

**Capital Regional District  
Quarterly Operating Variance Report - Q4, 2024  
Service Budgets Greater than \$1,500,000**

Service Number	Service Description	2024 Operating Expenses			2024 Operating Revenue			2024 Surplus / (Deficit)				
		Annual Budget \$ (Schedule A)	Actual \$	Actual % of Budget	Annual Budget \$ (Schedule A)	Actual \$	Actual % of Budget	\$ (over)/under	% Budget (over)/under	Treatment of Surplus / (Deficit)		
1.010	Legislative & General	39,599,526	35,720,043	90%	Savings are primarily related to one-time staff vacancies, hiring delays, the deferral of one-time expenses to 2025, and savings in telecommunications, computer purchases, meeting expenses, staff training, and office supplies.	39,599,526	37,330,918	94%	Half of revenue is derived from allocations to other services; one-third is funded by requisition, with balance from reserves, grants and other revenue. Variance due to reduction in reserve funds being required for project salary and consultancy costs, the deferral of reserve-funded one-time costs, and higher than budgeted grants in lieu and provincial grants.	1,610,875	4%	Surplus transferred to Operating Reserve Fund
1.105	Facility Management	2,151,733	1,901,978	88%	Service is facilities management services delivered to CRD HQ and satellite facilities. Savings experienced due to temporary vacancies.	2,151,733	1,891,723	88%	Revenues derived from delivery of service to other services and are below plan for the year, due to staff vacancies.	(10,255)	0%	Deficit carried forward to 2025 and funded from the Operating Reserve.
1.106	CRD Headquarters Building	2,204,840	2,240,087	102%	Service experienced higher than projected maintenance and operating costs in Q4.	2,204,840	2,176,729	99%	Service provides office space to other CRD services and is forecasted slightly below plan.	(63,357)	-3%	Deficit carried forward to 2025 and funded from the Operating Reserve.
1.112	CRD Regional Grant in Aid	1,609,336	-	-	CRD raised the funds in 2013-2015 through tax requisition specifically for one-time funding request from Island Corridor Foundation (ICF). The timeline hasn't been established for the distribution of the funds.	1,609,336	1,642,433	102%	Service revenue is 100% surplus carry forward; minor increase in revenue from interest income.	1,642,433	102%	Carry forward to 2025 Operating Budget
1.226	Health Facilities - VIHA	1,776,222	1,182,839	67%	Service provides leased buildings to VIHA, and is 100% recovered from tenant. 2024 budget forecasted the CRD paying certain operating costs which were ultimately paid by VIHA directly.	1,776,222	1,562,836	88%	Service provides leased buildings to VIHA, and is 100% recovery from tenant. Any deficit will be recovered from VIHA. Budget represent an estimate of rental revenue in a renewed lease, lease renewal has not been finalized.	379,997	21%	Surplus transferred to the capital reserve fund.
1.280	Regional Parks	19,684,346	21,919,575	111%	Service experiences a seasonal nature to expenditures, primarily weighted to Q2 and Q3. All though payroll savings were being redirected to other projects and interest on short term borrowing also lower being than budgeted. Expenses includes \$3.5 million to repay temporary borrowing for a 2023 land purchase.	19,684,346	23,227,086	118%	Revenues are primarily from requisition and are forecasted slightly above plan due to additional grants and fee income. 2024 revenue includes \$3.5 million transfer from the CRF to fund the repayment of temporary borrowing for a 2023 land purchase.	1,307,511	7%	Surplus of \$452,511 transferred to the CRF, \$350,000 to the ERF and \$535,000 carried forward to cover \$135,000 in continuing project costs to be added to 2025 and \$400,000 to reduce 2025 requisition.
1.297	Arts Grants & Development	3,208,277	3,159,292	98%	Service is a grant funding service. Budget resulted in small savings in salaries, meeting costs and other cost for the year.	3,208,277	3,209,553	100%	Revenues are primarily from requisition and are over plan due to extra interest earned.	50,261	2%	Surplus transferred to the operating reserve fund.
1.309	Climate Action and Adaptation	2,864,096	2,043,444	71%	Savings are primarily related to the timing of contract costs for the Home Energy Retrofit program and reduced transfer to capital fund related to Electric Vehicle program.	2,864,096	2,304,282	80%	Revenues are primarily from requisition, and forecast below plan due to less ICIP (Investing in Canada Infrastructure Program) grant revenue and reduced transfer from ops reserve.	260,838	9%	Surplus transferred to Operating Reserve Fund for Regional Building Energy Retrofit Program and Electric Vehicle Program.
1.310	Land Banking & Housing	3,566,967	3,239,422	91%	Under budget due to staff vacancies and lower consulting costs.	3,566,967	3,789,995	106%	Revenues are approximately 54% requisition, 22% grants, and 24% allocation recoveries and surplus carry forward. Unbudgeted revenues include grants which will be carried forward to 2025.	550,573	15%	Surplus moved to operating reserve; \$100,000 is brought in to the 2025 budget.
1.311	Regional Housing Trust Fund	4,178,799	33,217	1%	Expenses are driven by internal and external grants, with timing contingent on external factors such as municipal approvals. Any surpluses are carried forward. On plan with approximately \$3.2 million of committed grants to be disbursed to projects in 2027 and 2028.	4,178,799	4,231,490	101%	Revenues are 77% surplus carry forward, 17% requisition and 6% other. Revenues higher than budget due to unanticipated donations.	4,198,273	100%	Surplus carried forward; service does not have an operating reserve.
1.313	Animal Care Services	1,737,305	1,854,059	107%	Costs above budget mainly due to higher auxiliary staff and overtime wages due to temporary staff vacancies, higher service demand, higher vehicle costs, vet services and legal services.	1,737,305	1,812,202	104%	Service is funded approximately 27% from requisition, 55% from contract revenue, 15% from dog tag sales and 3% from other. Contract revenues were on track with budget. Surplus is mainly due to higher revenue from adoption fees and dog tag sales.	(41,857)	-2%	Transfer to Equipment Replacement Fund \$24k; Transfer to Operating Reserve Fund \$8,093; Recover from Operating Reserve Fund \$9,764.
1.318	Building Inspection	2,241,973	1,905,764	85%	Operating expenses under budget are mainly due to salary savings from temporary staff vacancies, lower equipment purchase, staff training costs and deferral of ORF funded Digitization Records project.	2,241,973	2,143,125	96%	Service is funded approximately 62% by permit fee revenue, with the balance funded by requisition and reserve. Permit fee revenue was lower than budget primarily due to a reduced permit applications for the year and a deferral of Digitization Records project, funded by ORF. These reductions were partially offset by higher interest income.	237,361	11%	Transfer to Equipment Replacement Fund \$35k; Transfer to Operating Reserve Fund \$202,361
1.324	Regional Planning Services	2,227,436	1,409,957	63%	Operating expenses are lower than budget due to savings from temporary staff vacancies and deferral of the ORF funded Island Corridor Planning & Consultation project.	2,227,436	1,659,045	74%	Revenue is approximately 75% requisition, 15% operating reserve and 10% other. Reduction of revenue is mainly due to deferral of ORF funded Island Corridor Planning & Consultation project, other revenue is on plan.	249,088	11%	Transfer to Operating Reserve Fund
1.40X	SEAPARC	5,243,766	5,320,277	101%	Service has a seasonal nature to operating expenses. In line with service delivery, 2024 operations were slightly over budget for the year due to increased service demand offset by savings from vacant positions.	5,243,766	5,383,741	103%	Revenues are approximately 62% from requisition; 38% from fees and other. Service revenue was higher than plan for the year due to increased service demand.	63,464	1%	Surplus was partially transferred to CRF (\$19,232) and ERF (\$19,232), with \$25,000 carried forward to 2025 for a project continuing into 2025.
1.44X	Panorama Rec. Center	10,810,738	10,622,741	98%	Service utilization recovered from pandemic conditions. Service has experienced a savings in payroll cost due unfilled vacancies, and a community needs assessment that will carryover to 2025.	10,810,738	10,821,657	100%	Revenues are approximately 51% from requisition; 49% from fees and other. Service projected to be on plan for the year.	198,916	2%	Surplus was partially transferred to CRF (\$146,916), with \$52,000 carried forward to 2025 a community needs study continuing into 2025.
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,439,891	2,416,170	99%	Operating expenses are slightly lower than budget mainly due to lower fuel and hydro costs for Salt Spring Island Middle School (SIMS) community centre and temporary staff vacancies.	2,439,891	2,477,159	102%	Service is funded approximately 77% requisition, 12% program fees and 11% other. Revenue was over budget mainly due to higher revenue from the pool recreation programs and higher revenue from grants. Partially offset from lower SIMS community centre rental income.	60,989	2%	Transfer to Operating Reserve Fund \$26,195; Transfer to Capital Reserve Fund \$29,794; Transfer to Equipment Replacement Fund \$5,000

**Capital Regional District**  
**Quarterly Operating Variance Report - Q4, 2024**  
**Service Budgets Greater than \$1,500,000**

Service Number	Service Description	2024 Operating Expenses			2024 Operating Revenue			2024 Surplus / (Deficit)		
		Annual Budget \$ (Schedule A)	Year to Q4 Actual \$	Actual % of Budget	Annual Budget \$ (Schedule A)	Year to Q4 Actual \$	Actual % of Budget	\$ (over)/under	% Budget (over)/under	Treatment of Surplus / (Deficit)
1.521	Environmental Resource Management	39,751,084	38,223,534	96%	39,751,084	39,435,663	99%	1,212,129	3%	Transfer to Capital Reserve Fund
1.576	Environmental Engineering Services	3,007,695	2,778,903	92%	3,007,695	2,766,421	92%	(12,482)	0%	Deficit carried forward to 2025 and funded from the Operating Reserve.
1.577	IW - Environmental Operations	14,549,517	13,761,269	95%	14,549,517	14,021,475	96%	260,206	2%	Surplus transferred to the operating reserve fund.
1.578	Environmental Protection and Water Quality	9,337,895	8,889,863	95%	9,337,895	9,097,415	97%	207,552	2%	Transfer to Equipment Replacement Fund
1.911	911 Systems	2,606,719	2,578,231	99%	2,606,719	2,548,402	98%	(29,829)	-1%	Carry forward to 2025 Operating Budget
1.921	Regional CREST	1,932,993	1,936,408	100%	1,932,993	1,932,789	100%	(3,619)	0%	Carry forward to 2025 Operating Budget
2.610	Saanich Peninsula Water Supply	7,892,266	7,729,986	98%	7,892,266	8,087,541	102%	357,555	5%	Surplus transferred to capital reserve fund.
2.670	Regional Water Supply	42,114,204	40,291,322	96%	42,114,204	41,628,415	99%	1,337,094	3%	Surplus transferred to RWS capital fund.
2.680	Juan de Fuca Water Distribution	26,026,524	27,392,101	105%	26,026,524	27,772,066	107%	379,964	1%	Surplus transferred to water capital fund.
3.717	Core Area Wastewater Operations	34,192,131	33,686,915	99%	34,192,131	34,198,423	100%	511,508	1%	Surplus transferred to the operating reserve fund.
3.718	Saanich Peninsula Wastewater	4,993,969	4,403,701	88%	4,993,969	4,831,552	97%	427,851	9%	Half of the surplus was transferred to the operating reserve fund, while the other half was transferred to the capital reserve fund.
3.755	Regional Source Control	1,674,718	1,664,870	99%	1,674,718	1,627,445	97%	37,425	-2%	Transfer \$37k from Operating Reserve.
Total Services above		293,624,966	284,768,457	84%	293,624,966	284,768,457	84%			
Other CRD Services		54,768,457	54,768,457	16%	54,768,457	54,768,457	16%			
Total CRD*		<u>348,393,423</u>	<u>348,393,423</u>		<u>348,393,423</u>	<u>348,393,423</u>				

**Capital Regional District**  
**Quarterly Operating Variance Report - Q4, 2024**  
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Service Number	Service Description	2024 Operating Expenses			Explanation	2024 Operating Revenue			Explanation	2024 Surplus / (Deficit)		
		Annual Budget \$ (Schedule A)	Year to Q4 Actual \$	Actual % of Budget		Annual Budget \$ (Schedule A)	Year to Q4 Actual \$	Actual % of Budget		\$ (over)/under	% Budget (over)/under	Treatment of Surplus / (Deficit)
CRHD	Capital Regional Hospital District	33,548,386	32,672,349	97%	Savings forecasted due to deferred feasibility studies, lower debt servicing costs, and lower maintenance costs forecasted for 950 Kings, The Summit, and Oak Bay Lodge properties.	33,548,386	34,041,444	101%	Higher property revenue due to recovery of insurance costs from Island Health for The Summit, debt reserve fund revenue, and interest earnings on working capital.	1,369,095	4%	Reduced budgeted transfer from reserves to fund feasibility studies and property management budgets \$489k; and transfer remaining surplus to the Debt Management Reserve \$880k.
Total CRHD		<u>33,548,386</u>				<u>33,548,386</u>						
CRHC	Administration	3,818,333	3,532,745	93%	Administrative expense savings due to staff vacancies and turnover.	3,818,333	4,018,893	105%	Higher revenues than budgeted due to interest revenue allocated at year end.	486,148	13%	Surplus flows to the Corporate Stabilization Reserve.
CRHC	Development Services	1,176,033	810,833	69%	Savings due to staff vacancies.	1,481,337	1,167,538	79%	Revenues are 100% project management recoveries from multiple projects. Forecasting less recoveries required due to temporary staff vacancies.	356,705	24%	Surplus flows to the Development Services Reserve.
CRHC	CHF Operating	1,699,528	1,279,755	75%	Savings due to the opening of Michigan B delayed from late Q2 to Q3.	1,699,528	1,295,945	76%	Revenues are approximately 50% tenant rents and 50% provincial subsidies. Lower revenues due to delayed opening of Michigan B from late Q2 to Q3.	16,190	1%	Surplus flows to the CHF Stabilization Reserve
CRHC	UOA buildings	13,485,092	13,275,943	98%	Small savings in salaries primarily due to caretaker vacancies.	13,378,911	13,883,110	104%	Revenues are 82% tenant rents and 18% Provincial subsidies. Increased revenue due to increased occupancy and increased rents at turnovers.	607,167	5%	Surplus flows to the UOA Stabilization Reserve
CRHC	ILBC building	927,858	914,205	99%	On plan.	927,858	983,791	106%	Revenues are approximately 60% provincial subsidies and 40% tenant rents. Island Health controls occupancy and subsidy is adjusted based on occupancy. Higher subsidy due to new agreement with Island Health.	69,587	7%	Surplus flows to the ILBC Stabilization Reserve
CRHC	NOA buildings	1,730,942	1,702,188	98%	On plan with some small savings in caretaker salaries.	1,761,248	1,862,066	106%	Revenues are 100% from tenant rents. Increased revenue due to increased occupancy and increased rents at turnovers.	159,878	9%	Surplus flows to the NOA Stabilization Reserve
CRHC	RHFP buildings	9,986,408	9,618,991	96%	On plan with some minor savings in salaries due to caretaker vacancies and Michigan A opening later than budgeted.	9,898,206	9,862,186	100%	Revenues are 100% tenant rents. On plan.	243,196	2%	Surplus flows to the RHFP Stabilization Reserve
CRHC	IHI building	793,641	774,897	98%	On plan with some small savings in caretaker salaries.	847,993	926,263	109%	Revenues are 100% tenant rents. Increased revenue due to increased occupancy and increased rents at turnovers.	151,366	18%	Surplus flows to the IHI Stabilization Reserve
CRHC	RR Services	591,142	273,030	46%	Savings due to staff vacancies and hiring delays.	591,142	274,500	46%	Funding for RR Services team is 100% recovered from capital replacement reserves. Lower recovery due to staff vacancies and hiring delays.	1,470	0%	Surplus flows to the Corporate Stabilization Reserve.
Total CRHC		<u>34,208,977</u>				<u>34,404,556</u>						
Total Services (CRD + CRHD + CRHC)		<u>\$416,150,786</u>				<u>\$416,346,365</u>						

\*Amended Budget as at Nov 13, 2024 (Bylaw 4645)