



Capital Regional District > 2021 Provisional Budget

Presentation to Committee of the Whole
Wednesday October 28, 2020

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



Managing Capital Investments

capital investment is 7.1x depreciation while 11% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

alignment of initiatives with approved corporate plan targeting key Community Needs



Adapting to Regional Challenges

extraordinary economic environment, labour market conditions, unprecedented growth in asset utilization

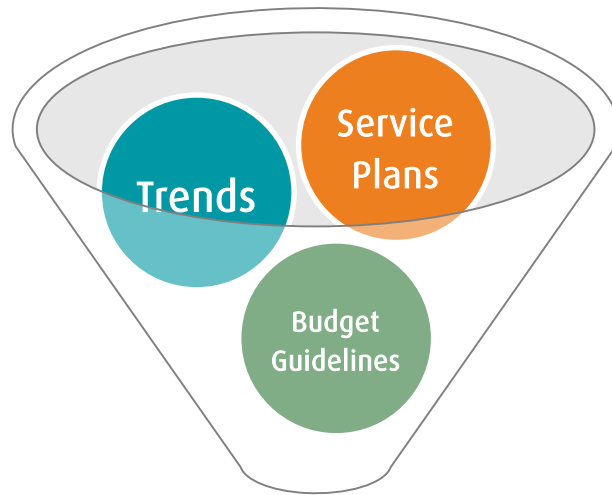


Diversifying Revenue Streams

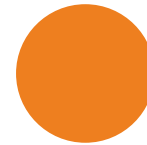
almost ½ of operating revenue comes from sale of services while just over ¼ from requisition





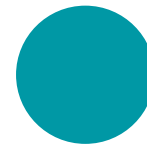


2021 Provisional Budget



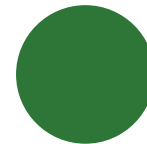
Service Planning Process

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

Annual Board approval of the Financial Management Strategies and Guidelines

Review Process

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

Provisional Budget

- Committee of the Whole review (October 28 2020)
- Requests authority to expend January 1 through March 31 2021

Final Budget

- Authority for expenditures in Operating & Capital Budgets
- Approved by March 31 2021



1.2^B

BUILDING PERMITS
FORECASTED IN 2020

RESULTING IN APPROX.

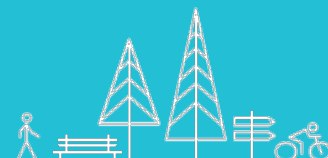
3500

UNITS



1.6% 

POPULATION GROWTH



22%

INCREASE IN PARKS VISITORS



1.7%

FORECASTED CPI



10.3%

UNEMPLOYMENT RATE

14%

OF ALL NEW DWELLINGS
CREATED IN 2020
OPERATED BY CRD

OPERATED BY CRD

355

OPERATED BY OTHER

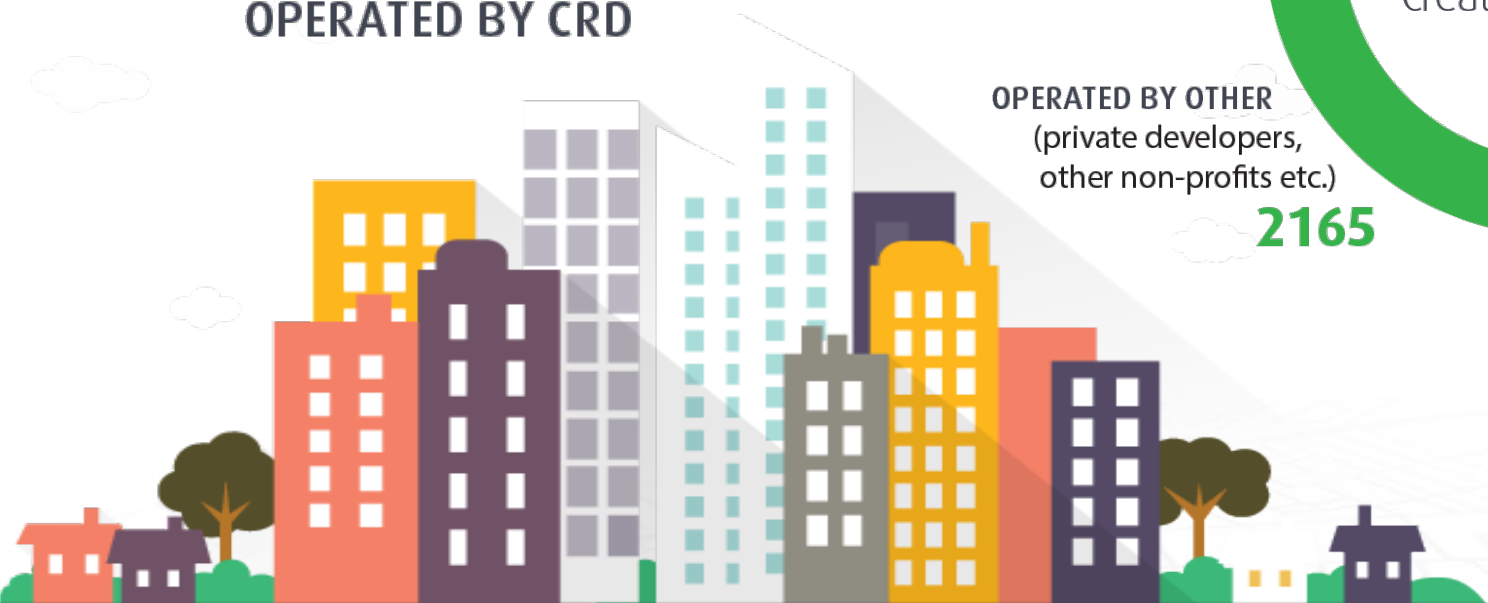
(private developers,
other non-profits etc.)

2165



New Dwelling Units
Created in the CRD

2500



CAPITAL



Capital Regional District
\$185M



Capital Regional Hospital District
\$35M



Capital Region Housing Corporation
\$25M

Total
\$245M

OPERATING



Capital Regional District
\$293M



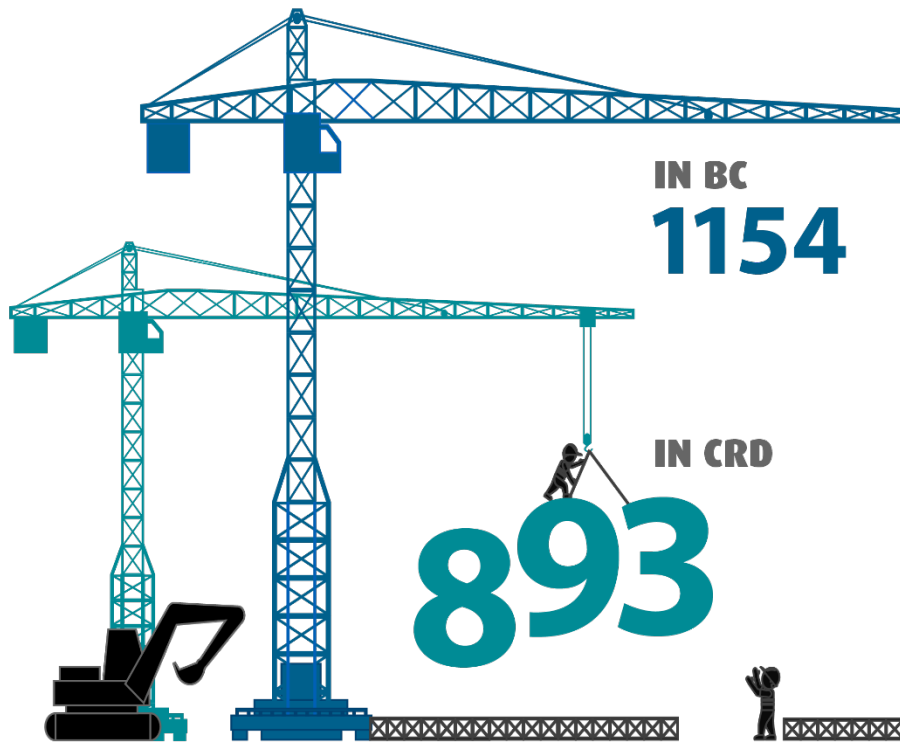
Capital Regional Hospital District
\$36M



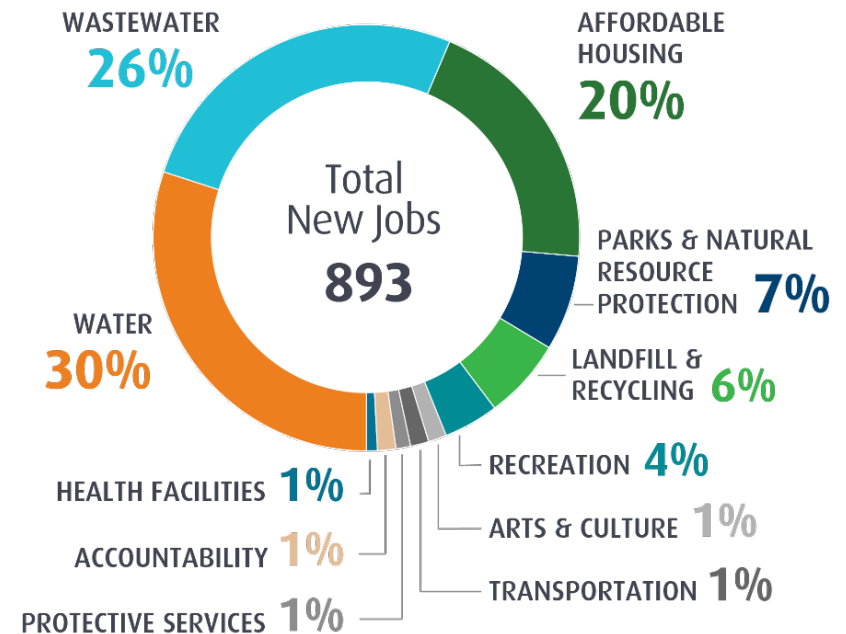
Capital Region Housing Corporation
\$26M

Total
\$355M





JOB CREATION By Community Need



The CRD 2021 Capital Plan of \$185M is expected to generate 893 new jobs in the region or across British Columbia through the flow of goods and services among various industries.



2020 | \$399M

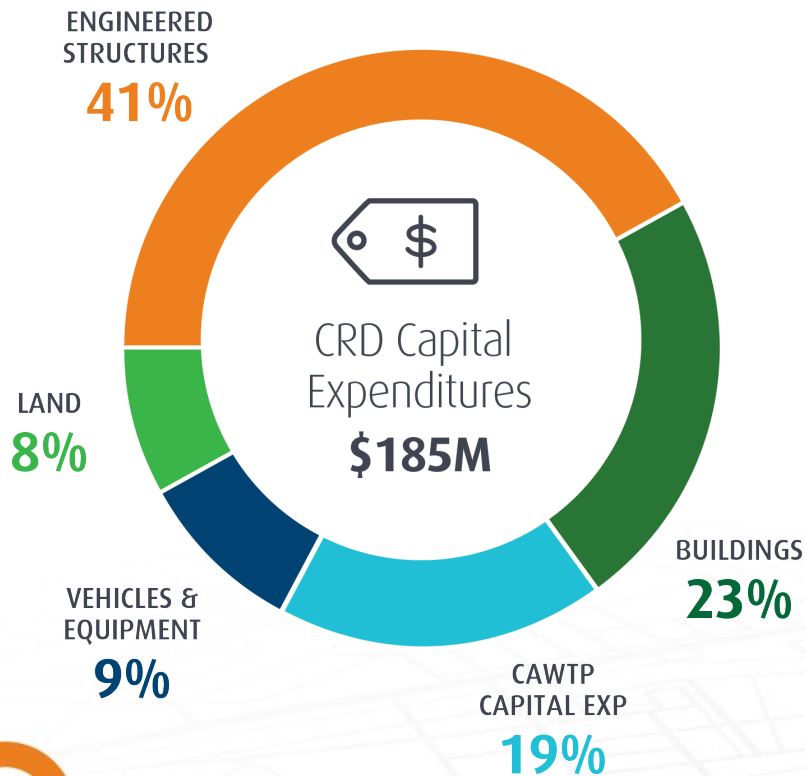


2021 | \$185M

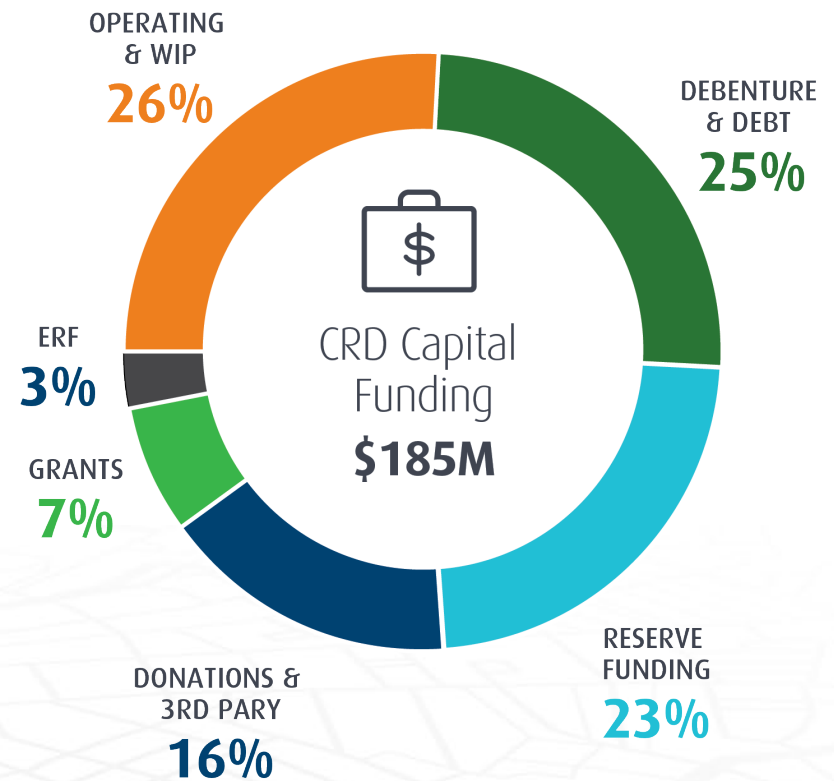


(214M) | (53.7%)

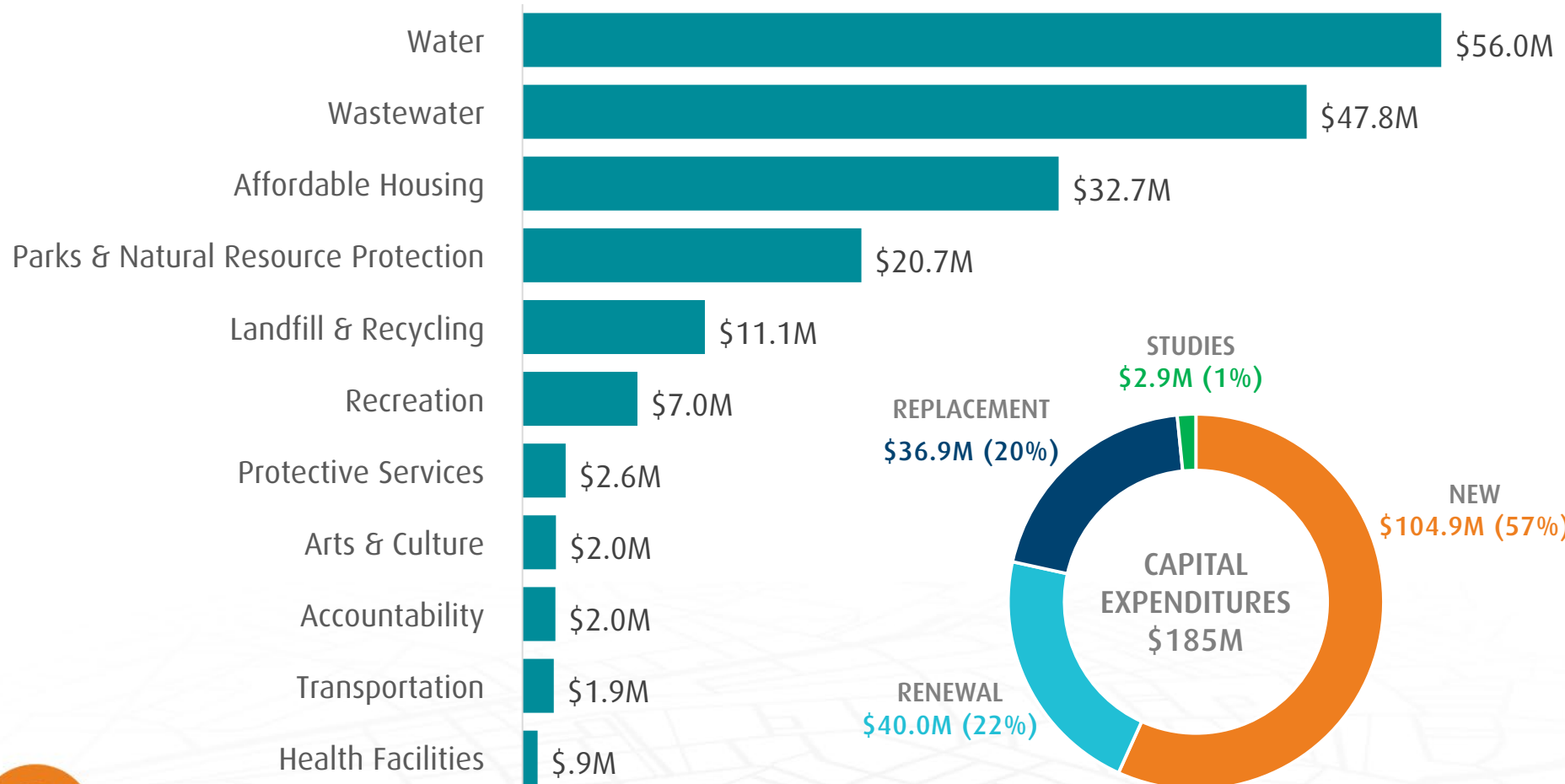
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



Community Needs



2020 | \$280M

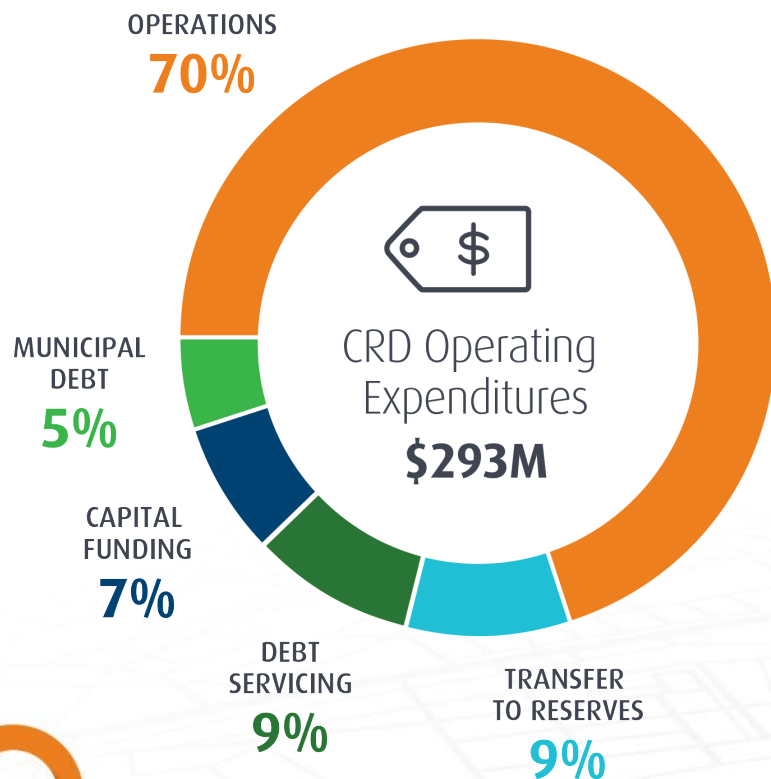


2021 | \$293M

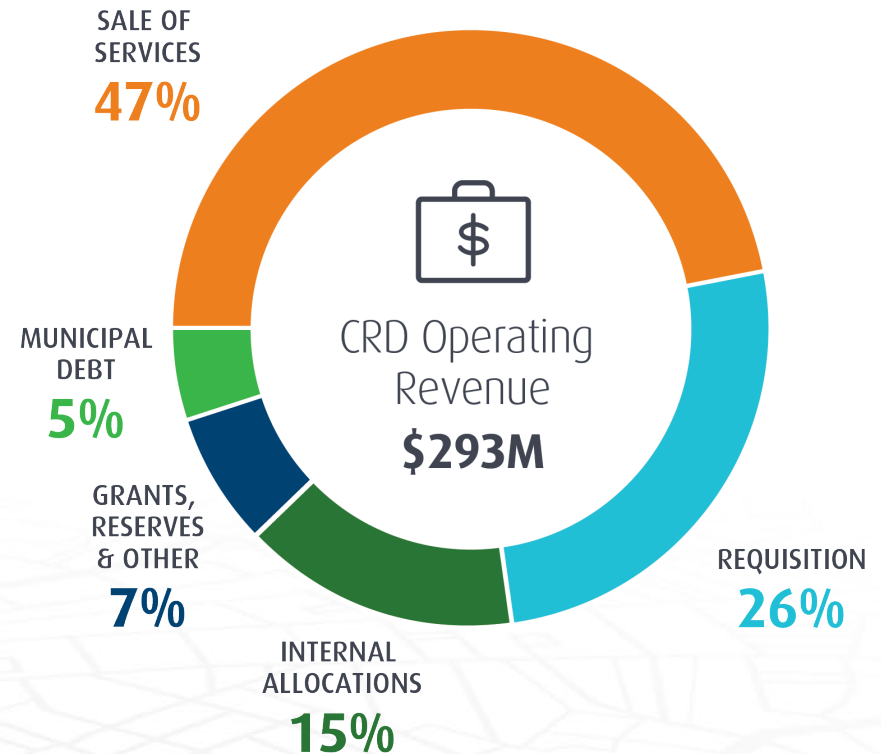


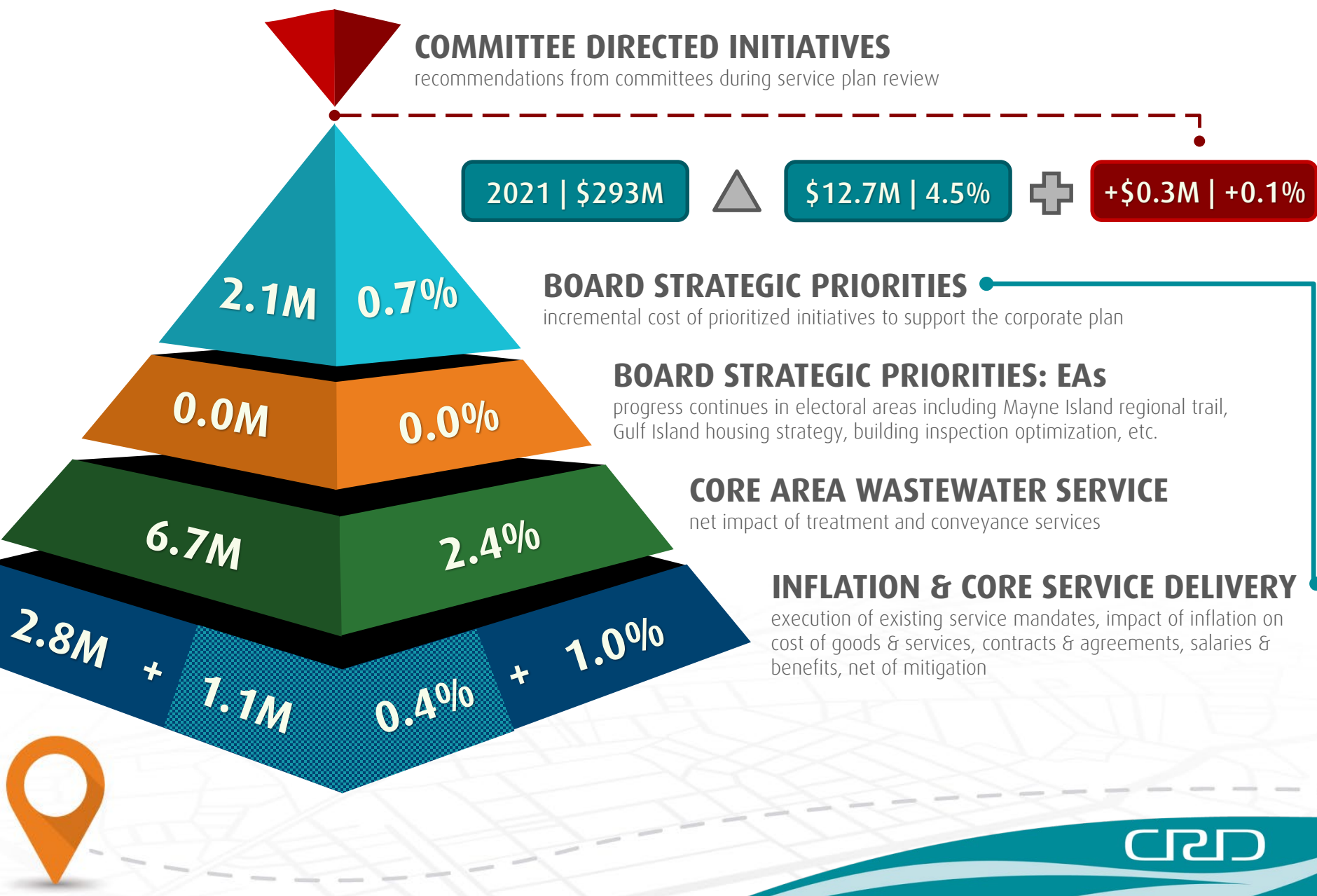
\$12.7M | 4.5%

WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM







Community Needs > Initiative Business Cases

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Affordable Housing



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

CRD Initiatives		\$000's		
1a-2	Housing Investment through the CRD/Capital Region Housing Corporation (CRHC): invest in/build Provincial Income Assistance rate, market rate & affordable housing units through the Regional Housing First Program and operate housing projects through the CRHC	\$37		
		Req	Fees	A/O
		-	-	100%
1a-10	Reaching Home Program: collaboration with BC Housing and Island to lead the development of a coordinated access system supported by the Homeless Individuals and Families Information System	\$107		
		Req	Fees	A/O
		-	-	100%
1a-11	Southern Gulf Islands (SGI) Housing Strategy: develop a strategy that aligns with the CRD's Regional Housing Affordability Strategy and is tailored to the context of the SGI	\$45		
		Req	Fees	A/O
		100%	-	-



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-2.1	Indigenous Intern Leadership Program: CRD participation in an established Indigenous internship program	-		
		Req	Fees	A/O
		-	-	-
3a-2.2	First Nations Economic Opportunity Portal Social Value Procurement: advance shared prosperity through portal to complement CRD Business Opportunities register	-		
		Req	Fees	A/O
		-	-	-
3a-5	Cultural Confidence Program Development & Implementation: multi-module training program for current and future CRD staff, consistent with best practices	-		
		Req	Fees	A/O
		-	-	-



Climate Action & Adaptation



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

CRD Initiatives		\$000's		
5a-1	Climate Emergency Response: continue co-funded Community Energy Specialist position, update CRD Climate Action Strategy, and complete a building energy retrofit program business case.	\$109		
		Req	Fees	A/O
		55%	-	45%

Wastewater



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

CRD Initiatives		\$000's		
8a-1.3	Saanich Peninsula Liquid Waste Management Plan: development of a detailed inflow and infiltration reduction program for the Peninsula	\$41		
		Req	Fees	A/O
		100%	-	-



Landfill & Recycling

 We envision minimizing waste disposal and maximizing waste diversion.

CRD Initiatives		\$000's		
9a-1.1	Resource Recovery, Senior Project Coordinator: facilitation of resource recovery initiatives at Hartland depot	\$3		
		Req	Fees	A/O
		-	100%	-
9b-0.1	Hartland Waste Technician: monitoring and enforcing WorkSafeBC material handling protocols	\$43		
		Req	Fees	A/O
		-	100%	-
9b-0.2	Hartland Landfill Attendant: enhance staffing complement to respond to increase in material volumes dropped off at Hartland depot	-		
		Req	Fees	A/O
		-	-	-
9b-0.3	Food Waste Attendant: consolidation and trucking of food waste materials brought to Hartland depot	-		
		Req	Fees	A/O
		-	-	-



Water



We envision a sustainable and resilient water supply.

CRD Initiatives		\$000's		
10a-0.1	Watershed Security Position: create new shift position to respond to security issues and wildfire risk	\$44		
		Req	Fees	A/O
		-	100%	-
10a-2.1	Water Infrastructure Resilience: review infrastructure redundancy & improvements, renew/replace infrastructure to avoid infrastructure deficits & ensure reliable, safe service delivery & resilience	\$190		
		Req	Fees	A/O
		-	100%	-
10a-4	Cross Connection Control Inspector: convert to permanent position to meet Island Health requirements and protect public health	-		
		Req	Fees	A/O
		-	-	-
10d-2	Leech River Water Quality Operations: program to collect and analyze water quality data from the Leech River Watershed	\$55		
		Req	Fees	A/O
		-	100%	-
10d-3	Watershed Hydrology Monitoring: expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area	-		
		Req	Fees	A/O
		-	-	-

Recreation

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

CRD Initiatives		\$000's		
13a-1.1	SEAPARC Aquatic Team Leader: increase staff complement to enhance pool service and reduce risk of service interruption	\$2		
		Req	Fees	A/O
		100%	-	-



Health Facilities



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

CRD Initiatives		\$000's		
14a-1	Health Capital Planning (Capital Planner): term position to support development and planning for new capital projects for the Capital Regional Hospital District (CRHD)	\$114		
		Req	Fees	A/O
		-	-	100%
14a-2	Health Capital Planning (Senior Financial Officer): convert an existing term Senior Financial Officer position created in 2017 to ongoing	\$3		
		Req	Fees	A/O
		-	-	100%
14c-1	Healthy Communities Planner: extension of term position to facilitate Regional Outcomes Monitoring Collaborative, gather data metrics and support public health bylaw implementation	\$2		
		Req	Fees	A/O
		-	-	100%



Accountability



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

CRD Initiatives		\$000's		
5b-5	CAMS Lifecycle Costing: develop policy and procedure to embed lifecycle assessments within the asset's lifecycle (i.e. business case analysis)	-		
		Req	Fees	A/O
		-	-	-
15a-1	Commission Review: review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support	-		
		Req	Fees	A/O
		-	-	-
15b-1	Financial Services Treasury Analyst: new position to enhance management of investment and debt portfolios of \$250M and \$450M respectively, an active portfolio management strategy has proven a value add service across all entities	\$103		
		Req	Fees	A/O
		-	-	100%
15b-2	Financial Services Support: Conversion of 1 term and 1 auxiliary position to support Electoral Areas and Planning & Protective Services, addressing the growing, expanding relationship and service delivery to local service commissions	\$60		
		Req	Fees	A/O
		-	-	100%
15c-1.2	Facilities Management Worker Formalization: facility maintenance and operations duties	\$87		
		Req	Fees	A/O
		-	-	100%

Accountability *(Cont'd)*



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

CRD Initiatives		\$000's		
15c-1.3	Diversity, Inclusion and Organizational Development & Alignment: delivery of the multi-faceted Organizational Development Plan and related strategies	\$89		
		Req	Fees	A/O
		-	-	100%
15d-1.2	Graphic Standard Update: development of updated graphic standards package and alignment with the CRD's Statement of Reconciliation	\$5		
		Req	Fees	A/O
		-	-	100%
15f-1.3	Facilities Management Centralization Strategy: creation of new position to support low and medium level complexity project, primarily for Island Health	\$107		
		Req	Fees	A/O
		-	-	100%
15f-1.4	Hartland Scales and PerfectMind applications Support: enhanced IT support for two key applications used by landfill and recreation services	\$102		
		Req	Fees	A/O
		-	-	100%
15f-1.5	Mobile Maintenance Workorder Platform Support: IT ongoing support and development of mobile workorders for mobile workers	\$102		
		Req	Fees	A/O
		-	-	100%

Accountability (Cont'd)



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

CRD Initiatives		\$000's		
15f-1.6	Electronic Signatures: pilot the use of electronic signature software to approve, track and execute real estate licenses, leases and agreements	\$7		
		Req	Fees	A/O
		-	-	100%
15f-1.7	Microsoft Office 365: migration of current Microsoft Office 2013 suite in advance of upcoming product support discontinuance	\$52		
		Req	Fees	A/O
		100%	-	-
15f-1.9	Integrated Water Services Infrastructure (IWS) Resilience Support: enhanced IT support for seven IWS initiatives to address aging technology infrastructure	\$102		
		Req	Fees	A/O
		-	-	100%
15f-1.13	Financial Services Staffing initiative: to address pressures created by new initiatives and core service delivery to support the organization including; accounts payable, payroll support, project and system development support, and an upcoming changes to reporting asset retirement obligations in Public Sector Accounting Board standards (identified through the external audit)	\$214		
		Req	Fees	A/O
		-	-	100%



Accountability (Cont'd)



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

CRD Initiatives		\$000's		
15f-1.13	Information Technology & GIS Staffing initiative: to address pressures created by new initiatives and core service delivery to support the organization including; helpdesk, business analysis support and project/systems support. Additionally, maturing corporate reporting requirements and maintaining data integrity for new and existing systems, and a need for master data management to ensure a well-performing ERP system	\$167		
		Req	Fees	A/O
		-	-	100%
15f-1.13	Human Resources & Corporate Safety Staffing initiative: to address pressures created by new initiatives brought forward this year including; providing technical, consultative, advisory and analytical support for HR functions and programs.	\$89		
		Req	Fees	A/O
		-	-	100%



Parks & Natural Resource Protection



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

Protective Services



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

Arts & Culture



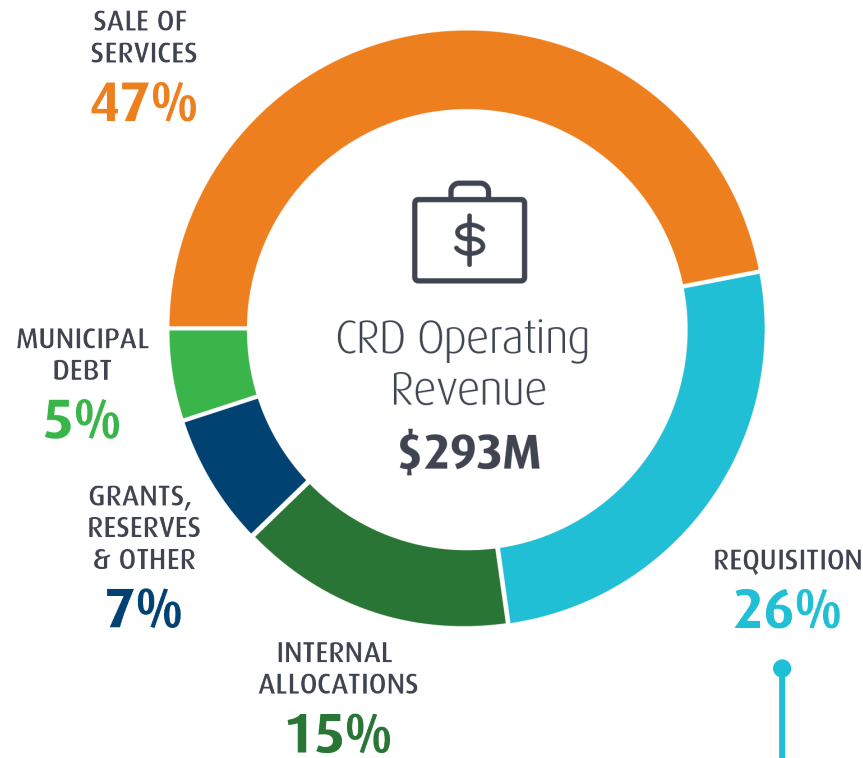
We envision strategic investment to maximize the artistic, social and economic contribution that arts organizations make to quality of life.

CRD Initiatives

\$000's

No new initiatives





Sale of Services	138.0
Requisitions	74.1
Internal Allocations	44.6
Grants, Reserves & Other	21.3
Municipal Debt	15.0
Total	\$293.0M

2021 Provisional	2020 Final	Δ \$	Δ %
\$74.1M	\$71.1M	\$3.0M	4.2%

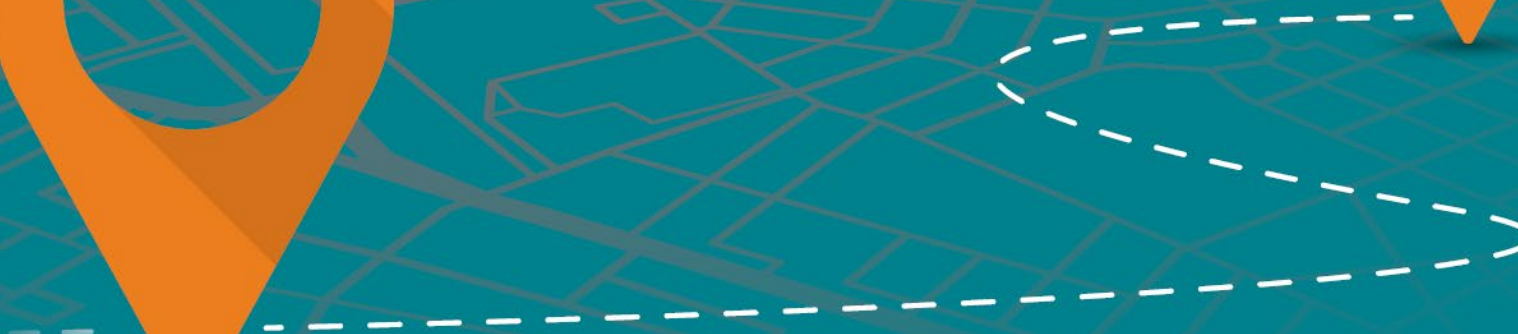
+\$0.3M +0.4%

COMMITTEE DIRECTED INITIATIVES

	A	+	B	+	C	=	D		
Municipalities & EAs	Impact of Assessment		Impact of Core Area Wastewater		All Other CRD		CRD Provisional	Cost per HH CRD	Cost per HH CRD & CRHD & Muni Debt
Colwood (CAW Capital Req.)	-		(21.8%)		(0.4%)		(22.2%)	(22.2%)	(14.2%)
Esquimalt	-		12.9%		0.8%		13.7%	13.7%	7.8%
Langford	-		(2.3%)		0.5%		(1.8%)	(1.8%)	(2.2%)
Oak Bay (CAW Operating Req.)	-		56.5%		(0.9%)		55.5%	55.5%	32.1%
Saanich	-		not requisitioned		1.9%		1.9%	1.9%	0.5%
Victoria	-		not requisitioned		1.9%		1.9%	1.9%	(1.0%)
View Royal	-		not requisitioned		1.7%		1.7%	1.7%	(0.5%)
Central Saanich	-				6.4%		6.4%	6.4%	3.5%
Highlands	-				1.5%		1.5%	1.5%	(0.5%)
Metchosin	-				1.0%		1.0%	1.0%	(0.9%)
North Saanich	-				2.9%		2.9%	2.9%	0.8%
Sidney	-				3.5%		3.5%	3.5%	3.4%
Sooke	-				2.1%		2.1%	2.1%	1.0%
Juan de Fuca	-				1.1%		1.1%	1.1%	0.2%
Salt Spring Island	-				1.7%		1.7%	1.7%	1.0%
Southern Gulf Islands	-				4.1%		4.1%	4.1%	2.5%
Total	-		2.4%		1.8%		4.2%	4.2%	1.8%

COMMITTEE DIRECTED INITIATIVES +0.4%

CRD



Questions >

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