

Capital Regional District > 2020 Provisional Budget

**Presentation to Committee of the Whole
Wednesday October 30, 2019**

1. Planning Framework
2. Budget Process
3. Regional Context
4. Capital & Operating Budgets
5. Impacts on Requisition
6. Community Needs



Managing the Cost of Debt

less than 12% of revenue is planned for long-term debt payments



Supporting Board & Corporate Priorities

new 4 year strategic plan approved with initiatives targeting Community Needs



Adapting to Regional Challenges

managing inflationary cost pressures, labour market constraints, population and economic growth

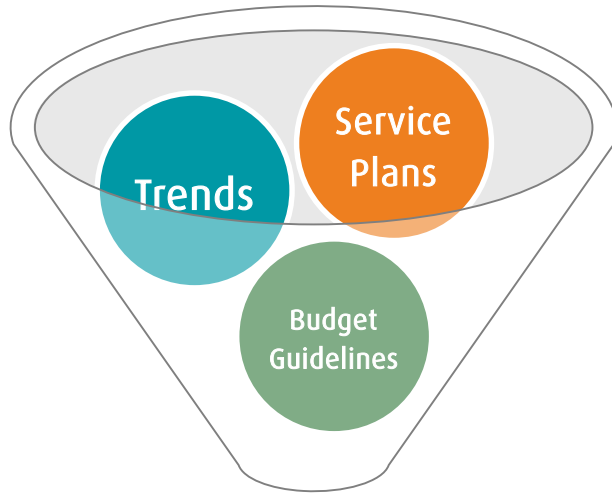


Diversifying Revenue Streams

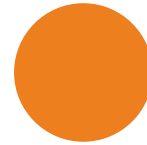
almost 1/2 of operating revenue comes from sale of services while just over 1/4 from requisition





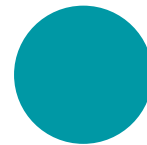


2020 Provisional Budget



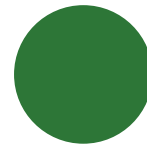
Service Planning Process

Define appropriate levels of service delivery, adjust impacts, realign resources, evaluate infrastructure



Trends and Assumptions

Adjustments made for external factors including population growth, demographics, economic, etc.



Budget Guidelines

Finance Committee and Board approved Financial Management Strategies and Guidelines

Review Process

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

Provisional Budget

- Committee of the Whole review (October 30 2019)
- Requests authority to expend January 1 through March 31 2020

Final Budget

- Authority for expenditures in Operating & Capital Budgets
- Approved by March 31 2020





1.1^B

**BUILDING PERMITS
FORECASTED IN 2019**

RESULTING IN APPROX.

3100

UNITS



2.7%

**INFLATION RATE
IN VICTORIA**



COST OF LIVING

5.2%

FOOD & GROCERY

3.0%

HOUSING RENTAL

10.4%

UTILITIES (FUEL/GAS)



3.8%

**LOWEST UNEMPLOYMENT
RATE IN CANADA**



Capital Budget



Capital Regional District
\$360.2M



Capital Regional Hospital District
\$29.5M



Capital Region Housing Corporation
\$21.0M

Total
\$411M

Operating Budget



Capital Regional District
\$276.9M



Capital Regional Hospital District
\$35.9M



Capital Region Housing Corporation
\$20.2M

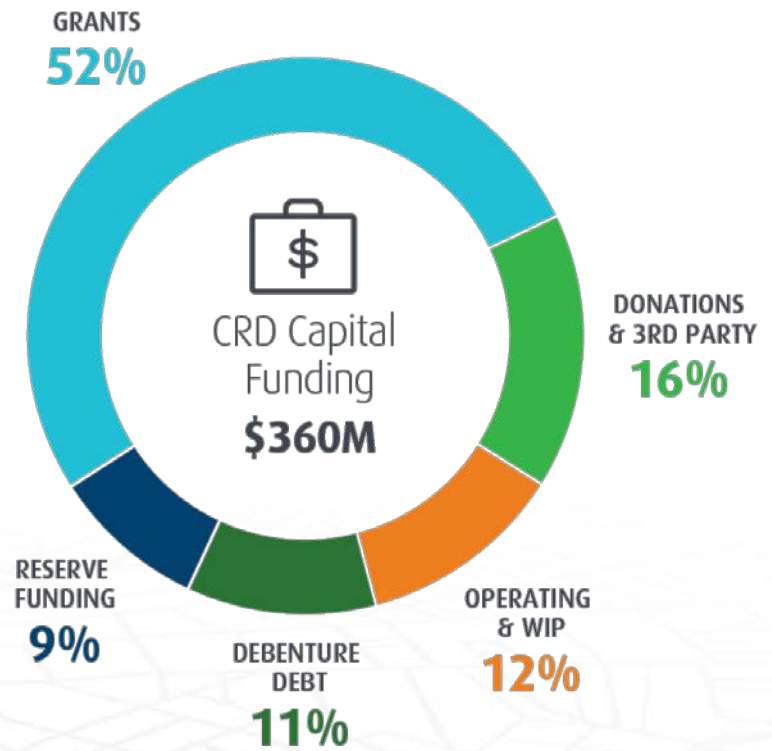
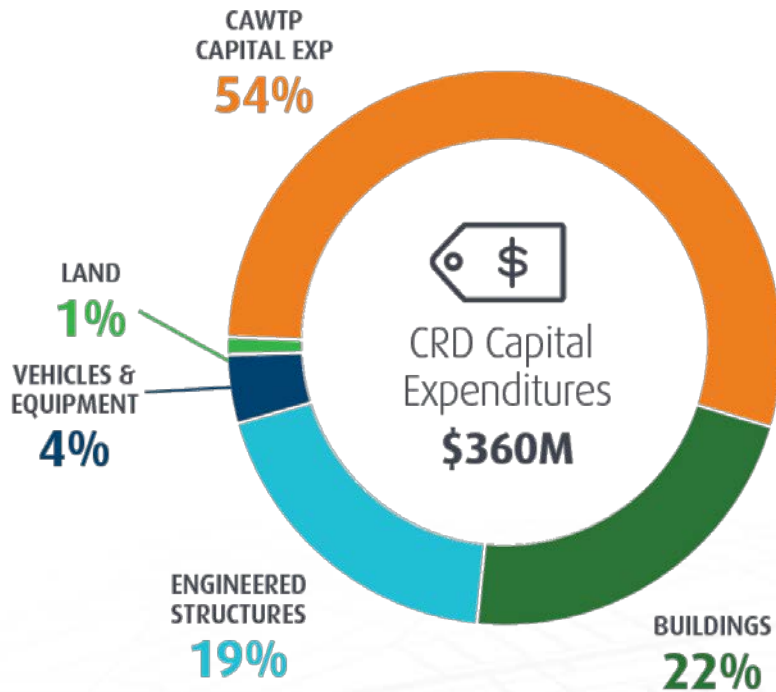
Total
\$333M



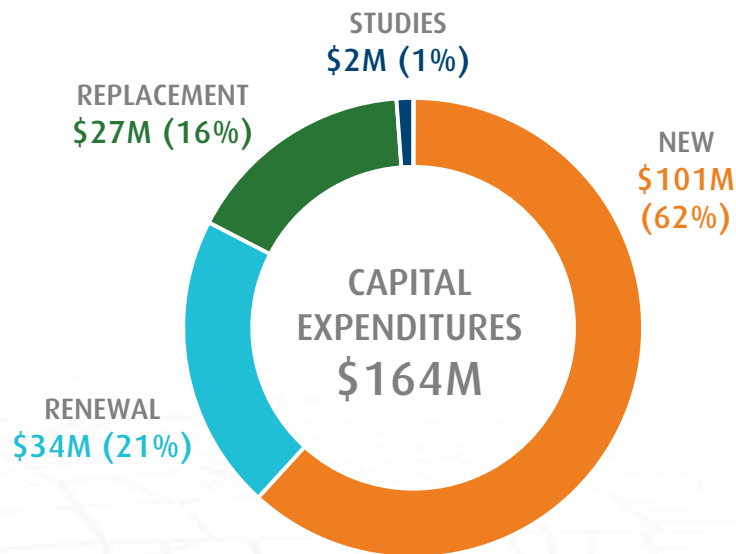
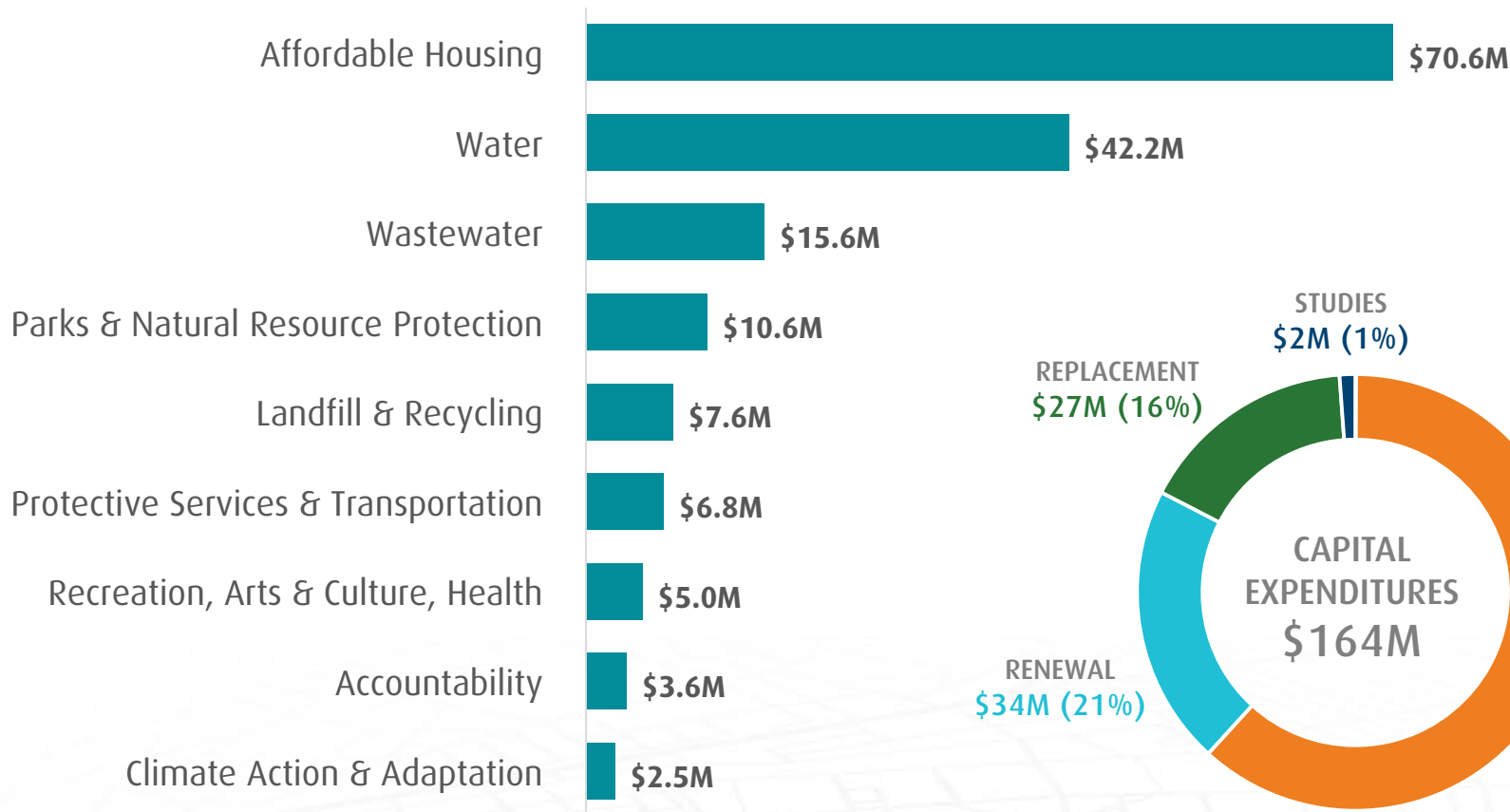
2019 | \$384M → 2020 | \$360M ▲ (24M) | (6.1%)

WHERE THE MONEY GOES

WHERE THE MONEY COMES FROM



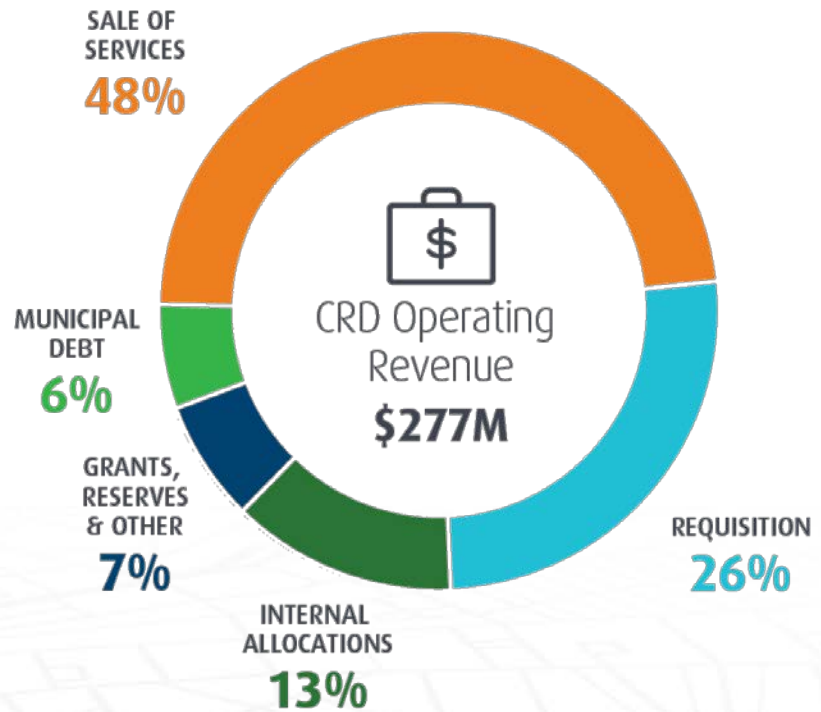
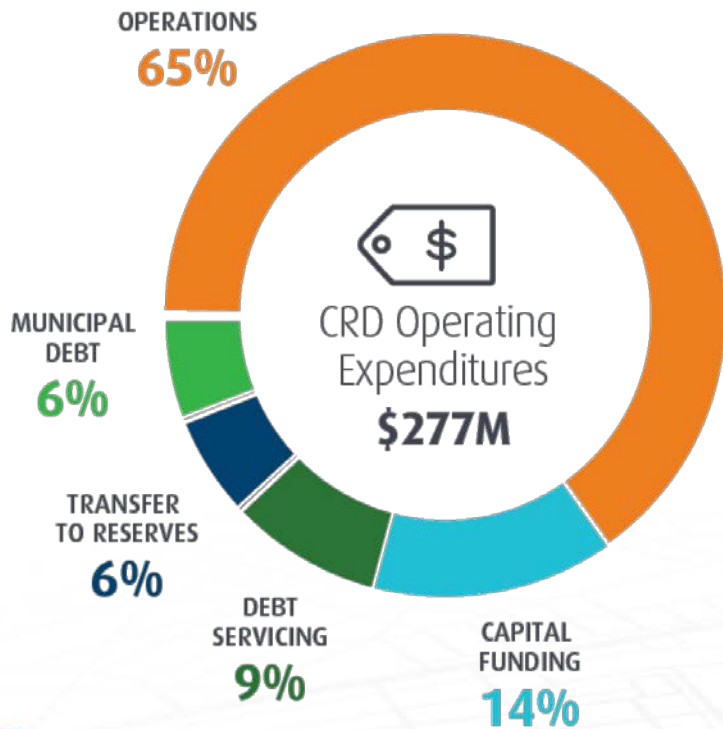
Community Needs *(excl. Core Area Wastewater Treatment \$196M)*

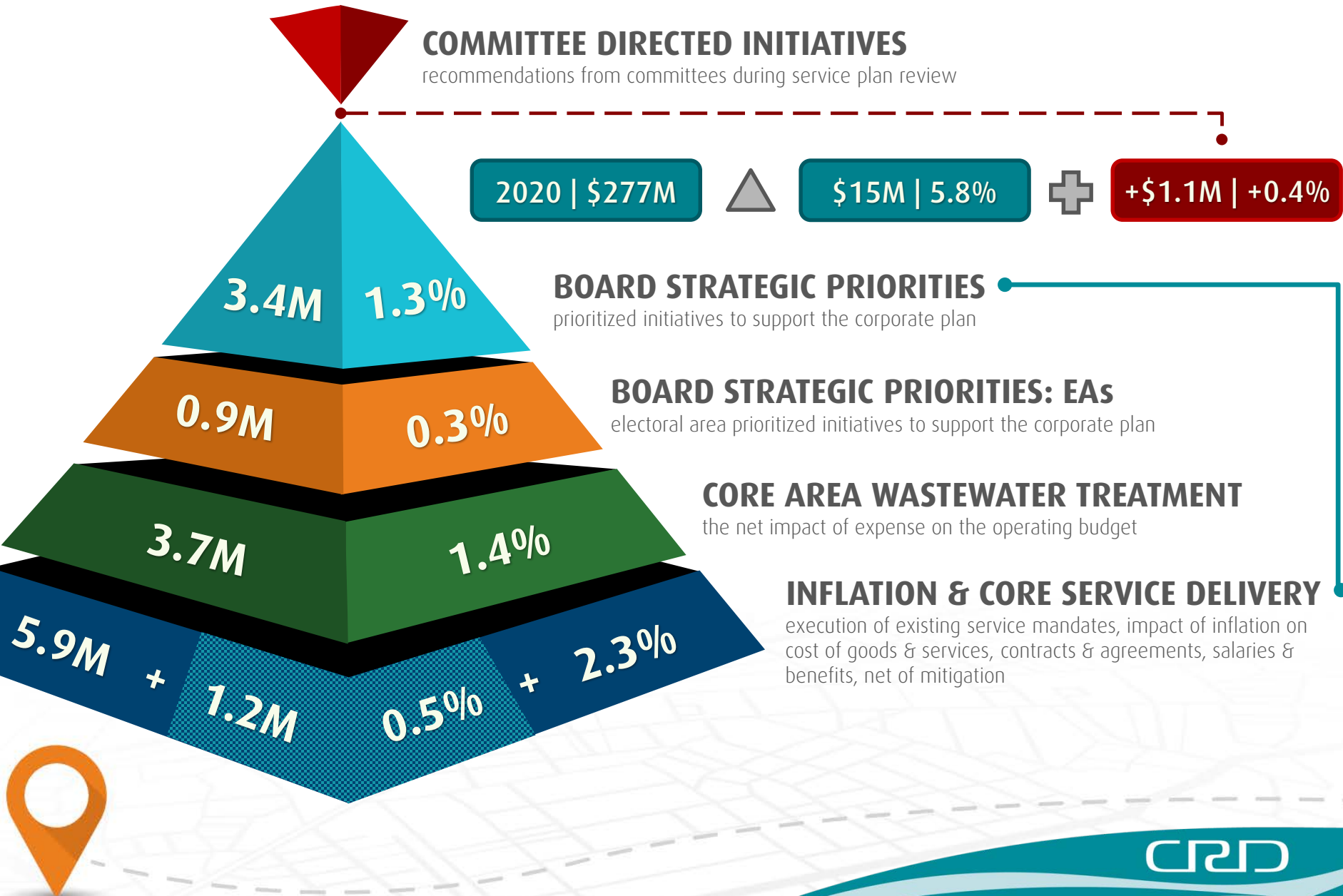


2019 | \$262M → 2020 | \$277M ▲ \$15M | 5.8%

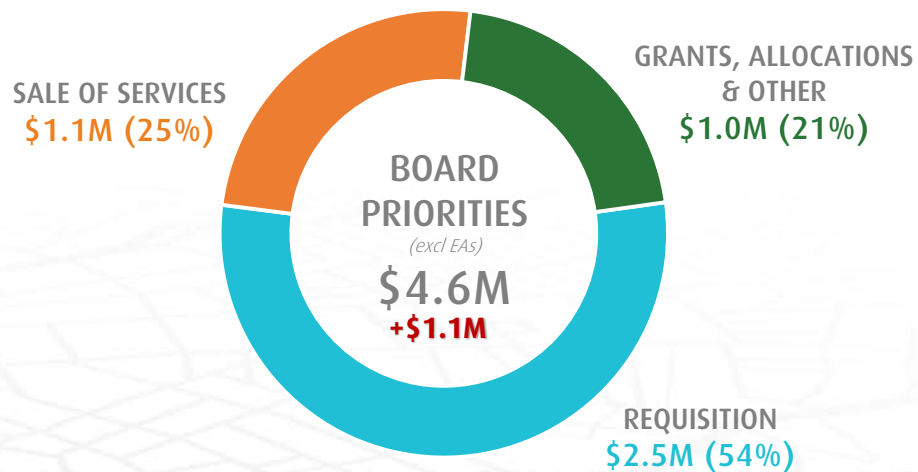
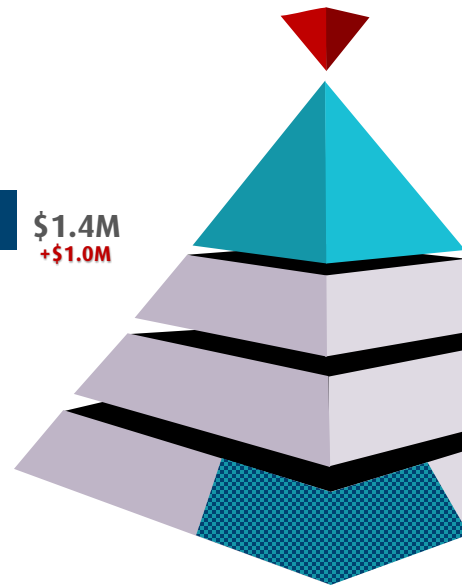
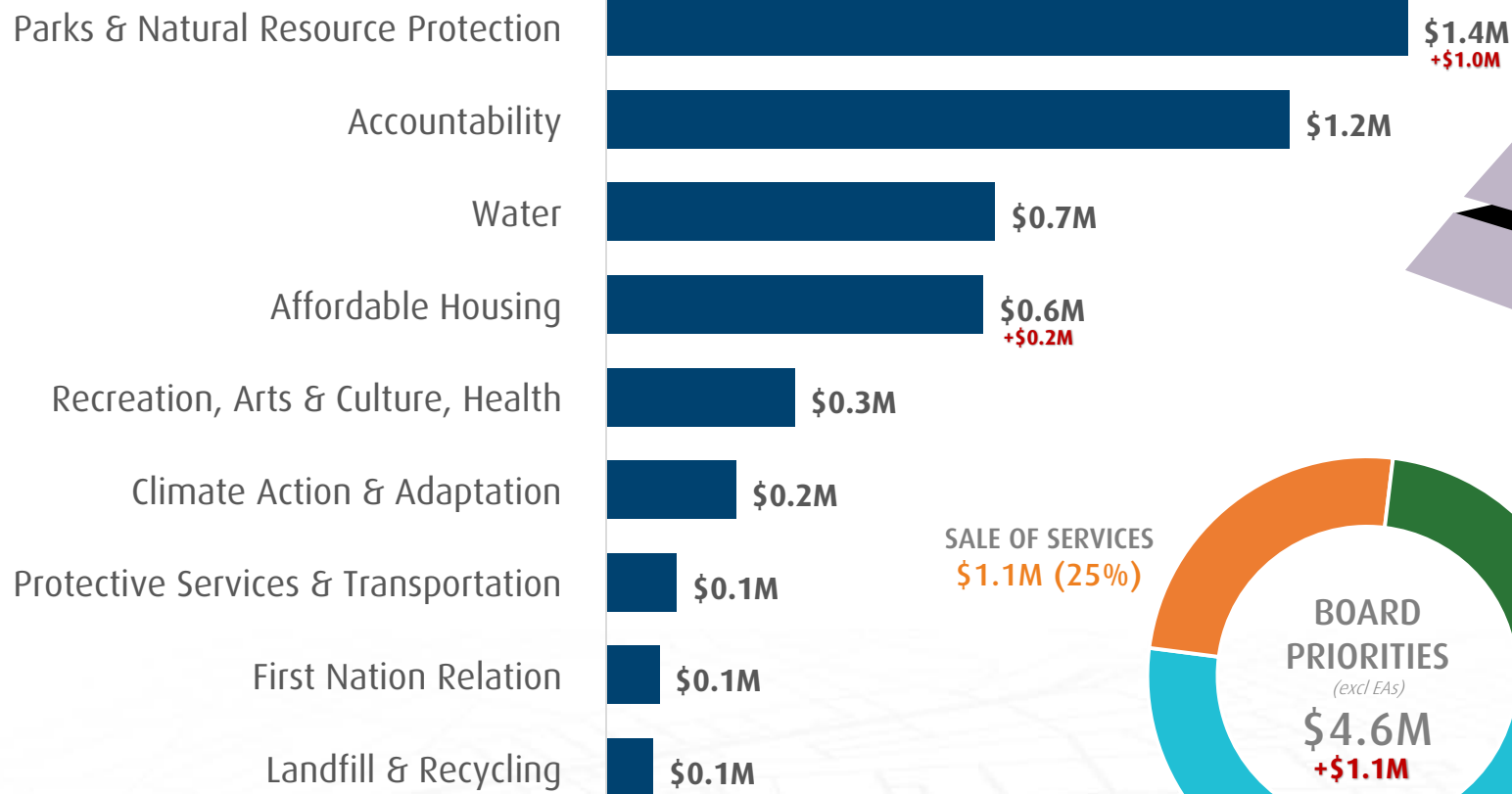
WHERE THE MONEY GOES

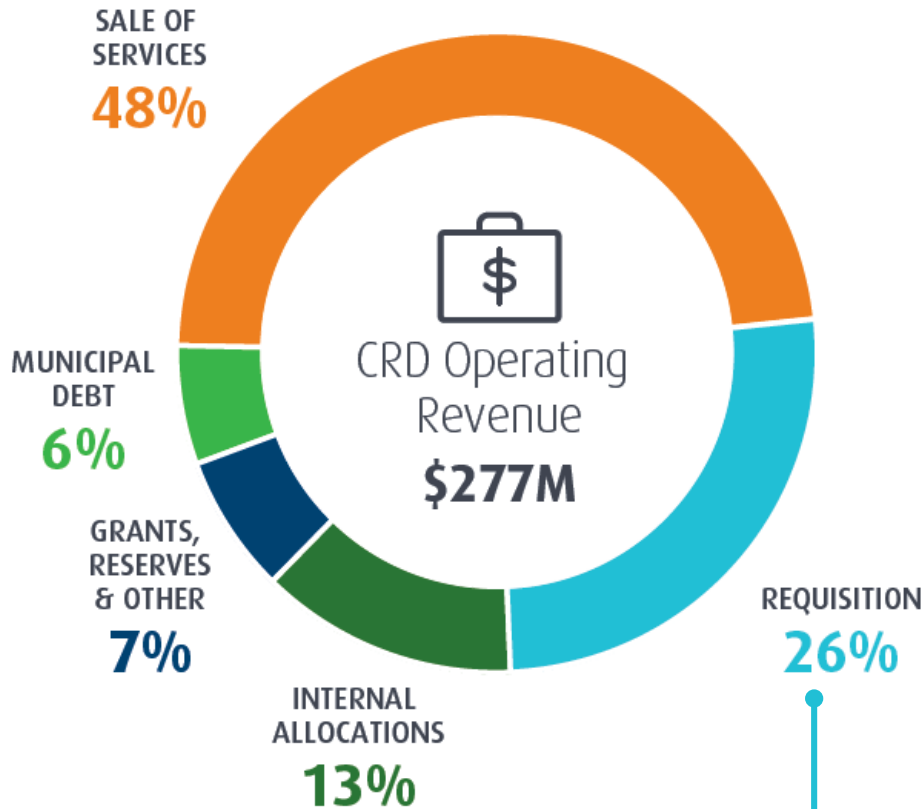
WHERE THE MONEY COMES FROM





Community Needs (excluding Core Area Wastewater Treatment Project)





| | |
|--------------------------|-----------------|
| Sale of Services | 133.5 |
| Requisitions | 71.8 |
| Internal Allocations | 37.2 |
| Grants, Reserves & Other | 19.6 |
| Municipal Debt | 14.8 |
| Total | \$276.9M |

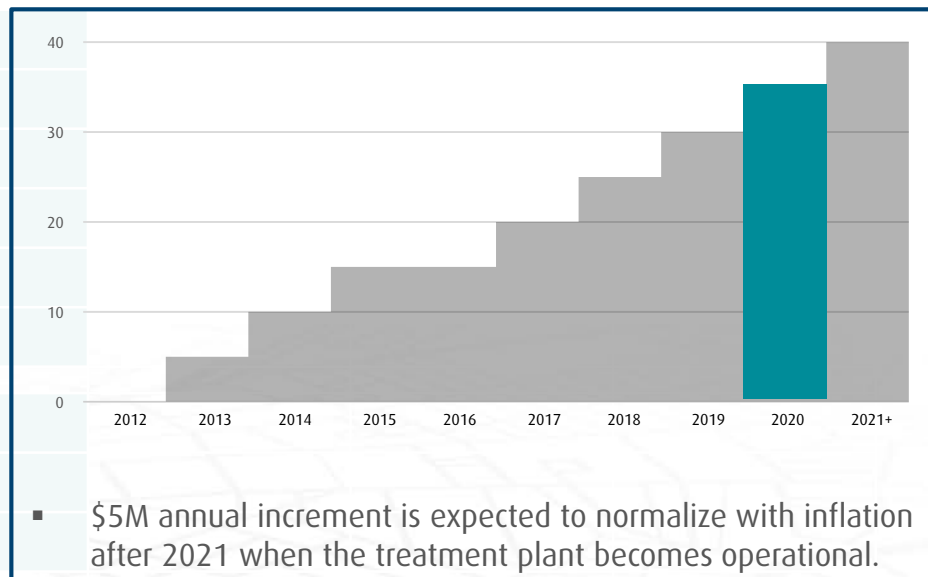
| 2020 Provisional | 2019 Final | Δ \$ | Δ % |
|------------------|------------|--------|------|
| \$71.8M | \$67.6M | \$4.2M | 6.4% |

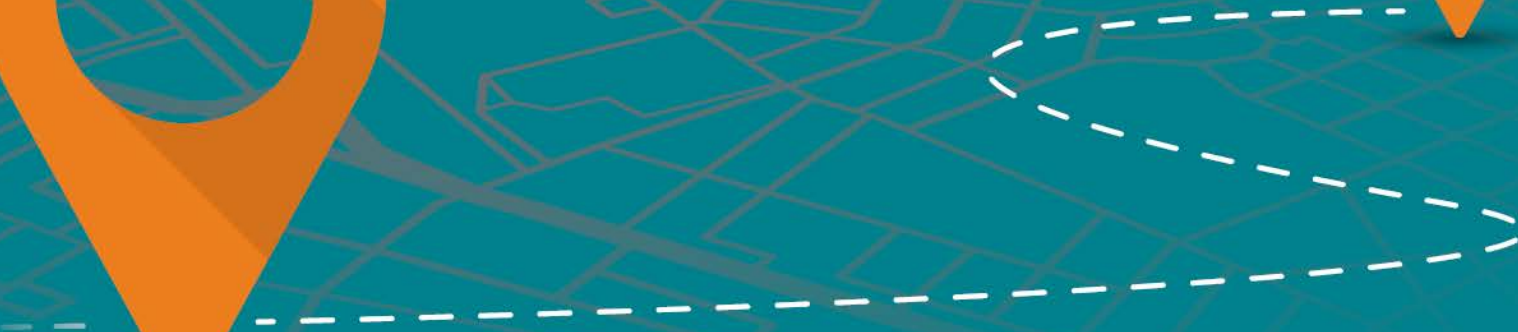
+\$1.1M +1.6%

COMMITTEE DIRECTED INITIATIVES

| Municipality, EAs, & First Nations | 2020 Provisional % | Participants in CAWTP | Requisition | Invoice |
|------------------------------------|--------------------|-----------------------|-------------|---------|
| Colwood | 10.4% | X | X | |
| Esquimalt | 7.1% | X | X | |
| Langford | 10.6% | X | X | |
| Oak Bay | 3.8% | X | | X |
| Saanich | 6.0% | X | | X |
| Victoria | 6.2% | X | | X |
| View Royal | 9.8% | X | X | |

| | |
|--|-------------|
| Central Saanich | 4.8% |
| Highlands | 6.0% |
| Metchosin | 5.8% |
| North Saanich | 4.8% |
| Sidney | 5.3% |
| Sooke | 3.9% |
| Juan de Fuca <small>(incl. local defined areas)</small> | 3.3% |
| Salt Spring Island <small>(incl. local defined areas)</small> | 5.0% |
| Southern Gulf Islands <small>(incl. local defined areas)</small> | 7.9% |
| First Nations | 2.0% |
| Total | 6.4% |

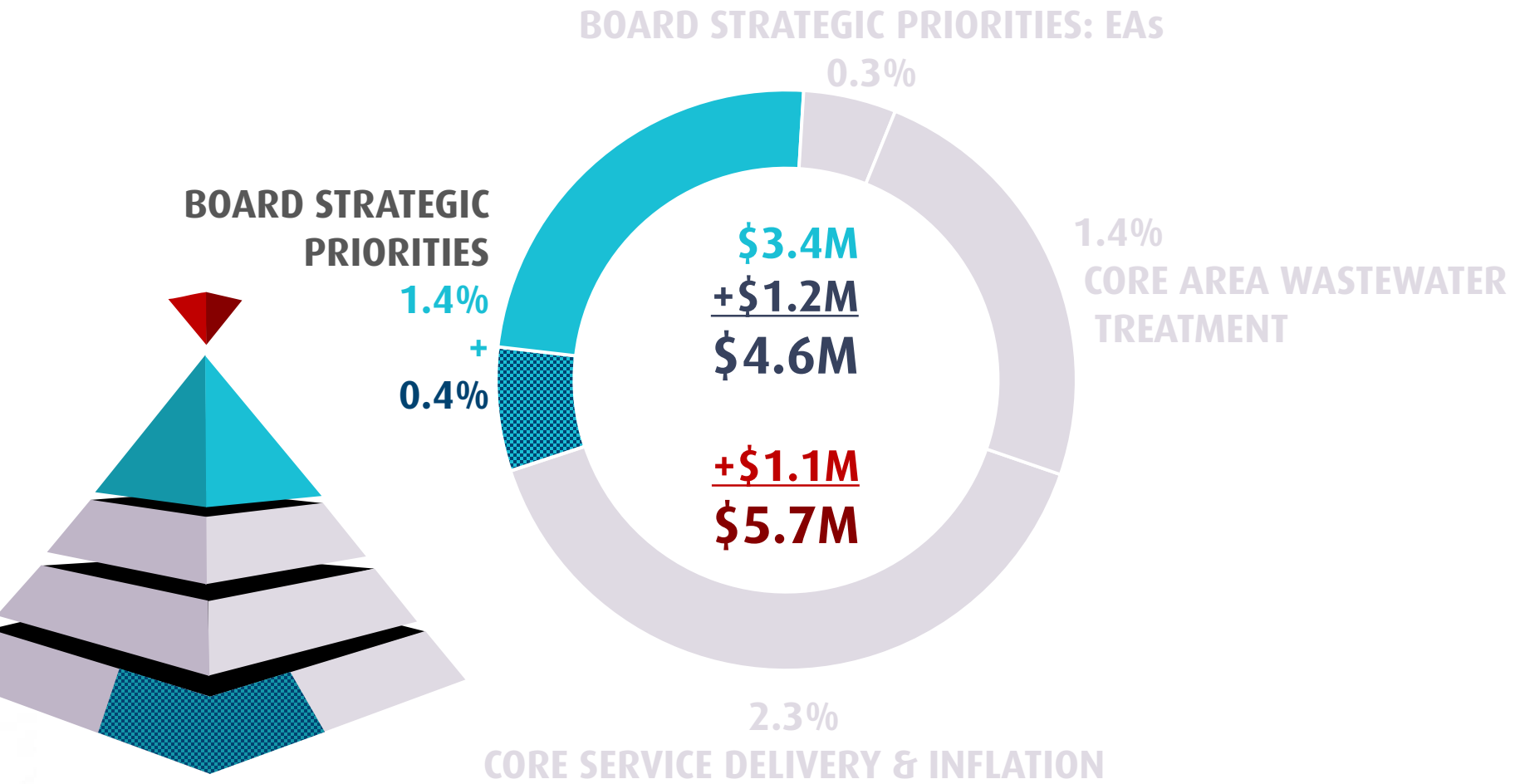




Corporate Plan Impacts by Community Need >


Presentation to Committee of the Whole

Wednesday October 30, 2019




Affordable Housing

 We envision that residents have access to affordable housing that enhances community well-being.

| CRD Initiatives | | \$000's | | |
|---|---|--------------|------|-------|
| 1a-2 | Invest in/build Provincial Income Assistance rate, market rate & affordable housing units through the Regional Housing First Program (RHFP) & operate housing projects through the CRHC. | \$415 | | |
| 1a-3 | | Req | Fees | A/O |
| | Invest in/build affordable housing through the Capital Region Housing Corporation (CRHC) | \$65 | - | \$350 |
| 1a-8 | Support municipalities in their affordable housing objectives. Regional Housing needs assessment collaboration; funded through grants. | \$160 | | |
| | | Req | Fees | A/O |
| | | - | - | \$160 |
|  | Hospitals and Housing Committee – Wednesday, October 2, 2019 | \$150 | | |
| | <ul style="list-style-type: none"> That the Capital Regional District Board consider providing funding to the Aboriginal Coalition to End Homelessness in the amount of \$150,000 per year for 3 years at the Oct. 30, 2019 Provisional Budget Review. | Req | Fees | A/O |
| | | \$150 | - | - |

 Committee recommended initiative

First Nations Relations


 We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

| CRD Initiatives | | \$000's | | |
|-----------------|---|---------|------|------|
| 3a-1 | Look to First Nations for leadership in understanding how to create new regional planning & decision-making systems together on their Traditional Territories | \$40 | | |
| | | Req | Fees | A/O |
| | | - | - | \$40 |
| 3a-3 | Work with First Nations on creating a cultural curriculum for use in Regional Parks interpretive programming | \$25 | | |
| | | Req | Fees | A/O |
| | | \$25 | - | - |
| 3a-5 | Develop, monitor and report out on a First Nations Relations Strategic Plan | \$25 | | |
| | | Req | Fees | A/O |
| | | \$25 | - | - |



Included in core service budget (no incremental funding required)

Climate Action & Adaptation

 We envision reduced GHG emissions, triple bottom-line solutions and progress on adaptation.



| CRD Initiatives | | \$000's | | |
|-----------------|---|---------|------|------|
| 5b-1 | In alignment with the corporate climate action strategy, continued funding to support incremental cost of projects in consideration of a climate lens | \$100 | | |
| | | Req | Fees | A/O |
| | | \$100 | - | - |
| 5b-4 | Offset GHG emissions through the use of alternative fuel at various CRD facilities | \$90 | | |
| | | Req | Fees | A/O |
| | | - | - | \$90 |
| 5b-6 | Update the Corporate Climate Action Strategy with objective of pursuing carbon neutrality | \$30 | | |
| | | Req | Fees | A/O |
| | | - | - | \$30 |



Included in core service budget (no incremental funding required)

Parks & Natural Resource Protection

 We envision additional land acquisitions and increased access to parks and recreational trails.

| CRD Initiatives | | \$000's | | |
|--|--|---------|------|-----|
| 6a-8 | Capital reserve transfer to fund the refurbishment and replacement of existing assets. Funded from renewed land acquisition within existing requisition. | \$925 | | |
| | | Req | Fees | A/O |
| | | \$925 | - | - |
|   | Parks and Environment Committee – Wednesday, October 23, 2019 <ul style="list-style-type: none"> • That an additional \$925,000 be requisitioned each year for capital reserves to fund the refurbishment and replacement of existing assets • That \$40,000 be placed in the 2020 Financial Plan to support the creation of an advisory committee whose goal is to develop a Mountain Biking Policy for CRD Parks | \$965 | | |
| | | Req | Fees | A/O |
| | | \$965 | - | - |
| 6b-4 | Enhance park operations | \$308 | | |
| | | Req | Fees | A/O |
| | | \$308 | - | - |

 Committee recommended initiative

Included in core service budget (no incremental funding required)

Protective Services

 We envision increased regional co-operation in protecting public safety and preparing for, responding to and recovering from emergencies.

| CRD Initiatives | | \$000's | | |
|-----------------|---|-------------|-------------|------------|
| 7a-1 | Regional coordination of emergency services. Support for corporate emergency planning and CRD operations | \$92 | | |
| | | Req | Fees | A/O |
| | | \$9 | \$83 | - |
| 7a-13 | Emergency exercise to test collaboration of all relevant parties in responding to a major emergency. Identified as an action in response to the Auditor General for Local Government audit | \$25 | | |
| | | Req | Fees | A/O |
| | | \$25 | - | - |



Wastewater

 We envision efficient and effective management of the region's wastewater.

| CRD Initiatives | | \$000's | | |
|-----------------|--|--------------|------|-----|
| 8a-3 | Wastewater laboratory services at new McLoughlin Wastewater Treatment Plant. | \$203 | | |
| | | Req | Fees | A/O |
| | | \$203 | - | - |



Landfill & Recycling

 We envision minimizing waste disposal and maximizing waste diversion.

| CRD Initiatives | | \$000's | | |
|-----------------|--|-------------|------|-----|
| 9b-4 | Electronics stewardship attendant | \$80 | | |
| | | Req | Fees | A/O |
| | | - | \$80 | - |



Included in core service budget (no incremental funding required)


Water

 We envision a sustainable and resilient water supply.

| CRD Initiatives | | \$000's | | |
|-----------------|--|--------------|-------|-----|
| 10a-2 | Review infrastructure redundancy & improvements, renew/replace infrastructure to avoid infrastructure deficits & ensure reliable, safe service delivery & resilience | \$585 | | |
| | | Req | Fees | A/O |
| | | - | \$585 | - |
| 10a-5 | In response to continued growth in water utility billing accounts, an incremental resource to meet current customer service standards | \$76 | | |
| | | Req | Fees | A/O |
| | | - | \$76 | - |
| 10d-3 | Gather field sampling and establish baseline water quality and hydrology data in the Leech River | \$150 | | |
| | | Req | Fees | A/O |
| | | - | \$150 | - |



Arts & Culture

 We envision strategic investment to maximize the artistic, social and economic contribution that arts organizations make to quality of life.

| CRD Initiatives | | \$000's | | |
|-----------------|--|---------|------|-----|
| 12a-1 | Estimated impacted to support the creation of an advisory committee and facilitate a region-wide public engagement discussion of the region's art facility needs | \$40 | | |
| | | Req | Fees | A/O |
| | | \$40 | - | - |



Recreation

 We envision residents having access to appropriate and affordable recreation opportunities.

| CRD Initiatives | | \$000's | | |
|-----------------|--|--------------|------|-----|
| 13a-1.1 | Panorama: Enhanced service level for after school care, conversion of auxiliary to permanent FTEs for facilities maintenance, arena booking and main reception. | \$121 | | |
| | | Req | Fees | A/O |
| | | \$35 | \$86 | - |
| 13a-1.3a | SEAPARC: Enhanced service level for facilities maintenance in new fitness facility, conversion of auxiliary to permanent part time FTE for golf course greenskeeper. | \$81 | | |
| | | Req | Fees | A/O |
| | | \$8 | \$73 | - |



Health Facilities

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

| CRD Initiatives | | \$000's | | |
|-----------------|---|---------|------|-----|
| 14b-1 | Work with Island Health to develop & enforce public health bylaws. Update exterior signage for clean air bylaw to include vaping and cannabis | \$35 | | |
| | | Req | Fees | A/O |
| | | \$35 | - | - |



Accountability

 We envision being leaders in organizational performance, transparency and service delivery.

| CRD Initiatives | | \$000's | | |
|-----------------|--|---------|------|------|
| 15b-2 | Phased implementation of an enterprise asset management system (EAMS) that maintains asset inventory, condition assessment, and integrates a risk register to guide long term capital planning and decision making | \$288 | | |
| | | Req | Fees | A/O |
| | | \$288 | - | - |
| 15f-1.3 | Modernization of our corporate records management program framework in preparation for an electronic documents and records management system (EDRMS) | \$140 | | |
| | | Req | Fees | A/O |
| | | \$140 | - | - |
| 15f-1.6 | The CRD has many types of signage at various life stages; however, a comprehensive approach to these important tools has not been developed. A strategy and guidelines will assist with consistency, safety, awareness and recognition of CRD assets | \$14 | | |
| | | Req | Fees | A/O |
| | | - | - | \$14 |



Accountability *(Cont'd)*

 We envision being leaders in organizational performance, transparency and service delivery.

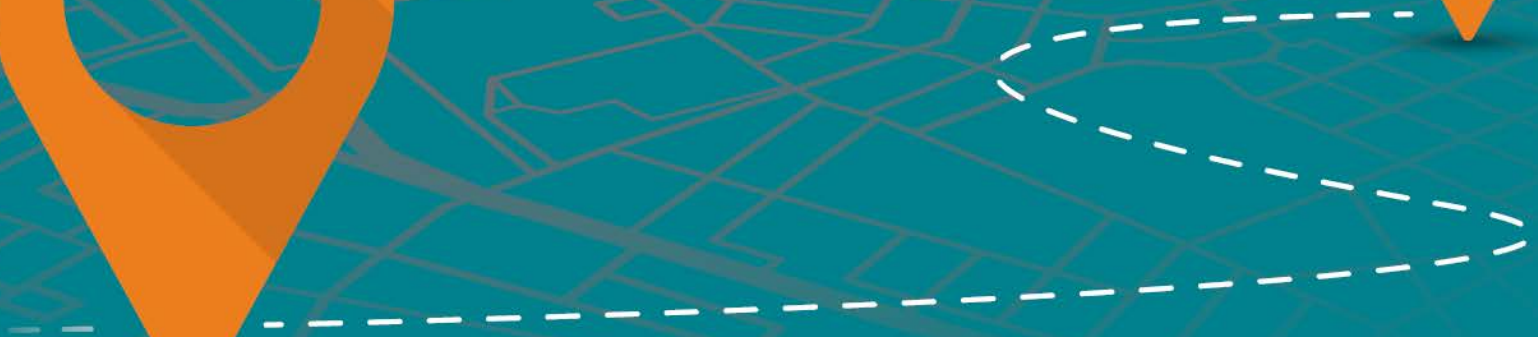
| CRD Initiatives | | \$000's | | |
|-----------------|---|--------------|------|-------|
| 15f-1.9 | Ongoing investment in staff training and application deployment for current and new systems to meet organizational growth and to improve organization wide knowledge, reduce administration while advancing data quality and productivity | \$267 | | |
| | | Req | Fees | A/O |
| | | - | - | \$267 |
| 15f-1.11 | Implement an improved security framework that align with best practices and apply an appropriate amount of security to mitigate risk to an acceptable level | \$260 | | |
| | | Req | Fees | A/O |
| | | \$260 | - | - |





Questions >

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Wednesday October 30, 2019



Service Budget Highlights >

Presentation to Committee of the Whole

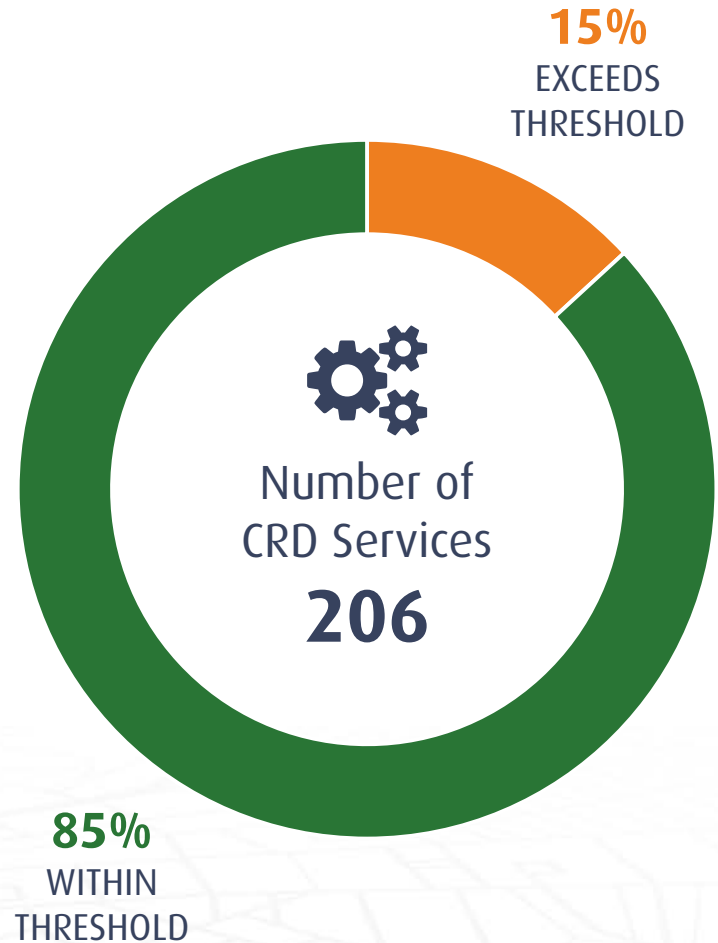
Wednesday October 30, 2019

Materiality Threshold



and **\$50,000**

all service budgets are included in appendix 9 of the agenda package



| 2) EXECUTIVE SERVICES | \$000's | | % | |
|---|----------------|-------------|--------------|--------------|
| 2.3) Human Resources (Appendix G, Part A, PDF pg 11, Print pg 7) | \$216 | | 10.8% | |
| <ul style="list-style-type: none"> New Safety Manager, base salary and step increase changes | Req | Fees | Other | Alloc |
| | - | - | - | 100% |



| 3) CORPORATE SERVICES | \$000's | | % | |
|---|----------------|-------------|--------------|--------------|
| 3.1) Corporate Services (Appendix G, Part A, PDF pg 1, Print pg 26) | \$105 | | 6.6% | |
| <ul style="list-style-type: none"> New Records Manager, offset by reduction in one-time costs from 2019 | Req | Fees | Other | Alloc |
| | 95% | | | 5% |
| 3.4) First Nations Relations (Appendix G, Part A, PDF pg 45, Print pg 20) | \$107 | | 22.2% | |
| <ul style="list-style-type: none"> Ongoing funding for first nations studies, full year budget for position added mid-2019 | Req | Fees | Other | Alloc |
| | 100% | - | - | - |



| 4) FINANCE AND TECHNOLOGY | \$000's | | % | |
|--|----------------|-----------|--------------|--------------|
| 4.1.1) Finance (Appendix G, Part A, PDF pg 51, Print pg 1) | \$951 | | 18.2% | |
| <ul style="list-style-type: none"> Financial support for initiatives in Wastewater Management, Social Housing, Systems and Policies, and Asset Management | Req 38% | Fees - | Other 28% | Alloc 34% |
| 4.2.1) Information Technology (Appendix G, Part A, PDF pg 102, Print pg 52) | \$1,175 | | 21.8% | |
| <ul style="list-style-type: none"> IT related costs for initiatives in Wastewater Management, Systems and Policies, and Asset Management. | Req 45% | Fees - | Other 31% | Alloc 24% |



| 5) PARKS AND RECREATION | \$000's | | % | |
|--|----------------|-------------|--------------|------------|
| 5.1) Regional Parks (Appendix G, Part A, PDF pg 121, Print pg 1) | \$755 | | 7.3% | |
| <ul style="list-style-type: none"> Impact due to implementation of the Parks Operations roles (5 FTEs) and increased transfers to capital reserves | Req 99% | Fees 1% | Other - | Alloc - |
| 5.2) Panorama Rec. Center (Appendix G, Part A, PDF pg 158, Print pg 38) | \$503 | | 5.5% | |
| <ul style="list-style-type: none"> Impact due to additional staffing (3.5 FTEs) required for enhanced service provision and inflationary impacts related to the cost of utilities | Req 29% | Fees 71% | Other - | Alloc - |
| 5.3) SEAPARC (Appendix G, Part A, PDF pg 188, Print pg 68) | \$310 | | 7.8% | |
| <ul style="list-style-type: none"> Impact due to additional staffing (1.5 FTEs) required for enhanced service provision and inflationary impacts | Req 66% | Fees 23% | Other 11% | Alloc - |



| 6) ENVIRONMENTAL SERVICES | \$000's | | % | |
|---|---------------|------|---------------|-------|
| 6.2.1) Environmental Resource Management (Appendix G, Part A, PDF pg 224, Print pg 11) | \$903 | | 3.8% | |
| <ul style="list-style-type: none"> Increase in kitchen scraps processing contract, and labour costs related controlled waste and safety requirements | Req | Fees | Other | Alloc |
| | - | 100% | - | - |
| 6.3.3) Septage Disposal Agreement (Appendix G, Part A, PDF pg 269, Print pg 56) | -\$266 | | -65.6% | |
| <ul style="list-style-type: none"> Impact due to one-time capital project in 2019 that is not expected in 2020 | Req | Fees | Other | Alloc |
| | - | 61% | 39% | - |
| 6.3.5) On Site System Mgmt Program LWMP (Appendix G, Part A, PDF pg 279, Print pg 66) | -\$119 | | -38.6% | |
| <ul style="list-style-type: none"> Impact due to one-time operating project in 2019 that is not expected in 2020 | Req | Fees | Other | Alloc |
| | 100% | - | - | - |
| 6.4.2) Facility Management (Appendix G, Part A, PDF pg 327, Print pg 114) | \$50 | | 3.7% | |
| <ul style="list-style-type: none"> Related to base salary and inflationary increases. | Req | Fees | Other | Alloc |
| | 16% | - | 46% | 38% |



| 6) ENVIRONMENTAL SERVICES (CONTINUED) | \$000's | % | | | | | | | | | | | | | | | | |
|---|--|--------|-------|-------|-------|------|---|-----|------|--|-----|------|-------|-------|------|---|-----|------|
| 6.4.1) Environmental Engineering Services (Appendix G, Part A, PDF pg 317, Print pg 104) | \$87 | 3.9% | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> Impact due to base salary increases and inflation | <table border="1"> <thead> <tr> <th>Req</th> <th>Fees</th> <th>Other</th> <th>Alloc</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>-</td> <td></td> <td>100%</td> </tr> </tbody> </table> | Req | Fees | Other | Alloc | - | - | | 100% | <table border="1"> <thead> <tr> <th>Req</th> <th>Fees</th> <th>Other</th> <th>Alloc</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>-</td> <td></td> <td>100%</td> </tr> </tbody> </table> | Req | Fees | Other | Alloc | - | - | | 100% |
| Req | Fees | Other | Alloc | | | | | | | | | | | | | | | |
| - | - | | 100% | | | | | | | | | | | | | | | |
| Req | Fees | Other | Alloc | | | | | | | | | | | | | | | |
| - | - | | 100% | | | | | | | | | | | | | | | |
| 6.3.1) Env. Protection & Water Quality (Appendix G, Part A, PDF pg 248, Print pg 35) | \$341 | 4.6% | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> Impact due to additional water quality staffing (2 FTEs) for CAWTP operations | <table border="1"> <thead> <tr> <th>Req</th> <th>Fees</th> <th>Other</th> <th>Alloc</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>-</td> <td>-</td> <td>100%</td> </tr> </tbody> </table> | Req | Fees | Other | Alloc | - | - | - | 100% | <table border="1"> <thead> <tr> <th>Req</th> <th>Fees</th> <th>Other</th> <th>Alloc</th> </tr> </thead> <tbody> <tr> <td>-</td> <td>-</td> <td>-</td> <td>100%</td> </tr> </tbody> </table> | Req | Fees | Other | Alloc | - | - | - | 100% |
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| - | - | - | 100% | | | | | | | | | | | | | | | |
| Req | Fees | Other | Alloc | | | | | | | | | | | | | | | |
| - | - | - | 100% | | | | | | | | | | | | | | | |
| 6.3.2) Regional Source Control (Appendix G, Part A, PDF pg 264, Print pg 51) | -\$113 | -6.8% | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> Impact due to one-time operating project in 2019 that is not expected in 2020 | <table border="1"> <thead> <tr> <th>Req</th> <th>Fees</th> <th>Other</th> <th>Alloc</th> </tr> </thead> <tbody> <tr> <td>88%</td> <td>-</td> <td>12%</td> <td>-</td> </tr> </tbody> </table> | Req | Fees | Other | Alloc | 88% | - | 12% | - | <table border="1"> <thead> <tr> <th>Req</th> <th>Fees</th> <th>Other</th> <th>Alloc</th> </tr> </thead> <tbody> <tr> <td>88%</td> <td>-</td> <td>12%</td> <td>-</td> </tr> </tbody> </table> | Req | Fees | Other | Alloc | 88% | - | 12% | - |
| Req | Fees | Other | Alloc | | | | | | | | | | | | | | | |
| 88% | - | 12% | - | | | | | | | | | | | | | | | |
| Req | Fees | Other | Alloc | | | | | | | | | | | | | | | |
| 88% | - | 12% | - | | | | | | | | | | | | | | | |
| 6.3.7) L.W.M.P – Core (Appendix G, Part A, PDF pg 288, Print pg 75) | -\$94 | -20.5% | | | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> Service level adjusted to align with ongoing LWMP amendment proposals | <table border="1"> <thead> <tr> <th>Req</th> <th>Fees</th> <th>Other</th> <th>Alloc</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table> | Req | Fees | Other | Alloc | 100% | - | - | - | <table border="1"> <thead> <tr> <th>Req</th> <th>Fees</th> <th>Other</th> <th>Alloc</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table> | Req | Fees | Other | Alloc | 100% | - | - | - |
| Req | Fees | Other | Alloc | | | | | | | | | | | | | | | |
| 100% | - | - | - | | | | | | | | | | | | | | | |
| Req | Fees | Other | Alloc | | | | | | | | | | | | | | | |
| 100% | - | - | - | | | | | | | | | | | | | | | |



| 7) PLANNING & PROTECTIVE SERVICES | \$000's | | % | |
|--|---------|------|--------|-------|
| 7.3.1) Land Banking & Housing (Appendix G, Part B, PDF pg 20, Print pg 16) | \$460 | | 20.2% | |
| <ul style="list-style-type: none"> Impact includes additional 3 term FTEs to support development & marketing new RHFP buildings | Req | Fees | Other | Alloc |
| | - | - | 26% | 74% |
| 7.3.2) Regional Housing Trust Fund (Appendix G, Part B, PDF pg 32, Print pg 28) | \$393 | | 12.4% | |
| <ul style="list-style-type: none"> Due to standard two year capital development cycle, RHTF capital grants are committed but paid in future years when project requirements are met | Req | Fees | Other | Alloc |
| | - | - | 100% | - |
| 7.2.1) Health & Capital Planning Strategies (Appendix G, Part B, PDF pg 11, Print pg 7) | -\$114 | | -17.7% | |
| <ul style="list-style-type: none"> Decrease is attributed to completion of the Summit Project and related salary savings | Req | Fees | Other | Alloc |
| | - | - | - | 100% |
| 7.4.2) Regional Growth Strategy (Appendix G, Part B, PDF pg 44, Print pg 40) | -\$171 | | -34.0% | |
| <ul style="list-style-type: none"> Position moved to Regional Planning service to support corporate and service planning work | Req | Fees | Other | Alloc |
| | 53% | - | 38% | 9% |



| 7) PLANNING & PROTECTIVE SERVICES (CONTINUED) | \$000's | | % | |
|---|----------------|-------------|--------------|--------------|
| 7.5.1) Corporate Emergency (Appendix G, Part B, PDF pg 49, Print pg 45) | \$119 | | 70.8% | |
| <ul style="list-style-type: none"> New Emergency Planning Support role, and a one-time cost for full scale functional exercise | Req | Fees | Other | Alloc |
| | 22% | - | - | 78% |
| 7.5.4) 911 Call Answer (Appendix G, Part B, PDF pg 67, Print pg 63) | \$399 | | 17.5% | |
| <ul style="list-style-type: none"> Increased costs related to debt servicing, recovered through lease revenue | Req | Fees | Other | Alloc |
| | - | - | 100% | - |
| 7.5.6) 913 Fire Dispatch (Appendix G, Part B, PDF pg 77, Print pg 73) | \$59 | | 9.1% | |
| <ul style="list-style-type: none"> Annual increase payment to Langford | Req | Fees | Other | Alloc |
| | - | - | 100% | - |



| 8) INTEGRATED WATER SERVICES | \$000's | | % | |
|---|---------|------|-------|-------|
| 8.1.1) Regional Water Supply (Appendix G, Part C, PDF pg 5, Print pg 1) | \$1,944 | | 6.1% | |
| <ul style="list-style-type: none"> Increased transfers to capital fund, additional labour costs, higher costs in agriculture rate subsidy, offset by reduction in debt servicing costs | Req | Fees | Other | Alloc |
| | - | 100% | - | - |
| 8.1.2) JDF Water Distribution (Appendix G, Part C, PDF pg 54, Print pg 50) | \$1,537 | | 8.3% | |
| <ul style="list-style-type: none"> Increased volume of bulk water purchases, increased transfers to capital fund, increased operating costs due to system growth | Req | Fees | Other | Alloc |
| | - | 100% | - | - |
| 8.2) IW – Environmental Operation (Appendix G, Part C, PDF pg 84, Print pg 80) | \$521 | | 6.9% | |
| <ul style="list-style-type: none"> Impact due to additional staffing, base salary changes and new hire adjustments | Req | Fees | Other | Alloc |
| | - | - | 18% | 82% |
| 8.3.1) North West Trunk Sewer (Appendix G, Part C, PDF pg 99, Print pg 95) | -\$279 | | -8.2% | |
| <ul style="list-style-type: none"> Reduction of trunk operating expenses resulting from transition to new conveyance and treatment system operations | Req | Fees | Other | Alloc |
| | 100% | - | - | - |



| 8) INTEGRATED WATER SERVICES (CONTINUED) | \$000's | | | | % |
|---|----------------|------|-------|-------|---------------|
| 8.3.2) North East Trunk Sewer (Appendix G, Part C, PDF pg 111, Print 107) | -\$329 | | | | -14.4% |
| <ul style="list-style-type: none"> Reduction of trunk operating expenses resulting from transition to new conveyance and treatment system operations | Req | Fees | Other | Alloc | |
| | 100% | - | - | - | |
| 8.4.1) Saanich Peninsula Water Supply (Appendix G, Part C, PDF pg 138, Print pg 135) | \$572 | | | | 9.0% |
| <ul style="list-style-type: none"> Increases related to bulk water purchases and transfer to reserves fund | Req | Fees | Other | Alloc | |
| | | 100% | - | - | |
| 8.4.3) Saanich Peninsula Wastewater (Appendix G, Part C, PDF pg 159, Print pg 155) | \$106 | | | | 2.8% |
| <ul style="list-style-type: none"> Impact due to increase capital reserve transfer for a sewer relining and rehabilitation project | Req | Fees | Other | Alloc | |
| | 100% | - | - | - | |
| 8.5) Core Area Wastewater Treatment Plant (Appendix G, Part C, PDF pg 171, Print pg 167) | \$3,695 | | | | 11.3% |
| <ul style="list-style-type: none"> Increase related to CAWTP pre-operating expenses, partially offset by transfer to capital. | Req | Fees | Other | Alloc | |
| | 100% | - | - | - | |

