217.17	35.3%	Increase in Commission recommended operating costs
1.363	Saturna Island Fire	302,461	265,240	462.93	409.42	37,221	14.0%	53.50	13.1%	Increased contribution payment requested by Society
1.465	Saturna Island Comm. Parks	28,909	26,579	44.24	41.03	2,330	8.8%	3.22	7.8%	Increase in Commission recommended operating costs partially offset by 2023 Surplus Carryover
1.495	Galiano Parks	107,482	111,689	82.36	84.88	(4,207)	-3.8%	(2.52)	-3.0%	Commission recommended decrease in parks maintenance costs
1.498	Galiano Community Recreation	43,850	39,660	33.60	30.14	4,190	10.6%	3.46	11.5%	Commission recommended increase in recreation program costs
2.640	Saturna Island Water System (Lyal Harbour)	140,696	138,350	808.60	799.71	2,346	1.7%	8.89	1.1%	Commission recommended increased reserve fund transfers funded by Requisition and User Charges
	Other <\$1,000	2,166,353	2,165,521			832	0.0%			
	Total Local/Specified/Defined Services	5,362,899	5,095,092			267,807	5.3%			

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Appendix C-3: Change in Requisition (2024 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 2023	\$ Requisition	% Increase over 2023	\$/HH	
Provisional - COW (CRD&CRHD)			4.2%	3,859,707	4.2%	567.73	
Change in Cost Apportionment	1.010	Legislative & General Government	0.0%	(1,104)	0.0%	(0.19)	Apportionment based on call volume
	1.280	Regional Parks	0.0%	(1,678)	-0.1%	(0.28)	
	1.313	Animal Care Services	0.0%	1,628	0.0%	0.23	
	1.318	Building Inspection	0.1%	3,337	0.1%	0.47	
	1.913	913 Fire Dispatch	-0.3%	(11,916)	-0.3%	(1.74)	
		All SGI EA-wide services	-	-	0.0%	(0.10)	Change in \$/Avg HH solely due to change in residential assessment
		Others <+/-1,000	0.0%	(741)	0.0%	(0.19)	
	Subtotal		-0.3%	(10,473)	-0.3%	(1.80)	
Budget Changes	1.010	Legislative & General Government	0.1%	2,219	0.1%	0.32	Ongoing increase in IT licensing costs
	1.103	Elections	-0.2%	(8,226)	-0.2%	(1.20)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.138	Southern Gulf Islands Regional Library	0.0%	(1,476)	0.0%	(0.21)	Decrease due to 2023 Surplus Carryover to offset Requisition
	1.224	Community Health	0.2%	7,173	0.2%	1.04	Board directed initiatives - Aboriginal Coalition & Alliance to End Homelessness
	1.235	SGI Small Craft Harbour Facilities	0.1%	4,791	0.1%	0.78	Increase in capital reserve fund transfer recommended by Commission
	1.280	Regional Parks	0.3%	11,624	0.3%	1.69	Royal Oak Golf Course land acquisition
	1.320	Noise Control	0.2%	7,617	0.2%	1.11	2023 Deficit Carryover to be recovered by Requisition
	1.322	Nuisances & Unsightly Premises	0.0%	(1,677)	0.0%	(0.24)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.913	913 Fire Dispatch	0.1%	2,818	0.1%	0.41	Payment adjustment to District of Saanich to be recovered by Requisition
	1.923	Emergency Comm - CREST - SGI	0.0%	1,271	0.0%	0.19	Payment adjustment to CREST
		Others <+/-1,000	0.0%	845	0.0%	0.12	Changes related to 2023 surplus/deficit, GILT and minor budget changes
		Subtotal		0.7%	26,979	0.7%	4.01
Final - CRD&CRHD over 2023			4.7%	3,876,213	4.6%	569.95	
Change - Final over Provisional (COW)			0.5%	16,506	0.4%	2.22	

*Requisition excludes Local/Specified/Defined area services.

Appendix C-4: Capital Plan Summary Overview by Service - Southern Gulf Islands
2024 Final

Service # Service Name		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.110	SGI Admin. Expenditures	6,600					6,600			6,600				6,600
1.137	Galiano Island Community Use Building			12,000			12,000					12,000		12,000
1.235	SGI Small Craft Harbour Facilities				482,000		482,000	247,000				215,000	20,000	482,000
1.318	Building Inspection (Joint EA)	20,631	42,625				63,256			63,256				63,256
1.352	South Galiano Fire	29,000	420,000				449,000			429,000		20,000		449,000
1.356	Pender Island Fire	60,000		18,000			78,000			60,000		18,000		78,000
1.373	SGI Emergency Program	25,000					25,000					25,000		25,000
1.465	Saturna Island Community Parks				38,000		38,000	5,000				33,000		38,000
1.475	Mayne Island Community Parks	15,000		53,000	9,000		77,000	20,000			30,000	27,000		77,000
1.485	Pender Island Community Parks	25,000			1,157,752	30,000	1,212,752	33,808			700,000	278,944	200,000	1,212,752
1.495	Galiano Community Parks	2,616			43,922		46,538	25,808		2,616		18,114		46,538
2.630	Magic Lake Estates Water (Pender)	15,000			145,000		160,000	15,000				145,000		160,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	66,000			335,000		401,000	268,000	88,000		30,000	15,000		401,000
2.642	Skana Water (Mayne)	10,000			50,000		60,000	30,000				30,000		60,000
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
3.830	Magic Lake Sewer Utility (Pender)	60,000			4,200,000		4,260,000	1,400,000			2,800,000	60,000		4,260,000
Total		334,847	462,625	83,000	6,480,674	30,000	7,391,146	2,044,616	88,000	561,472	3,560,000	917,058	220,000	7,391,146

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Appendix C-5: Change in Capital Plan (2024 Final vs Provisional) - Southern Gulf Islands

Service	Service Name	Project Description	Amount \$			Comments
			Provisional	Final	Change	
1.318	Building Inspection (Joint EA)	Vehicle Replacement	18,425	42,807	24,382	Revised budget spending in 2024
		Storage Room Shelving	-	10,230	10,230	Revised budget spending in 2024
1.352	South Galiano Fire Protection	Structure Protection Unit	-	20,000	20,000	Trailer for WUI sprinkler kits (Firesmart Structure Protection Trailer)
		Rope Rescue	-	10,000	10,000	Replace rope rescue equipment
		Thermal Imaging Cameras	-	9,000	9,000	Replace 2 thermal imaging cameras
1.356	Pender Fire Protection	Hall 3 Upgrades-CCF11	-	10,000	10,000	Revised budget spending in 2024
		Turnout gear-ERF1	5,000	16,000	11,000	Revised budget spending in 2024
		SCBA cylinder replacement-ERF15	-	15,000	15,000	Replacement of SCBA cylinders
		Replace rescue equipment-ERF9	14,000	20,000	6,000	Revised budget spending in 2024
		Hall 1 Upgrades-CCF13	-	8,000	8,000	Revised budget spending in 2024
1.465	Saturna Island Community Parks	Park upgrades	4,000	8,000	4,000	Revised budget spending in 2024
		Park upgrades	1,000	20,000	19,000	Revised budget spending in 2024
		Park upgrades	1,000	5,000	4,000	Revised budget spending in 2024
		Park upgrades	-	5,000	5,000	Replace Saturna Parks picnic tables and benches
1.475	Mayne Island Community Parks	Fitness Circuit	-	50,000	50,000	Complete fitness circuit at Dinner Bay
		Dinner Bay water; pumphouse upgrade	-	5,000	5,000	Upgrade water system; insulate and redo pumphouse
		Dinner Bay washrooms	-	3,000	3,000	Upgrade washroom facilities; flush valves
		Vulture Ridge Summit	-	2,000	2,000	Safety and landscaping improvement at Vulture Ridge Summit
		Fitness Circuit	-	15,000	15,000	Install fitness equipment at Dinner Bay Park
1.485	Pender Island Community Parks	Shingle Bay Improvements	55,000	25,000	(30,000)	Revised budget spending in 2024
		Thieves Bay Improvements	-	7,752	7,752	Improve outhouses, picnic table shelter, walking trails, memorial garden
		Trail Development	-	1,100,000	1,100,000	Schooner Way Trail
		Magic Lake Park Upgrades	-	25,000	25,000	Dock at west end of Magic Lake
		School Facility Upgrades	10,000	-	(10,000)	No longer required
		Disc Park Improvements	10,000	-	(10,000)	Moved from 2024 to 2026
		Ball Park Improvements	-	25,000	25,000	Pump track, playground equipment
		Land Acquisition	-	30,000	30,000	Schooner Way Trail
1.495	Galiano Community Parks	Galiano Island Park Upgrades	-	3,201	3,201	Complete DL 79 Park Project - Vault Toilet Enclosure
		Study Bay Trail Extension	-	2,000	2,000	Study to assess feasibility and cost to extend trail to BC Ferries
		Galiano Island Park Upgrades	2,000	3,839	1,839	Revised budget spending in 2024
		Galiano Island Park Upgrades	8,000	-	(8,000)	Moved from 2024 to 2025
		Galiano Island Park Upgrades	-	16,275	16,275	Zuker-Georgeson shore access restoration- remove invasives and restore
		Galiano Island Park Upgrades	-	5,000	5,000	Engineering for mobility impaired beach accesses
		Galiano Island Park Upgrades	1,000	-	(1,000)	Moved from 2024 to 2025
		Galiano Island Park Upgrades	-	13,607	13,607	Upgrade to Matthews Beach access
		GIPRC Equipment and Tools Purchase	1,000	2,616	1,616	Equipment and Tools Purchase
2.640	Lyall Harbour Boot Cove Water	Seismic reinforcement of Money Lake Dam	620,000	260,000	(360,000)	Moved from 2024 to 2025
3.830	Magic Lake Sewer Utility	Wastewater Improvements	4,000,000	4,200,000	200,000	Revised budget spending in 2024
Total Changes - Southern Gulf Islands			4,750,425	5,993,327	1,242,902	

Appendix C-6: SGI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.369 EA Fire Services - JDF & SGI

1.372 EA Emergency Coordination

SOUTHERN GULF ISLANDS

1.110 SGI Administration

1.117 SGI Grants in Aid

1.125 Economic Development

1.137 Galiano Island Community Use Building

1.138 Southern Gulf Islands Public Library

1.170 Gossip Island Electric Power Supply

1.227 Saturna Health Service

1.228 Galiano Health Service

1.229 Pender Health Service

1.235 Small Craft Harbour Facilities

1.314 SGI House Numbering

1.341 Livestock Injury Compensation

1.352 South Galiano Island Fire

1.356 Pender Island Fire

Appendix C-6: SGI Service Budgets

1.359 North Galiano Island Fire

1.363 Saturna Island Fire

1.373 SGI Emergency Program

1.465 Saturna Island Community Parks

1.468 Saturna Island Community Recreation

1.475 Mayne Island Community Parks

1.476 Mayne Island Community Parks Donations

1.478 Mayne Island Community Recreation

1.485 Pender Island Community Parks

1.488 Pender Island Community Recreation

1.495 Galiano Island Community Parks

1.498 Galiano Island Community Recreation

1.533 Stormwater Quality

1.923 Emergency Communications – CREST

2.630 Magic Lake Estates Water (Pender Island)

2.640 Lyall Harbour/Boot Cove Water (Saturna Island)

2.642 Skana Water (Mayne Island)

2.665 Sticks Allison Water (Galiano Island)

2.667 Surfside Water (Mayne Island)

3.830 Magic Lake Estates Sewer System (Pender Island)

CAPITAL REGIONAL DISTRICT

2024 Budget

Elections

FINAL BUDGET

MARCH 2024

Service: 1.103 Elections

Committee: Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 52 and 75 of the Local Government Act).

PARTICIPATION:

All electoral areas on the basis of converted assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and recovery from Islands Trust and school districts 61, 62, 63, 64

1.103 - Elections	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electoral Area Elections	-	429	-	-	-	-	-	177,620	500	-
Islands Trust	-	-	-	-	-	-	-	81,870	-	-
Allocations and Insurance	380	496	90	-	-	90	90	13,771	90	90
TOTAL OPERATING COSTS	380	925	90	-	-	90	90	273,261	590	90
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	65,380	64,915	65,490	-	(25,000)	40,490	65,490	-	65,490	65,490
TOTAL COSTS	65,760	65,840	65,580	-	(25,000)	40,580	65,580	273,261	66,080	65,580
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(125,811)	(500)	-
Recovery from Islands Trust	-	-	-	-	-	-	-	(81,870)	-	-
Other Income	(270)	(350)	(271)	-	-	(271)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(270)	(350)	(271)	-	-	(271)	(90)	(207,771)	(590)	(90)
REQUISITION	(65,490)	(65,490)	(65,309)	-	25,000	(40,309)	(65,490)	(65,490)	(65,490)	(65,490)
*Percentage increase over prior year Requisition			-0.3%		-38.2%	-38.5%	62.5%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund: Fund Centre:	1500 105515	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		125,101	197,091	237,581	303,071	177,260	242,250
Transfer from Op Budget		64,871	40,490	65,490	-	65,490	65,490
Transfer to Op Budget		-	-	-	(125,811)	(500)	-
Interest Income*		7,119					
Ending Balance \$		197,091	237,581	303,071	177,260	242,250	307,740

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections every 4 years

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

UBCM

FINAL BUDGET

MARCH 2024

Service: 1.104 Union of B.C. Municipalities

Committee: Electoral Area

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Membership Fee	12,251	11,526	12,328	-	-	12,328	12,810	13,070	13,330	13,600
Allocations & Other Expenses	707	930	708	-	-	708	721	734	748	761
TOTAL COSTS	12,958	12,456	13,036	-	-	13,036	13,531	13,804	14,078	14,361
*Percentage Increase over prior year						0.6%	3.8%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	468	(468)	-	-	(468)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(792)	(792)	-	-	-	-	-	-	-	-
Other Revenue	(92)	(58)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(884)	(382)	(558)	-	-	(558)	(90)	(90)	(90)	(90)
REQUISITION	(12,074)	(12,074)	(12,478)	-	-	(12,478)	(13,441)	(13,714)	(13,988)	(14,271)
*Percentage increase over prior year Requisition						3.3%	7.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Building Inspection

FINAL BUDGET

MARCH 2024

Service: 1.318 Building Inspection

Committee: Electoral Area

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of their value of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

1.318 - Building Inspection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,388,876	1,286,456	1,457,133	-	-	1,457,133	1,491,427	1,526,521	1,562,425	1,599,136
Telecommunications	37,710	40,210	41,530	-	-	41,530	42,360	43,210	44,070	44,950
Legal Expenses	10,920	18,000	18,630	-	-	18,630	19,000	19,380	19,770	20,170
Building Rent	35,480	35,480	36,720	-	-	36,720	37,460	38,210	38,980	39,760
Supplies	18,800	23,250	24,062	-	-	24,062	24,550	25,040	25,550	26,060
Allocations	324,529	330,529	367,722	-	-	367,722	384,165	401,708	414,921	425,658
Other Operating Expenses	167,110	159,897	177,056	-	75,000	252,056	255,640	184,320	188,080	191,890
TOTAL OPERATING COSTS	1,983,425	1,893,822	2,122,853	-	75,000	2,197,853	2,254,602	2,238,389	2,293,796	2,347,624
*Percentage Increase over prior year			7.0%		3.8%	10.8%	2.6%	-0.7%	2.5%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	20,000	20,000	20,820	-	-	20,820	25,470	25,950	26,440	25,000
Transfer to Operating Reserve Fund	-	146,232	-	-	-	-	-	-	-	10,490
TOTAL CAPITAL / RESERVES	20,000	166,232	20,820	-	-	20,820	25,470	25,950	26,440	35,490
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	25,230
TOTAL COSTS	2,026,725	2,083,354	2,166,973	-	75,000	2,241,973	2,303,372	2,287,639	2,343,536	2,408,344
*Percentage Increase over prior year			6.9%		3.7%	10.6%	2.7%	-0.7%	2.4%	2.8%
Internal Recoveries	(30,980)	(30,980)	(32,060)	-	-	(32,060)	(32,700)	(33,350)	(34,020)	(34,700)
TOTAL COSTS LESS INTERNAL RECOVERIES	1,995,745	2,052,374	2,134,913	-	75,000	2,209,913	2,270,672	2,254,289	2,309,516	2,373,644
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(121,144)	(121,144)	(125,183)	-	(75,000)	(200,183)	(143,742)	(39,165)	(4,452)	-
Permit Fees Revenue	(1,340,000)	(1,401,522)	(1,400,000)	-	-	(1,400,000)	(1,428,000)	(1,456,570)	(1,485,710)	(1,515,430)
Contract Revenue	(38,640)	(33,747)	(39,990)	-	-	(39,990)	(40,790)	(41,610)	(42,440)	(43,300)
Grants in Lieu of Taxes	(1,921)	(1,921)	(1,924)	-	-	(1,924)	(2,030)	(2,070)	(2,110)	(2,150)
Revenue - Other	(2,660)	(2,660)	(2,660)	-	-	(2,660)	(2,660)	(2,660)	(2,660)	(2,660)
TOTAL REVENUE	(1,504,365)	(1,560,994)	(1,569,757)	-	(75,000)	(1,644,757)	(1,617,222)	(1,542,075)	(1,537,372)	(1,563,540)
REQUISITION	(491,380)	(491,380)	(565,156)	-	-	(565,156)	(653,450)	(712,214)	(772,144)	(810,104)
*Percentage increase over prior year										
Requisition						15.0%	15.6%	9.0%	8.4%	4.9%
Per Fees Revenue						4.5%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	11.2		11.2			11.2	11.2	11.2	11.2	11.2

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.318 Building Inspection	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$55,000	\$60,500	\$4,500	\$6,000	\$6,000	\$6,000	\$0	\$77,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$95,000	\$125,000	\$0	\$60,000	\$60,000	\$60,000	\$0	\$245,000
	\$150,000	\$185,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$322,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$150,000	\$185,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$322,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$150,000	\$185,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$322,000

5 YEAR CAPITAL PLAN

Service #: 1.318

Service Name: Building Inspection

[illegible]

Service: 1.318 Building Inspection

Project Number	18-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	Capital Project Title	Computer Replacement	Capital Project Description	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	21-01	Capital Project Title	Furniture Replacement	Capital Project Description	Salt Spring Island furniture replacement
Project Rationale	Replace desks, chairs, shelving, cabinetry and other furniture that has become worn and requires replacement.				

Project Number	23-01	Capital Project Title	Storage Room Shelving	Capital Project Description	Storage Room Shelving
Project Rationale					

**Building Inspection
Reserve Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	656,471	456,288	312,546	273,381	268,929	279,419
Equipment Replacement Fund	248,161	83,481	104,451	64,401	24,841	49,841
Total	904,631	539,768	416,996	337,781	293,769	329,259

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund: Fund Centre:	1500 105544	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		612,699	656,471	456,288	312,546	273,381	268,929
Transfer from Ops Budget		136,808	-	-	-	-	10,490
Transfer to Ops Budget		(121,144)	(200,183)	(143,742)	(39,165)	(4,452)	-
Interest Income*		28,108					
Ending Balance \$		656,471	456,288	312,546	273,381	268,929	279,419

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101425	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		223,756	248,161	83,481	104,451	64,401	24,841
Transfer from Ops Budget		40,000	20,820	25,470	25,950	26,440	25,000
Planned Purchase		(17,639)	(185,500)	(4,500)	(66,000)	(66,000)	-
Interest Income		2,044					
Ending Balance \$		248,161	83,481	104,451	64,401	24,841	49,841

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Noise Control

FINAL BUDGET

MARCH 2024

Service: 1.320 Noise Control

Committee: Electoral Area

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

FUNDING:

Requisition

1.320 - Noise Control

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	7,110	12,702	7,360	-	-	7,360	7,510	7,660	7,810	7,970
Allocations	2,678	2,678	2,761	-	-	2,761	2,813	2,865	2,918	2,971
Internal Time Charges	31,390	56,604	33,000	-	-	33,000	33,740	34,450	35,150	35,890
Other Operating Expenses	50	1,478	250	-	-	250	250	250	250	250
TOTAL OPERATING COSTS	41,228	73,462	43,371	-	-	43,371	44,313	45,225	46,128	47,081
*Percentage Increase over prior year			5.2%			5.2%	2.2%	2.1%	2.0%	2.1%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	485	1,175	1,865
TOTAL COSTS	41,228	73,462	43,371	-	-	43,371	44,313	45,710	47,303	48,946
<u>FUNDING SOURCES (REVENUE)</u>										
Deficit CFW from 2023 to 2024	-	(22,000)	-	-	22,000	22,000	-	-	-	-
Transfer from Operating Reserve Fund	-	(10,384)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(168)	(168)	(168)	-	-	(168)	(200)	(200)	(200)	(200)
Revenue - Other	(150)	-	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(318)	(32,552)	(318)	-	22,000	21,682	(350)	(350)	(350)	(350)
REQUISITION	(40,910)	(40,910)	(43,053)	-	(22,000)	(65,053)	(43,963)	(45,360)	(46,953)	(48,596)
*Percentage increase over prior year Requisition			5.2%		53.8%	59.0%	-32.4%	3.2%	3.5%	3.5%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105406	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		21,805	12,471	12,471	12,471	12,956	14,131
Transfer from Ops Budget		-	-	-	485	1,175	1,865
Deficit Recovery		(10,384)	-	-	-	-	-
Interest Income*		1,051					
Ending Balance \$		12,471	12,471	12,471	12,956	14,131	15,996

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Nuisance & Unsightly Premises

FINAL BUDGET

MARCH 2024

Service: 1.322 Nuisance & Unsightly Premises

Committee: Electoral Area

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	2,190	-	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Allocations	3,346	3,346	3,449	-	-	3,449	3,514	3,580	3,648	3,716
Internal Time Charges	49,130	50,722	51,650	-	-	51,650	52,810	53,920	55,010	56,170
Other Operating Expenses	320	395	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	54,986	54,463	57,419	-	-	57,419	58,644	59,820	60,978	62,206
*Percentage Increase over prior year			4.4%			4.4%	2.1%	2.0%	1.9%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	940	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	940	-	-	-	-	-	-	-	-
TOTAL COSTS	54,986	55,403	57,419	-	-	57,419	58,644	59,820	60,978	62,206
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	(519)	-	(5,000)	(5,519)	-	-	-	-
Grants in Lieu of Taxes	(225)	(225)	(230)	-	-	(230)	(250)	(260)	(270)	(280)
Other Revenue	(100)	(517)	(100)	-	-	(100)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(325)	(742)	(849)	-	(5,000)	(5,849)	(450)	(460)	(470)	(480)
REQUISITION	(54,661)	(54,661)	(56,570)	-	5,000	(51,570)	(58,194)	(59,360)	(60,508)	(61,726)
*Percentage increase over prior year Requisition			3.5%		-9.1%	-5.7%	12.8%	2.0%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund
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For unforeseen legal expenses

Reserve Cash Flow

Fund: 1500 Fund Centre: 105403	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	19,000	20,855	15,336	15,336	15,336	15,336
Transfer from Ops Budget	940	-	-	-	-	-
Transfer to Ops Budget	-	(5,519)	-	-	-	-
Interest Income*	916					
Ending Balance \$	20,855	15,336	15,336	15,336	15,336	15,336

<p><u>Assumptions/Background:</u></p> <p>*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.</p>

CAPITAL REGIONAL DISTRICT

2024 Budget

Electoral Area Fire Services

FINAL BUDGET

MARCH 2024

Service: **1.369 Electoral Area Fire Services**

Committee: Electoral Area

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of \$0.246 per \$1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Fire Services Compliance and Coordination	77,840	79,000	-	-	45,000	45,000	-	-	-	-
Wages & Salaries	-	-	-	194,602	-	194,602	199,269	204,046	208,933	213,935
Contract for Service	126,500	90,000	27,430	-	-	27,430	27,980	28,540	29,110	29,690
Staff Training & Development	5,370	2,851	5,560	-	-	5,560	5,670	5,780	5,900	6,020
Software Licenses	2,000	200	2,070	-	-	2,070	2,110	2,150	2,190	2,230
Allocations	90,126	90,126	90,712	-	-	90,712	92,527	94,375	96,266	98,190
Contingency	2,000	-	-	-	-	-	-	-	-	-
Operating - Other	2,130	1,951	2,190	-	8,000	10,190	2,220	2,250	2,280	2,310
TOTAL OPERATING COSTS	305,966	264,128	127,962	194,602	53,000	375,564	329,776	337,141	344,679	352,375
*Percentage Increase over prior year			-58.2%	63.6%	17.3%	22.7%	-12.2%	2.2%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Equipment Purchases	2,500	-	2,500	-	-	2,500	2,500	2,500	2,289	1,918
Transfer to Operating Reserve Fund	-	44,338	-	-	-	-	-	6,970	6,575	6,320
TOTAL CAPITAL / RESERVE	2,500	44,338	2,500	-	-	2,500	2,500	9,470	8,864	8,238
TOTAL COSTS	308,466	308,466	130,462	194,602	53,000	378,064	332,276	346,611	353,543	360,613
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(161,033)	(161,033)	-	(118,704)	(53,000)	(171,704)	(43,416)	-	-	-
Interest Income	(120)	(120)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	(161,153)	(161,153)	(120)	(118,704)	(53,000)	(171,824)	(43,536)	(120)	(120)	(120)
REQUISITION	(147,313)	(147,313)	(130,342)	(75,898)	-	(206,240)	(288,740)	(346,491)	(353,423)	(360,493)
*Percentage increase over prior year Requisition			-11.5%	51.5%		40.0%	40.0%	20.0%	2.0%	2.0%
Salaried Positions FTE's			0.0	1.5		1.5	1.5	1.5	1.5	1.5

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund: 1500 Fund Centre: 105404	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	323,799	219,930	48,226	4,810	11,780	18,355
Transfer from Ops Budget	44,133	-	-	6,970	6,575	6,320
Transfer to Ops Budget	(161,033)	(171,704)	(43,416)	-	-	-
Planned Expenditures	-	-	-	-	-	-
Interest Income*	13,030					
Ending Balance \$	219,930	48,226	4,810	11,780	18,355	24,675

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Electoral Area Emergency Planning Coordination

FINAL BUDGET

MARCH 2024

Service: 1.372 Emergency Planning Coordination

Committee: Planning & Protective Services

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electoral Area Emergency Planning Coordination	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	578,160	515,850	591,902	-	-	591,902	606,031	620,493	635,283	650,420
Contract for Services	-	9,000	-	-	55,000	55,000	-	-	-	-
Travel Expenses	1,920	1,920	1,990	-	-	1,990	2,030	2,070	2,110	2,150
Telecommunications	7,160	7,160	7,410	-	-	7,410	7,560	7,710	7,860	8,020
Staff Training & Development	1,700	2,500	1,760	-	3,240	5,000	1,800	1,840	1,880	1,920
Supplies	2,110	5,662	2,180	-	-	2,180	2,220	2,260	2,300	2,340
Allocations	63,573	63,573	70,935	-	-	70,935	73,644	75,383	76,451	78,082
Other Operating Expenses	9,276	13,540	9,580	-	-	9,580	9,770	9,960	10,150	10,340
TOTAL OPERATING COSTS	663,899	619,205	685,757	-	58,240	743,997	703,055	719,716	736,034	753,272
*Percentage Increase over prior year			3.3%		8.8%	12.1%	-5.5%	2.4%	2.3%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	51,194	-	-	-	-	-	-	-	1,940
Transfer to Equipment Replacement Fund	7,500	10,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	7,500	61,194	5,000	-	-	5,000	5,000	5,000	5,000	6,940
TOTAL COSTS	671,399	680,399	690,757	-	58,240	748,997	708,055	724,716	741,034	760,212
Internal Recoveries	(492,300)	(492,300)	(509,530)	-	-	(509,530)	(519,720)	(530,110)	(540,708)	(551,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	179,099	188,099	181,227	-	58,240	239,467	188,335	194,606	200,326	208,692
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(22,939)	(22,939)	(14,170)	-	(58,240)	(72,410)	(10,485)	(6,135)	(1,535)	-
Grants in Lieu of Taxes	(626)	(626)	(627)	-	-	(627)	(660)	(670)	(680)	(690)
Revenue - Other	(330)	(9,330)	(340)	-	-	(340)	(330)	(330)	(330)	(330)
TOTAL REVENUE	(23,895)	(32,895)	(15,137)	-	(58,240)	(73,377)	(11,475)	(7,135)	(2,545)	(1,020)
REQUISITION	(155,204)	(155,204)	(166,090)	-	-	(166,090)	(176,860)	(187,471)	(197,781)	(207,672)
*Percentage increase over prior year Requisition			7.0%			7.0%	6.5%	6.0%	5.5%	5.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0	4.0	4.0			4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.372	Carry	2024	2025	2026	2027	2028	TOTAL
	Emergency Planning Coordination	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,500	\$0	\$2,500	\$0	\$0	\$5,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$70,000	\$0	\$70,000
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

5 YEAR CAPITAL PLAN

Service #:

1.372

Service Name:

Emergency Planning Coordination

[illegible]

Service: 1.372 Emergency Planning Coordination

Project Number	20-01	Capital Project Title	Computer Equipment Replacement	Capital Project Description	Computer Equipment Replacement
Project Rationale					

Project Number	23-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle replacement
Project Rationale					

Electoral Area Emergency Planning Coordination
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	102,929	30,519	20,034	13,899	12,364	14,304
Equipment Replacement Fund	64,330	66,830	71,830	74,330	9,330	14,330
Total	167,259	97,349	91,864	88,229	21,694	28,634

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund: Fund Centre:	1500 105545	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		60,373	102,929	30,519	20,034	13,899	12,364
Transfer from Ops Budget		62,854	-	-	-	-	1,940
Transfer to Ops Budget		(22,939)	(72,410)	(10,485)	(6,135)	(1,535)	-
Interest Income*		2,640					
Ending Balance \$		102,929	30,519	20,034	13,899	12,364	14,304

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101985	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		53,804	64,330	66,830	71,830	74,330	9,330
Transfer from Op Budget		10,000	5,000	5,000	5,000	5,000	5,000
Planned Purchase		-	(2,500)	-	(2,500)	(70,000)	-
Interest Income		526					
Ending Balance \$		64,330	66,830	71,830	74,330	9,330	14,330

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2024 Budget

Admin Expenditures (SGI)

FINAL BUDGET

MARCH 2024

Service: 1.110 SGI Admin. Expenditures

Committee: Electoral Area

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel , electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Southern Gulf Islands

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.110 - Admin Expenditures (SGI) Director & Management	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Director Admin	120,207	117,561	120,835	-	-	120,835	123,226	125,653	128,131	130,678
Management Services	358,394	328,123	333,834	-	116,867	450,701	342,679	351,488	360,010	368,654
TOTAL OPERATING COSTS	478,601	445,684	454,669	-	116,867	571,536	465,905	477,141	488,141	499,332
*Percentage Increase over prior year			-5.0%		24.4%	19.4%	-18.5%	2.4%	2.3%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	27,327	-	-	-	-	-	-	-	376
TOTAL CAPITAL / RESERVES	1,100	28,427	1,100	-	-	1,100	1,100	1,100	1,100	1,476
TOTAL COSTS	479,701	474,111	455,769	-	116,867	572,636	467,005	478,241	489,241	500,808
*Percentage Increase over prior year			-5.0%		24.4%	19.4%	-18.4%	2.4%	2.3%	2.4%
Labour Recovery	-	-	-	-	(86,867)	(86,867)	-	-	-	-
TOTAL RECOVERIES	-	-	-	-	(86,867)	(86,867)	-	-	-	-
COSTS LESS INTERNAL RECOVERIES	479,701	474,111	455,769	-	30,000	485,769	467,005	478,241	489,241	500,808
*Percentage Increase over prior year			-5.0%		6.3%	1.3%	-3.9%	2.4%	2.3%	2.4%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(61,113)	(41,113)	(22,688)	-	(30,000)	(52,688)	(15,955)	(10,171)	(5,136)	(1,834)
Cost Recovery	(14,063)	(12,263)	(14,284)	-	-	(14,284)	(14,510)	(14,740)	(14,975)	(15,214)
Grants in Lieu of Taxes	(4,149)	(19,149)	(4,137)	-	-	(4,137)	(4,380)	(4,470)	(4,560)	(4,650)
Other Revenue	(290)	(1,500)	(500)	-	-	(500)	(500)	(500)	(500)	(500)
TOTAL REVENUE	(79,615)	(74,025)	(41,609)	-	(30,000)	(71,609)	(35,345)	(29,881)	(25,171)	(22,198)
REQUISITION	(400,086)	(400,086)	(414,160)	-	-	(414,160)	(431,660)	(448,360)	(464,070)	(478,610)
*Percentage increase over prior year Requisition			3.5%			3.5%	4.2%	3.9%	3.5%	3.1%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

1.110 - Admin Expenditures (SGI)
Director Admin

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Director's Remuneration	51,134	51,134	53,026	-	-	53,026	54,090	55,170	56,270	57,400
Contract for Services	21,180	21,180	21,920	-	-	21,920	22,360	22,810	23,270	23,740
Travel	6,180	3,500	4,400	-	-	4,400	4,490	4,580	4,670	4,760
Allocations	14,257	14,257	14,675	-	-	14,675	14,966	15,263	15,566	15,874
Other Operating Expenses	27,456	27,490	26,814	-	-	26,814	27,320	27,830	28,355	28,904
TOTAL OPERATING COSTS	120,207	117,561	120,835	-	-	120,835	123,226	125,653	128,131	130,678
*Percentage Increase over prior year			0.5%			0.5%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	3,856	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,100	1,100	1,100	-	-	1,100	1,100	1,100	1,100	1,100
TOTAL CAPITAL / RESERVES	1,100	4,956	1,100	-	-	1,100	1,100	1,100	1,100	1,100
TOTAL COSTS	121,307	122,517	121,935	-	-	121,935	124,326	126,753	129,231	131,778
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(5,275)	(5,275)	(1,862)	-	-	(1,862)	(1,826)	(1,823)	(1,816)	(1,834)
Cost Recovery	(11,363)	(11,363)	(11,584)	-	-	(11,584)	(11,810)	(12,040)	(12,275)	(12,514)
Grants in Lieu of Taxes	(1,062)	(1,062)	(1,059)	-	-	(1,059)	(1,120)	(1,140)	(1,160)	(1,180)
Interest Income	(290)	(1,500)	(500)	-	-	(500)	(500)	(500)	(500)	(500)
TOTAL REVENUE	(17,990)	(19,200)	(15,005)	-	-	(15,005)	(15,256)	(15,503)	(15,751)	(16,028)
REQUISITION	(103,317)	(103,317)	(106,930)	-	-	(106,930)	(109,070)	(111,250)	(113,480)	(115,750)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

1.110 - Admin Expenditures (SGI) Management Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	171,387	164,866	173,734	-	-	173,734	177,901	182,165	186,529	190,994
Contract for Services	71,480	71,480	71,980	-	86,867	158,847	73,420	74,890	76,390	77,920
Program Development	-	540	-	-	-	-	-	-	-	-
Travel	4,500	3,500	4,660	-	-	4,660	4,750	4,850	4,950	5,050
Memberships & Professional Dues	850	900	880	-	-	880	900	920	940	960
Allocations	41,957	41,957	45,620	-	-	45,620	47,998	50,193	51,961	53,710
Referendum Costs to establish new SGI Service-Connectivity	20,000	-	-	-	20,000	20,000	-	-	-	-
Other Operating Expenses	48,220	44,880	36,960	-	10,000	46,960	37,710	38,470	39,240	40,020
TOTAL OPERATING COSTS	358,394	328,123	333,834	-	116,867	450,701	342,679	351,488	360,010	368,654
*Percentage Increase over prior year			-6.9%		32.6%	25.8%	-24.0%	2.6%	2.4%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	23,471	-	-	-	-	-	-	-	376
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	23,471	-	-	-	-	-	-	-	376
TOTAL COSTS	358,394	351,594	333,834	-	116,867	450,701	342,679	351,488	360,010	369,030
*Percentage Increase over prior year			-6.9%		32.6%	25.8%	-24.0%	2.6%	2.4%	2.5%
Labour Recovery	-	-	-	-	(86,867)	(86,867)	-	-	-	-
TOTAL RECOVERIES	-	-	-	-	(86,867)	(86,867)	-	-	-	-
COSTS LESS INTERNAL RECOVERIES	358,394	351,594	333,834	-	30,000	363,834	342,679	351,488	360,010	369,030
*Percentage Increase over prior year			-6.9%		8.4%	1.5%	-5.8%	2.6%	2.4%	2.5%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(55,838)	(35,838)	(20,826)	-	(30,000)	(50,826)	(14,129)	(8,348)	(3,320)	-
Sub-lease Recovery	(2,700)	(900)	(2,700)	-	-	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)
Grants in Lieu of Taxes	(3,087)	(18,087)	(3,078)	-	-	(3,078)	(3,260)	(3,330)	(3,400)	(3,470)
TOTAL REVENUE	(61,625)	(54,825)	(26,604)	-	(30,000)	(56,604)	(20,089)	(14,378)	(9,420)	(6,170)
REQUISITION	(296,769)	(296,769)	(307,230)	-	-	(307,230)	(322,590)	(337,110)	(350,590)	(362,860)
*Percentage increase over prior year Requisition			3.5%			3.5%	5.0%	4.5%	4.0%	3.5%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.110	Carry	2024	2025	2026	2027	2028	TOTAL
	Sgl Admin. Expenditures	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$6,600	\$0	\$2,800	\$0	\$5,000	\$14,400
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$6,600	\$0	\$2,800	\$0	\$5,000	\$14,400

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$6,600	\$0	\$2,800	\$0	\$5,000	\$14,400
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$6,600	\$0	\$2,800	\$0	\$5,000	\$14,400

[illegible]

Service:

1.110

SGI Admin. Expenditures

Project Number

24-01

Capital Project Title

Computer & laptop

Capital Project Description

Phone & Computer Replacements for Director and Manager

Project Rationale

Phone and computer replacements for director and manager.

Admin Expenditures (SGI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	128,901	76,213	60,258	50,087	44,951	43,493
Equipment Replacement Fund	17,035	11,535	12,635	10,935	12,035	8,135
Total	145,936	87,748	72,893	61,022	56,986	51,628

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to fund one-time program costs and to mitigate the fluctuation in requisition.

Reserve Cash Flow

Fund: Fund Centre:	1500 105546	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		114,807	128,901	76,213	60,258	50,087	44,951
Transfer from Ops Budget		50,157	-	-	-	-	376
Transfer to Ops Budget-Core Budget		(33,113)	(22,688)	(15,955)	(10,171)	(5,136)	(1,834)
Transfer to Ops Budget		(8,000)	(30,000)				
Interest Income*		5,050					
Ending Balance \$		128,901	76,213	60,258	50,087	44,951	43,493

Assumptions/Background:

*Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Equipment Replacement Fund

ERF Group: SGIADMIN.ERF

Reserve Cash Flow

Fund:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101838						
Beginning Balance		15,787	17,035	11,535	12,635	10,935	12,035
Transfer from Ops Budget		1,100	1,100	1,100	1,100	1,100	1,100
Planned Purchase		-	(6,600)	-	(2,800)	-	(5,000)
Interest Income		148					
Ending Balance \$		17,035	11,535	12,635	10,935	12,035	8,135

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

SGL Grants in Aid

FINAL BUDGET

MARCH 2024

Service: 1.117 SGI Grants in Aid

Committee: Electoral Area

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

Greater of \$129,912 or \$0.05 / \$1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of \$269,185.

COMMITTEE:

Electoral Areas Committee

FUNDING:

Requisition

1.117 - SGI Grants in Aid	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grants in Aid	100,000	99,762	105,081	-	-	105,081	105,000	105,000	105,000	105,000
Allocations	5,424	5,424	5,311	-	-	5,311	5,417	5,526	5,636	5,749
Other Expenses	800	1,565	800	-	-	800	800	800	800	800
TOTAL COSTS	106,224	106,751	111,192	-	-	111,192	111,217	111,326	111,436	111,549
*Percentage Increase over prior year			4.7%			4.7%	0.0%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	(416)	416	-	-	416	-	-	-	-
Balance c/fwd from 2022 to 2023	37	37	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,117)	(1,117)	(1,114)	-	-	(1,114)	(1,117)	(1,117)	(1,117)	(1,117)
Other Revenue	(140)	(251)	(140)	-	-	(140)	(140)	(140)	(140)	(140)
TOTAL REVENUE	(1,220)	(1,747)	(838)	-	-	(838)	(1,257)	(1,257)	(1,257)	(1,257)
REQUISITION	(105,004)	(105,004)	(110,354)	-	-	(110,354)	(109,960)	(110,069)	(110,179)	(110,292)
*Percentage increase over prior year Requisition			5.1%			5.1%	-0.4%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

SGI Economic Development

FINAL BUDGET

MARCH 2024

Service: 1.125 SGI Economic Development

Committee: Electoral Area

DEFINITION:

Economic Development Commission Establishing Bylaw No. 3803, with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None

COMMISSION:

Five members including the Director representing the Southern Gulf Islands Electoral Area, and one individual from each of Galiano Island, Mayne Island, Saturna Island and Pender Islands.

FUNDING:

Requisition

1.125 - SGI Economic Development	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	101,046	80,780	78,290	-	26,269	104,559	79,860	81,460	83,090	84,750
Program Development	36,324	29,314	30,460	-	-	30,460	30,670	30,880	31,100	31,320
Internal Allocations	6,158	6,158	6,307	-	-	6,307	6,434	6,562	6,693	6,827
Building Rent	8,990	9,251	9,140	-	-	9,140	9,300	9,420	9,530	9,530
Contribution Projects	-	-	-	-	-	-	-	-	-	-
Operating - Other	5,250	1,686	5,430	-	-	5,430	5,530	5,630	5,740	5,850
TOTAL OPERATING COSTS	157,768	127,189	129,627	-	26,269	155,896	131,794	133,952	136,153	138,277
*Percentage Increase over prior year			-17.8%		16.6%	-1.2%	-15.5%	1.6%	1.6%	1.6%
Transfer to Operating Reserve Fund	-	4,253	-	-	-	-	-	-	-	-
TOTAL COSTS	157,768	131,442	129,627	-	26,269	155,896	131,794	133,952	136,153	138,277
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	27,650	(1,381)	-	(26,269)	(27,650)	-	-	-	-
Balance c/fwd from 2022 to 2023	(34,970)	(34,970)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,272)	(1,272)	(1,268)	-	-	(1,268)	(1,350)	(1,380)	(1,410)	(1,440)
Interest Income	(100)	(1,424)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(36,342)	(10,016)	(2,849)	-	(26,269)	(29,118)	(1,550)	(1,580)	(1,610)	(1,640)
REQUISITION	(121,426)	(121,426)	(126,778)	-	-	(126,778)	(130,244)	(132,372)	(134,543)	(136,637)
*Percentage increase over prior year Requisition			4.4%			4.4%	2.7%	1.6%	1.6%	1.6%

Reserve Schedule

Reserve Fund: 1.125 SGI Economic Development - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to fund one-time program costs and to mitigate the fluctuation in requisition.

Reserve Cash Flow

Fund: Fund Centre:	1500 105547	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		8,164	12,810	12,810	12,810	12,810	12,810
Transfer from Ops Budget		4,253	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income*		394					
Ending Balance \$		12,810	12,810	12,810	12,810	12,810	12,810

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Galiano Island Community Use Building

FINAL BUDGET

MARCH 2024

Service: 1.137 Galiano Island Community Use Building

Committee: Electoral Area

DEFINITION:

To establish a service for the purpose of constructing and operating a building on Galiano Island that will be used for library, community and local government purposes by Bylaw No. 3792 adopted Dec 2011.

SERVICE DESCRIPTION:

This service provides funding to operate, build and debt service a public use building on Galiano Island. It was started after a successful referendum in 2011. This building is home to the local library run by the Galiano Island Library Society and has a room for public use.

PARTICIPATION:

A portion of the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of \$100,100 or \$0.165 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$214,610.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3793 (2013)	\$ 440,000
BORROWED:	LA Bylaw No. 3793A (2014,3.85%)	(310,000)
REMAINING AUTHORIZATION		<u>\$ 130,000</u>

FUNDING:

Requisition

1.137 - Galiano Island Community Use Building

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	20,459	15,322	21,132	-	-	21,132	21,555	21,986	22,426	22,875
Insurance	1,320	1,320	1,320	-	-	1,320	1,380	1,450	1,520	1,590
Building Maintenance	5,150	1,134	5,330	-	-	5,330	5,440	5,550	5,660	5,780
Utilities	3,910	3,825	4,020	-	-	4,020	4,100	4,180	4,260	4,350
Contingency	1,550	-	1,600	-	-	1,600	1,630	1,660	1,690	1,720
Other Operating Expenses	5,198	3,450	5,370	-	-	5,370	5,470	5,570	5,670	5,770
TOTAL OPERATING COSTS	37,587	25,052	38,772	-	-	38,772	39,575	40,396	41,226	42,085
*Percentage Increase over prior year			3.2%			3.2%	2.1%	2.1%	2.1%	2.1%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	3,000	12,024	1,075	-	-	1,075	1,000	1,600	2,220	2,840
MFA Debt Reserve Fund	60	667	90	-	-	90	90	90	90	90
MFA Principal Payment	15,482	15,482	16,641	-	-	16,641	16,641	16,641	16,641	16,641
MFA Interest Payment	11,935	11,935	14,012	-	-	14,012	14,012	14,012	14,012	14,012
TOTAL DEBT / RESERVE	30,477	40,108	31,818	-	-	31,818	31,743	32,343	32,963	33,583
TOTAL COSTS	68,064	65,160	70,590	-	-	70,590	71,318	72,739	74,189	75,668
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd 2023 to 2024	-	3,236	(3,236)	-	-	(3,236)	-	-	-	-
Balance c/fwd 2022 to 2023	(3,042)	(3,042)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(42)	(42)	(48)	-	-	(48)	(53)	(50)	(50)	(50)
Other Income	(150)	(421)	(160)	-	-	(160)	(150)	(150)	(150)	(150)
MFA Debt Resv FundEarnings	(60)	(121)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(3,294)	(390)	(3,534)	-	-	(3,534)	(293)	(290)	(290)	(290)
REQUISITION	(64,770)	(64,770)	(67,056)	-	-	(67,056)	(71,025)	(72,449)	(73,899)	(75,378)
*Percentage increase over prior year Requisition			3.5%			3.5%	5.9%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.137	Carry						
Galiano Island Community Use Building		Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000
	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000

5 YEAR CAPITAL PLAN

Service Name: Galiano Island Community Use Building

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	New	Emergency Repairs	Unforseen Emergency Repairs	\$ 12,000	B	Res	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 12,000			\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000

Service: 1.137 Galiano Island Community Use Building

Project Number	24-01	Capital Project Title	Emergency Repairs	Capital Project Description	Unforeseen Emergency Repairs
Project Rationale	Contingency amount to cover unforeseen emergency repairs to the building.				

Reserve Schedule

Reserve Fund: 1.137 Galiano Island Community Use Building - Capital Reserve Fund - Bylaw 3939

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1083 102135	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		83,107	99,187	88,262	89,262	90,862	93,082
Transfer from Ops Budget		12,024	1,075	1,000	1,600	2,220	2,840
Transfer from Cap Fund		-					
Transfer to Cap Fund		-	(12,000)	-	-	-	-
Interest Income*		4,056					
Ending Balance \$		99,187	88,262	89,262	90,862	93,082	95,922

Assumptions/Background:

New Building. Transfers to reserve should provide for future capital repairs and improvements as well as replacement in long term

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

SGL Regional Library

FINAL BUDGET

MARCH 2024

Service: **1.138 SGI Regional Library**

Committee: Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Southern Gulf Islands Library service by Bylaw No. 2880 adopted July 2001.

SERVICE DESCRIPTION:

This is a contribution service to provide funding and advisory support for the operation of the Pender Island Public Library and other 4 reading centres on the Southern Gulf Islands. Each centre is managed by volunteers and each has representation on the commission. Funding is provided under a 5-year agreement.

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of \$165,391 or \$0.07 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$370,129.

COMMISSION:

Southern Gulf Islands Public Library Commission (Bylaw No. 3523, April 9, 2008).

FUNDING:

Requisition

1.138 - SGI Regional Library	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contribution to Library	233,160	233,160	241,320	-	-	241,320	246,150	255,996	261,116	266,338
Allocations	4,656	4,656	4,794	-	-	4,794	4,889	4,987	5,087	5,189
Insurance	140	140	160	-	-	160	170	180	190	200
Other Operating Expenses	1,725	214	1,725	-	-	1,725	1,760	1,800	1,840	1,880
TOTAL COSTS	239,681	238,170	247,999	-	-	247,999	252,969	262,963	268,233	273,607
*Percentage Increase over prior year			3.5%			3.5%	2.0%	4.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	2,735	(2,735)	-	-	(2,735)	-	-	-	-
Balance c/fwd from 2022 to 2023	(1,258)	(1,258)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,447)	(2,447)	(2,440)	-	-	(2,440)	(2,579)	(2,647)	(2,707)	(2,769)
Other Income	(30)	(1,254)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(3,735)	(2,224)	(5,275)	-	-	(5,275)	(2,679)	(2,747)	(2,807)	(2,869)
REQUISITION	(235,946)	(235,946)	(242,724)	-	-	(242,724)	(250,290)	(260,216)	(265,426)	(270,738)
*Percentage increase over prior year Requisition			2.9%			2.9%	3.1%	4.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Gossip Island Electric Power Supply

FINAL BUDGET

MARCH 2024

Service: **1.170 Gossip Island Electric Power Supply**

Committee: Electoral Area

DEFINITION:

A service established to provide capital financing for the supply and installation of underwater cabling from Galiano Island to Gossip Island (Bylaw No. 3578 - June 2009).

SERVICE DESCRIPTION:

This is strictly a financial service by which the CRD has agreed to borrow \$770,000 to fund the replacement of electric cabling to Gossip Island, off Galiano Island. CRD Corporate Services Department, Finance Division manages the service which includes annual debt charges and the related recovery from Gossip Island taxpayers. The service was started in June 2009 after a petition by a majority of residents. Electrical cabling to the island is provided by BC Hydro. The Gossip Island Electrification Society provides liaison with BC Hydro on electrical cabling matters.

PARTICIPATION:

56 of 66 parcels on Gossip Island

MAXIMUM LEVY:

Greater of \$85,310 or \$3.76 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$122,734.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3579 (2012)	\$ 770,000
BORROWED:	S.I. Bylaw No. 3579 (2012, 2.9%)	(715,000)
REMAINING AUTHORIZATION		<u>\$ 55,000</u>

FUNDING:

Parcel tax

1.170 - Gossip Island Electric Power Supply

OPERATING COSTS

Allocations
Other Operating Expenses

TOTAL OPERATING COSTS

*Percentage Increase over prior year

DEBT

MFA Debt Reserve Fund
MFA Principal Payment
MFA Interest Payment

TOTAL DEBT

TOTAL COSTS

FUNDING SOURCES (REVENUE)

Surplus c/fwd from 2023 to 2024
Deficit c/fwd from 2022 to 2023
Interest Income
MFA Debt Reserve Fund Earnings

TOTAL REVENUE

REQUISITION - PARCEL TAX

*Percentage increase over prior year
Requisition

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Allocations	111	111	96	-	-	96	98	100	102	-
Other Operating Expenses	220	329	296	-	-	296	298	300	302	-
TOTAL OPERATING COSTS	331	440	392	-	-	392	396	400	404	-
*Percentage Increase over prior year			18.4%			18.4%	1.0%	1.0%	1.0%	
MFA Debt Reserve Fund	150	288	200	-	-	200	200	200	200	-
MFA Principal Payment	38,382	38,382	38,382	-	-	38,382	38,382	38,382	38,382	-
MFA Interest Payment	24,239	24,239	24,239	-	-	24,239	24,239	24,239	24,239	-
TOTAL DEBT	62,771	62,909	62,821	-	-	62,821	62,821	62,821	62,821	-
TOTAL COSTS	63,102	63,349	63,213	-	-	63,213	63,217	63,221	63,225	-
Surplus c/fwd from 2023 to 2024	-	283	(283)	-	-	(283)	-	-	-	-
Deficit c/fwd from 2022 to 2023	593	593	-	-	-	-	-	-	-	-
Interest Income	(90)	(482)	(90)	-	-	(90)	(90)	(90)	(90)	-
MFA Debt Reserve Fund Earnings	(150)	(288)	(200)	-	-	(200)	(200)	(200)	(200)	-
TOTAL REVENUE	353	106	(573)	-	-	(290)	(290)	(290)	(290)	-
REQUISITION - PARCEL TAX	(63,455)	(63,455)	(62,640)	-	-	(62,640)	(62,927)	(62,931)	(62,935)	-
*Percentage increase over prior year Requisition			-1.3%			-1.3%	0.5%	0.0%	0.0%	

CAPITAL REGIONAL DISTRICT

2024 Budget

Saturna Health Service

FINAL BUDGET

MARCH 2024

Service: **1.227 Saturna Health Service**

Committee: Electoral Area

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Bylaw No. 4231 Saturna Health Service Establishment Bylaw adopted in 2018

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

Greater of \$40,000 or \$0.17 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$67,598.

FUNDING:

Requisition

1.227 - Saturna Health Service	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to Saturna Island Meduical Clinic	24,656	24,650	25,520	-	-	25,520	26,030	26,607	27,201	27,784
Other Operating Expenses	671	671	507	-	-	507	517	527	538	548
TOTAL COSTS	25,327	25,321	26,027	-	-	26,027	26,547	27,134	27,739	28,332
*Percentage Increase over prior year			2.8%			2.8%	2.0%	2.2%	2.2%	2.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	190	(190)	-	-	(190)	-	-	-	-
Balance c/fwd from 2022 to 2023	(110)	(110)	-	-	-	-	-	-	-	-
Interest Income	-	(184)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,046)	(2,046)	(1,421)	-	-	(1,421)	(1,450)	(1,480)	(1,510)	(1,540)
TOTAL REVENUE	(2,156)	(2,150)	(1,611)	-	-	(1,611)	(1,450)	(1,480)	(1,510)	(1,540)
REQUISITION	(23,171)	(23,171)	(24,416)	-	-	(24,416)	(25,097)	(25,654)	(26,229)	(26,793)
*Percentage increase over prior year Requisition			5.4%			5.4%	2.8%	2.2%	2.2%	2.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

Galiano Health Service

FINAL BUDGET

MARCH 2024

Service: 1.228 Galiano Health Service

Committee: Electoral Area

DEFINITION:

To provide secure and predictable funding for the Galiano Health Care Centre
Bylaw No. 3955 Galiano Health Care Centre Contribution Services Establishment Bylaw adopted in 2014

PARTICIPATION:

Galiano Island

MAXIMUM LEVY:

Greater of \$86,550 or \$0.19 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$247,127.

FUNDING:

Requisition

1.228 - Galiano Health Service	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to Galiano Health Society	137,120	137,120	141,920	-	-	141,920	144,760	147,660	150,610	153,620
Operating - Other	2,766	2,742	2,848	-	-	2,848	2,904	2,961	3,019	3,078
TOTAL OPERATING COSTS	139,886	139,862	144,768	-	-	144,768	147,664	150,621	153,629	156,698
*Percentage Increase over prior year			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	15	(15)	-	-	(15)	-	-	-	-
Balance c/fwd from 2022 to 2023	(89)	(89)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(91)	(91)	(104)	-	-	(104)	(174)	(181)	(179)	(180)
Other Revenue	(20)	(11)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	(200.00)	(176)	(139)	-	-	(139)	(194)	(201)	(199)	(200)
REQUISITION	(139,686)	(139,686)	(144,629)	-	-	(144,629)	(147,470)	(150,420)	(153,430)	(156,498)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Pender Island Health Care Service

FINAL BUDGET

MARCH 2024

Service: 1.229 Pender Islands Health Care Service

Committee: Electoral Area

DEFINITION:

Service established for the purpose of contributing to the costs of administration and operation of the Pender Islands Health Care Centre.
Bylaw No. 4441 Pender Island Health Care Centre Contribution Services Establishment Bylaw adopted in 2021

PARTICIPATION:

Pender Island

MAXIMUM LEVY:

Greater of \$235,000 or \$0.1803 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$355,750.

FUNDING:

Requisition

1.229 - Pender Island Health Care Service	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to Pender Health Society	229,000	229,000	260,450	-	-	260,450	273,473	283,044	292,951	303,204
Operating - Other	5,420	6,331	5,788	-	-	5,788	5,882	5,978	6,075	6,175
TOTAL OPERATING COSTS	234,420	235,331	266,238	-	-	266,238	279,355	289,022	299,026	309,379
*Percentage Increase over prior year			13.6%			13.6%	4.9%	3.5%	3.5%	3.5%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	(337)	337	-	-	337	-	-	-	-
Balance c/fwd from 2022 to 2023	501	501	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,059)	(2,059)	(1,974)	-	-	(1,974)	(2,170)	(2,210)	(2,250)	(2,300)
Other Revenue	-	(574)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,558.00)	(2,469)	(1,637)	-	-	(1,637)	(2,170)	(2,210)	(2,250)	(2,300)
REQUISITION	(232,862)	(232,862)	(264,601)	-	-	(264,601)	(277,185)	(286,812)	(296,776)	(307,079)
*Percentage increase over prior year Requisition			13.6%			13.6%	4.8%	3.5%	3.5%	3.5%

CAPITAL REGIONAL DISTRICT

2024 Budget

SGI Small Craft Harbour Facilities

FINAL BUDGET

MARCH 2024

Service: **1.235** **SGL Small Craft Harbour Facilities**

Committee: **Electoral Area**

DEFINITION:

A local service, established by Bylaw No. 2614, October 6, 1998, in the Southern Gulf Islands Electoral Area to establish, acquire and operate a service of small craft harbour facilities.

SERVICE DESCRIPTION:

The SGL Small Craft Harbour Facilities service funds and operates 12 small craft harbour facilities in the Southern Gulf Islands. The docks are located on Mayne, Galiano, North and South Pender, Saturna, Piers and Vancouver Islands. The service was undertaken by the CRD upon the Federal Government of Canada's divestiture of ownership and operation of small craft harbour facilities. The Federal Government provided 1-time funding of \$1.6 million to the CRD for dock rehabilitation. The service is administered by the Southern Gulf Islands Harbour Commission.

MAXIMUM LEVY:

Greater of \$112,878 or \$0.10 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$538,369.

COMMISSION:

Southern Gulf Islands Harbour Commission as established by Bylaw No. 2972 in 2002.

FUNDING:

Parcel Tax
Moorage Fees

1.235 - SGI Small Craft Harbour Facilities	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
<u>Management Expenditures:</u>										
Contract for Services	10,680	8,000	11,050	-	-	11,050	11,270	11,500	11,730	11,960
Supplies, Advertising	1,140	400	1,180	-	-	1,180	1,200	1,220	1,240	1,260
Travel and Training	7,790	2,500	8,060	-	-	8,060	8,220	8,380	8,540	8,710
Allocations	38,904	45,054	39,355	-	-	39,355	40,144	40,945	41,769	42,605
Insurance	11,950	11,950	12,360	-	-	12,360	12,980	13,630	14,310	15,020
Other Operating Expenses	1,590	2,620	1,620	-	-	1,620	1,640	1,660	1,680	1,700
TOTAL MANAGEMENT EXPENDITURES	72,054	70,524	73,625	-	-	73,625	75,454	77,335	79,269	81,255
*Percentage Increase over prior year			2.2%			2.2%	2.5%	2.5%	2.5%	2.5%
<u>Dock Expenditures:</u>										
Repairs and Maintenance	65,280	44,320	71,700	-	-	71,700	68,380	69,700	71,050	72,420
Wharfinger Compensation and Travel	63,140	58,090	65,230	-	-	65,230	62,960	64,230	65,510	66,790
Insurance	32,060	32,060	31,080	-	-	31,080	32,640	34,320	36,000	37,800
Electricity	2,960	1,860	3,050	-	-	3,050	2,850	2,900	2,950	3,000
Supplies	5,080	2,700	5,120	-	-	5,120	5,040	5,160	5,280	5,400
Operating - Other	4,380	4,310	4,870	-	-	4,870	4,630	4,750	4,870	4,990
TOTAL DOCK EXPENDITURES	172,900	143,340	181,050	-	-	181,050	176,500	181,060	185,660	190,400
*Percentage Increase over prior year			4.7%			4.7%	-2.5%	2.6%	2.5%	2.6%
TOTAL OPERATING COSTS	244,954	213,864	254,675	-	-	254,675	251,954	258,395	264,929	271,655
*Percentage Increase over prior year			4.0%			4.0%	-1.1%	2.6%	2.5%	2.5%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	129,300	132,240	141,412	-	-	141,412	145,003	148,112	151,298	154,522
MFA Debt Reserve Fund	140	140	180	-	-	180	180	180	180	180
MFA Interest	43,079	43,079	43,079	-	-	43,079	43,079	43,079	43,079	43,079
MFA Principal	44,414	44,414	44,414	-	-	44,414	44,414	44,414	44,414	44,414
TOTAL DEBT / RESERVE	216,933	219,873	229,085	-	-	229,085	232,676	235,785	238,971	242,195
TOTAL COSTS	461,887	433,737	483,760	-	-	483,760	484,630	494,180	503,900	513,850
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue- Fees	(145,050)	(116,900)	(151,150)	-	-	(151,150)	(145,380)	(148,150)	(150,960)	(153,860)
Grants in Lieu of Taxes	(6,954)	(6,954)	(7,049)	-	-	(7,049)	(7,340)	(7,490)	(7,640)	(7,790)
Other Income	(350)	(350)	(400)	-	-	(400)	(400)	(400)	(400)	(400)
TOTAL REVENUE	(152,354)	(124,204)	(158,599)	-	-	(158,599)	(153,120)	(156,040)	(159,000)	(162,050)
REQUISITION - PARCEL TAX	(309,533)	(309,533)	(325,161)	-	-	(325,161)	(331,510)	(338,140)	(344,900)	(351,800)
*Percentage increase over prior year Requisition			5.0%			5.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.235	Carry						
	SGL Small Craft Harbour Facilities	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$426,000	\$482,000	\$304,000	\$50,000	\$50,000	\$50,000	\$936,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$426,000	\$482,000	\$304,000	\$50,000	\$50,000	\$50,000	\$936,000

SOURCE OF FUNDS

Capital Funds on Hand	\$426,000	\$247,000	\$179,000	\$0	\$0	\$0	\$426,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Reserve Fund	\$0	\$215,000	\$125,000	\$50,000	\$50,000	\$50,000	\$490,000
	\$426,000	\$482,000	\$304,000	\$50,000	\$50,000	\$50,000	\$936,000

Service Name: SGI Small Craft Harbour Facilities

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
19-02	Renewal	Retreat Cove	Upgrades to the Retreat Cove Dock Facility to maintain level of service.	\$ 185,000	S	Cap	\$ 179,000	\$ -	\$ 179,000	\$ -	\$ -	\$ -	\$ 179,000
19-03	Renewal	Horton Bay	Rehabilitation of the Horton Bay dock and including coordination with WCMRC.	\$ 165,000	S	Cap	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
19-03	Renewal	Horton Bay	Additional Funding for Rehabilitation of Dock Facilities		S	Res	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
19-03	Renewal	Horton Bay	WCMRC Contribution to float improvements.		S	Other	\$ -	\$ 20,000					\$ 20,000
21-03	Renewal	ANNUAL PROVISIONAL: Dock Improvements	An annual provisional fund is required to address unplanned dock safety issues.	\$ 350,000	S	Res	\$ -	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 350,000
22-02	Renewal	Swartz Bay Improvements & Dock Replacement	Dock repairs and maintenance identified in 2023 inspections.	\$ 175,000	S	Res	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
17-01	New	Piers Island Additional Float	Installation of additional float at the Piers Island dock.	\$ 524,700	S	Cap	\$ 157,000	\$ 157,000	\$ -	\$ -	\$ -	\$ -	\$ 157,000
23-01	Renewal	Miners Bay Wharhead Deck Resurfacing	Project to replace failing decking at Miners Bay and other improvements to the Wharhead	\$ 90,000	S	Cap	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,489,700			\$ 426,000	\$ 482,000	\$ 304,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 936,000

Service: 1.235 SGI Small Craft Harbour Facilities

Project Number 19-02 **Capital Project Title** Retreat Cove **Capital Project Description** Upgrades to the Retreat Cove Dock Facility to maintain level of service.

Project Rationale This project originated in previous dock inspections, and was deferred when conditions were reviewed and considered adequate and the priority of completing the works was reduced. Further works are awaiting updates from the 2023 inspections. Recommended works previously included repairs to the approach piles, and repairs to the floats.

Project Number 19-03 **Capital Project Title** Horton Bay **Capital Project Description** Rehabilitation of the Horton Bay dock and including coordination with WCMRC.

Project Rationale This project will be the renovation of the Horton Bay facility. Maintenance of the decking on the wharfhead, gangway, and maintenance/replacement of Floats. With support also coming from WCMRC as part of their placement of spill response packages on Float C.

Project Number 21-03 **Capital Project Title** ANNUAL PROVISIONAL: Dock Improvements **Capital Project Description** An annual provisional fund is required to address unplanned dock safety issues.

Project Rationale These funds are not allocated to any specific dock. They are required to completed unplanned repairs and replacement to the facilities to address unplanned dock safety and operational issues.

Project Number 22-02 **Capital Project Title** Swartz Bay Improvements & Dock Replacement **Capital Project Description** Dock repairs and maintenance identified in 2023 inspections.

Project Rationale Funds are required for staff to retain a contractor to carry out the works identified during the 2023 dock inspections, or that have subsequently developed.

Project Number 17-01 **Capital Project Title** Piers Island Additional Float **Capital Project Description** Installation of additional float at the Piers Island dock.

Project Rationale Project for additional float and single pile.

Project Number 23-01 **Capital Project Title** Miners Bay Wharfhead Deck Resurfacing **Capital Project Description** Project to replace failing decking at Miners Bay and other improvements to the Wharfhead

Project Rationale Decking has been flagged as a hazard and needs replacement. CRD looking into Community works funding. Funding may also be utilized to remove gas lines that are no longer in use, installation of benches, a shelter and signage.

Reserve Schedule (Revised)

Reserve Fund: 1.235 SGI Harbour Facilities - Capital Reserve Fund - Bylaw 2719

Surplus money from the operation of small craft harbour facilities services may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1054 101467	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		189,768	260,865	187,277	207,280	305,392	406,690
Transfer from Ops Budget		153,351	141,412	145,003	148,112	151,298	154,522
Transfer from Cap Fund		71,490					
Transfer to Cap Fund		(175,000)	(215,000)	(125,000)	(50,000)	(50,000)	(50,000)
Interest Income*		21,255					
Ending Balance \$		260,865	187,277	207,280	305,392	406,690	511,212

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

SGI House Numbering

FINAL BUDGET

MARCH 2024

Service: 1.314 SGI Building Numbering

Committee: Electoral Area

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Established by Bylaw No. 3230 (2004).
Southern Gulf Islands Building Numbering Regulation Bylaw No. 3231.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.314 - SGI House Numbering	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Building Inspection	9,220	9,220	9,540	-	-	9,540	9,730	9,920	10,120	10,320
Allocations	474	474	488	-	-	488	498	508	518	528
Other Operating Expenses	70	112	70	-	-	70	70	70	70	70
TOTAL COSTS	9,764	9,806	10,098	-	-	10,098	10,298	10,498	10,708	10,918
*Percentage Increase over prior year			3.4%			3.4%	2.0%	1.9%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Deficit c/fwd from 2023 to 2024	-	(13)	13	-	-	13	-	-	-	-
Surplus c/fwd from 2022 to 2023	(42)	(42)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(100)	(100)	(99)	-	-	(99)	(120)	(120)	(120)	(120)
Interest Income	(10)	(39)	(25)	-	-	(25)	(25)	(25)	(25)	(25)
TOTAL REVENUE	(152)	(194)	(111)	-	-	(111)	(145)	(145)	(145)	(145)
REQUISITION	(9,612)	(9,612)	(9,987)	-	-	(9,987)	(10,153)	(10,353)	(10,563)	(10,773)
*Percentage increase over prior year Requisition			3.9%			3.9%	1.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

SGL Livestock Injury Compensation

FINAL BUDGET

MARCH 2024

Service: 1.341 SGI Livestock Injury Compensation

Committee: Electoral Area

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act*.
(Livestock Injury Compensation Service (Southern Gulf Islands) Bylaw No. 1, 2021)

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.341 - SGI Livestock Injury Compensation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	158	158	158	-	-	158	161	164	168	171
Compensation Claim Payments	3,000	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	3,158	158	3,158	-	-	3,158	3,161	3,164	3,168	3,171
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus c/fwd from 2023 to 2024	-	3,146	(3,146)	-	-	(3,146)	-	-	-	-
Surplus c/fwd from 2022 to 2023	(3,053)	(3,053)	-	-	-	-	-	-	-	-
Other Income	(34)	(180)	(12)	-	-	(12)	(14)	(14)	(14)	(14)
TOTAL REVENUE	(3,087)	(87)	(3,158)	-	-	(3,158)	(14)	(14)	(14)	(14)
REQUISITION	(71)	(71)	-	-	-	-	(3,147)	(3,150)	(3,154)	(3,157)
*Percentage increase over prior year Requisition						NA	NA	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

South Galiano Fire Protection

FINAL BUDGET

MARCH 2024

Service: **1.352 South Galiano Fire**

Committee: Electoral Area

DEFINITION:

A local service area established to provide fire protection and emergency response on a volunteer basis to the southern part of Galiano Island. Fire department is operated by the South Galiano Fire Protection Society in accordance with a written agreement between the Society and the CRD. Bylaw No. 70 (January 13, 1971). Repealed and replaced by Bylaw No. 2148 (January 12, 1994) Local Service Area #25 - M-764. Amended by Bylaw No. 3224 to add emergency response.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act. Specified Area #1 - A(764).

MAXIMUM LEVY:

Greater of \$470,000 or \$1.157 / \$1,000 of actual assessments. To a maximum of \$954,750.

FUNDING:

Requisition

1.352 - South Galiano Fire Protection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Honorarium and Call Out Pay	194,970	177,678	200,820	-	-	200,820	204,840	208,940	213,120	217,380
Travel - Vehicles	30,260	15,019	28,640	-	-	28,640	29,170	29,710	30,260	30,820
Insurance	16,290	15,882	16,200	-	-	16,200	16,590	17,000	17,420	17,840
Staff Development	30,050	27,651	31,100	-	-	31,100	31,720	32,350	33,000	33,660
Maintenance	23,630	19,752	19,460	-	-	19,460	19,850	20,240	20,650	21,060
Internal Allocations	16,949	16,949	17,460	-	-	17,460	17,810	18,166	18,529	18,900
Operating Supplies and Other	36,640	49,680	40,980	-	-	40,980	41,770	42,570	43,380	44,220
TOTAL OPERATING COSTS	348,789	322,611	354,660	-	-	354,660	361,750	368,976	376,359	383,880
*Percentage Increase over prior year			1.7%			1.7%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Capital Equipment Purchases	5,980	2,694	10,190	-	-	10,190	10,390	10,600	10,810	11,030
Transfer to Capital Reserve Fund	4,257	-	33,500	-	-	33,500	30,000	85,000	25,000	25,000
Transfer to Equipment Replacement Fund	84,000	119,629	66,790	-	-	66,790	86,220	48,164	110,811	113,520
TOTAL CAPITAL / RESERVE	94,237	122,323	110,480	-	-	110,480	126,610	143,764	146,621	149,550
<u>MFA DEBT</u>										
MFA Debt Reserve Fund	420	695	420	-	-	420	420	420	420	420
Principal Payment	64,945	64,945	64,945	-	-	64,945	64,945	64,945	64,945	64,945
Interest Payment	76,082	76,082	76,082	-	-	76,082	76,082	76,082	76,082	76,082
TOTAL MFA DEBT	141,447	141,722	141,447	-	-	141,447	141,447	141,447	141,447	141,447
TOTAL COSTS	584,473	586,656	606,587	-	-	606,587	629,807	654,187	664,427	674,877
*Percentage Increase over prior year			3.8%			3.8%	3.8%	3.9%	1.6%	1.6%
<u>FUNDING SOURCES (REVENUE)</u>										
Parcel Tax	(141,027)	(141,027)	(141,027)	-	-	(141,027)	(141,027)	(141,027)	(141,027)	(141,027)
Other Income	(1,120)	(3,303)	(1,120)	-	-	(1,120)	(1,120)	(1,120)	(1,120)	(1,120)
TOTAL REVENUE	(142,147)	(144,330)	(142,147)	-	-	(142,147)	(142,147)	(142,147)	(142,147)	(142,147)
REQUISITION	(442,326)	(442,326)	(464,440)	-	-	(464,440)	(487,660)	(512,040)	(522,280)	(532,730)
*Percentage increase over prior year										
Requisition			5.0%			5.0%	5.0%	5.0%	2.0%	2.0%
Parcel Tax			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
Combined			3.8%			3.8%	3.8%	3.9%	1.6%	1.6%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.352	Carry						
	South Galiano Fire	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$29,000	\$45,200	\$10,800	\$9,700	\$10,000	\$104,700
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$420,000	\$85,000	\$85,000	\$0	\$0	\$590,000
	\$0	\$449,000	\$130,200	\$95,800	\$9,700	\$10,000	\$694,700

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$429,000	\$95,200	\$10,800	\$9,700	\$10,000	\$554,700
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$20,000	\$35,000	\$85,000	\$0	\$0	\$140,000
	\$0	\$449,000	\$130,200	\$95,800	\$9,700	\$10,000	\$694,700

[illegible]

Service: 1.352 South Galiano Fire

Project Number	23-01	Capital Project Title	Turn out Gear	Capital Project Description	Turn out gear
Project Rationale					

Project Number	23-02	Capital Project Title	Replace firehose	Capital Project Description	To replace existing firehose
Project Rationale					

Project Number	23-03	Capital Project Title	Medic 1 Acquisition	Capital Project Description	Medical Response Truck (new acquisition)
Project Rationale					

Project Number	24-01	Capital Project Title	Replace Engine 1, F00858	Capital Project Description	Replace Engine 1, F00858
Project Rationale					

Service: 1.352 South Galiano Fire

Project Number	26-03	Capital Project Title	Command Unit	Capital Project Description	Replacement of Command Unit (2004 GMC)
Project Rationale					

Project Number	24-03	Capital Project Title	Rope Rescue	Capital Project Description	Replace Rope Rescue Equipment
Project Rationale					

Project Number	24-04	Capital Project Title	Thermal Imaging Cameras	Capital Project Description	Replace 2 Thermal Imaging Cameras
Project Rationale					

Project Number	25-01	Capital Project Title	Water Storage	Capital Project Description	Water Tanks for Firehall
Project Rationale					

Service:1.352South Galiano Fire

Project Number	24-02	Capital Project Title	Structure Protection Unit	Capital Project Description	Trailer for WUI Sprinkler kits (Firesmart Structure Protection Trailer)
Project Rationale					

South Galiano Fire Protection
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	412,906	50,696	41,716	79,080	180,191	283,711
Capital Reserve Fund	-	13,500	8,500	8,500	33,500	58,500
Total	412,906	64,196	50,216	87,580	213,691	342,211

Reserve Schedule

Reserve Fund: 1.352 South Galiano Fire Protection - Equipment Replacement Fund

ERF Group: SGALFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101431	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		485,739	412,906	50,696	41,716	79,080	180,191
Transfer from Ops Budget		119,629	66,790	86,220	48,164	110,811	113,520
Planned Purchase		(196,765)	(429,000)	(95,200)	(10,800)	(9,700)	(10,000)
Interest Income		4,302					
Ending Balance \$		412,906	50,696	41,716	79,080	180,191	283,711

Assumptions/Background:

Need to transfer as much as operating budget will allow in order to fund replacement of fire vehicles and equipment.

Reserve Schedule

Reserve Fund: 1.352 South Galiano Fire Protection - Capital Reserve Fund (to be created)

TO BE CREATED in 2024

Reserve Cash Flow

Fund: Fund Centre:	TBD TBD	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	-	13,500	8,500	8,500	33,500
Transfer from Ops Budget		-	33,500	30,000	85,000	25,000	25,000
Planned Purchase		-	(20,000)	(35,000)	(85,000)	-	-
Interest Income		-					
Ending Balance \$		-	13,500	8,500	8,500	33,500	58,500

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Pender Fire Protection

FINAL BUDGET

MARCH 2024

Service: 1.356 Pender Island Fire

Committee: Electoral Area

DEFINITION:

A specified area established to provide fire protection and emergency response on a volunteer basis to Pender Islands. Local Service Bylaw No. 2050 (October 28, 1992). Amended by Bylaw No. 3015 (November 29, 2002) to increase the levy rate to \$1.87. Amended by Bylaw No. 3283 to change the name and geographical area to include both North and South Pender Islands to create one fire service area known as the Pender Islands Fire Protection & Emergency Response Service. This Amendment also decreased the levy to \$0.92.

PARTICIPATION:

On all lands and improvements on the basis of taxable hospital district assessments. Local Service Area #18 - J(764).

MAXIMUM LEVY:

Bylaw No. 3994 states "Greater of \$918,000 or \$0.998 / \$1,000" to a maximum of \$1,957,696.

FUNDING:

Requisition

1.356 - Pender Fire Protection	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Travel - Vehicles	12,810	22,838	13,260	-	-	13,260	13,530	13,800	14,080	14,360
Insurance	9,690	9,720	9,577	-	-	9,577	10,050	10,540	11,060	11,610
Payment - Fire Protection Society	880,381	880,381	1,008,106	-	-	1,008,106	1,123,516	1,197,423	1,266,073	1,293,222
Internal Allocations	44,856	44,856	48,211	-	-	48,211	49,176	50,159	51,162	52,186
Operating - Other	16,490	22,876	17,160	-	-	17,160	17,450	17,740	18,030	18,340
TOTAL OPERATING COSTS	964,227	980,671	1,096,314	-	-	1,096,314	1,213,722	1,289,662	1,360,405	1,389,718
*Percentage Increase over prior year			13.7%			13.7%	10.7%	6.3%	5.5%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	84,082	77,944	95,711	-	-	95,711	106,050	112,730	118,949	121,514
Transfer to Capital Reserve Fund	84,082	77,944	95,711	-	-	95,711	106,050	112,730	118,949	121,514
TOTAL CAPITAL / RESERVE	168,164	155,887	191,422	-	-	191,422	212,100	225,460	237,898	243,028
Debt Costs	111,596	111,596	111,596	-	-	111,596	111,596	94,931	-	-
TOTAL COSTS	1,243,987	1,248,154	1,399,332	-	-	1,399,332	1,537,418	1,610,053	1,598,303	1,632,746
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Reserve Fund	(111,596)	(111,596)	(111,596)	-	-	(111,596)	(111,596)	(94,931)	-	-
Grants in Lieu of Taxes	(10,009)	(10,009)	(9,993)	-	-	(9,993)	(10,190)	(10,390)	(10,600)	(10,810)
Other Income	(1,540)	(5,707)	(1,590)	-	-	(1,590)	(1,630)	(1,670)	(1,710)	(1,750)
TOTAL REVENUE	(123,145)	(127,312)	(123,179)	-	-	(123,179)	(123,416)	(106,991)	(12,310)	(12,560)
REQUISITION	(1,120,842)	(1,120,842)	(1,276,153)	-	-	(1,276,153)	(1,414,002)	(1,503,062)	(1,585,993)	(1,620,186)
*Percentage increase over prior year Requisition			13.9%			13.9%	10.8%	6.3%	5.5%	2.2%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.356	Carry						
	Pender Island Fire	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$8,155	\$18,000	\$0	\$0	\$10,000	\$15,000	\$43,000
Equipment	\$0	\$60,000	\$5,000	\$60,000	\$98,000	\$0	\$223,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$28,000	\$0	\$0	\$28,000
	\$8,155	\$78,000	\$5,000	\$88,000	\$108,000	\$15,000	\$294,000

SOURCE OF FUNDS

Capital Funds on Hand	\$5,120	\$0	\$0	\$0	\$5,000	\$120	\$5,120
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$60,000	\$5,000	\$88,000	\$98,000	\$0	\$251,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$3,035	\$18,000	\$0	\$0	\$5,000	\$14,880	\$37,880
	\$8,155	\$78,000	\$5,000	\$88,000	\$108,000	\$15,000	\$294,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

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Service #: 1.356

Service Name Pender Island Fire

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-01	Replacement	Gas Detectors -replace-ERF13	Replacement of ancillary equipment	\$ 7,000	E	ERF	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
20-12	Renewal	Hall 2 Upgrades-CCF10	Hall 2 Improvements and Upgrades	\$ 50,000	B	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,880	\$ 4,880
20-12	Renewal	Hall 2 Upgrades-CCF10	Hall 2 Improvements and Upgrades		B	Cap	\$ 5,120	\$ -	\$ -	\$ -	\$ 5,000	\$ 120	\$ 5,120
20-13	Renewal	Hall 1 Upgrades-CCF13	Hall 1 Improvements and Upgrades	\$ 75,000	B	Res	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 13,000
20-15	Replacement	Computer iPad and phones-ERF11	Replacement of iPads and Phones	\$ 5,000	E	ERF	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
21-01	Renewal	Hall 3 Upgrades-CCF11	Hall 3 Improvements and Upgrades	\$ 32,000	B	Res	\$ -	\$ 6,965	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 16,965
21-01	Renewal	Hall 3 Upgrades-CCF11	Hall 3 Improvements and Upgrades		B	Res	\$ 3,035	\$ 3,035	\$ -	\$ -	\$ -	\$ -	\$ 3,035
21-02	Replacement	Fire hoses-ERF12	Firefighting equipment replacement	\$ 5,000	E	ERF	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 10,000
21-03	Replacement	Turnout gear-ERF1	Firefighting equipment replacement	\$ 52,000	E	ERF	\$ -	\$ 16,000	\$ -	\$ -	\$ 8,000	\$ -	\$ 24,000
21-04	Replacement	SCBA cylinder replacement-ERF15	Replacement of SCBA cylinders	\$ 20,000	E	ERF	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
23-01	Replacement	Replace rescue equipment-ERF9	Firefighting equipment replacement	\$ 20,000	E	ERF	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
25-01	Replacement	Replace R38 Unit 804-ERF6	Replace R38 Unit 804	\$ 100,000	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ 85,000
26-01	Replacement	Rescue Side x Side-ERF7	Side x Side vehicle replacement	\$ 28,000	V	ERF	\$ -	\$ -	\$ -	\$ 28,000	\$ -	\$ -	\$ 28,000
26-02	Replacement	Training SCBA's (Used G1's)-ERF16	Firefighting equipment replacement	\$ 60,000	E	ERF	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 454,000			\$ 8,155	\$ 78,000	\$ 5,000	\$ 88,000	\$ 108,000	\$ 15,000	\$ 294,000

Service: 1.356 Pender Island Fire

Project Number	20-01	Capital Project Title	Gas Detectors -replace-ERF13	Capital Project Description	Replacement of ancillary equipment
Project Rationale					

Project Number	20-15	Capital Project Title	Computer iPad and phones-ERF11	Capital Project Description	Replacement of iPads and Phones
Project Rationale					

Project Number	21-02	Capital Project Title	Fire hoses-ERF12	Capital Project Description	Firefighting equipment replacement
Project Rationale					

Project Number	21-03	Capital Project Title	Turnout gear-ERF1	Capital Project Description	Firefighting equipment replacement
Project Rationale					

Service: 1.356 Pender Island Fire

Project Number	21-04	Capital Project Title	SCBA cylinder replacement-ERF15	Capital Project Description	Replacement of SCBA cylinders
Project Rationale					

Project Number	23-01	Capital Project Title	Replace rescue equipment-ERF9	Capital Project Description	Firefighting equipment replacement
Project Rationale					

Project Number	25-01	Capital Project Title	Replace R38 Unit 804-ERF6	Capital Project Description	Replace R38 Unit 804
Project Rationale					

Project Number	20-12	Capital Project Title	Hall 2 Upgrades-CCF10	Capital Project Description	Hall 2 Improvements and Upgrades
Project Rationale					

Service: 1.356 Pender Island Fire

Project Number	20-13	Capital Project Title	Hall 1 Upgrades-CCF13	Capital Project Description	Hall 1 Improvements and Upgrades
Project Rationale					

Project Number	21-01	Capital Project Title	Hall 3 Upgrades-CCF11	Capital Project Description	Hall 3 Improvements and Upgrades
Project Rationale					

Project Number	26-01	Capital Project Title	Rescue Side x Side-ERF7	Capital Project Description	Side x Side vehicle replacement
Project Rationale					

Project Number	26-02	Capital Project Title	Training SCBA's (Used G1's)-ERF16	Capital Project Description	Firefighting equipment replacement
Project Rationale					

**Pender Fire Protection
Reserve Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	99,344	77,055	83,105	120,835	159,784	266,418
Equipment Replacement Fund	129,069	153,184	242,638	247,437	343,386	464,900
Total	228,412	230,238	325,742	368,271	503,169	731,317

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Capital Reserve Fund

Bylaw 3313

Reserve Cash Flow

Fund: Fund Centre:	1013 101357	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		247,471	99,344	77,055	83,105	120,835	159,784
Transfer from Ops Budget		77,943	95,711	106,050	112,730	118,949	121,514
Transfer to Cap Fund		(15,000)	(18,000)	-	-	(5,000)	(14,880)
Transfer to ERF		(225,000)	(100,000)	(100,000)	(75,000)	(75,000)	-
Interest Income*		13,929					
Ending Balance \$		99,344	77,055	83,105	120,835	159,784	266,418

Assumptions/Background:

Maintain fund at level required under long term capital plan considered sufficient. Level to resume life cycle funding after ERF replenished

*Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Equipment Replacement Fund

For replacement of firefighting equipment and vehicles
ERF Group: NPENDFIRE.ERF & SPENDFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101433	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		476,763	129,069	153,184	242,638	247,437	343,386
Expenditures (Based on Capital Plan)		(542,244)	(60,000)	(5,000)	(88,000)	(98,000)	-
Transfer from Ops Budget		77,943	95,711	106,050	112,730	118,949	121,514
Transfer from Capital Reserve Fund		225,000	100,000	100,000	75,000	75,000	-
Transfer to OPEX to pay ST Loan		(111,596)	(111,596)	(111,596)	(94,931)	-	-
Proceeds from Equipment Disposal		-					
Interest Income		3,202					
Ending Balance \$		129,069	153,184	242,638	247,437	343,386	464,900

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

North Galiano Fire Protection

FINAL BUDGET

MARCH 2024

Service: 1.359 North Galiano Fire

Committee: Electoral Area

DEFINITION:

A Specified Area to provide Fire Protection Services for North Galiano Island. Establishment Bylaw No. 1852 (November 17, 1990). Amended by Bylaw No. 2989 (November 27, 2002) to increase the levy rate to \$1.60. amended by Bylaw 3143 (Feb 11, 2004) to change boundaries. Amended by Bylaw 3221 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of \$267,000 or \$1.60 / \$1,000 of actual assessment. To a maximum of \$603,845.

COMMISSION:

North Galiano Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3844 (Dec/12)	670,000
Borrowed:	SI Bylaw No. 3910 (July/13)	(290,000)
	SI Bylaw No. 3936 (Feb/14)	(280,000)
Remaining:		<u>\$100,000</u>

FUNDING:

Requisition and parcel tax.

1.359 - North Galiano Fire Protection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Honoraria	84,820	90,541	164,420	-	-	164,420	167,700	171,050	174,470	177,950
Travel - Vehicles	18,830	15,512	19,490	-	-	19,490	19,880	20,280	20,690	21,100
Insurance	6,500	6,452	16,637	-	-	16,637	17,060	17,500	17,950	18,420
Maintenance	4,510	3,079	4,670	-	-	4,670	4,760	4,850	4,940	5,040
Staff Training & Development	12,810	10,371	13,260	-	-	13,260	13,530	13,800	14,080	14,360
Internal Allocations	8,022	8,022	8,988	-	-	8,988	9,168	9,351	9,538	9,729
Operating - Supplies	27,150	11,356	14,610	-	12,567	27,177	14,910	15,210	15,510	15,820
Operating - Other	17,000	15,521	17,530	-	-	17,530	17,860	18,190	18,520	18,860
TOTAL OPERATING COSTS	179,642	160,854	259,605	-	12,567	272,172	264,868	270,231	275,698	281,279
*Percentage Increase over prior year			44.5%		7.0%	51.5%	-2.7%	2.0%	2.0%	2.0%
<u>DEBT / CAPITAL / RESERVES</u>										
Capital Equipment Purchases	5,000	-	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Capital Reserve Fund	3,000	3,000	-	-	-	-	100	715	1,410	2,110
Transfer to Equipment Replacement Fund	5,000	5,000	10,069	-	-	10,069	5,000	5,000	5,000	5,000
MFA Debt Reserve Fund	120	730	120	-	-	120	120	120	120	120
MFA Debt Principal	28,467	28,466	29,552	-	-	29,552	30,599	30,599	30,599	30,599
MFA Debt Interest	20,405	20,405	24,056	-	-	24,056	25,764	25,764	25,764	25,764
TOTAL DEBT / RESERVES	61,992	57,601	68,797	-	-	68,797	66,583	67,198	67,893	68,593
TOTAL COSTS	241,634	218,455	328,402	-	12,567	340,969	331,451	337,429	343,591	349,872
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	24,520	(11,953)	-	(12,567)	(24,520)	-	-	-	-
Balance c/fwd from 2022 to 2023	(17,616)	(17,616)	-	-	-	-	-	-	-	-
Parcel Tax	(24,440)	(24,440)	(24,440)	-	-	(24,440)	(24,440)	(24,440)	(24,440)	(24,440)
Grants in lieu of Taxes	(494)	(495)	(608)	-	-	(608)	(620)	(630)	(640)	(650)
Other Income	(380)	(1,720)	(380)	-	-	(380)	(380)	(380)	(380)	(380)
TOTAL REVENUE	(42,930)	(19,751)	(37,381)	-	(12,567)	(49,948)	(25,440)	(25,450)	(25,460)	(25,470)
REQUISITION	(198,704)	(198,704)	(291,021)	-	-	(291,021)	(306,011)	(311,979)	(318,131)	(324,402)
*Percentage increase over prior year Requisition			46.5%			46.5%	5.2%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.359	Carry						
	North Galiano Fire	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000

[illegible]

Service:

1.359

North Galiano Fire

Project Number

25-01

Capital Project Title

SCBA Replacement

Capital Project Description

NGVFD SCBA Replacement

Project Rationale

North Galiano Fire Protection
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	86,556	86,556	86,656	87,371	88,781	90,891
Equipment Replacement Fund	193,898	203,967	58,967	63,967	68,967	73,967
Total	280,454	290,523	145,623	151,338	157,748	164,858

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Capital Reserve Fund - Bylaw 3944

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1085 102137	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		79,666	86,556	86,556	86,656	87,371	88,781
Transfer from Ops Budget		3,000	-	100	715	1,410	2,110
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income*		3,890					
Ending Balance \$		86,556	86,556	86,656	87,371	88,781	90,891

Assumptions/Background:

Gradual increase in fund as per long term plan

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Equipment Replacement Fund

ERF Group: NGALFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101435	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		187,185	193,898	203,967	58,967	63,967	68,967
Transfer from Ops Budget		5,000	10,069	5,000	5,000	5,000	5,000
Planned Purchase		-	-	(150,000)	-	-	-
Interest Income		1,712					
Ending Balance \$		193,898	203,967	58,967	63,967	68,967	73,967

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Saturna Fire Protection

FINAL BUDGET

MARCH 2024

Service: **1.363** **Saturna Fire Protection**

Committee: Electoral Area

DEFINITION:

A Specified Area to provide Fire Protection and Emergency Response Services. Establishment Bylaw No.2165 (Nov. 29, 1993); Bylaw No.2575 (Jan. 28, 1998); Amended Bylaw No.2734 (Nov. 24, 1999).
Amendment Bylaw No.4534 was adopted on Feb 8th, 2023 to enable the service to provide medical patient transportation as part of its response service.

MAXIMUM LEVY:

Greater of \$73,500 or \$0.85 / \$1,000 of actual assessment. To a maximum of \$338,458.

FUNDING:

Requisition

1.363 - Saturna Fire Protection	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment - Fire Protection Society	263,000	263,000	272,210	37,790	-	310,000	330,000	335,000	340,000	340,000
Operating - Other	4,792	4,792	6,453	-	-	6,453	6,613	6,782	6,954	7,127
TOTAL COSTS	267,792	267,792	278,663	37,790	-	316,453	336,613	341,782	346,954	347,127
*Percentage Increase over prior year			4.1%	14.1%		18.2%	6.4%	1.5%	1.5%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	1,596	(1,596)	-	-	(1,596)	-	-	-	-
Balance c/fwd from 2022 to 2023	37	37	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(11,536)	(11,536)	(12,376)	-	-	(12,376)	(12,733)	(12,990)	(13,250)	(13,520)
Interest Income	(20)	(1,616)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	(11,519)	(11,519)	(13,992)	-	-	(13,992)	(12,753)	(13,010)	(13,270)	(13,540)
REQUISITION	(256,273)	(256,273)	(264,671)	(37,790)	-	(302,461)	(323,860)	(328,772)	(333,684)	(333,587)
*Percentage increase over prior year Requisition			3.3%	14.7%		18.0%	7.1%	1.5%	1.5%	0.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Emergency Program (SGI)

FINAL BUDGET

MARCH 2024

Service: **1.373 SGI Emergency Program**

Committee: Electoral Area

DEFINITION:

To establish and maintain an emergency management organization to develop and implement emergency plans and other preparedness responses and recovery measures for emergencies and disasters for the Electoral Area of Southern Gulf Islands.

Establishment Bylaw No. 2656 (November, 1998).

Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3445, this service provides planning and management of an emergency response plan for the Southern Gulf Islands Electoral Area. The service was started in 1998 in response to the *Provincial Emergency Program Act*. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

The Southern Gulf Islands Emergency Management Commission (SGIEMC) advises the service.

PARTICIPATION:

The service and participating area shall be coterminous with the Electoral Area of Southern Gulf Islands.

FUNDING:

Requisition

1.373 - Emergency Program (SGI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Travel Expense	8,965	7,165	7,475	-	-	7,475	7,640	7,780	7,920	8,060
Contract for Services	65,890	64,594	63,021	-	-	63,021	64,280	65,570	66,880	68,220
Staff Training & Development	6,260	6,260	6,845	-	-	6,845	6,970	7,100	7,230	7,370
Grant Programs	28,400	27,800	29,394	-	25,000	54,394	54,980	55,580	31,190	31,810
Payments to 3rd Parties	2,730	2,200	2,210	-	-	2,210	2,250	2,290	2,330	2,370
Supplies	20,430	16,580	19,026	-	-	19,026	19,400	19,790	20,180	20,580
Allocations	11,812	11,812	11,899	-	-	11,899	12,137	12,379	12,627	12,879
Property Taxes	790	790	-	-	-	-	-	-	-	-
Other Operating Expenses	92,694	91,292	89,848	-	-	89,848	91,710	93,600	95,530	97,520
TOTAL OPERATING COSTS	237,971	228,493	229,718	-	25,000	254,718	259,367	264,089	243,887	248,809
*Percentage Increase over prior year			-3.5%		10.5%	7.0%	1.8%	1.8%	-7.6%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,100	5,200	5,300	5,410
Transfer to Operating Reserve Fund	7,150	17,328	15,500	-	-	15,500	10,801	6,039	1,201	-
TOTAL CAPITAL / RESERVES	12,150	22,328	20,500	-	-	20,500	15,901	11,239	6,501	5,410
TOTAL COSTS	250,121	250,821	250,218	-	25,000	275,218	275,268	275,328	250,388	254,219
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer From Operating Reserve	-	-	-	-	(25,000)	(25,000)	(25,000)	(25,000)	-	(3,771)
Grants in Lieu of Taxes	(2,643)	(2,643)	(2,635)	-	-	(2,635)	(2,790)	(2,850)	(2,910)	(2,970)
Revenue - Other	(100)	(800)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(2,743)	(3,443)	(2,735)	-	(25,000)	(27,735)	(27,890)	(27,950)	(3,010)	(6,841)
REQUISITION	(247,378)	(247,378)	(247,483)	-	-	(247,483)	(247,378)	(247,378)	(247,378)	(247,378)
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

Service No.	1.373	Carry						
	SGI Emergency Program	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000

5 YEAR CAPITAL PLAN

Service #:

1.373

SGI Emergency Program

[illegible]

Service:

1.373

SGL Emergency Program

Project Number	24-01	Capital Project Title	Island Emergency Equipment	Capital Project Description	Island-based emergency equipment
Project Rationale					

Emergency Program (SGI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	235,276	215,276	220,376	225,576	230,876	236,286
Operating Reserve Fund	263,293	253,793	239,594	220,633	221,834	218,063
Total	498,569	469,069	459,970	446,209	452,710	454,349

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Capital Reserve Fund - Bylaw 2965

Surplus money from the operation of fire protection services may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1063 Fund Centre: 101723	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	278,083	235,276	215,276	220,376	225,576	230,876
Transfer from Ops Budget	5,000	5,000	5,100	5,200	5,300	5,410
Transfer from Capital Fund	-					
Planned Expenditures	(60,000)	(25,000)	-	-	-	-
Interest Income*	12,192					
Ending Balance \$	235,276	215,276	220,376	225,576	230,876	236,286

Assumptions/Backgrounds:

Require sufficient funding to meet long range capital plan

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Operating Reserve Fund

Reserve Cash Flow

Fund: 1500 Fund Centre: 105401	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	239,231	263,293	253,793	239,594	220,633	221,834
Transfer from Ops Budget	12,411	15,500	10,801	6,039	1,201	-
Transfer to Ops Budget	-	(25,000)	(25,000)	(25,000)	-	(3,771)
Interest Income*	11,650					
Ending Balance \$	263,293	253,793	239,594	220,633	221,834	218,063

Assumptions/Backgrounds:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Saturna Island Comm. Parks

FINAL BUDGET

MARCH 2024

Service: **1.465 Saturna Island Community Parks**

Committee: Saturna Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Saturna Island (Bylaw No. 2080, December 16, 1992).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Saturna Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

\$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of **\$59,665**.

(Bylaw 4088 - Amends 2080 - March, 2016)

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.465 - Saturna Island Comm. Parks

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	1,910	1,680	1,980	-	-	1,980	2,020	2,060	2,100	2,140
Supplies	220	177	220	-	-	220	220	220	220	220
Repairs & Maintenance	12,550	14,391	14,990	-	3,268	18,258	15,290	15,590	15,900	16,210
Allocations	945	945	1,112	-	-	1,112	1,134	1,157	1,180	1,204
Contingency	3,090	-	3,100	-	-	3,100	3,160	3,220	3,280	3,350
Other Operating Expenses	3,530	1,817	3,640	-	-	3,640	3,730	3,820	3,910	4,000
TOTAL OPERATING COSTS	22,245	19,010	25,042	-	3,268	28,310	25,554	26,067	26,590	27,124
*Percentage Increase over prior year			12.6%		14.7%	27.3%	-9.7%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	5,000	5,000	5,157	-	-	5,157	5,247	5,347	5,449	5,552
TOTAL CAPITAL / RESERVE	5,000	5,000	5,157	-	-	5,157	5,247	5,347	5,449	5,552
TOTAL COSTS	27,245	24,010	30,199	-	3,268	33,467	30,801	31,414	32,039	32,676
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	3,268	-	-	(3,268)	(3,268)	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,515)	(1,515)	(1,240)	-	-	(1,240)	(1,600)	(1,630)	(1,660)	(1,690)
Revenue - Other	(50)	(83)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(1,565)	1,670	(1,290)	-	(3,268)	(4,558)	(1,650)	(1,680)	(1,710)	(1,740)
REQUISITION	(25,680)	(25,680)	(28,909)	-	-	(28,909)	(29,151)	(29,734)	(30,329)	(30,936)
*Percentage increase over prior year Requisition			12.6%			12.6%	0.8%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.465	Carry						
	Saturna Island Community Parks	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$51,727	\$38,000	\$35,225	\$0	\$0	\$0	\$73,225
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$51,727	\$38,000	\$35,225	\$0	\$0	\$0	\$73,225

SOURCE OF FUNDS

Capital Funds on Hand	\$5,727	\$5,000	\$727	\$0	\$0	\$0	\$5,727
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$46,000	\$33,000	\$34,498	\$0	\$0	\$0	\$67,498
	\$51,727	\$38,000	\$35,225	\$0	\$0	\$0	\$73,225

5 YEAR CAPITAL PLAN

1.465

Saturna Island Community Parks

[illegible]

Service: 1.465 Saturna Island Community Parks

Project Number	21-01	Capital Project Title	Park upgrades	Capital Project Description	Improvements to Saturna's 70 acre "Money Watershed and New Park"
Project Rationale	Development of trails and related infrastructure for the John Money and "NewPark" 70 acre land newly acquired and to be managed by Saturna Island Parks and Recreation.				

Project Number	21-02	Capital Project Title	Park upgrades	Capital Project Description	Replacement of Thomson Park Outhouse + Archeological Assessment
Project Rationale					

Project Number	21-03	Capital Project Title	Park upgrades	Capital Project Description	Salmon Enhancing Facility and Community Garden (Lyall Creek Park)
Project Rationale					

Project Number	24-01	Capital Project Title	Park upgrades	Capital Project Description	Replace Saturna Parks Picnic Tables and Benches
Project Rationale					

Saturna Island Comm. Parks
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	86,689	58,846	29,595	34,942	40,391	45,943
Land Reserve Fund	3,495	3,495	3,495	3,495	3,495	3,495
Total	90,184	62,341	33,090	38,437	43,886	49,438

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Capital Reserve Fund - Bylaw 2627

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: 1036 Fund Centre: 101380	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	80,459	86,689	58,846	29,595	34,942	40,391
Transfer from Ops Budget	5,000	5,157	5,247	5,347	5,449	5,552
Transfer from CAP Fund	1,259					
Transfer to Cap Fund	(4,000)	(33,000)	(34,498)	-	-	-
Interest Income*	3,971					
Ending Balance \$	86,689	58,846	29,595	34,942	40,391	45,943

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Land Reserve Fund - Bylaw 2398

- Saturna Island Park Land Acquisition Reserve Fund was established in 1996 under bylaw 2398.
- The monies in the reserve fund and interest earned on it, shall be expended only for the purchase of park land.

Reserve Cash Flow

Fund: Fund Centre:	1018 101361	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		3,335	3,495	3,495	3,495	3,495	3,495
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income*		161					
Ending Balance \$		3,495	3,495	3,495	3,495	3,495	3,495

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Saturna Island Comm. Recreation

FINAL BUDGET

MARCH 2024

Service: 1.468 Saturna Island Community Recreation

Committee: Saturna Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Saturna Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Saturna Island.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of \$17,237 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$31,424.

(Bylaw 4154 - Sept 13, 2017)

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.468 - Saturna Island Comm. Recreation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Recreation Programs	13,348	10,892	14,518	-	-	14,518	9,342	9,523	9,703	9,893
Special Events	2,350	1,272	2,430	-	-	2,430	2,480	2,530	2,580	2,630
Allocations	1,058	1,058	949	-	-	949	968	987	1,007	1,027
Other Operating Expenses	2,220	1,653	2,280	-	-	2,280	2,330	2,380	2,430	2,480
TOTAL OPERATING COSTS	18,976	14,875	20,177	-	-	20,177	15,120	15,420	15,720	16,030
*Percentage Increase over prior year			6.3%			6.3%	-25.1%	2.0%	1.9%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	4,347	(4,347)	-	-	(4,347)	-	-	-	-
Balance c/fwd from 2022 to 2023	(4,638)	(4,638)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(642)	(642)	(661)	-	-	(661)	(670)	(680)	(690)	(700)
Revenue - Other	(20)	(266)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	(5,300)	(1,199)	(5,028)	-	-	(5,028)	(690)	(700)	(710)	(720)
REQUISITION	(13,676)	(13,676)	(15,149)	-	-	(15,149)	(14,430)	(14,720)	(15,010)	(15,310)
*Percentage increase over prior year Requisition			10.8%			10.8%	-4.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Mayne Island Community Parks

FINAL BUDGET

MARCH 2024

Service: 1.475 Mayne Island Community Parks

Committee: Mayne Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Mayne Island (Bylaw No. 1602, January 13, 1988).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Mayne Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds, a Japanese Garden and sports fields.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

\$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$188,528.

(Bylaw 4089 - Amends 1602 - March 2016)

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.475 - Mayne Island Community Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Supplies	2,850	4,233	2,950	-	-	2,950	3,000	3,060	3,120	3,180
Repairs, Maintenance, & Improvements	48,720	45,000	47,750	-	-	47,750	48,700	49,680	50,670	51,680
Allocations	5,852	5,852	6,079	-	-	6,079	6,197	6,317	6,448	6,581
First Nations Cultural Monitor Contingency	5,150	5,000	5,290	-	-	5,290	5,193	5,593	6,002	6,399
Other Operating Expenses	15,603	10,210	16,000	-	-	16,000	16,390	16,790	17,200	17,640
TOTAL OPERATING COSTS	78,175	70,295	78,069	-	-	78,069	79,480	81,440	83,440	85,480
*Percentage Increase over prior year			-0.1%			-0.1%	1.8%	2.5%	2.5%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	17,700	23,000	18,500	-	-	18,500	19,010	19,010	19,010	19,010
TOTAL COSTS	95,875	93,295	96,569	-	-	96,569	98,490	100,450	102,450	104,490
<u>FUNDING SOURCES (REVENUE)</u>										
Rentals	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(73)	(73)	(68)	-	-	(68)	(80)	(80)	(80)	(80)
Revenue - Other	(2,790)	(210)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	(2,863)	(283)	(288)	-	-	(288)	(300)	(300)	(300)	(300)
REQUISITION	(93,012)	(93,012)	(96,281)	-	-	(96,281)	(98,190)	(100,150)	(102,150)	(104,190)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.475	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Mayne Island Community Parks							

EXPENDITURE

Buildings	\$56,150	\$53,000	\$0	\$0	\$0	\$0	\$53,000
Equipment	\$0	\$15,000	\$0	\$4,000	\$0	\$0	\$19,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$7,000	\$9,000	\$25,000	\$0	\$0	\$0	\$34,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$63,150	\$77,000	\$25,000	\$4,000	\$0	\$0	\$106,000

SOURCE OF FUNDS

Capital Funds on Hand	\$23,150	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$10,000	\$27,000	\$25,000	\$4,000	\$0	\$0	\$56,000
	\$63,150	\$77,000	\$25,000	\$4,000	\$0	\$0	\$106,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.475

Service Name:

Mayne Island Community Parks

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
22-02	New	Fitness Circuit	Complete fitness circuit at Dinner Bay-Phase 2	\$ 65,000	B	Grant	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
22-02	New	Fitness Circuit	Fitness Circuit -Phase 3 (additional \$20K)		B	Cap	\$ 23,150	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
23-01	Renewal	Dinner Bay water; pumphouse upgrade	Upgrade water system; insulate and redo pumphouse	\$ 5,000	S	Res	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
23-02	Renewal	Dinner Bay washrooms	Upgrade washroom facilities; flush valves	\$ 3,000	B	Res	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
23-06	Renewal	Vulture Ridge Summit	Safety and landscaping improvement at Vulture Ridge Summit	\$ 2,000	S	Res	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000
24-02	Renewal	Miners Bay parking wall	Instal a retaining wall in front of the street parking	\$ 2,000	S	Res	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000
24-05	New	Fitness Circuit	Install fitness equipment at Dinner Bay Park	\$ 15,000	E	Res	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
25-01	Renewal	Dinner Bay well pumps	Replace two well pumps	\$ 5,000	S	Res	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
25-02	Replacement	Kippen Road staircase	Replace heavy wooden staircase with lighter metal staircase	\$ 5,000	S	Res	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
25-03	Renewal	Putting Green	Upgrade with astroturf and landscaping	\$ 15,000	S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
26-01	Replacement	Adachi Pavillion kitchen	Replace fridges and stove	\$ 4,000	E	Res	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 121,000			\$ 63,150	\$ 77,000	\$ 25,000	\$ 4,000	\$ -	\$ -	\$ 106,000

Service: 1.475 Mayne Island Community Parks

Project Number	25-01	Capital Project Title	Dinner Bay well pumps	Capital Project Description	Replace two well pumps
Project Rationale	The existing pump house is old and needs to be rebuilt to ensure adequate insulation and protection of the pumps for the well.				

Project Number	25-02	Capital Project Title	Kippen Road staircase	Capital Project Description	Replace heavy wooden staircase with lighter metal staircase
Project Rationale	The existing pumps are getting old and should be replaced when the pump house is rebuilt as part of the sustainable service delivery plan.				

Project Number	24-02	Capital Project Title	Miners Bay parking wall	Capital Project Description	Instal a retaining wall in front of the street parking
Project Rationale					

Project Number	26-01	Capital Project Title	Adachi Pavilion kitchen	Capital Project Description	Replace fridges and stove
Project Rationale					

Service: 1.475 Mayne Island Community Parks

Project Number	22-02	Capital Project Title	Fitness Circuit	Capital Project Description	Complete fitness circuit at Dinner Bay-Phase 2
Project Rationale					

Project Number	23-01	Capital Project Title	Dinner Bay water; pumphouse upgrade	Capital Project Description	Upgrade water system; insulate and redo pumphouse
Project Rationale					

Project Number	23-02	Capital Project Title	Dinner Bay washrooms	Capital Project Description	Upgrade washroom facilities; flush valves
Project Rationale					

Project Number	23-06	Capital Project Title	Vulture Ridge Summit	Capital Project Description	Safety and landscaping improvement at Vulture Ridge Summit
Project Rationale					

Service:

1.475

Mayne Island Community Parks

Project Number	24-05	Capital Project Title	Fitness Circuit	Capital Project Description	Install fitness equipment at Dinner Bay Park
Project Rationale					

Project Number	25-03	Capital Project Title	Putting Green	Capital Project Description	Upgrade with astroturf and landscaping
Project Rationale					

Reserve Schedule

Reserve Fund: 1.475 Mayne Comm. Parks & Rec - Capital Reserve Fund - Bylaw 2866

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1061 101611	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		119,388	129,117	120,617	114,627	129,637	148,647
Transfer from Ops Budget		42,721	18,500	19,010	19,010	19,010	19,010
Transfer from Cap Fund		3,828					
Transfer to Cap Fund		(42,000)	(27,000)	(25,000)	(4,000)	-	-
Interest Income*		5,180					
Ending Balance \$		129,117	120,617	114,627	129,637	148,647	167,657

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Mayne Island Community Parks Donations

FINAL BUDGET

MARCH 2024

1.476 - Mayne Island Community Parks Donations	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Japanese Garden	26,463	9,443	27,553	-	1,788	29,341	10,350	10,550	10,760	10,970
Dinner Bay	420	450	430	-	-	430	440	450	460	470
Putting Green	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	26,883	9,893	27,983	-	1,788	29,771	10,790	11,000	11,220	11,440
*Percentage Increase over prior year			4.1%		6.6%	10.7%	-63.8%	1.9%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	19,191	(17,403)	-	(1,788)	(19,191)	-	-	-	-
Balance c/fwd from 2022 to 2023	(18,783)	(18,783)	-	-	-	-	-	-	-	-
Donations & Fees	(7,980)	(9,463)	(10,460)	-	-	(10,460)	(10,670)	(10,880)	(11,100)	(11,320)
Other Income	(120)	(838)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	(26,883)	(9,893)	(27,983)	-	(1,788)	(29,771)	(10,790)	(11,000)	(11,220)	(11,440)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Mayne Island Community Rec.

FINAL BUDGET

MARCH 2024

Service: 1.478 Mayne Island Community Recreation

Committee: Mayne Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Mayne Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Mayne Island.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of \$46,532 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$99,291.
(Bylaw 4153 - Sept 13, 2017)

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.478 - Mayne Island Community Rec.	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Recreation Programs	41,587	28,018	37,535	-	-	37,535	26,751	27,287	27,841	28,405
Special Events	5,820	997	3,020	-	-	3,020	3,080	3,140	3,200	3,260
Allocations	2,434	2,434	2,647	-	-	2,647	2,699	2,753	2,809	2,865
Other Operating Expenses	3,090	10,662	4,980	-	-	4,980	5,080	5,180	5,280	5,380
TOTAL OPERATING COSTS	52,931	42,111	48,182	-	-	48,182	37,610	38,360	39,130	39,910
*Percentage Increase over prior year			-9.0%			-9.0%	-21.9%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	11,310	(11,310)	-	-	(11,310)	-	-	-	-
Balance c/fwd from 2022 to 2023	(17,133)	(17,133)	-	-	-	-	-	-	-	-
Revenue - Other	(28)	(28)	(26)	-	-	(26)	(30)	(30)	(30)	(30)
Grants in Lieu of Taxes	(30)	(520)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	(17,191)	(6,371)	(11,366)	-	-	(11,366)	(60)	(60)	(60)	(60)
REQUISITION	(35,740)	(35,740)	(36,816)	-	-	(36,816)	(37,550)	(38,300)	(39,070)	(39,850)
*Percentage increase over prior year Requisition			3.0%			3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Pender Island Community Parks

FINAL BUDGET

MARCH 2024

Service: **1.485 Pender Island Community Parks**

Committee: Pender Islands Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Pender Island (Bylaw No. 1601, January 13, 1988)

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Pender Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds a disc park and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

\$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of **\$296,806**.
(Bylaw 4091 - Amends 1601 - March, 2016)

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.485 - Pender Island Community Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	42,595	28,964	59,500	-	-	59,500	60,690	61,900	63,140	64,400
Supplies	17,341	16,579	16,750	-	-	16,750	17,090	17,440	17,790	18,150
Repairs, Maintenance, & Improvements	42,672	33,893	45,000	-	-	45,000	45,900	46,820	47,760	48,720
Allocations	12,428	6,124	11,803	-	-	11,803	12,144	12,386	12,632	12,881
Contingency	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	25,033	26,076	25,338	-	-	25,338	23,810	24,310	24,820	25,340
TOTAL OPERATING COSTS	140,069	111,636	158,391	-	-	158,391	159,634	162,856	166,142	169,491
*Percentage Increase over prior year			13.1%			13.1%	0.8%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	29,282	64,999	17,079	-	-	17,079	27,996	37,784	48,418	59,959
TOTAL CAPITAL / RESERVE	29,282	64,999	17,079	-	-	17,079	27,996	37,784	48,418	59,959
TOTAL COSTS	169,351	176,635	175,470	-	-	175,470	187,630	200,640	214,560	229,450
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,487)	(1,487)	(1,415)	-	-	(1,415)	(1,570)	(1,600)	(1,630)	(1,660)
Grants Regular and Other	-	(6,000)	-	-	-	-	-	-	-	-
Revenue - Other	(510)	(1,794)	(720)	-	-	(720)	(730)	(740)	(750)	(760)
TOTAL REVENUE	(1,997)	(9,281)	(2,135)	-	-	(2,135)	(2,300)	(2,340)	(2,380)	(2,420)
REQUISITION	(167,354)	(167,354)	(173,335)	-	-	(173,335)	(185,330)	(198,300)	(212,180)	(227,030)
*Percentage increase over prior year Requisition			3.6%			3.6%	6.9%	7.0%	7.0%	7.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.485	Carry						
	Pender Island Community Parks	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$25,000	\$20,000	\$20,000	\$0	\$0	\$65,000
Land	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Engineered Structures	\$103,808	\$1,157,752	\$1,092,500	\$15,000	\$25,000	\$25,000	\$2,315,252
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$103,808	\$1,212,752	\$1,112,500	\$35,000	\$25,000	\$25,000	\$2,410,252

SOURCE OF FUNDS

Capital Funds on Hand	\$46,308	\$33,808	\$12,500	\$0	\$0	\$0	\$46,308
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$700,000	\$625,000	\$0	\$0	\$0	\$1,325,000
Donations / Third Party Funding	\$0	\$200,000	\$300,000	\$0	\$0	\$0	\$500,000
Reserve Fund	\$57,500	\$278,944	\$175,000	\$35,000	\$25,000	\$25,000	\$538,944
	\$103,808	\$1,212,752	\$1,112,500	\$35,000	\$25,000	\$25,000	\$2,410,252

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.485

Service N: Pender Island Community Parks

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
22-01	Renewal	Shingle Bay Improvements	Shingle Bay drainage and restoration	\$ 74,480	S	Res	\$ -	\$ 19,400	\$ 5,000	\$ 5,000	\$ 15,000	\$ -	\$ 44,400
22-01	Renewal	Shingle Bay Improvements	Shingle Bay Improvements		S	Cap	\$ 5,600	\$ 5,600	\$ -	\$ -	\$ -	\$ -	\$ 5,600
22-03	Replacement	Thieves Bay Improvements	Improve outhouses, picnic table shelter and walking trails, memorial garden; renew toilet facility	\$ 25,000	S	Cap	\$ 20,252	\$ 7,752	\$ 12,500	\$ -	\$ -	\$ -	\$ 20,252
22-04	New	Dog Park	clearing, leveling, fencing, and dog waste station.	\$ 75,000	S	Res	\$ 35,000	\$ -	\$ -	\$ -	\$ 10,000	\$ 25,000	\$ 35,000
22-05	New	Trail Development	Schooner Way Trail	\$ 2,420,000	S	Res	\$ -	\$ 179,544	\$ 150,000	\$ -	\$ -	\$ -	\$ 329,544
22-05	New	Trail Development	Schooner Way Trail		S	Cap	\$ 20,456	\$ 20,456	\$ -	\$ -	\$ -	\$ -	\$ 20,456
22-05	New	Trail Development	Schooner Way Trail		S	Grant	\$ -	\$ 700,000	\$ 625,000	\$ -	\$ -	\$ -	\$ 1,325,000
22-05	New	Trail Development	Schooner Way Trail		S	Other	\$ -	\$ 200,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 500,000
23-01	Renewal	Magic Lake Park Upgrades	Dock at west end of Magic Lake	\$ 25,000	S	Res	\$ 22,500	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
24-02	Renewal	Disc Park Improvements	Improve visibility of tee boxes	\$ 10,000	S	Res	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
24-03	New	Ball Park Improvements	Pump track, playground equipment	\$ 65,000	E	Res	\$ -	\$ 25,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 65,000
24-04	New	Land Acquisition	Schooner Way Trail	\$ 30,000	L	Res	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 2,724,480			\$ 103,808	\$ 1,212,752	\$ 1,112,500	\$ 35,000	\$ 25,000	\$ 25,000	\$ 2,410,252

Service:

1.485

Pender Island Community Parks

Project Number	22-01	Capital Project Title	Shingle Bay Improvements	Capital Project Description	Shingle Bay drainage and restoration
Project Rationale	Repair or replace the outhouse (P1.1); D&E and approvals (P1.2); Resurface Shingle Bay for improved drainage and restore creek, native plantings (P1.3); Install playground equipment and picnic benches (P1.4); Install adult exercise equipment (P1.5).				

Project Number	22-03	Capital Project Title	Thieves Bay Improvements	Capital Project Description	Improve outhouses, picnic table shelter and walking trails, memorial garden; renew toilet facility
Project Rationale	Renew toilet facility (P2.1); D&E and permitting for the shelter (P2.2); Picnic Table Shelter (P2.3); developing a walking trail (P2.4); Native Species Replanting (P2.5).				

Project Number	22-04	Capital Project Title	Dog Park	Capital Project Description	clearing, leveling, fencing, and dog waste station.
Project Rationale	Clearing, leveling, fencing, and dog waste station; installing parking on ketch rd; developing parking beside dog park; building a shelter at the dog park.				

Project Number	22-05	Capital Project Title	Trail Development	Capital Project Description	Schooner Way Trail
Project Rationale	Trail Design & Engineering; Driftwood - Library Trail; Medicine Beach Trail; GITS - Davies / Einer Hill Trail				

Service: 1.485 Pender Island Community Parks

Project Number	24-01	Capital Project Title	#N/A	Capital Project Description	#N/A
Project Rationale	Resurface and repair structures ; Resurface and install irrigation for soccer field, part of a much larger budget project;				

Project Number	24-02	Capital Project Title	Disc Park Improvements	Capital Project Description	Improve visibility of tee boxes
Project Rationale	Improve Tee boxes				

Project Number	24-03	Capital Project Title	Ball Park Improvements	Capital Project Description	Pump track, playground equipment
Project Rationale					

Project Number	24-04	Capital Project Title	Land Acquisition	Capital Project Description	Schooner Way Trail
Project Rationale					

Pender Island Community Parks
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	432,882	201,017	54,013	56,797	80,215	115,174
Land Reserve Fund	39,557	9,557	9,557	9,557	9,557	9,557
Total	472,439	210,574	63,570	66,354	89,772	124,731

Reserve Schedule

Reserve Fund: 1.485 PenderParks - Capital Reserve Fund - Bylaw 2236

- Capital Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2236.
- These reserves can only be used to fund capital expenditure.
- Surplus money from the operation of parks, recreational and related community programs and facilities

Reserve Cash Flow

Fund: Fund Centre:	1038 101382	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		422,827	432,882	201,017	54,013	56,797	80,215
Transfer from Ops Budget		64,998	17,079	27,996	37,784	48,418	59,959
Transfer from Cap Fund		498					
Transfer to Cap Fund		(75,170)	(248,944)	(175,000)	(35,000)	(25,000)	(25,000)
Interest Income*		19,729					
Ending Balance \$		432,882	201,017	54,013	56,797	80,215	115,174

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.485 Pender Parks - Land Reserve Fund - Bylaw 2399

- Land Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2399.
- The monies in the reserve fund and interest earned on it, shall be expended only for the purchase of park land.

Reserve Cash Flow

Fund: Fund Centre:	1019 101362	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		37,738	39,557	9,557	9,557	9,557	9,557
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Cap Fund		-	(30,000)	-	-	-	-
Interest Income*		1,819					
Ending Balance \$		39,557	9,557	9,557	9,557	9,557	9,557

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Pender Island Community Rec

FINAL BUDGET

MARCH 2024

Service: 1.488 Pender Island Community Rec

Committee: Pender Islands Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Pender Island (Bylaw No. 1360, June 26, 1985).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Pender Island.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of \$71,560 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$156,318.
(Bylaw 4155 - Sept 13, 2017)

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.488 - Pender Island Community Rec	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Recreation Programs	67,796	67,671	67,127	-	-	67,127	68,090	69,447	70,833	72,247
Allocations	3,455	3,455	3,569	-	-	3,569	3,640	3,713	3,787	3,863
Other Operating Expenses	120	90	120	-	-	120	120	120	120	120
TOTAL OPERATING COSTS	71,371	71,216	70,816	-	-	70,816	71,850	73,280	74,740	76,230
*Percentage Increase over prior year			-0.8%			-0.8%	1.5%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	366	(366)	-	-	(366)	-	-	-	-
Balance c/fwd from 2022 to 2023	(3,288)	(3,288)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(593)	(593)	(568)	-	-	(568)	(620)	(630)	(640)	(650)
Revenue - Other	(250)	(461)	(250)	-	-	(250)	(250)	(250)	(250)	(250)
TOTAL REVENUE	(4,131)	(3,976)	(1,184)	-	-	(1,184)	(870)	(880)	(890)	(900)
REQUISITION	(67,240)	(67,240)	(69,632)	-	-	(69,632)	(70,980)	(72,400)	(73,850)	(75,330)
*Percentage increase over prior year Requisition			3.6%			3.6%	1.9%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Galiano Island Community Parks

FINAL BUDGET

MARCH 2024

Service: **1.495** **Galiano Community Parks**

Committee: **Galiano Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Galiano Island (Bylaw No. 2294, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Galiano Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

\$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of **\$180,388**.
(Bylaw 4090 - Amends 1601 - March 2016)

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.495 - Galiano Island Community Parks

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs, Maintenance, & Improvements	87,220	52,500	85,280	-	-	85,280	86,980	88,720	90,500	92,310
Allocations	4,241	4,241	5,849	-	-	5,849	5,966	6,085	6,207	6,331
Contingency	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	5,510	6,030	6,490	-	-	6,490	6,690	6,890	7,100	7,310
Active Pass Property-Total Expenditure	20,000	20,000	20,690	-	-	20,690	21,100	21,530	21,970	22,410
TOTAL OPERATING COSTS	116,971	82,771	118,309	-	-	118,309	120,736	123,225	125,777	128,361
*Percentage Increase over prior year			1.1%			1.1%	2.1%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	5,000	39,200	8,000	-	-	8,000	9,000	10,000	11,000	12,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	5,710	5,710	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL CAPITAL / RESERVE	10,710	44,910	10,000	-	-	10,000	11,000	12,000	13,000	14,000
TOTAL COSTS	127,681	127,681	128,309	-	-	128,309	131,736	135,225	138,777	142,361
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(69)	(69)	(87)	-	-	(87)	(70)	(70)	(70)	(70)
Revenue - Other	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Active Pass Property-Donation Revenue Stream	(20,000)	(20,000)	(20,690)	-	-	(20,690)	(21,100)	(21,530)	(21,970)	(22,410)
TOTAL REVENUE	(20,119)	(20,119)	(20,827)	-	-	(20,827)	(21,220)	(21,650)	(22,090)	(22,530)
REQUISITION	(107,562)	(107,562)	(107,482)	-	-	(107,482)	(110,516)	(113,575)	(116,687)	(119,831)
*Percentage increase over prior year Requisition			-0.1%			-0.1%	2.8%	2.8%	2.7%	2.7%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.495	Carry						
	Galiano Community Parks	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$2,616	\$2,616	\$1,000	\$1,000	\$0	\$0	\$4,616
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$32,922	\$43,922	\$11,000	\$3,000	\$5,900	\$33,000	\$96,822
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$35,538	\$46,538	\$12,000	\$4,000	\$5,900	\$33,000	\$101,438

SOURCE OF FUNDS

Capital Funds on Hand	\$16,808	\$25,808	\$0	\$0	\$0	\$0	\$25,808
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$2,616	\$2,616	\$1,000	\$1,000	\$0	\$0	\$4,616
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$16,114	\$18,114	\$11,000	\$3,000	\$5,900	\$33,000	\$71,014
	\$35,538	\$46,538	\$12,000	\$4,000	\$5,900	\$33,000	\$101,438

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.495

Service Name: Galiano Community Parks

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
18-01	Renewal	Galiano Island Park Upgrades	Complete DL 79 Park Project - Vault Toilet Enclosure	\$ 55,459	\$	Cap	\$ 3,201.00	\$ 3,201	\$ -	\$ -	\$ -	\$ -	\$ 3,201
18-02	New	Galiano Island Park Upgrades	Wesley Road Shore Access	\$ 3,900	\$	Res	\$ -	\$ -	\$ 1,000	\$ 2,900	\$ -	\$ -	\$ 3,900
19-02	Study	Study Bay Trail Extension	Study to Assess feasibility and cost to extend trail to BC Ferries	\$ 2,000	\$	Res	\$ 2,000.00	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000
19-03	Renewal	Galiano Island Park Upgrades	Asset Management-Inventory Study/Replacement Program	\$ 17,000	\$	Res	\$ 1,839.00	\$ 3,839	\$ 2,000	\$ 2,000	\$ 3,000	\$ 3,000	\$ 13,839
20-01	Study	Galiano Island Park Upgrades	Matthews Stairs to Beach-Engineering and feasibility study	\$ 8,000	\$	Res	\$ -	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ 8,000
21-03	Renewal	Galiano Island Park Upgrades	Zuker-Georgeson Shore Access Restoration- Remove Invasives and Restore	\$ 22,000	\$	Res	\$ 7,275.00	\$ 7,275	\$ -	\$ -	\$ -	\$ -	\$ 7,275
21-03	Renewal	Galiano Island Park Upgrades	Zuker-Georgeson Shore Access Restoration- Remove Invasives and Restore	\$ 9,000	\$	Cap	\$ -	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ 9,000
21-05	Study	Galiano Island Park Upgrades	Engineering for Mobility Impaired Beach Accesses	\$ 5,000	\$	Res	\$ 5,000.00	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
22-01	Study	Galiano Island Park Upgrades	Study to construct Viewpoint at Graham	\$ 1,000	\$	Res	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000
22-03	Renewal	Galiano Island Park Upgrades	Upgrade to Matthews Beach Access	\$ 20,000	\$	Cap	\$ 13,607.00	\$ 13,607	\$ -	\$ -	\$ -	\$ -	\$ 13,607
23-01	Replacement	GIPRC Equipment and Tools Purchase	Equipment and Tools Purchase	\$ 7,000	\$	ERF	\$ 2,616.00	\$ 2,616	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 4,616
25-01	Renewal	Install Gulf Toilet at Gulfside	Replace Porta Potti with Vault toilet at popular beach access	\$ 30,000	\$	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 180,359			\$ 35,538	\$ 46,538	\$ 12,000	\$ 4,000	\$ 5,900	\$ 33,000	\$ 101,438

Service: 1.495 Galiano Community Parks

Project Number	18-02	Capital Project Title	Galiano Island Park Upgrades	Capital Project Description	Wesley Road Shore Access
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Project Rationale New shore Access requested by public

Project Number	19-02	Capital Project Title	Study Bay Trail Extension	Capital Project Description	Study to Assess feasibility and cost to extend trail to BC Ferries
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Project Rationale This trail is the most heavily used by Galiano residents/pedestrians, as it parallels a very busy narrow road to the main centre of shopping and commerce on the island as well as leading almost to the BC Ferries terminal, the busiest spot on the island. Improvements were made to the trail in 2019. An engineering study needs to be done to determine the cost and feasibility of extending the trail further, right up to the BC Ferries terminal at Sturdies Bay.

Project Number	19-03	Capital Project Title	Galiano Island Park Upgrades	Capital Project Description	Asset Management-Inventory Study/Replacement Program
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Project Rationale Timely replacement of worn assets.

Project Number	20-01	Capital Project Title	Galiano Island Park Upgrades	Capital Project Description	Matthews Stairs to Beach-Engineering and feasibility study
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Project Rationale Stairs down to beach may be the eventual solution to providing safe public access to this popular locale.

Service:

1.495

Galiano Community Parks

Project Number

21-03

Capital Project Title

Galiano Island Park Upgrades

Capital Project Description

Zuker-Georgeson Shore Access Restoration-
Remove Invasives and Restore

Project Rationale This is a very popular shore access to Active pass near Mount Galiano Park trail head is overrun with invasive species Spurge Laurel and Broom which is spreading uncontained. It is proposed to remove the invasive

Project Number

21-05

Capital Project Title

Galiano Island Park Upgrades

Capital Project Description

Engineering for Mobility Impaired Beach
Accesses

Project Rationale A study will be carried out in 2023 to define/engineer two more beach access improvement projects for the mobility impaired.

Project Number

22-01

Capital Project Title

Galiano Island Park Upgrades

Capital Project Description

Study to construct Viewpoint at Graham

Project Rationale Requested by Public at consultation forum.

Project Number

22-03

Capital Project Title

Galiano Island Park Upgrades

Capital Project Description

Upgrade to Matthews Beach Access

Project Rationale Heavy use and wear during past season has deteriorated the descent section of this very popular beach access. Improvements over and above regular maintenance are required to ensure it remains useable.

Service: 1.495 Galiano Community Parks

Project Number	25-01	Capital Project Title	Install Gulf Toilet at Gulfside	Capital Project Description	Replace Porta Potti with Vault toilet at popular beach access
Project Rationale	Heavily visited beach access on East coast of the island serviced by aging porta-potti bathroom facility. Needs to be replaced with vault toilet.				

Project Number	23-01	Capital Project Title	GIPRC Equipment and Tools Purchase	Capital Project Description	Equipment and Tools Purchase
Project Rationale					

Project Number	18-01	Capital Project Title	Galiano Island Park Upgrades	Capital Project Description	Complete DL 79 Park Project - Vault Toilet Enclosure
Project Rationale					

Galiano Island Community Parks
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	66,965	56,851	54,851	61,851	66,951	45,951
Equipment Replacement Fund	3,339	2,723	3,723	4,723	6,723	8,723
Capital Reserve Fund-Active Pass	-	-	-	-	-	-
Operating Reserve Fund-Active Pass	242,445	221,755	200,655	179,125	157,155	134,745
Total	312,749	281,329	259,229	245,699	230,829	189,419

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Capital Reserve Fund - Bylaw 2851

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1058 101604	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		42,983	66,965	56,851	54,851	61,851	66,951
Transfer from Ops Budget		49,453	8,000	9,000	10,000	11,000	12,000
Transfer from Cap Fund		2,023					
Transfer to Cap Fund		(28,000)	(18,114)	(11,000)	(3,000)	(5,900)	(33,000)
Interest Income*		507					
Ending Balance \$		66,965	56,851	54,851	61,851	66,951	45,951

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Equipment Replacement Fund

GALIANOPRK.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 102267	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	3,339	2,723	3,723	4,723	6,723
Transfer from Ops Budget		5,710	2,000	2,000	2,000	2,000	2,000
Planned Expenditure		(2,384)	(2,616)	(1,000)	(1,000)	-	-
Interest Income*		13					
Ending Balance \$		3,339	2,723	3,723	4,723	6,723	8,723

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Capital Reserve Fund - Active Pass Drive Property

Active Pass Drive
Betty Kennedy Trust

Reserve Cash Flow

Fund: Fund Centre:	1058 102263	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		245,548	-	-	-	-	-
Donations		-	-	-	-	-	-
Transfer from Cap Fund		-					
Transfer to OPEX		(20,000)	-	-	-	-	-
Transfer to ORF		(237,924)					
Interest Income*		12,376					
Ending Balance \$		-	-	-	-	-	-

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Operating Reserve Fund - Active Pass Drive Property

Active Pass Drive
Betty Kennedy Trust
Bylaw No. 4584

Reserve Cash Flow

Fund: Fund Centre:	1500 105560	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	242,445	221,755	200,655	179,125	157,155
Transfer from CRF		237,924	-	-	-	-	-
Transfer from Ops Budget		4,521					
Transfer to Ops Budget		-	(20,690)	(21,100)	(21,530)	(21,970)	(22,410)
Interest Income*		-					
Ending Balance \$		242,445	221,755	200,655	179,125	157,155	134,745

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Galiano Community Recreation

FINAL BUDGET

MARCH 2024

Service: 1.498 Galiano Community Recreation

Committee: Galiano Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Galiano Island (Bylaw No. 2295, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Galiano Island.

PARTICIPATION:

Galiano Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of \$41,624 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$95,004.

(Bylaw 4152 - Sept 13, 2017)

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.498 - Galiano Community Recreation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Recreation Programs	35,758	35,750	41,237	-	-	41,237	42,073	42,914	43,774	44,653
Allocations	1,907	1,907	1,919	-	-	1,919	1,957	1,996	2,036	2,077
Other Operating Expenses	710	730	720	-	-	720	730	740	750	760
TOTAL OPERATING COSTS	38,375	38,387	43,876	-	-	43,876	44,760	45,650	46,560	47,490
*Percentage Increase over prior year			14.3%			14.3%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	(4)	4	-	-	4	-	-	-	-
Balance c/fwd from 2022 to 2023	(31)	(31)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(27)	(27)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Other Revenue	-	(8)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(58)	(70)	(26)	-	-	(26)	(30)	(30)	(30)	(30)
REQUISITION	(38,317)	(38,317)	(43,850)	-	-	(43,850)	(44,730)	(45,620)	(46,530)	(47,460)
*Percentage increase over prior year Requisition			14.4%			14.4%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Storm Water Quality Management (SGI)

FINAL BUDGET

MARCH 2024

Service: 1.533 SGI Stormwater Quality Management

Committee: Electoral Area Services

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2452 (adopted February, 1997 for the EA of Southern Gulf Islands) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Southern Gulf Islands Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The Electoral Area of the Southern Gulf Islands.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.533 - Storm Water Quality Management (SGI)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services & Consulting	6,076	14,076	5,132	-	-	5,132	5,235	5,340	5,446	5,555
Allocations	34,095	23,959	36,241	-	-	36,241	36,965	37,705	38,460	39,229
Other Operating Expenses	50	150	107	-	-	107	110	110	110	110
TOTAL OPERATING COSTS	40,221	38,185	41,480	-	-	41,480	42,310	43,155	44,016	44,894
*Percentage Increase over prior year			3.1%			3.1%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL/RESERVE</u>										
Transfer to Operating Reserve Fund	-	2,136	-	-	-	-	-	-	-	-
TOTAL COSTS	40,221	40,321	41,480	-	-	41,480	42,310	43,155	44,016	44,894
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(413)	(413)	(430)	-	-	(430)	(440)	(450)	(460)	(470)
Other Revenue	-	(100)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(413)	(513)	(480)	-	-	(480)	(490)	(500)	(510)	(520)
REQUISITION	(39,808)	(39,808)	(41,000)	-	-	(41,000)	(41,820)	(42,655)	(43,506)	(44,374)
*Percentage increase over prior year Requisition			3.0%			3.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SGI) - Operating Reserve Fund

This service operates on a two-year work cycle with reporting and data analysis every second year. Reserve is also held for special projects (such as spills) and contaminant investigations.

Reserve Cash Flow

Fund: Fund Centre:	1500 105530	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		20,797	29,030	29,030	29,030	29,030	29,030
Transfer from Ops Budget		7,231	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income*		1,002					
Ending Balance \$		29,030	29,030	29,030	29,030	29,030	29,030

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

SGL Emergency Comm. - CREST

FINAL BUDGET

MARCH 2024

Service: 1.923 SGI Emergency Comm. - CREST

Committee: Planning & Protective Services

923 SGI EMERGENCY COMMUNICATIONS CREST

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.923 - SGI Emergency Comm. - CREST	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to CREST	177,954	177,954	182,831	-	-	182,831	186,490	190,220	194,020	197,900
Allocations	3,614	3,614	3,648	-	-	3,648	3,721	3,795	3,871	3,948
Other Operating Expenses	820	1,593	820	-	-	820	820	820	820	820
TOTAL COSTS	182,388	183,161	187,299	-	-	187,299	191,031	194,835	198,711	202,668
*Percentage Increase over prior year			2.7%			2.7%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	214	(214)	-	-	(214)	-	-	-	-
Balance c/fwd from 2022 to 2023	(682)	(682)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,897)	(1,897)	(1,892)	-	-	(1,892)	(2,000)	(2,040)	(2,080)	(2,120)
Other Income	(100)	(1,087)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(2,679)	(3,452)	(2,206)	-	-	(2,206)	(2,100)	(2,140)	(2,180)	(2,220)
REQUISITION	(179,709)	(179,709)	(185,093)	-	-	(185,093)	(188,931)	(192,695)	(196,531)	(200,448)
*Percentage increase over prior year Requisition			3.0%			3.0%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Magic Lake Water

FINAL BUDGET

MARCH 2024

Service: **2.630 Magic Lake Estates Water**

Committee: Electoral Area

DEFINITION:

LSA -1 To provide and operate water supply and distribution facilities for the Magic Lake Estates Water System.
Specified Area on North Pender Island. Bylaw No. 1874 (June 11, 1991).

PARTICIPATION:

Local Service Area # 1 - D(764) LSA #9.

MAXIMUM LEVY:

Greater of \$160,000 or \$3.50 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$3,037,054.

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments.

User Charge: Annual charge per single family equivalency unit connected to the system.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- Greater than 50 cubic metres - \$0.50 / cubic metre
- Greater than 80 cubic metres - \$1.50 / cubic metre

Parcel Tax: LSA-1 Annual charge only on properties capable of being connected to the system.

Turn on/Turn Off Fee: \$0 during normal working hours; \$25 outside of normal working hours

Connection Charges: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is \$500

RESERVE FUND:

Magic Lake Estates - Water System Capital Reserve Fund. Bylaw No. 1498
Magic Lake Estates - Water System Operating Reserve Fund. Bylaw No. 4144

2.630 - Magic Lake Water	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	32,470	40,700	23,610	2,100	-	25,710	24,070	64,560	25,050	25,550
Allocations	54,398	54,398	57,263	-	-	57,263	58,409	59,583	60,773	61,988
Water Testing	19,941	19,900	20,643	1,000	-	21,643	22,075	22,516	22,967	23,426
Electricity	51,100	47,300	52,480	-	-	52,480	53,530	54,600	55,690	56,800
Supplies	57,180	51,220	58,800	-	-	58,800	59,980	61,180	62,410	63,660
Labour Charges	428,920	411,600	466,700	-	-	466,700	476,038	485,563	495,275	505,181
Other Operating Expenses	65,303	65,436	54,610	3,600	-	58,210	55,290	56,620	57,990	59,420
TOTAL OPERATING COSTS	709,312	690,554	734,106	6,700	-	740,806	749,392	804,622	780,155	796,025
*Percentage Increase over prior year			3.5%	0.9%		4.4%	1.2%	7.4%	-3.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	10,000	10,000	10,000	-	-	10,000	10,000	20,000	30,000	40,000
Transfer to Capital Reserve Fund	82,415	95,873	42,060	-	-	42,060	45,590	73,745	71,740	125,980
MFA Debt Reserve Fund	570	570	740	-	-	740	740	740	740	740
MFA Debt Principal	133,582	133,582	137,425	-	-	137,425	137,425	98,613	85,193	55,158
MFA Debt Interest	64,439	64,439	78,339	-	-	78,339	73,712	67,248	65,410	23,787
TOTAL DEBT / RESERVES	291,006	304,464	268,564	-	-	268,564	267,467	260,346	253,083	245,665
TOTAL COSTS	1,000,318	995,018	1,002,670	6,700	-	1,009,370	1,016,859	1,064,968	1,033,238	1,041,690
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(10,000)	(10,000)	-	-	-	-	-	(40,000)	-	-
Sales - Water	(22,000)	(16,000)	(22,000)	-	-	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
User Charges	(377,411)	(377,411)	(389,530)	(6,700)	-	(396,230)	(404,159)	(412,238)	(420,478)	(428,890)
Lease Revenue	(8,100)	(8,100)	(8,100)	-	-	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)
Other Revenue	(2,807)	(3,507)	(2,980)	-	-	(2,980)	(2,600)	(2,630)	(2,660)	(2,700)
TOTAL REVENUE	(420,318)	(415,018)	(422,610)	(6,700)	-	(429,310)	(436,859)	(484,968)	(453,238)	(461,690)
REQUISITION - PARCEL TAX	(580,000)	(580,000)	(580,060)	-	-	(580,060)	(580,000)	(580,000)	(580,000)	(580,000)
*Percentage increase over prior year										
Sales - Water			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fees			3.2%	1.8%		5.0%	2.0%	2.0%	2.0%	2.0%
Requisition			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
Combined			1.2%	0.7%		1.9%	0.8%	0.8%	0.8%	0.8%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.630	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Magic Lake Estates Water (Pender)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$5,000	\$145,000	\$22,000	\$145,000	\$75,000	\$60,000	\$447,000	\$447,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,000	\$160,000	\$22,000	\$145,000	\$75,000	\$60,000	\$462,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$5,000	\$145,000	\$22,000	\$145,000	\$75,000	\$60,000	\$447,000	\$447,000
	\$20,000	\$160,000	\$22,000	\$145,000	\$75,000	\$60,000	\$462,000	

5 YEAR CAPITAL PLAN

Service #:

2.630

Service Name:

Magic Lake Estates Water (Pender)

[illegible]

Service:

2.630

Magic Lake Estates Water (Pender)

Project Number	21-04	Capital Project Title	Buck Lake Dam Repairs - Phase 1	Capital Project Description	Conduct additional inspections, minor repairs, and performance analysis highlighted in the 2019 Dam Safety Review. Phase 2 dam improvements to be completed in the following five years.
Project Rationale	Resulting from the Hatch 2019 Dam Safety Review, funds are required to conduct additional inspections, minor dam repairs, and performance analysis. Phase 2 dam improvements to be completed in the following five years.				
Project Number	22-02	Capital Project Title	EV Charging Station	Capital Project Description	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.
Project Rationale	Construct a new EV Charging station at the water treatment plan, proeject is to be partially funded through a cost matching grant and the MLE Waste Water Service.				
Project Number	23-01	Capital Project Title	Decommission Magic Lake old Syphon	Capital Project Description	The old syphon is still in place and will require decommissioning to ensure dam performance.
Project Rationale	The old syphon at Magic Lake is no longer required, and does not function. Funds are required to remove the overland and underwater pipe, and decommission the underground pipe.				
Project Number	23-02	Capital Project Title	ISOPAC Permanent Handling & Storage	Capital Project Description	Permenant solution to reduce drum waste and reduce handing is required.
Project Rationale	Safety improvements to reduce Operator injury when handling the ISOPAC drums were carried out in 2019-2020. A permanent solution to reduce the use of drums which cannot be readily disposed of, and reduce handling of the product is proposed in 2023.				
Project Number	26-01	Capital Project Title	Buck Lake Dam Repairs - Phase 2	Capital Project Description	Conduct additional geotechnical investigations, seepage analysis, monitoring, tree removal and the next DSR (2029).
Project Rationale	Resulting from the Hatch 2019 Dam Safety Review, funds are required to conduct additional geotechnical investigations, seepage analysis and monitoring, tree removal, and the next Dam Safety Review (2029).				

Magic Lake Water
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	47,811	57,811	67,811	47,811	77,811	117,811
Capital Reserve Fund	531,782	428,842	452,432	381,177	377,917	443,897
Capital Reserve Fund - Settlement Fund	644,468	644,468	644,468	644,468	644,468	644,468
Total	1,224,061	1,131,121	1,164,711	1,073,456	1,100,196	1,206,176

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105212	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		45,504	47,811	57,811	67,811	47,811	77,811
Transfer from Ops Budget		10,000	10,000	10,000	20,000	30,000	40,000
Transfer to Ops Budget		(10,000)	-	-	(40,000)	-	-
Planned Maintenance Activity					Frigate & Captains Reservoir cleaning & inspection		
Interest Income*		2,307					
Ending Balance \$		47,811	57,811	67,811	47,811	77,811	117,811

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Capital Reserve Fund

Bylaw 1498

Reserve Cash Flow

Fund:	1024	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101368						
Beginning Balance		506,552	531,782	428,842	452,432	381,177	377,917
Transfer from Ops Budget		82,687	42,060	45,590	73,745	71,740	125,980
Transfer to Cap Fund		(120,000)	(145,000)	(22,000)	(145,000)	(75,000)	(60,000)
Transfer from Cap Fund		40,786					
Interest Income*		21,756					
Ending Balance \$		531,782	428,842	452,432	381,177	377,917	443,897

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Capital Reserve Fund (Settlement Funds)

Bylaw 1498

Reserve Cash Flow

Fund: Fund Centre:	1024 102245	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		614,832	644,468	644,468	644,468	644,468	644,468
Transfer to Cap Fund		-					
Interest Income*		29,636					
Ending Balance \$		644,468	644,468	644,468	644,468	644,468	644,468

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Lyall Harbour Water

FINAL BUDGET

MARCH 2024

Service: **2.640 Lyall Harbour Boot Cove Water (Saturna)**

Committee: Electoral Area

DEFINITION:

To provide and operate and maintain a domestic water supply and distribution system for the Saturna Island Water Supply and Distribution System Specified Area in the Lyall Harbour/Boot Cove district on Saturna Island. Bylaw No. 513 (November 22, 1978).

PARTICIPATION:

Specified Area #14 - G(764)

MAXIMUM LEVY:

Greater of \$150,000 or \$6.90 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$637,082.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3587 (Jan 14, 2009)	\$430,000
BORROWED:	SI Bylaw 3634 (Aug 12, 2009)	\$250,000
BORROWED:	SI Bylaw 3677 (Feb 10, 2010)	\$180,000
REMAINING:		<hr/> \$0

COMMITTEE:

Lyall Harbour/Boot Cove Water Committee established by Resolution - September 29, 1982

Lyall Harbour/Boot Cove Water Local Services Committee established by Bylaw No. 1875 (December 12, 1990)

FUNDING:

User Charge:	Annual charge per single family equivalency unit connected to the system.
Parcel Tax:	Annual charge levied only on properties capable of being connected to the system.
Connection Charges:	Actual Cost + 15% Admin Fee (Minimum Connection \$400)

RESERVE FUND:

Bylaw No. 1785 (February 14, 1990)

2.640 - Lyall Harbour Water

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	30,470	35,000	5,660	-	20,000	25,660	5,780	5,900	6,020	6,150
Allocations	12,969	12,969	14,360	-	-	14,360	14,644	14,940	15,241	15,546
Water Testing	8,619	8,980	11,300	-	-	11,300	8,988	9,168	9,351	9,538
Electricity	3,660	3,500	3,760	-	-	3,760	3,840	3,920	4,000	4,080
Supplies	5,970	5,660	6,180	-	-	6,180	6,300	6,420	6,550	6,680
Labour Charges	119,940	152,700	130,580	-	-	130,580	133,192	135,855	138,573	141,344
Other Operating Expenses	15,858	13,028	13,018	-	-	13,018	13,330	13,640	13,950	14,280
TOTAL OPERATING COSTS	197,486	231,837	184,858	-	20,000	204,858	186,074	189,843	193,685	197,618
*Percentage Increase over prior year			-6.4%		10.1%	3.7%	-9.2%	2.0%	2.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	20,000	15,000	27,460	-	-	27,460	20,000	20,000	20,000	20,000
Transfer to Capital Reserve Fund	30,000	3,444	25,680	-	-	25,680	39,570	36,030	38,345	40,700
MFA Debt Reserve Fund	680	100	1,020	-	-	1,020	5,940	140	-	-
MFA Debt Principal	22,148	22,148	22,148	-	-	22,148	14,223	34,619	34,619	34,619
MFA Debt Interest	8,538	7,929	8,853	-	-	8,853	10,793	27,476	27,476	27,476
TOTAL DEBT / RESERVES	81,366	48,621	85,161	-	-	85,161	90,526	118,265	120,440	122,795
TOTAL COSTS	278,852	280,458	270,019	-	20,000	290,019	276,600	308,108	314,125	320,413
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(25,000)	(25,000)	-	-	(20,000)	(20,000)	-	-	-	-
User Charges	(119,864)	(121,470)	(128,315)	-	-	(128,315)	(131,450)	(146,581)	(149,505)	(152,503)
Grants in Lieu of Taxes	(758)	(758)	(768)	-	-	(768)	(800)	(820)	(840)	(860)
Other Revenue	(200)	(200)	(240)	-	-	(240)	(240)	(240)	(100)	(100)
TOTAL REVENUE	(145,822)	(147,428)	(129,323)	-	(20,000)	(149,323)	(132,490)	(147,641)	(150,445)	(153,463)
REQUISITION - PARCEL TAX	(133,030)	(133,030)	(140,696)	-	-	(140,696)	(144,110)	(160,467)	(163,680)	(166,950)
*Percentage increase over prior year										
User Fees			7.1%			7.1%	2.4%	11.5%	2.0%	2.0%
Requisition			5.8%			5.8%	2.4%	11.4%	2.0%	2.0%
Combined			6.4%			6.4%	2.4%	11.4%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.640	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Lyall Harbour Boot Cove Water (Saline)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$66,000	\$66,000	\$0	\$0	\$0	\$0	\$0	\$66,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$275,000	\$335,000	\$580,000	\$0	\$0	\$0	\$0	\$915,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$341,000	\$401,000	\$580,000	\$0	\$0	\$0	\$0	\$981,000

SOURCE OF FUNDS

Capital Funds on Hand	\$268,000	\$268,000	\$0	\$0	\$0	\$0	\$0	\$268,000
Debenture Debt (New Debt Only)	\$58,000	\$88,000	\$580,000	\$0	\$0	\$0	\$0	\$668,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
	\$341,000	\$401,000	\$580,000	\$0	\$0	\$0	\$0	\$981,000

5 YEAR CAPITAL PLAN

Service #:

2.640

Service Name:

Lyall Harbour Boot Cove Water (Saturna)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
19-01	Replacement	Air Valve Replacement - Ph 2	Replace aging air valves that are a safety concern.	\$ 20,000	E	Debt	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
19-02	Replacement	PRV Bypass Assembly Replacement	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenance.	\$ 8,000	E	Cap	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
19-03	Replacement	Standpipe and Valve Replacement	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable.	\$ 8,000	E	Debt	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
19-04	New	Alternative Approval Process	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds. If the grant is not successful.	\$ 20,000	S	Res	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
19-05	New	Autoflush Installation	Install 3 autoflushes within the water distribution system to maintain distribution water quality.	\$ 20,000	E	Debt	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
20-02	New	Raw Water Turbidity Meter	Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.	\$ 10,000	E	Debt	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
21-01	Replacement	Source Water Viability Study	Study to determine vulnerability of the source water and its viability and assess recently acquired well.	\$ 75,000	S	Debt	\$ -	\$ 30,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 75,000
22-01	New	Install Larger Supply Line to Tank	Construct a larger supply line to the tank to improve system reliability and operation.	\$ 175,000	S	Debt	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000
22-02	Renewal	Dam Improvement and Regulatory Requirements	Seismic reinforcement of Money Lake Dam based upon the 2016 Dam Safety Review. Includes seepage pit construction and Dam Safety Review.	\$ 750,000	S	Cap	\$ 260,000	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ 260,000
22-02	Renewal		Currently unapproved portion of required grant funding aligned with GCF and including new well assessments.		S	Debt	\$ -	\$ -	\$ 360,000	\$ -	\$ -	\$ -	\$ 360,000
24-01	Replacement	Culvert Replacement for the Water Service	Saturna Island - Harris Road - Culvert Replacement for the Water Service	\$ 30,000	S	Grant	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,116,000			\$ 341,000	\$ 401,000	\$ 580,000	\$ -	\$ -	\$ -	\$ 981,000

Service:

2.640

Lyall Harbour Boot Cove Water (Saturna)

Project Number	19-01	Capital Project Title	Air Valve Replacement - Ph 2	Capital Project Description	Replace aging air valves that are a safety concern.
Project Rationale	The air valves are 35 years old and are corroded, giving rise to safety concerns.				

Project Number	19-02	Capital Project Title	PRV Bypass Assembly Replacement	Capital Project Description	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenance.
Project Rationale	The inlet and outlet piping at the East Point, Narvaez and Boot Cove PRV stations are very corroded and there is no way to isolate the stations to replace or maintain the pressure reducing valves. It is proposed that new inlet and outlet piping be installed with 100mm gate valves and bypass piping so that customers are not without water when PRV's are being serviced.				

Project Number	19-03	Capital Project Title	Standpipe and Valve Replacement	Capital Project Description	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable
Project Rationale	The standpipe valves at 119 and 155 East Point Road are seized and inoperable. Therefore, the operators cannot use them for flushing or draining of the mains. It is proposed the valves and corroded 50mm supply line to the standpipe be replaced. The scope of work and material pricing was re-evaluated in 2016. It was determined that the budget needed to be increased from \$5,000 to \$8,000 to accommodate the required works.				

Project Number	19-04	Capital Project Title	Alternative Approval Process	Capital Project Description	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds. If the grant is not successful.
Project Rationale	Future required projects to maintain public safety and level of service require funding in excess of current projected reserve balance. Future funding will be for improvements the Water Treatment Plant to increase reliability and optimize for improved operations, conducting a regulatory requirement for a dam safety review and construct a larger supply line to the storage tank.Funding is required to undertake public consultation to inform borrow strategies and conduct a referendum.				

Service:

2.640

Lyall Harbour Boot Cove Water (Saturna)

Project Number 19-05

Capital Project Title Autoflush Installation

Capital Project Description Install 3 autoflushes within the water distribution system to maintain distribution water quality.

Project Rationale Three watermain require frequent flushing to maintain disinfectant residuals and water quality. Flushing requires operator time which can be utilized conducting other maintenance tasks. Funds are required to construct 3 autoflushes.

Project Number 20-02

Capital Project Title Raw Water Turbidity Meter

Capital Project Description Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.

Project Rationale Install a new turbidity meter in the raw water line to aid in operation of the WTP.

Project Number 21-01

Capital Project Title Source Water Viability Study

Capital Project Description Study to determine vulnerability of the source water and its viability and assess recently acquired well.

Project Rationale Study to determine the medium to long term vulnerability of the source water (Money Lake) and its viability as a water source (quantity and quality) for the LHBC system in light of pressures such as projected de

Project Number 22-01

Capital Project Title Install Larger Supply Line to Tank

Capital Project Description Construct a larger supply line to the tank to improve system reliability and operation.

Project Rationale The supply line to the tank is undersized, installation of a larger supply line will improve operation. Funding is required to construct a larger supply line to the tank.

Service: 2.640 Lyall Harbour Boot Cove Water (Saturna)

Project Number	22-02	Capital Project Title	Dam Improvement and Regulatory Requirements	Capital Project Description	Seismic reinforcement of Money Lake Dam based upon the 2016 Dam Safety Review. Includes seepage pit construction and Dam Safety Review.
Project Rationale	Conduct Dam Safety Review (DSR) report to meet regulatory requirements. Build upon previous 2016 DSR to assess seismic performance and requirements for buttressing and drainage improvements. Once geot				

Project Number	24-01	Capital Project Title	Culvert Replacement for the Water Service	Capital Project Description	Saturna Island - Harris Road - Culvert Replacement for the Water Service
Project Rationale					

Lyall Harbour Water
 Reserve Summary Schedule
 2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	6,497	13,957	33,957	53,957	73,957	93,957
Capital Reserve Fund	34,808	45,488	85,058	121,088	159,433	200,133
Total	41,305	59,445	119,015	175,045	233,390	294,090

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, filter media replacement etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105213	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		10,931	6,497	13,957	33,957	53,957	73,957
Transfer from Ops Budget		20,000	27,460	20,000	20,000	20,000	20,000
Transfer to Ops Budget		(25,000)	(20,000)	-	-	-	-
Planned Maintenance Activity		Reservoir Cleaning & inspection and Chlorine Contact Tank & Inspection	Replace filtration Media				
Interest Income*		566					
Ending Balance \$		6,497	13,957	33,957	53,957	73,957	93,957

Assumptions/Background:

Set level of transfers in order to avoid spikes in requisition resulting from unforeseen breakdowns in water infrastructure

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Capital Reserve Fund - Bylaw 1785

Surplus money from the operation of the water system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1025 Fund Centre: 101369	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	32,171	34,808	45,488	85,058	121,088	159,433
Transfer from Ops Budget	8,870	25,680	39,570	36,030	38,345	40,700
Transfer from Cap Fund	-					
Transfer to Cap Fund	(8,000)	(15,000)	-	-	-	-
Interest Income*	1,767					
Ending Balance \$	34,808	45,488	85,058	121,088	159,433	200,133

Assumptions/Background:

To fully fund capital expenditure plan

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Skana Water (Mayne)

FINAL BUDGET

MARCH 2024

Service: **2.642 Skana Water (Mayne)**

Committee: Electoral Area

DEFINITION:

To provide for the construction of water supply and distribution facilities for Skana Water Service Area.
Bylaw No. 3090 (November 12, 2003).

PARTICIPATION:

Southern Gulf Islands Skana Water Service Area #47, U(764)

MAXIMUM LEVY:

Greater of \$54,100 or \$9.65 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$332,364.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3090 (Nov. 12/03)	157,700	
BORROWED:	S.I. Bylaw No. 3154 (Apr. 22/04)	-78,850	2.40%
	S.I. Bylaw No. 3196	-39,500	2.00%
	S.I. Bylaw No. 3457 (2007)	-29,200	4.82%
	Expired Nov 2008	-10,150	
REMAINING:		<u>0</u>	

COMMISSION:

Skana Water Service committee established by Bylaw # 3133 (Dec 10, 2003).

FUNDING:

User Charge:	Annual charge per single family equivalency unit connected to the system.
Parcel Tax:	Annual charge only on properties capable of being connected to the system.
Connection Charges:	At cost or minimum of \$1,000.

RESERVE FUND:

Capital Reserve Fund, established by Bylaw # 3192 (July 14, 2004),
Operating Reserve Fund, established by Bylaw # 4144 (December 14, 2016)

2.642 - Skana Water (Mayne)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operations Service Contract	11,830	-	12,240	-	-	12,240	12,480	12,730	12,980	13,240
Repairs & Maintenance	6,250	3,600	1,290	-	6,000	7,290	1,320	1,350	1,380	1,410
Allocations	5,908	5,908	6,405	-	-	6,405	6,531	6,657	6,786	6,917
Water Testing	2,958	2,958	3,510	-	-	3,510	3,585	3,662	3,739	3,817
Electricity	3,213	3,370	3,300	-	-	3,300	3,370	3,440	3,510	3,580
Supplies	750	1,710	780	-	-	780	790	800	810	820
Labour Charges	23,410	35,620	25,540	-	-	25,540	26,051	26,572	27,103	27,645
Other Operating Expenses	3,338	3,290	3,450	-	-	3,450	3,520	3,590	3,660	3,740
TOTAL OPERATING COSTS	57,657	56,456	56,515	-	6,000	62,515	57,647	58,801	59,968	61,169
*Percentage Increase over prior year			-2.0%		10.4%	8.4%	-7.8%	2.0%	2.0%	2.0%
<u>DEBT / CAPITAL /RESERVES</u>										
Transfer to Operating Reserve Fund	9,000	9,000	9,000	-	-	9,000	8,000	5,465	3,585	3,920
Transfer to Capital Reserve Fund	21,600	20,694	25,325	-	-	25,325	26,620	22,993	22,658	23,228
MFA Debt Principal	-	-	-	-	-	-	-	3,800	7,024	7,024
MFA Debt Interest	863	-	-	-	-	-	1,613	7,818	11,922	11,922
MFA Debt Reserve Fund	750	-	-	-	-	-	1,500	1,273	-	-
TOTAL DEBT / RESERVES	32,213	29,694	34,325	-	-	34,325	37,733	41,349	45,189	46,094
TOTAL COSTS	89,870	86,150	90,840	-	6,000	96,840	95,380	100,150	105,157	107,263
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(5,000)	-	-	-	(6,000)	(6,000)	-	-	-	-
User Charges	(59,090)	(60,370)	(64,160)	-	-	(64,160)	(67,370)	(70,740)	(74,277)	(75,763)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(64,190)	(60,470)	(64,260)	-	(6,000)	(70,260)	(67,470)	(70,840)	(74,377)	(75,863)
REQUISITION - PARCEL TAX	(25,680)	(25,680)	(26,580)	-	-	(26,580)	(27,910)	(29,310)	(30,780)	(31,400)
*Percentage increase over prior year										
User Fees			8.6%			8.6%	5.0%	5.0%	5.0%	2.0%
Requisition			3.5%			3.5%	5.0%	5.0%	5.0%	2.0%
Combined			7.0%			7.0%	5.0%	5.0%	5.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.642	Carry						
	Skana Water (Mayne)	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$10,000	\$115,000	\$674,120	\$0	\$0	\$799,120
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$45,000	\$50,000	\$50,000	\$0	\$0	\$0	\$100,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$45,000	\$60,000	\$165,000	\$674,120	\$0	\$0	\$899,120

SOURCE OF FUNDS

Capital Funds on Hand	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Debenture Debt (New Debt Only)	\$0	\$0	\$150,000	\$127,262	\$0	\$0	\$277,262
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$546,858	\$0	\$0	\$546,858
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$15,000	\$30,000	\$15,000	\$0	\$0	\$0	\$45,000
	\$45,000	\$60,000	\$165,000	\$674,120	\$0	\$0	\$899,120

5 YEAR CAPITAL PLAN

2.642

Skana Water (Mayne)

[illegible]

Service:

2.642

Skana Water (Mayne)

Project Number	17-03	Capital Project Title	Alternative Approval Process	Capital Project Description	Conduct an alternative approval process (AAP) to seek elector assent to borrow funds for storage tank replacement and well protection upgrades.
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Project Rationale A loan will be required to fund the storage tank replacement any other capital work which will not be included under the capital reserve fund. The proposed loan will required public engagement and a referendum.

Project Number	17-04	Capital Project Title	Well #8 Upgrade	Capital Project Description	Conduct well improvements including new well liner, replacement of well seal and investigations into future SCADA automation; relocate first customer service line to achieve proper CT.
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Project Rationale A recent inspection of Well #8 identified a number of deficiencies. Recommended improvements include the installation of new well liner, replacement of the well seal, and other associated minor improvements to protect it from surface runoff.

Project Number	18-01	Capital Project Title	Storage Tank Replacement	Capital Project Description	Replace the existing storage tanks subject to options assessment.
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Project Rationale The existing storage tanks are at the end of their design life and do not meet seismic requirements. It is proposed to replace the existing tanks with a bolted steel tank.

Project Number	20-02	Capital Project Title	Well Decommissioning	Capital Project Description	Numerous wells are not in use and are required to be decommissioned as per MoE requirements.
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Project Rationale Numerous wells are not in use and are required to be decommissioned as per MoE requirements.

Service: 2.642 Skana Water (Mayne)

Project Number

23-01

Capital Project Title

Well Protection Upgrades

Capital Project Description

Carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.

Project Rationale

Funds are required to carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.

Project Number

24-01

Capital Project Title

Source Water Surveillance

Capital Project Description

Design and install new well surveillance and water monitoring hardware to record and predict water issues.

Project Rationale

Design and install new well surveillance and water monitoring hardware to record and predict water issues.

Project Number

24-02

Capital Project Title

Storage Tank Options Assessment

Capital Project Description

Assess material options and cost estimate for storage tank replacements.

Project Rationale

Initial budget to revisit previous correspondence regarding storage tank replacements, conduct options assessment on tank replacement options and prepare an updated Class D cost estimate.

Skana Water Reserves
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	15,572	18,572	26,572	32,037	35,622	39,542
Capital Reserve Fund	30,088	25,413	37,033	60,026	82,684	105,912
Total	45,660	43,985	63,605	92,063	118,306	145,454

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Operating Reserve Fund

Bylaw 4144

Reserve Cash Flow

Fund: 1500 Fund Centre: 105214	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,092	15,572	18,572	26,572	32,037	35,622
Transfer from Ops Budget	9,000	9,000	8,000	5,465	3,585	3,920
Expenditures	-	(6,000)	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection				
Interest Income*	480					
Ending Balance \$	15,572	18,572	26,572	32,037	35,622	39,542

Assumptions/Backgrounds:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Capital Reserve Fund

Bylaw 3192

Reserve Cash Flow

Fund: 1067 Fund Centre: 101849	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	11,638	30,088	25,413	37,033	60,026	82,684
Transfer from Ops Budget	17,845	25,325	26,620	22,993	22,658	23,228
Transfer to Cap Fund	-	(30,000)	(15,000)	-	-	-
Transfer from Cap Fund	-					
Interest Income*	605					
Ending Balance \$	30,088	25,413	37,033	60,026	82,684	105,912

Assumptions/Backgrounds:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Sticks Allison Water

FINAL BUDGET

MARCH 2024

Service: 2.665 Sticks Allison Water (Galiano)

Committee: Electoral Area

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Sticks Allison Water Area. The service is to supply, treat convey, store and distribute water. Local Service Area Bylaw No.2556 (January 28, 1998)

PARTICIPATION:

Local Service Area

MAXIMUM LEVY:

Greater of \$18,700 or \$2.27 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$87,526.

COMMISSION:

Sticks Allison Local Service Committee established by Bylaw No. 2558

FUNDING:

User Charge: Annual charge per single family equivalency unit connected to the system
Excess Consumption Fee-for metered water use per service connection in excess of 110 cubic metres per three months: \$5.00 per cubic metre

Parcel Tax: Annual parcel tax levied only on properties capable of being connected to the system, and participating in debt servicing

Connection Charges: Actual cost plus 15% administration fee - minimum connection of \$400

RESERVE FUND:

Capital Reserve Fund - Bylaw No. 2740.
Operating Reserve Fund - Bylaw No. 4144.

2.665 - Sticks Allison Water

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	6,020	1,020	1,060	-	7,000	8,060	1,070	1,080	1,090	1,100
Allocations	3,496	3,496	3,723	-	-	3,723	3,802	3,877	3,955	4,034
Water Testing	2,233	2,233	2,314	-	-	2,314	2,361	2,410	2,459	2,508
Electricity	2,500	1,510	2,500	-	-	2,500	2,550	2,600	2,650	2,700
Supplies	710	1,750	730	-	-	730	740	750	760	770
Labour Charges	37,380	37,380	40,690	-	-	40,690	41,504	42,334	43,181	44,044
Other Operating Expenses	4,165	3,075	4,260	-	-	4,260	4,340	4,420	4,500	4,590
TOTAL OPERATING COSTS	56,504	50,464	55,277	-	7,000	62,277	56,367	57,471	58,595	59,746
*Percentage Increase over prior year			-2.2%		12.4%	10.2%	-9.5%	2.0%	2.0%	2.0%
<u>CAPITAL/RESERVES</u>										
Transfer to Operating Reserve Fund	7,500	7,500	5,250	-	-	5,250	5,250	5,250	5,250	5,250
Transfer to Capital Reserve Fund	11,535	13,105	8,250	-	-	8,250	8,525	8,805	9,095	9,385
TOTAL CAPITAL / RESERVES	19,035	20,605	13,500	-	-	13,500	13,775	14,055	14,345	14,635
TOTAL COSTS	75,539	71,069	68,777	-	7,000	75,777	70,142	71,526	72,940	74,381
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(5,000)	-	-	-	(7,000)	(7,000)	-	-	-	-
Sales - Water	(600)	(1,130)	(600)	-	-	(600)	(600)	(600)	(600)	(600)
User Charges	(64,739)	(64,739)	(62,977)	-	-	(62,977)	(64,240)	(65,520)	(66,828)	(68,161)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(70,439)	(65,969)	(63,677)	-	(7,000)	(70,677)	(64,940)	(66,220)	(67,528)	(68,861)
REQUISITION - PARCEL TAX	(5,100)	(5,100)	(5,100)	-	-	(5,100)	(5,202)	(5,306)	(5,412)	(5,520)
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fee			-2.7%			-2.7%	2.0%	2.0%	2.0%	2.0%
Requisition			0.0%			0.0%	2.0%	2.0%	2.0%	2.0%
Combined			-2.5%			-2.5%	2.0%	2.0%	2.0%	2.0%

Service No.	2.665	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Sticks Allison Water (Galiano)							

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debtenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000
	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$5,000

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.665

Service Name: Sticks Allison Water (Galiano)

[illegible]

Service:

2.665

Sticks Allison Water (Galiano)

Project Number	22-01	Capital Project Title	Service Line Replacement (Provisional)	Capital Project Description	Replace failed/leaking service lines when required
Project Rationale	Budget available as required to replace failed/leaking service lines that may arise.				

Sticks Allison Reserves
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	15,443	13,693	18,943	24,193	29,443	34,693
Capital Reserve Fund	25,053	28,303	36,828	45,633	54,728	64,113
Total	40,497	41,997	55,772	69,827	84,172	98,807

Reserve Schedule

Reserve Fund: 2.665 - Sticks Allison Water - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and well inspections.

Reserve Cash Flow

Fund: Fund Centre:	1500 105215	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		7,433	15,443	13,693	18,943	24,193	29,443
Transfer from Ops Budget		7,500	5,250	5,250	5,250	5,250	5,250
Expenditures		-	(7,000)	-	-	-	-
Planned Maintenance Activity			Reservoir cleaning and inspection				
Interest Income*		510					
Ending Balance \$		15,443	13,693	18,943	24,193	29,443	34,693

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.665 Sticks Allison Water - Capital Reserve Fund - Bylaw 2740

To provide for capital expenditures or in respect of capital projects and to provide redemption of debentures issued.

Reserve Cash Flow

Fund: Fund Centre:	1068 101890	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		11,392	25,053	28,303	36,828	45,633	54,728
Transfer from Ops Budget		13,178	8,250	8,525	8,805	9,095	9,385
Transfer from Cap Fund		(93)					
Transfer to Cap Fund		-	(5,000)	-	-	-	-
Interest Income*		576					
Ending Balance \$		25,053	28,303	36,828	45,633	54,728	64,113

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Surfside Park Estates (Mayne)

FINAL BUDGET

MARCH 2024

Service: **2.667 Surfside Park Estates (Mayne)**

Committee: Electoral Area

DEFINITION:

To provide for the construction of water supply and distribution facilities for the Surfside Park Estates Water Service Area.
Bylaw No. 3088 (November 12, 2003).

PARTICIPATION:

The Southern Gulf Islands Surfside Park Estates Water Service Area #46, V(764).

MAXIMUM LEVY:

Greater of \$79,500 or \$13.97 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$410,552.

COMMISSION:

Surfside Park Estates Water Service committee established by Bylaw No 3131 (June 14, 2004)

FUNDING:

User charge: Annual charge per single family equivalency unit connected to the system

Parcel Tax: Annual charge only on properties capable of being connected to the system

Connection Charge: Actual Cost + 15% Admin fee (minimum connection \$400)

RESERVE:

Capital Reserve Fund, established by Bylaw # 3191 (July 16, 2004)
Operating Reserve Fund, established by Bylaw # 4144 (December 14, 2016)

2.667 - Surfside Park Estates (Mayne)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operations Services Contract	19,930	-	20,630	-	-	20,630	21,040	21,460	21,890	22,330
Repairs & Maintenance	5,820	3,680	6,030	-	-	6,030	6,140	6,260	11,380	4,460
Allocations	8,484	8,484	8,906	-	-	8,906	9,086	9,271	9,460	9,651
Water Testing	4,121	4,121	4,336	-	-	4,336	4,419	4,505	4,592	4,680
Electricity	4,220	4,500	4,330	-	-	4,330	4,420	4,510	4,600	4,690
Supplies	19,560	21,790	20,240	-	-	20,240	20,650	21,070	21,500	21,940
Labour Charges	34,110	63,000	37,100	-	-	37,100	37,842	38,599	39,371	40,158
Other Operating Expenses	10,590	12,110	11,000	-	-	11,000	11,240	11,480	11,720	11,980
TOTAL OPERATING COSTS	106,835	117,685	112,572	-	-	112,572	114,837	117,155	124,513	119,889
*Percentage Increase over prior year			5.4%			5.4%	2.0%	2.0%	6.3%	-3.7%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve Fund	15,000	7,310	15,000	-	-	15,000	15,310	7,925	3,485	11,500
MFA Debt Principal	-	-	-	-	-	-	-	12,667	50,669	50,669
MFA Debt Interest	-	-	-	-	-	-	5,375	37,625	86,000	86,000
MFA Debt Reserve Fund	-	-	-	-	-	-	5,000	15,000	-	-
TOTAL DEBT / RESERVES	17,000	9,310	17,000	-	-	17,000	27,685	75,217	142,154	150,169
TOTAL COSTS	123,835	126,995	129,572	-	-	129,572	142,522	192,372	266,667	270,058
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(1,500)	(1,500)	-	-	-	-	-	-	(7,000)	-
User Charges	(98,445)	(101,600)	(104,852)	-	-	(104,852)	(115,342)	(155,714)	(210,214)	(218,624)
Other Revenue	(100)	(105)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(100,045)	(103,205)	(104,952)	-	-	(104,952)	(115,442)	(155,814)	(217,314)	(218,724)
REQUISITION - PARCEL TAX	(23,790)	(23,790)	(24,620)	-	-	(24,620)	(27,080)	(36,558)	(49,353)	(51,334)
*Percentage increase over prior year										
User Fee			6.5%			6.5%	10.0%	35.0%	35.0%	4.0%
Requisition			3.5%			3.5%	10.0%	35.0%	35.0%	4.0%
Combined			5.9%			5.9%	10.0%	35.0%	35.0%	4.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.667	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Surfside Park Estates (Mayne)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$15,000	\$500,000	\$1,500,000	\$0	\$0	\$0	\$2,015,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$15,000	\$520,000	\$1,500,000	\$0	\$0	\$0	\$2,035,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$500,000	\$1,500,000	\$0	\$0	\$0	\$2,000,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$15,000	\$20,000	\$0	\$0	\$0	\$0	\$35,000
	\$0	\$15,000	\$520,000	\$1,500,000	\$0	\$0	\$0	\$2,035,000

5 YEAR CAPITAL PLAN

Service #:	2.667
Service Name:	Surfside Park Estates (Mayne)

[illegible]

Service: 2.667 Surfside Park Estates (Mayne)

Project Number	23-01	Capital Project Title	Alternative Approval Process	Capital Project Description	Undertake an alternative approval process to borrow funds to carry out water system improvements in future years.
Project Rationale					

Project Number	24-01	Capital Project Title	Wood Dale Drive Water Main Replacement	Capital Project Description	Replace approximately 200 m of leaking water main along Wood Dale Drive.
Project Rationale					

Project Number	24-02	Capital Project Title	Source Water Surveillance	Capital Project Description	Construct source water surveillance for water quantity monitoring.
Project Rationale					

Project Number	25-01	Capital Project Title	New Tank & PS	Capital Project Description	Design and construction new water storage tank and pump station
Project Rationale					

Surfside Park Estates (Mayne)
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	15,471	17,471	19,471	21,471	16,471	18,471
Capital Reserve Fund	53,732	53,732	49,042	56,967	60,452	71,952
Total	69,203	71,203	68,513	78,438	76,923	90,423

Reserve Schedule

Reserve Fund: Surfside Water - Operating Reserve Fund Bylaw 4144

The Operating Reserve Fund (ORF) is used to undertake the cyclical maintenance activities, to fund the procurement of equipment and supplies that typically do not occur on an annual basis and also to be used for emergency unplanned repairs. Operating surplus from time to time can be transferred to ORF.

Reserve Cash Flow

Fund: Fund Centre:	1500 105216	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		14,255	15,471	17,471	19,471	21,471	16,471
Transfer from Ops Budget		2,000	2,000	2,000	2,000	2,000	2,000
Expenditures		(1,500)	-	-	-	(7,000)	-
Planned Maintenance Activity		Hydrant maintenance				Reservoir cleaning & inspection	
Interest Income*		716					
Ending Balance \$		15,471	17,471	19,471	21,471	16,471	18,471

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: Surfside Water - Capital Reserve Fund - Bylaw 3191

To provide for capital expenditures or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works.

Reserve Cash Flow

Fund: 1066 Fund Centre: 101850	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	70,105	53,732	53,732	49,042	56,967	60,452
Transfer from Ops Budget	5,570	15,000	15,310	7,925	3,485	11,500
Transfer from Cap Fund	60					
Transfer to Cap Fund	(25,000)	(15,000)	(20,000)	-	-	-
Interest Income*	2,996					
Ending Balance \$	53,732	53,732	49,042	56,967	60,452	71,952

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Magic Lake Estates Sewer

FINAL BUDGET

MARCH 2024

Service: **3.830 Magic Lake Sewer Utility (Pender)**

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Magic Lake Estates Sewerage System Specified Area on North Pender Island (Local Service Establishment Bylaw No. 1873 - June 26, 1991).

PARTICIPATION:

Specified Area - B(764) SA#8

MAXIMUM LEVY:

Greater of \$200,000 or \$7.10 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$3,763,290.

MAXIMUM CAPITAL DEBT:

AUTHORIZED: LA Bylaw No. 4048 (Dec 2015). Fall Borrowing \$1,530,000 for 10 years

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

User Charge: Per single family equivalency unit to connected properties only

Parcel Tax: Only on properties capable of being connected to system.

Connection Charge: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is \$500.

RESERVE FUND:

Magic Lake Estates sewage system capital reserve fund (Dec 17, 1986). Bylaw No. 1497.

3.830 - Magic Lake Estates Sewer

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contracts	93,440	80,000	108,000	-	-	108,000	110,160	112,360	114,610	116,900
Grit & Waste Sludge Disposal	93,440	63,000	85,000	-	-	85,000	86,700	88,430	90,200	92,000
Repairs & Maintenance	11,940	31,400	12,360	14,600	-	26,960	29,950	70,450	45,960	31,470
Allocations	45,735	45,735	46,397	-	-	46,397	47,322	48,269	49,240	50,225
Electricity	24,370	23,000	25,030	-	-	25,030	25,530	26,040	26,560	27,090
Supplies	22,590	27,730	24,610	-	-	24,610	25,100	25,600	26,120	26,640
Labour Charges	298,256	365,836	323,715	-	-	323,715	330,189	336,793	343,529	350,400
Other Operating Expenses	35,640	42,930	39,890	-	-	39,890	36,710	37,590	38,490	39,410
TOTAL OPERATING COSTS	625,411	679,631	665,002	14,600	-	679,602	691,661	745,532	734,709	734,135
*Percentage Increase over prior year			6.3%	2.3%		8.7%	1.8%	7.8%	-1.5%	-0.1%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	55,735	1,515	46,540	-	-	46,540	52,735	57,495	136,210	170,847
Transfer to Operating Reserve Fund	13,260	13,260	13,260	-	-	13,260	13,260	13,260	20,000	20,000
Debt Reserve Fund	290	290	380	-	-	380	380	380	380	380
MFA Principal Payment	133,463	133,463	133,463	-	-	133,463	133,463	133,463	68,476	46,668
MFA Interest Payment	40,640	40,640	40,640	-	-	40,640	40,640	40,640	24,995	17,120
TOTAL DEBT / RESERVES	243,388	189,168	234,283	-	-	234,283	240,478	245,238	250,061	255,015
TOTAL COSTS	868,799	868,799	899,285	14,600	-	913,885	932,139	990,770	984,770	989,150
Sludge Disposal Recovery	(11,200)	(11,200)	(11,590)	-	-	(11,590)	(11,820)	(12,060)	(12,300)	(12,550)
TOTAL COSTS NET OF RECOVERIES	857,599	857,599	887,695	14,600	-	902,295	920,319	978,710	972,470	976,600
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(40,000)	(15,000)	-
User Charges	(267,099)	(267,099)	(276,447)	(14,600)	-	(291,047)	(296,870)	(302,810)	(308,870)	(315,050)
Grants in Lieu of Taxes	(3,330)	(3,330)	(3,333)	-	-	(3,333)	(3,520)	(3,590)	(3,660)	(3,730)
Other Revenue	(1,160)	(1,160)	(1,280)	-	-	(1,280)	(1,280)	(1,290)	(1,300)	(1,310)
TOTAL REVENUE	(271,589)	(271,589)	(281,060)	(14,600)	-	(295,660)	(301,670)	(347,690)	(328,830)	(320,090)
REQUISITION - PARCEL TAX	(586,010)	(586,010)	(606,635)	-	-	(606,635)	(618,649)	(631,020)	(643,640)	(656,510)
*Percentage increase over prior year										
User Fees			3.5%	5.5%		9.0%	2.0%	2.0%	2.0%	2.0%
Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
Combined			3.5%	1.7%		5.2%	2.0%	2.0%	2.0%	2.0%

3.830 - Magic Lake Estates Sewer - Debt Only
 - 6M Phase 1 Wastewater Treatment Plan Upgrade

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>DEBT</u>										
Debt Reserve Fund	570	570	1,030	-	-	1,030	1,030	1,030	1,030	1,030
MFA Principal Payment	111,887	111,887	111,887	-	-	111,887	111,887	111,887	111,887	111,887
MFA Interest Payment	118,798	118,798	118,798	-	-	118,798	118,798	118,798	118,798	118,798
TOTAL DEBT	231,255	231,255	231,715	-	-	231,715	231,715	231,715	231,715	231,715
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2022 to 2023	4,529	4,529	-	-	-	-	-	-	-	-
MFA Debt Reserve Earning	(570)	(570)	(1,030)	-	-	(1,030)	(1,030)	(1,030)	(1,030)	(1,030)
Grants in Lieu of Taxes	(1,108)	(1,108)	(1,226)	-	-	(1,226)	(1,170)	(1,190)	(1,210)	(1,230)
REQUISITION - PARCEL TAX	(234,106)	(234,106)	(229,459)	-	-	(229,459)	(229,515)	(229,495)	(229,475)	(229,455)
*Percentage increase over prior year Requisition						-2.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No. 3.830	Carry						
Magic Lake Sewer Utility (Pender)	Forward	2024	2025	2026	2027	2028	TOTAL
	from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$4,500,000	\$4,200,000	\$300,000	\$0	\$0	\$205,000	\$4,705,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$4,500,000	\$4,260,000	\$300,000	\$0	\$0	\$205,000	\$4,765,000

SOURCE OF FUNDS

Capital Funds on Hand	\$1,500,000	\$1,400,000	\$100,000	\$0	\$0	\$0	\$1,500,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$40,000	\$40,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$3,000,000	\$2,800,000	\$200,000	\$0	\$0	\$0	\$3,000,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$60,000	\$0	\$0	\$0	\$165,000	\$225,000
	\$4,500,000	\$4,260,000	\$300,000	\$0	\$0	\$205,000	\$4,765,000

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-02	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	1. Renew Galleon and Schooner Pump Stations 2. Replace Cannon WWTP with a new pump station 3. Upgrade Schooner WWTP (headworks, EQ tank, 2nd aeration tank, new clarifiers, electrical/genset)	\$ 9,289,908	S	Cap	\$ 1,500,000	\$ 1,400,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 1,500,000
21-02	Renewal				S	Grant	\$ 3,000,000	\$ 2,800,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 3,000,000
24-01	Replacement	Towable Genset Replacement	Replacement of the towable genset as it is nearing the end of life.	\$ 60,000	E	Res		\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
28-01	Renewal	CCTV Inspection of AC Pipe	Conduct a CCTV inspection of all remaining asbestos cement pipe to monitor its condition and identify pipe that might require replacement	\$ 125,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000
28-02	Renewal	Pump Stations - Mechanical and Electrical Upgrades (Replace when grant received or sufficient funds in CRF)	Renew Buccaneer, Capstan, Cutlass and Masthead Pump Stns	\$ 1,500,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000
28-03	Replacement	AC Sewer Pipe Replacement	Based on CCTV inspection, replace portions of AC pipe that are failing.	\$ 1,000,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000
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Service: 3.830 Magic Lake Sewer Utility (Pender)

Project Number	21-02	Capital Project Title	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	Capital Project Description	1. Renew Galleon and Schooner Pump Stations 2. Replace Cannon WWTP with a new pump station 3. Upgrade Schooner WWTP (headworks, EQ tank, 2nd aeration tank, new clarifiers, electrical/genset)
Project Rationale	Wastewater Improvements - Pump Station and Treatment Plant Upgrades				
Project Number	24-01	Capital Project Title	Towable Genset Replacement	Capital Project Description	Replacement of the towable genset as it is nearing the end of life.
Project Rationale	Replacement of the towable genset as it is nearing the end of life.				
Project Number	28-01	Capital Project Title	CCTV Inspection of AC Pipe	Capital Project Description	Conduct a CCTV inspection of all remaining asbestos cement pipe to monitor its condition and identify pipe that might require replacement.
Project Rationale	CCTV inspections of AC sewer mains to prioritize replacement.				
Project Number	28-02	Capital Project Title	Pump Stations - Mechanical and Electrical Upgrades (Replace when grant received or sufficient funds in CRF)	Capital Project Description	Renew Buccaneer, Capstan, Cutlass and Masthead Pump Stns
Project Rationale	Additional funding required to carry out the works to upgrade Buccaneer, Capstan, Cutlass and Masthead PS's.				
Project Number	28-03	Capital Project Title	AC Sewer Pipe Replacement	Capital Project Description	Based on CCTV inspection, replace portions of AC pipe that are failing.
Project Rationale	Replacement of AC sewer pipes based on CCTV. Cost estimation to be further developed following CCTV and concept design.				

**Magic Lake Estates Sewer
Reserve Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	29,241	42,501	55,761	29,021	34,021	54,021
Capital Reserve Fund	393,385	379,925	432,660	490,155	626,365	632,212
Total	422,625	422,425	488,420	519,175	660,385	686,232

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage draining/cleaning/inspection etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105217	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		23,075	29,241	42,501	55,761	29,021	34,021
Transfer from Ops Budget		4,744	13,260	13,260	13,260	20,000	20,000
Planned Expenditures		-	-	-	(40,000)	(15,000)	-
Planned Maintenance Activity					Sewer System Flushing	Outfall Inspection	
Interest Income*		1,422					
Ending Balance \$		29,241	42,501	55,761	29,021	34,021	54,021

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Capital Reserve Fund

Bylaw 1497

Reserve Cash Flow

Fund: 1042 Fund Centre: 101386	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	374,653	393,385	379,925	432,660	490,155	626,365
Transfer from Ops Budget	-	46,540	52,735	57,495	136,210	170,847
Transfer to Cap Fund	-	(60,000)	-	-	-	(165,000)
Transfer from Cap Fund	-					
Interest Income*	18,732					
Ending Balance \$	393,385	379,925	432,660	490,155	626,365	632,212

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Electoral Areas Committee - March 13, 2024

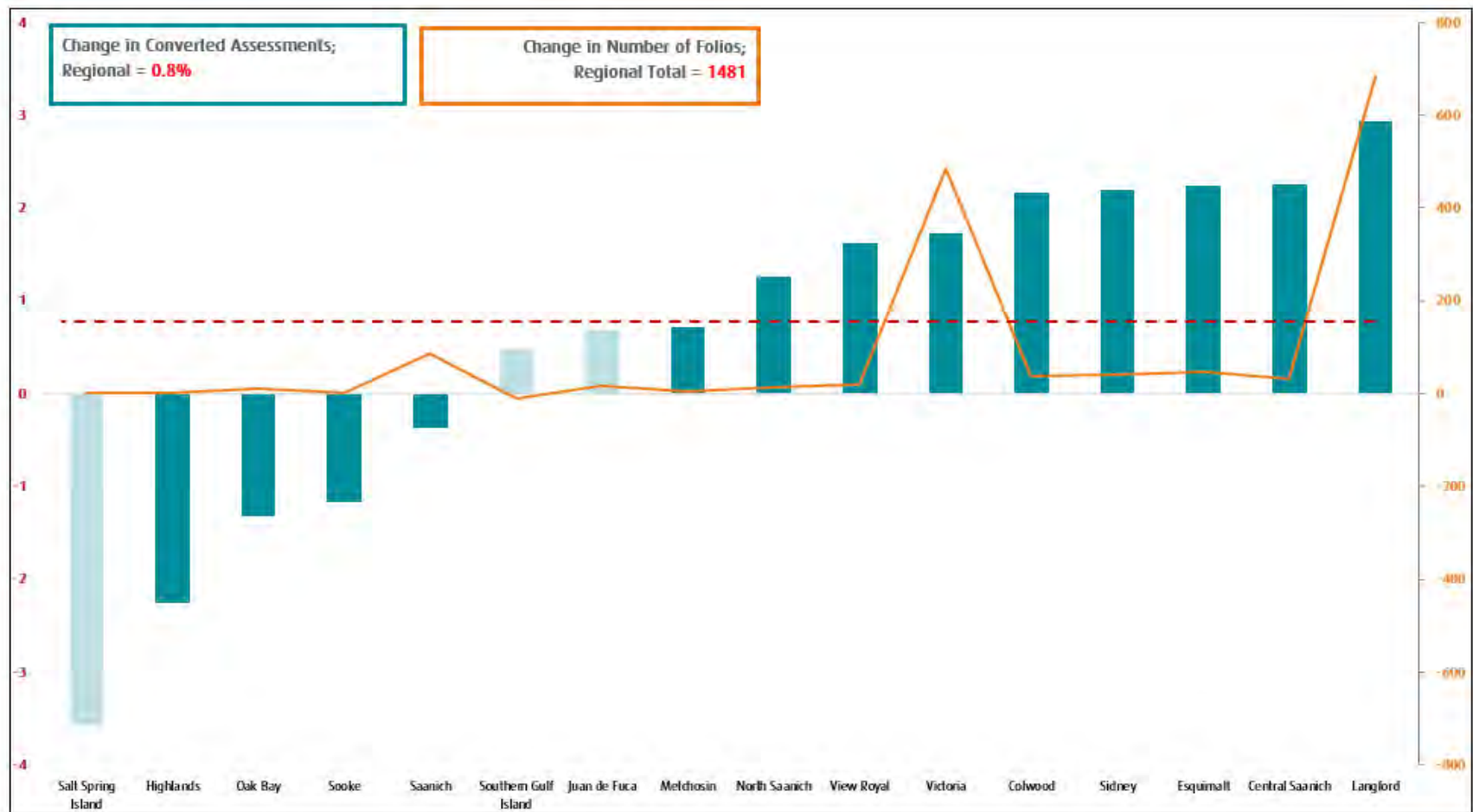
2024 Final Electoral Area Budget Review

Appendix D: Assessment Data - Electoral Area

Juan de Fuca	2024	2023	Change	% Change
Total Converted Assessment	370,468,362	367,942,462	2,525,900	0.7% *
Actual Residential Assessment	2,976,621,250	3,009,771,112	(33,149,862)	-1.1%
Residential Folios	3,260	3,244	16	0.5%
Average Residential Assessment	913,074	927,796	(14,722)	-1.6%
Salt Spring Island	2024	2023	Change	% Change
Total Converted Assessment	697,473,459	723,420,921	(25,947,462)	-3.6% *
Actual Residential Assessment	6,439,717,306	6,717,935,682	(278,218,376)	-4.1%
Residential Folios	6,131	6,130	1	0.0%
Average Residential Assessment	1,050,353	1,095,911	(45,558)	-4.2%
Southern Gulf Island	2024	2023	Change	% Change
Total Converted Assessment	553,319,256	550,734,297	2,584,959	0.5% *
Actual Residential Assessment	5,283,246,548	5,269,444,490	13,802,058	0.3%
Residential Folios	6,560	6,570	(10)	-0.2%
Average Residential Assessment	805,372.95	802,046	3,327	0.4%

*Regional - Average Change in Converted Assessment is 0.8% 2024 over 2023.

*Three EAs - Average Change in Converted Assessment is -1.3% 2024 over 2023



Impact of Assessed Values on Cost Share

March 13, 2024

Requisition by Participant

Municipalities & EAs	Impact of Assessment \$M	All Other CRD \$M	CRD Final \$M	CRD & CRHD & Muni Debt \$M
Central Saanich	0.028	0.307	0.335	0.351
Colwood*	0.032	0.110	0.142	0.070
Esquimalt	0.014	0.144	0.159	0.006
Langford	0.089	1.293	1.382	1.438
Highlands	(0.009)	0.025	0.016	0.002
Metchosin	0.007	0.043	0.050	0.050
North Saanich	0.005	0.212	0.217	0.232
Oak Bay**	(0.050)	0.135	0.086	(0.225)
Saanich	(0.133)	0.988	0.855	1.959
Sidney	0.018	0.180	0.199	0.212
Sooke	0.031	0.180	0.212	0.197
Victoria	0.083	0.871	0.955	1.206
View Royal	(0.001)	0.095	0.094	0.132
Juan de Fuca	0.002	0.176	0.178	0.178
Juan de Fuca - Specified Areas	(0.043)	0.328	0.285	0.285
Salt Spring Island	(0.069)	0.626	0.557	0.517
Salt Spring Island - Specified Areas	0.000	0.022	0.022	0.022
Southern Gulf Islands	(0.008)	0.183	0.175	0.173
Southern Gulf Islands - Specified Areas	0.001	0.435	0.436	0.436
First Nations & Other	0.001	0.044	0.045	0.049
Total	0.0	6.4	6.4	7.3

* Requisition for Wastewater Capital; Invoice for WasteWater Operating

** Requisition for Wastewater Operating; Invoice for WasteWater Capital

CAPITAL REGIONAL DISTRICT BOARD
March 13, 2024
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part A

Click on the [Department name](#) below to access budget package

1. Executive Services

- | | |
|------------|---------------------------|
| 1.1 | C.A.O. & Executive Office |
| 1.2 | Human Resources |
| 1.3 | Corporate Communications |

2. Corporate Services

- | | |
|------------|---------------------------------|
| 2.1 | Corporate Services |
| 2.2 | Board Expenditures |
| 2.3 | Real Estate |
| 2.4 | First Nation Relations |
| 2.5 | Victoria Family Court Committee |
| 2.6 | Greater Victoria Police Victims |
| 2.7 | Sooke Regional Museum |

3. Finance and Technology

- | | |
|------------|---------------------------------------|
| 3.1 | Financial Services |
| 3.1.1 | Finance |
| 3.2 | Technology and Initiatives |
| 3.2.1 | Regional Grant in Aid |
| 3.2.2 | Information Technology |
| 3.2.3 | GIS Information Systems |
| 3.2.4 | Geo-Spatial Referencing |
| 3.3 | Arts and Other Finance Budgets |
| 3.3.1 | Royal Theatre |
| 3.3.2 | McPherson Theatre |
| 3.3.3 | Arts Grants and Development |
| 3.3.4 | Feasibility Study Reserve |

CAPITAL REGIONAL DISTRICT

2024 BUDGET

EXECUTIVE SERVICES

FINAL BUDGET

MARCH 2024

FINAL BUDGET
March 13, 2024
TABLE OF CONTENTS

Click on the service area name below to access selected budgets

Executive Services

1.1	1.014	C.A.O. & Executive Office
1.2	1.016	Human Resources
1.3	1.118	Corporate Communications

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

CAO & Executive Services

FINAL BUDGET

MARCH 2024

Service: 1.014 CAO & Executive Services

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition

CAO & Executive Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	807,269	791,000	855,770	102,470	-	958,241	1,016,156	1,040,463	1,065,340	1,090,791
Building Occupancy	20,757	20,757	26,714	-	-	26,714	29,221	32,853	35,562	36,987
Intergovernment Allocation	-	-	-	-	-	-	-	-	-	-
Legal Expenses	1,900	1,900	1,970	-	-	1,970	2,010	2,050	2,090	2,130
Software Licenses	5,250	3,000	5,430	1,500	-	6,930	5,490	5,600	5,710	5,820
Other Operating Expenses	92,939	51,179	100,423	8,000	12,500	120,923	110,695	112,998	115,351	117,774
TOTAL OPERATING COSTS	928,115	867,836	990,307	111,970	12,500	1,114,777	1,163,573	1,193,964	1,224,053	1,253,502
*Percentage Increase over prior year						20.1%	4.4%	2.6%	2.5%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	1,250	1,250	3,000	-	-	3,000	3,060	3,120	3,180	3,240
TOTAL CAPITAL / RESERVES	1,250	1,250	3,000	-	-	3,000	3,060	3,120	3,180	3,240
TOTAL COSTS	929,365	869,086	993,307	111,970	12,500	1,117,777	1,166,633	1,197,084	1,227,233	1,256,742
Internal Recovery from CAWTP	-	-	-	-	-	-	-	-	-	-
Transfer from Internal Reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	929,365	869,086	993,307	111,970	12,500	1,117,777	1,166,633	1,197,084	1,227,233	1,256,742
*Percentage increase over prior year Net Costs						20.3%	4.4%	2.6%	2.5%	2.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	5.0	5.0	5.0	1.0	-	6.0	6.0	6.0	6.0	6.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.014	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	CAO / Corporate Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101366
ERF Group: CAO.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	74,903	34,709	29,913	36,825	27,092	17,569
Actual Purchases	(46,112)	-	-	-		-
Planned Purchases (Based on Capital Plan)	-	(14,796)	(3,288)	(20,133)	(20,133)	(14,796)
Transfer from Operating Budget	5,450	10,000	10,200	10,400	10,610	10,820
Interest Income	468	-	-	-	-	-
Ending Balance \$	34,709	29,913	36,825	27,092	17,569	13,593

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Human Resources

FINAL BUDGET

MARCH 2024

Service: 1.016 Human Resources

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide Human Resources services to the Board of the Capital Regional District.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.016 - Human Resources	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	2,347,106	2,220,000	2,350,043	410,700	66,700	2,827,443	3,283,593	3,400,309	3,400,205	3,481,361
Allocations	83,178	83,178	104,168	-	-	104,168	111,991	123,077	131,510	136,237
Legal Expenses	16,720	10,000	17,310	-	-	17,310	17,660	18,010	18,370	18,740
GVLRA Membership Dues and Staff Training	158,260	151,000	170,800	10,500	-	181,300	188,430	192,190	196,030	199,950
Contract for Services	372,055	321,600	326,197	-	65,000	391,197	336,233	336,315	327,527	333,895
Software Licenses	4,360	10,000	10,000	4,500	-	14,500	16,290	19,620	20,010	20,410
Other Operating Expenses	186,840	137,680	188,060	13,500	22,500	224,060	208,804	211,960	215,197	219,516
			-	-	-	-				
TOTAL OPERATING COSTS	3,168,519	2,933,458	3,166,578	439,200	154,200	3,759,978	4,163,001	4,301,481	4,308,849	4,410,109
*Percentage Increase over prior year						18.7%	10.7%	3.3%	0.2%	2.4%
<u>CAPITAL / RESERVE</u>										
Equipment Purchases	-	-	-	-	30,000	30,000	20,000	-	-	-
Transfer to Equipment Replacement Fund	9,000	9,000	9,000	-	-	9,000	9,000	9,000	9,000	9,000
TOTAL CAPITAL / RESERVE	9,000	9,000	9,000	-	30,000	39,000	29,000	9,000	9,000	9,000
TOTAL COSTS	3,177,519	2,942,458	3,175,578	439,200	184,200	3,798,978	4,192,001	4,310,481	4,317,849	4,419,109
						19.6%	10.3%	2.8%	0.2%	2.3%
<u>INTERNAL RECOVERIES</u>										
Recovery Costs	(20,000)	(20,000)	(20,000)	-	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
First Aid Recovery	(5,884)	(5,884)	(6,090)	-	-	(6,090)	(6,071)	(6,197)	(6,323)	(6,374)
Transfer from Internal Reserve	(139,500)	(139,500)	-	-	(110,000)	(110,000)	(2,000)	(1,000)	-	-
Safety Officer Recovery	-	-	-	-	-	-	-	-	-	-
Human Resources	(2,325,666)	(2,325,666)	(2,708,622)	(336,694)	(59,200)	(3,104,516)	(3,361,760)	(3,468,857)	(3,472,395)	(3,557,456)
TOTAL INTERNAL RECOVERIES	(2,491,050)	(2,491,050)	(2,734,712)	(336,694)	(169,200)	(3,240,606)	(3,389,831)	(3,496,054)	(3,498,718)	(3,583,830)
NET COSTS	686,469	451,408	440,866	102,506	15,000	558,372	802,170	814,427	819,131	835,279
*Percentage increase over prior year Net Costs						-18.7%	43.7%	1.5%	0.6%	2.0%
AUTHORIZED POSITIONS: Salaried	14.0	14.0	14.0	-	3.0	17.0	19.0	19.0	19.0	19.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.016	Carry						
	Human Resources	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$6,576	\$6,765	\$353,288	\$354,932	\$6,576	\$728,137
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$6,576	\$6,765	\$353,288	\$354,932	\$6,576	\$728,137

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$6,576	\$6,765	\$3,288	\$4,932	\$6,576	\$28,137
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$350,000	\$350,000	\$0	\$700,000
	\$0	\$6,576	\$6,765	\$353,288	\$354,932	\$6,576	\$728,137

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.016

Service Name:

Human Resources

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 4,695	E	ERF		\$ 6,576	\$ -	\$ -	\$ -		\$ 6,576
25-01	Replacement	Computer	Computer Replacement	\$ 6,260	E	ERF		\$ -	\$ 6,765	\$ -	\$ -		\$ 6,765
26-01	Replacement	Computer	Computer Replacement	\$ 1,033	E	ERF		\$ -	\$ -	\$ 3,288	\$ -		\$ 3,288
27-01	Replacement	Computer	Computer Replacement	\$ 1,033	E	ERF		\$ -	\$ -	\$ -	\$ 4,932		\$ 4,932
28-01	Replacement	Computer	Computer Replacement	\$ 1,033	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 6,576	\$ 6,576
26-02	New	HRIS - Talent Suite		\$ 700,000	E	Res				\$ 350,000	\$ 350,000		\$ 700,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 714,054				\$ 6,576	\$ 6,765	\$ 353,288	\$ 354,932	\$ 6,576	\$ 728,137

Reserve Schedule

Reserve Fund: 1.016 Human Resources
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Reserve Cash Flow

Fund: 1022 Fund Center: 101419
 ERF Group: HR.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	23,437	21,470	23,894	26,129	31,841	35,909
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(11,180)	(6,576)	(6,765)	(3,288)	(4,932)	(6,576)
Transfer from Operating Budget	9,000	9,000	9,000	9,000	9,000	9,000
Interest Income	212	-	-	-	-	-
Ending Balance \$	21,470	23,894	26,129	31,841	35,909	38,333

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Communications

FINAL BUDGET

MARCH 2024

Service: 1.118 Corporate Communications

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide administrative services to the Board of the Capital Regional District.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.118 - CORPORATE COMMUNICATIONS	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,106,716	1,037,326	1,148,637	-	108,000	1,256,637	1,176,164	1,204,330	1,233,149	1,262,635
Allocations	58,363	58,363	79,029	-	-	79,029	86,053	92,866	96,983	100,201
Contract for Services	202,650	152,650	21,370	-	92,000	113,370	21,800	22,240	22,680	23,130
Printing & Copying	7,860	4,060	8,140	-	-	8,140	8,300	8,460	8,630	8,800
Other Operating Expenses	73,100	57,547	68,170	15,000	-	83,170	84,850	85,750	87,470	89,260
TOTAL OPERATING COSTS	1,448,689	1,309,946	1,325,346	15,000	200,000	1,540,346	1,377,167	1,413,646	1,448,912	1,484,026
*Percentage Increase over prior year			-8.5%			6.3%	-10.6%	2.6%	2.5%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL COSTS	1,453,689	1,314,946	1,330,346	15,000	200,000	1,545,346	1,382,167	1,418,646	1,453,912	1,489,026
*Percentage increase over prior year Total Costs			-8.5%			6.3%	-10.6%	2.6%	2.5%	2.4%
Funding from Internal Reserves	(185,000)	(135,000)	-	-	(125,000)	(125,000)	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	1,268,689	1,179,946	1,330,346	15,000	75,000	1,420,346	1,382,167	1,418,646	1,453,912	1,489,026
<u>REVENUE</u>										
Interest Income	(210)	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	(210)	-	-	-	-	-	-	-	-	-
NET COSTS	1,268,479	1,179,946	1,330,346	15,000	75,000	1,420,346	1,382,167	1,418,646	1,453,912	1,489,026
*Percentage increase over prior year Net Costs			4.9%			12.0%	-2.7%	2.6%	2.5%	2.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	8.0	8.0	8.0		-	8.0	8.0	8.0	8.0	8.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.118	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Corporate Communications							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$175,000	\$453,288	\$4,932	\$7,464	\$3,288	\$3,288	\$472,260	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$175,000	\$453,288	\$4,932	\$7,464	\$3,288	\$3,288	\$472,260	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$3,288	\$4,932	\$7,464	\$3,288	\$3,288	\$22,260	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$175,000	\$450,000	\$0	\$0	\$0	\$0	\$450,000	
	\$175,000	\$453,288	\$4,932	\$7,464	\$3,288	\$3,288	\$472,260	

2024 - 2028

Service #:	1.118
Service Name:	Corporate Communications

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF	\$ -	\$ 3,288	\$ -	\$ -	\$ -	\$ -	\$ 3,288
25-01	Replacement	Computer	Computer Replacement	\$ 4,932	E	ERF	\$ -	\$ -	\$ 4,932	\$ -	\$ -	\$ -	\$ 4,932
26-01	Replacement	Computer	Computer Replacement	\$ 7,464	E	ERF	\$ -	\$ -	\$ -	\$ 7,464	\$ -	\$ -	\$ 7,464
27-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 3,288	\$ -	\$ 3,288
28-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,288	\$ 3,288
22-01	Replacement	CRD Public Website	CRD Public Website	\$ 450,000	E	Res	\$ 175,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 472,260			\$ 175,000	\$ 453,288	\$ 4,932	\$ 7,464	\$ 3,288	\$ 3,288	\$ 472,260

Reserve Schedule

Reserve Fund: 1.118 Corporate Communications

Assets held by Corporate Communications consists of computers and equipment to support service delivery.

Reserve Cash Flow

Fund: 1022 Fund Center: 101518

ERF Group: COMREL.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,154	11,410	13,122	13,190	10,726	12,438
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(5,771)	(3,288)	(4,932)	(7,464)	(3,288)	(3,288)
Transfer from Operating Budget	15,000	5,000	5,000	5,000	5,000	5,000
Interest Income	27	-	-	-	-	-
Ending Balance \$	11,410	13,122	13,190	10,726	12,438	14,150

Assumptions/Background:

2024 - 2 standard laptops
 2025 - 3 standard laptops
 2026 - 6 standard laptops
 2027 - 2 standard laptops
 2028 - 2 standard laptops

CAPITAL REGIONAL DISTRICT

2024 BUDGET

CORPORATE SERVICES

FINAL BUDGET

MARCH 2024

FINAL BUDGET
March 13, 2024
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Corporate Services

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Services

FINAL BUDGET

MARCH 2024

Service: 1.014 Corporate Services

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

SERVICE DESCRIPTION:

Risk management including insurance claims, loss control and tender call/contract review.
Corporate administrative support including legal services, legislative services, reception, mail, printing and Freedom of Information requests.
Support for electoral area volunteer services and fire departments.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
CORPORATE SERVICES										
<u>OPERATING COSTS:</u>										
Salaries and Wages	2,320,885	2,015,000	2,364,184	93,165	-	2,457,349	2,547,662	2,608,593	2,670,951	2,734,755
Building Occupancy	112,600	112,600	122,984	-	-	122,984	135,064	152,605	165,661	172,473
Legal Expenses	7,650	-	7,920	-	-	7,920	8,080	8,240	8,400	8,570
Contract for Services	399,000	349,000	-	-	460,000	460,000	-	-	-	-
Software Licenses	13,100	13,100	13,560	1,500	-	15,060	15,360	15,660	15,970	16,290
Other Operating Expenses	83,715	164,865	86,470	8,000	12,500	106,970	98,129	100,088	102,057	104,066
TOTAL OPERATING COSTS	2,936,950	2,654,565	2,595,117	102,665	472,500	3,170,283	2,804,295	2,885,186	2,963,039	3,036,153
*Percentage Increase over prior year						7.9%	-11.5%	2.9%	2.7%	2.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	4,200	4,200	7,000	-	-	7,000	7,140	7,280	7,430	7,580
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Climate Action Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	4,200	4,200	7,000	-	-	7,000	7,140	7,280	7,430	7,580
TOTAL COSTS	2,941,150	2,658,765	2,602,117	102,665	472,500	3,177,283	2,811,435	2,892,466	2,970,469	3,043,733
*Percentage increase over prior year			-11.5%			8.0%	-11.5%	2.9%	2.7%	2.5%
REVENUE										
FOI Revenue	-	-	-	-	-	-	-	-	-	-
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(399,000)	(249,000)	-	-	(460,000)	(460,000)	-	-	-	-
TOTAL REVENUE	(399,000)	(249,000)	-	-	(460,000)	(460,000)	-	-	-	-
NET COSTS	2,542,150	2,409,765	2,602,117	102,665	12,500	2,717,283	2,811,435	2,892,466	2,970,469	3,043,733
*Percentage increase over prior year Net Costs			2.4%			6.9%	3.5%	2.9%	2.7%	2.5%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	15.6	15.6	15.6	1.0	-	16.6	16.6	16.6	16.6	16.6

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.014	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	CAO / Corporate Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

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Reserve Cash Flow

Fund: 1022 Fund Center: 101366
 ERF Group: CAO.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	74,903	34,709	29,913	36,825	27,092	17,569
Actual Purchases	(46,112)	-	-	-		-
Planned Purchases (Based on Capital Plan)	-	(14,796)	(3,288)	(20,133)	(20,133)	(14,796)
Transfer from Operating Budget	5,450	10,000	10,200	10,400	10,610	10,820
Interest Income	468	-	-	-	-	-
Ending Balance \$	34,709	29,913	36,825	27,092	17,569	13,593

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Board Expenditures

FINAL BUDGET

MARCH 2024

Service: 1.011 Board Expenditures

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide for the remuneration and expenses of the Capital Regional District members of the Board.
One-half of the remuneration paid to the electoral area directors is charged to the Electoral Area Administrative Budgets (starting with the year 2003 budget).

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition

1.011 - Board Expenditures	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Directors' Remuneration	866,261	850,000	910,194	-	-	910,194	928,400	946,970	965,910	985,230
Standard Overhead Allocation	63,109	63,109	60,175	-	-	60,175	61,379	62,607	63,859	65,136
Building Occupancy	100,229	100,229	111,261	-	-	111,261	122,203	138,103	149,929	156,086
Legal Expenses	15,000	-	15,530	-	-	15,530	15,840	16,160	16,480	16,810
Contract for Services	36,000	26,000	10,000	-	30,000	40,000	10,200	10,400	10,610	10,820
Software Licenses	54,140	52,000	56,030	20,000	80,000	156,030	77,550	79,100	80,680	82,290
Meetings & Printing	14,560	15,500	15,070	-	-	15,070	15,370	15,680	16,000	16,320
Scholarship Programs	18,200	18,200	18,750	-	-	18,750	19,070	19,400	19,730	20,070
Other Operating Expenses	36,010	25,860	36,760	-	-	36,760	37,590	38,440	39,300	40,180
TOTAL OPERATING COSTS	1,203,509	1,150,898	1,233,770	20,000	110,000	1,363,770	1,287,602	1,326,860	1,362,498	1,392,942
*Percentage Increase over prior year						13.3%	-5.6%	3.0%	2.7%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	55,000	55,000	56,930	-	-	56,930	78,070	79,630	81,220	82,840
TOTAL CAPITAL / RESERVE	55,000	55,000	56,930	-	-	56,930	78,070	79,630	81,220	82,840
TOTAL COSTS	1,258,509	1,205,898	1,290,700	20,000	110,000	1,420,700	1,365,672	1,406,490	1,443,718	1,475,782
<u>INTERNAL RECOVERIES</u>						12.9%	-3.9%	3.0%	2.6%	2.2%
Transfer from Internal Reserve	(26,000)	(26,000)	-	-	(80,000)	(80,000)	-	-	-	-
Other	(2,500)	(2,836)	(2,500)	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
NET COSTS	1,230,009	1,177,062	1,288,200	20,000	30,000	1,338,200	1,363,172	1,403,990	1,441,218	1,473,282
*Percentage increase over prior year Total Costs			4.7%			8.8%	1.9%	3.0%	2.7%	2.2%
AUTHORIZED POSITIONS:										
Salaried	24	24	24			24	24	24	24	24

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.011 Board Expenditures	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.011
Service Name: Board Expenditures

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
19-01	Replacement	Boardroom Video Distribution Equipment	Replacement of all existing video switching equipment	\$ 81,000	E	ERF	\$ 56,000	\$ 81,000					\$ 81,000
19-02	Replacement	Boardroom Projector and Screen Replacement	Replace projector and screen in Main office boardroom	\$ 60,000	E	ERF		\$ -	\$ 60,000				\$ 60,000
19-03	Replacement	Boardroom Chairs	Replace boardroom chairs	\$ 30,000	E	ERF		\$ 30,000	\$ -				\$ 30,000
20-01	Replacement	Boardroom Audio System	Replace boardroom audio system	\$ 21,700	E	ERF		\$ 10,000	\$ 10,000				\$ 20,000
20-02	Replacement	Boardroom Video Storage and Power Equipment	Replace video storage and power equipment	\$ 3,000	E	ERF	\$ 1,500	\$ 1,500	\$ 1,500				\$ 3,000
21-02	Replacement	Boardroom Video Streaming Equipment Replacement	Replace video streaming equipment (Granicus is way more than this...)	\$ 17,500	E	ERF		\$ 12,000	\$ 5,000				\$ 17,000
22-01	Replacement	iPad and Tablet Replacements	Replace director iPads and tablets	\$ 50,000	E	ERF		\$ -	\$ -	\$ 50,000			\$ 50,000
22-02	Replacement	Boardroom Microphone System Replacement	Replace microphone system (this has not been done)	\$ 100,000	E	ERF	\$ 100,000	\$ 100,000	\$ -				\$ 100,000
23-01	Replacement	Replace Video Display and Switching	Replace Video Display and Switching	\$ 30,000	E	ERF	\$ 20,000	\$ 20,000	\$ 10,000				\$ 30,000
23-02	Replacement	Replace/Expand Recording Secretary Table	Replace/Expand Recording Secretary Table	\$ 25,000	E	ERF	\$ 25,000	\$ 25,000					\$ 25,000
23-03	Replacement	Multi-Camera System	Replace existing video camera with a Multi-Camera System	\$ 80,000	E	ERF	\$ 80,000	\$ 80,000					\$ 80,000
24-01	Replacement	AV for Boardroom	AV for Boardroom, as identified in 2024 IBC 12b-4.1: Meeting Management Improvements (not 2024?)	\$ 150,000	E	ERF		\$ 150,000					\$ 150,000
24-02	Replacement	Boardroom Table	Replace Boardroom Table, as identified in 2024 IBC 12b-4.1: Meeting Management Improvements	\$ 200,000	E	ERF		\$ 200,000					\$ 200,000
24-03	Replacement	Wiring	Replace wiring to accommodate new Board table	\$ 15,000	E	ERF		\$ 15,000		\$ -			\$ 15,000
24-04	Replacement	Granicus Encoder Replacement		\$ 30,000	E	ERF		\$ 30,000					\$ 30,000
24-05	New	Granicus Integrated Voting		\$ 20,000	E	ERF		\$ 10,000	\$ 5,000	\$ 5,000			\$ 20,000
													\$ -
													\$ -
	x		GRAND TOTAL	\$ 913,200			\$ 282,500	\$ 764,500	\$ 91,500	\$ 55,000	\$ -	\$ -	\$ 911,000

Reserve Schedule

Reserve Fund: 1.011 Board

Boardroom Technology, Furniture and Equipment - The Board of Director assets include IPADs, computers, equipment and furniture used to support the Board and for activities held in the Boardroom.

Reserve Cash Flow

Fund: 1022 Fund Center: 101413

ERF Group: BOARD.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	479,077	730,469	22,899	9,469	34,099	115,319
Actual Purchases	(8,193)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(764,500)	(91,500)	(55,000)	-	-
Transfer from Operating Budget	55,000	56,930	78,070	79,630	81,220	82,840
Transfer from Operating Reserve	200,000	-	-	-	-	-
Interest Income	4,586	-	-	-	-	-
Ending Balance \$	730,469	22,899	9,469	34,099	115,319	198,159

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Real Estate

FINAL BUDGET

MARCH 2024

Service: 1.015 Real Estate

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

SERVICE DESCRIPTION:

Acquisition, disposal and management of real estate interests on behalf of CRD departments and commissions/committees.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Internal recoveries and requisition

1.015 - Real Estate Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	428,444	420,748	440,064	-	-	440,064	450,579	461,335	472,336	483,599
Allocations	63,357	63,357	69,483	-	-	69,483	73,879	78,714	82,098	84,565
Legal Expenses	1,500	3,798	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Software Licenses	9,620	9,620	9,960	-	-	9,960	10,160	10,360	10,570	10,780
Other Operating Expenses	23,130	23,958	23,800	-	-	23,800	24,270	24,741	25,223	25,725
TOTAL OPERATING COSTS	526,051	521,481	544,807	-	-	544,807	560,418	576,710	591,817	606,289
*Percentage increase/-decrease over prior year						3.6%	2.9%	2.9%	2.6%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	526,051	521,481	544,807	-	-	544,807	560,418	576,710	591,817	606,289
*Percentage increase/-decrease over prior year Total Costs						3.6%	2.9%	2.9%	2.6%	2.4%
Internal Recoveries	(420,680)	(420,680)	(435,846)	-	-	(435,846)	(447,346)	(458,521)	(469,569)	(481,130)
Transfers from operating reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	105,371	100,801	108,961	-	-	108,961	113,072	118,189	122,248	125,159
*Percentage increase over prior year Net Costs						3.4%	3.8%	4.5%	3.4%	2.4%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	0	0	3.0	3.0	3.0	3.0	3.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.015 Real Estate	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500	

Service #:	1.015
Service Name:	Real Estate

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Reserve Schedule

Reserve Fund: 1.015 Real Estate
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Reserve Cash Flow

Fund: 1022 Fund Center: 101418
 ERF Group: PRPSRV.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	23,922	24,137	22,637	22,637	21,137	21,137
Actual Purchases	-					
Planned Purchases (Based on Capital Plan)	-	(1,500)	-	(1,500)	-	(1,500)
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	215	-	-	-	-	-
Ending Balance \$	24,137	22,637	22,637	21,137	21,137	19,637

Assumptions/Background:

2024 - 1 standard laptop
 2026 - 1 standard laptop
 2028 - 1 standard laptop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

First Nations Relations

FINAL BUDGET

MARCH 2024

Service: 1.027 First Nations Relations

Committee: First Nations Relations

DEFINITION:

To provide for the management of intergovernmental relations between the CRD and the First Nations.

SERVICE DESCRIPTION:

This service was created to provide for 1) the management of intergovernmental relations, primarily First Nations, through a process of consultation, and 2) the coordination of various CRD First Nations initiatives to ensure the alignment of interests and to build positive working relationships between the CRD and First Nations communities within the Region.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

First Nations Relations

FUNDING:

Requisition

1.027 First Nations Relations	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	511,287	503,560	556,029	64,533	-	620,562	792,650	811,623	831,046	850,919
Allocations	62,582	62,582	68,350	-	-	68,350	70,858	72,509	73,573	75,137
Meetings, Programs & Special Events	113,680	84,407	46,210	-	52,000	98,210	47,130	48,080	49,040	50,020
Contract for Services	597,670	554,649	109,190	250,000	267,700	626,890	366,370	373,700	381,170	388,790
Legal Expenses	1,230	-	1,270	-	-	1,270	1,300	1,330	1,360	1,390
Other Operating Expenses	24,550	24,361	28,780	4,200	12,400	45,380	33,690	34,412	35,145	35,890
TOTAL OPERATING COSTS	1,310,999	1,229,559	809,829	318,733	332,100	1,460,662	1,311,998	1,341,654	1,371,334	1,402,146
*Percentage Increase over prior year			-38.2%	24.3%	25.3%	11.4%	-10.2%	2.3%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Reserve	1,000	1,000	1,040	1,500	-	2,540	2,590	2,640	2,690	2,740
TOTAL COSTS	1,311,999	1,230,559	810,869	320,233	332,100	1,463,202	1,314,588	1,344,294	1,374,024	1,404,886
*Percentage Increase over prior year Total Costs			-38.2%	24.4%	25.3%	11.5%	-10.2%	2.3%	2.2%	2.2%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	1,311,999	1,230,559	810,869	320,233	332,100	1,463,202	1,314,588	1,344,294	1,374,024	1,404,886
<u>SOURCES OF FUNDING</u>										
Transfer from Internal Reserve Account	(309,000)	(213,500)	-	-	(319,700)	(319,700)	-	-	-	-
Other Income	-	(60,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(309,000)	(273,500)	-	-	(319,700)	(319,700)	-	-	-	-
NET COSTS	1,002,999	957,059	810,869	320,233	12,400	1,143,502	1,314,588	1,344,294	1,374,024	1,404,886
*Percentage Increase over prior year Net Costs			-19.2%	31.9%	1.2%	14.0%	15.0%	2.3%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	4.0	4.0	4.0	1.0	-	5.0	6.0	6.0	6.0	6.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.027	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	First Nations Relations							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	

2024 - 2028

Service #:	1.027
Service Name:	First Nations Relations

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 1,644	E	ERF	\$ -	\$ 1,644	\$ -	\$ -	\$ -	\$ -	\$ 1,644
26-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 3,693	E	ERF	\$ -	\$ -	\$ -	\$ 3,693	\$ -	\$ -	\$ 3,693
27-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 4,932	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 4,932	\$ -	\$ 4,932
27-08	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 1,644	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,644	\$ 1,644
													\$ -
													\$ -
													\$ -
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													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 11,913				\$ 1,644	\$ -	\$ 3,693	\$ 4,932	\$ 1,644	\$ 11,913

Reserve Schedule

Reserve Fund: 1.027 FIRST NATIONS RELATIONS
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Reserve Cash Flow

Fund: 1022 Fund Center: 102157 ERF Group: INTGOV.ERF	Estimated Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	4,489	1,698	2,594	5,184	4,131	1,889
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(3,791)	(1,644)	-	(3,693)	(4,932)	(1,644)
Transfer from Operating Budget	1,000	2,540	2,590	2,640	2,690	2,740
Interest Income	-	-	-	-	-	-
Ending Balance \$	1,698	2,594	5,184	4,131	1,889	2,985

<u>Assumptions/Background:</u> 2024 - 1 standard laptop 2026 - 1 standard laptop & 1 ultra portable laptop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Victoria Family Court Committee

FINAL BUDGET

MARCH 2024

Service: 1.126 Vic Family Court & Youth Justice Committee

Committee: Planning and Protective Services

DEFINITION:

To operate and fund the operation of the Victoria Family Court Committee, a family court committee under the *Provincial Court Act*; as well as to direct funding to juvenile justice committees appointed by the Board (Bylaw No. 2560, Family Court Committee Extended Service Establishment Bylaw No. 1, 1997).

SERVICE DESCRIPTION:

This service provides funding for the operation and funding of a *Provincial Court Act* family court committee, currently operating as the Victoria Family Court and Youth Justice Committee. Historically, such committees were mandatory. Now, they are optional. The mandate of the committee is:

- To monitor proceedings of the court and address issues pertaining to resources and legislation concerning families and youth;
- To promote and examine extra-legal options in the youth and family systems;
- To liaise with governmental and non-governmental bodies around youth justice;
- To meet at least four times a year and to provide an annual report to CRD, other local governments, and the Attorney General

The Victoria Family Court and Youth Justice committee has been a federal Youth Justice Committee under the *Youth Criminal Justice Act* since the 1980s.

PARTICIPATION:

Participants include all 13 municipalities in the CRD and the Juan de Fuca Electoral Area. The electoral areas of Salt Spring Island and Southern Gulf Islands are not participants in this service.

On the basis of the net taxable value of land and improvements as fixed for taxation in the immediately preceding year for Hospital District purposes as to one half of such cost, and the other one half shall be apportioned on the basis of population based on the last census established by Census Canada prior to year of apportionment.

MAXIMUM LEVY:

\$15,000 (Bylaw No. 3048)

MAXIMUM CAPITAL DEBT:

Nil

METHOD OF AUTHORIZATION:

Bylaw No. 2560, Family Court Committee Extended Service Establishment Bylaw No. 1, 1997
Provincial Court Act
Youth Criminal Justice Act

COMMISSION:

FUNDING:

Service: 1.126 Vic Family Court & Youth Justice Committee

Committee: Planning and Protective Services

Member Municipality	ASSESSMENTS			
	2023 Previous Yr (50%) Converted	Previous Year Actual	2021 (50%) Census Populations	
District of Central Saanich	923,380,888	7,856,582,771	17,385	4.54%
City of Colwood	809,693,136	7,435,599,415	18,961	4.45%
Town of Esquimalt	671,867,225	5,983,270,646	17,533	3.92%
District of Highlands	136,960,528	1,268,946,027	2,482	0.66%
District of Langford	2,121,412,137	17,975,599,914	46,584	11.28%
District of Metchosin	226,870,368	2,231,984,619	5,067	1.22%
District of North Saanich	918,708,349	8,476,847,303	12,235	3.88%
District of Oak Bay	1,279,769,880	12,475,365,251	17,990	5.52%
District of Saanich	5,461,179,077	50,001,352,863	117,735	28.76%
Town of Sidney	754,068,357	6,345,843,270	12,318	3.47%
Town of Sooke	593,243,986	5,528,470,878	15,086	3.41%
City of Victoria	4,946,222,123	38,644,774,730	91,867	24.17%
Town of View Royal	498,912,282	4,453,060,160	11,575	2.73%
Subtotal	19,342,288,336	168,677,697,847	386,818	98.02%
Electoral Area				
Juan de Fuca	370,468,362	2,934,005,812	5,531	1.64%
Subtotal	370,468,362	2,934,005,812	5,531	1.64%
First Nations Taxation				
Songhees	43,727,784	388,400,000	1,839	0.34%
Subtotal	43,727,784	388,400,000	1,839	0.34%
TOTAL	19,756,484,482	172,000,103,659	394,188	100.00%

1.126 Vic Family Court & Youth Justice Committee			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Internal Allocation	321	321	316	-	-	316	322	329	335	342
Meeting Costs	5,450	8,000	8,000	-	-	8,000	8,160	8,323	8,489	8,659
Third Party Payments	49,854	9,800	7,508	-	42,773	50,281	7,315	7,145	6,973	6,796
TOTAL OPERATING COSTS	55,625	18,121	15,824	-	42,773	58,597	15,797	15,797	15,797	15,797
*Percentage Increase		-67.4%	-71.55%			5.34%	-73.0%	0.0%	0.0%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	38,946	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(39,828)	(39,828)	-	-	(42,773)	(42,773)	-	-	-	-
Interest income	-	(1,442)	-	-	-	-	-	-	-	-
Management Fee Offset	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(797)	(797)	(824)	-	-	(824)	(797)	(797)	(797)	(797)
TOTAL REVENUE	(40,625)	(3,121)	(824)	-	(42,773)	(43,597)	(797)	(797)	(797)	(797)
REQUISITION	(15,000)	(15,000)	(15,000)	-	-	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
*Percentage Increase		0.0%	0.00%			0.00%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Greater Victoria Police Victims Services

FINAL BUDGET

MARCH 2024

Service: 1.128 Greater Victoria Police Victims Services

Committee: Planning and Protective Services

DEFINITION:

To make Grants-In-Aid to the Greater Victoria Police Victims Services on behalf of participating members.
Extended service Bylaw No. 1998 (May 27, 1992).

SERVICE DESCRIPTION:

Greater Victoria Police Victims Services is contracted by the provincial gov't (Solicitor General who provide partial funding) to provide the following services under the Victims of Crime Act to those impacted by crime or trauma : Emotional support/Service referral including at scene triage and referral to Sexual Assault, Spousal Assault, Child Abuse and Men's Trauma centres; Public Education on victim's rights and support services, justice system and court orientation; Court Support for Crown Counsel in Victoria and West Shore including orientation and ongoing support through judicial process for victims, witnesses, friends and family; Safety planning assistance for ongoing safety following criminal victimization; Emotional support for next-of-kin sudden death notification (police accompaniment); Convicted Criminal updates to victims regarding court dates, sentencing, parole hearings and decisions and release dates/ conditions; Victim Impact Statement guidance on content of statement; Victims of Crime Assistance applications for lost income from criminal victimization.

PARTICIPATION:

All municipalities except the District of North Saanich and the District of Sooke and a portion of the electoral Area of Juan de Fuca (former small Langford Electoral Area).

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Service: 1.128 Greater Victoria Police Victims Services

Committee: Planning and Protective Services

Member Municipality	ASSESSMENTS			ASSESSMENTS		
	2023 Converted		2023 Actual	2024 Converted		2024 Actual
District of Central Saanich	923,380,888	5.14%	7,856,582,771	944,195,853	5.20%	7,961,190,013
City of Colwood	809,693,136	4.51%	7,435,599,415	827,251,530	4.56%	7,516,794,415
Town of Esquimalt	671,867,225	3.74%	5,983,270,646	686,865,942	3.78%	6,039,135,206
District of Highlands	136,960,528	0.76%	1,268,946,027	133,874,982	0.74%	1,230,811,550
District of Langford	2,121,412,137	11.81%	17,975,599,914	2,183,537,774	12.03%	18,394,818,195
District of Metchosin	226,870,368	1.26%	2,231,984,619	228,509,897	1.26%	2,245,878,116
District of Oak Bay	1,279,769,880	7.12%	12,475,365,251	1,262,951,498	6.96%	12,310,154,666
District of Saanich	5,461,179,077	30.40%	50,001,352,863	5,441,092,013	29.97%	49,634,580,139
Town of Sidney	754,068,357	4.20%	6,345,843,270	770,646,616	4.24%	6,422,080,729
City of Victoria	4,946,222,123	27.53%	38,644,774,730	5,031,422,064	27.71%	39,219,091,982
Town of View Royal	498,912,282	2.78%	4,453,060,160	507,009,738	2.79%	4,534,340,860
Subtotal	17,830,336,001	99.25%	154,672,379,666	18,017,357,907	99.23%	155,508,875,871
Electoral Area						
JDF - Langford - R(761) ESA # 36	667,597	0.00%	2,414,700	867,285	0.00%	3,729,300
JDF - Langford - R(762) ESA # 36	20,836,259	0.12%	206,360,040	21,699,183	0.12%	210,218,728
JDF - Langford - R(763) ESA # 36	29,558,975	0.16%	294,866,300	29,803,065	0.16%	297,253,200
Subtotal	51,062,831	0.28%	503,641,040	52,369,533	0.29%	511,201,228
<u>First Nations Taxation</u>						
Songhees	43,727,784	0.24%	388,400,000	46,186,546	0.25%	397,230,400
Tsawout	39,567,160	0.22%	367,552,000	41,018,095	0.23%	379,290,000
Subtotal	83,294,944	0.46%	755,952,000	87,204,641	0.48%	776,520,400
TOTAL	17,964,693,776	100.00%	155,931,972,706	18,156,932,081	100.00%	156,796,597,499

1.128 Greater Victoria Police Victims Services			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Internal Allocation	5,999	5,999	6,097	-	-	6,097	6,219	6,343	6,470	6,600
Third Party Payments	298,350	298,350	314,759	-	-	314,759	321,054	327,476	334,025	340,706
Interest Charge	508	1,628	2,359	-	-	2,359	1,836	1,873	1,910	1,948
TOTAL OPERATING COSTS	304,857	305,977	323,215	-	-	323,215	329,109	335,692	342,405	349,254
*Percentage Increase		0.4%	6.02%			6.02%	1.8%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(482)	(482)	(3)	-	-	(3)	-	-	-	-
Grants in Lieu	(14,634)	(14,634)	(15,190)	-	-	(15,190)	(14,634)	(14,634)	(14,634)	(14,634)
Interest Income	-	(1,120)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(15,116)	(16,236)	(15,193)	-	-	(15,193)	(14,634)	(14,634)	(14,634)	(14,634)
REQUISITION	(289,741)	(289,741)	(308,022)	-	-	(308,022)	(314,475)	(321,058)	(327,771)	(334,620)
*Percentage Increase		0.0%	6.31%			6.31%	2.1%	2.1%	2.1%	2.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

Sooke Region Museum

FINAL BUDGET

MARCH 2024

Service: 1.121

Sooke Region Museum

Committee: Electoral Area

DEFINITION:

A specified area established to provide annual financial assistance to the Sooke Region Historical Society for the purpose of operating, maintaining and developing the Sooke Region Museum (Bylaw No. 1189 - November 23, 1983); increased levy amendment Bylaw No. 1538 - June 10, 1987, converted by Bylaw No. 3751 - March 2011, both Sooke Region Museum services (1.120 & 1.121) merged into one by Bylaw No. 3827 - July 2012, increased levy Bylaw No. 3942 - April 16, 2014.

SERVICE DESCRIPTION:

This service provides an annual contribution in support of the Sooke Region Museum operations and historical programs. The service was established in 1983 and is administered by the Sooke Region Historical Society.

PARTICIPATION:

Western portions of the Juan de Fuca Electoral Area and the District of Sooke.

MAXIMUM LEVY:

Greater of \$191,000 or \$0.063 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$514,024.

FUNDING:

Requisition

1.121 - Sooke Region Museum	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to Sooke Regional Museum	218,000	218,000	225,630	-	-	225,630	230,140	234,740	239,430	244,220
Allocations	4,318	4,318	4,447	-	-	4,447	4,536	4,627	4,719	4,814
Other Operating Expenses	30	47	30	-	-	30	30	30	30	30
TOTAL COSTS	222,348	222,365	230,107	-	-	230,107	234,706	239,397	244,179	249,064
*Percentage Increase over prior year			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	1,995	(1,995)	-	-	(1,995)	-	-	-	-
Balance c/fwd from 2022 to 2023	(47)	(47)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(391)	(391)	(643)	-	-	(643)	(390)	(400)	(410)	(420)
Other Revenue	(100)	(2,112)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	(538)	(555)	(2,648)	-	-	(2,648)	(400)	(410)	(420)	(430)
REQUISITION	(221,810)	(221,810)	(227,459)	-	-	(227,459)	(234,306)	(238,987)	(243,759)	(248,634)
*Percentage increase over prior year Requisition			2.5%			2.5%	3.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

FINANCE & TECHNOLOGY

FINAL BUDGET

MARCH 2024

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Finance

FINAL BUDGET

MARCH 2024

Service: 1.017 Finance

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide financial services to the Board of the Capital Regional District.

SERVICE DESCRIPTION:

Financial services and systems including budget preparation, financial accounting and reporting, financial analysis, accounts payable and payments, revenue billing and collection, payroll, financial systems support, banking, investments, long term debt and bylaw preparation.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.017 - FINANCE	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	6,817,656	6,361,860	6,993,602	212,702	-	7,206,303	7,528,421	7,712,240	7,579,221	7,759,707
Allocations	304,251	304,369	328,522	-	-	328,522	354,311	390,820	418,633	434,293
Auditing Expense	79,000	79,000	83,000	-	-	83,000	86,000	89,000	90,780	92,600
Contract for Services	555,330	403,503	214,220	-	500,000	714,220	250,000	250,000	250,000	250,000
Postage & Freight	246,540	220,238	255,170	-	-	255,170	260,280	265,490	270,800	276,220
Supplies	86,320	76,590	78,890	-	9,000	87,890	80,480	80,310	81,930	83,570
Other Operating Expenses	335,190	314,194	339,620	9,400	28,600	377,620	356,190	442,520	451,524	460,744
TOTAL OPERATING COSTS	8,424,287	7,759,754	8,293,023	222,102	537,600	9,052,725	8,915,682	9,230,380	9,142,887	9,357,133
*Percentage Increase over prior year			-1.6%	2.6%	6.4%	7.5%	-1.5%	3.5%	-0.9%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	35,000	50,000	35,000	-	-	35,000	35,000	35,000	35,000	35,000
Transfer to General Capital Fund	-	335,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	35,000	385,000	35,000	-	-	35,000	35,000	35,000	35,000	35,000
Debt Expenditures	-	-	-	-	-	-	98,000	203,000	304,332	304,332
TOTAL COSTS	8,459,287	8,144,754	8,328,023	222,102	537,600	9,087,725	9,048,682	9,468,380	9,482,219	9,696,465
*Percentage Increase over prior year			-1.6%	2.6%	6.4%	7.4%	-0.4%	4.6%	0.1%	2.3%
<u>REVENUE</u>										
US Bank Rebate	(59,880)	(50,000)	(61,980)	-	-	(61,980)	(63,220)	(64,480)	(65,770)	(67,090)
Provincial Grants	(60,000)	(65,000)	(60,000)	-	-	(60,000)	(61,200)	(62,420)	(63,670)	(64,940)
Sales of Services	(224,830)	(202,581)	(240,330)	-	-	(240,330)	(245,140)	(250,040)	(255,040)	(260,140)
Other	(86,911)	(86,291)	(90,406)	-	-	(90,406)	(92,721)	(95,083)	(97,504)	(99,973)
Allocation Recoveries	(104,040)	(156,060)	(107,680)	-	-	(107,680)	(207,830)	(394,430)	(499,576)	(503,476)
Transfer from Reserve	(669,224)	(359,044)	(296,833)	-	(500,000)	(796,833)	(293,695)	(309,405)	-	-
TOTAL REVENUES	(1,204,885)	(918,975)	(857,228)	-	(500,000)	(1,357,228)	(963,806)	(1,175,858)	(981,560)	(995,619)
NET COSTS	7,254,402	7,225,779	7,470,795	222,102	37,600	7,730,497	8,084,876	8,292,522	8,500,660	8,700,847
*Percentage increase over prior year Net Costs			3.0%	3.1%	0.5%	6.6%	4.6%	2.6%	2.5%	2.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	49.0	49.0	49.0	1.0	-	50.0	51.0	51.5	51.5	51.5
Term	2.5	2.5	2.5	1.0	-	3.5	3.0	2.5	0.5	0.5

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.017 Finance	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$850,000	\$4,250,000	\$0	\$0	\$0	\$5,100,000
Equipment	\$212,948	\$506,549	\$228,994	\$58,043	\$12,994	\$38,549	\$845,129
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$212,948	\$1,356,549	\$4,478,994	\$58,043	\$12,994	\$38,549	\$5,945,129

SOURCE OF FUNDS

Capital Funds on Hand	\$200,000	\$525,000	\$200,000	\$0	\$0	\$0	\$725,000
Debenture Debt (New Debt Only)	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$3,000,000
Equipment Replacement Fund	\$12,948	\$81,549	\$28,994	\$58,043	\$12,994	\$38,549	\$220,129
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$750,000	\$1,250,000	\$0	\$0	\$0	\$2,000,000
	\$212,948	\$1,356,549	\$4,478,994	\$58,043	\$12,994	\$38,549	\$5,945,129

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.017

Service Name:

Finance

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
23-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 82,110	E	ERF	\$ 12,948	\$ 12,948	\$ -	\$ -	\$ -	\$ -	\$ 12,948
24-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 68,601	E	ERF	\$ -	\$ 68,601	\$ -	\$ -	\$ -	\$ -	\$ 68,601
25-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 28,994	E	ERF	\$ -	\$ -	\$ 28,994	\$ -	\$ -	\$ -	\$ 28,994
26-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 58,043	E	ERF	\$ -	\$ -	\$ -	\$ 58,043	\$ -	\$ -	\$ 58,043
27-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 12,994	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 12,994	\$ -	\$ 12,994
28-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 38,549	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,549	\$ 38,549
21-01	New	Enterprise Asset Management	SAP Software & Hardware costs for IBC 15b-2 "Asset Management and Risk Analysis"	\$ 625,000	E	Cap	\$ 200,000	\$ 425,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 625,000
24-02	New	Office Renovations	Office Renovations	\$ 100,000	B	Cap	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
24-03	New	Additional Office Space at IWS Field Office	First year project costs related to construction of additional office space at the IWS Field Office.	\$ 5,000,000	B	Res	\$ -	\$ 750,000	\$ 1,250,000	\$ -	\$ -	\$ -	\$ 2,000,000
24-03	New	Additional Office Space at IWS Field Office	First year project costs related to construction of additional office space at the IWS Field Office.		B	Debt	\$ -		\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000
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Reserve Schedule

Reserve Fund: 1.017 Finance

Reserve Cash Flow

Fund: 1022 Fund Center: 101420

ERF Group: FIN.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	413,696	398,128	351,579	357,585	334,542	356,548
Actual Purchases	(69,162)					
Planned Purchases (Based on Capital Plan)		(81,549)	(28,994)	(58,043)	(12,994)	(38,549)
Transfer from Operating Budget	50,000	35,000	35,000	35,000	35,000	35,000
Interest Income	3,594	-	-	-	-	-
Ending Balance \$	398,128	351,579	357,585	334,542	356,548	352,999

Assumptions/Background:

2024 - Replace 21 standard laptops, and 1 ultra-portable laptop, plus peripherals and workstations

2025 - Replace 7 standard laptops, 1 semi-ruggedized laptop, peripherals and binding equipment for print shop

2026 - Replace 17 standard laptops, 1 semi-ruggedized laptop, and 1 ultra-portable laptop, peripherals and postage meter for print shop

2027 - Replace 3 standard laptops, 1 semi-ruggedized laptop, plus peripherals

2028 - Replace 21 standard laptops, and 1 ultra-portable laptop, plus peripherals

CAPITAL REGIONAL DISTRICT

2024 Budget

Regional Grants in Aid

FINAL BUDGET

MARCH 2024

Service: 1.112 Regional Grant in Aid

Committee: Governance Committee & Finance Committee

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest of the Capital Region.
(Letters Patent - March 24, 1977; April 17, 1985).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services of the Regional District.

PARTICIPATION:

All member municipalities and electoral areas.

MAXIMUM LEVY:

\$0.05 / \$1,000 on converted value of hospital assessed land and improvements.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

1.112 - Regional Grants in Aid	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grants in Aid - ICF	1,517,621	-	1,609,336	-	-	1,609,336	-	-	-	-
TOTAL OPERATING COSTS	1,517,621	-	1,609,336	-	-	1,609,336	-	-	-	-
*Percentage Increase over prior year			6.0%			6.0%	0.0%	0.0%	0.0%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	1,569,336	(1,569,336)	-	-	(1,569,336)	-	-	-	-
Balance c/fwd from 2022 to 2023	(1,482,621)	(1,482,621)	-	-	-	-	-	-	-	-
Interest Income	(20,000)	(71,715)	(40,000)	-	-	(40,000)	-	-	-	-
TOTAL REVENUE	(1,502,621)	15,000	(1,609,336)	-	-	(1,609,336)	-	-	-	-
REQUISITION	(15,000)	(15,000)	-	-	-	-	-	-	-	-
*Percentage increase over prior year Requisition						NA	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Information Technology

FINAL BUDGET

MARCH 2024

Service: 1.022 Information Technology

Committee: Governance Committee & Finance Committee

DEFINITION:

Support services to the departments of the Capital Regional District.

SERVICE DESCRIPTION:

Corporate information system development and support, telecommunications & phone systems, desktop support, networking, 911 systems, data communications, emergency systems, radio systems design & support, corporate web site, social media, application analysis & development, data management, Geographic Information Systems, web mapping, geospatial services, mapping and property information.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.022 INFORMATION TECHNOLOGY	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	7,455,322	5,932,927	7,448,310	129,065	-	7,577,375	7,757,666	8,444,897	8,172,694	8,367,396
Allocations	398,000	398,000	566,415	-	-	566,415	617,754	669,579	701,655	725,486
Consulting	116,830	83,000	48,470	-	-	48,470	49,440	50,430	51,440	52,470
Contract for Services	874,000	849,029	787,010	-	311,000	1,098,010	802,750	818,800	835,170	851,880
Software Licenses & Computer Mtce	2,311,820	1,967,995	2,363,140	103,000	316,300	2,782,440	2,639,470	2,677,780	2,727,030	2,828,680
Other Operating Expenses	737,780	675,681	529,440	4,700	190,800	724,940	545,160	556,450	567,970	565,340
TOTAL OPERATING COSTS	11,893,752	9,906,633	11,742,785	236,765	818,100	12,797,650	12,412,240	13,217,936	13,055,959	13,391,252
*Percentage Increase over prior year			-1.3%	2.0%	6.9%	7.6%	-3.0%	6.5%	-1.2%	2.6%
<u>CAPITAL / RESERVE</u>										
Transfer to General Capital Fund	452,720	1,452,720	468,570	-	-	468,570	1,227,940	1,187,500	497,250	507,200
Transfer to Equipment Replacement Fund	115,240	115,240	119,270	-	-	119,270	121,660	124,100	126,580	129,110
TOTAL CAPITAL / RESERVES	567,960	1,567,960	587,840	-	-	587,840	1,349,600	1,311,600	623,830	636,310
TOTAL COSTS	12,461,712	11,474,593	12,330,625	236,765	818,100	13,385,490	13,761,840	14,529,536	13,679,789	14,027,562
*Percentage increase over prior year Total Costs			-1.1%	1.9%	6.6%	7.4%	2.8%	5.6%	-5.8%	2.5%
Funding from Capital Fund	(1,300,077)	(1,153,054)	(621,094)	-	(616,000)	(1,237,094)	(631,673)	(642,499)	(180,000)	(180,000)
Funding from Operating Reserve	(463,209)	(431,709)	(120,954)	-	(184,300)	(305,254)	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	10,698,426	9,889,830	11,588,576	236,765	17,800	11,843,142	13,130,167	13,887,037	13,499,789	13,847,562
Service Fees	(40,000)	(40,000)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Other Income	-	(2,500)	-	-	-	-	-	-	-	-
TOTAL REVENUES	(40,000)	(42,500)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
NET COSTS	10,658,426	9,847,330	11,548,576	236,765	17,800	11,803,142	13,090,167	13,847,037	13,459,789	13,807,562
*Percentage increase over prior year Net Costs			8.4%	2.2%	0.2%	10.7%	10.9%	5.8%	-2.8%	2.6%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	48.27	48.27	48.27	1.00		49.27	49.27	52.27	52.27	52.27
Term	4.0	4.0	4.0			4.0	3.0	3.0	-	-

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.022 Information Technology	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Equipment	\$359,083	\$5,302,552	\$1,056,551	\$496,650	\$180,000	\$94,000	\$7,129,753
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$100,000	\$170,000	\$100,000	\$0	\$0	\$0	\$270,000
	\$509,083	\$5,522,552	\$1,156,551	\$496,650	\$180,000	\$94,000	\$7,449,753

SOURCE OF FUNDS

Capital Funds on Hand	\$509,083	\$5,475,952	\$1,004,551	\$435,000	\$130,000	\$45,000	\$7,090,503
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$46,600	\$152,000	\$61,650	\$50,000	\$49,000	\$359,250
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$509,083	\$5,522,552	\$1,156,551	\$496,650	\$180,000	\$94,000	\$7,449,753

2024 - 2028

1.022

Information Technology

[illegible]

Equipment Reserve Schedule

Equipment Reserve Fund: 1.022 Information Technology

Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 101421
ERF Group: INFOTECH.ERF (ITG.ERF)

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	313,326	363,858	509,028	557,648	709,788	862,508
Actual Purchases	(91,801)					
Planned Purchases (Based on Capital Plan)		(27,000)	(127,000)	(27,000)	(30,000)	(24,000)
Transfer from Operating Budget	138,891	172,170	175,620	179,140	182,720	186,370
Interest Income	3,444	-	-	-	-	-
Ending Balance \$	363,858	509,028	557,648	709,788	862,508	1,024,878

Assumptions/Background:

Planned purchases include computer equipment replacements for staff (2024-2028) and replacement of one vehicle in 2025.

Equipment Reserve Schedule

Reserve Fund: 1.022 Fisgard Meeting Room ERF

Fisgard Meeting Room Technology - Funding for replacement of IT equipment and infrastructure in the various meeting rooms at the 625 Fisgard St location.

Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 102217

ERF Group: ITMTGROOM.ERF (ITG.ERF)

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	80,011	100,844	101,244	96,244	81,594	81,594
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(19,600)	(25,000)	(34,650)	(20,000)	(25,000)
Transfer from Operating Budget	20,000	20,000	20,000	20,000	20,000	20,000
Interest Income	832	-	-	-	-	-
Ending Balance \$	100,844	101,244	96,244	81,594	81,594	76,594

Assumptions/Background:

Replacement of meeting room audio/video components.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

GIS Information Systems

FINAL BUDGET

MARCH 2024

Service: 1.101 GIS Information Systems

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent under the general administrative provisions of the Local Government Act.
Provides GIS Services to CRD departments, municipalities and Electoral Areas.

PARTICIPATION:

All CRD departments, municipalities and Electoral Areas.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries.

1.101 GIS INFORMATION SYSTEMS	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	400,313	405,655	406,349	-	-	406,349	416,088	426,053	436,249	446,681
Allocations	11,199	11,199	14,306	-	-	14,306	15,485	15,978	15,996	16,387
Data Processing Services	97,820	99,331	101,240	-	-	101,240	103,260	105,330	107,440	109,590
Supplies	46,240	39,370	47,860	-	-	47,860	48,810	49,790	50,790	51,820
Other Operating Expenses	15,060	11,119	15,600	-	-	15,600	15,920	16,250	16,580	16,910
TOTAL OPERATING COSTS	570,632	566,674	585,355	-	-	585,355	599,563	613,401	627,055	641,388
*Percentage Increase over prior year						2.6%	2.4%	2.3%	2.2%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	18,190	22,148	18,260	-	-	18,260	18,630	19,000	19,380	19,770
Transfer to Operating Reserve Fund	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL / RESERVES	68,190	72,148	68,260	-	-	68,260	68,630	69,000	69,380	69,770
TOTAL COSTS	638,822	638,822	653,615	-	-	653,615	668,193	682,401	696,435	711,158
			2.3%			2.3%	2.2%	2.1%	2.1%	2.1%
Internal Recoveries	(504,310)	(504,310)	(514,396)	-	-	(514,396)	(524,684)	(535,178)	(545,882)	(556,800)
TOTAL COSTS LESS INTERNAL RECOVERIES	134,512	134,512	139,219	-	-	139,219	143,509	147,223	150,553	154,358
<u>SOURCES OF FUNDING</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
PILT Revenue	(5,827)	(5,827)	(5,972)	-	-	(5,972)	(6,150)	(6,270)	(6,390)	(6,510)
TOTAL REVENUE	(5,827)	(5,827)	(5,972)	-	-	(5,972)	(6,150)	(6,270)	(6,390)	(6,510)
REQUISITION	(128,685)	(128,685)	(133,247)	-	-	(133,247)	(137,359)	(140,953)	(144,163)	(147,848)
*Percentage increase over prior year requisition						3.5%	3.1%	2.6%	2.3%	2.6%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	3.0	3.0	3.0	-	-	3.0	3.0	3.0	3.0	3.0

Operating Reserve Schedule

Operating Reserve Fund: 1.101 GIS Information Systems

Established by Bylaw No. 4102 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Cash Flow

Fund: 1500 Fund Center: 105510

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	54,399	42,189	92,189	142,189	192,189	242,189
Actual Purchases	(63,793)	-	-	-	-	-
Planned Purchases	-	-	-	-	-	-
Transfer from Operating Budget	50,000	50,000	50,000	50,000	50,000	50,000
Interest Income	1,582	-	-	-	-	-
Ending Balance \$	42,189	92,189	142,189	192,189	242,189	292,189

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Geo-Spatial Referencing

FINAL BUDGET

MARCH 2024

Service: 1.335 Geo-Spatial Referencing

Committee: Governance Committee & Finance Committee

DEFINITION:

To replace the network of permanent survey control monuments in the Capital Regional District with a reference system based on Differential Global Positioning System (DGPS) technology. The Province will no longer support the current permanent monument system. The CRD will assume responsibility for acquiring and operating the new system on behalf of its member municipalities. This information is required to effectively deal with development infrastructure issues as well as the ongoing infrastructure works.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

None stated.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Governance Committee and Finance Committee

FUNDING:

Requisition

AUTHORITY:

General Services under the Municipal Act.

1.335 GEOSPATIAL REFERENCING	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Allocations	22,899	22,899	23,186	-	-	23,186	23,650	24,123	24,605	25,097
Contract for Services	21,920	24,000	22,690	-	-	22,690	23,140	23,600	24,070	24,550
Consulting	14,700	12,000	15,210	-	-	15,210	15,510	15,820	16,140	16,460
Facilities Rental	15,390	8,021	15,930	-	-	15,930	16,250	16,580	16,910	17,250
Software Licenses & Fees	23,080	32,200	23,890	-	-	23,890	24,370	24,860	25,360	25,870
Other Operating Expenses	17,940	6,760	18,490	-	-	18,490	18,880	19,270	19,660	20,060
TOTAL OPERATING COSTS	115,929	105,880	119,396	-	-	119,396	121,800	124,253	126,745	129,287
*Percentage Increase over prior year			3.0%			3.0%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	61,850	73,129	64,010	-	-	64,010	65,290	66,600	67,930	69,290
TOTAL CAPITAL / RESERVES	61,850	73,129	64,010	-	-	64,010	65,290	66,600	67,930	69,290
TOTAL COSTS	177,779	179,009	183,406	-	-	183,406	187,090	190,853	194,675	198,577
<u>SOURCES OF FUNDING</u>						3.2%	2.0%	2.0%	2.0%	2.0%
PILT Revenue	(7,679)	(7,679)	(7,870)	-	-	(7,870)	(7,840)	(8,000)	(8,170)	(8,340)
Sale of Services	(8,370)	(9,600)	(8,660)	-	-	(8,660)	(8,830)	(9,010)	(9,190)	(9,370)
Interest Income	(150)	(150)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(16,199)	(17,429)	(16,690)	-	-	(16,690)	(16,830)	(17,170)	(17,520)	(17,870)
REQUISITION	(161,580)	(161,580)	(166,716)	-	-	(166,716)	(170,260)	(173,683)	(177,155)	(180,707)
*Percentage increase over prior year requisition			3.2%			3.2%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.335 Geo-Spatial Referencing	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$88,494	\$190,000	\$60,000	\$10,000	\$10,000	\$10,000	\$10,000	\$280,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$88,494	\$190,000	\$60,000	\$10,000	\$10,000	\$10,000	\$10,000	\$280,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$88,494	\$190,000	\$60,000	\$10,000	\$10,000	\$10,000	\$10,000	\$280,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$88,494	\$190,000	\$60,000	\$10,000	\$10,000	\$10,000	\$10,000	\$280,000

Service #:	1.335
Service Name:	Geo-Spatial Referencing

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Service:	1.335	Geo-Spatial Referencing
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Project Number	17-01	Capital Project Title	RTK System Digital Infrastructure	Capital Project Description	RTK system infrastrucuture (computers, communications, power)
Project Rationale					

Project Number	23-01	Capital Project Title	RTK System Refresh	Capital Project Description	RTK System Refresh from Net R8 and R9 to current Alloy technology
Project Rationale					

Operating Reserve Schedule

Operating Reserve Fund: 1.335 Geo-Spatial Referencing

Established by Bylaw No. 4521, Amendment No. 3 2022 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Cash Flow

Fund: 1500 Fund Center: 105552

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	10,863	11,387	11,387	11,387	11,387	11,387
Actual Purchases	-	-	-	-	-	-
Planned Purchases	-	-	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	524	-	-	-	-	-
Ending Balance \$	11,387	11,387	11,387	11,387	11,387	11,387

Assumptions/Background:

Equipment Reserve Schedule

Reserve Fund: 1.335 Geospatial

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Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 101726

ERF Group: GEOSPA.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	301,423	305,995	180,005	185,295	241,895	299,825
Actual Purchases	(121,506)	-	-	-		-
Planned Purchases (Based on Capital Plan)	-	(190,000)	(60,000)	(10,000)	(10,000)	(10,000)
Transfer from Operating Budget	123,540	64,010	65,290	66,600	67,930	69,290
Interest Income	2,538	-	-	-	-	-
Ending Balance \$	305,995	180,005	185,295	241,895	299,825	359,115

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Royal Theatre

FINAL BUDGET

MARCH 2024

Service: 1.290 Royal Theatre

Committee: Finance

DEFINITION:

The function of purchasing, maintaining, equipping, operating and selling the Royal Theatre in Victoria to the Capital Regional District. The function is for the purpose of pleasure, recreation and community use and includes all facilities and concessions associated with the Royal Theatre and a parking lot. Local Services Establishment Bylaw No. 2587, March 25, 1998.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the Royal Theatre in the City of Victoria as a community centre of art and education. Ownership was transferred to the CRD in 1998. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support.

PARTICIPATION:

City of Victoria, District of Saanich, and District of Oak Bay, apportioned 50% on converted value of land and improvements and 50% on the basis of population (see bylaw for details).

MAXIMUM LEVY:

Capital Expenditures	\$480,000
Annual Operating Expenditures	\$100,000

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

MAXIMUM CAPITAL DEBT:

NIL

COMMISSION:

Royal and McPherson Theatre Society reporting to a sub-committee of the Finance Committee.

FUNDING:

ROYAL THEATRE			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Third Party Payment	37,653	37,653	47,805	-	-	47,805	45,449	42,981	40,399	37,684
Insurance Costs	44,800	44,800	44,300	-	-	44,300	46,510	48,830	51,260	53,820
Internal Allocation	16,947	16,947	7,295	-	-	7,295	7,441	7,590	7,742	7,896
Operating Cost - Other (Interest)	600	600	600	-	-	600	600	600	600	600
TOTAL OPERATING COSTS	100,000	100,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000
*Percentage Increase		0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
<u>CAPITAL / RESERVE</u>										
Capital Equipment Purchase	101,000	101,000	105,000	-	-	105,000	105,000	105,000	109,000	109,000
Transfer to Capital Reserve Fund	379,000	379,000	375,000	-	-	375,000	375,000	375,000	371,000	371,000
TOTAL CAPITAL / RESERVES	480,000	480,000	480,000	-	-	480,000	480,000	480,000	480,000	480,000
Debt Charges	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	480,000	480,000	480,000	-	-	480,000	480,000	480,000	480,000	480,000
TOTAL COSTS	580,000	580,000	580,000	-	-	580,000	580,000	580,000	580,000	580,000
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year										
Revenue - Other	-	-								
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	(580,000)	(580,000)	(580,000)	-	-	(580,000)	(580,000)	(580,000)	(580,000)	(580,000)

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.290 Royal Theatre	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$112,000	\$867,000	\$2,337,000	\$93,000	\$0	\$0	\$3,297,000
Equipment	\$0	\$0	\$462,000	\$44,000	\$0	\$16,500	\$522,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$112,000	\$867,000	\$2,799,000	\$137,000	\$0	\$16,500	\$3,819,500

SOURCE OF FUNDS

Capital Funds on Hand	\$112,000	\$0	\$112,000	\$0	\$0	\$0	\$112,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$680,000	\$0	\$0	\$0	\$680,000
Donations / Third Party Funding	\$0	\$350,000	\$1,055,000	\$0	\$0	\$0	\$1,405,000
Reserve Fund	\$0	\$517,000	\$952,000	\$137,000	\$0	\$16,500	\$1,622,500
	\$112,000	\$867,000	\$2,799,000	\$137,000	\$0	\$16,500	\$3,819,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.290

Service Name: Royal Theatre

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
20-03	New	Add Balcony & Pit Railings	Add railings to ensure patron safety and comfort	\$ 75,000	B	Res			\$ 75,000				\$ 75,000
21-12	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.	\$ 2,293,000	B	Res		\$ 350,000	\$ 375,000	\$ 93,000			\$ 818,000
	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.		B	Other		\$ 350,000	\$ 375,000				\$ 725,000
21-13	Renewal	Plan, Rebuild and Expand Orchestra Pit	Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers	\$ 115,000	B	Cap	\$ 112,000		\$ 112,000				\$ 112,000
24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights	\$ 700,000	B	Other			\$ 280,000				\$ 280,000
	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights.		B	Grant			\$ 280,000				\$ 280,000
	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights.		B	Res			\$ 140,000				\$ 140,000
24-02	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell	\$ 750,000	B	Other			\$ 300,000				\$ 300,000
	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell.		E	Grant			\$ 300,000				\$ 300,000
	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell.		E	Res			\$ 150,000				\$ 150,000
24-03	Defer	Emergency Repairs	Unforeseen emergency repairs.	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
24-04	Renewal	Wardrobe Department Upgrade	Upgrade wardrobe department	\$ 83,000	B	Res		\$ 83,000	\$ 100,000				\$ 183,000
24-05	Renewal	Restore Stage Surface	Deep restoration and refinish of stage surface	\$ 9,000	B	Res		\$ 9,000	\$ 50,000				\$ 59,000
24-06	New	Install Loading Bay Safety Lighting	Install new loading bay safety lighting	\$ 25,000	B	Res		\$ 25,000					\$ 25,000
25-01	Replacement	Replace Seats and Aisle Lights in balcony	Replace 20 year old seats in balcony.	\$ 250,000	B	Other			\$ 100,000				\$ 100,000
	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony.		B	Grant			\$ 100,000				\$ 100,000
	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony.		B	Res			\$ 50,000				\$ 50,000
25-02	Replacement	Replace APs and UPS	Replace wireless access points and back up batteries	\$ 12,000	E	Res			\$ 12,000				\$ 12,000
26-01	Replacement	Replace Switches	Replace network switches	\$ 44,000	E	Res				\$ 44,000			\$ 44,000
28-01	Replacement	Replace SRST	Replace Cisco phone communications system	\$ 16,500	E	Res						\$ 16,500	\$ 16,500
													\$ -
			GRAND TOTAL	\$ 4,422,500			\$ 112,000	\$ 867,000	\$ 2,799,000	\$ 137,000	\$ -	\$ 16,500	\$ 3,819,500

Service: 1.290 Royal Theatre			
Project Number	20-03	Capital Project Title	Add Balcony & Pit Railings
Capital Project Description	Add railings to ensure patron safety and comfort		
Project Rationale	The addition of railings will ensure patron safety and comfort while moving to and from seats in the balcony area of the theatre.		
Project Number	21-12	Capital Project Title	Repair Building Envelope
Capital Project Description	Repairing building envelope of the 1914 structure.		
Project Rationale	Flagged as immediate priority in Royal Theatre – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing building envelope will ensure the 1914 structure will remain stable and will reduce energy consumption		
Project Number	21-13	Capital Project Title	Plan, Rebuild and Expand Orchestra Pit
Capital Project Description	Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers		
Project Rationale	Plan, rebuild and expand orchestra pit to align with professional standards of performing arts organizations.		
Project Number	24-01	Capital Project Title	Repour and refinish concrete main floor and replacement of seats and aisle lights
Capital Project Description	Repour and refinish concrete main floor and replacement of seats and aisle lights		
Project Rationale	Repouring and refinishing concrete main floor for improved safety, hygiene and cleaning protocols. Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats reaching end of useful life.		

Service:

1.290

Royal Theatre

Project Number 24-02

Capital Project Title Replace Orchestra Shell

Capital Project Description Replace 40 year old orchestra shell

Project Rationale Replace 40 year old inappropriate orchestra shell with custom designed shell for professional symphony orchestra to provide the best quality product for patrons and clients.

Project Number 24-03

Capital Project Title Emergency Repairs

Capital Project Description Unforeseen emergency repairs.

Project Rationale Capital funds to accommodate any emergency repairs to the building.

Project Number 24-04

Capital Project Title Wardrobe Department Upgrade

Capital Project Description Upgrade wardrobe department

Project Rationale Upgrade wardrobe department with electrical upgrade, extensive plumbing upgrades, dropped ceiling and drywall to accommodate two more stacked washers and dryers in order to meet clients' requirements.

Project Number 24-05

Capital Project Title Restore Stage Surface

Capital Project Description Deep restoration and refinish of stage surface

Project Rationale Deep restoration and refinish of stage surface to return to fixed level.

Service:

1.290

Royal Theatre

Project Number 24-06

Capital Project Title Install Loading Bay Safety Lighting

Capital Project Description Install new loading bay safety lighting

Project Rationale Install new safety lighting for the safety and security of employees who are loading out shows in the evening and working on the sidewalk and in the rear parking lot. The current lighting is deficient for the level of safety required.

Project Number 25-01

Capital Project Title Replace Seats and Aisle Lights in balcony

Capital Project Description Replace 20 year old seats in balcony

Project Rationale Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats are reaching end of useful life.

Project Number 25-02

Capital Project Title Replace APs and UPS

Capital Project Description Replace wireless access points and back up batteries

Project Rationale Replace APs and UPS to update the network infrastructure as required by CRD Information Technology replacement plan.

Project Number 26-01

Capital Project Title Replace Switches

Capital Project Description Replace network switches

Project Rationale Replace switches in the network infrastructure as required by CRD Information Technology replacement plan.

Service:	1.290	Royal Theatre
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Project Number	28-01	Capital Project Title	Replace SRST	Capital Project Description	Replace Cisco phone communications system
Project Rationale	Replace Cisco phone communications as required by CRD Information Technology replacement plan.				

1.290 Royal Theatre
Asset and Reserve Summary
2024 - 2028 Financial Plan

Asset Profile

Royal Theatre

Assets held by the Royal Theatre service consist of land, Royal Theatre built in 1913 as well as various equipment. Royal Theatre was renovated in 2003 and 2005.

Capital Reserve Fund Schedule

Reserve Fund: 1.290 Royal Theatre Capital Reserve Fund (Bylaw No. 2855)

Cost Centre: 101607 (PLO)

Capital Reserve Fund

Projected year end balance

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,235,072	1,349,247	1,267,247	690,247	924,247	1,295,247
Planned Capital Expenditure (Based on Capital Plan)	(327,992)	(517,000)	(952,000)	(137,000)	-	(16,500)
Transfer from Operating Budget	379,000	375,000	375,000	371,000	371,000	371,000
Interest Income**	63,167	60,000				
Total projected year end balance	1,349,247	1,267,247	690,247	924,247	1,295,247	1,649,747

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

McPherson Theatre

FINAL BUDGET

MARCH 2024

Service: 1.295 McPherson Theatre

Committee: Finance

DEFINITION:

A local service established for the purpose of purchasing, maintaining, equipping and operating the McPherson Playhouse in Victoria, British Columbia. Local Services Establishment Bylaw No. 2685, March 10, 1999.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the McPherson Theatre in the City of Victoria. The building is owned by the City of Victoria. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support. This building operation was transferred to the CRD for ease of administration with the Royal & McPherson Theatres Society and to recognize the benefits of one organization operating the two theatres (one ticket system, ability to move acts between if financially beneficial, etc.)

PARTICIPATION:

The City of Victoria is the only participant.

MAXIMUM LEVY:

The maximum amount that may be requisitioned under section 816(1) of the Municipal Act (Section 803 of the Local Government Act) for the annual cost of the local service will be:

- (a) for capital expenditures including but not limited to, the renovation, reconstruction or rebuilding of a performing arts theatre, machinery and equipment, reserve fund transfer and annual debt servicing payments. The maximum amount will be \$400,000.
- (b) for annual operating expenditures which may also include expenditures of a nature referred to in (a) above, the maximum amount will be \$350,000.

MAXIMUM CAPITAL DEBT:

None

COMMISSION:

Royal and McPherson Theatre Society reporting to a sub-committee of the Finance Committee.

FUNDING:

McPHERSON THEATRE			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Third Party Payments	307,342	307,342	306,282	-	-	306,282	305,886	304,988	304,070	303,133
Internal Allocations	41,947	41,947	42,524	-	-	42,524	43,403	44,301	45,219	46,156
Interest Charge	300	300	300	-	-	300	300	300	300	300
TOTAL OPERATING COSTS	349,589	349,589	349,106	-	-	349,106	349,589	349,589	349,589	349,589
*Percentage Increase	0.00%	0.00%	-0.14%			-0.14%	0.14%	0.00%	0.00%	0.00%
<u>CAPITAL / RESERVE</u>										
Capital Equipment Purchases	88,000	88,000	90,000	-	-	90,000	90,000	90,000	94,000	94,000
Transfer to Reserve Fund	348,233	348,233	346,233	-	-	346,233	346,233	346,233	342,233	342,233
TOTAL CAPITAL / RESERVES	436,233	436,233	436,233	-	-	436,233	436,233	436,233	436,233	436,233
TOTAL COSTS	785,822	785,822	785,339	-	-	785,339	785,822	785,822	785,822	785,822
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		-	-	-	-					
Balance C/F from Prior to Current year	-	-								
Grants In Lieu of Taxes	(35,822)	(35,822)	(35,339)	-	-	(35,339)	(35,822)	(35,822)	(35,822)	(35,822)
TOTAL REVENUE	(35,822)	(35,822)	(35,339)	-	-	(35,339)	(35,822)	(35,822)	(35,822)	(35,822)
REQUISITION	(750,000)	(750,000)	(750,000)	-	-	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.295 McPherson Theatre	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$275,000	\$300,000	\$238,000	\$190,000	\$0	\$1,003,000
Equipment	\$0	\$57,000	\$15,000	\$55,000	\$0	\$16,500	\$143,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$332,000	\$315,000	\$293,000	\$190,000	\$16,500	\$1,146,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$332,000	\$315,000	\$293,000	\$190,000	\$16,500	\$1,146,500
	\$0	\$332,000	\$315,000	\$293,000	\$190,000	\$16,500	\$1,146,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.295

Service Name: McPherson Theatre

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
21-13	Renewal	Repair Building Envelope and Restore Façade	Repair building envelope and restore façade	\$ 1,163,000	B	Res		\$ 110,000	\$ 300,000	\$ 238,000	\$ 190,000		\$ 838,000
22-06	Renewal	Recoating of Fibreglass Façade	Recoating of fibreglass façade	\$ 26,000	B	Res		\$ 26,000					\$ 26,000
22-07	Renewal	Repair Stand-alone canopies	Repair stand-alone canopies	\$ 5,000	B	Res	→	\$ 5,000					\$ 5,000
24-01	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
24-02	Replacement	Replace Architectural Detail Lighting	Replace tungsten and quartz architectural lights with LED technology	\$ 20,000	B	Res		\$ 20,000					\$ 20,000
24-03	New	Install Loading Bay Safety Lighting	Intall new loading bay safety lighting	\$ 24,000	B	Res		\$ 24,000					\$ 24,000
24-04	New	Wireless Microphone Expansion Project	Expand wireless microphone inventory	\$ 57,000	E	Res		\$ 57,000					\$ 57,000
24-05	Replacement	Remove Concrete Canopies	Remove concrete canopies	\$ 40,000	B	Res		\$ 40,000					\$ 40,000
25-01	Replacement	Replace APs and UPS	Replace wireless access points and back up batteries	\$ 15,000	E	Res			\$ 15,000				\$ 15,000
26-01	Replacement	Replace Switches	Replace network switches	\$ 55,000	E	Res				\$ 55,000			\$ 55,000
28-01	Replacement	Replace SRST	Replace Cisco phone communications system	\$ 16,500	E	Res						\$ 16,500	\$ 16,500
			GRAND TOTAL	\$ 1,471,500			\$ -	\$ 332,000	\$ 315,000	\$ 293,000	\$ 190,000	\$ 16,500	\$ 1,146,500

Service: 1.295 McPherson Theatre			
Project Number 21-13	Capital Project Title Repair Building Envelope and Restore Façade	Capital Project Description Repair building envelope and restore façade	Project Rationale Flagged as immediate priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing building envelope will ensure the 1913 structure will remain stable and will reduce energy consumption. Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.
Project Number 22-06	Capital Project Title Recoating of Fibreglass Façade	Capital Project Description Recoating of fibreglass façade	Project Rationale Flagged as immediate priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Recoating the fibreglass façade will reduce shredding and breaking down.
Project Number 22-07	Capital Project Title Repair Stand-alone canopies	Capital Project Description Repair stand-alone canopies	Project Rationale As indicated in the 2022 McPherson Playhouse Detailed Seismic Assessment by Stantec Consulting Ltd., develop plan to remove concrete roof slabs and replace with a lightweight steel structure which will reduce seismic weight of the canopies by 80%.
Project Number 24-01	Capital Project Title Emergency Repairs	Capital Project Description For Unforeseen Emergency Repairs	Project Rationale Capital funds to accommodate any emergency repairs to the building.

Service: 1.295 McPherson Theatre					
Project Number	24-02	Capital Project Title	Replace Architectural Detail Lighting	Capital Project Description	Replace tungsten and quartz architectural lights with LED technology
Project Rationale	Replace tungsten and quartz architectural lights with LED fixtures for reduced heat load, reduced electrical consumption and brighter, higher quality of light for patron comfort and safety in the audience chamber				

Project Number	24-03	Capital Project Title	Install Loading Bay Safety Lighting	Capital Project Description	Intall new loading bay safety lighting
Project Rationale	Install new safety lighting for loading and unloading to the McPherson stage. The City of Victoria bike lane install has altered the location that the majority of the stage crew work when loading trucks and there is no safety lighting in this area.				

Project Number	24-04	Capital Project Title	Wireless Microphone Expansion Project	Capital Project Description	Expand wireless microphone inventory
Project Rationale	Expanding the inventory of wireless microphones to meet the service level requirements of clients.				

Project Number	24-05	Capital Project Title	Remove Concrete Canopies	Capital Project Description	Remove concrete canopies
Project Rationale	As indicated in the 2022 McPherson Playhouse Detailed Seismic Assessment by Stantec Consulting Ltd., the current concrete canopies are deficient under current seismic loads and will become a safety risk. In preparation of replacing with a lightweight steel structure, the concrete roof slabs must be removed.				

Service: 1.295 McPherson Theatre			
Project Number	25-01	Capital Project Title	Replace APs and UPS
Capital Project Description	Replace wireless access points and back up batteries		
Project Rationale	Replace APs and UPS to update the network infrastructure as required by CRD Information Technology replacement plan.		
Project Number	26-01	Capital Project Title	Replace Switches
Capital Project Description	Replace network switches		
Project Rationale	Replace switches in the network infrastructure as required by CRD Information Technology replacement plan.		
Project Number	28-01	Capital Project Title	Replace SRST
Capital Project Description	Replace Cisco phone communications system		
Project Rationale	Replace Cisco phone communications as required by CRD Information Technology replacement plan.		

1.295 McPherson Theatre
Asset and Reserve Summary
2024 - 2028 Financial Plan

Asset Profile

McPherson Theatre

Assets held by the McPherson Theatre service consist of new upgrades to McPherson Theatre built in 1914 as well as various equipment.

Capital Reserve Fund Schedule

Reserve Fund: 1.295 McPherson Playhouse Capital Reserve Fund (Bylaw No. 3270)

Cost Centre: 101899 (PLO)

Capital Reserve Fund

Projected year end balance

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,390,503	2,583,224	2,699,457	2,730,690	2,783,923	2,940,156
Planned Capital Expenditure (Based on Capital Plan)	(274,000)	(332,000)	(315,000)	(293,000)	(190,000)	(16,500)
Transfer from Operating Budget	348,233	348,233	346,233	346,233	346,233	342,233
Interest Income*	118,488	100,000				
Total projected year end balance	2,583,224	2,699,457	2,730,690	2,783,923	2,940,156	3,265,889

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Arts Grants and Development

FINAL BUDGET

MARCH 2024

Service: 1.297 Arts Grants and Development

Committee: Finance

DEFINITION:

To establish a service for the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community. Bylaw No. 2884, July 3, 2001.

SERVICE DESCRIPTION:

CRD municipalities invest in the arts for the economic impact and employment they provide, for their contribution to the quality of life, for the provincial and national visibility arts organizations provide to the region, and for providing a wide range of educational, participatory and audience opportunities for citizens and visitors. This service provides grants for NFP arts sector organizations within the CRD. An arms length committee, the CRD Arts Advisory Council, adjudicates grant applications based on parameters and total budget limits set by the CRD Arts Committee. Operating grants provide annual, ongoing assistance to larger arts organizations that meet established criteria for artistic, organizational and financial accountability. Project grants support three types of smaller organizations: those that work on a Project-to-Project basis, new and emerging arts organizations, those undertaking special, one-time initiatives or development projects. IDEA grants encourage the development of arts programming capacity within non-arts mandated not-for-profit organizations.

PARTICIPATION:

Municipalities of Victoria, Saanich, Oak Bay, Esquimalt, and View Royal (Group 1 participating area) and Highlands, Metchosin, Southern Gulf Islands, and Sooke (Group 2 participating area).

MAXIMUM LEVY:

Greater of \$1,980,000 or \$0.102 / \$1,000 for hospital assessed values of Group 1 participating area.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Arts

			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
ARTS GRANTS										
<u>ARTS GRANTS:</u>										
Operating Grants	2,349,670	2,306,270	2,360,363	-	-	2,360,363	2,407,570	2,455,721	2,504,835	2,554,932
Project Grants	335,000	390,400	378,000	-	-	378,000	385,560	393,271	401,136	409,159
Total Grants Payment	2,684,670	2,696,670	2,738,363	-	-	2,738,363	2,793,130	2,848,992	2,905,971	2,964,091
		0.45%	2.00%			2.00%	2.00%	2.00%	2.00%	2.00%
<u>ADMINISTRATION COSTS:</u>										
Salaries and Wages	319,108	276,780	341,668	-	-	341,668	349,863	358,249	366,830	375,611
Internal Allocations	79,551	79,551	85,627	-	-	85,627	88,969	92,304	94,864	97,153
Insurance Cost	660	660	770	-	-	770	810	850	890	930
Operating Cost - Other	48,048	46,653	40,849	-	-	40,849	41,666	42,499	43,348	44,214
Total Administration Costs	447,367	403,644	468,914	-	-	468,914	481,308	493,902	505,932	517,908
		-9.77%	4.82%			5%	2.64%	2.62%	2.44%	2.37%
TOTAL OPERATING COSTS	3,132,037	3,100,314	3,207,277	-	-	3,207,277	3,274,438	3,342,894	3,411,903	3,481,999
		-1.0%	2.4%			2.4%	2.09%	2.09%	2.06%	2.05%
<u>CAPITAL / RESERVE TRANSFER</u>										
Transfer to Operating Reserve Fund	-	31,723	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	1,000	-	-	1,000	1,020	1,040	1,061	1,082
TOTAL CAPITAL / RESERVES TRANSFER	-	31,723	1,000	-	-	1,000	1,020	1,040	1,061	1,082
TOTAL COSTS	3,132,037	3,132,037	3,208,277	-	-	3,208,277	3,275,458	3,343,934	3,412,964	3,483,081
		0.00%	2.43%			2.43%	2.09%	2.09%	2.06%	2.05%
Internal Recoveries	(13,893)	(13,893)	(15,130)	-	-	(15,130)	(15,490)	(15,860)	(16,240)	(16,630)
OPERATING LESS RECOVERIES	3,118,144	3,118,144	3,193,147	-	-	3,193,147	3,259,968	3,328,074	3,396,724	3,466,451
		0.00%	2.41%			2.41%	2.09%	2.09%	2.06%	2.05%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(74,459)	(74,459)	(49,500)	-	-	(49,500)	(40,552)	(41,589)	(42,168)	(42,178)
Payments In Lieu of Taxes	(178,754)	(178,754)	(186,993)	-	-	(186,993)	(178,754)	(178,754)	(178,754)	(178,754)
						-				
TOTAL REVENUE	(253,213)	(253,213)	(236,493)	-	-	(236,493)	(219,306)	(220,343)	(220,922)	(220,932)
		0.00%	-6.60%			-6.60%	-7.27%	0.47%	0.26%	0.00%
REQUISITION	(2,864,931)	(2,864,931)	(2,956,654)	-	-	(2,956,654)	(3,040,662)	(3,107,731)	(3,175,802)	(3,245,519)
			3.20%			3.20%	2.84%	2.21%	2.19%	2.20%
AUTHORIZED POSITIONS:	3.00	3.00	3.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.297	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Arts Grants and Development							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900

2024 - 2028

Service Name:	Arts Grants and Development
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Service:

1.297

Arts Grants and Development

Project Number 24-01

Capital Project Title Computer and Printer

Capital Project Description IT scheduled Routine Replacement

Project Rationale Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department

Project Number 26-01

Capital Project Title Computer and Printer

Capital Project Description IT scheduled Routine Replacement

Project Rationale Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department

1.297 Arts grants and Development
Asset and Reserve Summary
2024 - 2028 Financial Plan

Asset Profile
Arts grants and Development
Assets held by the Arts grants and Development service consist of computers and office equipment.

Equipment Replacement Fund Schedule (ERF)
ERF Fund: 1.297 Arts Grants and Development Equipment Replacement Fund

Equipment Replacement Fund	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	5,857	5,910	4,860	5,860	3,060	4,060
Planned Purchase (Based on Capital Plan)	-	(2,100)	-	(3,800)	-	-
Transfer from Ops Budget	-	1,000	1,000	1,000	1,000	1,000
Interest Income*	53	50	-	-	-	-
Ending Balance \$	5,910	4,860	5,860	3,060	4,060	5,060

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.297 Arts and Cultural Grants
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Arts and Cultural Grants

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105300

Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	322,108	302,765	265,265	225,265	185,265	145,265
Planned Purchase	(34,870)	(49,500)	(40,000)	(40,000)	(40,000)	(40,000)
Transfer from Ops Budget	-					
Interest Income*	15,527	12,000				
Total projected year end balance	302,765	265,265	225,265	185,265	145,265	105,265

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Feasibility Reserve Fund

FINAL BUDGET

MARCH 2024

Service: 21.1 Feasibility Study Reserve

Committee: Finance

DEFINITION:

Capital Regional District Bylaw No. 79 to establish a Feasibility Study Reserve Fund to be used for the possible adoption of a service.

SERVICE DESCRIPTION:

Funding to be used for conducting research on possible new services.

PARTICIPATION:

All member municipalities on the basis of converted hospital assessments. Pursuant to Section 804 of the Local Government Act in the case of feasibility studies in relation to proposed services, the costs are apportioned among the electoral areas.

MAXIMUM LEVY:

\$0.10/1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

Service: 21.1 Feasibility Study Reserve

Committee: Finance

Member Municipality	ASSESSMENTS			ASSESSMENTS		
	2023 Converted		2023 Actual	2024 Converted		2024 Actual
City of Colwood	676,387,481	3.61%	6,204,372,115	808,669,576	3.85%	7,420,771,515
District of Langford	1,807,943,089	9.65%	15,212,962,883	2,124,392,376	10.10%	17,998,658,843
District of Highland	120,325,439	0.64%	1,108,603,814	137,022,830	0.65%	1,269,569,048
City of Victoria	4,562,581,324	24.34%	35,387,278,281	4,956,430,853	23.57%	38,689,828,292
District of Central Saanich	821,112,902	4.38%	6,951,449,149	927,613,660	4.41%	7,890,127,835
Township of Esquimalt	592,077,215	3.16%	5,261,465,156	676,447,267	3.22%	6,000,713,806
District of Saanich	4,885,131,652	26.07%	44,689,586,842	5,470,524,226	26.01%	50,077,071,214
District of Oak Bay	1,171,428,027	6.25%	11,409,270,209	1,279,986,485	6.09%	12,477,236,951
District of North Saanich	814,676,641	4.35%	7,527,498,712	921,935,242	4.38%	8,502,320,535
District of Metchosin	203,434,625	1.09%	1,999,212,193	227,160,448	1.08%	2,234,885,411
Town of Sidney	656,173,316	3.50%	5,596,917,473	755,376,989	3.59%	6,352,318,170
District of Sooke	517,468,098	2.76%	4,841,520,239	593,953,061	2.82%	5,532,345,536
Town of View Royal	443,000,748	2.36%	3,948,572,659	502,901,667	2.39%	4,476,761,160
Subtotal	17,271,740,557	92.16%	150,138,709,725	19,382,414,680	92.16%	168,922,608,316
Electoral Area						
Juan de Fuca EA	331,978,346	1.77%	2,934,005,812	369,143,239	1.76%	3,258,280,866
Salt Spring Island (F)	647,554,560	3.46%	6,177,850,284	726,724,736	3.46%	6,963,759,364
Southern Gulf Islands	490,465,703	2.62%	4,775,194,578	551,988,342	2.62%	5,377,420,165
Subtotal	1,469,998,609	7.84%	13,887,050,674	1,647,856,317	7.84%	15,599,460,395
TOTAL	18,741,739,166	100.00%	164,025,760,399	21,030,270,997	100.00%	184,522,068,711

FEASIBILITY STUDY	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025 CORE BUDGET	2026 CORE BUDGET	2027 CORE BUDGET	2028 CORE BUDGET
<u>OPERATING COSTS:</u>										
Regional Studies (un-allocated)	22,580	-	-	-	-	-	-	-	-	-
IBC 4a-1.1_TransportationService_2024	-	-	-	-	350,000	350,000	-	-	-	-
Establish Regional Arts Facility Service	114,832	-	-	-	-	-	-	-	-	-
Total Regional	137,412	-	-	-	350,000	350,000	-	-	-	-
Electoral Area										
Southern Gulf Islands	-	-	-	-	-	-	-	-	-	-
Juan de Fuca	-	-	-	-	-	-	-	-	-	-
Salt Spring Island	-	-	-	-	-	-	-	-	-	-
EA Studies (un-allocated)	10,000	-	-	-	-	-	-	-	-	-
Total Electoral Area	10,000	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	147,412	-	-	-	350,000	350,000	-	-	-	-
*Percentage Increase over prior year						137.4%				
<u>REVENUES</u>										
Estimated balance c/fwd	-	149,412	-	-	-	-	-	-	-	-
Balance c/fwd from 2023 to 2024	-	-	(150,891)	-	-	(150,891)	-	-	-	-
Balance c/fwd from 2022 to 2023	(147,412)	(147,412)					-	-	-	-
Interest Income	-	(2,000)	-	-	-	-	-	-	-	-
Recovery Cost	-	-	-	-	-	-	-	-	-	-
Feasibility Study Funding	-	-	-	-	-	-	-	-	-	-
Grant Provincial	-	-	-	-	-	-	-	-	-	-
Payments - In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
Transfer from Revenue Fund	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	(147,412)	-	(150,891)	-	-	(150,891)	-	-	-	-
REQUISITION	-	-	150,891	-	(350,000)	(199,109)	-	-	-	-

CAPITAL REGIONAL DISTRICT BOARD
March 13, 2024
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part B

4. Parks and Recreation

- 4.1** Regional Parks
- 4.2** Panorama Recreation
- 4.3** SEAPARC - Facilities and Recreation

5. Environmental Services

- 5.1**
 - 5.1.1 GM - Parks & Environmental Services
 - 5.1.2 Environmental Administration Services
- 5.2 Environmental Resource Management**
 - 5.2.1 Environmental Resource Management
- 5.3 Environmental Protection and Water Quality**
 - 5.3.1 Environmental Protection & Water Quality
 - 5.3.2 Regional Source Control Program
 - 5.3.3 Septage Disposal Agreement
 - 5.3.4 Millstream Site Remediation
 - 5.3.5 L.W.M.P - On Site Systems Management Program
 - 5.3.6 L.W.M.P. Peninsula Programs
 - 5.3.7 L.W.M.P. - Core and West Shore
 - 5.3.8 L.W.M.P. - Harbour Studies
 - 5.3.9 Harbours Environmenal
 - 5.3.10 Regional Goose Management
 - 5.3.11 Sooke Stormwater Quality Management
 - 5.3.12 Core and West Shore Stormwater Quality Management
 - 5.3.13 Saanich Peninsula - Stormwater Quality Management
 - 5.3.14 Saanich Peninsula - Source Control Stormwater
- 5.4 Climate Action**
 - 5.4.1 Climate Action and Adaptation
 - 5.4.2 Other Legislative & General - Climate
- 5.5 Facilities Management & Engineering**
 - 5.5.1 Environmental Engineering Services
 - 5.5.2 Facility Management
 - 5.5.3 CRD Headquarters Building
 - 5.5.4 Corporate Satellite Facilities
 - 5.5.5 Family Court Building
 - 5.5.6 Health Facilities - VIHA

CAPITAL REGIONAL DISTRICT

2024 BUDGET

PARKS & RECREATION

FINAL BUDGET

MARCH 2024

FINAL BUDGET
March 13, 2024
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Click on the service area name below to access selected budgets

Parks and Recreation

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Parks

FINAL BUDGET

MARCH 2024

DEFINITION:

To establish an extended service of Regional Parks for all of the Regional District for the purpose of operating Regional Parks.
Bylaw No. 1749 (November 1989); Amended Bylaw No. 2419 (October 1996).

Land Acquisition Fund: 2000 to 2009 Requisition increase equates to \$10 per average household each year.
2010 increased requisition equates to \$12 per average household.
2011-2014 increased requisition further \$2 per average household in each year.
2015-2019 requisition equates to \$20 per average household in each year.
2020 requisition equates to \$20 per average household in each year.
2021-2025 increased requisition further \$1 per average household in each year

SERVICE DESCRIPTION:

This is a service to administer and coordinate the provision of regional parks and trails systems for residents and visitors to the Capital Region. Services include planning and developing strategies for growth and protection of parks and trails, project management of capital facilities, environmental interpretation, conservation, education, security and parks operations of all regional parks and trails. The land acquisition fund acquires regionally significant natural areas to achieve the vision for future regional parks and trails systems. Land acquisition contributes to environmental, social and economic regional sustainability.

PARTICIPATION:

All member municipalities and electoral areas participate.

MAXIMUM LEVY:

Based on converted hospital assessed values for land and improvements.

CAPITAL BORROWING:

Authorized: Bylaw.4142 - Construction of E&N Trail Phase 3&4	\$ 6,100,000
Borrowed:	\$ (6,100,000)
Remaining	<u>\$ -</u>
Authorized: Bylaw.4506 - Acquiring Land for Regional Parks	\$ 25,000,000
Borrowed:	\$ -
Remaining	<u>\$ 25,000,000</u>

Service: 1.280 Regional Parks

Committee: Regional Parks & Transportation

	BASIS FOR COST APPORTIONMENT				BASIS FOR MAXIMUM LEVY	
	Converted 2023		Converted 2024		Actual 2023	Actual 2024
Member Municipality						
District of Central Saanich	923,380,888	4.38%	944,195,853	4.45%	7,856,582,771	7,961,190,013
City of Colwood	809,693,136	3.84%	827,251,530	3.90%	7,435,599,415	7,516,794,415
Township of Esquimalt	671,867,225	3.19%	686,865,942	3.23%	5,983,270,646	6,039,135,206
District of Highlands	136,960,528	0.65%	133,874,982	0.63%	1,268,946,027	1,230,811,550
District of Langford	2,121,412,137	10.07%	2,183,537,774	10.28%	17,975,599,914	18,394,818,195
District of Metchosin	226,870,368	1.08%	228,509,897	1.08%	2,231,984,619	2,245,878,116
District of North Saanich	918,708,349	4.36%	930,304,603	4.38%	8,476,847,303	8,545,460,485
District of Oak Bay	1,279,769,880	6.07%	1,262,951,498	5.95%	12,475,365,251	12,310,154,666
District of Saanich	5,461,179,077	25.92%	5,441,092,013	25.62%	50,001,352,863	49,634,580,139
Town of Sidney	754,068,357	3.58%	770,646,616	3.63%	6,345,843,270	6,422,080,729
District of Sooke	593,243,986	2.82%	586,278,549	2.76%	5,528,470,878	5,441,240,483
City of Victoria	4,946,222,123	23.48%	5,031,422,064	23.69%	38,644,774,730	39,219,091,982
Town of View Royal	498,912,282	2.37%	507,009,738	2.39%	4,453,060,160	4,534,340,860
Subtotal	19,342,288,336	91.81%	19,533,941,059	91.97%	168,677,697,847	169,495,576,839
Electoral Area						
Juan de Fuca	367,942,462	1.75%	370,468,362	1.74%	3,247,173,550	3,234,740,704
Salt Spring Island	723,420,921	3.43%	697,473,459	3.28%	6,930,721,212	6,659,138,887
Southern Gulf Islands	550,734,297	2.61%	553,319,256	2.61%	5,364,879,712	5,383,694,003
Subtotal	1,642,097,680	7.79%	1,621,261,077	7.63%	15,542,774,474	15,277,573,594
First Nations Taxation						
Songhees	43,727,784	0.21%	43,727,784	0.21%	388,400,000	397,230,400
Tsawout	39,567,160	0.19%	39,567,160	0.19%	367,552,000	379,290,000
Subtotal	83,294,944	0.40%	83,294,944	0.39%	755,952,000	776,520,400
TOTAL	21,067,680,960	100.00%	21,238,497,080	100.00%	184,976,424,321	185,549,670,833

REGIONAL PARKS SUMMARY	BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	9,542,168	8,934,258	9,550,047	26,000	-	9,576,047	9,791,002	10,016,396	10,243,978	10,489,786
Internal Allocations	1,334,857	1,341,024	1,555,440	43,625	-	1,599,065	1,607,851	1,644,361	1,670,060	1,705,166
Insurance Cost	67,636	67,636	68,810	-	-	68,810	72,250	75,860	79,660	83,650
Consultant and Contract for Services	624,324	950,163	601,578	590,000	95,000	1,286,578	1,372,439	1,408,128	1,393,152	1,430,515
Vehicles and Equipment	413,771	536,071	522,150	35,000	-	557,150	568,293	579,658	591,252	603,076
Parks Maintenance and Repairs	357,871	503,308	471,558	65,000	35,000	571,558	547,289	558,232	569,398	580,785
Utilities & Disposal Costs	203,306	198,939	202,698	-	-	202,698	206,752	210,887	215,104	219,405
Operating Supplies	446,884	525,837	483,749	-	-	483,749	493,426	503,293	513,361	523,629
Legal/Licences/Surveys Cost	37,170	43,150	57,650	-	-	57,650	58,803	59,979	61,178	62,402
Telecommunications&Training	146,242	171,174	173,659	-	-	173,659	177,134	180,672	184,286	187,976
Operating Cost - Other	407,732	357,801	360,514	-	-	360,514	393,122	395,884	403,802	416,877
TOTAL OPERATING COSTS	13,581,961	13,629,361	14,047,853	759,625	130,000	14,937,478	15,288,361	15,633,350	15,925,231	16,303,267
*Percentage increase over prior year		0.3%	3.43%			9.98%	2.35%	2.3%	1.9%	2.4%
<u>CAPITAL / TRANSFER RESERVES</u>										
Transfer to Operating Reserve Fund	2,000	2,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
Transfer to Capital Fund	153,686	153,686	270,000	-	-	270,000	751,900	280,908	286,526	292,257
Land Acquisition Levy	-	-	-	-	-	-	-	-	-	-
Transfer to ERF Reserve	347,191	347,191	359,343	65,000	-	424,343	432,830	441,486	450,316	459,322
Transfer to Capital Reserve Fund	2,872,912	2,974,264	2,871,888	-	-	2,871,888	2,929,327	2,987,913	3,047,671	3,108,625
TOTAL CAPITAL / RESERVE TRANSFER	3,375,789	3,477,141	3,516,231	65,000	-	3,581,231	4,129,057	3,725,307	3,799,513	3,875,204
*Percentage increase over prior year		3.0%	4.16%			6.09%	15.30%	-9.8%	2.0%	2.0%
*Percentage increase over prior year Ops and Cap			3.58%			9.20%	4.85%	-0.3%	1.9%	2.3%
LAF Debt	-	-	-	540,000	35,000	575,000	600,000	1,170,000	1,745,000	2,330,000
Trail Widening Debt	-	-	-	20,000	-	20,000	300,000	825,000	1,920,000	2,965,000
Infrastructure Debt	570,257	570,257	570,637	-	-	570,637	570,637	570,637	570,637	570,637
Debt Charges	570,257	570,257	570,637	560,000	35,000	1,165,637	1,470,637	2,565,637	4,235,637	5,865,637
TOTAL COSTS	17,528,007	17,676,759	18,134,721	1,384,625	165,000	19,684,346	20,888,055	21,924,294	23,960,381	26,044,108
*Percentage increase over prior year			3.46%			12.30%	6.12%	5.0%	9.3%	8.7%
Internal Recoveries	(78,559)	(75,219)	(76,018)	-	-	(76,018)	(77,539)	(79,089)	(80,671)	(82,284)
OPERATING LESS RECOVERIES	17,449,448	17,601,540	18,058,703	1,384,625	165,000	19,608,328	20,810,516	21,845,205	23,879,710	25,961,824
<u>FUNDING SOURCES (REVENUE)</u>										
			3.49%			12.37%	6.13%	5.0%	9.3%	8.7%
Balance C/F from Prior to Current year	(184,736)	(184,736)	-	-	-	-	-	-	-	-
Fee Income	(502,955)	(657,046)	(694,091)	(50,000)	-	(744,091)	(706,429)	(719,020)	(731,636)	(746,240)
Rental Income	(33,000)	(31,000)	(33,000)	(74,000)	-	(107,000)	(109,140)	(111,323)	(113,549)	(115,821)
Transfer from Operating Reserve Fund	(20,000)	(20,000)	-	-	-	-	-	(20,000)	-	(20,000)
Payments - In Lieu of Taxes	(756,393)	(756,393)	(778,747)	-	-	(778,747)	(756,393)	(756,393)	(756,393)	(756,393)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,497,084)	(1,649,175)	(1,505,838)	(124,000)	-	(1,629,838)	(1,571,962)	(1,606,736)	(1,601,578)	(1,638,454)
REQUISITION	(15,952,364)	(15,952,365)	(16,552,865)	(1,260,625)	(165,000)	(17,978,490)	(19,238,554)	(20,238,469)	(22,278,132)	(24,323,370)
*Percentage increase over prior year requisition			3.76%			12.70%	7.01%	5.20%	10.08%	9.18%
PARTICIPANTS: Regional.										
AUTHORIZED POSITIONS:	78.0	78.0	77.0	0.0	0.0	77.0	77.0	77.0	77.0	77.0

REGIONAL PARKS - 2024 BUDGET

REGIONAL PARKS SUMMARY	
MISSION:	Operate and manage a connected system of regional parks for public enjoyment; Foster stewardship of biodiversity by learning from and working with science and long-term land stewards and by connecting people to nature; Operate and manage a regional trail network for active transportation and recreation; Foster reconciliation by collaborating with First Nations in the operation and management of regional parks and regional trails through the establishment of traditional use agreements; Be fiscally responsible and accountable in decision-making.

FINANCIAL SUMMARY:	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOATL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
Headquarters and Admin Services	1,624,851	1,603,022	1,781,220	43,625	-	1,824,845	1,841,916	1,887,008	1,921,618	1,965,961
Visitor Experience & Stewardship	3,003,836	2,923,829	3,134,155	51,000	40,000	3,225,155	3,264,869	3,357,651	3,401,086	3,503,215
Planning & Facility Development	2,016,741	2,204,717	2,138,519	525,000	55,000	2,718,519	2,718,895	2,763,870	2,814,967	2,867,210
Parks Operations North	1,102,146	1,059,481	1,019,624	65,000	35,000	1,119,624	1,109,455	1,134,847	1,160,810	1,187,357
Parks Operations West	978,202	900,350	977,516	-	-	977,516	997,066	1,017,006	1,037,347	1,071,227
Parks Operations Central	975,685	928,720	988,985	-	-	988,985	1,011,874	1,035,283	1,059,226	1,083,711
Parks Operations South	813,895	855,674	856,392	-	-	856,392	876,316	896,694	914,628	932,920
Parks Operations Administration	1,891,315	1,949,258	1,990,549	40,000	-	2,328,942	2,246,279	2,292,957	2,340,605	2,389,241
HQ Maintenance and Equipment	910,937	1,058,174	1,017,119	35,000	-	1,052,119	1,074,882	1,098,129	1,121,881	1,146,140
Mount McDonald	116,509	113,636	121,274	-	-	121,274	123,699	126,173	128,696	131,272
TOTAL OPERATING COST	13,434,117	13,596,861	14,025,353	759,625	130,000	14,914,978	15,265,251	15,609,618	15,900,864	16,278,254
Percentage change over prior year			4.40%			11.02%	2.35%	2.26%	1.87%	2.37%
Land Acquisition Levy				-	-					
Land Acquisition (planning costs)	147,844	32,500	30,500	-	-	30,500	31,110	31,732	32,367	33,013
Transfer to Operating Reserves Fund	2,000	2,000	7,000	-	-	7,000	7,000	7,000	7,000	7,000
Transfer to ERF and Capital	3,373,789	3,373,789	3,501,231	65,000	-	3,566,231	4,114,057	3,710,307	3,784,513	3,860,204
Debt Servicing Cost LAF				540,000	35,000	575,000	600,000	1,170,000	1,745,000	2,330,000
Debt Servicing Trail Widening				20,000	-	20,000	300,000	825,000	1,920,000	2,965,000
Debt Servicing Infrastructure	570,257	570,257	570,637	-	-	570,637	570,637	570,637	570,637	570,637
TOTAL LAND, RESERVE AND DEBT	4,093,890	3,978,546	4,109,368	625,000	35,000	4,769,368	5,622,804	6,314,676	8,059,517	9,765,854
Percentage change over prior year			0.38%			16.50%	17.89%	12.30%	27.63%	21.17%
Surplus C/F	(184,736)	(184,736)								
Internal Recoveries	(78,559)	(75,219)	(76,018)	-	-	(76,018)	(77,539)	(79,089)	(80,671)	(82,284)
Transfer from Operating Reserve	(20,000)	(20,000)		-	-			(20,000)		(20,000)
Fee Income	(502,954)	(657,046)	(694,091)	(50,000.00)	-	(744,091)	(706,429)	(719,020)	(731,636)	(746,240)
Rental Income	(33,000)	(31,000)	(33,000)	(74,000.00)	-	(107,000)	(109,140)	(111,323)	(113,549)	(115,821)
Payments - In Lieu of Taxes	(756,393)	(756,393)	(778,747)	-	-	(778,747)	(756,393)	(756,393)	(756,393)	(756,393)
TOTAL REVENUE	(1,575,642)	(1,724,394)	(1,581,856)	(124,000)		(1,705,856)	(1,649,501)	(1,685,825)	(1,682,249)	(1,720,738)
TOTAL REQUISITION	(15,952,365)	(15,851,013)	(16,552,865)	(1,260,625)	(165,000)	(17,978,490)	(19,238,554)	(20,238,469)	(22,278,132)	(24,323,370)
Percentage change over prior year requisition			3.76%			12.70%	7.01%	5.20%	10.08%	9.18%
Participants: All municipalities and electoral areas										
AUTHORIZED POSITIONS:										
Salaried	78.00	78.00	77.00	-	-	77.00	77.00	77.00	77.00	77.00

REGIONAL PARKS - 2024 BUDGET

PROGRAM: HEADQUARTERS AND ADMINISTRATIVE SERVICES										
DESCRIPTION:		Headquarters and Administrative Services provide management leadership, general division coordination, administrative and financial support services to Regional Parks.								
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	409,488	417,092	428,440	-	-	428,440	438,714	449,227	459,987	470,995
Other Operating Expenditures	1,215,363	1,185,930	1,352,780	43,625	-	1,396,405	1,403,202	1,437,781	1,461,631	1,494,966
TOTAL EXPENDITURES	1,624,851	1,603,022	1,781,220	43,625	-	1,824,845	1,841,916	1,887,008	1,921,618	1,965,961
Internal Recoveries	(26,370)	(23,030)	(23,030)	-	-	(23,030)	(23,491)	(23,960)	(24,440)	(24,928)
TOTAL REVENUE	(26,370)	(23,030)	(23,030)	-	-	(23,030)	(23,491)	(23,960)	(24,440)	(24,928)
Requisition	(1,598,481)	(1,579,992)	(1,758,190)	(43,625)	-	(1,801,815)	(1,818,425)	(1,863,048)	(1,897,178)	(1,941,033)
Percentage Change			9.99%			12.72%	0.92%	2.45%	1.83%	2.31%

PROGRAM: LAND ACQUISITION										
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Capital				-	-					
Debt Servicing LAF				540,000	35,000	575,000	600,000	1,170,000	1,745,000	2,330,000
Salaries & Wages	127,144			-	-					
Other Operating Expenditures	20,700	32,500	30,500	-	-	30,500	31,110	31,732	32,367	33,013
TOTAL EXPENDITURES	147,844	32,500	30,500	540,000	35,000	605,500	631,110	1,201,732	1,777,367	2,363,013
Other Revenue										
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(147,844)	(32,500)	(30,500)	(540,000)	(35,000)	(605,500)	(631,110)	(1,201,732)	(1,777,367)	(2,363,013)
Percentage Change			-79.37%			309.55%	4.23%	90.42%	47.90%	32.95%

REGIONAL PARKS - 2024 BUDGET

PROGRAM: TRANSFER TO RESERVES AND DEBT SERVICING										
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Debt Servicing Trail Widening				20,000	-	20,000	300,000	825,000	1,920,000	2,965,000
Debt Servicing Infrastructure	570,257	570,257	570,637	-	-	570,637	570,637	570,637	570,637	570,637
Transfer to Capital Reserve Fund	2,581,439	2,581,439	2,571,789	-	-	2,571,789	2,623,225	2,675,690	2,729,203	2,783,788
Total Expenditures	3,151,696	3,151,696	3,142,426	20,000	-	3,162,426	3,493,862	4,071,327	5,219,840	6,319,425
REVENUE										
Transfer from Operating Reserve				-	-					
MFA Debt Reserve Fund Earning	(1,050)	(1,050)	(1,430)	-	-	(1,430)	(1,430)	(1,430)	(1,430)	(1,430)
Requisition	(3,150,646)	(3,150,646)	(3,140,996)	(20,000)		(3,160,996)	(3,492,432)	(4,069,897)	(5,218,410)	(6,317,995)
Percentage Change			-0.31%			0.33%	10.49%	16.53%	28.22%	21.07%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2024 BUDGET

PROGRAM:		VISITOR EXPERIENCE & STEWARDSHIP								
DESCRIPTION:		Develops, coordinates and delivers strategic communications to inform, promote and educate visitors about regional parks and trails, and to provide internal communications support to the CRD board, committees and staff. Oversees compliance and enforcement throughout the park system. Provides a variety of educational experiences and opportunities for visitors to learn about regional parks and trails, park values and issues, and conservation.								
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	2,597,536	2,430,605	2,570,385	26,000	-	2,596,385	2,651,486	2,713,421	2,776,769	2,841,568
Other Operating Expenditures	406,300	493,224	555,770	25,000.00	40,000.00	620,770	605,383	636,230	616,317	653,647
Trans to Operating Res Fund			8,000	-	-	8,000	8,000	8,000	8,000	8,000
Internal Recoveries				-	-					
TOTAL EXPENDITURES	3,003,836	2,923,829	3,134,155	51,000	40,000.00	3,225,155	3,264,869	3,357,651	3,401,086	3,503,215
Program Fees and Donations				-	-					
Trans from Operating Res Fund				-	-			(20,000)		(20,000)
TOTAL REVENUE				-	-			(20,000)		(20,000)
Requisition	(3,003,836)	(2,923,829)	(3,134,155)	(51,000)	(40,000.00)	(3,225,155)	(3,264,869)	(3,337,651)	(3,401,086)	(3,483,215)
Percentage Change			4.34%			7.37%	1.23%	2.23%	1.90%	2.41%

REGIONAL PARKS - 2024 BUDGET

PROGRAM: PLANNING & FACILITY DEVELOPMENT										
DESCRIPTION:		The goal of planning is to address the protection of a park and trail's natural environment, cultural herritage and to identify appropriate outdoor recreational activities and experiences and the facilities for these services.								
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages Other Operating Expenditures	1,582,980	1,427,431	1,565,599			1,565,599	1,602,985	1,641,241	1,680,387	1,720,440
	433,761	777,286	572,920	525,000	55,000	1,152,920	1,115,910	1,122,629	1,134,580	1,146,770
TOTAL OPS EXPENDITURES	2,016,741	2,204,717	2,138,519	525,000	55,000	2,718,519	2,718,895	2,763,870	2,814,967	2,867,210
Transfer to Capital Reserve Fund	219,040	219,040	226,706			226,706	231,241	235,865	240,583	245,394
Transfer to Operating Reserve Fund			5,000			5,000	5,000	5,000	5,000	5,000
TOTAL TRANSFERS	219,040	219,040	231,706			231,706	236,241	240,865	245,583	250,394
Other Revenue	(2,900)									
Transfer from Operating Reserve	(20,000)	(20,000)								
TOTAL REVENUE	(22,900)	(20,000)	-	-	-	-	-	-	-	-
Requisition	(2,212,881)	(2,403,757)	(2,370,225)	(525,000)	(55,000.00)	(2,950,225)	(2,955,136)	(3,004,735)	(3,060,550)	(3,117,604)
Percentage Change			7.11%			33.32%	0.17%	1.68%	1.86%	1.86%

REGIONAL PARKS - 2024 BUDGET

PROGRAM:	HEADQUARTERS MAINTENANCE AND EQUIPMENT		
DESCRIPTION:	<p>This program is made up of three functions: (1) headquarters maintenance, (2) vehicles and equipment (3) equipment maintenance & operations. Headquarters maintenance includes janitorial services and the maintenance of the structural components of the buildings and ancillary equipment. Vehicles and Equipment is the purchase, repair and preventative maintenance of small equipment, fleet vehicles and heavy construction equipment. Equipment maintenance & operations is the day to day project and park maintenance tasks assigned to equipment operators.</p>		

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	444,052	440,170	448,937			448,937	459,634	470,578	481,778	493,238
Other Operating Expenditures	466,885	618,004	568,182	35,000		603,182	615,248	627,551	640,103	652,902
TOTAL OPS EXPENDITURES	910,937	1,058,174.00	1,017,119	35,000.00	-	1,052,119	1,074,882	1,098,129	1,121,881	1,146,140
Transfer to Capital and ERF	347,191	347,191	359,343	65,000		424,343	432,830	441,486	450,316	459,322
TOTAL CAP EXPENDITURES	347,191	347,191.00	359,343	65,000.00	-	424,343	432,830	441,486	450,316	459,322
Requisition	(1,258,128)	(1,405,365)	(1,376,462)	(100,000)		(1,476,462)	(1,507,712)	(1,539,615)	(1,572,197)	(1,605,462)
Percentage Change			9.41%			17.35%	2.12%	2.12%	2.12%	2.12%

PROGRAM:	MOUNT MCDONALD		
DESCRIPTION:	<p>In Sooke Hills Wilderness Regional Park Reserve, Regional Parks operates and maintains the Mount McDonald communications tower site which includes the mountain access road leading to the site.</p>		

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages										
Other Operating Expenditures	116,509	113,636	121,274			121,274	123,699	126,173	128,696	131,272
TOTAL OPS EXPENDITURES	116,509	113,636	121,274			121,274	123,699	126,173	128,696	131,272
Transfer to Operating Reserve	2,000	2,000	2,000			2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve	45,000	45,000	45,000			45,000	45,900	46,818	47,754	48,709
TOTAL CAP EXPENDITURES	47,000	47,000	47,000			47,000	47,900	48,818	49,754	50,709
Internal Recoveries	(29,359)	(29,359)	(29,359)			(29,359)	(29,946)	(30,545)	(31,156)	(31,779)
Transfer from Operating Reserve										
TOTAL REVENUE	(29,359)	(29,359)	(29,359)			(29,359)	(29,946)	(30,545)	(31,156)	(31,779)
Requisition	(134,150)	(131,277)	(138,915)			(138,915)	(141,653)	(144,446)	(147,294)	(150,202)
Percentage Change			3.55%			3.55%	1.97%	1.97%	1.97%	1.97%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2024 BUDGET

PROGRAM:	PARKS OPERATIONS NORTH, WEST, CENTRAL, SOUTH & ADMINISTRATION
DESCRIPTION:	The CRD operates and maintains regional parks utilizing best park management practices with a focus on protecting the natural environment, culture heritage and providing outdoor recreation opportunities. The regional park system is divided into geographic areas in order to efficiently deploy operational resources. The North Service Area manages parks and trails from the souther terminus of the Lockside Regional Trail north, up the Saanich Peninsula and over to the Gulf Islands. The Central Service Area manages parks in the Highlands, the Westshore and Metchosin. The West Service Area manages all parks buffering the Greater Victoria Watershed, and West to Jordan River. South manages from the downtown core to East Sooke, including the E&N and Galoping Goose trails.

PARKS OPERATIONS NORTH										
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	789,678	705,420	806,490			806,490	825,758	845,477	865,653	886,297
Other Operating Expenditures	312,468	354,061	213,134	65,000	35,000	313,134	283,697	289,370	295,157	301,060
TOTAL EXPENDITURES	1,102,146	1,059,481	1,019,624	65,000	35,000.00	1,119,624	1,109,455	1,134,847	1,160,810	1,187,357
Requisition	(1,102,146)	(1,059,481)	(1,019,624)	(65,000)	(35,000)	(1,119,624)	(1,109,455)	(1,134,847)	(1,160,810)	(1,187,357)
Percentage Change			-7.49%			1.59%	-0.91%	2.29%	2.29%	2.29%

PARKS OPERATIONS WEST										
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	790,505	719,032	795,343			795,343	811,250	827,475	844,024	874,038
Other Operating Expenditures	187,697	181,318	182,173			182,173	185,816	189,531	193,323	197,189
TOTAL EXPENDITURES	978,202	900,350	977,516			977,516	997,066	1,017,006	1,037,347	1,071,227
Internal Recoveries	(22,830)	(22,830)	(23,629)			(23,629)	(24,102)	(24,584)	(25,075)	(25,577)
Requisition	(955,372)	(877,520)	(953,887)			(953,887)	(972,964)	(992,422)	(1,012,272)	(1,045,650)
Percentage Change			-0.16%			-0.16%	2.00%	2.00%	2.00%	3.30%

Participants: All municipalities and electoral areas

PARKS OPERATIONS CENTRAL										
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	791,156	733,595	799,401			799,401	818,499	838,042	858,038	878,499
Other Operating Expenditures	184,529	195,125	189,584			189,584	193,375	197,241	201,188	205,212
TOTAL EXPENDITURES	975,685	928,720	988,985			988,985	1,011,874	1,035,283	1,059,226	1,083,711
Internal Recoveries										
Requisition	(975,685)	(928,720)	(988,985)			(988,985)	(1,011,874)	(1,035,283)	(1,059,226)	(1,083,711)
Percentage Change			1.36%			1.36%	2.31%	2.31%	2.31%	2.31%

Participants: All municipalities and electoral areas

PARKS OPERATIONS SOUTH

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	680,896	707,778	717,748			717,748	734,899	752,449	767,498	782,847
Other Operating Expenditures	132,999	147,896	138,644			138,644	141,417	144,245	147,130	150,073
TOTAL EXPENDITURES	813,895	855,674	856,392			856,392	876,316	896,694	914,628	932,920
Internal Recoveries										
Requisition	(813,895)	(855,674)	(856,392)			(856,392)	(876,316)	(896,694)	(914,628)	(932,920)
Percentage Change			5.22%			5.22%	2.33%	2.33%	2.00%	2.00%

Participants: All municipalities and electoral areas

PARKS OPERATIONS ADMINISTRATION

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	ESTIMATED Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	1,328,733	1,353,135	1,417,704			1,417,704	1,447,777	1,478,486	1,509,844	1,541,864
Other Operating Expenditures	562,582	596,123	572,845	40,000		612,845	798,502	814,471	830,761	847,377
Transfer to Reserves & Capital	181,119	181,119	298,393			298,393	780,861	310,448	316,657	322,991
TOTAL EXPENDITURES	2,072,434	2,130,377	2,288,942	40,000		2,328,942	3,027,140	2,603,405	2,657,262	2,712,232
Internal Recoveries										
Requisition	(2,072,434)	(2,130,377)	(2,288,942)	(40,000)		(2,328,942)	(3,027,140)	(2,603,405)	(2,657,262)	(2,712,232)
Percentage Change			10.45%			12.38%	29.98%	-14.00%	2.07%	2.07%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.280 Regional Parks	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$145,000	\$585,000	\$0	\$545,000	\$750,000	\$2,025,000
Equipment	\$177,000	\$445,200	\$68,400	\$107,700	\$62,800	\$74,400	\$758,500
Land	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
Engineered Structures	\$200,172	\$4,797,657	\$10,720,015	\$13,420,000	\$14,385,000	\$14,185,000	\$57,507,672
Vehicles	\$641,000	\$1,772,000	\$350,000	\$325,000	\$485,000	\$938,000	\$3,870,000
	\$1,018,172	\$12,159,857	\$16,723,415	\$18,852,700	\$20,477,800	\$20,947,400	\$89,161,172

SOURCE OF FUNDS

Capital Funds on Hand	\$743,172	\$743,172	\$0	\$0	\$0	\$0	\$743,172
Debenture Debt (New Debt Only)	\$0	\$5,000,000	\$13,067,515	\$15,000,000	\$15,000,000	\$15,000,000	\$63,067,515
Equipment Replacement Fund	\$275,000	\$1,516,200	\$418,400	\$432,700	\$547,800	\$787,400	\$3,702,500
Grants (Federal, Provincial)	\$0	\$1,954,485	\$270,000	\$0	\$0	\$2,000,000	\$4,224,485
Donations / Third Party Funding	\$0	\$76,000	\$0	\$0	\$0	\$0	\$76,000
Reserve Fund	\$0	\$2,870,000	\$2,967,500	\$3,420,000	\$4,930,000	\$3,160,000	\$17,347,500
	\$1,018,172	\$12,159,857	\$16,723,415	\$18,852,700	\$20,477,800	\$20,947,400	\$89,161,172

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.280

Service Name:

Regional Parks

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
15-02	New	Mayne Island Regional Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay	\$ 4,860,000	S	Cap	\$ 100,000	\$ 100,000					\$ 100,000
15-02	New	Mayne Island Regional Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay		S	Debt		\$ 1,300,000					\$ 1,300,000
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$ 175,000	S	Cap	\$ 55,172	\$ 55,172	\$ -	\$ -	\$ -	\$ -	\$ 55,172
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.		S	Res		\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
19-05	Renewal	Repair GORT Bridges (5)	Repairs/replacement Vetch Creek, Bilston (2), Charters and Interurban.	\$ 2,424,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19-05	Renewal	Repair GORT Bridges (5)	Repairs/replacement Vetch Creek, Bilston (2), Charters and Interurban.		S	Res		\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Develop & construct an engineered long term expansion solution to meet on-going parking demands.	\$ 1,120,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Develop & construct an engineered long term expansion solution to meet on-going parking demands.		S	Res		\$ 1,120,000	\$ -	\$ -	\$ -	\$ -	\$ 1,120,000
22-02	Renewal	Design & Construct Elk/Beaver Lake Dam Upgrades (Dams 1, 2 & 3)	Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake	\$ 1,575,000	S	Res		\$ 125,000	\$ 200,000	\$ -	\$ 1,250,000	\$ -	\$ 1,575,000
22-04	Decommission	Sooke Potholes Lodge Site Demolition	Remove and rehabilitate the Sooke Potholes old lodge site.	\$ 385,000	B	Res		\$ -	\$ 385,000	\$ -	\$ -	\$ -	\$ 385,000
22-07	Replacement	Replace pit toilets at Coles Bay	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.	\$ 95,000	B	Res		\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ 95,000
22-10	Replacement	Matheson Creek Bridge	Replace Matheson Creek Trail footbridge	\$ 275,000	S	Cap	\$ 66,000	\$ 66,000					\$ 66,000
22-10	Replacement	Matheson Creek Bridge	Replace Matheson Creek Trail footbridge		S	Res		\$ 205,000					\$ 205,000
22-17	New	Portal Signs	Replace portal signs or install new portal signs at main regional park and trail access points to align with Corporate Sign Strategy.		S	Cap	\$ 79,000	\$ 79,000					\$ 79,000
23-01	New	Purchase of New Genset for Mt. McDonald	New backup power supply required for emergency communication equipment on Mt. McDonald.	\$ 60,000	E	Res		\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
23-05	New	Design & Construct Salt Spring Island Regional Trail	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.	\$ 3,960,000	S	Res		\$ 60,000	\$ 630,000	\$ -	\$ -	\$ 1,000,000	\$ 1,690,000
23-05	New	Design & Construct Salt Spring Island Regional Trail	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.		S	Grant		\$ -	\$ 270,000	\$ -	\$ -	\$ 2,000,000	\$ 2,270,000
23-08	New	Design & Construct Eagle Beach Retaining Wall	Design and construct improvements to retaining wall at Eagle Beach on Elk Lake to mitigate erosion.	\$ 57,500	S	Res		\$ -	\$ 7,500	\$ 50,000	\$ -	\$ -	\$ 57,500
23-11	Renewal	Repair Witty's Lagoon Bridge	Replace Witty's Lagoon footbridge over Sitting Lady Falls.	\$ 435,000	S	Res		\$ 60,000	\$ 375,000	\$ -	\$ -	\$ -	\$ 435,000
23-13	Replacement	Vehicle Replacement	Vehicle replacement - 2023 carryforward 2010 Case Backhoe		NA	V	ERF	\$ 275,000	\$ 275,000				\$ 275,000
23-14	Replacement	Equipment Replacement	Equipment replacement of outdoor and indoor equipment and furniture.		NA	E	ERF	\$ 110,200	\$ 68,400	\$ 107,700	\$ 62,800	\$ 74,400	\$ 423,500
23-15	New	Potential Land Acquisition Transactions	Potential land acquisition transactions.		NA	L	Debt	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 25,000,000
23-16	New	Purchase new vehicles	New vehicle for increased FTE's	\$ 340,000	V	Cap	\$ 366,000	\$ 366,000					\$ 366,000
23-19	New	EV Charge Stations	EV Charging Stations	\$ 410,000	E	Cap	\$ 177,000	\$ 177,000	\$ -	\$ -	\$ -	\$ -	\$ 177,000
23-19	New	EV Charge Stations	EV Charging Stations		E	Other		\$ 76,000	\$ -	\$ -	\$ -	\$ -	\$ 76,000
23-19	New	EV Charge Stations	EV Charging Stations		E	Grant		\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000
24-01	Renewal	Upgrade Humpback Dam Spalling	Upgrade Humpback Dam spalling with repairs to the dam concrete face to arrest deterioration.	\$ 100,000	S	Res		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
24-03	Renewal	Upgrade Sooke Potholes Campground Road	Improvements to road between parking lot #3 and Spring Salmon Place Campground.	\$ 75,000	S	Res		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
24-04	Renewal	Design & Construct Brookleigh Boat Launch	Improvements to the boat launch and dock at Brookleigh Beach on Elk Lake.	\$ 350,000	S	Res		\$ -	\$ 50,000	\$ 300,000	\$ -	\$ -	\$ 350,000
24-05	New	Regional Trestle Renewal, Trails Widening and Lightina Project	Design and construct renewal of 3 regional trail trestles and 6 km of trail widening and lighting.	\$ 50,000,000	S	Debt		\$ -	\$ 8,067,515	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 38,067,515
24-05	New	Regional Trestle Renewal, Trails Widening and Lighting Project	Design and construct renewal of 3 regional trail trestles and 6 km of trail widening and lighting.		S	Grant		\$ 1,932,485					\$ 1,932,485
24-06	Renewal	Renewal of Regional Trail surfacing	Full depth renewal and paving of Lochside Regional Trail section - North Weiler	\$ 500,000	S	Res		\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
24-07	Renewal	Site Planning and Improvements at 728 Work Site	Site plan, design and construct building and site improvements at 728 work site.	\$ 1,500,000	B	Res		\$ 50,000	\$ 200,000	\$ -	\$ 500,000	\$ 750,000	\$ 1,500,000
24-08	Renewal	Sooke Hills Wilderness Trail Repair	Temporary repairs to Sooke Hills Wilderness Trail - Waugh Creek	\$ 150,000	S	Res		\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
24-09	Renewal	Construct Ayum Creek Bridge Repair	Construct repairs to Ayum Creek Bridge	\$ 75,000	S	Res		\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
24-10	New	Design & Construct Weed Harvester Dry-Dock	Design and construct weed harvester dry-dock at Elk-Beaver Lake North Beach	\$ -	S	Res		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-11	New	Portal Signs	Replace portal signs or install new portal signs at main regional park and trail access points to align with Corporate Sign Strategy.	\$ 985,000	S	Res		\$ 175,000	\$ 275,000	\$ 285,000	\$ 250,000	\$ -	\$ 985,000
24-12	Replacement	Weed Harvester	Replace 2006 aquatic weed harvester		NA	V	ERF	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
24-13	Renewal	Design Durance Lake Dam Alteration Plan	Design Durance Lake Dam alteration plan based on public engagement process outcomes.	\$ 300,000	S	Res		\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 300,000
24-14	Replacement	Vehicle Replacement	Vehicle replacement based on a schedule for fleet vehicles was 23-13 in preliminary budget		NA	V	ERF	\$ 551,000	\$ 350,000	\$ 325,000	\$ 485,000	\$ 713,000	\$ 2,424,000
24-15	Replacement	Dump Truck Replacement	Replace 2007 Sterling 5 Ton Dump Truck was part of 23-13 in preliminary budget	\$ 230,000	V	ERF		\$ 230,000					\$ 230,000
25-02	Study	Options Analysis of Shoreline Stabilization at Jordan River Regional Park	Options analysis for shoreline stabilization at Jordan River Regional Park.	\$ 75,000	S	Res		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
25-03	Renewal	Renewal of Regional Trail surfacing	Full depth renewal and paving of Galloping Goose Regional Trail section - 6 Mile Road to Wale Road	\$ 100,000	S	Res		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
25-04	Renewal	Design - Regional Trail Bridge Renewals (4)	Design Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.	\$ 325,000	S	Res		\$ -	\$ 325,000	\$ -	\$ -	\$ -	\$ 325,000
25-05	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$ 80,000	S	Res		\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
26-01	Renewal	Improve boat launch at Thetis Lake	Improvements to boat launch at Thetis Lake main beach.	\$ 30,000	S	Res		\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
26-03	Renewal	Repair Eagle Beach Picnic Shelter	Design and construct improvements to Eagle Beach picnic shelter to extend service life.	\$ 80,000	S	Res		\$ -	\$ -	\$ 15,000	\$ 65,000	\$ -	\$ 80,000
26-04	Renewal	Construct - Regional Trail Bridge Renewals (4)	Construct Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.	\$ 1,850,000	S	Res		\$ -		\$ 950,000	\$ 900,000	\$ -	\$ 1,850,000
26-05	Renewal	Site Planning and Improvements at Mill Hill Work Site	Site plan, design and construct building and site improvements at Mill Hill work site.	\$ 325,000	S	Res		\$ -	\$ -	\$ 75,000	\$ 250,000	\$ -	\$ 325,000
26-06	Renewal	Renewal of Elk Beaver Lake Regional Park road	Full depth renewal and paving of Elk Beaver Lake Regional Park road.	\$ 300,000	S	Res		\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ 300,000
26-07	Renewal	Repair - Jordan River Regional Park Boardwalk	Repair boardwalk at Jordan River Regional Park.	\$ 45,000	S	Res		\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
27-01	Renewal	Implement Durance Dam alteration plan	Durance Lake Dam alteration plan and design based on public engagement process outcomes.	\$ 3,000,000	S	Res		\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 3,000,000
27-02	Replacement	Replace pit toilet at Lone Tree Hill	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.	\$ 45,000	B	Res		\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000
28-01	New	Design Thetis Lake Dam Upgrades	Design and construct upgrades to Thetis Lake Dams.	\$ 150,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
28-02	Replacement	Replace pit toilet at Island View Beach	Replace Island View Beach pit toilets that are approaching end of life.	\$ 190,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 190,000	\$ 190,000
28-03	New	Assess and Repair Regional Trail Land Protection	Conduct culvert assessment and repairs.	\$ 250,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
28-04	New	Upgrade Regional Trail surfacing	Upgrade Regional Trail surfacing to paved for Wale Road to Aldene.	\$ 250,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
28-05	Renewal	Design - Regional Trail Bridge Renewals (4)	Design Regional Trail bridge renewals for Wildwood/Matheson, Hereward, Island Highway and Helmeken bridges based on 20-year renewal plan.	\$ 325,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000
28-06	Replacement	Tandem Dump Truck	Replace 2003 Western Star tandem dump truck		NA	V	Res	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
			GRAND TOTAL	\$ 72,621,500			\$ 1,118,172	\$ 13,559,857	\$ 16,723,415	\$ 18,852,700	\$ 20,477,800	\$ 20,947,400	\$ 90,561,172

Service:

1.280

Regional Parks

Project Number 18-02

Capital Project Title Implement Kiosk Strategy

Capital Project Description Implement kiosk strategy for the purpose of replacing ageing information kiosks.

Project Rationale This is a continuing project to replace ageing information kiosk structures in Regional Parks, project is anticipated to continue through to 2024.

Project Number 19-05

Capital Project Title Repair GGRT Bridges (5)

Capital Project Description Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban.

Project Rationale Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban bridges on the Galloping Goose Trail.

Project Number 20-09

Capital Project Title Design & Expand East Sooke Aylard Farm Parking

Capital Project Description Develop & construct an engineered long term expansion solution to meet on-going parking demands.

Project Rationale Develop and construct an engineered long term solution to meet on-going parking demands in busy park, in place of in-the-field temporary dirt lot parking location.

Project Number 22-02

Capital Project Title Design & Construct Elk/Beaver Lake Dam Upgrades (Dams 1, 2 & 3)

Capital Project Description Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake.

Project Rationale Improvements included re-enforcement of the downstream face, tie-in to the existing spillway control and vegetation management are required for the main dam at the southern outlet of Beaver Lake. Design in 2024/2025 and construction in 2027.

Service:

1.280

Regional Parks

Project Number	22-04	Capital Project Title	Sooke Potholes Lodge Site Demolition	Capital Project Description	Remove and rehabilitate the Sooke Potholes old lodge site.
Project Rationale	This project will focus on the removal and rehabilitation of the old lodgesite that was abandoned in the 1980's.				

Project Number	22-07	Capital Project Title	Replace pit toilets at Coles Bay	Capital Project Description	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.
Project Rationale	Replace and standardize pit toilets at Coles Bay which have exceeded the serviceable life span.				

Project Number	23-01	Capital Project Title	Purchase of New Genset for Mt. McDonald	Capital Project Description	New backup power supply required for emergency communication equipment on Mt. McDonald.
Project Rationale	A new backup power supply is required for the emergency communication equipment located on Mount McDonald.				

Project Number	23-05	Capital Project Title	Design & Construct Salt Spring Island Regional Trail	Capital Project Description	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.
Project Rationale	This project continues implementation of the Gulf Islands Regional Trail Plan to construct regional trails on each of the Gulf Islands. Grant dependent.				

Service:

1.280

Regional Parks

Project Number

23-08

Capital Project Title

Design & Construct Eagle Beach Retaining Wall

Capital Project Description

Design and construct improvements to retaining wall at Eagle Beach on Elk Lake to mitigate erosion.

Project Rationale

Project to mitigate erosion on Eagle Beach at Elk Lake. roject to mitigate erosion on Eagle Beach at Elk Lake.

Project Number

23-11

Capital Project Title

Repair Witty's Lagoon Bridge

Capital Project Description

Replace Witty's Lagoon footbridge over Sitting Lady Falls.

Project Rationale

Replace Witty's Lagoon Footbridge over Sitting Lady Falls.

Project Number

23-13

Capital Project Title

Vehicle Replacement

Capital Project Description

Vehicle replacement - 2023 carryforward 2010 Case Backhoe

Project Rationale

Regional Parks maintains a vehicle replacement fund to replace vehicles as they reach the end of their serviceable life.

Project Number

23-14

Capital Project Title

Equipment Replacement

Capital Project Description

Equipment replacement of outdoor and indoor equpment and furniture.

Project Rationale

Regional Parks maintains an equipment replacement fund in order to replace equipment that is not captured within the vehicle replacement program. This includes office equpment and operational field equipment.

Service:	1.280	Regional Parks
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Project Number	23-15	Capital Project Title	Potential Land Acquisition Transactions	Capital Project Description	Potential land acquisition transactions.
Project Rationale	Potential land acquisition transactions estimated at \$5 million per year.				

Project Number	23-19	Capital Project Title	EV Charge Stations	Capital Project Description	EV Charging Stations
Project Rationale	Purchase, address electrical capacity, and install EV charge stations at 728 work site, Mill Hill work site, and priority public regional park parking lots.				

Project Number	24-01	Capital Project Title	Upgrade Humpback Dam Spalling	Capital Project Description	Upgrade Humpback Dam spalling with repairs to the dam concrete face to arrest deterioration.
Project Rationale	The concrete on the face of Humpback Reservoir dam is spalling (pitting). Repairs are required to arrest this process and remediate the dam. This is required regardless of the outcome of the Dam Safety Review underway in 2023.				

Project Number	24-03	Capital Project Title	Upgrade Sooke Potholes Campground Road	Capital Project Description	Improvements to road between parking lot #3 and Spring Salmon Place Campground.
Project Rationale	Improve visitor experience and enhance safe access through improvements to road between parking lot #3 and Spring Salmon Place Campground.				

Service:	1.280	Regional Parks
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Project Number	24-04	Capital Project Title	Design & Construct Brookleigh Boat Launch	Capital Project Description	Improvements to the boat launch and dock at Brookleigh Beach on Elk Lake.
Project Rationale	Improve visitor experience and enhance safe access through improving the boat launch at Brookleigh Beach on Elk Lake so it more easily accommodates the type of boats that frequent the facility.				

Project Number	24-05	Capital Project Title	Regional Trestle Renewal, Trails Widening and Lighting Project	Capital Project Description	Design and construct renewal of 3 regional trail trestles and 6 km of trail widening and lighting.
Project Rationale	Design and construct the renewal and enhancement of the Swan, Brett, and Selkirk Trestle, and widen and light 6 km of Regional Trail along priority sections of the Lochside and Galloping Goose Regional Trail. Funding model based on staff report presented to the Transportation Committee July 19, requires CRD Board approval August 8, 2023.				

Project Number	24-06	Capital Project Title	Renewal of Regional Trail surfacing	Capital Project Description	Full depth renewal and paving of Lochside Regional Trail section - North Weiler
Project Rationale	Full depth renewal and paving of the North Weiler section of the Lochside Regional Trail, identified as a priority in the 20-year renewal plan.				

Project Number	24-07	Capital Project Title	Site Planning and Improvements at 728 Work Site	Capital Project Description	Site plan, design and construct building and site improvements at 728 work site.
Project Rationale	Long-term site planning, design and construction of building and improvements at the 728 work site, including office space capacity, electric service capacity to service EV fleet, Hvac system and equipment storage.				

Service:	1.280	Regional Parks
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Project Number	24-08	Capital Project Title	Sooke Hills Wilderness Trail Repair	Capital Project Description	Temporary repairs to Sooke Hills Wilderness Trail - Waugh Creek
Project Rationale	Short term options to repair and open the Sooke Hills Wilderness Trail on a temporary basis; longer term solution is required once provincial and regional discussions with First Nations regarding the E&N Rail Corridor are complete.				

Project Number	24-09	Capital Project Title	Construct Ayum Creek Bridge Repair	Capital Project Description	Construct repairs to Ayum Creek Bridge
Project Rationale	Construct repairs to Ayum Creek Bridge along the Galloping Goose Regional Trail, based on 2023 condition assessment.				

Project Number	24-10	Capital Project Title	Design & Construct Weed Harvester Dry-Dock	Capital Project Description	Design and construct weed harvester dry dock at Elk Beaver Lake North Beach
Project Rationale	Design and develop dry-dock at North Beach, to permanently store the weed harvester. Aim is to reduce resources needed to move the equipment to the 728 work site.				

Project Number	24-11	Capital Project Title	Portal Signs	Capital Project Description	Replace portal signs or install new portal signs at main regional park and trail access points to align with Corporate Sign Strategy.
Project Rationale	Install new portal signs at regional park access points to align with Corporate Sign Strategy.				

Service:	1.280	Regional Parks
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Project Number	24-12	Capital Project Title	Weed Harvester	Capital Project Description	Replace 2006 aquatic weed harvester
Project Rationale	Replace 2006 weed harvester through the vehicle replacement fund as the equipment reaches end of serviceable life.				

Project Number	24-13	Capital Project Title	Design Durrance Lake Dam Alteration Plan	Capital Project Description	Design Durrance Lake Dam alteration plan based on public engagement process outcomes.
Project Rationale	Design and develop a dam alteration plan for the Duurance Lake Dam, including submission of dam alteration plan to the Provincial Dam Safety Office.				

Project Number	25-02	Capital Project Title	Options Analysis of Shoreline Stabilization at Jordan River Regional Park	Capital Project Description	Options analysis for shoreline stabilization at Jordan River Regional Park.
Project Rationale	Options analysis for shoreline stabilization at Jordan River Regional Park, including an environmental study of the proposed options.				

Project Number	25-03	Capital Project Title	Renewal of Regional Trail surfacing	Capital Project Description	Full depth renewal and paving of Galloping Goose Regional Trail section - 6 Mile Road to Wale Road
Project Rationale	Full depth renewal and paving for the 6-Mile Road to Wale Road section of the Galloping Goose Regional Trail, identified as a priority in the 20-year renewal plan.				

Service:	1.280	Regional Parks
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Project Number	25-04	Capital Project Title	Design - Regional Trail Bridge Renewals (4)	Capital Project Description	Design Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.
Project Rationale	Design Regional Trail bridge renewals, identified as a priority in the 20-year renewal plan. Bridges include the Bilston Creek Bridge #3, Firehall Creek Bridge, Millstream Creek Bridge, and Wilkinson Bridge.				

Project Number	25-05	Capital Project Title	Implement Kiosk Strategy	Capital Project Description	Implement kiosk strategy for the purpose of replacing ageing information kiosks.
Project Rationale	This is a continuing project to replace ageing information kiosk structures in Regional Parks, project is anticipated to continue through to 2028.				

Project Number	26-01	Capital Project Title	Improve boat launch at Thetis Lake	Capital Project Description	Improvements to boat launch at Thetis Lake main beach.
Project Rationale	Improvements to boat launch at Thetis Lake main beach.				

Project Number	26-03	Capital Project Title	Repair Eagle Beach Picnic Shelter	Capital Project Description	Design and construct improvements to Eagle Beach picnic shelter to extend service life.
Project Rationale	Design and construct improvements to the Eagle Beach picnic shelter, which experiences a high level of use and is nearing end of life.				

Service:

1.280

Regional Parks

Project Number

26-04

Capital Project Title

Construct - Regional Trail Bridge Renewals
(4)

Capital Project Description

Construct Regional Trail bridge renewals for
Bilston #3, Firehall, Millstream and Wilkinson
bridges based on 20-year renewal plan.

Project Rationale

Construct Regional Trail bridge renewals, identified as a priority in the 20-year renewal plan. Bridges include the Bilston Creek Bridge #3, Firehall Creek Bridge, Millstream Creek Bridge, and Wilkinson Bridge.

Project Number

26-05

Capital Project Title

Site Planning and Improvements at Mill
Hill Work Site

Capital Project Description

Site plan, design and construct building and
site improvements at Mill Hill work site.

Project Rationale

Long-term site planning, design and construction of building and improvements at the Mill Hill work site, including office space capacity, electric service capacity to service EV fleet, Hvac system and equipment storage.

Project Number

26-06

Capital Project Title

Renewal of Elk Beaver Lake Regional Park
road surfacing

Capital Project Description

Full depth renewal and paving of Elk Beaver
Lake Regional Park road.

Project Rationale

Full depth renewal and paving of the Elk Beaver Lake Regional Park road.

Project Number

26-07

Capital Project Title

Repair - Jordan River Regional Park
Boardwalk

Capital Project Description

Repair boardwalk at Jordan River Regional
Park.

Project Rationale

Repair boardwalk that is approaching end of life at Jordan River Regional Park.

Service:

1.280

Regional Parks

Project Number	27-01	Capital Project Title	Implement Durrance Dam alteration plan	Capital Project Description	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.
Project Rationale	Implement Durrance Lake Dam alteration plan and design based on public engagement process outcomes.				

Project Number	27-02	Capital Project Title	Replace pit toilet at Lone Tree Hill	Capital Project Description	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.
Project Rationale	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.				

Project Number	28-01	Capital Project Title	Design Thetis Lake Dam Upgrades	Capital Project Description	Design and construct upgrades to Thetis Lake Dams.
Project Rationale	Design and construct upgrades to the Thetis Lake Dams, in line with Provincial dam safety regulatory program..				

Project Number	28-02	Capital Project Title	Replace pit toilet at Island View Beach	Capital Project Description	Replace Island View Beach pit toilets that are approaching end of life.
Project Rationale	Replace and standardize pit toilets that are approaching end of life at Island View Beach.				

Service:	1.280	Regional Parks
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Project Number	28-03	Capital Project Title	Assess and Repair Regional Trail Land Protection	Capital Project Description	Conduct culvert assessment and repairs.
Project Rationale	Assess and repair Regional Trails culvert infrastructure.				

Project Number	28-04	Capital Project Title	Upgrade Regional Trail surfacing	Capital Project Description	Upgrade Regional Trail surfacing to paved for Wale Road to Aldene.
Project Rationale	Upgrade the section of Galloping Goose Regional Trail, from Wale Road to Aldene Road, from gravel surface to paved surface, a priority section identified in the Regional Trails Management Plan.				

Project Number	28-05	Capital Project Title	Design - Regional Trail Bridge Renewals (4)	Capital Project Description	Design Regional Trail bridge renewals for Wildwood/Matheson, Hereward, Island Highway and Helmeken bridges based on 20-year renewal plan.
Project Rationale	Design Regional Trail bridge renewals, identified as a priority in the 20-year renewal plan. Bridges include the the Wildwood/Matheson Creek Bridge, Hereward Bridge, Island Highway Bridge and Helmeken Bridge.				

Project Number	28-06	Capital Project Title	Tandem Dump Truck	Capital Project Description	Replace 2003 Western Star tandem dump truck
Project Rationale	Replace 2003 tandem dump truck through vehicle replacement fund as it approaches end of serviceable life.				

1.280 Regional Parks
Asset and Reserve Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Regional Parks

Regional Parks and Trails consists of 31 parks and reserves with 400 km of hiking trails and 3 regional trails (100 km). Assets held by the Regional park service consist of lands, buildings, public washrooms as well as various park equipment and vehicles.

Summary

Regional Parks Reserve/Fund Summary Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
- Land Acquisition Levy	5,806,772	6,206,772	6,206,772	6,206,772	6,206,772	6,206,772
- Infrastructure/SSI&SGI Trail/Dams	7,262,122	7,513,911	7,475,738	7,043,651	5,161,322	5,109,947
Total Capital Reserve Fund	13,068,894	13,720,683	13,682,510	13,250,423	11,368,094	11,316,719
 Parks Statutory Land Acquisition Reserve	 1,193,930	 1,283,930	 1,283,930	 1,283,930	 1,283,930	 1,283,930
 Equipment Replacement Fund	 1,589,912	 523,055	 537,485	 546,271	 448,787	 120,709
Total projected year end balance	15,852,736	15,527,668	15,503,925	15,080,624	13,100,811	12,721,358

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Capital Reserve Fund (Bylaw No. 2313)

- Capital Reserve Fund for Regional Parks Service was established in 1995 under Bylaw No. 2313.
- These reserves can only be used to fund capital expenditure.
- Funding for this reserve may be paid from "the current revenue or, as available, from general revenue surplus, or as otherwise provided in the Municipal Act".

Cost Centre: 101469 (PLO)
Land Acquisition Levy Portion

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,602,492	5,806,772	6,206,772	6,206,772	6,206,772	6,206,772
Land Acquisition Expenditure	(1,160,000)	-	-	-	-	-
LAF Levy Net Contribution	-	-	-	-	-	-
Other proceeds						
Interest Income*	364,280	400,000				
Ending Balance \$ - Land Acquisition Levy Portion	5,806,772	6,206,772	6,206,772	6,206,772	6,206,772	6,206,772
Restricted	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Unrestricted Balance	4,306,772	4,706,772	4,706,772	4,706,772	4,706,772	4,706,772

Assumptions/Background:

- A Regional Park Land Acquisition Requisition was established in 2000 for a ten year period (2000-2009) at a rate of \$10 per average residential household assessment. In 2010, the requisition was extended for another ten years(2010-2019) at a rate of \$12 per average residential household assessment starting in 2010 and increasing by \$2 per year to a maximum of \$20 in 2015 and then remaining at this rate until 2019. Program renewed for an additional 10 year 2020-2029 at \$20 per average residential household assessment. Beginning in 2021 the rate is to increase by \$1 per year until 2025.

1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Infrastructure Portion	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,007,952	7,262,122	7,513,911	7,475,738	7,043,651	5,161,322
Planned Capital Expenditure (Based on Capital Plan)	(4,172,184)	(2,870,000)	(2,967,500)	(3,420,000)	(4,930,000)	(3,160,000)
Transfer from Operating Budget						
--Other Infrastructure	3,804,102	1,523,368	1,576,438	1,630,466	1,685,575	1,738,231
--SSI/SGI Trails	219,040	223,421	227,889	232,447	237,096	245,394
--Dam/Bridge/Trestle	200,000	200,000	200,000	200,000	200,000	200,000
--Infrastructure Renewal Special	925,000	925,000	925,000	925,000	925,000	925,000
Interest Income*	278,212	250,000	-	-	-	-
Ending Balance \$ - Infrastructure Portion	7,262,122	7,513,911	7,475,738	7,043,651	5,161,322	5,109,947

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Land Acquisition Reserve Fund (Bylaw No. 1831)

Cost Centre: 101375 (PLO)

Parks Statutory Land Acquisition Reserve

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,125,646	1,193,930	1,283,930	1,283,930	1,283,930	1,283,930
Park Land Acquisition	-	-	-	-	-	-
Proceeds from Sale of Surplus Park Land						
Interest Income	68,284	90,000				
Ending Balance \$ - Parks Statutory Land Acquisition Reserve	1,193,930	1,283,930	1,283,930	1,283,930	1,283,930	1,283,930

1.280 Regional Parks
Equipment Replacement Fund Schedule (ERF)
2024 - 2028 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.280 Regional Parks ERF (Bylaw No. 945)

Cost Centre: 101423 (PLO)
Equipment Replacement Fund

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,567,186	1,589,912	523,055	537,485	546,271	448,787
Planned Purchase (Based on Capital Plan)	(595,240)	(1,516,200)	(418,400)	(432,700)	(547,800)	(787,400)
Transfer from Operating Budget	597,191	424,343	432,830	441,486	450,316	459,322
Disposal Proceeds	7,957	-	-	-	-	-
Interest Income*	12,818	25,000				
Ending Balance \$	1,589,912	523,055	537,485	546,271	448,787	120,709

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.280 Regional Parks
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Regional Parks

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Summary

Reserve/Fund Summary	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Operating Reserve	104,037	124,037	139,037	134,037	149,037	164,037
Operating Reserve - Legacy Fund	18,185	19,085	19,085	19,085	19,085	19,085
Total projected year end balance	122,221	143,121	158,121	153,121	168,121	183,121

See attached reserve schedules for projected annual cash flows.

**1.280 Regional Parks
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Regional Parks

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105500

Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	97,345	104,037	124,037	139,037	134,037	149,037
Planned Purchase	-	-	-	(20,000)	-	-
Transfer from Ops Budget	2,000	15,000	15,000	15,000	15,000	15,000
Interest Income*	4,692	5,000				
Total projected year end balance	104,037	124,037	139,037	134,037	149,037	164,037

Assumptions/Background:

2023: \$20,000 to fund Visitor Survey

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.280 Regional Parks Legacy Fund
 Operating Reserve Summary
 2024 - 2028 Financial Plan

Profile
Regional Parks Legacy Fund Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.

Operating Reserve Schedule - FC 105102						
Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	17,349	18,185	19,085	19,085	19,085	19,085
Planned Purchase						
Donation Received	-					
Interest Income*	836	900				
Total projected year end balance	18,185	19,085	19,085	19,085	19,085	19,085
Assumptions/Background: <div></div>						

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Panorama Recreation

FINAL BUDGET

MARCH 2024

Service: 1.44X Panorama Recreation

Commission: Peninsula Recreation

DEFINITION:

To operate an ice arena, swimming pool and recreation and community use service for the Municipalities of Sidney, North Saanich and Central Saanich combined as Saanich Peninsula Recreation Service (Bylaw No. 3008 - October 9, 2002).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation opportunities for Central Saanich, North Saanich, and Sidney through the operation, maintenance, and programming of: Panorama Recreation Centre (2 hockey arenas, 2 pools, 6 tennis courts, 2 squash courts, fitness rooms, weight room, multi-purpose rooms), Greenglade Community Centre in Sidney, Central Saanich Community and Cultural Centre and North Saanich Middle School.

PARTICIPATION:

50% by population and 50% on hospital assessments. North Saanich and Sidney.
Central Saanich added as a participant in 1996, Bylaw No. 2363.

MAXIMUM LEVY:

The greater of \$11,220,000 or \$1.134 / \$1,000 on net taxable value of land and improvements.

CAPITAL DEBT:

Authorized: Bylaw No. 3388 - Construction of Second Pool	\$ 8,998,000
Borrowed:	\$ 8,998,000
Remaining:	-
Authorized: Bylaw No. 4116 - Replacement of Arena Floor	\$ 1,080,000
Borrowed:	\$ 1,080,000
Remaining:	-
Authorized: Bylaw No. 4546 - Centennial Park Multi-Sport Box	\$ 2,900,000
Borrowed:	\$ -
Remaining:	\$ 2,900,000
Authorized: Bylaw No. 4547 - Panorama Heat Recovery System	\$ 2,453,000
Borrowed:	\$ -
Remaining:	\$ 2,453,000

COMMISSION:

Peninsula Recreation Commission
Established by Bylaw # 2397 (May 1996), amended by Bylaw # 2480 (1997), Bylaw # 2759 (2000) and Bylaw # 3142 (2004).
Originally established in 1976 (Bylaw # 314).

Service: 1.44X Panorama Recreation

Commission: Peninsula Recreation

Participants	Converted Assessment	Census Population	%	Actual Assessment
2020		2016 Census		
Central Saanich	657,985,149	16,814	39.26%	5,446,784,895
North Saanich	615,251,368	11,249	31.08%	5,493,557,267
Sidney	543,992,242	11,672	29.65%	4,544,259,546
TOTAL 2020	1,817,228,759	39,735	100.00%	15,484,601,708
2021		2016 Census		
Central Saanich	682,091,870	16,814	39.42%	5,678,630,043
North Saanich	633,855,362	11,249	31.13%	5,760,450,825
Sidney	551,412,679	11,672	29.45%	4,630,400,405
TOTAL 2021	1,867,359,911	39,735	100.00%	16,069,481,273
2022		2021 Census		
Central Saanich	821,112,902	17,385	38.64%	6,951,449,149
North Saanich	814,676,641	12,235	32.36%	7,527,498,712
Sidney	656,173,316	12,318	29.00%	5,596,917,473
TOTAL 2022	2,291,962,859	41,938	100.00%	20,075,865,334
2023		2021 Census		
Central Saanich	927,613,660	17,385	38.53%	7,890,127,835
North Saanich	921,935,242	12,235	32.28%	8,502,320,535
Sidney	755,376,989	12,318	29.18%	6,352,318,170
TOTAL 2023	2,604,925,891	41,938	100.00%	22,744,766,540
2024		2021 Census		
Central Saanich	944,195,853	17,385	38.57%	7,961,190,013
North Saanich	930,304,603	12,235	32.17%	8,545,460,485
Sidney	770,646,616	12,318	29.25%	6,422,080,729
TOTAL 2024	2,645,147,072	41,938	100.00%	22,928,731,227

PANORAMA RECREATION			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	5,893,852	5,797,813	6,089,899	20,403	-	6,110,302	6,381,166	6,538,481	6,699,747	6,865,053
Utilities	606,000	606,000	636,923	-	-	636,923	649,666	662,661	675,915	689,430
Recreation Programs and Special Events	389,179	414,883	478,940	-	100,000	578,940	490,546	502,442	514,639	527,147
Operating Supplies	336,925	345,834	381,045	860	2,835	384,740	385,519	400,060	402,311	417,480
Maintenance and Repairs	406,785	406,785	481,772	-	-	481,772	490,712	499,834	509,141	518,638
Internal Allocations	596,045	596,045	656,945	-	-	656,945	683,286	699,679	709,280	724,568
Licences/Surveys/Legal/Meeting	193,363	193,533	222,442	520	-	222,962	227,216	231,146	235,371	239,868
Advertising/Printing/Brouchures/Signs	39,839	39,839	42,038	-	-	42,038	42,879	43,737	44,610	45,503
Telephone/IT & Network Systems	59,957	59,956	62,534	480	-	63,014	63,943	66,278	66,655	68,060
Vehicles, Travel and Training	62,310	62,310	70,925	-	-	70,925	72,462	74,035	75,642	77,287
Insurance	67,160	67,160	68,400	-	-	68,400	71,830	75,430	79,210	83,170
Contingency	50,000	50,000	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	8,701,415	8,640,158	9,191,863	22,263	102,835	9,316,961	9,559,225	9,793,783	10,012,521	10,256,204
*Percentage increase over prior year			6.39%			7.83%	2.60%	2.5%	2.2%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	(95,418)	8,120	8,404	-	-	8,404	8,572	8,744	8,919	9,097
Transfer to Capital Reserve Fund	411,204	534,177	740,566	-	-	740,566	843,640	937,834	956,591	975,723
Transfer to Equipment Replacement Fund	396,000	396,000	403,920	-	-	403,920	411,999	420,237	428,643	437,217
TOTAL CAPITAL / RESERVES	711,786	938,297	1,152,890	-	-	1,152,890	1,264,211	1,366,815	1,394,153	1,422,037
*Percentage increase over prior year			22.87%			22.87%	9.66%	8.12%	2.00%	2.00%
DEBT CHARGES	723,764	723,764	225,987	114,900	-	340,887	369,548	593,788	593,788	593,788
TOTAL COSTS	10,136,965	10,302,219	10,570,740	137,163	102,835	10,810,738	11,192,984	11,754,386	12,000,462	12,272,029
*Percentage increase over prior year		1.63%	2.61%			4.94%	3.54%	5.02%	2.09%	2.26%
<u>FUNDING SOURCES (REVENUE)</u>										
Fee Income	(3,443,884)	(3,408,552)	(3,594,315)	-	-	(3,594,315)	(3,694,112)	(3,778,674)	(3,865,286)	(3,953,994)
MFA Income/Refund	(3,099)	(3,099)	(3,180)	-	(32,123)	(35,303)	(3,180)	(3,180)	(3,180)	(3,180)
Rental Income	(997,439)	(1,060,548)	(1,075,968)	-	-	(1,075,968)	(1,092,082)	(1,113,621)	(1,135,588)	(1,157,994)
Sponsorships	(17,653)	(23,748)	(24,718)	-	-	(24,718)	(24,772)	(24,827)	(24,881)	(24,938)
Transfer from Operating Reserve Fund	-	(103,538)	-	-	-	-	-	(52,785)	-	-
Payments - In Lieu of Taxes	(186,936)	(186,936)	(176,054)	-	-	(176,054)	(190,229)	(190,229)	(190,229)	(190,229)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
TOTAL REVENUE	(4,876,567)	(5,041,821)	(5,279,442)	-	(32,123)	(5,311,565)	(5,483,389)	(5,652,664)	(5,719,076)	(5,841,045)
*Percentage increase over prior year		3.39%	4.71%			5.35%	3.23%	3.09%	1.17%	2.13%
REQUISITION	(5,260,398)	(5,260,398)	(5,291,298)	(137,163)	(70,712)	(5,499,173)	(5,709,595)	(6,101,722)	(6,281,386)	(6,430,984)
*Percentage increase over prior year			0.59%			4.54%	3.83%	6.87%	2.94%	2.38%
PARTICIPANTS: North Saanich, Sidney, Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	36.85	36.85	36.85	0.90	0.00	37.75	37.75	37.75	37.75	37.75
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Arena	359,717	359,717	414,112	-	-	414,112	423,131	432,343	441,757	451,374
Pool	1,078,371	1,053,975	1,085,264	-	-	1,085,264	1,101,607	1,130,656	1,147,695	1,177,941
Recreation - Community Recreation	2,302,124	2,268,881	2,504,260	-	-	2,504,260	2,628,928	2,698,862	2,768,938	2,842,168
Administration	4,919,322	4,915,705	5,196,631	22,263	102,835	5,321,729	5,414,131	5,540,666	5,663,050	5,793,818
Contingency	50,000	50,000	-	-	-	-	-	-	-	-
	8,709,534	8,648,278	9,200,267	22,263	102,835	9,325,365	9,567,797	9,802,527	10,021,440	10,265,301
*Percentage increase over prior year			5.63%			7.07%				
<u>CAPITAL / RESERVE</u>										
Arena	337,602	337,602	340,242	-	-	340,242	347,047	353,987	361,067	368,289
Pool	337,602	460,575	669,604	-	-	669,604	771,259	864,005	881,286	898,912
Community Recreation	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
	807,204	930,177	1,144,486	-	-	1,144,486	1,255,639	1,358,071	1,385,234	1,412,940
<u>DEBT CHARGES</u>										
Arena	107,458	107,458	88,578	114,900	-	203,478	366,638	590,878	590,878	590,878
Pool	616,306	616,306	137,409	-	-	137,409	2,910	2,910	2,910	2,910
	723,764	723,764	225,987	114,900		340,887	369,548	593,788	593,788	593,788
TOTAL OPERATING, CAPITAL AND DEBT COSTS	10,240,502	10,302,219	10,570,740	137,163	102,835	10,810,738	11,192,984	11,754,386	12,000,462	12,272,029
<u>FUNDING SOURCES (REVENUE)</u>						5.57%				
Arena	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
Pool	(1,188,255)	(1,180,741)	(1,183,766)	-	(32,123)	(1,215,889)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
Community Recreation	(2,230,210)	(2,253,122)	(2,419,934)	-	-	(2,419,934)	(2,496,390)	(2,556,694)	(2,618,562)	(2,682,032)
Administration	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
TOTAL REVENUE	(4,462,075)	(4,495,947)	(4,698,181)	-		(4,730,304)	(4,814,146)	(4,973,087)	(5,028,935)	(5,140,106)
Trans from Operating Reserve	-	(103,538)	-	-	-	-	-	(52,785)	-	-
Grants in lieu of Taxes	(186,936)	(186,936)	(176,054)	-	-	(176,054)	(190,229)	(190,229)	(190,229)	(190,229)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
REQUISITION	(5,363,935)	(5,260,398)	(5,291,298)	(137,163)	(102,835)	(5,499,173)	(5,709,595)	(6,101,722)	(6,281,386)	(6,430,984)
*Percentage increase			-1.35%			2.52%	3.83%	6.87%	2.94%	2.38%
AUTHORIZED POSITIONS: Salaried	36.85	36.85	36.85	0.90	0.00	37.75	37.75	37.75	37.75	37.75
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50
User Funding %	43.57%		44.45%			43.76%	43.01%	42.31%	41.91%	41.88%
User Funding excluding debt%	46.89%		45.42%	40		45.18%	44.48%	44.56%	44.09%	44.01%

PANORAMA RECREATION - ADMINISTRATION	BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>ADMINISTRATION COSTS</u>										
Salaries and Wages	506,929	468,000	555,221	-	-	555,221	568,703	582,505	596,636	611,103
Other Internal Allocations	594,342	594,342	655,182	-	-	655,182	681,488	697,845	707,409	722,660
Operating - Other	150,906	155,759	190,889	-	-	190,889	194,288	197,752	201,288	204,893
Telephone Rent & Installation	39,355	39,355	40,735	-	-	40,735	41,550	42,381	43,228	44,093
Operating - Supplies	37,428	37,428	24,553	860	2,835	28,248	25,905	26,406	26,916	27,437
Contract for Services & fees for service	96,780	96,780	99,760	520	100,000	200,280	102,277	104,311	106,386	108,505
Insurance	67,160	67,160	68,400	-	-	68,400	71,830	75,430	79,210	83,170
Allocation - System Services	1,703	1,703	1,763	-	-	1,763	1,798	1,834	1,871	1,908
Transfer to Operating Reserve Fund	8,120	8,120	8,404	-	-	8,404	8,572	8,744	8,919	9,097
TOTAL ADMINISTRATION COSTS	1,502,723	1,468,647	1,644,907	1,380	102,835	1,749,122	1,696,411	1,737,208	1,771,863	1,812,866
<u>MAINTENANCE COSTS</u>										
Salaries and Wages	1,715,129	1,715,129	1,715,980	20,403	-	1,736,383	1,839,139	1,881,517	1,924,854	1,969,172
Maintenance	100,980	100,980	147,999	-	-	147,999	150,960	153,978	157,057	160,199
Operating - Other	64,777	64,777	82,722	480	-	83,202	84,847	86,524	88,235	89,979
Utility	540,200	540,200	569,340	-	-	569,340	580,731	592,348	604,195	616,276
Operating - Supplies	94,589	104,070	106,151	-	-	106,151	108,274	110,440	112,648	114,902
Travel and Vehicles	23,176	23,176	23,639	-	-	23,639	24,112	24,595	25,087	25,587
TOTAL MAINTENANCE COSTS	2,538,851	2,548,332	2,645,831	20,883	-	2,666,714	2,788,063	2,849,402	2,912,076	2,976,115
<u>PROGRAM ADMINISTRATION COSTS</u>										
Salaries and Wages	817,097	843,427	844,849	-	-	844,849	867,255	890,266	913,899	938,170
Operating - Other	50,802	50,802	46,936	-	-	46,936	47,875	48,832	49,808	50,804
Operating - Supplies	7,352	2,000	11,108	-	-	11,108	11,467	11,837	12,220	12,616
Staff Training	2,497	2,497	3,000	-	-	3,000	3,060	3,121	3,184	3,247
TOTAL PROGRAM COSTS	877,748	898,726	905,893	-	-	905,893	929,657	954,056	979,111	1,004,837
TOTAL COSTS	4,919,322	4,915,705	5,196,631	22,263	102,835	5,321,729	5,414,131	5,540,666	5,663,050	5,793,818
Transfers to Capital						-				
TOTAL COSTS	4,919,322	4,915,705	5,196,631	22,263	102,835	5,321,729	5,414,131	5,540,666	5,663,050	5,793,818
<u>FUNDING SOURCES (REVENUE)</u>										
Other Income	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
TOTAL REVENUE	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
REQUISITION	(4,798,225)	(4,792,054)	(5,083,689)	(22,263)	(102,835)	(5,208,787)	(5,299,372)	(5,371,267)	(5,544,546)	(5,673,387)
*Percentage Increase										
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	24.85	24.85	24.85	0.90	0.00	25.75	25.75	25.75	25.75	25.75
Converted	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION - ICE ARENA			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Salaries and Wages	230,439	230,439	271,311	-	-	271,311	277,474	283,774	290,216	296,802
Operating - Supplies	38,225	38,225	39,563	-	-	39,563	40,354	41,161	41,985	42,824
Maintenance	55,808	55,808	66,536	-	-	66,536	67,867	69,224	70,608	72,020
Instructional Services and Travel	35,245	35,245	36,702	-	-	36,702	37,436	38,184	38,948	39,728
Contingency						-				
TOTAL OPERATING COSTS	359,717	359,717	414,112	-	-	414,112	423,131	432,343	441,757	451,374
*Percentage Increase		0.0%	15.12%			15.12%	2.2%	2.2%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	205,602	205,602	205,602	-	-	205,602	209,714	213,908	218,186	222,550
TOTAL CAPITAL / RESERVES	337,602	337,602	340,242	-	-	340,242	347,047	353,987	361,067	368,289
DEBT CHARGES	107,458	107,458	88,578	114,900	-	203,478	366,638	590,878	590,878	590,878
TOTAL COSTS	804,777	804,777	842,932	114,900	-	957,832	1,136,816	1,377,208	1,393,702	1,410,541
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
TOTAL REVENUE	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
REQUISITION	117,736	133,656	138,607	(114,900)	-	23,707	(135,652)	(356,027)	(352,102)	(348,115)
*Percentage Increase		13.5%	17.73%			-79.86%	-672.2%	162.5%	-1.1%	-1.1%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
User Funding %	114.63%		116.44%			102.48%	88.07%	74.15%	74.74%	75.32%
User Funding excluding debt%	132.29%		130.12%			130.12%	129.99%	129.87%	129.74%	129.62%

PANORAMA RECREATION - SWIMMING POOL			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Salaries and Wages	903,907	879,511	899,649	-	-	899,649	918,401	937,543	957,085	977,031
Maintenance	67,310	67,310	69,666	-	-	69,666	71,059	72,481	73,930	75,408
Operating - Supplies	81,892	81,892	90,295	-	-	90,295	85,981	93,941	89,455	97,733
Instructional Services	25,262	25,262	25,654	-	-	25,654	26,166	26,691	27,225	27,769
Contingency						-				
TOTAL OPERATING COSTS	1,078,371	1,053,975	1,085,264	-	-	1,085,264	1,101,607	1,130,656	1,147,695	1,177,941
*Percentage Increase		-2.3%	0.64%			0.64%	1.5%	2.6%	1.5%	2.6%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	205,602	205,602	534,964	-	-	534,964	633,926	723,926	738,405	753,173
TOTAL CAPITAL / RESERVES	337,602	337,602	669,604	-	-	669,604	771,259	864,005	881,286	898,912
DEBT CHARGES	616,306	616,306	137,409	-	-	137,409	2,910	2,910	2,910	2,910
TOTAL COSTS	2,032,279	2,007,883	1,892,277	-	-	1,892,277	1,875,776	1,997,571	2,031,891	2,079,763
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(1,188,255)	(1,180,741)	(1,183,766)	-	(32,123)	(1,215,889)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
TOTAL REVENUE	(1,188,255)	(1,180,741)	(1,183,766)	-	(32,123)	(1,215,889)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
REQUISITION	(844,024)	(827,142)	(708,511)	-	32,123	(676,388)	(673,943)	(771,758)	(781,622)	(804,546)
*Percentage Increase		-2.0%	-16.06%			-19.86%	-0.4%	14.5%	1.3%	2.9%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
User Funding %	58.47%		62.56%			64.26%	64.07%	61.37%	61.53%	61.32%
User Funding excluding debt%	83.92%		67.46%			69.29%	64.17%	61.45%	61.62%	61.40%

PANORAMA RECREATION - COMMUNITY COMMUNITY RECREATION	BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>COMMUNITY RECREATION COSTS</u>										
Salaries and Wages	1,720,351	1,661,307	1,802,889	-	-	1,802,889	1,910,194	1,962,876	2,017,057	2,072,775
Instructional Service	375,908	401,782	468,227	-	-	468,227	479,751	492,557	503,897	516,750
Operating - Supplies	118,739	118,666	144,369	-	-	144,369	149,232	152,683	156,223	159,847
Leasehold Improvements	87,126	87,126	88,775	-	-	88,775	89,751	90,746	91,761	92,796
TOTAL COMMUNITY RECREATION COSTS	2,302,124	2,268,881	2,504,260	-	-	2,504,260	2,628,928	2,698,862	2,768,938	2,842,168
*Percentage Increase		-1.4%	8.78%			8.78%	5.0%	2.7%	2.6%	2.6%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
TOTAL CAPITAL / RESERVES	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
TOTAL COSTS	2,434,124	2,400,881	2,638,900	-	-	2,638,900	2,766,261	2,838,941	2,911,819	2,987,907
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Community Recreation	(2,230,210)	(2,253,122)	(2,419,934)	-	-	(2,419,934)	(2,496,390)	(2,556,694)	(2,618,562)	(2,682,032)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
TOTAL REVENUE	(2,457,766)	(2,508,522)	(2,825,141)	-	-	(2,825,141)	(2,975,404)	(3,046,042)	(3,118,474)	(3,192,742)
REQUISITION	23,642	107,641	186,241	-	-	186,241	209,143	207,101	206,655	204,835
*Percentage Increase		355.3%	687.75%			687.75%	12.3%	-1.0%	-0.2%	-0.9%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	9.00	9.00	9.00	0.00	0.00	9.00	9.00	9.00	9.00	9.00
User Funding %	91.62%		91.70%			91.70%	90.24%	90.06%	89.93%	89.76%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.44x Panorama Recreation	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$776,000	\$3,809,500	\$400,000	\$310,000	\$0	\$3,560,000	\$8,079,500
Equipment	\$0	\$869,072	\$486,612	\$383,380	\$304,000	\$520,239	\$2,563,303
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$415,500	\$4,828,408	\$70,000	\$0	\$385,000	\$0	\$5,283,408
Vehicles	\$0	\$57,000	\$0	\$15,000	\$0	\$0	\$72,000
	\$1,191,500	\$9,563,980	\$956,612	\$708,380	\$689,000	\$4,080,239	\$15,998,211

SOURCE OF FUNDS

Capital Funds on Hand	\$390,000	\$390,000	\$0	\$0	\$0	\$0	\$390,000
Debenture Debt (New Debt Only)	\$801,500	\$5,201,500	\$0	\$0	\$0	\$0	\$5,201,500
Equipment Replacement Fund	\$0	\$776,072	\$411,612	\$398,380	\$304,000	\$520,239	\$2,410,303
Grants (Federal, Provincial)	\$0	\$2,104,408	\$0	\$0	\$0	\$0	\$2,104,408
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$1,092,000	\$545,000	\$310,000	\$385,000	\$3,560,000	\$5,892,000
	\$1,191,500	\$9,563,980	\$956,612	\$708,380	\$689,000	\$4,080,239	\$15,998,211

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.44x

Service Name:

Panorama Recreation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
17-04	Renewal	Dessicant dehumidifier for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging	\$ 350,000	B	Cap	\$ 310,000	\$ 310,000					\$ 310,000
17-08	Renewal	Arena concourse (lobby) roof	renew arena concourse (lobby) roof due to leakage	\$ 85,000	B	Cap	\$ 80,000	\$ 80,000					\$ 80,000
18-02	New	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects	\$ 150,000	E	Res	—————>	\$ 150,000					\$ 150,000
18-03	Replacement	DDC Replacement (direct digital controls)	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.	\$ 112,000	B	Res	—————>	\$ 112,000					\$ 112,000
18-09	Replacement	Replace Pool change room HVAC Air handling Unit	Replace Pool room HVAC Air handling Unit due to end of life	\$ 50,000	B	Res	—————>	\$ 50,000					\$ 50,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant	\$ 2,453,000	B	Debt	\$ 386,000	\$ 2,386,000					\$ 2,386,000
22-02	Replacement	Replace Daktronic/Electronic Road Sign	Replace Daktronic/Electronic Road Sign due to end of life	\$ 70,000	S	Res			\$ 70,000				\$ 70,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)	\$ 325,000	B	Res	—————>	\$ 310,000					\$ 310,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)		B	Grant	—————>	\$ 15,000					\$ 15,000
23-04	Replacement	Replace Fitness Studio HVAC	Replace Fitness Studio HVAC due to end of life	\$ 50,000	B	Res	—————>	\$ 50,000					\$ 50,000
23-07	Replacement	Replace Chevrolet Passenger car	Replace Chevrolet Passenger car due to end of life	\$ 46,000	V	ERF	—————>	\$ 46,000					\$ 46,000
23-08	Replacement	Replace Utility trailer	Replace Utility trailer due to end of life	\$ 15,000	V	ERF	—————>	\$ 15,000		\$ 15,000			\$ 15,000
23-09	Replacement	Replace Play in the Park Trailer	Replace Play in the Park Trailer due to end of life	\$ 11,000	V	ERF	—————>	\$ 11,000					\$ 11,000
23-13	Replacement	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacr bay #2	\$ 20,000	B	Res	—————>	\$ 20,000					\$ 20,000
23-14	Renewal	Arena changerooms & support spaces enhancements	design and consultant for arena changerooms and support spaces enhancements	\$ 20,000	B	Res	—————>	\$ 20,000					\$ 20,000
23-15	Renewal	Greenglade parking lot	replace greenglade parking lot due to end of life	\$ 115,000	B	Res	—————>	\$ 115,000					\$ 115,000
23-16	Replacement	Video Surveillance system	replace video Surveillance system at Panorama and Greenglade due to end of life	\$ 160,000	E	ERF	—————>	\$ 160,000					\$ 160,000
23-17	New	Centennial Park Multi-Sport Box	Covered sport box in Centennial Park, Central Saanich	\$ 4,912,908	S	Debt	\$ 415,500	\$ 2,815,500					\$ 2,815,500
23-17	New	Centennial Park Multi-Sport Box	Covered sport box in Centennial Park, Central Saanich		S	Grant		\$ 2,012,908					\$ 2,012,908
24-01	Replacement	Arena A&B insulation	Replace and install insulation Arena A&B ceiling and walls due to end of life	\$ 110,000	B	Res		\$ 110,000					\$ 110,000
24-02	Replacement	Arena Lobby HVAC	Replace Arena Lobby HVAC due to end of life	\$ 30,000	E	ERF		\$ 30,000					\$ 30,000
24-04	Replacement	Refinish indoor tennis surface	Refinish indoor tennis surface due to end of life	\$ 75,000	B	Res		\$ 75,000					\$ 75,000
24-06	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 347,072	E	ERF		\$ 347,072					\$ 347,072
24-08	Renewal	Water supply system upgrade	upgrade water supply system	\$ 22,000	E	ERF		\$ 22,000					\$ 22,000
24-09	Renewal	Preschool space enhancements	Preschool space enhancements	\$ 76,500	B	Grant		\$ 76,500					\$ 76,500
24-10	Renewal	replace concrete pads	replace concrete pads in arena ice resurfacr bays	\$ 80,000	B	Res		\$ 80,000					\$ 80,000
24-11	New	Truck (gas) (IBC)	truck for notice in motion new service area	\$ 65,000	E	ERF		\$ 65,000					\$ 65,000
25-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 411,612	E	ERF			\$ 411,612				\$ 411,612
25-03	Renewal	Rebuild ice plant compressor	rebuild ice plant compressors #1 & #2	\$ 250,000	E	Res		\$ 25,000					\$ 25,000
25-04	Replacement	Replace lap pool heater	replacement of lap pool heater	\$ 50,000	E	Res		\$ 50,000					\$ 50,000
25-05	Replacement	Replacement of underwater lighting	Replacement of undrewater lighting in pool	\$ 100,000	B	Res		\$ 100,000					\$ 100,000
25-06	Renewal	Re-tile pool	Re-tile pool	\$ 300,000	B	Res		\$ 300,000					\$ 300,000
26-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 383,380	E	ERF		\$ 383,380		\$ 383,380			\$ 383,380
26-02	Replacement	Replace Ford F250 4x4	Replace Ford F250 4x4 due to end of life	\$ 95,000	E	ERF		\$ 95,000					\$ 95,000
26-03	Replacement	Replace sound system in Arena A&B	Replace sound system in Arena A&B	\$ 32,000	E	ERF						\$ 32,000	\$ 32,000
26-04	Renewal	Building improvements	improvements to Arena A & B and pool areas	\$ 147,000	B	Res				\$ 147,000			\$ 147,000
26-05	Replacement	HVAC equipment replacement	HVAC equipment replacement link building, weight room, and courts	\$ 123,000	B	Res				\$ 123,000			\$ 123,000
26-06	Replacement	Replace diving board stands	Replace diving board stand due to end of life	\$ 20,000	B	Res				\$ 20,000			\$ 20,000
26-07	Replacement	Replace squash court floors	Replace squash court floors	\$ 20,000	B	Res				\$ 20,000			\$ 20,000
27-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 304,000	E	ERF					\$ 304,000		\$ 304,000
27-02	Renewal	Panorama exterior painting	Panorama exterior painting	\$ 150,000	S	Res					\$ 150,000		\$ 150,000
27-03	Renewal	Panorama lower parking lot renewal	Panorama lower parking lot renewal	\$ 200,000	S	Res					\$ 200,000		\$ 200,000
27-04	Replacement	Resurface/line painting (outdoor) Tennis courts	Resurface/line painting (outdoor) Tennis courts due to end of life	\$ 35,000	S	Res					\$ 35,000		\$ 35,000
28-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 388,239	E	ERF						\$ 388,239	\$ 388,239
28-02	Renewal	Arena renovation	arena changerooms and support spaces enhancement revotation	\$ 3,000,000	B	Res		\$ 3,000,000					\$ 3,000,000
28-03	Renewal	Arena B rubber floor replacement	Arena B rubber floor replacement	\$ 110,000	B	Res						\$ 110,000	\$ 110,000
28-04	Replacement	Pool air handling unit	replace pool air handling unit due to end of life	\$ 250,000	B	Res						\$ 250,000	\$ 250,000
28-05	Replacement	Link building roof replacement	replace link building roof due to end of life	\$ 200,000	B	Res						\$ 200,000	\$ 200,000
28-06	Replacement	LCD Arena B screen (Hockeyville)	replace LCD screen in arena B (Hockeyville)	\$ 100,000	E	ERF						\$ 100,000	\$ 100,000
GRAND TOTAL				\$ 16,419,711			\$ 1,191,500	\$ 9,563,980	\$ 956,612	\$ 708,380	\$ 689,000	\$ 4,080,239	\$ 15,998,211

Service:

1.44x

Panorama Recreation

Project Number 17-04

Capital Project Title Dessicant dehumidifier for Ice Plant

Capital Project Description Replace Dessicant dehumidifier/socks for Ice Plant due to aging

Project Rationale Unit presently serves two arenas for dehumidification. New system to be designed for independent operations and control, allowing for adjustment of each arena. JS Refrigeration has submitted their report and estimated costs with the recommendation that we proceed with the purchase of two A20 Munters unit. Units comes from the US, so currency exchange has been considered in the budget. Budget includes contingency, hazmat, placement of units at ground level and engineering support. ***2018 Update*** Project to be tied to energy recovery project to utilize rejected heat from refrigeration plant instead of Natural Gas *** 2019 Update*** awaiting energy recovery project approval. Current unit condition does not pose a high potential of failure in the 2019-2020 ice season ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP grant unsuccessful currently exploring electric dehumidification options ****2024 update**** project design has began in 2023. Completion expected in 2024

Project Number 17-08

Capital Project Title Arena concourse (lobby) roof

Capital Project Description renew arena concourse (lobby) roof due to leakage

Project Rationale ***2020 Update*** Roof is at end of life. Project on hold due until energy recovery project is complete as dehumification equipment will be relocated from this roof. ***2021 Update*** waiting on heat recovery project. ***2022 Update*** roof will be replaced once dehumidifier replacement is complete

Project Number 18-02

Capital Project Title Install Plant Maintenance SAP Program

Capital Project Description Plant Maintenance SAP Program for PRC maintenance projects

Project Rationale SAP Plant Maintenance (PM) project focused on maintaining the already purchased, built and/or installed assets. Support departments' enhanced asset management activities to manage lifecycles and to plan and schedule maintenance activities as well as monitor job costs.***2018 Update*** update through David Hennigan. I.T. does not have the resources to initiate this project at this time. Will readdress as staffing availability and I.T. priorities change *** 2019 Update*** No change ***2020 Update*** No change ***2021 Update*** no change ***2024 Update*** preliminary project work began in 2023. expected to come online in 2024

Service:

1.44x

Panorama Recreation

Project Number 18-03

Capital Project Title DDC Replacement (direct digital controls)

Capital Project Description

Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.

Project Rationale Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2024 Update*** to begin after energy recovery

Project Number 18-09

Capital Project Title Replace Pool change room HVAC Air handling Unit

Capital Project Description

Replace Pool room HVAC Air handling Unit due to end of life

Project Rationale Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow and likely address this replacement. ***2024 Update*** replacement expected to tie in with energy recovery

Project Number 18-14

Capital Project Title Install roof safety guide wires - arenas, tennis buildings

Capital Project Description

Install roof safety guide wires - arenas, tennis buildings

Project Rationale Install roof safety guide wires, arenas, tennis buildings for safety of workers ***2021 Update*** Aral construction has not billed for the work they have done and have yet to complete all of the deliverables. Completion expected in late 2021/early 2022 ***2022 Update*** completion expected late 2022. Completed

Service:

1.44x

Panorama Recreation

Project Number

19-15

Capital Project Title

Heat Recovery Plant

Capital Project Description

Construct heat recovery plant

Project Rationale

Total Project Budget 2.8M. assumed 700k grant funded, dehumidifier replacement project (320k) and weight room HVAC (50k) all part of 2.453M. ***2020 Update*** project approved for \$2.4M contingent on \$700k grant funding. Also to utilize remaining funding from projects 17-04 and 18-09 ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow . ****2024 update***** project design has began in 2023. Completion expected in 2024/25

Project Number

22-02

Capital Project Title

Replace Daktronic/Electronic Road Sign

Capital Project Description

Replace Daktronic/Electronic Road Sign due to end of life

Project Rationale

Replacement of existing Electric Road Signage due to end of life ***2024 Update*** Defer to 2025

Project Number

23-01

Capital Project Title

LED Lighting - Arenas, Pool, GG, Parking lot & general facility

Capital Project Description

Change lighting in all areas to LED (other than Tennis bldg)

Project Rationale

2020 Update Pooled LED conversion projects from multiple years ***2021 Update*** project likely to start in 2022. ***2023 Update*** project in process 2022. *** 2024 Update*** project stalled due to staff capacity. Expected to start in 2024 with new Hydro account manager and incentives.

Project Number

23-04

Capital Project Title

Replace Fitness Studio HVAC

Capital Project Description

Replace Fitness Studio HVAC due to end of life

Project Rationale

End of Life

Service:	1.44x	Panorama Recreation
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Project Number	23-07	Capital Project Title	Replace Chevrolet Passenger car	Capital Project Description	Replace Chevrolet Passenger car due to end of life
Project Rationale	end of lifecycle ***2019 update*** project moved to 2021, for electification ***2021 Update*** waiting on decision on level 2 charger grant ***2024 Update*** vehicle request form submitted in 2023				

Project Number	23-08	Capital Project Title	Replace Utility trailer	Capital Project Description	Replace Utility trailer due to end of life
Project Rationale	end of lifecycle, lowered ramp access trailer required. ***2024 Update*** Deferred to 2026				

Project Number	23-09	Capital Project Title	Replace Play in the Park Trailer	Capital Project Description	Replace Play in the Park Trailer due to end of life
Project Rationale	end of lifecycle replacement. Consider larger trailer for equipment used ***2020 Update*** condition assesment shows life still remains. Usage has reduced due to COVID19 ***2024 Update*** vehicle request form submitted in 2023				

Project Number	23-13	Capital Project Title	Overhead Doors Olympia bay - auto	Capital Project Description	replacement of automatic overhead doors to ice resurfacer bay #2
Project Rationale	Replace due to end of life cycle				

Service:	1.44x	Panorama Recreation
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Project Number	23-14	Capital Project Title	Arena changerooms & support spaces enhancements	Capital Project Description	design and consultant for arena changerooms and support spaces enhancements
Project Rationale	design and consultant for arena changeroom accessibility upgrade ***2024 UPDATE** algnig project name to strat plan: design & consultant for arena changerooms and support spaces enhance				

Project Number	23-15	Capital Project Title	Greenglade parking lot	Capital Project Description	replace greenglade parking lot due to end of life
Project Rationale	End of Life				

Project Number	23-16	Capital Project Title	Video Surveillance system	Capital Project Description	replace video Surveillance system at Panorama and Greenglade due to end of life
Project Rationale	replace due to end of life cycle, upgrade of outdated technology				

Project Number	23-17	Capital Project Title	Centennial Park Multi-Sport Box	Capital Project Description	Covered sport box in Centennial Park, Central Saanich
Project Rationale	Covered sport box in Centennial Park, Central Saanich				

Service:	1.44x	Panorama Recreation
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Project Number	24-01	Capital Project Title	Arena A&B insulation	Capital Project Description	Replace and install insulation Arena A&B ceiling and walls due to end of life
Project Rationale	end of lifecycle and Increase building efficiency				

Project Number	24-02	Capital Project Title	Arena Lobby HVAC	Capital Project Description	Replace Arena Lobby HVAC due to end of life
Project Rationale	replace arena lobby HVAC replacement due to end of life				

Project Number	24-04	Capital Project Title	Refinish indoor tennis surface	Capital Project Description	Refinish indoor tennis surface due to end of life
Project Rationale	Refinish indoor tennis surface due to end of life ***2024 UPDATE*** increase project cost				

Project Number	24-05	Capital Project Title	Greenglade Playground	Capital Project Description	Replace Greenglade playground due to end of life
Project Rationale	Replace Greenglade Playground due to end of life and introduction of Licensed childcare. Expected Completion 2023				

Service:	1.44x	Panorama Recreation
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Project Number	24-06	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Annual replacement of equipment in pooled account
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle				

Project Number	24-08	Capital Project Title	Water supply system upgrade	Capital Project Description	upgrade water supply system
Project Rationale	upgrade to water supply system				

Project Number	24-09	Capital Project Title	Preschool space enhancements	Capital Project Description	Preschool space enhancements
Project Rationale	purchase new vechile for new service area				

Project Number	24-10	Capital Project Title	replace concrete pads	Capital Project Description	replace concrete pads in arena ice resurfacer bays
Project Rationale	replace concrete pad in Arena A & B resurfacer bays				

Service:

1.44x

Panorama Recreation

Project Number

24-11

Capital Project Title

Truck (gas) (IBC)

Capital Project Description

truck for notice in motion new service area

Project Rationale

Vehicle transportation required to support expended community service

Project Number

25-01

Capital Project Title

Equipment Replacement (pooled)

Capital Project Description

Annual replacement of equipment in pooled account

Project Rationale

Annual replacement of equipment in pooled account due to end of life cycle

Project Number

25-03

Capital Project Title

Rebuild ice plant compressor

Capital Project Description

rebuild ice plant compressors #1 & #2

Project Rationale

2 screw compressor rebuilds

Project Number

25-04

Capital Project Title

Replace lap pool heater

Capital Project Description

replacement of lap pool heater

Project Rationale

replace boilers for back up pool heat due to end of life cycle

Service:

1.44x

Panorama Recreation

Project Number

25-05

Capital Project Title

Replacement of underwater lighting

Capital Project Description

Replacement of undrewater lighting in pool

Project Rationale

replace due to end of life cycle

Project Number

25-06

Capital Project Title

Re-tile pool

Capital Project Description

Re-tile pool

Project Rationale

replace pool tile liner due to end of life

Project Number

26-01

Capital Project Title

Equipment Replacement (pooled)

Capital Project Description

Annual replacement of equipment in pooled account

Project Rationale

Annual replacement of equipment in pooled account due to end of life cycle

Project Number

26-02

Capital Project Title

Replace Ford F250 4x4

Capital Project Description

Replace Ford F250 4x4 due to end of life

Project Rationale

replace due to end of life cycle, holding pattern for electric options

Service:

1.44x

Panorama Recreation

Project Number 26-03

Capital Project Title Replace sound system in Areana A&B

Capital Project Description Replace sound system in Areana A&B

Project Rationale replace due to end of life cycle

Project Number 26-04

Capital Project Title Building improvements

Capital Project Description improvements to Arena A & B and pool areas

Project Rationale increase accessibility access to Arena A, replacement of gas fired tub heats in Arena B (to be cancelled if heat recovery project moves forward due to redundancy), replace water heater Arena B due to end of life cycle, roof replacement and electrical upgrades to double car garage, replace pool exterior doors due to end of life cycle

Project Number 26-05

Capital Project Title HVAC equipment replacement

Capital Project Description HVAC equipment replacement link building, weight room, and courts

Project Rationale replacement due to end of life cycle

Project Number 26-06

Capital Project Title Replace diving board stands

Capital Project Description Replace diving board stand due to end of life

Project Rationale replacement due to end of life cycle

Service:

1.44x

Panorama Recreation

Project Number

26-07

Capital Project Title

Replace squash court floors

Capital Project Description

Replace squash court floors

Project Rationale

refinish squash court floor due to end of life

Project Number

27-01

Capital Project Title

Equipment Replacement (pooled)

Capital Project Description

Annual replacement of equipment in pooled account

Project Rationale

Annual replacement of equipment in pooled account due to end of life cycle

Project Number

27-02

Capital Project Title

Panorama exterior painting

Capital Project Description

Panorama exterior painting

Project Rationale

renew exterior painting at Panrorama due to end of lifecycle

Project Number

27-03

Capital Project Title

Panorama lower parking lot renewal

Capital Project Description

Panorama lower parking lot renewal

Project Rationale

refinish lower parking lot due to end of lifecycle

Service:	1.44x	Panorama Recreation
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Project Number	27-04	Capital Project Title	Resurface/line painting (outdoor) Tennis courts	Capital Project Description	Resurface/line painting (outdoor) Tennis courts due to end of life
Project Rationale	refinish and resurface outdoor tennis court surface and lines due to end of lifecycle				

Project Number	28-01	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Annual replacement of equipment in pooled account
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle				

Project Number	28-02	Capital Project Title	Arena renovation	Capital Project Description	arena changerooms and support spaces enhancement revovation
Project Rationale	place holder for Arena changeroom and support spaces enhancements, design work to be completed in 2024/2025 23-14				

Project Number	28-03	Capital Project Title	Arena B rubber floor replacement	Capital Project Description	Arena B rubber floor replacement
Project Rationale	to be completed with Arena changeroom and support spaces enhancements				

Service:

1.44x

Panorama Recreation

Project Number

28-04

Capital Project Title Pool air handing unit

Capital Project Description

replace pool air handling unit due to end of life

Project Rationale

replace pool air handling unit due to end of life

Project Number

28-05

Capital Project Title Link building roof replacement

Capital Project Description

replace link building roof due to end of life

Project Rationale

replace link building roof due to end of life

Project Number

28-06

Capital Project Title LCD Arena B screen (Hockeyville)

Capital Project Description

replace LCD screen in areana B (Hockeyville)

Project Rationale

IT recommended end of life

1.44X Panaroama Recreation
Asset and Reserve Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Saanich Peninsula Recreation

Assets held by the Panaroama Recreation service consist of pools, arenas, administration building, courts (request, squash and tennis) and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Capital Reserve	4,495,163	4,343,729	4,642,369	5,270,203	5,841,794	3,257,517
Equipment Replacement Fund	1,151,387	789,235	789,622	811,479	936,122	853,100
Total projected year end balance	5,646,550	5,132,964	5,431,991	6,081,682	6,777,916	4,110,617

1.44X Panorama Recreation
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.44X Saanich Peninsula Recreation Service Capital Reserve Fund (Bylaw No. 3038)

1.44X Saanich Peninsula Recreation Service Capital Reserve Fund CASH FLOW

Capital Reserve Fund	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,917,937	4,495,163	4,343,729	4,642,369	5,270,203	5,841,794
Planned Capital Expenditure (Based on Capital Plan)	(74,921)	(1,092,000)	(545,000)	(310,000)	(385,000)	(3,560,000)
Transfer from Operating Budget*	451,204	740,566	843,640	937,834	956,591	975,723
Donations \$ other Sponsorships						
Interest Income**	200,943	200,000	-	-	-	-
Ending Balance \$	4,495,163	4,343,729	4,642,369	5,270,203	5,841,794	3,257,517

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panaroama Recreation
Equipment Replacement Fund Schedule (ERF)
2024 - 2028 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.44X Saanich Peninsula Recreation Service Equipment Replacement Fund

Equipment Replacement Fund	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	927,963	1,151,387	789,235	789,622	811,479	936,122
Planned Purchase (Based on Capital Plan)	(296,424)	(776,072)	(411,612)	(398,380)	(304,000)	(520,239)
Transfer to Capital Fund						
Transfer from Operating Budget	491,051	403,920	411,999	420,237	428,643	437,217
Equipment and Vehicle Disposal Proceeds	19,056					
Interest Income*	9,741	10,000				
Ending Balance \$	1,151,387	789,235	789,622	811,479	936,122	853,100

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panorama Recreation
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Panorama Recreation

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. Legacy Fund established by Bylaw 4103 for donations received.

Summary

Reserve/Fund Summary Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve	428,520	440,524	449,096	405,055	413,974	423,071
Operating Reserve - Legacy Fund	-	-	-	-	-	-
Total projected year end balance	428,520	440,524	449,096	405,055	413,974	423,071

See attached reserve schedules for projected annual cash flows.

**1.44X Panorama Recreation
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Panorama Recreation

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105302

Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	401,087	428,520	440,524	449,096	405,055	413,974
Planned Purchase	-	-	-	(52,785)		-
Transfer from Ops Budget	8,120	8,404	8,572	8,744	8,919	9,097
Interest Income*	19,313	3,600				
Total projected year end balance	428,520	440,524	449,096	405,055	413,974	423,071

Assumptions/Background:

2026: 53K for 2026-2031 Panorama Recreation Strategic Planning Cost

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panorama Recreation Legacy Fund
 Operating Reserve Summary
 2024 - 2028 Financial Plan

Profile

Panorama Recreation Legacy Fund

Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.

Operating Reserve Schedule - FC 105100						
Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	-	-	-	-	-
Planned Purchase						
Transfer from Ops Budget						
Interest Income*						
Total projected year end balance	-	-	-	-	-	-
Assumptions/Background:						

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

SEAPARC

FINAL BUDGET

MARCH 2024

Service: 1.40X SEAPARC - Arena and Pool Facilities and Recreation

Commission: Sooke Electoral Area Parks & Rec

DEFINITION:

The service provides recreation programs and facilities under the authority of Bylaw No. 4029. This Bylaw No. 4029 was established in order to combine two Sooke and Electoral Area recreation services formerly operating under Bylaw No.152 and No.2598 respectively. Bylaw No.4029 merges the maximum requisitions from the former bylaw No.152 and No.2598 into one.

Bylaw history for reference purposes:

Bylaw No. 4029 (July 13, 2016; replaces Bylaw No. 152 and Bylaw No. 2598) Amended by Bylaw No. 4362 (2020)

Bylaw No. 152 (November 28, 1973); Amended Bylaw No. 195 (1975), Bylaw No. 338 (1977), Bylaw No. 412 (1977), Bylaw No. 1073 (1982), Bylaw No. 1558 (1987) and Bylaw No. 3344 (2006).

Bylaw No. 2598 (June, 1998); Amended by Bylaw No. 3345 (2006).

SERVICE DESCRIPTION:

A service established to provide recreational community programs, to construct, equip, operate and maintain recreation facilities including but not necessarily limited to the ice arena, the swimming pool, the golf course and multi-purpose/community use rooms, and to authorize acquisition of recreation-related real property.

PARTICIPATION:

The District of Sooke and the Electoral Area of Juan de Fuca (portions) are the participating area for this service. Cost apportionment is 100% by population.

MAXIMUM LEVY:

The greater of \$5,158,000 or \$1.60/\$1000 on the net taxable value of land and improvements.

COMMISSION:

Sooke and Electoral Area Parks and Recreation Commission

Established by bylaw to oversee this function. (Bylaw No. 2788 - April 2000, Amended by Bylaw No. 3242 - 2004, Bylaw No. 3416 - 2007 & Bylaw 4049 - 2015).

CAPITAL DEBT:

Bylaw No. 4052 - \$750,000 (for DeMamie Golf Course Acquisition, \$660,000 issued).

Service: 1.40X SEAPARC - Arena and Pool Facilities and Recreation

Commission: Sooke Electoral Area Parks & Rec

LEVY STATISTICS

Area	Year	Folios	Converted Assessment	Actual Assessment	Max. Levy	Actual Levy	Residential Tax Rate /1000
District of Sooke	2020	6,234	353,006,866	3,230,727,435		2,159,679	
JDF-Sooke Rec - Y(762) SRVA # 52	2020	3,245	209,766,738	1,733,273,570		700,197	
Summary	2020	9,479	562,773,604	4,964,001,005	7,942,402	2,859,876	
District of Sooke	2021	6,387	382,206,437	3,524,216,633		2,229,834	
JDF-Sooke Rec - M(762) LSA # 33	2021	2,837	208,459,967	1,730,905,327		687,297	
Summary	2021	9,224	590,666,404	5,255,121,960	8,408,195	2,917,131	
District of Sooke	2022	6,531	517,468,098	4,841,520,239		2,374,201	
JDF-Sooke Rec - M(762) LSA # 33	2022	2,856	267,904,191	2,323,515,972		751,115	
Summary	2022	9,387	785,372,289	7,165,036,211	11,464,058	3,125,316	
District of Sooke	2023	6,673	593,953,061	5,532,345,536		2,440,575	
JDF-Sooke Rec - M(762) LSA # 33	2023	2,881	298,355,031	2,582,513,326		772,113	
Summary	2023	9,554	892,308,092	8,114,858,862	12,983,774	3,212,688	
District of Sooke	2024	6,731	586,278,549	5,441,240,483		2,547,690	
JDF-Sooke Rec - M(762) LSA # 33	2024	2,905	297,594,618	2,544,988,026		750,192	
Summary	2024	9,636	883,873,167	7,986,228,509	12,777,966	3,297,882	

SEAPARC - ALL SERVICE AREAS			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
OPERATING COSTS:										
Salaries and Wages	2,830,225	2,820,863	2,898,197	438,534	-	3,336,731	3,454,772	3,532,592	3,612,128	3,695,078
Electricity & Utilities	244,175	281,574	267,523	-	-	267,523	268,540	273,920	279,400	289,600
Operating Supplies & Promotion	281,706	352,360	368,899	-	-	368,899	372,070	378,870	385,830	396,760
Maintenance and Repairs	186,362	200,250	199,863	-	-	199,863	199,780	203,770	207,840	216,320
Internal Allocations	270,583	270,583	303,078	-	-	303,078	315,455	323,055	327,386	334,438
Contract for Services	52,436	42,445	46,350	-	-	46,350	45,200	46,100	46,970	47,930
Vehicles and Travel	25,228	27,009	25,300	-	-	25,300	25,810	26,330	26,850	27,380
Operating - Other	73,355	62,190	89,326	-	-	89,326	90,080	91,870	93,700	96,640
Insurance Cost	32,370	32,370	32,570	-	-	32,570	34,190	35,900	37,690	39,570
Contingency	20,604	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	4,017,044	4,089,644	4,231,106	438,534	-	4,669,640	4,805,897	4,912,407	5,017,794	5,143,716
Percentage increase over prior year		1.8%	5.33%			16.25%	2.92%	2.2%	2.1%	2.5%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	-	50,000	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	340,000	476,276	355,000	-	-	355,000	362,100	369,340	376,730	384,260
Transfer to Equipment Replacement Fund	110,000	310,000	115,000	-	-	115,000	167,300	170,650	174,060	177,540
Capital Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	450,000	836,276	470,000	-	-	470,000	529,400	539,990	550,790	561,800
		85.8%	4.44%			4.44%	12.64%	2.0%	2.0%	2.0%
DEBT CHARGES	104,086	104,086	104,126	-	-	104,126	54,126	54,126	54,126	54,126
TOTAL COSTS	4,571,130	5,030,006	4,805,232	438,534	-	5,243,766	5,389,423	5,506,523	5,622,710	5,759,642
		10.04%	5.12%			14.71%	2.78%	2.17%	2.11%	2.44%
FUNDING SOURCES (REVENUE)										
Balance C/F from Current to Next year			-			-				
Balance C/F from Prior to Current year	(54,750)	(54,750)	-	-	-	-	-	-	-	-
Fee Income	(977,085)	(1,396,940)	(1,144,142)	(405,780)	-	(1,549,922)	(1,581,606)	(1,613,250)	(1,645,484)	(1,677,660)
Rental Income	(320,850)	(359,871)	(350,942)	(34,920)	-	(385,862)	(394,600)	(402,500)	(410,560)	(418,770)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Payments - In Lieu of Taxes	(5,757)	(5,757)	(10,100)	-	-	(10,100)	(5,757)	(5,757)	(5,757)	(5,757)
TOTAL REVENUE	(1,358,442)	(1,817,318)	(1,505,184)	(440,700)	-	(1,945,884)	(1,981,963)	(2,021,507)	(2,061,801)	(2,102,187)
			10.80%			43.24%	1.85%	2.0%	2.0%	2.0%
REQUISITION	(3,212,688)	(3,212,688)	(3,300,048)	2,166	-	(3,297,882)	(3,407,460)	(3,485,016)	(3,560,909)	(3,657,455)
Percentage increase over prior year requisition			2.72%			2.65%	3.32%	2.28%	2.18%	2.71%
PARTICIPANTS: Sooke and JDF AUTHORIZED POSITIONS:										
Salaried	19.10	19.10	19.10	1.00	-	20.10	20.60	20.60	20.60	20.60

SEAPARC - ALL SERVICE AREAS			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Arena	508,712	533,073	451,442	-	-	451,442	466,625	478,305	487,620	499,216
Golf Course	168,936	211,455	188,056	40,000	-	228,056	218,265	222,860	227,545	247,772
Community Recreation	408,794	361,130	378,965	-	-	378,965	387,235	395,671	404,297	413,115
Fitness Gym	127,676	125,125	151,479	-	-	151,479	154,699	157,982	161,334	164,765
Outdoor Facilities	26,975	15,600	24,001	-	-	24,001	22,400	22,840	23,240	23,730
Multi-Purpose Rooms	3,849	5,200	5,650	-	-	5,650	5,760	5,880	6,000	6,120
Concession	42,315	66,145	80,280	-	-	80,280	81,890	83,530	85,190	86,900
Pool	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
General ops	977,848	973,920	1,168,701	47,300	-	1,216,001	1,242,485	1,269,525	1,297,136	1,325,357
Maintenance	799,869	761,500	815,740	224,681	-	1,040,421	1,064,876	1,089,892	1,115,481	1,141,665
TOTAL OPERATION AND OVERHEAD COSTS	4,017,044	4,064,644	4,201,106	438,534	-	4,639,640	4,775,897	4,882,407	4,987,794	5,113,716
*Percentage increase over prior year		1.2%	4.58%			15.50%	2.94%	2.2%	2.2%	2.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	340,000	476,276	355,000	-	-	355,000	362,100	369,340	376,730	384,260
Transfer to Equipment Replacement Fund	110,000	310,000	115,000	-	-	115,000	167,300	170,650	174,060	177,540
Transfer to Operating Reserve Fund	-	50,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL/RESERVES	450,000	836,276	470,000	-	-	470,000	529,400	539,990	550,790	561,800
<u>DEBT CHARGES</u>										
Internal Interest	-	25,000	30,000	-	-	30,000	30,000	30,000	30,000	30,000
Fitness Gym	50,000	50,000	50,000	-	-	50,000	-	-	-	-
Golf Course	54,086	54,086	54,126	-	-	54,126	54,126	54,126	54,126	54,126
TOTAL OPERATING, CAPITAL AND DEBT COSTS	4,571,130	5,030,006	4,805,232	438,534	-	5,243,766	5,389,423	5,506,523	5,622,710	5,759,642
<u>FUNDING SOURCES (REVENUE)</u>										
Arena	(317,778)	(356,699)	(327,160)	(59,800)	-	(386,960)	(395,730)	(403,640)	(411,700)	(419,920)
Golf Course	(165,019)	(248,940)	(183,412)	(80,200)	-	(263,612)	(268,880)	(274,250)	(279,740)	(285,330)
Community Recreation	(262,749)	(238,222)	(266,912)	(3,870)	-	(270,782)	(276,876)	(282,420)	(288,064)	(293,100)
Outdoor Facilities	(1,000)	(2,250)	(3,250)	-	-	(3,250)	(3,320)	(3,390)	(3,460)	(3,530)
Fitness Gym	(152,500)	(304,000)	(164,400)	(170,600)	-	(335,000)	(341,700)	(348,540)	(355,510)	(362,630)
Multi-Purpose Rooms	(8,550)	(18,000)	(21,000)	-	-	(21,000)	(21,420)	(21,850)	(22,290)	(22,740)
Concession	(47,340)	(66,100)	(91,680)	-	-	(91,680)	(93,510)	(95,380)	(97,280)	(99,220)
Pool	(343,000)	(522,600)	(437,270)	(126,230)	-	(563,500)	(574,770)	(586,280)	(598,000)	(609,960)
TOTAL REVENUE	(1,297,936)	(1,756,811)	(1,495,084)	(440,700)	-	(1,935,784)	(1,976,206)	(2,015,750)	(2,056,044)	(2,096,430)
Balance C/F from Prior to Current year	(54,750)	(54,750)	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(5,757)	(5,757)	(10,100)	-	-	(10,100)	(5,757)	(5,757)	(5,757)	(5,757)
REQUISITION	(3,212,688)	(3,212,688)	(3,300,048)	2,166	-	(3,297,882)	(3,407,460)	(3,485,016)	(3,560,909)	(3,657,455)
*Percentage increase over prior year requisition		0.0%	2.72%			2.65%	3.32%	2.28%	2.18%	2.71%
PARTICIPANTS: District of Sooke, Sooke Recreation SA #6										
AUTHORIZED POSITIONS:										
Salaried	19.10	19.10	19.10	1.00	-	20.10	20.60	20.60	20.60	20.60

**SEAPARC - ARENA, GOLF COURSE
& RECREATION SERVICES**

OPERATING COSTS - ARENA

	2023 BOARD BUDGET*	2023 ESTIMATED ACTUAL
Salaries and Wages	100,303	109,743
Utility	119,500	142,000
Other Internal Allocations & Insurance	189,358	189,358
Maintenance & Operating Supplies	89,147	91,972
Contingency	10,404	-
	508,712	533,073

OPERATING COSTS - GOLF COURSE

Salaries and Wages	120,849	150,300
Utility	1,700	5,700
Maintenance & Supplies & Operating Cost	46,387	55,455
	168,936	211,455

OPERATING COSTS - RECREATION PROGRAMS

Salaries and Wages	341,332	307,500
Operating Other	67,462	53,630
	408,794	361,130

OPERATING COSTS - FITNESS GYM

Salaries and Wages	112,676	109,500
Operating Other	9,500	7,625
Instructional Services	5,500	8,000
	127,676	125,125

BUDGET REQUEST

2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL
115,879	-	-	115,879
146,000	-	-	146,000
110,176	-	-	110,176
79,387	-	-	79,387
-	-	-	-
451,442	-	-	451,442
130,470	40,000	-	170,470
6,035	-	-	6,035
51,551	-	-	51,551
188,056	40,000	-	228,056
317,365	-	-	317,365
61,600	-	-	61,600
378,965	-	-	378,965
130,244	-	-	130,244
11,235	-	-	11,235
10,000	-	-	10,000
151,479	-	-	151,479

FUTURE PROJECTIONS

2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
118,499	121,182	123,918	126,718
148,920	151,900	154,940	158,040
118,226	122,613	124,492	128,498
80,980	82,610	84,270	85,960
-	-	-	-
466,625	478,305	487,620	499,216
172,565	176,240	179,985	185,432
1,820	1,860	1,900	6,550
43,880	44,760	45,660	55,790
218,265	222,860	227,545	247,772
324,405	331,591	338,947	346,465
62,830	64,080	65,350	66,650
387,235	395,671	404,297	413,115
133,049	135,912	138,834	141,825
11,450	11,670	11,890	12,120
10,200	10,400	10,610	10,820
154,699	157,982	161,334	164,765

			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET*	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES										
<u>OUTDOOR FACILITIES</u>	26,975	15,600	24,001	-	-	24,001	22,400	22,840	23,240	23,730
<u>MULTI-PURPOSE ROOMS</u>	3,849	5,200	5,650	-	-	5,650	5,760	5,880	6,000	6,120
<u>CONCESSION</u>	42,315	66,145	80,280	-	-	80,280	81,890	83,530	85,190	86,900
TOTAL OPERATING COSTS	1,287,257	1,317,728	1,279,873	40,000	-	1,319,873	1,336,874	1,367,068	1,395,226	1,441,618
Percentage Increase		2.4%		-0.57%		2.53%	1.3%	2.3%	2.1%	3.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve fund	340,000	340,000	355,000	-	-	355,000	362,100	369,340	376,730	384,260
Transfer to Equipment Replacement Fund	110,000	110,000	115,000	-	-	115,000	167,300	170,650	174,060	177,540
TOTAL CAPITAL / RESERVES	450,000	450,000	470,000	-	-	470,000	529,400	539,990	550,790	561,800
Golf Debt	54,086	54,086	54,126	-	-	54,126	54,126	54,126	54,126	54,126
Fitness Gym Debt	50,000	50,000	50,000	-	-	50,000	-	-	-	-
DEBT CHARGES	104,086	104,086	104,126	-	-	104,126	54,126	54,126	54,126	54,126
TOTAL COSTS RECREATION SERVICES	1,841,343	1,871,814	1,853,999	40,000	-	1,893,999	1,920,400	1,961,184	2,000,142	2,057,544
<u>OPERATION AND OVERHEAD COSTS</u>										
Salaries and Wages	695,944	665,500	706,863	47,300	-	754,163	771,406	789,032	807,057	825,488
Internal Allocations	63,123	63,123	202,616	-	-	202,616	206,669	210,803	215,019	219,319
Internet Services & Telephone	35,700	39,000	42,000	-	-	42,000	42,840	43,700	44,570	45,460
Advertising	17,891	19,450	20,500	-	-	20,500	20,910	21,330	21,750	22,190
Travel, Training & Consultants	30,062	17,400	22,200	-	-	22,200	22,640	23,090	23,550	24,010
Operating - Other	135,128	169,447	174,522	-	-	174,522	178,020	181,570	185,190	188,890
TOTAL OPERATION AND OVERHEAD COSTS	977,848	973,920	1,168,701	47,300	-	1,216,001	1,242,485	1,269,525	1,297,136	1,325,357
<u>MAINTENANCE COSTS - SALARIES</u>	799,869	761,500	815,740	224,681	-	1,040,421	1,064,876	1,089,892	1,115,481	1,141,665
TOTAL OVERHEAD & MAINTENANCE COSTS	1,777,717	1,735,420	1,984,441	271,981	-	2,256,422	2,307,361	2,359,417	2,412,617	2,467,022
OPERATING COSTS LESS INTERNAL RECOVERIES	3,619,060	3,607,234	3,838,440	311,981	-	4,150,421	4,227,761	4,320,601	4,412,759	4,524,566

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET*	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>FUNDING SOURCES (REVENUE)</u>										
Arena - Fee Charges	(49,977)	(67,818)	(53,080)	(24,880)	-	(77,960)	(79,530)	(81,120)	(82,730)	(84,380)
Arena - Rental Income	(267,801)	(288,881)	(274,080)	(34,920)	-	(309,000)	(316,200)	(322,520)	(328,970)	(335,540)
Golf Course - Fee Charges	(137,000)	(213,200)	(145,800)	(80,200)	-	(226,000)	(230,520)	(235,120)	(239,820)	(244,610)
Golf Course - Rental and Sales Income	(28,019)	(35,740)	(37,612)	-	-	(37,612)	(38,360)	(39,130)	(39,920)	(40,720)
Recreation - Fee Charges	(257,225)	(224,212)	(250,230)	(3,870)	-	(254,100)	(259,856)	(265,060)	(270,354)	(275,040)
Recreation - Other Misc Income	(5,524)	(14,010)	(16,682)	-	-	(16,682)	(17,020)	(17,360)	(17,710)	(18,060)
Fitness Gym - Fee Charges	(152,500)	(304,000)	(164,400)	(170,600)	-	(335,000)	(341,700)	(348,540)	(355,510)	(362,630)
Multi-Purpose Room - Rental Income	(8,550)	(18,000)	(21,000)	-	-	(21,000)	(21,420)	(21,850)	(22,290)	(22,740)
Concession - Sales and Commissions	(47,340)	(66,100)	(91,680)	-	-	(91,680)	(93,510)	(95,380)	(97,280)	(99,220)
Sport Box - Rental	(1,000)	(2,250)	(3,250)	-	-	(3,250)	(3,320)	(3,390)	(3,460)	(3,530)
TOTAL REVENUE	(954,936)	(1,234,211)	(1,057,814)	(314,470)	-	(1,372,284)	(1,401,436)	(1,429,470)	(1,458,044)	(1,486,470)
REQUISITION, PILT & PRIOR YEAR SURPLUS	(2,664,124)	(2,373,023)	(2,780,626)	2,489	-	(2,778,137)	(2,826,325)	(2,891,131)	(2,954,715)	(3,038,096)
Percentage Increase		-10.9%	4.37%			4.28%	1.7%	2.3%	2.2%	2.8%
PARTICIPANTS: District of Sooke, Portion of JDF										
AUTHORIZED POSITIONS:										
AUTHORIZED POSITIONS: Salaried	15.45	15.45	15.45	1.00	0.00	16.45	16.95	16.95	16.95	16.95

SEAPARC - SWIMMING POOL	BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET*	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATION COSTS</u>										
Salaries and Wages	643,683	696,000	661,036	126,553	-	787,589	848,962	867,303	886,036	905,175
Utility	122,000	133,274	114,500	-	-	114,500	116,790	119,130	121,510	123,940
Operating - Supplies	65,715	71,750	76,400	-	-	76,400	77,920	79,450	81,050	82,660
Other Internal Allocations & Insurance	50,472	50,472	22,856	-	-	22,856	24,750	25,539	25,565	26,191
Maintenance	60,000	60,000	62,000	-	-	62,000	63,240	64,500	65,790	67,110
Contingency	10,200	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
*Percentage Increase		6.2%	-1.60%			11.69%				
TOTAL COSTS	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(317,000)	(486,000)	(398,770)	(126,230)	-	(525,000)	(535,500)	(546,220)	(557,140)	(568,280)
Other Income	(9,500)	(15,600)	(16,500)	-	-	(16,500)	(16,830)	(17,170)	(17,510)	(17,860)
Rental Income	(16,500)	(21,000)	(22,000)	-	-	(22,000)	(22,440)	(22,890)	(23,350)	(23,820)
TOTAL REVENUE	(343,000)	(522,600)	(437,270)	(126,230)	-	(563,500)	(574,770)	(586,280)	(598,000)	(609,960)
REQUISITION, PILT & PRIOR YEAR SURPLUS	(609,070)	(488,896)	(499,522)	(323)	-	(499,845)	(556,892)	(569,642)	(581,951)	(595,116)
Percentage Increase		-19.7%	-17.99%			-17.93%	11.4%	2.3%	2.2%	2.3%
PARTICIPANTS: District of Sooke, Portion of JDF										
AUTHORIZED POSITIONS:										
AUTHORIZED POSITIONS: Salaried	3.65	3.65	3.65	0.00	0.00	3.65	3.65	3.65	3.65	3.65

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.40X SEAPARC	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$225,500	\$710,500	\$2,223,000	\$232,000	\$189,500	\$3,580,500
Equipment	\$22,300	\$429,000	\$417,150	\$1,671,500	\$139,850	\$176,300	\$2,833,800
Land	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Engineered Structures	\$47,000	\$1,122,000	\$0	\$0	\$27,000	\$0	\$1,149,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$69,300	\$1,776,500	\$1,627,650	\$3,894,500	\$398,850	\$365,800	\$8,063,300

SOURCE OF FUNDS

Capital Funds on Hand	\$69,300	\$69,300	\$0	\$0	\$0	\$0	\$69,300
Debenture Debt (New Debt Only)	\$0	\$0	\$700,000	\$1,850,000	\$0	\$0	\$2,550,000
Equipment Replacement Fund	\$0	\$234,700	\$171,650	\$166,500	\$118,850	\$109,800	\$801,500
Grants (Federal, Provincial)	\$0	\$778,000	\$0	\$1,400,000	\$0	\$0	\$2,178,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$694,500	\$756,000	\$478,000	\$280,000	\$256,000	\$2,464,500
	\$69,300	\$1,776,500	\$1,627,650	\$3,894,500	\$398,850	\$365,800	\$8,063,300

Service:

1.40X

SEAPARC

Project Number 20-09

Capital Project Title Domestic Hot Water Replacement

Capital Project Description Replacement of hot water storage tanks and update system

Project Rationale Service life is ended for DHW storage tanks for the arena as well as for the pool/gym. This project will replace the tanks and centralize the hot water boilers/storage in the upper mechanical room and include heat recovery.

Project Number 22-02

Capital Project Title Pool Roof Replacement

Capital Project Description Pool Roof Replacement

Project Rationale Building envelope evaluation was conducted and replacement of various sections of roofing was identified to be replaced on a multi year plan based on condition and estimated remaining life. Continuing project to ensure integrity of building envelope. Replacement of areas 4 & 4A in 2023, along with creation of 5 year workplan for pool and lobby roof.

Project Number 22-04

Capital Project Title Pool Lectronator System

Capital Project Description Replacement of lectronator cells

Project Rationale Annual replacement of lectronator cells.

Project Number 22-07

Capital Project Title Golf Course Irrigation Upgrade

Capital Project Description Renewal irrigation renewal

Project Rationale Ongoing repairs and upgrades to golf course irrigation system ensure continuity of service.

Service:	1.40X	SEAPARC
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Project Number	23-03	Capital Project Title	Skate Park Renewal	Capital Project Description	Replacement skate park renewal
Project Rationale	Identified during asset management review and user feedback as in need of renewal and upgrades. Concrete surface is exhibiting areas of wear due to age. Numerous cracks throughout the slab and eroded curbs/park features need remediation/replacement to ensure continued usage.				

Project Number	23-04	Capital Project Title	Building Assessment and Renewal	Capital Project Description	Building assessment and repairs
Project Rationale	Aging facilities. Arena built in 1975, Pool in 2000. Increasing issues with building envelope and finishings.				

Project Number	23-06	Capital Project Title	Grounds Equipment - SEAPARC	Capital Project Description	Mower/Tractor Replacement
Project Rationale	Mower/Tractor Replacement at end of useful life				

Project Number	23-07	Capital Project Title	Parking Lot Remediation	Capital Project Description	Renewal parking lot remediation
Project Rationale	Sections of the parking lot are starting to show signs of deterioration and require remediation.				

Service:

1.40X

SEAPARC

Project Number 23-08

Capital Project Title Reception area redesign

Capital Project Description Redesign and renewal of reception/client facing

Project Rationale Improve security, customer experience and efficient use of space.

Project Number 23-13

Capital Project Title Arena Dehumidifier Wheel Replacement

Capital Project Description Arena Dehumidifier Wheel Replacement

Project Rationale End of life replacement

Project Number 24-01

Capital Project Title Land Acquisition

Capital Project Description New land acquisition

Project Rationale Identified in strategic plan as ongoing priority to address continued growth in the service area and demand for recreational opportunities.

Project Number 24-02

Capital Project Title Security System Replacement

Capital Project Description Security System Replacement

Project Rationale End of life

Service:

1.40X

SEAPARC

Project Number

24-03

Capital Project Title

Grounds Equipment - golf course

Capital Project Description

Mower/Tractor Replacement

Project Rationale

Mower/Tractor replacement, end of life.

Project Number

24-04

Capital Project Title

Roof Repairs

Capital Project Description

General Roof Repairs

Project Rationale

Condition assessment indicates areas of roof at or nearing end of life

Project Number

24-05

Capital Project Title

Recoat Pool Metal Roof

Capital Project Description

Recoat Pool Metal Roof - Area 6

Project Rationale

Condition assessment indicates areas of roof at or nearing end of life. This project will recoat the pool metal roof to extend the lifespan of the roof.

Project Number

24-06

Capital Project Title

Replace Ventilation Fans

Capital Project Description

Replace Ventilation Fans

Project Rationale

At or nearing end of life

Service:	1.40X	SEAPARC
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Project Number	24-07	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Equipment Replacement
Project Rationale	Annual small equipment replacement schedule				

Project Number	24-08	Capital Project Title	Upgrade BAS Software/Network	Capital Project Description	Upgrade BAS Software/Network
Project Rationale	End of life. Renewal expected to improve energy efficiency.				

Project Number	24-09	Capital Project Title	EV Charger Replacement	Capital Project Description	EV Charger Replacement
Project Rationale	Approaching end of life. Replacement of 2 existing charger timed to align with 4 new chargers received through grant funding.				

Project Number	24-10	Capital Project Title	Road Sign Replacement	Capital Project Description	Replacement of digital advertising road sign
Project Rationale	End of life. One screen is no longer operational.				

Service:

1.40X

SEAPARC

Project Number 24-11

Capital Project Title Pool Valve Replacement

Capital Project Description Replacement of valves for pool circulation system

Project Rationale End of life.

Project Number 24-12

Capital Project Title Accessibility Lift System

Capital Project Description Replacement of accessibility lift track

Project Rationale End of life. Replacement of portions of the track, track bracing and additional lift to ensure adequate service levels.

Project Number 24-13

Capital Project Title Arena Compressor Overhaul

Capital Project Description Refrigeration plant compressor overhaul

Project Rationale Overhaul of arena compressor #2 to ensure continuity of service. Recommended by CIMCO.

Project Number 24-14

Capital Project Title Heating System Replacement-Throup Rd. House

Capital Project Description Replace heating system at Throup Rd house

Project Rationale Oil storage tank for furnace is at end of life. Installation of heat pump to improve energy efficiency.

Service:	1.40X	SEAPARC
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Project Number	24-15	Capital Project Title	IT Equipment Replacement	Capital Project Description	Replacement of IT equipment and computers
Project Rationale	CRD IT's infrastructure renewal plan				

Project Number	25-01	Capital Project Title	Implement Heat Recovery System Phase 1	Capital Project Description	Implementation of phase 1 of heat recovery system
Project Rationale	A number of pool mechanical systems approaching end of life. Heat recovery system would address replacement of these systems and benefit with reduced GHG emissions to meet climate targets.				

Project Number	25-02	Capital Project Title	Ice resurfacer	Capital Project Description	Replacement of ice resurfacer
Project Rationale	End of life.				

Project Number	25-03	Capital Project Title	Recoat Arena Purlins & Frames	Capital Project Description	Recoat Arena Purlins & Frames
Project Rationale	To prolong service life of roof supporting steel components in the arena.				

Service:

1.40X

SEAPARC

Project Number 25-04

Capital Project Title Exterior Wall Evaluation

Capital Project Description Exterior Wall Evaluation

Project Rationale Study detailed condition assessment for exterior walls.

Project Number 25-05

Capital Project Title Replace Sewage & Storm Pump System

Capital Project Description Replace Sewage & Storm Pump System

Project Rationale Condition assessment indicates areas at or nearing end of life

Project Number 25-06

Capital Project Title Replace Backflow Preventer on Fire Line

Capital Project Description Replace Backflow Preventer on Fire Line

Project Rationale Condition assessment indicates areas at or nearing end of life

Project Number 25-07

Capital Project Title Thermal Evaluation of Electrical System

Capital Project Description Thermal Evaluation of Electrical System

Project Rationale Code requirement

Service:	1.40X	SEAPARC
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Project Number	25-09	Capital Project Title	Outdoor Activity Space Development	Capital Project Description	New outdoor activity space development
Project Rationale	Service enhancement				

Project Number	25-10	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Equipment Replacement
Project Rationale	Annual small equipment replacement schedule				

Project Number	25-11	Capital Project Title	Repaint Arena & Pool Exterior	Capital Project Description	Repaint Arena Metal Cladding & Pool Exterior Walls
Project Rationale	Repaint arena metal cladding & pool exterior walls and replacement of seals around doors. Align colour scheme with new fitness facility exterior. Extend service life.				

Project Number	26-04	Capital Project Title	Overhaul Cooling Tower - Arena	Capital Project Description	Overhaul Cooling Tower - Arena
Project Rationale	To maintain reliability and extend service life through 2038.				

Service:

1.40X

SEAPARC

Project Number 26-06

Capital Project Title Equipment Replacement (pooled)

Capital Project Description Equipment Replacement

Project Rationale Annual small equipment replacement schedule

Project Number 26-07

Capital Project Title Entrance sign replacement

Capital Project Description Replace exterior entrance sign

Project Rationale Replace sign at parking lot entrance due to end of life.

Project Number 26-08

Capital Project Title Duct cleaning

Capital Project Description Duct cleaning

Project Rationale Regular service project to maintain life and operational integrity of HVAC system.

Project Number 26-09

Capital Project Title Pool Lectronator System

Capital Project Description Replacement of lectronator cells

Project Rationale Annual replacement of lectronator cells.

Service:	1.40X	SEAPARC
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Project Number	27-01	Capital Project Title	Replace Pool Circulation Pumps	Capital Project Description	Replace Pool Circulation Pumps
Project Rationale	End of life.				

Project Number	27-03	Capital Project Title	Replace Arena Rubber Mat Flooring	Capital Project Description	Replace Arena Rubber Mat Flooring
Project Rationale	Flooring at end of life.				

Project Number	27-04	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Equipment Replacement
Project Rationale	Annual small equipment replacement schedule				

Project Number	28-01	Capital Project Title	Recoat Arena Change Room & Pool Interior Roof	Capital Project Description	Locally recoat arena interior change room roof steel deck & pool interior roof deck, purlins and beams
Project Rationale	Recoating of swimming pool interior roof deck, purlins, beams as well as arena interior change room roof steel deck. Project to prolong service life of roof supporting structures.				

Service:

1.40X

SEAPARC

Project Number 28-02

Capital Project Title Repaint Pool Fitness Facility Exterior

Capital Project Description Repaint Pool & Fitness Facility Exterior

Project Rationale Maintain aesthetics and extend service life.

Project Number 28-03

Capital Project Title Recoat Arena Metal Roof

Capital Project Description Recoat Arena Metal Roof

Project Rationale Extend roof service life.

Project Number 28-04

Capital Project Title Pool Change Room Renovation

Capital Project Description Pool Change Room Renovation

Project Rationale

Project Number 28-05

Capital Project Title Pool Secondary Boiler Replacement

Capital Project Description Design for replacement of secondary pool boilers (oil to electric)

Project Rationale Oil tank for the secondary boiler is past end of life. Oil tank to be decommissioned and oil boiler replaced with electric boiler. Electrical upgrades required as part of this project.

Service:	1.40X	SEAPARC
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Project Number	28-06	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Equipment Replacement
Project Rationale	Annual small equipment replacement.				

1.40X SEAPARC Recreation Combined
Asset and Reserve Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

SEAPARC Recreation (1.401 &1.403 Combined)

Assets held by the Sooke Parks and Recreation service consist of a pool, an arena, ball field, skate park and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve	1,008,222	718,722	324,822	216,162	312,892	441,152
Equipment Replacement Fund	270,908	153,208	148,858	153,008	208,218	275,958
Total projected year end balance	1,279,130	871,930	473,680	369,170	521,110	717,110

**1.40X SEAPARC Recreation Combined
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: 1.40X SEAPARC Recreation and Pool Combined Capital Reserve Fund

Capital Reserve Fund	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,137,932	1,008,222	718,722	324,822	216,162	312,892
Planned Capital Expenditure (Based on Capital Plan)	(616,677)	(694,500)	(756,000)	(478,000)	(280,000)	(256,000)
Transfer from Operating Budget	435,938	355,000	362,100	369,340	376,730	384,260
Interest Income*	51,029	50,000				
Ending Balance \$	1,008,222	718,722	324,822	216,162	312,892	441,152

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.40X SEAPARC Recreation Combined
Equipment Replacement Fund Schedule (ERF)
2024 - 2028 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.40X Combined SEAPARC Recreation and Pool ERF

Equipment Replacement Fund	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	153,134	270,908	153,208	148,858	153,008	208,218
Planned Purchase (Based on Capital Plan)	(108,074)	(234,700)	(171,650)	(166,500)	(118,850)	(109,800)
Transfer from Operating Budget	205,938	115,000	167,300	170,650	174,060	177,540
Equipment Disposal	18,164					
Interest Income*	1,746	2,000				
Ending Balance \$	270,908	153,208	148,858	153,008	208,218	275,958

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.40X SEAPARC
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile
<p>SEAPARC</p> <p>Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. Legacy Fund established by Bylaw 4103 for donations received.</p>

Summary						
Reserve/Fund Summary	Actual	Budget				
Projected year end balance	2023	2024	2025	2026	2027	2028
Operating Reserve	34,223	36,223	36,223	36,223	36,223	36,223
Operating Reserve - Legacy Fund	2,112	2,212	2,212	2,212	2,212	2,212
Total projected year end balance	36,335	38,435	38,435	38,435	38,435	38,435

See attached reserve schedules for projected annual cash flows.

1.40X Sooke and Electoral Area Recreation and Facilities (SEAPARC)
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Sooke and Electoral Area Recreation and Facilities (SEAPARC)

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105301

Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	32,649	34,223	36,223	36,223	36,223	36,223
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-		-	-
Interest Income*	1,574	2,000				
Total projected year end balance	34,223	36,223	36,223	36,223	36,223	36,223

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.40X SEAPARC Legacy Fund
 Operating Reserve Summary
 2024 - 2028 Financial Plan

Profile
<p>SEAPARC Legacy Fund</p> <p>Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.</p>

Operating Reserve Schedule - FC 105101						
Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,015	2,112	2,212	2,212	2,212	2,212
Planned Purchase						
Transfer from Ops Budget	-					
Interest Income*	97	100				
Total projected year end balance	2,112	2,212	2,212	2,212	2,212	2,212
Assumptions/Background:						

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

ENVIRONMENTAL SERVICES

FINAL BUDGET

MARCH 2024

FINAL BUDGET

March 13, 2024

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FINAL BUDGET

March 13, 2024

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

GM - Parks & Environmental Services

FINAL BUDGET

MARCH 2024

Service: 1.028 GM - Environmental Services and Regional Parks

Committee: Environmental Services

DEFINITION:

The oversight of Environmental Services and Regional Parks for the Capital Regional District Board

SERVICE DESCRIPTION:

The General Manager provides overall direction and supporting administrative oversight for all Environmental Services as well as Regional Parks and 2 recreation centres. The department and its divisions report to the Board, Hospital District Board, the Environmental Services Committee and the Regional Parks Committee.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Requisition

1.028 - GM - Environmental Services & Regional Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	418,658	410,000	425,233	-	-	425,233	435,410	445,825	456,482	467,387
Contract for Services	3,152	3,152	3,215	-	-	3,215	3,279	3,345	3,412	3,480
Allocation - Standard Overhead	46,568	46,568	50,058	-	-	50,058	52,114	55,119	57,268	58,347
Allocation - Human Resources	11,367	11,367	14,866	-	-	14,866	16,098	16,611	16,628	17,035
Allocation - Building Occupancy	20,009	20,009	21,861	-	-	21,861	22,988	24,176	25,426	26,632
Insurance	830	830	870	-	-	870	910	950	1,000	1,050
TOTAL OPERATING COSTS	500,584	491,926	516,103	-	-	516,103	530,800	546,026	560,215	573,930
*Percentage Increase over prior year		-1.7%	3.1%	0.0%	0.0%	3.1%	2.8%	2.9%	2.6%	2.4%
Recovery for First Aid Officer	(97)	(97)	(99)	-	-	(99)	(102)	(104)	(106)	(107)
NET COSTS	500,487	491,829	516,004	-	-	516,004	530,698	545,922	560,109	573,823
*Percentage increase over prior year Net Costs		-1.7%	3.1%	0.0%	0.0%	3.1%	2.8%	2.9%	2.6%	2.4%
AUTHORIZED POSITIONS: Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Administration Services

FINAL BUDGET

MARCH 2024

Service: 1.575 Environmental Administration Services

Committee: Environmental Services

DEFINITION:

To provide administrative and clerical support services to the Engineering Services, Protective Programs and Environment Resource Management Divisions.

PARTICIPATION:

All Functions administered by Environmental Sustainability.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Allocations and time charges to Engineering Services, Protective Programs and Environment Resource Management Divisions.

OTHER:

The Legislative and General Government requisition covers costs associated with the General Manager's services to the Board.

1.575 - Env Services - Administration			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	89,344	92,838	90,919	-	-	90,919	93,081	95,294	97,559	99,875
Allocations	59,578	59,578	63,856	-	-	63,856	67,745	72,864	76,762	79,187
Operating - Other Costs - Summary	52,746	47,534	51,333	-	-	51,333	51,216	51,073	50,869	50,704
TOTAL OPERATING COSTS	201,668	199,950	206,107	-	-	206,107	212,042	219,231	225,190	229,766
*Percentage Increase over prior year		-0.9%	2.2%	0.0%	0.0%	2.2%	2.9%	3.4%	2.7%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	840	-	-	840	504	281	161	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	840	-	-	840	504	281	161	-
TOTAL COSTS	201,668	199,950	206,947	-	-	206,947	212,546	219,512	225,351	229,766
*Percentage Increase over prior year		-0.9%	2.6%	0.0%	0.0%	2.6%	2.7%	3.3%	2.7%	2.0%
Internal Recoveries	(199,950)	(199,950)	(206,947)	-	-	(206,947)	(211,087)	(215,309)	(219,616)	(224,007)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Transfer from Ops Reserve Fund	(1,720)	-	-	-	-	-	(1,459)	(4,203)	(5,735)	(5,759)
TOTAL REVENUE	(1,720)	-	-	-	-	-	(1,459)	(4,203)	(5,735)	(5,759)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year										
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.575	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Environmental Administration Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$6,000	\$6,000	\$6,000	\$9,000	\$6,000	\$33,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$6,000	\$6,000	\$6,000	\$9,000	\$6,000	\$33,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$6,000	\$6,000	\$6,000	\$9,000	\$6,000	\$33,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$6,000	\$6,000	\$6,000	\$9,000	\$6,000	\$33,000
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1.575

Service Name: Environmental Administration Services

[illegible]

Service: 1.575 Environmental Administration Services

Project Number	20-01	Capital Project Title	Office Furniture	Capital Project Description	ERF replacement of desks, chairs, shelves
Project Rationale	2024-2028 - miscellaneous furniture required by ES-HQ, as needed (shelving, chairs, tables, desks).				

Project Number	20-02	Capital Project Title	Office Equipment	Capital Project Description	ERF replacement of computers, printers
Project Rationale	Computers/Equipment - 2024 - Presentation Laptop (\$1,644); 2025 - none; 2026 - none; 2027: \$4,972 total: Larisa Hutcheson - new laptop (\$1,644), Cathy Leahy - new laptop (\$1,644), Wanda Gustafson - new laptop (\$1,644); 2028 - Presentation laptop (\$1,644)				

1.575 ES HQ Administration
ERF Reserve Summary
2024 - 2028 Financial Plan

ERF Reserve Cash Flow (Equipment Portion)

ERF: Environmental HQ/Administration support Senior Budget - ERF for Equipment

Equipment Replacement Fund Fund: 1022 Fund Center: 101449	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	147,691	149,359	144,199	138,703	132,984	124,145
Planned Purchase (Based on Capital Plan)	(5,651)	(6,000)	(6,000)	(6,000)	(9,000)	(6,000)
Transfer from Operating Budget	6,000	840	504	281	161	-
Interest Income*	1,320	-	-	-	-	-
Total projected year end balance	149,359	144,199	138,703	132,984	124,145	118,145

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:

1.575 ES HQ Administration
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105523	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	60,989	69,806	69,806	68,347	64,144	58,409
Planned Purchase	-	-	(1,459)	(4,203)	(5,735)	(5,759)
Transfer from Ops Budget	5,878	-	-	-	-	-
Interest Income*	2,939	-	-	-	-	-
Total projected year end balance	69,806	69,806	68,347	64,144	58,409	52,650

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Resource Management

FINAL BUDGET

MARCH 2024

PARTICIPATION:

All costs recovered through tipping fees & Sale of Goods and Services.

MAXIMUM LEVY:

No requisition

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw 3518	12,270,000
Borrowed:	SI Bylaw 3547	(2,000,000)
	SI Bylaw 3677	(2,500,000)
	SI Bylaw 3769	(2,200,000)

Remaining:	Expired May 14, 2013	<u>\$5,570,000</u>
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Total debt outstanding (LA3518) at [Dec 31, 2023](#) **\$546,598**
 Final debt payments (LA3518) in [2026](#).

Authorized:	LA Bylaw 4515	36,000,000
Borrowed:	SI Bylaw 4562	(7,450,000)
	SI Bylaw 4597	(4,300,000)

Remaining:		<u>\$24,250,000</u>
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Total debt outstanding (LA4515) at [Dec 31, 2023](#) **\$7,450,000**
 Final debt payments (LA4515) in [2038](#).

COMMISSION:**OPERATING COSTS - REFUSE DISPOSAL:**

To be recovered through user fees & sale of goods and services

RESERVE FUND:

Solid Waste Refuse Disposal Reserve Fund, Bylaw No. 2164 (Sept. 8, 1993).
 Waste Reduction Sustainability Operating Reserve Fund Bylaw No. 3867 (Nov 14, 2012).

1.521 & 1.525 - ERM			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>GENERAL PROGRAM EXPENDITURES:</u>										
Diversion Services	16,136,927	15,989,188	16,965,035	5,753,753	-	22,718,788	23,781,688	25,031,822	25,146,697	25,462,798
Landfilling Services	10,716,470	10,515,234	11,645,185	500,000	200,000	12,345,185	12,567,992	13,551,631	13,014,025	13,312,826
Energy Recovery Services	2,277,455	2,167,231	1,568,723	-	-	1,568,723	1,580,867	1,622,310	1,610,806	1,640,338
TOTAL OPERATING COSTS	29,130,852	28,671,652	30,178,943	6,253,753	200,000	36,632,696	37,930,547	40,205,763	39,771,528	40,415,962
*Percentage Increase over prior year		-1.6%	3.6%	21.5%	0.7%	25.8%	3.5%	6.0%	-1.1%	1.6%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	30,176	30,176	200,000	-	-	200,000	204,000	204,000	204,000	204,000
Transfer to Operating Reserve Fund	15,372	2,415,621	356,635	-	-	356,635	3,162,797	-	-	-
Transfer to General Capital Reserve Fund	4,000	2,404,249	1,100,370	-	-	1,100,370	1,100,370	4,000	4,000	4,000
Transfer to Landfill Closure Capital Reserve Fund	455,120	455,120	455,120	-	-	455,120	455,120	455,120	455,120	455,120
Transfer to Millstream Remediation Debt	55,467	55,467	6,262	-	-	6,262	3,717	-	-	-
TOTAL CAPITAL / RESERVES	560,135	5,360,633	2,118,387	-	-	2,118,387	4,926,004	663,120	663,120	663,120
Debt Expenditures	314,054	290,127	1,229,666	-	-	1,229,666	2,137,816	2,726,996	2,765,453	2,791,453
TOTAL COSTS	30,005,041	34,322,412	33,526,996	6,253,753	200,000	39,980,749	44,994,367	43,595,879	43,200,101	43,870,535
*Percentage Increase over prior year		14.4%	11.7%	20.8%	0.7%	33.2%	12.5%	-3.1%	-0.9%	1.6%
Allocation Recovery										
OPERATING COSTS LESS INTERNAL RECOVERIES	30,005,041	34,322,412	33,526,996	6,253,753	200,000	39,980,749	44,994,367	43,595,879	43,200,101	43,870,535
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year										
Sale of Renewable Natural Gas (net revenue)	-	-	(495,000)	-	-	(495,000)	(6,395,537)	(6,335,817)	(6,285,331)	(6,244,071)
Revenue - Other	(8,307,913)	(9,177,490)	(8,258,750)	(1,996,000)	-	(10,254,750)	(12,854,750)	(12,854,750)	(12,854,100)	(12,854,100)
Transfer from Operating Reserve	(1,000,000)			(2,540,000)	(200,000)	(2,740,000)	(3,080)	(314,312)	(119,671)	(1,031,363)
TOTAL REVENUE	(9,307,913)	(9,177,490)	(8,753,750)	(4,536,000)	(200,000)	(13,489,750)	(19,253,367)	(19,504,879)	(19,259,102)	(20,129,534)
TIPPING FEE (based on inflation)	(20,697,128)	(25,144,922)	(24,773,247)	(1,717,753)	-	(26,491,000)	(25,741,001)	(24,091,000)	(23,940,999)	(23,741,000)
PROJECTED TONNAGE (General Refuse)	165,000	186,747	160,000			160,000	150,000	135,000	130,000	125,000
*Percentage Increase over prior year		21.5%	19.7%	8.3%	0.0%	28.0%	-2.8%	-6.4%	-0.6%	-0.8%
AUTHORIZED POSITIONS:										
On-going	25.70	25.70	25.70	3.00		28.70	28.70	28.70	28.70	28.70
Term	2.00	2.00	1.00			1.00	1.00			

Service:

1.521

Environmental Resource Management

Committee: Environmental Services

General Refuse Disposal - Per Capita Disposal Rate for Capital Region

Year	Population	General Refuse Rate*	Hartland Landfill General Refuse				Disposal Rate kg/person	Recycling (Diversion Revenue)		
			Budget Volume (Tonne)	Actual Volume (Tonne)	Beneficial Use	Landfilled		Recycling Rate*	Budget Volume (Tonne)	Actual Volume (Tonne)
2018	413,406	\$110	135,000	148,551 ¹	-2,120	146,431	380			
2019	418,511	\$110	140,000	146,544 ¹	-1,142	145,402	382			
2020	425,503	\$110	135,000	155,041 ¹	-5,476	149,565	395			
2021	432,062	\$110	135,000	167,169 ¹	-1,013	166,156	400			
2022	440,456	\$110	145,000	185,111 ¹	-5,107	180,004	409			
2023	447,726	\$110	165,000	¹		184,566	406			
2024 Budget		\$150	160,000					\$80-\$110	20,300	
2025 Budget		\$155	150,000					\$80-\$110	20,300	
2026 Budget		\$160	135,000					\$80-\$110	20,300	
2027 Budget		\$165	130,000					\$80-\$110	20,300	
2028 Budget		\$170	125,000					\$80-\$110	20,300	

* Tipping fee: rate in \$/tonne

¹ Actual Tonnage Volume

² Estimated Tonnage Volume

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.521							
	Environmental Resource Management	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL

EXPENDITURE

Buildings	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Equipment	\$0	\$603,000	\$355,000	\$385,000	\$385,000	\$385,000	\$2,113,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$20,475,000	\$52,356,000	\$14,975,000	\$9,600,000	\$1,600,000	\$1,250,000	\$79,781,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,475,000	\$53,309,000	\$15,330,000	\$9,985,000	\$1,985,000	\$1,635,000	\$82,244,000

SOURCE OF FUNDS

Capital Funds on Hand	\$14,600,000	\$15,450,000	\$225,000	\$200,000	\$0	\$0	\$15,875,000
Debenture Debt (New Debt Only)	\$2,000,000	\$14,213,000	\$7,650,000	\$2,000,000	\$350,000	\$0	\$24,213,000
Equipment Replacement Fund	\$0	\$1,103,000	\$355,000	\$385,000	\$385,000	\$385,000	\$2,613,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$3,875,000	\$22,543,000	\$7,100,000	\$7,400,000	\$1,250,000	\$1,250,000	\$39,543,000
	\$20,475,000	\$53,309,000	\$15,330,000	\$9,985,000	\$1,985,000	\$1,635,000	\$82,244,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.521

Service Name:

Environmental Resource Management

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	PROJECT BUDGET & SCHEDULE									
				Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
16-06	Renewal	Replacing of Small Equipments	Replacing of Small Equipments	\$ 1,430,000	E	ERF		\$ 240,000	\$ 240,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 1,290,000
17-01	Renewal	Gas & Leachate Collection Pipe Extension	Gas & Leachate Collection Pipe Extension	\$ 2,550,000	S	Res		\$ 500,000	\$ 500,000	\$ 500,000	\$ 550,000	\$ 550,000	\$ 2,600,000
17-02	Renewal	Aggregate Production for Internal Use	Aggregate Production for Internal Use	\$ 13,135,000	S	Res		\$ 750,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,750,000
17-02	Renewal	Aggregate Production for Internal Use	Aggregate Production for Internal Use	\$ -	S	Cap	\$ 500,000	\$ 500,000					\$ 500,000
17-04	Renewal	Progressive Closure of External Faces	Progressive Closure of External Faces	\$ 10,000,000	E	Res		\$ -	\$ 4,000,000	\$ 6,000,000			\$ 10,000,000
17-07	Renewal	Computer Equipment	Computer Equipment	\$ 71,000	E	ERF		\$ 13,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 73,000
17-09	Renewal	Vehicle Replacements	Vehicle Replacements	\$ 500,000	E	ERF		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
17-11	Renewal	Food Waste Transfer Station Relocation Planning & Construction	Food Waste Transfer Station Relocation Planning & Construction	\$ 700,000	S	ERF		\$ 250,000	\$ -	\$ -	\$ -		\$ 250,000
17-12	Renewal	Hartland Environmental Performance Model	Hartland Environmental Performance Model	\$ 225,000	S	Cap		\$ -	\$ 225,000	\$ -	\$ -		\$ 225,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	\$ 7,213,000	S	Debt		\$ 7,213,000					\$ 7,213,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	\$ -	S	Cap	\$ 5,600,000						\$ 5,600,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	\$ 23,718,000	S	Res		\$ 9,468,000	\$ -				\$ 9,468,000
18-01	New	Interim Covers	Interim Covers - West and North Slopes	\$ 1,350,000	S	Res		\$ 550,000	\$ 400,000	\$ 200,000	\$ 200,000		\$ 1,350,000
18-02	Renewal	Paving of Service Roads	Paving of Service Roads	\$ 550,000	S	Cap		\$ 350,000	\$ -	\$ 200,000	\$ -		\$ 550,000
18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Cell 3 Bottom Lift Gas Wells / Leachate Drain	\$ 250,000	S	Cap		\$ 250,000	\$ -	\$ -	\$ -		\$ 250,000
18-05	Renewal	Controlled Waste & Asbestos Area Development	Controlled Waste & Asbestos Area Development	\$ 100,000	S	Res	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -		\$ 100,000
22-01	Renewal	Sedimentation Pond Relining	NW Sedimentation Pond Relining & Expansion	\$ 1,000,000	S	Res	\$ 1,000,000		\$ 1,000,000				\$ 1,000,000
22-02	New	Cell 4 Liner Installation	Cell 4 Liner Installation	\$ 7,200,000	S	Debt	\$ 500,000	\$ 500,000					\$ 500,000
22-02	New	Cell 4 Liner Installation	Cell 4 Liner Installation	\$ -	S	Cap	\$ 6,200,000	\$ 6,200,000					\$ 6,200,000
22-03	Decommission	Leachate Line Decommissioning	Leachate Line Decommissioning	\$ 100,000	S	Cap	\$ 100,000	\$ 100,000					\$ 100,000
22-06	Renewal	Hartland FIRE Safety Improvements	Installation of new Fire Line	\$ 200,000	S	Res	\$ 200,000	\$ 200,000					\$ 200,000
22-07	Study	Recycling Area Upgrades	Recycling Area Upgrades	\$ 225,000	S	Res	\$ 25,000	\$ 225,000					\$ 225,000
22-10	New	Storm Water Sedimentation pond Emergency Repairs	Storm Water Sedimentation pond Emergency Repairs	\$ 250,000	E	Res		\$ 250,000					\$ 250,000
23-01	Replacement	Gas Flare, Candlestick & LFG Blowers	Gas Flare, Candlestick & LFG Blowers	\$2,610,000	S	Cap	\$ 1,700,000	\$ 1,700,000					\$ 1,700,000
23-02	New	Contractor Workshop Relocation	Contractor Workshop Relocation	\$ 1,250,000	S	Res	\$ 650,000	\$ 650,000					\$ 650,000
23-02	New	Contractor Workshop Relocation	Contractor Workshop Relocation	\$ -	S	Cap	\$ 500,000	\$ 500,000					\$ 500,000
23-03	New	Cell 4, 5 & 6 gas well layout Plan	Cell 4, 5 & 6 gas well Plan	\$ 150,000	S	Res	\$ 150,000	\$ 150,000					\$ 150,000
23-04	New	North End Commercial Access Improvements	North End Commercial Access Improvements	\$ 700,000	S	Res		\$ 250,000					\$ 250,000
23-05	New	Existing Manual and Commercial Scale Upgrades	Existing Manual and Commercial Scale Upgrades	\$ 250,000	S	ERF		\$ 250,000					\$ 250,000
24-01	New	Cell 5&6 GRW	Cell 5&6 Gravity Retaining Wall Construction	\$ 2,000,000	S	Debt	\$ 750,000	\$ 750,000	\$ 1,250,000				\$ 2,000,000
24-02	Study	Hartland North Master Plan	Hartland North Master Plan	\$ 150,000	S	Res			\$ 150,000				\$ 150,000
24-03	New	Hartland Amenity Project	Intersection Upgrade	\$ 4,000,000	S	Res	\$ 1,800,000	\$ 3,800,000					\$ 3,800,000
24-04	New	Biosolids Beneficial Reuse /RDF Building	Biosolids Beneficial Reuse /RDF Building	\$ 350,000	B	Res		\$ 350,000					\$ 350,000
24-05	New	Cell 5 Liner Construction	Cell 5 Liner Construction	\$ 7,900,000	S	Debt		\$ 3,000,000	\$ 2,900,000	\$ 2,000,000			\$ 7,900,000
24-06	New	Cell 1, 2 & 3 Transition Liner	Cell 1, 2 & 3 Transition Liner	\$ 4,000,000	S	Debt		\$ 2,000,000	\$ 2,000,000				\$ 4,000,000
24-07	New	Relocation of N. Toe Road Sedimentation Pond	Relocation of N. Toe Road Sedimentation Pond	\$ 500,000	S	Debt		\$ 500,000	\$ 500,000				\$ 500,000
24-08	New	North End Fence Replacement	North & East Fence Replacement	\$ 250,000	S	ERF		\$ 250,000					\$ 250,000
24-09	New	Diversion Transfer Station	Diversion Transfer Station	\$ 5,000,000	S	Res		\$ 5,000,000					\$ 5,000,000
24-10	New	RNG Spare Parts Inventory	RNG Spare Parts Inventory	\$ 700,000	S	Res		\$ 700,000					\$ 700,000
24-11	New	Traffic Pattern Changes - Site Signage	Traffic Pattern Changes - Site Signage	\$ 250,000	S	Cap		\$ 250,000					\$ 250,000
25-01	New	NE & NW Aggregate Stockpile cover	NE & NW Aggregate Stockpile cover	\$ 1,400,000	S	Debt	\$ 750,000	\$ 750,000	\$ 650,000				\$ 1,400,000
25-02	Renewal	North End Wheel Wash	North End Wheel Wash	\$ 400,000	S	Res		\$ 200,000					\$ 200,000
25-03	New	Landfill Gas capture to meet New Federal Regs	Landfill Gas capture to meet New Federal Regs	\$ 250,000	S	Res			\$ 250,000				\$ 250,000
25-04	New	Hartland Operating Certificate Renewal	Hartland Operating Certificate Renewal	\$ 100,000	S	Res			\$ 100,000				\$ 100,000
26-01	New	Cell 4& 5 Bottom Lift Gas Wells / Leachate Drain	Cell 4 Bottom Lift Gas Wells / Leachate Drain	\$ 700,000	S	Debt			\$ 350,000		\$ 350,000		\$ 700,000
		Sustaining capital											\$ -
		Progressive Closure of Landfill											\$ -
		Cell 4, 5 & 6 Preparation and North End Relocation											\$ -
		RNG											\$ -
		SWMP Targets - Diversion / Beneficial Use											\$ -
		Previous Budget											
								2023	2024	2025	2026	2027	
								\$ 32,834,000	\$ 34,534,000	\$ 5,630,000	\$ 2,335,000	\$ 1,885,000	\$ 44,584,000

Service:	1.521	Environmental Resource Management
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Project Number	16-06	Capital Project Title	Replacing of Small Equipments	Capital Project Description	Replacing of Small Equipments
Project Rationale	Replacement of small equipments that have reached their end of life				

Project Number	17-01	Capital Project Title	Gas & Leachate Collection Pipe Extension	Capital Project Description	Gas & Leachate Collection Pipe Extension
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing header system to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Cost estimate is derived from historical construction information and includes consulting costs to layout pipe design/headers.				

Project Number	17-02	Capital Project Title	Aggregate Production for Internal Use	Capital Project Description	Aggregate Production for Internal Use
Project Rationale	Producing aggregate annually from in-situ rock provides the CRD with a number of benefits including: prolonging the landfill life (creating landfilling airspace), providing aggregate for on-site needs, effective interception of shallow groundwater inflows, cost and space savings by not having to import aggregate, and reduced social and environmental impacts by not having to truck in aggregate. Cost estimate is derived from historical tender data.				

Project Number	17-04	Capital Project Title	Progressive Closure of External Faces	Capital Project Description	Progressive Closure of External Faces
Project Rationale	As specified under the BC Ministry of Environments Landfill Criteria for Municipal Solid Waste, completed landfill areas and slopes must be closed with a progressive closure system on an annual basis. The closure system consists of a clay or synthetic cover placed over a gravel drainage layer This progressive closure system stays in place until economies of scale makes it cost effective to proceed with installation of a final closure system.				

Service:	1.521	Environmental Resource Management
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Project Number	17-07	Capital Project Title	Computer Equipment	Capital Project Description	Computer Equipment
Project Rationale	Replacement of computer equipment due to end of life cycle				

Project Number	17-09	Capital Project Title	Vehicle Replacements	Capital Project Description	Vehicle Replacements
Project Rationale	Replacement of vehicle due to end of life cycle				

Project Number	17-11	Capital Project Title	Food Waste Transfer Station Relocation Planning & Construction	Capital Project Description	Food Waste Transfer Station Relocation Planning
Project Rationale	The CRD has made a commitment to Hartland Residents to move the Kitchen Scraps transfer station away from the South End of the Landfill Property to alleviate resident's nuisance concerns (noise, vector, odour etc). The Kitchen Scrap transfer station will need to move to the North End of the property when commercial traffic moves to Willis Point in 2024. This project meets an immediate and future need to relocate the Kitchen Scrap transfer station. Phase 1 of the project will be complete in 2023 (moving the new food transfer facility). Phase 2 includes all improvements related to leachate, power, storm water, lighting, access stairs, vector control, fall protection enhancements etc. needed to support operation of the facility over the next 30+ years. This project covers the planning and construction costs related to relocating the kitchen scrap transfer station.				

Project Number	17-12	Capital Project Title	Hartland Environmental Performance Model	Capital Project Description	Hartland Environmental Performance Model
Project Rationale	The CRD is interested in developing a site-specific computer model that integrates engineering design with environmental performance for the Hartland Landfill. In 2016 the BC MOE made revisions to the BC Landfill Criteria. Many of Hartland's design and operations are already compliant, however a preliminary review identified additional conformance requirements for Hartland under the status quo. The model will enable the CRD to better demonstrate technical justification and environmental conformance over the lifespan of the landfill.				

Service: **1.521** **Environmental Resource Management**

Project Number 17-14

Capital Project Title Landfill Gas Utilization

Capital Project Description Landfill Gas Utilization

Project Rationale The landfill gas is currently utilized as fuel to power a generator system to generate electricity and sold to BC Hydro. The excess landfill gas which is approximately 50% currently generated from the landfill is destructured by burning. ERM and EE have initiated a project to process the landfill gas to a higher quality could be utilized as natural gas. Fortis BC is interested to purchase the processed landfill gas from the CRD. The projected gas revenues from Fortis is significantly higher than the current arrangement with BC Hydro. This project is to carry out the feasibility study, preliminary engineering, and conduct business case and triple-bottom-line analysis, if the project proved to be feasible the detailed design and implementation will be followed.

Project Number 18-01

Capital Project Title Interim Covers

Capital Project Description Interim Covers - West and North Slopes

Project Rationale Following Golder's Leachate Management Plan, once an active landfilling cell is completed, but hasn't reached future filling contours, tarping is required to shed rainwater and divert to the freshwater collection system to prevent it from entering the leachate collection system and overwhelming the leachate storage ponds. Cost estimate is derived from historical in-house cost data.

Project Number 18-02

Capital Project Title Paving of Service Roads

Capital Project Description Paving of Service Roads

Project Rationale To ensure compliance with BC Ministry of Environment Operating Certificate for the Hartland Landfill, continuous improvement is made to ensure nuisance dust generated at the site is minimized from operations. Repairs and new pavements are added in high traffic areas to minimize dust generation and reduce dependance on costly short term dust mitigation measures (ie. water trucks, application of lignosulfonate etc) and to improve road conditions throughout the lanfill property. Estimate is derived from historical costs.

Service:	1.521	Environmental Resource Management
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Project Number	18-03	Capital Project Title	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Capital Project Description	Cell 3 Bottom Lift Gas Wells / Leachate Drain
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.				

Project Number	18-05	Capital Project Title	Controlled Waste & Asbestos Area Development	Capital Project Description	Controlled Waste & Asbestos Area Development
Project Rationale	Controlled waste and asbestos areas within the landfill footprint are required to be developed in conjunction with active cells. BC Ministry of Environment regulatory requirements must be met on a continual basis. Asbestos is a high risk material that requires proper planning and special burrial to ensure safe disposal.				

Project Number	22-01	Capital Project Title	Sedimentation Pond Relining	Capital Project Description	NW Sedimentation Pond Relining & Expansion
Project Rationale	To prevent leakage and fines from migrating off site into the north freshwater drainage area, the sedimentation pond must be relined. In addition the sedimentation pond must be enlarged to meet MOE requirements for retaining 24 hrs of precipitation from a 100 year storm event. Finally, the sedimentation pond requires inlet valving and piping to permit flows to be diverted to the upper lagoon in the event there is an onsite spill that must be contained and diverted from fresh water courses.				

Project Number	22-02	Capital Project Title	Cell 4 Liner Installation	Capital Project Description	Cell 4 Liner Installation
Project Rationale	A new drainage and liner system will ensure effective removal of leachate from within the new Cell 4 area and prevent any off site migration. The liner will also include an underdrain which will relieve pore pressure and ensure fresh ground water does not contribute to ongoing leachate collection and processing.				

Service: 1.521 Environmental Resource Management		
Project Number 22-03	Capital Project Title Leachate Line Decommissioning	Capital Project Description Leachate Line Decommissioning
Project Rationale The new Centrate Return Line built as part of the CORE Area Wastewater project carries all of the leachate from Hartland along with the planned and phased centrate from the Residuals Treatment Facility. This project has been set up to facilitate a planned and phased decommissioning of the old leachate line now that it is no longer required.		
Project Number 22-06	Capital Project Title Hartland FIRE Safety Improvements	Capital Project Description Installation of new Fire Line
Project Rationale Hartland has purchased a new fire pump and related components in order to mitigate risk from a major fire at the landfill. As part of the system a new fire line is required to be installed starting from near the lower lagoon and run all the way to the crest of the landfill. Phase 2 (2023) includes a means to roll/unroll 6" layflat hose, 2" firefighting hose and acts as an anchor point for the main fire line. The system will allow operations to setup the hose system near the working face to allow the fire department the best access to leachate resources to fight fires. Includes design, procurement and installation of the system.		
Project Number 22-07	Capital Project Title Recycling Area Upgrades	Capital Project Description Recycling Area Upgrades
Project Rationale The project has been set up to conduct a design review of the existing recycling area at Hartland and investigate changes relating to efficient accessibility due to growing public interest in the depot and to include safety considerations such as protection from the sun during hot weather.		
Project Number 22-10	Capital Project Title Storm Water Sedimentation pond Emergency Repairs	Capital Project Description Storm Water Sedimentation pond Emergency Repairs
Project Rationale Leachate has been detected getting into the fresh water sedimentation pond. This project has been set up to explore sources of contamination and make remedial works to the pond, incoming pipes and outgoing infrastructure as necessary to ensure containment of any contaminants. This project also includes the installation of any new monitoring wells, including consulting fees to locate , prove/commission and report findings/recommendations.		
Project Number 23-02	Capital Project Title Contractor Workshop Relocation	Capital Project Description Contractor Workshop Relocation
Project Rationale The current contractors workshop is located in the future Cell 5 of the landfill and must be relocated so critical landfill infrastructure can be completed for Cell 4, 5 and 6. This project includes removal of the existing structure and reuse (if economical) in a new location adjacent to future cells so the operations contractor can conduct repairs on large landfill operations equipment (Packer, Bull-Dozer, excavators etc).		

Service: 1.521 Environmental Resource Management		
Project Number	23-03	Capital Project Title Cell 4, 5 & 6 gas well layout Plan
Project Rationale	This project allows for design services to provide a conceptual layout of new gas wells in Cells 4, 5 & 6 and the tie-in to gas wells on the North Slope from Cells 2 and 3 as garbage is landfilled against the North Slope.	
Capital Project Description	Cell 4, 5 & 6 gas well Plan	
Project Number	23-04	Capital Project Title North End Commercial Access Improvements
Project Rationale	This project includes necessary improvements to ensure the North Entrance and Scales are equipped for fully automated commercial access off Willis Point Road when Cell 4 is ready for filling. Improvements include landscaping, scale house improvements, automated gates, staging lanes, card readers/scanners, RFID systems, scale safety rails, bollards, radio intercoms, sidewalks, signage, etc.	
Capital Project Description	North End Commercial Access Improvements	
Project Number	23-05	Capital Project Title Existing Manual and Commercial Scale Upgrades
Project Rationale	The South Entrance Commercial scale approach/exit ramps are in poor condition. This project includes sawcutting and removal of old scale ramps and pouring new concrete with Rebar to eliminate further safety hazards to trucks and employees. The South Entrance Manual Scale deck is in poor condition. It requires replacement and/or major repair. This project accounts for all work that needs to be done after detailed assessment to ensure life of the existing manual and commercial scales can continue reliably for the next 20 years	
Capital Project Description	Existing Manual and Commercial Scale Upgrades	
Project Number	24-01	Capital Project Title Cell 5&6 GRW
Project Rationale	This project will allow for the construction of a new mounded structural earth berm north of cell 1&2 at 5 corners intersection to serve as the new toe of cells 5 & 6. As part of this berm, the project includes installation of a critical sub-grade landfill leachate containment system (grout wall/curtain) and raising the clay containment berm from 130mASl to 135mASl to ensure leachate capture from future landfill cells 4, 5 & 6. The project also includes relocation of any existing infrastructure (LFG, Leachate, Water, electrical etc) that currently resides in the future footprint of the MSE berm.	
Capital Project Description	Cell 5&6 Gravity Retaining Wall Construction	
Project Number	24-02	Capital Project Title Hartland North Master Plan
Project Rationale	With the recent completion of the new Residuals Treatment Facility and associated access and new scales at Hartland North, this design project will ensure that there is adequate future planning and integration with the existing landfill site	
Capital Project Description	Hartland North Master Plan	
Project Number	24-03	Capital Project Title Hartland Amenity Project
Project Rationale	This project considers all road and intersection improvements necessary to move commercial access from Hartland Avenue to Willis Point Rd.	
Capital Project Description	Intersection Upgrade	

Service: 1.521 Environmental Resource Management			
Project Number	24-04	Capital Project Title	Biosolids Beneficial Reuse /RDF Building
Capital Project Description	Biosolids Beneficial Reuse /RDF Building		
Project Rationale	This project will allow for the replacement of the old biosolids storage barn with a new Sprung Structure for mixing and repurposing of dried biosolids and other refuse derived fuel generated at the Hartland site.		
Project Number	24-05	Capital Project Title	Cell 5 Liner Construction
Capital Project Description	Cell 5 Liner Construction		
Project Rationale	A new drainage and liner system will ensure effective removal of leachate from within the new Cell 5 area and prevent any off site migration. The liner will also include an underdrain which will relieve pore pressure and ensure fresh ground water does not contribute to ongoing leachate collection and processing.		
Project Number	24-06	Capital Project Title	Cell 1, 2 & 3 Transition Liner
Capital Project Description	Cell 1, 2 & 3 Transition Liner		
Project Rationale	A new drainage and liner system will ensure effective removal of leachate above Cells 1 & 2 from garbage placed ontop of it from cells 4, 5 and 6. This liner provides continuity, separation and acts as a transition between old cells of the landfill and cells 4-6. The liner will also include an underdrain which will relieve pore pressure and ensure leachate from Cell 1, 2 & 3 can properly drain to heal basin or the upper lagoon.		
Project Number	24-07	Capital Project Title	Relocation of N. Toe Road Sedimentation Pond
Capital Project Description	Relocation of N. Toe Road Sedimentation Pond		
Project Rationale	The North Toe Road fresh water sedimentation collection pond sits ontop of Cell 1 garbage. The future Gravity Retaining Wall will be constructed ontop of the pond so it must be relocated.		
Project Number	24-08	Capital Project Title	North End Fence Replacement
Capital Project Description	North & East Fence Replacement		
Project Rationale	The fence line from the Upper lagoon to the new RTF driveway entrance is madeup of various fencing materials. This project provides proper fencing to ensure a continuous perimeter around Hartland property.		
Project Number	24-09	Capital Project Title	Diversion Transfer Station
Capital Project Description	Diversion Transfer Station		
Project Rationale	Starting Jan 1, 2024 the landfill will ban carpet, wood and asphalt shingles. These will be mandatory recycleable materials. A new transfer depot to receive, process and ship these diverted streams to end markets is required. This project covers all equipment and capital improvements required to facilitate this service.		
Project Number	24-10	Capital Project Title	RNG Spare Parts Inventory
Capital Project Description	RNG Spare Parts Inventory		
Project Rationale	Upon Startup of the new LFG RNG facility, a spare parts inventory is required. Parts will be selected by HRRG and paid for by CRD for the 25 year operating agreement. This project covers the initial capital outlay for spare parts.		

Service: 1.521 Environmental Resource Management		
Project Number 24-11	Capital Project Title Traffic Pattern Changes - Site Signage	Capital Project Description Traffic Pattern Changes - Site Signage
Project Rationale Sitewide signage, delineators, signals, digital entrance signs and barriers required to facilitate new traffic patterns associated with relocation of Commercial traffic from Hartland Ave to Willis Point Rd, opening cell 4, relocation of the kitchen scrap transfer station and a new diversion transfer station.		
Project Number 25-01	Capital Project Title NE & NW Aggregate Stockpile cover	Capital Project Description NE & NW Aggregate Stockpile cover
Project Rationale This project allows for the installation of a temporary impermeable membranes to be placed overtop the NE and NW shot-rock storage stock piles to protect the environment from minerals may runoff with precipitation.		
Project Number 25-02	Capital Project Title North End Wheel Wash	Capital Project Description North End Wheel Wash
Project Rationale This project accounts for a new commercial truck wheel wash system to be installed on the North End to ensure trucks don't track mud onto Willis Point Road.		
Project Number 25-03	Capital Project Title Landfill Gas capture to meet New Federal	Capital Project Description Landfill Gas capture to meet New Federal
Project Rationale Environment & Climate Change Canada has released a proposed Landfill Methane Regulation that is expected to come into force in Q1/Q2 of 2024, with the intent of reducing fugitive landfill emissions across the country. The regulation sets thresholds for surface emissions at landfills emitting more than 10,000 tonnes of CO2e per year (Hartland exceeds this). Based on required monitoring events, any surface methane concentrations that exceed proposed levels require a corrective action plan and mitigation within a specified timeframe. Based on current surface emissions data, it is expected that Hartland will need to implement additional controls, improve gas collection, or repair infrastructure to reduce surface methane concentrations to achieve compliance with these proposed limits.		
Project Number 25-04	Capital Project Title Hartland Operating Certificate Renewal	Capital Project Description Hartland Operating Certificate Renewal
Project Rationale Hartland's Operating Certificate (OC) has not been modified since January 27, 2010. CRD has committed to updating its OC in light of recent MOE discussion and approval of ERM's SWMP. This project covers staff time and consultant/legal fees to assist the CRD in updating the OC with the MOE.		
Project Number 26-01	Capital Project Title Cell 4& 5 Bottom Lift Gas Wells / Leachate Drain	Capital Project Description Cell 4 Bottom Lift Gas Wells / Leachate Drain
Project Rationale To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each combination gas well and leachate collector. The leachate is then conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.		

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Bylaw 2164 established a Solid Waste Refuse Disposal Reserve Fund for the ERM Service (was called Solid Waste Service). There are three portions in the Reserve Fund: Landfill Closure, restricted funds to cover the liability of closing Phase 2 - 3 and post-closure maintenance. Capital Reserve is working capital and not restricted.

Landfill Closure Portion Fund: 1020 Fund Centre: 101363	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	12,695,022	13,670,125	14,125,245	10,580,364	5,035,484	5,490,604
Planned Capital Expenditure (Based on Capital Plan)	-	-	(4,000,000)	(6,000,000)	-	-
Transfer to/from Ops Budget	455,120	455,120	455,120	455,120	455,120	455,120
Interest Income*	519,983	-	-	-	-	-
Ending Balance \$	13,670,125	14,125,245	10,580,364	5,035,484	5,490,604	5,945,724

Assumptions/Background:

Liability reserve to fund closure of Phase 2-3 and post closure maintenance.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Capital Reserve Fund Schedule

Capital Reserve Portion Fund: 1020 Fund Centre: 101364	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	10,658,469	12,211,415	6,132,785	4,479,155	3,779,155	2,529,155
Planned Capital Expenditure (Based on Capital Plan)	(2,350,000)	(7,175,000)	(2,750,000)	(700,000)	(1,250,000)	(625,000)
Transfer from Air Space Reserve Funds	1,102,000					
Transfer to/from Ops Budget	2,407,941	1,096,370	1,096,370	-	-	-
Interest Income*	393,004	-	-	-	-	-
Ending Balance \$	12,211,415	6,132,785	4,479,155	3,779,155	2,529,155	1,904,155

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Capital Reserve Fund Schedule

Recycling Depots/Compost Center Reserve Portion Fund: 1020 Fund Centre: 102102	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	16,920	15,919	19,919	23,919	27,919	31,919
Planned Capital Expenditure	(5,001)	-	-	-	-	-
Transfer to/from Ops Budget	4,000	4,000	4,000	4,000	4,000	4,000
Ending Balance \$	15,919	19,919	23,919	27,919	31,919	35,919

Assumptions/Background:

Reimburse operating budget for capital expenditures spent by Compost Center.

1.521 Enviromental Resource Management
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Enviromental Resource Management

Bylaw 3867 - established Operating Reserve for the ERM Service to be used by the service for: mitigating fluctuations in tipping fee revenue and for covering operational expenditures as required, including debt servicing.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center 105509	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	26,910,018	22,707,937	4,956,572	7,766,289	6,751,977	6,632,306
Planned Purchase - RNG project	(2,000,000)	(9,468,000)		-	-	-
Planned Capital Expenditure (Based on Capital Plan)	(5,413,149)	(5,900,000)	(350,000)	(700,000)		(625,000)
Transfer to/from Ops Budget	2,127,453	(2,383,365)	3,159,717	(314,312)	(119,671)	(1,031,363)
Interest Income*	1,083,615			-	-	-
Total projected year end balance	22,707,937	4,956,572	7,766,289	6,751,977	6,632,306	4,975,943

Assumptions/Background:

Reserve for rate stabilization

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.521 Enviromental Resource Management
ERF Reserve Fund Schedule
2024 - 2028 Financial Plan

ERF Reserve Fund Schedule

ERF: ERM ERF or PERS Fund for Equipment

Equipment Replacement Fund Fund: 1022 Fund Centre: 101447	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,594,261	2,285,782	1,382,782	1,231,782	1,050,782	869,782
Planned Purchase (Based on Capital Plan)	(439,499)	(1,103,000)	(355,000)	(385,000)	(385,000)	(385,000)
Transfer to/from Ops Budget	110,176	200,000	204,000	204,000	204,000	204,000
Disposal of equipment	-	-	-	-	-	-
Interest Income*	20,844	-	-	-	-	-
Ending Balance \$	2,285,782	1,382,782	1,231,782	1,050,782	869,782	688,782

Assumptions/Background:

ERF Reserve to fund replacement of computer equipment and for PERS (Priority Equipment Replacement) type equipment that lasts less than 15 years

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Protection and Water Quality

FINAL BUDGET

MARCH 2024

Service: 1.578 Environmental Protection

Committee: Environmental Services

DEFINITION:

To provide Protective Programs (Environmental Assessment and Regulatory Programs) relative to various Operating, Environmental and Capital programs. The cost of this function is allocated to other operating budgets and capital projects using these Services.

SERVICE DESCRIPTION:

The division provides scientific, technical and regulatory support to CRD services to ensure protection of human health and the environment.

PARTICIPATION:

Method of cost allocation is:

* Allocation on an hourly basis for services rendered to Third Party Projects, Capital & Operating functions

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Protective Programs, Partnership, Environment Resource Management, and Environmental Operations.

ENVIRONMENTAL PROTECTION			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	6,911,576	6,473,474	6,506,660	301,464	121,831	6,929,955	6,970,630	7,128,873	6,922,248	7,087,073
Allocations	1,470,425	1,470,425	1,496,281	-	-	1,496,281	1,527,233	1,597,115	1,648,841	1,691,825
Operating Costs - Other - Summary	675,723	685,542	628,241	-	-	628,241	599,991	611,990	624,250	637,640
TOTAL OPERATING COSTS	9,057,725	8,629,441	8,631,182	301,464	121,831	9,054,477	9,097,853	9,337,978	9,195,339	9,416,539
*Percentage Increase over prior year		-4.7%	-4.7%	3.3%	1.3%	0.0%	0.5%	2.6%	-1.5%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	80,799	367,134	272,384	-	-	272,384	256,782	242,640	226,660	261,918
Transfer to Operating Reserve Fund	39,244	39,244	11,034	-	-	11,034	108	-	93,495	87,887
TOTAL CAPITAL / RESERVES	120,043	406,378	283,418	-	-	283,418	256,890	242,640	320,155	349,804
TOTAL COSTS	9,177,768	9,035,819	8,914,600	301,464	121,831	9,337,895	9,354,743	9,580,618	9,515,494	9,766,343
*Percentage Increase over prior year		-1.5%	-2.9%	3.3%	1.3%	1.7%	0.2%	2.4%	-0.7%	2.6%
Allocation Recovery - Environmental Services	(9,044,393)	(9,035,819)	(8,914,600)	(301,464)	-	(9,216,064)	(9,340,654)	(9,540,017)	(9,460,100)	(9,710,717)
OPERATING COSTS LESS INTERNAL RECOVERIES	133,375	-	0	-	121,831	121,831	14,089	40,600	55,394	55,627
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve	(133,374)	-	-	-	(121,831)	(121,831)	(14,089)	(40,601)	(55,394)	(55,627)
TOTAL REVENUE	(133,374)	-	-	-	(121,831)	(121,831)	(14,089)	(40,601)	(55,394)	(55,627)
REQUISITION	0	-	-	-	-	-	(0)	(0)	(0)	(0)
*Percentage Increase over prior year		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Ongoing	56.30	56.30	54.30			54.30	54.30	54.30	54.30	54.30
Term	4.00	4.00	3.50			3.50	3.50	3.50	0.00	0.00

ENVIRONMENTAL PROTECTION			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
1.578 Environmental Protection Expenditures	6,730,561	6,439,377	6,275,901	200,976	121,831	6,598,708	6,581,825	6,771,512	6,671,041	6,834,279
1.579 Environmental Water Quality Expenditures	2,327,163	2,190,064	2,355,281	100,488	-	2,455,769	2,516,028	2,566,465	2,524,298	2,582,260
TOTAL OPERATING COSTS	9,057,724	8,629,441	8,631,182	301,464	121,831	9,054,477	9,097,853	9,337,978	9,195,339	9,416,539
*Percentage Increase over prior year		-4.7%	-4.7%	3.3%	1.3%	0.0%	0.5%	2.6%	-1.5%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	80,799	367,134	272,384	-	-	272,384	256,782	242,640	226,660	261,918
Transfer to Operating Reserve Fund	39,244	39,244	11,034	-	-	11,034	108	-	93,495	87,887
TOTAL CAPITAL / RESERVES	120,044	406,378	283,418	-	-	283,418	256,890	242,640	320,155	349,804
TOTAL COSTS	9,177,768	9,035,819	8,914,600	301,464	121,831	9,337,895	9,354,743	9,580,618	9,515,494	9,766,343
*Percentage Increase over prior year		-1.5%	-2.9%	3.3%	1.3%	1.7%	0.2%	2.4%	-0.7%	2.6%
Allocation Recovery - 1.578 Environmental Protection	(6,712,511)	(6,806,511)	(6,548,285)	(200,976)	-	(6,749,261)	(6,824,518)	(6,973,552)	(6,842,307)	(7,040,570)
Allocation Recovery - 1.579 Env Water Quality	(2,331,882)	(2,229,308)	(2,366,315)	(100,488)	-	(2,466,803)	(2,516,136)	(2,566,465)	(2,617,793)	(2,670,146)
OPERATING COSTS LESS INTERNAL RECOVERIES	133,373	-	0	-	121,831	121,831	14,089	40,600	55,394	55,627
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve - Env. Protection	(98,849)	-	-	-	(121,831)	(121,831)	(14,089)	(40,601)	(55,394)	(55,627)
Transfer From Operating Reserve - Water Quality	(34,525)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(133,373)	-	-	-	(121,831)	(121,831)	(14,089)	(40,601)	(55,394)	(55,627)
REQUISITION	0	-	-	-	-	-	(0)	(0)	0	0
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Ongoing	56.30	56.30	54.30			54.30	54.30	54.30	54.30	54.30
Term	4.00	4.00	3.50			3.50	3.50	3.50	0.00	0.00

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.578 Environmental Protection	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$479,000	\$514,600	\$145,600	\$122,000	\$97,000	\$111,100	\$990,300
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$120,000	\$220,000	\$180,000	\$50,000	\$0	\$0	\$450,000
	\$599,000	\$734,600	\$325,600	\$172,000	\$97,000	\$111,100	\$1,440,300

SOURCE OF FUNDS

Capital Funds on Hand	\$370,000	\$380,000	\$0	\$0	\$0	\$0	\$380,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$229,000	\$354,600	\$325,600	\$172,000	\$97,000	\$111,100	\$1,060,300
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$599,000	\$734,600	\$325,600	\$172,000	\$97,000	\$111,100	\$1,440,300

Service:	1.578	Environmental Protection
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Project Number	18-01	Capital Project Title	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement	Capital Project Description	ERF replacement of Scientific/Field/Outreach /Printers/Copiers equipment
Project Rationale	Replacement of routine sampling/outreach/printers/copiers equipment				

Project Number	18-02	Capital Project Title	Annual Computer equipment replacement	Capital Project Description	ERF replacement of computer equipment
Project Rationale	Routine replacement of various computer equipment due to end of calculated lifecycle (4yrs). Note: expense is calculated on 2023 values + 2%. Each year includes a number of standard desktop/laptop replacements scheduled by IT.				

Project Number	18-03	Capital Project Title	Annual vehicle replacement	Capital Project Description	ERF replacement of vehicles
Project Rationale	2024-Replace FQ6007(Kia Soul-CCC) & Replace F12004 (Smart Car). 2025-Replace F18018(Nissan NV200-EMP) & F18019(Nissan NV200-EMP). 2026-Replace F18029(Kia Soul).				

Project Number	18-04	Capital Project Title	Furniture replacement	Capital Project Description	ERF replacement of furniture
Project Rationale	Replacement of desks, cubicle walls, etc... as per the densification project.				

Service:	1.578	Environmental Protection
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Project Number	19-01	Capital Project Title	IT Database Programs	Capital Project Description	Address based database & EQIS
Project Rationale	Database development and maintenance - Address based database & EQIS				

Project Number	20-01	Capital Project Title	Furniture	Capital Project Description	New Furniture
Project Rationale	Office chairs, desks, cubicle walls, bookshelves and monitor arms.				

Project Number	23-01	Capital Project Title	Hydration Truck Replacement	Capital Project Description	Hydration truck
Project Rationale	Hydration truck is replacing the water cart & trailer.				

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.579 Environmental Water Quality	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000

Service Name:

Environmental Water Quality

43

Service: 1.579 Environmental Water Quality

Project Number	20-31	Capital Project Title	Laboratory Information Management System	Capital Project Description	information management software for laboratory data
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Project Rationale To manage the volume of data generated by the water quality laboratories and ensure data provided to CRD is accurate and timely the lab requires implementation of an information management system. These funds are for expansion of an exisiting project to encompass laboratory operations.

1.578 Environmental Protection
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Environmental Protection

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105525 (105522)	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	807,250	1,034,306	1,034,306	1,020,217	979,616	924,222
Planned Purchase		-	(14,089)	(40,601)	(55,394)	(55,627)
Transfer from Ops Budget	188,592	-	-	-	-	-
Interest Income*	38,464	-	-	-	-	-
Total projected year end balance	1,034,306	1,034,306	1,020,217	979,616	924,222	868,595

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:

Reserve balance retained for charge-out rate stabilization

**1.578 Environmental Protection
Equipment Reserve Summary
2024 - 2028 Financial Plan**

ERF Reserve Cash Flow

Environmental Protection is responsible for providing scientific and technical expertise in order to protect the region's environmental resources and functions. Key areas of focus are the Climate Action Program, Integrated Watershed Management, Wastewater and Marine Environment Program.

Equipment Replacement Fund Fund: 1022 Fund Center: 101492	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,238,334	1,128,582	1,036,366	967,548	1,038,188	1,167,848
Planned Purchase (Based on Capital Plan)	(537,175)	(364,600)	(325,600)	(172,000)	(97,000)	(111,100)
Transfer from Operating Budget	367,134	272,384	256,782	242,640	226,660	261,918
Interest Income*	60,289	-	-	-	-	-
Total projected year end balance	1,128,582	1,036,366	967,548	1,038,188	1,167,848	1,318,666

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:

1.579 Environmental Sustainability HQ Water Quality
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Environmental Sustainability HQ Water Quality

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule

Fund: 1500 Fund Center: 105517

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	528,412	605,857	586,891	586,999	586,999	680,494
Planned Purchase	-	(30,000)	-	-	-	-
Transfer from Ops Budget	52,343	11,034	108	-	93,495	87,887
Interest Income*	25,102	-	-	-	-	-
Total projected year end balance	605,857	586,891	586,999	586,999	680,494	768,380

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.579 Environmental Sustainability HQ Water Quality
 Equipment Reserve Summary
 2024 - 2028Financial Plan

ERF Reserve Cash Flow

Water Quality Senior Budget - Equipment Replacement for Equipment

Equipment Replacement Fund Fund: 1022 Fund Center: 102075	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	21,666	21,861	21,861	21,861	21,861	21,861
Planned Purchase (Based on Capital Plan)		-	-	-	-	-
Transfer from Operating Budget		-	-	-	-	-
Interest Income*	195	-	-	-	-	-
Total projected year end balance	21,861	21,861	21,861	21,861	21,861	21,861

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
 ERF Reserve to fund replacement of equipment used by the staff of the Environmental Water Quality Division.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Source Control

FINAL BUDGET

MARCH 2024

DEFINITION:

Provides for the control of the direct or indirect discharge of contaminants into or through facilities connected to sewage facilities under the regulatory authority of the Capital Regional District. Est. Bylaw No. 2402, 1996, amended Bylaw No. 3351, December 2006.

SERVICE DESCRIPTION:

Source control is a waste management strategy aimed at reducing contaminants that industries, businesses, institutions and households discharge to sanitary sewers. Source control focuses on point-of-discharge reductions in contaminants in order to protect: sewage collection and treatment systems, the quality of treatment plant sewage sludge and biosolids, the marine receiving environment and public and worker health and safety.

PARTICIPATION:

All municipalities, electoral areas and first nations taxation areas of the Capital Regional District

MAXIMUM LEVY:

Greater of \$1,100,000 or \$0.037 / \$1,000 of actual assessments

COMMITTEE:

Environmental Services

FUNDING:

Requisition, permit fees and other fees

COST APPORTIONMENT:

- (1) Fees.
- (2) Based on annual flow of sewage among each municipal and electoral participation area into sewage facilities owned or operated by the CRD.
- (3) Remaining balance apportioned to all participating members on the basis of converted net taxable value of land and improvements.

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

	<u>Estimated Yearly Flow</u>	<u>% of Total Flows</u>	
Central Saanich	1,334,016	26.73%	
Colwood	1,124,967	7.98%	
Esquimalt	1,913,792	34.69%	
Langford	3,501,060	6.40%	
North Saanich	568,579	2.13%	
Oak Bay	2,499,492	3.05%	
Saanich	8,617,797	8.69%	89.68%
Sidney	1,260,382	3.50%	
Victoria	11,290,931	3.78%	
View Royal	785,662	1.38%	
Esquimalt Nation	27,738	0.07%	
Pauquachin First Nation	14,980	0.04%	
Songhees Nation	29,661	0.08%	
Tseycum First Nation	243,322	0.64%	
D.N.D.	0	0.00%	
Institute of Ocean Sciences (I.O.S.)	3,889	0.01%	
Ganges Sewer	167,123	0.44%	
Maliview Sewer	19,815	0.05%	
Magic Lake Estates Sewer	109,685	0.29%	
Port Renfrew Sewer	19,997	0.05%	10.32%
TOTAL	33,532,888	100.00%	100.00%

3.755 - REGIONAL SOURCE CONTROL PROGRAM			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Allocations - EPro Labour	1,334,193	1,334,193	1,386,465	-	-	1,386,465	1,414,194	1,442,478	1,471,328	1,500,754
Operation - Other Costs	168,845	127,345	141,875	-	-	141,875	150,414	154,447	156,529	159,722
Contract For Services	98,000	98,000	98,760	-	-	98,760	99,540	100,330	101,140	101,960
Consultant Expenses	40,000	40,000	47,448	-	-	47,448	-	41,200	-	-
TOTAL OPERATING COSTS	1,641,038	1,599,538	1,674,548	-	-	1,674,548	1,664,148	1,738,455	1,728,997	1,762,436
*Percentage Increase over prior year		-2.5%	2.0%	0.0%	0.0%	2.0%	-0.6%	4.5%	-0.5%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	-	170	-	-	170	173	177	180	184
TOTAL CAPITAL / RESERVES	-	-	170	-	-	170	173	177	180	184
TOTAL COSTS	1,641,038	1,599,538	1,674,718	-	-	1,674,718	1,664,321	1,738,632	1,729,177	1,762,620
*Percentage Increase over prior year		-2.5%	2.1%	0.0%	0.0%	2.1%	-0.6%	4.5%	-0.5%	1.9%
Internal Recoveries	(55,000)	(55,000)	(55,000)	-	-	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
OPERATING COSTS LESS INTERNAL RECOVERIES	1,586,038	1,544,538	1,619,718	-	-	1,619,718	1,609,321	1,683,632	1,674,177	1,707,620
*Percentage Increase over prior year		-2.6%	2.1%	0.0%	0.0%	2.1%	-0.6%	4.6%	-0.6%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Fees Charged	(60,000)	(60,000)	(61,200)	-	-	(61,200)	(62,424)	(63,672)	(64,946)	(66,245)
Revenue - Other	(500)	(500)	(1,000)	-	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Grants in Lieu of Taxes	(92,303)	(92,303)	(95,970)	-	-	(95,970)	(92,303)	(92,303)	(92,303)	(92,303)
Transfer From Operating Reserve	(43,249)	(1,749)	(43,762)	-	-	(43,762)	(7,453)	(51,593)	(11,362)	(13,415)
TOTAL REVENUE	(196,052)	(154,552)	(201,932)	-	-	(201,932)	(163,180)	(208,568)	(169,611)	(172,963)
REQUISITION	(1,389,986)	(1,389,986)	(1,417,786)	-	-	(1,417,786)	(1,446,141)	(1,475,064)	(1,504,566)	(1,534,657)
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Oak Bay, C. Saanich, N. Saanich, Langford; Sewered Local Areas of Ganges, Maliview, Magic Lakes, Pt. Renfrew, DND, Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**3.755 Regional Source Control Program
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Regional Source Control Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105504	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	498,070	482,196	438,434	431,154	379,738	368,376
Planned Purchase		-	-	-	-	-
Transfer to/from Ops Budget	(39,881)	(43,762)	(7,280)	(51,416)	(11,362)	(13,415)
Interest Income*	24,008	-	-	-	-	-
Total projected year end balance	482,196	438,434	431,154	379,738	368,376	354,961

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Septage Disposal Agreement

FINAL BUDGET

MARCH 2024

Service: **3.700 Septage Disposal Program**

Committee: **Core Area Liquid Waste Management**

DEFINITION:

Provision of septage disposal facilities for all areas of the Regional District and to compel persons within all or designated portions of the region to make use of any system established for the disposal of septage and to prescribe the terms and conditions from which persons make use of such system and to impose fines and penalties in respect thereof (Letters Patent - June 1, 1978).

SERVICE DESCRIPTION:

The service provides oversight for the contract between the CRD and SPL Wastewater Recovery Ltd.

PARTICIPATION:

All member municipalities except Saltspring Island and Outer Gulf Islands. Operating and debt costs not met by user charges to be recovered by requisition to all participating members based on member percentage of participant septage input. Properties located in municipalities and capable of being drained into a municipal sanitary sewer are exempt from any levy. Properties connected to a sewage collection system within an electoral area may be exempted by by-law. Annual net cost not to exceed \$0.63/1000 on taxable school assessment (excluding property that is taxable for school purposes only Special Act.)

NON-PARTICIPANT, in relation to septage, means septage originating from a municipality or electoral area which does not participate in the septage disposal function under Division XXI of the Supplementary Letters Patent of the Regional District, and as such were charged a higher tipping fee before September 1, 1996. The same tipping fee to be charged to participants and non-participants after September 1, 1996.

COST APPORTIONMENT:

- (1) Fees:
User charges permitted by Septage Processing Ltd. to its customers.
Mandatory Waste Tipping Fee:

\$0.320	per Imperial Gallon	2021
\$0.325	per Imperial Gallon	2022
\$0.330	per Imperial Gallon	2023
\$0.340	per Imperial Gallon	2024
\$0.345	per Imperial Gallon	2025

Septage Processing Ltd. will submit to the CRD an administration fee of \$0.015 per Imperial Gallon.
Other wastes have different user charges.

- (2) Remaining balance apportioned to all participating members on the basis of percentage of Septage/Sewage delivered to the Septage Facility (No requisition - 2024)

MAXIMUM LEVY:

\$0.63 / \$1,000 on taxable school assessments (excluding property that is taxable for school purposes only).

SPL Liquid Waste Volumes - 2024

	Septage Vol1	FOG Vol2	Other Vol3	TOTAL	Total %	Septage %1	FOG %2	Other %3
Central Saanich	200,791	16,115	48,534	265,440	302.01%	75.6	6.1	18.3
Colwood	571,761	3,712	69,326	644,799	733.63%	88.7	0.6	10.8
Esquimalt	3,285	15,500	317,408	336,193	382.51%	1.0	4.6	94.4
Highlands	103,797	0	752,492	856,289	974.26%	12.1	0.0	87.9
Langford	357,080	55,763	386,074	798,917	908.99%	44.7	7.0	48.3
Metchosin	267,524	3,990	39,236	310,750	353.56%	86.1	1.3	12.6
North Saanich	434,468	19,110	143,079	596,657	678.86%	72.8	3.2	24.0
Saanich	596,920	34,646	317,228	948,794	1079.51%	62.9	3.7	33.4
Sidney	11,954	2,603	240,535	255,092	290.24%	4.7	1.0	94.3
Sooke	605,432	4,737	142,655	752,824	856.54%	80.4	0.6	18.9
Victoria	37,542	964,917	1,893,959	2,896,418	3295.46%	1.3	33.3	65.4
View Royal	10,907	0	3,992	14,899	16.95%	73.2	0.0	26.8
Port Renfrew	50,783	1,194	53,460	105,437	119.96%	48.2	1.1	50.7
Juan de Fuca	0	0	0	0	0.00%	0.0	0.0	0.0
	315,515	0	241,705	557,220	6.340	56.623	0.000	4337.7%
TOTAL	3,252,840	1,122,287	4,413,980	8,789,107	10000%			

Notes:

1. Septage = Institutional, Commercial, and Residential

2. FOG = Fats, Oils and Greases

3. Other = Portable Toilets, San. Sew. Ships, San. Sew. Docks, PIT toilet, Car Wash, Catch Basin, Sew. Sludge, Other (whey, dairy, brewery), and Lift Station

3.700 - SEPTAGE DISPOSAL AGREEMENT
OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
Operating Expenditures	29,179	30,320	32,460	-	-	32,460	34,099	35,832	37,709	39,515
Allocations - Epro	66,848	60,675	55,702	-	-	55,702	56,816	57,952	59,001	60,181
Allocations - Others	61,883	61,871	72,920	-	-	72,920	73,277	73,643	74,017	74,396
TOTAL OPERATING COSTS	157,910	152,866	161,082	-	-	161,082	164,192	167,428	170,727	174,093
*Percentage Increase over prior year		-3.2%	2.0%	0.0%	0.0%	2.0%	1.9%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Sewer Capital Fund	-	3,014	-	-	-	-	-	-	-	-
	-									
TOTAL CAPITAL / RESERVES	-	3,014	-	-	-	-	-	-	-	-
	-									
TOTAL COSTS	157,910	155,880	161,082	-	-	161,082	164,192	167,428	170,727	174,093

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)
Surplus / (Deficit)

Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,210)	(2,210)	(2,272)	-	-	(2,272)	(2,210)	(2,210)	(2,210)	(2,210)
Fees Charged	-	(2,880)	-	-	-	-	-	-	-	-
Sale of Goods and Services	(155,000)	(150,000)	(158,100)	-	-	(158,100)	(161,262)	(164,487)	(167,777)	(171,133)
Revenue - Other	(700)	(790)	(710)	-	-	(710)	(720)	(730)	(740)	(750)
TOTAL REVENUE	(157,910)	(155,880)	(161,082)	-	-	(161,082)	(164,192)	(167,427)	(170,727)	(174,093)
	-	(0)	-	-	-	-	-	-	-	-
REQUISITION	-	(0)	-	-	-	-	-	-	-	-

*Percentage Increase over prior year

PARTICIPANTS: All Municipalities

AUTHORIZED POSITIONS:

Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Millstream Site Remediation

FINAL BUDGET

MARCH 2024

DEFINITION:

Establishment Bylaw No. 3519, as amended, establishes a service for the purpose of the remediation of lands legally described as Lot A, Section 5, Range 3 West, Highland District, Plan 40349 operated as the Millstream Meadows Sewage Septage Facility (the '**Millstream Site**') and any other lands that may, now or in future, be affected by the operation of the Millstream Site as a sewage septage disposal facility.

SERVICE DESCRIPTION:

The service oversees the investigation and remediation of the former septage disposal site located at Millstream Meadows.

PARTICIPATION:

Municipality	Percentage
City of Colwood	15.67%
City of Victoria	13.21%
District of Central Saanich	4.89%
Township of Esquimalt	2.65%
City of Langford	14.43%
District of Saanich	22.19%
District of Oak Bay	2.42%
District of North Saanich	4.87%
District of Metchosin	3.16%
Town of Sidney	1.64%
Town of View Royal	2.92%
District of Highland	0.96%
District of Sooke	6.93%
Juan de Fuca	4.08%
	100.00%

MAXIMUM LEVY:

Greater of \$1,400,000 or the amount equal to the amount that could be raised by a property value tax rate of \$0.021 per \$1,000 which when applied to the net taxable value of the land and improvements within the Service Area.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3513 (May 14, 2008)	Amended 3662 (Mar 2010)	\$7,550,000
Borrowed:	SI Bylaw No. 3547 (July 9, 2008)	5 yr term	(\$3,850,000)
	SI Bylaw No. 3725	15 yr term	(\$288,234)
	SI Bylaw No. 3817 (May 2012)	15 yr term	(\$200,000)
	SI Bylaw No. 3882 (May 2013)	15 yr term	(\$600,000)
	SI Bylaw No. 3910 (July 2013)	15 yr term	(\$611,766)
Remaining:	Expired		\$2,000,000

COMMITTEE:

Environmental Services

FUNDING:

Capital Project cost shared:

- Agreement with provincial Ministry of Agriculture and Lands (MAL) – 39% of eligible capital costs
- CRD Share is 61% of eligible costs and 100% of ineligible costs
 - Funds on Hand \$1,643,000
 - Debt Servicing – up to \$5,550,000 funded from property tax from the above participating areas
 - Effective 2010, 50% of the net annual costs of site remediation of the Millstream Meadows Sewage Septage Facility is funded from the annual Solid Waste Disposal Budget

3.701 - MILLSTREAM SITE REMEDIATION			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Allocations	170	170	106	-	-	106	108	-	-	-
TOTAL OPERATING COSTS	170	170	106	-	-	106	108	-	-	-
*Percentage Increase over prior year		0.0%	-37.6%	0.0%	0.0%	-37.6%	1.9%			
<u>CAPITAL / RESERVE</u>										
Transfer to Sewer Capital Fund (Millstream)	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	537,358	537,358	19,162	-	-	19,162	19,162	-	-	-
TOTAL COSTS	537,528	537,528	19,268	-	-	19,268	19,270	-	-	-
*Percentage Increase over prior year		0.0%	-96.4%	0.0%	0.0%	-96.4%	0.0%			
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(6,144)	(6,144)	(6,248)	-	-	(6,248)	(11,237)	-	-	-
Transfer From Own Funds	(475,786)	(478,867)	(6,262)	-	-	(6,262)	(3,717)	-	-	-
Revenue - Other	(130)	2,951	(496)	-	-	(496)	(600)	-	-	-
TOTAL REVENUE	(482,060)	(482,060)	(13,006)	-	-	(13,006)	(15,554)	-	-	-
REQUISITION	(55,468)	(55,468)	(6,262)	-	-	(6,262)	(3,716)	-	-	-
*Percentage Increase over prior year		0.0%	-88.7%	0.0%	0.0%	-88.7%	-40.7%			
PARTICIPANTS: All Municipalities and JDF Electoral Area										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00			

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.701 Millstream Site Remediation	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$417,000	\$417,000	\$0	\$0	\$0	\$0	\$0	\$417,000
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$417,000	\$417,000	\$0	\$0	\$0	\$0	\$0	\$417,000

SOURCE OF FUNDS

Capital Funds on Hand	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$117,000	\$117,000	\$0	\$0	\$0	\$0	\$0	\$117,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$417,000	\$417,000	\$0	\$0	\$0	\$0	\$0	\$417,000

3.701

Service Name: Millstream Site Remediation

[illegible]

Service:	3.701	Millstream Site Remediation
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Project Number	17-01	Capital Project Title	Millstream Meadows Remediation	Capital Project Description	CRD contaminated site remediation
Project Rationale	Millstream Site Remediation: Make application for Provincial certification, 2023/2024 Project Completion and site divestment				

CAPITAL REGIONAL DISTRICT

2024 BUDGET

L.W.M.P On-Site Systems Management Program

FINAL BUDGET

MARCH 2024

DEFINITION:

CRD Bylaw No. 3478 (adopted March 19, 2008) establishing a service for the purpose of developing and implementing a management program for the onsite sewage systems in the service area.
Regulation Bylaw No. 3479 approved April 9, 2008.

SERVICE DESCRIPTION:

To reduce the impacts of failing septic (onsite) systems on human health and the environment through education and regulatory requirements. The Onsite Sewage Management Program (OMP) includes regulatory Bylaw No. 3479, outlining pump-out and maintenance requirements for owners of onsite systems. The program monitors residential compliance with the Bylaw and focuses on education to promote awareness and understanding of onsite system maintenance and care.

PARTICIPATION:

The participating areas are:

	2024 Budget Onsite Systems	%
Colwood	3,088	43.55%
Langford	1,678	23.66%
Saanich	2,266	31.96%
View Royal	59	0.83%
	<u>7,091</u>	<u>100.00%</u>

Note 1: Cost apportionment based on the number of parcels having onsite disposal systems within a participating area as a percentage of the total number of parcels having onsite sewage disposal systems within the service area.

MAXIMUM LEVY:

Greater of \$211,070 or the amount that could be raised by a property value tax rate of \$0.008 / \$1,000 when applied to the net taxable value of land and improvements within the service area.

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Environmental Services

FUNDING:

Parcel tax area created by each jurisdiction apportioned among all properties other than those parcels that are not connected to an onsite sewage disposal system.

3.707 - LWMP - ON SITE SYSTEM MANAGEMENT PROGRAM

			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Operating Expenditures	147,649	128,061	153,866	-	-	153,866	156,334	158,752	161,558	165,014
Contract For Services	30,000	30,000	30,000	-	-	30,000	20,000	20,000	20,000	20,000
TOTAL OPERATING COSTS	177,649	158,061	183,866	-	-	183,866	176,334	178,752	181,558	185,014
*Percentage Increase over prior year		-11.0%	3.5%	0.0%	0.0%	3.5%	-4.1%	1.4%	1.6%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	177,649	158,061	183,866	-	-	183,866	176,334	178,752	181,558	185,014
*Percentage Increase over prior year		-11.0%	3.5%	0.0%	0.0%	3.5%	-4.1%	1.4%	1.6%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-				-				-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(7,485)	(7,485)	(6,900)	-	-	(6,900)	(7,485)	(7,485)	(7,485)	(7,485)
Transfer from Operating Reserve Fund	(40,014)	(20,426)	(42,260)	-	-	(42,260)	-	-	-	-
TOTAL REVENUE	(47,499)	(27,911)	(49,160)	-	-	(49,160)	(7,485)	(7,485)	(7,485)	(7,485)
REQUISITION	(130,150)	(130,150)	(134,706)	-	-	(134,706)	(168,849)	(171,268)	(174,072)	(177,529)
*Percentage Increase over prior year		0.0%	3.5%	0.0%	0.0%	3.5%	25.3%	1.4%	1.6%	2.0%
PARTICIPANTS: Colwood, Langford, Saanich, View Royal										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.707 L.W.M.P. On Site Systems Management Program
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

L.W.M.P. On Site Systems Management Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105526	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	384,233	412,769	370,509	370,509	370,509	370,509
Planned Purchase	-	(42,260)	-	-	-	
Transfer from Ops Budget	10,015	-	-	-	-	-
Interest Income*	18,521	-	-	-	-	-
Total projected year end balance	412,769	370,509	370,509	370,509	370,509	370,509

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

L.W.M.P. (Peninsula)

FINAL BUDGET

MARCH 2024

Service: 3.720 L.W.M.P. (Peninsula)

Saanich Peninsula Wastewater Commission

DEFINITION:

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula. Bylaw No. 2388 (1996), amended by Bylaw No. 2439 (1996) and Bylaw No. 3073 (2003)

SERVICE DESCRIPTION:

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

MAXIMUM LEVY:

Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.720 L.W.M.P. (Peninsula)

Saanich Peninsula Wastewater Commission

	<u>Operating</u>
Central Saanich	42.90%
North Saanich (*see note below)	16.57%
Sidney	40.53%
Total	<u><u>100.00%</u></u>

Note:

* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

3.720 - LWMP (PENINSULA)			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Operating Expenditures	36,262	36,262	34,200	-	-	34,200	34,881	35,574	36,281	37,013
TOTAL OPERATING COSTS	36,262	36,262	34,200	-	-	34,200	34,881	35,574	36,281	37,013
*Percentage Increase over prior year		0.0%	-5.7%	0.0%	0.0%	-5.7%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	19,985	19,985	23,222	-	-	23,222	23,801	24,277	24,763	25,247
TOTAL CAPITAL / RESERVES	19,985	19,985	23,222	-	-	23,222	23,801	24,277	24,763	25,247
TOTAL COSTS	56,247	56,247	57,422	-	-	57,422	58,681	59,851	61,044	62,260
*Percentage Increase over prior year		0.0%	2.1%	0.0%	0.0%	2.1%	2.2%	2.0%	2.0%	2.0%
OPERATING COSTS LESS INTERNAL RECOVERIES	56,247	56,247	57,422	-	-	57,422	58,681	59,851	61,044	62,260
*Percentage Increase over prior year		0.0%	2.1%	0.0%	0.0%	2.1%	2.2%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,320)	(2,320)	(2,208)	-	-	(2,208)	(2,320)	(2,320)	(2,320)	(2,320)
TOTAL REVENUE	(2,320)	(2,320)	(2,208)	-	-	(2,208)	(2,320)	(2,320)	(2,320)	(2,320)
REQUISITION	(53,927)	(53,927)	(55,214)	-	-	(55,214)	(56,361)	(57,531)	(58,724)	(59,940)
*Percentage Increase over prior year		0.0%	2.4%	0.0%	0.0%	2.4%	2.1%	2.1%	2.1%	2.1%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**3.720 L.W.M.P. Peninsula
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

L.W.M.P. Peninsula

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105527	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	135,311	193,985	217,207	241,007	265,284	290,047
Planned Purchase		-	-	-	-	-
Transfer from Ops Budget	52,152	23,222	23,801	24,277	24,763	25,247
Interest Income*	6,522	-	-	-	-	-
Total projected year end balance	193,985	217,207	241,007	265,284	290,047	315,294

Assumptions/Background:

Retain reserve balance for future LWMP planning projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

L.W.M.P. - Core and West Shore

FINAL BUDGET

MARCH 2024

Service: **3.750 L.W.M.P. - Core and West Shore**

Committee: Core Area Liquid Waste Management

DEFINITION:

To provide under authority of Trunk Sewers and Sewer Disposal Letters of Patent for the study, design, monitoring, materials acquisition, construction, equipment acquisition and all works necessary for the preparation of a Liquid Waste Management Plan and any related works within the Capital Regional District. Establishment Bylaw No. 2312 (1995), amended by Bylaw No. 3028 (2002), 3319 (2006), and 4304 (2020).

SERVICE DESCRIPTION:

To manage the Core Area and West Shore Liquid Waste Management Plan (CALWMP) and implement the commitments approved under the plan

- planning, siting, reporting, amendment preparation, implementation of commitments, public communications, liquid and solid resource recovery development

PARTICIPATION:

	<u>Flow Amounts*</u>	<u>Allocation for 2024</u>
Colwood	1,124,967	3.74%
Esquimalt	2,040,215	6.78%
Langford	3,501,060	11.63%
Oak Bay	2,499,492	8.30%
Saanich	8,617,797	28.62%
Victoria	11,290,931	37.50%
View Royal	785,662	2.61%
Esquimalt Nation	25,307	0.08%
Songhees Nation	221,365	0.74%
TOTAL	30,106,796	100.000%

* = Average Annual Flow

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.750 - LWMP - CORE AND WEST SHORE
OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
Operating Expenditures	180,552	180,552	183,089	-	-	183,089	186,760	190,513	194,342	198,247
Consultant Expenses	105,060	232,000	107,161	-	-	107,161	109,304	111,490	113,720	115,995
Contract For Services	37,401	37,401	38,149	-	-	38,149	38,912	39,690	40,484	41,294
TOTAL OPERATING COSTS	323,013	449,953	328,399	-	-	328,399	334,976	341,693	348,546	355,536
*Percentage Increase over prior year		39.3%	1.7%	0.0%	0.0%	1.7%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	49,309	58,369	255,673	-	-	255,673	255,213	259,916	264,712	269,601
TOTAL CAPITAL / RESERVES	49,309	58,369	255,673	-	-	255,673	255,213	259,916	264,712	269,601
Debt Expenditures	-	-	-	-	-	-	166,875	835,426	835,426	835,426
TOTAL COSTS	372,322	508,322	584,072	-	-	584,072	757,064	1,437,035	1,448,684	1,460,563
*Percentage Increase over prior year		36.5%	56.9%	0.0%	0.0%	56.9%	29.6%	89.8%	0.8%	0.8%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(19,194)	(19,194)	(20,351)	-	-	(20,351)	(19,194)	(19,194)	(19,194)	(19,194)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	(136,000)	(200,000)	-	-	(200,000)	(200,000)	(204,000)	(208,080)	(212,240)
TOTAL REVENUE	(19,194)	(155,194)	(220,351)	-	-	(220,351)	(219,194)	(223,194)	(227,274)	(231,434)
REQUISITION	(353,128)	(353,128)	(363,721)	-	-	(363,721)	(537,870)	(1,213,841)	(1,221,410)	(1,229,129)
*Percentage Increase over prior year		0.0%	3.0%	0.0%	0.0%	3.0%	47.9%	125.7%	0.6%	0.6%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, Oak Bay, View Royal, and Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.750	Carry						
	L.W.M.P. - Core and West Shore	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$1,000,000	\$9,000,000	\$0	\$0	\$0	\$10,000,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,000,000	\$9,000,000	\$0	\$0	\$0	\$10,000,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$9,000,000	\$0	\$0	\$0	\$9,000,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
	\$0	\$1,000,000	\$9,000,000	\$0	\$0	\$0	\$10,000,000

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Service: 3.750 L.W.M.P. - Core and West Shore

Project Number	24-01	Capital Project Title	Biosolids Advanced Thermal Pilot Demonstration Plant	Capital Project Description	Biosolids Advanced Thermal Pilot Demonstration Plant
Project Rationale	Under direction from the board, the CRD is pursuing a thermal pilot demonstration plant to beneficially utilize biosolids generated from the Residual Treatment Facility (RTF). Early phases of the project include staff time and consultants required to conduct preliminary design, permitting and detail design to create a tender package. Subsequent phase will involve construction of a thermal pilot demonstration plant.				

**3.750 L.W.M.P. Core and West Shore
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

L.W.M.P. Core and West Shore

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105528	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	726,636	925,121	180,794	436,007	695,923	960,635
Planned Purchase	-	(1,000,000)		-	-	-
Transfer from Ops Budget	163,460	255,673	255,213	259,916	264,712	269,601
Interest Income*	35,025	-	-	-	-	-
Total projected year end balance	925,121	180,794	436,007	695,923	960,635	1,230,236

Assumptions/Background:

Retain reserve balance for future LWMP planning projects

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

L.W.M.P. - Harbour Studies

FINAL BUDGET

MARCH 2024

Service: 3.752 L.W.M.P. - Harbour Studies

Committee: Core Area Liquid Waste Management

DEFINITION:

Core Area Liquid Waste Management Plan program - provides for the CRD to work in partnership with other agencies to protect and improve the environmental quality of Victoria and Esquimalt harbours. Establishment Bylaw No. 3743, February 16, 2011, as amended by Bylaw No. 3837 (2012).

SERVICE DESCRIPTION:

The service coordinates harbour environmental protection and improvement efforts among community, local governments and senior governments under the Core Area LWMP.

PARTICIPATION:

	2024 Allocation
City of Colwood	6.48%
City of Victoria	29.58%
Township of Esquimalt	5.85%
City of Langford	15.69%
District of Saanich	38.47%
Town of View Royal	3.92%
TOTAL	100.00%

MAXIMUM LEVY:

Greater of \$350,000 or \$0.0064 per \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.752 - LWMP - HARBOURS STUDIES
OPERATING COSTS:

Allocations - EPro Labour
Consultant Expenses
Contract for Services
Operating - Other Costs

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Operating Reserve Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)
Surplus / (Deficit)

Balance C/F from Prior to Current year
Grants in Lieu of Taxes
Revenue - Other

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford,
Saanich, View Royal, Songhees and Esquimalt Bands
AUTHORIZED POSITIONS:

Salaried
Hourly

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
Allocations - EPro Labour	304,741	304,741	316,882	-	-	316,882	323,219	329,684	336,277	343,003
Consultant Expenses	26,090	25,000	32,200	-	-	32,200	32,840	33,500	34,170	34,850
Contract for Services	12,360	12,000	2,610	-	-	2,610	2,660	2,710	2,760	2,820
Operating - Other Costs	11,047	12,497	10,482	-	-	10,482	9,921	10,178	10,432	10,206
TOTAL OPERATING COSTS	354,238	354,238	362,174	-	-	362,174	368,640	376,071	383,639	390,879
*Percentage Increase over prior year		0.0%	2.2%	0.0%	0.0%	2.2%	1.8%	2.0%	2.0%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	354,238	354,238	362,174	-	-	362,174	368,640	376,071	383,639	390,879
*Percentage Increase over prior year		0.0%	2.2%	0.0%	0.0%	2.2%	1.8%	2.0%	2.0%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year										
Grants in Lieu of Taxes	(21,658)	(21,658)	(22,459)	-	-	(22,459)	(21,658)	(21,658)	(21,658)	(21,658)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(21,658)	(21,658)	(22,459)	-	-	(22,459)	(21,658)	(21,658)	(21,658)	(21,658)
REQUISITION	(332,580)	(332,580)	(339,715)	-	-	(339,715)	(346,982)	(354,413)	(361,981)	(369,221)
*Percentage Increase over prior year		0.0%	2.1%	0.0%	0.0%	2.1%	2.1%	2.1%	2.1%	2.0%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, View Royal, Songhees and Esquimalt Bands AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Harbours Environmental Actions Service - Peninsula

FINAL BUDGET

MARCH 2024

Service: **3.756 Harbours Environmental Actions Service - Peninsula**

Committee: **Saanich Peninsula Wastewater Commission**

DEFINITION:

Harbours Environmental Action Service for Saanich Peninsula support environmental stewardship on the Peninsula in response to increasing stressors on the marine environment. Establishment Bylaw No. 4391, March 10th, 2021

SERVICE DESCRIPTION:

The service coordinates and implement harbours, waterbodies, and watercourses environmental protection and improvement initiatives on and surrounding the Saanich Peninsula, namely Sidney, North Saanich, and Central Saanich

PARTICIPATION:

	2024
Sidney	28.48%
District of North Saanich	29.02%
District of Central Saanich	42.50%
TOTAL	100.00%

MAXIMUM LEVY:

Greater of \$75,000 or \$0.0049 per \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

N/A

3.756 - HABOUR ENVIRONMENTAL ACTION PENINSULA			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Allocations	47,834	47,834	-	-	-	-	-	-	-	-
Consultant Expenses	13,850	13,850	-	-	-	-	-	-	-	-
Contract For Services	4,429	4,429	-	-	-	-	-	-	-	-
Operating - other costs	4,639	4,639	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	70,752	70,752	-	-	-	-	-	-	-	-
*Percentage Increase over prior year		0.0%	-100.0%	0.0%	0.0%	-100.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	70,752	70,752	-	-	-	-	-	-	-	-
*Percentage Increase over prior year		0.0%	-100.0%	0.0%	0.0%	-100.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(2,165)	(2,165)	(2,031)	-	-	(2,031)	-	-	-	-
TOTAL REVENUE	(2,165)	(2,165)	(2,031)	-	-	(2,031)	-	-	-	-
REQUISITION	(68,587)	(68,587)	2,031	-	-	2,031	-	-	-	-
*Percentage Increase over prior year		0.0%	-103.0%	0.0%	0.0%	-103.0%	-100.0%	#DIV/0!	#DIV/0!	#DIV/0!
PARTICIPANTS: Sidney, District of North Saanich, District of Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Goose Management Service

FINAL BUDGET

MARCH 2024

Service:	1.312	Regional Goose Management Service	Committee: Environmental Services Committee
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DEFINITION:

Regional coordination of Canada Goose population

Establishment Bylaw No. 4522, March 2023

SERVICE DESCRIPTION:

To provide a Canada goose service to address increasing regional population and inter-regional impacts of non-migratory, resident geese (economic, environmental and social impacts on multiple stakeholders that requires coordination across multiple levels of governments and with private and non-profit organizations governments and with private and non-profit organizations

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations.

	Basis of Apportionment		
	50%	50%	
	Converted	Regional Planning	Percent
	Assessments	Population - 2022	of Total
Municipalities			
District of Central Saanich	944,195,853	19,215	4.3%
City of Colwood	827,251,530	21,759	4.4%
Township of Esquimalt	686,865,942	19,639	3.8%
District of Highlands	133,874,982	2,690	0.6%
City of Langford	2,183,537,774	52,661	11.0%
District of Metchosin	228,509,897	5,242	1.1%
District of North Saanich	930,304,603	13,118	3.6%
District of Oak Bay	1,262,951,498	19,602	5.1%
District of Saanich	5,441,092,013	129,098	27.1%
Town of Sidney	770,646,616	12,878	3.2%
District of Sooke	586,278,549	16,776	3.2%
City of Victoria	5,031,422,064	99,276	22.8%
Town of View Royal	507,009,738	13,147	2.6%
	19,533,941,059	425,101	92.9%
Electoral Areas			
Juan de Fuca	370,468,362	5,784	1.5%
Saltspring Island	697,473,459	12,075	3.0%
Southern Gulf Islands	553,319,256	5,598	1.9%
	1,621,261,077	23,457	6.4%
First Nations			
Tsawout	41,018,095	1,909	0.3%
Songhees	46,186,546	2,079	0.3%
	84,358,079	3,629	0.6%
	21,242,406,777	452,546	100.0%

MAXIMUM LEVY:

The greater of \$251,900 or \$0.0016 / \$1,000 of taxable value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Requisition

RESERVE FUND:

N/A

1.312 - Regional Goose Management			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Allocations	87,172	45,913	100,180	-	-	100,180	102,179	104,219	-	-
Contract For Services	130,000	130,000	132,600	-	-	132,600	135,250	137,960	-	-
Operating - other costs	20,350	61,609	10,706	-	-	10,706	10,940	11,180	-	-
TOTAL OPERATING COSTS	237,522	237,522	243,486	-	-	243,486	248,369	253,359	-	-
*Percentage Increase over prior year		0.0%	2.5%	0.0%	0.0%	2.5%	2.0%	2.0%		
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	237,522	237,522	243,486	-	-	243,486	248,369	253,359	-	-
*Percentage Increase over prior year		0.0%	2.5%	0.0%	0.0%	2.5%	2.0%	2.0%		
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	(237,522)	(237,522)	(243,486)	-	-	(243,486)	(248,369)	(253,359)	-	-
*Percentage Increase over prior year		0.0%	2.5%	0.0%	0.0%	2.5%	2.0%	2.0%		
PARTICIPANTS: All Municipalities and Electoral Areas										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

1.312 - Regional Goose Management
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

- Regional Goose Management

Established by Bylaw No. 4102 and amendend by Bylaw No.4585 to enable CRD Regional Services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105553	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance		114,487	114,487	114,487	114,487	114,487
Planned Purchase	-	-	-	-	-	-
Transfer from/to Ops Budget	114,487	-	-	-	-	-
Interest Income*		-	-	-	-	-
Total projected year end balance	114,487	114,487	114,487	114,487	114,487	114,487

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Sooke Stormwater Quality Management

FINAL BUDGET

MARCH 2024

Service: 1.531 Sooke Stormwater Quality Management

Committee: Environmental Services

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. "Stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses. Work is conducted for the District of Sooke by annual letter of agreement.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Sooke Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The District of Sooke.

MAXIMUM LEVY:

None stated

MAXIMUM CAPITAL DEBT:

Nil

FUNDING:

Requisition

1.531 - STORMWATER QUALITY - SOOKE

OPERATING COSTS:

Operating Expenditures
Contract For Services

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Fund
Transfer to Operating Reserve Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)

Surplus / (Deficit)

Balance C/F from Prior to Current year
Grants in Lieu of Taxes
Transfer From Operating Reserve

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

PARTICIPANTS: Sooke
AUTHORIZED POSITIONS:
Salaried
Term

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
Operating Expenditures	21,321	21,021	22,090	-	-	22,090	22,514	22,946	23,437	23,887
Contract For Services	2,675	2,000	68,509	-	-	68,509	2,770	2,844	2,864	2,921
TOTAL OPERATING COSTS	23,996	23,021	90,599	-	-	90,599	25,284	25,790	26,301	26,808
*Percentage Increase over prior year		-4.1%	277.6%	0.0%	0.0%	277.6%	-72.1%	2.0%	2.0%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	15,436	16,411	0	-	-	0	16,054	16,372	16,702	17,036
TOTAL CAPITAL / RESERVES	15,436	16,411	0	-	-	0	16,054	16,372	16,702	17,036
TOTAL COSTS	39,432	39,432	90,599	-	-	90,599	41,338	42,162	43,003	43,844
*Percentage Increase over prior year		0.0%	129.8%	0.0%	0.0%	129.8%	-54.4%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(86)	(86)	(156)	-	-	(156)	(86)	(86)	(86)	(86)
Transfer From Operating Reserve	-	-	(50,000)			(50,000)	-	-	-	-
TOTAL REVENUE	(86)	(86)	(50,156)	-	-	(50,156)	(86)	(86)	(86)	(86)
REQUISITION	(39,346)	(39,346)	(40,443)	-	-	(40,443)	(41,252)	(42,076)	(42,917)	(43,758)
*Percentage Increase over prior year		0.0%	2.8%	0.0%	0.0%	2.8%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Sooke										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.531 Storm Water Quality - Sooke
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Storm Water Quality - Sooke

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. 2024 is the next planned water quality objective sampling year during which money will be taken out of reserve. This sampling takes place every 4 years, with 3 years saving up.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105518 Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	50,412	79,189	29,189	45,243	61,615	78,317
Planned Purchase	-	(50,000)		-	-	-
Transfer from Ops Budget	26,348	-	16,054	16,372	16,702	17,036
Interest Income*	2,430	-	-	-	-	-
Total projected year end balance	79,189	29,189	45,243	61,615	78,317	95,353

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Core and West Shore Stormwater Quality Management

FINAL BUDGET

MARCH 2024

DEFINITION:

This program coordinates the management of stormwater quality and surface water resources in cooperation with the seven core municipalities. The program includes investigations to assess shoreline discharges and contaminant sources and protect the marine environment using a watershed management planning approach. Establishment Bylaw 2567, adopted Feb 25, 1998.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Core Area to coordinate the management of stormwater quality and surface water resources. The program includes investigation to assess shoreline discharges and contaminant sources and protect the marine environment using an integrated watershed management approach.

PARTICIPATION:

The apportionment of annual operating costs among the participants shall be on the basis of:

- one-sixth in proportion to population of the participants
- one-sixth in proportion to land area of the participants
- one-third in proportion to converted assessments of the participants
- one-third in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participants, as determined by the Capital Region District Board.

The participants are:

City of Colwood
City of Victoria
Township of Esquimalt
District of Langford
District of Oak Bay
District of Saanich
Town of View Royal
Esquimalt Nation
Songhees Nation

MAXIMUM LEVY:

None listed in Establishing Bylaw

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition for Stormwater Program and Direct Agreement for coordinator for the Bowker Creek Initiative.

1.536 - STORMWATER QUALITY MANAGEMENT-CORE			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Operating Expenditures	578,030	554,461	579,967	-	-	579,967	591,648	603,562	614,761	627,093
Contract For Services	119,000	119,000	211,380	-	-	211,380	121,245	121,830	123,456	125,925
Consultant Expenses	47,000	27,417	47,940	-	-	47,940	48,900	49,880	50,798	51,814
TOTAL OPERATING COSTS	744,030	700,878	839,287	-	-	839,287	761,793	775,272	789,015	804,832
*Percentage Increase over prior year		-5.8%	12.8%	0.0%	0.0%	12.8%	-9.2%	1.8%	1.8%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	43,152	18,154	-	-	18,154	15,953	16,272	16,597	16,929
TOTAL CAPITAL / RESERVES	-	43,152	18,154	-	-	18,154	15,953	16,272	16,597	16,929
TOTAL COSTS	744,030	744,030	857,441	-	-	857,441	777,746	791,544	805,613	821,761
*Percentage Increase over prior year		0.0%	15.2%	0.0%	0.0%	15.2%	-9.3%	1.8%	1.8%	2.0%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	(35,532)	(35,532)	(35,533)	-	-	(35,533)	(35,533)	(35,533)	(35,533)	(35,533)
OPERATING COSTS LESS INTERNAL RECOVERIES	708,498	708,498	821,908	-	-	821,908	742,213	756,011	770,080	786,228
*Percentage Increase over prior year		0.0%	16.0%	0.0%	0.0%	16.0%	-9.7%	1.9%	1.9%	2.1%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(52,230)	(52,230)	(54,744)	-	-	(54,744)	(52,230)	(52,230)	(52,230)	(52,230)
Transfer From Operating Reserve	0	0	(90,000)	-	-	(90,000)	0	0	0	0
TOTAL REVENUE	(52,230)	(52,230)	(144,744)	-	-	(144,744)	(52,230)	(52,230)	(52,230)	(52,230)
REQUISITION	(656,268)	(656,268)	(677,164)	-	-	(677,164)	(689,983)	(703,781)	(717,850)	(733,998)
*Percentage Increase over prior year		0.0%	3.2%	0.0%	0.0%	3.2%	1.9%	2.0%	2.0%	2.2%
PARTICIPANTS: Victoria, Saanich, Esquimalt, View Royal, Langford, Colwood, Songhees Band, Esquimalt Band										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.536 Stormwater Quality Management - Core
Operating Reserve Summary
2024- 2028 Financial Plan

Profile

Stormwater Quality Management - Core

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105519	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance	279,186	377,248	287,248	287,248	287,248	287,248
Planned Purchase		(90,000)	-	-	-	-
Transfer from Ops Budget	84,606					
Interest Income*	13,457	-	-	-	-	-
Total projected year end balance	377,248	287,248	287,248	287,248	287,248	287,248

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula - Stormwater Quality Management

FINAL BUDGET

MARCH 2024

DEFINITION:

Establishment Bylaw No. 3642 (2009), as amended by Bylaw No. 4141 (2017), to identify pollution in stormwater run-off from land in the service area.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Greater of \$106,017 or \$0.0103/\$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

The apportionment of annual operating costs among the participating areas shall be on the basis of one -sixth in proportion to the population of the participating areas, one-sixth in proportion to the land area of the participating areas, one -sixth in proportion to the length of shoreline in each of the participating areas, and one -half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

USER CHARGE:

N/A

	<u>Stormwater</u>
Central Saanich	26.49%
North Saanich	40.23%
Sidney	22.16%
Tsawout Nations	3.58%
Tsartlip Nations	3.70%
Pauquachin Nations	2.27%
Tseycum Nations	1.57%
Total	<u>100.00%</u>

Note:

* Service established effective 2010; previously provided by agreement

1.537 Saanich Peninsula - Stormwater Quality Mgmt			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Operating Expenditures	81,256	81,471	83,975	-	-	83,975	85,650	87,362	89,121	90,671
Contract For Services	20,676	20,676	20,720	-	-	20,720	21,333	21,669	22,004	22,444
Consultant Expenses	20,000	18,000	20,400	-	-	20,400	20,810	21,230	21,650	22,083
TOTAL OPERATING COSTS	121,932	120,147	125,095	-	-	125,095	127,793	130,261	132,775	135,198
*Percentage Increase over prior year		-1.5%	2.6%	0.0%	0.0%	2.6%	2.2%	1.9%	1.9%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	1,785	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	1,785	-	-	-	-	-	-	-	-
TOTAL COSTS	121,932	121,932	125,095	-	-	125,095	127,793	130,261	132,775	135,198
*Percentage Increase over prior year		0.0%	2.6%	0.0%	0.0%	2.6%	2.2%	1.9%	1.9%	1.8%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(4,454)	(4,454)	(4,173)	-	-	(4,173)	(4,455)	(4,455)	(4,455)	(4,455)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(4,454)	(4,454)	(4,173)	-	-	(4,173)	(4,455)	(4,455)	(4,455)	(4,455)
REQUISITION	(117,478)	(117,478)	(120,922)	-	-	(120,922)	(123,338)	(125,806)	(128,320)	(130,743)
*Percentage Increase over prior year	0.00%	0.00%	2.93%	0.00%	0.00%	2.93%	2.00%	2.00%	2.00%	1.89%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.537 Saanich Peninsula - Stormwater Quality Mgmt
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Saanich Peninsula - Stormwater Quality Mgmt

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105520	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance	44,157	93,222	93,222	93,222	93,222	93,222
Planned Purchase	-	-	-	-	-	-
Transfer from/to Ops Budget	46,937	-	-	-	-	-
Interest Income*	2,128	-	-	-	-	-
Total projected year end balance	93,222	93,222	93,222	93,222	93,222	93,222

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula - Source Control Stormwater

FINAL BUDGET

MARCH 2024

Service: 1.538 Saanich Peninsula - Source Control Stormwater

Commission: Saanich Peninsula Waste Water

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses
Bylaw No. 3906 (adopted August, 2013), amended by Bylaw No. 4140 (2016).

SERVICE DESCRIPTION:

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Maximum Levy: Greater of \$51,715 or \$0.005/\$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater

FUNDING:

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:
a) The population of the participating areas; and
b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

USER CHARGE:

N/A

Service: 1.538 Saanich Peninsula - Source Control Stormwater

Commission: Saanich Peninsula Waste Water

	<u>2024</u>
Central Saanich	42.54%
North Saanich	28.84%
Sidney	28.61%
Total	<u><u>100.00%</u></u>

Note:
Bylaw No. 3906 (adopted August, 2013).

1.538 San Pen - Source Control Stormwater

OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025	2026	2027	2028
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
Operating Expenditures	52,720	52,720	52,388	-	-	52,388	53,452	54,514	55,595	56,675
Contract For Services	5,937	5,937	6,875	-	-	6,875	7,076	7,185	7,323	7,466
TOTAL OPERATING COSTS	58,657	58,657	59,263	-	-	59,263	60,528	61,699	62,918	64,141
*Percentage Increase over prior year		0.0%	1.0%	0.0%	0.0%	1.0%	2.1%	1.9%	2.0%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	58,657	58,657	59,263	-	-	59,263	60,528	61,699	62,918	64,141
*Percentage Increase over prior year		0.0%	1.0%	0.0%	0.0%	1.0%	2.1%	1.9%	2.0%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,763)	(1,763)	(1,653)	-	-	(1,653)	(1,763)	(1,763)	(1,763)	(1,763)
Transfer From Operating Reserve	(1,058)	(1,058)	(657)	-	-	(657)	(673)	(682)	(716)	(730)
TOTAL REVENUE	(2,821)	(2,821)	(2,310)	-	-	(2,310)	(2,436)	(2,445)	(2,479)	(2,493)
REQUISITION	(55,836)	(55,836)	(56,953)	-	-	(56,953)	(58,092)	(59,254)	(60,439)	(61,648)
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Central Saanich, North Saanich, and Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.538 San Pen - Source Control Stormwater
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

San Pen - Source Control Stormwater

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures (such as legal challenges and investigations), unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule (Fund: 1500 / FC: 105521)	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance	48,179	58,108	57,451	56,778	56,096	55,380
Planned Purchase		(657)	(673)	(682)	(716)	(730)
Transfer from/to Ops Budget	7,607	-	-	-	-	-
Interest Income*	2,322	-	-	-	-	-
Total projected year end balance	58,108	57,451	56,778	56,096	55,380	54,650

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Climate Action and Adaptation

FINAL BUDGET

MARCH 2024

DEFINITION:

Establishment Bylaw No. 3510 (Jan 2009), as amended by Bylaw No. 4058 (Feb 2016) and Bylaw No. 4468 (Jan 2022), to establish and to operate the service of regional climate action coordination, including:

- Collaboration and cooperation with members on climate action and adaptation, including carbon neutrality commitments
- Information dissemination and public education
- Seek funding from other regional levels of government to support regional climate action programs
- Monitoring and reporting on air quality, energy consumption and greenhouse gas emissions

SERVICE DESCRIPTION:

The service facilitates climate change action throughout the region, provides support for emission reduction and adaptation strategies to the corporation and municipal governments, and delivers outreach and education programs to the public.

PARTICIPATION:

All municipalities and electoral areas

MAXIMUM LEVY:

The greater of \$1,737,635 or \$0.0130 / \$1,000 of taxable value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Property value tax

Cost apportionment: 50% RPS population and 50% converted assessments

1.309 - CLIMATE ACTION AND ADAPTATION
OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL
Salaries and Wages	339,357	351,357
Allocations - Epro	340,439	340,439
Contract For Services	695,500	547,600
Contribution Projects	213,582	194,000
Consultant Expenses	24,267	24,267
Operating - Other Costs	61,789	93,372
Allocations - Others	66,595	49,595
Insurance Costs	2,240	2,240

TOTAL OPERATING COSTS

*Percentage Increase over prior year

Transfer to General Capital Fund	363,518	360,000
Transfer to Operating Reserve Fund	180,898	198,626
Transfer to Equipment Replacement Fund	-	-

TOTAL CAPITAL / RESERVES
TOTAL COSTS

*Percentage Increase over prior year

Internal Recoveries

OPERATING COSTS LESS INTERNAL RECOVERIES

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)
Surplus / (Deficit)

Balance C/F from Prior to Current year	-	-
Grants in Lieu of Taxes	(73,374)	(73,374)
Grants - Federal/Provincial/Other	(393,778)	(371,735)
Transfer From Own Funds	(104,646)	-

TOTAL REVENUE
REQUISITION

*Percentage Increase over prior year

 PARTICIPANTS: All Municipalities and Electoral Areas
 AUTHORIZED POSITIONS:

 Ongoing
 Term

BUDGET REQUEST

2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL
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612,900	-	90,000	702,900
13,148	-	-	13,148
625,500	-	-	625,500
299,360	-	99,297	398,657
24,791	-	100,000	124,791
100,293	-	-	100,293
90,206	-	-	90,206
3,140	-	-	3,140

TOTAL OPERATING COSTS

*Percentage Increase over prior year

792,961	-	-	792,961
-	-	-	-
12,500	-	-	12,500

TOTAL CAPITAL / RESERVES
TOTAL COSTS

*Percentage Increase over prior year

Internal Recoveries

OPERATING COSTS LESS INTERNAL RECOVERIES

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)

Balance C/F from Prior to Current year	-	-	-
Grants in Lieu of Taxes	(75,874)	-	(75,874)
Grants - Federal/Provincial/Other	(907,560)	-	(907,560)
Transfer From Own Funds	-	(190,000)	(190,000)

TOTAL REVENUE
REQUISITION

*Percentage Increase over prior year

 PARTICIPANTS: All Municipalities and Electoral Areas
 AUTHORIZED POSITIONS:

 Ongoing
 Term

2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
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627,600	556,112	539,898	552,822
13,542	13,949	14,367	14,798
520,500	520,500	373,000	320,187
173,360	176,827	181,182	284,000
25,292	25,802	26,595	27,127
75,768	76,249	76,752	27,268
95,114	100,512	104,436	107,402
3,290	3,450	3,620	3,790

TOTAL OPERATING COSTS

*Percentage Increase over prior year

792,961	792,961	164,023	-
-	-	-	-
60,046	60,250	60,458	60,670

TOTAL CAPITAL / RESERVES
TOTAL COSTS

*Percentage Increase over prior year

Internal Recoveries

OPERATING COSTS LESS INTERNAL RECOVERIES

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)

Balance C/F from Prior to Current year	-	-	-
Grants in Lieu of Taxes	(75,874)	(75,874)	(75,874)
Grants - Federal/Provincial/Other	(581,478)	(581,478)	(120,278)
Transfer From Own Funds	(213,509)	(352,116)	(31,037)

TOTAL REVENUE
REQUISITION

*Percentage Increase over prior year

 PARTICIPANTS: All Municipalities and Electoral Areas
 AUTHORIZED POSITIONS:

 Ongoing
 Term

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.309	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Climate Action and Adaptation							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$792,961	\$792,961	\$792,961	\$164,023	\$0	\$2,542,906
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$792,961	\$792,961	\$792,961	\$164,023	\$0	\$2,542,906

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$211,483	\$211,483	\$211,483	\$43,745	\$0	\$678,194
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$581,478	\$581,478	\$581,478	\$120,278	\$0	\$1,864,712
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$792,961	\$792,961	\$792,961	\$164,023	\$0	\$2,542,906

2024 - 2028

Service Name:	Climate Action and Adaptation
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Service:	1.309	Climate Action and Adaptation
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Project Number	23-01	Capital Project Title	Regional electric vehicle charging infrastructure	Capital Project Description	146 level 2 electric vehicle charging stations
Project Rationale	Grant dependent: Project intends to install 152 level 2 EV charging stations as part of regional network. Stations will be installed/owned/operated by CRD, some by municipal partners. TBD amount at this point. This spreadsheet assumes 152, amount will be reduced once grant confirmed and negotiations occur with municipalities in mid-2023. Climate ACTION total funding: \$725,000 Clean BC Grant funding: \$ \$2,561,729 Approved via 2022 climate action service planning as part of regional electric vehicle infrastructure program. Leveraging provincial Clean BC grant to develop regional electric vehicle charging network.				

1.309 Climate Action and Adaptation
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Climate Action and Adaptation

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105503 Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	936,580	1,106,375	916,375	702,866	350,750	319,713
Planned Project	-	(190,000)	(213,509)	(352,116)	(31,037)	(5,048)
Transfer to/from Ops Budget	121,822	-	-	-	-	-
Interest Income*	47,974	-	-	-	-	-
Total projected year end balance	1,106,375	916,375	702,866	350,750	319,713	314,665

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:

Reserve balance retained for projects to be co-funded by grants

1.309 Climate Action and Adaptation
 Equipment Reserve Summary
 2024 - 2028 Financial Plan

Profile

Climate Action and Adaptation

The service facilitates climate change action throughout the region, provides support for emission reduction and adaptation strategies to the corporation and municipal governments, and delivers outreach and education programs to the public.

Equipment Reserve Schedule

Equipment Replacement Fund Fund: 1022 Fund Center: 102274 Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	-	2,500	52,346	102,192	152,038
Planned Purchase (Based on Capital Plan)	-					
Transfer to/from Ops Budget		2,500	49,846	49,846	49,846	49,846
Interest Income*		-	-	-	-	-
Total projected year end balance	-	2,500	52,346	102,192	152,038	201,884

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Other Legislative & General - Climate

FINAL BUDGET

MARCH 2024

Service: 1.012 Other Legislative & General - Climate

Committee: Environmental Services

DEFINITION:

Authorized by Letters Patent to provide for legislative expenditures of the Board.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

N/A

FUNDING:

Requisition

1.012 OTHER LEGISLATIVE & GENERAL - CLIMATE

OPERATING COSTS:

Salaries and Wages
Contributions - projects
Other Operating Expenses

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Climate Action Reserve Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage increase over prior year requisition

REVENUE

Climate Action Grant

TOTAL REVENUE

NET COSTS

*Percentage increase over prior year Net Costs

AUTHORIZED POSITIONS:

Salaried

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Salaries and Wages	98,873	125,219	110,426	-	-	110,426	113,074	115,785	118,558	121,396
Contributions - projects	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	-	774	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	98,873	125,993	110,426	-	-	110,426	113,074	115,785	118,558	121,396
*Percentage Increase over prior year		27.4%	11.7%	0.0%	0.0%	11.7%	2.4%	2.4%	2.4%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Climate Action Reserve Fund	103,000	75,880	103,000	-	-	103,000	105,060	107,161	109,304	111,491
TOTAL CAPITAL / RESERVES	103,000	75,880	103,000	-	-	103,000	105,060	107,161	109,304	111,491
TOTAL COSTS	201,873	201,873	213,426	-	-	213,426	218,134	222,946	227,862	232,887
*Percentage increase over prior year requisition		0.0%	5.7%	0.0%	0.0%	5.7%	2.2%	2.2%	2.2%	2.2%
REVENUE										
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
NET COSTS	201,873	201,873	213,426	-	-	213,426	218,134	222,946	227,862	232,887
*Percentage increase over prior year Net Costs		0.0%	5.7%	0.0%	0.0%	5.7%	2.2%	2.2%	2.2%	2.2%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	1.0	1.0	1.0	-	-	1.0	1.0	1.0	1.0	1.0

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Engineering Services

FINAL BUDGET

MARCH 2024

Service: 1.576 Environmental Engineering Services

Committee: Environmental Services

DEFINITION:

To provide Engineering Services relative to various Operating and Capital projects, for Environmental Sustainability, Integrated Water, Parks, and Corporate Services. The cost of this function is principally allocated to functions and capital projects using these Services.

PARTICIPATION:

All budgets and projects receiving Engineering Services

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Time charges to Capital projects, Environment Resource Management and Service budgets.

1.576 - Engineering Services			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	2,005,356	2,116,682	2,128,847	137,414	-	2,266,261	2,246,577	2,299,761	2,354,173	2,409,842
Internal Allocations	414,901	414,901	436,002	-	-	436,002	460,415	487,857	507,772	522,357
Consulting and Legal	9,000	-	7,000	-	-	7,000	7,140	7,283	7,429	7,577
Operating Supplies	52,000	40,985	53,040	-	-	53,040	54,100	55,182	56,285	57,411
Telecommunication	35,000	32,445	35,980	-	-	35,980	36,700	37,435	38,184	38,948
Vehicle and Equipment	27,400	44,889	46,812	-	-	46,812	47,748	48,703	49,677	50,670
Operating Cost - Other	141,910	130,302	42,600	-	100,000	142,600	43,459	44,335	45,229	46,142
TOTAL OPERATING COSTS	2,685,567	2,780,204	2,750,281	137,414	100,000	2,987,695	2,896,139	2,980,556	3,058,749	3,132,947
*Percentage increase over prior year operating costs		3.5%	2.41%			11.25%	-3.06%	2.91%	2.62%	2.43%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Fund	60,000	60,000	-	-	-	-	-	-	-	-
Transfer to ERF	20,000	20,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	80,000	80,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL COSTS	2,765,567	2,860,204	2,770,281	137,414	100,000	3,007,695	2,916,139	3,000,556	3,078,749	3,152,947
*Percentage increase over prior year operating costs		3.4%				8.76%	-3.04%	2.89%	2.61%	2.41%
Internal Recoveries	(2,566,295)	(2,660,932)	(2,770,281)	(137,414)	-	(2,907,695)	(2,916,139)	(3,000,556)	(3,078,749)	(3,152,947)
*Percentage increase over prior year operating costs		3.7%				13.30%	0.29%	2.89%	2.61%	2.41%
OPERATING LESS RECOVERIES	199,272	199,272	-	-	100,000	100,000	-	-	-	-
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	-								
Balance C/F from Prior to Current year	(60,000)	(60,000)								
Transfer Operating Reserve	(139,272)	(139,272)	-	-	(100,000)	(100,000)				
TOTAL REVENUE	(199,272)	(199,272)	-	-	(100,000)	(100,000)	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year requisition										
<u>AUTHORIZED POSITIONS:</u>										
Salaried	13	13	13	1	-	14	14	14	14	14

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.576	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Environmental Engineering Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$105,000	\$55,000	\$55,000	\$0	\$65,000	\$280,000	
	\$0	\$145,000	\$95,000	\$95,000	\$40,000	\$105,000	\$480,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$145,000	\$95,000	\$95,000	\$40,000	\$105,000	\$480,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$145,000	\$95,000	\$95,000	\$40,000	\$105,000	\$480,000	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:1.576

Service Name:Environmental Engineering Services

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
21-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F12013 (7 pass van)	\$ 50,000	V	ERF		\$ 50,000.00					\$ 50,000.00
23-02	Replacement	Engineering Equipment	Engineering Equipment	\$ 75,000	E	ERF		\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00		\$ 60,000.00
23-03	Replacement	Computer Equipment	Computer Equipment	\$ 125,000	E	ERF		\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00		\$ 100,000.00
24-02	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F14017 (4x4 pick-up)	\$ 55,000	V	ERF		\$ 55,000.00					\$ 55,000.00
25-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F15014 (4x4 pick-up)	\$ 55,000	V	ERF			\$ 55,000.00				\$ 55,000.00
26-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F15015 (4x4 pick-up)	\$ 55,000	V	ERF				\$ 55,000.00			\$ 55,000.00
28-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F18027 (PHEV AWD)	\$ 65,000	V	ERF						\$ 65,000.00	\$ 65,000.00
28-02	Replacement	Engineering Equipment	Engineering Equipment	\$ 75,000	E	ERF						\$ 15,000.00	\$ 15,000.00
28-03	Replacement	Computer Equipment	Computer Equipment	\$ 125,000	E	ERF						\$ 25,000.00	\$ 25,000.00
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 680,000			\$ -	\$ 145,000	\$ 95,000	\$ 95,000	\$ 40,000	\$ 105,000	\$ 480,000.00

Service:

1.576

Environmental Engineering Services

Project Number 21-01

Capital Project Title Replacement ES Vehicle

Capital Project Description Replace aging fleet vehicle unit #F12013 (7 pass van)

Project Rationale This vehicle is a 7 passenger mini-van used by all staff in the Engineering Services group as required for group travel to various sites. Vehicle will be beyond the recommended CRD service life.

Project Number 23-02

Capital Project Title Engineering Equipment

Capital Project Description Engineering Equipment

Project Rationale Replace engineering equipment based on life cycle assessment.

Project Number 23-03

Capital Project Title Computer Equipment

Capital Project Description Computer Equipment

Project Rationale Replace computer equipment based on life cycle assessment.

Project Number 24-02

Capital Project Title Replacement ES Vehicle

Capital Project Description Replace aging fleet vehicle unit #F14017 (4x4 pick-up)

Project Rationale This vehicle is a 4x4 pick-up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.

Service: 1.576 Environmental Engineering Services			
Project Number 25-01	Capital Project Title Replacement ES Vehicle	Capital Project Description Replace aging fleet vehicle unit #F15014 (4x4 pick-up)	Project Rationale This vehicle is a 4x4 pick-up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.
Project Number 26-01	Capital Project Title Replacement ES Vehicle	Capital Project Description Replace aging fleet vehicle unit #F15015 (4x4 pick-up)	Project Rationale This vehicle is a 4x4 pick-up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.
Project Number 28-01	Capital Project Title Replacement ES Vehicle	Capital Project Description Replace aging fleet vehicle unit #F18027 (PHEV AWD)	Project Rationale This vehicle is a PHEV used by project managers for visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 10 years old.
Project Number 28-02	Capital Project Title Engineering Equipment	Capital Project Description Engineering Equipment	Project Rationale Replace engineering equipment based on life cycle assessment.

Service:	1.576	Environmental Engineering Services
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Project Number	28-03	Capital Project Title	Computer Equipment	Capital Project Description	Computer Equipment
Project Rationale	Replace computer equipment based on life cycle assessment.				

1.576 Engineering Services
Asset and Reserve Summary
2024 - 2028 Financial Plan

ERF Reserve Cash Flow

ERF: Engineering Senior Budget - ERF for Equipment and Vehicles

Equipment Replacement Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	642,676	670,753	551,753	476,753	401,753	381,753
Planned Purchase (Based on Capital Plan)	(83,432)	(145,000)	(95,000)	(95,000)	(40,000)	(105,000)
Transfer from Ops Budget	81,076	20,000	20,000	20,000	20,000	20,000
Proceed disposal of Equipment	25,000					
Interest Income*	5,433	6,000				
Total projected year end balance	670,753	551,753	476,753	401,753	381,753	296,753

**1.576 ES Engineering
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

ES Engineering

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105524

Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	459,483	481,631	503,631	503,631	503,631	503,631
Planned Purchase	-					
Transfer from Ops Budget	-					
Interest Income*	22,148	22,000				
Total projected year end balance	481,631	503,631	503,631	503,631	503,631	503,631

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Facility Management

FINAL BUDGET

MARCH 2024

Service: 1.105 Facility Management

Committee: Finance

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

SERVICE DESCRIPTION:

Full facility management services including administration, maintenance, technical and project management for nine facilities.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance

FUNDING:

GENERAL INFORMATION:

All costs are recovered from user departments and requisition.

1.105 Facility Management			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,439,438	1,415,958	1,512,262	101,293	-	1,613,555	1,651,638	1,690,611	1,730,470	1,771,263
Internal Allocations	204,670	204,670	221,216	-	-	221,216	232,804	243,973	251,878	258,926
Consulting Service	77,000	45,196	68,490	-	-	68,490	69,860	71,260	72,680	74,140
Operating Supplies	26,860	32,085	27,456	-	-	27,456	28,000	28,560	29,120	29,710
Telecommunication	16,320	20,072	16,800	-	-	16,800	17,140	17,480	17,830	18,190
Vehicle and Equipment	34,860	51,476	35,905	-	-	35,905	36,620	37,360	38,110	38,870
Operating Cost - Other	142,063	126,125	142,811	-	-	142,811	145,672	148,592	151,571	154,591
TOTAL OPERATING COSTS	1,941,211	1,895,582	2,024,940	101,293	-	2,126,233	2,181,734	2,237,836	2,291,659	2,345,690
*Percentage increase over prior year operating costs		-2.4%	4.31%			9.53%	2.61%	2.57%	2.41%	2.36%
<u>CAPITAL / RESERVE</u>										
Transfer to ERF	25,000	29,734	25,500	-	-	25,500	26,010	26,530	27,060	27,600
Transfer to Genaral Capital Fund	50,000	50,000	-	-	-	-	-	-	-	-
Transfer to Operating Reserve	-	26,770								
TOTAL CAPITAL / RESERVES	75,000	106,504	25,500	-	-	25,500	26,010	26,530	27,060	27,600
TOTAL COSTS	2,016,211	2,002,086	2,050,440	101,293	-	2,151,733	2,207,744	2,264,366	2,318,719	2,373,290
*Percentage increase over prior year operating costs		-0.7%				6.72%	2.60%	2.56%	2.40%	2.35%
Internal Recoveries	(1,766,618)	(1,729,202)	(1,868,357)	(101,293)	-	(1,969,650)	(2,021,686)	(2,074,034)	(2,124,013)	(2,174,109)
OPERATING LESS RECOVERIES	249,593	272,884	182,083	-	-	182,083	186,058	190,332	194,706	199,181
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		-								
Transfer from Operating reserve	(26,770)	(26,770)	-			-				
Balance C/F from Prior to Current year	(50,000)	(50,000)	-	-	-	-	-	-	-	-
Revenue - Other	(8,147)	(31,438)	(8,349)	-	-	(8,349)	(8,157)	(8,167)	(8,177)	(8,187)
TOTAL REVENUE	(84,917)	(108,208)	(8,349)	-	-	(8,349)	(8,157)	(8,167)	(8,177)	(8,187)
Estimated balance C/F from current to Next year										
REQUISITION	(164,676)	(164,676)	(173,734)	-	-	(173,734)	(177,901)	(182,165)	(186,529)	(190,994)
*Percentage increase over prior year requisition						5.50%	2%	2%	2%	2%
AUTHORIZED POSITIONS FTE:	12	12	12	1	-	13	13	13	13	13

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.105 Facilities Management	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$15,000	\$150,000	\$75,000	\$75,000	\$0	\$0	\$315,000
	\$0	\$25,000	\$160,000	\$85,000	\$85,000	\$10,000	\$365,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$25,000	\$160,000	\$85,000	\$85,000	\$10,000	\$365,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$25,000	\$160,000	\$85,000	\$85,000	\$10,000	\$365,000	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.105

Service Name: Facilities Management

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
21-01	Replacement	Unit F01112	Replace 2010 Chev Express Van - 01112	\$ 75,000	V	ERF	→		\$ 75,000				\$ 75,000
22-01	Replacement	Equipment Replacement	Replace computers	\$ 50,000	E	ERF		\$ 10,000	\$ 10,000	\$ 10,000			\$ 30,000
23-01	Replacement	Fleet Replacement	Replace 2012 Jeep Patriot - 12001	\$ 75,000	V	ERF	→		\$ 75,000				\$ 75,000
23-02	New	Equipment Replacement	New utility trailer	\$ 15,000	V	ERF	→	\$ 15,000					\$ 15,000
24-01	Replacement	Fleet Replacement	Replace 2016 Sprinter Van - Unit 1601	\$ 75,000	V	ERF				\$ 75,000			\$ 75,000
25-01	Replacement	Fleet Replacement	Replace 2017 Transit Van - Unit 17002	\$ 75,000	V	ERF					\$ 75,000		\$ 75,000
27-01	Replacement	Equipment Replacement	Replace computers	\$ 50,000	E	ERF					\$ 10,000	\$ 10,000	\$ 20,000
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 415,000				\$ 25,000	\$ 160,000	\$ 85,000	\$ 85,000	\$ 10,000	\$ 365,000

Service:

1.105

Facilities Management

Project Number

21-01

Capital Project Title

Unit F01112

Capital Project Description

Replace 2010 Chev Express Van - 01112

Project Rationale Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.

Project Number

22-01

Capital Project Title

Equipment Replacement

Capital Project Description

Replace computers

Project Rationale Per IT replacement schedule

Project Number

23-01

Capital Project Title

Fleet Replacement

Capital Project Description

Replace 2012 Jeep Patriot - 12001

Project Rationale Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.

Project Number

23-02

Capital Project Title

Equipment Replacement

Capital Project Description

New utility trailer

Project Rationale Purchase new utility trailer to tow equipment with smaller light duty truck.

Service:	1.105	Facilities Management
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Project Number	24-01	Capital Project Title	Fleet Replacement	Capital Project Description	Replace 2016 Sprinter Van - Unit 1601
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	25-01	Capital Project Title	Fleet Replacement	Capital Project Description	Replace 2017 Transit Van - Unit 17002
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	27-01	Capital Project Title	Equipment Replacement	Capital Project Description	Replace computers
Project Rationale	Per IT replacement schedule				

1.105 Facility Management
 Asset and Reserve Summary
 2024 - 2028 Financial Plan

Asset Profile

Facility Management ERF

Facility Management assets consist of vehicles and equipment.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	419,109	393,709	399,209	265,219	206,749	148,809
Planned Purchase (Based on Capital Plan)	(63,454)	(25,000)	(160,000)	(85,000)	(85,000)	(10,000)
Transfer from Ops Budget	25,000	25,500	26,010	26,530	27,060	27,600
Proceed disposal of Equipment	8,300					
Transfer						
Transfer of HQ Pool Fleet ERF						
Interest Income*	4,754	5,000				
Total projected year end balance	393,709	399,209	265,219	206,749	148,809	166,409

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**1.105 Facility Management
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Facility Management

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105541

Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	123,346	212,378	218,378	218,378	218,378	218,378
Planned Purchase	-	-				
Transfer from Ops Budget	83,086					
Interest Income*	5,946	6,000				
Total projected year end balance	212,378	218,378	218,378	218,378	218,378	218,378

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

CRD Headquarters Building

FINAL BUDGET

MARCH 2024

Service: 1.106 CRD Headquarter Building

Committee: Finance

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance

FUNDING:

All costs are recovered by building allocation from CRD user departments.

1.106 - CRD HQ BUILDING
OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
Internal Allocations	295,686	295,686	318,872	-	-	318,872	325,249	331,754	338,389	345,157
Insurance Cost	48,570	48,570	48,520	-	-	48,520	50,940	53,490	56,160	58,960
Repairs and Maintenance Costs	244,300	233,830	252,858	-	-	252,858	257,900	263,062	268,312	273,682
Rental and Leases	112,938	107,222	120,411	-	-	120,411	122,820	125,280	127,790	130,350
Electricity& Utilities	188,850	181,036	195,460	-	-	195,460	199,370	203,350	207,410	211,560
Operating Supplies	42,750	5,031	44,246	-	-	44,246	45,130	46,030	46,960	47,900
Internal Labour Cost	325,000	324,224	335,000	-	-	335,000	341,700	348,534	355,505	362,615
Operating Cost - Other	224,344	272,477	226,933	-	-	226,933	231,470	236,111	240,835	245,661
Additional Space	290,000	302,500	302,540	-	-	302,540	308,590	314,760	321,060	327,480
TOTAL OPERATING COSTS	1,772,438	1,770,576	1,844,840	-	-	1,844,840	1,883,169	1,922,371	1,962,421	2,003,365

*Percentage increase over prior year operating costs

CAPITAL / RESERVE

Transfer to Capital Reserve Fund	145,000	145,000	145,000	155,000	-	300,000	370,000	445,000	525,000	600,000
Transfer to ERF	60,000	60,000	60,000	-	-	60,000	60,000	60,000	60,000	60,000
TOTAL CAPITAL / RESERVES	205,000	205,000	205,000	155,000	-	360,000	430,000	505,000	585,000	660,000

Debt Expenditures

	-	-	-	-	-	-	-	-	-	-
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*Percentage increase over prior year operating costs

Internal Recoveries(Building Occupancy)	(1,944,094)	(1,944,094)	(2,015,779)	(155,000)	-	(2,170,779)	(2,278,839)	(2,392,760)	(2,512,526)	(2,628,184)
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*Percentage increase over prior year operating costs

OPERATING LESS RECOVERIES	33,344	31,482	34,061	-	-	34,061	34,330	34,611	34,895	35,181
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FUNDING SOURCES (REVENUE)

Estimated Balance C/F from current to next year										
Balance C/F from Prior to Current year										
Transfer from operating reserve										
Fees Charged	-	-	-	-	-	-	-	-	-	-
Lease Revenue	-	(5,660)	-	-	-	-	-	-	-	-
Recovery - Other	(33,344)	(25,822)	(34,061)	-	-	(34,061)	(34,330)	(34,611)	(34,895)	(35,181)
TOTAL REVENUE	(33,344)	(31,482)	(34,061)	-	-	(34,061)	(34,330)	(34,611)	(34,895)	(35,181)

REQUISITION

*Percentage increase over prior year requisition

AUTHORIZED POSITIONS:

Salaried
Converted Auxiliaries

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.106 Facilities and Risk	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$825,000	\$1,090,000	\$265,000	\$140,000	\$140,000	\$140,000	\$1,775,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$825,000	\$1,115,000	\$265,000	\$140,000	\$140,000	\$140,000	\$1,800,000

SOURCE OF FUNDS

Capital Funds on Hand	\$825,000	\$825,000	\$0	\$0	\$0	\$0	\$825,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$290,000	\$265,000	\$140,000	\$140,000	\$140,000	\$975,000
	\$825,000	\$1,115,000	\$265,000	\$140,000	\$140,000	\$140,000	\$1,800,000

2024 - 2028

1.106

Facilities and Risk

142

Service:

1.106

Facilities and Risk

Project Number

21-03

Capital Project Title

Interior Renovations

Capital Project Description

Interior renovations - HQ Building

Project Rationale

Contingent amount for office and floor plate reconfiguration due to department and staff relocations

Project Number

22-01

Capital Project Title

Interior Renovations

Capital Project Description

Interior renovations - HQ Building Space
Optimization

Project Rationale

Interior renovations to accomodate additional staff in 2022. Renovation will be phased and completed over 2 years.

Project Number

23-02

Capital Project Title

EV Charging Infrastructure

Capital Project Description

EV Charging Infrastructure - Fisgard Parkade
Bldg

Project Rationale

Additional EV chargers, when required, for expansion of the City of Victoria parkade program.

Project Number

23-03

Capital Project Title

Emergency Repairs

Capital Project Description

For unforeseen emergency repairs

Project Rationale

Service:

1.106

Facilities and Risk

Project Number

24-01

Capital Project Title

Exterior Upgrades

Capital Project Description

Exterior Paint

Project Rationale

Repaint exterior elements of the building.

Project Number

24-02

Capital Project Title

Safety Systems

Capital Project Description

Minor Security Upgrades

Project Rationale

Various minor security improvements, including access control, building upgrades, etc.

Project Number

24-03

Capital Project Title

Energy Management

Capital Project Description

Minor Energy Upgrades

Project Rationale

Various minor energy improvements, including building control systems, building upgrades, etc.

Project Number

24-04

Capital Project Title

Interior Finishes

Capital Project Description

Flooring Replacement

Project Rationale

Carpet tile replacement program.

Service:

1.106

Facilities and Risk

Project Number 24-05

Capital Project Title Interior Upgrades

Capital Project Description Gender Neutral Washroom Upgrades

Project Rationale Assessing washrooms and various minor upgrades to all washrooms to be gender neutral.

Project Number 25-01

Capital Project Title Asset management Plan

Capital Project Description Facility condition assessment

Project Rationale Building condition assessment to determine life cycle condition, including replacement budget.

Project Number 25-02

Capital Project Title Roof Replacement

Capital Project Description 4th floor small roof areas

Project Rationale Roof is at its end of life and requires replacement.

Project Number 25-03

Capital Project Title Safety Systems

Capital Project Description Fire Sprinkler upgrades

Project Rationale Fire sprinkler systems upgrades as per consultants report.

Service:	1.106	Facilities and Risk
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Project Number	26-01	Capital Project Title	Interior Upgrades	Capital Project Description	Interior paint
Project Rationale	Repaint interior of the building.				

Project Number	27-01	Capital Project Title	Interior Renovations	Capital Project Description	Interior renovations - HQ Building
Project Rationale	Contingent amount for office and floor plate reconfiguration due to department and staff relocations				

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA
Asset and Reserve Summary
2024 - 2028 Financial Plan

Asset Profile

CRD HQ Office Facilities & Health Facilities - VIHA

Office Facilities manages office buildings and rental units owned by the CRD. Assets include CRD Headquarters building, 3 buildings currently occupied by VIHA and JDF administration building currently occupied by JDF Planning, Building Inspection and Emergency Services. The total historical value as at December 31, 2015 was \$38M. Total replacement value for the facilities is \$39M (Note A).

Assets held by Health Facilities - VIHA consist of Peninsula Health Unit, Victoria Health Unit and Esquimalt Health unit built in 1994, 1986 and 1990. The total historical value as of Dec 31, 2015 for all three health units building structures was \$12M with an estimated replacement value of \$22M (Note A).

1.106 Headquarters Facility & 1.226 VIHA Health Facilities Capital Reserve Fund Cash Flow

Reserve/Fund Summary Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	4,977,805	5,194,072	3,494,847	3,951,845	4,242,591	5,352,110
Planned Capital Expenditure (Based on Capital Plan)	(937,822)	(2,920,000)	(635,000)	(877,500)	(140,000)	(140,000)
Transfer from Ops Budget	926,094	1,020,775	1,091,998	1,168,246	1,249,519	1,325,817
Interest Income**	227,995	200,000				
Total projected year end balance	5,194,072	3,494,847	3,951,845	4,242,591	5,352,110	6,537,927

Assumptions/Background:

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.106 CRD HQ Building
 Asset and Reserve Summary
 2024 - 2028 Financial Plan

Asset Profile

CRD HQ Building ERF

CRD HQ Building assets building equipment / Pool Fleet.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	152,582	95,688	135,888	175,888	215,888	255,888
Planned Purchase (Based on Capital Plan)	(96,894)	-	-	-	-	-
Transfer from Ops Budget Equip	20,000	20,000	20,000	20,000	20,000	20,000
Transfer from Ops Budget Pool Fleet	20,000	20,000	20,000	20,000	20,000	20,000
Transfer from FM ERF for Pool Fleet	-					
Proceed disposal of Equipment						
Interest Income*	-	200				
Total projected year end balance	95,688	135,888	175,888	215,888	255,888	295,888

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**1.106 Headquarters Facility
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Headquarters Facility

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105542

Operating Reserve Schedule Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	58,332	61,150	64,150	64,150	64,150	64,150
Planned Purchase						
Transfer from Ops Budget	6					
Interest Income*	2,812	3,000				
Total projected year end balance	61,150	64,150	64,150	64,150	64,150	64,150

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Satellite Facilities

FINAL BUDGET

MARCH 2024

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance

FUNDING:

All costs are recovered from user departments.

1.107 - CORPORATE SATELLITE FACILITIES

OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
Rentals and Leases	85,059	82,714	86,093	-	-	86,093	87,052	88,943	93,583	94,667
Internal Allocations	27,399	27,399	28,657	-	-	28,657	29,232	29,817	30,412	31,020
Insurance Cost	1,840	1,840	1,860	-	-	1,860	1,950	2,050	2,150	2,260
Electricity & Utilities	19,404	20,577	20,071	-	-	20,071	20,472	20,881	21,299	21,724
Repairs and Maintenance Costs	12,446	23,219	16,225	-	-	16,225	16,549	16,879	17,218	17,565
Operating Cost - Other	86,010	71,606	84,811	-	-	84,811	86,506	88,236	89,999	91,800
TOTAL OPERATING COSTS	232,158	227,355	237,717	-	-	237,717	241,761	246,806	254,661	259,036
*Percentage Increase over prior year		-2.07%	2.39%	-	-	2.39%	1.70%	2.09%	3.18%	1.72%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	6,000	6,000	12,000	-	-	12,000	12,240	12,485	12,735	12,989
Transfer to Capital Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	6,000	6,000	12,000	-	-	12,000	12,240	12,485	12,735	12,989
TOTAL COSTS	238,158	233,355	249,717	-	-	249,717	254,001	259,291	267,396	272,025
*Percentage Increase over prior year		-2.02%	4.85%	-	-	4.85%	1.72%	2.08%	3.13%	1.73%
Internal Recoveries	(238,158)	(233,355)	(249,717)			(249,717)	(254,001)	(259,291)	(267,396)	(272,025)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Term	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.107	Carry	2024	2025	2026	2027	2028	TOTAL
	Corporate Satellite Facilities	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000

\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
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2024 - 2028

Service #:	1.107
Service Name:	Corporate Satellite Facilities

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
JDF 24-01	New	Emergency Repairs	For unforeseen emergency repairs	\$ 25,000	B	Res		\$ 25,000					\$ 25,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
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													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
GRAND TOTAL				\$ 25,000				\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Family Court Building

FINAL BUDGET

MARCH 2024

DEFINITION:

Supplementary Letters Patent, Division VI - Family and Children's Court, March 16, 1967. Amended September 10, 1987.

PARTICIPATION:

The participants in this function were Victoria, Saanich, Oak Bay and Esquimalt. Although the District is the owner on record, the facility had previously been operated by the City under an arrangement dating from a time when the CRD had no property management capability.

Since 1998, excess rental revenues may be returned to function participants through a negative requisition.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

No debt shall be incurred by the Regional District for the purpose of this function other than temporary current borrowing.

FUNDING:

The budget provides for establishment of a reserve fund from rental revenues in order to establish a program of planned maintenance and upgrading. The facility has no debt. Costs are recovered from the tenant.

1.123 - FAMILY COURT BUILDING			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	149,360	149,360	149,360	-	-	149,360	149,360	149,360	149,360	149,360
TOTAL CAPITAL / RESERVES	149,360	149,360	149,360	-	-	149,360	149,360	149,360	149,360	149,360
TOTAL COSTS	149,360	149,360	149,360	-	-	149,360	149,360	149,360	149,360	149,360
*Percentage Increase over prior year						0.00%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
Rental Income	(149,360)	(149,360)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
TOTAL REVENUE	(149,360)	(149,360)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year										

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.123 Family Court Building	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$47,500	\$1,352,500	\$10,000	\$0	\$0	\$0	\$1,362,500
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$47,500	\$1,352,500	\$10,000	\$0	\$0	\$0	\$1,362,500

SOURCE OF FUNDS

Capital Funds on Hand	\$47,500	\$47,500	\$0	\$0	\$0	\$0	\$47,500
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$700,000	\$0	\$0	\$0	\$0	\$700,000
Reserve Fund	\$0	\$605,000	\$10,000	\$0	\$0	\$0	\$615,000
	\$47,500	\$1,352,500	\$10,000	\$0	\$0	\$0	\$1,362,500

2024 - 2028

Service Name:	Family Court Building
---------------	-----------------------

159

Service:

1.123

Family Court Building

Project Number	20-02	Capital Project Title	Exterior Upgrades	Capital Project Description	Wood Window & Trim Replacement
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Project Rationale To refurbish/replace the exterior wood windows and trim as per condition assessment by consultant.

Project Number	22-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Detail Design & Replacement of HVAC
----------------	-------	-----------------------	---------------------	-----------------------------	-------------------------------------

Project Rationale Detail design & construction to replace gas boilers with electric heat pumps for building heating and cooling.

Project Number	23-01	Capital Project Title	Exterior Upgrades	Capital Project Description	Replace all wood siding
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Project Rationale To refurbish/replace the exterior wood siding as per condition assessment by consultant.

Project Number	24-01	Capital Project Title	Exterior Upgrades	Capital Project Description	Replace West Entrance Hand rail
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Project Rationale To replace front entrance handrail to meet current building codes as it is end of life.

Service:	1.123	Family Court Building
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Project Number	25-01	Capital Project Title	Asset Management	Capital Project Description	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition. Including replacement budget.				

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Health Facilities - VIHA

FINAL BUDGET

MARCH 2024

Service: 1.226 Health Facilities - VIHA

Committee: Finance

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance

FUNDING:

All costs are recovered by lease payment from Island Health.

1.226 - HEALTH FACILITIES - VIHA
OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
Internal Allocation	55,237	55,237	55,895	-	-	55,895	57,013	58,153	59,316	60,502
Insurance Cost	35,240	35,240	35,630	-	-	35,630	37,410	39,280	41,240	43,300
Repairs and Maintenance Costs	734,554	331,668	650,000	-	-	650,000	663,000	676,260	689,786	703,580
Electricity&Utilities	231,622	80,043	-	-	-	-	-	-	-	-
Internal Labour Cost	-	-	-	-	-	-	-	-	-	-
Consultant Expenses	-	-	-	-	-	-	-	-	-	-
Operating Supplies	9,996	-	-	-	-	-	-	-	-	-
Operating Cost - Other	51,244	28,729	-	-	-	-	-	-	-	-

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Reserve Fund	602,825	1,189,305	1,034,697	-	-	1,034,697	1,054,323	1,074,288	1,094,600	1,115,257
TOTAL CAPITAL / RESERVES	602,825	1,189,305	1,034,697	-	-	1,034,697	1,054,323	1,074,288	1,094,600	1,115,257
TOTAL COSTS	1,720,718	1,720,222	1,776,222	-	-	1,776,222	1,811,746	1,847,981	1,884,942	1,922,639

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)

Revenue - Other (Interest)	(3,500)	(3,500)	-	-	-	-	-	-	-	-
Lease Revenue from VIHA	(1,717,218)	(1,716,722)	(1,776,222)	-	-	(1,776,222)	(1,811,746)	(1,847,981)	(1,884,942)	(1,922,639)
TOTAL REVENUE	(1,720,718)	(1,720,222)	(1,776,222)	-	-	(1,776,222)	(1,811,746)	(1,847,981)	(1,884,942)	(1,922,639)

REQUISITION
AUTHORIZED POSITIONS:

Salaried	-	-	-	-	-	-	-	-	-	-
Term	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.226 Health Facilities - VIHA	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$615,000	\$3,155,000	\$955,000	\$937,500	\$0	\$0	\$5,047,500
Equipment	\$0	\$440,000	\$0	\$0	\$0	\$0	\$440,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$615,000	\$3,595,000	\$1,030,000	\$937,500	\$0	\$0	\$5,562,500

SOURCE OF FUNDS

Capital Funds on Hand	\$615,000	\$615,000	\$0	\$0	\$0	\$0	\$615,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$375,000	\$660,000	\$200,000	\$0	\$0	\$1,235,000
Reserve Fund	\$0	\$2,605,000	\$370,000	\$737,500	\$0	\$0	\$3,712,500
	\$615,000	\$3,595,000	\$1,030,000	\$937,500	\$0	\$0	\$5,562,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.226

Service Name:

Health Facilities - VIHA

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
EHU-21-01	Renewal	Roof Replacement	Replace Flat Roof	\$ 400,000	B	Res	→	\$ 400,000					\$ 400,000
EHU-21-03	Replacement	Exterior Doors	Replace Exterior Doors to be accessible	\$ 50,000	B	Res	→	\$ 50,000					\$ 50,000
EHU-22-01	Renewal	Exterior Upgrades	Building Envelope Replacement Detailed Design	\$ 150,000	B	Res	→	\$ 150,000					\$ 150,000
EHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator refurbishment & Modernization	\$ 40,000	B	Res	→	\$ 40,000					\$ 40,000
EHU-23-01	Renewal	Mechanical Upgrades	Air Handling Unit Replacement	\$ 150,000	B	Res	→	\$ 150,000					\$ 150,000
EHU-23-02	Renewal	Mechanical Upgrades	Replace Domestic Hot Water Tanks	\$ 70,000	B	Res	→	\$ 70,000					\$ 70,000
EHU-23-03	Renewal	Exterior Upgrades	Building Envelope Replacement	\$ 1,872,500	B	Res	→	\$ 265,000	\$ 265,000	\$ 277,500			\$ 807,500
EHU-23-03	Renewal	Exterior Upgrades	Building Envelope Replacement		B	Other	→	\$ 200,000	\$ 200,000	\$ 200,000			\$ 600,000
EHU-23-04	Renewal	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	B	Res	→	\$ 50,000					\$ 50,000
EHU-25-01	Study	Asset Management	Condition Assessment	\$ 10,000	B	Res			\$ 10,000				\$ 10,000
EHU-26-01	Renewal	Electrical Upgrades	New Switchgear & panel	\$ 25,000	B	Res				\$ 35,000			\$ 35,000
PHU-20-01	Renewal	Roof Replacement	Lower Flat Roof Replacement	\$ 465,000	B	Cap	\$ 440,000	\$ 440,000					\$ 440,000
PHU-22-01	Replacement	Mechanical Upgrades	Replace AHU & Heat Pumps	\$ 125,000	B	Res	→	\$ 125,000					\$ 125,000
PHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator Refurbishment & Modernization	\$ 75,000	B	Res	→	\$ 75,000					\$ 75,000
PHU-22-03	Replacement	Roof Replacement	Flat Roof - Phase 2	\$ 175,000	B	Cap	\$ 175,000	\$ 175,000					\$ 175,000
PHU-23-01	Replacement	Mechanical Upgrades	Replace Gas Boilers with Electric	\$ 120,000	B	Res	→	\$ 110,000					\$ 110,000
PHU-23-02	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
PHU-24-01	Renewal	Site Upgrades	Repave Parking Lot	\$ 75,000	S	Res			\$ 75,000				\$ 75,000
PHU-24-02	Replacement	Interior Upgrades	Repaint Walls	\$ 75,000	B	Other		\$ 75,000					\$ 75,000
PHU-24-03	Replacement	Interior Upgrades	New Flooring	\$ 100,000	B	Other		\$ 100,000					\$ 100,000
PHU-25-01	Study	Asset management	Condition Assessment	\$ 10,000	B	Res			\$ 10,000				\$ 10,000
PHU-26-01	Replacement	Electrical Upgrades	Upgrade Interior Lights to LED	\$ 225,000	B	Res				\$ 225,000			\$ 225,000
PHU-26-02	Replacement	Exterior Upgrades	Repaint Exterior	\$ 50,000	B	Res				\$ 50,000			\$ 50,000
VHU-20-01	Renewal	Exterior Upgrades	Repaint Exterior Cladding	\$ 205,000	B	Res	→	\$ 165,000					\$ 165,000
VHU-20-02	Renewal	Roof Replacement	Replace Built-up Roofing Detailed Design & Construction	\$ 360,000	B	Res	→	\$ 350,000					\$ 350,000
VHU-22-01	Replacement	Mechanical Upgrades	Replace AHU	\$ 440,000	E	Res	→	\$ 440,000					\$ 440,000
VHU-23-02	Replacement	Vertical Transportation Upgrades	Elevator refurbishment & Modernization	\$ -	B	Cap	\$ -	\$ -					\$ -
VHU-23-01	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
VHU-25-01	Replacement	Interior Upgrades	New Flooring	\$ 325,000	B	Other			\$ 325,000				\$ 325,000
VHU-25-02	Replacement	Interior Upgrades	Interior Paint	\$ 135,000	B	Other			\$ 135,000				\$ 135,000
VHU-25-03	Replacement	Sitework Upgrades	Repaving parking Lot	\$ 65,000	B	Res		\$ 65,000					\$ 65,000
VHU-25-04	Study	Asset management	Condition Assessment	\$ 10,000	B	Res			\$ 10,000				\$ 10,000
VHU-26-01	Replacement	Mechanical Upgrades	Domestic Hot Water Upgrades	\$ 150,000	B	Res			\$ -	\$ 150,000			\$ 150,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 6,102,500			\$ 615,000	\$ 3,595,000	\$ 1,030,000	\$ 937,500	\$ -	\$ -	\$ 5,562,500

Service:

1.226

Health Facilities - VIHA

Project Number	EHU-21-01	Capital Project Title	Roof Replacement	Capital Project Description	Replace Flat Roof
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Project Number	EHU-21-03	Capital Project Title	Exterior Doors	Capital Project Description	Replace Exterior Doors to be accessible
Project Rationale	Replace exterior doors with wider doors that are accessible as the doors are at end of life.				

Project Number	EHU-22-01	Capital Project Title	Exterior Upgrades	Capital Project Description	Building Envelope Replacement Detailed Design
Project Rationale	Detailed design for building envelope refurbishment as per consultants report and investigation.				

Project Number	EHU-23-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Air Handling Unit Replacement
Project Rationale	AHU replacement based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Service: 1.226 Health Facilities - VIHA			
Project Number	EHU-23-02	Capital Project Title	Mechanical Upgrades
Capital Project Description	Replace Domestic Hot Water Tanks		
Project Rationale	DHW tank replacement based on system renewal recommendation from Facility Condition Assessment completed in 2019.		

Project Number	EHU-23-03	Capital Project Title	Exterior Upgrades
Capital Project Description	Building Envelope Replacement		
Project Rationale	Building envelope replacement for building, includes removing stucco and replacing with new cladding system with a rainscreen.		

Project Number	EHU-23-04	Capital Project Title	Emergency Repairs
Capital Project Description	For Unforeseen Emergency Repairs		
Project Rationale			

Project Number	EHU-25-01	Capital Project Title	Asset Management
Capital Project Description	Condition Assessment		
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.		

Service: 1.226 Health Facilities - VIHA					
Project Number	EHU-26-01	Capital Project Title	Electrical Upgrades	Capital Project Description	New Switchgear & panel
Project Rationale	Replace main switchgear and braker panel based on system renewal recommendation from Facility Condition Assessment completed in 2019.				
Project Number	PHU-20-01	Capital Project Title	Roof Replacement	Capital Project Description	Lower Flat Roof Replacement
Project Rationale					
Project Number	PHU-22-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Replace AHU & Heat Pumps
Project Rationale	Replace rooftop AHU & heatpumps as system is end of life and requires replacement as per consultants report. New system with be more energy efficient that current and will reduce GHG consumption.				
Project Number	PHU-22-02	Capital Project Title	Vertical Transportation Upgrades	Capital Project Description	Elevator Refurbishment & Modernization
Project Rationale	Elevator upgrades to meet current codes and to modernize controls as per consultants condition assessment.				

CAPITAL REGIONAL DISTRICT BOARD
March 13, 2024
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part C

6. Planning and Protective Services

- 6.1** GM - Planning & Protective Services
- 6.2** **Hospital District, Health & Capital Planning Strategies**
 - 6.2.1 Health & Capital Planning Strategies
 - 6.2.2 Community Health
- 6.3** **Regional Housing**
 - 6.3.1 Land Banking and Housing (Regional Housing)
 - 6.3.2 Regional Housing Trust Fund
- 6.4** **Regional and Strategic Planning**
 - 6.4.1 Traffic Safety
 - 6.4.2 Regional Planning Services
 - 6.4.3 Regional Growth Strategy
- 6.5** **Emergency Services**
 - 6.5.1 Corporate Emergency
 - 6.5.2 Regional Emergency Program Support
 - 6.5.3 Hazardous Material Incident Response
 - 6.5.4 911 Call Answer
 - 6.5.5 911 Call Answer - Municipalities
 - 6.5.6 913 Fire Dispatch
 - 6.5.7 Regional CREST Contribution
 - 6.5.8 Animal Care Services
 - 6.5.9 ByLaw Services

CAPITAL REGIONAL DISTRICT BOARD
March 13, 2024
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part C

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- 7.1.2 JDF Water Distribution
- 7.1.3 Florence Lake Water
- 7.1.4 Seagirt Water System Debt

7.2 Core Area Wastewater

- 7.2.1 Core Area Wastewater Operations
- 7.2.2 Debt - Core Area Wastewater Capital
- 7.2.3 IW - Environmental Operations
- 7.2.4 I & I Enhancement Program

7.3 Saanich Peninsula Liquid Waste & Water Operations

- 7.3.1 Saanich Peninsula Water Supply
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CAPITAL REGIONAL DISTRICT

2024 BUDGET

PLANNING & PROTECTIVE SERVICES

FINAL BUDGET

MARCH 2024

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FINAL BUDGET
March 13, 2024
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CAPITAL REGIONAL DISTRICT

2024 BUDGET

GM - Planning & Protective Services

FINAL BUDGET

MARCH 2024

DEFINITION:

The oversight of planning and protective services for the Capital Regional District Board.

SERVICE DESCRIPTION:

The General Manager and Planning and Protective Services administration provides overall direction and supporting administrative oversight for 40 individual services and functions.

The department and its divisions report to the Board, Hospital District Board, Planning, Transportation and Protective Services Committee, Electoral Area Services Committee, Juan de Fuca Land Use Committee and also provide corporate administration for 17 commissions and the Capital Regional Housing Corporation.

Planning and Protective Services includes the administrative and operating responsibility for:

- Capital Regional Housing Corporation
- Capital Regional Hospital District
- Regional Planning and Information Services
- Emergency Management & Fire Protection
- Regional Housing
- Bylaw Services and Animal Control
- Building Inspection and Numbering
- Juan de Fuca Electoral Area Community Planning and Parks

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation and Protective Services

FUNDING:

Requisition and internal allocation

1.024 - GM - Planning & Protective Services

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	464,094	443,736	470,434	-	-	470,434	481,703	493,233	505,030	517,100
Contract for Services	7,310	-	2,500	-	-	2,500	3,050	4,610	6,200	7,320
Internal Allocations	92,268	92,268	101,438	-	-	101,438	106,117	110,936	114,486	117,456
Operating Other	20,930	11,377	21,370	-	-	21,370	21,800	22,250	22,710	23,170
TOTAL OPERATING COSTS	584,602	547,381	595,742	-	-	595,742	612,670	631,029	648,426	665,045
*Percentage Increase over prior year						1.9%	2.8%	3.0%	2.8%	2.6%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL COSTS	585,602	548,381	596,742	-	-	596,742	613,670	632,029	649,426	666,045
<u>FUNDING SOURCES (REVENUE)</u>										
Internal Recoveries	(276,233)	(276,233)	(285,898)	-	-	(285,898)	(291,590)	(297,417)	(303,364)	(309,422)
TOTAL REVENUES	(276,233)	(276,233)	(285,898)	-	-	(285,898)	(291,590)	(297,417)	(303,364)	(309,422)
NET COSTS	309,369	272,148	310,844	-	-	310,844	322,080	334,612	346,062	356,624
*Percentage increase over prior year										
Net Costs						0.5%	3.6%	3.9%	3.4%	3.1%
AUTHORIZED POSITIONS:										
Salaried	2.5	2.5	2.5	-	-	2.5	2.5	2.5	2.5	2.5

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.024	Carry						
	GM - Planning & Protective Services	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	

2024 - 2028

Service Name: GM - Planning & Protective Services

8

Reserve Schedule

Reserve Fund: 1.024 - GM Planning & Protective Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101955
ERF Group: PLANPROT.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	7,894	4,981	5,981	6,981	5,932	4,614
Actual Purchases	-					
Planned Purchase (Based on Capital Plan)	(3,971)	-	-	(2,049)	(2,318)	(1,644)
Transfer from Operating Budget	1,000	1000	1000	1000	1000	1000
Interest Income	59	-	-	-	-	-
Ending Balance \$	4,981	5,981	6,981	5,932	4,614	3,970

Assumptions/Background:

2026 - replacement of 1 ultra-portable laptop
 2027 - replacement of 2 standard desktops
 2028 - replacement of 1 standard desktop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Health & Capital Planning Strategies

FINAL BUDGET

MARCH 2024

1.018 - HEALTH AND CAPITAL PLANNING STRATEGIES

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
<u>OPERATING COSTS:</u>										
Salaries and Wages	430,511	287,182	436,723	-	-	436,723	323,035	330,778	338,701	346,809
Legal/Auditing Costs	26,160	26,160	27,200	-	-	27,200	28,220	29,240	29,820	30,420
Consultants	3,510	3,510	3,630	-	-	3,630	3,700	3,770	3,850	3,930
Allocations - Standard Overhead	129,961	129,961	140,671	-	-	140,671	143,484	146,354	149,281	152,266
Allocations - Human Resources	11,476	11,476	15,287	-	-	15,287	16,554	17,081	17,098	17,517
Allocations - Others	77,015	77,015	81,399	-	-	81,399	84,352	88,081	91,224	93,538
Operating - Other Costs	24,720	17,110	20,720	-	-	20,720	21,130	21,550	21,980	22,410
TOTAL OPERATING COSTS	703,353	552,414	725,630	-	-	725,630	620,475	636,854	651,954	666,890
*Percentage Increase over prior year	0.0%	-21.5%	3.2%			3.2%	-14.5%	2.6%	2.4%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Reserve	2,100	2,100	2,170	-	-	2,170	2,210	2,250	2,300	2,350
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	2,100	2,100	2,170	-	-	2,170	2,210	2,250	2,300	2,350
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	705,453	554,514	727,800	-	-	727,800	622,685	639,104	654,254	669,240
*Percentage Increase over prior year	0.0%	-21.4%	3.2%			3.2%	-14.4%	2.6%	2.4%	2.3%
Recovery - Capital Regional Hospital District	(705,453)	(705,453)	(727,800)	-	-	(727,800)	(622,685)	(639,104)	(654,254)	(669,240)
Recovery - Capital Project	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	-	(150,939)	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.0%	0.0%	0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
Surplus / (Deficit)		150,939								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Balance transferred to HD Section 20 Reserve		(150,939)								
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.0%	0.0%	0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: all Municipalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	2.0	2.0	2.0	0.0	0.0	2.0	2.0	2.0	2.0	2.0
Term Position - Sr. Project Coordinator 2-year term (2023 IBC 14a-1)	1.0	1.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.018	Carry						
	Health & Capital Planning Strategies	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.018

Service Name:

Health & Capital Planning Strategies

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Replace Computers	\$ 1,500	E	ERF	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500
26-01	Replacement	Computer	Replace Computers	\$ 3,000	E	ERF	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
27-01	Replacement	Computer	Replace Computers	\$ 1,500	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ 1,500
28-01	Replacement	Computer	Replace Computers	\$ 1,500	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500
													\$ -
													\$ -
													\$ -
Grand Total				\$ 7,500				\$ 1,500	\$ -	\$ 3,000	\$ 1,500	\$ 1,500	\$ 7,500

Reserve Schedule

Reserve Fund: 1.018 Health & Capital Planning Strategies

Assets held by the Health and Capital Planning Strategies are office equipment and office furniture.
The equipment replacement funds set aside are for replacement of office equipment/furniture only.

Reserve Cash Flow

Fund: 1022 Fund Center: 101851
ERF Group: HP.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	5,172.76	5,336	6,006	8,216	7,466	8,266
Actual Purchase	(1,986)					
Planned Purchase (Based on Capital Plan)		(1,500)	-	(3,000)	(1,500)	(1,500)
Transfer from Operating Budget	2,100	2,170	2,210	2,250	2,300	2,350
Interest Revenue	49					
Ending Balance \$	5,336	6,006	8,216	7,466	8,266	9,116

Assumptions/Background:

2024 - 1 standard laptop
2026 - 2 standard laptops
2027 - 1 standard laptop
2028 - 1 standard laptop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Community Health

FINAL BUDGET

MARCH 2024

Service: 1.224 Community Health

Committee: Hospitals and Housing Committee

SERVICE DESCRIPTION:

Build regional capacity to improve health and well-being through outcomes monitoring (Regional Outcomes Monitoring Collaborative), designing and implementing community health and wellbeing initiatives, and policy development. Addresses homelessness by funding the Greater Victoria Coalition to End Homelessness. Responsible for the public health bylaws (i.e. Clean Air, Idling, and Tanning Bylaws) and regularly engages with Island Health to ensure bylaws remain relevant and responsive to regional public health risks.

PARTICIPATION:

All member municipalities and electoral areas based on converted hospital assessment values

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

NIL

COMMITTEE:

Hospitals and Housing Committee

FUNDING:

Requisition

OPERATING COSTS:

[illegible]

Operating Reserve Schedule

Operating Reserve Fund: 1.224 Community Health

Established by Bylaw No. 4521, Bylaw No. 4102 Amendment No. 3 2022 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Cash Flow

Fund: 1500 Fund Center: 105551

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	78,605	146,289	146,289	146,289	146,289	146,289
Actual Purchases	-	-	-	-	-	-
Planned Purchases	-	-	-	-	-	-
Transfer from Operating Budget	63,895	-	-	-	-	-
Interest Income	3,789	-	-	-	-	-
Ending Balance \$	146,289	146,289	146,289	146,289	146,289	146,289

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Land Banking and Housing (Regional Housing)

FINAL BUDGET

MARCH 2024

DEFINITION:

Service was established by Bylaw No. 3712 cited as "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010". This Service provides strategic planning and administrative oversight of three functions:

- Housing Planning, Policy and Programs,
- Planning and Development, and
- the Capital Region Housing Corporation (CRHC)

SERVICE DESCRIPTION:

This Service empowers the CRD to undertake land assembly for the purpose of either public or private housing and to undertake the development and operation of public housing pursuant to the National and Provincial Housing Acts including all of the powers of a municipality. The Service also has the ability to take on debt to fund these activities.

The Housing Planning, Policy and Programs function receives grants from federal and provincial partner agencies, provides oversight, and deploys funds within the region. This function also administers housing affordability agreements with developers and owners in the region on behalf of municipalities.

The Planning and Development function identifies and pursues opportunities to develop or redevelop housing stock owned by the CRD/CRHC. This function receives grant and project recovery funding and prepares approved projects for implementation.

The Capital Region Housing Corporation (CRHC) is a wholly-owned subsidiary of the CRD, incorporated under authority of this Service. The CRHC owns, operates and maintains more than 1,800 affordable housing units and expects units to increase into the future with the affordable housing development plan underway for the region.

PARTICIPATION: All member municipalities and electoral areas based on converted hospital assessment values.

MAXIMUM LEVY:

Greater of \$2,423,000 or \$0.031 per \$1,000 Hospital actual assessments for land and improvements.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3715 (Jan. 12, 2011)	25,000,000
Borrowed:	SI Bylaw No. 4009 (Feb. 11, 2015) 10yr term	-9,413,000
Remaining:	Active via Temp. Borrowing Bylaw No. 3985 (nil expiry)	<u>\$ 15,587,000</u>
Authorized:	LA Bylaw No. 4327 (Mar. 11, 2020)	10,000,000
Borrowed:		-
Remaining:	Active	<u>\$ 10,000,000</u>

COMMITTEE: Hospitals and Housing

FUNDING: Requisition, internal recoveries, and external grants

1.310 LAND BANKING AND HOUSING

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
OPERATING COSTS:										
Salaries and Wages	1,449,434	1,383,211	1,244,734	401,479	17,884	1,664,097	1,782,344	1,585,126	1,508,202	1,544,306
Allocation - Standard OH	98,049	98,050	106,963	-	-	106,963	109,102	111,284	113,510	115,780
Allocation - Building Occupancy	66,325	66,324	72,484	-	-	72,484	79,558	89,831	97,476	101,463
Allocation - Real Estate	60,000	60,000	40,000	-	-	40,000	40,000	40,000	40,000	40,000
Allocation - Human Resources	41,244	41,244	51,467	-	-	51,467	55,733	57,508	57,566	58,976
Allocation - GM Planning and Protective Services	40,252	40,252	41,661	-	-	41,661	42,490	43,340	44,210	45,090
Allocation - Secondment from SGI Admin	-	-	-	-	86,867	86,867	-	-	-	-
Consultants	215,000	190,704	57,880	-	246,550	304,430	160,438	61,046	61,667	62,301
Other Operating Expenses	62,790	64,251	65,025	-	24,000	89,025	66,381	67,754	69,171	70,610
TOTAL OPERATING COSTS	2,033,094	1,944,036	1,680,214	401,479	375,301	2,456,994	2,336,046	2,055,890	1,991,802	2,038,525
*Percentage Increase over prior year		-4.4%	-17.4%	19.7%	18.5%	20.9%	-4.9%	-12.0%	-3.1%	2.3%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	4,000	4,000	4,070	-	-	4,070	4,110	4,150	4,190	4,230
Transfer to Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	4,000	4,000	4,070	-	-	4,070	4,110	4,150	4,190	4,230
Debt Expenditures	1,009,463	1,009,463	1,009,463	-	-	1,009,463	2,117,926	2,376,439	2,376,439	2,376,439
MFA Debt Reserve	1,830	-	2,440	-	94,000	96,440	161,000	-	-	-
TOTAL COSTS	3,048,387	2,957,499	2,696,187	401,479	469,301	3,566,967	4,619,082	4,436,479	4,372,431	4,419,194
*Percentage Increase over prior year		0.0%	-11.6%	13.2%	15.4%	17.0%	29.5%	-4.0%	-1.4%	1.1%
Transfer from Operating Reserve	(130,000)	(130,000)	-	-	(106,336)	(106,336)	(100,000)	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	2,918,387	2,827,499	2,696,187	401,479	362,965	3,460,631	4,519,082	4,436,479	4,372,431	4,419,194
Surplus / (Deficit)		314,144								
Balance C/F from Prior to Current year	(66,157)	(66,157)	-	(110,000)	(150,634)	(260,634)	-	-	-	-
Recovery - CRHC	(259,181)	(259,183)	(218,534)	-	-	(218,534)	(224,833)	(231,363)	(237,355)	(243,087)
Recovery - CRHD	(118,287)	(118,287)	-	-	-	-	-	-	-	-
Recovery - Capital Projects	(338,059)	(347,559)	(254,907)	-	-	(254,907)	(247,255)	(112,206)	-	-
Admin Fees - RHTF & housing agreements	(45,630)	(43,479)	(45,630)	-	-	(45,630)	(12,500)	(12,500)	(12,500)	(12,500)
Lease Revenue - CRHC	(63,000)	(63,000)	(63,000)	-	-	(63,000)	(63,000)	(63,000)	(63,000)	(63,000)
Grant Revenue - Federal	(438,391)	(647,576)	(263,781)	(291,478)	(112,000)	(667,259)	(658,590)	(561,999)	(565,488)	(569,059)
Payments In Lieu of Taxes	(70,301)	(83,850)	(72,366)	-	-	(72,366)	(72,366)	(72,366)	(72,366)	(72,366)
Other Revenue	(16,293)	(9,463)	(16,903)	-	-	(16,903)	(14,463)	(5,000)	(5,000)	(5,000)
TOTAL REVENUE	(1,415,299)	(1,324,411)	(935,121)	(401,478)	(262,634)	(1,599,233)	(1,293,007)	(1,058,433)	(955,709)	(965,012)
REQUISITION	(1,503,088)	(1,503,088)	(1,761,067)	(0)	(100,331)	(1,861,398)	(3,226,075)	(3,378,046)	(3,416,722)	(3,454,182)
*Percentage Increase over prior year			17.2%	0.0%	6.7%	23.8%	73.3%	4.7%	1.1%	1.1%
PARTICIPANTS: All Municipalities and Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	6.00	6.00	6.00	1.00	0.00	7.00	7.00	7.00	7.00	7.00
Term	6.00	6.00	2.00	4.00	1.00	7.00	7.00	5.00	4.00	4.00

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.310	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Land Banking and Housing							

EXPENDITURE

Buildings	\$0	\$9,400,000	\$16,100,000	\$0	\$0	\$0	\$25,500,000
Equipment	\$0	\$10,000	\$5,000	\$10,000	\$0	\$0	\$25,000
Land	\$0	\$700,000	\$0	\$0	\$0	\$0	\$700,000
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$10,110,000	\$16,105,000	\$10,000	\$0	\$0	\$26,225,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$9,400,000	\$16,100,000	\$0	\$0	\$0	\$25,500,000
Equipment Replacement Fund	\$0	\$10,000	\$5,000	\$10,000	\$0	\$0	\$25,000
Grants (Federal, Provincial)	\$0	\$700,000	\$0	\$0	\$0	\$0	\$700,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$10,110,000	\$16,105,000	\$10,000	\$0	\$0	\$26,225,000

2024 - 2028

Service #: 1.310

Service Name: Land Banking and Housing

23

Service:

1.310

Land Banking and Housing

Project Number	18-03	Capital Project Title	RHFP Contribution	Capital Project Description	Village on the Green Redevelopment
Project Rationale	In 2018 CMHC signed a definitive agreement with the CRD and BC Housing which created the Regional Housing First Program with a total of \$90 million to create new affordable housing units within the region. In 2020, each of the three partners increased their contribution by \$10 million to bring the total to \$120 million.				

Project Number	24-01	Capital Project Title	Office Equipment Replacement	Capital Project Description	Office equipment scheduled replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department. Other office equipment at discretion of management and staffing needs.				

**1.310 Land Bank & Housing
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Land Banking & Housing

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105505

Operating Reserve Schedule	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	405,178	291,543	185,207	85,207	85,207	85,207
Transfer to Operating Budget	(133,165)	(106,336)	(100,000)	-	-	-
Transfer to Capital Fund	-					
Transfer from Operating Budget	-					
Interest Income	19,530					
Total projected year end balance	291,543	185,207	85,207	85,207	85,207	85,207

Assumptions/Background:

2023: Funding for one-time post-RHFP housing programs contract and SGI housing strategy work.
 2024: Funding to off-set lost RHFP admin recovery from CRHD and CRHC.
 2025: Funding for one-time housing development plan second year of work.

**1.310 Land Bank & Housing
Asset and Reserve Summary
2024-2028 Financial Plan**

Asset Profile

Land Banking & Housing

Assets held by the Land, Banking and Housing service area consist of land, 6 building units, four apartment buildings, and office equipment. The equipment replacement funds set aside are for replacement of office equipment only. The building units are currently under operating and maintenance contract and do not require ongoing capital investment. Lifecycle replacement funding has not been set aside for the buildings.

Equipment Replacement Schedule - FC 102079

Equipment Replacement Schedule	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	25,699	25,469	19,539	18,649	12,799	16,989
Planned Purchase (Based on Capital Plan)	-	(10,000)	(5,000)	(10,000)	-	-
Actual Purchase	(4,470)					
Transfer from Operating Budget	4,000	4,070	4,110	4,150	4,190	4,230
Interest Income	240					
Total projected year end balance	25,469	19,539	18,649	12,799	16,989	21,219

Assumptions/Background:

2024 - 4 computers replaced
2025 - 2 computers replaced
2026 - 4 computers replaced

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Housing Trust Fund

FINAL BUDGET

MARCH 2024

DEFINITION:

This service was established by Bylaw No. 3266 cited as "Capital Regional District Regional Housing Trust Fund Service Establishment Bylaw No. 1, 2005". Administered by Regional Housing, per Bylaw No.3294 cited as "Capital Regional District Housing Trust Fund Commission and Administrative Bylaw No. 1, 2005".

SERVICE DESCRIPTION:

The function enables the CRD to provide capital funding to:

- 1) assist in the acquisition, development and retention of housing that is affordable
- 2) facilitate social and economic investment in affordable housing
- 3) assist people in core housing need
- 4) facilitate achieving the strategic directions outlined in the CRD's Regional Growth Strategy / Housing Affordability Strategy

In 2016, the CRD Board approved the development of the Regional Housing First Program (RHFP) under service 1.310 Land Banking and Housing. As borrowing is undertaken in 2024 and 2025 for the RHFP, the Regional Housing Trust Fund will be wound-down and requisition capacity transferred from service 1.311 to service 1.310 to fund RHFP debt costs.

PARTICIPATION:

The member municipalities of Metchosin, North Saanich, Saanich, View Royal, Victoria, Salt Spring Island (2006), Sooke (2006), Central Saanich (2007), Esquimalt (2007), Oak Bay (2008), Sidney and Southern Gulf Islands (2010), Highlands (2014) based 50% on population and 50% on converted assessments.

MAXIMUM LEVY:

2014: \$925,300 (Highlands joined and includes 1.0% increase for inflation)
2015: \$934,500 (includes 1.0% increase for inflation)
2016: \$953,240 (includes 2.0% increase for inflation)
2017: \$967,540 (includes 1.5% increase for inflation)
2018: \$986,890 (includes 2.0% increase for inflation)
2019: \$1,000,000 (includes 1.3% increase for inflation)
2020: \$1,000,000 (includes 0% increase for inflation)
2021: \$1,000,000 (includes 0% increase for inflation)
2022: \$1,000,000 (includes 0% increase for inflation)
2023: \$1,000,000 (includes 0% increase for inflation)
2024: \$1,000,000 (includes 0% increase for inflation)

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Regional Housing Trust Fund

FUNDING:

Requisition

1.311 - REGIONAL HOUSING TRUST FUND

Note: Service Phased out 2024 & Suspended 2025

OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL
Prior Year Unallocated Capital Grants	2,520,057	-	3,226,193	-	-	3,226,193
Current Year Capital Grants	1,116,746	615,000	913,015	-	-	913,015
Housing Programs Administration Service Fee	33,130	33,130	33,130	-	-	33,130
Allocation - Standard OH	-	-	-	-	-	-
Consultant Expenses	-	-	-	-	-	-
Legal Costs	4,070	-	4,070	-	-	4,070
Other Costs	2,391	2,000	2,391	-	-	2,391
TOTAL OPERATING COSTS	3,676,394	650,130	4,178,799	-	-	4,178,799

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Reserve	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-

TOTAL CAPITAL / RESERVES

Debt Expenditures	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-
TOTAL COSTS	3,676,394	650,130	4,178,799	-	-	4,178,799

*Percentage Increase over prior year

Internal Recoveries	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-

OPERATING COSTS LESS INTERNAL RECOVERIES

	0.0%	-82.3%	13.7%	0.0%	0.0%	13.7%
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Surplus / (Deficit)

Balance C/F from Prior to Current year	(2,520,057)	3,117,012	(3,226,193)	-	-	(3,226,193)
Revenue - Other Interest Income	(100,802)	(2,520,057)	(176,000)	-	-	(176,000)
Payments In Lieu of Taxes	(55,535)	(110,000)	(57,931)	-	-	(57,931)
Grants - Other	-	(55,535)	-	-	-	-
Donations	-	(81,550)	-	-	-	-

TOTAL REVENUE	(2,676,394)	(2,767,142)	(3,460,124)	-	-	(3,460,124)
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REQUISITION	(1,000,000)	(1,000,000)	(718,675)	-	-	(718,675)
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*Percentage Increase over prior year

PARTICIPANTS: Victoria, C.Saanich, Esquimalt, Saanich, Oak Bay, N. Saanich, Metchosin, View Royal, Sooke, Sidney, Highlands, SSI, SGI

AUTHORIZED POSITIONS:

Salaried	-	-	-	-	-	-
Hourly	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2024 Budget

Traffic Safety Commission

FINAL BUDGET

MARCH 2024

Service: 1.230 Traffic Safety

Commission: Traffic Safety

DEFINITION:

To establish a Traffic Safety Commission as an extended service to participants.
Establishment Bylaw No. 1828 (1990), Bylaw No. 1921 (1991), No. 3614 (2009), and No. 4166 (2017).

SERVICE DESCRIPTION:

This service provides funding and support for the Traffic Safety Commission, a CRD commission that advises the CRD Board on Traffic Safety problems and puts in place applicable Traffic Safety Programs. Representatives from about 14 organizations concerned with traffic safety, such as the BC Ambulance Service, make up the commission.

PARTICIPATION:

Participating municipalities and electoral areas on the basis of converted hospital assessment value of land and improvements.

MAXIMUM LEVY:

None stated

MAXIMUM CAPITAL DEBT:

N/A

1.230 - Traffic Safety Commission	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	5,921	5,921	6,856	-	-	6,856	6,993	7,133	7,276	7,421
Insurance Costs	280	280	330	-	-	330	350	370	390	410
Advertising, Promotion and Meetings	96,727	88,292	70,000	-	-	70,000	60,000	61,200	62,430	63,680
Scholarships	18,000	2,000	18,000	-	-	18,000	2,000	2,000	2,000	2,000
Other Expenses	16,190	14,243	10,068	-	-	10,068	9,190	9,370	9,550	9,740
TOTAL COSTS	137,118	110,736	105,254	-	-	105,254	78,533	80,073	81,646	83,251
*Percentage Increase over prior year			-23.2%			-23.2%	-25.4%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	29,182	(29,182)	-	-	(29,182)	-	-	-	-
Balance c/fwd from 2022 to 2023	(61,160)	(61,160)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(3,246)	(3,246)	(3,360)	-	-	(3,360)	(3,430)	(3,500)	(3,570)	(3,640)
Other Revenue	(200)	(3,000)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(64,606)	(38,224)	(32,742)	-	-	(32,742)	(3,630)	(3,700)	(3,770)	(3,840)
REQUISITION	(72,512)	(72,512)	(72,512)	-	-	(72,512)	(74,903)	(76,373)	(77,876)	(79,411)
*Percentage increase over prior year Requisition			0.0%			0.0%	3.3%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Regional Planning Services

FINAL BUDGET

MARCH 2024

Service: 1.324 Regional Planning Services

Committee: Planning & Protective Services

DEFINITION:

Regional Planning includes two service functions:

Regional Information – which maintains a regional information base and perspective on population, employment, economic development and land use trends. The service provides regional, sub-regional and municipal statistics, trend analysis and research tools to member municipalities and a wide variety of public, private and community clientele.

Regional Transportation – manages and applies the regional transportation model. The service analyzes the impacts of actual and projected changes to the transportation system and conducts/commissions transportation-related studies and reports. Regional transportation provides advice and information to the CRD Board, other departments and other jurisdictions on policies and issues related to the Regional Transportation Plan.

SERVICE DESCRIPTION:

Regional Planning provides information and planning services including regional, sub-regional and municipal statistics, trend analysis, transportation, policy development, planning and modeling. The information also assists in preparation of indicators relating to the annual legislative reporting requirement for the Regional Growth Strategy and as an information base for the development of municipal and electoral area official community plans. The information and analysis also supports the regional transportation and urban growth models and assists municipalities and local and regional agencies in their planning work.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke; Victoria; View Royal) and Electoral Areas within the CRD (Juan de Fuca, Southern Gulf Islands, Salt Spring Island).

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.324 - Regional Planning Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,053,189	981,765	1,098,077	-	-	1,098,077	1,120,958	1,150,384	1,177,833	1,205,920
Contract for Services	72,100	51,300	74,620	-	-	74,620	76,110	77,630	79,180	80,760
Allocations	238,269	230,269	261,019	-	-	261,019	275,014	290,917	302,623	311,188
Program Development Costs	94,110	94,110	95,990	-	590,000	685,990	97,910	99,870	630,000	-
Other Operating Expenses	93,950	63,955	95,230	-	10,000	105,230	97,200	99,210	101,280	103,390
TOTAL OPERATING COSTS	1,551,618	1,421,399	1,624,936	-	600,000	2,224,936	1,667,192	1,718,011	2,290,916	1,701,258
*Percentage Increase over prior year			4.7%		38.7%	43.4%	-25.1%	3.0%	33.3%	-25.7%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	732,154	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	2,500	13,000	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL CAPITAL / RESERVES	2,500	745,154	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL COSTS	1,554,118	2,166,553	1,627,436	-	600,000	2,227,436	1,669,692	1,720,511	2,293,416	1,703,758
Internal Recoveries	(86,650)	(86,650)	(93,180)	-	-	(93,180)	(95,410)	(97,700)	(100,040)	(102,440)
TOTAL COSTS NET OF RECOVERIES	1,467,468	2,079,903	1,534,256	-	600,000	2,134,256	1,574,282	1,622,811	2,193,376	1,601,318
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(177,951)	(177,951)	(199,617)	-	(600,000)	(799,617)	(199,918)	(207,859)	(736,628)	(101,560)
Grants in Lieu of Taxes	(58,113)	(658,113)	(59,838)	-	-	(59,838)	(61,350)	(62,580)	(63,840)	(65,110)
Revenue - Other	(2,990)	(15,995)	(3,090)	-	-	(3,090)	(3,160)	(3,230)	(3,300)	(3,370)
Recovery - Other	(570)	-	(590)	-	-	(590)	(600)	(610)	(620)	(630)
TOTAL REVENUE	(239,624)	(852,059)	(263,135)	-	(600,000)	(863,135)	(265,028)	(274,279)	(804,388)	(170,670)
REQUISITION	(1,227,844)	(1,227,844)	(1,271,121)	-	-	(1,271,121)	(1,309,254)	(1,348,532)	(1,388,988)	(1,430,648)
*Percentage increase over prior year Requisition						3.5%	3.0%	3.0%	3.0%	3.0%
Salaried	7.5	7.5	7.5			7.5	7.5	7.5	7.5	7.5

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.324 Regional Planning Services	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$40,000	\$44,000	\$4,000	\$8,000	\$3,000	\$10,000	\$69,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$40,000	\$44,000	\$4,000	\$8,000	\$3,000	\$10,000	\$69,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$40,000	\$44,000	\$4,000	\$8,000	\$3,000	\$10,000	\$69,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$40,000	\$44,000	\$4,000	\$8,000	\$3,000	\$10,000	\$69,000	

Service: 1.324 Regional Planning Services

Project Number	18-01	Capital Project Title	Computer Replacement	Capital Project Description	Computer Replacement
Project Rationale	Planned computer replacement for RSP staff complement, per IT replacement schedule.				

Project Number	22-01	Capital Project Title	Photocopier Renewal	Capital Project Description	Photocopier Renewal
Project Rationale	Planned photocopy renewal for RSP office, per IT replacement schedule.				

Project Number	23-01	Capital Project Title	Eco-Counter Replacement	Capital Project Description	Replacement of bike and pedestrian counters owned by CRD across the region
Project Rationale	The Data Review Implementation program oversaw the installation of 30 on-trail bike and pedestrian counters across the region. Data from the counters is published to a website daily and is used to inform policy. The CRD transferred ownership of 16 counters to third-parties. The remaining counters will start reaching end of life starting in 2028 and will have to be replaced.				

Regional Planning Services
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	254,967	213,467	211,967	206,467	205,967	198,467
Operating Reserve Fund	2,367,467	1,567,850	1,367,932	1,160,073	423,445	321,885
Total	2,622,434	1,781,317	1,579,899	1,366,540	629,412	520,352

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Equipment Replacement Fund

ERF Group: RGPLAN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101427	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		250,456	254,967	213,467	211,967	206,467	205,967
Transfer from Ops Budget		13,000	2,500	2,500	2,500	2,500	2,500
Planned Purchase		(10,699)	(44,000)	(4,000)	(8,000)	(3,000)	(10,000)
Interest Income		2,209					
Ending Balance \$		254,967	213,467	211,967	206,467	205,967	198,467

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment and furnishings.

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Operating Reserve Fund

Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund: Fund Centre:	1500 105501	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		1,697,335	2,367,467	1,567,850	1,367,932	1,160,073	423,445
Transfer from Ops Budget		164,135	-	-	-	-	-
Island Rail Corridor Grant		600,000	-	-	-	-	-
Transfer to Ops Budget - Program Development							
Ready Step Roll Program		(40,000)	(40,000)	(40,000)	(40,000)	-	-
Implementation of Data Review		(25,000)	(25,000)	(25,000)	(25,000)	-	-
Origin and Destination Survey		-	-	-	-	(420,000)	-
Regional Transportation Model Calibration		-	-	-	-	(210,000)	-
IBC 4b-2.1 - Island Corridor Consultation		-	(600,000)	-	-	-	-
Bike Map Refresh		-	(28,000)	-	(28,000)	-	(28,000)
Transfer to Ops Budget - Core Budget		(95,871)	(101,959)	(133,918)	(114,859)	(106,628)	(73,560)
Transfer to Ops Budget - Manager of Strategic Planning		(17,080)	(4,658)	(1,000)	-	-	-
Interest Income*		83,947					
Ending Balance \$		2,367,467	1,567,850	1,367,932	1,160,073	423,445	321,885

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Regional Growth Strategy

FINAL BUDGET

MARCH 2024

Service: 1.330 Regional Growth Strategy

Committee: Planning & Protective Services

DEFINITION:

This service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS). The service includes providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation. The Regional Growth Strategy is contained within CRD Bylaw No.4017 (Adopted March 2018).

SERVICE DESCRIPTION:

The Regional Growth Strategy/Sustainability service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS) pursuant to the legislative provisions of the *Local Government Act*. The RGS is contained within CRD Bylaw No.4017 (adopted March 2018). The service administers the RGS through the review and reporting on municipal regional context statements, assessment of compliance of regional district bylaws, and providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke; Victoria; View Royal) and the Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.330 - Regional Growth Strategy	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	160,310	116,279	158,204	-	-	158,204	161,364	165,646	169,498	173,435
Contract for Services	23,990	-	24,830	-	-	24,830	25,330	25,840	26,360	26,890
Special Projects	100,000	100,000	-	-	-	-	300,000	-	-	-
Allocations	115,976	115,976	123,766	-	-	123,766	126,971	129,968	132,833	135,913
Other Operating Expenses	14,570	2,766	15,080	-	-	15,080	15,380	15,680	15,990	16,310
TOTAL OPERATING COSTS	414,846	335,021	321,880	-	-	321,880	629,045	337,134	344,681	352,548
*Percentage Increase over prior year			-22.4%			-22.4%	95.4%	-46.4%	2.2%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	10,000	89,825	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVE	10,000	89,825	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL COSTS	424,846	424,846	331,880	-	-	331,880	639,045	347,134	354,681	362,548
*Percentage Increase over prior year			-21.9%			-21.9%	92.6%	-45.7%	2.2%	2.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(104,146)	(104,146)	-	-	-	-	(300,000)	-	-	-
Grants in Lieu of Taxes	(15,204)	(15,204)	(15,655)	-	-	(15,655)	(16,040)	(16,360)	(16,690)	(17,020)
Revenue - Other	(1,020)	(1,020)	(1,020)	-	-	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)
TOTAL REVENUE	(120,370)	(120,370)	(16,675)	-	-	(16,675)	(317,060)	(17,380)	(17,710)	(18,040)
REQUISITION	(304,476)	(304,476)	(315,205)	-	-	(315,205)	(321,985)	(329,754)	(336,971)	(344,508)
*Percentage increase over prior year Requisition						3.5%	2.2%	2.4%	2.2%	2.2%
AUTHORIZED POSITIONS										
Salaried	1.0	1.0	1.0			1.0	1.0	1.0	1.0	1.0

Reserve Schedule

Reserve Fund: 1.330 Regional Growth Strategy - Operating Reserve Fund

Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund: Fund Centre:	1500 105502	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		1,731,257	1,797,033	1,807,033	1,517,033	1,527,033	1,537,033
Transfer from Ops Budget		88,512	10,000	10,000	10,000	10,000	10,000
Transfer to Ops Budget		(104,146)	-	(300,000)	-	-	-
Interest Income*		81,409					
Ending Balance \$		1,797,033	1,807,033	1,517,033	1,527,033	1,537,033	1,547,033

Assumptions/Background:

2022 - \$15k - Foodlands Trust Business Case

2023 - \$100k - IBC 11b-1: Foodlands Access Service

2025 - \$300k - Regional Growth Strategy Review and Update

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Emergency

FINAL BUDGET

MARCH 2024

Service: 1.025 Corporate Emergency

Committee: Planning & Protective Services

DEFINITION:

Planning and coordination for disasters or emergencies.

SERVICE DESCRIPTION:

Coordinate and administer the Corporate Emergency Plan in accordance with the *Emergency Program Act* as a local authority and regional service provider and ensure integration with the three Electoral Area Emergency Plans to provide business continuity and CRD divisional coordination in the case of an emergency.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning & Protective Services

FUNDING:

Requisition

1.025 - Corporate Emergency	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	105,326	80,263	107,013	-	-	107,013	205,852	210,790	215,840	221,010
Allocations	178,363	178,363	180,567	-	-	180,567	186,038	192,647	198,441	203,079
Supplies	2,800	1,950	2,900	-	-	2,900	12,960	3,020	3,080	3,140
Licences and Fees	22,544	23,494	8,230	-	17,294	25,524	8,390	8,560	8,730	8,900
Other Operating Expenses	97,249	32,344	44,240	-	66,026	110,266	75,140	76,050	76,990	77,950
TOTAL OPERATING COSTS	406,282	316,414	342,950	-	83,320	426,270	488,380	491,067	503,081	514,079
*Percentage Increase over prior year			-15.6%		20.5%	4.9%	14.6%	0.6%	2.4%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	61,634	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	406,282	378,048	342,950	-	83,320	426,270	488,380	491,067	503,081	514,079
Internal Recoveries	(105,326)	(105,326)	(107,013)	-	-	(107,013)	(109,580)	(112,210)	(114,900)	(117,650)
OPERATING COSTS LESS INTERNAL RECOVERIES	300,956	272,722	235,937	-	83,320	319,257	378,800	378,857	388,181	396,429
Balance c/fwd from 2023 to 2024	-	35,320	-	-	(35,320)	(35,320)	-	-	-	-
Balance c/fwd from 2022 to 2023	(71,842)	(71,842)	-	-	-	-	-	-	-	-
Grant Revenue	-	(7,086)	-	-	(48,000)	(48,000)	-	-	-	-
NET COSTS	229,114	229,114	235,937	-	-	235,937	378,800	378,857	388,181	396,429
*Percentage increase over prior year (Core Budget)			3.0%			3.0%	60.6%	0.0%	2.5%	2.1%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	2	2	2	2

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.025 Corporate Emergency	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000	

5 YEAR CAPITAL PLAN

Service #:

1.025

Service Name:

Corporate Emergency

[illegible]

Service:	1.025	Corporate Emergency
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Project Number	17-01	Capital Project Title	EOC Laptop	Capital Project Description	EOC Equipment
Project Rationale					

Project Number	24-01	Capital Project Title	Surface Pro	Capital Project Description	EOC Equipment
Project Rationale					

Reserve Schedule

Reserve Fund: 1.025 Corporate Emergency - Equipment Replacement Fund

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
- The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
- Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.
- User departments of the Capital Regional District vehicles and equipment may be charged for depreciation of their machinery and equipment and the amount of such depreciation shall be transferred to the equipment replacement fund.
- ERF Group: CRPEMERGE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101978	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		65,309	52,322	44,322	38,322	31,322	31,322
Transfer from Op Budget		-	-	-	-	-	-
Expenditures		(13,515)	(8,000)	(6,000)	(7,000)	-	(5,000)
Interest Income		528					
Ending Balance \$		52,322	44,322	38,322	31,322	31,322	26,322

Assumptions/Background:

Maintain balance sufficient to meet lifecycle replacement needs and emergency needs.

CAPITAL REGIONAL DISTRICT

2024 Budget

Regional Emergency Program Support

FINAL BUDGET

MARCH 2024

Service: **1.374 Regional Emergency Program Support**

Committee: Planning & Protective Services

DEFINITION:

An information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

SERVICE DESCRIPTION:

Under Bylaw 3530, this service was established in 2008 to provide an information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

This service also supports two advisory commissions, the Local Government Emergency Program Advisory Commission (LGEPAC – Bylaw 3531), consisting of municipal and electoral area representatives and the Regional Emergency Coordinators Advisory Commission (RECAC – Bylaw 3566), consisting of government, NGOs, education, utility and health representatives.

PARTICIPATION:

All municipalities and electoral areas.

FUNDING:

Requisition

1.374 - Regional Emergency Program Support	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	119,410	59,743	113,935	-	-	113,935	116,667	119,464	122,325	125,253
REMP Contribution	95,196	95,046	9,580	-	-	9,580	9,770	9,970	10,170	10,370
Allocations	23,621	23,621	24,501	-	-	24,501	25,251	25,810	26,240	26,786
TOTAL OPERATING COSTS	238,227	178,410	148,016	-	-	148,016	151,688	155,244	158,735	162,409
*Percentage Increase over prior year			-37.9%			-37.9%	2.5%	2.3%	2.2%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	61,607	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	61,607	-	-	-	-	-	-	-	-
TOTAL COSTS	238,227	240,017	148,016	-	-	148,016	151,688	155,244	158,735	162,409
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2022 to 2023	(35,916)	(35,916)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(7,055)	(7,055)	-	-	-	-	-	-	-	-
Emergency Preparedness Grant	(50,000)	(50,000)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(6,865)	(6,865)	(7,070)	-	-	(7,070)	(7,300)	(7,440)	(7,580)	(7,720)
Revenue - Other	(210)	(2,000)	(220)	-	-	(220)	(230)	(230)	(230)	(230)
TOTAL REVENUE	(100,046)	(101,836)	(7,290)	-	-	(7,290)	(7,530)	(7,670)	(7,810)	(7,950)
REQUISITION	(138,181)	(138,181)	(140,726)	-	-	(140,726)	(144,158)	(147,574)	(150,925)	(154,459)
*Percentage increase over prior year Requisition			1.8%			1.8%	2.4%	2.4%	2.3%	2.3%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

Reserve Schedule

Reserve Fund: 1.374 Regional Emergency Program - Operating Reserve Fund - Bylaw 4244

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105538	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	36,896	102,984	102,984	102,984	102,984	102,984
Transfer from Ops Budget	71,448	-	-	-	-	-
Transfer to Ops Budget	(7,055)	-	-	-	-	-
Interest Income*	1,695					
Ending Balance \$	102,984	102,984	102,984	102,984	102,984	102,984

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Hazardous Material Incident Response

FINAL BUDGET

MARCH 2024

Service: 1.375 Hazardous Material Incident Response

Committee: Planning & Protective Services

DEFINITION:

A service of preparation for a hazardous materials emergency and providing for a system of response to hazardous material emergency incidents in the Capital Regional District. Established by Bylaw No. 3322 (2006).

SERVICE DESCRIPTION:

This regional emergency response service was established in 2006 under Bylaw 3322. The service provides immediate response to hazardous spills or emergencies within the CRD.

The program provides a high level of professional expertise by providing specialized training and equipment to firefighters throughout the CRD to support the response by local fire departments to these events.

PARTICIPATION:

Electoral Area's of Juan de Fuca, Salt Spring Island and Southern Gulf Islands, the municipalities of North Saanich, Sidney, Central Saanich, Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Colwood, Langford, Highlands, Metchosin, Sooke, and Tsawout and Songhees First Nations.

MAXIMUM LEVY:

Greater of \$400,000 or \$0.007 / \$1,000

FUNDING:

Requisition

1.375 - Hazardous Material Incident Response	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
District of C Saanich Contract	70,640	88,701	77,000	-	25,000	102,000	78,540	80,110	81,710	83,340
Staff Training & Development	121,830	82,436	126,090	-	-	126,090	128,610	131,180	133,800	136,480
Purchased Maintenance - Equipment	13,440	1,080	13,910	-	-	13,910	14,190	14,470	14,760	15,060
Allocations	121,645	121,645	127,931	-	-	127,931	130,528	133,159	135,803	138,524
Other Operating Expenses	109,356	103,821	26,120	-	-	26,120	26,640	27,160	27,690	28,230
TOTAL OPERATING COSTS	436,911	397,683	371,051	-	25,000	396,051	378,508	386,079	393,763	401,634
*Percentage Increase over prior year			-15.1%		5.7%	-9.4%	-4.4%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	9,560	9,560	9,560	-	-	9,560	9,560	9,560	9,560	9,560
Transfer to Operating Reserve Fund	-	38,888	-	-	-	-	-	2,580	6,625	10,836
TOTAL CAPITAL / RESERVES	9,560	48,448	9,560	-	-	9,560	9,560	12,140	16,185	20,396
TOTAL COSTS	446,471	446,131	380,611	-	25,000	405,611	388,068	398,219	409,948	422,030
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(94,585)	(94,585)	(6,600)	-	(25,000)	(31,600)	(1,250)	-	-	-
Interest Income	(340)	-	(350)	-	-	(350)	(350)	(350)	(350)	(350)
Grants in Lieu of Taxes	(16,850)	(16,850)	(17,412)	-	-	(17,412)	(18,600)	(18,970)	(19,340)	(19,720)
TOTAL REVENUE	(111,775)	(111,435)	(24,362)	-	(25,000)	(49,362)	(20,200)	(19,320)	(19,690)	(20,070)
REQUISITION	(334,696)	(334,696)	(356,249)	-	-	(356,249)	(367,868)	(378,899)	(390,258)	(401,960)
*Percentage increase over prior year Requisition						6.4%	3.3%	3.0%	3.0%	3.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.375	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Hazardous Material Incident Respon							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$75,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000
	\$0	\$75,000	\$0	\$0	\$300,000	\$0	\$0	\$375,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$75,000	\$0	\$0	\$300,000	\$0	\$0	\$375,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$75,000	\$0	\$0	\$300,000	\$0	\$0	\$375,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.375

Service Name Hazardous Material Incident Response

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	Replacement	Hazmat Suits	Replacement of Hazmat Suits	\$ 20,000	E	ERF	\$ -	\$ 20,000		\$ -	\$ -	\$ -	\$ 20,000
24-02	Replacement	Hazmat Decontamination Tent	Replacement of Decontamination Tent	\$ 55,000	E	ERF	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
27-01	Replacement	Command Vehicle	Replace command vehicle	\$ 300,000	V	ERF	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000
													\$ -
													\$ -
													\$ -
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GRAND TOTAL				\$ 375,000			\$ -	\$ 75,000	\$ -	\$ -	\$ 300,000	\$ -	\$ 375,000

Service: 1.375 Hazardous Material Incident Response

Project Number	24-01	Capital Project Title	Hazmat Suits	Capital Project Description	Replacement of Hazmat Suits
Project Rationale					

Project Number	24-02	Capital Project Title	Hazmat Decontamination Tent	Capital Project Description	Replacement of Decontamination Tent
Project Rationale					

Project Number	27-01	Capital Project Title	Command Vehicle	Capital Project Description	Replace command vehicle
Project Rationale					

Hazardous Material Incident Response
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	366,535	301,095	310,655	320,215	29,775	39,335
Operating Reserve Fund	59,900	28,300	27,050	29,630	36,255	47,091
Total	426,435	329,395	337,705	349,845	66,030	86,426

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Equipment Replacement Fund

ERF Group: HAZMAT.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101957	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		426,828	366,535	301,095	310,655	320,215	29,775
Transfer from Ops Budget		9,560	9,560	9,560	9,560	9,560	9,560
Planned Purchase		(73,254)	(75,000)	-	-	(300,000)	-
Interest Income		3,400					
Ending Balance \$		366,535	301,095	310,655	320,215	29,775	39,335

Assumptions/Background:

Transfer as much as operating budget will allow in order to provide sufficient funds to replace expensive assets.

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Operating Reserve Fund

Operating Resrve Fund was created under bylaw No. 4147 (2016) to fund special projects, cover unforeseen opearting expenditures and stabilize revenue as required.

Reserve Cash Flow

Fund: Fund Centre:	1500 105506	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		118,838	59,900	28,300	27,050	29,630	36,255
Transfer from Ops Budget		31,031	-	-	2,580	6,625	10,836
Transfer to Ops Budget		(94,585)	(31,600)	(1,250)	-	-	-
Interest Income*		4,616					
Ending Balance \$		59,900	28,300	27,050	29,630	36,255	47,091

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

911 Call Answer

FINAL BUDGET

MARCH 2024

Service: 1.911 911 Call Answer

Committee: Planning & Protective Services

DEFINITION:

To finance, install, operate and maintain a 911 Emergency Response Telephone Service within all or part of the participating member municipalities, all Electoral Areas, and the Tsawout and Songhees First Nations (CRD Bylaw No. 2468 "Emergency Response Extended Service Establishment Bylaw No. 1, 1997").

SERVICE DESCRIPTION:

To finance, install, operate and maintain a 911 emergency response telephone service within all or part of the Capital Region, and to provide primary call answer services (PSAP) at the Emergency Communications Vancouver Island Centre in Saanich operated by E-Comm.

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (limited by Municipal Act).

FUNDING:

Requisition, 911 call levy, and lease revenue

1.911 - 911 Call Answer	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Service Fees	129,111	130,940	129,791	-	-	129,791	127,195	124,651	122,158	119,715
Transfer to Municipalities	696,074	676,044	681,953	-	-	681,953	668,314	654,948	641,849	629,012
CRD Dispatch Centre Levy	366,070	401,200	480,606	-	-	480,606	504,640	529,870	556,360	584,180
Allocations	271,794	273,294	281,350	-	-	281,350	286,989	292,720	298,562	304,535
Other Operating Expenses	16,811	23,351	16,800	-	-	16,800	17,540	18,310	19,130	19,980
TOTAL OPERATING COSTS	1,479,860	1,504,829	1,590,500	-	-	1,590,500	1,604,678	1,620,499	1,638,059	1,657,422
*Percentage Increase over prior year			7.5%			7.5%	0.9%	1.0%	1.1%	1.2%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	5,450	6,030	7,060	8,555
Transfer to Equipment Replacement Fund	-	-	1,000	-	-	1,000	1,000	1,000	1,000	1,000
Transfer to Capital Reserve Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
Debt Servicing Costs	1,014,219	1,016,251	1,014,219	-	-	1,014,219	1,014,219	1,014,219	1,014,219	1,014,219
TOTAL DEBT / RESERVES	1,015,219	1,017,251	1,016,219	-	-	1,016,219	1,021,669	1,022,249	1,023,279	1,024,774
TOTAL COSTS	2,495,079	2,522,080	2,606,719	-	-	2,606,719	2,626,347	2,642,748	2,661,338	2,682,196
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve	(23,637)	(76,098)	(28,000)	-	-	(28,000)	-	-	-	-
Service Fees	(129,111)	(130,740)	(129,791)	-	-	(129,791)	(127,195)	(124,651)	(122,158)	(119,715)
CAL Revenue	(1,122,700)	(1,090,394)	(1,099,924)	-	-	(1,099,924)	(1,077,926)	(1,056,367)	(1,035,240)	(1,014,535)
Lease Revenue	(1,009,800)	(1,009,800)	(1,011,949)	-	-	(1,011,949)	(1,011,949)	(1,011,949)	(1,011,949)	(1,011,949)
Grants in Lieu of Taxes	(9,811)	(9,811)	(10,150)	-	-	(10,150)	(10,360)	(10,570)	(10,780)	(11,000)
Other Revenue	(18,510)	(23,727)	(18,070)	-	-	(18,070)	(18,810)	(19,580)	(20,400)	(21,250)
TOTAL REVENUE	(2,313,569)	(2,340,570)	(2,297,884)	-	-	(2,297,884)	(2,246,240)	(2,223,117)	(2,200,527)	(2,178,449)
REQUISITION	(181,510)	(181,510)	(308,835)	-	-	(308,835)	(380,107)	(419,631)	(460,811)	(503,747)
*Percentage increase over prior year Requisition			70.1%			70.1%	23.1%	10.4%	9.8%	9.3%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.911	Carry						
	911 Call Answer	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000

5 YEAR CAPITAL PLAN

7074 - 7078

Service #: 1.911

Service Name: 911 Call Answer

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
25-01	New	New Equipment	Next-Gen 911 Call Answer Technology-Placeholder	\$ 1,000,000	E	ERF	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,000,000			\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000

Service: 1.911 911 Call Answer

Project Number

25-01

Capital Project Title

New Equipment

Capital Project Description

Next-Gen 911 Call Answer Technology-
Placeholder

Project Rationale Placeholder for the next-Gen 911 call answer technology. Amount and timing are unknown.

911 Call Answer
Reserves Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	35,312	7,312	12,762	18,792	25,852	34,407
Equipment Replacement Fund	1,077,308	1,078,308	79,308	80,308	81,308	82,308
Capital Reserve Fund	-	124,102	125,102	126,102	127,102	128,102
Total	1,112,620	1,209,722	217,172	225,202	234,262	244,817

Reserve Schedule

Reserve Fund: 911 Call Answer - Operating Reserve Fund

To mitigate fluctuating Call Answer Levies

Reserve Cash Flow

Fund: Fund Centre:	1500 105508	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		106,774	35,312	7,312	12,762	18,792	25,852
Transfer from Ops Budget		-	-	5,450	6,030	7,060	8,555
Transfer to Ops Budget		(23,637)	(28,000)	-	-	-	-
Deficit Recovery		(52,461)					
Interest Income*		4,637					
Ending Balance \$		35,312	7,312	12,762	18,792	25,852	34,407

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 911 Call Answer - Equipment Replacement Fund

ERF Group: EMGTSV.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101460	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		1,067,702	1,077,308	1,078,308	79,308	80,308	81,308
Transfer from Ops Budget		-	1,000	1,000	1,000	1,000	1,000
Transfer to Ops Budget		-					
Expenditures		-	-	(1,000,000)	-	-	-
Interest Income		9,606					
Ending Balance \$		1,077,308	1,078,308	79,308	80,308	81,308	82,308

Assumptions/Background:

Reserve Schedule

Reserve Fund: 911 Call Answer - Capital Reserve Fund

To be created in 2024

Reserve Cash Flow

Fund: Fund Centre:	TBD TBD	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	-	124,102	125,102	126,102	127,102
Transfer from Ops Budget		-	1,000	1,000	1,000	1,000	1,000
Transfer from General Capital Fund		-	123,102	-	-	-	-
Interest Income		-					
Ending Balance \$		-	124,102	125,102	126,102	127,102	128,102

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 Budget

912B Call Answer - Municipalities

FINAL BUDGET

MARCH 2024

Service: 1.912B - 911 Call Answer - Municipalities

Committee: Planning & Protective Services

DEFINITION:

To transfer Call Answer Levies received from the telecommunications service providers on behalf of the Victoria and Saanich PSAP participants to the municipalities (Saanich, Victoria, Central Saanich, Esquimalt, and Oak Bay).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

Negative requisition; no stated limit

1.912B Call Answer - Municipalities

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>EXPENDITURES</u>										
Return Grants in Lieu of Taxes	41,448	41,448	43,435	-	-	43,435	43,540	44,410	45,300	46,200
*Percentage Increase over prior year			4.8%			4.8%	0.2%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Call Answer Levy Revenue	(696,074)	(676,044)	(681,953)	-	-	(681,953)	(668,314)	(654,948)	(641,849)	(629,012)
TOTAL REVENUE	(696,074)	(676,044)	(681,953)	-	-	(681,953)	(668,314)	(654,948)	(641,849)	(629,012)
EXCESS OF REVENUE OVER EXPENDITURES	(654,626)	(634,596)	(638,518)	-	-	(638,518)	(624,774)	(610,538)	(596,549)	(582,812)
Balance c/fwd from 2023 to 2024	-	(20,030)	20,030	-	-	20,030	-	-	-	-
Balance c/fwd from 2022 to 2023	25,947	25,947	-	-	-	-	-	-	-	-
NEGATIVE REQUISITION	628,679	628,679	618,488	-	-	618,488	624,774	610,538	596,549	582,812
*Percentage increase over prior year Requisition			-1.6%			-1.6%	1.0%	-2.3%	-2.3%	-2.3%

CAPITAL REGIONAL DISTRICT

2024 Budget

Fire Dispatch

FINAL BUDGET

MARCH 2024

DEFINITION:

To provide emergency communication dispatch service to participating member municipalities and all Electoral Areas.

CRD Bylaw No. 3854 "Emergency Communication Dispatch Service Establishment Bylaw No.1, 2012". Adopted December 12th, 2012.

CRD Bylaw No. 4426 " Emergency Communication Dispatch Service Establishment Bylaw No.1, 2012, Amendment Bylaw No.1, 2021". Adopted July 14th, 2021

CRD Bylaw No. 4502 " Emergency Communication Dispatch Service Establishment Bylaw No.1, 2012, Amendment Bylaw No.2, 2022". Adopted February 8th, 2023

SERVICE DESCRIPTION:

The service has historically funded a contract with City of Langford to provide the dispatch service.

The City of Langford has withdrawn from participation in the service, effective January 01, 2022 through Bylaw No. 4426.

CRD has entered into the new contract with the District of Saanich to provide the dispatch service in replacement of City of Langford as service provider.

PARTICIPATION:

City of Langford (remove as of January 2022), District of Metchosin, District of Highland, District of Sooke, Juan de Fuca, Salt Spring Island and Southern Gulf Island

COST APPORTIONMENT:

Effective January 1st, 2023, the net annual cost attributable to this service shall be apportioned among the participating municipalities and electoral areas on the basis of their usage as indicated by call volume. Call volume, for the purpose of this section, is the number of calls for service attributed to the individual participant as determined annually by the Capital Regional District. The annual call volume will be determined for budgeting purposes using the last full year's call statistics as recorded by the dispatch service provider. (Bylaw No. 4502, an amend to cost apportionment of "The Emergency Communication Dispatch Service Establishment Bylaw No. 1, 2012", Bylaw No. 3854).

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.913 - Fire Dispatch	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	224,025	228,825	255,860	-	-	255,860	279,360	287,440	312,570	321,650
Allocations	39,921	39,921	44,279	-	-	44,279	45,171	46,070	46,995	47,928
Other Operating Expenses	103,040	88,140	72,420	-	-	72,420	75,890	79,540	83,370	87,390
TOTAL OPERATING COSTS	366,986	356,886	372,559	-	-	372,559	400,421	413,050	442,935	456,968
*Percentage Increase over prior year			1.5%			1.5%	7.5%	3.2%	7.2%	3.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	9,323	-	-	-	-	-	-	8,095	29,512
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	366,986	366,209	372,559	-	-	372,559	400,421	413,050	451,030	486,480
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(59,240)	(59,240)	(33,771)	-	-	(33,771)	(26,251)	(2,280)	-	-
Grants in Lieu of Taxes	(8,653)	(8,653)	(9,848)	-	-	(9,848)	(9,130)	(9,310)	(9,500)	(9,690)
Revenue - Other	(800)	(23)	(800)	-	-	(800)	(800)	(800)	(800)	(800)
TOTAL REVENUE	(68,693)	(67,916)	(44,419)	-	-	(44,419)	(36,181)	(12,390)	(10,300)	(10,490)
REQUISITION	(298,293)	(298,293)	(328,140)	-	-	(328,140)	(364,240)	(400,660)	(440,730)	(475,990)
*Percentage increase over prior year Requisition			10.0%			10.0%	11.0%	10.0%	10.0%	8.0%

Fire Dispatch
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	-	-	-	-	-	-
Operating Reserve Fund	67,741	33,970	7,719	5,439	13,534	43,046
Total	67,741	33,970	7,719	5,439	13,534	43,046

Reserve Schedule

Reserve Fund: 1.913 Fire Dispatch - Equipment Replacement Fund

ERF Group: LANGFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 102125	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		117,116	-	-	-	-	-
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Transfer to ORF		(118,170)					
Interest Income		1,054					
Ending Balance \$		-	-	-	-	-	-

<u>Assumptions/Background:</u>

Reserve Schedule

Reserve Fund: 1.913 Fire Dispatch - Operating Reserve Fund - Bylaw 4585

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: Fund Centre:	1500 105555	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	67,741	33,970	7,719	5,439	13,534
Transfer from Ops Budget		9,273	-	-	-	8,095	29,512
Transfer from ERF		118,170					
Transfer to Ops Budget		(59,240)	(33,771)	(26,251)	(2,280)	-	-
Deficit Recovery		-					
Interest Income*		(462)					
Ending Balance \$		67,741	33,970	7,719	5,439	13,534	43,046

Assumptions/Background:

Newly created in 2023.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 Budget

Regional CREST Contribution

FINAL BUDGET

MARCH 2024

Service: 1.921 Regional CREST Contribution

Committee: Planning & Protective Services

DEFINITION:

To collect funding for the RCMP Dispatch area's share of costs in the regional emergency communications network (CREST).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (Limited by Municipal Act).

Funding:

Requisition

1.921 - Regional CREST Contribution	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to CREST	1,784,531	1,807,453	1,905,008	-	-	1,905,008	1,998,353	2,096,272	2,157,064	2,200,210
Internal Interest	6,000	13,802	6,000	-	-	6,000	6,000	6,000	6,000	6,000
TOTAL COSTS	1,790,531	1,821,255	1,911,008	-	-	1,911,008	2,004,353	2,102,272	2,163,064	2,206,210
*Percentage Increase over prior year						6.7%	4.9%	4.9%	2.9%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	(21,985)	21,985	-	-	21,985	-	-	-	-
Balance c/fwd from 2022 to 2023	(2,976)	(2,976)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(93,401)	(93,401)	(96,942)	-	-	(96,942)	(98,600)	(100,580)	(102,600)	(104,650)
Revenue-Other	(2,500)	(11,239)	(2,500)	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
TOTAL REVENUE	(98,877)	(129,601)	(77,457)	-	-	(77,457)	(101,100)	(103,080)	(105,100)	(107,150)
REQUISITION	(1,691,654)	(1,691,654)	(1,833,551)	-	-	(1,833,551)	(1,903,253)	(1,999,192)	(2,057,964)	(2,099,060)
*Percentage increase over prior year Requisition						8.4%	3.8%	5.0%	2.9%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Animal Care Services

FINAL BUDGET

MARCH 2024

Service: 1.313 Animal Care Services

Committee: Planning & Protective Services

DEFINITION:

Care of domestic animals within all electoral areas of the Regional District (Letters Patent - February 16, 1979). We provide service to the three electoral areas as well as Sidney, Saanich, Central Saanich, North Saanich, Highlands, View Royal, Colwood, Langford, Sooke, Metchosin, the Pauquachin, Songhees and Tsawout First nations. We also provide pound keeping services to Saanich. Sooke, Metchosin and Highlands are charged as if they were part of the service provided to the Electoral Areas. All other participants are levied by contract.

SERVICE DESCRIPTION:

Enforces the Animal Control Bylaw for three Electoral Areas, 10 Municipalities, and 3 First Nations. Also provides Pound Service for the District of Saanich and the areas listed above. Ensures public safety with person/animal contacts, quick return of lost animals, investigations or animal/person public education, re-homing of animals, quality care of animals.

PARTICIPATION:

All Electoral Areas on basis of school assessments (excluding property that is taxable for school purposes only by Special Act).

MAXIMUM LEVY:

None stated.

FUNDING:

Sale of services, licences and dog tags, plus requisition

1.313 - Animal Care Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,075,131	1,134,682	1,147,100	-	-	1,147,100	1,173,870	1,201,241	1,229,242	1,257,883
Vehicle Operating Expenses	47,130	47,130	48,780	-	-	48,780	49,760	50,760	51,780	52,820
Telecommunications	45,910	40,000	47,520	-	-	47,520	48,470	49,440	50,430	51,440
Supplies	56,050	41,000	41,200	-	-	41,200	42,020	42,850	43,700	44,580
Allocations	234,947	233,630	265,707	-	-	265,707	273,057	279,088	285,783	291,331
Other Operating Expenses	154,350	172,410	146,905	-	-	146,905	148,770	151,740	154,810	157,910
TOTAL OPERATING COSTS	1,613,518	1,668,852	1,697,212	-	-	1,697,212	1,735,947	1,775,119	1,815,745	1,855,964
*Percentage Increase over prior year			5.2%			5.2%	2.3%	2.3%	2.3%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	24,903	24,903	32,000	-	-	32,000	32,000	37,000	40,000	43,000
Transfer to Operating Reserve Fund	24,903	19,813	8,093	-	-	8,093	7,783	4,051	2,000	1,126
TOTAL CAPITAL / RESERVE	49,806	44,716	40,093	-	-	40,093	39,783	41,051	42,000	44,126
TOTAL COSTS	1,663,324	1,713,568	1,737,305	-	-	1,737,305	1,775,730	1,816,170	1,857,745	1,900,090
*Percentage Increase over prior year			4.4%			4.4%	2.2%	2.3%	2.3%	2.3%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(18,922)	(18,922)	-	-	-	-	-	-	-	-
Fees Charged	(19,060)	(27,782)	(28,330)	-	-	(28,330)	(28,900)	(29,480)	(30,070)	(30,660)
Sale of Goods and Services	(1,147,580)	(1,187,322)	(1,213,390)	-	-	(1,213,390)	(1,237,650)	(1,262,410)	(1,287,660)	(1,313,410)
Grants in Lieu of Taxes	(11,370)	(11,370)	(12,825)	-	-	(12,825)	(12,000)	(12,240)	(12,480)	(12,730)
Revenue - Other	(5,970)	(7,750)	(6,220)	-	-	(6,220)	(6,340)	(6,470)	(6,600)	(6,730)
TOTAL REVENUE	(1,202,902)	(1,253,146)	(1,260,765)	-	-	(1,260,765)	(1,284,890)	(1,310,600)	(1,336,810)	(1,363,530)
REQUISITION	(460,422)	(460,422)	(476,540)	-	-	(476,540)	(490,840)	(505,570)	(520,935)	(536,560)
*Percentage increase over prior year Requisition			3.5%			3.5%	3.0%	3.0%	3.0%	3.0%
AUTHORIZED POSITIONS										
Salaried FTE	10.6	10.6	10.6			10.6	10.6	10.6	10.6	10.6

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.313	Carry						
	Animal Care Services	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$185,000	\$185,000	\$0	\$0	\$0	\$0	\$185,000
Equipment	\$35,000	\$40,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$65,000	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Vehicles	\$17,000	\$42,000	\$25,000	\$25,000	\$25,000	\$25,000	\$142,000
	\$302,000	\$332,000	\$30,000	\$30,000	\$30,000	\$30,000	\$452,000

SOURCE OF FUNDS

Capital Funds on Hand	\$302,000	\$302,000	\$0	\$0	\$0	\$0	\$302,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$302,000	\$332,000	\$30,000	\$30,000	\$30,000	\$30,000	\$452,000

5 YEAR CAPITAL PLAN

Service #:

1.313

Service Name:

Animal Care Services

[illegible]

Service:

1.313

Animal Care Services

Project Number	23-01	Capital Project Title	Computer Replacements	Capital Project Description	Replacement of computer equipment
Project Rationale Replace computers as required and requested by IT.					

Project Number	23-02	Capital Project Title	Vehicle Replacements	Capital Project Description	Replacement of vehicles (shared with Bylaw)
Project Rationale To replace vehicles used for Animal Control and Bylaw Enforcement. Current vehicles have more than 170,000km and do not meet the expectations to perform the duties required. These vehicles are required for daily use to perform the duties the CRD is contracted for. Replacement of vehicles with newer models will also eliminate the need to replace every two years and will be better suited to transport the volume of animals required.					

Project Number	23-03	Capital Project Title	Animal Shelter Improvement	Capital Project Description	Updating CRD Animal Shelter Facility
Project Rationale Create new reception area at front of Animal Shelter to ensure public are not entering the areas where animals are kept for the safety of the customers and welfare of the animals, provides Officers their own entrance to bring in lost or injured animals. New signage required to identify property and building from a busy highway and ensure they all meet corporate standards. Addition of cat impound room as current impound room will be changed into the front reception area as it is located at the front of the building. Painting of cement floors in building, painting of all spaces and new additions. Upgrade to outside dog area, addition of environment enriching activities and tasks to keep dogs properly exercised, metal pergola and cement picnic table for dog exercise area which creates shade for animals and a meet and greet area for potential animal adoptions, upgrade from current gravel to a rubber or turf on part of area with activities. Repair of fencing surrounding building and addition of entrance gate to back area off the side of the building for deliveries and adding an additional exit from the building in case of emergency. Mural for front of animal shelter with dedication to the bequeathment donor. Wired in generator to furnace and electrical in case of loss of power, to maintain heating and air flow for the animals.					

Project Number	23-04	Capital Project Title	On-Line Payment Portal for Dog Licences	Capital Project Description	Purchase of Tempest on-line payment portal for CRD Dog Licence
Project Rationale Purchase of Tempest online dog licence port for payment of CRD Dog Licences on-line resulting in reduction of phone calls, in-person and by mail renewals, resulting in efficiency, more up-to-date information and less staff time and resources.					

Service:

1.313

Animal Care Services

Project Number

23-05

Capital Project Title

Network Upgrade and Security

Capital Project Description

Network Upgrade and addition of Security Cameras at CRD Animal Shelter

Project Rationale Animal Shelter network requires upgrade to allow wifi, a faster connection and Cisco phones, currently no option for wifi, connection is poor when it rains or snows, staff are unable to be integrated into the Cisco phone system with current connectivity. Once upgraded addition of Cisco phones, security cameras for security, tv display to monitor for safety of staff and lone worker checks.

Project Number

23-06

Capital Project Title

Outreach

Capital Project Description

Implementing and enhancing Outreach programs

Project Rationale Enhancement of Petiquette Program to include updated and new information regarding dog parks, dangerous dogs, responsible pet ownership, animal care, licencing and community involvement. Enhancement of Emergency Preparedness for Pets, information, outreach and develop more detailed CRD Grab 'n Go Bags for Pets. Addition of community outreach programs as well as training for outside agencies on how to deal with problem pets. Development of CRD Pets App - app designed by CRD staff that allows users to post their lost animal or found animal. Users would create a profile for their pet and if it becomes lost, they can choose an option to post 'lost' and drop a GIS pin where their pet was lost, all other users with the app will be notified and your dog could be returned to you in a timely fashion. Various volunteers are managing something similar by Facebook. The CRD would be the hub of where all lost and found pets are posted, which in turn will increase the numbers and rate of animals returned to their owners. In addition, the App will have a section for rules regarding dogs in all CRD Parks as well as municipal parks, can use CRD GIS to find areas that are off-leash, dog licence fees, leash laws per municipality and likes to the 13 municipal Animal Control Bylaws, CRD could use all to send out notifications regarding algae bloom so that dog owners don't allow their pets to drink the water at that CRD Regional Park etc.

Project Number

23-07

Capital Project Title

Vehicle Replacements/Upgrades

Capital Project Description

Replacement and upgrades of vehicles

Project Rationale To replace vehicles used for Animal Care at the CRD Animal Shelter as well as upgrading through replacement of current Animal Control vehicles. Current vehicles have more than 170,000km and do not meet the expectations to perform the duties required. Vehicles needs to be replaced sooner than the ERF allows to ensure all vehicles meet the expectations of the duties required. These vehicles are required for daily use to perform the duties the CRD is contracted for. Replacement of vehicles with newer models will also eliminate the need to replace every two years and will be better suited to transport the volume of animals required.

Animal Care Services
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	49,531	57,624	65,407	69,458	71,458	72,584
Operating Reserve Fund - Bequest	-	-	-	-	-	-
Equipment Replacement Fund	29,021	31,021	33,021	40,021	50,021	63,021
Total	78,553	88,646	98,429	109,480	121,480	135,606

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Operating Reserve Fund

Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105407	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		75,272	49,531	57,624	65,407	69,458	71,458
Transfer from Ops Budget		-	8,093	7,783	4,051	2,000	1,126
Transfer to Ops Budget - Core Budget		(18,922)	-	-	-	-	-
Deficit Recovery		(10,639)	-	-	-	-	-
Interest Income*		3,821					
Ending Balance \$		49,531	57,624	65,407	69,458	71,458	72,584

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Operating Reserve Fund - Bequest

Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105103	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		415,189	-	-	-	-	-
Planned Purchase		(426,241)	-	-	-	-	-
Transfer from Ops Bud		-					
Donations		-					
Interest Income*		11,052					
Ending Balance \$		-	-	-	-	-	-

Assumptions/Background:

* Interest is included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Equipment Replacement Fund

For replacement of vehicles, computers and furnishings.

ERF Group: ANICON.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101424	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		105,442	29,021	31,021	33,021	40,021	50,021
Transfer from Op Budget		-	32,000	32,000	37,000	40,000	43,000
Planned Purchases		(77,076)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Interest Income		656					
Ending Balance \$		29,021	31,021	33,021	40,021	50,021	63,021

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

CAPITAL REGIONAL DISTRICT

2024 Budget

Bylaw Enforcement

FINAL BUDGET

MARCH 2024

Service: 1.323 Bylaw Services

Committee: Planning & Protective Services

DEFINITION:

To provide Bylaw enforcement to functions of the Capital Regional District as required. The cost of this service is reallocated to functions that use Bylaw enforcement services, such as Regional Parks, Noise Control, Nuisances & Unsightly Premises, and others.

SERVICE DESCRIPTION:

Respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three electoral areas for Noise, Nuisance and Unsightly Premises as well as Soil Deposit and Removal in the JdF EA.

Bylaw Enforcement services in Metchosin and the Highlands by contract.

Enforce bylaws for internal customers including Hartland Landfill, Environmental Services, Integrated Water, Parks, Community Planning, Building Inspection and Vancouver Island Health Authority.

PARTICIPATION:

Method of cost allocation on the basis of prior year's estimated usage.

MAXIMUM LEVY:

None stated.

FUNDING:

Functions within the CRD that use Bylaw enforcement.

1.323 - Bylaw Enforcement

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	371,735	458,879	387,988	(10,000)	50,000	427,988	387,045	396,305	405,781	415,478
Vehicle Operating Expenses	25,000	30,000	25,880	-	-	25,880	26,400	26,930	27,470	28,020
Telecommunications	8,000	5,000	6,000	-	-	6,000	6,120	6,240	6,360	6,490
Supplies	3,500	2,000	3,500	-	-	3,500	3,570	3,640	3,710	3,780
Allocations	79,681	79,681	84,295	-	-	84,295	86,452	88,423	90,856	92,350
Other Operating Expenses	39,550	34,550	41,210	-	-	41,210	42,030	42,860	43,720	44,580
TOTAL OPERATING COSTS	527,466	610,110	548,873	(10,000)	50,000	588,873	551,617	564,398	577,897	590,698
*Percentage Increase over prior year			4.1%	-1.9%	9.5%	11.6%	-6.3%	2.3%	2.4%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	44,000	26,602	50,858	-	-	50,858	51,343	51,415	50,626	51,163
TOTAL CAPITAL / RESERVE	44,000	26,602	50,858	-	-	50,858	51,343	51,415	50,626	51,163
TOTAL COSTS	571,466	636,712	599,731	(10,000)	50,000	639,731	602,960	615,813	628,523	641,861
<u>Internal Recoveries</u>	(542,726)	(589,242)	(563,101)	10,000	(50,000)	(603,101)	(565,660)	(577,773)	(589,733)	(602,301)
OPERATING COSTS LESS INTERNAL RECOVERIES	28,740	47,470	36,630	-	-	36,630	37,300	38,040	38,790	39,560
<u>FUNDING SOURCES (REVENUE)</u>										
Sale of Goods and Services	(25,110)	(38,370)	(32,980)	-	-	(32,980)	(33,640)	(34,310)	(34,990)	(35,690)
Revenue - Other	(3,630)	(9,100)	(3,650)	-	-	(3,650)	(3,660)	(3,730)	(3,800)	(3,870)
TOTAL REVENUE	(28,740)	(47,470)	(36,630)	-	-	(36,630)	(37,300)	(38,040)	(38,790)	(39,560)
REQUISITION	-	-	-	-	-	-	-	-	-	-
AUTHORIZED POSITIONS: Salaried FTE	2.9	2.9	2.9			2.9	2.9	2.9	2.9	2.9

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.323	Carry						
	ByLaw Services	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$12,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$50,000	\$100,000	\$25,000	\$25,000	\$25,000	\$25,000	\$200,000
	\$50,000	\$102,500	\$27,500	\$27,500	\$27,500	\$27,500	\$212,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$50,000	\$102,500	\$27,500	\$27,500	\$27,500	\$27,500	\$212,500
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$50,000	\$102,500	\$27,500	\$27,500	\$27,500	\$27,500	\$212,500

Service Name: ByLaw Services

103

Service:	1.323	ByLaw Services
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Project Number	19-01	Capital Project Title	Computers	Capital Project Description	Replacement of computer equipment
Project Rationale					

Project Number	19-02	Capital Project Title	Vehicle	Capital Project Description	Replacement of Bylaw vehicle
Project Rationale					

Reserve Schedule

Reserve Fund: 1.323 Bylaw Enforcement - Equipment Replacement Fund

ERF Group: BYLAW.ERF

Reserve Cash Flow

Fund:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101426						
Beginning Balance		146,667	97,657	46,015	69,858	93,773	116,899
Transfer from Ops Budget		88,581	50,858	51,343	51,415	50,626	51,163
Proceed from Disposition		18,323					
Planned Purchase		(157,003)	(102,500)	(27,500)	(27,500)	(27,500)	(27,500)
Interest Income		1,089					
Ending Balance \$		97,657	46,015	69,858	93,773	116,899	140,562

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

CAPITAL REGIONAL DISTRICT

2024 BUDGET

INTEGRATED WATER SERVICES

FINAL BUDGET

MARCH 2024

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Water Supply

FINAL BUDGET

MARCH 2024

Service: 2.670

Regional Water Supply

Commission: Regional Water Supply

DEFINITION:

To finance, install, operate and maintain a water supply local service in the Capital Regional District, as per the Water Supply Local Service Establishment Bylaw No. 2537.

The establishment and operation of a Regional Water Supply Commission is done by Bylaw No. 2539.

SERVICE DESCRIPTION:

Regional Water Supply is responsible for the water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria
District of Oak Bay
District of Saanich
Township of Esquimalt
District of Central Saanich

Town of Sidney
District of North Saanich
Town of View Royal
City of Colwood
City of Langford

District of Metchosin
District of Sooke
Juan de Fuca Electoral Area
District of Highlands

MAXIMUM LEVY:

No stated limit in establishment bylaw and no ability to requisition.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Regional Water Supply Water Works Facilities		\$137,700,000
Borrowed:			\$91,400,000
Remaining:	Expired		\$46,300,000
Authorized:	LA Bylaw No. 3451 - Regional Water Supply Land Acquisition		\$60,000,000
Borrowed:			\$60,000,000
Remaining:			\$0
Authorized:	LA Bylaw No. 3902 - Regional Water Supply Water Works Facilities	2014	\$12,500,000
Borrowed:			\$9,500,000
Remaining:	Expired		\$3,000,000
Authorized:	LA Bylaw No. 4382 - Regional Water Supply Water Works Facilities	2021	\$46,000,000
Borrowed:			\$4,000,000
Remaining:	Active		\$42,000,000

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Regional Water Supply

SUMMARY

1	2024 BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	TOTAL (COL 4, 5 & 6)	2025	2026	2027	2028
	2	3	4	5	6	7	8	9	10	11
<u>GENERAL PROGRAM EXPENDITURES:</u>										
WATERSHED PROTECTION	5,942,432	6,334,369	6,787,022	-	-	6,787,022	6,922,762	7,061,218	7,202,442	7,346,490
WATER OPERATIONS	6,683,286	6,902,405	7,212,805	172,500	-	7,385,305	7,590,398	7,742,209	7,897,051	8,054,965
WATER QUALITY	1,925,729	1,934,678	2,045,342	-	-	2,045,342	2,084,709	2,126,416	2,168,946	2,212,320
CROSS CONNECTION	770,923	760,773	800,530	-	-	800,530	816,651	833,088	849,858	866,949
DEMAND MANAGEMENT	726,084	734,722	761,302	-	-	761,302	776,648	792,297	786,596	802,431
INFRASTRUCTURE ENGINEERING	527,884	527,884	553,230	24,300	-	577,530	574,450	585,930	597,650	592,540
FLEET OPERATION & MAINTENANCE	(393,653)	(393,653)	(479,755)	-	-	(479,755)	(489,350)	(499,137)	(509,120)	(519,303)
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	604,677	567,820	299,891	233,800	69,200	602,891	609,342	623,005	636,956	651,221
TOTAL OPERATING EXPENDITURES	16,787,362	17,368,998	17,980,367	430,600	69,200	18,480,167	18,885,610	19,265,026	19,630,379	20,007,613
<i>Percentage increase over prior year's board budget</i>			7.11%			10.08%	2.19%	2.01%	1.90%	1.92%
CONVEYANCE FEE FOR SERVICE TO FIRST NATIONS	870,000	870,000	900,000	-	-	900,000	918,000	936,360	955,090	974,190
AGRICULTURAL WATER RATE FUNDING	1,750,000	1,900,000	1,800,000	-	-	1,800,000	1,850,000	1,900,000	1,950,000	2,000,000
			2.86%			2.86%	2.78%	2.70%	2.63%	2.56%
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO WATER CAPITAL FUND	12,302,104	13,735,852	17,450,000	-	-	17,450,000	19,500,000	21,000,000	23,000,000	27,000,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	393,653	393,653	479,755	-	-	479,755	489,350	499,137	509,120	519,302
TRANSFER TO DEBT RESERVE FUND	121,700	40,000	108,040	-	-	108,040	202,040	319,040	202,540	84,040
TOTAL CAPITAL EXPENDITURES & TRANSFERS	12,817,457	14,169,505	18,037,795	-	-	18,037,795	20,191,390	21,818,177	23,711,660	27,603,342
<u>DEBT SERVICING</u>										
DEBT - INTEREST & PRINCIPAL	7,690,985	7,522,761	2,896,242	-	-	2,896,242	3,363,371	4,790,195	6,940,171	7,809,608
TOTAL DEBT EXPENDITURES	7,690,985	7,522,761	2,896,242	-	-	2,896,242	3,363,371	4,790,195	6,940,171	7,809,608
<u>DEFICIT TRANSFERRED TO FOLLOWING YR</u>										
TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD										
TOTAL EXPENDITURES	39,915,804	41,831,264	41,614,404	430,600	69,200	42,114,204	45,208,371	48,709,758	53,187,300	58,394,753
<u>SOURCES OF FUNDING</u>										
REVENUE - SALES	(38,107,540)	(40,029,600)	(40,924,304)	(430,600)	76,752	(41,278,152)	(44,424,271)	(47,808,658)	(52,402,700)	(57,728,653)
REVENUE - OTHER	(1,808,264)	(1,801,664)	(690,100)	-	(145,952)	(836,052)	(784,100)	(901,100)	(784,600)	(666,100)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(39,915,804)	(41,831,264)	(41,614,404)	(430,600)	(69,200)	(42,114,204)	(45,208,371)	(48,709,758)	(53,187,300)	(58,394,753)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										
TOTAL SOURCES OF FUNDING	(39,915,804)	(41,831,264)	(41,614,404)	(430,600)	(69,200)	(42,114,204)	(45,208,371)	(48,709,758)	(53,187,300)	(58,394,753)
<i>Percentage increase over prior year's board budget</i>			4.26%			5.51%	7.35%	7.74%	9.19%	9.79%
Water Rate \$ per cu. m.	\$ 0.7698					\$ 0.8094	\$ 0.8711	\$ 0.9374	\$ 1.0275	\$ 1.1319
<i>Percentage increase over prior year</i>	4.99%					5.14%	7.62%	7.61%	9.61%	10.16%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.670	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Regional Water Supply							

EXPENDITURE

Buildings	\$4,020,000	\$8,660,000	\$3,350,000	\$0	\$0	\$0	\$12,010,000
Equipment	\$12,474,000	\$18,199,000	\$2,080,000	\$2,250,000	\$1,430,000	\$900,000	\$24,859,000
Land	\$2,969,000	\$4,510,000	\$807,000	\$292,000	\$220,000	\$180,000	\$6,009,000
Engineered Structures	\$17,290,000	\$27,570,000	\$32,040,000	\$47,375,000	\$39,680,000	\$32,625,000	\$179,290,000
Vehicles	\$490,000	\$1,991,000	\$685,250	\$773,000	\$855,000	\$495,000	\$4,799,250
	\$37,243,000	\$60,930,000	\$38,962,250	\$50,690,000	\$42,185,000	\$34,200,000	\$226,967,250

SOURCE OF FUNDS

Capital Funds on Hand	\$34,073,000	\$41,819,000	\$19,077,000	\$19,517,000	\$20,980,000	\$22,805,000	\$124,198,000
Debenture Debt (New Debt Only)	\$0	\$7,300,000	\$16,700,000	\$28,400,000	\$16,750,000	\$4,900,000	\$74,050,000
Equipment Replacement Fund	\$170,000	\$1,361,000	\$685,250	\$773,000	\$855,000	\$495,000	\$4,169,250
Grants (Federal, Provincial)	\$0	\$6,000,000	\$1,500,000	\$2,000,000	\$3,600,000	\$6,000,000	\$19,100,000
Donations / Third Party Funding	\$3,000,000	\$4,450,000	\$1,000,000	\$0	\$0	\$0	\$5,450,000
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$37,243,000	\$60,930,000	\$38,962,250	\$50,690,000	\$42,185,000	\$34,200,000	\$226,967,250

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$20,000	\$160,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$480,000
Equipment	\$367,500	\$997,500	\$465,000	\$350,000	\$365,000	\$266,000	\$266,000	\$2,443,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$387,500	\$1,177,500	\$565,000	\$450,000	\$465,000	\$366,000	\$366,000	\$3,023,500

SOURCE OF FUNDS

Capital Funds on Hand	\$387,500	\$1,177,500	\$565,000	\$450,000	\$465,000	\$366,000	\$366,000	\$3,023,500
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$387,500	\$1,177,500	\$565,000	\$450,000	\$465,000	\$366,000	\$366,000	\$3,023,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.670

Service Nar

Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
WATERSHED PROTECTION													\$ -
Planning													\$ -
17-01	Renewal	Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public	\$ 120,000	B	WU	\$ 20,000	\$ 20,000	\$ 50,000	\$ -	\$ -		\$ 70,000
17-01	Renewal			\$ 376,000	B	Grant		\$ -	\$ 300,000	\$ -	\$ -		\$ 300,000
18-10	Study	Species-at-Risk Wildlife Habitat	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.	\$ 185,000	L	WU	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -		\$ 40,000
19-30	Study	Leech WSA Lakes/Tributaries Assessment	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA	\$ 75,000	L	WU	\$ 41,000	\$ 41,000	\$ -	\$ -	\$ -		\$ 41,000
20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.	\$ 180,000	L	WU	\$ 115,000	\$ 115,000	\$ -	\$ -	\$ -		\$ 115,000
20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	Funding to support work to reduce the impact of mining claims in the Leech WSA	\$ 70,000	L	WU	\$ -	\$ 16,000	\$ 12,000	\$ 12,000	\$ -		\$ 40,000
20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.	\$ 1,495,000	L	WU	\$ 145,000	\$ 645,000	\$ -	\$ -	\$ -		\$ 645,000
20-27	Study				L	Other		\$ 450,000	\$ -	\$ -	\$ -		\$ 450,000
20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	Field assessments to better understand current forest health and resilience.	\$ 230,000	L	WU	\$ 115,000	\$ 115,000	\$ 60,000	\$ -	\$ -		\$ 175,000
21-20	Study	West Leech Road	Plan followed by construction of a road to access the western portion of the Leech WSA.	\$ 320,000	L	WU	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -		\$ 200,000
23-02	Renewal	GVWSA LIDAR Mapping	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)	\$ 300,000	L	WU	\$ 195,000	\$ 295,000	\$ -	\$ -	\$ -		\$ 295,000
22-04	Renewal	GVWSA Orthophotography	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.	\$ 95,000	L	WU		\$ -	\$ 35,000	\$ -	\$ 40,000		\$ 75,000
22-09	Study	GVWSA Powerlines Wildfire Risk Mitigation Plan	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.	\$ 110,000	L	WU	\$ 23,000	\$ 43,000	\$ 40,000	\$ -	\$ -		\$ 83,000
22-10	New	GVWSA/RWS Educational Videos	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.	\$ 60,000	L	WU	\$ 27,000	\$ 27,000	\$ 30,000	\$ -	\$ -		\$ 57,000
23-05	Study	Spill Management Plan and Implementation	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.	\$ 70,000	L	WU	\$ 50,000	\$ 70,000	\$ -	\$ -	\$ -		\$ 70,000
24-03	Study	Biosecurity Risk Assessment & Procedures	Assess GVWSA biosecurity risks and develop mitigating protocols/procedures	\$ 50,000	L	WU	\$ -	\$ -	\$ 50,000	\$ -	\$ -		\$ 50,000
Capital													\$ -
09-01	Renewal	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.	\$ 5,756,000	L	WU	\$ 370,000	\$ 570,000	\$ 200,000	\$ -	\$ -		\$ 770,000
16-06	Renewal	Goldstream IWS Field Office	Renewal of Water Quality field office/lab and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary facilities.	\$ 12,000,000	B	WU	\$ 1,000,000	\$ 4,440,000	\$ 2,000,000	\$ -	\$ -		\$ 6,440,000
16-06	Renewal				B	Other	\$ 3,000,000	\$ 4,000,000	\$ 1,000,000	\$ -	\$ -		\$ 5,000,000
17-02	New	Leech River Hydromet System	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.	\$ 585,000	E	WU	\$ 71,000	\$ 116,000	\$ -	\$ -	\$ -		\$ 116,000
18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.	\$ 1,200,000	L	WU	\$ 140,000	\$ 240,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 640,000
19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	Replacement of the existing undersized bridge with a longer and higher concrete structure.	\$ 330,000	S	WU	\$ 10,000	\$ 10,000	\$ 300,000	\$ -	\$ -		\$ 310,000
19-19	New	Hydromet Upgrades Sooke and Goldstream	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.	\$ 400,000	E	WU	\$ 13,000	\$ 183,000	\$ -	\$ -	\$ -		\$ 183,000
20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.	\$ 1,050,000	S	WU	\$ 418,000	\$ 868,000	\$ 160,000	\$ -	\$ -		\$ 1,028,000
20-29	Renewal	GVWSA Gravel Crushing	Production of gravel at existing quarries in Sooke and Goldstream WSAs.	\$ 650,000	S	WU		\$ 100,000	\$ -	\$ 200,000	\$ -		\$ 300,000
21-26	New	Road Deactivation/Rehabilitation in the GVWSA	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.	\$ 360,000	L	WU	\$ 108,000	\$ 108,000	\$ 100,000	\$ 100,000	\$ -		\$ 308,000
21-27	New	Autogate Installations on Primary Access Routes	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security	\$ 600,000	S	WU	\$ -	\$ 50,000	\$ 300,000	\$ -	\$ -		\$ 350,000
22-02	New	Muckpile Bridge Supply and Install (Deception)	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.	\$ 340,000	S	WU	\$ -	\$ -	\$ -	\$ 325,000	\$ -		\$ 325,000
23-04	Renewal	17S/Sooke Main Bridge Replacement	Undersized bridge replacement	\$ 315,000	S	WU	\$ -	\$ -	\$ 15,000	\$ -	\$ 300,000		\$ 315,000
22-11	New	Additional Boom Anchors for Sooke Lake Reservoir debris boom	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.	\$ 60,000	E	WU	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -		\$ 60,000
23-10	New	Work platform for Sooke Lake Reservoir	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.	\$ 30,000	E	WU	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -		\$ 10,000
23-11	New	Purchase and Deployment of Second Wildfire Camera for Leech WSA, and Analytic software	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.	\$ 100,000	E	WU	\$ -	\$ 50,000	\$ -	\$ -	\$ -		\$ 50,000
23-23	Replacement	Brushcutting head for Excavator	The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.	\$ 30,000	V	WU	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -		\$ 30,000
24-05	New	Dock for Sooke Lake Reservoir	Sooke Lake Reservoir requires a dock for safe deployment of boats, gear and crew.	\$ 100,000	S	WU	\$ -	\$ 10,000	\$ 90,000				\$ 100,000
25-05	New	Hel Fire Tank	A large water tank for helicopter bucketing to be deployed in Goldstream WSA.	\$ 20,000	E	WU	\$ -	\$ -	\$ 20,000				\$ 20,000
22-13	New	Replace Storage Sheds with Containers	Covered sand storage between sea containers that have been procured.	\$ 50,000	S	WU	\$ -	\$ 30,000					\$ 30,000
24-06	Study	Post Wildfire Assessment Program	Acquiring access to existing software programs to model sediment and debris flows from burned areas.	\$ 55,000	L	WU		\$ 55,000					\$ 55,000
24-07	Replacement	Field Operations Centre - IT Infrastructure Upgrades	The firewall, switches and telephony system are end of life and require replacement. The equipment will be transferred to the new building.	\$ 40,000	E	WU		\$ 40,000					\$ 40,000
Watershed Protection Sub-Total				\$ 27,807,000			\$ 6,101,000	\$ 12,947,000	\$ 4,962,000	\$ 737,000	\$ 440,000	\$ 100,000	\$ 19,186,000

Service #: 2.670
Service Nar Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													\$ -
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	\$ 2,250,000	\$	WU	\$ 20,000	\$ 220,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,020,000
17-13	New	Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.	\$ 400,000	\$	WU	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
19-15	New	Hydraulic Capacity Assessment and Transient Pressure Analysis	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis	\$ 250,000	\$	WU	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
20-08	Study	Regional Water DCC Program	Design of a Regional DCC Program	\$ 450,000	\$	WU	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
20-10	Study	Condition & Vulnerability Assessment	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.	\$ 200,000	\$	WU	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
21-05	Study	Level of Service Agreement	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.	\$ 150,000	\$	WU	\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000
22-14	Study	Sooke River Intake Feasibility	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.	\$ 50,000	\$	WU	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
23-12	Study	Project Delivery Strategy	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.	\$ 200,000	\$	WU	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-13	Study	Filtration Plant Planning & Design	Conduct a siting, conceptual design and detailed design for a filtration plant	\$ 16,300,000	\$	WU	\$ 253,125	\$ -	\$ 400,000	\$ 500,000	\$ 5,400,000	\$ 10,000,000	\$ 16,300,000
23-14	Study	Council Creek Crossing Hydrology Review	Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events.	\$ 100,000	\$	WU	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-24	New	East-West Connector (Filtration Plant to District of Sooke)	Planning and Conceptual Design of the East- West Supply Main from the proposed filtration plant to the District of Sooke (identified in the 2022 Master Plan)	\$ 400,000	\$	WU	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 400,000
23-25	New	Deep Northern Intake and Sooke Lake Pump Station	Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)	\$ 12,200,000	\$	WU	\$ 506,250	\$ -	\$ 600,000	\$ 3,600,000	\$ 4,000,000	\$ 4,000,000	\$ 12,200,000
23-26	New	Transmission Main - Sooke Lake Pump Station to Head Tank	Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master Plan)	\$ 3,400,000	\$	WU	\$ 168,750	\$ -	\$ 200,000	\$ 1,000,000	\$ 1,200,000	\$ 1,000,000	\$ 3,400,000
23-27	New	Gravity Main - Sooke Lake to Head Tank	Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022 Master Plan)	\$ 1,400,000	\$	WU	\$ 84,375	\$ -	\$ 300,000	\$ 400,000	\$ 700,000	\$ -	\$ 1,400,000
23-28	New	Goldstream Reservoir Connector	Planning and Design of the Goldstream Reservoir Connector transmission main	\$ 4,600,000	\$	WU	\$ 84,375	\$ -	\$ 400,000	\$ 2,000,000	\$ 2,200,000	\$ -	\$ 4,600,000
24-08	Study	Seismic and Flood Vulnerability Assessment of Supply Main 10 and 11 Spillway Crossing	Engineering Seismic Assessment of the spanned crossing of of Supply Main No 10 and 11 over the Sooke Lake Spillway channel	\$ 150,000	\$	WU	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
24-09	Study	Agricultural Water Rate Review	Phase 2	\$ 100,000	\$	WU	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Capital													\$ -
18-07	New	Replacement of UV System	Replacement of the UV system and other electrical upgrades at the Goldstream Water Treatment Plant	\$ 11,500,000	E	WU	\$ 7,600,000	\$ 10,370,000	\$ -	\$ -	\$ -	\$ -	\$ 10,370,000
18-08	Replacement	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.	\$ 2,050,000	E	WU	\$ 650,000	\$ 650,000	\$ 200,000	\$ 200,000	\$ 150,000	\$ -	\$ 1,200,000
18-15	Renewal	Corrosion Protection Program	Study deficiencies in the current material protection and implement recommendations.	\$ 1,150,000	\$	WU	\$ 275,000	\$ 275,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ 575,000
18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	\$ 15,600,000	\$	WU	\$ 750,000	\$ 1,260,000	\$ 10,590,000	\$ 3,600,000	\$ -	\$ -	\$ 15,450,000
19-05	Renewal	Repairs - Kapoor Shutdown	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.	\$ 700,000	\$	WU	\$ 105,000	\$ 205,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 305,000
19-23	New	Critical Spare Equipment Storage & Pipe Yard	Plan, design and construct a critical equipment storage building.	\$ 1,200,000	\$	WU	\$ 250,000	\$ 250,000	\$ 950,000	\$ -	\$ -	\$ -	\$ 1,200,000
20-16	Replacement	Cecelia Meter Replacement	Replacement of the Cecelia billing meter as well as its enclosure.	\$ 1,500,000	\$	WU	\$ 990,000	\$ 1,490,000	\$ -	\$ -	\$ -	\$ -	\$ 1,490,000
20-17	Replacement	Decommission & Conceptual Design of the Smith Hill Site	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.	\$ 1,450,000	\$	WU	\$ 253,125	\$ 450,000		\$ 1,000,000	\$ -	\$ -	\$ 1,450,000
21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.	\$ 775,000	E	WU	\$ 470,000	\$ 470,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 720,000
21-09	New	Goldstream Water Chlorination Gas System Removal	Plan and construct provisions for removal of chlorination system	\$ 200,000	\$	WU	\$ 170,000	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
21-10	Replacement	SCADA Masterplan and System Upgrades	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	\$ 2,150,000	E	WU	\$ 750,000	\$ 300,000	\$ 725,000	\$ 600,000	\$ 300,000	\$ -	\$ 1,925,000
21-11	Replacement	RWS Supply Main No. 4 Upgrade	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.	\$ 33,900,000	\$	WU	\$ 3,500,000	\$ 2,215,000	\$ 1,885,000	\$ 20,000,000	\$ 10,000,000	\$ -	\$ 34,100,000
21-11	Replacement		DMAF Grant portion, grant submitted November 2021 and resubmitted in July 2023.	\$ 14,800,000	\$	Grant			\$ 1,200,000	\$ 2,000,000	\$ 3,600,000	\$ 6,000,000	\$ 12,800,000
22-15	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.	\$ 1,100,000	\$	WU	\$ 270,000	\$ 470,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 870,000
22-16	Renewal	Goldstream WTP Drainage Improvements	Construct drainage improvements for the Goldstream Water Treatment Plant and assess	\$ 200,000	\$	WU	\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000
22-17	New	Goldstream WTP Safety Improvements	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.	\$ 200,000	E	WU	\$ 105,000	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ 105,000
23-16	Renewal	Humpback Channel Assessment and Upgrades	Hydraulically assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.	\$ 200,000	\$	WU	\$ 195,000	\$ 195,000	\$ -	\$ -	\$ -	\$ -	\$ 195,000
23-17	Replacement	Main No. 4 - Mt Newton to Highway 17	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works.	\$ 3,800,000	\$	WU	\$ 2,600,000	\$ 2,600,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 3,600,000

Service #: 2.670
Service Nar Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
23-17	Replacement			\$ 6,000,000	\$	Grant	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000
25-03	Renewal	Transmission Main Upgrade Program	Identify, conceptually design, detail design and construct transmission main upgrades.	\$ 40,000,000	\$	WU	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 40,000,000
23-29	Renewal	Mt. Tolmie Control Valve Replacement	Supply and installation of the Mt. Tolmie Reservoir Control Valve	\$ 800,000	E	WU	\$ 300,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ 800,000
24-10	Replacement	Sooke River Road WTP UPS Replacement	UPS at Sooke River Road WTP is 21 years old and in need of replacement.	\$ 50,000	E	WU	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-11	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life. Includes IT equipment located at tower sites within the RWS system.	\$ 420,000	E	WU	\$ -	\$ 25,000	\$ 15,000	\$ -	\$ 130,000	\$ 250,000	\$ 420,000
24-12	Renewal	Head Tank Valve Replacement	Supply and installation of Head Tank valves and actuators.	\$ 450,000	E	WU	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
24-19	Renewal	Mount Tolmie Tank Structural and Infiltration Improvements	Initial Budget to address leakage and structural repairs discovered at Mount Tolmie Tank in Q4 2023. Further budget refinement is expected as engineering assessment is further developed.	\$ 850,000	E	WU	\$ -	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ 850,000
Infrastructure Engineering and Operations Sub-Total				\$ 183,645,000			\$ 21,370,000	\$ 31,240,000	\$ 29,365,000	\$ 45,450,000	\$ 38,080,000	\$ 31,650,000	\$ 175,785,000
DAM SAFETY PROGRAM													\$ -
16-16	Renewal	Implications from Goldstream Dam Safety Review	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).	\$ 825,000	\$	WU	\$ 450,000	\$ 525,000	\$ -	\$ -	\$ -	\$ -	\$ 525,000
17-25	Renewal	Implications from 2016 Sooke Lake Dam Safety Review	Conduct dam improvements at the Sooke Lake Dam that resulted from the 2016 Dam Safety Review and routine inspections (refer to the Dam Safety Database).	\$ 1,210,000	\$	WU	\$ 637,000	\$ 637,000	\$ -	\$ -	\$ -	\$ -	\$ 637,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.	\$ 2,200,000	\$	WU	\$ 650,000	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ 1,650,000
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).	\$ 600,000	\$	WU	\$ 550,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
19-07	New	Integrate Dam Performance and Hydromet to SCADA	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.	\$ 1,300,000	E	WU	\$ 1,200,000	\$ 1,200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ 1,800,000
19-09	New	Cabin Pond Dams Decommissioning (PES)	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.	\$ 600,000	\$	WU	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
19-12	New	Goldstream Dams Instrumentation Improvements	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).	\$ 700,000	\$	WU	\$ 665,000	\$ 665,000	\$ -	\$ -	\$ -	\$ -	\$ 665,000
19-13	New	Dam Safety Instrumentation	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).	\$ 300,000	E	WU	\$ 200,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
20-19	Replacement	Goldstream System High Level Outlet Valve Replacements	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.	\$ 300,000	\$	WU	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Deception Dam. Improvements to include recommendations from the DSR as well as Low Level Overflow Vent Pipe and Hydraulic Gate Improvements.	\$ 2,000,000	\$	WU	\$ 350,000	\$ 600,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ -	\$ 2,000,000
21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.	\$ 800,000	\$	WU	\$ 165,000	\$ 450,000	\$ 200,000	\$ 75,000	\$ 75,000	\$ -	\$ 800,000
21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.	\$ 150,000	\$	WU	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
22-08	New	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.	\$ 450,000	\$	WU	\$ 150,000	\$ 300,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 450,000
23-07	Study	Sooke Lake Dam Spillway and Gates Retrofit	Detailed design for seismic retrofits for the existing structures initially focusing on the spillway and gates structures. Construction to be budgeted subsequently.	\$ 450,000	\$	WU	\$ 150,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
23-08	Study	Regional Watershed Dams – Flood Forecasting System	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.	\$ 300,000	\$	WU	\$ 130,000	\$ 230,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 280,000
23-09	Study	Sooke Lake Dam - Dam Safety Review 2023	Conduct a Dam Safety Review to meet regulatory requirement.	\$ 200,000	\$	WU	\$ 200,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
23-18	Renewal	Sooke Lake Dam Spillway Channel Improvements	Construct bank protection for the Sooke Spillway Channel and clear the seepage weir blockage.	\$ 700,000	\$	WU	\$ 200,000	\$ 400,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 700,000
23-19	Renewal	Charters Dam - Implications from Dam Safety Review	Carry out recommendations from the 2022 Dam Safety Review for Charters Dam	\$ 200,000	\$	WU	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Conduct a Dam Safety Review to meet regulatory requirement.	\$ 200,000	\$	WU	\$ -	\$ -	\$ 200,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 425,000
25-02	Study	Probable Maximum Flood and Inflow Design Flood Updates	Update the previous edition from 2015 (recommended 10 year review cycle).	\$ 150,000	\$	WU	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
25-06	Replacement	Goldstream Dam Spillway Replacement	Replacement of Goldstream Dam Spillway due to deteriorated condition.	\$ 500,000	\$	WU	\$ -	\$ -	\$ 100,000	\$ 400,000	\$ -	\$ -	\$ 500,000
24-13	Replacement	Reservoir Log Boom Upgrade Program	Review, analysis and upgrades to log booms, prioritizing Sooke Lake Reservoir.	\$ 500,000	\$	WU	\$ -	\$ 200,000	\$ 300,000				\$ 500,000
Dam Safety Program Sub-Total				\$ 14,635,000			\$ 6,697,000	\$ 9,357,000	\$ 2,050,000	\$ 1,250,000	\$ 850,000	\$ 75,000	\$ 13,582,000

Service #: 2.670
Service Nar Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
													\$ -
WATER QUALITY													\$ -
20-04	New	Sooke Lake HyDy Model Development	Critical data collection, model building/calibration, model utilization for 3 different scenarios	\$ 520,000	E	WU	\$ 100,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
22-06	Study	Sooke Lake Food Web Study	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health	\$ 100,000	S	WU	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23-06	Study	GVDWS Nitrification Study	Investigate nitrification occurrence and potential impacts on drinking water quality	\$ 50,000	S	WU	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance	\$ 60,000	E	WU	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-04	Study	Sooke Lake Drawdown Study	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.	\$ 100,000	S	WU	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
25-04	Replacement	4 x multi-parameter field analyzers (SL1000)	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers	\$ 20,000	E	WU	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
26-01	New	2 x Floating Water Quality Sensor Platforms	To support and confirm water quality data in SOL for Deep Norther intake, install 2 floating sensor platforms	\$ 200,000	E	WU	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
27-01	Study	Drinking Water Safety Plan Update	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.	\$ 80,000	S	WU	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ 80,000
24-14	Replacement	Laboratory Equipment Replacements	Replacement of critical laboratory equipment.	\$ 75,000	E	WU	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
24-15	Replacement	Laboratory Renovations	Renovation for main lab cabinetry, floor, aquatic ecology lab and prep room.	\$ 200,000	B	WU	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
24-16	Replacement	WQ Field Office IT Upgrades	The firewall, switches and telephony system are end of life and require replacement.	\$ 10,000	E	WU	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
													\$ -
Water Quality Sub-Total				\$ 1,415,000			\$ 230,000	\$ 505,000	\$ 20,000	\$ 200,000	\$ 80,000	\$ -	\$ 805,000
													\$ -
ANNUAL PROVISIONAL													\$ -
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GVWSA.	\$ 1,000,000	S	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	New, upgrade and replacement of security infrastructure in the GVWSA.	\$ 600,000	E	WU	\$ -	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
17-29	Replacement	Water Supply Area Equipment Replacement	Hydrometeorological, fireweather and wildfire suppression equipment replacement.	\$ 640,000	E	WU	\$ -	\$ 140,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 640,000
17-30	Replacement	Transmission Main Repairs	Emergency repairs to the transmission mains.	\$ 1,000,000	S	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
17-31	Replacement	Transmission System Components Replacement	Replacement and repair of transmission components.	\$ 400,000	S	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	\$ 1,000,000	E	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
17-34	Renewal	Supply System Computer Model Update	Annual update of the regional hydraulic model.	\$ 100,000	S	WU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
19-16	Replacement	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address item in the dam safety database/risk registry	\$ 1,675,000	S	WU	\$ -	\$ 475,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,675,000
19-22	Replacement	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.	\$ 750,000	E	WU	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
21-15	Replacement	Corrosion Protection	Replace corrosion protection assets, such as coatings, for the transmission system when identified.	\$ 250,000	S	WU	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
21-16	Replacement	Valve Chamber Upgrades	Replace failing valves and appurtenances along the RWS supply system.	\$ 1,500,000	S	WU	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
21-17	Replacement	Water Quality Equipment Replacement	Replacement of water quality equipment for the water quality lab and water quality operations	\$ 250,000	E	WU	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
21-18	Renewal	LIMS support	Support for LIMS database	\$ 125,000	E	WU	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
23-20	Study	Land Exchange/Acquisition	Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the RWS system.	\$ 400,000	L	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
													\$ -
Annual Provisional Sub-Total				\$ 9,690,000			\$ -	\$ 2,170,000	\$ 1,880,000	\$ 1,880,000	\$ 1,880,000	\$ 1,880,000	\$ 9,690,000
													\$ -
CUSTOMER AND TECHNICAL SERVICES													\$ -
17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.	\$ 4,169,250	V	ERF	\$ 170,000	\$ 1,361,000	\$ 685,250	\$ 773,000	\$ 855,000	\$ 495,000	\$ 4,169,250
20-22	New	Vehicle for the Dam Safety Program	New Transit Van	\$ 120,000	V	WU	\$ 100,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
20-23	New	Vehicle for the CSE Support Program	New Transit Van	\$ 120,000	V	WU	\$ 100,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
21-30	New	Vehicle for Warehouse Operations	New pick up	\$ 90,000	V	WU	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
23-21	New	EV Charging Stations Electrical Infrastructure	Electrical System upgrades at 479 Island Hwy to power up 44 charging stations	\$ 1,255,000	E	WU	\$ 650,000	\$ 855,000	\$ -	\$ 400,000	\$ -	\$ -	\$ 1,255,000
23-22	New	Fuel Truck	Fuel tender truck	\$ 325,000	E	WU	\$ 200,000	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ 325,000
23-30	New	Fleet Shop Hoist	Heavy Capacity Hoist for fleet maintenance	\$ 70,000	E	WU	\$ 35,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
23-31	New	Purchase of land	Purchasing of land near 479 for future office space or other land acquisition opportunities relative to Regional Water Supply Service	\$ 1,500,000	L	WU	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
24-17	New	Pool Vehicles	2 new EV Pickups	\$ 180,000	V	WU	\$ -	\$ 180,000					\$ 180,000
24-18	New	Vehicle for Watershed Hydrology Program	New pickup truck for watershed hydrology program	\$ 100,000	V	WU	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
													\$ -
Customer and Technical Services Sub-Total				\$ 7,929,250			\$ 2,845,000	\$ 4,711,000	\$ 685,250	\$ 1,173,000	\$ 855,000	\$ 495,000	\$ 7,919,250
			GRAND TOTAL	\$ 245,121,250			\$ 37,243,000	\$ 60,930,000	\$ 38,962,250	\$ 50,690,000	\$ 42,185,000	\$ 34,200,000	\$ 226,967,250

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Project Number	17-01	Capital Project Title	Historic Goldstream Powerhouse Building	Capital Project Description	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public
Project Rationale	Located near the Goldstream Treatment Plant and the Sooke Hills Wilderness Trail (Trans Canada Trail), is an 1897 brick hydroelectric powerplant that served Victoria (notably the streetcars) for approx. 60 years. The Powerhouse has its own Wikipedia entry: http://en.wikipedia.org/wiki/Lubbe_Powerhouse and has captured public interest as a unique structure in BC history. An engineering condition assessment including engineered drawings, site plan and approximate cost of repairs was conducted in 2017. A major repair in the masonry on the north side of the building was completed in 2018. Further masonry and major crack repair was completed on the south side in 2019 (\$10,000). A successful grant application (\$76,000) was used in 2022 to replace the roof membrane/envelope. The approved 2023 funds are to implement basic public interpretation signage and in 2025 to plan and seek grant funding or sponsors for security gates and fencing working toward a goal to make the site available to the public from the nearby Sooke Hills Wilderness Trail.				
Project Number	18-10	Capital Project Title	Species-at-Risk Wildlife Habitat	Capital Project Description	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.
Project Rationale	An assessment (office and field) and conservation planning for management of wildlife habitat, in particular species-at-risk habitat, in the GVWSA. Funds in 2018 (\$35,000) will be used for compilation of existing knowledge of species, distribution, habitat, research. Funds in 2019 and 2020 (\$50,000 each) will be used to field verify species, critical habitat and movement corridors. Funds added in 2021 (\$25,000) are to develop GVWSA specific conservation plans based on office and field investigations. Funds added in 2023 are in anticipation of future habitat mapping and planning required to address BC Species-at-Risk requirements.				
Project Number	19-30	Capital Project Title	Leech WSA Lakes/Tributaries Assessment	Capital Project Description	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA
Project Rationale	To assess restoration of the Leech Water Supply Area and prepare for use of Leech River water to supplement Sooke Lake Reservoir, baseline monitoring of the hydrological, physical, chemical and biological parameters of the main Leech WSA source waterbodies will be conducted. The work will be undertaken in conjunction with the Water Quality division. (Action from the 2017 Strategic Plan for Regional Water Supply).				
Project Number	20-05	Capital Project Title	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Capital Project Description	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.
Project Rationale	The existing Leech WSA terrestrial ecosystem mapping received from the previous landowner is not consistent with that of Sooke and Goldstream WSAs. The project is to renew the ecosystem mapping to a standard that matches Sooke and Goldstream for consistent data and analysis. The project will also conduct detailed wetland mapping in the Leech WSA to a standard that matches Sooke and Goldstream for consistent data and analysis. The projects have been combined (ecosystem mapping (20-05) and wetland mapping (20-06) and moved forward from 2020 to 2021. The project has been further moved forward from 2021 to 2022. The project has been further moved forward from 2022 to 2023. It is advantageous to wait for advances in technology and partners (BC) which may improve the product and/or reduce costs.				

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Project Number	20-06	Capital Project Title	Addressing mining in Leech WSA (impacts, agreements)	Capital Project Description	Funding to support work to reduce the impact of mining claims in the Leech WSA
Project Rationale	Assessment and/or studies and/or funds to buy and cancel mining claims to mitigate impacts from mining activities and with the goal of reducing mining claims in the Leech Water Supply Area. 2024: A minor increase in funding is required to continue buying and cancelling mining claims.				

Project Number	20-27	Capital Project Title	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Capital Project Description	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.
Project Rationale	Projects to: a). model impact of climate change on forests, forest fuel types, and associated wildfire behavior and probability and potential effects of management options; and b). trial forest and fuel management treatments that reduce wildfire risk and reduce inter tree moisture stress, such as prescribed fire and thinning. Increased funding is required in 2024 to conduct trial thinning treatments. Other income to the project is anticipated from disposal (sale) of thinned logs that are merchantable.				

Project Number	20-28	Capital Project Title	GVWSA Forest Resilience - Assessments of forest health and resilience	Capital Project Description	Field assessments to better understand current forest health and resilience.
Project Rationale	Field assessments to better understand current forest health and resilience including: increasing pine mortality, increase in bark beetle killed trees, existing advance regeneration in the understory, sedimentation sources from roads. The project funding for 2021 and 2022 is moved forward by one year to 2022 and 2023. Planned additional funding is being moved forward in the plan. 2025: Additional funds are required for forest health treatments.				

Project Number	21-20	Capital Project Title	West Leech Road	Capital Project Description	Plan followed by construction of a road to access the western portion of the Leech WSA.
Project Rationale	A large portion of the western Leech WSA currently has overgrown unassessed roads. Brushing, upgrade, re-surfacing and some new road construction is required to provide access to this area for wildfire response, security patrols and forest management. Funds to implement plans have been added for 2022-2024. 2024: The funds previously requested for 2024 have been moved forward to 2025. No change in overall budget.				

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Project Number	23-02	Capital Project Title	GVWSA LiDAR Mapping	Capital Project Description	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)
Project Rationale	LiDAR (which stands for Light Detection and Ranging) uses light in the form of a pulsed laser to measure ranges (distances). LiDAR will be acquired when orthophotography or other data is collected from the air. LiDAR provides 3D information about the forest stand structure which can be used by GIS (Geographic Information Systems). LiDAR data will be used to quantify forest structure, canopy biomass, and the size and configuration of forest openings to improve understanding of forest fuel loadings and watershed disturbance processes. Initial scoping has refined a required budget of \$250,000 rather than the previously planned \$120,000. The results will be used to plan forest fuel treatments across the GVWSA. 2024: An additional \$50,000 is required to complete fieldwork required to validate the LiDAR analyses.				
Project Number	22-04	Capital Project Title	GVWSA Orthophotography	Capital Project Description	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.
Project Rationale	Every two years CRD coordinates with municipalities and other levels of government to update aerial photography of the combined areas of interest in the region and develop an overall digital mosaic image. The images of the Greater Victoria Water Supply Area are used to monitor forest disturbances and adjacent land use activities and update spatial databases. To date these funds have come from Operating budgets, making it difficult to undertake other projects in the years when the photography is being flown. The funding plan has been adjusted to provide funds every second year when it is needed rather than annually.				
Project Number	22-09	Capital Project Title	GVWSA Powerlines Wildfire Risk Mitigation Plan	Capital Project Description	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.
Project Rationale	A powerline that supplies Sooke Dam, the Head Tank, and associated infrastructure runs along the forested slopes on the east side of Sooke Lake Reservoir. Power interruption from tree fall is an ongoing concern. Tree fall on the powerline during the summer months could start a wildfire. While the forest along the line is actively managed to reduce tree fall hazard, concerns about fire starts has prompted a call to investigate the option of clearing a much wider area along the line. Funds will be used to carry out an assessment of the feasibility and impacts of this option. 2024: Funds to take treatment action in 2024 (\$20,000) and 2025 (\$40,00) are requested.				
Project Number	22-10	Capital Project Title	GVWSA/RWS Educational Videos	Capital Project Description	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.
Project Rationale	The Watershed Protection division provides educational tours of the GVWSA and Regional Water Supply infrastructure. During the COVID pandemic, operating funds dedicated to tours were instead used to develop educational videos to replace or supplement tours. Going forward, there is a desire to provide further educational material on specific topics of current public interest such as: climate change and regional water supply; GVWSA wildfire management; and the Master Plan update for regional water supply. The funding request is for development of one video per year for 2022 and 2023. Given development of a corporate wide media strategy in 2022, approved funding has been moved forward to ensure additional videos are designed to fit with the strategy and new video branding templates. 2024: Funds for 2024 (\$30,000) are moved forward to 2025.				

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Project Number	23-05	Capital Project Title	Spill Management Plan and Implementation	Capital Project Description	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.
Project Rationale	The existing spill preparedness plan to protect water quality and other resources in the GVWSA is more than 15 years old. An external review, assessment and re-development of a more comprehensive spill management plan for the GVWSA that considers improved materials, technology and strategies is required. Funding may allow for procurement of recommended spill supplies, or a separate funding request may follow in a subsequent year. 2024: A request for proposal solicitation in late 2022 did not garner any bids. A revised RFP is planned with additional funding request (\$20,000).				
Project Number	24-03	Capital Project Title	Biosecurity Risk Assessment & Procedures	Capital Project Description	Assess GVWSA biosecurity risks and develop mitigating protocols/procedures
Project Rationale	There has already been work done to identify and assess possible sources of biosecurity risk to the GVWSA in the forms of entry of pathogens, invasive plant and animal species, contaminated soils and materials. The project is intended to document the biosecurity assessment and prepare and work with staff to implement practical procedures to mitigate the highest risks. 2024: The project has been moved forward to 2025. No change in budget.				
Project Number	09-01	Capital Project Title	Leech River Watershed Restoration	Capital Project Description	A 17 year project to restore the Leech WSA lands for water supply.
Project Rationale	A 17 year project to 2025 to restore the Leech WSA lands for water supply. An update of projects completed and planned was provided in June 2019 (RWSC Report #19-13). Funding allocated by end of 2025 will be \$5,517,000; however total capital expenditure in the Leech WSA is higher when separate projects to install major bridges and inventory and assess forests is considered.				
Project Number	16-06	Capital Project Title	Goldstream IWS Field Office	Capital Project Description	Renewal of Water Quality field office/lab and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary facilities.
Project Rationale	Watershed Protection staff (27 FTE and 8 seasonal auxiliaries) are currently located in 2 trailers and a house at the Goldstream Gate entrance to the water supply area, and in office space at the Integrated Water Services office in View Royal. The trailers were considered temporary office space since their implementation over 15 years ago. The trailers are old, prone to leaks and a concern for mold. Water Quality field staff are located in another temporary facility, since their field office was on the gravel pit property that was sold to Langford. In addition, there are insufficient facilities for training, equipment storage, emergency management and public education. The separation of staff between various Goldstream facilities and the View Royal location causes inefficiencies and organizational difficulties. The IWS office is also above capacity and moving Watershed Protection staff out will extend the existing office space. 2024: A design build procurement process has been selected to deliver the project with a rough total project cost of \$12 million. Funding of \$ 5 million to the project is guaranteed through the completion of sale of the IWS gravel pit to Langford.				

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Project Number	17-02	Capital Project Title	Leech River HydroMet System	Capital Project Description	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.
Project Rationale	A 17 year \$ 5.756 M capital plan is being carried out to restore the Leech Water Supply Area (Project #09-01) to prepare for future water needs. Historically only one hydrological measuring station was capturing flow and turbidity measurements 3.8 km downstream of the future water intake on the Leech River. In order to understand and predict the effect of precipitation, storm events and various restoration management measures on Leech River water quality and quantity, a network of hydrological measuring stations is needed further upstream in the Leech River watershed. This capital project first funded a design study of the most effective and efficient monitoring system that could be implemented (\$10,000) prior to funding implementation beginning in 2018. 2024: Additional funding of \$45,000 is requested to upgrade and enhance the system.				
Project Number	18-05	Capital Project Title	GVWSA Forest Fuel Management/FireSmart Activities	Capital Project Description	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.
Project Rationale	Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2018 CRD staff completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort which will be focused on maintenance of existing fuel managed sites. A requested increase from \$75,000 to \$100,000 annually reflects costs experienced in the first year of tendering fuel management work. The need for fuel management to address priority areas will be ongoing and funding is required annually for the 5 year period.				
Project Number	19-02	Capital Project Title	Whiskey Creek Bridge Replacement (Sooke WSA)	Capital Project Description	Replacement of the existing undersized bridge with a longer and higher concrete structure.
Project Rationale	Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks. 2024: Project construction is moved forward from 2024 to 2025. No change in funding request.				
Project Number	19-19	Capital Project Title	Hydromet Upgrades Sooke and Goldstream	Capital Project Description	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.
Project Rationale	Only the main tributary inflows into Sooke Lake Reservoir are monitored. To better understand the hydrology of the Sooke watershed, additional hydrology monitoring sites are required. The existing meteorological stations in Sooke and Goldstream watersheds have only basic instrumentation and would benefit from additional sensors and upgrades to improve the quality of the meteorological data. 2024: \$170,000 additional funding is requested to continue to upgrade and enhance the system.				

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Project Number	20-01	Capital Project Title	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Capital Project Description	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.
Project Rationale	The existing culvert at Mile 1 on Kapoor Main (which is the primary access road to Sooke Lake Reservoir and Dam) is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project. 2024: Consulting engineer design work indicates a total construction cost of \$868,000 for the bridge. A cost driver is the significant amount of fill to remove. The 2024 budget has been increased to reflect the engineered cost estimate and to move the asphalt budget forward to 2025.				
Project Number	20-29	Capital Project Title	GVWSA Gravel Crushing	Capital Project Description	Production of gravel at existing quarries in Sooke and Goldstream WSAs.
Project Rationale	Production of 19 mm road surfacing gravel from GVWSA quarries are required every few years to maintain roads. Gravel production needs are anticipated in 2023 and 2026. The need for additional gravel crushing in 2023 has been pushed forward by one year to 2024.				
Project Number	21-26	Capital Project Title	Road Deactivation/Rehabilitation in the GVWSA	Capital Project Description	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.
Project Rationale	A review was undertaken to identify roads in the Sooke and Goldstream WSAs that could be rehabilitated and removed from the road network without undue impact to operations, wildfire response and security. Funding is required over the 5 year period to make progress on the roads identified to be deactivated/rehabilitated. 2024: The budget for 2024 has been decreased to reflect the carryforward from 2023. The total project budget has been reduced by \$160,000.				
Project Number	21-27	Capital Project Title	Autogate Installations on Primary Access Routes	Capital Project Description	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security
Project Rationale	Continued residential growth and corresponding increasing recreational pressure bring the public close to critical works (Goldstream Treatment Plant, and Ammonia Injection building). Recreational use of the Sooke Hills Wilderness Trail and Park also generate trespass into the GVWSA, and Drinking Water Protection Zone. Autogates improve security by 24 hour recorded keycard access operation and are located to increase security. Two autogates have been installed (2022 and 2023). 2024: The third and fourth autogate are being deferred by an additional year to 2025 to allow for additional design and provincial, Fortis Gas and Island Corridor Foundation approvals before the work can be tendered. \$50,000 is maintained in 2024 to add cameras to the newly installed autogates. No budget change.				

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Project Number	22-02	Capital Project Title	Muckpile Bridge Supply and Install (Deception)	Capital Project Description	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.
Project Rationale	Replacement of undersized culverts with a concrete deck L100 bridge which will also improve fish passage and western toad migration. Addition of funding for design work ahead of construction. 2024: Construction has been moved ahead by one year to 2025, no change in budget.				

Project Number	23-04	Capital Project Title	175/Sooke Main Bridge Replacement	Capital Project Description	Undersized bridge replacement
Project Rationale	The current structure (3 concrete culverts side-by-side with a concrete deck) does not allow adequate room to pass potential storm debris. The most recent engineering inspection stated this recycled structure is in fair shape, with spalling of the concrete. The structure is planned to be replaced with a free span concrete bridge. 2024: The project is moved forward by one year, no change in budget.				

Project Number	22-11	Capital Project Title	Additional Boom Anchors for Sooke Lake Reservoir debris boom	Capital Project Description	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.
Project Rationale	The debris boom on Sooke Lake Reservoir with the existing anchors has the capacity to strike the Intake Tower if the boom breaks. It is recommended to add two additional anchors to ensure that if the boom breaks it will not damage the Intake Tower. An increased project budget (additional \$20,000) is required to design and install the anchors.				

Project Number	23-10	Capital Project Title	Work platform for Sooke Lake Reservoir	Capital Project Description	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.
Project Rationale	This request is for a non-powered towable dock or barge that can be moved to various project sites as required. It allows workers to easily access work on the water from a stable platform, and can allow small equipment (pumps or generators) to be operated on appropriate spill containment, and to be left in place for extended periods of time.				

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Project Number	23-11	Capital Project Title	Purchase and Deployment of Second Wildfire Camera for Leech WSA, and Analytic software	Capital Project Description
A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.				
Project Rationale	Rapid detection is key to taking action when fires are still small and controllable. An infrared camera network, supported by software to identify potential ignitions, can be monitored by staff and an after hours service to rapidly provide an alert to new fire starts. This allows response staff to arrive before the fire has a chance to dig in and start to spread quickly. There is an existing camera at Mount Healy that "sees" large portions of the Sooke WSA. The Leech WSA is the most remote and least visible area (to the public and staff) and there is a strong benefit to early detection. The camera may need to be supported with a tower and communications upgrades. Funding in 2023 is earmarked for analytic software for both wildfire cameras and funding in 2024 is earmarked for purchase and deployment of the additional Leech camera.			
Project Number	23-23	Capital Project Title	Brushcutting head for Excavator	Capital Project Description
The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.				
Project Rationale	The existing brush cutting head for the excavator is past end of life and requires replacement. The old head will be disposed of and offset the cost of the new head.			
Project Number	24-05	Capital Project Title	Dock for Sooke Lake Reservoir	Capital Project Description
Sooke Lake Reservoir requires a dock for safe deployment of boats, gear and crew.				
Project Rationale	Water Quality and Watershed Protection staff are required to go out on Sooke Lake Reservoir routinely, as well as in emergency situations. Sooke Lake Reservoir does not have a dock, beyond lockblocks that extend into the lake. It is unsafe and difficult to load and unload onto boats using the existing lockblocks. Funding of \$10,000 in 2024 to design and plan a dock; with up to \$90,000 to construct the dock in 2025 is requested.			
Project Number	25-05	Capital Project Title	Heli Fire Tank	Capital Project Description
A large water tank for helicopter bucketing to be deployed in Goldstream WSA.				
Project Rationale	In order to avoid potential contamination of GVWSA reserservoirs from helicopter bucketing operations during wildfire suppression, a "Heli Fire" water tank is planned to be purchased and installed seasonally in the GVWSA. These tanks are of a size and volume that allow helicopters to fill their buckets out of them.			
Project Number	22-13	Capital Project Title	Replace Storage Sheds with Containers	Capital Project Description
Covered sand storage between sea containers that have been procured.				
Project Rationale	The existing storage facility (sheds) in the Pipeyard used for Infrastructure Operations and Watershed Protection equipment and supplies is enclosed but not sealed from the elements or rodents, and is at end of life. Due to health and safety concerns, the sheds are to be replaced with basic seacan storage containers that can be sealed and readily moved as needs change. 2024: additional funds (\$20,000) are requested for a cover between sea cans to store sand, for sanding the road and area around the Goldstream Water Treatment Plant and the Field Operations Centre.			

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Project Number	24-06	Capital Project Title	Post Wildfire Assessment Program	Capital Project Description
Acquiring access to existing software programs to model sediment and debris flows from burned areas.				
Project Rationale	The amount and location of sediment and debris that would be generated from a large wildfire in the Sooke WSA has been modelled. New software is available that makes the existing modelling and results for the GVWSA more accessible, and compares results with post-wildfire events in the Pacific Northwest to help calibrate the results and make them more relevant to the GVWSA.			
Project Number	24-07	Capital Project Title	Field Operations Centre - IT Infrastructure Upgrades	Capital Project Description
The firewall, switches and telephony system are end of life and require replacement. The equipment will be transferred to the new building.				
Project Rationale	The firewall, switches and telephony system at the Field Operations Centre are at end of life and require replacement. The replaced equipment can be transferred to a new building when ready.			
Project Number	16-10	Capital Project Title	Post Disaster Emergency Water Supply	Capital Project Description
Identify and procure emergency systems for post disaster preparedness.				
Project Rationale	In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to continue implementing these additional works and equipment.			
Project Number	17-13	Capital Project Title	Asset Management Plan	Capital Project Description
Development of a plan to inform future areas of study and highlight critical infrastructure improvements.				
Project Rationale	This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules.			
Project Number	19-15	Capital Project Title	Hydraulic Capacity Assessment and Transient Pressure Analysis	Capital Project Description
Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis				
Project Rationale	The RWSC transmission is complex with all the connection points to it. Funding is required to determine the available pressures and flows throughout the transmission system and whether it is susceptible to transient pressure waves.			

Service:		2.670 Regional Water Supply		
Project Number	20-08	Capital Project Title	Regional Water DCC Program	Capital Project Description Design of a Regional DCC Program
Project Rationale	The municipalities are developing and growing and may result in upgrades to maintain the level of service due to development. Funds are required to design a Regional Water Development Cost Charge program.			
Project Number	20-10	Capital Project Title	Condition & Vulnerability Assessment	Capital Project Description Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.
Project Rationale	The RWSC is a large system with infrastructure of various ages and condition. Funding is required to conduct a condition assessment of critical infrastructure, such as Humpback PRV, and assess their risk of failure and provide a high level timeline for replacement/renewal.			
Project Number	21-05	Capital Project Title	Level of Service Agreement	Capital Project Description From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.
Project Rationale	The RWSC supplies water directly and indirectly to 12 municipalities. Based upon Capital Projects #19-15 and #20-11, level-of-service agreements for participating municipalities will be developed to address hydraulic capacity of infrastructure.			
Project Number	22-14	Capital Project Title	Sooke River Intake Feasibility	Capital Project Description A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.
Project Rationale	The feasibility to construct an intake from Sooke River to replace the Main No. 15 salmon fishery contribution.			
Project Number	23-12	Capital Project Title	Project Delivery Strategy	Capital Project Description Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.
Project Rationale	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan. With over \$2 billion in planned spending over the next 30 years, including individual projects up to \$1 billion, a strategy is required on how to deliver the projects including project delivery models, assessment of consulting resources, contracting resources and internal staff resources.			

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Project Number	23-13	Capital Project Title	Filtration Plant Planning & Design	Capital Project Description	Conduct a siting, conceptual design and detailed design for a filtration plant
Project Rationale	Identified in the 2022 Master Plan, planning, design and future construction of a Filtration Plant is required. Initial steps will include confirming site requirements, overview of integration with other system components, review of current and future technologies and preliminary engineering studies such as geotechnical once a site is confirmed.				

Project Number	23-14	Capital Project Title	Council Creek Crossing Hydrology Review	Capital Project Description	Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events
Project Rationale	Council Creek runs through currently undersized culverts that need hydraulic assessment as well as hydrological confirmation of what flows they are expected to carry. If these culverts failed in an extreme storm event then supply mains may be affected negatively.				

Project Number	23-24	Capital Project Title	East-West Connector (Filtration Plant to District of Sooke)	Capital Project Description	Planning and Conceptual Design of the East-West Supply Main from the proposed filtration plant to the District of Sooke (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and conceptual design of an East- West Supply Main from the proposed filtration plant to the District of Sooke to maintain level of service and to account for growth.				

Project Number	23-25	Capital Project Title	Deep Northern Intake and Sooke Lake Pump Station	Capital Project Description	Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of the Deep Northern Intake and Sooke Lake Pump Station is required to provide water supply and transmission capability from currently inaccessible parts of Sooke Lake into the water supply and treatment systems.				

Project Number	23-26	Capital Project Title	Transmission Main - Sooke Lake Pump Station to Head Tank	Capital Project Description	Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of a pumped transmission main from the future Sooke Lake Pump Station to the existing Head Tank.				

Service: 2.670 Regional Water Supply				
Project Number	23-27	Capital Project Title	Gravity Main - Sooke Lake to Head Tank	Capital Project Description
Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022 Master Plan)				
Project Rationale	Identified in the 2022 Master Plan, planning and design of a gravity transmission main from Sooke Lake to the Head Tank to provide redundant water supply to the system.			
Project Number	23-28	Capital Project Title	Goldstream Reservoir Connector	Capital Project Description
Planning and Design of the Goldstream Reservoir Connector transmission main				
Project Rationale	Identified in the 2022 Master Plan, planning and design of a transmission main to connect the Goldstream Reservoir to the Sooke system to ensure transmission safety and reliability when using the Goldstream system to supplement flows to the Sooke system.			
Project Number	24-08	Capital Project Title	Seismic and Flood Vulnerability Assessment of Supply Main 10 and 11 Spillway Crossing	Capital Project Description
Engineering Seismic Assessment of the spanned crossing of of Supply Main No 10 and 11 over the Sooke Lake Spillway channel				
Project Rationale				
Project Number	24-09	Capital Project Title	Aggricultural Water Rate Review	Capital Project Description
Phase 2				
Project Rationale	Identified in the 2022 Master Plan, planning and design of a transmission main to connect the Goldstream Reservoir to the Sooke system to ensure transmission safety and reliability when using the Goldstream system to supplement flows to the Sooke system.			
Project Number	18-07	Capital Project Title	Replacement of UV System	Capital Project Description
Replacement of the UV system and other electrical upgrades at the Goldstream Water Treatment Plant				
Project Rationale	The UV trains and critical electrical equipment at Goldstream Water Treatment Plant require upgrade and replacement.			
Project Number	18-08	Capital Project Title	Bulk Supply Meter Replacement Program	Capital Project Description
Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.				
Project Rationale	This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. Funding is required to replace the flow meter and appurtenances.Funding is required for Blue Ridge, Alderly, Holland and Maplewood replacements. Somerset Valve Chamber replacement will also be completed under this project which is also tied to backflow prevention.			

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Project Number	18-15	Capital Project Title	Corrosion Protection Program	Capital Project Description	Study deficiencies in the current material protection and implement recommendations.
Project Rationale	This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.				

Project Number	18-18	Capital Project Title	Main No.3 Segment Replacement	Capital Project Description	Replacement of segments of Main No. 3 based upon previous studies.
Project Rationale	The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will start in 2023 with detailed design and construction commencing in 2024 to 2027. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.				

Project Number	19-05	Capital Project Title	Repairs - Kapoor Shutdown	Capital Project Description	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.
Project Rationale	During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs as well as conduct other works, such as head tank valve maintenance, dive inspection of the Intake Tower, hydraulic actuator line replacement, that can only be conducted when the Kapoor Tunnel is offline.				

Project Number	19-23	Capital Project Title	Critical Spare Equipment Storage & Pipe Yard	Capital Project Description	Plan, design and construct a critical equipment storage building.
Project Rationale	Additional and accessible storage is required at the pipe yard for critical spare equipment such as repair bands and clamps. Funds are required to pland, design and construct an equipment storage building accessible by loading vehicles.				

Project Number	20-16	Capital Project Title	Cecelia Meter Replacement	Capital Project Description	Replacement of the Cecelia billing meter as well as its enclosure.
Project Rationale	The St Giles and Cecelia meters are aging and in hard to maintain locations. Funding is required to construct new meter sites and decommission and demolition the old sites.				

Project Number	20-17	Capital Project Title	Decommission & Conceptual Design of the Smith Hill Site	Capital Project Description	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.
Project Rationale	The Smith Hill reservoir has not been in operation for many years. Consideration for decommissioning now has to be factored in with recent suggestions in the 2022 Master Plan.				

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Project Number	21-06	Capital Project Title	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Capital Project Description	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.
Project Rationale	The Sooke Lake Dam Spillway Hoist is				

Project Number	21-09	Capital Project Title	Goldstream Water Chlorination Gas System Removal	Capital Project Description	Plan and construct provisions for removal of chlorination system
Project Rationale	The Goldstream Water Treatment Plant has undergone numerous upgrades and updates, both large and small since its initial construction. There are numerous vestigial mechanical and electrical assets that require planned removal. Funds are required to plan and remove unused assets that affect maintenance of the system.				

Project Number	21-10	Capital Project Title	SCADA Masterplan and System Upgrades	Capital Project Description	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The SCADA and radio system utilized by the RWS comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Juan de Fuca Water Distribution and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system				

Project Number	21-11	Capital Project Title	RWS Supply Main No. 4 Upgrade	Capital Project Description	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.
Project Rationale	Sections of RWS Supply Main No. 4 have been identified as being vulnerable due to age and material type during a seismic event and require replacement. To support replacement of the Goldstream section of Main No. 4, improvements to RWS Supply Main No. 1 are required, such as replacement of approximately 40 m of transmission Main #1 at Watkiss Way and upgrade of the Watkiss PRV, upgrade of the Millstream PRV, modifications to the Humpback PRV and construction of five new pressure control stations. This project is part of a project partnered with the Saanich Peninsula Water System to increase the resilience of the water system by replacing vulnerable sections of transmission mains. The budget breakdown of the works: Goldstream section of Main #4 \$21,975,000; Watkiss Way section of Main #1 \$950,000; Watkiss PRV \$1,250,000; Millstream PRV \$1,350,000; Humpback PRV improvements \$825,000; Five new PRVs \$9,050,000.				

Service: 2.670 Regional Water Supply				
Project Number	22-15	Capital Project Title	Microwave Radio Upgrades	Capital Project Description To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.
Project Rationale	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed. Supports current and future fire detection cameras.			
Project Number	22-16	Capital Project Title	Goldstream WTP Drainage Improvements	Capital Project Description Construct drainage improvements for the Goldstream Water Treatment Plant and assess
Project Rationale	The Goldstream Water Treatment Plant is located near the Goldstream waterway, drainage improvements are required so that the Goldstream waterway is not impacted if there were to be a chlorine or ammonia spill.			
Project Number	22-17	Capital Project Title	Goldstream WTP Safety Improvements	Capital Project Description Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.
Project Rationale	The Goldstream Water Treatment Plant is located near a public trail, safety improvements such as a notification system are required. Funds will be for design and construction.			
Project Number	23-16	Capital Project Title	Humpback Channel Assessment and Upgrades	Capital Project Description Hydraulically assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.
Project Rationale	Hydraulically assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.			
Project Number	23-17	Capital Project Title	Main No. 4 - Mt Newton to Highway 17	Capital Project Description Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works.
Project Rationale	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works. Replacement of this pipe is required to improve the seismic resilience of the supply main.			

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Project Number	25-03	Capital Project Title	Transmission Main Upgrade Program	Capital Project Description	Identify, conceptually design, detail design and construct transmission main upgrades.
Project Rationale	Transmission mains that are nearing end of life due to long service require condition assessments and then design and construction of replacement mains where needed. This will be the start of an ongoing replacement program as transmission mains near end of life.				

Project Number	23-29	Capital Project Title	Mt. Tolmie Control Valve Replacement	Capital Project Description	Supply and installation of the Mt. Tolmie Reservoir Control Valve
Project Rationale	The Mt. Tolmie Reservoir Control Valve chamber improvements				

Project Number	24-10	Capital Project Title	Sooke River Road WTP UPS Replacement	Capital Project Description	UPS at Sooke River Road WTP is 21 years old and in need of replacement.
Project Rationale	Sooke River Road WTP UPS has been identified in need of prioritized replacement prior to failure.				

Project Number	24-11	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life. Includes IT equipment located at tower sites within the RWS system.
Project Rationale	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life. Includes IT equipment located at tower sites within the RWS system.				

Project Number	24-12	Capital Project Title	Head Tank Valve Replacement	Capital Project Description	Supply and installation of Head Tank valves and actuators.
Project Rationale	Supply and installation of Head Tank valves and actuators.				

Project Number	24-19	Capital Project Title	Mount Tolmie Tank Structural and Infiltration Improvements	Capital Project Description	Initial Budget to address leakage and structural repairs discovered at Mount Tolmie Tank in Q4 2023. Further budget refinement is expected as engineering assessment is further developed.
Project Rationale	Tank inspection in Q4 2023 (CRD forces and WSP Engineering have highlighted some areas of infiltration into the Mount Tolmie Tank, along with other structural concerns. Work to mitigate the infiltration is necessary.				

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Project Number	16-16	Capital Project Title	Implications from Goldstream Dam Safety Review	Capital Project Description	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).
Project Rationale	The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.				

Project Number	16-17	Capital Project Title	#N/A	Capital Project Description	#N/A
Project Rationale	Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019. Phase 1 of the revised program is complete and the dam is now in the monitoring stage.				

Project Number	17-25	Capital Project Title	Implications from 2016 Sooke Lake Dam Safety Review	Capital Project Description	Conduct dam improvements at the Sooke Lake Dam that resulted from the 2016 Dam Safety Review and routine inspections (refer to the Dam Safety Database)
Project Rationale	The 2016 Dam Safety Review Audit was completed and provided a list of recommended improvements. Upcoming capital work to be completed is identified in the dam safety database.				

Project Number	18-19	Capital Project Title	Sooke Lake Dam - Instrumentation System Improvements	Capital Project Description	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.
Project Rationale	The 2016 Dam Safety Review identified and recommended various dam safety surveillance instrumentation improvements including piezometers, weirs, seismometers, etc. An Instrumentation system plan was completed and includes a prioritized list of improvement projects.				

Project Number	18-20	Capital Project Title	Sooke Lake Dam - Breach Risk Reduction Measures	Capital Project Description	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).
Project Rationale	A Dam Breach Assessment and Inundation Zone Mapping project was completed in 2017 by an engineering consultant and risk mitigation measures included structural and non-structural measures to lower risk should a dam breach occur. The measures are captured in the Dam Safety Database.				

Project Number	19-07	Capital Project Title	Integrate Dam Performance and Hydromet to SCADA	Capital Project Description	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.
Project Rationale	Based on capital project 18-19, dam performance piezometers and weirs and Hydromet/Dam Safety Instrumentation stations will be integrated through the SCADA system.				

Service: 2.670 Regional Water Supply				
Project Number	19-09	Capital Project Title	Cabin Pond Dams Decommissioning (PES)	Capital Project Description The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.
Project Rationale	The two Cabin Pond Dams have been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dams.			
Project Number	19-12	Capital Project Title	Goldstream Dams Instrumentation Improvements	Capital Project Description Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).
Project Rationale	Thurber completed a study on the Goldstream Dam instrumentation and found numerous deficiencies with respect to dam safety. Funds are required to design and implement improvements to the Goldstream Dam instrumentation.			
Project Number	19-13	Capital Project Title	Dam Safety Instrumentation	Capital Project Description The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).
Project Rationale	Aging Hydromet/Dam Safety Instrumentation stations maintained by Infrastructure Engineering require replacement so that ongoing monitoring within the watersheds can be maintained. Funds are required for upgrades and replacement of existing Hydromet Stations.			
Project Number	20-19	Capital Project Title	Goldstream System High Level Outlet Valve Replacements	Capital Project Description The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.
Project Rationale	Through dam safety inspections and routine operations, the Goldstream and Butchart high level outlet valves have been identified as requiring replacement. Funds are required to design and replace the valves.			
Project Number	21-03	Capital Project Title	Deception Dam - Dam Safety Review 2021 & Improvements	Capital Project Description Conduct a Dam Safety Review and improvements for the Deception Dam. Improvements to include recommendations from the DSR as well as Low Level Overflow Vent Pipe and Hydraulic Gate Improvements.
Project Rationale	Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.			

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Project Number	21-04	Capital Project Title	Saddle Dam - Dam Safety Review 2021 & Improvements	Capital Project Description	Conduct a Dam Safety Review and improvements for the Saddle Dam.
Project Rationale	Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.				
Project Number	21-21	Capital Project Title	Goldstream Dams - 4 Low Level Gate Improvements	Capital Project Description	Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.
Project Rationale	Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.				
Project Number	22-08	Capital Project Title	Deception Dam Surveillance Improvements	Capital Project Description	Replace and supplement the Dam Safety Instrumentation at Deception Dam.
Project Rationale	The latest engineering data review identified deficiencies with the existing piezometers and seepage weir. It is proposed to prepare a system improvement plan and thereafter complete repairs, improvmetn and install supplementary dam performance instrumentation.				
Project Number	23-07	Capital Project Title	Sooke Lake Dam Spillway and Gates Retrofit	Capital Project Description	Detailed design for seismic retrofits for the existing structures initially focusing on the spillway and gates structures. Construction to be budgetted subsequently.
Project Rationale	The siesmic assessment completed in 2017 included recommendations for siesmic retrofits for Sooke Lake Dam including siesmic anchoring of the spillway, gate structure and the intake tower bridge.				
Project Number	23-08	Capital Project Title	Regional Watershed Dams – Flood Forecasting System	Capital Project Description	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.
Project Rationale	The 2016 Dam Safety Review included a recommendation to improve the flood forecasting system, which is becoming more important with Climate Change. This item will update the existing flood forecasting system from WD4Cast to a modern version including Standard Operating Procedures and training for staff.				

Service: 2.670 Regional Water Supply				
Project Number 23-09	Capital Project Title	Sooke Lake Dam - Dam Safety Review 2023	Capital Project Description	Conduct a Dam Safety Review to meet regulatory requirement.
Project Rationale Sooke Lake Dam has a consequence classification of "extreme" and a dam safety review is required to be completed every seven years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2016. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.				
Project Number 23-18	Capital Project Title	Sooke Lake Dam Spillway Channel Improvements	Capital Project Description	Construct bank protection for the Sooke Spillway Channel and clear the seepage weir blockage.
Project Rationale The Sooke Lake Dam spillway channel requires upgrading to prevent erosion when the sluice gates are fully open. Concurrently, the seepage weir blockage will be removed.				
Project Number 23-19	Capital Project Title	Charters Dam - Implications from Dam Safety Review	Capital Project Description	Carry out recommendations from the 2022 Dam Safety Review for Charters Dam
Project Rationale The Dam Safety Review for Charters Dam was completed in 2022. Funding is required to carry out recommendations from the review.				
Project Number 25-01	Capital Project Title	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Capital Project Description	Conduct a Dam Safety Review to meet regulatory requirement.
Project Rationale The Goldstream Watershed Dams have a consequence classification of "low" to "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2015. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.				
Project Number 25-02	Capital Project Title	Probable Maximum Flood and Inflow Design Flood Updates	Capital Project Description	Update the previous edition from 2015 (recommended 10 year review cycle).
Project Rationale The various Dam Safety Reviews and Canadian Dam Safety Guideline recommend updating the reservoir inflow design flood and freeboard analysis every ten years.				

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Project Number	25-06	Capital Project Title	Goldstream Dam Spillway Replacement	Capital Project Description	Replacement of Goldstream Dam Spillway due to deteriorated condition.
Project Rationale	Goldstream Dam Spillway replacement.				

Project Number	24-13	Capital Project Title	Reservoir Log Boom Upgrade Program	Capital Project Description	Review, analysis and upgrades to log booms, prioritizing Sooke Lake Reservoir.
Project Rationale	Sooke Lake Reservoir currently contains two log booms. The upstream saddle dam log boom is flaking plastics and has been identified for replacement. Hydrotechnical assessment of the log boom requirements on this reservoir and upgrades to follow this assessment.				

Project Number	20-04	Capital Project Title	Sooke Lake HyDy Model Development	Capital Project Description	Critical data collection, model building+calibration, model utilization for 3 different scenarios
Project Rationale	This project consists of the following different phases: 2020/2021 Procurement/Rental of monitoring equipment to fill critical data gaps; 2022 Consulting contract to build the hydrodynamic lake model and calibrate it against existing data; 2022 Consulting contract to run the model for a North Basin intake scenario; 2023 Consulting Contract to run the model for investigating impacts of a diversion of Leech River water into Sooke Lake; 2024 Consulting Contract for investigating impacts of wind induced seiches in Sooke Lake.				

Project Number	22-06	Capital Project Title	Sooke Lake Food Web Study	Capital Project Description	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health
Project Rationale	CRD has been using predominantly algal data as an indicator for stream health and condition assessment in the source waters. To gain a better understanding of the source water conditions and how they may change over time it is necessary to expand this indicator system for other trophic levels in the food web. Sooke Lake Reservoir is of particular interest as the primary and critical water source for the GVDWS and therefore a aquatic food web study will be commissioned on this lake.				

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Project Number	23-06	Capital Project Title	GVDWS Nitrification Study	Capital Project Description	Investigate nitrification occurrence and potential impacts on drinking water quality
Project Rationale	With the operation of the upgraded Goldstream disinfection process (liquid NH3 and hypo) the volatility of the residual products and potential for nitrification in the distribution systems needs to be studied to assess any potential impacts to the drinking water quality.				

Project Number	24-02	Capital Project Title	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	Capital Project Description	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance
Project Rationale	When the existing boat motors are due for replacement they shall be replaced with electric outboard motors to reduce emissions and to provide clean propulsion of CRD boats on the drinking water source lakes. This will reduce the risk of fuels spills and eliminate combustion exhausts entering the water.				

Project Number	24-04	Capital Project Title	Sooke Lake Drawdown Study	Capital Project Description	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.
Project Rationale	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.				

Project Number	25-04	Capital Project Title	4 x multi-parameter field analyzers (SL1000)	Capital Project Description	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers
Project Rationale	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers				

Service: 2.670 Regional Water Supply				
Project Number	26-01	Capital Project Title	2 x Floating Water Quality Sensor Platforms	Capital Project Description To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms
Project Rationale	To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms			
Project Number	27-01	Capital Project Title	Drinking Water Safety Plan Update	Capital Project Description Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.
Project Rationale	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.			
Project Number	24-14	Capital Project Title	Laboratory Equipment Replacements	Capital Project Description Replacement of critical laboratory equipment.
Project Rationale	Replacement of critical laboratory equipment.			
Project Number	24-15	Capital Project Title	Laboratory Renovations	Capital Project Description Renovation for main lab cabinetry, floor, aquatic ecology lab and prep room.
Project Rationale	Renovation for main lab cabinetry, floor, aquatic ecology lab and prep room.			
Project Number	24-16	Capital Project Title	WQ Field Office IT Upgrades	Capital Project Description The firewall, switches and telephony system are end of life and require replacement.
Project Rationale	The firewall, switches and telephony system are end of life and require replacement.			
Project Number	17-27	Capital Project Title	Watershed Bridge and Culvert Replacement	Capital Project Description Replacement of small culverts and bridges throughout the GVWSA.
Project Rationale	This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.			

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Project Number	17-28	Capital Project Title	Watershed Security Infrastructure Upgrade and Replacement	Capital Project Description	New, upgrade and replacement of security infrastructure in the GVWSA.
Project Rationale	The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. The uplift in provisional funding requested in 2017 has been reduced given full integration of the Weeks Lake area within the GVWSA, completion of fencing and gates related to the Sooke Hills Wilderness Trail and with seperate capital projects for autogates.				
Project Number	17-29	Capital Project Title	Water Supply Area Equipment Replacement	Capital Project Description	Hydrometeorological, fireweather and wildfire suppression equipment replacement.
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment. Given an expansion of the hydrology and meteorology network of stations and sensors, an additional \$50,000 per year is added in 2020 and going forward. In 2021 and going forward, funding is reduced by \$20,000 as water quality equipment will be funded under a separate line item (21-17). A revised level of funding is requested beginning in 2023 that reflects forecasted needs.				
Project Number	17-30	Capital Project Title	Transmission Main Repairs	Capital Project Description	Emergency repairs to the transmission mains.
Project Rationale	Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.				
Project Number	17-31	Capital Project Title	Transmission System Components Replacement	Capital Project Description	Replacement and repair of transmission components.
Project Rationale	This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.				
Project Number	17-33	Capital Project Title	Disinfection Equipment Parts Replacement	Capital Project Description	Replacement of incidental equipment and parts associated with the disinfection system.
Project Rationale	The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.				
Project Number	17-34	Capital Project Title	Supply System Computer Model Update	Capital Project Description	Annual update of the regional hydraulic model.
Project Rationale	This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.				

Service: 2.670 Regional Water Supply				
Project Number	19-16	Capital Project Title	Dam Improvements	Capital Project Description
Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address item in the dam safety database/risk registry				
Project Rationale	Dam Safety Inspections are carried out throughout the year and result in minor improvements at each dam annually. These improvements are minor in nature and are typically not covered in the Dam Safety Review. Funds are required to carry out the dam safety improvements resulting from Dam Safety Inspections.			
Project Number	19-22	Capital Project Title	SCADA Repairs & Equipment Replacement	Capital Project Description
Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.				
Project Rationale	This item is to allow for unplanned SCADA repairs and equipment replacement not covered by the capital projects SCADA Replacement.			
Project Number	21-15	Capital Project Title	Corrosion Protection	Capital Project Description
Replace corrosion protection assets, such as coatings, for the transmission system when identified.				
Project Rationale	There are numerous assets with varying levels of corrosion protection throughout the RWS system. Funds are required to ensure that corrosion protection assets are replaced or rehabilitated when identified.			
Project Number	21-16	Capital Project Title	Valve Chamber Upgrades	Capital Project Description
Replace failing valves and appurtenances along the RWS supply system.				
Project Rationale	The RWS system has numerous isolation and air valves along the transmission system, usually in underground chambers. Funds are required for replacement of valves and chamber upgrades as they are identified.			
Project Number	21-17	Capital Project Title	Water Quality Equipment Replacement	Capital Project Description
Replacement of water quality equipment for the				
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for the water quality lab, sampling, and operations. Of this provisional budget, \$20,000 was previously included in item 17-29 (Water Supply Area annual provisional budget)			
Project Number	21-18	Capital Project Title	LIMS support	Capital Project Description
Support for LIMS database				
Project Rationale	Provides for support for the laboratory information management system			

Service: **2.670** **Regional Water Supply**

Project Number 23-20

Capital Project Title

Land Exchange/Acquisition

Capital Project Description

Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the RWS system.

Project Rationale There are opportunities to increase the catchment and critical buffer areas of Sooke, Goldstream and the Leech WSA by purchase or land exchange with surrounding land owners. From time to time, the RWS System requires acquisition of lands for infrastructure purposes. Funds will be used when needed to undertake appraisals, legal surveys, and legal fees for work to develop agreements to purchase or exchange lands for the Regional Water Supply Area or System.

Project Number 17-35

Capital Project Title

Vehicle & Equipment Replacement
(Funding from Replacement Fund)

Capital Project Description

This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.

Project Rationale This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure. The requests have been adjusted to align with the pricing for electric vehicles.

Project Number 20-22

Capital Project Title

Vehicle for the Dam Safety Program

Capital Project Description

New Transit Van

Project Rationale An additional pick up is required for the dam safety program. The request has been adjusted to align with the pricing for an electric Transit Van.

Project Number 20-23

Capital Project Title

Vehicle for the CSE Support Program

Capital Project Description

New Transit Van

Project Rationale A new Transit van is required to support the Confined Space Entry Support program. The request has been adjusted to align with the pricing for an electric Transit Van.

Project Number 21-30

Capital Project Title

Vehicle for Warehouse Operations

Capital Project Description

New pick up

Project Rationale For use of the warehouse worker to source supplies and materials in support of the remote sites. This warehouse worker will maintain wastewater stores and will travel and transport as required items between stores locations. A pickup truck will be required. The request has been aligned with the pricing for an electric Pick Up.

Project Number 23-21

Capital Project Title

EV Charging Stations Electrical
Infrastructure

Capital Project Description

Electrical System upgrades at 479 Island Hwy to power up 44 charging stations

Project Rationale In support of the CRD's Climate Action Strategy to reduce the corporate GHG emissions. The CRD Fleet of vehicles is one of the larger contributors to the generation of GHG's. Integrated Water Services identified 44 of the approx. 100 vehicles that operate out of the 479 Island location for replacement with Electrical Vehicles by 2030. In preparation for providing the proper charging network at 479 an Electric Vehicle Fleet Conversion Study was completed in 2021. The results of the study was to upgrade the electrical infrastructure to accommodate the power needs of 44 charging points. It is proposed that phase 1 is started in 2023 to upgrade the electrical distribution system and provide 17 charging points. The larger portion of the costs will be to upgrade the electrical system. Phase 2 to allow for a further 27 charging points can be planned to accommodate the balance of EV vehicles pending their purchasing and delivery.

Service:		2.670		Regional Water Supply	
Project Number	23-22	Capital Project Title	Fuel Truck	Capital Project Description	Fuel tender truck
Project Rationale	At present the fueling of stationary emergency generators and equipment is done using a tidy tank. This requires several trips to the gas station. During the period when fuel was difficult to source it became apparent that Corporate Fleet needs to find a solution to the possibility that during an emergency fuel is available. The fuel truck will also be used during a watershed emergency to fuel equipment and vehicles.				
Project Number	23-30	Capital Project Title	Fleet Shop Hoist	Capital Project Description	Heavy Capacity Hoist for fleet maintenance
Project Rationale	The new larger and heavier vehicles are proving to be a challenge for the two hoists presently used in the Fleet workshop at 479 Island Hwy. Currently our hoists are rated for 18,000 lbs. It is proposed to replace one of the hoists with a 24,000 lbs hoist in the centre bay.				
Project Number	23-31	Capital Project Title	Purchase of land	Capital Project Description	Purchasing of land near 479 for future office space or other land acquisition opportunities relative to Regional Water Supply Service
Project Rationale	Purchasing of land near 479 for future office space				
Project Number	24-17	Capital Project Title	Pool Vehicles	Capital Project Description	2 new EV Pickups
Project Rationale	2 new EV Pickups				
Project Number	24-18	Capital Project Title	Vehicle for Watershed Hydrology Program	Capital Project Description	New pickup truck for watershed hydrology program
Project Rationale	New pickup truck required for watershed hydrology program.				
Project Number	24-19	Capital Project Title	Mount Tolmie Tank Structural and Infiltration Improvements	Capital Project Description	Initial Budget to address leakage and structural repairs discovered at Mount Tolmie Tank in Q4 2023. Further budget refinement is expected as engineering assessment is further developed.
Project Rationale	Project initialized based on 2023 inspections. Initial budget is to proceed with preliminary remedial measures and further engineering assessments to address infiltration and structural improvements to Mt Tolmie Reservoir. Tank to undergo some initial remedial measures in 2024 and engineering planning and design to be advanced. Budget and scope expected to be further refined and expanded in subsequent years.				

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	\$ 320,000	B	WU	\$ 20,000	\$ 160,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 480,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$ 2,125,000	E	WU	\$ 350,000	\$ 550,000	\$ -	\$ -	\$ -		\$ 550,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	\$ 750,000	E	WU	\$ 17,500	\$ 17,500	\$ -	\$ -	\$ -	\$ -	\$ 17,500
24-01	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 250,000	E	WU	\$ -	\$ 80,000	\$ 125,000	\$ 10,000	\$ 25,000	\$ 6,000	\$ 246,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$ 3,195,000			\$ 387,500	\$ 807,500	\$ 205,000	\$ 90,000	\$ 105,000	\$ 86,000	\$ 1,293,500
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	\$ 225,000	E	WU	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	\$ 850,000	E	WU	\$ -	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	\$ 150,000	E	WU	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	\$ 400,000	E	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	\$ 85,000	E	WU	\$ -	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 85,000
24-02	Study	Capital Projects Delivery Optimization	Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.	\$ 100,000	S	WU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Sub-Total for Annual Provisional Capital Items				\$ 1,650,000			\$ -	\$ 370,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 280,000	\$ 1,730,000
x			GRAND TOTAL	\$ 4,845,000			\$ 387,500	\$ 1,177,500	\$ 565,000	\$ 450,000	\$ 465,000	\$ 366,000	\$ 3,023,500

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Project Number	16-01	Capital Project Title	Upgrades to Buildings at 479 Island Highway	Capital Project Description	Maintenance and changes to buildings and office layouts.
Project Rationale	<p>The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:</p> <ul style="list-style-type: none">• Improvements, Repairs, upgrades and changes to the buildings (provisional \$45,000)• Painting of the buildings. (provisional \$20,000 annually)• Repair and replacement of carpets, floors and walls. (provisional \$40,000 annually)• Climate Action initiatives and feasibility studies (\$55,000)				

Project Number	17-01	Capital Project Title	Voice Radio Upgrade	Capital Project Description	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.
Project Rationale	<p>Service Life and projected replacement:</p> <ul style="list-style-type: none">• The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.• The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.• Support for repairs and maintenance of the present radio will continue for the next 3 years at least.• There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment.				

Project Number	20-01	Capital Project Title	Portable Pump Station	Capital Project Description	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.
Project Rationale	<p>The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station with a generator is required to maintain the level of service. Portable PS was delivered in 2023 but some deficiencies, including the associated generator remain and may carry into 2024 to fully address.</p>				

Project Number	17-03	Capital Project Title	Office Equipment, Upgrades and Replacements	Capital Project Description	Upgrade and replacement of office equipment as required.
Project Rationale	<p>Funds will be used for the replacement and upgrading of office equipment and furniture, as required.</p>				

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Project Number 17-04

Capital Project Title Computer Upgrades

Capital Project Description

Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from \$160,000 to \$170,000 annually to reflect actual costs.

Capital Budget

Network Switch Maintenance \$10,000

Additional Wireless Access Points and Maintenance \$15,000

Photocopier Replacement \$20,000

Additional Data Storage \$15,000

Replacement Computers \$75,000

Equipment Maintenance (contingency) \$23,000

Replace Access Control System - Gates/ Video Cameras \$12,000

Total Capital \$170,000

Project Number 17-05

Capital Project Title

Development of the Maintenance Management Systems

Capital Project Description

Develop maintenance management system.

Project Rationale The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number 17-06

Capital Project Title

Small Equipment & Tool Replacement (Water Operations)

Capital Project Description

Replacement of tools and small equipment for Water Operations as required.

Project Rationale Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills, plasma cutter, wire welder, etc.

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Project Number 17-07

Capital Project Title Small Equipment & Tool Replacement (Corporate Fleet)

Capital Project Description Replacement of tools and small equipment for Fleet as required.

Project Rationale Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

Project Number 24-01

Capital Project Title IT Core Infrastructure Replacement

Capital Project Description Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life

Project Rationale Ongoing end of life replacement program for IT Core Infrastructure, including servers, network switches, UPS', and other equipment.

Project Number 24-02

Capital Project Title Capital Projects Delivery Optimization

Capital Project Description Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.

Project Rationale Ongoing program for small scale optimization of project delivery methods and tools.

2.670 Regional Water Supply
Asset/ Reserve Schedule
2024 - 2028 Financial Plan

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system.

Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,084,965	2,647,394	1,970,299	1,877,187	1,719,274	1,501,644
Equipment purchases (Based on Capital Plan)	(825,107)	(1,361,000)	(685,250)	(773,000)	(855,000)	(495,000)
Transfer of assets intracompany	(50,000)					
Transfer from Operating Budget	393,653	479,755	489,350	499,137	509,120	519,302
Proceeds on disposals	18,377	204,150	102,788	115,950	128,250	74,250
Interest Income*	25,506					
Ending Balance \$	2,647,394	1,970,299	1,877,187	1,719,274	1,501,644	1,600,196

General Comments:

Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

JDF Water Distribution

FINAL BUDGET

MARCH 2024

Service: 2.680 JDF Water Distribution

Commission: Juan De Fuca Water Distribution

DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service provides retail water distribution system to participants within the Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood	District of Metchosin
City of Langford	District of Sooke
Town of View Royal	District of Highlands
Juan de Fuca Electoral Area	

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Juan de Fuca Water Distribution Facilities		\$19,000,000
Borrowed:			\$17,500,000
Remaining:	Expired		\$1,500,000
Authorized:	MFA Bylaw No. 3981 - Juan de Fuca Water Distribution Facilities		\$14,800,000
Borrowed:			\$10,100,000
Remaining:	Expired		\$4,700,000
Authorized:	MFA Bylaw No. 3164 - Juan de Fuca Water Distribution Facilities Development-DCC		\$10,000,000
Borrowed:			\$3,500,000
Remaining:	Expired		\$6,500,000
Authorized:	MFA Bylaw No. 4379 - Juan de Fuca Water Distribution Facilities	2021	\$14,800,000
Borrowed:			\$6,000,000
Remaining:	Active		\$8,800,000

FUNDING:

Costs are recovered from Water Sales, and transfer from DCC reserves to service DCC debt.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-JDF Water Distribution SUMMARY			2024				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	TOTAL (COL 4, 5 & 6)	2025	2026	2027	2028
1	2	3	4	5	6	7	8	9	10	11
<u>OPERATING EXPENDITURES</u>										
ALLOCATION - OPERATIONS	5,140,686	5,114,556	5,335,968	-	-	5,335,968	5,499,687	5,610,013	5,721,833	5,836,360
OPERATING - OTHER COSTS	809,318	806,278	789,205	-	-	789,205	791,637	796,842	802,326	806,816
SALARIES AND WAGES	565,643	547,956	590,220	-	-	590,220	604,267	618,635	633,347	648,387
CONTRACT FOR SERVICES	353,087	367,537	398,390	-	-	398,390	418,490	425,560	433,866	442,340
ALLOCATION - STANDARD OVERHEAD	721,571	721,571	768,670	-	-	768,670	784,043	799,724	815,718	832,033
TOTAL OPERATING EXPENDITURES	7,590,305	7,557,898	7,882,453	-	-	7,882,453	8,098,124	8,250,774	8,407,090	8,565,936
Percentage increase over prior year's board budget			3.85%			3.85%	2.74%	1.89%	1.89%	1.89%
BULK WATER PURCHASE	7,089,860	7,313,100	7,689,300	-	-	7,689,300	8,362,560	9,092,780	10,069,500	11,205,810
BULK WATER EXPENDITURES	7,089,860	7,313,100	7,689,300	-	-	7,689,300	8,362,560	9,092,780	10,069,500	11,205,810
			8.45%			8.45%				
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO WATER CAPITAL FUND	6,741,200	7,272,561	7,346,169	-	-	7,346,169	8,220,318	9,522,047	9,933,712	9,933,712
TRANSFER TO DEBT RESERVE FUND	96,280	60,000	49,280	-	-	49,280	41,770	15,770	4,770	4,770
TRANSFER TO EQUIPMENT REPLACEMENT FUND	589,457	589,457	647,507	-	-	647,507	655,457	613,566	621,837	630,274
TOTAL CAPITAL EXPENDITURES & TRANSFERS	7,426,937	7,922,018	8,042,956	-	-	8,042,956	8,917,545	10,151,383	10,560,319	10,568,756
<u>DEBT SERVICING</u>										
DEBT - INTEREST & PRINCIPAL	1,863,294	1,859,614	2,411,815	-	-	2,411,815	2,903,661	3,176,048	3,205,713	2,948,889
TOTAL DEBT EXPENDITURES	1,863,294	1,859,614	2,411,815	-	-	2,411,815	2,903,661	3,176,048	3,205,713	2,948,889
TOTAL EXPENDITURES	23,970,396	24,652,630	26,026,524	-	-	26,026,524	28,281,890	30,670,985	32,242,622	33,289,391
<u>SOURCES OF FUNDING</u>										
REVENUE - SALES	(23,454,020)	(24,192,530)	(25,580,244)	-	-	(25,580,244)	(27,838,670)	(30,249,225)	(31,827,232)	(32,869,281)
REVENUE - OTHER	(301,376)	(460,100)	(446,280)	-	-	(446,280)	(443,220)	(421,760)	(415,390)	(420,110)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(23,970,396)	(24,652,630)	(26,026,524)	-	-	(26,026,524)	(28,281,890)	(30,670,985)	(32,242,622)	(33,289,391)
<u>SOURCES OF OTHER FUNDING</u>										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL SOURCES OF ALL FUNDING	(23,970,396)	(24,652,630)	(26,026,524)	-	-	(26,026,524)	(28,281,890)	(30,670,985)	(32,242,622)	(33,289,391)
Percentage increase over prior year's board budget			8.58%			8.58%	8.67%	8.45%	5.12%	3.25%
Water Rate \$ per cu. m.	\$ 2.5466					\$ 2.6927				
Percentage increase	6.00%					5.74%				

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.680	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	JDF Water Distribution							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$9,780,000	\$20,790,000	\$12,510,000	\$9,110,000	\$6,765,000	\$6,910,000	\$56,085,000	
Vehicles	\$600,000	\$1,365,000	\$905,000	\$774,000	\$710,000	\$750,000	\$4,504,000	
	\$10,380,000	\$22,155,000	\$13,415,000.000	\$9,884,000	\$7,475,000	\$7,660,000	\$60,589,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$8,980,000	\$15,470,000	\$7,890,000	\$7,990,000	\$6,745,000	\$6,745,000	\$44,840,000	
Debenture Debt (New Debt Only)	\$0	\$4,500,000	\$3,700,000	\$1,100,000	\$0	\$0	\$9,300,000	
Equipment Replacement Fund	\$400,000	\$1,165,000	\$905,000	\$774,000	\$710,000	\$750,000	\$4,304,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reserve Fund	\$1,000,000	\$1,020,000	\$920,000	\$20,000	\$20,000	\$165,000	\$2,145,000	
	\$10,380,000	\$22,155,000	\$13,415,000	\$9,884,000	\$7,475,000	\$7,660,000	\$60,589,000	

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$20,000	\$160,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$480,000
Equipment	\$367,500	\$997,500	\$465,000	\$350,000	\$365,000	\$266,000	\$266,000	\$2,443,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$387,500	\$1,177,500	\$565,000	\$450,000	\$465,000	\$366,000	\$366,000	\$3,023,500

SOURCE OF FUNDS

Capital Funds on Hand	\$387,500	\$1,177,500	\$565,000	\$450,000	\$465,000	\$366,000	\$366,000	\$3,023,500
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$387,500	\$1,177,500	\$565,000	\$450,000	\$465,000	\$366,000	\$366,000	\$3,023,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	2.680
Service Name:	JDF Water Distribution

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
INFRASTRUCTURE ENGINEERING AND OPERATIONS													\$ -
Planning													\$ -
16-03	Renewal	Asset Management Plan	Combine past studies to plan out future capital expenditures.	\$ 400,000	\$	WU	\$ 145,000	\$ 395,000		\$ -	\$ -	\$ -	\$ 395,000
21-14	Renewal	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.	\$ 120,000	\$	WU	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Capital													\$ -
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	\$ 5,000,000	\$	WU	\$ 1,700,000	\$ 2,100,000	\$ 1,000,000	\$ 450,000	\$ -	\$ -	\$ 3,550,000
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	\$ 1,050,000	\$	WU	\$ 540,000	\$ 540,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 990,000
18-06	New	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.	\$ 450,000	\$	WU	\$ 60,000	\$ 110,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 310,000
19-09	New	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.	\$ 1,750,000	\$	WU	\$ 250,000	\$ 750,000	\$ 500,000	\$ 500,000	\$ -		\$ 1,750,000
20-03	Replacement	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe year over year as outlined in the May 2023 staff report. Replacement is expected to be phased until 2055 to replace all AC pipe in the distribution network.	\$ 140,000,000	\$	WU	\$ 4,060,000	\$ 7,360,000	\$ 3,500,000	\$ 3,500,000	\$ 3,600,000	\$ 3,600,000	\$ 21,560,000
20-04	Replacement	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.	\$ 700,000	\$	WU	\$ 185,000	\$ 585,000	\$ -	\$ -	\$ -	\$ -	\$ 585,000
21-02	Replacement	Sooke Rd - 2,200m of 600mm Pipe - VMP to Jacklin	Replacement of aged, large diameter water main from Jacklin Rd to VMP	\$ 4,000,000	\$	WU	\$ 200,000	\$ 200,000	\$ 2,700,000	\$ 1,100,000	\$ -	\$ -	\$ 4,000,000
21-13	Replacement	SCADA Master Plan Update & Upgrades	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.	\$ 1,900,000	\$	WU	\$ 900,000	\$ 900,000	\$ 600,000	\$ 300,000	\$ -	\$ -	\$ 1,800,000
22-01	New	East Sooke Interconnect Water Main	Construction approximately 430 m of watermain for system improvements.	\$ 850,000	\$	WU	\$ 470,000	\$ 820,000	\$ -	\$ -	\$ -	\$ -	\$ 820,000
22-02	New	Microwave Radio Upgrades	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure	\$ 550,000	\$	WU	\$ 150,000	\$ 250,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 450,000
24-01	New	Charters Road Watermain Replacement	Replacement of watermain on Charters Road as part of larger transportation project being undertaken by District of Sooke.	\$ 650,000	\$	WU	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ 650,000
24-02	New	Hwy 14 Watermain Relocation	Relocation of CRD watermain in MOTI right of way. Project work to be bundled within MOTI's project.	\$ 2,000,000	\$	WU	\$ -	\$ 2,000,000		\$ -	\$ -	\$ -	\$ 2,000,000
Sub-Total System Infrastructure Engineering and Operations				\$ 159,420,000			\$ 8,780,000	\$ 16,780,000	\$ 8,600,000	\$ 6,100,000	\$ 3,750,000	\$ 3,750,000	\$ 38,980,000
CUSTOMER AND TECHNICAL SERVICES													\$ -
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	\$ 2,094,000	V	ERF	\$ 400,000	\$ 1,165,000	\$ 905,000	\$ 774,000	\$ 710,000	\$ 750,000	\$ 4,304,000
23-02	New	Vehicle to support the meter replacement program	Purchase of a Transit Van equipped with tools and equipment to support the meter replacement program	\$ 200,000	V	WU	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Sub-Total Customer and Technical Services				\$ 2,294,000			\$ 600,000	\$ 1,365,000	\$ 905,000	\$ 774,000	\$ 710,000	\$ 750,000	\$ 4,504,000
ANNUAL PROVISIONAL ITEMS													\$ -
17-07	New	Site Decommissioning - General	Planning for decommissioning of unused sites.	\$ 50,000	\$	WU	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
17-09	Replacement	Emergency Main Replacement	Major main replacement under emergencies.	\$ 500,000	\$	WU	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
17-12	Replacement	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.	\$ 1,250,000	\$	WU	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
17-13	New	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.	\$ 200,000	\$	WU	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
17-15	Renewal	Distribution System Improvements	Unplanned distribution system improvements or decommissioning.	\$ 2,250,000	\$	WU	\$ -	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 2,250,000
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	\$ 300,000	\$	WU	\$ -	\$ 65,000	\$ 65,000	\$ 65,000	\$ 70,000	\$ 70,000	\$ 335,000
21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.	\$ 1,125,000	\$	WU	\$ -	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,125,000
21-04	Replacement	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	\$ 6,500,000	\$	WU	\$ -	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 6,500,000
21-05	Replacement	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement	\$ 750,000	\$	WU	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
21-06	Replacement	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.	\$ 500,000	\$	WU	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
21-07	Renewal	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.	\$ 500,000	\$	WU	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
21-09	Replacement	Valve Replacement	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.	\$ 1,200,000	\$	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Sub-Total for Annual Provisional Items				\$ 15,125,000			\$ -	\$ 2,990,000	\$ 2,990,000	\$ 2,990,000	\$ 2,995,000	\$ 2,995,000	\$ 14,960,000
DEVELOPMENT COST CHARGE (DCC)													\$ -
16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.	\$ 295,000	\$	Res	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 165,000	\$ 245,000
21-01	New	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	\$ 1,000,000	\$	Res	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
25-02	New	Thrup Road Watermain Installation	Future budget to install new watermain along Thrup Road when District of Sooke completes connector road.	\$ 900,000	\$	Res	\$ -		\$ 900,000	\$ -	\$ -	\$ -	\$ 900,000
Sub-Total for Development Cost Charges (DCC)				\$ 2,195,000			\$ 1,000,000	\$ 1,020,000	\$ 920,000	\$ 20,000	\$ 20,000	\$ 165,000	\$ 2,145,000
GRAND TOTAL				\$ 179,034,000			\$ 10,380,000	\$ 22,155,000	\$ 13,415,000	\$ 9,884,000	\$ 7,475,000	\$ 7,660,000	\$ 60,589,000

Service: 2.680 JDF Water Distribution

Project Number	16-03	Capital Project Title	Asset Management Plan	Capital Project Description	Combine past studies to plan out future capital expenditures.
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Project Rationale Several studies have been completed and are in progress to assess the JDF assets and programs and the proposed Strategic Asset Management Plan will consolidate the findings of the previous studies in a comprehensive approach to identify and prioritizes future capital expenditures and programs.

Project Number	21-14	Capital Project Title	Fire Storage Analysis	Capital Project Description	Assess and update the fire flow upgrade program to inform future capital works.
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Project Rationale In order to meet Fire Underwriters Survey recommendations for fire protection, it is necessary to provide certain volumes of water storage. It is proposed to assess fire storage volume requirements for different parts of the system and determine any required upgrades. Funding is required to retain a consultant to complete the analysis.

Project Number	16-05	Capital Project Title	Comprehensive Pump Station Upgrades (10 year Program)	Capital Project Description	Continue pump station condition assessments, plan and carry out upgrades.
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Project Rationale A previous capital project was completed by Delcan Corp. in 2012 which assessed each existing pump station and identified building deficiencies. This study concluded that on average approximately \$1.0M per year for the next ten years is needed to upgrade existing pump stations. Design and construction of the Ludlow Pump Station replacement was undertaken in 2020 and 2021. Ludlow has been delayed due to supply chain issues until late in 2022. Funds in 2023 are for design of and to start construction of the Coppermine PS and Bear Mountain PS #1.

Project Number	18-03	Capital Project Title	JDF Site Decommissioning Program	Capital Project Description	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional
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Project Rationale Numerous pump station and PRV facilities have been made redundant or have been decommissioned within the JDF system. Sites have been identified as part of the annual provisional project and funds are required to complete decommission of the sites and then demolish them. In 2021 the Treanor pump station demolition was carried out. The Townsview PS and Tank started planning in 2021 and will continue through 2023.

Service:	2.680	JDF Water Distribution
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Project Number	18-06	Capital Project Title	Disaster Response Plan for Water Supply and Distribution	Capital Project Description	Determine and supply response equipment for disaster response.
Project Rationale	Proposed work includes developing a response plan to disasters to the Juan de Fuca water supply or distribution system. Funds are required to procure equipment and carry out works developed the in 2018 plan in conjunction with the Regional Water Supply disaster response Plan.				

Project Number	19-09	Capital Project Title	Distribution System Seismic Resiliency Improvements	Capital Project Description	Determine and commence improvements to the distribution system to provide seismic resiliency.
Project Rationale	Determine and commence improvements to the distribution system to provide resiliency. In 2023, sites will be prioritized with design commencing in 2024 and construction starting in 2024.				

Project Number	20-03	Capital Project Title	AC Pipe Replacement Program	Capital Project Description	Replacement of aging asbestos cement pipe year over year as outlined in the May 2023 staff report. Replacement is expected to be phased until 2055 to replace all AC pipe in the distribution network.
Project Rationale	As identified most recently in the May 2023 Staff Report, this AC Replacement Program is anticipated to continue until all AC pipe in the distribution system has been replaced. Current target deadline for complete replacement is 2055.				

Project Number	20-04	Capital Project Title	William Head & VGH Meter Replacement	Capital Project Description	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.
Project Rationale	Identified through Statement of Works, the William Head and Victoria General Hospital meters require replacement and redundancy to maintain service to the two facilities. In 2021 funds were utilized to complete design of the two new meters that will allow for construction of the meters while maintaining service. VGH Meter Replacement was completed in 2023 by CRD forces and VGH will be completed in 2024.				

Service: 2.680 JDF Water Distribution			
Project Number	21-02	Capital Project Title	Sooke Rd - 2,200m of 600mm Pipe - VMP to Jacklin
Capital Project Description	Replacement of aged, large diameter water main from Jacklin Rd to VMP		
Project Rationale	According to corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. Due to increased material and construction costs, it is proposed to update the condition assessment to determine whether this project is still required or could be deferred.		
Project Number	21-13	Capital Project Title	SCADA Master Plan Update & Upgrades
Capital Project Description	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.		
Project Rationale	The SCADA and radio system utilized by JDF Water System comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Regional Water Supply and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system		
Project Number	22-01	Capital Project Title	East Sooke Interconnect Water Main
Capital Project Description	Construction approximately 430 m of watermain for system improvements.		
Project Rationale	Funds are required to design and construct approximately 430 m of a new watermain interconnection in East Sooke. Interconnection will provide redundancy and improve flows in the area.		
Project Number	22-02	Capital Project Title	Microwave Radio Upgrades
Capital Project Description	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure		
Project Rationale	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure		
Project Number	24-01	Capital Project Title	Charters Road Watermain Replacement
Capital Project Description	Replacement of watermain on Charters Road as part of larger transportation project being undertaken by District of Sooke.		
Project Rationale	Roads project being completed by District of Sooke with Sooke's contractor replacing CRD AC watermain, as agreed to between CRD and Sooke by Memorandum of Understanding.		

Service: 2.680 JDF Water Distribution			
Project Number	24-02	Capital Project Title	Hwy 14 Watermain Relocation
Capital Project Description	Relocation of CRD watermain in MOTI right of way. Project work to be bundled within MOTI's project.		
Project Rationale	Relocation of watermain in vicinity Hwy 14 and Idlemore Road. MOTI to manage transportation project with CRD to fund the portion of watermain relocation.		
Project Number	16-06	Capital Project Title	Vehicle & equipment replacement (funding from replacement fund)
Capital Project Description	Vehicle and equipment replacement.		
Project Rationale	This is for the replacement of vehicles and equipment used by CRD Integrated Water Services for the day-to-day operation and maintenance of the Juan De Fuca distribution system. These replacements are funded from the Juan De Fuca Vehicle and Equipment Replacement Fund.		
Project Number	23-02	Capital Project Title	Vehicle to support the meter replacement program
Capital Project Description	Purchase of a Transit Van equipped with tools and equipment to support the meter replacement program		
Project Rationale	A Transit Van equipped with tools and equipment is required for the on site work to be done during the multi year meter replacement program. It will be more effective to setup a vehicle with the required tools and fittings related to replacing meters rather than having to setup a different vehicle based on the operational needs of the day/week/month.		
Project Number	17-07	Capital Project Title	Site Decommissioning - General
Capital Project Description	Planning for decommissioning of unused sites.		
Project Rationale	This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.		
Project Number	17-09	Capital Project Title	Emergency Main Replacement
Capital Project Description	Major main replacement under emergencies.		
Project Rationale	This item is to fund the costs of responding to emergency major main breaks and conducting replacements.		
Project Number	17-12	Capital Project Title	Large Meters/Meter Vaults Components Replacement
Capital Project Description	Replacement or repairs to components in large meters/vaults as required.		
Project Rationale	This is an annual provision for the replacement of obsolete and worn out large (greater than 2" diameter) meters, adding new meters and upgrading meter vaults.		

Service: 2.680 JDF Water Distribution			
Project Number 17-13	Capital Project Title Site Security Upgrades	Capital Project Description Upgrading and replacement of security systems for sites as required.	Project Rationale This is an annual allowance for upgrading and maintaining equipment, security and control systems at distribution facilities such as pump stations, PRV chambers and reservoirs. Items such as access hatches, fencing, etc., will be modified to provide a larger degree of security.
Project Number 17-15	Capital Project Title Distribution System Improvements	Capital Project Description Unplanned distribution system improvements or decommissioning.	Project Rationale Historically, opportunities to complete work arise during the year which were not specifically identified and budgeted. This item typically relates to coordinating work programs (i.e. JDF water main replacements and municipal paving programs) with the municipalities or development and taking advantage of opportunities during the year that were not specifically identified.
Project Number 17-16	Capital Project Title Hydraulic Model Yearly Update	Capital Project Description Annual hydraulic model update.	Project Rationale This item is required to input the pipes installed that year into the hydraulic computer model, followed by calibration and testing in order to keep the model up to date for design and planning purposes.
Project Number 21-03	Capital Project Title Hydrant & Flush Replacement, Upgrades and Additions	Capital Project Description Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.	Project Rationale This is an annual provision for replacing old and outdated hydrants, flushes and associated works and access, as well as adding new hydrants to the system where requested by the municipalities or fire departments.
Project Number 21-04	Capital Project Title Residential Service & Meter Replacement	Capital Project Description Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	Project Rationale This is an annual provision for replacing failed residential services and meters, as well as proactively replacing services and meters in areas with historically large number of breaks.
Project Number 21-05	Capital Project Title Pump Station Equipment Replacements	Capital Project Description Unplanned pump station repairs and equipment replacement	Project Rationale This is an annual provision for unplanned pump station repairs and equipment replacement.

Service: 2.680 JDF Water Distribution			
Project Number	21-06	Capital Project Title	SCADA Equipment Replacement
Capital Project Description	Unplanned replacement of SCADA and electrical equipment.		
Project Rationale	This is an annual provision for unplanned SCADA and electrical equipment replacement.		
Project Number	21-07	Capital Project Title	Reservoir Equipment Replacement
Capital Project Description	Replacement or repairs to components at reservoir sites.		
Project Rationale	This is an annual provisional for unplanned replacement of equipment, such as safety devices and mechanical fittings, at reservoir sites.		
Project Number	21-09	Capital Project Title	Valve Replacement
Capital Project Description	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.		
Project Rationale	This is an annual provisional for unplanned replacement of valves, including air valves and check valves.		
Project Number	16-07	Capital Project Title	Update DCC Bylaw (Comprehensive Update in 2022)
Capital Project Description	Planned update of the DCC Bylaw.		
Project Rationale	This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled to start in 2022.		
Project Number	21-01	Capital Project Title	Sooke Henlyn Supply & Distribution Mains
Capital Project Description	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.		
Project Rationale	Proposed work includes the continued installation of the supply and distribution water mains connected to the Helgesen pump station which was previously constructed in 2011 as part of the DCC program. The supply and distribution water mains will continue west as development proceeds towards the proposed Henlyn Tank.		
Project Number	25-02	Capital Project Title	Throup Road Watermain Installation
Capital Project Description	Future budget to install new watermain along Throup Road when District of Sooke completes connector road.		
Project Rationale	Budget allocated for future collaboration works to align with Sooke's Throup Road connector project. Schedule to be driven by District of Sooke project.		

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	\$ 320,000	B	WU	\$ 20,000	\$ 160,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 480,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$ 2,125,000	E	WU	\$ 350,000	\$ 550,000	\$ -	\$ -	\$ -		\$ 550,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	\$ 750,000	E	WU	\$ 17,500	\$ 17,500	\$ -	\$ -	\$ -	\$ -	\$ 17,500
24-01	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 250,000	E	WU	\$ -	\$ 80,000	\$ 125,000	\$ 10,000	\$ 25,000	\$ 6,000	\$ 246,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$ 3,195,000			\$ 387,500	\$ 807,500	\$ 205,000	\$ 90,000	\$ 105,000	\$ 86,000	\$ 1,293,500
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	\$ 225,000	E	WU	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	\$ 850,000	E	WU	\$ -	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	\$ 150,000	E	WU	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	\$ 400,000	E	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	\$ 85,000	E	WU	\$ -	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 85,000
24-02	Study	Capital Projects Delivery Optimization	Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.	\$ 100,000	S	WU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Sub-Total for Annual Provisional Capital Items				\$ 1,650,000			\$ -	\$ 370,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 280,000	\$ 1,730,000
x			GRAND TOTAL	\$ 4,845,000			\$ 387,500	\$ 1,177,500	\$ 565,000	\$ 450,000	\$ 465,000	\$ 366,000	\$ 3,023,500

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Project Number	16-01	Capital Project Title	Upgrades to Buildings at 479 Island Highway	Capital Project Description	Maintenance and changes to buildings and office layouts.
Project Rationale	<p>The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:</p> <ul style="list-style-type: none"> • Improvements, Repairs, upgrades and changes to the buildings (provisional \$45,000) • Painting of the buildings. (provisional \$20,000 annually) • Repair and replacement of carpets, floors and walls. (provisional \$40,000 annually) • Climate Action initiatives and feasibility studies (\$55,000) 				

Project Number	17-01	Capital Project Title	Voice Radio Upgrade	Capital Project Description	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.
Project Rationale	<p>Service Life and projected replacement:</p> <ul style="list-style-type: none"> • The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005. • The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015. • Support for repairs and maintenance of the present radio will continue for the next 3 years at least. • There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment. 				

Project Number	20-01	Capital Project Title	Portable Pump Station	Capital Project Description	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.
Project Rationale	<p>The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station with a generator is required to maintain the level of service. Portable PS was delivered in 2023 but some deficiencies, including the associated generator remain and may carry into 2024 to fully address.</p>				

Project Number	17-03	Capital Project Title	Office Equipment, Upgrades and Replacements	Capital Project Description	Upgrade and replacement of office equipment as required.
Project Rationale	<p>Funds will be used for the replacement and upgrading of office equipment and furniture, as required.</p>				

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Project Number 17-04

Capital Project Title Computer Upgrades

Capital Project Description

Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from \$160,000 to \$170,000 annually to reflect actual costs.

Capital Budget

Network Switch Maintenance \$10,000

Additional Wireless Access Points and Maintenance \$15,000

Photocopier Replacement \$20,000

Additional Data Storage \$15,000

Replacement Computers \$75,000

Equipment Maintenance (contingency) \$23,000

Replace Access Control System - Gates/ Video Cameras \$12,000

Total Capital \$170,000

Project Number

17-05

Capital Project Title

Development of the Maintenance Management Systems

Capital Project Description

Develop maintenance management system.

Project Rationale The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number

17-06

Capital Project Title

Small Equipment & Tool Replacement (Water Operations)

Capital Project Description

Replacement of tools and small equipment for Water Operations as required.

Project Rationale Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills, plasma cutter, wire welder, etc.

Service: 2.670/2.680 Regional Water Supply & JDF Water Distribution Combo

Project Number 17-07

Capital Project Title Small Equipment & Tool Replacement (Corporate Fleet)

Capital Project Description Replacement of tools and small equipment for Fleet as required.

Project Rationale Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

Project Number 24-01

Capital Project Title IT Core Infrastructure Replacement

Capital Project Description Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life

Project Rationale Ongoing end of life replacement program for IT Core Infrastructure, including servers, network switches, UPS', and other equipment.

Project Number 24-02

Capital Project Title Capital Projects Delivery Optimization

Capital Project Description Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.

Project Rationale Ongoing program for small scale optimization of project delivery methods and tools.

2.680 Juan de Fuca Water Distribution
Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include lands, office buildings, pump stations, pipe lines, meters, equipment, vehicles and other infrastructure.

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
DCC Reserve Account	13,141,235	15,121,235	17,201,235	20,181,235	23,161,235	25,996,235
Equipment Replacement Fund	596,250	253,507	139,714	95,380	113,717	106,491
Total	13,815,090	15,452,349	17,418,558	20,354,226	23,352,565	26,180,341

2.680 Juan de Fuca Water Distribution
Development Cost Charges
2024 - 2028 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Development Cost Charges for Juan de Fuca Water Distribution (Bylaw # 2758)

Fund: 1055 Fund Center: 101532

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	12,217,005	13,141,235	15,121,235	17,201,235	20,181,235	23,161,235
Transfer to Cap Fund to fund DCC projects	(4,000,000)	(1,020,000)	(920,000)	(20,000)	(20,000)	(165,000)
Payment of P&I on LA 3164	-	-		-	-	-
Payment of DCC liability	(2,557)					
DCC's received From Member Municipalities	4,459,852	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Interest Income*	466,935					
Ending Balance \$	13,141,235	15,121,235	17,201,235	20,181,235	23,161,235	25,996,235

General Comments:

Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water sytem capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development.

Future years DCC's received from member municipalities are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. Estimates based on recent annual collections of DCCs, and the cyclical nature of property development.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2024 - 2028 Financial Plan**

Equipment Replacement Reserve Schedule

Reserve Fund: Juan de Fuca Distribution Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101630

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	872,739	596,250	253,507	139,714	95,380	113,717
Equipment purchases (Based on Capital Plan)	(883,542)	(1,165,000)	(905,000)	(774,000)	(710,000)	(750,000)
Transfer from Operating Budget	589,457	647,507	655,457	613,566	621,837	630,274
Proceeds on disposals	10,923	174,750	135,750	116,100	106,500	112,500
Interest Income*	6,673					
Ending Balance \$	596,250	253,507	139,714	95,380	113,717	106,491

General Comments:

Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Florence Lake Water System

FINAL BUDGET

MARCH 2024

Service: **2.681 Florence Lake Water System**

Commission: **Juan De Fuca Water Distribution**

DEFINITION:

Florence Lake Water System is a water distribution local service of the regional district.
Establishment Bylaw No. 4393, July 14, 2021

SERVICE DESCRIPTION:

The service is established for the purpose of upgrading the existing Florence Lake Water System, the operation of a water utility, and assuming responsibility for the administration, operation, and maintenance of the infrastructure providing water to the residences of Savory Road, Langford BC, in the area formerly known as the Florence Lake Improvement District.

PARTICIPATION:

Only the City of Langford includes a participating area for this service

MAXIMUM LEVY:

Greater of **\$75,000 or \$6.3298 per \$1,000** of actual assessments

MAXIMUM CAPITAL DEBT:

Authorized: LA Bylaw No. 4394 Florence Lake Water System	2021	\$300,000
Borrowed:	2023	<u>\$204,000</u>
Remaining:		<u><u>\$96,000</u></u>

COMMISSION:

Juan De Fuca Water Distribution

FUNDING:

Parcel Tax

RESERVE FUND:

N/A

2.681 - Florence Lake Water System

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
DEBT SERVICING										
Debt Reserve Fund	2,040	2,040	-	-	-	-	-	-	-	-
Accrued Debt Charges	1,785	1,785	-	-	-	-	-	-	-	-
MFA Principal Payment	-	-	10,572	-	-	10,572	10,572	10,572	10,572	10,572
MFA Interest Payment	7,446	7,765	8,466	-	-	8,466	8,466	8,466	8,466	8,466
Deficit (Surplus) carryforward	4,278	3,959	(7,288)			(7,288)	-			
Grant in Lieu	(37)	(37)	(37)			(37)	(37)	(37)	(37)	(37)
TOTAL DEBT	15,512	15,512	11,713	-	-	11,713	19,001	19,001	19,001	19,001
REQUISITION - PARCEL TAX	(15,512)	(15,512)	(11,713)	-	-	(11,713)	(19,001)	(19,001)	(19,001)	(19,001)
Percentage increase over prior year Requisition			-24.5%			-24.5%	62.2%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Seagirt Water System

FINAL BUDGET

MARCH 2024

Service: 2.682 Seagirt Water System

Commission: Juan De Fuca Water Distribution

DEFINITION:

Seagirt Water System is a water distribution local service of the regional district.
The establishment and operation of Seagirt Water System is done by Bylaw No. 4487, December 14, 2022

SERVICE DESCRIPTION:

The service is established for the purpose of upgrading the existing Seagirt Water System, the operation of a water utility, and assuming responsibility for the administration, operation, and maintenance of the infrastructure providing water to the residences of the area formerly known as the Seagirt Waterworks District.

PARTICIPATION:

Juan de Fuca Electoral Area

MAXIMUM LEVY:

Greater of \$320,000 or \$3.4824 per \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

Authorized: LA Bylaw No. 4488 Seagirt Water System	2022	\$2,100,000
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COMMISSION:

Juan De Fuca Water Distribution

FUNDING:

Parcel Tax

RESERVE FUND:

N/A

Program Group:
CRD - Seagirt Water System
- \$2.35M Water System Upgrade

DEBT

Advertising

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
		51								
Debt Reserve Fund	-	-	20,000	-	-	20,000	-	-	-	-
MFA Principal Payment	-	-	-	-	-	-	58,552	58,552	58,552	58,552
MFA Interest Payment	97,650	-	94,767	-	-	94,767	88,000	88,000	88,000	88,000
Transfer to Capital Fund		97,599	-			-	-	-		
TOTAL DEBT	97,650	97,650	114,767	-	-	114,767	146,552	146,552	146,552	146,552
REQUISITION - PARCEL TAX	(97,650)	(97,650)	(114,767)	-	-	(114,767)	(146,552)	(146,552)	(146,552)	(146,552)
Percentage increase over prior year Requisition						17.5%	27.7%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.682 Seagirt Water System	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$2,250,000	\$2,250,000	\$0	\$0	\$0	\$0	\$0	\$2,250,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,250,000	\$2,250,000	\$0	\$0	\$0	\$0	\$0	\$2,250,000

SOURCE OF FUNDS

Capital Funds on Hand	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
Debenture Debt (New Debt Only)	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,250,000	\$2,250,000	\$0	\$0	\$0	\$0	\$0	\$2,250,000

5 YEAR CAPITAL PLAN

Service #:	2.682
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Service Name:	Seagirt Water System
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[illegible]

Service:

2.682

Seagirt Water System

Project Number

23-03

Capital Project Title

Seagirt Watermain Extension

Capital Project Description

Upgrade of Seagirt water distribution system

Project Rationale Upgrades to the Seagirt Improvement District water distribution system including engineering, construction and administration costs for full replacement of the existing SID water distribution system. Upgrade infrastructure to include 150mm diameter water distribution mains, new hydrants, new service connections with meter and meter boxes, air valves and isolation valves as required.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Core Area Wastewater Operations

FINAL BUDGET

MARCH 2024

Service: 3.717 Core Area Wastewater Operations

Committee: Core Area Liquid Waste Management

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfalls for member participants.

SERVICE DESCRIPTION:

This program is for the provision of sub-regional wastewater collection and treatment in the Core Area and Western Communities. Although the largest component of the program budget is for the operation and maintenance of the McLoughlin Point Wastewater Treatment and Residuals Treatment Plants and conveyance systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.798C

AUTHORIZATION:

N/A

FUNDING:

Requisition

RESERVE FUND:

N/A

Service: 3.717 Core Area Wastewater Operations

Committee: Core Area Liquid Waste Management

COST SHARING ALLOCATION - ANNUAL FLOWS

	2021	2022	2023	2024	2025
Colwood	3.72%	3.38%	3.30%	3.74%	
Esquimalt	6.64%	6.75%	6.71%	6.36%	
Langford	8.65%	9.61%	10.10%	11.63%	
Oak Bay	9.24%	8.83%	9.91%	8.30%	
Saanich	29.11%	29.57%	28.06%	28.62%	
Victoria	38.88%	38.39%	38.40%	37.50%	
View Royal	2.61%	2.36%	2.30%	2.61%	
Esquimalt Nation	0.08%	0.08%	0.08%	0.08%	
Songhees Nation	0.67%	0.70%	0.74%	0.74%	
D.N.D.	0.40%	0.33%	0.40%	0.42%	
	100%	100%	100%	100%	0%

3.717 - Core Area Wastewater Operations

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
OPERATING COSTS:										
Allocation - IWS Operations	6,678,256	6,675,628	7,348,647	-	-	7,348,647	7,495,658	7,645,612	7,793,049	7,948,958
Allocation - Standard Overhead	2,243,336	2,243,336	2,441,121	-	-	2,441,121	2,489,944	2,539,743	2,590,537	2,642,348
Allocation - Other	4,512,541	4,526,709	4,290,037	421,464	-	4,711,501	4,806,004	4,902,405	5,000,729	5,101,044
RTF Operations and Biotreatment and Disposal	8,779,800	8,779,800	7,646,376	-	-	7,646,376	7,799,304	7,955,290	8,114,395	8,276,683
Operating - Other	2,074,560	2,060,056	2,284,275	-	-	2,284,275	2,346,420	2,410,601	2,476,941	2,545,552
Repairs & Maintenance	1,230,040	1,210,840	1,264,873	-	-	1,264,873	1,665,168	1,395,962	1,572,277	1,394,107
Electricity & Utilities	3,634,243	3,268,281	3,436,258	-	-	3,436,258	3,504,983	3,575,086	3,646,584	3,719,522
Supplies - Chemical & Other	3,512,240	3,715,700	4,359,080	-	-	4,359,080	4,446,262	4,535,165	4,625,890	4,718,386
TOTAL OPERATING COSTS	32,665,016	32,480,351	33,070,667	421,464	-	33,492,131	34,553,743	34,959,864	35,820,403	36,346,600
*Percentage Increase over prior year		-0.57%	1.24%	1.29%	0.00%	2.53%	3.17%	1.18%	2.46%	1.47%
RESERVE:										
Transfer to Operating Reserve	600,000	784,665	700,000	-	-	700,000	700,000	800,000	900,000	900,000
Transfer to Equipment Replacement Fund	500,000	500,000	-	-	-	-	-	400,000	500,000	600,000
TOTAL RESERVES	1,100,000	1,284,665	700,000	-	-	700,000	700,000	1,200,000	1,400,000	1,500,000
TOTAL COSTS	33,765,016	33,765,016	33,770,667	421,464	-	34,192,131	35,253,743	36,159,864	37,220,403	37,846,600
*Percentage Increase over prior year		0.00%	0.02%	1.25%	0.00%	1.26%	3.10%	2.57%	2.93%	1.68%
Internal Recoveries	(208,080)	(208,080)	(212,240)	-	-	(212,240)	(216,480)	(220,810)	(225,226)	(229,731)
OPERATING COSTS LESS INTERNAL RECOVERIES	33,556,936	33,556,936	33,558,427	421,464	-	33,979,891	35,037,263	35,939,054	36,995,177	37,616,869
*Percentage Increase over prior year		0.00%	0.00%	1.26%	0.00%	1.26%	3.11%	2.57%	2.94%	1.68%
REVENUE:										
Balance C/F from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Estimated Balance C/F from 2023 to 2024	-	0	-	-	-	-	(0)	(0)	(0)	(0)
Grants in Lieu of Taxes	(700,895)	(700,895)	(750,046)	-	-	(750,046)	(700,895)	(700,895)	(700,895)	(700,895)
Transfer from Operating Reserve	(4,091,204)	(4,091,204)	(420,849)	-	-	(420,849)	(446,400)	(152,830)	(304,290)	(100,780)
TOTAL REVENUE	(4,792,099)	(4,792,099)	(1,170,895)	-	-	(1,170,895)	(1,147,295)	(853,725)	(1,005,185)	(801,675)
REQUISITION	(28,764,837)	(28,764,837)	(32,387,532)	(421,464)	-	(32,808,996)	(33,889,968)	(35,085,328)	(35,989,991)	(36,815,193)
*Percentage increase over prior year		0.00%	12.59%	1.47%	0.00%	14.06%	3.29%	3.53%	2.58%	2.29%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

3.717 Core Area Wastewater Operations Asset and Reserve Summary
Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Core Area Wastewater Operations

Construction of the Core Area Wastewater Treatment Plant, Residuals Treatment Plant, pump stations and conveyance systems will be completed in 2021. The treatment plants, pump stations and conveyance systems provide tertiary wastewater treatment to the Core Area and Westshore Communities.

Summary

CAWW Reserve/Fund Summary Projected year end balance	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Core Area Operating Reserve Fund	3,667,473	3,969,155	4,245,286	4,914,987	5,533,228	6,354,979
RTF & EPRO Operating Reserve Fund	5,633,571	5,671,040	5,708,509	5,745,978	5,783,448	5,820,917
Host Community Impact Fee till 2045 -Closing CAWTP project	1,533,175	1,463,175	1,393,175	1,323,175	1,253,175	1,183,175
Equipment Replacement Fund	6,674,311	5,819,311	5,119,311	5,119,311	4,869,311	5,069,311
Total	17,508,531	16,922,682	16,466,282	17,103,452	17,439,162	18,428,382

See attached reserve schedules for projected annual cash flows.

Profile

Core Area Wastewater Operations

Bylaw 4144 - Starting in 2021, the operating reserve account is established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expenses and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance.

Operating Reserve Schedule

Operating Reserve Schedule

Fund: 1500 Fund Center: 105543

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Core Area Beginning Balance	5,328,380	3,667,473	3,969,155	4,245,286	4,914,987	5,533,228
Planned Purchase	(2,738,525)	(420,849)	(446,400)	(152,830)	(304,290)	(100,780)
Transfer from Ops Budget	600,000	700,000	700,000	800,000	900,000	900,000
Transfer from CAWTP project- impairment asset	279,890					
Interest Income	197,729	22,531	22,531	22,531	22,531	22,531
Year End Balance	3,667,473	3,969,155	4,245,286	4,914,987	5,533,228	6,354,979
Host Community Impact Fee till 2045 -transfer YE 2023	1,533,175	1,463,175	1,393,175	1,323,175	1,253,175	1,183,175
RTF & EPRO Beginning Balance	5,304,747	5,633,571	5,671,040	5,708,509	5,745,978	5,783,448
Planned Purchase	-	-	-	-	-	-
Interest Income	328,824	37,469	37,469	37,469	37,469	37,469
Year End Balance	5,633,571	5,671,040	5,708,509	5,745,978	5,783,448	5,820,917
Total projected year end balance	10,834,219	11,103,370	11,346,970	11,984,140	12,569,850	13,359,070

Assumptions/Background:

Cyclical maintenance reserve account with funding for Outfall Inspection, Heat Recovery Exchange System Cleaning, other major non-annual maintenance expenditures. The Operating Reserve fund also includes contributions from Environmental Services and the Residual Treatment Facility

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

ERF Reserve Fund Schedule

ERF: CAWW Fund for Equipment Replacement

In 2021, all remaining funds from old legacy trunk budgets were transferred into the amalgamated Core Area Wastewater service equipment reserve fund.

Equipment Replacement Fund Fund: 1022 Fund Center: 102229	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,394,785	6,674,311	5,819,311	5,119,311	5,119,311	4,869,311
Planned Purchase (Based on Capital Plan)	(280,146)	(855,000)	(700,000)	(400,000)	(750,000)	(400,000)
Transfer IN (from Ops Budget)	500,000	-	-	400,000	500,000	600,000
Interest Income*	59,672					
Ending Balance \$	6,674,311	5,819,311	5,119,311	5,119,311	4,869,311	5,069,311

Assumptions/Background:

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the CAWW System. Example motors, pumps etc.

* Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Debt - Core Area Wastewater Capital

FINAL BUDGET

MARCH 2024

Service: **3.798C Debt - Core Area Wastewater Capital**

Committee: **Core Area Liquid Waste Management**

DEFINITION:

Infrastructure improvements and capital work to all wastewater functions of the Capital Regional District.

PARTICIPATION:

Cost apportionment is based on capacity allocated to each participant.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

	<u>Authorized</u>	<u>Borrowed</u>	<u>Remaining</u>
Authorized:			
LA Bylaw 3887	\$ 100,000,000	\$ 6,100,000	93,900,000
LA Bylaw 4204	665,000,000	95,000,000	570,000,000
LA Bylaw 4374	22,700,000	10,470,000	12,230,000
LA Bylaw 4375	34,300,000	-	34,300,000
Remaining:	\$ 822,000,000	\$ 111,570,000	\$ 710,430,000

CORE AREA WASTEWATER TREATMENT PLANT

<u>Location</u>	<u>Allocation of Debt Servicing Costs</u>
Colwood	4.24%
Esquimalt	6.60%
Langford	12.63%
Oak Bay	6.39%
Saanich	30.34%
Victoria	35.95%
View Royal	3.18%
Songhees Nation	0.60%
Esquimalt Nation	0.07%
Total	100.00%

FUNDING:

Requisition

3.798C - Debt - Core Area Wastewater Capital	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>CAPITAL / RESERVE</u>										
Transfer to RTF Capital	5,529,745	5,529,745	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
Transfer to Capital Replacement Reserve	3,121,119	3,121,119	1,617,078	-	-	1,617,078	3,121,119	3,121,119	3,121,119	4,121,119
Transfer to WTP Debt Retirement Reserve	5,037,525	5,037,525	5,346,360	-	-	5,346,360	5,418,160	5,489,960	5,561,760	5,633,560
TOTAL CAPITAL / RESERVES	13,688,389	13,688,389	12,493,183	-	-	12,493,183	14,069,024	14,140,824	14,212,624	15,284,424
CAWTP Debt	7,109,313	7,303,243	6,698,640	-	-	6,698,640	6,621,840	6,550,040	6,478,240	6,406,440
CAWW Debt	213,930	20,000	1,711,709	-	-	1,711,709	3,077,984	5,095,286	6,204,569	7,006,752
<u>Total Debt Expenditures</u>	7,323,243	7,323,243	8,410,349	-	-	8,410,349	9,699,824	11,645,326	12,682,809	13,413,192
MFA Debt Reserve	192,660	192,660	171,663	-	-	171,663	151,465	241,915	137,935	98,110
Debt Repayment	4,341,430	4,341,430								10,283,553
TOTAL OPERATING COSTS	25,545,722	25,545,722	21,075,195	-	-	21,075,195	23,920,313	26,028,065	27,033,368	39,079,279
*Percentage Increase over prior year			-17.50%			-17.50%	13.50%	8.81%	3.86%	44.56%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Surplus Balance carry forward	-	-	-	-	-	-	-	-	-	-
Transfer from Own funds	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	(4,341,430)	(4,341,430)	-	-	-	-	-	-	-	(10,283,553)
Grants in Lieu of Taxes	(573,949)	(573,949)	(617,059)	-	-	(617,059)	(574,265)	(574,265)	(574,265)	(574,265)
Revenue - Interest and Debt Reserve	(165,158)	(165,158)	(20,870)	-	-	(20,870)	(20,870)	(20,870)	(20,870)	(20,870)
TOTAL REVENUE	(5,080,537)	(5,080,537)	(637,929)	-	-	(637,929)	(595,135)	(595,135)	(595,135)	(10,878,688)
REQUISITION	(20,465,185)	(20,465,185)	(20,437,266)	-	-	(20,437,266)	(23,325,178)	(25,432,930)	(26,438,233)	(28,200,591)
*Percentage increase over prior year			-0.14%			-0.14%	14.13%	9.04%	3.95%	6.67%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.798C	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Debt - Core Area Wastewater Treatment Program							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$300,000	\$550,000	\$0	\$0	\$0	\$0	\$0	\$550,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$8,988,000	\$32,219,000	\$19,790,000	\$7,475,000	\$12,025,000	\$12,150,000	\$83,659,000	\$83,659,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$9,288,000	\$32,769,000	\$19,790,000	\$7,475,000	\$12,025,000	\$12,150,000	\$84,209,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$375,000	\$375,000	\$0	\$0	\$0	\$0	\$375,000	
Debenture Debt (New Debt Only)	\$7,513,000	\$27,271,000	\$18,090,000	\$6,075,000	\$10,275,000	\$10,750,000	\$72,461,000	
Equipment Replacement Fund	\$450,000	\$855,000	\$700,000	\$400,000	\$750,000	\$400,000	\$3,105,000	
Grants (Federal, Provincial)	\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$450,000	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reserve Fund	\$500,000	\$3,818,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$7,818,000	
	\$9,288,000	\$32,769,000	\$19,790,000	\$7,475,000	\$12,025,000	\$12,150,000	\$84,209,000	

Service #: 3.798C
Debt - Core Area Wastewater Treatment Program

				PROJECT BUDGET & SCHEDULE										
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total	
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates	
MCLOUGHLIN WASTEWATER TREATMENT PLANT														
16-01a	New	CAWTP	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	\$ 462,000,000	\$	Grant	\$ 450,000	\$ 450,000					\$ 450,000	
PUMP STATIONS													\$ -	
21-01	Renewal	Lang Cove Electrical and Building Upgrades	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace PLC, SCADA pack, communications), and building upgrades.	\$ 1,200,000	\$	Res	\$ 250,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000	
21-02	Renewal	Marigold Electrical and Building Upgrades	Renewals are based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.	\$ 5,850,000	\$	Debt	\$ 1,950,000	\$ 5,550,000	\$ -	\$ -	\$ -	\$ -	\$ 5,550,000	
21-03	Renewal	Currie Major Electrical and Seismic Upgrades	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace VFDs, PLC, SCADA pack, communications), seismic upgrades and driveway repairs.	\$ 2,300,000	\$	Debt	\$ 110,000	\$ 2,010,000	\$ -	\$ -	\$ -	\$ -	\$ 2,010,000	
21-05	Replacement	Harling PS - Complete Replacement	Based on Delcan's condition assessment and the age of this facility, replacement of Harling Point PS is required.	\$ 2,500,000	\$	Debt	\$ 290,000	\$ 400,000	\$ 2,090,000	\$ -	\$ -	\$ -	\$ 2,490,000	
22-01	Renewal	Odour Control HVAC Testing and Balancing	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.	\$ 200,000	\$	Debt	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	
22-05	Replacement	Lang Cove Discharge Isolation Valves	Replace seized, direct buried isolation valves on at the Lang Cove pump station with new valves in a manhole.	\$ 400,000	\$	ERF	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	
24-01	Renewal	Trent PLC Upgrade	The Programmable Logic Controller needs to be upgraded to meet new software standards.	\$ 250,000	\$	ERF	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	
24-02	Renewal	Hood Mechanical and Electrical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.	\$ 870,000	\$	Debt	\$ -	\$ 50,000	\$ 420,000	\$ 400,000	\$ -	\$ -	\$ 870,000	
24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	Upgrades are based upon Delcan's condition assessment and recent inspections. The work includes pump and valve replacement.	\$ 580,000	\$	Debt	\$ -	\$ 50,000	\$ 230,000	\$ 300,000	\$ -	\$ -	\$ 580,000	
24-04	Renewal	Humber Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	\$ 640,000	\$	Debt	\$ -	\$ 50,000	\$ 290,000	\$ 300,000	\$ -	\$ -	\$ 640,000	
24-05	Renewal	Rutland Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	\$ 640,000	\$	Debt	\$ -	\$ 50,000	\$ 290,000	\$ 300,000	\$ -	\$ -	\$ 640,000	
24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.	\$ 1,470,000	\$	Debt	\$ -	\$ 100,000	\$ 670,000	\$ 700,000	\$ -	\$ -	\$ 1,470,000	
													\$ -	
GRAVITY SEWERS AND MANHOLES													\$ -	
21-06	Renewal	Shoreline Trunk Sewer Upgrade	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet during peak storm events.	\$ 3,400,000	\$	Debt	\$ 340,000	\$ 440,000	\$ 2,900,000	\$ -	\$ -	\$ -	\$ 3,340,000	
21-07	New	Western Trunk Sewer Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Alderlea to Craigflower PS to prevent overflows upstream of Parson's siphon during peak storm events.	\$ 25,000,000	\$	Debt	\$ 370,000	\$ 370,000	\$ -	\$ -	\$ -	\$ -	\$ 370,000	
21-09	Renewal	Bowker Sewer Rehabilitation Ph1	Based on results of CCTV inspection about 2,000m of sewer along Shelbourne, Kings and from Trent PS to Newport needs to be relined.	\$ 8,600,000	\$	Cap	\$ 375,000	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000	
24-17	Renewal	Sewer Cleaning and Inspection	Core Area sewers should be cleaned and inspected on a 5-year cycle. This program will support that continued cycle.	\$ 750,000	\$	Debt	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ 600,000	
21-11	Renewal	Manhole Repairs and Replacement	Based upon CCTV and staff inspections on manholes, there are a number of deteriorated MH's that require repair or replacement.	\$ 2,000,000	\$	Debt	\$ 750,000	\$ 450,000	\$ 2,600,000		\$ 1,000,000		\$ 4,050,000	
23-01	Renewal	Cecelia Ravine Pipe Protection	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.	\$ 1,000,000	\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	
24-10	Renewal	East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	Based on results of CCTV inspection about 2,000m of sewer needs to be relined along Beach Dr (from Bowker to Windsor) and along Doncaster Dr., Shelbourne St. and Kings Rd.	\$ 8,000,000	\$	Debt	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000	
24-11	Renewal	Western Trunk Grit Chamber Repairs	The Western Trunk (Island Highway) Grit Chamber is badly corroded and requires repairs before extensive structural damage occurs.	\$ 1,500,000	\$	Debt	\$ -	\$ 250,000	\$ 1,250,000				\$ 1,500,000	
26-01	Renewal	NWT Sewer Replacement at Alpha-Terrace	A 5m long section of old concrete pipe downstream of Boundary Transition Chamber is badly corroded and needs to be replaced with new PVC pipe.	\$ 1,000,000	\$	Debt	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	
PRESSURE PIPES AND APPURTENANCES													\$ -	
21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	The concrete chamber is badly corroded and the control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.	\$ 1,250,000	\$	Res	\$ 465,000	\$ 1,218,000	\$ -	\$ -	\$ -	\$ -	\$ 1,218,000	
21-13	New	Craigflower Foremain Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Foremain must be twinned to prevent overflows into Portage Inlet during peak storm events.	\$ 13,655,000	\$	Debt	\$ 185,000	\$ 553,000	\$ -	\$ -	\$ 6,500,000	\$ 6,500,000	\$ 13,553,000	
23-02	Renewal	Penrhyn Siphon Assessment	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	
24-07	Renewal	Parsons Siphon Assessment	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	
25-01	Renewal	Admirals Siphon Assessment	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	
24-12	Renewal	Harriet Siphon Cleaning and Assessment	Specialized flushing and cleaning to remove solids from both 400m siphons.	\$ 500,000	\$	Res	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	
24-13	Renewal	Craigflower Inlet Reconfiguration	Increasing flow and off gassing from the vortex drop are generating odours and causing corrosion. Re-alignment of the influent sewer is required to mitigate odours, corrosion and address health and safety concerns.	\$ 1,700,000	\$	Debt	\$ -	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000	
24-14	Renewal	Parsons Siphon/Bridge Connection Repairs	The siphon pipe support connections to the Parsons Bridge require repairs.	\$ 500,000	\$	Res	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	
25-03	Renewal	Harriet Siphon Inlet Chamber Upgrade	Assess concrete corrosion and replace seized control gates.	\$ 1,500,000	\$	Debt	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000	
27-01	Study	Foremain Pipe Assessment Study	There are several foremain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.	\$ 250,000	\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	
FLOW METERS													\$ -	
21-15	Replacement	Parsons Meter Replacement	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, hook and conduit).	\$ 500,000	\$	Debt	\$ 182,000	\$ 432,000	\$ -	\$ -	\$ -	\$ -	\$ 432,000	
21-16	New	Gorge & Chapman Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Chapman catchments. Includes installation of new metering manhole.	\$ 400,000	\$	Debt	\$ 109,000	\$ 379,000	\$ -	\$ -	\$ -	\$ -	\$ 379,000	
21-17	New	Esquimaux Nation Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, hook and conduit to measure the unmetered Esquimaux Nation catchment.	\$ 300,000	\$	Debt	\$ 172,000	\$ 272,000	\$ -	\$ -	\$ -	\$ -	\$ 272,000	
21-19	New	Selkirk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, hook and conduit).	\$ 500,000	\$	Debt	\$ 183,000	\$ 493,000	\$ -	\$ -	\$ -	\$ -	\$ 493,000	

Service #: 3.798C
Service Name: Debt - Core Area Wastewater Treatment Program

				PROJECT BUDGET & SCHEDULE										
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total	
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates	
GENERAL													\$ -	
21-22	Study	Asset Management Plan Update	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.	\$ 250,000	S	Debt	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	
21-23	Study	DCC Program Development	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.	\$ 400,000	S	Debt	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	
21-24	Renewal	Record Drawing and Wastewater Agreement Updates	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMF.	\$ 1,100,000	S	Debt	\$ 160,000	\$ 360,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 860,000	
21-25	Renewal	SCADA and Radio Assessment	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements.	\$ 3,900,000	S	Debt	\$ 1,430,000	\$ 2,180,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ -	\$ 4,430,000	
22-03	Renewal	Acquisition of Outstanding Right-of-Ways	Some of the infrastructure is located on privately owned land that do not have rights-of-way. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.	\$ 1,200,000	S	Debt	\$ 132,000	\$ 132,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,132,000	
21-27	New	New Infrastructure Optimization	Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.	\$ 500,000	S	Debt	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	
22-04	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the CAWWT system, a microwave communications system will be installed.	\$ 600,000	S	ERF	\$ 150,000	\$ 250,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 550,000	
23-07	New	Enterprise Data Historian Management System	A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.	\$ 300,000	E	Debt	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	
28-01	Decommission	Marigold Surge Tank Deconstruction	The old Marigold Surge Tank has been abandoned for many years, is becoming a safety concern for youth, a needs to be removed.	\$ 1,800,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 1,500,000	\$ 1,800,000	
24-15	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT Infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 505,000	S	ERF	\$ -	\$ 55,000	\$ -	\$ -	\$ 350,000	\$ 100,000	\$ 505,000	
ANNUAL PROVISIONAL													\$ -	
21-26	Replacement	Annual Provisional Emergency Repairs	Unforeseen and unplanned emergency repairs can occur which require immediate attention.	\$ 5,000,000	S	Res	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000	
23-06	Replacement	Annual Provisional Equipment Replacement	Replacement of at end of service life, including valves, variable frequency drives, capacitors.	\$ 1,500,000	S	ERF	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	
23-08	New	Process & Mechanical Upgrades	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations	\$ 4,250,000	S	Debt	\$ -	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 4,250,000	
23-09	New	Safety & Security Upgrades	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety	\$ 2,400,000	S	Debt	\$ -	\$ 600,000	\$ 600,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,400,000	
													\$ -	
OUTFALLS / OVERFLOWS													\$ -	
24-08	Renewal	Clover Point Outfall Retrofit	The existing Clover outfall is no longer operated on a regular basis since wastewater is now conveyed to McLoughlin WWTP, but it must be ready for operation during peak storm events. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on limited use.	\$ 500,000	S	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	
25-02	Renewal	Macaulay Point Outfall Retrofit	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and prepare a plan to maintain the deep outfall based on limited use.	\$ 750,000	S	Debt	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ 750,000	
27-02	Renewal	Broom Overflow Pipe Rehabilitation	Overflow pipe is cracked and severed in multiple locations and H2S gases and odours are present.	\$ 575,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 500,000	\$ 575,000	
RESIDUAL SOLIDS													\$ -	
24-09	New	Centrate Return Line Automated Monitoring	Installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.	\$ 175,000	S	Debt	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ 175,000	
24-16	New	Biosolids Particle Size Optimization	Installation of equipment to ensure biosolids particle size meets reuse option specifications.	\$ 250,000	E	Debt	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	
DCC PROJECTS														
			GRAND TOTAL	\$ 578,660,000			\$ 9,503,000	\$ 32,769,000	\$ 19,790,000	\$ 7,475,000	\$ 12,025,000	\$ 12,150,000	\$ 84,209,000	

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	21-01	Capital Project Title	Lang Cove Electrical and Building Upgrades	Capital Project Description	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace PLC, SCADA pack, communications), and building upgrades.
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Project Rationale Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace PLC, SCADA pack, communications), and building upgrades.

Project Number	21-02	Capital Project Title	Marigold Electrical and Building Upgrades	Capital Project Description	Renewals are based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.
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Project Rationale Renewals are based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades. Tendering was conducted in 2023, combined with Currie Major PS (21-03) works but the Marigold portion of the scope far exceeded available budget. Re-tendering will be conducted in 2024 with additional budget added.

Project Number	21-03	Capital Project Title	Currie Major Electrical and Seismic Upgrades	Capital Project Description	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace VFDs, PLC, SCADA pack, communications), seismic upgrades and driveway repairs.
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Project Rationale Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace VFDs, PLC, SCADA pack, communications), seismic upgrades and driveway repairs. A tender was conducted in 2023, combined with Marigold PS (21-02) works but the Marigold component came in well over budget. Re-tendering will be conducted in 2024 with additional budget added for Marigold.

Project Number	21-05	Capital Project Title	Harling PS - Complete Replacement	Capital Project Description	Based on Delcan's condition assessment and the age of this facility, replacement of Harling Point PS is required.
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Project Rationale Replacement of Harling Point PS is based on Delcan's 2013 condition assessment. The preliminary design was completed in 2018. CRD has progressed a scope of work for a Consultant to provide detailed design and construction support services. Design work is expected to be completed in 2024 with Construction likely to extend into 2025.

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	22-01	Capital Project Title	Odour Control HVAC Testing and Balancing
Capital Project Description	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required		
Project Rationale	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.		
Project Number	22-05	Capital Project Title	Lang Cove Discharge Isolation Valves
Capital Project Description	Replace seized, direct buried isolation valves on at the Lang Cove pump station with new valves in a manhole.		
Project Rationale	An isolation valve on the discharge force main of the Lang Cove pump station has failed, with no way of isolating the pump station for maintenance or an emergency. Additionally, there currently is no way to bypass the force main. Funds are required to design a bypass outlet, plan valve replacement, bypass pump the failed valve and replace the valve.		
Project Number	24-01	Capital Project Title	Trent PLC Upgrade
Capital Project Description	The Programmable Logic Controller needs to be upgraded to meet new software standards.		
Project Rationale	The PLC needs to be upgraded to meet new software standards and maintain reliability.		
Project Number	24-02	Capital Project Title	Hood Mechanical and Electrical Renewal
Capital Project Description	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.		
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	24-03	Capital Project Title	Currie Minor Mechanical and Electrical Renewal
Capital Project Description	Upgrades are based upon Delcan's condition assessment and recent inspections. The work includes pump and valve replacement.		
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacement.		
Project Number	24-04	Capital Project Title	Humber Electrical and Mechanical Renewal
Capital Project Description	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.		
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.		
Project Number	24-05	Capital Project Title	Rutland Electrical and Mechanical Renewal
Capital Project Description	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.		
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.		
Project Number	24-06	Capital Project Title	Penrhyn Electrical and Mechanical Renewal
Capital Project Description	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.		
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades. This project will also need to look at the Dosing Valve/Actuator as it has had recent signs of pending failure.		
Project Number	21-06	Capital Project Title	Shoreline Trunk Sewer Upgrade
Capital Project Description	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet during peak storm events.		
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program					
Project Number	21-07	Capital Project Title	Western Trunk Sewer Twinning	Capital Project Description	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon during peak storm events.
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon.				
Project Number	24-17	Capital Project Title	Sewer Cleaning and Inspection	Capital Project Description	Core Area sewers should be cleaned and inspected on a 5-year cycle. This program will support that continued cycle.
Project Rationale	Core Area sewers should be cleaned and inspected on a 5-year cycle. This program will support that continued cycle.				
Project Number	21-11	Capital Project Title	Manhole Repairs and Replacement	Capital Project Description	Based upon CCTV and staff inspections on manholes, there are a number of deteriorated MH's that require repair or replacement.
Project Rationale	Based upon CCTV and staff inspections on manholes, high priority repairs and replacement of deteriorated MH's.				
Project Number	23-01	Capital Project Title	Cecelia Ravine Pipe Protection	Capital Project Description	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.
Project Rationale	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe. This project is currently being delayed for future coordination with works that CRD Parks is expected to be doing on the Galloping Goose Trail.				
Project Number	24-10	Capital Project Title	East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	Capital Project Description	Based on results of CCTV inspection about 2,000m of sewer needs to be relined along Beach Dr (from Bowker toWindsor) and along Doncastor Dr., Shelbourne St. and Kings Rd.
Project Rationale	Based on results of CCTV inspection about 2,000m of sewer along Beach Dr (from Bowker to Broom) and along Doncastor and Transit Roads needs to be relined. This work is scheduled to be tendered in 2024.				

Service: 3.798C Debt - Core Area Wastewater Treatment Program					
Project Number	24-11	Capital Project Title	Western Trunk Grit Chamber Repairs	Capital Project Description	The Western Trunk (Island Highway) Grit Chamber is badly corroded and requires repairs before extensive structural damage occurs.
Project Rationale	Repairs to Western Trunk Grit Chamber at Island Highway. Chamber is badly corroded and requires repair.				
Project Number	26-01	Capital Project Title	NWT Sewer Replacement at Alpha-Terrace	Capital Project Description	A 5m long section of old concrete pipe downstream of Boundary Transition Chamber is badly corroded and needs to be replaced with new PVC pipe.
Project Rationale	Pipe segment replacement required prior to failure.				
Project Number	21-12	Capital Project Title	Gorge Siphon Inlet Chamber Upgrade	Capital Project Description	The concrete chamber is badly corroded and the control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.
Project Rationale	The control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.				
Project Number	21-13	Capital Project Title	Craigflower Forcemain Twinning	Capital Project Description	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet during peak storm events.
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet.				

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	23-02	Capital Project Title	Penrhyn Siphon Assessment
Capital Project Description	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Rationale	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Number	24-07	Capital Project Title	Parsons Siphon Assessment
Capital Project Description	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Rationale	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Number	25-01	Capital Project Title	Admirals Siphon Assessment
Capital Project Description	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Rationale	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Number	24-12	Capital Project Title	Harriet Siphon Cleaning and Assessment
Capital Project Description	Specialized flushing and cleaning to remove solids from both 400m siphons.		
Project Rationale	The Harriet Siphons were unable to be inspected in 2023 as they are 50% full of solids. The siphons need to be flushed or they will continue to accumulate solids and be completely plugged. Special flushing and cleaning equipment is required to clean both of these 400m long siphons.		
Project Number	24-13	Capital Project Title	Craigflower Inlet Reconfiguration
Capital Project Description	Increasing flows and off-gassing from the vortex drop are generating odours and causing corrosion. Re-alignment of the influent sewer is required to mitigate odours, corrosion and address health and safety concerns.		
Project Rationale	Increasing flows and off-gassing from the vortex drop are generating odours and causing corrosion. Re-alignment of the influent sewer is required to mitigate odours, corrosion and address health and safety concerns.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	24-14	Capital Project Title	Parsons Siphon/Bridge Connection Repairs
Capital Project Description	The siphon pipe support connections to the Parsons Bridge require repairs.		
Project Rationale	The siphon pipe support connections to the Parsons Bridge require repairs.		
Project Number	25-03	Capital Project Title	Harriet Siphon Inlet Chamber Upgrade
Capital Project Description	Assess concrete corrosion and replace seized control gates.		
Project Rationale	The concrete chamber is badly corroded and the control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.		
Project Number	27-01	Capital Project Title	Forcemain Pipe Assessment Study
Capital Project Description	There are several forcemain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.		
Project Rationale	There are several forcemain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.		
Project Number	21-15	Capital Project Title	Parsons Meter Replacement
Capital Project Description	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).		
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).		
Project Number	21-16	Capital Project Title	Gorge & Chapman Meter
Capital Project Description	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetereed Gorge and Chapman catchments. Includes installation of new metering manhole.		
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetereed Gorge and Chapman catchments. Includes installation of new metering manhole.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	21-17	Capital Project Title	Esquimalt Nation Meter
Capital Project Description	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kiosk and conduit to measure the unmetered Esquimalt Nation catchment.		
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kiosk and conduit to measure the unmetered Esquimalt Nation catchment.		
Project Number	21-18	Capital Project Title	#N/A
Capital Project Description	#N/A		
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.		
Project Number	21-19	Capital Project Title	Selkirk Meter
Capital Project Description	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).		
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).		
Project Number	21-22	Capital Project Title	Asset Management Plan Update
Capital Project Description	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.		
Project Rationale	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.		
Project Number	21-23	Capital Project Title	DCC Program Development
Capital Project Description	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.		
Project Rationale	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program					
Project Number	21-24	Capital Project Title	Record Drawing and Wastewater Agreement Updates	Capital Project Description	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.
Project Rationale	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.				
Project Number	21-25	Capital Project Title	SCADA and Radio Assessment	Capital Project Description	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements.
Project Rationale	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements.				
Project Number	22-03	Capital Project Title	Acquisition of Outstanding Right-of-Ways	Capital Project Description	Some of the infrastructure is located on privately owned land that do not have rights-of-way. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.
Project Rationale	Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.				
Project Number	21-27	Capital Project Title	New Infrastructure Optimization	Capital Project Description	Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.
Project Rationale	Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.				

Service: 3.798C Debt - Core Area Wastewater Treatment Program					
Project Number	22-04	Capital Project Title	Microwave Radio Upgrades	Capital Project Description	To provide a high bandwidth communications backbone to the CAWWT system, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				
Project Number	23-07	Capital Project Title	Enterprise Data Historian Management System	Capital Project Description	A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.
Project Rationale	A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.				
Project Number	28-01	Capital Project Title	Marigold Surge Tank Deconstruction	Capital Project Description	The old Mariogld Surge Tank has been abandond for many years, is becoming a safety concern for youth, a needs to be removed.
Project Rationale	Future assessment and decommissioning.				
Project Number	24-15	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life
Project Rationale	CAWW portion of Core IT Infrastructure. Program to be managed by CRD IT.				
Project Number	21-26	Capital Project Title	Annual Provisional Emergency Repairs	Capital Project Description	Unforeseen and unplanned emergency repairs can occur which require immediate attention.
Project Rationale	Funds are required for unforeseen and unplanned emergency repairs can occur which require immediate attention.				

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	23-06	Capital Project Title	Annual Provisional Equipment Replacement
Capital Project Description	Replacement of at end of service life, including valves, variable frequency drives, capacitors.		
Project Rationale	Replacement of equipment at end of service life, including valves, variable frequency drives, capacitors.		
Project Number	23-08	Capital Project Title	Process & Mechanical Upgrades
Capital Project Description	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations		
Project Rationale	Annual Provisional account for upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations in order to improve compliance with regulatory requirements, improve equipment and process efficiency, and reduce risk of pre-mature equipment failure.		
Project Number	23-09	Capital Project Title	Safety & Security Upgrades
Capital Project Description	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety		
Project Rationale	Annual Provisional Account for upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety. This includes constructing safe access platforms to complete maintenance at equipment that present a fall from heights risk and other items that are flagged as health and safety concerns.		
Project Number	24-08	Capital Project Title	Clover Point Outfall Retrofit
Capital Project Description	The existing Clover outfall is no longer operated on a regular basis since wastewater is now conveyed to McLoughlin WWTP, but it must be ready for operation during peak storm events. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on limited use.		
Project Rationale	The existing outfall will see a significant reduction in usage once the Clover Point Pump Station is commissioned and wastewater flows up to 3 times ADWF are redirected to the McLoughlin WWTP. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on expected limited use instead of current continuous use.		
Project Number	25-02	Capital Project Title	Macaulay Point Outfall Retrofit
Capital Project Description	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and prepare a plan to maintain the deep outfall based on limited use.		
Project Rationale	A section of coating the emergency short outfall has failed, the pipe is corroding, and the long outfall needs to be assessed/modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	27-02	Capital Project Title	Broom Overflow Pipe Rehabilitation
Capital Project Description	Overflow pipe is cracked and severed in multiple locations and H2S gases and odours are present.		
Project Rationale	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.		
Project Number	24-09	Capital Project Title	Centrate Return Line Automated Monitoring
Capital Project Description	Installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.		
Project Rationale	This project is held for potential future works if deemed operationally necessary between CRD and HRMG. Upgrades, may include installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.		
Project Number	24-16	Capital Project Title	Biosolids Particle Size Optimization
Capital Project Description	Installation of equipment to ensure biosolids particle size meets reuse option specifications.		
Project Rationale	Biosolids beneficial reuse options are evolving. There is potential that a new end use may come into play in 2024, requiring the need to install new equipment to ensure required particle size.		

3.798C Debt - Core Area Wastewater Capital Asset and Reserve Summary
Summary Schedule
2024 - 2028 Financial Plan

Reserve Schedule Summary						
Core Area Wastewater						
The Wastewater Treatment Project (WTP) provides tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is built to meet the provincial and federal regulations for treatment at December 31, 2020. The Project consists of three main elements: McLoughlin Point Wastewater Treatment Plant, Residuals Treatment Facility, and the Conveyance System						

Reserve/Fund Summary						
	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	17,884,574	16,183,652	18,304,771	20,425,890	22,547,009	25,668,128
Capital Reserve Fund-Western Community	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Debt Reserve Fund	12,738,360	18,569,970	24,661,141	31,020,178	37,655,653	34,292,859
Total	32,622,934	36,753,622	44,965,912	53,446,068	62,202,662	61,960,987

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule Core Area Wastewater

Bylaw 4378 - The capital reserve fund was established to provide funding for capital expenditures in respect of capital projects including but not limited to, land, machinery or equipment necessary for the replacement, extension or renewal of existing capital works and related debt servicing payments

Capital Reserve Schedule

Capital Reserve Fund Fund: 1092 Fund Centre: 102227		Actual	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		5,743,431	17,884,574	16,183,652	18,304,771	20,425,890	22,547,009
Planned Purchase (Based on Capital Plan)		(318,234)	(3,318,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Surplus from CAWTP Proj		9,186,912					
Transfer IN (from Ops Budget)		3,121,119	1,617,078	3,121,119	3,121,119	3,121,119	4,121,119
Transfer IN (North East Trunk CRF)							
Surplus/Deficit		(198,421)					
Interest Income*		349,767					
Ending Balance \$		17,884,574	16,183,652	18,304,771	20,425,890	22,547,009	25,668,128

Assumptions/Background:

The funding strategy for the capital reserve fund is based upon the 25 year replacement plan as by Stantec during the construction of the Core Area Wastewater Treatment Project

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Bylaw 4378 - The capital reserve fund was established to serve both the Core Area and Western Communities. The reserve schedule below is committed to advancing studies for a wastewater treatment proposal in Colwood.

Colwood Treatment Project -Capital Reserve Schedule

Capital Reserve Fund

Fund: 1092

Fund Centre: 102277

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Surplus from CAWTP Project	2,000,000					
Interest Income*						
Ending Balance \$	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

Assumptions/Background:

Based on the Colwood news release, on December 15, 2016, CAWTP project board approved the transfer of \$2 millions once the project is closed. The funds are to be set aside in a separate reserve fund center.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included. which is not included.

Debt Reserve Fund Schedule Core Area Wastewater

Bylaw 4377 - The debt reserve fund was established for the specified purpose of funding future debt servicing payments or debt retirements. Monies in the debt repayment reserve will fund debt servicing and early repayment of debts issued to fund the Core Area Wastewater Treatment Project

Debt Reserve Schedule

Debt Reserve Fund Fund: 1093 Fund Center: 102228	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	11,488,501	12,738,360	18,569,970	24,661,141	31,020,178	37,655,653
Debt Payment	(4,341,430)	-	-	-	-	(10,283,553)
Transfer from Ops Budget	5,037,525	5,346,360	5,418,160	5,489,960	5,561,760	5,633,560
Interest Income*	553,764	485,250	673,011	869,077	1,073,715	1,287,199
Ending Balance \$	12,738,360	18,569,970	24,661,141	31,020,178	37,655,653	34,292,859

Assumptions/Background:

The funding strategy for the debt reserve fund is based upon the project's financing plan as approved during the construction of the Core Area Wastewater Treatment Project. Repayment anticipated by 2031.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Services - Operations

FINAL BUDGET

MARCH 2024

Service: 1.577 Environmental Services - Operations

Committee: Environmental Services

DEFINITION:

To provide operations services to all water and wastewater functions of the Capital Regional District. Cost of this service is totally allocated to functions using Operations Division.

PARTICIPATION:

Method of cost allocation is on an hourly basis for services rendered to water and wastewater functions.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Water and Wastewater services of the CRD.

1.577 - Environmental Services - Operations	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	10,728,626	9,841,118	10,871,160	-	-	10,871,160	11,127,633	11,390,008	11,658,430	11,933,036
Allocation - Standard Overhead	597,416	597,415	658,478	-	-	658,478	671,648	685,080	698,782	712,758
Allocation - Human Resources	274,947	274,946	380,958	-	-	380,958	412,525	425,667	426,101	436,539
Allocation - Operations	522,290	641,054	553,564	-	-	553,564	566,100	579,122	592,431	604,599
Operating - Other	1,471,280	1,252,047	1,100,780	-	475,000	1,575,780	1,212,810	1,145,240	1,168,160	1,191,520
TOTAL OPERATING COSTS	13,594,559	12,606,581	13,564,940	-	475,000	14,039,940	13,990,716	14,225,117	14,543,904	14,878,452
*Percentage Increase over prior year		-7.27%	-0.22%			3.28%	-0.35%	1.68%	2.24%	2.30%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	280,661	280,661	492,797	-	-	492,797	527,560	541,100	554,710	568,380
Transfer to Operating Reserve Fund	-	-	16,780	-	-	16,780	45,044	-	-	-
TOTAL CAPITAL / RESERVES	280,661	280,661	509,577	-	-	509,577	572,604	541,100	554,710	568,380
TOTAL COSTS	13,875,220	12,887,242	14,074,517	-	475,000	14,549,517	14,563,320	14,766,217	15,098,614	15,446,832
*Percentage Increase over prior year		-7.12%	1.44%			4.86%	0.09%	1.39%	2.25%	2.31%
Internal Recoveries	(13,306,880)	(12,776,160)	(14,074,517)	-	-	(14,074,517)	(14,380,920)	(14,673,817)	(15,006,214)	(15,354,432)
OPERATING COSTS LESS INTERNAL RECOVERIES	568,340	111,082	0	-	475,000	475,000	182,400	92,400	92,400	92,400
*Percentage Increase over prior year		-3.99%	5.77%			5.77%	2.18%	2.04%	2.27%	2.32%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)										
Funds Carried Forward	-	-	-	-	-	-	-	-	-	-
Transfer from Own Funds	(475,940)	(110,940)	-	-	(475,000)	(475,000)	(90,000)	-	-	-
Recovery other	(92,400)	(142)	-	-	-	-	(92,400)	(92,400)	(92,400)	(92,400)
TOTAL REVENUE	(568,340)	(111,082)	-	-	(475,000)	(475,000)	(182,400)	(92,400)	(92,400)	(92,400)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year			5.77%			5.77%	2.18%	2.04%	2.27%	2.32%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
IWS Operations	75.00	75.00	75.00	-	-	75.00	75.00	75.00	75.00	75.00

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.577	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	IW - Environmental Operations							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$10,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$500,000	\$1,000,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$902,500	\$1,614,000	\$683,500	\$630,000	\$615,000	\$615,000	\$340,000	\$3,882,500
	\$912,500	\$1,739,000	\$808,500	\$755,000	\$740,000	\$840,000	\$840,000	\$4,882,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$912,500	\$1,739,000	\$808,500	\$755,000	\$740,000	\$840,000	\$840,000	\$4,882,500
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$912,500	\$1,739,000	\$808,500	\$755,000	\$740,000	\$840,000	\$840,000	\$4,882,500

Service:	1.577	IW - Environmental Operations
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Project Number	18-02	Capital Project Title	Replace Computer Equipment	Capital Project Description	Computer replacements per IT cycle.
Project Rationale	Replace Computer Equipment - Computer replacements per IT cycle.				

Project Number	18-03	Capital Project Title	Replace ERF Equipment	Capital Project Description	End of life replacement equipment; Gas techs, SCADA/Controls
Project Rationale	Replace ERF Equipment - Gas Tech Replacements Core and Saan Pen				

Project Number	19-01	Capital Project Title	Replace IWOps Vehicle FQ5014	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle FQ5014 - Vehicle replacement - end of life				

Project Number	19-02	Capital Project Title	Replace IWOps Vehicle F00932	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F00932 - Vehicle replacement - end of life				

Service:	1.577	IW - Environmental Operations
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Project Number	19-03	Capital Project Title	Replace IWOps Vehicle F00994 Bobcat	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F00994 - Vehicle replacement - end of life				

Project Number	19-05	Capital Project Title	Replace IWOps Vehicle FQP081 Renfrew	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F01081 - Vehicle replacement - end of life				

Project Number	19-07	Capital Project Title	Furniture and Office Equipment Replacement	Capital Project Description	End of life replacement of furniture and office equipment
Project Rationale	End of life replacement of furniture and office equipment				

Project Number	20-02	Capital Project Title	Replace IWOps Vehicle F11030	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F11030 - Vehicle replacement - end of life				

Service:	1.577	IW - Environmental Operations
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Project Number	20-04	Capital Project Title	Replace IWOps Vehicle F12009	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F12009 - Vehicle replacement - end of life				

Project Number	20-05	Capital Project Title	Replace IWOps Vehicle F12024	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F12024 - Vehicle replacement - end of life				

Project Number	20-06	Capital Project Title	Replace IWOps Vehicle F12002	Capital Project Description	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	20-11	Capital Project Title	Replace IWOps Vehicle F01080	Capital Project Description	Vehicle replacement - end of life
Project Rationale	End of life replacement				

1.577 Environmental Services - Operations Asset and Reserve Summary
Summary Schedule
2024 - 2028 Financial Plan

Reserve Schedule Summary

IW Environmental Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers.

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	2,662,138	1,415,935	1,134,995	921,095	735,805	464,185
Operating Reserve Fund	1,036,927	578,707	533,751	533,751	533,751	533,751
Total	3,699,065	1,994,642	1,668,746	1,454,846	1,269,556	997,936

See attached reserve schedules for projected annual cash flows.

ERF Reserve Fund Schedule IWS Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers. ent

Equipment Reserve Schedule

Equipment Replacement Fund Fund: 1022 Fund Center: 101451	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,158,474	2,662,138	1,415,935	1,134,995	921,095	735,805
Planned Purchase (Based on Capital Plan)	(817,030)	(1,739,000)	(808,500)	(755,000)	(740,000)	(840,000)
Transfer IN (from Ops Budget)	280,661	492,797	527,560	541,100	554,710	568,380
Proceeds of Disposal	13,439					
Interest Income*	26,594					
Ending Balance \$	2,662,138	1,415,935	1,134,995	921,095	735,805	464,185

Assumptions/Background:

ERF Reserve to fund replacement of equipment, and vehicles of the IW Operations Division.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

ORF Reserve Fund Schedule IWS Operations

IW ES Operations

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105516	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,007,205	1,036,927	578,707	533,751	533,751	533,751
Planned Purchase	(20,000)	(475,000)	(90,000)	-	-	-
Transfer from Ops Budget	-	16,780	45,044	-	-	-
Interest Income*	48,549					
Surplus	1,173					
Ending Balance \$	1,036,927	578,707	533,751	533,751	533,751	533,751

Assumptions/Background:

Funds are retained in the reserve for charge-out rate stabilization

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

I & I Enhancement Program

FINAL BUDGET

MARCH 2024

Service: 3.709 I & I Enhancement Program

Committee: Core Area Liquid Waste Management

DEFINITION:

The Inflow and Infiltration (I&I) Program engages with Core area and Peninsula municipalities and First Nations to identify and reduce the amount of rain and ground water that enters the sanitary sewer system

SERVICE DESCRIPTION:

Requirement of the Core Area Liquid Waste Management Plan (LWMP).

Primary program goals include:

- manage and/or reduce Inflow & Infiltration (I&I) and overflows in accordance with LWMP and Municipal Sewage Regulation
- minimize conveyance, treatment and disposal costs

PARTICIPATION:

Core Area Sewer Participants (LWMP)

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Core Area Liquid Waste Committee

FUNDING:

Funded by Core Area Wastewater Treatment Operations Budget

3.709 - I & I ENHANCEMENT PROGRAM
OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
Allocations - RW Eng	260,346	302,558	267,150	-	-	267,150	272,498	277,954	283,519	289,182
Allocations - Epro	5,655	5,655	5,853	-	-	5,853	5,970	6,089	6,211	6,335
Program Development	140,000	89,288	142,800	-	-	142,800	145,660	148,570	151,540	154,580
Contract For Services	-	8,500	-	-	-	-	-	-	-	-
Operating - Other Costs	2,000	2,000	2,040	-	-	2,040	2,076	2,117	2,160	2,203
TOTAL OPERATING COSTS	408,001	408,001	417,843	-	-	417,843	426,204	434,730	443,430	452,300
*Percentage Increase over prior year		0.0%	2.4%	0.0%	0.0%	2.4%	2.0%	2.0%	2.0%	2.0%
TOTAL COSTS	408,001	408,001	417,843	-	-	417,843	426,204	434,730	443,430	452,300
*Percentage Increase over prior year		0.0%	2.4%	0.0%	0.0%	2.4%	2.0%	2.0%	2.0%	2.0%
Internal Recoveries	(408,001)	(408,001)	(417,843)	-	-	(417,843)	(426,204)	(434,730)	(443,430)	(452,300)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	0	-	-	-	-	-	-	-	-
*Percentage Increase over prior year		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	(0)	-	-	-	-	-	-	-	-
*Percentage Increase over prior year		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: Saanich, Victoria, Oak Bay, Esquimalt, View Royal Indian Affairs/Songhees, DND, Langford, Colwood										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula Water Supply

FINAL BUDGET

MARCH 2024

Service: 2.610

Saanich Peninsula Water Supply

Committee: Saanich Peninsula Water

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This service provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich / North Saanich / Sidney

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL DEBT:

Authorized:	\$12,900,000 2021 - (MFA Bylaw No. 4411 - Saanich Peninsula Water Supply Water Works)
Borrowed:	\$0
Remaining:	\$12,900,000

Program Group: CRD-Saanich Peninsula Water Supply

SUMMARY 1	2023 BOARD BUDGET 2	2023 ESTIMATED ACTUAL 3	2024 BUDGET REQUEST				FUTURE PROJECTIONS			
			2024 CORE BUDGET 4	2024 ONGOING 5	2024 ONE-TIME 6	TOTAL (COL 4, 5 & 6) 7	2025 8	2026 9	2027 10	2028 11
<u>OPERATING EXPENDITURES:</u>										
ALLOCATION - OPERATIONS	1,110,880	1,084,410	1,171,082	-	-	1,171,082	1,194,502	1,218,388	1,242,755	1,267,612
UTILITIES	225,129	225,000	231,205	-	-	231,205	237,443	242,191	247,035	251,976
OPERATING - OTHER COSTS	183,910	208,790	189,748	-	-	189,748	194,541	200,100	205,531	211,153
ALLOCATION - STANDARD OVERHEAD	160,795	160,795	168,071	-	-	168,071	171,433	174,861	178,359	181,926
TOTAL OPERATING EXPENDITURES	1,680,714	1,678,995	1,760,106	-	-	1,760,106	1,797,919	1,835,540	1,873,680	1,912,667
*Percentage increase over prior year board budget			4.72%			4.72%	2.15%	2.09%	2.08%	2.08%
TOTAL BULK WATER EXPENDITURES	4,876,683	5,080,680	5,180,160	-	-	5,180,160	5,618,595	6,093,100	6,730,125	7,470,540
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO CAPITAL RESERVE FUND	800,000	900,565	800,000	-	-	800,000	400,000	400,000	400,000	400,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	50,000	50,000	50,000	-	-	50,000	100,000	150,000	150,000	200,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	850,000	950,565	850,000	-	-	850,000	500,000	550,000	550,000	600,000
<u>DEBT SERVICING</u>										
DEBT-INTEREST & PRINCIPAL	-	-	102,000	-	-	102,000	674,950	953,426	1,142,301	1,186,796
TOTAL DEBT EXPENDITURES	-	-	102,000	-	-	102,000	674,950	953,426	1,142,301	1,186,796
TOTAL EXPENDITURES	7,407,397	7,710,240	7,892,266	-	-	7,892,266	8,591,464	9,432,066	10,296,106	11,170,003
<u>SOURCES OF FUNDING-OPERATIONS</u>										
REVENUE - WATER SALES	(7,246,597)	(7,549,740)	(7,665,966)	-	-	(7,665,966)	(8,386,794)	(9,223,666)	(10,108,094)	(10,981,330)
REVENUE - OTHER	(160,800)	(160,500)	(226,300)	-	-	(226,300)	(204,670)	(208,400)	(188,012)	(188,673)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(7,407,397)	(7,710,240)	(7,892,266)	-	-	(7,892,266)	(8,591,464)	(9,432,066)	(10,296,106)	(11,170,003)
<u>SOURCES OF FUNDING-REQUISITION</u>										
PROPERTY TAX REQUISITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUISITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR	-	-	-	-	-	-	-	-	-	-
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(7,407,397)	(7,710,240)	(7,892,266)	-	-	(7,892,266)	(8,591,464)	(9,432,066)	(10,296,106)	(11,170,003)
Percentage increase over prior year's board budget			6.55%			6.55%	8.86%	9.78%	9.16%	8.49%
Water Rate \$ per cu. m.	\$ 1.1439					\$ 1.1978	\$ 1.3003	\$ 1.4190	\$ 1.5432	\$ 1.6638
Percentage increase	5.08%					4.71%	8.55%	9.13%	8.75%	7.82%

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.610 Saanich Peninsula Water Supply	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$500,000	\$850,000	\$300,000	\$300,000	\$100,000	\$0	\$1,550,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$4,213,028	\$11,013,028	\$4,404,000	\$3,400,000	\$1,000,000	\$850,000	\$20,667,028
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$4,713,028	\$11,863,028	\$4,704,000	\$3,700,000	\$1,100,000	\$850,000	\$22,217,028

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$6,000,000	\$3,000,000	\$3,000,000	\$600,000	\$300,000	\$12,900,000
Equipment Replacement Fund	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$4,713,028	\$5,663,028	\$1,504,000	\$500,000	\$300,000	\$350,000	\$8,317,028
	\$4,713,028	\$11,863,028	\$4,704,000	\$3,700,000	\$1,100,000	\$850,000	\$22,217,028

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:2.610

Service Name:Saanch Peninsula Water Supply

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
SYSTEM UPGRADES AND REPLACEMENTS													\$ -
18-04	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness	\$ 1,200,000	S	Res	\$ 140,000	\$ 290,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 890,000
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	\$ 1,100,000	S	Res	\$ 1,050,000	\$ 1,050,000	\$ -	\$ -	\$ -	\$ -	\$ 1,050,000
21-01	New	Level of Service Agreement	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.	\$ 75,000	S	Res	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
21-04	Renewal	SCADA Upgrades	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	\$ 1,150,000	E	Res	\$ 500,000	\$ 700,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 1,100,000
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a project in partner with the RWS system.	\$ 14,700,000	S	Res	\$ 1,760,000	\$ 1,760,000	\$ -	\$ -	\$ -	\$ -	\$ 1,760,000
21-05	Renewal				S	Debt	\$ -	\$ 6,000,000	\$ 3,000,000	\$ 3,000,000	\$ 600,000	\$ 300,000	\$ 12,900,000
22-01	Study	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	\$ 116,972	S	Res	\$ 115,000	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ 115,000
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	\$ 450,000	E	Res	\$ -	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 450,000
22-03	New	Keating Cross Road Water Main	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet	\$ 1,000,000	S	Res	\$ 990,000	\$ 990,000	\$ -	\$ -	\$ -	\$ -	\$ 990,000
23-01	Study	DCC Program Update	5-year update of the DCC program.	\$ 500	S	Res	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 500
23-04	Renewal	RTU & PLC Upgrade and Replacement	Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.	\$ 140,000	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.	\$ 6,040	S	Res	\$ -	\$ -	\$ 6,040	\$ -	\$ -	\$ -	\$ 6,040
24-01	Decommission	Dean Park Road Well Decommissioning	Decommissioning of a groundwater well at 1557 Dean Park Road.	\$ 250,000	S	Res	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 150,000	\$ 250,000
24-02	New	Reservoir Seismic Isolation Valves	Addition of seismic isolation valves at various Saanich Peninsula tanks.	\$ 800,000	S	Res	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 800,000
26-01	Decommission	Decommissioning of Various Sites/Components	Various existing facilities within SPWS have redundant valves and piping that require removal.	\$ 150,000	S	Res	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000
Sub-Total System Upgrades and Replacements				\$ 21,138,512			\$ 4,630,500	\$ 11,580,500	\$ 3,906,040	\$ 3,500,000	\$ 900,000	\$ 650,000	\$ 20,536,540
ANNUAL PROVISIONAL ITEMS													\$ -
24-03	Renewal	Pump Station, Meter Station, Valve Repair, Transmission Main & Storage Tank Repairs, Replacements and decommissioning.	Planned and unplanned infrastructure and equipment renewal.	\$ 1,000,000	S	ERF	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Sub-Total Annual Provisional Items				\$ 1,000,000			\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
DEVELOPMENT COST CHARGE (DCC) PROGRAM													\$ -
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	\$ 33,028	S	Res	\$ 33,028	\$ 33,028	\$ -	\$ -	\$ -	\$ -	\$ 33,028
23-01	New	DCC Program Update	5-year update of the DCC program.	\$ 49,500	S	Res	\$ 49,500	\$ 49,500	\$ -	\$ -	\$ -	\$ -	\$ 49,500
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand.	\$ 597,960	S	Res	\$ -	\$ -	\$ 597,960	\$ -	\$ -	\$ -	\$ 597,960
Sub-Total Development Cost Charge (DCC) Program				\$ 680,488			\$ 82,528	\$ 82,528	\$ 597,960	\$ -	\$ -	\$ -	\$ 680,488
x			GRAND TOTAL	\$ 22,819,000			\$ 4,713,028	\$ 11,863,028	\$ 4,704,000	\$ 3,700,000	\$ 1,100,000	\$ 850,000	\$ 22,217,028

Service:

2.610

Saanich Peninsula Water Supply

Project Number	18-04	Capital Project Title	Post Disaster Emergency Water Supply	Capital Project Description	Identify and procure emergency systems for post disaster preparedness
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Project Rationale In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2017 and 2018 with the anticipated purchase of one or more emergency distribution systems in 2018 and beyond. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.

Project Number	20-02	Capital Project Title	Hamsterly Pump Station Backup Power Generator	Capital Project Description	Addition of a backup power generator at the Hamsterly Pump Station
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Project Rationale From the 2018 DCC Update, KWL identified that the addition of backup power at the Hamsterly Pump Station is required. Funds are required to design and construct backup power for the Hamsterly Pump Station.

Project Number	21-01	Capital Project Title	Level of Service Agreement	Capital Project Description	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.
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Project Rationale The SPW Service has numerous transfer points with the participating municipalities. Funding is required to determine the pressure and flow at transfer points with the participating municipalities for water supply.

Service:	2.610	Saanich Peninsula Water Supply
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Project Number	21-04	Capital Project Title	SCADA Upgrades	Capital Project Description	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The existing SCADA system is nearing end of life for equipment. The SCADA system provides vital operational monitoring and control information for the Saanich Peninsula Water System. Additionally, the Juan de Fuca Water Distribution, Saanich Peninsula Wastewater, Regional Water System, and Core Area Wastewater services require similar upgrades and integration. This project will be carried out with the other services so that an fully integrated system can be implemented.				

Project Number	21-05	Capital Project Title	SPW System Upgrade and Expansion	Capital Project Description	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement
Project Rationale	This project is for design and replacement of cement pipe sections that are susceptible to failure during a seismic event. Funds are required for detailed design and construction of the Bear Hill section of transmission main from Mt Newton to the Dean Park Lower tank along East Saanich Road including a new PRV, detailed design of the transmission main from McTavish Tank to Mills Road. The budget breakdown of the works: Bear Hill Section design and construction of new transmission main and PRV station \$14,200,000; conceptual and detailed design of the transmission main from McTavish Reservoir to Mills Road \$500,000. Budget also includes preliminary design for replacement of permastrand and AC pipe between Dean Park Feeder Main between Dean Park Lower and Dean Park Middle Tanks.				

Project Number	22-01	Capital Project Title	Water Strategic Plan Update	Capital Project Description	Update the strategic plan to inform future works and identify hydraulic deficiencies.
Project Rationale	A water distribution system changes with development demand. A periodic update of the strategic plan to identify hydraulic deficiencies and inform future works is periodically required to ensure the level of service.				

Project Number	22-02	Capital Project Title	Microwave Radio Upgrades	Capital Project Description	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Service: **2.610** **Saanich Peninsula Water Supply**

Project Number 22-03

Capital Project Title Keating Cross Road Water Main

Capital Project Description

MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet

Project Rationale MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI

Project Number 23-01

Capital Project Title DCC Program Update

Capital Project Description

5-year update of the DCC program.

Project Rationale Review of the DCC program and identify any projects that may require a full DCC update.

Project Number 23-04

Capital Project Title

RTU & PLC Upgrade and Replacement

Capital Project Description

Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.

Project Rationale Equipment and programming upgrades are required system wide but specifically at the Deep Cove and Hamsterly pump stations to deal with equipment and technology nearing end of life.

Project Number 25-01

Capital Project Title

Hamsterly Pump Station Capacity Upgrade

Capital Project Description

Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.

Project Rationale In the 2018 KWL DCC Update report, the Hamsterly Pump Station was identified to require addition of a third pump to meet increased water demand. This is for the Saanich Peninsula Water service's contribution to the DCC project. Funds are required for the design and construction of the additional pump.

Service: **2.610** **Saanich Peninsula Water Supply**

Project Number	24-01	Capital Project Title	Dean Park Road Well Decommissioning	Capital Project Description	Decommissioning of a groundwater well at 1557 Dean Park Road.
Project Rationale Decommissioning of a former groundwater well at 1557 Dean Park Road. Initial decommissioning may only including well sealing for compliance with provincial regulations but eventually the electrical and concrete structure will also need to be decommissioned.					

Project Number	24-02	Capital Project Title	Reservoir Seismic Isolation Valves	Capital Project Description	Addition of seismic isolation valves at various Saanich Peninsula tanks.
Project Rationale Seismic valve upgrades at Cloake Hill, Bear Hill, Dawson and Lower Dean Tanks.					

Project Number	26-01	Capital Project Title	Decommissioning of Various Sites/Components	Capital Project Description	Various existing facilities within SPWS have redundant valves and piping that require removal.
Project Rationale Various decommissioning. Also see See SPW020SOW and Drinking Water Safety Plan DWSP-SP-003.					

Project Number	24-03	Capital Project Title	Pump Station, Meter Station, Valve Repair, Transmission Main & Storage Tank Repairs, Replacements and decommissioning.	Capital Project Description	Planned and unplanned infrastructure and equipment renewal.
Project Rationale Annual Provisional Account to address planned and unplanned infrastructure and equipment renewals.					

2.610 Saanich Peninsula Water
Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Saanich Peninsula Water

One of the 16 CRD drinking water systems across the region, Saanich Peninsula Water Supply obtains treated drinking water from the Regional Water Supply System and is responsible for the bulk trunk water supply systems for Central Saanich, Sidney & North Saanich. Assets include land, 46 kilometres of water supply mains, nine balancing reservoirs, nine pumping stations, two pressure reducing stations, nine supply meters and two rechlorination stations.

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
DCC Reserve Account	2,100,815	2,100,815	1,502,855	1,502,855	1,502,855	1,502,855
Equipment Replacement Fund	1,807,050	1,657,050	1,557,050	1,507,050	1,457,050	1,457,050
Capital Reserve	3,724,382	3,574,382	2,670,382	2,570,382	2,670,382	2,720,382
Total	7,632,247	7,332,247	5,730,287	5,580,287	5,630,287	5,680,287

**2.610 Saanich Peninsula Water
Development Cost Charges
2024 - 2028 Financial Plan**

Development Cost Charges Reserve Schedule

Reserve Fund: Saanich Peninsula Water Development Cost Charges (Bylaw # 3208)

Fund: 1009 Fund Center: 101353- DCC Water System only	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,087,316	2,100,815	2,100,815	1,502,855	1,502,855	1,502,855
Transfers to Reserve	-					
Transfers from Reserve based on DCC-capital plan	(49,500)	-	(597,960)	-		-
DCC's received from Member Municipalities						
Interest Income*	62,999					
Ending Balance \$	2,100,815	2,100,815	1,502,855	1,502,855	1,502,855	1,502,855

General Comments:

Saanich Peninsula Water Development Cost Charges (DCC's) was adopted in 2005 for the purpose of providing funds to assist with the capital costs of providing, constructing, altering or expanding the Districts water & wastewater systems that services the Member Municipalities.

The above cash flow only reflects DCC Reserve information for Water System only (Wastewater's information will be provided in the Wastewater budgets). These Reserve funds are received from member municipalities as Development Cost Charges (DCC's) to provide for the capital costs of water capacity system improvements within the service areas.

In December 2018 the bylaw was ammended to remove Development Cost Charges on new projects to recognize that the fund's balance exceeded the total of current development projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.610 Saanich Peninsula Water
Equipment Replacement Reserve Schedule
2024 - 2028 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Saanich Peninsula Water-Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101452	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,857,620	1,807,050	1,657,050	1,557,050	1,507,050	1,457,050
Equipment purchases (Based on Capital Plan)	(117,564)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Transfer from Operating Budget	50,000	50,000	100,000	150,000	150,000	200,000
Interest Income*	16,995					
Ending Balance \$	1,807,050	1,657,050	1,557,050	1,507,050	1,457,050	1,457,050

General Comments: The fund is used to replace water system infrastructure throughout the system as failing components are identified and not funded through operating budgets.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**2.610 Saanich Peninsula Water
Capital Reserve Fund
2024 - 2028 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,330,527	3,724,382	3,574,382	2,670,382	2,570,382	2,670,382
Transfers from Reserve based on capital plan	(898,617)	(950,000)	(1,504,000)	(500,000)	(300,000)	(350,000)
Transfer from Capital Reserve (Unspent)	-	-	-	-	-	-
Transfer from Other (MFA etc.)	-	-	-	-	-	-
Transfer unspent capital funds from LA funds						
Transfer from Operating Budget	1,212,807	800,000	600,000	400,000	400,000	400,000
Interest Income*	79,665					
Ending Balance \$	3,724,382	3,574,382	2,670,382	2,570,382	2,670,382	2,720,382

General Comments:

Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engineering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula Wastewater

FINAL BUDGET

MARCH 2024

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

SERVICE DESCRIPTION:

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

Establishment Bylaw No. 2388/2439 - Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.775 - debt fully retired in 2016

SPWWS SEWER SYSTEM:

<u>Location</u>	<u>Allocation for 2024</u>
Airport	1.65%
Sidney	39.19%
Pauquachin	1.10%
Central Saanich	41.47%
North Saanich	16.02%
Tseycum	0.44%
IOS	0.13%
Total	100.00%

FUNDING:

Requisition

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

3.718 - Saanich Peninsula Wastewater

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
OPERATING COSTS										
Operating	2,812,580	2,763,810	2,816,880	-	180,000	2,996,880	2,955,459	3,130,286	3,086,336	3,248,726
Laboratory	178,305	178,305	179,180	-	-	179,180	182,761	186,409	190,128	193,917
Heat Recovery	117,080	111,720	125,753	-	-	125,753	128,262	130,840	133,449	136,116
Biosolids Mgmt.	1,020,070	587,000	1,021,700	-	(400,000)	621,700	1,024,140	1,026,622	1,029,146	1,031,732
Allocation - Standard Overhead	82,890	82,890	84,219	-	-	84,219	85,903	87,621	89,373	91,161
TOTAL OPERATING COSTS	4,210,925	3,723,725	4,227,733	-	(220,000)	4,007,733	4,376,525	4,561,778	4,528,432	4,701,652
*Percentage Increase over prior year		-11.57%	0.40%	0.00%	-5.22%	-4.83%	9.20%	4.23%	-0.73%	3.83%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	50,640	310,640	75,690	-	-	75,690	75,170	85,480	95,790	106,100
Transfer to Equipment Replacement Fund	118,020	378,020	130,274	-	400,000	530,274	190,880	201,500	212,130	222,770
Transfer to Capital Reserve Fund	367,930	367,930	380,273	-	-	380,273	385,980	396,700	407,430	418,180
Debt Reserve Fund	-	-	-	-	-	-	36,000	11,200	4,000	26,000
MFA Principal Payment	-	-	-	-	-	-	-	125,997	165,196	179,196
MFA Interest Payment	-	-	-	-	-	-	38,700	166,840	207,260	248,110
TOTAL CAPITAL / RESERVES	536,590	1,056,590	586,237	-	400,000	986,237	726,730	987,717	1,091,806	1,200,356
TOTAL COSTS	4,747,515	4,780,315	4,813,969	-	180,000	4,993,969	5,103,255	5,549,495	5,620,238	5,902,008
*Percentage Increase over prior year		0.69%	1.40%	0.00%	3.79%	5.19%	2.19%	8.74%	1.27%	5.01%
Internal Recovery - Other	(134,320)	(167,120)	(154,483)	-	-	(154,483)	(157,580)	(160,730)	(163,950)	(167,220)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,613,195	4,613,195	4,659,486	-	180,000	4,839,486	4,945,675	5,388,765	5,456,288	5,734,788
*Percentage Increase over prior year		0.00%	1.00%	0.00%	3.90%	4.91%	2.19%	8.96%	1.25%	5.10%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current Year										
Grants in Lieu of Taxes	(7,772)	(7,772)	(8,582)	-	-	(8,582)	(5,295)	(5,295)	(5,295)	(5,295)
Transfer from Own Funds	(192,523)	(192,523)	-	-	(180,000)	(180,000)	(20,000)	(135,000)	(30,000)	(130,000)
TOTAL REVENUE	(200,295)	(200,295)	(8,582)	-	(180,000)	(188,582)	(25,295)	(140,295)	(35,295)	(135,295)
REQUISITION	(4,412,900)	(4,412,900)	(4,650,904)	-	-	(4,650,904)	(4,920,380)	(5,248,470)	(5,420,993)	(5,599,493)
*Percentage increase over prior year		0.00%	5.39%	0.00%	0.00%	5.39%	5.79%	6.67%	3.29%	3.29%
PARTICIPANTS: C. Saanich, N. Saanich, Sidney, Airport, Pauquachin, Tseycum										

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.718	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Saanich Peninsula Wastewater							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$200,000	\$570,000	\$1,050,000	\$1,270,000	\$250,000	\$430,000	\$3,570,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$1,620,000	\$2,245,000	\$2,850,000	\$350,000	\$800,000	\$2,800,000	\$9,045,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,820,000	\$2,815,000	\$3,900,000	\$1,620,000	\$1,050,000	\$3,230,000	\$12,615,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$3,600,000	\$1,120,000	\$400,000	\$2,600,000	\$7,720,000	
Equipment Replacement Fund	\$215,000	\$905,000	\$200,000	\$400,000	\$200,000	\$380,000	\$2,085,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$1,605,000	\$1,910,000	\$100,000	\$100,000	\$450,000	\$250,000	\$2,810,000	
	\$1,820,000	\$2,815,000	\$3,900,000	\$1,620,000	\$1,050,000	\$3,230,000	\$12,615,000	

Service #: 3.718

Service Name: Saanich Peninsula Wastewater

				PROJECT BUDGET & SCHEDULE										
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total	Cost Estimate Class
WASTEWATER TREATMENT PLANT														
20-02	Study	Oxidation Ditch Optimization	The WWTP was getting low dissolved oxygen during low flow, high load periods. Equipment is being optimized and reviewed for potential automation improvements.	\$ 200,000	E	Res	\$ 115,000	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ 115,000	Class D (±50%)
23-03	Renewal	Odour Control Upgrade Construction	Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.	\$ 1,000,000	S	Res	\$ 1,000,000	\$ 1,000,000					\$ 1,000,000	
23-03	Renewal	Odour Control Upgrade Construction	Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.	\$ 1,500,000	S	Debt	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000	Class D (±50%)
26-01	Renewal	Replace Covers on Primary Clarifiers	Replace covers over clarifiers to more easily removable geomembrane cover system.	\$ 200,000	E	ERF	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000	Class D (±50%)
23-04	Replacement	Replace SCADA Servers and Ethernet Upgrades	Existing servers are EOL and need to be replaced to meet current CRD specifications and standards	\$ 250,000	S	ERF	\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000	Class D (±50%)
24-01	Renewal	Sludge Tanks and Process Sump Cleaning and Repairs	Detailed Structural assessment of the primary clarifier No. 2 and sludge tanks to determine whether repairs are required. Cleaning, repair and apply protective coating on concrete surfaces inside of the sludge tanks and process sump is required to prevent ongoing corrosion and extensive structural damage.	\$ 500,000	S	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	Class D (±50%)
27-01	Renewal	SPWWTP Road Upgrades	Construct drainage and pavement replacement on the SPWWTP access road.	\$ 300,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000	Class D (±50%)
28-01	Study	Bazan Bay Outfall Inspection	Follow-up inspection of Bazan Bay Outfall	\$ 250,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	Class D (±50%)
24-02	Replacement	Standby Power Assessment and Replacement	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.	\$ 30,000	E	Res	\$ -	\$ 30,000		\$ -	\$ -	\$ -	\$ 30,000	Class D (±50%)
24-02	Replacement	Standby Power Assessment and Replacement	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.	\$ 920,000	E	Debt			\$ 200,000	\$ 720,000			\$ 920,000	
24-03	Replacement	SCADA Equipment Replacement	Project to review and address the maturation of SCADA hardware throughout the service areas.	\$ 1,000,000	E	Debt	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000	Class D (±50%)
24-04	Replacement	SPWWTP PLC Replacement	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and will no longer be supported as of 2026.	\$ 500,000	E	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	Class D (±50%)
PUMP STATIONS												\$ -	\$ -	
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	\$ 250,000	S	Debt	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000	Class D (±50%)
24-05	Replacement	Keating Pump Station - Pump Replacement	The existing pumps are nearing end of life and are becoming more difficult to maintain.	\$ 300,000	S	ERF	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	Class D (±50%)
GENERAL												\$ -	\$ -	
19-06	Renewal	Odour Control Upgrades	Continuing on from the 2018 KWL Odour Control Program study, HDR has been retained to complete the detailed design of the odour control upgrades at SPWWTP.	\$ 575,000	S	Res	\$ 340,000	\$ 340,000	\$ -	\$ -	\$ -	\$ -	\$ 340,000	Class D (±50%)
21-04	Replacement	Voice Radio Replacement	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.	\$ 85,000	E	ERF	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	Class D (±50%)
18-10	Replacement	Equipment Replacement - Annual Provisional	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.	\$ 1,000,000	S	ERF	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	Class D (±50%)
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	\$ 350,000	E	Res	\$ -	\$ 150,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 350,000	Class D (±50%)
23-02	Renewal	Electrical & Control Upgrades	Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for 2024.	\$ 275,000	E	ERF	\$ 55,000	\$ 230,000	\$ -	\$ -	\$ -	\$ -	\$ 230,000	Class C (±25-40%)
24-06	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 195,000	E	ERF	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 180,000	\$ 195,000	Class D (±50%)
GRAVITY SEWERS & MANHOLES													\$ -	
20-03	Renewal	Trunk Sewer Relining	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 1600m may need to be relined within the next 5 years.	\$ 1,100,000	S	Res	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	Class D (±50%)
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney. Repairs/relining will be scheduled in the next 5 years.	\$ 50,000	S	Res		\$ 50,000					\$ 50,000	
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney. Repairs/relining will be scheduled in the next 5 years.	\$ 850,000	S	Debt	\$ -	\$ -	\$ 400,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 850,000	Class D (±50%)
27-02	Renewal	Trunk Sewer Relining - Ph2	Based upon CCTV inspection, about another 1600m of 500mm dia asbestos cement sewer should be lined in 2029.	\$ 2,200,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000	\$ 2,200,000	Class D (±50%)
27-03	Renewal	Flushing and CCTV Inspection	SPWW sewers should be cleaned and inspected on a 5-basis. The next 5-year inspection is planned for 2027.	\$ 150,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 150,000		\$ 150,000	Class D (±50%)
PRESSURE PIPES & APPURTENANCES													\$ -	
DEVELOPMENT COST CHARGE (DCC) PROJECTS													\$ -	
23-01	Renewal	DCC Program - 5-year Update	5-year update of the DCC program.	\$ 75,000	S	Res	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	Class D (±50%)
													\$ -	
													\$ -	
			GRAND TOTAL	\$ 14,105,000			\$ 1,820,000	\$ 2,815,000	\$ 3,900,000	\$ 1,620,000	\$ 1,050,000	\$ 3,230,000	\$ 12,615,000	

Service: 3.718 Saanich Peninsula Wastewater

<p>Project Number</p> <p>20-02</p>	<p>Capital Project Title</p> <p>Oxidation Ditch Optimization</p>	<p>Capital Project Description</p> <p>The WWTP was getting low dissolved oxygen during low flow, high load periods. Equipment is being optimized and reviewed for potential automation improvements.</p>
<p>Project Rationale The current aerators were underperforming and needed to be assessed to improve performance. Preliminary studies have led to optimization with the existing equipment which may negate the need for full replacement in the near future. A consultant is finalizing a design report and recommendations.</p>		

<p>Project Number</p> <p>23-03</p>	<p>Capital Project Title</p> <p>Odour Control Upgrade Construction</p>	<p>Capital Project Description</p> <p>Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.</p>
<p>Project Rationale Construction improvements to be implemented based on recommendations made in the KWL report. Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.</p>		

<p>Project Number</p> <p>26-01</p>	<p>Capital Project Title</p> <p>Replace Covers on Primary Clarifiers</p>	<p>Capital Project Description</p> <p>Replace covers over clarifiers to more easily removable geomembrane cover system.</p>
<p>Project Rationale The existing aluminum checker plate covers on the clarifiers are difficult to remove. A more easily removeable geomembrane cover system will allow for better operation and maintenance of the clarifiers and prolong carbon life in the odour control system.</p>		

<p>Project Number</p> <p>23-04</p>	<p>Capital Project Title</p> <p>Replace SCADA Servers and Ethernet Upgrades</p>	<p>Capital Project Description</p> <p>Existing servers are EOL and need to be replaced to meet current CRD specifications and standards</p>
<p>Project Rationale Existing servers are End of life and need to be replaced prior to failure and to meet current CRD specifications and standards</p>		

Service: 3.718 Saanich Peninsula Wastewater			
Project Number 24-01	Capital Project Title Sludge Tanks and Process Sump Cleaning and Repairs	Capital Project Description Detailed Structural assessment of the primary clarifier No. 2 and sludge tanks to determine whether repairs are required. Cleaning, repair and apply protective coating on concrete surfaces inside of the sludge tanks and process sump is required to prevent ongoing corrosion and extensive structural damage.	Project Rationale Primary Clarifier No. 1 and the oxidation tanks have had detailed structural assessments, funds are required to conduct a detailed assessment of primary clarifier No. 2 and the sludge tanks to determine whether concrete repairs are required similar to the oxidation tanks and primary clarifier No. 1.
Project Number 27-01	Capital Project Title SPWWTP Road Upgrades	Capital Project Description Construct drainage and pavement replacement on the SPWWTP access road.	Project Rationale The access road to the SPWWTP will be 27 years old and is showing localized pavement failure. Additionally, the road drainage system requires some rehabilitation to maintain its function. Funds are required to design the drainage improvements and pavement repairs, and carry out the improvements.
Project Number 28-01	Capital Project Title Bazan Bay Outfall Inspection	Capital Project Description Follow-up inspection of Bazan Bay Outfall	Project Rationale Follow up 2028 inspection of Bazan Bay outfall to meet MWR requirements for 5-years inspection frequencies following the 2023 inspection. Considerations for ROV, Electromagnetic and dye tracing.

Service: 3.718 Saanich Peninsula Wastewater					
Project Number	24-02	Capital Project Title	Standby Power Assessment and Replacement	Capital Project Description	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.
Project Rationale	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.				

Project Number	24-03	Capital Project Title	SCADA Equipment Replacement	Capital Project Description	Project to review and address the maturation of SCADA hardware throughout the service areas.
Project Rationale	Project to review and address the maturation of SCADA hardware throughout the service areas.				

Project Number	24-04	Capital Project Title	SPWWTP PLC Replacement	Capital Project Description	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and will no longer be supported as of 2026.
Project Rationale	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and all support will be terminated in 2026.				

Project Number	21-02	Capital Project Title	Sidney Pump Station Wet Well Upgrades	Capital Project Description	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.
Project Rationale	The existing inlet gate to the wet well and the forcemain knife gate valves are seized. Engineering and Operations are working together to determine whether maintenance improvements can extend the longevity or whether complete replacements will be required. Inlet isolation gates are required to function in order to conduct maintenance at the pump station wet well.				

Service: 3.718 Saanich Peninsula Wastewater					
Project Number	24-05	Capital Project Title	Keating Pump Station - Pump Replacement	Capital Project Description	The existing pumps are nearing end of life and are becoming more difficult to maintain.
Project Rationale	Replacement of Keating PS pumps that are at end of life and beginning to result in maintenance issues.				

Project Number	19-06	Capital Project Title	Odour Control Upgrades	Capital Project Description	Continuing on from the 2018 KWL Odour Control Program study, HDR has been retained to complete the detailed design of the odour control upgrades at SPWWTP.
Project Rationale	In 2017 KWL was retained to conduct an audit of the odour control systems in the Core Area and Saanich Peninsula Wastewater systems. KWL made recommendations on remediation works include: SPWWTP odour control management study and Sidney and Keating PS ventilation study (2019); SPWWTP Odour Control Improvements Design; SPWWTP Odour Control Improvements Construction.				

Project Number	21-04	Capital Project Title	Voice Radio Replacement	Capital Project Description	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.
Project Rationale	End of life replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.				

Project Number	18-10	Capital Project Title	Equipment Replacement - Annual Provisional	Capital Project Description	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.
Project Rationale	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.				

Service: 3.718 Saanich Peninsula Wastewater					
Project Number	22-02	Capital Project Title	Microwave Radio Upgrades	Capital Project Description	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	23-02	Capital Project Title	Electrical & Control Upgrades	Capital Project Description	Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for 2024.
Project Rationale	The Sidney PS PLC and RTU have been discontinued by the manufacturer, leaving no support if they fail. Additionally, the Sidney PS, Keating PS and SPWWTP have control systems on outdated control software no longer supported by current hardware and operating systems. Funds are required to replace the Sidney PS PLC and RTU and update the programming of the control software to a supported hardware and operating system.				

Project Number	24-06	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life
Project Rationale	Project for IT Core Infrastructure Replacement associated with SPWWS. Program to be managed by IT.				

Project Number	20-03	Capital Project Title	Trunk Sewer Relining	Capital Project Description	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 1600m may need to be relined within the next 5 years.
Project Rationale	The trunk sewer mains were inspected in 2018-2019 resulting in approximately 1,300 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting at the most northern section of the Sidney Trunk main. This project will be substantially complete in 2023 with only minor close out works expected to continue into 2024.				

Service: 3.718 Saanich Peninsula Wastewater			
Project Number 20-04	Capital Project Title Manhole Repairs and Replacement	Capital Project Description Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney. Repairs/relining will be scheduled in the next 5 years.	Project Rationale During the trunk sewer main inspections in 2018-2019, the manholes were inspected as well. A number of manholes were identified with major defects requiring repairs or relining, mostly in Central Saanich and Sidney. Funds are required to retain a contractor to carry out manhole repairs.
Project Number 27-02	Capital Project Title Trunk Sewer Relining - Ph2	Capital Project Description Based upon CCTV inspection, about another 1600m of 500mm dia asbestos cement sewer should be lined in 2029.	Project Rationale The trunk sewer mains were inspected in 2018-2019 resulting in approximately 800 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting where Phase 1 left.
Project Number 27-03	Capital Project Title Flushing and CCTV Inspection	Capital Project Description SPWW sewers should be cleaned and inspected on a 5-basis. The next 5-year inspection is planned for 2027.	Project Rationale Flushing and CCTV inspection program for pipe condition of SPWW sewers.
Project Number 23-01	Capital Project Title DCC Program - 5-year Update	Capital Project Description 5-year update of the DCC program.	Project Rationale This item is for a planned review and update of the DCC Program.

Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Saanich Peninsula Wastewater Assets

Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled being treated at the Residuals Treatment Facility at Hartland. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and a marine outfalls.

Reserve/Fund Summary

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Funds	910,943	1,156,216	1,612,196	2,078,896	2,206,326	2,544,506
Equipment Replacement Fund	1,486,717	1,326,991	1,317,871	1,119,371	1,131,501	974,271
Operating Reserve Fund	1,091,252	986,942	1,042,112	992,592	1,058,382	1,034,482
Total	3,488,912	3,470,149	3,972,179	4,190,859	4,396,209	4,553,259

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

DCC Portion

Fund: 1012

Fund Center: 101356

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	193,170	162,156	107,156	127,156	147,156	167,156
Planned Capital Expenditure (Based on Capital Plan)	-	(75,000)	-	-	-	-
Transfer OUT - To Capital Reserve	(300,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Fund Return						
Transfer IN - DCC Funding	312,042	170,000	170,000	170,000	170,000	170,000
Interest Income	43,056	-	-	-	-	-
Ending Balance \$	162,156	107,156	127,156	147,156	167,156	187,156

Assumptions/Background:

Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

Approved capital expenditures to be funded by DCC to be determined, as under review.

Capital Reserve Portion

Fund: 1012

Fund Center: 102022

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	948,685	748,787	1,049,060	1,485,040	1,931,740	2,039,170
Planned Capital Expenditure	(787,061)	(305,000)	(100,000)	(100,000)	(450,000)	(250,000)
Correction	(102,000)					
Transfer from Ops Budget	367,930	380,273	385,980	396,700	407,430	418,180
Planned transfer from DCC Funds	300,000	225,000	150,000	150,000	150,000	150,000
Funding return						
Interest Income*	21,233	-	-	-	-	-
Ending Balance \$	748,787	1,049,060	1,485,040	1,931,740	2,039,170	2,357,350

Saanich Peninsula Commission approved that operating surpluses be transferred to capital reserve fund each year, starting with 2009 budget.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

ERF Reserve Fund Schedule SPWWTP

ERF: SPWWTP ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called PERS (Priority Equipment Replacement). Example motors, pumps... There are 2 PERS, Trunks and Treatment Plant; and 1 ERF for SPWWTP Lab Equipment

Equipment Replacement Fund- SPWWTP

Fund: 1022

Fund Center: 101700

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,167,388	1,486,717	1,326,991	1,317,871	1,119,371	1,131,501
Planned Purchase (Based on Capital Plan)	(153,608)	(690,000)	(200,000)	(400,000)	(200,000)	(380,000)
Estimated Surplus	345,887					
Transfer IN (from Ops Budget)	118,020	530,274	190,880	201,500	212,130	222,770
Interest Income*	9,030					
Ending Balance \$	1,486,717	1,326,991	1,317,871	1,119,371	1,131,501	974,271

The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

* Interest in planning years nets against inflation which is not included.

Profile

Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105204

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	658,259	1,091,252	986,942	1,042,112	992,592	1,058,382
Transfer In	10,000					
Planned Purchase		(180,000)	(20,000)	(135,000)	(30,000)	(130,000)
Estimated Surplus	345,887					
Transfer from Ops Budget	50,640	75,690	75,170	85,480	95,790	106,100
Interest Income*	26,466	-	-	-	-	-
Ending Balance \$	1,091,252	986,942	1,042,112	992,592	1,058,382	1,034,482

Assumptions/Background:

Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MARCH 13, 2024**

SUBJECT **Biosolids Monthly Update – March**

ISSUE SUMMARY

To update the Board on the status of the short-term options for biosolids management, as well as progress on the development of the Long-term Biosolids Management Plan and the advanced thermal pilot project.

BACKGROUND

Since the commissioning of the core area wastewater treatment project in 2020, the Capital Regional District (CRD) has been responsible for the beneficial reuse of Class A biosolids produced at the Residuals Treatment Facility. Currently, the CRD is operating under a five-year Short-term Biosolids Management Plan, with the primary beneficial use options being incineration as an alternative fuel in a cement manufacturing plant in Richmond, BC, industrial land reclamation at a quarry near Cassidy, BC, and integration with landfill cover systems as contingencies. When none of these options are available, landfilling biosolids at Hartland Landfill is the only alternative. In 2011, the Board banned the land application of biosolids; however, in 2023, given the operational and logistical challenges with the short-term plan, the Board amended its position to allow non-agricultural land application of biosolids as a contingency option. Staff continue to seek additional short-term beneficial use contingency options consistent with CRD Board direction (short-term, out-of-region and non-agricultural land application options).

The CRD is also required to develop a Long-term Biosolids Management Plan by June 2024. Plan development will include input from the Technical and Community Advisory Committee (TCAC), First Nations engagement and public consultation.

Short-term Plan Implementation

Cement Kiln: The Lafarge facility experienced a mechanical failure of the receiving silo in November 2023, and has been in a winter maintenance shutdown since February 10. Staff anticipate the first shipment of biosolids in 2024 to be March 12.

Landfilling: Currently, all biosolids are being landfilled, as no other short-term management options are available. In February, 332 tonnes of biosolids were landfilled. Landfilling is not a beneficial use, as per provincial and federal expectations, and continues to consume valuable airspace at the landfill.

Land Reclamation in Cassidy, BC: A blend of biosolids and sand is currently being stored by the land owner under cover on the Cassidy site, pending regulatory approval for mixing with other organics and placement of biosolids growing medium, in accordance with the Organic Matter Recycling Regulation and approvals under the *Mines Act*. Reclamation of the quarry will be carried out in phases, and there is a short-term limit on the quantity of biosolids that can be received at this time. This limit was met in early January; therefore, shipping of biosolids to the quarry has been paused until the material on site is mixed and placed under the facility's reclamation plan.

Second Quarry Site in the Regional District of Nanaimo, BC: As reported last month, the CRD has been approached by a site operator of a second gravel quarry within the Regional District of Nanaimo (RDN) to receive CRD Class A biosolids for site reclamation. The RDN Board Chair has since sent correspondence on behalf of the RDN Board, dated February 29, 2024, that requests *the CRD Board of Directors cease considering land application within the RDN as a viable option for biosolids generated in the Capital Region*. The letter indicates that the RDN is pursuing its Biosolids Beneficial Use Plan that incorporates land application and is concerned that the CRD's activities may limit RDN's options as its population continues to grow.

Unless directed otherwise, staff will continue to explore this opportunity with the site operator and will report back to the Board before any contracts are entered into.

Long-term Planning

Public Engagement: Public engagement on the Long-term Biosolids Management Plan was launched January 11, 2024 and closed March 6, 2024. The consultant will prepare a "What We Heard" report, which will inform a staff report introducing a draft long-term management plan for the April 10 CRD Board meeting. The engagement included background information and multiple opportunities to provide feedback, all of which are available via the CRD's Get Involved engagement platform (<https://getinvolved.crd.bc.ca/biosolids>). The CRD hosted a virtual open house on February 20, 2024, and included presentations from CRD staff and the technical consultant, as well as a moderated question and answer period. There were approximately 55 participants and 175 questions/comments submitted, of which more than 100 questions were answered. A recording of the event is available on the engagement website. The TCAC is also reviewing the available beneficial reuse options and providing input at its meeting this month.

First Nations Engagement: Staff have retained an engagement consultant to conduct First Nations engagement on long-term biosolids management options and planning. The consultant has experience working with Indigenous communities in BC and anticipates completing First Nations engagement parallel to the public engagement process. In-person and virtual open houses are scheduled for late March with 18 First Nations.

Advanced Thermal Technology Demonstration Plant: A Request for Proposals (RFP) for a technical advisor to support CRD staff in developing terms and technical requirements closed on March 11. The subsequent RFP for the demonstration plant is expected to be issued in Q2, with a preferred proponent selected in Q3/Q4 2024.

Organic Matter Recycling Regulation Technical Working Group Review: In 2023, the provincial Ministry of Environment and Climate Change Strategy conducted a review of the Organic Matter Recycling Regulation, including an evaluation of emerging contaminants of concern in the context of land application. The report was anticipated in late 2023, but staff have been advised that the date has been delayed again until Q2 of 2024. The Ministry has not altered its regulatory direction at this time.

CONCLUSION

The Capital Regional District (CRD) continues to implement the Short-term Biosolids Management Plan while also developing the draft long-term plan. The short-term program has experienced operational challenges and has inadequate contingency capacity consistent with CRD Board policy to ensure the beneficial use of biosolids. The CRD has exhausted its contingency options under the Short-term Biosolids Management Plan and is currently landfilling biosolids contrary to provincial regulatory direction.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Glenn Harris, Ph.D., R.P.Bio., Senior Manager, Environmental Protection
Concurrence:	Larisa Hutcheson, P. Eng., Acting General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MARCH 13, 2024**

SUBJECT **Bylaw No. 4605: Board Code of Conduct Bylaw No. 1, 2024**

ISSUE SUMMARY

To adopt Bylaw No. 4605, “Capital Regional District Board Code of Conduct Bylaw No. 1, 2024”, and approve the Member Statement of Commitment.

BACKGROUND

On February 14, 2024, the CRD Board endorsed finalization of a draft Board Code of Conduct Bylaw presented at that meeting, and directed it be brought back for adoption at the March Board meeting. The Board further endorsed the following motions arising that were raised at the Governance Committee:

- *Direct staff to modify bylaw Section 18 to reference Board Chair and CAO as the parties to whom a Board Member may submit a complaint.*
- *That staff bring forward a document for Directors to sign to show their acceptance and support for the Code of Conduct following adoption of the bylaw.*
- *That staff develop a reporting out mechanism for the committee to review and conduct a review of this bylaw after the first year and report back to the Governance Committee.*
- *That staff be directed to include a separate one-page flowchart of the Board Code of Conduct for easy Board reference.*

Attached at Appendix A is Bylaw No. 4605, “Capital Regional District Board Code of Conduct Bylaw, No. 1, 2024”, that incorporates the Board’s direction regarding amending section 18 prior to adoption. Attached at Appendix B is a Statement of Commitment for endorsement by the Board.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4605, “Capital Regional District Board Code of Conduct Bylaw No. 1, 2024”, be introduced and read a first, second and third time;
2. That Bylaw No. 4605 be adopted;
3. That the Member Statement of Commitment attached as Appendix B be approved.

Alternative 2

That staff amend the draft Code of Conduct Bylaw and/or the Member Statement of Commitment as directed and return to Governance Committee with an amended draft bylaw for review.

IMPLICATIONS

The Board Code of Conduct Bylaw attached at Appendix A is the product of several rounds of consideration by the Governance Committee and Regional Board. Staff have incorporated the most recent direction provided at the February 14, 2024 Board meeting, to incorporate a role for the Board Chair in receipt of complaints under section 18 and, as a result of this change, conducting a preliminary assessment under section 19. Other than the changes that were directed, only minor housekeeping and formatting changes have been made to the draft bylaw that was reviewed by the Board in February.

The Board Code of Conduct Bylaw will come into effect on adoption by the Board. The provisions of the bylaw will apply on a go-forward basis and do not apply to any conduct that occurred prior to the date of adoption.

Member Statement of Commitment

As requested by the Board, staff have drafted a Member Statement of Commitment (the “Statement”) to be signed after adoption of the bylaw. The Statement will be provided to all CRD elected officials to which the Code of Conduct Bylaw applies, including Directors, Alternate Directors, Municipal Elected Officials appointed to a CRD committee or commission, and Local Community Commissioners on Salt Spring Island. Signing the Statement is optional, not mandatory. It has been drafted to reflect the provisions of the Board Code of Conduct Bylaw and is not intended to create any new obligations or legally enforceable commitments. Rather, it is a symbolic commitment that Board Members may choose to sign to demonstrate that they have read and understood the Board Code of Conduct Bylaw and agree to abide by its provisions. Note that the provisions of the Bylaw apply to all Board Members, as defined in the Bylaw, regardless of whether they have signed the Statement or not.

Implementation of the Code

While the Board has had the opportunity to review and develop the Board Code of Conduct Bylaw, staff acknowledge that Board Alternates and elected officials on other CRD bodies who are subject to the Code may not be fully aware of its provisions. Staff will ensure that the Board Code of Conduct Bylaw and background explanatory materials are provided to all elected officials subject to the Code to educate them on the new provisions once the bylaw is adopted.

Staff are continuing to work on the one-page flow chart requested by the Board to accompany the Code and anticipate bringing it forward for receipt to the Governance Committee meeting in April.

CONCLUSION

Attached at Appendix A is Bylaw No. 4605, “Capital Regional District Code of Conduct Bylaw No. 1, 2024”, developed in accordance with the Board’s previous direction. Appendix B is the Member Statement of Commitment, drafted to reflect the spirit and intent of the Board Code of Conduct. Board Members may choose to sign the Member Statement of Commitment as a symbolic demonstration of their commitment to uphold the Code provisions.

RECOMMENDATION

1. That Bylaw No. 4605, “Capital Regional District Board Code of Conduct Bylaw No. 1, 2024”, be introduced and read a first, second and third time;
2. That Bylaw No. 4605 be adopted;
3. That the Member Statement of Commitment attached as Appendix B be approved.

Submitted by:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Bylaw No. 4605

Appendix B: Member Statement of Commitment

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4605

A BYLAW TO REGULATE THE CONDUCT OF BOARD MEMBERS

WHEREAS

- A. Board Members are charged with serving their community and must therefore uphold the highest standards of ethical behaviour in order to maintain the public's trust and confidence in local government;
- B. It is to the benefit of the community for Board Members to conduct themselves and their business in accordance with the guiding principles of integrity, accountability, leadership, respect, transparency and collaboration; and
- C. A Code of Conduct bylaw establishes shared standards and expectations with respect to the conduct expected of Board Members.

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

PART ONE – ETHICAL CONDUCT

Division 1 – Interpretation and Application

Citation

- 1. This Bylaw may be cited as “Capital Regional District Board Code of Conduct Bylaw No. 1, 2024”.

Definitions

- 2. In this Bylaw:

“**Board**” means the Board of the Capital Regional District;

“**Board Member**” means all Directors and Alternate Directors of the Regional District, Municipal Elected Officials appointed to a Regional District committee or commission, and members of the Local Community Commission on Salt Spring Island;

“**CAO**” means the Chief Administrative Officer for the Regional District;

“**Chair**” means the Chair of the Capital Regional District Board;

“**Corporate Officer**” means the Corporate Officer appointed by the Board pursuant to section 236 of the *Local Government Act*;

“Executive Leadership Team” means the CAO, Chief Financial Officer, the Corporate Officer, or a General Manager for the Regional District;

“FIPPA” means the *Freedom of Information and Protection of Privacy Act* (British Columbia);

“Investigator” means the investigator appointed in section 24;

“Municipal Elected Official” means a Mayor or Councillor duly elected in a municipality of the Regional District appointed to serve on a CRD committee or commission;

“Regional District” means the Capital Regional District;

“Solicitor” means the Regional District’s external solicitor;

“Staff” means an officer or employee of the Regional District, but does not include contractors;

“Vice-Chair” means the Vice-Chair of the Capital Regional District Board.

Interpretation

3. (1) This Bylaw is to be interpreted broadly and in a manner that is consistent with the *Local Government Act* and the *Community Charter*.
- (2) The intention of the Board in enacting this Code is not to stifle Board Members or to limit their ability to fully perform the governmental and advocacy functions that their position entails, with all the vigour, flair and freedom that is typical of a well-functioning democratic institution, but instead to guide Board Members to undertake those functions in a manner that accords with sound ethical principles.
- (3) The foundational principles in section 4 are to inform the interpretation of the substantive provisions of this Bylaw and shall not form stand-alone basis for complaints.
- (4) Nothing in this Bylaw is intended to preclude Board Members, prior to the filing of a complaint, from speaking to each other in order to resolve matters which may otherwise be captured by this Bylaw.

Foundational Principles

4. (1) Responsible conduct is based on the following foundational principles:
 - (a) Integrity: Board Members are keepers of the public trust, and they must uphold the highest standards of ethical behaviour including by acting lawfully, being free from undue influence, and making decisions that benefit the community;

- (b) Accountability: Board Members are trusted to act competently, diligently and responsibly and be accountable to the public for their actions and decisions;
- (c) Leadership: Board Members must demonstrate and promote the key principles of the Code of Conduct through their decisions, actions and behaviour, including by demonstrating behaviour that builds and inspires the public's trust and confidence in the Regional District;
- (d) Respect: Board Members must conduct themselves in a respectful manner and be courteous and civil with each other and others;
- (e) Transparency: Board Members must conduct their duties in an open and transparent manner, except where this conflicts with their duties to protect confidential information; and
- (f) Collaboration: Board Members shall seek to collaborate whenever possible and appropriate, as the social fabric of communities and the wellbeing of residents depends on solid and sustainable community partnerships.

Application

- 5. (1) This Bylaw applies to all Board Members, inclusive of their actions in their capacity as members of the Board, committees, and other Regional District discretionary appointments.
- (2) Unless otherwise provided, this Bylaw does not apply to a Board Member's conduct in their personal life, except to the extent that such conduct brings the reputation of the Regional District into disrepute or reasonably undermines public confidence in local governance.
- (3) For clarity, the provisions of this Bylaw apply to a Board Member's use of personal and professional social media accounts.
- (4) In the event of a conflict between this Bylaw and another Regional District Bylaw or policy governing Board Member conduct, this Bylaw prevails.

Division 2 – Conduct Regulations

Comply with all Laws

- 6. (1) Board Members shall comply with all applicable federal, provincial and municipal laws in the performance of their public duties, including but not limited to:
 - (a) the *Local Government Act*,
 - (b) the *Community Charter*,

- (c) *FIPPA*;
- (d) the *Financial Disclosure Act*, and
- (e) all bylaws and policies of the Regional District.

General Conduct

- 7. (1) Board Members shall not:
 - (a) engage with others, including Staff, members of the public and other Board Members, in a manner that is abusive, bullying, intimidating or derogatory; or
 - (b) use their office to attempt to gain personal or financial benefits for themselves or their family members, friends or business interests.

Respect for Process

- 8. Board Members shall perform their duties in accordance with the policies, procedures and rules of order established by the Board from time to time.

Interactions with Staff

- 9. (1) Board Members shall not:
 - (a) interfere with, hinder, or obstruct Staff in the exercise or performance of their roles, responsibilities, powers, duties, or functions in accordance with section 153 of the *Community Charter*, nor impair the ability of Staff to implement the Board's policy decisions;
 - (b) request or require that Staff undertake personal or private work for or on behalf of a Board Member; or
 - (c) request or require that Staff engage in political activities, or subject them to reprisal of any kind for refusing to engage in such activities.
- (2) If a Board Member is unsure where to direct a question or inquiry regarding a departmental issue or other work-related item, or regarding a personal item that requires interactions with the regulatory functions of the Regional District, they shall direct the question or inquiry to the CAO or to someone on the Executive Leadership Team.

Interactions with the Public and Media

- 10. (1) Board Members shall not publicly:
 - (a) misrepresent a decision of the Board, even if they disagree with that decision; or

- (b) make disparaging comments about other Board Members.
- (2) When presenting their individual opinions and positions on matters that are within the Board's jurisdiction, Board Members shall take all reasonable measures to ensure that, unless they are the designated spokesperson on a matter, they clearly state that their opinions and positions represent their own personal views and not those of the Board or the Regional District.
- (3) For opinions and positions presented on a social media account, subsection (2) may be satisfied through a statement on the Board Member's profile.

Conduct of Meetings

- 11. (1) Board Members shall conduct themselves with decorum at meetings, including by:
 - (a) complying with all conduct provisions set out in Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012";
 - (b) adequately preparing for meetings;
 - (c) using respectful language;
 - (d) not using offensive gestures or signs;
 - (e) listening courteously and attentively to all discussions before the body, and focusing on the business at hand;
 - (f) not making comments not germane to the business of the body;
 - (g) not interrupting other speakers, except to raise a point of order; and
 - (h) not otherwise interfering with the orderly conduct of a meeting.

Handling of Confidential Information

- 12. (1) Board Members shall keep information and records prohibited from release under section 117 of the *Community Charter* in strict confidence.
- (2) Without limiting the generality of subsection (1), Board Members shall not disclose:
 - (a) information or records concerning the property, personnel, legal affairs, or other information of the Regional District distributed for the purposes of, or considered in, a closed Board meeting;
 - (b) resolutions or Staff report contents from a closed meeting of the Board unless and until a Board decision has been made for the information to become public; or

- (c) details on the Board's closed meeting deliberations or how individual Board Members voted on a question in a closed meeting.
- (3) Board Members shall not use confidential information to advance, directly or indirectly, their own personal, financial or other private interests.

Conflict of Interest

- 13. (1) Board Members shall not participate in discussion of a matter, or vote on a question in respect of that matter, if they have a conflict of interest.
- (2) In respect of each matter before the Board, Board Members shall:
 - (a) assess whether they have a conflict of interest; and
 - (b) determine whether it is necessary to seek independent legal advice at their own cost, except where the CAO approves the cost, with respect to any situation that may result in a conflict of interest.
- (3) If a Board Member believes that they have a conflict of interest in respect of a matter in a Board or committee meeting, the Board Member shall:
 - (a) prior to the matter's consideration, notify the Chair of the meeting that they have a conflict of interest, stating in general terms why they consider that to be the case;
 - (b) leave any meeting if the matter is discussed and not return until the discussion has ended or voting has been concluded;
 - (c) refrain from discussing the matter with any other Board Member publicly or privately; and
 - (d) refrain from attempting in any way to influence the voting on any question in respect of the matter.

Gifts

- 14. (1) Board Members shall not accept a gift or personal benefit, except in accordance with section 105 of the *Community Charter*.
- (2) Board Members shall disclose a gift or personal benefit, received in accordance with section 105 of the *Community Charter*, as per section 106 of the *Community Charter*.

Use of Public Resources

- 15. (1) Board Members shall not use resources provided to them by the Regional District, including but not limited to:

- (a) Staff time;
 - (b) equipment;
 - (c) technology;
 - (d) supplies;
 - (e) facilities; or
 - (f) other property,
- for personal gain or election-related purposes.
- (2) Board Members shall not undertake municipal election campaign related activities at the Regional District office or on other premises owned by the Regional District during regular working hours unless such activities are organized by the Regional District.

PART TWO – INVESTIGATION, COMPLIANCE AND ENFORCEMENT

Division 1 – Implementation and Preliminary Steps

Implementation

16. (1) As an expression of the standards of conduct for Board Members expected by the Regional District, this Code is intended to be self-enforcing.
- (2) This Code is most effective when Board Members are thoroughly familiar with it and embrace its provisions. For this reason, this Bylaw shall be provided as information to candidates for the Board.
- (3) On adoption of this Code, and thereafter at the start of each Board term following the General Local Election, Board Members will sign a statement of commitment acknowledging they have read and understood the Code.

Preliminary Steps

17. If a Board Member believes that they have observed another Board Member engaging in conduct that would breach this Bylaw, they must attempt to resolve the complaint directly with the other Board Member, if possible, prior to submitting a complaint under section 18.

Division 2 – Complaint Intake

Complaint Procedure

18. (1) Subject to section 17, a Board Member may submit a complaint to the Chair and CAO.
- (2) A complaint must be in writing, must be submitted within 60 days of the alleged breach, and must include, with sufficient detail:
 - (a) the name of the complainant;
 - (b) the name of the respondent Board Member(s);
 - (c) the conduct that the complainant alleges was in breach of the Code;
 - (d) the date of the alleged conduct;
 - (e) the parts of the Code the alleged conduct breached;
 - (f) the basis for the complainant's knowledge of the conduct; and
 - (g) whether there was any attempt to resolve the complaint informally under section 17.
- (3) A complaint may be accepted notwithstanding that it does not comply with every requirement in subsection (2), if the Chair and CAO determines that there has been substantial compliance or if the circumstances otherwise warrant acceptance.
- (4) A complaint submitted outside the time limits set out in subsection (2) must be rejected.
- (5) In an election year, a complaint submitted within 90 days of the general voting day must be accepted and held in abeyance until after the new Board has taken office, at which time the complaint shall only proceed if it relates to a Board Member who was re-elected in that election year or in the case of a Board Member that is a municipal director is reappointed to the Board.
- (6) For certainty, if the Board Member who is the subject of a complaint held in abeyance pursuant to subsection (5) is not re-elected or re-appointed to the Board, the complaint must be rejected.

Preliminary Assessment

19. (1) On receipt of a complaint, the Chair and CAO shall conduct a preliminary assessment of the complaint or forward the complaint to the Solicitor to conduct a preliminary assessment.

- (2) If the Chair, CAO, or Solicitor determines that any of the following circumstances apply, they must notify the complainant and respondent Board Member in writing that the complaint will be closed, stating the reasons for the closure:
 - (a) the complaint is not with respect to a breach of this Bylaw;
 - (b) the complaint is frivolous, vexatious, or not made in good faith;
 - (c) the complaint would be more appropriately addressed through another process;
 - (d) the complaint is not in compliance with section 18(2) and the respondent Board Member will be prejudiced by the complainant's failure to comply;
 - (e) the complaint concerns the same subject matter as a previous complaint that has already been accepted under this section, and it is not necessary to expand that original complaint or add the new complainant;
 - (f) the complainant wishes to withdraw the complaint, and it would be appropriate to allow the complaint to be withdrawn;
 - (g) the complaint was submitted by a Board Member, and the Board Member ought to have first attempted to resolve the complaint informally under section 17; or
 - (h) there are no possible grounds on which to conclude that a violation of this Bylaw has occurred.
- (3) In completing the preliminary assessment, the Solicitor may request further information from the complainant before determining whether there are sufficient grounds to believe that a breach of this Bylaw may have occurred.
- (4) If the Solicitor receives multiple complaints concerning the same matter, the Solicitor must proceed with the first complaint accepted, but may expand the complaint and/or add complainants for the purpose of seeking resolution of the complaint.

Criminal Conduct

20. (1) If, at any stage in the complaint procedure, the CAO, Corporate Officer, Solicitor or Investigator determines that there are reasonable grounds to believe that there has been a contravention of the *Criminal Code*, or learns that there is an ongoing police investigation into the conduct that gave rise to the complaint, then they must immediately refer the matter to the appropriate authorities and suspend any investigation into the complaint until any resulting police investigation and charge have been finally disposed of, and shall report the suspension to the Board, the complainant, and the respondent Board Member.

- (2) For certainty, a complaint must be suspended while the Board Member is on a mandatory leave of absence under section 109.3(1) of the *Community Charter*, and may be re-commenced only once the mandatory leave of absence ends pursuant to section 109.3(1)(b) of the *Community Charter*.

Disqualification Proceedings

- 21. (1) If, at any stage in the complaint procedure, the CAO, Corporate Officer, Solicitor or Investigator determines that:
 - (a) the subject-matter of the complaint is being addressed in a disqualification proceeding commenced under section 111 of the *Community Charter*, or
 - (b) the complainant could commence a disqualification proceeding under section 111 of the *Community Charter* in relation to the matter that is the subject of the complaint;

the complaint must immediately be suspended until the proceeding under subsection (a) has concluded or the time-period within which the complainant could commence a proceeding under subsection (b) has expired.
- (2) If a complaint has been suspended under subsection (1), it may be re-commenced upon the conclusion of a disqualification proceeding, or the time-period within which a disqualification proceeding could be filed has expired, if:
 - (a) the Board Member who is subject to the complaint has not been disqualified from office by the British Columbia Supreme Court; and
 - (b) it would be in the public interest to do so.

Division 3 – Resolution Procedures & Investigations

Informal or Formal Resolution

- 22. (1) After a complaint is accepted under section 19(1),
 - (a) the Corporate Officer or CAO must refer the complaint to the Solicitor, if not already referred under section 19(1), for a determination under subsection (b); and
 - (b) the Solicitor must then determine whether the complaint requires a formal investigation or whether the complaint may be resolved informally.
- (2) When determining whether the complaint may be resolved informally, the Solicitor:

- (a) may consider culturally appropriate or transformative or restorative justice approaches, and may engage a third-party mediator or facilitator to assist for this purpose; and
 - (b) shall give strong preference to the informal resolution process where possible.
- (3) The complainant or respondent Board Member may decline to participate in an informal resolution at any time.

Informal Resolution

- 23. (1) Where the Solicitor has determined that the complaint may be resolved informally, the Solicitor may, at their discretion, either attempt to resolve the complaint directly, or refer the complaint to the Chair, unless the complaint is against the Chair, in which case the complaint will be referred to the Vice-Chair of the Board.
- (2) Where the Solicitor has referred the complaint in subsection (1), the Chair or Vice-Chair, as the case may be, may agree to assist in resolving the complaint directly.
- (3) Where the Chair, Vice-Chair or a third-party mediator or facilitator is engaged to assist in the informal resolution of a complaint, they shall assess the suitability for settlement or resolution on an ongoing basis and may decline to assist at any point.
- (4) If the complaint is resolved informally by someone other than the Solicitor, the person assisting in resolving the complaint must notify the Solicitor in writing of the terms of the resolution, upon receipt of which, the Solicitor must close the complaint.
- (5) If the person assisting in the informal resolution of a complaint declines to assist, the complainant or respondent Board Member declines to participate, or 30 days has passed since the determination in section 22(1)(b) was made by the Solicitor to resolve the complaint informally, then the complaint shall be referred in accordance with section 24.

Referral to Third-Party Investigator

- 24. (1) If the Solicitor determines that the complaint requires a formal investigation under section 22(1)(b), or in the event that informal resolution is unsuccessful, they shall refer the complaint to a neutral and independent third-party Investigator to conduct an investigation and notify the complainant and respondent Board Member of the referral.
- (2) The Investigator shall, at all times during an investigation, have the power to:
 - (a) dismiss a complaint on a preliminary basis as set out in section 19; and
 - (b) attempt to resolve the complaint informally if the Investigator considers it appropriate in the circumstances.

- (3) The Investigator, once retained, may only be dismissed for cause.

Formal Resolution

- 25. (1) Once retained, the Investigator shall deliver the complaint to the respondent Board Member, along with a request that the respondent Board Member provide a written response to the complaint, together with any submissions that the respondent chooses to make, within 10 days, subject to the Investigator's discretion to reasonably extend the timeline.
- (2) The Investigator may, at their discretion, deliver the respondent Board Member's written response and submissions to the complainant and request a reply in writing within 10 days, subject to the Investigator's discretion to reasonably extend the timeline.
- (3) The Investigator may:
 - (a) speak to anyone relevant to the complaint;
 - (b) request disclosure of documents relevant to the complaint, including closed meeting minutes; and
 - (c) access any record in the custody or control of the Regional District, within the meaning of *FIPPA*, with the exception of records subject to solicitor-client privilege.
- (4) The Investigator has discretion to conduct the investigation as they see fit but must ensure that the investigation complies with the rules of procedural fairness and natural justice required in the circumstances of the complaint.

Confidentiality

- 26. (1) The CAO, Corporate Officer, Solicitor and Investigator must make all reasonable efforts to process and investigate complaints in a confidential manner.
- (2) The Investigator and every person acting under the Investigator's instructions must preserve confidentiality with respect to all matters that come into the Investigator's knowledge in the course of any investigation or complaint, except as otherwise required by law.
- (3) Board Members must make all reasonable efforts to keep complaints and all matters pertaining to complaints under this Bylaw, at any stage, confidential, except as otherwise provided in this Bylaw.

Obstruction

- 27. (1) A Board Member must not obstruct any person in relation to the administration of this Bylaw or the investigation of a complaint.

- (2) Without limitation, the following shall constitute obstruction:
 - (a) uttering of threats or undertaking any reprisal against any person involved in the complaint;
 - (b) destruction of relevant records or documents; and
 - (c) refusal to cooperate with the Investigator.

Frivolous and Vexatious Complaints

- 28. Any Board Member who is found to have obstructed any person contrary to section 27, or who makes a complaint that is subsequently found to have been made in a deliberately frivolous, vexatious or malicious manner, or otherwise made in bad faith, will be subject to appropriate disciplinary action, which may include, but is not limited to the sanctions and remedies as described in section 31.

Division 4 – Adjudication and Reporting

Final Determination by Investigator

- 29. (1) The Investigator must conclude the investigation and make a determination regarding the alleged breach within 90 days of referral under section 23(1), unless the Investigator determines that doing so is not practicable, in which case the Investigator must notify the complainant and respondent Board Member of the delay and provide a revised decision date, which may be extended by periods of up to 30 days at a time on provision of written notice to the complainant and respondent Board Member.
- (2) If, after reviewing all the material information, the Investigator determines that a Board Member did not violate this Bylaw, then the Investigator shall:
 - (a) prepare a written investigation report providing reasons for their determination, which shall include a determination of whether the complaint was submitted frivolously, vexatiously or in bad faith;
 - (b) deliver a summary of the investigation report to the complainant; and
 - (c) deliver a copy of the investigation report to the respondent Board Member and the Board.
- (3) If, after reviewing all the material information, the Investigator determines that a Board Member did violate this Bylaw, then the Investigator shall:
 - (a) prepare a written investigation report providing reasons for their determination, which must include:

- (i) a summary of the factual findings of the Investigator;
 - (ii) an application of this Bylaw, and any other applicable law, to the facts;
 - (iii) a recommendation of the appropriate sanction, subject to subsection (iv);
and
 - (iv) if applicable, a determination of whether the respondent Board Member took all reasonable steps to avoid the breach or whether the breach was trivial, inadvertent or due to an error in judgment made in good faith, in which case the Investigator may recommend that no sanction be imposed;
- (b) notify the complainant that the investigation is complete and inform them that the investigation report, or a summary thereof, will be subsequently released by the Board in accordance with section 30(4);
- (c) deliver a copy of the investigation report to the respondent Board Member;
and
- (d) 48 hours after the delivery of the investigation report to the respondent Board Member, deliver a copy of the investigation report to the Board.
- (4) The Investigator may choose to distribute the investigation report to the Board under this section through the Corporate Officer.

Final Determination by the Board

30. (1) The Board must, within 30 days of the Investigator's delivery of the investigation report, decide on the appropriate measures, if any, that are warranted by a breach of this Bylaw.
- (2) Prior to making any decision regarding the findings and recommendations set out in the investigation report, the respondent Board Member must be provided with an opportunity, in person and in writing, to comment to the Board on the Investigator's determinations and recommendations.
- (3) An investigation report may be considered in a closed meeting, if the circumstances warrant and there is a valid reason to close the meeting under section 90 of the *Community Charter*.
- (4) Within 30 days of receiving the investigation report under section 29(2)(c) or section 29(3)(d), the Board must, subject to the Regional District's obligations under *FIPPA*, release to the public the investigation report, or a summary thereof, along with a summary of the Board's decision, if applicable.

Remedies

31. (1) The Board may impose the following remedies for a violation of this Bylaw:
- (a) a letter of reprimand from the Board, addressed to the respondent Board Member;
 - (b) a request from the Board that the respondent Board Member issue a letter of apology;
 - (c) the publication of the letters contemplated in subsections (a) and (b), along with the respondent Board Member's response, if any;
 - (d) directions to the CAO regarding the method of providing documents that contain confidential information to the respondent Board Member;
 - (e) a recommendation that the respondent Board Member:
 - (i) attend specific training or counselling;
 - (ii) complete a specified number of volunteer hours; or
 - (iii) make a charitable donation of a specified or unspecified amount to a particular charity;
 - (f) limitations on access to certain Regional District facilities;
 - (g) prohibition from representing the Regional District at events and/or attending conferences or seminars;
 - (h) suspension or removal of the respondent Board Member from the position of chair or vice-chair on committees;
 - (i) suspension or removal of the respondent Board Member from committees;
 - (j) public censure of the respondent Board Member; or
 - (k) any other sanction recommended by the Investigator, so long as that sanction is within the authority of the Board.
- (2) The Board must consider the following factors when determining whether to impose a remedy on a Board Member:
- (a) the degree and nature of the conduct;
 - (b) whether the contravention was a single or repeated act;
 - (c) whether the Board Member knowingly contravened this Bylaw;

- (d) whether the Board Member took steps to mitigate or remedy the contravention;
 - (e) the Board Member's history of other contraventions; and
 - (f) if applicable, the Investigator's finding that the respondent Board Member took all reasonable steps to avoid the breach, or that the breach was trivial or done inadvertently or because of an error in judgment.
- (3) When the Board imposes a remedy pursuant to subsection(1), it may include secondary remedies to take effect on a date set by the Board in the event that the Board Member fails to comply.

Division 5 – Post-Decision Matters

Reimbursement of Costs

32. (1) For clarity, the reimbursement rules set out in this section apply despite any other indemnification bylaw or policy.
- (2) A Board Member may make a request to the Board for reimbursement of the costs of legal advice and representation in responding to the formal complaint process outlined in this Bylaw.
- (3) If appropriate, after considering all of the circumstances, the Board may resolve to reimburse legal fees reasonably incurred by a Board Member, provided that all of the following are met:
- (a) the Board Member has not previously been found to have breached this Bylaw;
 - (b) the Board Member has not previously been reimbursed under this section;
 - (c) the amount claimed does not exceed \$10,000; and
 - (d) the Board Member did not engage in dishonest, grossly negligent, or malicious conduct.

READ A FIRST TIME THIS	day of	2024
READ A SECOND TIME THIS	day of	2024
READ A THIRD TIME THIS	day of	2024
ADOPTED THIS	day of	2024

CHAIR

CORPORATE OFFICER



MEMBER STATEMENT OF COMMITMENT

BOARD CODE OF CONDUCT

As a Director/Alternate Director/Elected Official of the Capital Regional District, I agree to uphold the Code of Conduct that has been adopted by the Regional Board.

I will conduct myself in accordance with the foundational principles of integrity, accountability, respect, transparency, and collaboration.

I will respect the diversity of backgrounds, interests, and views that exist in our regional district.

I will strive to keep the decision-making process open, accessible, inclusive, timely, and fair.

I will ensure my interactions with my elected colleagues, staff, the public, media, and my use of social media is reasonable, appropriate, and respectful.

I affirm that I have read and understood the Capital Regional District Board Code of Conduct Bylaw.

Signature: _____

Date: _____

Name (print): _____

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, MARCH 06, 2024**

SUBJECT **Bylaw No. 4588: Regional Parks Loan Authorization Bylaw No. 1, 2024**

ISSUE SUMMARY

Pursuant to the Capital Regional District (CRD) provisionally approved 2024 to 2028 Financial Plan, this report brings forward loan authorization Bylaw No. 4588 for the purpose of financing the Regional Trestles Renewal, Trails Widening and Lighting Project.

BACKGROUND

On October 25, 2023, the CRD Board (the “Board”) gave provisional approval to the 2024 to 2028 Financial Plan and approved the new initiatives and capital for January 1, 2024. The Regional Parks Service included borrowing in the capital plan for the Regional Trestles Renewal, Trail Widening and Lighting Project.

Following approval, staff prepare the required loan authorization bylaw to enable borrowing from the Municipal Finance Authority (MFA). Since loan authorization bylaws expire after five years, bylaws are commonly drafted to cover the five-year financial plan for services requiring borrowing to fund capital. The loan authorization bylaw specifies the maximum amount, restricted use and the debt repayment amortization period.

Requests for funds to be drawn against the loan authorization bylaw will only be authorized upon the Board’s approval of a subsequent security issuing bylaw. The security issuing bylaws are prepared twice annually and include only those borrowings for which there is a cash flow need as determined by the approved financial plan.

The following bylaw is proposed:

Service Area	Action	Purpose	Bylaw
Regional Parks	Loan Authorization Bylaw	To create a loan authorization bylaw to permit long-term borrowing related to the Regional Parks Capital Plan for this service	4588

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4588, “Regional Parks Loan Authorization Bylaw No. 1, 2024”, be introduced and read a first, second and third time; and
2. That approval on behalf of the participating areas for Bylaw No. 4588 be obtained through the municipal and electoral area consent process, according to sections 346 and 347 of the *Local Government Act*, and if successful, that Bylaw No. 4588 be referred to the Inspector of Municipalities for approval.

Alternative 2

That the proposed bylaw be referred back to staff for further information.

IMPLICATIONS

Legislative & Financial Implications

Regional Parks borrowing, as per section 3 of the *Regional District Liabilities Regulation*, requires consent by two-thirds of service participants. Rather than a more formal elector assent or alternative approval process, municipal councils and electoral area directors are permitted to consent.

Before adoption by the Board, the loan authorization bylaw requires three readings followed by participant consent and then approval by the Inspector of Municipalities. Upon final approval, borrowings of up to \$50 million will be authorized.

To ensure optimization of interest and timing of long-term debt, issuance of a temporary borrowing will be proposed upon approval of the loan authorization bylaw by the Board. The request for borrowing will be based on the timing of expenditures. Security issuing bylaws will be brought forward to convert the short-term borrowing to long-term debt financing.

In years two through six of the Project, the plan anticipates borrowing approximately \$10 million annually. Annual debt servicing, based on the current Municipal Finance Authority indicative rate of 4.65%, is anticipated to be \$5 million when the \$50 million is fully borrowed. The estimated annual cost per average household is \$28. The term of any debt issuances under such loan authorization will be 15 years.

This bylaw is required to provide the necessary authority to carry out project work through debt, as provided in the 2024 to 2028 Financial Plan Bylaw.

CONCLUSION

The CRD 2024 provisional financial plan sets out the capital expenditure for each service, including planned borrowing. Borrowing for the Regional Parks Service was identified in the financial plan of up to \$50 million. Bylaw No. 4588, “Regional Parks Loan Authorization Bylaw No. 1, 2024”, is presented in preparation for future borrowing to enable the Regional Trestles Renewal, Trail Widening and Lighting Project.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4588, “Regional Parks Loan Authorization Bylaw No. 1, 2024”, be introduced and read a first, second and third time; and
2. That approval on behalf of the participating areas for Bylaw No. 4588 be obtained through the municipal and electoral area consent process, according to sections 346 and 347 of the *Local Government Act*, and if successful, that Bylaw No. 4588 be referred to the Inspector of Municipalities for approval.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Bylaw No. 4588, “Regional Parks Loan Authorization Bylaw No. 1, 2024”

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4588

**A BYLAW TO AUTHORIZE THE BORROWING OF FIFTY MILLION DOLLARS
 (\$50,000,000) FOR THE PURPOSE OF WIDENING AND LIGHTING REGIONAL TRAILS**

WHEREAS:

- A. The Board of the Capital Regional District adopted Bylaw No. 1749, "Regional Parks Extended Service Establishment Bylaw No. 1, 1989" for the functions of acquiring, developing, operating, and maintaining Regional Parks, subject to the Park (Regional Act);
- B. The Board of the Capital Regional District requires financing for the widening and lighting of sections of the Galloping Goose and Lochside regional trails (the Project);
- C. The portion the Project cost to be funded by debt servicing is the sum of Fifty Million Dollars (\$50,000,000), which is the amount of debt intended to be authorized by this bylaw;
- D. Pursuant to the *Regional District Liabilities Regulation*, BC Reg 261/2004, elector approval is not required if borrowing for a regional park or trail service and consent on behalf of the participants shall be obtained pursuant to section 349(1)(b) of the *Local Government Act*;
- E. The approval of the Inspector of Municipalities is required under Section 406 and 407 of the *Local Government Act*; and
- F. Financing is to be undertaken by the Municipal Finance Authority of British Columbia pursuant to agreements between it and the Capital Regional District.

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

- 1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the acquisition of land and to do all things necessary in connection therewith and without limiting the generality of the foregoing:
 - a) to borrow upon the credit of the Capital Regional District a sum not exceeding Fifty Million Dollars (\$50,000,000); and
 - b) to acquire all such real property, easements, rights-of-way, leases, licenses, rights, or authorities as may be requisite or desirable for or in connection with the Project.

READ A FIRST TIME THIS _____ day of _____ 202

READ A SECOND TIME THIS _____ day of _____ 202

READ A THIRD TIME THIS _____ day of _____ 202

APPROVED BY MUNICIPAL COUNCIL
CONSENT PROCESS PER S.346 and S.347
OF THE *LOCAL GOVERNMENT ACT* THIS day of 202

APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS _____ day of _____ 202

ADOPTED THIS _____ day of _____ 202

CHAIR

CORPORATE OFFICER

FILED WITH THE INSPECTOR OF MUNICIPALITIES THIS day of