



Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda Peninsula Recreation Commission

Thursday, September 28, 2023

6:00 PM

Panorama Boardroom
1885 Forest Park Drive
North Saanich, BC V8L 4A3
[Via Teleconference](#)

R. Imrie (Chair), N. Paltiel (Vice-Chair), P. DiBattista, K. Frost, S. Garnett, P. Jones, C. McNeil-Smith,
P. Murray, R. Windsor

1. Territorial Acknowledgement
2. Approval of Agenda
3. Adoption of Minutes of June 22, 2023

3.1 Minutes of the June 22, 2023, Peninsula Recreation Commission meeting

Recommendation: That the minutes of the Peninsula Recreation Commission meeting of June 22, 2023, be adopted as circulated.

Attachment: [Minutes – June 22, 2023](#)

4. Chair's Remarks
5. Presentations/Delegations
6. Commission Business

6.1 Service Planning 2024 – Arts & Recreation Community Need Summary

Recommendation: The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
That Appendix A, Community Need Summary – Arts & Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Attachment: [Staff Report: Service Planning 2024 – Arts & Recreation Community Need Summary](#)

6.2 Budget Review and Approval Process 2024 – Panorama Recreation

Recommendation: The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
That Appendix A, Operating & Capital Budget 2024-2028 – Panorama Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Attachments: [Staff Report— Budget Review and Approval Process 2024 – Panorama Recreation](#)

6.3 Fees and Charges Update

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

Attachment: [Staff Report: Fees and Charges Update](#)

6.4 Special Events Report 2023

Recommendation: There is no recommendation. This report is for information only. **Attachment:** [Staff Report: Special Events 2023](#)

6.5 Summer Camp Program Report 2023

Recommendation: There is no recommendation. This report is for information only. **Attachment:** [Staff Report: Summer Camp Program 2023](#)

6.6 Centennial Park Multi-Sport Box - Verbal

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

6.7 Heat Recovery Report - Verbal

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

7. New Business

8. Adjournment

The next meeting is October 26, 2023

To ensure quorum, please advise Denise Toso at dtoso@panoramarec.bc.ca if you cannot attend.



**Minutes of a Meeting of the Peninsula Recreation Commission
Held Thursday, June 22, 2023, in the Panorama Boardroom
1885 Forest Park Drive, North Saanich BC**

Present

Commissioners: R. Imrie (Chair), N. Paltiel (Vice-Chair), P. DiBattista (Electronic Participation),
K. Frost, S. Garnett, P. Murray

Staff: L. Brewster, Senior Manager; K. Beck, Manager, Program Services; A. Sharp,
Manager, Administrative Services; A. Liu, Manager, Environmental Engineering;
D. Toso (Recorder)

Guests: P. Zubersky, Peninsula Panthers Hockey Club; S. May, Peninsula Minor Hockey
Association; K. Fenn, BC Recreation and Parks Association

Regrets

Commissioners: C. McNeil-Smith; R. Windsor; P. Jones

Staff: M. Curtis

The meeting was called to order at 6:00 pm

1. Territorial Acknowledgement

Commissioner Murray provided a territorial acknowledgement.

2. Approval of Agenda – The agenda was amended to reverse item 5.1 and 5.2.

MOVED by Commissioner Garnett, **SECONDED** by Commissioner Paltiel,
That the agenda be approved as amended.

CARRIED

3. Adoption of Minutes of April 27, 2023

MOVED by Commissioner Paltiel, **SECONDED** by Commissioner DiBattista,
That the minutes of the April 27, 2023 meeting be adopted as circulated.

CARRIED

4. Chair's Remarks: There were none.

5. Presentations/Delegations:

5.1 BCRPA Award – Katie Fenn, CEO – Lorraine welcomed Katie who presented the Chair with the Facility Excellence Award for projects less than \$3 million for the Jumpstart Multi Sport Court. Bringing youth into recreation centres is a perpetual challenge across the province so congratulations on leading BC in that regard as well as your efforts to bring outdoor spaces and parks to the community.

**Peninsula Recreation Commission Minutes
June 22, 2023**

K. Fenn left the meeting at 6:06 pm

5.2 Peninsula Panthers Hockey Club – Pete Zubersky, Governor – Pete reported that BC hockey is breaking away from Hockey Canada, leaving lots of uncertainty at the Junior A and B levels. Junior B leagues have approached BC Hockey to affiliate up to Junior A. For the Peninsula Panthers to become affiliated with BC Hockey, it needs a dedicated change room at its home facility, Panorama Recreation. If this cannot be achieved within three years, the facility will lose the franchise.

The Commission acknowledged Pete and Coreen for all their work over the years with community youth and wish to support the Panthers with the needed infrastructure. Staff plans to bring forward a recommendation to the Commission in September to begin the design process on the arena dressing room upgrades in alignment with the Strategic Plan. Staff will work with stakeholders, including the Panthers and Minor Hockey on the design process.

P. Zubersky and S. May left the meeting at 6:25 pm.

6. Commission Business

6.1 Centennial Park Multi-Sport Box Wood Design - Verbal

A. Liu presented the report. Discussion ensued regarding:

- In comparison with the 2022 class D estimate for steel and accounting for 5% inflation, the wood design estimate is still significantly higher.
- Based on the geotechnical report, the cost of the project could increase due to a new building code coming into effect in November which would require using some of the contingency of the original estimate for the steel structure.
- The Commission appreciates the due diligence, however, with the higher cost and concerns around long-term maintenance, it makes sense to stick with steel.

MOVED by Commissioner Paltiel, **SECONDED** by Commissioner DiBattista,
That staff continue in the direction of the motion for the steel structure and work with District of Central Saanich staff to have the permit application in before November 2023.

CARRIED

A. Liu left the meeting at 6:36 pm.

6.2 Programs and Services Quarterly Report

K. Beck presented the report. Discussion ensued regarding:

- Staff is watching key metrics to maintain a utilization balance between efficiency and expansion at the right time to meet the demand.
- Looking at fees and charges relative to the region if demand outweighs ability to expand.
- Panorama could consider obtaining a regional award/recognition as best employer to attract staff.

**Peninsula Recreation Commission Minutes
June 22, 2023**

- Drop-in schedule moving to monthly may help reduce last minute cancellations and improve the ability to staff in advance.

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

6.3 Staff Training Pool Closure – Verbal

The pool will close at 5:30 pm on Sunday, June 25 for lifeguard in-service training to allow more rigorous training that may impact public with potentially upsetting simulations, alarms etc. Summer is a high-risk time of year so it's prudent to do this going into summer. Communication will be made through signage, online, and so forth.

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

7. New Business: There was none.

8. Adjournment

MOVED by Commissioner Murray, **SECONDED** by Commissioner Paltiel,
That the meeting be adjourned at 6:50 pm.

CARRIED

CHAIR

RECORDER



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REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY, SEPTEMBER 28, 2023

SUBJECT **Service Planning 2024 – Arts & Recreation Community Need Summary**

ISSUE SUMMARY

To provide strategic context and an overview of services, initiatives and performance data related to the Arts & Recreation Community Need.

BACKGROUND

The Capital Regional District (CRD) Board approved the 2023-2026 Board Priorities on March 8, 2023. Staff then developed the 2023-2026 CRD Corporate Plan, which was approved by the CRD Board on April 12, 2023.

The CRD Corporate Plan presents the work the organization needs to deliver over the four-year term, along with the critical regional, sub-regional and local services, to meet the region's most important needs (i.e., Community Needs) and advance the Board's Vision and Priorities. Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the five-year financial plan.

The 2024 planning cycle marks the first year of the implementation of the 2023-2026 CRD Corporate Plan. The CRD's annual service plans, known as Community Need Summaries, provide an overview of the operational and strategic context, services levels, initiatives and performance data for each Community Need. They also provide details of the initiatives, associated staffing, timing and service levels required to advance the work in future years.

The Arts & Recreation Community Need Summary is attached as Appendix A. The desired outcome is that residents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life.

The CRD reports on the progress of its initiatives and services on a regular basis. The Board receives updates about the Board Strategic Priorities through the Chief Administrative Officer Quarterly Progress Reports. The Board also receives an overview of progress made on delivering the Corporate Plan twice a year at the strategic check-in and provisional budget meetings, which take place in the spring and fall respectively. The next strategic check-in will take place in spring 2024. During the year, standing committees and commissions also fulfill an oversight and advisory role in relation to the work.

ALTERNATIVES

Alternative 1

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Arts & Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Arts & Recreation, be approved as amended and form the basis of the Final 2024-2028 Financial Plan.

IMPLICATIONS

Governance Implications

In 2024, staff have prioritized programs and initiatives that:

- Advance 2023-2026 Board Priorities or Corporate Plan initiatives;
- Operationalize capital investments; and/or
- Are necessary to maintain a core service level following a regulatory change or where there is a safety risk to customers, communities or staff.

The Executive Leadership Team (ELT) has reviewed and assessed all initiative business cases and confirmed alignment with the criteria. ELT has determined that the consolidated package of work is appropriate and a proportional response to the CRD Board's and communities' expectations of the organization.

Financial 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. Staff and management have taken the necessary steps to mitigate the financial impact of proposed initiatives, as well as cost escalation and high inflation rate experienced in 2022 through to 2023.

Financial and staff impacts for initiatives will be summarized and included in the provisional budget, which will be presented at the Committee of the Whole meeting scheduled for October 25, 2023. Starting this year, this will also include a five-year forecast of staffing level changes, which will be reviewed annually.

Service Delivery Implications

Appendix A includes information about existing service delivery, operational considerations and performance. Additional information has been provided below about the proposed changes for 2024/2025.

1. Proposed changes for 2024

Staff are proposing to advance one new initiative for the Arts & Recreation Community Need that has financial implications for 2024, as shown in Table 1. The key drivers for the initiatives are:

1. Advancing a Board or Corporate Plan Priority; and
2. Adjustments to core service levels to maintain safety.

Table 1. Arts & Recreation Community Need Initiatives (2024)

Initiative	Implementation year(s)	Staff impacts (2024)	Incremental cost (2024)	Funding source
10c-1.2 Peninsula Recreation – Facility Maintenance Supervisor	2024-ongoing	0.9 New Ongoing	\$30,000	Fee-for-service

The information in Table 1 reflects the initiative business case costs which ELT reviewed as part of their annual assessment of initiatives. The financial impacts reflect full program costs, including cost of staffing.

10c-1.2 Peninsula Recreation – Facility Maintenance Supervisor

Growth in volume and complexity of work associated with the operation of Panorama Recreation has steadily increased over time and is anticipated to continue to grow over the next 10 years.

The Panorama Recreation maintenance team does not currently have a supervisor. The addition of a supervisor role would ensure there is adequate capacity to take on the increasing requirements for the onboarding, supervision, scheduling, training and development of 14 regular staff and 15-20 auxiliary staff. This position would also give the Manager of Facilities & Operations the capacity to execute capital projects, equipment replacement and asset management planning, as well as setting the Division up for expected future growth and expansion.

Initiative 10c-1.2 seeks to create a regular ongoing Maintenance Supervisor position to achieve these outcomes. In addition, the initiative seeks to restructure existing maintenance vacancies to minimize the financial impact of this request and to optimize resourcing.

CONCLUSION

CRD staff are progressing initiatives identified in the 2023-2026 CRD Corporate Plan, including the Board Priorities. The CRD Board and commissions with delegated authorities determine resourcing through the annual review and approval of the provisional financial plan. To support decision-making, staff provide recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
 That Appendix A, Community Need Summary – Arts & Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan

Submitted by:	Lorraine Brewster, M. A., Senior Manager, Panorama Recreation
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Community Need Summary – Arts & Recreation

10 Arts & Recreation



Residents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life

01 Strategy

STRATEGIES & PLANS

- › [Panorama Recreation Strategic Plan](#) › [CRD Arts & Culture Support Service Strategic Plan](#)
- › [SEAPARC Strategic Plan](#)

CORPORATE PLAN GOALS

- 10a Support, promote & celebrate the arts
- 10b Sustain & enhance arts throughout the region
- 10c Affordable recreation opportunities that improve livability

02 Contacts

Chris Gilpin, Arts & Culture	@ email	T. 250.360.3205
Lorraine Brewster, Panorama Recreation	@ email	T. 250.655.2170
Melanie Alsdorf, SEAPARC	@ email	T. 250.642.8009

03 Operating Context

ACHIEVEMENTS IN 2023

1. CRD Arts and Culture hosted the Arts Champions Summit on May 17, 2023 at the Baumann Centre, which gathered over 100 arts leaders and supporters to celebrate sector innovations, spark new collaborations, and collect sector feedback on community needs and opportunities.
2. After an extensive public engagement process, the CRD Arts Commission approved a new strategic plan for the Arts & Culture Support Service with a refreshed Mission and Vision for 2024-27.
3. Panorama Recreation received the BC Recreation and Parks Association's Facility Excellence Award for facilities under \$3 million, for the Jumpstart Multi Sport Court.
4. SEAPARC completed a 20-year capital plan to support asset management.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

Arts

- Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to provide support.
- Many arts and cultural organizations have also demonstrated tremendous resilience, adaptability, and innovation throughout the pandemic with 84.3% of surveyed Operating and Project Grant recipients developing alternative programming, relying heavily on digital formats such as live-streaming and virtual gatherings.
- Statistics Canada reports that, on a provincial level, arts and culture work is a fast-growing economic sector. From 2010-21, the number of culture jobs in British Columbia increased by 28% and the culture sector GDP per capita increased by 7%, both are the fastest increases in Canada in those respective measures (adjusted for population growth and inflation).

Panorama Recreation

- COVID-19 impact on services has diminished. Registered programs have returned to pre-pandemic levels, and drop-in programs are at 91% of pre-pandemic levels as of June 2023.
- A competitive job market throughout the region continues to challenge operations and may impact service delivery.
- The Panorama Strategic Plan 2022-2026 sets the direction for the future of our services by prioritizing several infrastructure investments that will result in increased capacity and require staffing adjustments.
- Planning is underway for the construction of a covered multi-sport box in Central Saanich. This new facility will provide year-round space for lacrosse, pickleball, roller hockey, and recreation programming. Construction is expected to be complete in Winter 2025.
- Design work and cost analysis has begun for enhancements to arena dressing rooms and adjacent support spaces to modernize them, with a focus on equity and functionality.

Sooke and Electoral Area Parks and Recreation (SEAPARC)

- The SEAPARC aquatic and arena facilities are aging. Financial impacts of new infrastructure to support a growing community and plans for renewal/replacement need to be balanced in the capital plan to ensure service continuity. A long-term asset management plan has been completed to inform financial planning. Climate goal considerations for recreational facilities will also have financial implications on the capital plan.
- A competitive job market throughout the region continues to challenge operations.
- Projected population growth within the District of Sooke and Juan de Fuca (JdF) Electoral Area will increase demand for recreational programs and services.
- SEAPARC will undertake a new strategic plan in 2024 to provide direction for 2025-2035.
- SEAPARC is participating in a regional initiative, under the umbrella of The Village Initiative, to improve access to local programs and opportunities for youth to assist in the prevention of crime and vandalism, while strengthening regional service coordination.

OPERATIONAL STATISTICS

Arts

1. In 2022, the CRD Arts and Culture delivered **six granting intakes for five different granting programs**: Operating Grants, Projects Grants (two intakes), IDEA Grants, Equity Grants, and Incubator Grants.
2. In 2022, the six granting intakes received a combined total of **119 applications**, which are reviewed by staff and adjudicated through assessment teams of the Arts Advisory Council.
3. In 2022, a record-high **95 of these applicants received funding** through these grant programs.
4. In terms of outreach capacity, in 2022, the CRD Arts and Culture e-newsletter grew to over **800 subscribers** who receive information about launches of grant programs, information sessions, and other notifications about opportunities in the arts sector in the capital region.
5. Performance, in terms of outcomes, is measured against social and economic indicators as outlined in Section 6.

04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.

Arts

SERVICE BUDGET REFERENCES¹

- › 1.297 Arts Grants and Development
- › 1.290 Royal Theatre
- › 1.295 McPherson Theatre

1. ARTS & CULTURE SUPPORT SERVICE

Description

Supports, champions and develops arts and cultural activities for the benefit of the community through funding programs and outreach activities.

What you can expect from us

- ▶ Deliver five granting programs: Operating Grants, Project Grants, IDEA (Innovate, Develop, Experiment, Access) Grants, Equity Grants, and Incubator Grants.
- ▶ Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs.
- ▶ Provide support to Arts Commission by maintaining accountable processes for allocation of program budgets.
- ▶ Respond to inquiries on funding (CRD and other sources) within three business days.
- ▶ Collect data about trends and impact of arts and culture for internal use and for dissemination to arts communities.
- ▶ Manage publically available online database of regional public art.
- ▶ Connect and facilitate dialogue within the regional arts community and with CRD through biennial summit, social media presence, e-newsletter, and funding application workshops.

Staffing Complement

Arts & Culture Support Service: **2.8 FTE (includes 0.8 FTE Manager and 1 FTE Administrative Support)**

¹ Service budget(s) listed may fund other services

2. THE MCPHERSON PLAYHOUSE SERVICE

Description

Contribution agreement for the municipal support of the theatre.

What you can expect from us

- ▶ Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre

Staffing Complement

Arts & Culture Support Service: **0.1 FTE (Manager only)**

3. THE ROYAL THEATRE SERVICE

Description

Contribution agreement for the municipal support of the theatre.

What you can expect from us

- ▶ Provides capital and operational support for pleasure, recreation and community uses related to the Royal Theatre.

Staffing Complement

Arts & Culture Support Service: **0.1 FTE (Manager only)**

Panorama Recreation

SERVICE BUDGET REFERENCES²

- › 1.44X Panorama Recreation Centre

3. PENINSULA RECREATION

Description

Provides recreational programming and maintains recreational facilities in North Saanich. Peninsula Recreation also operates satellite locations, including Greenglade Community Centre, Central Saanich Cultural Centre and North Saanich Middle School. Greenglade Community Centre has become a valuable asset for the delivery of recreation programs and services.

What you can expect from us

For Panorama Recreation Centre, administration of the delivery of programs and services for:

- ▶ Two arenas
- ▶ An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible waterslide in the region
- ▶ Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts
- ▶ Weight room and fitness studio
- ▶ Three small multi-purpose rooms
- ▶ A 13,200 square foot outdoor Jumpstart Multi Sport Court

For Greenglade Community Centre, amenities include:

- ▶ Gymnasium
- ▶ Activity rooms for program use
- ▶ Pottery studio
- ▶ Weight and fitness room, mind and body studio and dance studio
- ▶ Teen lounge and sports fields
- ▶ Licensed childcare
- ▶ Community Garden

For North Saanich Middle School, operating agreement with Saanich School District 63 for the use of facility spaces outside of school hours to deliver programs and services:

- ▶ Gymnasium
- ▶ Multipurpose room
- ▶ Multipurpose dance/fitness studio
- ▶ Foods and textiles room

² Service budget(s) listed may fund other services

For Central Saanich Cultural Centre, operating agreement with Central Saanich for the use of:

- ▶ Two activity rooms for program use

Staffing Complement

Panorama Recreation: **36.85 FTE (includes Manager and Administrative Support)**

SEAPARC

SERVICE BUDGET REFERENCES³

- › 1.40X SEAPARC – Facilities & Recreation

4. SEAPARC

Description

Provides recreational programming and maintains recreational facilities with a focus on the citizens of the District of Sooke and the JdF Electoral Area.

What you can expect from us

Administration of:

- ▶ Ice arena/dry floor
- ▶ Aquatic center
- ▶ Community recreation programs
- ▶ Facility and grounds maintenance
- ▶ Program, multi-purpose and boardroom spaces
- ▶ Slo-pitch field and baseball diamond
- ▶ Bike park
- ▶ Skateboard park
- ▶ Joint Use Agreement with School District 62
- ▶ Community Events
- ▶ Multi-use trail
- ▶ DeMamiel Creek golf course
- ▶ Fitness studio and programs
- ▶ Weight Room
- ▶ Outdoor sport box

Staffing Complement

SEAPARC: **19.1 FTE (includes Manager and Administrative Support)**

³ Service budget(s) listed may fund other services

05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs), including financial and staffing impacts, proposed for 2024. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)	Impacts in 2024	
10a-1 Develop and implement a revised Arts & Culture Support Service Strategic Plan	2023-2026	-	-
10b-1 Scale up regional participation in the CRD Arts & Culture Support Service	2026	-	-
10b-2 Scale up regional support for performing art facilities within the region	2026	-	-
10c-1 Consider service expansions to address gaps and opportunities, as they emerge	Ongoing	-	-
▶ NEW IBC 10c-1.2 Peninsula Recreation – Facility Maintenance Supervisor	2024-ongoing	\$30K <small>fee-for-service</small>	0.9 New Ongoing
10c-2 Regularly monitor and review services to determine appropriate types of recreational programming and recovery rates to meet Community Needs	Ongoing		
▶ FUTURE IBC 10c-2.1 SEAPARC – Maintain Reception Staffing	Planned for 2025	\$ - <small>cost offset</small>	0.5 Auxiliary Converted
▶ NEW IBC 10c-2.2 SEAPARC – Manager of Operations	2024-ongoing	\$157K <small>fee-for-service</small>	1 New Ongoing
10c-3 Develop and implement a long-term strategic plan for SEAPARC	2024	\$50K <small>Fee-for-service</small>	-
10c-4 Undertake a review of youth-focused programming at SEAPARC	2023-2025	-	-

06 Performance

GOAL 10A: SUPPORT, CHAMPION & DEVELOP THE ARTS

Targets & Benchmarks

Through funding programs and other activities, the Arts & Culture Support Service amplifies the contribution that arts organizations make to economic sustainability, community vitality and quality of life across the region and their role in providing a wide range of activities for citizens and visitors.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
Social Contributions						
1	Total number of CRD-funded events ¹	Quantity	11,000	12,000	12,500	↗
2	Total attendees at CRD-funded arts events ²	Quantity	3,000,000	3,300,000	3,500,000	↗
3	Total number of grants distributed ³	Quantity	95	93	100	↗
4	First-time grant recipients ⁴	Quantity	15	13	16	↗

¹⁻⁴ Data from 2021 Arts & Culture Progress Report

Economic Contributions

5	Total funding invested (via CRD grants) in grant recipients ⁵	Quantity	\$2,601,270	\$2,684,670	\$2,778,000	↗
6	Total culture GDP (\$M) generated in CRD ⁶	Quantity	\$800.0	\$820.0	\$840.0	↗
7	Total culture jobs generated in CRD ⁷	Quantity	10,000	10,500	11,000	↗

⁵ Data from 2021 Arts & Culture Progress Report

⁶⁻⁷ Data from Statistics Canada based on forecasts from Cultural Satellite Account

Discussion

Social Contributions

1. The number of events and workshops rose sharply in 2022, due to the restarting of in-person events in 2022 after COVID-19 restrictions were lifted in late 2021.
2. 2022 saw pent-up demand for in-person attendance increasing as soon as event and gathering restrictions were loosened.

3. In 2022, the number of grants distributed was similar to the previous year, which was an all-time high.
4. CRD Arts and Culture conducts promotion of its programs and targeted outreach to eligible organizations, all in an effort to enlarge the pool of grant applicants. Funding more first-time applicants is an effective method of diversifying the variety of arts projects activated and audiences engaged.

Economic Contributions

5. Total arts grant funding has remained consistent throughout the pandemic and continues to have modest increases in 2023.
6. The most recent GDP data from Statistics Canada is from 2020, which shows the pandemic pullback in activity. With the restart of arts activities in 2021 and 2022, it is expected that GDP will rebound to prior levels at minimum.
7. The most recent jobs data from Statistics Canada is from 2020, which shows the impact of the COVID-19 pullback in economic activity. The long-term trend, however, has been a continued increase in culture jobs.

GOAL 10B: SUSTAIN & ENHANCE ARTS THROUGHOUT THE REGION

Targets & Benchmarks

1. To scale up participation in the Arts and Culture Support Service will require new jurisdictions to join this service.
2. To scale up support for performing arts facilities would require more funding, which could be pursued through multiple methods, including through existing services.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Increase the number of participants in the Arts and Culture Support Service ¹	Quantity	9	9	10	↗
2	Increase the support available for performing arts facilities (\$M)	Quantity	\$1.33	\$1.33	\$1.38	↗

¹ Currently there are nine participating jurisdictions in this service.

Discussion

1. The ability to add participants to this service is dependent on external factors, namely the interest level of willingness of non-participating jurisdictions to join the service through the council consent process.
2. The ability to increase support to the Royal Theatre and McPherson Playhouse is also dependent on external factors, namely that current participants support amending bylaws to remove the current fixed maximum contribution amount.

GOAL 10C: AFFORDABLE RECREATION OPPORTUNITIES THAT IMPROVE LIVABILITY – PANORAMA RECREATION

Targets & Benchmarks

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

Measuring Progress

Performance Measure(s)	Service	Type	2022 Actual	2023 Forecast	2024 Target
1 Offer programs that meet community need	Program success rate ¹	Quality	85%	88%	85%
	Program participation rate ²	Quantity	83%	86%	85%
2 Maximize participation levels in drop-in recreation programs and services ³	Aquatics	Quantity	121,474	170,487	194,869
	Arena during ice season	Quantity	8,577	11,931	13,392
	Fitness classes	Quantity	21,039	29,574	33,147
	Weights	Quantity	98,762	148,557	187,206
	Sports	Quantity	2,084	6,252	8,025
	Community Recreation	Quantity	4,239	4,271	4,280
3 Increase new program offerings and maximize revenue ⁴	New program offerings ⁵	Quality	45	30	35
	Registered programs revenue ⁶	Quantity	\$1,833,424	\$1,988,967	\$1,910,850
	Admissions – single admission ⁷	Quantity	\$352,050	\$417,288	\$346,812
	Admissions – punch pass ⁸	Quantity	\$724,918	\$943,318	\$1,172,045

¹ Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from recreation software Activity Registration Summary.

² Average participation rate of courses, as a percentage of maximum course capacity reached, on average across all programs. Calculated by number of participants registered divided by the maximum capacity of the program. Data from recreation software Activity Registration Summary.

³ Total annual visitors to drop-in reservable programs given capacity and staffing limitations; data from recreation software Daily Attendance Report – Date Range.

⁴ Data from recreation software General Ledger, Activity Registration report and program coordinators.

⁵ New program is defined as a program not offered in the prior year.

⁶ Revenue generated by registration in programs.

⁷ Revenue generated by single admission purchase.

⁸ Revenue generated by punch pass and timed pass purchases.

Discussion

Metric 1: Course participation has been added as an additional benchmark for Metric 1. Course participation reflects how full courses are on average, based on the number of participants registered relative to the total spaces available.

A target participation rate of 85% represents service delivery, which balances diversity of programming, alignment with community need, and financial sustainability.

Metric 2: Attendance continues to recover to pre-pandemic levels. June 2023 attendance is at 91% of June 2019, up from 77% in 2022.

Metric 3: The Lifesaving Society Swim for Life program was adopted in 2022 to replace the Canadian Red Cross program, which was phased out across Canada in 2022. The implementation of this program in 2022 led to a higher number of new programs than anticipated.

Licensed childcare program revenue is reduced from 2022 and 2023 as a result of increased funding from Child Care Operating Fund (CCOF) for Fee Reduction Initiative which directly reduces the fees paid by the public. The decrease in program revenue is reflected in a comparable increase in grant funding revenue. Projected CCOF funding for 2024 is \$229,270.

GOAL 10C: AFFORDABLE RECREATION OPPORTUNITIES THAT IMPROVE LIVABILITY – SEAPARC

Targets & Benchmarks

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

Measuring Progress

Performance Measure(s)	Service	Type	2022 Actual	2023 Forecast	2024 Target
1 Deliver fitness programs and service that meet community need and recover operation investment ¹	Fitness/Weights admissions	Quantity	\$22,838	\$57,000	-
	Membership sales	Quantity	\$289,258	\$431,000	-
2 Manage user funding at approximately 30% ²	-	Quality	30.6%	32%	35%
3 Increase Community Recreation program revenue by each year ³	-	Quantity	\$180,378	\$216,000	-
4 Offer programs that meet community need	Program offering success rate ⁴	Quality	73%	75%	78%
5 Maximize participation levels in drop-in recreation programs and services ⁵	Aquatics	Quantity	74,170	78,000	82,000
	Arena	Quantity	10,401	12,000	12,250
	Fitness classes	Quantity	4,449	6,500	6,800
	Weights	Quantity	26,421	45,000	47,250
	Golf	Quantity	18,800	22,000	22,500
	Community Recreation	Quantity	1,024	1,900	2,000
6 Increase new program offerings and maximize revenue	New program offerings ⁶	Quality	24	17	15
	Registered programs revenue ⁷	Quantity	\$346,524	\$472,000	\$522,000
	Admissions – single admission ⁸	Quantity	\$226,600	\$364,000	\$400,500
	Membership revenue - general ⁹	Quantity	\$219,796	\$350,000	\$399,250
	Membership revenue – golf ¹⁰	Quantity	\$69,462	\$81,000	\$85,000

¹ Fitness & weight room admission revenue and revenue from all membership sales.

² User funding or tax investment (without debt).

³ Total registered programs revenue (gross revenue) generated by registration in community recreation programs; data from recreation software General Ledger

⁴ Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from recreation software Activity Registration Summary.

⁵ Total annual visits to drop-in programs by program area. Data from Membership Pass Scan report, Drop-in Sales report and Activity Registration Summary report.

⁶ Data from recreation software General Ledger, Activity Registration report and program coordinators. New program is defined as a program not offered in the prior year.

⁷ Total revenue generated by registration in programs. Data from General Ledger.

⁸ Revenue generated by single admission purchase, including golf. Data from General Ledger.

⁹ Revenue recognized from SEAPARC membership pass sales (excludes golf). Data from General Ledger.

¹⁰ Revenue recognized from golf membership pass sales. Data from General Ledger.

Discussion

Metric 1: The weight room and fitness classes have returned to drop-in operations post-COVID and fitness class offerings have increased. This has resulted in a trend of increased admissions and membership pass sales. Membership sales increase may also be supported by population growth. These metrics will be discontinued in 2024 and replaced with Metrics 5 & 6.

Metric 2: The projected increase in membership sales will contribute to an increase in proportion of user funding as there is generally only a small increase in expense associated with drop-in services.

Metric 3: A return of the licensed preschool program in 2022 and continuing through 2023 is the main factor in the increase in community recreation revenue.

Metric 4: The goal is to be responsive to community needs by offering desired programs, contributing to a high success rate. Each season program coordinators evaluate the success of programs and discontinue or adjust those that have a pattern of being cancelled and try out new programs based on feedback.

Metric 5 & 6: This metric reflects current trends with increased admission, membership and registered program revenue, as well as increased fees as approved in the fees & charges bylaw. The trend is particularly strong with the weight room and fitness, with quickly increasing demand for these services.

07 Business Model

Arts

PARTICIPANTS	Arts & Culture Support Service: Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Metchosin, Highlands, Sooke, and Southern Gulf Islands. The McPherson Playhouse Service: Victoria The Royal Theatre Service: Saanich, Victoria, Oak Bay
FUNDING SOURCES	Requisitions
GOVERNANCE	Arts & Culture Support Service: Arts Commission Theatres: Royal and McPherson Theatres Services Advisory Committee

Panorama Recreation

PARTICIPANTS	Sidney, Central Saanich and North Saanich
FUNDING SOURCES	Requisitions, grants, sponsorships, donations and non-tax revenue
GOVERNANCE	Peninsula Recreation Commission

SEAPARC

PARTICIPANTS	Sooke and JdF EA
FUNDING SOURCES	Requisition (75% Sooke, Juan de Fuca Electoral Area 25%), grants, sponsorships, donations, non-tax revenue
GOVERNANCE	Sooke and Electoral Area Parks and Recreation Commission



Making a difference...together

REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY, SEPTEMBER 28, 2023

SUBJECT **Budget Review and Approval Process 2024 – Panorama Recreation**

ISSUE SUMMARY

This report presents Panorama Recreation's 2024-2028 budget for review and provisional approval.

BACKGROUND

Annually, the Capital Regional District (CRD) must develop a financial plan representing the operating and capital expenditure plans for the next five years. The financial plan is developed in alignment and is consistent with the legislative authority of the various CRD services which, upon approval, provides the expenditure authority for the operations of the CRD. Final budget approval is required no later than March 31 of each year.

A preliminary budget (the provisional financial plan) is developed well before the legislated deadline of March 31 to allow service participants and local rate payers to be able to make final recommendations on proposed service levels, revenue requirements and adjustments to fees and charges prior to consideration of final approval by the CRD Board.

Under Board direction, the Peninsula Recreation Commission is responsible for reviewing the budget and recommending it for approval to the Board. All service planning documents will be presented directly to the Board alongside the 2024 Provisional Budget on October 25, 2023 (under separate cover). Ultimately, the Board is responsible for the approval of all of the service budgets.

2024 Planning Process

The 2024 planning process marks the first year of the five-year service planning cycle. The five-year planning cycle is designed to ensure alignment and implementation of Board strategic objectives during the election term. Following the completion of the corporate plan, staff commenced annual service planning. The service planning process identified resource implications to implement the corporate plan initiative (including Board Priorities), as well as proposed adjustments to service levels and other departmental initiatives. The service planning process gathered information necessary to assemble a provisional budget for the Peninsula Recreation Commission and Board review. The statutory five-year financial plan shows the projected revenues and expenditures and the planned contribution of operating revenue required to fund proposed capital projects, together with planned borrowing and anticipated grants.

2024 Financial Plan Approach

The service planning process is a means of aligning operational service requirements and recommendations with Board strategic priorities and the corporate plan. Service plans drive the financial planning process and provide necessary information to evaluate overall organizational requirements, new initiatives, proposed service levels and implications for the budget and financial plan.

On May 10, 2023, the Board approved the 2024 Service and Financial Planning Guidelines. The guidelines supported financial management strategies related to revenue, reserves and debt management. The guidelines also directed staff to prepare the draft financial plan review based on the timeline presented.

2024 Financial Plan Overview

The Financial Plan includes operating, capital and reserve funds. The operating budget identifies the revenues and expenditures of each service. Budgeted revenues are primarily derived from sale of services, fees and charges, requisition and grants. Expenditures are determined through the application of a variety of assumptions and agreements, some of which the Board considers directly, and others that are recommended locally by participants or local service commissions.

Panorama Recreation's budget reflects the recovery from the impact of COVID-19 as the facility returns to normalized operation. As well, other external pressures influence the budget, many of which are uncontrollable. Cost drivers such as inflation forecasts and interest rate changes have a direct and sometimes significant impact on the overall budget. Items such as wages and benefits, supplies, utilities including electricity and natural gas, vehicles and equipment are subject to inflationary changes that influence the cost of service delivery. Financial risks were mitigated by cost containment efforts by staff.

Overall, every effort has been made to mitigate financial risk while still meeting the commission's mission of making available a wide range of recreation services and maximizing participation.

ALTERNATIVES

Alternative 1

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Operating & Capital Budget – Panorama Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Operating & Capital Budget – Panorama Recreation, be approved as amended and form the basis of the Final 2024-2028 Financial Plan.

IMPLICATIONS

Financial Implications

Operating Budget

The 2024 presentation includes a requisition increase of \$138,775 or 2.6% over the 2023 budget. The budget includes the financial impact of the recovery to pre-pandemic levels. Through the 2023-2024 Fees & Charges most fees including admissions, passes and facility rental fees were increased between 2.5% and 5%. Revenues generated from the increased fees will achieve a return to a 50% user pay ratio. While total operating costs, including transfers to reserves and debt charges, increase by 5.3%, requisition funding is being held at 2.6%, below the board approved financial planning guidelines of 3.5%. To balance the operating plan, revenue from user fees and rentals are expected to increase by 8.2% in 2024, reflecting user fee increases coupled with increased attendance and registration. This revenue growth is expected to continue at a more moderate rate in 2024.

Capital Budget

The 2023 capital budget includes the financial impact of the energy recovery and sportbox projects commencing in 2024. The capital program continues at an acceptable level with increased transfers to capital reserve with debt retirement.

The Operating & Capital Budget 2024-2028 – Panorama Recreation is attached as Appendix A for preliminary approval.

CONCLUSION

The service and financial planning process is integral to providing ongoing service delivery. Panorama Recreation’s service plan and budget are part of the overall planning cycle for the CRD. The attached Operating & Capital Budget 2024-2028 - Panorama Recreation is ready for review by the commission and approval by the CRD Board.

RECOMMENDATION

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
That Appendix A, Operating & Capital Budget 2024-2028 – Panorama Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Lorraine Brewster, M.A., Senior Manager, Panorama Recreation
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Operating & Capital Budget 2024-2028 – Panorama Recreation

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Panorama Recreation

Peninsula Recreation Commission Review

SEPTEMBER 2023

Service: 1.44X Panorama Recreation

Commission: Peninsula Recreation

DEFINITION:

To operate an ice arena, swimming pool and recreation and community use service for the Municipalities of Sidney, North Saanich and Central Saanich combined as Saanich Peninsula Recreation Service (Bylaw No. 3008 - October 9, 2002).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation opportunities for Central Saanich, North Saanich, and Sidney through the operation, maintenance, and programming of: Panorama Recreation Centre (2 hockey arenas, 2 pools, 6 tennis courts, 2 squash courts, fitness rooms, weight room, multi-purpose rooms), Greenglade Community Centre in Sidney, Central Saanich Community and Cultural Centre and North Saanich Middle School.

PARTICIPATION:

50% by population and 50% on hospital assessments. North Saanich and Sidney.
Central Saanich added as a participant in 1996, Bylaw No. 2363.

MAXIMUM LEVY:

The greater of \$11,220,000 or \$1.134 / \$1,000 on net taxable value of land and improvements.

CAPITAL DEBT:

Authorized: Bylaw No. 3388 - Construction of Second Pool	\$	8,998,000
Borrowed:	\$	8,998,000
Remaining:		-
Authorized: Bylaw No. 4116 - Replacement of Arena Floor	\$	1,080,000
Borrowed:	\$	1,080,000
Remaining:	\$	-
Authorized: Bylaw No. 4546 - Centennial Park Multi-Sport Box	\$	2,900,000
Borrowed:	\$	-
Remaining:	\$	2,900,000
Authorized: Bylaw No. 4547 - Panorama Heat Recovery System	\$	2,453,000
Borrowed:	\$	-
Remaining:	\$	2,453,000

COMMISSION:

Peninsula Recreation Commission
Established by Bylaw # 2397 (May 1996), amended by Bylaw # 2480 (1997), Bylaw # 2759 (2000) and Bylaw # 3142 (2004).
Originally established in 1976 (Bylaw # 314).

FUNDING:

Service: 1.44X Panorama Recreation	Commission: Peninsula Recreation
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<u>Participants</u>	<u>Converted Assessment</u>	<u>Census Population</u>	<u>%</u>	<u>Actual Assessment</u>
2017		2016 Census		
Central Saanich	513,275,231	16,814	39.42%	4,280,858,520
North Saanich	490,428,238	11,249	31.60%	4,488,740,615
Sidney	401,865,172	11,672	28.98%	3,315,203,726
TOTAL 2017	1,405,568,641	39,735	100.00%	12,084,802,861
2018		2016 Census		
Central Saanich	585,416,808	16,814	39.12%	4,919,870,905
North Saanich	571,557,103	11,249	31.69%	5,189,160,212
Sidney	472,356,552	11,672	29.18%	3,950,613,739
TOTAL 2018	1,629,330,463	39,735	100.00%	14,059,644,856
2019		2016 Census		
Central Saanich	632,044,321	16,814	38.97%	5,303,510,888
North Saanich	611,260,076	11,249	31.38%	5,506,158,117
Sidney	530,718,725	11,672	29.65%	4,468,134,589
TOTAL 2019	1,774,023,122	39,735	100.00%	15,277,803,594
2020		2016 Census		
Central Saanich	657,985,149	16,814	39.26%	5,446,784,895
North Saanich	615,251,368	11,249	31.08%	5,493,557,267
Sidney	543,992,242	11,672	29.65%	4,544,259,546
TOTAL 2020	1,817,228,759	39,735	100.00%	15,484,601,708
2021		2016 Census		
Central Saanich	682,091,870	16,814	39.42%	5,678,630,043
North Saanich	633,855,362	11,249	31.13%	5,760,450,825
Sidney	551,412,679	11,672	29.45%	4,630,400,405
TOTAL 2021	1,867,359,911	39,735	100.00%	16,069,481,273
2022		2021 Census		
Central Saanich	821,112,902	17,385	38.64%	6,951,449,149
North Saanich	814,676,641	12,235	32.36%	7,527,498,712
Sidney	656,173,316	12,318	29.00%	5,596,917,473
TOTAL 2022	2,291,962,859	41,938	100.00%	20,075,865,334
2023		2021 Census		
Central Saanich	927,613,660	17,385	38.53%	7,890,127,835
North Saanich	921,935,242	12,235	32.28%	8,502,320,535
Sidney	755,376,989	12,318	29.18%	6,352,318,170
TOTAL 2023	2,604,925,891	41,938	100.00%	22,744,766,540

PANORAMA RECREATION	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
OPERATING COSTS:										
Salaries and Wages	5,893,852	5,797,813	6,089,899	20,403	-	6,110,302	6,381,166	6,538,481	6,699,747	6,865,053
Utilities	606,000	606,000	636,923	-	-	636,923	649,666	662,661	675,915	689,430
Recreation Programs and Special Events	389,179	414,883	478,940	-	-	478,940	490,546	502,442	514,639	527,147
Operating Supplies	336,925	345,834	381,045	860	2,835	384,740	385,519	400,060	402,311	417,480
Maintenance and Repairs	406,785	406,785	481,772	-	-	481,772	490,712	499,834	509,141	518,638
Internal Allocations	596,045	596,045	656,945	-	-	656,945	683,286	699,679	709,280	724,568
Licences/Surveys/Legal/Meeting	193,363	193,533	222,442	520	-	222,962	227,216	231,146	235,371	239,868
Advertising/Printing/Brouchures/Signs	39,839	39,839	42,038	-	-	42,038	42,879	43,737	44,610	45,503
Telephone/IT & Network Systems	59,957	59,956	62,534	480	-	63,014	63,943	66,278	66,655	68,060
Vehicles, Travel and Training	62,310	62,310	70,925	-	-	70,925	72,462	74,035	75,642	77,287
Insurance	67,160	67,160	68,400	-	-	68,400	71,830	75,430	79,210	83,170
Contingency	50,000	50,000	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	8,701,415	8,640,158	9,191,863	22,263	2,835	9,216,961	9,559,225	9,793,783	10,012,521	10,256,204
*Percentage increase over prior year			6.39%			6.68%	3.71%	2.5%	2.2%	2.4%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	(95,418)	8,120	8,404	-	-	8,404	8,572	8,744	8,919	9,097
Transfer to Capital Reserve Fund	411,204	534,177	740,566	-	-	740,566	843,640	937,834	956,591	975,723
Transfer to Equipment Replacement Fund	396,000	396,000	403,920	-	-	403,920	411,999	420,237	428,643	437,217
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	711,786	938,297	1,152,890	-	-	1,152,890	1,264,211	1,366,815	1,394,153	1,422,037
*Percentage increase over prior year			22.87%			22.87%	9.66%	8.12%	2.00%	2.00%
DEBT CHARGES	720,665	720,665	222,807	114,900	(32,123)	305,584	366,368	590,608	590,608	590,608
TOTAL COSTS	10,133,866	10,299,120	10,567,560	137,163	(29,288)	10,675,435	11,189,804	11,751,206	11,997,282	12,268,849
*Percentage increase over prior year		1.63%	2.61%			3.65%	4.82%	5.02%	2.09%	2.26%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recoveries - Other	-	-	-	-	-	-	-	-	-	-
OPERATING LESS RECOVERIES	10,133,866	10,299,120	10,567,560	137,163	(29,288)	10,675,435	11,189,804	11,751,206	11,997,282	12,268,849
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Fee Income	(3,443,884)	(3,408,552)	(3,583,433)	-	-	(3,583,433)	(3,694,112)	(3,778,674)	(3,865,286)	(3,953,994)
Rental Income	(997,439)	(1,060,548)	(1,075,968)	-	-	(1,075,968)	(1,092,082)	(1,113,621)	(1,135,588)	(1,157,994)
Sponsorships	(17,653)	(23,748)	(24,718)	-	-	(24,718)	(24,772)	(24,827)	(24,881)	(24,938)
Transfer from Operating Reserve Fund	-	(103,538)	-	-	-	-	-	(52,785)	-	-
Payments - In Lieu of Taxes	(186,936)	(186,936)	(186,936)	-	-	(186,936)	(190,229)	(190,229)	(190,229)	(190,229)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
TOTAL REVENUE	(4,873,468)	(5,038,722)	(5,276,262)	-	-	(5,276,262)	(5,480,209)	(5,649,484)	(5,715,896)	(5,837,865)
*Percentage increase over prior year		3.39%	4.71%			4.71%	3.87%	3.09%	1.18%	2.13%
REQUISITION	(5,260,398)	(5,260,398)	(5,291,298)	(137,163)	29,288	(5,399,173)	(5,709,595)	(6,101,722)	(6,281,386)	(6,430,984)
*Percentage increase over prior year			0.59%			2.64%	5.75%	6.87%	2.94%	2.38%
PARTICIPANTS: North Saanich, Sidney, Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	36.85	36.85	36.85	0.90	0.00	37.75	37.75	37.75	37.75	37.75
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
OPERATING COSTS										
Arena	359,717	359,717	414,112	-	-	414,112	423,131	432,343	441,757	451,374
Pool	1,078,371	1,053,975	1,085,264	-	-	1,085,264	1,101,607	1,130,656	1,147,695	1,177,941
Recreation - Community Recreation	2,302,124	2,268,881	2,504,260	-	-	2,504,260	2,628,928	2,698,862	2,768,938	2,842,168
Administration	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
Contingency	50,000	50,000	-	-	-	-	-	-	-	-
	8,709,534	8,648,278	9,200,267	22,263	2,835	9,225,365	9,567,797	9,802,527	10,021,440	10,265,301
*Percentage increase over prior year			5.63%			5.92%				
CAPITAL / RESERVE										
Arena	337,602	337,602	340,242	-	-	340,242	347,047	353,987	361,067	368,289
Pool	337,602	460,575	669,604	-	-	669,604	771,259	864,005	881,286	898,912
Community Recreation	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
	807,204	930,177	1,144,486	-	-	1,144,486	1,255,639	1,358,071	1,385,234	1,412,940
DEBT CHARGES										
Arena	107,458	107,458	88,578	114,900	-	203,478	366,638	590,878	590,878	590,878
Pool	616,306	616,306	137,409	-	-	137,409	2,910	2,910	2,910	2,910
	723,764	723,764	225,987	114,900		340,887	369,548	593,788	593,788	593,788
TOTAL OPERATING, CAPITAL AND DEBT COSTS	10,240,502	10,302,219	10,570,740	137,163	2,835	10,710,738	11,192,984	11,754,386	12,000,462	12,272,029
FUNDING SOURCES (REVENUE)										
Arena	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
Pool	(1,188,255)	(1,180,741)	(1,178,325)	-	(32,123)	(1,210,448)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
Community Recreation	(2,230,210)	(2,253,122)	(2,414,493)	-	-	(2,414,493)	(2,496,390)	(2,556,694)	(2,618,562)	(2,682,032)
Administration	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
	(4,462,075)	(4,495,947)	(4,687,299)	-		(4,719,422)	(4,814,146)	(4,973,087)	(5,028,935)	(5,140,106)
Estimated balance C/F current to Next year						-				
Trans from Operating Reserve	-	(103,538)	-	-	-	-	-	(52,785)	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(186,936)	(186,936)	(186,936)	-	-	(186,936)	(190,229)	(190,229)	(190,229)	(190,229)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
REQUISITION	(5,363,935)	(5,260,398)	(5,291,298)	(137,163)	(2,835)	(5,399,173)	(5,709,595)	(6,101,722)	(6,281,386)	(6,430,984)
*Percentage increase			-1.35%			0.66%	5.75%	6.87%	2.94%	2.38%
AUTHORIZED POSITIONS: Salaried	36.85	36.85	36.85	0.90	0.00	37.75	37.75	37.75	37.75	37.75
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50
User Funding %	43.57%		44.34%			44.06%	43.01%	42.31%	41.91%	41.88%
User Funding excluding debt%	46.89%		45.31%			45.51%	44.48%	44.56%	44.09%	44.01%

PANORAMA RECREATION - ADMINISTRATION	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
ADMINISTRATION COSTS										
Salaries and Wages	506,929	468,000	555,221	-	-	555,221	568,703	582,505	596,636	611,103
Other Internal Allocations	594,342	594,342	655,182	-	-	655,182	681,488	697,845	707,409	722,660
Operating - Other	150,906	155,759	190,889	-	-	190,889	194,288	197,752	201,288	204,893
Telephone Rent & Installation	39,355	39,355	40,735	-	-	40,735	41,550	42,381	43,228	44,093
Operating - Supplies	37,428	37,428	24,553	860	2,835	28,248	25,905	26,406	26,916	27,437
Contract for Services & fees for service	96,780	96,780	99,760	520	-	100,280	102,277	104,311	106,386	108,505
Insurance	67,160	67,160	68,400	-	-	68,400	71,830	75,430	79,210	83,170
Allocation - System Services	1,703	1,703	1,763	-	-	1,763	1,798	1,834	1,871	1,908
Transfer to Operating Reserve Fund	8,120	8,120	8,404	-	-	8,404	8,572	8,744	8,919	9,097
TOTAL ADMINISTRATION COSTS	1,502,723	1,468,647	1,644,907	1,380	2,835	1,649,122	1,696,411	1,737,208	1,771,863	1,812,866
MAINTENANCE COSTS										
Salaries and Wages	1,715,129	1,715,129	1,715,980	20,403	-	1,736,383	1,839,139	1,881,517	1,924,854	1,969,172
Maintenance	100,980	100,980	147,999	-	-	147,999	150,960	153,978	157,057	160,199
Operating - Other	64,777	64,777	82,722	480	-	83,202	84,847	86,524	88,235	89,979
Utility	540,200	540,200	569,340	-	-	569,340	580,731	592,348	604,195	616,276
Operating - Supplies	94,589	104,070	106,151	-	-	106,151	108,274	110,440	112,648	114,902
Travel and Vehicles	23,176	23,176	23,639	-	-	23,639	24,112	24,595	25,087	25,587
TOTAL MAINTENANCE COSTS	2,538,851	2,548,332	2,645,831	20,883	-	2,666,714	2,788,063	2,849,402	2,912,076	2,976,115
PROGRAM ADMINISTRATION COSTS										
Salaries and Wages	817,097	843,427	844,849	-	-	844,849	867,255	890,266	913,899	938,170
Operating - Other	50,802	50,802	46,936	-	-	46,936	47,875	48,832	49,808	50,804
Operating - Supplies	7,352	2,000	11,108	-	-	11,108	11,467	11,837	12,220	12,616
Staff Training	2,497	2,497	3,000	-	-	3,000	3,060	3,121	3,184	3,247
TOTAL PROGRAM COSTS	877,748	898,726	905,893	-	-	905,893	929,657	954,056	979,111	1,004,837
TOTAL COSTS	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
Transfers to Capital						-				
TOTAL COSTS	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
RECOVERED FROM ARENA, POOL, PARKS, RECREATION AND MULTI-PURPOSE ROOM										
Internal Recovery - Administration	-	-	-	-	-	-	-	-	-	-
Internal Recovery - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Recovery - Programs Administration	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
FUNDING SOURCES (REVENUE)										
Other Income	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
TOTAL REVENUE	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
REQUISITION	(4,798,225)	(4,792,054)	(5,083,689)	(22,263)	(2,835)	(5,108,787)	(5,299,372)	(5,371,267)	(5,544,546)	(5,673,387)
*Percentage Increase										
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	24.85	24.85	24.85	0.90	0.00	25.75	25.75	25.75	25.75	25.75
Converted	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION - ICE ARENA			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
OPERATING COSTS										
Salaries and Wages	230,439	230,439	271,311	-	-	271,311	277,474	283,774	290,216	296,802
Internal Allocations - Administration	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	-	-	-	-	-	-	-	-	-	-
Operating - Supplies	38,225	38,225	39,563	-	-	39,563	40,354	41,161	41,985	42,824
Maintenance	55,808	55,808	66,536	-	-	66,536	67,867	69,224	70,608	72,020
Instructional Services and Travel	35,245	35,245	36,702	-	-	36,702	37,436	38,184	38,948	39,728
Contingency						-				
TOTAL OPERATING COSTS	359,717	359,717	414,112	-	-	414,112	423,131	432,343	441,757	451,374
*Percentage Increase		0.0%	15.12%			15.12%	2.2%	2.2%	2.2%	2.2%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	205,602	205,602	205,602	-	-	205,602	209,714	213,908	218,186	222,550
TOTAL CAPITAL / RESERVES	337,602	337,602	340,242	-	-	340,242	347,047	353,987	361,067	368,289
DEBT CHARGES	107,458	107,458	88,578	114,900	-	203,478	366,638	590,878	590,878	590,878
TOTAL COSTS	804,777	804,777	842,932	114,900	-	957,832	1,136,816	1,377,208	1,393,702	1,410,541
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
TOTAL REVENUE	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
REQUISITION	117,736	133,656	138,607	(114,900)	-	23,707	(135,652)	(356,027)	(352,102)	(348,115)
*Percentage Increase		13.5%	17.73%			-79.86%	-672.2%	162.5%	-1.1%	-1.1%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
User Funding %	114.63%		116.44%			102.48%	88.07%	74.15%	74.74%	75.32%
User Funding excluding debt%	132.29%		130.12%			130.12%	129.99%	129.87%	129.74%	129.62%

PANORAMA RECREATION - SWIMMING POOL			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
OPERATING COSTS										
Salaries and Wages	903,907	879,511	899,649	-	-	899,649	918,401	937,543	957,085	977,031
Internal Allocations - Administration	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	-	-	-	-	-	-	-	-	-	-
Maintenance	67,310	67,310	69,666	-	-	69,666	71,059	72,481	73,930	75,408
Operating - Supplies	81,892	81,892	90,295	-	-	90,295	85,981	93,941	89,455	97,733
Instructional Services	25,262	25,262	25,654	-	-	25,654	26,166	26,691	27,225	27,769
Contingency						-				
TOTAL OPERATING COSTS	1,078,371	1,053,975	1,085,264	-	-	1,085,264	1,101,607	1,130,656	1,147,695	1,177,941
*Percentage Increase		-2.3%	0.64%			0.64%	1.5%	2.6%	1.5%	2.6%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	205,602	205,602	534,964	-	-	534,964	633,926	723,926	738,405	753,173
TOTAL CAPITAL / RESERVES	337,602	337,602	669,604	-	-	669,604	771,259	864,005	881,286	898,912
DEBT CHARGES	616,306	616,306	137,409	-	-	137,409	2,910	2,910	2,910	2,910
TOTAL COSTS	2,032,279	2,007,883	1,892,277	-	-	1,892,277	1,875,776	1,997,571	2,031,891	2,079,763
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(1,188,255)	(1,180,741)	(1,178,325)	-	(32,123)	(1,210,448)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,188,255)	(1,180,741)	(1,178,325)	-	(32,123)	(1,210,448)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
REQUISITION	(844,024)	(827,142)	(713,952)	-	32,123	(681,829)	(673,943)	(771,758)	(781,622)	(804,546)
*Percentage Increase		-2.0%	-15.41%			-19.22%	-1.2%	14.5%	1.3%	2.9%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
User Funding %	58.47%		62.27%			63.97%	64.07%	61.37%	61.53%	61.32%
User Funding excluding debt%	83.92%		67.15%			68.98%	64.17%	61.45%	61.62%	61.40%

PANORAMA RECREATION - COMMUNITY COMMUNITY RECREATION	BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
COMMUNITY RECREATION COSTS										
Salaries and Wages	1,720,351	1,661,307	1,802,889	-	-	1,802,889	1,910,194	1,962,876	2,017,057	2,072,775
Internal Allocations - Administration	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	-	-	-	-	-	-	-	-	-	-
Instructional Service	375,908	401,782	468,227	-	-	468,227	479,751	492,557	503,897	516,750
Operating - Supplies	118,739	118,666	144,369	-	-	144,369	149,232	152,683	156,223	159,847
Leasehold Improvements	87,126	87,126	88,775	-	-	88,775	89,751	90,746	91,761	92,796
TOTAL COMMUNITY RECREATION COSTS	2,302,124	2,268,881	2,504,260	-	-	2,504,260	2,628,928	2,698,862	2,768,938	2,842,168
*Percentage Increase		-1.4%	8.78%			8.78%	5.0%	2.7%	2.6%	2.6%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
TOTAL COSTS	2,434,124	2,400,881	2,638,900	-	-	2,638,900	2,766,261	2,838,941	2,911,819	2,987,907
FUNDING SOURCES (REVENUE)										
Revenue - Community Recreation	(2,230,210)	(2,253,122)	(2,414,493)	-	-	(2,414,493)	(2,496,390)	(2,556,694)	(2,618,562)	(2,682,032)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
TOTAL REVENUE	(2,457,766)	(2,508,522)	(2,819,700)	-	-	(2,819,700)	(2,975,404)	(3,046,042)	(3,118,474)	(3,192,742)
REQUISITION	23,642	107,641	180,800	-	-	180,800	209,143	207,101	206,655	204,835
*Percentage Increase		355.3%	664.74%			664.74%	15.7%	-1.0%	-0.2%	-0.9%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	9.00	9.00	9.00	0.00	0.00	9.00	9.00	9.00	9.00	9.00
User Funding %	91.62%		91.50%			91.50%	90.24%	90.06%	89.93%	89.76%

Change in Budget 2023 to 2024
Service: 1.44X Panorama Recreation

	Total Expenditure	Comments
2023 Budget	10,237,404	
Change in Salaries:		
Base salary and benefit change	191,555	Inclusive of estimated collective agreement changes
Step increase/paygrade change	4,492	
Conversion of vacant FTE to Maintenance Superviso	20,403	IBC - 10c-1.2 Peninsula Recreation Facility Maintenance Supervisor
	<hr/>	
Total Change in Salaries	216,450	
Other Changes:		
Debt Charges	(415,081)	Swimming pool debt retirement
Reserve Transfers	337,566	Commission supported
Human Resources Allocation	44,534	Contribution towards 2024 Human Resources & Corporate Safety initiatives
Utilites	30,923	
Standard Overhead Allocation	15,932	Increase in 2023 operating costs
Other Costs	207,707	
	<hr/>	
Total Other Changes	221,581	
	<hr/>	
2024 Budget	10,675,435	
Summary of % Expense Increase		
Reserve transfer	3.3%	
Debt retirement	-4.1%	
2024 Base salary and benefit change	1.9%	
Balance of increase	5.0%	
<i>% expense increase from 2023:</i>	4.3%	
<i>% Requisition increase from 2023 (if applicable):</i>	2.6%	<i>Requisition funding is 50.6% of service revenue</i>

Overall 2023 Budget Performance
 (expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$122,973 (1.2%) due mainly to hire revenues. This variance will be moved to Capital Reserve.

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.44x Panorama Recreation	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$450,000	\$3,483,500	\$400,000	\$310,000	\$0	\$3,560,000	\$7,753,500
Equipment	\$0	\$869,072	\$486,612	\$383,380	\$304,000	\$520,239	\$2,563,303
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$4,412,908	\$70,000	\$0	\$385,000	\$0	\$4,867,908
Vehicles	\$0	\$57,000	\$0	\$15,000	\$0	\$0	\$72,000
	\$450,000	\$8,822,480	\$956,612	\$708,380	\$689,000	\$4,080,239	\$15,256,711

SOURCE OF FUNDS

Capital Funds on Hand	\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Debenture Debt (New Debt Only)	\$0	\$4,400,000	\$0	\$0	\$0	\$0	\$4,400,000
Equipment Replacement Fund	\$0	\$776,072	\$411,612	\$398,380	\$304,000	\$520,239	\$2,410,303
Grants (Federal, Provincial)	\$0	\$2,104,408	\$0	\$0	\$0	\$0	\$2,104,408
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$1,092,000	\$545,000	\$310,000	\$385,000	\$3,560,000	\$5,892,000
	\$450,000	\$8,822,480	\$956,612	\$708,380	\$689,000	\$4,080,239	\$15,256,711

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.44x

Service Name: Panorama Recreation

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		
17-04	Renewal	Dessicant dehumidifier for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging	\$ 350,000	B	Cap	\$ 310,000	\$ 310,000							\$ 310,000
17-08	Renewal	Arena concourse (lobby) roof	renew arena concourse (lobby) roof due to leakage	\$ 85,000	B	Cap	\$ 80,000	\$ 80,000							\$ 80,000
18-02	New	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects	\$ 150,000	E	Res		\$ 150,000							\$ 150,000
18-03	Replacement	DDC Replacement (direct digital controls)	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.	\$ 112,000	B	Res		\$ 112,000							\$ 112,000
18-09	Replacement	Replace Pool change room HVAC Air handling Unit	Replace Pool room HVAC Air handling Unit due to end of life	\$ 50,000	B	Res		\$ 50,000							\$ 50,000
18-14	New	Install roof safety guide wires - arenas, tennis buildings	Install roof safety guide wires - arenas, tennis buildings	\$ 188,000	B	Cap	\$ 60,000	\$ 60,000							\$ 60,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant	\$ 2,453,000	B	Debt		\$ 2,000,000							\$ 2,000,000
22-02	Replacement	Replace Daktronik/Electronic Road Sign	Replace Daktronik/Electronic Road Sign due to end of life	\$ 70,000	S	Res			\$ 70,000						\$ 70,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)	\$ 325,000	B	Res		\$ 310,000							\$ 310,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)		B	Grant		\$ 15,000							\$ 15,000
23-04	Replacement	Replace Fitness Studio HVAC	Replace Fitness Studio HVAC due to end of life	\$ 50,000	B	Res		\$ 50,000							\$ 50,000
23-07	Replacement	Replace Chevrolet Passenger car	Replace Chevrolet Passenger car due to end of life	\$ 46,000	V	ERF		\$ 46,000							\$ 46,000
23-08	Replacement	Replace Utility trailer	Replace Utility trailer due to end of life	\$ 15,000	V	ERF				\$ 15,000					\$ 15,000
23-09	Replacement	Replace Play in the Park Trailer	Replace Play in the Park Trailer due to end of life	\$ 11,000	V	ERF		\$ 11,000							\$ 11,000
23-13	Replacement	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #2	\$ 20,000	B	Res		\$ 20,000							\$ 20,000
23-14	Renewal	Arena changerooms & support spaces enhancements	design and consultant for arena changerooms and support spaces enhancements	\$ 20,000	B	Res		\$ 20,000							\$ 20,000
23-15	Renewal	Greenglade parking lot	replace greenglade parking lot due to end of life	\$ 115,000	B	Res		\$ 115,000							\$ 115,000
23-16	Replacement	Video Surveillance system	replace video Surveillance system at Panorama and Greenglade due to end of life	\$ 160,000	E	ERF		\$ 160,000							\$ 160,000
23-17	New	Centennial Park Multi-Sport Box	Covered sport box in Centennial Park, Central Saanich	\$ 4,912,908	S	Debt		\$ 2,400,000							\$ 2,400,000
23-17	New	Centennial Park Multi-Sport Box	Covered sport box in Centennial Park, Central Saanich		S	Grant		\$ 2,012,908							\$ 2,012,908
24-01	Replacement	Arena A&B insulation	Replace and install insulation Arena A&B ceiling and walls due to end of life	\$ 110,000	B	Res		\$ 110,000							\$ 110,000
24-02	Replacement	Arena Lobby HVAC	Replace Arena Lobby HVAC due to end of life	\$ 30,000	E	ERF		\$ 30,000							\$ 30,000
24-04	Replacement	Refinish indoor tennis surface	Refinish indoor tennis surface due to end of life	\$ 75,000	B	Res		\$ 75,000							\$ 75,000
24-05	Replacement	Greenglade Playground	Replace Greenglade playground due to end of life	\$ 320,000	E	Cap									\$ -
24-06	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 347,072	E	ERF		\$ 347,072							\$ 347,072
24-08	Renewal	Water supply system upgrade	upgrade water supply system	\$ 22,000	E	ERF		\$ 22,000							\$ 22,000
24-09	Renewal	Preschool space enhancements	Preschool space enhancements	\$ 76,500	B	Grant		\$ 76,500							\$ 76,500
24-10	Renewal	replace concrete pads	replace concrete pads in arena ice resurfacer bays	\$ 80,000	B	Res		\$ 80,000							\$ 80,000
24-11	New	Truck (gas) (IBC)	truck for notice in motion new service area	\$ 65,000	E	ERF		\$ 65,000							\$ 65,000
25-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 411,612	E	ERF			\$ 411,612						\$ 411,612
25-03	Renewal	Rebuild ice plant compressor	rebuild ice plant compressors #1 & #2	\$ 250,000	E	Res			\$ 25,000						\$ 25,000
25-04	Replacement	Replace lap pool heater	replacement of lap pool heater	\$ 50,000	E	Res			\$ 50,000						\$ 50,000
25-05	Replacement	Replacement of underwater lighting	Replacement of underwater lighting in pool	\$ 100,000	B	Res			\$ 100,000						\$ 100,000
25-06	Renewal	Re-tile pool	Re-tile pool	\$ 300,000	B	Res			\$ 300,000						\$ 300,000
26-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 383,380	E	ERF				\$ 383,380					\$ 383,380
26-02	Replacement	Replace Ford F250 4x4	Replace Ford F250 4x4 due to end of life	\$ 95,000	E	ERF		\$ 95,000							\$ 95,000
26-03	Replacement	Replace sound system in Areana A&B	Replace sound system in Areana A&B	\$ 32,000	E	ERF							\$ 32,000		\$ 32,000
26-04	Renewal	Building improvements	improvements to Arena A & B and pool areas	\$ 147,000	B	Res				\$ 147,000					\$ 147,000
26-05	Replacement	HVAC equipment replacement	HVAC equipment replacement link building, weight room, and courts	\$ 123,000	B	Res				\$ 123,000					\$ 123,000
26-06	Replacement	Replace diving board stands	Replace diving board stand due to end of life	\$ 20,000	B	Res			\$ 20,000						\$ 20,000
26-07	Replacement	Replace squash court floors	Replace squash court floors	\$ 20,000	B	Res			\$ 20,000						\$ 20,000
27-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 304,000	E	ERF						\$ 304,000			\$ 304,000
27-02	Renewal	Panorama exterior painting	Panorama exterior painting	\$ 150,000	S	Res						\$ 150,000			\$ 150,000
27-03	Renewal	Panorama lower parking lot renewal	Panorama lower parking lot renewal	\$ 200,000	S	Res						\$ 200,000			\$ 200,000
27-04	Replacement	Resurface/line painting (outdoor) Tennis courts	Resurface/line painting (outdoor) Tennis courts due to end of life	\$ 35,000	S	Res						\$ 35,000			\$ 35,000
28-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 388,239	E	ERF							\$ 388,239		\$ 388,239
28-02	Renewal	Arena renovation	arena changerooms and support spaces enhancement revovation	\$ 3,000,000	B	Res							\$ 3,000,000		\$ 3,000,000
28-03	Renewal	Arena B rubber floor replacement	Arena B rubber floor replacement	\$ 110,000	B	Res							\$ 110,000		\$ 110,000
28-04	Replacement	Pool air handling unit	replace pool air handling unit due to end of life	\$ 250,000	B	Res							\$ 250,000		\$ 250,000
28-05	Replacement	Link building roof replacement	replace link building roof due to end of life	\$ 200,000	B	Res							\$ 200,000		\$ 200,000
28-06	Replacement	LCD Arena B screen (Hockeyville)	replace LCD screen in arena B (Hockeyville)	\$ 100,000	E	ERF							\$ 100,000		\$ 100,000
GRAND TOTAL				\$ 16,927,711			\$ 450,000	\$ 8,822,480	\$ 956,612	\$ 708,380	\$ 689,000	\$ 4,080,239	\$ 15,256,711		

Service: 1.44x Panorama Recreation

Project Number	17-04	Capital Project Title	Dessicant dehumidifier for Ice Plant	Capital Project Description	Replace Dessicant dehumidifier/socks for Ice Plant due to aging
Project Rationale	Unit presently serves two arenas for dehumidification. New system to be designed for independent operations and control, allowing for adjustment of each arena. JS Refrigeration has submitted their report and estimated costs with the recommendation that we proceed with the purchase of two A20 Munters unit. Units comes from the US, so currency exchange has been considered in the budget. Budget includes contingency, hazmat, placement of units at ground level and engineering support. ***2018 Update*** Project to be tied to energy recovery project to utilize rejected heat from refrigeration plant instead of Natural Gas *** 2019 Update*** awaiting energy recovery project approval. Current unit condition does not pose a high potential of failure in the 2019-2020 ice season ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP grant unsuccessful currently exploring electric dehumidification options ****2024 update***** project design has began in 2023. Completion expected in 2024				

Project Number	17-08	Capital Project Title	Arena concourse (lobby) roof	Capital Project Description	renew arena concourse (lobby) roof due to leakage
Project Rationale	***2020 Update*** Roof is at end of life. Project on hold due until energy recovery project is complete as dehumification equipment will be relocated from this roof. ***2021 Update*** waiting on heat recovery project. ***2022 Update*** roof will be replaced once dehumidifier replacement is complete				

Project Number	18-02	Capital Project Title	Install Plant Maintenance SAP Program	Capital Project Description	Plant Maintenance SAP Program for PRC maintenance projects
Project Rationale	SAP Plant Maintenance (PM) project focused on maintaining the already purchased, built and/or installed assets. Support departments' enhanced asset management activities to manage lifecycles and to plan and schedule maintenance activities as well as monitor job costs.***2018 Update*** update through David Hennigan. I.T. does not have the resources to initiate this project at this time. Will readdress as staffing availability and I.T. priorities change *** 2019 Update*** No change ***2020 Update*** No change ***2021 Update*** no change ***2024 Update*** preliminary project work began in 2023. expected to come online in 2024				

Service: 1.44x Panorama Recreation

Project Number 18-03	Capital Project Title DDC Replacement (direct digital controls)	Capital Project Description Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.
Project Rationale Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2024 Update*** to begin after energy recovery		

Project Number 18-09	Capital Project Title Replace Pool change room HVAC Air handling Unit	Capital Project Description Replace Pool room HVAC Air handling Unit due to end of life
Project Rationale Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow and likely address this replacement. ***2024 Update*** replacement expected to tie in with energy recovery		

Project Number 18-14	Capital Project Title Install roof safety guide wires - arenas, tennis buildings	Capital Project Description Install roof safety guide wires - arenas, tennis buildings
Project Rationale Install roof safety guide wires, arenas, tennis buildings for safety of workers ***2021 Update*** Aral construction has not billed for the work they have done and have yet to complete all of the deliverables. Completion expected in late 2021/early 2022 ***2022 Update*** completion expected late 2022. Completed		

Service: 1.44x Panorama Recreation

Project Number 19-15 **Capital Project Title** Heat Recovery Plant **Capital Project Description** Construct heat recovery plant

Project Rationale Total Project Budget 2.8M. assumed 700k grant funded, dehumidifier replacement project (320k) and weight room HVAC (50k) all part of 2.453M. ***2020 Update*** project approved for \$2.4M contingent on \$700k grant funding. Also to utilize remaining funding from projects 17-04 and 18-09 ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow . ****2024 update***** project design has began in 2023. Completion expected in 2024/25

Project Number 22-02 **Capital Project Title** Replace Daktronic/Electronic Road Sign **Capital Project Description** Replace Daktronic/Electronic Road Sign due to end of life

Project Rationale Replacement of existing Electric Road Signage due to end of life ***2024 Update*** Defer to 2025

Project Number 23-01 **Capital Project Title** LED Lighting - Arenas, Pool, GG, Parking lot & general facility **Capital Project Description** Change lighting in all areas to LED (other than Tennis bldg)

Project Rationale ***2020 Update*** Pooled LED conversion projects from multiple years ***2021 Update*** project likely to start in 2022. ***2023 Update*** project in process 2022. *** 2024 Update*** project stalled due to staff capacity. Expected to start in 2024 with new Hydro account manager and incentives.

Project Number 23-04 **Capital Project Title** Replace Fitness Studio HVAC **Capital Project Description** Replace Fitness Studio HVAC due to end of life

Project Rationale End of Life

Service: 1.44x Panorama Recreation

Project Number 23-07 **Capital Project Title** Replace Chevrolet Passenger car **Capital Project Description** Replace Chevrolet Passenger car due to end of life

Project Rationale end of lifecycle ***2019 update*** project moved to 2021, for electification ***2021 Update*** waiting on decision on level 2 charger grant ***2024 Update*** vehicle request form submitted in 2023

Project Number 23-08 **Capital Project Title** Replace Utility trailer **Capital Project Description** Replace Utility trailer due to end of life

Project Rationale end of lifecycle, lowered ramp access trailer required. ***2024 Update*** Deferred to 2026

Project Number 23-09 **Capital Project Title** Replace Play in the Park Trailer **Capital Project Description** Replace Play in the Park Trailer due to end of life

Project Rationale end of lifecycle replacement. Consider larger trailer for equipment used ***2020 Update*** condition assesment shows life still remains. Usage has reduced due to COVID19 ***2024 Update*** vehicle request form submitted in 2023

Project Number 23-13 **Capital Project Title** Overhead Doors Olympia bay - auto **Capital Project Description** replacement of automatic overhead doors to ice resurfacr bay #2

Project Rationale Replace due to end of life cycle

Service: 1.44x Panorama Recreation

Project Number	23-14	Capital Project Title	Arena changerooms & support spaces enhancements	Capital Project Description	design and consultant for arena changerooms and support spaces enhancements
Project Rationale	design and consultant for arena changeroom accessibility upgrade ***2024 UPDATE** aligning project name to strat plan: design & consultant for arena changerooms and support spaces enhance				

Project Number	23-15	Capital Project Title	Greenglade parking lot	Capital Project Description	replace greenglade parking lot due to end of life
Project Rationale	End of Life				

Project Number	23-16	Capital Project Title	Video Surveillance system	Capital Project Description	replace video Surveillance system at Panorama and Greenglade due to end of life
Project Rationale	replace due to end of life cycle, upgrade of outdated technology				

Project Number	23-17	Capital Project Title	Centennial Park Multi-Sport Box	Capital Project Description	Covered sport box in Centennial Park, Central Saanich
Project Rationale	Covered sport box in Centennial Park, Central Saanich				

Service: 1.44x Panorama Recreation

Project Number 24-01 **Capital Project Title** Arena A&B insulation **Capital Project Description** Replace and install insulation Arena A&B ceiling and walls due to end of life

Project Rationale end of lifecycle and Increase building efficiency

Project Number 24-02 **Capital Project Title** Arena Lobby HVAC **Capital Project Description** Replace Arena Lobby HVAC due to end of life

Project Rationale replace arena lobby HVAC replacement due to end of life

Project Number 24-04 **Capital Project Title** Refinish indoor tennis surface **Capital Project Description** Refinish indoor tennis surface due to end of life

Project Rationale Refinish indoor tennis surface due to end of life ***2024 UPDATE*** increase project cost

Project Number 24-05 **Capital Project Title** Greenglade Playground **Capital Project Description** Replace Greenglade playground due to end of life

Project Rationale Replace Greenglade Playground due to end of life and introduction of Licensed childcare. Expected Competition 2023

Service: 1.44x Panorama Recreation

Project Number 24-06 **Capital Project Title** Equipment Replacement (pooled) **Capital Project Description** Annual replacement of equipment in pooled account

Project Rationale Annual replacement of equipment in pooled account due to end of life cycle

Project Number 24-08 **Capital Project Title** Water supply system upgrade **Capital Project Description** upgrade water supply system

Project Rationale upgrade to water supply system

Project Number 24-09 **Capital Project Title** Preschool space enhancements **Capital Project Description** Preschool space enhancements

Project Rationale purchase new vechile for new service area

Project Number 24-10 **Capital Project Title** replace concrete pads **Capital Project Description** replace concrete pads in arena ice resurfacer bays

Project Rationale replace concrete pad in Arena A & B resurfacer bays

Service: 1.44x Panorama Recreation

Project Number 24-11 **Capital Project Title** Truck (gas) (IBC) **Capital Project Description** truck for notice in motion new service area

Project Rationale Vehicle transportation required to support expended community service

Project Number 25-01 **Capital Project Title** Equipment Replacement (pooled) **Capital Project Description** Annual replacement of equipment in pooled account

Project Rationale Annual replacement of equipment in pooled account due to end of life cycle

Project Number 25-03 **Capital Project Title** Rebuild ice plant compressor **Capital Project Description** rebuild ice plant compressors #1 & #2

Project Rationale 2 screw compressor rebuilds

Project Number 25-04 **Capital Project Title** Replace lap pool heater **Capital Project Description** replacement of lap pool heater

Project Rationale replace boilers for back up pool heat due to end of life cycle

Service: 1.44x Panorama Recreation

Project Number 25-05 **Capital Project Title** Replacement of underwater lighting **Capital Project Description** Replacement of undrewater lighting in pool

Project Rationale replace due to end of life cycle

Project Number 25-06 **Capital Project Title** Re-tile pool **Capital Project Description** Re-tile pool

Project Rationale replace pool tile liner due to end of life

Project Number 26-01 **Capital Project Title** Equipment Replacement (pooled) **Capital Project Description** Annual replacement of equipment in pooled account

Project Rationale Annual replacement of equipment in pooled account due to end of life cycle

Project Number 26-02 **Capital Project Title** Replace Ford F250 4x4 **Capital Project Description** Replace Ford F250 4x4 due to end of life

Project Rationale replace due to end of life cycle, holding pattern for electric options

Service: 1.44x Panorama Recreation

Project Number 26-03 **Capital Project Title** Replace sound system in Areana A&B **Capital Project Description** Replace sound system in Areana A&B

Project Rationale replace due to end of life cycle

Project Number 26-04 **Capital Project Title** Building improvements **Capital Project Description** improvements to Arena A & B and pool areas

Project Rationale increase accessibility access to Arena A, replacement of gas fired tub heats in Arena B (to be cancelled if heat recovery project moves forward due to redundancy), replace water heater Arena B due to end of life cycle, roof replacement and electrical upgrades to double car garage, replace pool exterior doors due to end of life cycle

Project Number 26-05 **Capital Project Title** HVAC equipment replacement **Capital Project Description** HVAC equipment replacement link building, weight room, and courts

Project Rationale replacement due to end of life cycle

Project Number 26-06 **Capital Project Title** Replace diving board stands **Capital Project Description** Replace diving board stand due to end of life

Project Rationale replacement due to end of life cycle

Service: 1.44x Panorama Recreation

Project Number	26-07	Capital Project Title	Replace squash court floors	Capital Project Description	Replace squash court floors
Project Rationale	refinish squash court floor due to end of life				

Project Number	27-01	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Annual replacement of equipment in pooled account
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle				

Project Number	27-02	Capital Project Title	Panorama exterior painting	Capital Project Description	Panorama exterior painting
Project Rationale	renew exterior painting at Panrorama due to end of lifecycle				

Project Number	27-03	Capital Project Title	Panorama lower parking lot renewal	Capital Project Description	Panorama lower parking lot renewal
Project Rationale	refinish lower parking lot due to end of lifecycle				

Service: 1.44x Panorama Recreation

Project Number 27-04	Capital Project Title Resurface/line painting (outdoor) Tennis courts	Capital Project Description Resurface/line painting (outdoor) Tennis courts due to end of life
Project Rationale refinish and resurface outdoor tennis court surface and lines due to end of lifecycle		

Project Number 28-01	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Project Rationale Annual replacement of equipment in pooled account due to end of life cycle		

Project Number 28-02	Capital Project Title Arena renovation	Capital Project Description arena changerooms and support spaces enhancement revovation
Project Rationale place holder for Arena changeroom and support spaces enhancements, design work to be completed in 2024/2025 23-14		

Project Number 28-03	Capital Project Title Arena B rubber floor replacement	Capital Project Description Arena B rubber floor replacement
Project Rationale to be completed with Arena changeroom and support spaces enhancements		

Service: 1.44x Panorama Recreation

Project Number 28-04 **Capital Project Title** Pool air handing unit **Capital Project Description** replace pool air handling unit due to end of life

Project Rationale replace pool air handling unit due to end of life

Project Number 28-05 **Capital Project Title** Link building roof replacement **Capital Project Description** replace link building roof due to end of life

Project Rationale replace link building roof due to end of life

Project Number 28-06 **Capital Project Title** LCD Arena B screen (Hockeyville) **Capital Project Description** replace LCD screen in arena B (Hockeyville)

Project Rationale IT recommended end of life

**1.44X Panaroama Recreation
Asset and Reserve Summary Schedule
2024 - 2028 Financial Plan**

Asset Profile

Saanich Peninsula Recreation

Assets held by the Panaroama Recreation service consist of pools, arenas, administration building, courts (request, squash and tennis) and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary Projected year end balance	Est Actual	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve	4,578,114	4,271,680	4,570,320	5,198,154	5,769,745	3,185,468
Equipment Replacement Fund	953,387	591,235	591,622	613,479	738,122	655,100
Total projected year end balance	5,531,501	4,862,915	5,161,942	5,811,633	6,507,867	3,840,568

**1.44X Panorama Recreation
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: 1.44X Saanich Peninsula Recreation Service Capital Reserve Fund (Bylaw No. 3038)

1.44X Saanich Peninsula Recreation Service Capital Reserve Fund CASH FLOW

Capital Reserve Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,917,937	4,578,114	4,271,680	4,570,320	5,198,154	5,769,745
Planned Capital Expenditure (Based on Capital Plan)	(74,000)	(1,092,000)	(545,000)	(310,000)	(385,000)	(3,560,000)
Transfer from Operating Budget*	534,177	740,566	843,640	937,834	956,591	975,723
Donations \$ other Sponsorships						
Interest Income**	200,000	45,000	-	-	-	-
Ending Balance \$	4,578,114	4,271,680	4,570,320	5,198,154	5,769,745	3,185,468

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**1.44X Panaroama Recreation
Equipment Replacement Fund Schedule (ERF)
2024 - 2028 Financial Plan**

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.44X Saanich Peninsula Recreation Service Equipment Replacement Fund

Equipment Replacement Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	927,963	953,387	591,235	591,622	613,479	738,122
Planned Purchase (Based on Capital Plan) Transfer to Capital Fund	(399,872)	(776,072)	(411,612)	(398,380)	(304,000)	(520,239)
Transfer from Operating Budget	396,000	403,920	411,999	420,237	428,643	437,217
Equipment and Vehicle Disposal Proceeds	14,296					
Interest Income*	15,000	10,000				
Ending Balance \$	953,387	591,235	591,622	613,479	738,122	655,100

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**1.44X Panorama Recreation
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Panorama Recreation

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. Legacy Fund established by Bylaw 4103 for donations received.

Summary

Reserve/Fund Summary	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Operating Reserve	325,669	337,673	346,245	302,204	311,123	320,220
Operating Reserve - Legacy Fund	-	-	-	-	-	-
Total projected year end balance	325,669	337,673	346,245	302,204	311,123	320,220

See attached reserve schedules for projected annual cash flows.

**1.44X Panorama Recreation
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Panorama Recreation

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105302

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	401,087	325,669	337,673	346,245	302,204	311,123
Planned Purchase	(103,538)	-	-	(52,785)		-
Transfer from Ops Budget	8,120	8,404	8,572	8,744	8,919	9,097
Interest Income*	20,000	3,600				
Total projected year end balance	325,669	337,673	346,245	302,204	311,123	320,220

Assumptions/Background:

2026: 53K for 2026-2031 Panorama Recreation Strategic Planning Cost

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

**1.44X Panorama Recreation Legacy Fund
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Panorama Recreation Legacy Fund

Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.

Operating Reserve Schedule - FC 105100

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	-	-	-	-	-
Planned Purchase						
Transfer from Ops Budget						
Interest Income*						
Total projected year end balance	-	-	-	-	-	-

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.



Making a difference...together

REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY, SEPTEMBER 28, 2023

SUBJECT **Panorama Recreation Services - 2023-2024 Fees and Charges Update**

ISSUE SUMMARY

To provide the Peninsula Recreation Commission with an update on the implementation of the new membership rates, which were adopted in the 2023-2024 Fees and Charges Bylaw for Panorama Recreation Services.

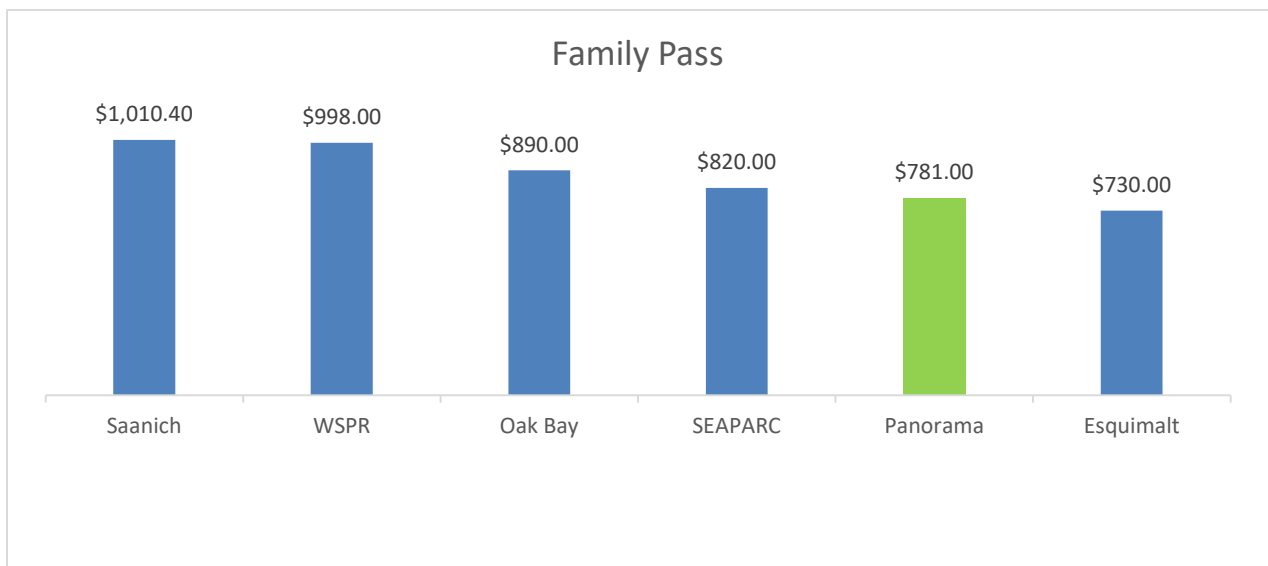
BACKGROUND

At its March 28, 2023 meeting, the Peninsula Recreation Commission recommended to the Capital Regional District Board that the proposed fees and charges be approved for inclusion in the 2023-2024 Fees and Charges Bylaw for Panorama Recreation Services. The Capital Regional District Board approved the 2023-2024 Fees and Charges at its July 12, 2023 meeting. The approved fees and charges included changes to memberships as follows:

- *Implementation of new continuous pass.* The proposed continuous pass will provide increased flexibility for pass holders and reduce the administration associated with pass cancellation and hold requests.
- *Implementation of new family pass to replace the Active Pass Plus.* The proposed family pass will align the family pass fee structure with the current family single admission rate, which is based on the price of two adult admissions.

During the implementation of the new passes on September 1, 2023, staff received feedback from the community about how the changes impact single-adult households with multiple children. The now discontinued Active Pass Plus cost \$420 per year and included admission for the adult pass holder and all (unlimited) dependent children living in their household. Under the new membership structure, single-adult households may purchase an Adult Annual Pass for \$390.50 and may purchase an Annual Youth Pass for \$85 per youth per year. The newly introduced Family Pass costs \$781 per year and is most suitable for two-adult households with one to three children.

The approved youth fees remain the most affordable in the region, and the newly introduced family pass is the second most affordable in the region. There is no option comparable to the former Active Pass Plus offered at any other public recreation centre in the region.



IMPLICATIONS

Social Implications

The approved changes to admission and pass rates were implemented to ensure fees remain comparable across Greater Victoria. The approved increase to admissions accounts for increased operating costs associated with inflation, while striving to keep recreation accessible to our community members and encourage them in a healthy lifestyle. There is no equivalent to the Active Pass Plus at any other recreation centre in the region.

Financial Implications

The approved increases will generate sufficient revenue to achieve a return to the desired funding ratio of 50% user pay for the 2024 budget year and are in alignment with user fees across Greater Victoria.

CONCLUSION

The user fees collected by Panorama Recreation are used to reduce the tax requisition and for the delivery of recreation services. Recreation fees and charges continue to be reasonable and affordable for most residents and visitors to this area. The approved increases are in alignment with user fees across Greater Victoria.

RECOMMENDATION

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

Submitted by:	Katherine Beck, Manager of Program Services
Concurrence:	Lorraine Brewster, M.A., Senior Manager, Panorama Recreation



**REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY, SEPTEMBER 28, 2023**

SUBJECT **Special Events 2023**

ISSUE SUMMARY

To provide information on the 2023 Panorama Recreation special events.

BACKGROUND

Panorama Recreation had a busy and successful season providing and participating in a variety of special events to encourage active living and community connectedness. This year staff were able to plan, participate in and/or deliver a variety of events to date including:

- Play in the Park
- Bird Feeder Challenge
- Family Movie Night
- Community Water Battle (Cancelled due to water restrictions and wildfires on Vancouver Island)

In addition, Panorama Recreation participated in a variety of community events throughout the Saanich Peninsula including Sidney Days, school fairs, Sidney Employment Expo, Camosun College Sport & Exercise Career Fair, Pink Shirt Day, Taking it to the Streets, BC Aviation Museum Open House, Brentwood Bay Festival, Salish Sea Lantern Festival, Ready Set Learn Event, Pauquachin Wellness Event and the Pauquachin Open House.

Plans for fall events include Active Aging Week, OneDay, Slider's Birthday Stroll, Halloween themed events for Kindergym and Everyone Welcome Skating, Gingerbread House Challenge and Winter Wonderland.

Play in the Park

Staff delivered the Play in the Park program throughout the Saanich Peninsula community once again this past summer. It was the ninth year. This free opportunity to play in local parks was facilitated by Panorama Recreation staff from 5:30 to 8 pm on Tuesdays, Wednesdays and Thursdays, from July 4 to August 31, 2023. The program ran three evenings a week in the locations listed below.

	July	August
Tuesday	KELSET Elementary School, North Saanich	
Wednesday	Tulista Park, Sidney	
Thursday	Centennial Park, Central Saanich	

The goal of Play in the Park is to improve the health and wellbeing of the community through increased physical activity (particularly in youth) and an enhanced sense of community and social connectedness.

This year, Play in the Park was led by one leader and four (vs three the previous year) assistant leaders. The extra staff member was to assist with the physical demand of the set up and take down

of the inflatable obstacle course. Four of the five staff were already staff within another Panorama department, one staff was a new hire. The Play in the Park staff supervised the giant inflatable obstacle course and small bouncy castle, offered opportunities for interactive and intergenerational play, group games and more. Approximately 2,600 people participated in Play in the Park this year. An increase of 200 compared to 2022. The free Yoga in the Park series was offered again this year on Wednesdays from 6 to 7 pm at Tulista Park. 420 people participated in the free yoga this year. Other features included adventure playground activities and an open-air library provided by Sidney/North Saanich Vancouver Island Regional Library., an increase of 200 from 2022.

The Play in the Park launch party that took place on Thursday, July 4 at Centennial Park in Central Saanich was successful with approximately 200 people in attendance throughout the evening. Other features included adventure playground activities and an open-air library provided by Sidney/North Saanich Vancouver Island Regional Library.

The community has shown great appreciation for the Play in the Park program. Many participants submitted feedback forms thanking Panorama Recreation for continuing to offer this free program in their communities.

IMPLICATIONS

Social Implications

Panorama Recreation strives to provide a safe, happy, healthy and friendly community. By offering and participating in local community events, we are able to connect with our local community and potential customers face to face. Special events facilitate community members coming together to meet, interact and build a stronger community across all ages.

These community events also assist us with increasing our public image and brand recognition as well as fostering customer relations and community partnerships.

Environmental Implications

The benefit of unstructured play and social interactions for all ages is well known. As events and programs like Play in the Park are offered in outdoor settings and local parks, we hope that community members will enhance their awareness of and continue to value local outdoor spaces.

Economic Implications

Although many of the special events do not directly generate revenue, Panorama Recreation's participation in these events provides valuable benefit in connecting and supporting overall community health and wellbeing with the community. This also leads to potentially increased participation and revenue in the future.

CONCLUSION

Special events and programs such as Play in the Park continue to be well attended and valued by Saanich Peninsula residents. They enhance social connectedness in the community and provide opportunities for play and fun activities.

RECOMMENDATION

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

Submitted by:	Lisa Sneek, Marketing & Special Events Coordinator
Concurrence:	Katherine Beck, Manager of Program Services
Concurrence:	Lorraine Brewster, M.A., Senior Manager, Panorama Recreation



Making a difference...together

**REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY, SEPTEMBER 28, 2023**

SUBJECT Summer Camp Programs 2023

ISSUE SUMMARY

To provide information on summer camp programs offered by Panorama Recreation in July and August 2023.

BACKGROUND

Panorama Recreation offers a variety of summer camp programming in July and August, which takes place at Panorama Recreation Centre, Greenglade Community Centre, Centennial Park, and elsewhere on the Saanich Peninsula.

Summer camps feature a range of themes and activities to appeal to diverse participants from 3 to 15 years of age. Several longstanding camps run weekly throughout the summer and are facilitated by Panorama Recreation staff. In addition, several special themed camps are offered for some or all weeks of the summer. These camps are primarily delivered by contracted service providers.

Summer camp participants take part in a diverse range of activities including arts, crafts, indoor and outdoor structured and unstructured play, and field trips to locations throughout Greater Victoria. In addition, camps enjoy the use of several indoor and outdoor facilities at Panorama Recreation including the swimming pool and tennis courts. New this year was the addition of multi-sport camp, which was offered for 7 weeks on the Jumpstart Multi Sport Court. This camp focused on the development of physical literacy and introduced children to a variety of sports.

Several departments are involved in the planning and delivery of summer camps, including Community Recreation, Aquatics, Arena and Racquet Sports. In total, 26 Panorama Recreation staff, including five inclusion leaders, and staff from 10 different service providers facilitated the delivery of summer camp programs in 2023.

In 2023 Panorama Recreation camps saw a total of 1913 registrants, which is 166 fewer than in 2022, and 258 more than 2019. In 2023 camps were on average 85% full, compared to 88% full in 2022 and 76% full in 2019. Although there were slightly fewer registrants and programs offered in 2023 over 2022, summer camps attendance and fill rates are out-performing pre-pandemic levels.

	Camps Offered	Total Registrants	% Full
2019	154	1655	76%
2022	145	2079	88%
2023	136	1913	85%

IMPLICATIONS

Social Implications

Having accessible, affordable and quality summer camp programming helps children, families and the local economy thrive. Summer camps provide children with opportunities for social interaction, physical activity, and structured and unstructured play, connecting them with indoor and outdoor recreation facilities in the community. Summer camps also support families to sustain employment during the summer months by providing much needed childcare, in turn allowing local businesses to attract and retain a stable work force.

Service Delivery Implications

Staff recruitment challenges had some impact on service delivery of summer camps in 2023. There was a slight reduction in the overall number of camps offered when compared with 2022, and some camps were in high demand with waitlist of 10 or more.

CONCLUSION

Summer camp programs are well attended and valued by the community, helping to address the community need for childcare on the Saanich Peninsula.

RECOMMENDATION

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

Submitted by:	Katherine Beck, Manager of Program Services
Concurrence:	Lorraine Brewster, M.A., Senior Manager, Panorama Recreation