



Notice of Meeting and Meeting Agenda Electoral Areas Committee

Wednesday, March 13, 2024

10:00 AM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

P. Brent (Chair), G. Holman (Vice Chair), A. Wickheim, C. Plant (Board Chair, ex-officio)

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 Agenda

3. Adoption of Minutes

3.1. [24-256](#) Minutes of the February 14, 2024 Electoral Areas Committee Meeting

Recommendation: That the minutes of the Electoral Areas Committee meeting of February 14, 2024 be adopted as circulated.

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

4. Chair's Remarks

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. Committee Business

6.1. [24-183](#) 2024 Electoral Area Budget Review

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.

Attachments: [Staff Report: 2024 EA Budget Review](#)
[Appendix A: JDF EA](#)
[Appendix B: SSI EA](#)
[Appendix C: SGI EA](#)
[Appendix D: 2024 Assessment Data](#)

6.2. [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](#)

6.3. [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](#)

6.4. [24-213](#) Previous Minutes of Other CRD Committees and Commissions for Information

Recommendation: There is no recommendation. The following minutes are for information only:
a) Mayne Island Parks and Recreation Commission minutes of January 11, 2024
b) Southern Gulf Islands Library Commission minutes of November 1, 2023
c) Willis Point Fire Protection and Recreation Facilities Commission minutes of January 23, 2024
d) Willis Point Fire Protection and Recreation Facilities Commission minutes of February 6, 2024

Attachments: [Minutes: Mayne Island Parks & Rec Commission - Jan 11, 2024](#)
[Minutes: SGI Library Commission - Nov 1, 2023](#)
[Minutes: Willis Pt Fire Prot'n & Rec Facilities Commiss - Jan 23, 2024](#)
[Minutes: Willis Pt Fire Prot'n & Rec Facilities Commiss - Feb 6, 2024](#)

7. Notice(s) of Motion

8. New Business

9. Motion to Close the Meeting

9.1. [24-262](#) Motion to Close the Meeting

Recommendation: That the meeting be closed for Legal Advice in accordance with Section 90(1)(i) of the Community Charter. [1 Item]

10. Adjournment

The next meeting is April 10, 2024.

To ensure quorum, please advise Tamara Pillipow (tpillipow@crd.bc.ca) if you or your alternate cannot attend.

Meeting Minutes

Electoral Areas Committee

Wednesday, February 14, 2024

11:00 AM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT

Directors: P. Brent (Chair), G. Holman (Vice Chair), A. Wickheim

Staff: T. Robbins, Chief Administrative Officer; K. Lorette, General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; S. Carby, Senior Manager, Protective Services; S. Henderson, Senior Manager, Real Estate; C. Anderson, Manager, Emergency Programs; J. Starke, Manager, Service Delivery, Southern Gulf Islands Electoral Areas; M. Lagoa, Deputy Corporate Officer; T. Pillipow, Committee Clerk (Recorder)

Guest(s): Director M. Little

Regrets: Director C. Plant

The meeting was called to order at 11:00 am.

1. Territorial Acknowledgement

Chair Brent provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Wickheim, **SECONDED** by Director Holman,
That the agenda for the February 14, 2024 Electoral Areas Committee meeting be approved.

CARRIED

3. Adoption of Minutes

3.1. [24-005](#) Minutes of the December 13, 2023 Electoral Areas Committee Meeting

MOVED by Director Wickheim, **SECONDED** by Director Holman,
That the minutes of the Electoral Areas Committee meeting of December 13, 2023 be adopted as circulated.

CARRIED

4. Chair's Remarks

There were no Chair's remarks.

MOVED by Director Holman, **SECONDED** by Director Wickheim,
That Director Little be permitted to participate (without vote) in the February 14, 2024 meeting of the Electoral Areas Committee.
CARRIED

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

6.1. [24-010](#) 2024 Electoral Areas Committee Terms of Reference

This report was received for information.

Discussion ensued regarding the participation of the Board Chair as Ex-Officio at committee meetings.

6.2. [24-151](#) Union of British Columbia Municipalities Grant for Emergency Support Services - Motion of Support

MOVED by Director Holman, **SECONDED** by Director Wickheim,
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 Support Services Grant 2024 and direct staff to provide overall grant management.
CARRIED

6.3. [24-195](#) Municipal and Regional District Tax: Designation of Southern Gulf Islands Tourism Partnership Society as the Designated Destination Management Organization

J. Starke spoke to Item 6.3.

MOVED by Director Holman, **SECONDED** by Director Wickheim,
The Electoral Areas Committee recommends to the Capital Regional District Board:

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

Motion Arising:

MOVED by Director Holman, **SECONDED** by Director Wickheim,
The Electoral Areas Committee recommends to the Capital Regional District Board:

- 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

OPPOSED: Brent

6.4. [24-031](#) Previous Minutes of Other CRD Committees and Commissions for Information

The following minutes were received for information:

- a) East Sooke Fire Protection and Emergency Response Service Commission minutes of November 20, 2023
- b) Mayne Island Parks and Recreation Commission minutes of November 9, 2023
- c) Mayne Island Parks and Recreation Commission minutes of December 14, 2023
- d) North Galiano Fire Prevention and Emergency Response Service Commission minutes of November 24, 2023
- e) Otter Point Volunteer Fire Department Commission minutes of October 18, 2023
- f) Otter Point Volunteer Fire Department Commission minutes of November 8, 2023
- g) Otter Point Volunteer Fire Department Commission minutes of December 12, 2023
- h) Pender Island Parks and Recreation Commission minutes of December 4, 2023
- i) Port Renfrew Fire Protection and Emergency Response Commission minutes of September 28, 2023
- j) Saturna Island Parks and Recreation Commission minutes of December 11, 2023
- k) Shirley Fire Protection and Emergency Response Commission minutes of January 28, 2023
- l) Shirley Fire Protection and Emergency Response Commission minutes of February 27, 2023
- m) Shirley Fire Protection and Emergency Response Commission minutes of March 28, 2023
- n) Shirley Fire Protection and Emergency Response Commission minutes of April 24, 2023
- o) Shirley Fire Protection and Emergency Response Commission minutes of May 30, 2023
- p) Shirley Fire Protection and Emergency Response Commission minutes of June 26, 2023
- q) Shirley Fire Protection and Emergency Response Commission minutes of August 22, 2023
- r) Shirley Fire Protection and Emergency Response Commission minutes of September 23, 2023
- s) Shirley Fire Protection and Emergency Response Commission minutes of October 23, 2023

7. Notice(s) of Motion

7.1. [24-194](#) Motion with Notice: Amendment to Board Procedures Bylaw (Director Holman)

Discussion ensued regarding the resulting workload for staff.

**MOVED by Director Holman, SECONDED by Director Brent,
The Electoral Areas Committee recommends to the Capital Regional District Board:
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**

8. New Business

There was no new business.

9. Adjournment

**MOVED by Director Holman, SECONDED by Director Wickheim,
That the February 14, 2024 Electoral Areas Committee meeting be adjourned at 11:29 am.
CARRIED**

CHAIR

RECORDER



Making a difference...together

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 household/Parcel	
	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 & Unightly 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 2024	Res Asst/ Parcel	2023		Change in Requisition		Change in cost per avg household/Parcel	
			2023	Res Asst/ 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

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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 \$		2024 Per Avg HH \$		Requisition Change		Per Avg HH Change		Requisition Change Comments
	Final	Provisional cow	Final	Provisional cow	Final vs Provisional \$	%	Final vs Provisional \$	%	
1.010 Legislative & General Government	213,400	212,194	52.60	53.51	1,206	0.6%	(0.91)	-1.7%	Increase due to ongoing IT licensing costs Increase due to Board approved initiatives (Aboriginal Coalition & Alliance to End Homelessness) Increase due to Royal Oak Golf Course land acquisition
1.224 Community Health	14,102	9,330	3.48	2.35	4,772	51.1%	1.12	47.7%	
1.280 Regional Parks	313,546	306,225	77.28	77.22	7,321	2.4%	0.06	0.1%	
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 Increase related to change in assessment values Increase due to 2023 Deficit Carryover to be recovered by Requisition
1.318 Building Inspection	129,142	126,619	31.83	31.93	2,523	2.0%	(0.10)	-0.3%	
1.320 Noise Control	14,865	9,487	3.66	2.39	5,378	56.7%	1.27	53.1%	
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 Increase due to Commission recommended operating cost increase Increase due to one-time operating cost increase Increase due to Commission recommended operating cost increase Decrease related to change in cost apportionment - population Increase due to 2023 Deficit Carryover partially offset by increased user charge revenue
1.353 Otter Point Fire Protection	703,762	594,440	623.56	539.17	109,321	18.4%	84.38	15.7%	
1.354 Malahat Fire Protection	73,055	68,672	732.25	738.56	4,383	6.4%	(6.31)	-0.9%	
1.358 Port Renfrew Fire Protection	127,325	105,910	310.63	263.13	21,415	20.2%	47.50	18.1%	
1.40X SEAPARC	750,192	793,632	236.11	256.02	(43,439)	-5.5%	(19.91)	-7.8%	
2.691 Wildemess Mountain Water Service	67,495	66,230	833.27	817.65	1,265	1.9%	15.62	1.9%	
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					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.109	JDF Admin. Expenditures	2,000					2,000			2,000					2,000
1.318	Building Inspection (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	2024 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	2024 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						15.0%	15.6%	9.0%	8.4%	4.9%
Requisition						4.5%	2.0%	2.0%	2.0%	2.0%
Per Fees Revenue										
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	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Building Inspection							

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

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

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Service #: 1.318

Service Name: Building Inspection

				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	Replacement	Vehicle Replacement	Vehicle Replacement	\$ 245,000	V	ERF	\$ 95,000	\$ 125,000	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ 245,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	\$ 30,600	E	ERF	\$ -	\$ 5,500	\$ 4,500	\$ 6,000	\$ 6,000	\$ -	\$ 22,000
21-01	Replacement	Furniture Replacement	Salt Spring Island furniture replacement	\$ 25,000	E	ERF	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
23-01	Replacement	Storage Room Shelving	Storage Room Shelving	\$ 30,000	E	ERF	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
GRAND TOTAL				\$ 330,600			\$ 150,000	\$ 185,500	\$ 4,500	\$ 66,000	\$ 66,000	\$ -	\$ 322,000

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

Assumptions/Background:

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	2024 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: Fund Centre:	1500 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 Emergency Planning Coordination	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	\$2,500	\$0	\$2,500	\$0	\$0	\$0	\$5,000
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	\$70,000	\$0	\$70,000
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$0	\$75,000

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	\$2,500	\$0	\$2,500	\$70,000	\$0	\$0	\$75,000
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	\$2,500	\$0	\$2,500	\$70,000	\$0	\$0	\$75,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.372

Service Name: Emergency Planning Coordination

				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	Computer Equipment Replacement	Computer Equipment Replacement	\$ 5,000	E	ERF	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ -	\$ 5,000
23-01	Replacement	Vehicle Replacement	Vehicle replacement	\$ 70,000	V	ERF	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
													\$ -
													\$ -
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													\$ -
GRAND TOTAL				\$ 75,000			\$ -	\$ 2,500	\$ -	\$ 2,500	\$ 70,000	\$ -	\$ 75,000

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 JDF Admin. 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	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$0	\$4,000
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	\$2,000	\$0	\$2,000	\$0	\$0	\$0	\$4,000

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	\$2,000	\$0	\$2,000	\$0	\$0	\$0	\$4,000
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	\$2,000	\$0	\$2,000	\$0	\$0	\$0	\$4,000

Service:

1.109

JDF Admin. Expenditures

Project Number

26-01

Capital Project Title

Computer Replacement

Capital Project Description

Computer Replacement

Project Rationale

[Redacted 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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101839						
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:	1500	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	105556						
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 GVPLB'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	2024		TOTAL	2025	2026	2027	2028
				ONGOING	ONE-TIME					
<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	2024 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	2024 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

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)

	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	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						2.7%	3.2%	0.2%	4.5%	0.0%
<u>CAPITAL / RESERVES</u>										
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
<u>FUNDING SOURCES (REVENUE)</u>										
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)
*Percentage increase over prior year Requisition						3.5%	3.0%	3.0%	3.0%	3.0%
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	\$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

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.325

Service Name: Community Planning

				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	Computer Equipment	Computer Replacement	\$ 10,845	E	ERF	\$ -	\$ 4,855	\$ 3,290	\$ -	\$ 2,700	\$ -	\$ 10,845
22-01	Replacement	Vehicle	Vehicle Replacement	\$ 40,000	E	ERF	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
22-02	Study	Otter Point Ground Water Study (for OCP)	Study of ground water availability to aid in land use decision making and support OCP policy	\$ 100,000	S	Grant	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-01	Study	Port Renfrew OCP	Port Renfrew Official Community Plan Review and Update	\$ 100,000	S	Grant	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
24-01	Study	Willis Point OCP	Willis Point Official Community Plan Review and Update	\$ 75,000	S	Grant	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
24-02	Replacement	Office Furniture	Raising Desk	\$ 1,500	E	ERF	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500
24-03	Renewal	Meeting Room Upgrade	TV and Video Conference Upgrade	\$ 3,000	E	ERF	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 330,345			\$ 200,000	\$ 324,355	\$ 3,290	\$ -	\$ 2,700	\$ -	\$ 330,345

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:	1500	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	105408						
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

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	\$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	\$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	\$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	\$13,500	\$11,500	\$247,750

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

[Redacted Project Rationale]

Project Number

24-03

Capital Project Title

SCBA

Capital Project Description

Replace 20 SCBA tanks over 20 years

Project Rationale

[Redacted Project Rationale]

Project Number

24-04

Capital Project Title

Computer

Capital Project Description

Replace 2 computers

Project Rationale

[Redacted 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:	1022	Actual	Budget				
			2023	2024	2025	2026	2027
Fund Centre:	101429						
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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Otter Point Fire							

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

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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101432						
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	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	2024 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:	1500	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	105400						
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	ESTIMATED	2024				2025	2026	2027	2028
	BUDGET	ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL				
<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 East Sooke Fire	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	\$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	2024 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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Port Renfrew Fire							

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

Service: 1.358 Port Renfrew Fire

Project Number 23-01 Capital Project Title Rescue Truck Improvements Capital Project Description Enhanced Fire Suppression 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:	1089	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102161						
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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101434						
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	2024		TOTAL	2025	2026	2027	2028
				ONGOING	ONE-TIME					
<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%

Service:

1.360

Shirley Fire Department

Project Number

19-01

Capital Project Title

Firefighting Equipment

Capital Project Description

Firefighting Equipment

Project Rationale

[Redacted 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:	1062	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101701						
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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101436						
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%

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.370

Service Name: JDF 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	InReach Devices	InReach Devices	\$ 4,100	E	ERF	\$ -	\$ 4,100	\$ -	\$ -	\$ -	\$ -	\$ 4,100
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
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													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 4,100			\$ -	\$ 4,100	\$ -	\$ -	\$ -	\$ -	\$ 4,100

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 administrates 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: **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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101986						
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	2024		TOTAL	2025	2026	2027	2028
				ONGOING	ONE-TIME					
<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 & Recre							

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 accessibility.

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:	TBD	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	TBD						
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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102158						
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%
<u>AUTHORIZED POSITIONS</u>										
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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102262						
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

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:	1021	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101365						
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

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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	2024 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	\$0
Equipment	\$10,000	\$20,000	\$260,000	\$10,000	\$10,000	\$0	\$0	\$300,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$275,000	\$1,915,000	\$200,000	\$200,000	\$0	\$0	\$2,590,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$10,000	\$295,000	\$2,175,000	\$210,000	\$210,000	\$0	\$0	\$2,890,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$916,667	\$200,000	\$200,000	\$0	\$0	\$1,316,667
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$275,000	\$1,233,333	\$0	\$0	\$0	\$0	\$1,508,333
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$10,000	\$20,000	\$25,000	\$10,000	\$10,000	\$0	\$0	\$65,000
	\$10,000	\$295,000	\$2,175,000	\$210,000	\$210,000	\$0	\$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 root	\$ 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: Fund Centre:	1500 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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
Wilderness Mountain Water Service								

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	\$0	\$50,000	\$410,000	\$0	\$0	\$0	\$0	\$460,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$50,000	\$410,000	\$0	\$0	\$0	\$0	\$460,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$45,000	\$200,000	\$0	\$0	\$0	\$0	\$245,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$5,000	\$10,000	\$0	\$0	\$0	\$0	\$15,000
	\$0	\$50,000	\$410,000	\$0	\$0	\$0	\$0	\$460,000

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:	1500	Actual	Budget				
Fund Centre:	105540	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	2024 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
	\$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
	\$40,000	\$215,000	\$15,000	\$0	\$0	\$0	\$0	\$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: Fund Centre:	1500 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: Fund Centre:	1044 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	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	2023	2023	2023	\$	%	\$	%
Salt Spring Island									
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 & Unsanitary 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 >+/-\$.00)

REGIONAL	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
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 Local/Specified/Defined Services		Final		Cost per Avg.		Change in Requisition		Change in Cost per Avg.	
		2024	Cost per Avg. Res Ass/ Parcel	2023	Cost per Avg. Res Ass/ Parcel	\$	%	\$	%
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 \$		2024 Per Avg HH \$		Requisition Change		Per Avg HH Change		Requisition Change Comments
	Final	Provisional cow	Final	Provisional cow	Final vs Provisional \$	%	Final vs Provisional \$	%	
1.010 Legislative & General Government	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 / All services <\$1,000	7,615	6,486	10.01	8.59	1,129	17.4%	1.42	16.5%	Increase related to change in assessment values
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)	Change in \$/Avg HH solely due to change in residential assessment
		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 & Unightly 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					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Capital Reserves		
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	2024 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	2024 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						15.0%	15.6%	9.0%	8.4%	4.9%
Requisition						4.5%	2.0%	2.0%	2.0%	2.0%
Per Fees Revenue										
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	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Building Inspection							

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

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

Assumptions/Background:

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	2024 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:	1500	Actual	Budget				
Fund Centre:	105403	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 Emergency Planning Coordination	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	\$2,500	\$0	\$2,500	\$0	\$0	\$0	\$5,000
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	\$70,000	\$0	\$70,000
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$0	\$75,000

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	\$2,500	\$0	\$2,500	\$70,000	\$0	\$0	\$75,000
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	\$2,500	\$0	\$2,500	\$70,000	\$0	\$0	\$75,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

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Service #: 1.372

Service Name: Emergency Planning Coordination

				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	Computer Equipment Replacement	Computer Equipment Replacement	\$ 5,000	E	ERF	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ -	\$ 5,000
23-01	Replacement	Vehicle Replacement	Vehicle replacement	\$ 70,000	V	ERF	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
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GRAND TOTAL				\$ 75,000			\$ -	\$ 2,500	\$ -	\$ 2,500	\$ 70,000	\$ -	\$ 75,000

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	2024			TOTAL	2025	2026	2027	2028
			CORE BUDGET	ONGOING	ONE-TIME					
<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			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						
	SSI Admin. Expenditures	Forward from	2024	2025	2026	2027	2028	TOTAL
		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 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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101837						
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

ERF Group: EASSILCC.ERF

Reserve Cash Flow

Fund:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102275						
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

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	2024 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	2024		TOTAL	2025	2026	2027	2028
				ONGOING	ONE-TIME					
<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%

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:	1073	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101949						
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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101437						
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

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	\$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	\$2,665,000	\$12,175,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt (New Debt Only)	\$240,000	\$913,000	\$1,895,000	\$3,750,000	\$2,665,000	\$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	\$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	\$0	\$247,000
	\$290,000	\$1,028,500	\$1,981,500	\$3,750,000	\$2,750,000	\$2,665,000	\$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.
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.
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.
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.
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:	1088	Actual	Budget				
Fund Centre:	102156	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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Cedars of Tuam Water (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	\$5,000	\$55,000	\$885,000	\$465,000	\$460,000	\$0	\$0	\$1,865,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$5,000	\$55,000	\$885,000	\$465,000	\$460,000	\$0	\$0	\$1,865,000

SOURCE OF FUNDS

Capital Funds on Hand	\$5,000	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
Debenture Debt (New Debt Only)	\$0	\$0	\$870,000	\$465,000	\$435,000	\$0	\$0	\$1,770,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$42,000	\$0	\$0	\$20,000	\$0	\$0	\$62,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$8,000	\$15,000	\$0	\$5,000	\$0	\$0	\$28,000
	\$5,000	\$55,000	\$885,000	\$465,000	\$460,000	\$0	\$0	\$1,865,000

Service: 2.622 Cedars of Tuam Water (SSI)

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

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:		<u>\$0</u>	
AUTHORIZED: LA Bylaw No. 3825 (July 11, 2012)		\$400,000	
BORROWED: SI Bylaw No. 3882 (Jan 9, 2013) Matured 2023		(\$300,000)	3.15%
BORROWED: SI Bylaw No. 3910 (July 2013)		(\$70,000)	3.85%
Remaining:		<u>\$30,000</u>	

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:**
 - 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:
 - 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	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Beddis Water (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	\$10,000	\$428,000	\$1,674,000	\$443,000	\$3,170,000	\$2,780,000	\$8,495,000	\$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	\$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	\$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	\$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	\$328,000
	\$10,000	\$428,000	\$1,674,000	\$443,000	\$3,170,000	\$2,780,000	\$8,495,000	\$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)

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)

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)

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

	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	Actual	Budget				
Fund Centre:	101894	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 Reserve Fund	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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Fulford Water (SSI)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$7,000	\$103,000	\$0	\$0	\$0	\$0	\$0	\$103,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$302,000	\$1,320,000	\$1,125,000	\$1,175,000	\$1,125,000	\$1,125,000	\$5,047,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$7,000	\$405,000	\$1,320,000	\$1,125,000	\$1,175,000	\$1,125,000	\$1,125,000	\$5,150,000

SOURCE OF FUNDS

Capital Funds on Hand	\$7,000	\$7,000	\$0	\$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	\$1,125,000	\$4,890,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$90,000	\$0	\$0	\$40,000	\$0	\$0	\$130,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$88,000	\$25,000	\$0	\$10,000	\$0	\$0	\$123,000
	\$7,000	\$405,000	\$1,320,000	\$1,125,000	\$1,175,000	\$1,125,000	\$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	\$ 6,150,000

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)

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)

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)

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	ESTIMATED	CORE	2024			2025	2026	2027	2028
	BUDGET	ACTUAL		BUDGET	ONGOING	ONE-TIME				
OPERATING COSTS										
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%
DEBT / RESERVES										
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
FUNDING SOURCES (REVENUE)										
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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Cedar Lane Water (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	\$0	\$468,000	\$274,000	\$105,000	\$680,000	\$645,000	\$645,000	\$2,172,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$468,000	\$274,000	\$105,000	\$680,000	\$645,000	\$645,000	\$2,172,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$448,000	\$274,000	\$95,000	\$675,000	\$645,000	\$645,000	\$2,137,000
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	\$20,000	\$0	\$10,000	\$5,000	\$0	\$0	\$35,000
	\$0	\$468,000	\$274,000	\$105,000	\$680,000	\$645,000	\$645,000	\$2,172,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #

2.628

Service Name:

Cedar Lane Water (SS)

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

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.

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.

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.

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.

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.

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.

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.

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

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)	-	-	-	-	-	-	-	-
Other 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	2024				2025	2026	2027	2028
			CORE BUDGET	ONGOING	ONE-TIME	TOTAL				
<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

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 Mngement (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:	1500	Actual	Budget				
Fund Centre:	105210	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:	1056	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101836						
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:	1056	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101900						
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

GANGESSWR.ERF

Reserve Cash Flow

Fund:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101458						
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

Assumptions/Background:

Membrane replacement at \$500K every 10 years, anticipated next replacement in 2030.

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: Malview 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	Malview 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
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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.
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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.
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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.
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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	Actual	Budget				
Fund Centre: 101385	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: Fund Centre:	1500 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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SSI Public Library							

EXPENDITURE

Buildings	\$0	\$90,000	\$0	\$0	\$0	\$0	\$15,000	\$105,000
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	\$90,000	\$0	\$0	\$0	\$0	\$15,000	\$105,000

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	\$70,000	\$0	\$0	\$0	\$0	\$0	\$70,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$20,000	\$0	\$0	\$0	\$0	\$15,000	\$35,000
	\$0	\$90,000	\$0	\$0	\$0	\$0	\$15,000	\$105,000

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:	1084	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102136						
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	2024			2025	2026	2027	2028	
			CORE BUDGET	ONGOING	ONE-TIME					TOTAL
<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	Actual	Budget				
Fund Centre:	105557	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 SSI Small Craft Harbour (Fernwood Dock)	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	\$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

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 capitalworks 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 dept 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	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 Community Transportation (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	\$45,000	\$55,000	\$0	\$0	\$0	\$0	\$0	\$55,000
Land	\$0	\$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	\$5,255,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$45,000	\$402,000	\$1,270,000	\$968,000	\$1,100,000	\$1,570,000	\$1,570,000	\$5,310,000

SOURCE OF FUNDS

Capital Funds on Hand	\$45,000	\$45,000	\$0	\$0	\$0	\$0	\$0	\$45,000
Debenture Debt (New Debt Only)	\$0	\$0	\$320,000	\$320,000	\$315,000	\$410,000	\$1,365,000	\$1,365,000
Equipment Replacement Fund	\$0	\$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	\$3,225,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$147,000	\$110,000	\$188,000	\$85,000	\$145,000	\$675,000	\$675,000
	\$45,000	\$402,000	\$1,270,000	\$968,000	\$1,100,000	\$1,570,000	\$1,570,000	\$5,310,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.2388

Service Na

Community Transportation (SS)

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 sub-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	\$ 492,000	\$ 1,270,000	\$ 968,000	\$ 1,190,000	\$ 1,570,000	\$ 5,310,000	

Service: **1.238B** **Community Transportation (SSI)**

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)

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)

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)

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, McPhillins Avenue (Option 1 - 2023 Active
Project Rationale					

Service: 1.238B Community Transportation (SSI)

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	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	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	2024 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		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Swimming 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
Community Recreation	285,642	320,386	311,370	68,332	5,000	384,702	388,167	396,533	404,892	413,563
Community Parks	1,006,929	978,200	1,023,394	(61,309)	-	962,085	984,480	1,006,377	1,028,134	1,050,820
TOTAL OPERATING COSTS	3,305,516	3,489,568	3,449,119	156,935	30,445	3,636,499	3,749,378	3,827,718	3,909,729	3,989,330

*Percentage Increase

	4.3%	4.7%	0.9%	10.0%	3.1%	2.1%	2.1%	2.0%
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CAPITAL / RESERVE

Swimming Pool	47,500	44,000	65,000	-	-	65,000	145,000	150,000	150,000	150,000
Park Land	52,124	52,124	25,000	-	-	25,000	242,500	227,000	222,000	219,000
Community Recreation	-	-	5,000	-	-	5,000	9,350	8,900	8,650	8,230
Community Parks	15,000	8,820	28,000	-	-	28,000	25,500	25,500	25,500	25,500
DEBT CHARGES	90	-	-	-	-	-	33,375	107,666	107,666	107,666
TOTAL CAPITAL / RESERVES / DEBT	114,714	104,944	123,000	-	-	123,000	455,725	519,066	513,816	510,396

TOTAL COSTS

	3,420,230	3,594,512	3,572,119	156,935	30,445	3,759,499	4,205,103	4,346,784	4,423,545	4,499,726
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Internal Recoveries

	(476,328)	(448,151)	(492,990)	-	-	(492,990)	(502,850)	(512,900)	(523,160)	(533,630)
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OPERATING LESS RECOVERIES

	2,943,902	3,146,361	3,079,129	156,935	30,445	3,266,509	3,702,253	3,833,884	3,900,385	3,966,096
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FUNDING SOURCES (REVENUE)

Swimming Pool	(265,081)	(374,054)	(290,322)	-	60,179	(230,143)	(311,130)	(302,050)	(308,090)	(314,250)
Park Land	(147,654)	(193,113)	(143,577)	(21,500)	(8,059)	(173,136)	(162,110)	(165,360)	(168,660)	(172,040)
Community Recreation	(208,002)	(242,746)	(236,330)	(43,930)	9,533	(270,727)	(285,870)	(291,570)	(297,390)	(303,330)
Community Parks	(46,392)	(59,675)	(32,200)	-	35,212	3,012	(32,850)	(33,520)	(34,190)	(34,880)
TOTAL REVENUE	(667,129)	(869,588)	(702,429)	(65,430)	96,865	(670,994)	(791,960)	(792,500)	(808,330)	(824,500)

REQUISITION

	(2,276,773)	(2,276,773)	(2,376,700)	(91,505)	(127,310)	(2,595,515)	(2,910,293)	(3,041,384)	(3,092,055)	(3,141,596)
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*Percentage increase over prior year requisition

	4.4%	4.0%	5.6%	14.0%	12.1%	4.5%	1.7%	1.6%
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AUTHORIZED POSITIONS:

Salaried	12.325		12.325	-0.40		11.925	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
OPERATING COSTS										
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%
CAPITAL / RESERVES										
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%
FUNDING SOURCES (REVENUE)										
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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SSI Community Parks							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$30,000	\$15,000	\$60,000	\$15,000	\$15,000	\$15,000	\$15,000	\$120,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$275,000	\$420,000	\$70,000	\$10,000	\$10,000	\$10,000	\$10,000	\$520,000
Vehicles	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$90,000
	\$305,000	\$525,000	\$130,000	\$25,000	\$25,000	\$25,000	\$25,000	\$730,000

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	\$30,000	\$45,000	\$30,000	\$15,000	\$15,000	\$15,000	\$15,000	\$120,000
Grants (Federal, Provincial)	\$230,000	\$440,000	\$40,000	\$0	\$0	\$0	\$0	\$480,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$5,000	\$0	\$60,000	\$10,000	\$10,000	\$10,000	\$10,000	\$90,000
	\$305,000	\$525,000	\$130,000	\$25,000	\$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

Assumptions/Background:

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	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	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			9.0%	23.9%		34.7%	0.9%	2.2%	2.1%	2.1%
<u>CAPITAL / RESERVES</u>										
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
<u>FUNDING SOURCES (REVENUE)</u>										
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	(77,640)	(77,640)	(80,040)	(24,402)	(14,533)	(118,975)	(111,647)	(113,863)	(116,152)	(118,463)
*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

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

[Redacted]

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

Assumptions/Background:

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: Fund Centre:	1060 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: Fund Centre:	1022 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	2024 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	ESTIMATED	2024				2025	2026	2027	2028
	BUDGET	ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL				
OPERATING COSTS										
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%
CAPITAL / RESERVES										
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
FUNDING SOURCES (REVENUE)										
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
OPERATING COSTS										
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
Advertising, 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%
CAPITAL / RESERVES										
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
FUNDING SOURCES (REVENUE)										
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 DISTRICT1
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.459	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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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

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 Projected year end balance	Actual	Budget				
	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:

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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: Fund Centre:	1078 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: Fund Centre:	1060 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: Fund Centre:	1022 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

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		Final 2024	Cost per Avg. Res Asst/ Parcel	Cost per Avg. Res Asst/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
				2023		\$	%	\$	%
Southern Gulf Islands									
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	236,946	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 >+/- \$1.00)

	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%

Southern Gulf Islands Local/Specified/Defined Services		Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
		Final 2024	2023	2023	2024	\$	%	\$	%
1.137	Galiano Island Community Use Building	67,056	44.32	64,770	42.57	2,286	3.5%	1.75	4.1%
1.170	Gossip Island Electric Power Supply	62,640	1,118.57	63,455	1,133.13	(815)	-1.3%	(14.55)	-1.3%
1.227	Saturna Island Medical Clinic	24,416	37.53	23,171	35.93	1,245	5.4%	1.60	4.5%
1.228	Galiano Health Service	144,629	95.59	139,686	91.81	4,943	3.5%	3.79	4.1%
1.229	Pender Islands Health Care Centre	264,601	105.92	232,862	93.35	31,739	13.6%	12.57	13.5%
1.352	South Galiano Fire Protection	635,001	716.95	602,372	674.97	32,629	5.4%	41.98	6.2%
1.356	Pender Fire Protection	1,344,763	541.10	1,171,790	472.20	172,973	14.8%	68.90	14.6%
1.359	North Galiano Fire Protection	328,783	833.17	231,790	589.85	96,994	41.8%	243.31	41.2%
1.363	Saturna Island Fire	302,461	462.93	256,273	395.58	46,188	18.0%	67.34	17.0%
1.465	Saturna Island Comm. Parks	28,909	44.24	25,680	39.64	3,229	12.6%	4.61	11.6%
1.468	Saturna Island - Community Rec.	15,149	23.18	13,676	21.11	1,473	10.8%	2.08	9.8%
1.475	Mayne Is. Com. Parks & Rec	96,281	56.42	93,012	54.53	3,269	3.5%	1.89	3.5%
1.478	Mayne Is. Community Rec.	36,816	21.57	35,740	20.95	1,076	3.0%	0.62	3.0%
1.485	North & South Pender Com. Parks	173,335	69.40	167,354	67.15	5,981	3.6%	2.25	3.4%
1.488	North & South Pender Com. Rec	69,632	27.88	67,240	26.98	2,392	3.6%	0.90	3.3%
1.495	Galiano Parks	107,482	82.36	107,562	81.74	(80)	-0.1%	0.62	0.8%
1.498	Galiano Community Recreation	43,850	33.60	38,317	29.12	5,533	14.4%	4.48	15.4%
2.630	Magic Lakes Estate Water System	580,060	485.00	580,000	484.95	60	0.0%	0.05	0.0%
2.640	Saturna Island Water System (Lyll Harbour)	140,696	808.60	133,030	768.96	7,666	5.8%	39.64	5.2%
2.642	Skana Water (Mayne)	26,590	364.11	25,680	351.78	900	3.5%	12.33	3.5%
2.665	Sticks Allison Water (Galiano)	5,100	134.21	5,100	134.21	-	0.0%	-	0.0%
2.667	Surfside Park Estates (Mayne)	24,620	234.48	23,790	226.57	830	3.5%	7.90	3.5%
3.755	Regional Source Control	3,945	5.55	4,498	6.33	(553)	-12.3%	(0.78)	-12.3%
3.830	Magic Lake Estates Sewer System	606,635	855.62	586,010	826.53	20,625	3.5%	29.09	3.5%
3.830D	Magic Lake Estates Sewer Debt	229,459	400.45	234,106	408.56	(4,647)	-2.0%	(8.11)	-2.0%
Total Local/Specified/Defined Services		5,362,899		4,926,964		435,936			

Average residential assessment - 2024/2023

\$805,373

\$802,046

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 \$		2024 Per Avg HH \$		Requisition Change		Per Avg HH Change		Requisition Change Comments
	Final	Provisional cow	Final	Provisional cow	Final vs Provisional \$	%	Final vs Provisional \$	%	
1.010 Legislative & General Government	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%	Increase in Commission recommended operating costs
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 (Lyll 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 $\geq \pm 1,000$)

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					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
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	Lyll 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
		GIIRC Equipment and Tools Purchase	1,000	2,616	1,616	Equipment and Tools Purchase
2.640	Lyll 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	2024 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						15.0%	15.6%	9.0%	8.4%	4.9%
Requisition						4.5%	2.0%	2.0%	2.0%	2.0%
Per Fees Revenue										
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	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Building Inspection							

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

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

Assumptions/Background:

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	2024 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: Fund Centre:	1500 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 Emergency Planning Coordination	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	\$2,500	\$0	\$2,500	\$0	\$0	\$0	\$5,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$70,000	\$0	\$0	\$70,000
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$0	\$75,000

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	\$2,500	\$0	\$2,500	\$70,000	\$0	\$0	\$75,000
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	\$2,500	\$0	\$2,500	\$70,000	\$0	\$0	\$75,000

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	2024 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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SGI Admin. Expenditures							

EXPENDITURE

Buildings	\$0	\$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

Service:

1.110

S&I 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

SGI 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

SIG 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:	1500	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	105547						
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
OPERATING COSTS										
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%
DEBT / RESERVE										
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
FUNDING SOURCES (REVENUE)										
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%

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	2024		TOTAL	2025	2026	2027	2028
				ONGOING	ONE-TIME					
<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

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
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%	
<u>DEBT</u>										
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	-
<u>FUNDING SOURCES (REVENUE)</u>										
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	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 SGI 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 SGI 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>										
Management Expenditures:										
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%
Dock Expenditures:										
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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SGI Small Craft Harbour Facilities							

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	\$426,000	\$482,000	\$304,000	\$50,000	\$50,000	\$50,000	\$50,000	\$936,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$426,000	\$482,000	\$304,000	\$50,000	\$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: 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	2024 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	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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	South Galiano Fire							

EXPENDITURE

Buildings	\$0	\$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

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

[Redacted]

Project Number

24-03

Capital Project Title

Rope Rescue

Capital Project Description

Replace Rope Rescue Equipment

Project Rationale

[Redacted]

Project Number

24-04

Capital Project Title

Thermal Imaging Cameras

Capital Project Description

Replace 2 Thermal Imaging Cameras

Project Rationale

[Redacted]

Project Number

25-01

Capital Project Title

Water Storage

Capital Project Description

Water Tanks for Firehall

Project Rationale

[Redacted]

Service:

1.352

South 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:	TBD	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	TBD						
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	2024			2025	2026	2027	2028	
			CORE BUDGET	ONGOING	ONE-TIME					TOTAL
<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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Pender Island Fire							

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

2024 - 2028

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><u>\$100,000</u></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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	North Galiano Fire							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
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	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000

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	\$150,000	\$0	\$0	\$0	\$0	\$150,000
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	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000

Service:

1.359

North Galiano Fire

Project Number

25-01

Capital Project Title

SCBA Replacement

Capital Project Description

NGVFD SCBA Replacement

Project Rationale

[Redacted 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:	1085	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102137						
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:	1022	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101435						
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	2024 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	2024		TOTAL	2025	2026	2027	2028
				ONGOING	ONE-TIME					
<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:

1.373

S&I Emergency Program

Project Number

24-01

Capital Project Title

Island Emergency Equipment

Capital Project Description

Island-based emergency equipment

Project Rationale

[Redacted 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: Fund Centre:	1063 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: Fund Centre:	1500 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	2024 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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Saturna Island Community Parks							

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	\$51,727	\$38,000	\$35,225	\$0	\$0	\$0	\$0	\$73,225
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$51,727	\$38,000	\$35,225	\$0	\$0	\$0	\$0	\$73,225

SOURCE OF FUNDS

Capital Funds on Hand	\$5,727	\$5,000	\$727	\$0	\$0	\$0	\$0	\$5,727
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	\$46,000	\$33,000	\$34,498	\$0	\$0	\$0	\$0	\$67,498
	\$51,727	\$38,000	\$35,225	\$0	\$0	\$0	\$0	\$73,225

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 (Lyal 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: Fund Centre:	1036 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	ESTIMATED	CORE	2024		TOTAL	2025	2026	2027	2028
	BUDGET	ACTUAL		BUDGET	ONGOING					
<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

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 Install 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

[Redacted]

Project Number

25-03

Capital Project Title

Putting Green

Capital Project Description

Upgrade with astroturf and landscaping

Project Rationale

[Redacted]

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	2024 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	2024 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	2024 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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Pender Island Community Parks							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$25,000	\$20,000	\$20,000	\$0	\$0	\$0	\$65,000
Land	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Engineered Structures	\$103,808	\$1,157,752	\$1,092,500	\$15,000	\$25,000	\$25,000	\$25,000	\$2,315,252
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$103,808	\$1,212,752	\$1,112,500	\$35,000	\$25,000	\$25,000	\$25,000	\$2,410,252

SOURCE OF FUNDS

Capital Funds on Hand	\$46,308	\$33,808	\$12,500	\$0	\$0	\$0	\$0	\$46,308
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	\$700,000	\$625,000	\$0	\$0	\$0	\$0	\$1,325,000
Donations / Third Party Funding	\$0	\$200,000	\$300,000	\$0	\$0	\$0	\$0	\$500,000
Reserve Fund	\$57,500	\$278,944	\$175,000	\$35,000	\$25,000	\$25,000	\$25,000	\$538,944
	\$103,808	\$1,212,752	\$1,112,500	\$35,000	\$25,000	\$25,000	\$25,000	\$2,410,252

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.485

Service Name: 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	\$ 1,212,762	\$ 1,112,500	\$ 35,000	\$ 25,000	\$ 25,000	\$ 2,410,262

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
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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
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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.
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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
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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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Galiano Community Parks							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$2,616	\$2,616	\$1,000	\$1,000	\$0	\$0	\$0	\$4,616
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$32,922	\$43,922	\$11,000	\$3,000	\$5,900	\$33,000	\$96,822	\$0
Vehicles	\$0	\$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

Service: 1.495 Galiano Community Parks

Project Number 18-02 Capital Project Title Galiano Island Park Upgrades Capital Project Description Wesley Road Shore Access

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

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

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

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:	1058	Actual	Budget				
Fund Centre:	101604	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

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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:	1058	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102263						
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:	1500	Actual	Budget				
Fund Centre:	105560	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	2024 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	\$60,000	\$447,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,000	\$160,000	\$22,000	\$145,000	\$75,000	\$60,000	\$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	\$60,000	\$447,000
	\$20,000	\$160,000	\$22,000	\$145,000	\$75,000	\$60,000	\$60,000	\$462,000

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:	1500	Actual	Budget				
Fund Centre:	105212	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			Acquire SRW over MLE North Dam		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: Fund Centre:	1024 101368	Actual	Budget				
		2023	2024	2025	2026	2027	2028
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:	1024	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102245						
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 (Sal							

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

Service:

2.640

Lyll 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.
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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.
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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
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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.
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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 water mains 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:	1500	Actual	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	105213						
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: Fund Centre:	1025 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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Skana Water (Mayne)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$10,000	\$115,000	\$674,120	\$0	\$0	\$0	\$799,120
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$45,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$100,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$45,000	\$60,000	\$165,000	\$674,120	\$0	\$0	\$0	\$899,120

SOURCE OF FUNDS

Capital Funds on Hand	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Debenture Debt (New Debt Only)	\$0	\$0	\$150,000	\$127,262	\$0	\$0	\$0	\$277,262
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$546,858	\$0	\$0	\$0	\$546,858
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$15,000	\$30,000	\$15,000	\$0	\$0	\$0	\$0	\$45,000
	\$45,000	\$60,000	\$165,000	\$674,120	\$0	\$0	\$0	\$899,120

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.

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.

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.

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.

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: 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:	1500	Actual	Budget				
Fund Centre:	105215	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:	1068	Actual	Budget				
Fund Centre:	101890	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

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:	1500	Actual	Budget				
Fund Centre:	105216	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: Fund Centre:	1066 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

DEBT

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
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

FUNDING SOURCES (REVENUE)

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 Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Magic Lake Sewer Utility (Pender)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$60,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$4,500,000	\$4,200,000	\$300,000	\$0	\$0	\$0	\$205,000	\$4,705,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$4,500,000	\$4,260,000	\$300,000	\$0	\$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	\$0	\$1,500,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000	\$40,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$3,000,000	\$2,800,000	\$200,000	\$0	\$0	\$0	\$0	\$3,000,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$60,000	\$0	\$0	\$0	\$0	\$165,000	\$225,000
	\$4,500,000	\$4,260,000	\$300,000	\$0	\$0	\$0	\$205,000	\$4,765,000

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

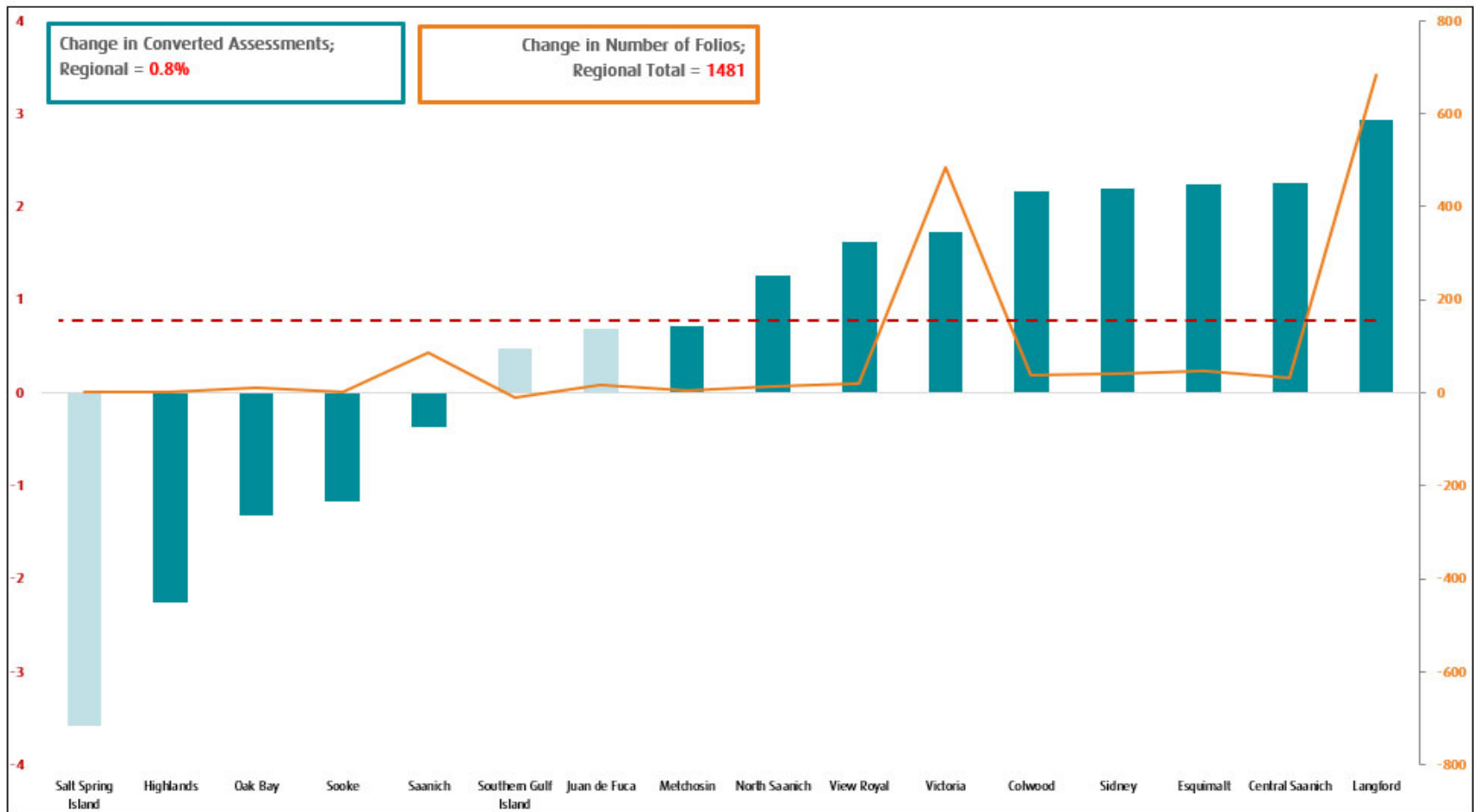
2024 Final Electoral Area Budget Review

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	805,373	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





Making a difference...together

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
<p>1. Proposed Activities. What <u>specific</u> activities will be undertaken as part of the proposed project? Refer to Section 6 of the <i>Program and Application Guide</i> for eligibility.</p> <p>a) Purchase of equipment and supplies, equipment installation</p> <p>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.</p> <p>b) Training and exercises</p> <p>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.</p>

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.

- 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](#).
- For regional projects only: 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

Documents should be submitted as Word, Excel, or PDF files. Total file size for email attachments cannot exceed 20 MB.

All documents should be submitted to Local Government Program Services, Union of BC Municipalities by e-mail: cepf@ubcm.ca.

Please note “2024-EOC” in the subject line.

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%	



Making a difference...together

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)



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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/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_crrl.ca \(chec-crrl.ca\)](https://chec-crrl.ca/chec-crrl.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)

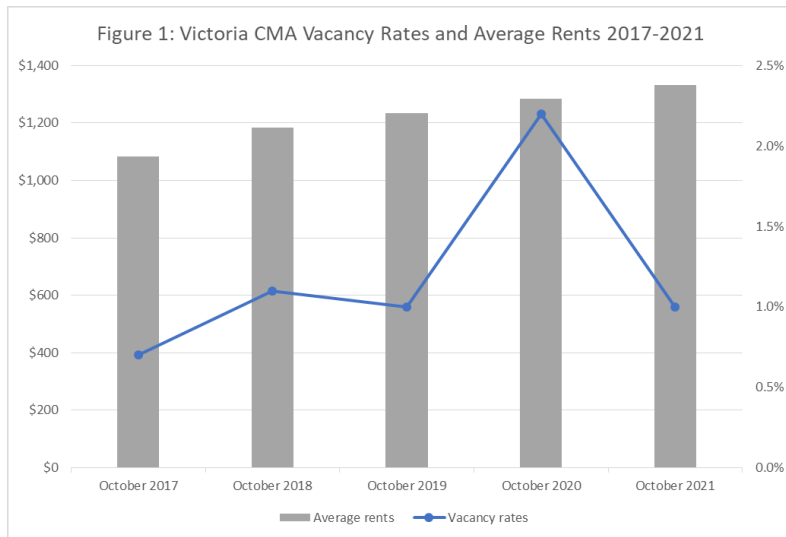
⁹ [NationalAllianceToEndRuralAndRemoteHomelessness-e.pdf \(ourcommons.ca\)](https://ourcommons.ca)

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.

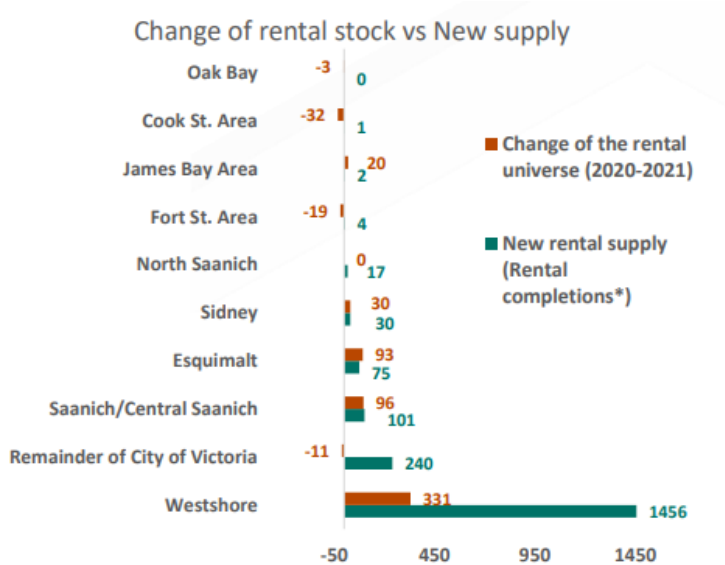
Challenges preserving existing affordable housing

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.

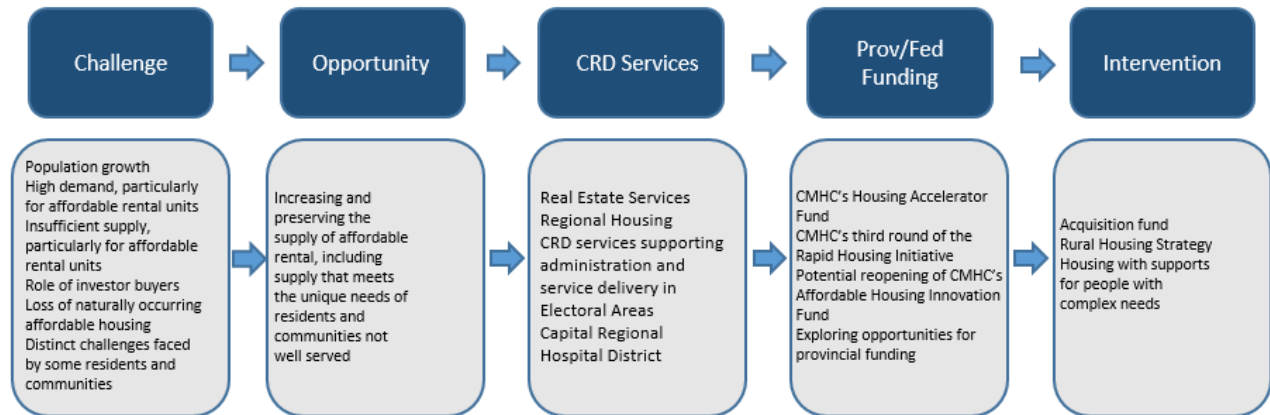
The range of services provided under the Regional Housing portfolio would also ensure the CRD is well positioned to support a program with the above mentioned priorities. Regional Housing includes planning, construction and operation of housing services, as well as administration of the current RHFP.

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.

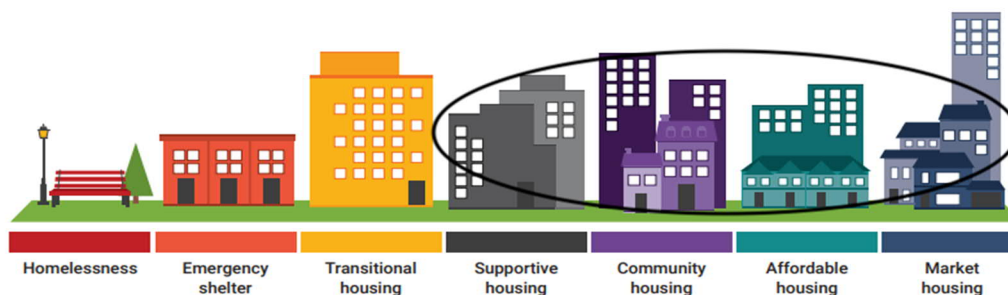
Market rental data was captured from on-line rental sites. This rental data for various unit sizes across the CRD was utilized to determine affordable rent levels based on the affordability benchmark. Affordability has been defined as not exceeding 30% of the annual net income before taxes and including 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 $\frac{1}{4}$ - to $\frac{1}{2}$ -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

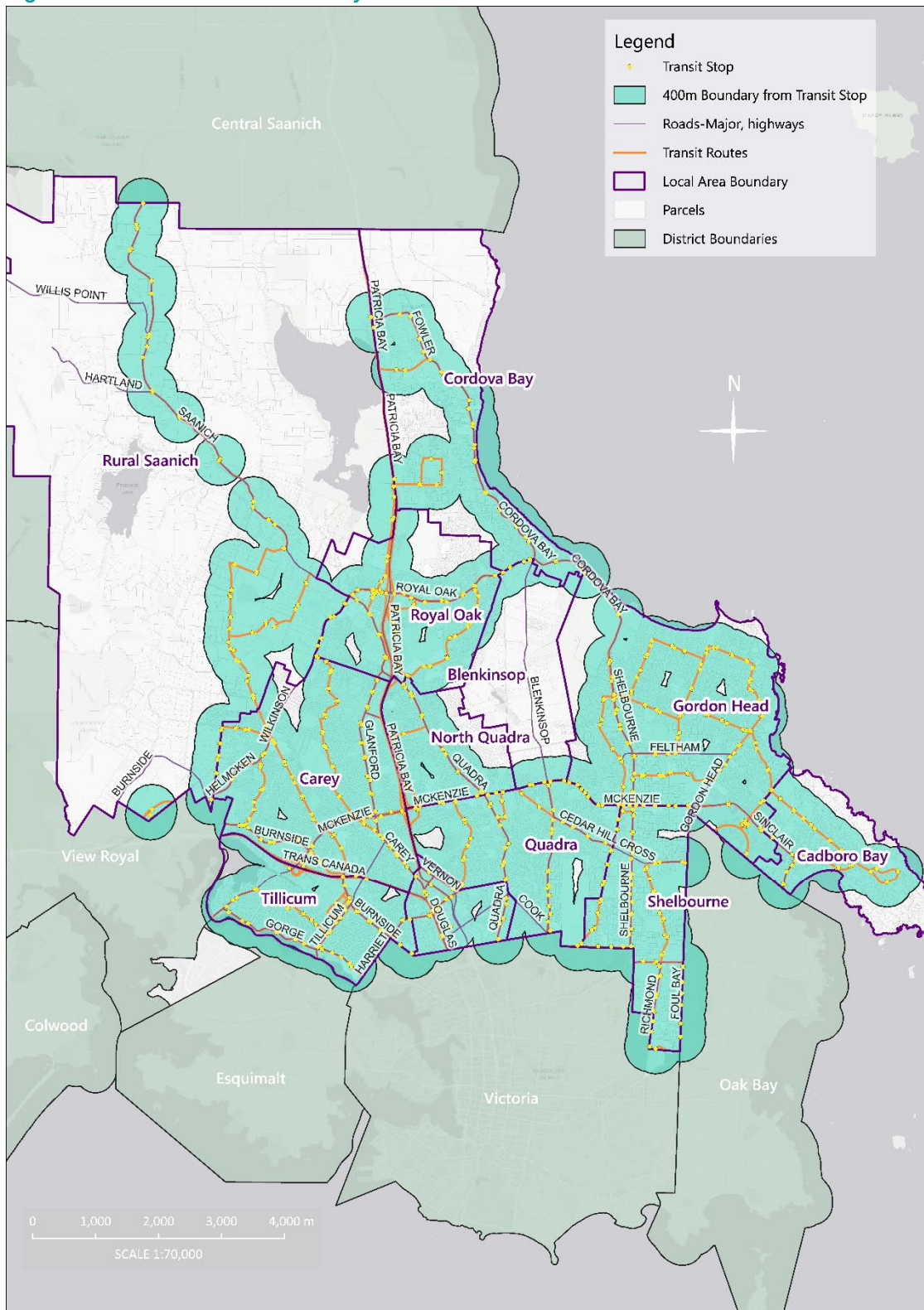
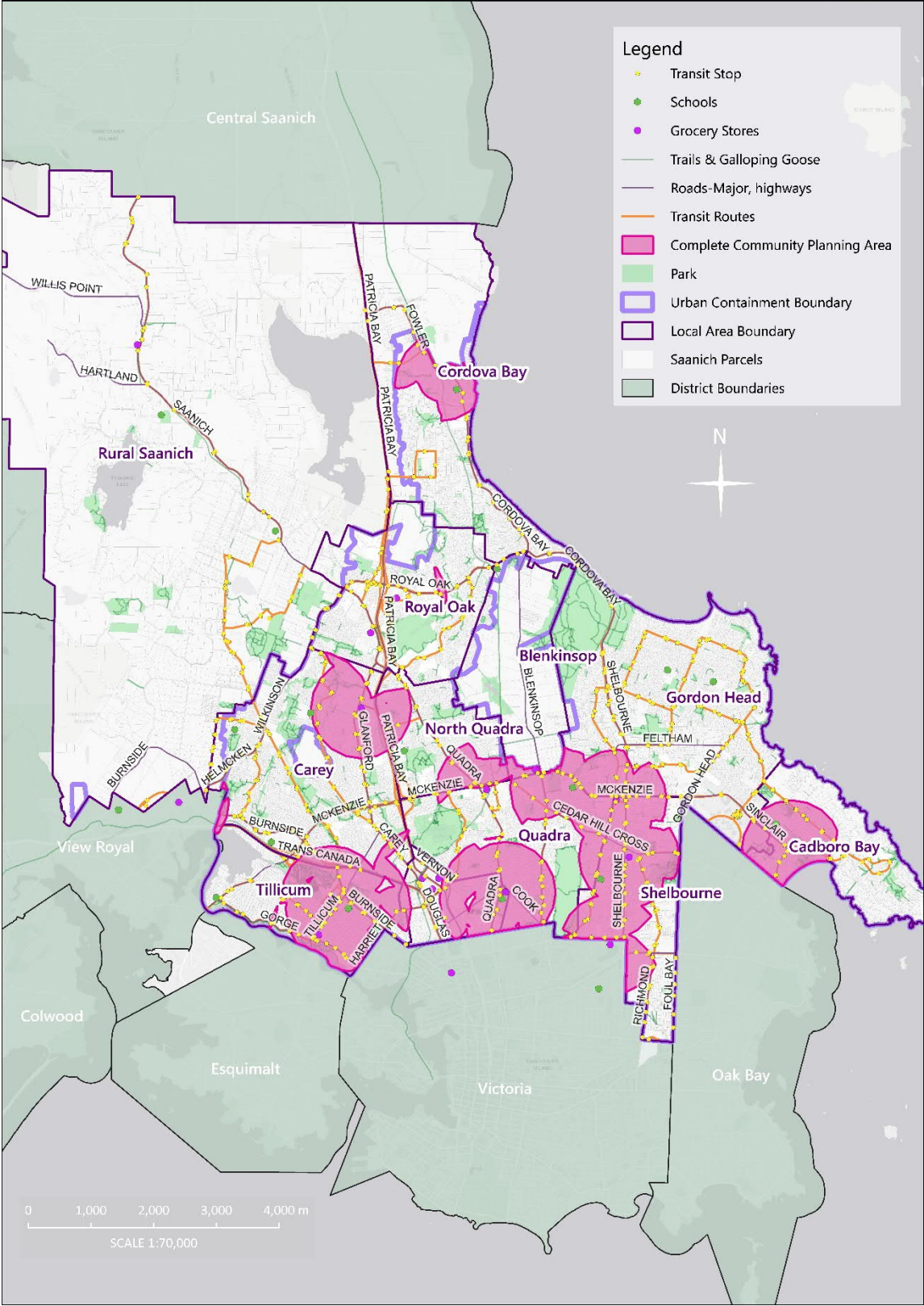


Figure 3: Community Services and Facilities Walkability for Saanich



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	Overall Construction Cost: \$507M (approximate) City of Edmonton's contribution: \$132.7 M Expects contribution from other government orders, equity, and financing from affordable housing providers to fill the gap of \$377 M.	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 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

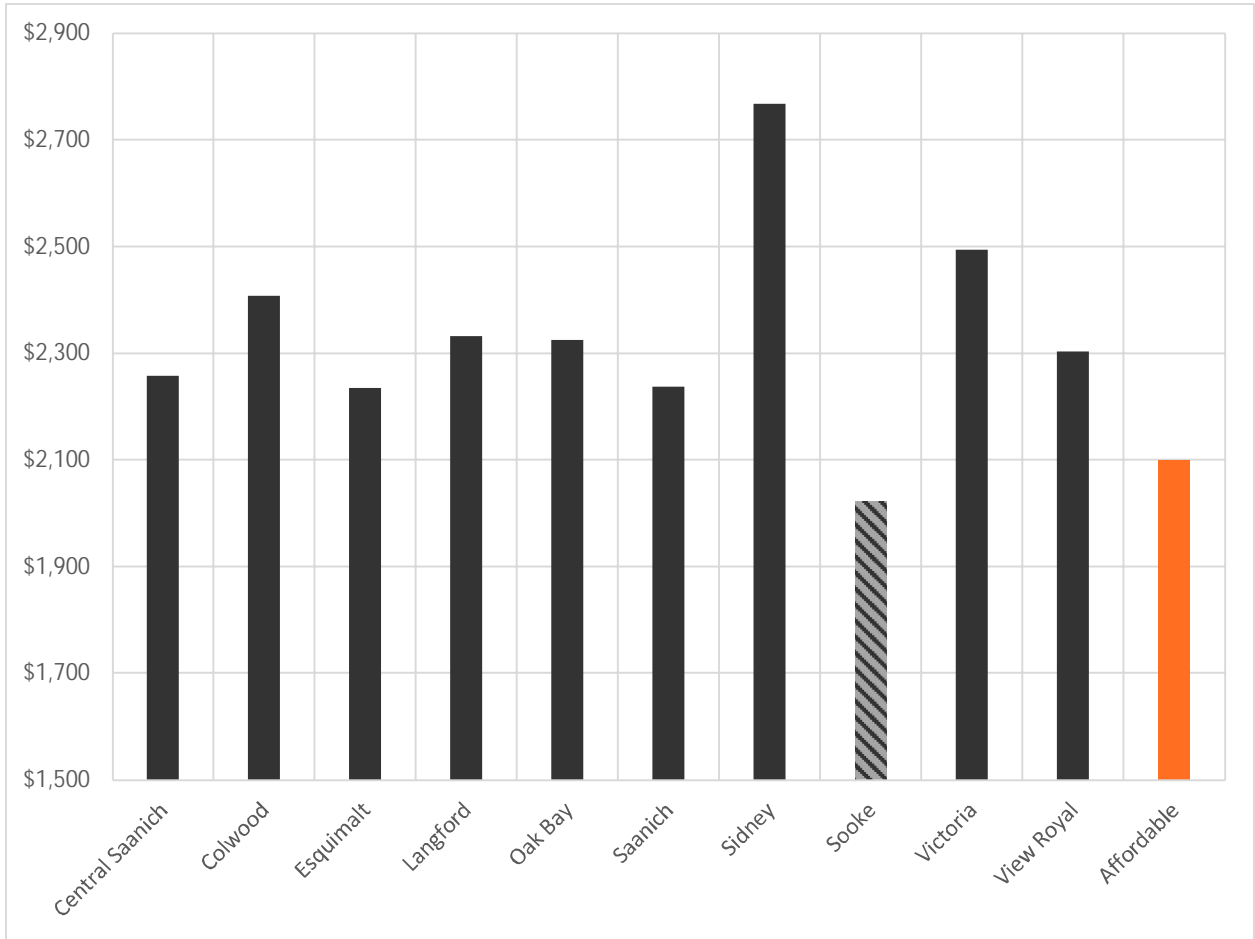
The Consultant has applied the following rental rates in each scenario's first year of operation shown in **Table 11**.

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

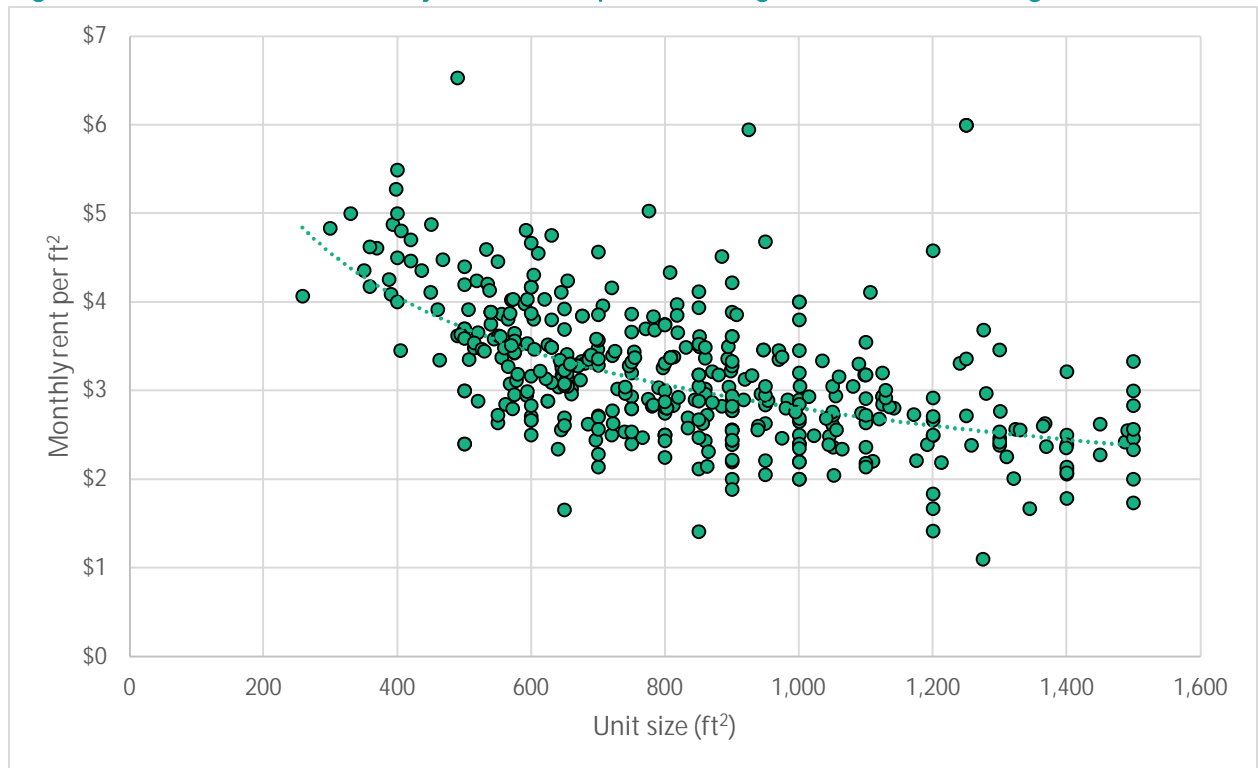


Figure 5 above displays all rental listings within the CRD's Urban Containment Boundary with an identified unit size below 1,500 ft². This data reflects the period during which the Consultant was performing market research for this project, namely September to October of 2023. Note that the market rental 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

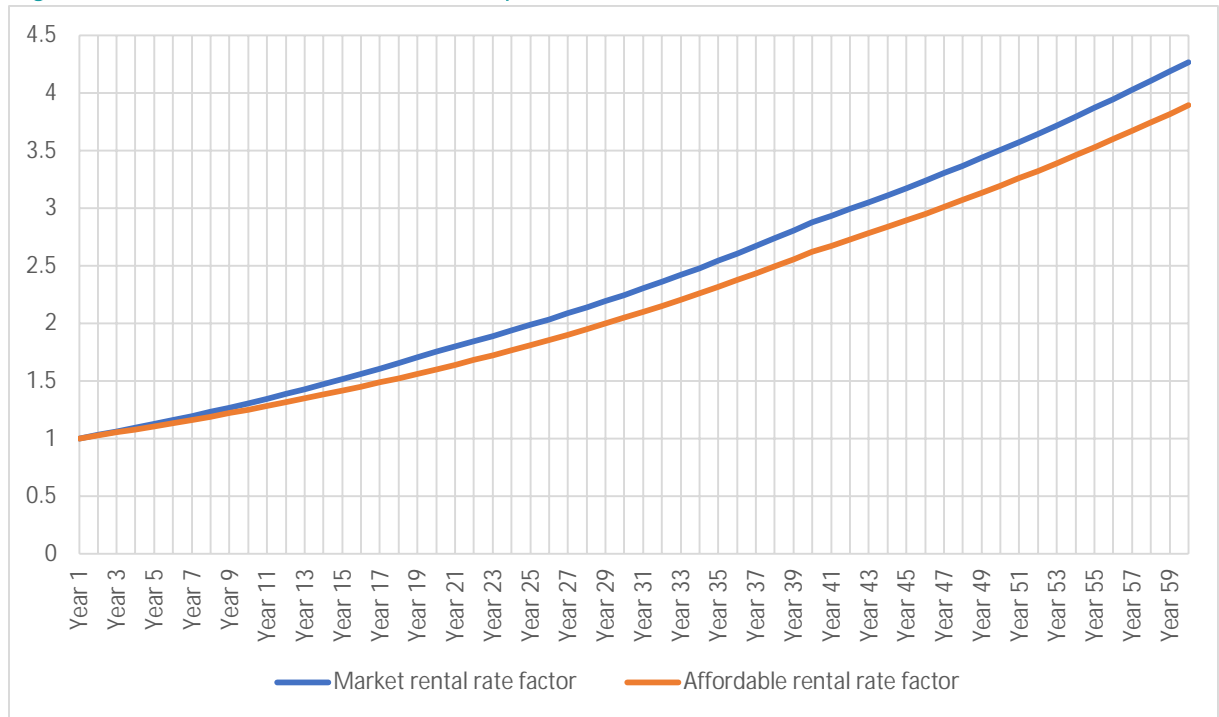
	Observed Market Monthly Rate		Affordable Monthly Rate	
	Per ft ²	Per unit	Per ft ²	Per unit
Studio	\$4.28	\$1,499	\$4.08	\$1,428
1-Bedroom	\$3.64	\$1,909	\$3.46	\$1,819
2-Bedroom	\$3.19	\$2,315	\$3.04	\$2,205
3-Bedroom	\$2.89	\$2,677	\$2.76	\$2,550
Average	\$3.26	\$2,204	\$3.11	\$2,100

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

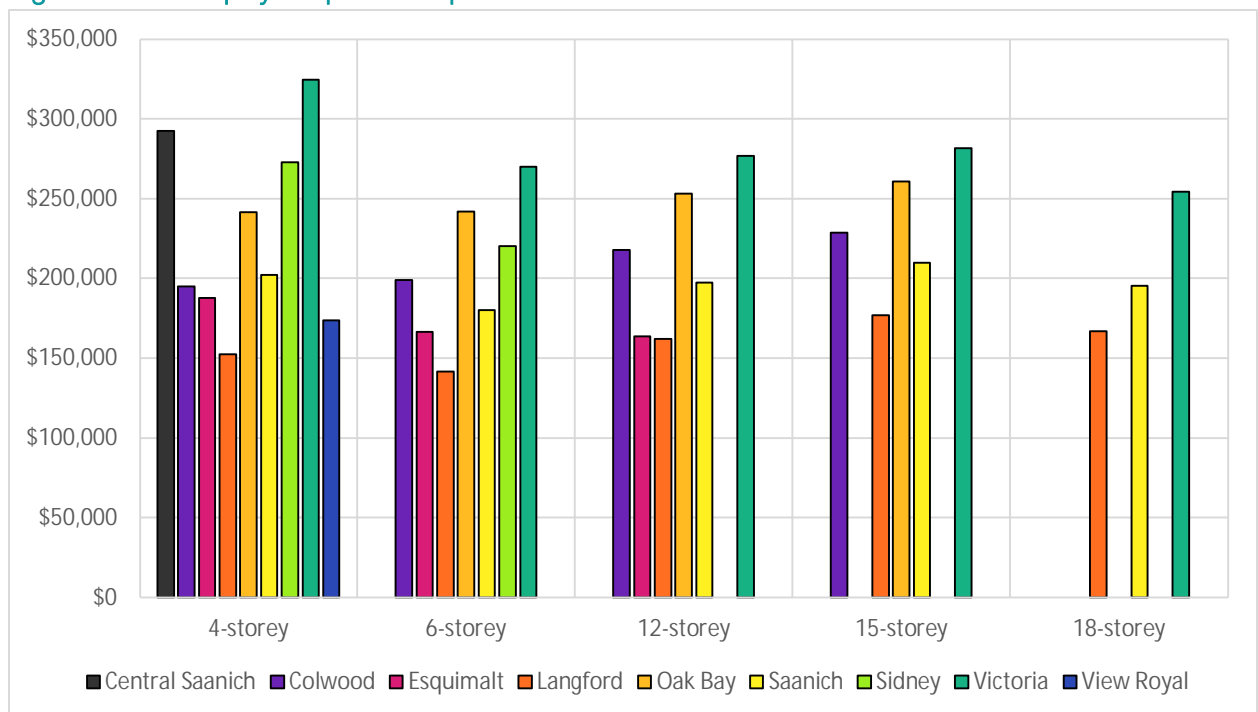
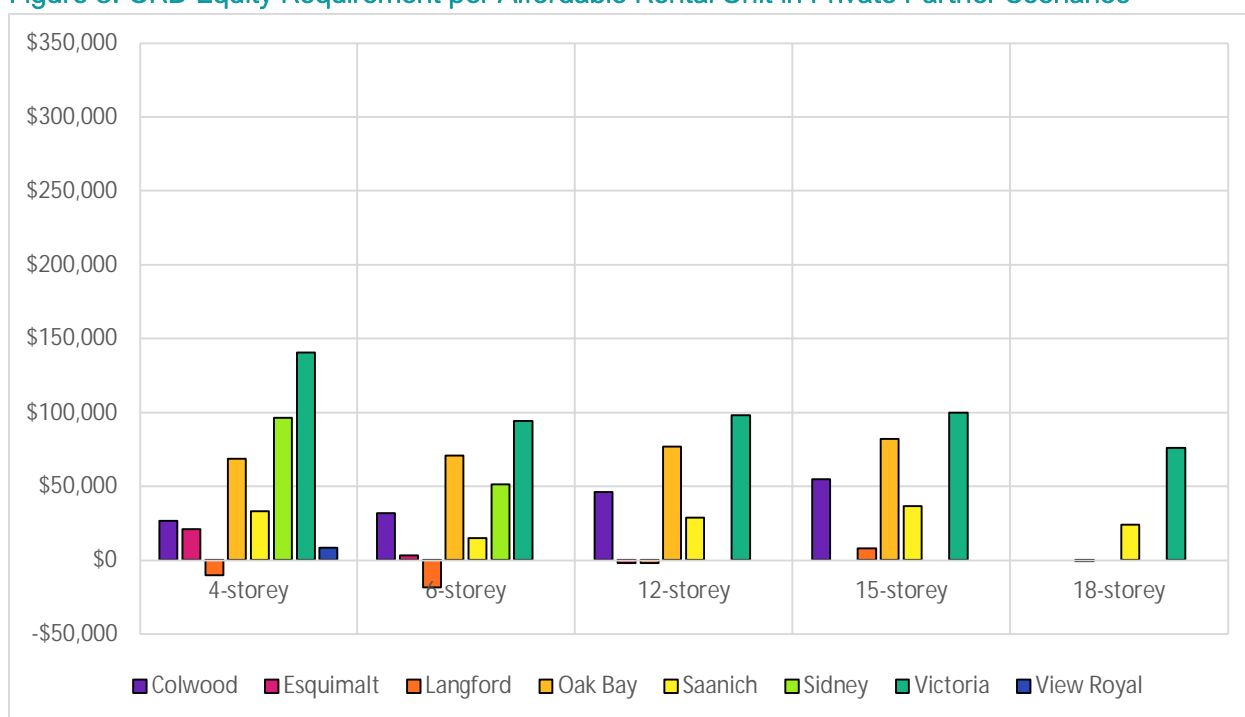


Figure 8: CRD Equity Requirement per Affordable Rental Unit in Private Partner Scenarios²³

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 be used 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

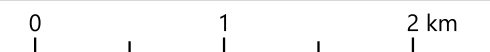
District of Central Saanich

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

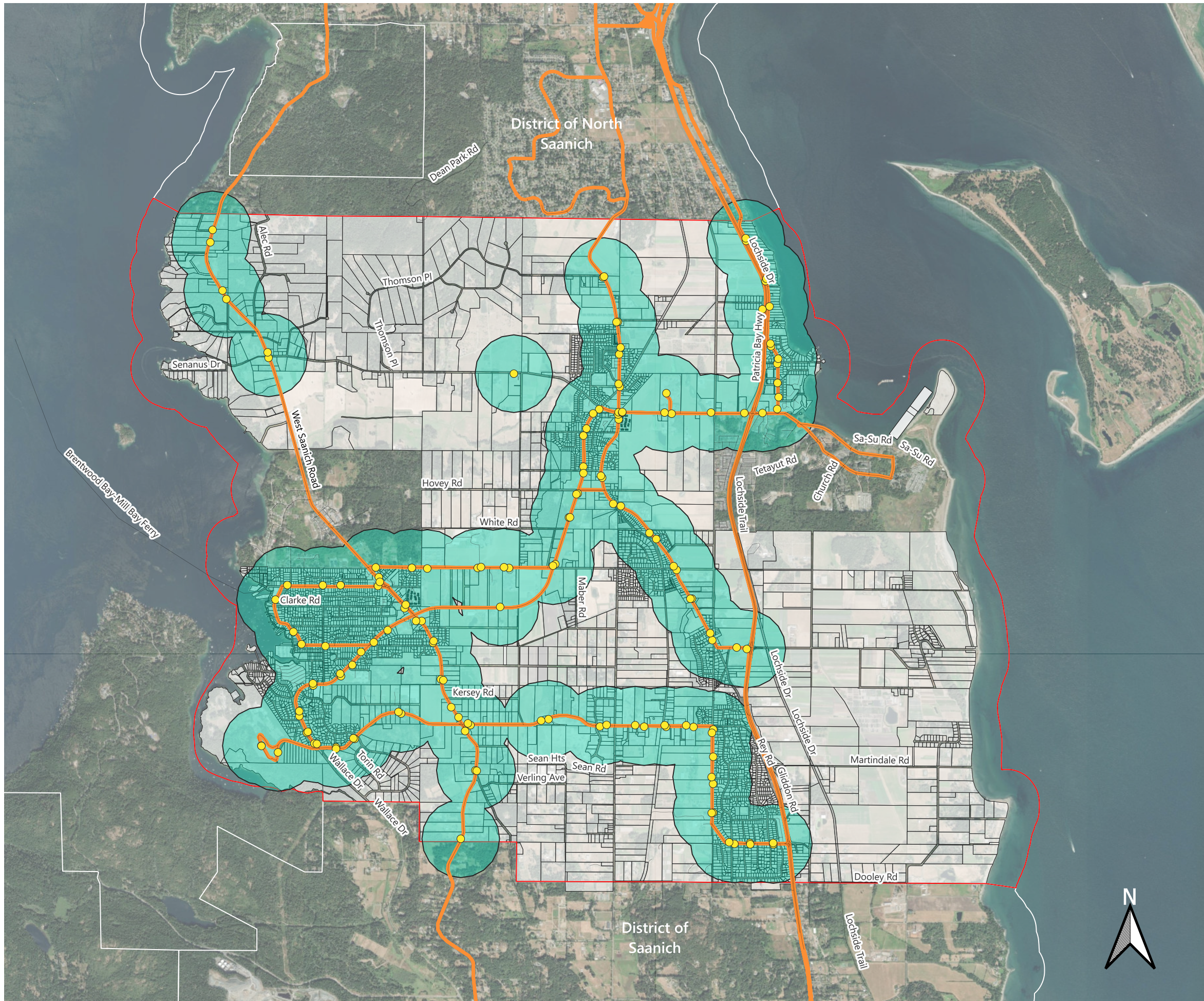


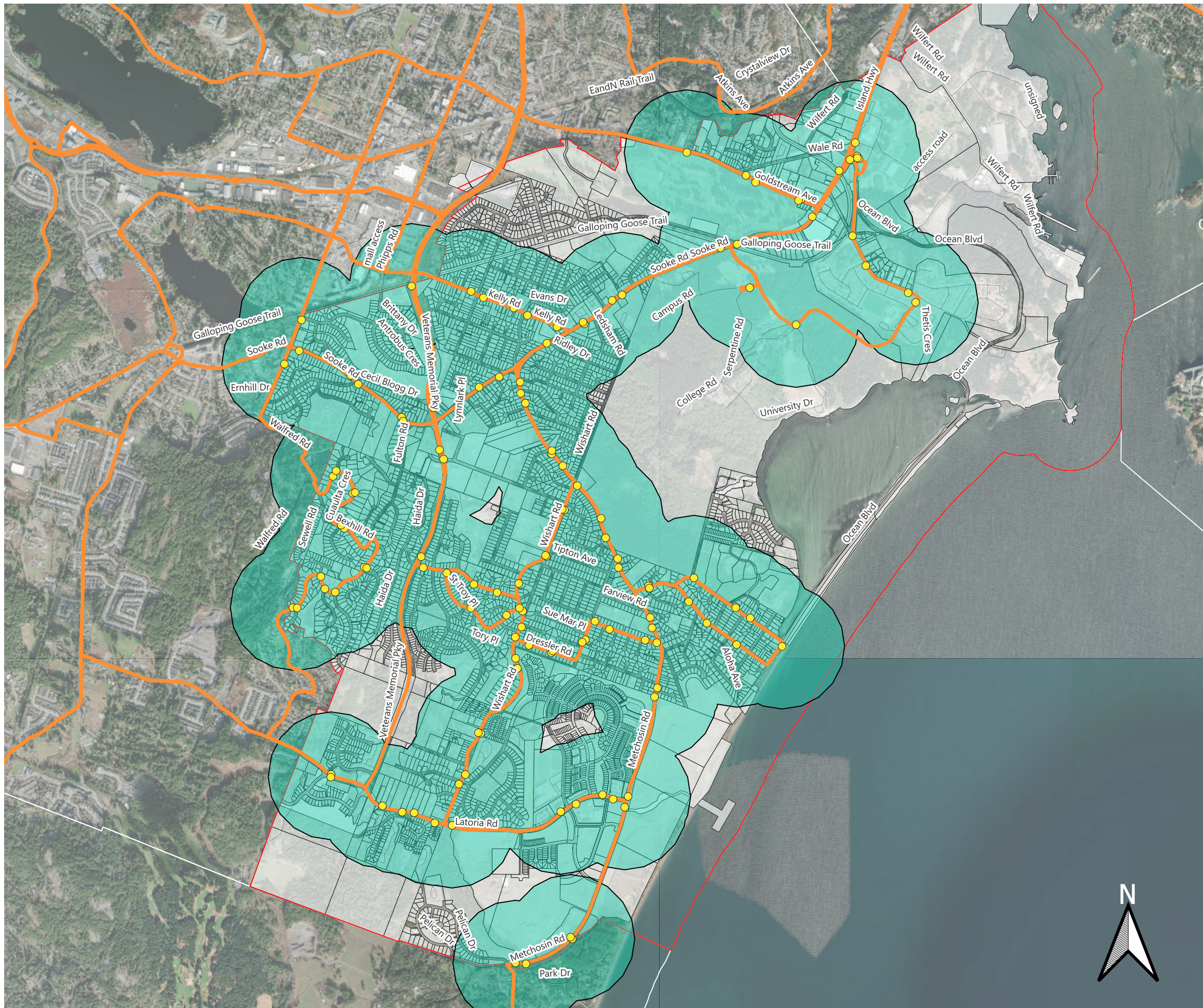
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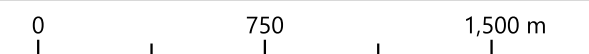
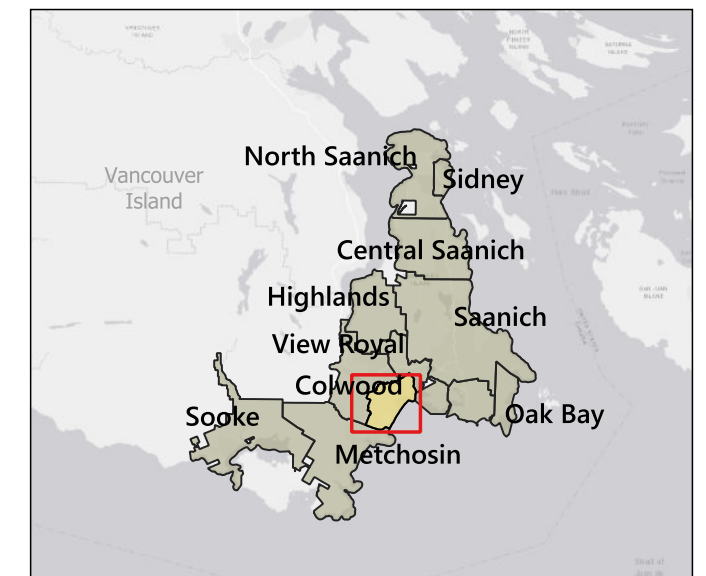
City of Colwood

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

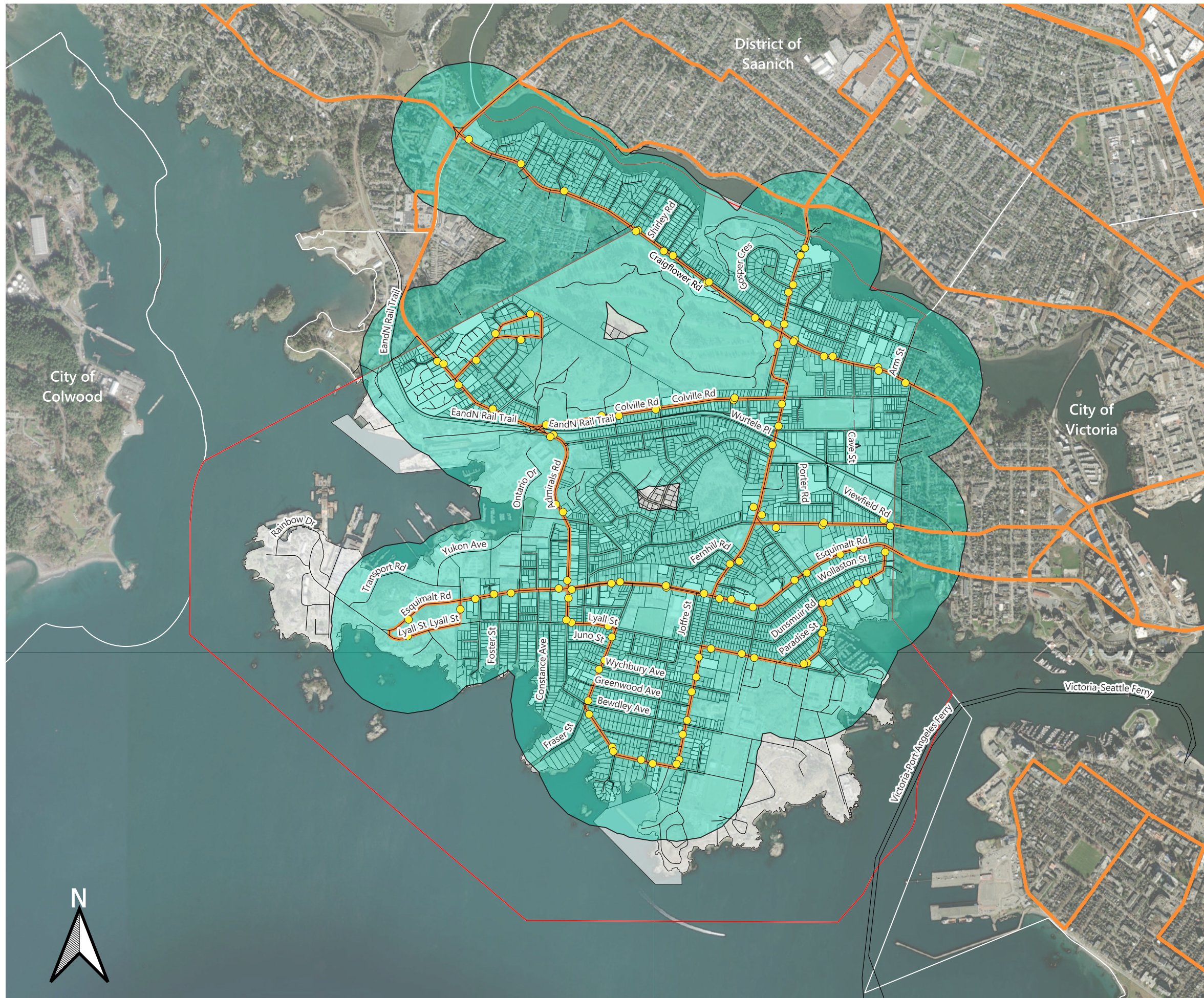


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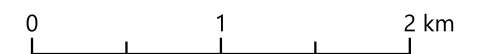
City of Langford

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



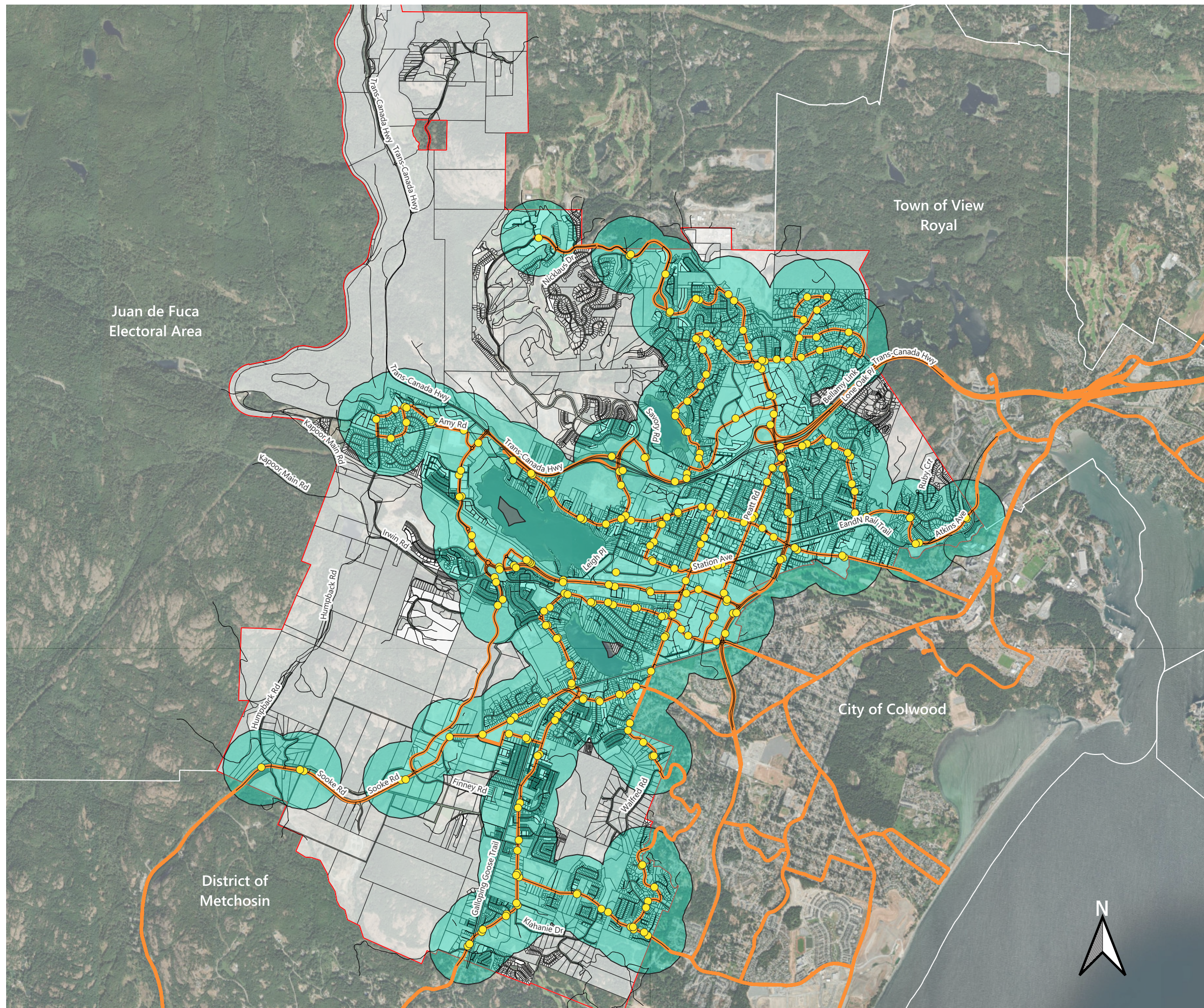
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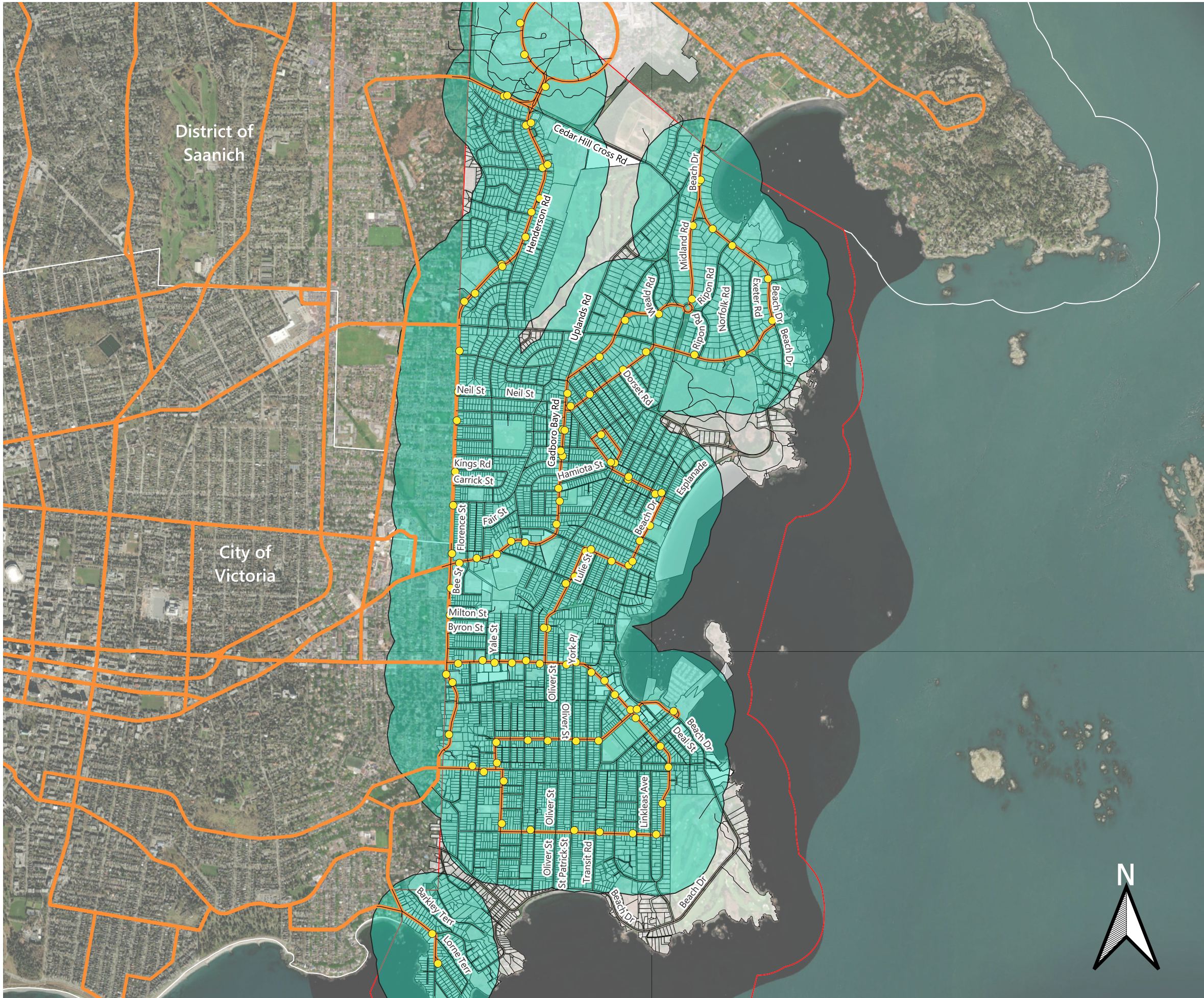
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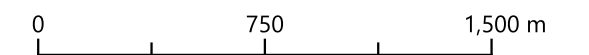
District of Oak Bay

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



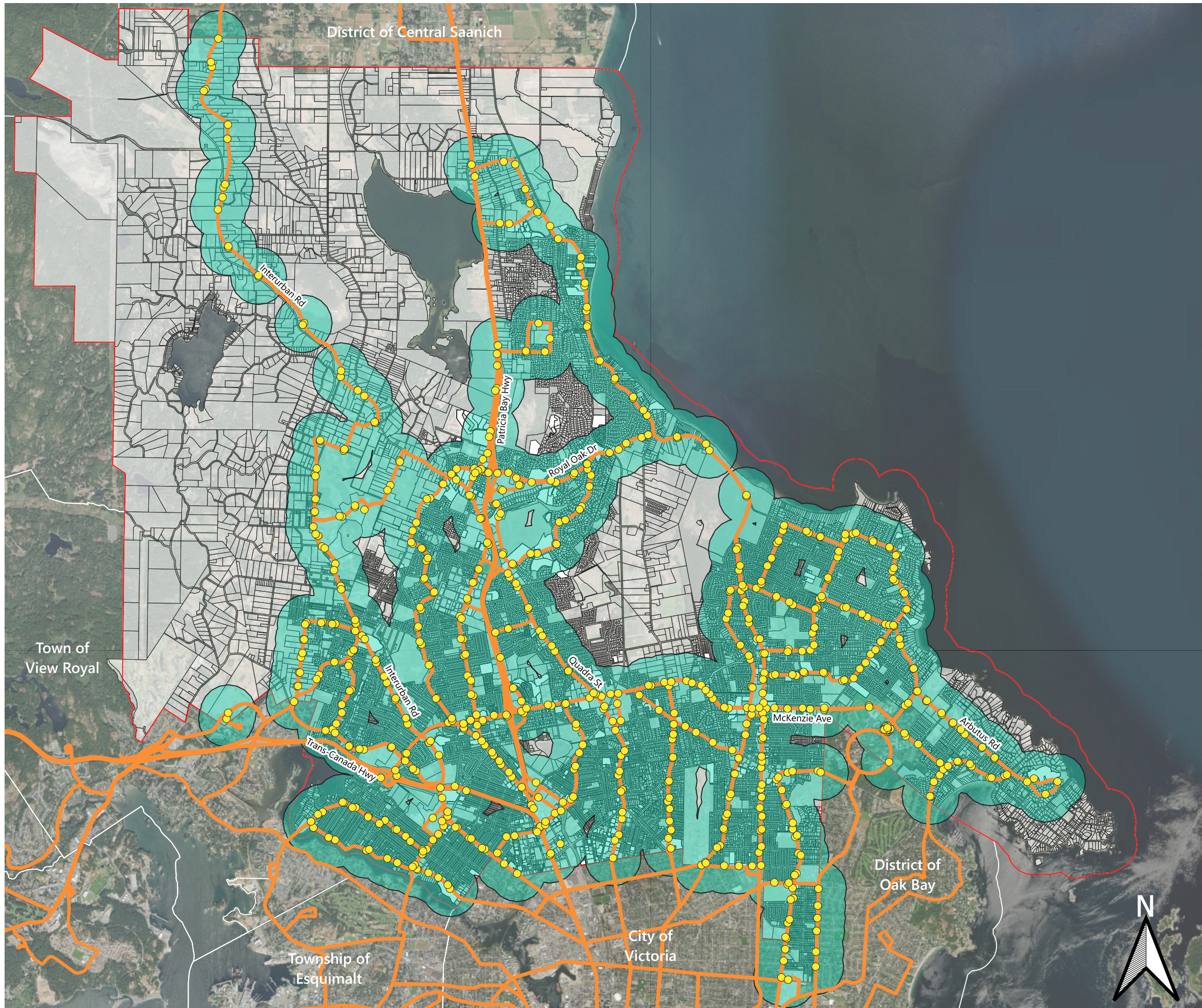
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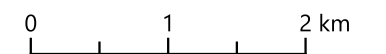
District of Saanich

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



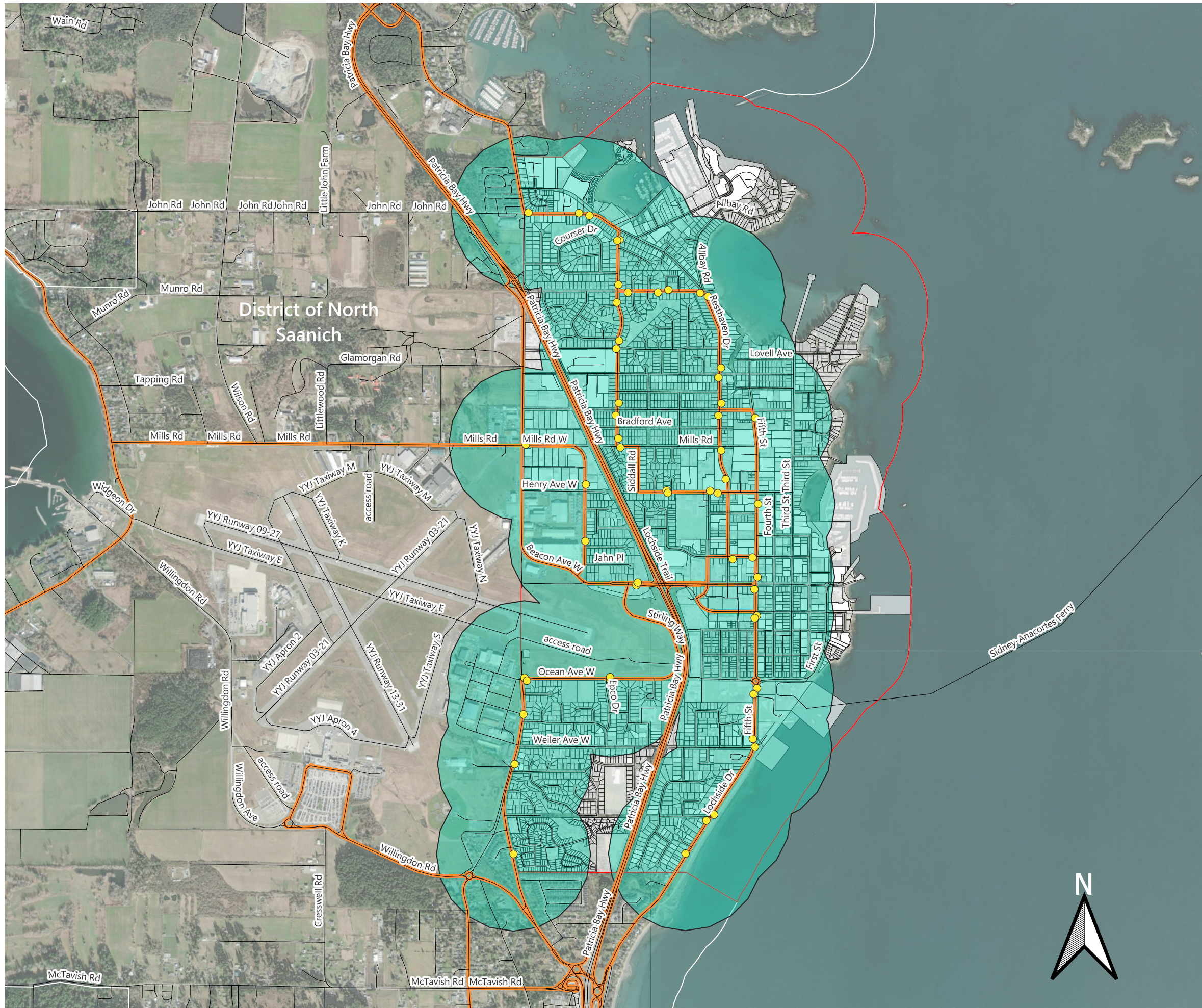
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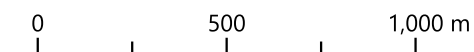
Town of Sidney

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



Projection: NAD83/UTM 10N 1: 20,000

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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



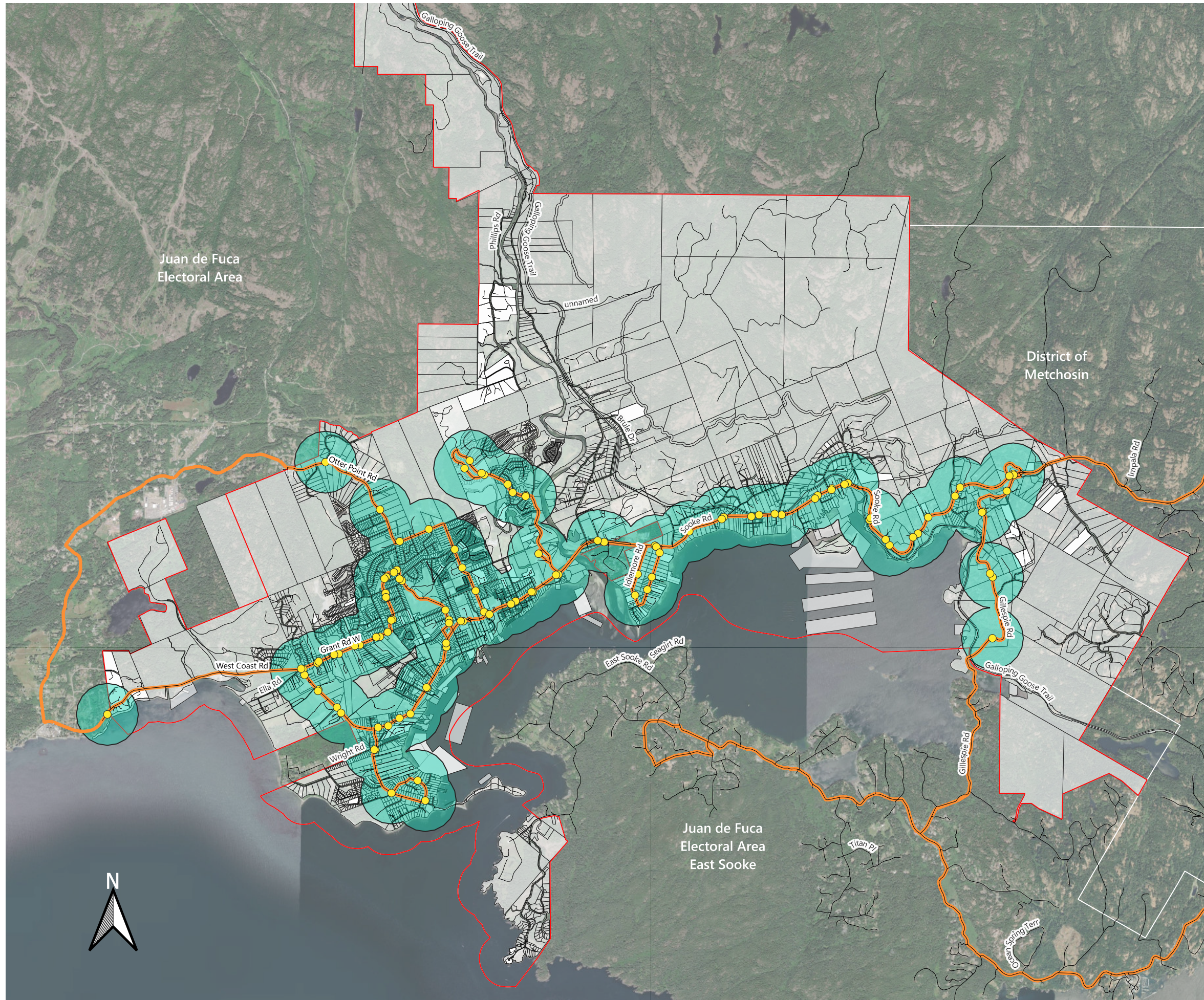
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City of Victoria

400m Boundary From Transit Stops

Capital Regional District
Regional Housing: Acquisition Strategy



- Transit Stops
- 400m Boundary from Transit Stop
- Transit Routes
- Street Network
- Victoria City Blocks
- Victoria Administrative Boundary



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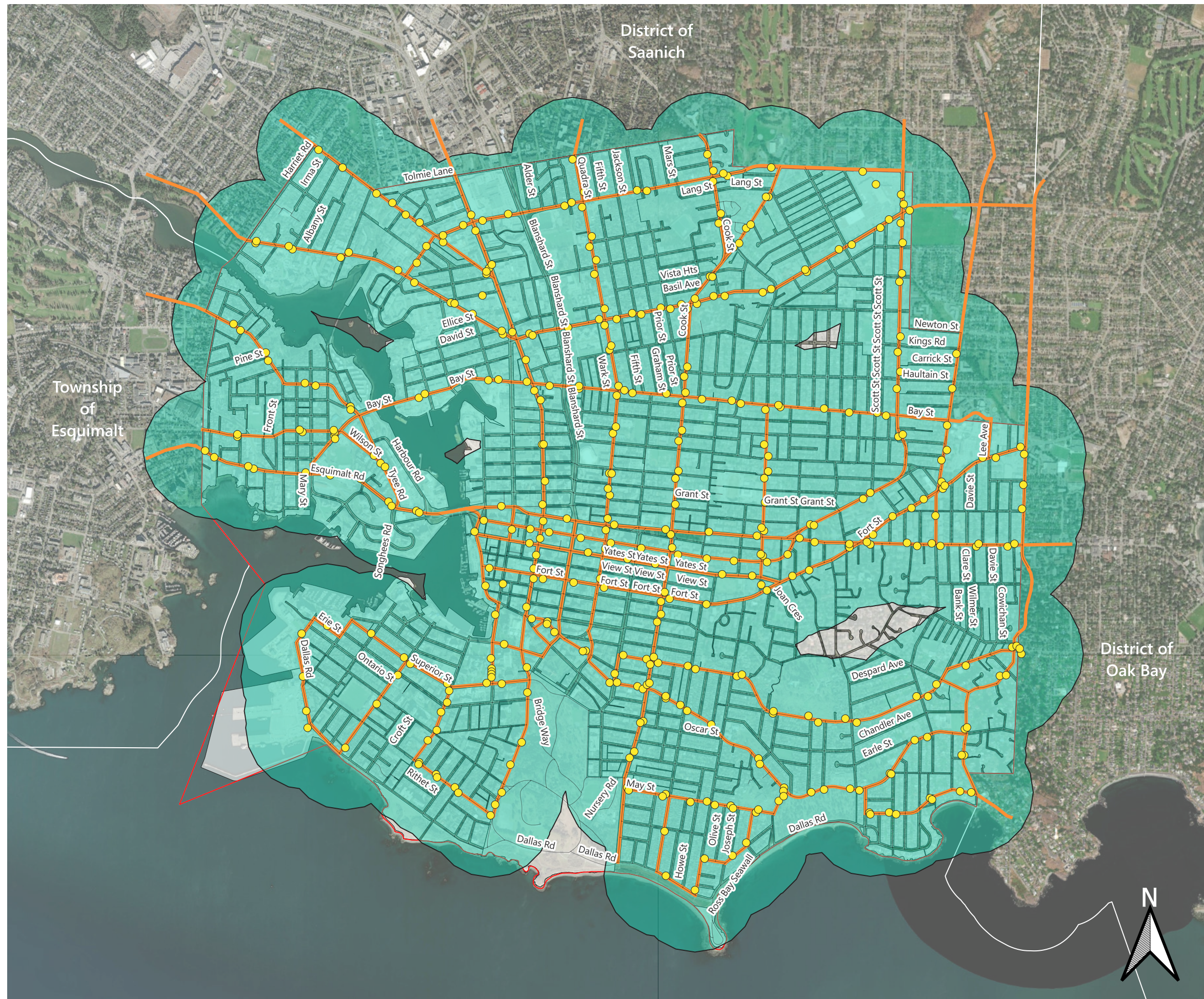
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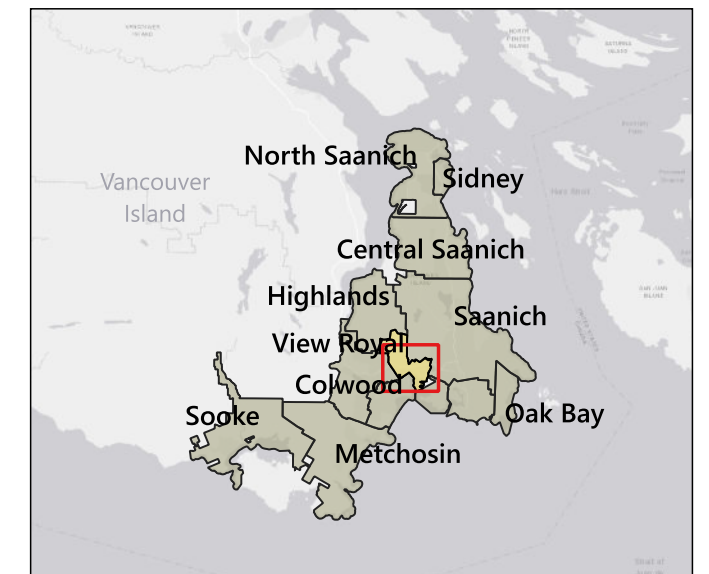
Town of View Royal

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



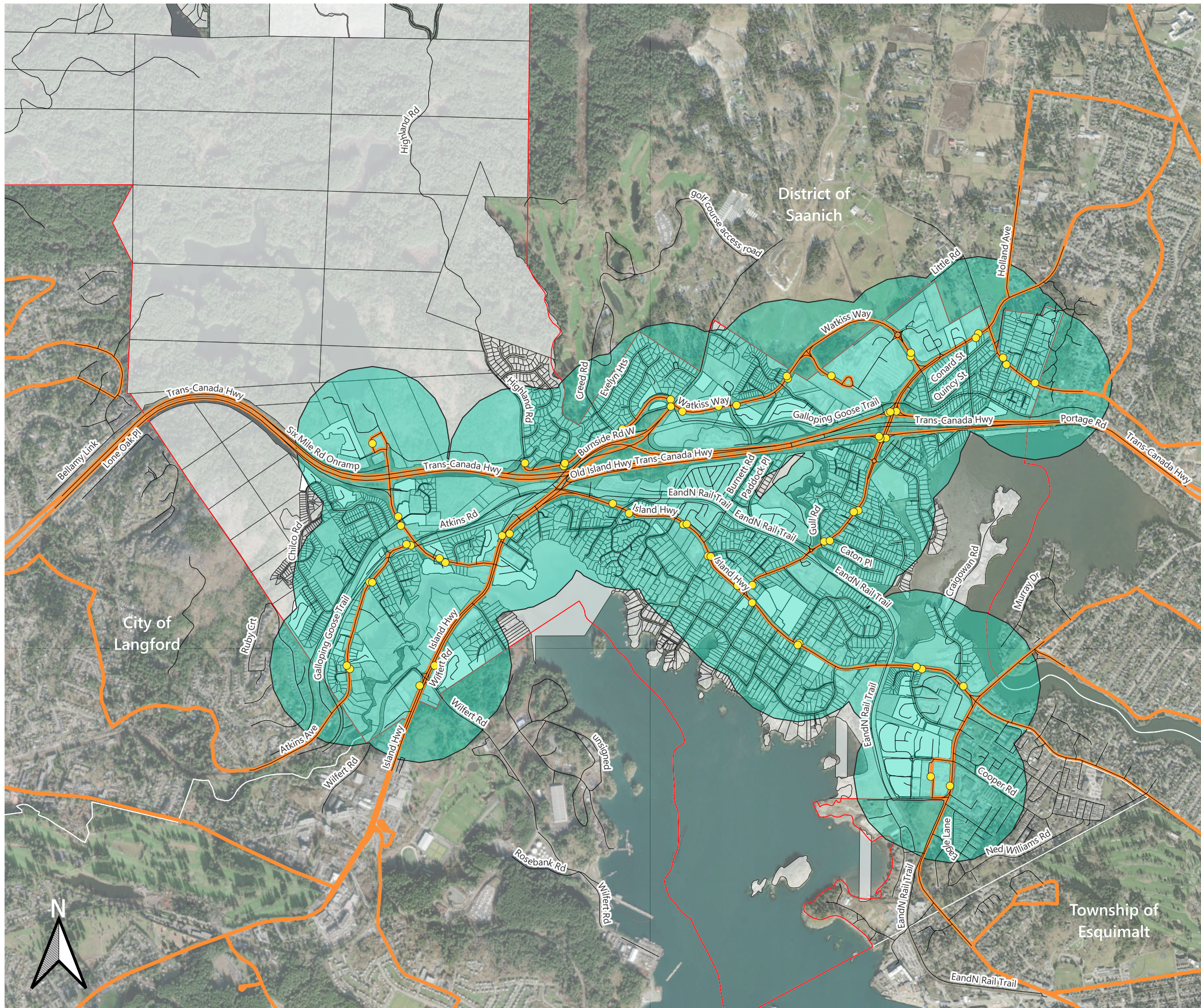
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Appendix B

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	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: \$6162		
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	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	\$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 planes 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	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	N/A
1255 Grant Street, Victoria V8T 1C1	16206 sf	3	25	\$ 6,358,000	N/A	N/A	1965	N/A	N/A
1300 Yates Street, Victoria V8S 1Z9	45965 sf	4	77	\$ 20,362,000	N/A	N/A	1966	N/A	N/A
1165 Meares Street, Victoria V8V 3J9	7200 sf	3	11	\$ 2,627,000	\$ 3,725,000	N/A	1961	R3-AM-1	N/A

Rural Housing Pilot Project Analysis

January 2024





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Capital Regional District

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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

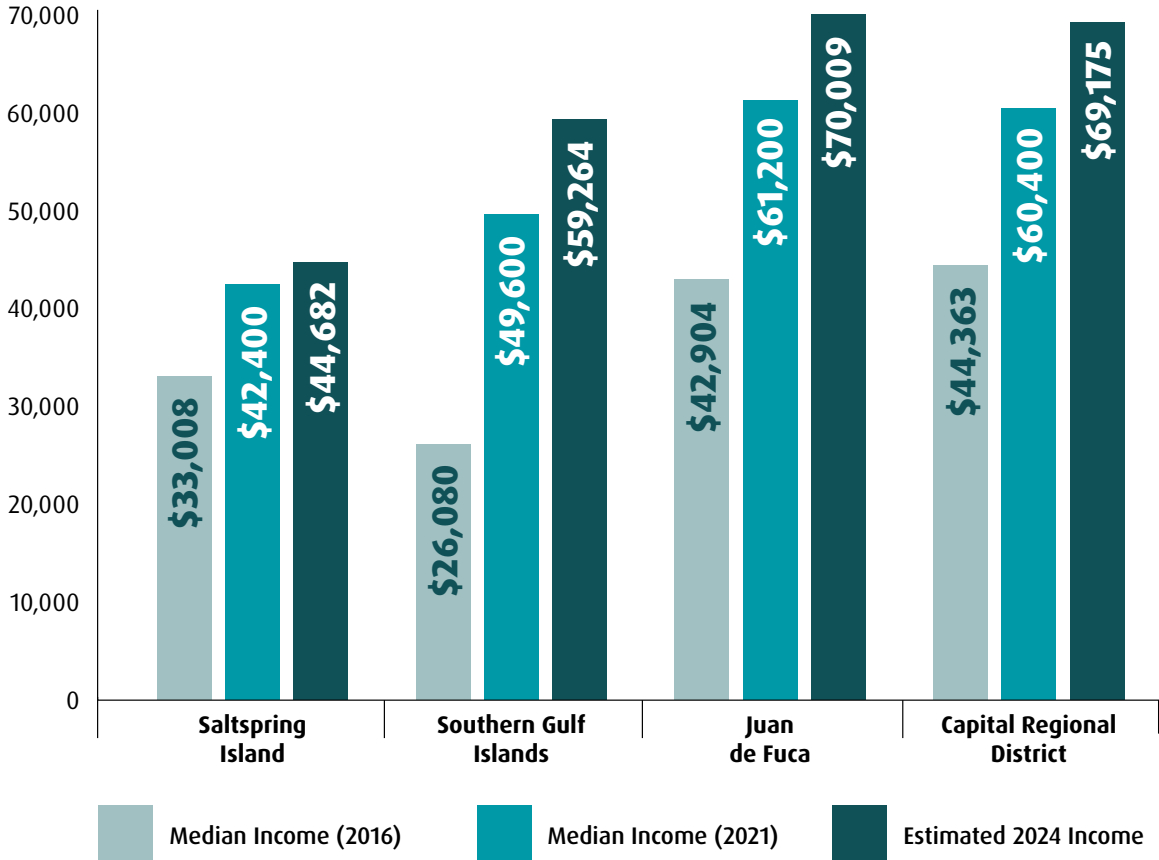
The CRD currently does not define affordable housing for the municipalities and electoral areas within its jurisdiction. To understand the housing affordability levels that could be achieved through CRD's Rural Area Housing Pilot Program, this section proposes rental affordability thresholds for the 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.**

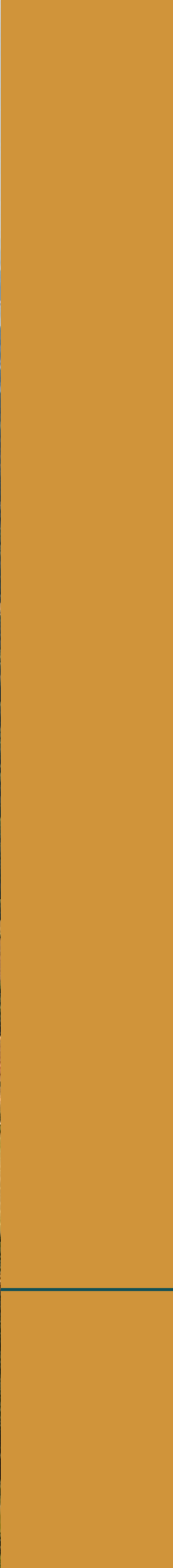
Table 3: Rental Thresholds for the Southern Gulf Islands and Salt Spring Island, 2023

	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.

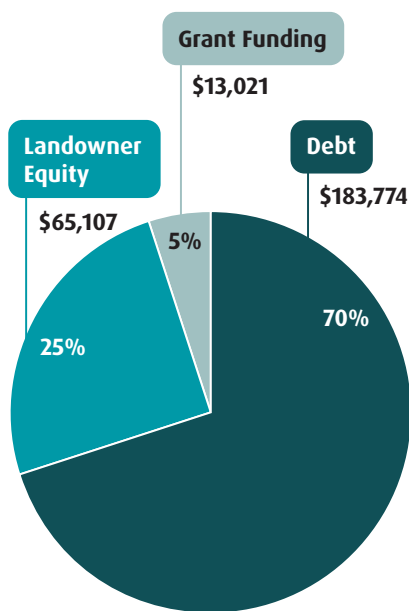
Equity Approach

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.

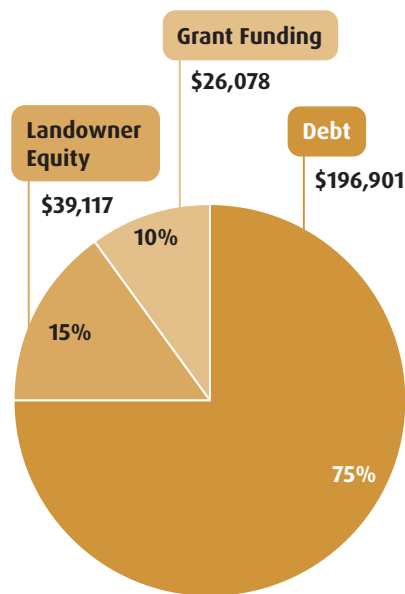
One scenario, “**Scenario 2A**” as shown in **Figure 2**, is to structure the equity so that the landowner contributes the minimum amount of equity required to make the project financially viable, and any additional grants from government (CRD or other entity) would be directed to reducing rental rates 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	Annual	Annual
%	\$	%	\$	(monthly)	Return (\$)	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	Annual	Annual
%	\$	%	\$	(monthly)	Return (\$)	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 (\$)	Rent (\$ Monthly)			Annual Return (\$)	Annual Return on Equity (%)
		1-Bdrm	2-Bdrm	3-Bdrm		
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 administrating 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 Columbia. 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.



Making a difference...together

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.



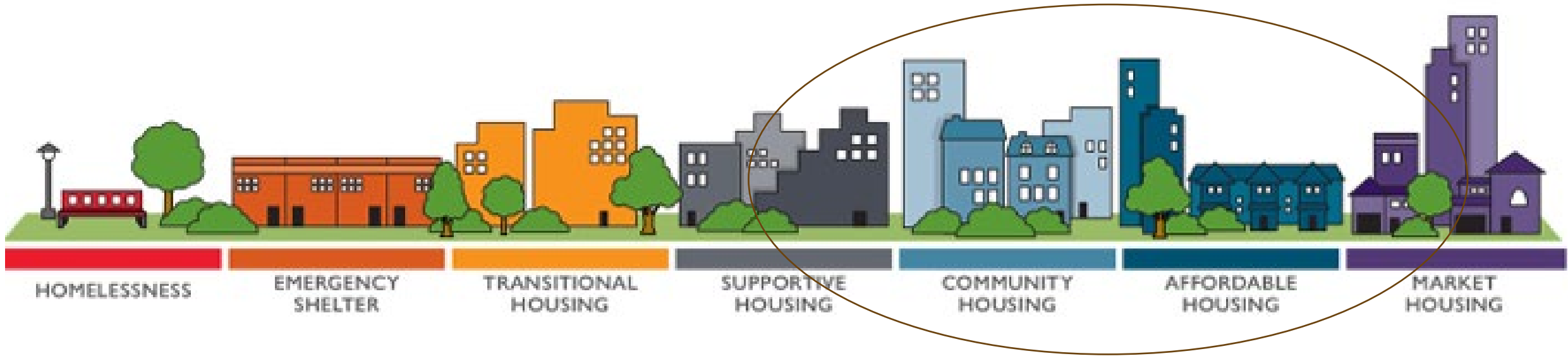
The Project

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.



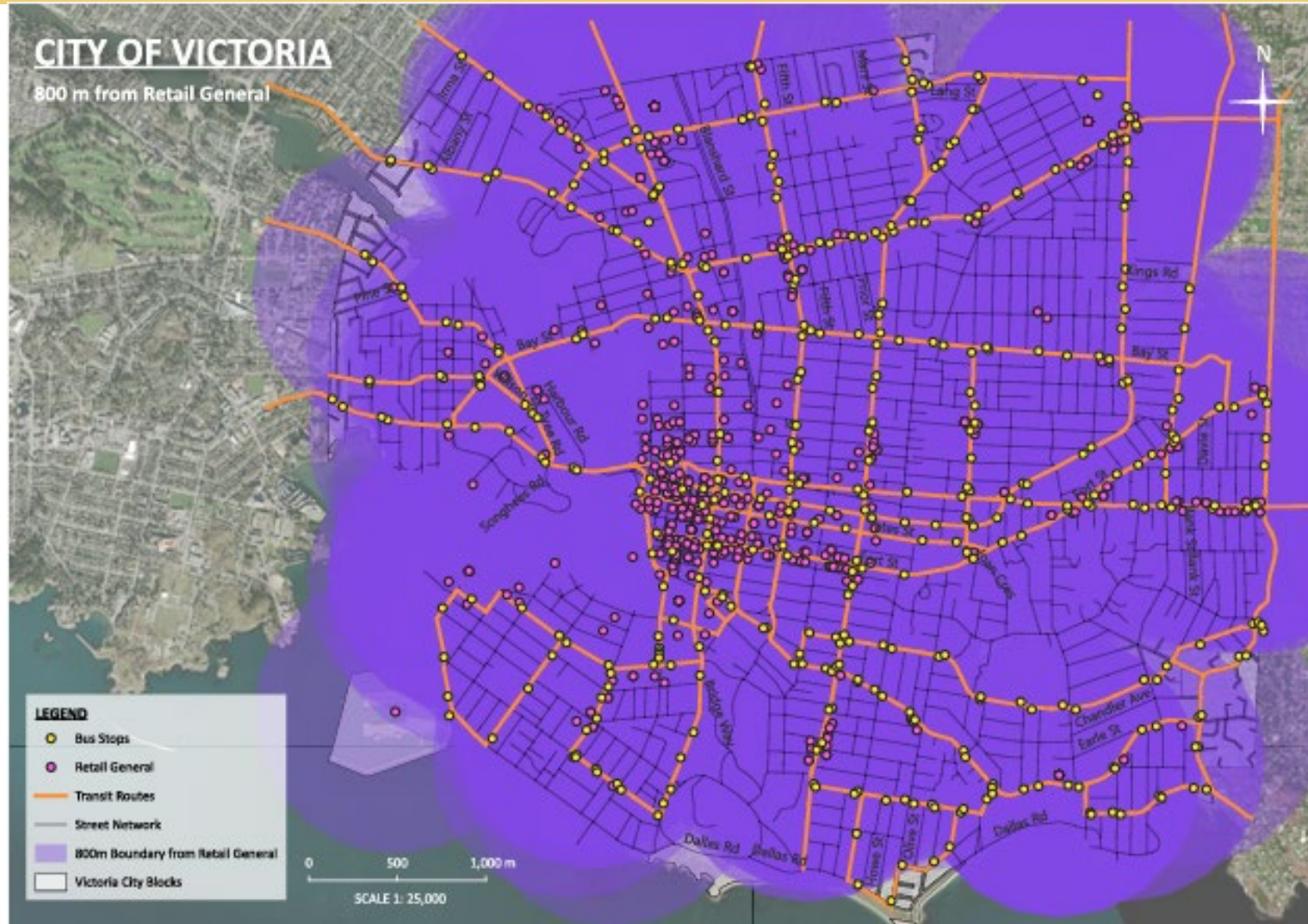
Definition of Walkability

That Lands/real estate will be considered walkable if they are:

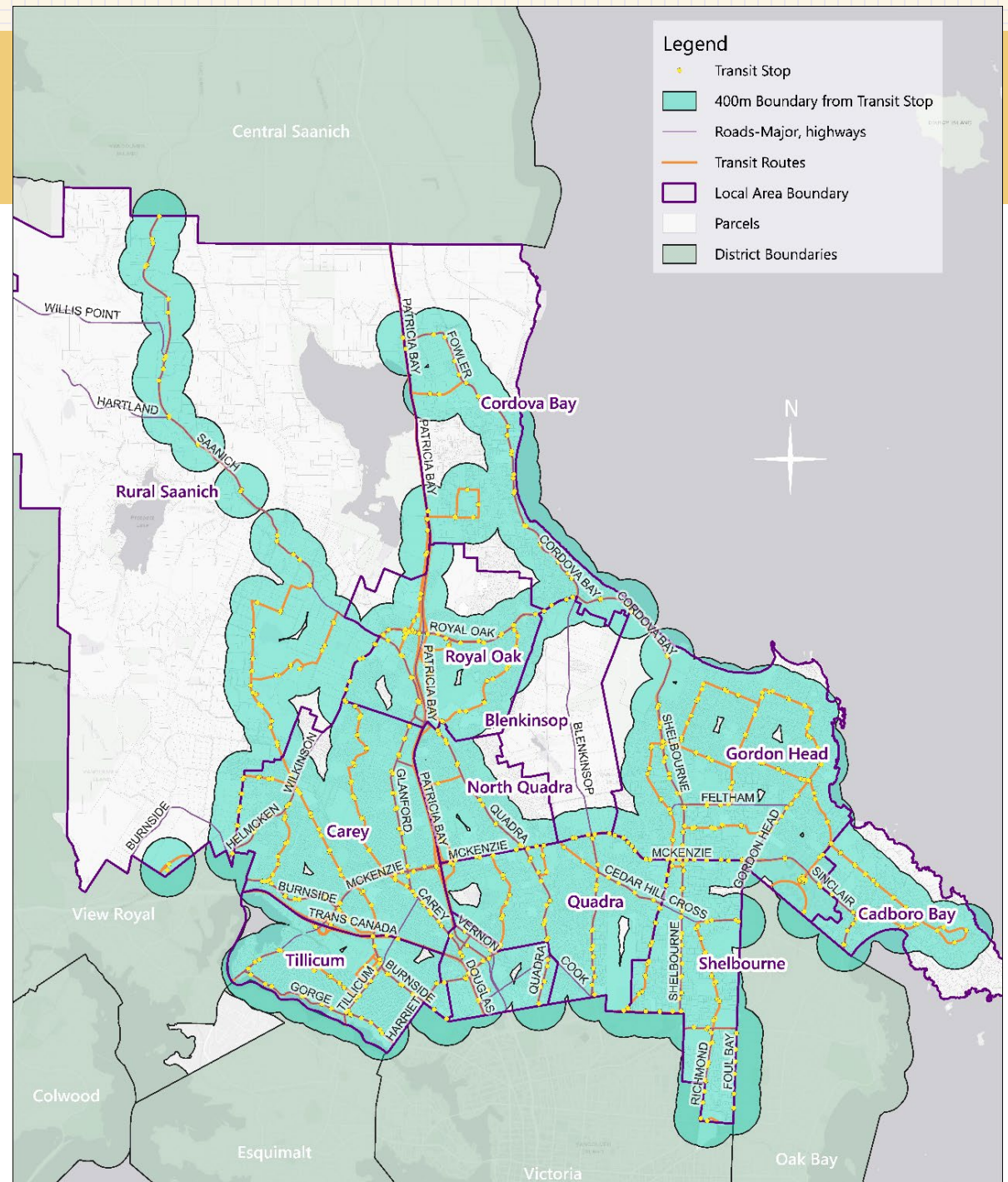
Within 400 meters of a transit stop that provides service with 30 minute or faster service or within 800 meters of three of the following services:

- 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.

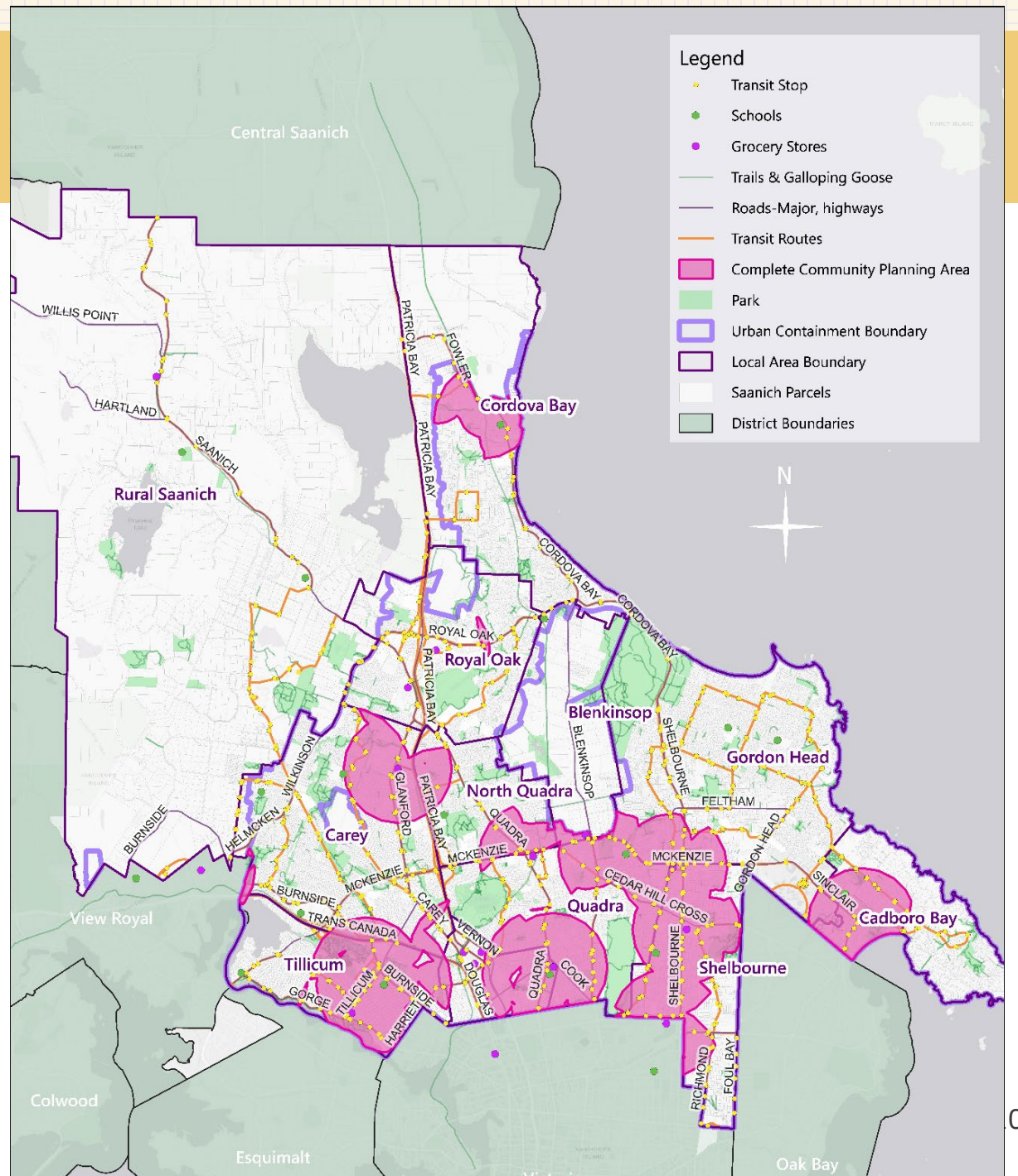
City of Victoria



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

urban
matters

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

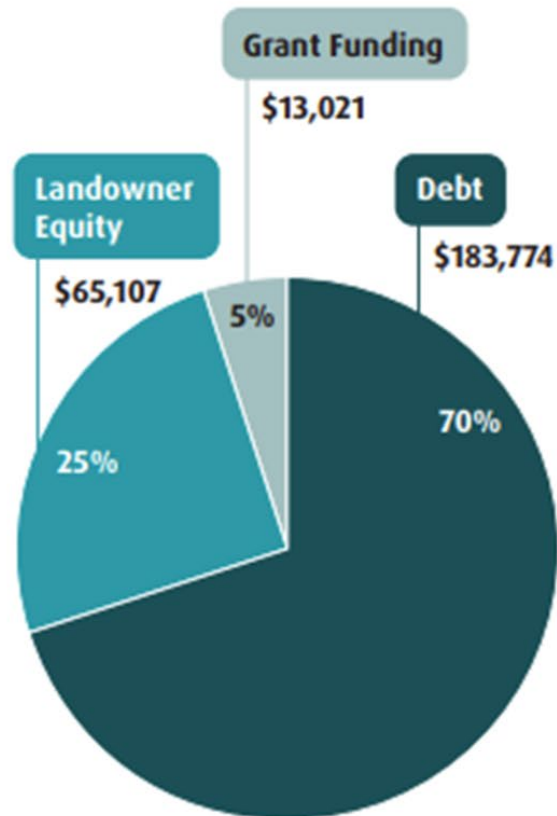
- The Rental Housing Affordability Guidelines provide a benchmark for assessing the results of the financial analysis.
- Based on lower renter household incomes in the Southern Gulf Islands and on Salt Spring Island, the program should consider adjusting rent thresholds to slightly below Housing Income 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

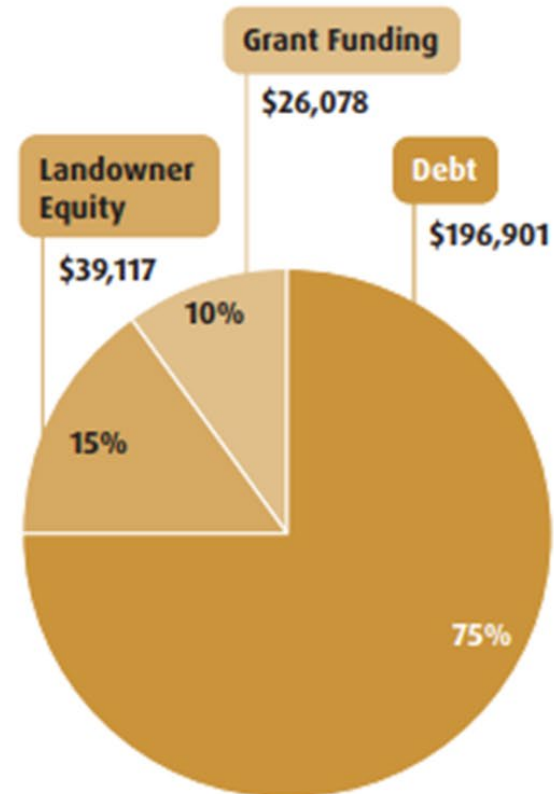
	1 Bdrm/less	2 Bdrm	3 Bdrm
Market Rent and Rent-to-Own Guidelines	\$1,500	\$1,950	\$2,438
Below Market Rental Thresholds	\$1,000	\$1,250	\$1,500
Deep Subsidy Thresholds	\$500	\$750	\$1,000

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 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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Minutes for a meeting of the Mayne Island Parks and Recreation Commission

Location: Mayne Island Library, 411 Naylor Road, Mayne Island

Date/Time: January 11, 2024 at 3:00 pm

Present: Debra Bell, (Chair) Michael Kilpatrick, (Vice-Chair)
Jacquie Burrows, (Treasurer) Veronica Euper (by telephone)
Adrian Wright Kestutis Banelis
David Moss Lauren Edwards (Recorder)

Absent: Paul Brent, Director, CRD, Southern Gulf Islands

The meeting was called to order at 3:00 pm

1. Territorial Acknowledgement

We acknowledged that the meeting was held on the traditional territory of the Coast Salish peoples and thanked them for their stewardship of these beautiful islands.

2. Approval of Agenda

MOVED by Commissioner Bell and **SECONDED** by Commissioner Wright, that the agenda be approved as presented.

CARRIED

3. Election of Officers

- Debra Bell accepted the nomination for Chair and was elected by acclamation.
- Michael Kilpatrick accepted the nomination for Vice Chair and was elected by acclamation.
- Jacquie Burrows accepted the nomination for Treasurer and was elected by acclamation.

Commissioner Banelis arrived at 3:03 pm

4. Adoption of Minutes of December 14, 2023

MOVED by Commissioner Kilpatrick and **SECONDED** by Commissioner Burrows, that the minutes of December 14, 2023 be approved as presented.

CARRIED

David Moss arrived at 3:05 pm

5. Chair's Remarks

Chair Bell welcomed commissioners to the start of a new year and also welcomed David Moss as a new commissioner. Chair Bell thanked Commissioner Kilpatrick and his volunteer team for the

ADOPTED

Mayne Island Parks and Recreation Commission
Minutes for: January 11, 2024

successful holiday light display at the Japanese Memorial Garden. She also thanked Commissioner Wright for the work done in hanging the lights at the library and it was commented that the new Christmas tree lights received many compliments.

6. Reports

6.1. Treasurer's Report

6.1.1. Treasurer's Report for the period December 1 – 31, 2023

MOVED by Commissioner Burrows and **SECONDED** by Commissioner Banelis, that the Treasurer's report for the period December 1 – 31, 2023 be approved as presented.

CARRIED

MOVED by Commissioner Burrows and **SECONDED** by Commissioner Wright, that the capital project account for the Japanese Memorial Garden Lighting Upgrade be closed out and transferred to the Capital Account - Unallocated.

CARRIED

6.1.2. Finance Report

- A quote for the children's playground sign was received and commissioners agreed to the signage recommended. An order will be placed.
- Commissioners Bell and Kilpatrick agreed to review grant opportunities that become available.
- It was reported that an application will be made through CRD for a BC Hydro grant which will allow for new plants to be installed at Dinner Bay Park.

6.2. Administration

6.2.1. Follow up Action Report (not covered elsewhere)

- It was discussed and agreed to continue review of the Follow-up Action Report at meetings.
- It was reported that the Fallow Deer Committee are waiting for a meeting to be scheduled with the minister responsible.
- No further advertising for commissioners will be done at this time.
- It was reported that the review of the calendar shows the domain name is scheduled for renewal on February 24th and that the next item due is the Commonality meeting in February or March.
- Discussion occurred regarding the Commonality meeting and it was agreed that MIPRC's preference is not to host a Commonality meeting at this time.
- It was reported that fire extinguishers will be taken for inspection next week.
- The Miners Bay septic tank will be pumped out in the spring of 2024.
- The assessment of pocket parks by Rob Underhill, Mayne Island Conservancy, was discussed. The parks discussed were on Sandy Hook Road, Wilks Road and Charter Road. It was reported that Sandy Hook as well as Wilks Road are being monitored for tree health and signage will be added to the list for completion. It

Mayne Island Parks and Recreation Commission

Minutes for: January 11, 2024

was agreed that Sandy Hook Park and a Charter Road park will be assessed by the Conservancy for ecological value and that Commissioner Euper will follow up with former Commissioner Askin on this issue as necessary.

- It was reported the danger tree assessment data in the system is current and requires calendaring for further follow-up. The team can then identify priorities for the Finance Committee to advise them of the available budget.
- The foodbank's boxes of sanitary products have now been stored in the library basement and at Dinner Bay Park.
- It was reported that the issue of playground inspections had been discussed with John Mooney, Regional Parks. He provided links to BC and Canadian inspection organization websites. Commissioner Euper will follow up on other recommendations received regarding inspectors.
- The Japanese Memorial Garden team is scheduled to discuss the Japanese-Canadian Legacy Fund grant application. It was reported that the Mayne Island Lions representative involved with proposed information panels on the island is aware of the plans for the Adachi Pavilion and they were approved. Commissioner Kilpatrick will make a presentation to the Commission regarding the Adachi Pavilion proposal.
- Boundary line GPS work on Naylor Road and Plumper Pass was discussed and it was agreed that the item will be removed from the Follow Up list at this time.
- Discussion occurred regarding the lack of reference to the donation and history of Mary Jeffrey Park and its co-management by MIPRC on the signage Regional Parks has proposed for Mount Parke. The Commission will review the current draft and respond with their position on this matter.
- It was reported that trees cut at Kippen Road Park were photographed and correspondence was sent to CRD to advise the Ministry of Transportation and Infrastructure.

6.2.2. Health and Safety Concerns
No issues were raised.

6.2.3. Events
A report was received with the agenda.

6.2.4. Update Supplement to the Commissioner Handbook for 2024
Commissioner responsibilities were discussed and it was agreed that:

- Commissioner Moss will have responsibility for Village Bay and the Kippen Road Beach Access.
- Commissioner Wright will chair the Trail Network Development Committee and Commissioner Moss will be a member.
- Commissioner Moss will support the trail guardians.
- Commissioner Bell will distribute a draft for review and response.

6.3. Committees

6.3.1. Fitness Track

Mayne Island Parks and Recreation Commission

Minutes for: January 11, 2024

A report was received with the agenda.

It was reported that a quote was received for three pieces of exercise equipment for pad #1 and shipping is being investigated.

6.3.2. Technology

A report was received with the agenda.

It was reported that the e-transfer pilot project requires six months operation before changes and it is recommended that it be updated to receive email addresses in order to send donation receipts.

6.4. Parks

6.4.1. Miners Bay

- It was discussed and agreed that the bathrooms will be touched up with paint and that minor repairs will be completed. This work will be done in the spring.
- Some ground damage occurred during the preparation of the holiday bonfire and repairs will be made. The issue will be raised with those in charge to ensure no damage in future.
- The well box was rebuilt and will require painting in the spring.

6.4.2. Dinner Bay

It was reported that:

- Lumber for the horseshoe pits will be purchased.
- Blading of some ground areas to be done next week around the fitness pad.
- Some alder trees which threaten a fence are on a list of items to complete.
- Repair of the climbing net is being pursued.
- Trees will be assessed in the spring and the tree near Ed Williams trail is being monitored.
- There are only three trees remaining of those that were planted five years ago on the Disc Golf Course.

6.4.3. Cotton Park

A report was received with the agenda.

6.4.4. Japanese Memorial Garden

A report was received with the agenda.

6.4.5. Trail Network Development

- The Doreen McCloud Trail and a trail from Dalton Drive to Mariners Way were discussed as exceptions to the policy of no bikes on trails. It was agreed that signs will be posted on those park property trailheads to advise riders to walk their bicycles. Commissioner Kilpatrick will create a sign and share for input.
- Danger Tree Team assessment of priorities was previously discussed during this meeting.

7. Correspondence/Meetings

- 7.1. Email from organizer of Honouring Lantern event postponing until November 2024.
- 7.2. Email from CRD advising update to Commissioner Handbook and Orientation session coming soon.
- 7.3. Email to CRD Risk & Insurance regarding volunteer list and summary for ADD&D insurance.
- 7.4. Email from CRD Legislative Services confirming reappointments of Commissioners Euper, Wright and Bell.
- 7.5. Emails to/from Caurinus Environmental regarding boat ramps and provincial requirements for tenure renewal.

8. New Business

No new business.

9. Motion to Close the Meeting in accordance with Community Charter Part 4, Division 3, Section 90

MOVED by Commissioner Bell and **SECONDED** by Commissioner Kilpatrick that the meeting be closed in accordance with the Community Charter Part 4, Division 3, Section 90(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality; and that the recorder and staff attend the meeting.

CARRIED

10. Rise and Report

David Moss was recommended and approved as a new commissioner.

11. Meeting Adjournment

MOVED by Commissioner Banelis and **SECONDED** by Commissioner Moss, that the Mayne Island Parks and Recreation Commission meeting be adjourned.

CARRIED

The meeting adjourned at 5:03 p.m.

Original signed by

February 8, 2024

Debra Bell, Chair

DATE

Original signed by

Lauren Edwards, Recorder

CRD SOUTHERN GULF ISLANDS LIBRARY COMMISSION

Business meeting
Nov. 1, 2023, by Zoom

Minutes

In attendance (Commissioners except where noted): Laura Vilness (SGILC Chair – Pender), Debbie Lesurf (Saturna), Ginny Macoun (Piers), Eleanor Cocker (Mayne), Ellen Bourassa (Saturna), Karen Ramlo (Mayne), Lori Ragan (Pender), Charl Young (Piers), Carmen Oleskevich (Library Director).

Absent: Director Paul Brent; Lee Anthony (Mayne), Patrick van Holderbeke (Galiano), Mary Greenwood (Galiano).

Call to order at 10:05 am

1. *“We acknowledge that we meet on the traditional unceded territory of the Coast Salish people.”*

2. Approval of Agenda

Motion to approve agenda by L. Ragan, seconded by E. Cocker, carried.

3. Approval of Past Minutes

Motion to accept the Minutes from the SGILC meeting on June 22, 2023 by C. Young, seconded by L. Ragan, carried.

4. Reports of committees

4.1 SGILC Strategic Planning Committee: L. Vilness presented the final draft of the SGILC Strategic Plan (2024-2028), outlining 4 main priorities, with 3-5 goals per priority; C. Oleskevich discussed the Strategic Plan Worksheet, which will guide and allow Commissioners and staff to track progress of the Plan; discussion on the continuation of certain goals after 2028, having an achievable number of goals, and that the Plan is a living document; thanks expressed to Committee members (L. Vilness, C. Oleskevich, E. Cocker, M. Greenwood) for all the work done on this Plan since Fall 2022.

Motion to adopt the SGILC Strategic Plan (2024-2028) as presented, by E. Cocker, seconded by E. Bourassa, carried.

4.2 SGILC CRD Funding Allocation Committee: C. Oleskevich provided an update on Committee meeting with SGI Library Treasurers (Oct. 4, 2023); members reviewed/compared past 5 yrs. of library financial statements, discussed current formula used for allocating CRD funds, current operating expenses, and a brainstorm session on new ideas for distributing CRD requisition to ensure electoral area residents have access to library services. Staff tasked with establishing a list of operating expenses for library facilities; Treasurers tasked with sharing info and discussion with their Library Boards; Committee to meet again in early-2024.

5. New Business

5.1 SGILC financial report: C. Oleskevich presented a mid-year financial statement, with comparison to Budget 2023 and noted increased revenue due to a BC Enhancement Grant; a draft Budget 2024 was outlined, with increased admin and staffing expenses.

Motion to accept the SGILC financial budget 2024, and SGILC 5-year budget 2024-2028, by L. Ragan, seconded by D. Lesurf, carried.

Discussion on allocation of additional funding in 2023 to Saturna Is. Library, as an interim measure to meet operational expenses, tabled until library Boards report to C. Oleskevich. C. Oleskevich has received feedback from several library Boards to change date that PIPL disperses the CRD requisition funds each year; proposal to disperse funds to libraries in January to match calendar year, instead of Sept.-Oct. C. Oleskevich to research with M. Pender (Bookkeeper).

6. Commissioner reflections

Thank you for organization of meeting; meetings are very efficient; SGILC is a vital source for continued growth and prosperity of our libraries; talented group; thanks for lots of work on Strategic Plan; encourage us to work as one and not separate interests; a really good meeting; Thank you to departing Library Commissioners L. Ragan & C. Young for their years of support and involvement.

7. Upcoming meetings

SGILC business meeting: end-January 2024 (to be confirmed)

8. Adjournment at 11:00 am.

**WILLIS POINT FIRE PROTECTION
AND RECREATION FACILITIES COMMISSION
MEETING MINUTES**

Tuesday Jan 23 2024 7:30 PM

Present: Brent Kornelson, Gary Howell, Brian McCandless, Aran Puritch, Joel Cotter, Jim Potvin, Vern McConnell, Director Al Wickheim (Video)

Absent:

Guests & Invitees: Art Wynans, Daniel Kenway

Meeting called to order at 7:38 pm

1) Approval of Agenda

MOTION by Vern McConnell, **SECONDED** by Brent Kornelson that the Agenda be accepted as presented, **CARRIED**

2) MOTION by Brian McCandless, **SECONDED** by Vern McConnell that the minutes of Nov 28 2023 be accepted as presented, **CARRIED**

3) Election of Officers: Aran conducted elections: Aran will follow-up with CRD to update records:

Elected: **Chair: Aran Puritch**
 Vice Chair: Vern McConnell
 Secretary: Brent Kornelson
 Finance: Gary Howell

4) Governance Report: Aran Reports there will be a meeting Jan 24 with Chris Vrael to discuss report and hear our concerns. Al discussed report and the potential changes to the Commission's authority and how it may affect Fire Department. Discussions followed and concerns expressed.

5) Business Arising:

- a) **Rodent Control:** Brian reports the rodent issue is resolved, contractor now coming monthly.
- b) **Cell Tower:** Brent reports the replacement cell tower project is underway; the large dirt pile behind hall will be removed by contractor. Power conduit has been routed, tower foundation completed.
- c) **Asphalt Hall Apron:** nothing to report, waiting for tower construction
- d) **Water Cistern Project:** Joel reports drawings have been submit to MOT for approval.
- e) **Engine 2:** Art reports the truck was delivered to CRD disposal to be posted online for sale.
- f) **Hall Lighting:** new lighting has been installed in the Annex, project completed under budget.

6) Fire Chief Report: Art reports the department is running well, 2 new recruits start training.

7) Hall Managers Report: see attached

8) Finance: Gary reports the CRD confusion with the Rogers tower payments has been resolved and the funds that were mistakenly returned to Rogers and been returned. The surplus funds from 2023 must be allocated:

**WILLIS POINT FIRE PROTECTION
AND RECREATION FACILITIES COMMISSION
MEETING MINUTES**

MOTION by Gary Howell, **Seconded** by Jim Potvin that \$34,765.77 of the 2023 surplus (including the \$14,765.77 Fire protection surplus) be allocated to the Equipment Replacement Fund. The balance of the 2023 year surplus will be carried forward to 2024 and added to the general recreation expense contingency account. **CARRIED**

9) New Business:

- a) **Generator Contract:** Vern noted we will be assuming responsibility for the Hall Standby Generator once Rogers removes the old tower; we should start planning for scheduled maintenance and required wiring modifications.
- b) **Grant Update:** the Fire Associations grant application for annex improvements was rejected.
- c) **Annex Insulation:** Art noted the water pipes froze during the recent cold spell as the annex floor/pipes are not insulated, he will investigate quotes for spray foam insulation.

MOTION by Brent Kornelson, **Seconded** Gary Howell that \$5000 is allocated from the Capital Reserve fund to insulating the annex floor/water pipes. **CARRIED**

Motion by Brent, seconded by Vern to adjourn meeting 9:50 pm, CARRIED.

January 23, 2024

Hall Manager Report

The WPCA has started off the new year with a number of bookings:

Karaoke on February 3rd, a Valentines Day dance on February 17th, a

St Patricks Day gathering on March 16th and a Dart Night on April 20th.

In addition there is a private hourly booking on the afternoon of

February 4th and a full day private booking on April 30th.

The Pickle ball group continues using the hall four times per week.

There are no issues of concern at this time.

Submitted by,

Mariann Malvet

Hall Manager

**WILLIS POINT FIRE PROTECTION
AND RECREATION FACILITIES COMMISSION
MEETING MINUTES**

Tuesday Feb 6, 2024, 7:30 PM

Present: Brent Kornelson, Gary Howell-Video, Brian McCandless, Aran Puritch, Joel Cotter, Jim Potvin, Vern McConnell,

Absent: Director Al Wickheim

Guests & Invitees: Art Wynans

Special Meeting called to order at 7:38 pm

1) Aran: This is a special meeting to discuss the recent CRD Governance Report:

Aran stated he had called Chris Vrabel in order to gain more clarity on the CRD's objectives, Aran also provided his thoughts on the report, Chris mentioned he has now met with all the commissions and is planning to schedule his second round of meeting with the commissions based on the feedback he has received to date.

2) General Discussions: General discussions by all commissionaires freely expressing their thoughts on the report.

- a) Very strong disagreement with the recommendation in the report that the commission's structure be changed to advisory to the CRD.
- b) General agreement that the CRD could have a role to play in assisting Fire Departments with tasks common to all departments such as: OHS compliance-record keeping, scheduled equipment testing, fire fighter training.
- c) Potential changes should focus on reducing administrative related workloads for fire department volunteers rather than increase workload.
- d) Commission is unclear if there are other specific issues the CRD is trying to address with the report in additions to a general lack of OHS non compliance issues common to fire departments.
- e) Aran will draw up a letter outlining the commission's thoughts and questions. The letter will be emailed to the commission members for feedback before be sent to Chris Vrabel. The letter will include an invitation for Chris to attend our next meeting Feb 27.

3) Fire Chief:

- a) Art has received a quote from CE Spray Foam Solutions to insulate the Annex floor (about \$4200), Brian will contact vender to proceed and coordinate the project.
- b) A new Recruit that works for a local Heat and Ventilation company has offered to install a heat pump system in the Annex for cost of material, about \$4000. Art will get quote with specifications.

Motion by Brent, seconded by Vern to adjourn meeting 9:10 pm, CARRIED.