

CAPITAL REGIONAL DISTRICT - YEAR 2014 FINANCIAL PLAN

'SCHEDULE "C" - 1

ELECTORAL AREAS ONLY

Function	Gross Expenditure 2013	Gross Expenditure 2014	Surplus from 2013	Allocations to Other Services	Other revenue	Requisition 2014	Requisition 2013	Req. % Incr.
Joint Electoral Area Services								
1.103 Elections	25,130	120,660	0	0	95,660	25,000	24,990	0.04%
1.104 U.B.C.M.	18,450	16,900	1,720	0	90	15,090	14,790	2.03%
1.313 Animal Care Services	1,052,740	1,136,560	0	66,070	696,510	373,980	364,229	2.68%
1.318 Building Inspection	1,239,800	1,270,600	0	79,390	813,960	377,250	369,636	2.06%
1.319 Soil Deposit Removal	49,350	40,640	25,490	0	90	15,060	15,058	0.01%
1.320 Noise Control	33,210	56,280	0	0	0	56,280	33,132	69.87%
1.322 Nuisances & Unsightly Premises	50,290	50,000	0	0	0	50,000	49,996	0.01%
1.323 By-Law Enforcement	525,110	507,750	0	484,090	23,660	0	0	N/A
1.372 Electoral Area Emergency Program	468,590	473,660	3,890	363,210	660	105,900	103,757	2.07%
21.E.A. Feasibility Study Reserve Fund - E.A.	264,200	264,200	0	57,340	206,860	0	0	N/A
TOTAL JOINT ELECTORAL AREA SERVICES	3,726,870	3,937,250	31,100	1,050,100	1,837,490	1,018,560	975,588	4.40%
Juan de Fuca Electoral Area								
1.109 Electoral Area Admin Exp - JDF	61,120	61,250	3,000	0	110	58,140	40,540	43.41%
1.114 Grant-in-Aid - Juan de Fuca	41,450	41,090	10,000	0	0	31,090	3,330	833.63%
1.122 JDF Economic Development Commission	45,000	45,000	32,170	0	0	12,830	17,519	-26.77%
1.317 JDF Building Numbering	12,750	12,740	550	0	40	12,150	12,715	-4.44%
1.325 Electoral Area Services - Planning	782,910	1,011,330	0	33,050	212,470	765,810	613,872	24.75%
1.370 Juan de Fuca Emergency Program	81,750	73,430	4,360	0	340	68,730	68,732	0.00%
1.377 JDF Search and Rescue	105,350	82,370	0	0	20,370	62,000	62,000	0.00%
1.405 JDF EA - Community Parks	167,200	163,020	0	0	1,010	162,010	158,830	2.00%
1.532 Stormwater Quality Management - JdF	32,720	32,121	1,320	0	116	30,685	30,091	1.97%
1.924 Emergency Comm - CREST - J.D.F.	97,320	97,230	2,620	0	320	94,290	95,008	-0.76%
Total JDF Regional	1,427,570	1,619,581	54,020	33,050	234,776	1,297,735	1,102,637	17.69%
1.119 Vancouver Island Regional Library	249,240	264,100	0	0	700	263,400	248,520	5.99%
1.133 Langford E.A. - Greater Victoria Public Library	26,940	27,460	30	0	0	27,430	26,720	2.66%
1.232 Port Renfrew Street Lighting	6,523	6,497	447	0	3,076	2,974	2,905	2.38%
1.350 Willis Point Fire Protect & Recreation	162,740	132,220	0	0	16,740	115,480	112,700	2.47%
1.353 Otter Point Fire Protection	260,380	271,120	0	0	400	270,720	259,954	4.14%
1.354 Malahat Fire Protection	61,380	62,570	0	0	0	62,570	61,360	1.97%
1.355 Durrance Road Fire Protection	2,440	2,610	120	0	0	2,490	2,440	2.05%
1.357 East Sooke Fire Protection	333,170	527,210	0	0	33,550	493,660	216,320	128.21%
1.358 Port Renfrew Fire Protection	100,300	102,360	0	0	39,990	62,370	51,500	21.11%
1.360 Shirley Fire Protection	156,820	117,650	0	0	2,690	114,960	109,490	5.00%
1.369 Electoral Area Fire Services - JDF	85,735	80,786	44,370	0	100	36,316	35,605	2.00%
1.408 JDF EA - Community Recreation	84,330	74,080	0	0	13,600	60,480	59,290	2.01%
1.421 West Shore - Parks & Rec - Ice Arena	5,320	5,370	10	0	0	5,360	5,300	1.13%
1.422 West Shore - Curling Rink	3,130	3,180	10	0	0	3,170	3,110	1.93%
1.423 West Shore - Centennial Pool - EA	7,630	8,800	0	0	0	8,800	7,630	15.33%
1.424 West Shore - Juan de Fuca Park	12,380	12,540	3,000	0	0	9,540	10,510	-9.23%
1.427 West Shore - Sr. Citizens Centre	1,440	1,460	0	0	0	1,460	1,420	2.82%
1.428 West Shore - Community Rec / Comm Rec #2	11,000	10,840	760	0	180	9,900	10,760	-7.99%
1.523 Port Renfrew Refuse Disposal	80,141	69,032	0	6,174	32,885	29,973	29,973	0.00%
2.650 Port Renfrew Water	135,258	115,528	11,781	0	52,475	51,272	51,166	0.21%
2.655 Snuggery Cove (Port Renfrew)	31,941	31,796	0	0	130	31,666	31,801	-0.42%
2.691 Wilderness Mountain Water Service	117,282	118,077	0	0	54,835	63,242	60,957	3.75%
3.700 Septage Disposal - JDF Service Area	270	270	0	0	0	270	270	0.00%
3.850 Port Renfrew Sewer	92,215	89,677	8,725	0	41,038	39,914	39,914	0.00%
Total JDF Local/Specified/Defined Services	2,028,005	2,135,233	69,253	6,174	292,389	1,767,417	1,439,615	22.77%
TOTAL JUAN DE FUCA ELECTORAL AREA	3,455,575	3,754,814	123,273	39,224	527,165	3,065,152	2,542,252	20.57%

CAPITAL REGIONAL DISTRICT - 2014 FINANCIAL PLAN VERSUS 2013 FINANCIAL PLAN

ELECTORAL AREAS ONLY

SCHEDULE C1 COMPARATIVE

Function	Gross Expenditure		Increase (Decrease)		Requisition			
	2014	2013	\$	%	2014	2013	\$	%
Joint Electoral Area Services								
1.103 Elections	120,660	25,130	95,530	380.14%	25,000	24,990	10	0.04%
1.104 U.B.C.M.	16,900	18,450	-1,550	-8.40%	15,090	14,790	300	2.03%
1.313 Animal Care Services	1,136,560	1,052,740	83,820	7.96%	373,980	364,229	9,751	2.68%
1.318 Building Inspection	1,270,600	1,239,800	30,800	2.48%	377,250	369,636	7,614	2.06%
1.319 Soil Deposit Removal	40,640	49,350	-8,710	-17.65%	15,060	15,058	2	0.01%
1.320 Noise Control	56,280	33,210	23,070	69.47%	56,280	33,132	23,148	69.87%
1.322 Nuisances & Unsightly Premises	50,000	50,290	-290	-0.58%	50,000	49,996	4	0.01%
1.323 By-Law Enforcement	507,750	525,110	-17,360	-3.31%	0	0	0	N/A
1.372 Electoral Area Emergency Program	473,660	468,590	5,070	1.08%	105,900	103,757	2,143	2.07%
21.E.A Feasibility Study Reserve Fund - E.A.	264,200	264,200	0	N/A	0	0	0	N/A
TOTAL JOINT ELECTORAL AREA SERVICES	3,937,250	3,726,870	210,380	5.64%	1,018,560	975,588	42,972	4.40%
Juan de Fuca Electoral Area								
1.109 Electoral Area Admin Exp - JDF	61,250	61,120	130	0.21%	58,140	40,540	17,600	43.41%
1.114 Grant-in-Aid - Juan de Fuca	41,090	41,450	-360	-0.87%	31,090	3,330	27,760	833.63%
1.122 JDF Economic Development Commission	45,000	45,000	0	0.00%	12,830	17,519	-4,689	-26.77%
1.317 JDF Building Numbering	12,740	12,750	-10	-0.08%	12,150	12,715	-565	-4.44%
1.325 Electoral Area Services - Planning	1,011,330	782,910	228,420	29.18%	765,810	613,872	151,938	24.75%
1.370 Juan de Fuca Emergency Program	73,430	81,750	-8,320	-10.18%	68,730	68,732	-2	0.00%
1.377 J.D.F. Search and Rescue	82,370	105,350	-22,980	-21.81%	62,000	62,000	0	0.00%
1.405 JDF EA - Community Parks	163,020	167,200	-4,180	-2.50%	162,010	158,830	3,180	2.00%
1.532 Stormwater Quality Management - JdF	32,121	32,720	-599	-1.83%	30,685	30,091	594	1.97%
1.924 Emergency Comm - CREST - J.D.F.	97,230	97,320	-90	-0.09%	94,290	95,008	-718	-0.76%
Total JDF Regional	1,619,581	1,427,570	192,011	13.45%	1,297,735	1,102,637	195,098	17.69%
1.119 Vancouver Island Regional Library	264,100	249,240	14,860	5.96%	263,400	248,520	14,880	5.99%
1.133 Langford E.A. - Greater Victoria Public Library	27,460	26,940	520	1.93%	27,430	26,720	710	2.66%
1.232 Port Renfrew Street Lighting	6,497	6,523	-26	-0.40%	2,974	2,905	69	2.38%
1.350 Willis Point Fire Protect & Recreation	132,220	162,740	-30,520	-18.75%	115,480	112,700	2,780	2.47%
1.353 Otter Point Fire Protection	271,120	260,380	10,740	4.12%	270,720	259,954	10,766	4.14%
1.354 Malahat Fire Protection	62,570	61,380	1,190	1.94%	62,570	61,360	1,210	1.97%
1.355 Durrance Road Fire Protection	2,610	2,440	170	6.97%	2,490	2,440	50	2.05%
1.357 East Sooke Fire Protection	527,210	333,170	194,040	58.24%	493,660	216,320	277,340	128.21%
1.358 Port Renfrew Fire Protection	102,360	100,300	2,060	2.05%	62,370	51,500	10,870	21.11%
1.360 Shirley Fire Protection	117,650	156,820	-39,170	-24.98%	114,960	109,490	5,470	5.00%
1.369 Electoral Area Fire Services - JDF	80,786	85,735	-4,949	N/A	36,316	35,605	711	2.00%
1.408 JDF EA - Community Recreation	74,080	84,330	-10,250	-12.15%	60,480	59,290	1,190	2.01%
1.421 West Shore - Parks & Rec - Ice Arena	5,370	5,320	50	0.94%	5,360	5,300	60	1.13%
1.422 West Shore - Curling Rink	3,180	3,130	50	1.60%	3,170	3,110	60	1.93%
1.423 West Shore - Centennial Pool - EA	8,800	7,630	1,170	15.33%	8,800	7,630	1,170	15.33%
1.424 West Shore - Juan de Fuca Park	12,540	12,380	160	1.29%	9,540	10,510	-970	-9.23%
1.427 West Shore - Sr. Citizens Centre	1,460	1,440	20	1.39%	1,460	1,420	40	2.82%
1.428 West Shore - Community Rec / Comm Rec #2	10,840	11,000	-160	-1.45%	9,900	10,760	-860	-7.99%
1.523 Port Renfrew Refuse Disposal	69,032	80,141	-11,109	-13.86%	29,973	29,973	0	0.00%
2.650 Port Renfrew Water	115,528	135,258	-19,730	-14.59%	51,272	51,166	106	0.21%
2.655 Snuggery Cove (Port Renfrew)	31,796	31,941	-145	-0.45%	31,666	31,801	-135	-0.42%
2.691 Wilderness Mountain Water Service	118,077	117,282	795	N/A	63,242	60,957	2,285	3.75%
3.700 Septage Disposal - JDF Service Area	270	270	0	N/A	270	270	0	0.00%
3.850 Port Renfrew Sewer	89,677	92,215	-2,538	-2.75%	39,914	39,914	0	0.00%
Total JDF Local/Specified/Defined Services	2,135,233	2,028,005	107,228	5.29%	1,767,417	1,439,615	327,802	22.77%
TOTAL JUAN DE FUCA ELECTORAL AREA	3,754,814	3,455,575	299,239	18.74%	3,065,152	2,542,252	522,900	20.57%

CAPITAL REGIONAL DISTRICT - YEAR 2014 FINANCIAL PLAN

'SCHEDULE "C" - 2

ELECTORAL AREAS ONLY

Function	Gross Expenditure 2013	Gross Expenditure 2014	Surplus from 2013	Allocations to Other Services	Other revenue	Requisition 2014	2013	Req. % Incr.
Salt Spring Island Electoral Area								
1.111 Electoral Area Admin Exp - SSI	290,240	404,300	32,710	148,100	30	223,460	251,440	-11.13%
1.116 Grant-in-Aid - Salt Spring Island	64,350	59,360	27,860	0	30	31,470	15,940	97.43%
1.124 SSI Economic Development Commission	78,960	79,540	59,760	0	520	19,260	30,000	-35.80%
1.234 S.S.I. Street Lighting	20,558	21,120	1,620	0	0	19,500	19,484	0.08%
1.236 Salt Spring Island Fernwood Dock	30,040	30,000	0	0	0	30,000	30,000	0.00%
1.141 Salt Spring Island Public Library	500,180	549,300	0	0	1,070	548,230	499,360	9.79%
1.238A Community Transit (S.S.I.)	322,908	340,530	0	0	225,530	115,000	79,550	44.56%
1.238B Community Transportation (S.S.I.)	146,370	146,520	0	0	270	146,250	146,250	0.00%
1.299 Salt Spring Island Arts	72,480	73,460	520	0	50	72,890	71,820	1.49%
1.316 SSI Building Numbering	12,290	11,650	830	0	50	10,770	10,000	7.70%
1.371 S.S.I. Emergency Program	69,850	71,240	0	0	150	71,090	69,694	2.00%
1.378 S.S.I. Search and Rescue	14,580	14,580	0	0	80	14,500	14,488	0.08%
1.453 Salt Spring Island - Swimming Pool	995,450	1,022,800	0	52,000	196,770	774,030	758,850	2.00%
1.455 Salt Spring Island - Community Parks	426,270	415,950	0	0	72,640	343,310	336,580	2.00%
1.458 Salt Spring Is.- Community Rec	100,930	84,400	0	0	30,850	53,550	48,550	10.30%
1.459 Salt Spring Is- Park, Land, Art & Rec. Prog	672,800	691,900	0	71,470	1,620	618,810	581,580	6.40%
1.535 Stormwater Quality Management - S.S.I.	32,640	31,239	2,340	0	18	28,881	28,282	2.12%
1.925 Emergency Comm - CREST - S.S.I.	73,100	76,710	0	0	60	76,650	73,041	4.94%
Total S.S.I. Regional	3,923,996	4,124,599	125,640	271,570	529,738	3,197,651	3,064,909	4.33%
2.620 SSI Highland Water System	37,268	37,268	0	0	110	37,158	37,158	0.00%
2.621 Highland / Fernwood Water - SSI	265,682	275,261	8,889	0	216,372	50,000	50,000	0.00%
2.622 Cedars of Tuam	26,835	26,528	700	0	25,828	0	0	N/A
2.624 Beddis Water	224,071	241,747	43,104	0	108,054	90,589	65,083	39.19%
2.626 Fulford Water	210,329	211,470	3,903	0	132,782	74,785	74,785	0.00%
2.628 Cedar Lane Water (S.S.I.)	72,028	68,403	5,965	0	40,785	21,653	21,653	0.00%
2.660 Fernwood Water	29,873	19,298	0	0	50	19,248	29,813	-35.44%
3.705 S.S.I. Septage/Composting	650,203	792,766	151,898	0	365,503	275,365	275,365	0.00%
3.810 Ganges Sewer	599,974	648,402	54,613	0	547,262	46,527	46,527	0.00%
3.820 Maliview Estates Sewer System	97,125	110,760	0	0	81,925	28,835	28,835	0.00%
Total S.S.I. Local/Specified/Defined Services	2,213,388	2,431,903	269,072	0	1,518,671	644,160	629,219	2.37%
TOTAL S.S.I. ELECTORAL AREA	6,137,384	6,556,502	394,712	271,570	2,048,409	3,841,811	3,694,128	4.00%
Southern Gulf Islands Electoral Area								
1.110 Electoral Area Admin Exp - SGI	72,090	72,180	0	0	760	71,420	70,500	1.30%
1.117 Grant-in-Aid - Southern Gulf Islands	66,450	76,430	0	0	390	76,040	65,250	16.54%
1.125 SGI Economic Development Commission	42,290	45,860	0	0	0	45,860	40,350	13.66%
1.138 Southern Gulf Islands Regional Library	122,740	124,890	1,030	0	880	122,980	120,570	2.00%
1.235 S. G. I. Small Craft Harbour Facilities	339,380	343,310	0	0	77,630	265,680	260,470	2.00%
1.314 SGI House Numbering	11,660	11,750	0	0	70	11,680	11,506	1.51%
1.373 Southern Gulf Islands. Emergency Program	211,670	207,510	0	0	3,600	203,910	207,822	-1.88%
1.533 Stormwater Quality Management - Outer Gulf Is.	42,590	39,841	3,650	0	240	35,951	35,185	2.18%
1.923 Emergency Comm - CREST - S.G.I.	143,190	145,920	3,800	0	1,140	140,980	141,940	-0.68%
Total Southern Gulf Islands Regional	1,052,060	1,067,691	8,480	0	84,710	974,501	953,593	2.19%
1.137 Galiano Island Library Service	78,110	77,880	0	0	0	77,880	77,880	0.00%
1.170 Gossip Island Electric Power Supply	96,200	67,070	13,410	0	60	53,600	57,250	-6.38%
1.352 South Galiano Fire Protection	224,690	229,180	0	0	290	228,890	224,339	2.03%
1.356 Pender Fire Protection	834,820	829,230	0	0	6,830	822,400	809,491	1.59%
1.359 N. Galiano Fire Protection	213,450	247,020	0	0	1,760	245,260	212,370	15.49%
1.363 Saturna Island Fire	212,630	207,160	9,280	0	9,450	188,430	195,753	-3.74%
1.364 N. Pender Fire - 2nd Service - Debt	46,118	46,098	0	0	1,070	45,028	45,016	0.03%
1.369 Electoral Area Fire Services - SGI	48,025	48,984	0	0	0	48,984	48,025	2.00%
1.465 Saturna Island Comm. Parks	29,570	33,530	0	0	7,650	25,880	18,190	42.28%
1.468 Saturna Island - Community Rec.	14,560	8,880	3,120	0	200	5,560	10,640	-47.74%
1.475 Mayne Is. Com. Parks & Rec	79,310	68,890	0	0	3,060	65,830	64,540	2.00%
1.476 Mayne Is. Comm. Parks (reserve)	12,820	0	0	0	0	0	0	N/A
1.478 Mayne Is. Community Rec.	28,220	25,630	0	0	30	25,600	24,450	4.70%
1.485 North & South Pender Com. Parks	85,880	87,580	0	0	630	86,950	85,260	1.98%
1.488 North & South Pender Com. Rec	54,600	54,420	0	0	300	54,120	52,920	2.27%
1.495 Galiano Parks	50,130	51,040	0	0	120	50,920	49,990	1.86%
1.498 Galiano Community Recreation	27,680	27,230	0	0	90	27,140	26,690	1.69%
2.630 Magic Lakes Estate Water System	1,004,227	987,893	135,128	0	283,771	568,994	568,994	0.00%
2.635 Magic Lakes Estate Water (2)	194,966	190,887	20,450	0	1,274	169,163	169,163	0.00%
2.640 Saturna Island Water System (Lyal Harbour)	169,503	183,363	0	0	75,780	107,583	90,986	18.24%
2.642 Skana Water (Mayne)	68,856	68,977	14,616	0	35,009	19,352	19,352	0.00%
2.665 Sticks Allison Water (Galiano)	49,672	47,566	1,529	0	40,710	5,327	8,384	-36.46%
2.667 Surfside Park Estates (Mayne)	107,945	108,516	14,052	0	61,311	33,153	33,153	0.00%
3.830 Magic Lake Estates Sewer System	517,340	496,306	36,060	5,000	173,880	281,366	281,366	0.00%
Total S.G.I. Local/Specified/Defined Services	4,249,322	4,193,330	247,645	5,000	703,275	3,237,410	3,174,202	1.99%
TOTAL S.G.I. ELECTORAL AREA	5,301,382	5,261,021	256,125	5,000	787,985	4,211,911	4,127,795	2.04%
TOTAL FOR ELECTORAL AREAS ONLY	18,621,211	19,509,587	805,210	1,366,894	5,201,049	12,137,434	11,339,763	7.03%

CAPITAL REGIONAL DISTRICT - 2014 FINANCIAL PLAN VERSUS 2013 FINANCIAL PLAN

ELECTORAL AREAS ONLY

SCHEDULE C2 COMPARATIVE

Function	Gross Expenditure		Increase (Decrease)		Requisition		Increase (Decrease)	
	2014	2013	\$	%	2014	2013	\$	%
Salt Spring Island Electoral Area								
1.111 Electoral Area Admin Exp - SSI	404,300	290,240	114,060	39.30%	223,460	251,440	-27,980	-11.13%
1.116 Grant-in-Aid - Salt Spring Island	59,360	64,350	-4,990	-7.75%	31,470	15,940	15,530	97.43%
1.124 SSI Economic Development Commission	79,540	78,960	580	0.73%	19,260	30,000	-10,740	-35.80%
1.141 Salt Spring Island Public Library	549,300	500,180	49,120	9.82%	548,230	499,360	48,870	9.79%
1.234 S.S.I. Street Lighting	21,120	20,558	562	2.73%	19,500	19,484	16	0.08%
1.236 Salt Spring Island Fernwood Dock	30,000	30,040	-40	-0.13%	30,000	30,000	0	0.00%
1.238A Community Transit (S.S.I.)	340,530	322,908	17,622	N/A	115,000	79,550	35,450	44.56%
1.238B Community Transportation (S.S.I.)	146,520	146,370	150	N/A	146,250	146,250	0	0.00%
1.299 Salt Spring Island Arts	73,460	72,480	980	1.35%	72,890	71,820	1,070	1.49%
1.316 SSI Building Numbering	11,650	12,290	-640	-5.21%	10,770	10,000	770	7.70%
1.371 S.S.I. Emergency Program	71,240	69,850	1,390	1.99%	71,090	69,694	1,396	2.00%
1.378 S.S.I. Search and Rescue	14,580	14,580	0	0.00%	14,500	14,488	12	0.08%
1.453 Salt Spring Island - Swimming Pool	1,022,800	995,450	27,350	2.75%	774,030	758,850	15,180	2.00%
1.455 Salt Spring Island - Community Parks	415,950	426,270	-10,320	-2.42%	343,310	336,580	6,730	2.00%
1.458 Salt Spring Is.- Community Rec	84,400	100,930	-16,530	-16.38%	53,550	48,550	5,000	10.30%
1.459 Salt Spring Is- Park, Land, Art & Rec. Prog	691,900	672,800	19,100	2.84%	618,810	581,800	37,230	6.40%
1.535 Stormwater Quality Management - S.S.I.	31,239	32,640	-1,401	-4.29%	28,881	28,282	599	2.12%
1.925 Emergency Comm - CREST - S.S.I.	76,710	73,100	3,610	4.94%	76,650	73,041	3,609	4.94%
Total S.S.I. Regional	4,124,599	3,923,996	200,603	5.11%	3,197,651	3,064,909	132,742	4.33%
2.620 SSI Highland Water System	37,268	37,268	0	0.00%	37,158	37,158	0	0.00%
2.621 Highland / Fernwood Water - SSI	275,261	265,682	9,579	3.61%	50,000	50,000	0	0.00%
2.622 Cedars of Tuam	26,528	26,835	-307	-1.14%	0	0	0	N/A
2.624 Beddis Water	241,747	224,071	17,676	7.89%	90,589	65,083	25,506	39.19%
2.626 Fulford Water	211,470	210,329	1,141	0.54%	74,785	74,785	0	0.00%
2.628 Cedar Lane Water (S.S.I.)	68,403	72,028	-3,625	N/A	21,653	21,653	0	0.00%
2.660 Fernwood Water	19,298	29,873	-10,575	-35.40%	19,248	29,813	-10,565	-35.44%
3.705 S.S.I. Septage/Composting	792,766	650,203	142,563	21.93%	275,365	275,365	0	0.00%
3.810 Ganges Sewer	648,402	599,974	48,428	8.07%	46,527	46,527	0	0.00%
3.820 Maliview Estates Sewer System	110,760	97,125	13,635	14.04%	28,835	28,835	0	0.00%
Total S.S.I. Local/Specified/Defined Services	2,431,903	2,213,388	218,515	9.87%	644,160	629,219	14,941	2.37%
TOTAL S.S.I. ELECTORAL AREA	6,556,502	6,137,384	419,118	2.12%	3,841,811	3,694,128	147,683	4.00%
Southern Gulf Islands Electoral Area								
1.110 Electoral Area Admin Exp - SGI	72,180	72,090	90	0.12%	71,420	70,500	920	1.30%
1.117 Grant-in-Aid - Southern Gulf Islands	76,430	66,450	9,980	15.02%	76,040	65,250	10,790	16.54%
1.125 SGI Economic Development Commission	45,860	42,290	3,570	8.44%	45,860	40,350	5,510	13.66%
1.138 Southern Gulf Islands Regional Library	124,890	122,740	2,150	1.75%	122,980	120,570	2,410	2.00%
1.235 S. G. I. Small Craft Harbour Facilities	343,310	339,380	3,930	1.16%	265,680	260,470	5,210	2.00%
1.314 SGI House Numbering	11,750	11,660	90	0.77%	11,680	11,506	174	1.51%
1.373 Southern Gulf Islands. Emergency Program	207,510	211,670	-4,160	-1.97%	203,910	207,822	-3,912	-1.88%
1.533 Stormwater Quality Management - S.G.I.	39,841	42,590	-2,749	-6.45%	35,951	35,185	766	2.18%
1.923 Emergency Comm - CREST - S.G.I.	145,920	143,190	2,730	1.91%	140,980	141,940	-960	-0.68%
Total Southern Gulf Islands Regional	1,067,691	1,052,060	15,631	1.49%	974,501	953,593	20,908	2.19%
1.137 Galiano Island Library Service	77,880	78,110	-230	-0.29%	77,880	77,880	0	0.00%
1.170 Gossip Island Electric Power Supply	67,070	96,200	-29,130	-30.28%	53,600	57,250	-3,650	-6.38%
1.352 South Galiano Fire Protection	229,180	224,690	4,490	2.00%	228,890	224,339	4,551	2.03%
1.356 Pender Fire Protection	829,230	834,820	-5,590	-0.67%	822,400	809,491	12,909	1.59%
1.359 N. Galiano Fire Protection	247,020	213,450	33,570	15.73%	245,260	212,370	32,890	15.49%
1.363 Saturna Island Fire	207,160	212,630	-5,470	-2.57%	188,430	195,753	-7,323	-3.74%
1.364 N. Pender Fire - 2nd Service - Debt	46,098	46,118	-20	-0.04%	45,028	45,016	12	0.03%
1.369 Electoral Area Fire Services - SGI	48,984	48,025	959	N/A	48,984	48,025	959	2.00%
1.465 Saturna Island Comm. Parks	33,530	29,570	3,960	13.39%	25,880	18,190	7,690	42.28%
1.468 Saturna Island - Community Rec.	8,880	14,560	-5,680	-39.01%	5,560	10,640	-5,080	-47.74%
1.475 Mayne Is. Com. Parks & Rec	68,890	79,310	-10,420	-13.14%	65,830	64,540	1,290	2.00%
1.476 Mayne Is. Comm. Parks (reserve)	0	12,820	-12,820	N/A	0	0	0	N/A
1.478 Mayne Is. Community Rec.	25,630	28,220	-2,590	-9.18%	25,600	24,450	1,150	4.70%
1.485 North & South Pender Com. Parks	87,580	85,880	1,700	1.98%	86,950	85,260	1,690	1.98%
1.488 North & South Pender Com. Rec	54,420	54,600	-180	-0.33%	54,120	52,920	1,200	2.27%
1.495 Galiano Parks	51,040	50,130	910	1.82%	50,920	49,990	930	1.86%
1.498 Galiano Community Recreation	27,230	27,680	-450	-1.63%	27,140	26,690	450	1.69%
2.630 Magic Lakes Estate Water System	987,893	1,004,227	-16,334	-1.63%	568,994	568,994	0	0.00%
2.635 Magic Lakes Estate Water (2)	190,887	194,966	-4,079	-2.09%	169,163	169,163	0	0.00%
2.640 Saturna Island Water System (Lyal Harbour)	183,363	169,503	13,860	8.18%	107,583	90,986	16,597	18.24%
2.642 Skana Water (Mayne)	68,977	68,856	121	0.18%	19,352	19,352	0	0.00%
2.665 Sticks Allison Water (Galiano)	47,566	49,672	-2,106	-4.24%	5,327	8,384	-3,057	-36.46%
2.667 Surfside Park Estates (Mayne)	108,516	107,945	571	0.53%	33,153	33,153	0	0.00%
3.830 Magic Lake Estates Sewer System	496,306	517,340	-21,034	-4.07%	281,366	281,366	0	0.00%
Total S.G.I. Local/Specified/Defined Services	4,193,330	4,249,322	-55,992	-1.32%	3,237,410	3,174,202	63,208	1.99%
TOTAL S.G.I. ELECTORAL AREA	5,261,021	5,301,382	-40,361	0.17%	4,211,911	4,127,795	84,116	2.04%
TOTAL FOR ELECTORAL AREAS ONLY	19,509,587	18,621,211	888,376	4.77%	12,137,434	11,339,763	797,671	7.03%



Making a difference...together

REPORT TO FINANCE AND CORPORATE SERVICES COMMITTEE MEETING OF WEDNESDAY, NOVEMBER 6, 2013

SUBJECT CAPITAL REGIONAL DISTRICT (CRD) THREE-YEAR BUDGET UPDATE

ISSUE

Provide a three-year budget update focusing on 2013 performance and future workforce considerations.

BACKGROUND

Beginning in 2013, the CRD Board of Directors approved a three-year budget process for 2013 - 2015. This process ensures alignment with Board strategic priorities and enables continuity of resources and service delivery priorities through the election cycle.

In November and December 2013, the CRD Committee of the Whole (COW) and Electoral Area Services Committee will conduct the annual review of the 2014 Financial Plan and consider any adjustments that may be required. A final budget will need to be approved by the Board before March 31, 2014. This report summarizes background information about the service plans and budgets as well as key factors impacting any adjustments.

Staff have presented service plans to standing committees and commissions for review and approval. These plans take into account 2013 work program results and highlight key changes for 2014 and 2015. Opportunities for making changes were provided and any changes will be reflected in the 2014 plan as applicable.

The CRD budget comprises both operating and capital costs. The largest capital cost drivers include: the CRD Seaterra Program; utility infrastructure programs across various regional, sub-regional and local service areas; regional parks and multi-use trails; the hospital district and landfill operations.

The overall budget comprises more than 200 service budgets for delivery of regional, sub-regional and local services. Budget revenues are derived from fees and charges, service and operating agreements, grants, and taxes. Expenditures are determined through a variety of processes and agreements, some of which the Board controls directly and others that have been delegated and/or are recommended locally by participants or local service commissions.

CURRENT FINANCIAL PLAN AND 2013 BUDGET SUMMARY

The overall CRD operating budget, not including hospital district and housing for 2013 was \$191 million; the budget included \$165.6 million (86%) for operating and \$25.2 million (14%) for reserve funds and capital contributions.

Capital projects may be funded by annual contributions from operating or from grants, reserves or by debt servicing. The CRD capital plan provided for a total of \$126.9 million of capital

projects in 2013 with \$11.6 million funded from current operating and \$115.3 million from reserves, debt financing and grants. Capital expenditures are projected to be \$116.1 million in 2014. The following Table provides a summary of overall CRD financial activity including the Capital Regional Hospital District (CRHD) and Capital Regional Housing Corporation (CRHC).

Financial Activity	2013 operating + net capital	Total
Capital Regional District	\$190,947,406 + \$115,326,772	\$306,274,178
Capital Regional Hospital District	\$30,468,550	\$30,468,550
Capital Regional Housing Corporation	\$14,516,620 + \$3,055,120	\$17,571,740
		\$354,314,468

The total balance of CRD reserves available for 2013, excluding CRHD and CRHC, was \$73.1 million. In 2013 budgets proposed \$14.8 million of expenditures from reserves for capital and contributions of \$13.6 million from operating to reserves with a projected reserve balance of \$74.2 million for 2014. CRD expenditures on infrastructure consistently exceed the annual depreciation. The latest financial statements show \$24 million betterment in the replacement of existing infrastructure.

Of the CRD's total operating budget (excluding capital), approximately 21% covers human resource costs. These costs are recovered from a variety of sources including taxes, fees and charges from services as well as from grant contributions. In addition to wages, benefits and mandatory operating costs, there are a number of other significant cost drivers impacting CRD budgets, such as increased fuel costs and utility costs. CRD staff has worked diligently to absorb upcoming mandatory increases while containing operating adjustments within a 2% inflationary adjustment.

CRD WORKFORCE CONSIDERATIONS

The CRD employs approximately one thousand (1,000) staff; 50% are regular employees and 50% are auxiliary/casual employees. The majority of auxiliary/casual employees are employed at CRD recreation facilities. 92% of CRD employees are unionized.

The CRD is in negotiations with its two (2) Unions in 2014, and wage adjustments are not known at this time; however, in recent years negotiated wage adjustments have had a significant impact on budget adjustments and departments have found ways to offset operating costs to keep budget adjustments to a minimum. In addition to wage adjustments, significant increases are being announced by benefit carriers, insurance carriers (including WorkSafeBC), and other mandatory programs that the CRD must contribute.

Staffing levels will remain relatively stable for 2014. The CRD is looking at a 0.9% adjustment (5 full time employees - FTE) in core FTE's for 2014. Further, the CRD Seaterra Program, which is determining staffing levels within budget under the direction of the Commission, will engage the majority of its employee workforce in 2013 and 2014 with term employee agreements.

Staffing adjustments are being made to ensure that the Executive Services Department is aligned to meet legislative, governance and corporate expectations and requirements, as well as provide services to CRD departments, divisions, and programs. In order to effectively

administer information services and bylaw administration these management responsibilities will be consolidated together with other legislative services.

Other adjustments are to our utility service operation, and to provide for the future needs of our Core Area Wastewater Treatment operation. Dedicated staffing resources for the Seaterra Program are increasing and will need to be supported. This will involve program funding of Core Area Wastewater Treatment operation staff that will initially work on facility implementation and ultimately assume full operating responsibility.

Funding for these changes has been reallocated from departments previously administering these functions with any offsetting costs redistributed to the appropriate allocations or budgets. Some of these budgets can recover revenue directly from charges, service agreements or user fees. A copy of the CRD Staff Establishment Chart is attached as Appendix 1.

With the CRD's 'aging workforce', many workforce development and succession plans are being implemented to prepare for upcoming retirements. The CRD typically experiences a relatively low leave-rate, with sick leave and safety costs lower than industry average. Staff dedication is vital to the CRD's ability to deliver highly effective and efficient services. The CRD experiences a high level of staff satisfaction according to past employee surveys. Key human resource metrics are outlined below:

Key Human Resource Metrics


Metric	CRD 2013	Industry Average *
Unionized Workforce	92.2%	88.1%
Management Span of Control	1:16 (1 manager to 16 staff)	1:10
Turnover Rate / Retirement percentage	7.8% / 2.7%	7.2% / 2.2%
Absenteeism Rate	3.2%	5%
Average Length of Services	11.1 years	9.8 years
Average Worker Age	47 years	44.5 years
Average Retirement Age	61.2 years	60.4 years

* industry averages as recorded through HR Metric Services™

In early 2014, we will be arranging a Committee of the Whole meeting to provide an update on our progress, and what is coming up for the next years. Please contact me anytime to discuss any of this information in more detail.

RECOMMENDATION

That the Finance and Corporate Services Committee receive this report for information and forward it to the Committee of the Whole and Electoral Areas Services Committee budget review meetings.


Robert Lapham, MCIP, RPP
Chief Administrative Officer

Regular (Full-Time & Part-Time) Positions by CRD Service Area

Service Area	Division	Position	2012 FTE	2013 FTE	2014 FTE	
EXECUTIVE SERVICES	Executive Offices	Chief Administrative Officer	1.00	1.00	1.00	
		Executive Assistant	1.00	1.00	1.00	
			2.00	2.00	2.00	
	Legislative Services	Manager, Legislative Services	1.00	1.00	1.00	
		Manager, Corporate Initiatives	1.00	0.00	0.00	
		Manager, Bylaw and Contract Administration	0.00	0.00	1.00	
		Manager, FOI and Records Management	0.00	0.00	1.00	
		Administrative Clerk 1	0.00	1.00	1.00	
		Corporate Assistant	1.00	1.00	1.00	
		Receptionist	0.00	1.00	1.00	
		Administrative Secretary 3/Committee Clerk	1.00	1.00	1.00	
			4.00	5.00	7.00	
	Human Resources	Senior Manager, Human Resources	1.00	1.00	1.00	
		Human Resources Manager	3.00	3.00	3.00	
		Human Resources Advisor	2.00	2.00	3.00	
			6.00	6.00	7.00	
	Corporate Communications	Senior Manager, Corporate Communications	1.00	1.00	1.00	
		Manager, Communication Services	1.00	1.00	1.00	
		Information Technician 3	2.00	2.00	2.00	
		IT Analyst (Web Technician)	1.00	1.00	1.00	
		Manager, Website & Multimedia Development	1.00	1.00	1.00	
			6.00	6.00	6.00	
	SSI Administration	- SSI Parks & Recreation	Manager, Salt Spring Island Parks & Recreation	1.00	1.00	1.00
			Administrative Secretary 2	0.80	0.80	0.80
			Senior Parks Maintenance Worker	1.00	1.00	1.00
			Clerk - Receptionist	0.60	0.80	0.80
			Parks Maintenance Worker 2	1.00	1.00	1.00
				4.40	4.60	4.60
		- General SSI Administration	Senior Manager, SSI Administration	1.00	1.00	1.00
			Manager, Project Engineering	1.00	1.00	1.00
				2.00	2.00	2.00
		- Total SSI Administration		6.40	6.60	6.60
TOTAL EXECUTIVE SERVICES			24.40	25.60	28.60	
PARKS & ENVIRONMENTAL SERVICES	Administration - General					
		General Manager, Parks & Environmental Services	1.00	1.00	1.00	
		Senior Administrative Secretary	1.00	1.00	1.00	
			2.00	2.00	2.00	
	Env. Engineering	Sr. Mgr, Environmental Engineering	1.00	1.00	1.00	
		Manager, Project Engineering	1.00	1.00	1.00	
		Engineer Technician 2	1.00	1.00	1.00	
		Engineer 5	1.00	1.00	1.00	
		Engineer/Project Manager	0.00	1.00	1.00	
		Chief Draftsperson	1.00	1.00	1.00	
		Engineering Technician 5	1.00	1.00	1.00	
		Engineering Technician 5	1.00	1.00	1.00	
		Draftsperson 3	1.00	1.00	1.00	
		Administrative Coordinator 1	1.00	1.00	1.00	
		Administrative Clerk 1	1.00	1.00	1.00	
		Manager, Environmental Engineering	1.00	1.00	1.00	
		GIS Technologist 2	1.00	1.00	1.00	
		GIS Technologist	1.00	1.00	1.00	
				13.00	14.00	14.00
	Env. Protection	Sr. Manager, Environmental Protection	1.00	1.00	1.00	
		Environmental Science Officer 4	4.00	4.00	4.00	
		Environmental Science Officer 3	2.00	2.00	2.00	
		Environmental Science Officer 2	4.60	4.60	4.60	
		Environmental Science Officer 1	2.00	2.00	2.00	
		Environmental Technician 1	1.00	1.00	1.00	
		Administrative Coordinator 1	0.50	0.50	0.50	
		Administrative Coordinator 1	1.00	1.00	1.00	
		Administrative Secretary 2	1.00	1.00	1.00	
				17.10	17.10	17.10
	Env. Partnerships	Sr. Manager, Environmental Partnerships	1.00	1.00	1.00	
		Senior Environmental Science Officer	1.00	1.00	1.00	
		Environmental Science Officer 3 (CCC)	1.00	1.00	1.00	
		Environmental Science Officer 2 (CCC)	1.00	1.00	1.00	
		Demand Management Coordinator	2.00	2.00	2.00	
		Demand Management Assistant	1.00	1.00	1.00	
		Environmental Science Officer 3	1.00	1.00	1.00	
		Environmental Science Officer 2	2.00	2.00	2.00	
		Environmental Science Officer 2	3.00	3.00	3.00	

29/10/2013

Service Area	Division	Position	2012 FTE	2013 FTE	2014 FTE	
PARKS & ENVIRONMENTAL SERVICES	Env. Partnerships (con't)	Environmental Technician 2	1.00	1.00	1.00	
		Information Technician 5	1.00	1.00	1.00	
		Information Technician I	0.75	0.75	0.75	
		Administrative Officer 1	1.00	1.00	1.00	
		Administrative Clerk 2	1.00	1.00	1.00	
		Administrative Secretary 4	1.00	1.00	1.00	
		Clerk 5	0.50	0.50	0.50	
		Clerk 4 Hotline	1.00	1.00	1.00	
		Administrative Clerk 1	0.60	0.60	0.60	
			20.85	20.85	20.85	
		Administrative Services	Administrative Officer 1	1.00	1.00	1.00
			Clerk Typist 4	2.00	2.00	2.00
			3.00	3.00	3.00	
		Env. Resource Mgmt	Sr. Manager, ERM	1.00	1.00	1.00
			Manager, ERM Policy & Planning	1.00	1.00	1.00
			Manager, Solid Waste Operations	1.00	1.00	1.00
			Supervisor, Technical Services	1.00	1.00	1.00
			Environmental Technician 2	1.00	1.00	1.00
			Landfill Services Supervisor	1.00	1.00	1.00
Recycling & Weigh Scale Supervisor	1.00		1.00	1.00		
Landfill Attendant	4.00		4.70	4.70		
Stewardship & Diversion Attendant	0.00		1.00	1.00		
Household Hazardous Waste Attendant	1.00		1.00	1.00		
Weigh Scale Attendant	2.00		2.00	2.00		
Landfill Maintenance Worker	2.00		2.00	2.00		
Environmental Science Officer 3	1.00		1.00	1.00		
Administrative Secretary 4	1.00		1.00	1.00		
Administrative Clerk I	1.00		1.00	1.00		
Administrative Secretary 2	1.00		1.00	1.00		
	20.00		21.70	21.70		
Water Quality	Sr Manager, Water Quality	1.00	1.00	1.00		
	Manager, Water Quality Laboratory	1.00	1.00	1.00		
	Laboratory Coordinator	1.00	1.00	1.00		
	Senior Water Sampling Technician	1.00	1.00	1.00		
	Aquatic Ecology Technician 3	1.00	1.00	1.00		
	Water Sampling Technician 2	1.00	1.00	1.00		
	Water Sampling Technician 1	2.00	2.00	2.00		
	Laboratory Technician 2	2.00	2.00	2.00		
	10.00	10.00	10.00			
Total Environmental Services			85.95	88.65	88.65	
Regional Parks	General Manager, Parks and Community Svcs	1.00	1.00	0.00		
	Senior Manager, Regional Parks	0.00	0.00	1.00		
	Mgr, Visitor Srvc & Community Dev.	1.00	1.00	1.00		
	Administrative Officer 1	1.00	1.00	1.00		
	Clerk Typist 2	1.00	1.00	1.00		
	Financial Analyst 1	1.00	1.00	1.00		
	Administrative Clerk 1	3.00	3.00	3.00		
	Information Technician 3	1.00	1.00	1.00		
	Recreation Program Coordinator 3	1.00	1.00	1.00		
	Recreation Program Coordinator 2	1.00	1.00	1.00		
	Senior Park Naturalist	1.00	1.00	1.00		
	Parks Naturalist 2	1.00	1.00	1.00		
	Park Naturalist 2	2.00	2.00	2.00		
	Manager , Parks Operations	1.00	1.00	1.00		
	Senior Park Naturalist	0.00	0.00	0.00		
	Parks Operations Supervisor	1.00	1.00	1.00		
	Information Technician 1	1.00	1.00	1.00		
	Parks Operations Supervisor	1.00	1.00	1.00		
	Parks Maintenance Worker 5	3.00	3.00	3.00		
	Parks Maintenance Worker 3	1.00	2.00	2.00		
	Parks Maintenance Worker 2	2.00	2.00	2.00		
	Parks Operations Supervisor	1.00	1.00	1.00		
	Parks Maintenance Worker 5	2.00	2.00	2.00		
	Parks Maintenance Worker 3	2.00	2.00	2.00		
	Parks Operations Supervisor	1.00	1.00	1.00		
	Parks Operations Technician	1.00	1.00	1.00		
	Parks, Operations Team Lead	1.00	1.00	1.00		
	Mechanic 4	1.00	1.00	1.00		
	Equipment Operator 2	3.00	3.00	3.00		
	Parks Maintenance Worker 2	2.00	2.00	2.00		
	Park Attendant - Building Maintenance	0.50	0.50	0.50		
	Parks Maintenance Worker 2	1.00	1.00	1.00		
	Manager, Planning, Resource Mgmt & Dev.	1.00	1.00	1.00		
	Facility Coordinator	1.00	1.00	1.00		
	Planner	2.00	2.00	2.00		
	Environmental Science Officer 2	1.00	1.00	1.00		
GIS Technologist 2	1.00	1.00	1.00			
	46.50	47.50	47.50			
JDFEA Parks and Rec	Manager, JDFEA Parks & Rec	0.80	0.80	0.80		
		0.80	0.80	0.80		

Service Area	Division	Position	2012 FTE	2013 FTE	2014 FTE		
PARKS & ENVIRONMENTAL SERVICES	SEAPARC	Manager, SEAPARC Recreation	1.00	1.00	1.00		
		Administrative Officer 2	1.00	1.00	1.00		
		Administrative Secretary 2	1.00	1.00	1.00		
		Clerk 5	1.00	1.00	1.00		
		Clerk Typist 2	1.00	1.00	1.00		
		Manager, Program Services	1.00	1.00	1.00		
		Recreation Program Coordinator 1	1.00	2.00	2.00		
		Program Assistant 3	1.00	1.00	1.00		
		Recreation Assistant	1.00	1.00	1.00		
		Facility Maintenance Supervisor	1.00	1.00	1.00		
		Facility Maintenance Worker 4	1.00	1.00	1.00		
		Facility Maintenance Worker 3	4.00	4.00	4.00		
		Facility Maintenance Worker 1	1.00	1.00	1.00		
			16.00	17.00	17.00		
		Panorama Recreation		Sr Manager, Panorama Recreation	1.00	1.00	1.00
				Administrative Secretary 3	1.00	1.00	1.00
				Manager, Administrative Services PRC	1.00	1.00	1.00
				Receptionist/Team Lead	1.00	1.00	1.00
				Cashier/Receptionist	2.75	2.75	2.75
Manager, Program Services	1.00			1.00	1.00		
Recreation Program Coordinator 3	4.00			4.00	4.00		
Recreation Program Coordinator 1	1.00			1.00	1.00		
Coordinator Fitness, Weights & Rehab	1.00			1.00	1.00		
Recreation Program Coordinator 2	1.00			1.00	1.00		
Recreation Program Coordinator 1	1.00			1.00	1.00		
Program Assistant	1.00			1.00	1.00		
Assistant Community Rec Program Coordinator	1.00			1.00	1.00		
Manager, Facilities & Operations	1.00			1.00	1.00		
Facility Maintenance Worker 4	2.00			2.00	2.00		
Facility Maintenance Worker 1	0.80			0.80	0.80		
Facility Maintenance Worker 3	8.80			8.80	8.80		
	30.35			30.35	30.35		
Total Parks & Community Services				93.65	95.65	95.65	
TOTAL PARKS & ENVIRONMENTAL SERVICES			179.60	184.30	184.30		
CORPORATE SERVICES	Administrative - General	General Manager Corporate Services	1.00	1.00	1.00		
			1.00	1.00	1.00		
	Financial Services	Sr Manager, Finance Services	1.00	1.00	1.00		
		Manager, Financial Planning & Treasury	1.00	1.00	1.00		
		Senior Accounting Clerk	1.00	1.00	1.00		
		Senior Financial Analyst	4.00	4.00	4.00		
		Administrative Officer 3	1.00	1.00	1.00		
		Financial Analyst 2	1.00	1.00	1.00		
		Accounting Clerk 5	1.00	1.00	1.00		
		Senior Administrative Secretary	1.00	1.00	1.00		
		Administrative Clerk 1	1.00	1.00	1.00		
		Receptionist	1.00	0.00	0.00		
		Manager Accounting Services	1.00	1.00	1.00		
		Senior Financial Analyst	1.00	1.00	1.00		
		Financial Analyst 2	1.00	1.00	1.00		
		Accounting Clerk 2	1.00	1.00	1.00		
		Accounting Clerk 1	0.60	0.60	0.60		
		Information Technician 5	1.00	1.00	1.00		
		Accounting Clerk 5	1.00	1.00	1.00		
		Accounting Clerk 1	1.40	1.40	1.40		
		Data Entry Clerk	2.00	2.00	2.00		
		Print Services Technician	1.00	1.00	1.00		
		Payroll Supervisor	1.00	1.00	1.00		
		Accounting Clerk 5 (Payroll Clerk)	2.00	2.00	2.00		
		Senior Financial Officer	1.00	1.00	1.00		
		Accounting Clerk 4	0.50	0.50	0.50		
		Accounting Clerk 5	1.00	1.00	1.00		
		Manager, Customer Services	1.00	1.00	1.00		
		Financial Officer 2	1.00	1.00	1.00		
		Meter Reader	1.00	1.00	1.00		
		Administrative Clerk 1	2.50	2.50	2.50		
		Purchaser	1.00	1.00	1.00		
		Warehouse Worker	1.00	1.00	1.00		
		Warehouse Assistant	0.50	0.50	0.50		
			37.50	36.50	36.50		
Business Development		Senior Manager, Business Development	1.00	0.00	0.00		
		Financial Analyst 1	1.00	0.00	0.00		
		System Analyst	1.00	0.00	0.00		
		Administrative Clerk 3	0.50	0.00	0.00		
	3.50	0.00	0.00				
Arts Development		Manager, Arts Development	1.00	1.00	1.00		
		Administrative Secretary 4	0.80	0.80	0.80		
			1.80	1.80	1.80		

Service Area	Division	Position	2012 FTE	2013 FTE	2014 FTE	
CORPORATE SERVICES	Information Technology	Sr Manager, Information Technology	1.00	1.00	1.00	
		Systems Officer	1.00	1.00	1.00	
		Manager, Technical Services	1.00	1.00	1.00	
		Database Administrator	1.00	1.00	1.00	
		Senior GIS Administrator	1.00	1.00	1.00	
		GIS Technologist 2	2.00	2.00	2.00	
		Network Analyst	1.00	1.00	1.00	
		Electronic Technologist	1.00	1.00	1.00	
		Application Development Analyst	0.00	0.00	0.00	
		Web Development Analyst	1.00	1.00	1.00	
		Database Analyst	1.00	1.00	1.00	
		Systems Analyst	3.00	3.00	3.00	
		IT Analysts	0.00	0.00	0.00	
		Coordinator, IT & GIS Services	1.00	1.00	1.00	
		Computer Support Technician	4.00	4.00	4.00	
		Systems Officer	1.00	1.00	1.00	
		Manager, SAP Development and Administration	0.00	1.00	1.00	
		Financial Analyst 1	0.00	1.00	1.00	
		Systems Analyst	0.00	1.00	1.00	
		Administrative Clerk 3	0.00	0.50	0.50	
		20.00	23.50	23.50		
	Risk, Property & Fac. Mgt.	Sr Manager, Risk & Facility Mgmt.	1.00	1.00	1.00	
		Manager, Risk Insurance & FOI	1.00	1.00	1.00	
		Manager, Real Estate Services	1.00	1.00	1.00	
		Senior Administrative Secretary	1.00	1.00	1.00	
		Administrative Clerk 3	1.00	1.00	1.00	
		Property Systems Officer	1.00	1.00	1.00	
		Building Services Coordinator	2.00	2.00	2.00	
		Building Services Maintenance Supervisor	1.00	1.00	1.00	
		Administrative Coordinator 2	1.00	1.00	1.00	
		Clerk Typist 5	1.00	1.00	1.00	
		Facility Maintenance Worker 2	2.00	2.00	2.00	
			13.00	13.00	13.00	
TOTAL CORPORATE SERVICES			76.80	75.80	75.80	
PLANNING AND PROTECTIVE SERVICES	Administrative - General	General Manager, Planning & Protective Services	1.00	1.00	1.00	
		Senior Administrative Secretary	1.00	1.00	1.00	
		Information Technician	0.50	0.50	0.50	
				2.50	2.50	2.50
	Regional & Strategic Planning	Sr Manager, Regional & Strategic Planning	1.00	1.00	1.00	
		Research Planner	1.00	1.00	1.00	
		Transportation Planner	1.00	1.00	1.00	
		Information Technician 4	1.00	1.00	1.00	
		Planning Assistant 2	1.00	1.00	1.00	
		Information Technician 1	0.50	0.50	0.50	
		Administrative Clerk 2	1.00	1.00	1.00	
				6.50	6.50	6.50
	JDF Electoral Area	Manager, Local Area Planning	1.00	1.00	1.00	
		Planning Assistant 3	1.00	1.00	1.00	
		Administrative Clerk 2	1.00	1.00	1.00	
		Planning Assistant 3	0.80	1.00	1.00	
		Administrative Clerk 2	1.00	0.00	0.00	
				4.80	4.00	4.00
	Protective Services	Senior Manager, Protective Services	1.00	1.00	1.00	
		Information Technician 3	1.00	1.00	1.00	
Electoral Area Emergency Manager		1.00	1.00	1.00		
Administrative Clerk 2		1.00	1.00	1.00		
			4.00	4.00	4.00	
Emergency 9-1-1	Communications Operator - Emerg Response	3.50	3.50	3.50		
		3.50	3.50	3.50		
Health & Capital Pln Strategies	Sr Manager, Health & Capital Planning Strategies	1.00	1.00	1.00		
	Administrative Secretary 4	1.00	1.00	1.00		
		2.00	2.00	2.00		
Bylaw Enforce/Animal Care	Manager, Bylaw Enforcement & Animal Care	1.00	1.00	1.00		
	Senior Bylaw Officer	1.00	1.00	1.00		
	Bylaw Enforcement Officer 2	1.00	1.00	1.00		
	Assistant Bylaw Enforcement Officer	3.00	3.00	3.00		
	Animal Control Officer	2.50	2.50	2.50		
	Administrative Coordinator 1	1.00	1.00	1.00		
	Clerk 4	1.00	1.00	1.00		
	Kennel Master	1.00	1.00	1.00		
	Kennel Assistant	0.70	0.70	0.70		
			12.20	12.20	12.20	
Building Inspection	Manager, Building Inspection	1.00	1.00	1.00		
	Senior Building Inspector	0.00	0.00	0.00		
	Building Inspector 3	2.00	2.00	2.00		
	Building Inspector 2	2.80	2.50	2.50		
	Administrative Coordinator 1	1.00	1.00	1.00		
	Administrative Clerk 1	1.00	1.00	1.00		
	Administrative Clerk 1	0.00	0.60	0.60		
	Clerk Typist 4	1.60	2.10	2.10		
	Clerk Typist 3	0.00	0.00	0.00		
			9.40	10.20	10.20	

29/10/2013

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Service Area	Division	Position	2012 FTE	2013 FTE	2014 FTE	
PLANNING & PROTECTIVE SERVICES	Housing - CRHC	Senior Manager, CRHC	1.00	1.00	1.00	
		Administrative Coordinator 1	0.30	0.30	0.30	
		Manager, Operations	1.00	1.00	1.00	
		Senior Property Manager	1.00	1.00	1.00	
		Administrative Clerk 3	1.00	1.00	1.00	
		Property Manager 2	3.00	3.00	3.00	
		Administrative Clerk 3	1.00	1.00	1.00	
		Administrative Clerk 2	1.00	1.00	1.00	
		Clerk 5	1.00	1.00	1.00	
		Clerk Typist 4	1.00	1.00	1.00	
		Caretaker	13.77	13.77	13.77	
			25.07	25.07	25.07	
		Housing Secretariat	Sr Manager	1.00	1.00	1.00
	Administrative Coordinator 1		0.70	0.70	0.70	
		1.70	1.70	1.70		
	TOTAL PLANNING & PROTECTIVE SERVICES			71.67	71.67	71.67
	INTEGRATED WATER SERVICES	Administration - General	General Manager Water Services	1.00	1.00	1.00
			Executive Assistant	1.00	1.00	1.00
				2.00	2.00	2.00
		Infrastructure Engineering	Sr Manager, Infrastructure Engineering	1.00	1.00	1.00
			Manager, Regional Infrastructure	1.00	1.00	1.00
Engineering Technician 5			1.00	1.00	1.00	
Engineering Technician 2			1.00	1.00	1.00	
Sr Engineer, Hydrology			1.00	1.00	1.00	
Engineer 5			2.00	3.00	3.00	
Engineer 5			1.00	1.00	1.00	
Manager, Distribution Engineering			1.00	1.00	1.00	
Technical Services Technician 4			1.00	1.00	1.00	
Sr Technical Serv Technician			2.00	2.00	2.00	
Technical Services Technician 2			7.00	6.00	6.00	
GIS Technologist 2			1.00	1.00	1.00	
			20.00	20.00	20.00	
Customer & Technical Serv.		Sr Manager, Customer & Technical Services	1.00	1.00	1.00	
		Information Technician			1.00	
		Manager, Corporate Fleet	1.00	1.00	1.00	
		Senior Heavy Duty Mechanic	1.00	1.00	1.00	
		Heavy Duty Mechanic 4	2.00	2.00	2.00	
		Maintenance Worker - Depot	1.00	1.00	1.00	
		Maintenance Custodian	1.00	1.00	1.00	
		Maintenance Management Analyst	1.00	1.00	1.00	
		Clerk Warehouse Assistant	1.00	1.00	1.00	
		Administrative Clerk 2	1.00	1.00	1.00	
		Administrative Coordinator 2	1.00	1.00	1.00	
		Administrative Clerk 1	2.00	2.00	2.00	
		Administrative Clerk 1	1.00	1.00	1.00	
		Clerk Typist 5	1.00	1.00	1.00	
		Clerk 4 - Communications	1.29	1.29	1.29	
		Safety Advisor	1.00	1.00	1.00	
		Administrative Clerk 3	1.00	1.00	1.00	
		Administrative Clerk 2	1.00	1.00	1.00	
		Program Coordinator	1.00	1.00	1.00	
			20.29	20.29	21.29	
Infrastructure Operations		Sr. Manager, Infrastructure Operations	1.00	1.00	1.00	
		Manager, CAWT Plant			1.00	
		Manager, Water Treatment & Operations	1.00	1.00	1.00	
		Plant Maintenance & Operations Coordinator	1.00	1.00	1.00	
		Treatment Plant Operator 2	3.00	4.00	4.00	
	Water Treatment Plant Operator	5.00	4.00	4.00		
	Manager, Saanich Peninsula & GI Ops	1.00	1.00	1.00		
	Wastewater Local Services Supervisor	1.00	1.00	1.00		
	WW/WW Operations Supervisor	1.00	1.00	1.00		
	Local Utility Operator 2	0.80	2.30	2.30		
	WW OPERATOR 1	1.30	0.00	0.00		
	Wastewater/Waterworks Operator 1 (J10)	2.29	1.09	1.09		
	Local Utility Operator 5	0.00	1.00	1.00		
	Senior Operator 3	2.00	2.00	2.00		
	Wastewater/Waterworks Operator Class 2	3.00	2.00	2.00		
	Sr. Operator 2	2.00	2.00	2.00		
	Senior Operator 3 Team Leader	1.00	1.00	1.00		
	Waterworks/Wastewater Supervisor	1.00	1.00	1.00		
	Wastewater Operator 2	4.00	4.00	4.00		
	Wastewater Operator 1	3.00	4.00	4.00		
	Manager, Core Area Operations	1.00	1.00	1.00		
	Senior Operator 3 Team Leader	1.00	1.00	1.00		
	Electrician - Team Leader	1.00	1.00	1.00		
	Electrician	2.00	2.00	2.00		
	Electrician 2	1.00	1.00	1.00		

Service Area	Division	Position	2012 FTE	2013 FTE	2014 FTE
INTEGRATED WATER SERVICES	Infrastructure Operations (con't)	Mechanical Team Leader	1.00	1.00	1.00
		Fitter	3.00	3.00	3.00
		Mgr, Water System Ops	1.00	1.00	1.00
		Field Supervisor, Water	3.00	3.00	3.00
		Welder	1.00	1.00	1.00
		PRV/CV Mechanic	1.00	1.00	1.00
		Electrician	1.00	1.00	1.00
		Heavy Duty Equipment Operator	4.00	4.00	4.00
		WMO Team Lead	0.00	1.00	1.00
		Water Maintenance Operators (1-4)	26.00	25.00	25.00
		Electronic Technologist 3	1.00	1.00	1.00
		Electronic Technologist - Scada	1.00	1.00	1.00
		Electronic Technologist	1.00	1.00	1.00
		Electronic Technologist	1.00	1.00	1.00
		Electrician 2	1.00	1.00	1.00
		Engineering Technician 2	0.00	0.00	0.00
			86.39	86.39	87.39
	Watershed Protection	Sr Manager, Watershed Protection	1.00	1.00	1.00
		Manager, Resource Planning	1.00	1.00	1.00
		Manager, Watershed Protection Operations	1.00	1.00	1.00
		Security Coordinator	1.00	1.00	1.00
		Senior Supervisor Watershed Operations	1.00	1.00	1.00
		Sr Supervisor, Watershed Security & Emerg. Resp	1.00	1.00	1.00
		Engineer 4 (Senior Geoscientist)	1.00	1.00	1.00
		Roads/Operations Supervisor	1.00	1.00	1.00
		Manager, Wildfire, Security & Emergency Response	1.00	1.00	1.00
		Watershed Technologist 3	1.00	1.00	1.00
GIS Technologist 2	1.00	1.00	1.00		
Watershed Technician 2	1.00	1.00	1.00		
GIS Technologist 1	1.00	1.00	1.00		
Operations Chargehand	1.00	1.00	1.00		
Security Chargehand	1.00	1.00	1.00		
Emergency Preparedness Equip Inspector	1.00	1.00	1.00		
Watershed Technician 2 - Vegetation Management	1.00	1.00	1.00		
Watershed Technician - Operations	1.00	1.00	1.00		
Forestry Crew 4	1.00	1.00	1.00		
Gatekeeper/First Aid	1.00	1.00	1.00		
Watershed Operators	5.00	5.00	5.00		
Assistant Fire Warden	1.00	1.00	1.00		
	26.00	26.00	26.00		
TOTAL WATER SERVICES			154.68	154.68	156.68
TOTAL CRD STAFF COMPLEMENT (EXCLUDING SEATERRA)			507.15	512.05	517.05

Service Area	Division	Position	2012 FTE	2013 FTE	2014 FTE
EXECUTIVE SERVICES	SeaTerra (Core Area Wastewater Treatment Program)*	Program Director (contract)	0.00	1.00	1.00
		Interim Program Director (contract)	1.00	1.00	0.00
		Project Manager (contract)	1.00	1.00	2.00
		Executive Assistant (contract)	1.00	1.00	1.00
		Manager, Conveyancing and Inf. (contract)	0.00	1.00	1.00
		Manager, Communications (contract)	0.00	1.00	1.00
		Manager, Financial Services (contract)	0.00	1.00	1.00
		Clerk 3 (term)	0.00	1.00	1.00
		Engineering Technician (term)	0.00	1.00	1.00
		Communications Coordinator (term)	0.00	1.00	1.00
		TBD	0.00	0.00	9.75
		TOTAL SEATERRA (CORE AREA WASTEWATER TREATMENT PROGRAM)			3.00
TOTAL CRD STAFF COMPLEMENT (INCLUDING SEATERRA)			510.15	522.05	536.80

* Note: CAWTP roles are all term / contract positions



Making a difference...together

**STAFF REPORT TO THE FINANCE AND CORPORATE SERVICES COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 6, 2013**

SUBJECT 2014 Financial Plan – Key Budget Drivers

ISSUE

This report outlines key budget drivers and provides preliminary overall requisition estimates for the 2014 Financial Plan prior to the Committee of the Whole's detailed budget review.

BACKGROUND

Subsequent to Board approval, in June 2012, of a three-year budget planning cycle, the Capital Regional District (CRD) developed a financial plan for 2013-2015. The CRD is now into the second year of this planning cycle.

The Chief Administrative Officers (CAO) report provided a three year budget update focusing on 2013 performance and future workforce considerations. The 2013 budget and current financial plan has been principally developed by holding core operating costs generally in line with inflation, with added provisions for Board approved initiatives. In 2013 new initiatives such as the beginning of Seatterra funding, the Regional Grant in Aid to the Island Corridor Foundation (ICF), Regional Parks Land Acquisition Levy, Deer Management Strategy and other projects contributed to a significant share of the increase in requisition.

In terms of external drivers of requisition impact, preliminary estimates from the Assessment Authority indicate an increase in taxable assessment values of 1% for the CRD from new growth. From a general operating cost perspective there are on-going increased labour costs and operating costs such as rising fuel and utility costs impacting CRD budgets.

The 2014 Financial Plan continues to follow the same direction and is currently tracking at a lesser requisition increase than the previous 2013-2015 three year plan forecast. The following table provides an overview of forthcoming mandatory labour costs increases. These increases reflect 0.6% of the total CRD payroll and benefit costs.

Type	Increase
Municipal Pension Plan	0.7% premium (commencing July 1)
WorkSafeBC Premiums	6% base rate premium
Medical Services Plan	4% premium
Union Benefit Plans	4-8% premium
CPP Max. Contribution Rate	3% of
EI Contribution Rate	2.5%
EI Max. Earnings	2.5%

The 2014 Financial Plan has been developed diligently to accommodate these increases while making sure the bottom line increase to core operating costs is kept within the 2% inflationary adjustment.

Key cost drivers for 2014 Financial Plan which were previously included in the 2013 -2015 Plan include items such as the ICF Regional Grant in Aid, Regional Parks Land Acquisition Levy and Seatterra Program costs.

It is noted that, the CRD Board approved \$600,000 in Regional Grant-in-Aid to the ICF. The funding was split over two years to minimize the requisition impact. Discussions between ICF and VIA Rail for re-instating passenger rail service on the E&N rail line are on-going. Recently, ICF has submitted

a revised proposal for service operation that meets VIA's schedule and subsidy contribution requirements; consequently, it anticipates that conclusion of the train service agreement is very close. CRD staff continues to monitor the situation and are in regular communication with ICF.

The 2014 Financial Plan also includes \$356,890 for the on-going Board-approved Regional Parks Land Acquisition Levy increase. In 2013, the Board also initiated an annual orderly increase of \$5 million to fund the Seaterra Program.

FINANCIAL IMPLICATIONS

Given the cost drivers identified above, the 2014 CRD budget estimates include an increase of approximately 4.5%; below the 2013 forecast of 5.27% and in spite of significant externally-driven cost increases. The reduction from the forecast is predominantly in electoral area only services. The 4.5% increase results from the three items listed below. Detailed numbers will be presented at the Committee of the Whole (COW).

- Regional Parks Levy: 0.7%
- Seaterra Program: 2.2%
- Core operating costs and other changes: 1.6%

These initial estimates are intended to provide the Committee with some understanding on how the budgets are tracking at this point.

CONCLUSION

This report provides a summary of the estimated 2014 CRD budget. In 2013, the Board approved a maximum increase of 5.27% for the 2014 budget, the second year of the newly implemented three-year budgeting cycle.

Preliminary budget estimates reveal staff efforts in containing core operating cost increases within the Board-approved 5.27% 2014 financial plan. The projected 4.5% budget increase accommodates externally-driven cost increases identified to date while also meeting service delivery goals and objectives. Details on the cost increase drivers will be presented at the COW.

RECOMMENDATION

That the Finance and Corporate Services Committee receive this report for information and forward it to the Committee of the Whole and Electoral Areas Services Committee budget review meetings.


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Concurrence