



FINANCIAL PLAN 2023

The District of Central Saanich
British Columbia, Canada
Approved by Council April 17, 2023

About This Document

The District's Financial Plan outlines the money we will raise and spend over the next five years. It is the plan that aligns the District's strategic priorities with the services delivered to residents every day.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**District of Central Saanich
British Columbia**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the District of Central Saanich British Columbia, for its Annual Budget for the fiscal year beginning January 1, 2022.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications tool.

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Message from the Chief Administrative Officer

It is my pleasure to present the 2023 Draft Financial Plan. Local government budgeting doesn't attract most people's attention, however, the budget is about services that impact our quality of life every day.

Community safety, trails, recreational opportunities, and walking and cycling infrastructure—those are just a few of the services residents tell us are important to them. The financial plan is where staff and Council determine the appropriate investments and service levels.

Prudent fiscal management, services levels, and infrastructure planning are core factors in the financial planning process. It's a process that never really ends each year; analyzing service levels and priorities, and continuous improvement planning take place every day.

The 2023 Financial Plan balances desired improvements, new expectations of local government, required maintenance, economic climate, inflation and the need to keep taxation reasonable. The District has limited income sources (taxes, utility fees, investment income and grants as the major sources), and the tax dollars collected are relatively small due to our population compared to land size, however investment returns have improved with the increase in interest rates. Staff also work hard to secure grants wherever possible—in 2022 the District received grants totaling \$9.4 million (not including the COVID Restart grant), a significant portion of our 2022 budget. In 2023, we hope to be successful in a number of other grant applications.

This year the District's infrastructure replacement program is growing, as it will over the next 10 to 20 years. Like many other municipalities, our infrastructure, major buildings and underground pipes were installed in the 1960s and 1970s and are reaching the end of their life. The District has been successful in securing grant funding from higher levels of government for a number of projects, which greatly reduces the direct impact to our residents and financial reserves. Significant items influencing the 2023 budget include the Brentwood Bay sewer upgrade, scaling up Central Saanich's emergency program, and implementing the District's Active Transportation Plan. In addition, police and fire services continue to have ongoing non-discretionary cost pressures.

This draft plan is developed by the District's Leadership team and staff, and will be presented to Council for their consideration between February and March 2023. In addition to public engagement opportunities, all budget presentations are open to the public and are posted on the District website. Please get involved; your feedback is an important part of the information Council will use to determine service levels and infrastructure priorities.



Christine Culham
Chief Administrative Officer



Budget Summary

At present, the Central Saanich 2023 budget is balanced at \$37.6 million. Included in the Plan are \$1.4 million of projects and strategic initiatives, a \$11.8 million capital program, and continued escalated funding for required future infrastructure replacements.

Property Tax Impacts

After new growth (non-market change in property assessment) and COVID-19 restart funds are taken into account, the budget results in a property tax increase of \$119 or 5.29% to the average family home(1).

Tax Increase breakdown:

Municipal operations	1.68%	\$ 39
Police operations	1.41%	31
Library	0.20%	4
Subtotal	3.29%	\$ 74
Infrastructure replacement	1.25%	28
New infrastructure	0.75%	17
TOTAL	5.29%	\$119

Utilities:

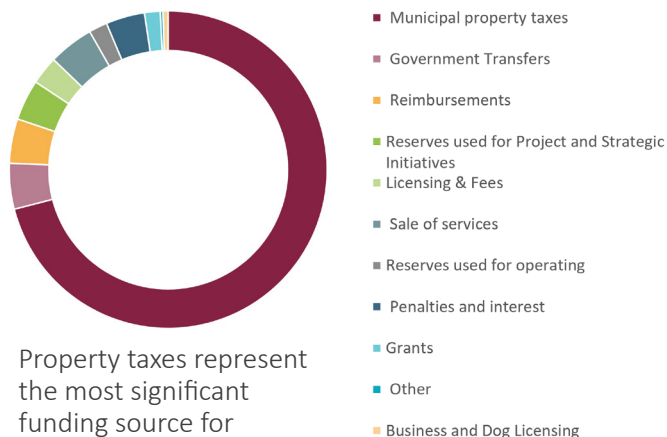
Water Utility Charge	2.63%	\$ 15
Sewer Utility Charge	4.56%	\$ 15

The 2023 budget maintains the service levels and assets expected by the community and also invests in the following:

- Police and Fire Services
- increased staffing (0.5 to 1.0 staff) for the Emergency Management Program
- the asset management plan (1.25% for future asset replacement and 0.75% for new infrastructure).

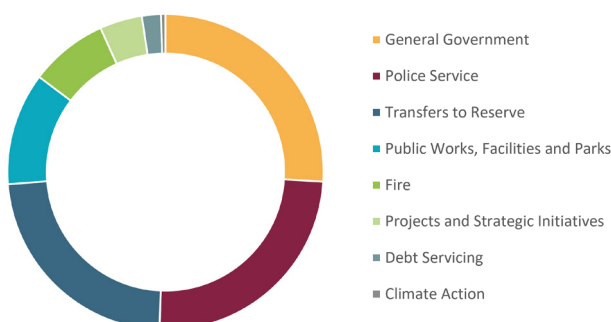
(1)Average home for 2023 has an assessed value of \$1,049,236 (a 12.5% increase over 2022). The average increase noted varies based on the assessed value and assessed value change from 2022 to 2023.

2023 General Operating Revenue by Type



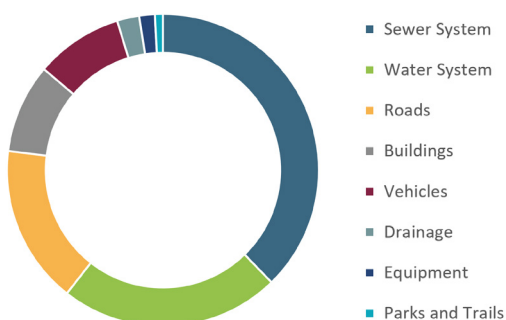
Property taxes represent the most significant funding source for municipalities; 2023 taxation is approximately \$20.5 million. The District does not have sources of income from recreation and parking, like many other local governments, but has a variety of smaller revenue sources.

2023 Budget Expenditure by Function



Operating expenses by function total approximately \$29.3 million.

Five-Year Capital Budget by Category Budgeted Capital Expenditures



Totalling \$52.1 million over five years, the capital expenditures are driven by the need to maintain, upgrade or replace existing aging infrastructure, meet industry standards, population growth and invest in new capital in alignment with the Strategic Plan and community input.

District Overview



Councillor Graham | Councillor Newton | Councillor King | Councillor Paltiel
Councillor Thompson | Mayor Windsor | Councillor Riddell

Municipal Council

The Central Saanich Municipal Council represents the citizens of the community and provides leadership as the legislative and policy making body for the organization.

The Municipal Council is comprised of a Mayor and six Councillors who are elected on a four year term.

Council meetings are webcast, and contact information for Councillors is available at csaanich.ca.

Organization Profile

The Chief Administrative Officer leads a team of dedicated employees responsible for providing recommendations and policy advice to Council and coordinating the day to day operations of the municipality.



Workforce Summary (FTE)

	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Administration	4.0	5.0	5.0	3.0	3.0
Finance	6.0	6.0	6.0	7.0	7.0
Technology	2.0	2.0	2.0	2.0	2.0
Police	28.0	28.0	28.0	29.0	29.2
Police Secondments	5.0	5.0	4.0	4.0	5.0
Fire	8.0	9.0	9.0	9.0	9.5
Planning and Building	8.9	8.9	8.9	10.2	10.6
Engineering	5.0	5.0	5.0	5.3	5.3
Municipal Yard	14.7	14.7	14.6	14.2	15.3
Parks	9.8	9.8	9.8	9.8	9.8
Corporate Services	2.0	2.2	2.2	5.2	4.0
Water Utility	5.9	5.9	5.8	5.8	5.8
Sewer Utility	5.2	5.2	5.1	5.1	5.1
Facilities	1.6	1.6	1.8	2.1	2.1
Total	106.1	108.3	107.2	111.7	113.7

Community At a Glance

The District of Central Saanich is located on the Saanich Peninsula of Southern Vancouver Island, in the Capital Regional District, and is part of the Greater Victoria area. Central Saanich is largely rural in nature, with small pockets of urbanization that have sprung up over the years. It is sometimes referred to as the “breadbasket” of Vancouver Island, because of its large agricultural industry. Nearly 70% of the district is classified as farm land, with more than 60% held in the Agricultural Land Reserve.

Agriculture is the most extensive land use activity in Central Saanich, with pockets of housing ranging from hobby farms to townhouses dispersed throughout. The necessary services are provided through two core commercial areas in Brentwood Bay and Saanichton, supported nicely by the Keating Cross Road industrial/commercial area.

The overriding philosophy of the community is to retain the current rural character, agricultural land base and as much as possible provide for slow, long-term growth where it will have the least impact on the agricultural lands and the environment.

The District is bounded on both the east and west by ocean, and many beach access points have been built for the enjoyment and use of all. Central Saanich has a bounty of parks, many of them nature parks where park users can enjoy the area's variety of vistas and live an active lifestyle.

We acknowledge that
the Municipality is located and
operates within the traditional
territories of the W̱SÁNEĆ peoples

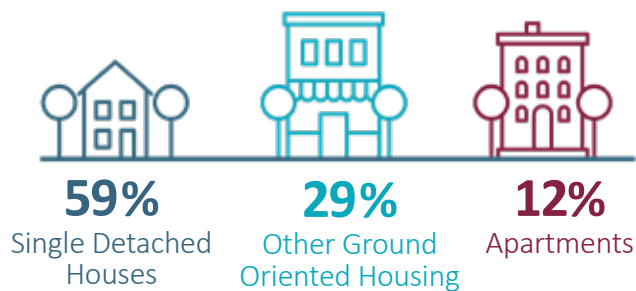
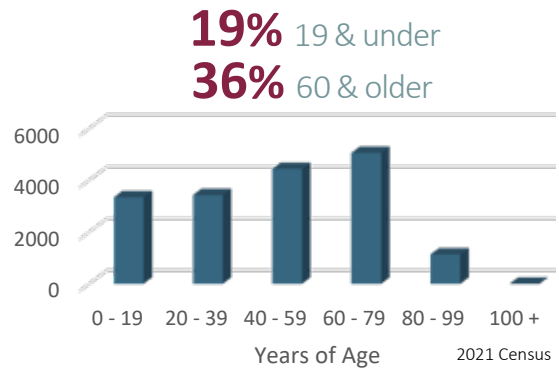




Incorporated
December 12, 1950



Population



Grant Funding Awarded in 2022

The District of Central Saanich wishes to acknowledge and thank the following organizations that awarded the District generous grants in 2022.

\$9,398,171

Total grant funding approved by external funding sources in 2022:

- > \$5,810,976 - Brentwood Bay Sewer Upgrade, Province of BC
- > \$2,012,908 - Centennial Park Multi Use Sport Box Project, Province of BC
- > \$ 797,897 - Canada Community-Building Fund (Gas Tax), Union of BC Municipalities (UBCM)
- > \$ 227,000 - Small Community Grant, Province of BC
- > \$ 198,403 - Traffic Fine Revenue Grant, Province of BC
- > \$ 145,082 - Local Government Climate Action Program, Province of BC
- > \$ 125,905 - FireSmart Coordinator (Community Risk Reduction), UBCM
- > \$ 30,000 - Extreme Heat Risk Mapping, Assessment and Planning, UBCM
- > \$ 25,000 - Age-friendly Communities Study, BC Healthy Communities Society
- > \$ 25,000 - Emergency Operations Centres & Training Program, UBCM



FINANCIAL MANAGEMENT

This section provides an overview of the framework used to develop the Financial Plan. It also identifies the District's financial fund structure, finance policies, and the budget process and timeline.

Financial Management

Financial Planning Framework

The District of Central Saanich is taking important steps toward managing the long-term resiliency of the community's assets and services. Financial stability and saving for the future is fundamental to the health of the community.

Implementing a framework is a key mitigation factor in managing enterprise risk, meeting the challenges of infrastructure investment and reaching effective service levels for assets and operations.

Community Vision and Priorities: (Our Vision)

- Official Community Plan
- Council Strategic Plan
- Master Plans (Water, Sewer, Stormwater, Facilities, Pavement)

Strategies for Financial Strength and Stability (How we get there)

- Recognized value for services
- Predictable infrastructure investment
- Responsible debt management
- Measured property taxes
- Improved reserves and surplus

Financial Policies & Performance (How we measure what we do)

- Capacity assessment, service standards, service performance

Financial Planning (How we plan ahead)

- Long Term Financial Plan
- Five Year Financial Plan
- Resilient Asset Management Plan

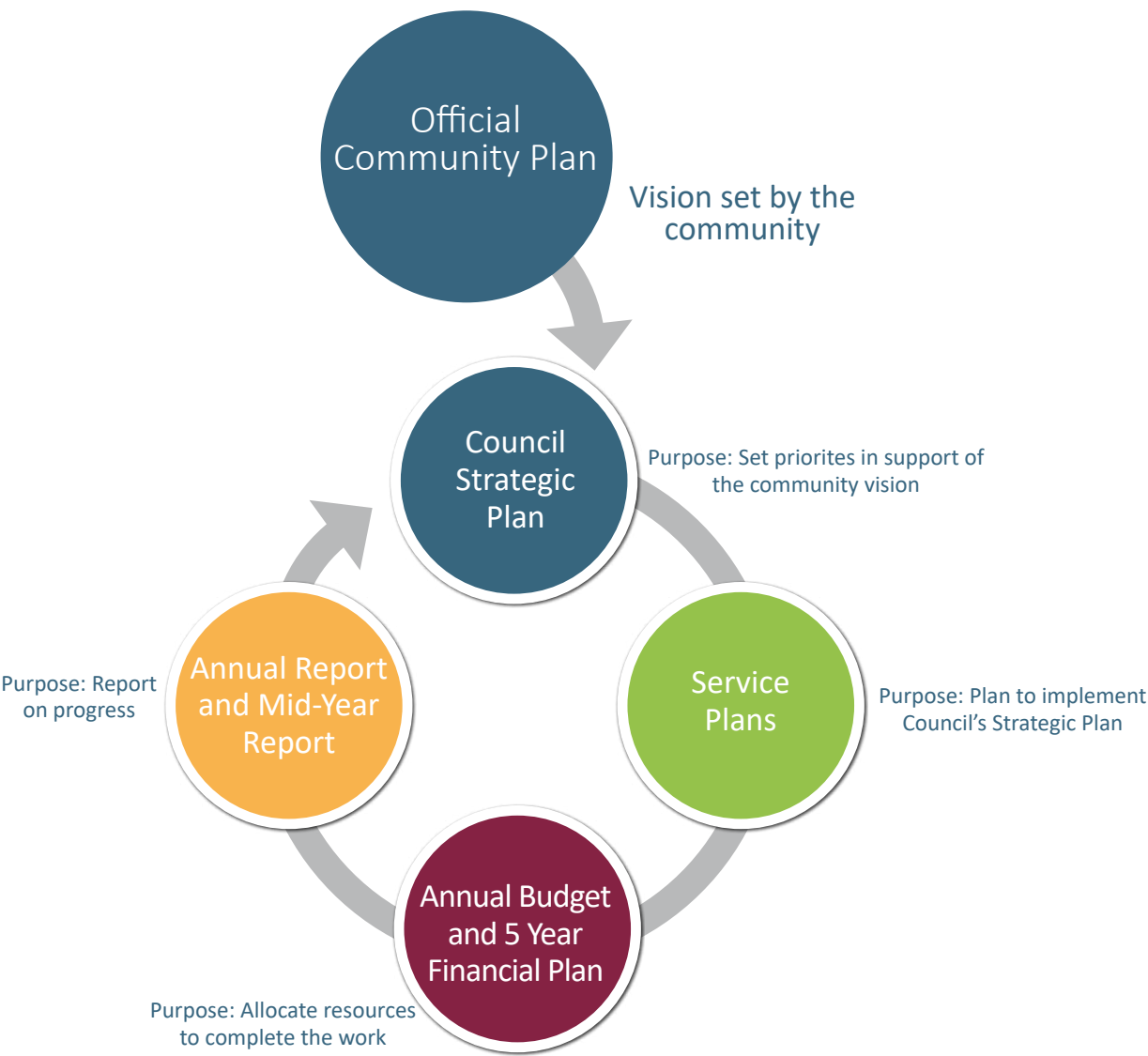
Linking Budget to Strategy

The Municipality plays an essential role to ensure the right level of programs and services are provided at the right cost for the community. Achieving important goals within an affordable budget requires that each dollar is carefully managed and wisely invested.

The proposed budget advances key priorities from the strategic plan. The Service Plans (beginning Page 26) form a significant part of the 2023 budget process and achieving long-term goals.

The allocation of financial resources is aligned with community priorities and is designed to drive results as measured through the service performance metrics listed in the Service Plans.

Each dollar is
carefully managed
and wisely invested



Strategic Plan

The District's Strategic Plan directs and unifies all other corporate planning documents. It serves as a guide to decision making for staff, Council, and various Committees and Task Forces. Strategic planning ensures decisions are well thought out and sustainable over the long term.

The Strategic Plan also provides the community with a clear understanding of the direction Council is moving in, and enough information to form and voice an opinion.

In 2023, Council will develop and adopt a new Strategic Plan for 2024-2027 to coincide with its four year Council term.

PRIORITIES	GOALS	ACTION ITEMS
Invest in Road Safety, Transit and Safe, Accessible Active Transportation 	We will invest in building, improving and maintaining safe, accessible active transportation infrastructure; prioritizing connections for urban centres and regional routes; and will focus on road safety and transit to enable residents of all abilities to choose walking, cycling and rolling.	<ul style="list-style-type: none"> • Active Transportation Plan Development • Wallace Dr. Bike Path (<i>part of Brentwood Bay Sewer improvement Project</i>) • Keating Flyover • Speed Reduction Pilot Project • Active Transportation Plan Implementation
Invest in Climate Action and a Healthy Environment 	We will advance progress on climate action and resiliency through planning, mitigation and adaption initiatives, enhancing our natural environment, and protecting our sensitive habitat and ecological areas.	<ul style="list-style-type: none"> • Saanich Peninsula Harbours Initiative • Oil to Heat Pump Program • Climate Action Strategy Implementation • Waste Collection Study
Focus on Strong Local Economy and Supporting Agriculture 	We will create an economically resilient community where people can live and work, and businesses and farms are supported by a progressive regulatory framework.	<ul style="list-style-type: none"> • Keating Business District Street Scape Improvements Design • Keating Business District Parking and Access Management • Community Wildfire Protection Plan Implementation • Supporting Economic Recovery • Childcare Inventory and Action Plan Implementation
Manage Responsible Growth 	We will preserve our rural and agricultural land by applying smart growth principles to create walkable village centres where businesses and residents can thrive and housing is accessible and affordable across the spectrum.	<ul style="list-style-type: none"> • Official Community Plan Review • Brentwood Bay Sewer Replacement Project • Municipal Hall Redevelopment • Asset Management Plan Update • Saanichton Village Design Plan Implementation • Parks Master Plan

Funding Structure

The accounting policies of the District conform to generally accepted accounting principles in Canada; the Consolidated Financial Statements are prepared as prescribed by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Professional Accountants.

The District uses specific funds to account for its revenues and expenditures. The revenue in each fund may be spent only for the purpose specified in the fund. Each fund belongs to one of three categories: operating, capital or reserve.

- Operating funds are used for day-to-day operations.
- Capital funds pay for physical assets with a life of more than two years.
- Capital reserve funds accumulate revenue and interest that will be used to pay for capital replacement in future years.

All funds are appropriated for specific purposes as follows:

General Operating Fund – used to account for all general operating revenues and expenses of the municipality other than water and sewer operations.

Water Operating Fund – provides for all revenues and expenses related to the operation of the municipal water system. Revenues are collected through water billing based on volume of water consumed.

Sewer Operating Fund – community sewage disposal system revenues and expenses are accounted for separately in this fund. Revenues are primarily recovered from consumption based utility billings.

General, Water and Sewer Capital Fund (Capital Programs) – used to account for all capital expenditures.

Statutory Reserve Fund – used to account for all statutory reserve revenues and transfers.

Use of Funds by Department

Department	Operating Fund			Capital Fund			Reserve Fund	
	G	W	S	GC	WC	SC	R	
General Government	✓			✓			✓	
Police Services	✓			✓			✓	G - General
Fire Services	✓			✓			✓	W - Water
Transportation Services	✓			✓			✓	S - Sewer
Environmental Development Services	✓			✓				GC - General Capital
Parks and Cultural Services	✓			✓			✓	WC - Water Capital
Water Enterprise		✓			✓		✓	SC - Sewer Capital
Sewer Enterprise			✓			✓	✓	R - Reserves
Other Fiscal Services	✓							

Budget Principles

1. Fiscally responsible, balanced, and focused on the long-term. The budget is built with a long-term view in mind. This ensures long-term strategies are pursued in a financially sustainable and resilient manner and considers external economic conditions.

2. Affordability and cost effectiveness. By ensuring value for money through productivity and innovation, the District aims to keep property taxes and fees reasonable.

3. Keep debt at a manageable level. The municipality takes a very careful and strategic approach to the use of debt. A significant proportion of District infrastructure was constructed in the 1960s and 1970s and will require replacement in coming years. Some debt servicing is anticipated as part of the long term financial plan process.

4. Measured property tax and user fees. Property taxes, utility charges and user fees are reviewed each year with due care and process. Comparisons with other local governments, labour contracts and inflation are used as a guide.

5. Balanced taxation principle. The municipality maintains tax stability by setting tax rates that reflect the proportionate relationship of property classes, while taking into account for new construction values, deletions from the tax roll, changes in property classes, and significant assessment changes.

This gives taxpayers confidence their property taxes will increase proportionately to the increase in tax revenue required, taking into account assessment increases of their property to the assessment class average. This is particularly important in a rural agricultural municipality with a significant proportion of ALR farmland that is both assessed and taxed at proportionally low levels of taxation.

6. Maintain assets in an appropriate state of repair. Maintaining core infrastructure and amenities in an appropriate state of repair is critical to the long-term financial health and resilience of the community, and helps ensure asset management obligations are not deferred and infrastructure deficits do not accumulate to unacceptable levels and future generations.

7. Optimize capital investments. Before adding new facilities, the municipality will consider repurposing and right-sizing existing facilities, and continue to advance the principles of co-location and functional integration of services to enhance operational efficiency and customer service. All new facilities will be designed with flexible, adaptable, and expandable spaces to accommodate changing demographics and future growth.



Budget Timelines



Consolidated Past Results

District of Central Saanich

Consolidated Past Results Summary

	2018	2019	2020	2021	2022
Revenue					
Municipal property taxes	\$ 16,202,618	\$ 16,980,862	\$ 17,746,798	\$ 18,361,215	\$ 19,358,957
Grants in lieu of taxes	325,032	326,643	341,821	334,400	344,584
Sale of services	1,360,007	1,577,326	1,515,644	2,898,446	2,003,300
Permits Licences and Interest	1,887,947	1,645,365	1,690,262	1,311,131	2,631,005
Government Transfers	2,862,154	2,032,515	4,837,520	2,342,572	2,146,032
Water Utility	5,504,953	5,493,264	6,057,487	6,595,251	6,222,285
Sewer Enterprise Revenue	1,507,467	1,495,029	1,650,241	1,780,337	1,996,529
Contributions and donations	1,122,617	2,521,525	948,691	883,446	854,324
Total Revenue	30,772,795	32,072,529	34,788,464	34,506,798	35,557,016
Expenses					
Operating Expenses:					
General government	2,180,569	2,340,709	2,961,825	2,887,794	3,055,527
Protective services	8,054,596	8,768,144	9,272,574	9,948,956	10,559,810
Transportation services	5,235,624	4,692,729	4,486,749	4,806,115	4,284,698
Environmental development services	544,754	622,404	634,296	678,076	649,495
Parks and cultural services	2,757,629	2,774,840	2,806,666	3,253,707	3,550,552
Water utility - expense	4,853,764	4,834,980	5,236,756	5,549,817	5,614,600
Sewer enterprise expense	1,064,537	1,017,625	1,121,800	1,165,130	1,134,742
Other fiscal services	388,180	390,637	495,032	648,763	342,913
Total Operating Expenses	25,079,653	25,442,068	27,015,698	28,938,358	29,192,337
Annual surplus (deficit)	5,693,142	6,630,461	7,772,766	5,568,440	6,364,679
Accumulated surplus, beginning of year	100,444,645	106,137,787	112,768,248	120,541,014	126,109,454
Accumulated surplus, end of year	\$ 106,137,787	\$ 112,768,248	\$ 120,541,014	\$ 126,109,454	\$ 132,474,133

Operating results fund investing activities such as transfers to reserves for replacement of infrastructure.

2023 Budget Drivers

Although the COVID-19 pandemic continues to impact the global economy, trend information indicates the Greater Victoria Area has fared reasonably well with the exception of tourism and hospitality. Modest population growth is projected and the District of Central Saanich will continue to focus on a steady program of service improvements, prudent fiscal management and long-term financial strategies to reach resilient infrastructure replacement funding levels.

Preparation of the 2023 – 2027 Financial Plan has taken into account the following factors:

1. Wage and Benefits Increase: The most significant cost driver for the annual budget continues to be labour related costs. Labour represents approximately 54% of the District's operating budget expenses. Agreements with the Central Saanich Police Association, IAFF, and Employee Association are expired as of December 31, 2022 creating increased budgeting risk in this Plan.

2. Police Services cost escalation: The Police Services budget has increased due to annual wage increases, seniority increment increases, overtime, contracted services such as Greater Victoria Integrated units, and dispatch services. Police services account for approximately 26% of the District's operational costs but on average 50% of property tax increases over the last five years. This disproportionate driver of increases will continue to constrain other service levels going forward.

3. The Fire Department's six-year plan (2018 – 2023) for service level increases: To meet targeted response times, fire department staffing levels have been progressively enhanced. It's forecast that after 2023 a post six-year plan review will be undertaken to reassess the Department's service levels for both the short and long term. Fire services account for approximately 8% of the District's operational costs but on average 20% of property tax increases over the last five years.

4. Resilient asset management replacement funding: In 2018 the District implemented financial strategies for an annual property tax increase of 1.25% and utility fee increases over fifteen years; this is to reach targeted funding levels to reserves for future asset replacement. The tax increase implementation was included in reporting average annual operating increases to a homeowner, thereby restricting operational increases by the same amount. Ideally, the annual capital funding deficit increase should be reported "in addition to" operational increases. Although the planned tax increase is a fifteen-year plan, tax increases for capital are considered perpetual due to construction cost escalation, expanding infrastructure service levels, and required upgrades for community expansion and densification.

The most significant cost driver for the District's annual budget is labour related costs - representing approximately 54% of operating budget expenses

5. 2021 Update of the Asset Management Plan and Long-Term Financial Plan:

Based on inflation and construction cost escalation, there is a need for the District to increase the amount of asset replacement funding raised and set aside each year. Maintenance costs are also increasing substantially, and we are adding new infrastructure for development and active transportation. Financial strategy changes were implemented into the 2022 Financial Plan, including a 0.25% tax increase for new assets, and a realignment of water and sewer asset replacement funding. These strategies will continue and be reviewed again with the 2026 Plan update.

6. Use of COVID Safe Restart Grant/Reserve: In 2020 the District received a Federal/Provincial grant of \$3,455,000 to cover lost revenues and increased expenses due to COVID and ensure local governments can continue to deliver the services people depend on. Funding was used to replace decreases to the 2020 budget, and technology improvements required due to COVID. Funding of ongoing costs from this reserve continue to be transitioned back to property tax funding in 2023 and 2024.

7. Annual projects and strategic initiatives funding: Currently projects and strategic initiatives are dependent on funding from prior year surplus. This is linked largely to strategic planning. A portion of consistent tax funding may be considered in the future to mitigate strategic initiatives being dependent on surplus or other non-tax sources of funding.

8. Operational service levels and capacity: Positions added to the District in recent years include the Climate Action Specialist, Human Resources Manager, Deputy Fire Chief, and Manager of Infrastructure. Some of these budget increases have been offset by revenue increases from service contracts and increases in investment income. Future capacity increases are also foreseen for both operations and asset management delivery. A 2023 workforce planning project will be undertaken to better define future needs and priorities for 2024 budget development.

9. Investment revenue: Investment returns in 2022 and future forecasts have improved compared with the last several years. Changes in budgeted investment revenue are offset by changes in tax rates and/or operating expenses, in both general operations and water and sewer utilities.


10. Other issues and overall approach: Some revenue changes and increases are also expected for 2023, such as service agreement and planning revenues, and will be used to help mitigate cost driver increases. Inflation is also expected to impact both the District's operating and capital costs going forward.

Projects and strategic initiatives are now a consistent area of the budget and are without a reliable funding source





FINANCIAL PLAN SUMMARIES



This section provides the consolidated plan, outlining the operating budgets, water and sewer utilities and capital programs.

Financial Plan Summaries

Consolidated Budget

The Central Saanich Consolidated Financial Plan for 2023 balances \$38.5 million in revenues and with \$38.5 million in operating expenses. The plan continues to have a dedicated focus on asset management and infrastructure replacement. This requires striking a balance between the need to continue increasing capital replacement funding to targeted levels, maintaining service capacity and keeping operating costs in check. Sound fiscal choices must be made that reflect community priorities and a measured level of increases in the current economic climate.

General Fund (Property Taxation)

After new construction growth (non-market change in property assessment) is taken into account, the 2023 budget is based on a combined Municipal, Police, and Library property tax increase of 3.15% or \$71. In addition, 1.55%, \$35 (includes debt reduction), for future asset replacement, and 0.25%, \$6, for new and active transportation infrastructure. In total this represents a 4.95% increase or \$112 to the average residential property.

An average residential property in Central Saanich for 2023 has an assessed value of \$1,081,300, with an 11.5% assessment increase over 2022.

2023 Average Tax Increase

Municipal operations	1.68%	\$ 39
Police operations	1.41%	31
Library	0.20%	4
Subtotal	3.29%	\$ 74

Infrastructure replacement	1.25%	28
New infrastructure	0.75%	17
TOTAL	5.29%	\$119

Utilities:

Water Utility Charge	2.63%	\$ 15
Sewer Utility Charge	4.56%	\$ 15

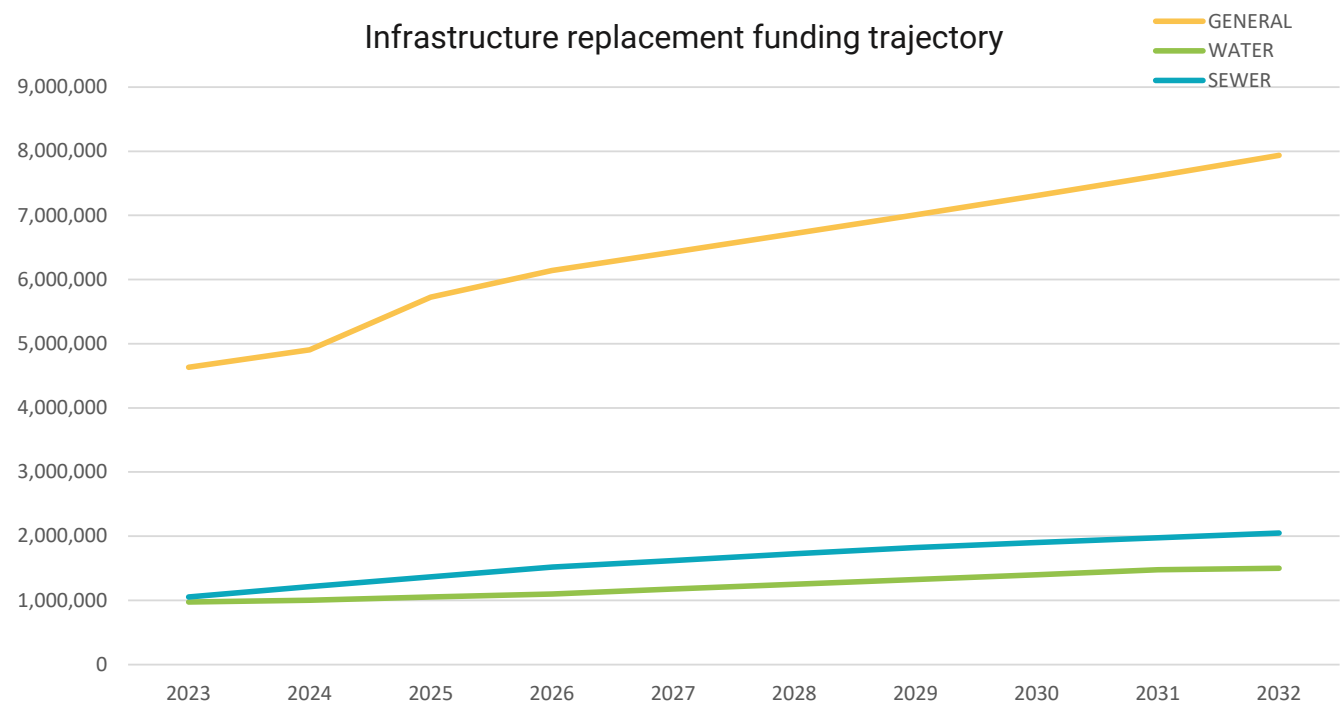
General Capital Program (Infrastructure Replacement Levy)

The District's Resilient Asset Management Plan outlines a long-term approach for capital replacement investment and targeted funding levels. To provide clarity and transparency an Infrastructure Replacement Levy was introduced in 2017. This is projected to increase funding over time by a 1.25% property tax increase each year. In addition, a 0.75% increase (0.50% after 2023) was introduced in 2022 for new and active transportation infrastructure. These contributions when combined with debt servicing and modest use of existing reserves will provide for a resilient approach once targeted levels are achieved. Over the five-year plan horizon this level is projected to increase as follows:

	2023	2024	2025	2026	2027
Reserves and Debt Contribution	\$5,497,600	\$5,884,300	\$6,293,000	\$6,720,000	\$7,142,500
Asset Levy - Average home	\$637	\$682	\$729	\$779	\$823

Construction cost inflation is a significant factor in this plan. By increasing funding each year, the District moves toward annual targeted funding levels to help mitigate future inflationary pressures. The plan is reviewed every five years to reevaluate inflation, replacement costs, and annual targeted funding levels.

Some debt financing will be required over the timeframe of this financial plan as replacement spending and major projects are greater than the Districts reserve savings and annual funding.



Impact of Capital Investment on Operating Costs

The majority of the District's five-year capital program (\$56.4 million) is focused on the replacement of existing infrastructure and will assist in maintaining the current operating cost to repair and manage those assets. Modest upgrading of assets is planned and this will help improve service. For a small organization, the District has an ambitious five-year capital program ahead as its as long-term underground infrastructure installed in the 1960s through 1980s comes due to be replaced. As we escalate capital replacement programs, its expected there will be future impacts to operating costs to facilitate that work.

Water and Sewer Utility Funds

The 2021 update of the Asset Management Plan identified a healthy level of replacement funding in water, and a significant gap in the sewer utility. Over the next four years rate increases will be focused on the sewer utility to set both utilities on a trajectory to reach targeted funding levels by 2032.

Water Utility Fund

The 2023 Water Utility Budget is based on a water rate of \$1.924 per cubic metre and a fixed charge of \$141 annually. A 3.47% increase over the 2022 rate. For an average residence this would be a combined total of \$602 based on a median consumption of 242 cubic metres; an \$11 increase over 2021.

The 2023 Water Capital Program includes the ongoing annual pipe replacement program as asbestos concrete pipes come to the end of their useful life.

Sewer Utility Fund

The 2023 Sewer Utility Budget is based on a sewer rate of \$1.898 per cubic meter. This is an increase of 4.56% and for an average residence or an increase of \$15 over 2021 (\$340 annually).

For 2023, the Brentwood/Hagan Pump Station and Force Main replacement and upgrades is expected to begin: the scope of work for the project involves reconfiguration of the conveyance system and replacement of undersized pump station.

2023 also includes completing ongoing sewer pump and lift station improvements including Butler station, Mt Newton Station and the Keating station.

Reserves and Surplus Summary

The District's Reserves and Surplus are detailed on Page 93 of this report. Reserves are expected to be reduced during the term of this plan due to the use of Capital Reserves and Gas Tax funding for infrastructure replacement programs.

Debt Summary

Overall, debt levels are expected to change over the five-year term of this plan. The plan to pay out Fire Station 1 debt in 2025 is on track. New debt will be needed to fund water and sewer system replacement work, new transportation priorities such the Keating Flyover, and possible facility replacements should the District decide to proceed.

Consolidated Summary

District of Central Saanich

Consolidated Budget Summary

	2022	2023	2024	2025	2026	2027
REVENUE						
Municipal property taxes	19,355,300	20,466,000	21,646,400	22,612,600	23,507,400	24,410,600
Parcel taxes	9,900	-	-	-	-	-
Penalties and interest	616,000	1,171,700	1,158,300	1,161,200	1,164,100	1,167,100
Grants in lieu of taxes	338,000	377,800	379,300	380,500	381,700	382,900
Sale of services	231,800	237,000	243,900	250,900	258,100	265,600
Administration	168,500	172,500	172,500	172,500	172,500	172,500
Police	1,335,100	1,788,000	1,830,100	1,873,200	1,912,900	1,953,500
Fire	415,800	429,200	443,600	458,500	474,000	490,000
Planning	641,700	697,500	699,900	700,200	700,500	700,800
Corporate Services	32,200	32,900	33,600	34,300	35,000	35,700
Engineering	126,500	141,500	141,500	141,500	141,500	141,500
Municipal Yard	32,000	32,000	32,100	32,100	32,100	32,200
Parks	25,000	22,000	22,000	22,000	23,000	23,000
Facilities	46,000	46,000	47,000	48,000	49,000	50,000
Government transfers	1,172,900	1,365,100	1,195,000	1,015,000	1,035,000	1,035,000
Other	15,000	60,000	-	-	-	-
Grants (Capital)	2,019,000	2,151,900	3,036,000	775,000	-	-
Water Utility	5,968,600	6,285,100	6,508,000	6,760,900	7,021,900	7,316,800
Sewer Utility	1,855,700	2,090,500	2,280,700	2,458,200	2,635,400	2,766,200
Total Revenue	\$ 34,405,000	\$ 37,566,700	\$ 39,869,900	\$ 38,896,600	\$ 39,544,100	\$ 40,943,400
EXPENSES						
Operating Expenses:						
Administration	959,800	1,241,800	1,014,200	1,037,200	1,058,400	1,080,000
Finance	858,000	918,000	944,400	971,900	996,200	1,021,800
Information Technology	763,400	773,900	790,600	802,500	813,500	824,500
Police Service	6,940,500	7,731,400	7,984,200	8,235,600	8,461,400	8,692,100
Fire	2,278,000	2,503,700	2,620,900	2,693,600	2,756,900	2,823,000
Planning and Building Services	1,371,700	1,604,300	1,535,900	1,582,700	1,625,500	1,664,700
Corporate Services	2,258,000	2,255,400	2,312,500	2,373,300	2,433,200	2,493,800
Engineering	1,458,800	1,580,000	1,623,400	1,667,000	1,706,200	1,746,900
Municipal Yard	1,553,400	1,653,800	1,693,400	1,733,000	1,766,600	1,800,900
Parks	1,255,400	1,340,500	1,369,900	1,398,100	1,426,900	1,455,100
Facilities	574,200	620,300	640,000	668,400	687,100	708,100
Water	4,993,600	5,310,100	5,508,000	5,710,900	5,921,900	6,141,800
Sewer	976,700	1,036,500	1,064,700	1,093,200	1,119,400	1,146,200
Projects and Strategic Initiatives	995,000	1,401,800	390,000	130,000	70,000	60,000
Total Operating Expenses	\$ 27,236,500	\$ 29,971,500	\$ 29,492,100	\$ 30,097,400	\$ 30,843,200	\$ 31,658,900
Add:						
Reserves used for operating	528,000	684,900	100,000	60,000	45,000	45,000
Reserves used for Initiatives and projects	886,900	1,254,300	390,000	130,000	70,000	60,000
Proceeds of Debt	-	-	5,400,000	2,675,000	2,000,000	2,500,000
Reserves used for capital	8,166,200	9,633,400	7,694,000	6,395,800	5,834,500	3,937,200
Reserves used for WIP	-	-	-	-	-	-
Transfer from Utility Operating	597,300	609,200	633,600	658,900	685,200	712,700
Deduct:						
Capital Expenditures	(10,205,200)	(11,805,300)	(16,150,000)	(9,865,800)	(7,854,500)	(6,457,200)
Capital (WIP)	-	-	-	-	-	-
Transfer to Reserves	(6,470,900)	(7,360,700)	(7,834,400)	(8,248,500)	(8,946,400)	(9,628,900)
Debt Servicing	(670,800)	(611,000)	(611,000)	(604,600)	(534,700)	(453,300)
Total Budget for the Year	-	-	-	-	-	-

* 2022 budget has been amended to be comparable with 2023 reporting. See notes in individual service plans.

A woman with long brown hair, wearing a floral crop top and denim shorts, is walking away from the camera on a wooden pier. She is holding the hand of a young child who is wearing a pink and white life vest and colorful shorts. They are walking towards a body of water with many sailboats in the distance. In the background, there are green hills and mountains under a clear sky. A large, dark red diagonal graphic element is in the top left corner.

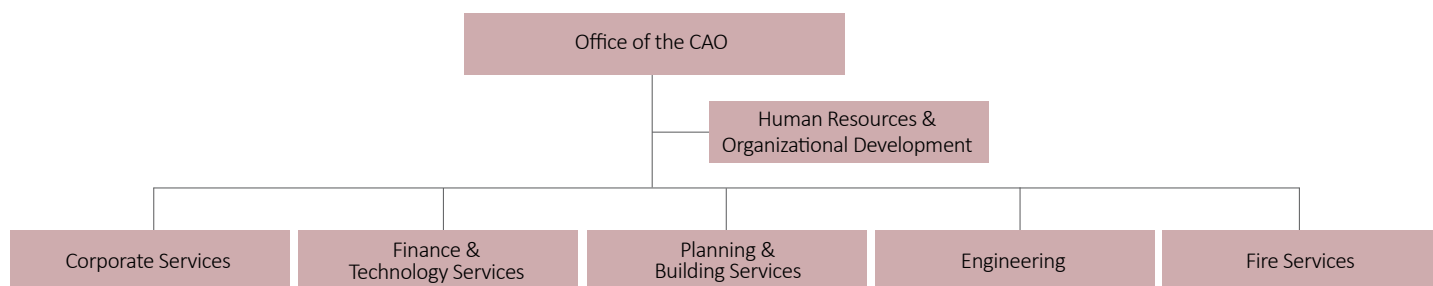
SERVICE PLANS

This section provides a summary of each department's plans and performance metrics to ensure the Financial Plan demonstrates operational needs and to guide financial planning decisions.

ADMINISTRATION

The Chief Administrative Officer oversees the overall conduct of the municipality by providing guidance and direction to staff and Council. The office plays a lead role in addressing immediate needs of the organization and community, as well as working towards long-term priorities.

Human Resources and Organizational Development leads and supports the organization in the assurance that the District has a workforce that meets the needs of the organization.



Office of the CAO

- Oversees the overall performance of the municipality in pursuing the District's strategic goals
- Oversees departmental programs; budgets and policy initiatives
- Makes recommendations to Council; ensures Council's directives and strategic priorities are carried out
- Manages significant corporate initiatives



Human Resources & Organizational Development

- Works in partnership with other areas to create a high performing organization that supports staff to achieve the District's strategic and operational goals
- Provides advice and support for recruitment and staffing, employee and labour relations, compensation and classification, employee learning and development, occupational health and safety, disability management, change management and related programs

Accomplishments for 2022

- Renewed Service Agreements with Tsawout and Tsartlip First Nations
- Coordinated 1903 Mt Newton Site Feasibility
- Continued relationship building with the Tsartlip and Tsawout First Nations
- Completed Service Review
- Entered collective bargaining with Fire Association

Plans for 2023

- Implement integrated planning process
- Implement job evaluation program
- Implement performance management program for management team

Looking Ahead to 2024 - 2027

- Management Compensation Review
- Collective bargaining

**PRIORITIES
ACHIEVED BY
TARGET DATE**

Corporate

95%

Operational

95%



Budget Summary

The net budget for Administration is an increase of \$28,000 or a 3.5% increase over 2022.

The increase is attributable to:

- Status quo wage and benefit increases offset by minor decreases in liability insurance and licensing revenue, \$26,300
- The 2023 contingency budget has been increased by \$250,000 (funded from operating reserves, if required)

Operating Budget

Funding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
Sales of Service - Administration	\$ 17,000	\$ 18,700	\$ 17,000	\$ -	n/a
Sales of Service - Licencing	151,500	162,000	155,500	4,000	2.6%
Reserve Funding for Contingency	-	-	250,000	250,000	n/a
Total Funding	\$ 168,500	\$ 180,700	\$ 422,500	\$ 254,000	150.7%

Operating Expenses

General Administration	333,600	328,000	364,700	31,100	9.3%
Human Resources	245,200	242,000	257,400	12,200	5.0%
Risk Management	181,000	174,300	169,700	(11,300)	-6.2%
Contingency	200,000	15,000	450,000	250,000	125.0%
Total Expenses	\$ 959,800	\$ 759,300	\$ 1,241,800	\$ 282,000	29.4%
Net Property Taxes Required	\$ 791,300	\$ 578,600	\$ 819,300	\$ 28,000	3.5%

Projects and Strategic Initiatives

OH&S Program Review	25,000
Workforce Planning	75,000
Job Evaluation	30,000
Total Reserve Funding	\$ 105,000

Accomplishments for 2022

- Implemented disability management program
- Reviewed management compensation
- Led organization-wide job description review
- Implemented learning and development program

Plans for 2023

- Develop workforce planning strategy
- Review occupational health and safety program
- Implement job evaluation and performance management programs
- Collective bargaining with Police Association, IAFF, and Employee's Committee
- Lead workforce planning
- Develop HR Toolkit

Looking Ahead to 2024 - 2027

- Lead employee engagement survey
- Conduct policy review
- Lead succession planning and tool creation
- Collective bargaining

Performance Metrics

How Many?

	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Competitions		19	22	23	18
Learning sessions offers (# sessions/participants)			4/35	8/95	8/90

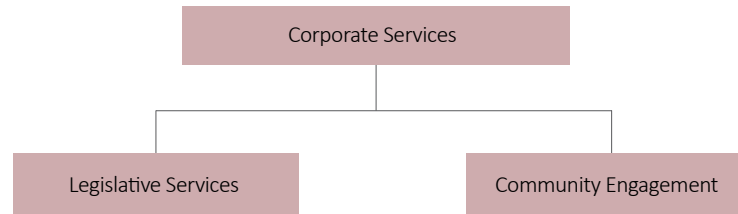
How Well?

	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Participants Agree or Strongly Agree mandatory training session topics are relevant to their work		86%	85%	100%	85%



CORPORATE SERVICES

Corporate Services works closely with Council and the public. The department supports the business operation of Council and Committees as well as providing counsel and support on matters including communications and engagement, reconciliation, legal, insurance and access to information.



Legislative Services

- Coordinates Council and Committee agendas, meetings and minutes, as well as elections
- Oversees corporate record management and Freedom of Information and Protection of Privacy
- Enables an open, transparent, inclusive and participatory municipal government
- Leads First Nations relations
- Oversees insurance and legal claims



Community Engagement

- Leads District communications
- Facilitates public engagement and input during planning processes
- Liaison for community groups and volunteers
- Maintains District website, engagement portal and social media account
- Prepares corporate reports
- Plans special events

Accomplishments for 2022

- Conducted the 2022 municipal election and orientation of the 2022- 2026 Council
- Conducted Freedom of Information and Protection of Privacy (FOIPPA) training programs
- Implemented new agenda management software for Council and public
- Organized Council-to-Council meeting with Tsartlip First Nation
- Amended *Sustainable Purchase Policy* and sold surplus vehicles to neighboring first nations governments

Plans for 2023

- Review policy program
- Update bylaws for procedures, elections, and delegation
- Develop customer service strategy
- Renew service agreements with First Nations
- Conduct parcel tax review
- Create advocacy strategy for Council
- Implement cloud-based records management

Looking Ahead to 2024 - 2025

- Continue reconciliation efforts
- Review and renew service agreements with First Nations
- Conduct 2026 municipal election
- Implement customer service strategy



Budget

The new budget for Corporate Services is a decrease of \$87,000 or -3.7% over 2022. The operating expense decrease is attributable to:

- Status quo wage and benefit increases
- 2023 Greater Victoria Library increase of \$28,900
- Conclusion of initial economic recovery work in 2022 (\$100,000) (transferred to Planning)
- One-time service contract payments in 2022 (\$10,400)
- Transfer of part-time wages budget to Yard Administration (\$20,400)
- No election anticipated; 2022 election costs (\$96,900)

Operating Budget

Funding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
GVPL & PRC Rentals	\$ 32,200	\$ 32,900	\$ 32,900	\$ 700	2.2%
Total Funding	\$ 32,200	\$ 32,900	\$ 32,900	\$ 700	\$ 0

Operating Expenses

Council and Committees	326,100	294,900	439,000	\$ 112,900	34.6%
Election	96,900	75,100	-	(96,900)	100.0%
Corporate Services	371,800	529,400	398,900	27,100	7.3%
Community Engagement	396,200	353,500	300,200	(96,000)	-24.2%
Community Service Contracts	104,500	104,500	94,100	(10,400)	-10.0%
Library	962,500	962,500	1,023,200	60,700	6.3%
Total Operating Expenses	\$ 2,258,000	\$ 2,319,900	\$ 2,255,400	\$ (2,600)	-0.1%
Net Property Taxes Required	\$ 2,225,800	\$ 2,287,000	\$ 2,222,500	\$ (3,300)	-0.1%

*2022 budget has been amended to be comparable with 2023 reporting.

Projects and Strategic Initiatives

Community Amenities and Art	10,000	
Food Hub Feasibility	40,000	
Citizen Survey	35,000	
Façade Improvements Program	10,000	
Sign Strategy Development	10,000	
Age Friendly Community Report	25,000	Grant Funded
Website Update	40,000	
Accessibility Plan	50,000	
Total Reserve Funding	\$ 220,000	

Performance Metrics

How Many?	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Council, committee, commission and task force meetings	35	71	70	58	70
Freedom of information requests	8	26	35	10	15
Insurance incidents processed	10	20	15	10	12
How Well?	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
FOI requests processed in 30 days	99%	100%	100%	88%	100%



Accomplishments for 2022

- Led communications on 2022 election and strategic priorities, including Official Community Plan Review
- Supported economic recovery efforts
- Updated *Media Relations Policy* and *Visual ID Policy*
- Led signage strategy
- Coordinated Food Hub Study
- Reviewed Community Service Agreement contract approach
- Prepared *Parks Booking Policy*

Plans for 2023

- Launch web-based, accessible Official Community Plan
- Coordinate development of Age Friendly Community Plan
- Design Parks Master Plan engagement
- Lead website Drupal update
- Support emergency program and FireSmart communications and engagement
- Finalize signage strategy and seek grant funding
- Review Community Services Agreement approach

Looking Ahead to 2024 - 2027

- Develop a *Public Engagement Framework Policy*
- Signage strategy implementation
- Support Parks Master Plan engagement



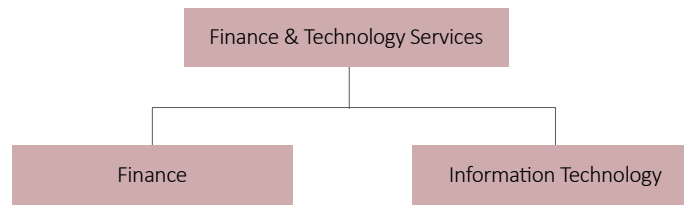
Performance Metrics

How Many?	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
# of sessions on CentralSaanich.ca	122,538	141,521	150,000	156,000	165,000
LetsTalkCentralSaanich.ca page views	6,224	6,363	4,000	4,154	4,000
In-person engagement participants	280	40	TBD	100	300
Virtual engagement participants	N/A	130	50	105	75
<i>*Unknown due to pandemic and engagement timelines at this time</i>					
How Well?	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Corporate reports prepared on time	100%	100%	100%	100%	100%



FINANCE & TECHNOLOGY SERVICES

The Finance & Technology Services Department provides financial support services and is responsible for the overall financial management of the municipality, payroll and benefits support and the purchase of all goods and services. Information Technology manages District technology, provides specialized support for Police and Fire, and upgrades core software products.



Finance

- Accounting audit and budgeting of over \$34 million in annual expenses and revenues
- Coordinates payroll
- Processes accounts payable
- Billing and collection of all revenues
- Long term financial planning and asset management



Information Technology

- Manages District computer, phone and technology services
- Maintains a geographically dispersed voice and data network system
- Provides specialized support for Police and Fire Services
- Ensures secure internet access
- Operates helpdesk service for staff assistance
- Maintains and upgrades core software products

Accomplishments for 2022

- Updated and implemented Asset Management Plan and financial Strategies implementation
- Started Asset Retirement Obligation – consultant procurement
- Updated Fees and Charges Bylaw

Plans for 2023

- Implement Asset Retirement obligation PSAB accounting standard
- Develop 2024 Financial Plan

Looking Ahead to 2024 - 2027

- Develop and implement *Property Tax and Rate Setting Policy*
- Review transition CRD sewer treatment costs from property tax billing to utility billing
- Update the Asset Management Plan (5-yr update) and Long-Term Financial Strategy



Budget Summary

The 2023 budget for Finance is a net increase of \$60,000 or 7.0% over 2022. This reflects wages and benefits increases, and a minor increase for interest paid on third party deposits.

Operating Budget						
Funding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %	
Operating Expenses						
Finance General	\$ 858,000	\$ 799,300	\$ 918,000	\$ 60,000	7.0%	
Total Funding	\$ 858,000	\$ 799,300	\$ 918,000	\$ 60,000	7.0%	
Net Property Taxes Required	\$ 858,000	\$ 799,300	\$ 918,000	\$ 60,000	7.0%	

Projects and Strategic Initiatives

Asset Retirement Obligation	24,000
Total Reserve Funding	\$ 24,000

Performance Metrics

How Many?		2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Cash receipting and banking	Transactions Processed	40,477	36,598	40,000	37,428	40,000
Licensing	Dog and Business Licences Issued	2,083	1,993	2,100	2,420	2,100
Property taxation	Collections (Million)	\$33.20	\$35.9	\$37.2	\$37.9	\$39.4
	Tax Notices Issued	7,068	7,135	7,150	7,158	7,150
Utility billing	Bills Issued	14,060	14,311	14,400	14,311	14,400
Accounts payable/receivable	Invoices/PAPs Processed	5,723	5,766	5,000	5,435	5,500
	Credit Card Transactions	1,565	1,688	1,700	1,700	1,700
How Well?		2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Payables/receivables processed	30 days	Achieved	Achieved	95%	Achieved	95%
Tax Notices mailed by late May		Achieved	Achieved	Achieved	Achieved	Achieved
Five Year Plan prepared on time		Achieved	Achieved	Achieved	Achieved	Achieved
Financial Statement Audit on time		Achieved	Achieved	Achieved	Achieved	Achieved
Budget & Financial Statement Awards		Submitted	Achieved	Achieved	Achieved	Achieved
User fees reviewed on time		Q1 2021	Achieved	Achieved	Achieved	Achieved
Policy reports completed		0	1	2	0	2

Accomplishments for 2022

- Completed a cloud migration of corporate email systems

Plans for 2023

- Replace phone system
- Launch SharePoint network internally
- Migrate corporate data to cloud
- Server cluster replacement
- Lead corporate desktop replacement project

Looking Ahead to 2024 - 2027

- Ongoing GIS Service planning



Budget Summary

Information Technology has a \$10,500 or 1.5% budget increase. The net increase represents wage and benefit increases offset by a minor decrease in annual software licensing costs.

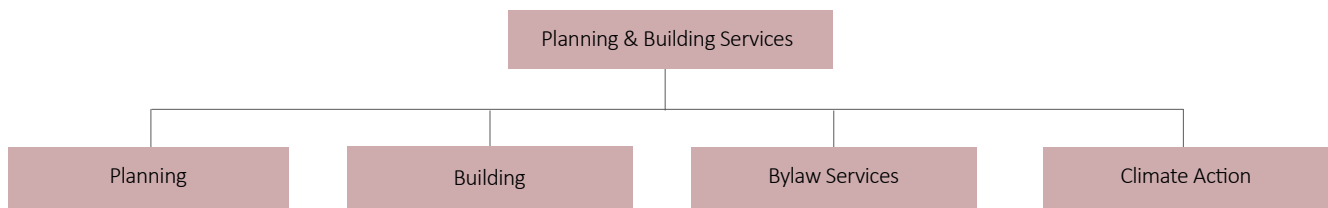
Operating Budget						
Operating Expenses	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %	
IT General	\$ 718,400	\$ 708,200	\$ 728,900	\$ 10,500	1.5%	
Geographic Information Service	\$ 45,000	\$ 27,700	\$ 45,000	\$ -	0.0%	
Total Funding	\$ 763,400	\$ 735,900	\$ 773,900	\$ 10,500	1.4%	
Net Property Taxes Required	\$ 763,400	\$ 735,900	\$ 773,900	\$ 10,500	1.4%	

Performance Metrics

How Many?	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Helpdesk requests	749	832	800	683	800
Security update hours committed	400	400	400	400	400
Project hours committed	200	460	200	486	300
How Well?	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Network Connected - 99.9% Uptime	Achieved	Achieved	Planned	99.80%	Planned
Helpdesk: Requests in 5 business days	Achieved	Achieved	Planned	Achieved	Planned
Helpdesk: Urgent resolutions in 4 hrs	Achieved	Achieved	Planned	Achieved	Planned
Hours of Police Service support	520	500	500	500	500

PLANNING & BUILDING SERVICES

The Planning and Building Services Department includes Community and Current Planning, Building Inspections, Bylaw Services, and Climate Action. Services provided include administration of the Official Community Plan policies and municipal Land Use Bylaw, processing development and subdivision applications, regulating building construction, ensuring bylaw compliance, issuing business licences, planning for future development, and leading the District's climate action initiatives.



Planning

- Administers the Official Community Plan policies and municipal Land Use Bylaw
- Oversees long-range community planning and corporate strategic projects to manage growth in the community
- Processes development and subdivision applications, and planning for future development



Building

- Regulates building construction and administers the BC Building Code and District Building Bylaw
- Monitors construction relating to Building, Plumbing, Business Licence and Sign Permit applications
- Updates bylaws and procedures related to building construction



Bylaw Services

- Helps maintain a healthy and safe environment in the municipality
- Investigates and enforces municipal bylaws with a focus on voluntary compliance
- Coordinates the business licence program, providing assistance and guidance to the business community



Climate Action

- Identifies ways to reduce corporate and community greenhouse gas emissions to meet corporate and community targets, and increase climate resilience via adaptation measures
- Oversees and implements actions from the Climate Leadership Plan
- Leads climate adaptation initiatives

PLANNING & BUILDING SERVICES continued

Budget Summary

The budget for Planning, Building, and Bylaw Services is a net increase of \$176,800 or 24.2% over 2022. This net increase is attributable to:

- Projected increases in permit and fee revenues, \$55,800
- Status quo wage and benefit increases
- Implementation of the Manager of Development Services position, \$47,300
- An eight month overlap for a Planner backfill position, \$79,000
- Part time Building Inspector position increase from two to three days a week, \$23,200
- Economic development related work moved over from Community Service, \$35,400 (COVID reserve funded)
- Other minor increases

Operating Budget

Funding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
Development and Subdivision Fees	\$ 107,700	\$ 172,800	\$ 112,500	\$ 4,800	4.5%
Building and Plumbing Permits	534,000	690,200	585,000	51,000	9.6%
Total Funding	\$ 641,700	\$ 863,000	\$ 697,500	\$ 55,800	8.7%

Operating Expenses

	*				
Planning Administration	\$ 547,300	\$ 546,500	\$ 842,700	\$ 295,400	54.0%
Climate Leadership	156,600	150,600	141,800	(14,800)	-9.5%
Building Inspection	479,700	367,300	415,000	(64,700)	-13.5%
Bylaw Enforcement	182,000	177,100	191,800	9,800	5.4%
Boards & Commissions	-	3,500	3,500	3,500	n/a
Fleet	6,100	4,400	9,500	3,400	55.7%
Total Operating Expenses	\$ 1,371,700	\$ 1,249,400	\$ 1,604,300	\$ 232,600	17.0%
Net Property Taxes Required	\$ 730,000	\$ 386,400	\$ 906,800	\$ 176,800	24.2%

Projects and Strategic Initiatives

Official Community Plan Update	50,000	Strategic Priority
Oil to Heat Pump Program	60,300	Strategic Priority
Update Development Permit Guidelines	50,000	
EV & E-Bike Strategy Implementation	50,000	Strategic Priority
Parks Master Plan	80,000	Strategic Priority
Total Reserve Funding	\$ 290,300	

Accomplishments for 2022

- Completed Second Draft of Official Community Plan and public engagement
- Launched Oil to Heat Pump Program
- Completed Keating Business District Parking Study
- Completed Waste Management Study

Plans for 2023

- Complete the Official Community Plan review
- Commence the Parks Master Plan project
- Implement actions from the Saanichton Village Design Plan
- Begin Parks Master Plan
- Implement Saanichton Village Design Plan
- Continue Waste Management work
- Update of Development Permit Area Guidelines

Looking Ahead to 2024 - 2027

- Review housing policy and best practices to achieve housing needs
- Complete Parks Master Plan
- Implement initiatives stemming from the OCP review



Performance Metrics

How Many?

	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Planning applications received	53	48	50	43	45
Subdivision applications received	8	13	10	13	10

How Well?

	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Zoning bylaw amendments - 150 days to meeting	100%	100%	90%	40%	90%
Delegated development permits (1)	100%	20%	90%	100%	90%
Subdivisions processed (2)	100%	67%	90%	40%	90%

(1) 30 days to issuance

(2) 90 days to PLA issuance



Accomplishments for 2022

- Updated the District's Bylaw Enforcement inspection procedures
- Launched web-based application platform for some uses

Plans for 2023

- Advance the BC Energy Step Code
- Roll out web-based application platform

Looking Ahead to 2024 - 2027

- Advance the BC Energy Step Code
- Enhance building bylaw policies and procedures

Performance Metrics

How Many?

	2020 Actual	2021 Actual	2022 Plan	2022 Actual
Building permits issued	160	208	170	171
Building inspections	1,077	1362	1,200	1,261
Bylaw inspections	395	337	375	293
Bylaw complaints (high priority) investigated in 5 days	100%	90%	95%	90%
Enforcement - Volunteer compliance rate per year	67%	86%	90%	81%
Business licence decision in 20 days	75%	86%	95%	95%

How Well?

	2020 Actual	2021 Actual	2022 Plan	2022 Actual
Building permit initial response: Residential - 10 days	90%	65%	80	69%
Building permits initial response: Commercial - 20 days	87%	74%	80	90%
Building inspections 1-day response	92%	92%	92	92%



Accomplishments for 2022

- Launched EV Charger Grant for commercial properties
- Launched Oil to Heat Pump Financing Program
- Coordinated Waste Management Study

Plans for 2023

- Continuation of the Oil and Heat Pump Financing program
- Implement actions items from the Transition 2050 report related to building retrofits and making existing housing stock more climate resilient
- Apply a climate lens to the Parks Master Plan
- Develop a Maber Flats management plan

Looking Ahead to 2024 - 2027

- Continue to implement action items from the District's Climate Leadership Plan
- Continue implementing the *Electric Vehicle and E-Bike Strategy*
- Establish environmental baselines and monitoring



Performance Metrics

How Many?	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Public trees planted	75	103	100	171	TBD
Electric vehicle chargers (property of DCS)	8	8	10	10	19
Fossil fuel heating systems replaced with electric heat	New	44	TBD	27	37
% of EV vehicles in Central Saanich (320)	1.9%	2.40%	TBD*	TBD	2.90%
% of bus stops that include a shelter	21%	22%	23%	22%	23%
% community roads that have on street bikeways	25%	25%	25%	25%	25%
% of community roads with sidewalk facilities	20%	20%	20%	21%	21%

*ICBC 2022 data to come spring 2023



147 Central Saanich students participated in the District-funded Climate Leadership program in 2022.

Students' actions at home during the program results in an estimated **reduction of 32 tonnes** of greenhouse gas emissions.

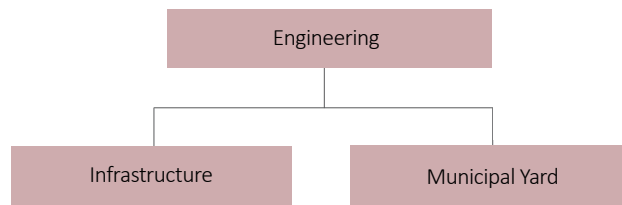


ENGINEERING

Engineering is responsible for all municipal infrastructure.

The District's infrastructure includes:

- 133 kilometres of paved roads
- 470 Street Lights
- 80 traffic islands
- 83 kilometres of storm sewers
- 120 kilometres of drainage ditches
- 100 kilometres of sanitary sewers, sewage pumps and lift stations
- 130 kilometres of water main, pressure-reducing valves and booster pumps
- 46 municipal buildings
- 39 parks, playgrounds and open spaces
- 28 beach accesses covering over 81 hectares



Infrastructure (Roads, Drainage, Water and Sewer)

- Designs and implements all infrastructure and transportation systems and processes
- Approves all subdivision developments and inspects all works installed by private developers that become municipal property (e.g., roads, sidewalks, traffic control measures, drainage, sanitary sewers, water mains)
- Issues soil deposit and removal permits, tree cutting permits in areas susceptible to soil erosion, driveway access permits and permits to work within municipal road allowance



Municipal Yard (Parks, Facilities and Fleet)

- Operates and maintains 40 Community, Neighborhood and Passive Parks, trails, playgrounds, naturalized green spaces and 28 public beach accesses
- Maintains Municipal buildings, Parks & Recreation facilities, Heritage buildings, and External Users facilities
- Manages District fleet including Police and Fire vehicles

Accomplishments for 2022

- Completed the Benvenuto pathway
- Replaced Seabrook neighborhood watermain
- Started Brentwood Bay Sewer Forcemain Replacement
- Completed initial service delivery review
- Restructured department

Plans for 2023

- Undertake Engineering Standards update
- Work with partners on Keating Flyover construction
- Implementation of Active Transportation Plan:
 - » Wayfinding strategy completion
 - » Saanich Cross Road sidewalk construction
 - » Wallace Dr bike lane design
 - » Central Saanich and Mt Newton pathways design
 - » Saanichton Village sidewalk and bike lane improvement designs

Looking Ahead to 2024 - 2027

- Update Integrated Stormwater Management Plan
- Implementation of Active Transportation Plan:
 - » Oversee construction of Brentwood Bay Sewer Project
 - » Work with partners on Keating Flyover construction
 - » Implementation of Active Transportation Plan
 - » Wallace Dr bike lane construction
 - » Mt Newton pathway construction
 - » Central Saanich pathway construction
 - » Saanichton Village sidewalk and bike lane improvement construction



Budget

The net operating budget for 2023 is an increase of \$106,200 or an 8.0% increase. Municipal Yard Administration, including management and office administration staff, has been moved under Engineering Administration with 2022 comparative figures. The increase is attributable to:

- Projected increase in Fortis Operating fees revenue, \$15,000
- Wage and benefit increases and phase-in (full year) of the Manager of Infrastructure position, \$123,600
- Transition out of part time wages to fund additional mechanic position in Fleet Services, \$19,100
- Other miscellaneous increases

Operating Budget

Funding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
Engineering Fees	\$ 126,500	\$ 124,500	\$ 141,500	\$ 15,000	11.9%
Total Funding	\$ 126,500	\$ 124,500	\$ 141,500	\$ 15,000	11.9%

Operating Expenses

Engineering Administration	\$ 617,600	\$ 473,500	\$ 649,200	\$ 31,600	5.1%
Yard Administration	\$ 794,800	\$ 615,100	\$ 877,800	\$ 83,000	10.4%
Other General Gov't Services	40,700	40,300	44,900	4,200	10.3%
Fleet	5,700	5,400	8,100	2,400	42.1%
Total Operating Expenses	\$ 1,458,800	\$ 1,134,300	\$ 1,580,000	\$ 121,200	8.3%
Net Property Taxes Required	\$ 1,332,300	\$ 1,009,800	\$ 1,438,500	\$ 106,200	8.0%

*2022 budget has been amended to be comparable with 2023 reporting.

Projects and Strategic Initiatives

Engineering Standards Update	50,000	
Bridge Assessments	50,000	
Transportation Master Plan	140,000	Partial Development Cost Charge funded
Garbage Collection Review	65,000	Strategic Priority
Total Reserve Funding	\$ 305,000	

See the Asset Management Section, starting on page 75, for information on capital projects.

Performance Metrics

How Many?	2020 Actual	2021 Actual	2022 Plan	2022 Mid-Year	2022 Actual	2023 Plan
Subdivision application reviews/hrs	5/295	24/500	TBD	8/80	14/160	10/100
Value of annual capital expenditures (Eng & PW)	\$1.8 M	\$1.58 M	\$8.64 M	\$69 K	\$2.61M	\$8.73
Capital projects/hrs	20/1023	12/600	28	5/180	5/800	20
How Well?	2020 Actual	2021 Actual	2022 Plan	2022 Mid-Year	2022 Actual	2023 Plan
Application timelines	90%	80%	100%	75%	75	100%



Accomplishments for 2022

- Hired new Fleet Supervisor and new mechanics
- Improved Preventative Maintenance Program on Emergency vehicles

Plans for 2023

- Review staff resources to address facilities maintenance needs
- Street Sign Standardization Replacement Program
- Conversion of vehicles to electric options:
 - » One van
 - » Parks utility vehicle
 - » Light duty pickup trucks

Looking Ahead to 2024 - 2027

- Conversion of vehicles to electric options:
 - » One van
 - » Utility vehicle
 - » Light duty pickup truck
- Implement Preventive Maintenance Management Program Upgrades



Budget

The Municipal Yard net operating budget is an increase of \$100,400 or 6.6% over 2022. The increase is attributable to:

- Status quo wage and benefit increases, \$56,000
- Fleet increase, \$31,200
- Other miscellaneous increases

Operating Budget

Funding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
Directional Sign Fees	\$ 4,700	\$ 4,700	\$ 4,700	\$ -	0.0%
Pest Control recoveries	27,300	35,500	27,300	-	0.0%
Total Funding	\$ 32,000	\$ 40,200	\$ 32,000	\$ -	0.0%

Operating Expenses

Roads and Drainage	1,245,600	1,086,700	1,312,800	67,200	
Snow	35,000	35,000	35,000	-	0.0%
Street Lighting and Signals	72,000	72,200	73,000	1,000	1.4%
Pest Control	37,000	58,000	38,000	1,000	2.7%
Fleet	163,800	163,100	195,000	31,200	19.0%
Total Operating Expenses	\$ 1,553,400	\$ 1,415,000	\$ 1,653,800	\$ 100,400	6.5%
Net Property Taxes Required	\$ 1,521,400	\$ 1,374,800	\$ 1,621,800	\$ 100,400	6.6%

*2022 budget has been amended to be comparable with 2023 reporting.

See the Asset Management Section, starting on page 75, for information on capital projects.

Performance Metrics

How Many?	2020 Actual	2021 Actual	2022 Plan	2022 Mid-Year	2022 Actual	2023 Plan
Road sweeping hours	700	450	700	399	400	600
Road patching hours	1,119	890	600	897	920	900
Sightlines and vegetation control hrs	1,142	814	500	774	840	820
Winter road maintenance events	4	2	4	1	1	2
Tree inquiries (public)	87	74	150	29	62	100
Ditch and culvert maintenance hrs	687	611	800	248	500	700
Facility maintenance requests	423	530	450	240	449	400

How Well?	2020 Actual	2021 Actual	2022 Plan	2022 Mid-Year	2022 Actual	2023 Plan
Vehicle/Equipment inspection schedule	100%	90%	100%	65%	100%	100%
Playground inspections	100%	100%	100%	100%	100%	100%
Sidewalk inspections	100%	90%	90%	0%	60%	90%

Accomplishments for 2022

- Continued modest park infrastructure replacements
- Completed playground wood chip program

Plans for 2023

- Continue modest park infrastructure replacements
- Resurfacing Centennial racquet courts
- Replace Centennial Park Diamond 6 backstop
- Participate in Parks Master Plan

Looking Ahead to 2024 - 2027

- Continue modest park infrastructure replacements
- Participate in Parks Master Plan
- Playground replacement
- Update the Water Conservation Plan with irrigation monitoring and assessment



Budget

The Parks net operating budget is an increase of \$88,100 or 7.2%. The increase is attributable to:

- Status quo wage and benefit increases, \$35,700
- Fleet increases, \$39,300
- Other miscellaneous increases

Operating Budget

Fuinding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
Facility Rentals	\$ 25,000	\$ 21,800	\$ 22,000	\$ (3,000)	-12.0%
Total Funding	\$ 25,000	\$ 21,800	\$ 22,000	\$ (3,000)	-12.0%
Operating Expenses					
Parks, Trails, and Grounds Maintenance	1,181,700	1,143,400	1,227,500	45,800	3.9%
Fleet	73,700	104,000	113,000	39,300	53.3%
Total Operating Expenses	\$ 1,255,400	\$ 1,247,400	\$ 1,340,500	\$ 85,100	6.8%
Net Property Taxes Required	\$ 1,230,400	\$ 1,225,600	\$ 1,318,500	\$ 88,100	7.2%

*2022 budget has been amended to be comparable with 2023 reporting.

See the Asset Management Section, starting on page 75. for information on capital projects.

Accomplishments for 2022

- Constructed additional office space at the Municipal Yard
- Repaired shower room in the Police change room
- Repaired HVAC at Fire Station 1

Plans for 2023

- Review required office space (workforce planning)
- Continue minor facility repairs and improvements

Looking Ahead to 2024 - 2027

- Public Works exhaust fans/ motors
- Rom Knott electrical improvements
- Fieldhouse improvements
- Lawnbowling exterior work



Budget

The Facilities net operating budget is an increase of \$46,100, or 8.7% over 2022. The increase is attributable to:

- Status quo wage and benefit increases, \$32,200
- Minor fleet increase, \$2,300
- Other miscellaneous increases

Operating Budget

Operating Expenses	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
Caretaker Facility Rentals	46,000	46,000	46,000	-	0.0%
Total Funding	\$ 46,000	\$ 46,000	\$ 46,000	\$ -	0.0%
Operating Expenses					
Facilities and Building Maintenance	\$ 569,700	\$ 707,800	\$ 613,500	\$ 43,800	7.7%
Fleet	4,500	5,700	6,800	2,300	51.1%
Total Operating Expenses	\$ 574,200	\$ 713,500	\$ 620,300	\$ 46,100	8.0%
Net Property Taxes Required	\$ 528,200	\$ 667,500	\$ 574,300	\$ 46,100	8.7%

**2022 budget has been amended to be comparable with 2023 reporting.*

Projects and Strategic Initiatives

Facilities Planning	130,000
Total Reserve Funding	\$ 130,000

See the Asset Management Section, starting on page 75, for information on capital projects.



WATER UTILITY

The District's water supply system is part of the Saanich Peninsula Water System which receives its water supply from the Capital Regional District Integrated Water System. The District's water system network consists of approximately 125 km of water mains.

The system also includes 4,200 metered services and 480 hydrants. It is maintained by the Municipal Yard and is self-financed from water charges and fees on a user-pay basis. Water service is provided to both the Tsartlip and Tsawout First Nations via service agreements.

The Utility provides safe drinking water for domestic, commercial, agricultural and emergency use and meets applicable firefighting standards, health standards and the *Drinking Water Protection Act*.

Accomplishments for 2022

- Supported the District's Emergency Operations Centre to response to weather events
- Reviewed design of Seabrook watermain improvements
- Reviewed water meter reading procedures and updated as required

Plans for 2023

- Continue with third party development service connection installations
- Pipe replacement program
- Meter replacement program

Looking Ahead to 2024 - 2027

- Assist with construction in conjunction with the Keating Flyover project
- Assist with upsizing main on Keating Cross Road

Improvements to the water system are detailed in the Asset Management Section, starting on page 75.

Budget

The 2023 budget balances \$6.3 million of revenues with \$6.3 million of costs. This year's water revenue is based on a rate increase of 3.47% or \$1.924 per cubic meter, a total fixed charge of \$141 annually, and similar consumption as experienced in 2022. For the median residential property (242 cubic meters annually) this represents an annual cost of \$602 or an increase of \$15 over 2022. Operating expenses reflect a status quo approach with wage and benefit increases, and a CRD bulk water rate increase of 5.1%. Transfers to reserves are \$975,000, the same as 2022.

These changes reflect the 2021 update of the District's Asset Management Plan, and a transition in the trajectory of reserve funding for future water infrastructure replacement. Annual rate increases have been shifted to the sewer utility which is in greater need of increasing asset replacement funding due to targeted annual funding, and infrastructure replacement required over the next ten to twenty years. The water fund is forecast to reach targeted annual asset replacement funding by 2032.



Operating Budget

Funding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
Water Sales and Connections	\$ 5,938,600	\$ 6,019,600	\$ 6,135,100	\$ 196,500	3.3%
Investment Income	30,000	66,700	150,000	120,000	400.0%
Total Funding	\$ 5,968,600	\$ 6,086,300	\$ 6,285,100	\$ 316,500	5.3%

Operating Expenses

Administration	\$ 474,000	\$ 513,100	484,200	\$ 10,200	2.2%
Maintenance	669,600	575,700	707,900	38,300	5.7%
Bulk Water Purchases	3,755,700	3,904,800	4,003,700	248,000	6.6%
3rd Party Connections	33,100	32,400	33,900	800	2.4%
Fleet	61,200	80,000	80,400	19,200	31.4%
Total Operating Expenses	\$ 4,993,600	\$ 5,106,000	\$ 5,310,100	\$ 316,500	6.3%
Transfer to Reserves	975,000	980,300	975,000	-	0.0%
Total Expenses	\$ 5,968,600	\$ 6,086,300	\$ 6,285,100	\$ 316,500	5.3%

Projects and Strategic Initiatives

Water Usage Review	40,000	
Water Master Plan Update	100,000	Partial Development Cost Charge funded
Total Reserve Funding	\$ 140,000	

Performance Metrics

How Many?	2020 Actual	2021 Actual	2022 Plan	2022 Mid-Year	2022 Actual	2023 Plan
Water mains kilometers flushed	140	140	140	125	140	140
Water service installations	24	10	10	12	18	20
Hydrant installations	5	5	6	2	4	6
Hydrants serviced - Class 'A and B'	250	250	250	97	200	250

How Well?	2020 Actual	2021 Actual	2022 Plan	2022 Mid-Year	2022 Actual	2023 Plan
Water quality non-compliance events	0	0	0	0	0	0
Meter reading on time	100%	100%	100%	100%	100%	100%
Hydrant valve exercising	60%	100%	100%	100%	100%	100%
Hydrant tear downs (33%/year)	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
Service connection breaks	42	42	52	11	18	52

SEWER UTILITY



Sewer Utility operates a sanitary only sewer collection system in four core areas (Brentwood Bay, Saanichton, Keating Ridge and Turgoose Point) that consists of approximately 89 kilometres of gravity sewers, 5 kilometers of force mains, 3.9 kilometres of siphons and 15 lift stations. There are approximately 3,800 household and business connection and 2,800 manholes. The system is maintained by the Municipal Yard Department and is self-financed from sewer charges on a user pay basis.

The system is interconnected with Tsartlip First Nation and two Capital Regional District lift stations. The Tsawout First Nation operates its own system and is not connected to the District's network.

Effluent is transferred through the system to a Peninsula Unified Treatment plant operated by the Capital Regional District located in North Saanich. The cost of operating the treatment system is shared by the Peninsula municipalities and recovered by a property tax levy charged to all Central Saanich taxpayers.

Accomplishments for 2022

- Supported the District's Emergency Operations Centre to respond to weather events
- Assisted with design of four pump stations
- Assisted with Brentwood Bay Sewer reconstruction project

Plans for 2023

- Pump station improvements (Butler, Keating, Mt. Newton X Road)
- Brentwood/Hagen sewer replacement project (pending grant)
- Pipe maintenance and repair

Looking Ahead to 2024 - 2027

- Highway 17 sewer line replacement
- Implement pipe replacement program
- Pump station improvements (Devonshire, Butchart)

Improvements to the sewer system are detailed in the Asset Management Section, starting on page 75.

SEWER UTILITY continued

Budget

The five-year Financial Plan for Sewer Utility is based on annual sewer user rate increase for operations and to escalate annual asset replacement funding. For 2023 this represents a \$15 increase (4.56%) to the median residential property or a cost of \$340 annually. Operating expenses reflect a status quo approach with wage and benefit increases. Transfers to reserves have been increased by \$175,000, from \$879,000 in 2021 to \$1,054,000 in 2023.

These changes reflect the 2021 update of the District's Asset Management Plan, and a transition in the trajectory of reserve funding for future sewer infrastructure replacement. Annual rate increases have been shifted from water to the sewer utility which is in greater need of increasing asset replacement funding due to targeted annual funding, and infrastructure replacement required over the next ten to twenty years. The sewer fund is forecast to reach targeted annual asset replacement funding by 2032.

Operating Budget						
Revenue	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %	
Sale of Service	\$ 1,820,700	\$ 1,901,500	\$ 1,930,500	\$ 109,800	6.0%	
Investment Income	35,000	80,000	160,000	125,000	357.1%	
Total Revenue	\$ 1,855,700	\$ 1,981,500	\$ 2,090,500	\$ 234,800	12.7%	
Operating Expenses						
Sewer Administration	\$ 283,500	\$ 292,800	\$ 291,100	\$ 7,600	2.7%	
Maintenance	610,800	556,200	654,500	43,700	7.2%	
Lift Stations	64,300	54,000	65,000	700	1.1%	
Fleet	18,100	16,600	25,900	7,800	43.1%	
Total Operating Expenses	\$ 976,700	\$ 919,600	\$ 1,036,500	\$ 59,800	6.1%	
Transfer to reserves	879,000	1,061,900	1,054,000	175,000	19.9%	
Total Expenses	\$ 1,855,700	\$ 1,981,500	\$ 2,090,500	\$ 234,800	12.7%	

Projects and Strategic Initiatives

Sewer Master Plan update	100,000	Partial Development Cost Charge funded
Total Reserve Funding	\$ 100,000	

SEWER UTILITY continued

Performance Metrics

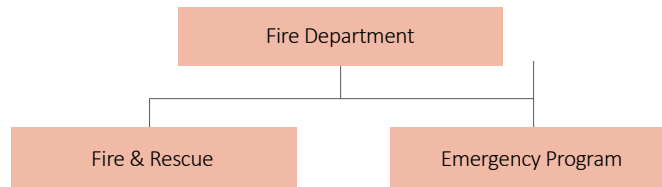
How Many?	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Meters Cleaned	4,600	6,000	6,000	6,500	6,000
Meters video condition assessed		5,000	7,000	9,218	7,000
Breaks Repaired		8	3	4	5
Sewer stations flushing	195	225	220	160	210
Pump inspections/maintenance	78	1,000	800	700	800
Manhole inspections/maintenance	20	80	100	60	75
Sewer service installations	15	10	6	3	6
How Well?	2020 Actual	2021 Actual	2022 Plan	2022 Actual	2023 Plan
Odour complaints	3	0	3	0	3
Sewer blockage	8	6	6	4	6



FIRE DEPARTMENT

The Central Saanich Fire Department provides the community with Fire and Life Safety Education, Fire Prevention Programs, Hazardous Material Response, First Responder Medical Aid, and Emergency Fire and Rescue Response along with Confined Space Rescue Service and High Angle Rope Rescue. These services are also provided under a servicing agreement to both Tsawout and Tsartlip First Nations Lands.

The Department consists of the Fire Chief, Deputy Chief, an Administrative Assistant, six Career Firefighters and 45 Paid On-Call Firefighters. The Fire Department is also responsible for managing the Central Saanich Emergency Program.



Fire & Rescue

- Emergency fire and rescue response
- First-responder medical aid
- Hazardous material response
- Public education and fire prevention programs



Emergency Program

- Ensures continuity in government
- Provides a plan for preserving life and property
- Coordinates response from elected officials, municipal departments, volunteer services and outside agencies

FIRE DEPARTMENT continued

Accomplishments for 2022

- Procured Self-Contained Breathing Apparatus
- Upgraded wildfire personal protective equipment
- Received Community Resiliency Investment UBCM grant to support FireSmart initiatives and Community Wildfire Protection Plan

Plans for 2023

- Review 10 min response time
- Business case for preventative maintenance development
- Standard Operating Guidelines update
- Further develop the Emergency Program
- Recruitment program
- Improve Fire Inspection Process
- Replace apparatus
- EV Single unit replacement order
- Paid On-Call CRA Tax withholding (Relief FF and payroll)

Looking Ahead to 2024 - 2027

- Frontline apparatus replacement of Brush unit
- Review of burning bylaw CAC
- Review Fire Service Master Plan
- Complex Pre-Incident Plan consulting
- Review dispatch service
- Replace large frontline apparatus unit E2
- Replace Single EV utility
- Replace Marine 1 motor



FIRE DEPARTMENT continued

Budget

The Fire Department net budget is an increase of \$212,300 or a 11.4% increase over 2022, which is attributable to:

- Status quo wage and benefit increases
- Increase in Emergency Management staff position (0.5 to 1.0 FTE), \$59,900
- Increase to Fleet, \$18,400
- Expected increase to Dispatch Services contract, \$15,000
- Other miscellaneous increases
- An expected increase in First Nations Fire Service Agreements

Operating Budget

Funding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
Donations - Fire	\$ 23,500	\$ 68,400	19,000	\$ (4,500)	-19.1%
Hazmat Agreement	68,900	69,400	70,600	1,700	2.5%
First Nations Fire Service Agreement	323,400	331,900	339,600	16,200	5.0%
Total Funding	\$ 415,800	\$ 469,700	\$ 429,200	\$ 13,400	3.2%
Operating Expenses					
Fire Administration	\$ 677,400	\$ 712,300	\$ 677,700	\$ 300	0.0%
Fire Fighting Force (Paid on Call)	551,500	532,100	561,300	9,800	1.8%
Fire Fighters (Career)	942,100	982,700	1,031,500	89,400	9.5%
Fleet	73,300	120,500	91,700	18,400	25.1%
Emergency Measures	33,700	33,200	141,500	107,800	319.9%
Total Operating Expenses	\$ 2,278,000	\$ 2,380,800	\$ 2,503,700	\$ 225,700	9.9%
Net Property Taxes Required	\$ 1,862,200	\$ 1,911,100	\$ 2,074,500	\$ 212,300	11.4%

Projects and Strategic Initiatives

FireSmart Program	62,500	Grant Funded
Grant Funding	\$ 62,500	

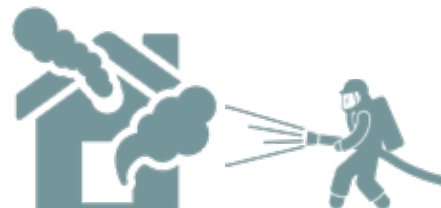
FIRE DEPARTMENT continued

Performance Metrics

Performance Metrics - How Many?	2020 Actual	2021 Actual	2022 Actual
Alarms - Non Fire		113	146
Burning Complaints		44	72
Fires		52	46
Hazardous Conditions		51	68
Public Calls for Service		112	128
Medical	300	536	587
Rescue	67	83	82
<i>Total calls</i>	<i>367</i>	<i>991</i>	<i>1129</i>

How Well?	2020 Actual	2021 Actual	2022 Plan
Firefighting Roster Force	45	41	45
Emergency incident response time 10 mins or less (80% of the time)	94%	93%	90%

\$836K of \$1.17M
assessed value
saved in 3 structure fires of note



Accomplishments for 2022

- Updated District's Business Continuity Plan
- Migrated Saanich Peninsula Alert system to new software provider; added staff callout function for emergency situations
- Received Emergency Operations Centre equipment/training grant for a large plotter, 10 laptops, and speakerphone

Plans for 2023

- Enhance public education on emergency preparedness
- Coordinate joint training exercises with peninsula governments including Tsawout and Tsartlip First Nations
- Conduct group lodging exercise in conjunction with Emergency Support Services
- Conduct reception centre exercise with Emergency Support Services and Tsartlip First Nation

Looking Ahead to 2024 - 2027

- Increase the profile and services of the District's Emergency Program
- Enhance EOC Operations through inter-municipal training with PEMO partners
- Introduce Microsoft Teams for EOC remote access

Performance Metrics

Performance Metrics - How Many?

	2020 Actual	2021 Actual	2022 Actual
Fire related events	3	11	8
Other Hazards (i.e., heat, evacuation, flooding)		4	3
Emergency Operations Centre staff hours	2,406	421	215

2022 Actuals to be published in final draft



POLICE SERVICE



The Central Saanich Police Service, through its governing Municipal Board, consists of 28 sworn police officers (includes seconded officers to integrated teams) supported by five civilian staff, three volunteer reserve Constables and several volunteers. They provide a professional level of service through locally based uniform policing and integrated specialized units.

The Central Saanich Police Service reports to the Police Board, which consists of the Mayor as Chair, one person appointed by the Central Saanich Council, and three appointed by the Lieutenant Governor in Council. The role of the Police Board is to provide governance, budgetary control, and policy direction to the Central Saanich Police Service. The Police Board is chaired by Mayor Ryan Windsor and includes: Mr. Corey Wood, Ms. Jennifer Klein, Mr. Jim Rondeau and Ms. Rene Johansson.



Police Service

- Uniformed patrol
- General investigative services
- Community engagement and schools
- Traffic safety
- Administration

Accomplishments for 2022

- Continual modernization of police infrastructure and evidence handling systems
- Completed Internal/External Stakeholder consultation for Strategic Plan development
- Updated Fleet Management plan for electrification purposes
- Enhanced Advanced Training
- Revitalized and fully staffed the Brentwood Bay Community Office and all volunteer positions filled
- Continued to focus on member Health and Wellness with the ongoing development of a Critical Incident Stress Management/Peer Support team

Plans for 2023

- Improve the delivery of Service performance metrics
- Continue implementation of Digital Evidence Management Systems (DEMS)
- Introduce the 5-year strategic plan
- Implement a Capital Equipment Program

Looking Ahead to 2024 - 2027

- Electrification of Fleet
- Implementation of new technology
- Modernize HR practices with a focus on recruiting and retention



POLICE SERVICE continued

For 2023 Police Services has a \$343,000 or 6.0% budget increase. The increase is attributable to:

- Small Community Grant and other revenue increases, \$53,000
- Status quo wage and benefit increases
- Elevation of two positions to Sergeant and Staff Sergeant
- EComm dispatch increase, \$27,500
- Victoria Integrated Unit increases, \$40,000
- Police Station video services contract, \$36,000
- Fleet increase, \$19,100
- Other miscellaneous increases

Operating Budget

Funding	2022 Budget	2022 Forecast	2023 Budget	Change \$	Change %
Sale of Service	\$ 18,200	\$ 14,400	\$ 18,200	\$ -	0.0%
Small-Community Protection Grant	190,000	227,000	230,000	40,000	21.1%
Traffic Fine Revenue Sharing Grant	240,000	198,400	240,000	-	0.0%
Secondment Remuneration	710,500	845,200	1,110,400	399,900	56.3%
Other Revenue	176,400	278,500	189,400	13,000	
Total Funding	\$ 1,335,100	\$ 1,563,500	\$ 1,788,000	\$ 452,900	33.9%

Operating Expenses

Police Board	\$ 10,500	\$ 5,900	\$ 10,700	\$ 200	1.9%
General Administration	1,401,000	1,410,700	1,510,000	109,000	7.8%
Integrated and Contract Services	675,800	675,300	745,500	69,700	10.3%
Patrol	3,186,000	3,082,600	3,289,000	103,000	3.2%
Detectives	328,300	270,400	367,600	39,300	12.0%
Youth and Community Services	487,600	511,800	537,700	50,100	10.3%
Detention and Custody	22,300	23,100	22,900	600	2.7%
Fleet	118,500	130,900	137,600	19,100	16.1%
Secondment Expenses	710,500	845,200	1,110,400	399,900	56.3%
Total Operating Expenses	\$ 6,940,500	\$ 6,955,900	\$ 7,731,400	\$ 790,900	11.4%
Transfer to reserves-Vehicles & Equip	109,000	109,000	114,000	5,000	4.6%
Net Property Taxes Required	\$ 5,714,400	\$ 5,501,400	\$ 6,057,400	\$ 343,000	6.0%

POLICE SERVICE continued

Capital Requests

Vehicles Purchases - Electric	280,000
Equipment Contingency	25,000
Total	\$ 305,000

Performance Metrics

How Many?	2020 Actual	2021 Actual	2022 Actual
Crimes against Persons	70	156	148
Property crime	440	249	335
Traffic	1,325	3,052	1,626
Other	2,270	2,529	2,304
<i>Total files</i>	<i>4,105</i>	<i>4,048</i>	<i>3,936</i>





ASSET MANAGEMENT

This section provides an overview of the District's long-term approach to managing assets.

Asset Management

In 2017 the District implemented an Asset Management Plan and financial approach to escalate annual funding for future asset replacement to higher, more resilient levels. The goal of that plan was to fund \$6.2 million a year from taxes and utility fees with ten to fifteen year plans.

A separate "Infrastructure and Debt Levy" has been on property taxes since 2017 to clearly identify general infrastructure funding to our taxpayers.

Our assets include, but are not limited to:

- More than 46 municipal buildings
- 140 km of roads
- 40+ parks
- 125 km of water mains
- 89 kilometres of gravity sewers
- lift stations
- pump and pressure stations
- and sewer connections for homes and businesses

ASSET MANAGEMENT:

- Maintain assets in an appropriate state of repair
- Maintain financial strategies and reserves to replace assets at the end of their useful lives
- Optimize capital investments to meet public and economic needs while achieving value for the investment

2021 Asset Management Plan Update

In 2021 staff and consultants began the Asset Management Plan update and a series of presentations to Council, with the Plan update completed in 2022.

Based on inflation and construction cost escalation, there is a need for the District to increase the amount of asset replacement funding raised and set aside each year. The Plan's update recommends average annual asset replacement funding be increased from \$6.20 million to \$10.76 million, specifically for future replacement of existing assets. The need for a financial strategy to fund new infrastructure was also identified.

Maintenance costs are also increasing substantially, and the District is planning to add new infrastructure, such as active transportation.

Central Saanich is not in a unique position – all local governments are faced with significantly increasing infrastructure costs as infrastructure built in the 1960s through 1980s comes to the end of their useful lives. In addition, there are limited revenue sources to fund this work.

Condition Assessment

The District's public infrastructure is in reasonable condition and is rated as C overall. This is a combined assessment of Condition and Performance, Capacity versus Need and Funding versus Need. As is the case with most Canadian municipalities, increased funding will be required to replace existing infrastructure. By increasing funding levels over time and focusing on priority infrastructure areas the current C condition assessment rating is projected to improve to B by 2027.

Infrastructure Report Card

Asset Group	Rating	Comments	Projected Rating in 2027 at Proposed Funding
Roads	B	Good condition. Catch up of deferred road top required.	B+
Drainage	C-	Reasonable condition. Significant renewal of drains and culverts in next decade.	B
Facilities	C	Reasonable condition. Public Works and Municipal Hall complex are next priorities.	B
Parks and Trails	C	Reasonable condition. Increased funding will improve rating.	B-
Vehicles and Equipment	B-	Reasonable condition. Increased funding will improve rating.	B
Water	C-	Reasonable condition. AC Main replacement is priority for next decade.	C
Sewer	D+	Poor condition. Significant investment needed in next decade to replace lift stations and mains.	C
Overall	C		B

The condition assessments were not fully reevaluated as part of the 2021 update due to lack of detailed information such as asset master plans including condition and risk assessment. Master plans and further assessments will take place over the next three to five years and be included in the infrastructure report card of the 2026 plan update.

The condition ratings are not unusual and indicate that most assets are in reasonable condition. The sewer system is rated slightly lower than most primarily due to the low level of funding currently available and the significant amount of infrastructure that is reaching end of useful life over the next decade. This is to be expected and can be significantly improved with the changes in annual funding and regular annual replacement programs. Major buildings are in reasonable condition, though the public works facility and Municipal Hall Complex are approaching end of life in the next ten years.

In 2021 the District began an update of the long-term asset management plan and related financial strategies for General, Water, and Sewer capital programs. The update determined that existing financial strategies are sufficient to reach annual average replacement funding levels by 2032. The combined annual funding increase between water and sewer utilities will remain but with more funding focused on sewer over the next five years. This is due to a larger funding gap in sewer between current and average replacement funding levels and a greater need of asset replacement over the next decade.

The Plan update also identified the funding need for upgraded and new infrastructure including active transportation.

The District's focus over the next ten to twenty years will also be on annual underground infrastructure replacement programs. The cost of fixing failed infrastructure is generally more expensive than a lifecycle based proactive replacement program.

Capital Renewal

The 2021 Asset Management Plan update reported the District has over \$565 million dollars in public infrastructure with an average annual replacement cost of \$10.76 million dollars. Over the next fifty years renewal investment is expected to be approximately \$565 million dollars.

Component	Estimated Asset Life	Value at Current Replacement Cost	Average Annual Replacement Cost
Roads	15 to 75 years	\$ 93 million	\$ 1.9 million
Drainage	30 to 80 years	\$114 million	\$ 1.7 million
Facilities	50+ years	\$ 83 million	\$ 1.64 million
Parks and Trails	25 to 75 years	\$ 17 million	\$ 0.3 million
Vehicles and Equipment	Varies	\$ 20 million	\$ 1.62 million
Water	50 to 80 years	\$105 million	\$ 1.5 million
Sewer	50 to 80 years	\$135 million	\$ 2.1 million
Total		\$565 million	\$10.76 million

Financial Position

Current replacement investment (2023) from revenues is \$6.7 million per year and average annual replacement at sustainable levels from revenues is targeted at \$10.76 million (2021 Asset Management Plan update). This means that the District is currently funding 62% of average annual replacement needs.

In 2017 the District restructured the capital program to establish an asset baseline levy and a system of asset reserves to manage this investment. This baseline for asset replacement was updated in 2021. The update identified a gap of \$4.56 million per year in required future asset investment funding (\$10.76M-\$6.2M). However, it is important to understand that \$10.76 million is an average projection figure; it is a baseline over fifty years. In some years, the requirement may be greater; in some years, it is less. It is incumbent upon the District to manage its asset investments year over year so that annual asset investments are reasonable and consistent.

The District's Asset Management Plan proposes a gradual approach to increase the overall current level of capital investment to reach a \$10.76 million resilient infrastructure replacement level, balance debt financing and provide assistance with upgrading, expansion and growth in the future based on the following:

- Use of a separate asset levy to clearly identify infrastructure funding for taxpayers.
- General Capital Program: 15-year plan to increase infrastructure investment equal to 1.25% property tax increase to average homeowner each year. (Average of \$27 per year to average home.)
- Water System: 15-year plan to increase infrastructure investment equal to \$1.5 million by 2032.
- Sewer System: Fifteen-year plan to increase infrastructure investment to \$2.1 million by 2032. Debt financing will be required to bridge the next ten years as funding is gradually increased and we begin replacement of aging underground sewer pipes and lift stations.

It is incumbent upon the District to manage its asset investments year over year so that annual asset investments are reasonable

Initial Five Year Tax Projection - Average Home

	2023	2024	2025	2026	2027
Property Tax - Asset Levy	\$637	\$682	\$729	\$779	\$823

Key priority areas in the near term are maintaining the annual road top management program, and implementing annual replacement plans for asbestos concrete water and sewer pipes, steel drains, sewer gravity lines and sewer lift stations.

The majority of the District's capital program (\$51.2 million of \$56.4 million) is focused on the replacement of existing infrastructure and will assist in maintaining the current operating cost to repair and manage those assets. Modest upgrading of assets is planned and will help improve service. Some change is anticipated in operating costs over the five-year term of this Plan as the District starts annual replacement programs for a large volume of its underground infrastructure over the next ten to twenty years.

Significant risk mitigation will be achieved with investments in the Brentwood sewer system areas. No operating cost savings are expected.



Capital Program

Summary

The District's five year capital program proposes a total of \$51.2 million in asset renewal and \$5.2 million in upgrading and expansion. The majority of the projects are funded from reserve funds supplemented by grants and debt for specific road, water and sewer projects. This continues the process to align capital programs with the Asset Management Plan.

District of Central Saanich

Capital Budget

	2023	2024	2025	2026	2027
Infrastructure Renewal					
Roads	\$ 1,100,000	\$ 735,000	\$ 740,000	\$ 840,000	\$ 790,000
Drainage	250,000	255,000	260,000	265,000	270,000
Buildings	173,400	200,000	338,800	173,500	122,200
Parks and Trails	240,000	80,000	80,000	30,000	30,000
Vehicles	1,113,000	1,023,000	1,840,000	369,000	148,000
Equipment	912,400	67,000	67,000	67,000	67,000
Water System	3,000,000	2,270,000	2,250,000	2,750,000	2,750,000
Sewer System	4,316,500	7,930,000	3,505,000	3,310,000	2,230,000
	11,105,300	12,560,000	9,080,800	7,804,500	6,407,200
Upgrading and Expansion					
Roads	\$ 145,000	\$ 2,550,000	\$ 725,000	\$ 50,000	\$ 50,000
Equipment	120,000	-	-	-	-
	265,000	2,550,000	725,000	50,000	50,000
Active Transportation					
Roads	435,000	1,040,000	60,000	-	-
Total Investment	\$ 11,805,300	\$ 16,150,000	\$ 9,865,800	\$ 7,854,500	\$ 6,457,200
Funding Source					
Reserve Funds	\$ 9,633,400	\$ 7,694,000	\$ 6,395,800	\$ 5,834,500	\$ 3,937,200
Grants and Contributions	2,151,900	3,036,000	775,000	-	-
Long Term Debt	-	5,400,000	2,675,000	2,000,000	2,500,000
Property Tax	20,000	20,000	20,000	20,000	20,000
	\$ 11,805,300	\$ 16,150,000	\$ 9,865,800	\$ 7,854,500	\$ 6,457,200

The following pages outline individual capital programs for each of the asset categories.

Roads

For 2023, paving and patching works are pursuant to the maintenance and rehabilitation report. Some modifications to the proposed work program may be made, subject to grants. The Transportation Master Plan is also scheduled to be updated in 2023.

Active Transportation

Active transportation is a top priority for our community, and we are making good progress on improving walking, biking and other mobility options. The plan outlines short- and long-term networks and includes lists of priority projects.

Progress to date

In 2022 three projects were completed, over \$700,000 in grant funding was received, a wayfinding signage strategy got underway, and the District began collecting a portion of taxes for active transportation infrastructure.

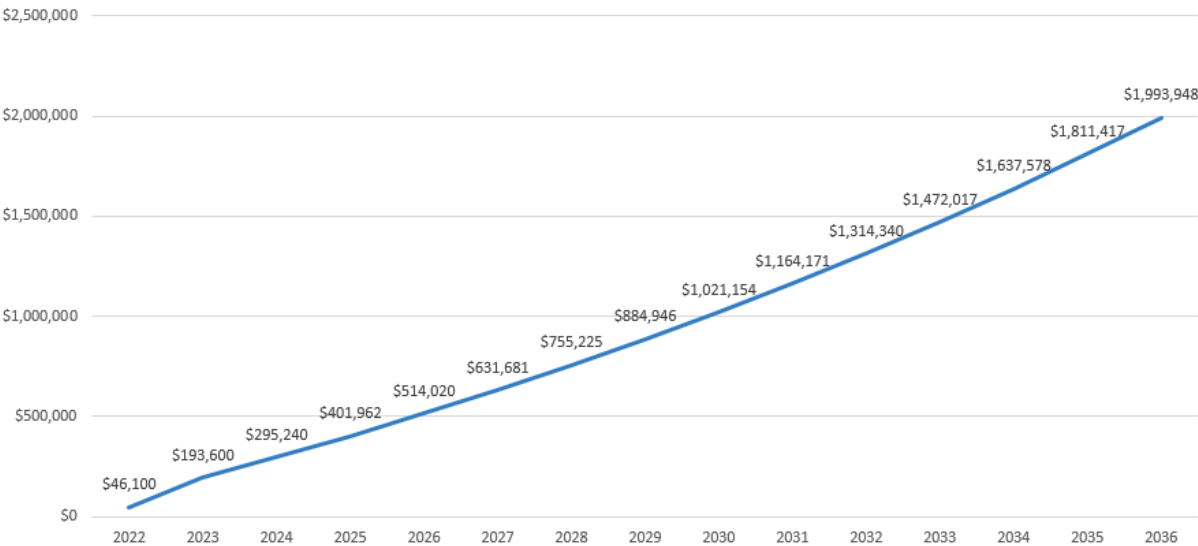
- **Saanich Cross Road** – A sidewalk will be installed from East Saanich to Central Saanich Road in 2023.
- **Wallace Drive bike lane** (from West Saanich to Stelly's Cross Road) – This is the most requested project by the community and will provide a needed bike route from Brentwood to Saanichton. The design is complete, with tendering in early 2023, and construction expected to start by the end of 2023. This work is expected to coincide with a sewer replacement project along the road.
- **Mt Newton pathway** (from Pat Bay highway to Saanichton) – This is another high priority of the Active Transportation Plan. Conceptual designs are underway and public consultation will take place in early spring. Budget approval and grant funding will be sought in 2024 and thereafter until complete.
- **Central Saanich pathway** (from Mt Newton going south) – With designs in the works, the public will be invited to view and comment on the project in early spring; construction is expected in 2024. Budget approval and grant funding will be sought in 2024 and thereafter until complete.
- **Saanichton Village bike lane and sidewalk improvements** – The conceptual design phase will begin this year with construction in 2024.
- **Bus stop improvements** – The District works with BC Transit to install or improve about two bus shelters a year. The location is determined by BC Transit based on ridership and other factors.
- **Active transportation wayfinding** – The District has designed improved signage to help cyclists and pedestrians navigate the District easily and safely. Implementation will be subject to grants and available funding in future District budgets.

Funding the Active Transportation Plan

In 2022 and going forward, a portion of tax dollars are put towards active transportation projects each year.

Multiple streams of funding will support the Plan, including capital spending, external grants, future land development using Development Cost Charge (DCC) and Community Amenity Contribution (CAC) mechanisms, external funding and partnerships.

15-Year Active Transportation Property Tax Funding Trajectory



District of Central Saanich

Roads Capital Budget

	2023	2024	2025	2026	2027
Infrastructure Renewal					
Road Reconstruction	\$ 800,000	\$ 525,000	\$ 550,000	\$ 575,000	\$ 600,000
Sidewalk and Bus Shelter Mtc	30,000	30,000	40,000	40,000	40,000
General Transportation Upgrades	270,000	150,000	150,000	150,000	150,000
Anglers Lane Erosion Control	-	30,000	-	-	-
Keating Ind. Park Road Reconstruction	-	-	-	75,000	-
	1,100,000	735,000	740,000	840,000	790,000
Upgrading and Expansion					
Wayfinding Signage	50,000	50,000	50,000	50,000	50,000
Tiffany Road Culdesac Improvements	20,000	-	-	-	-
Highway 17 Flyover	-	2,500,000	-	-	-
Tanner Road Improvements	75,000	-	675,000	-	-
	145,000	2,550,000	725,000	50,000	50,000
Active Transportation					
Saanichton Village Sidewalk/Crosswalk Improve	40,000	140,000	60,000	-	-
Wallace Dr. Bike Lane (Stelly's/Silverd)	-	900,000	-	-	-
Central Saanich/Mt. Newton, Pathway Design	110,000	-	-	-	-
Veyness Sidewalk	150,000	-	-	-	-
School Zone Active Transportation	135,000	-	-	-	-
	435,000	1,040,000	60,000	-	-
Total Investment	\$ 1,680,000	\$ 4,325,000	\$ 1,525,000	\$ 890,000	\$ 840,000
Funding Source					
Reserve Funds	\$ 1,660,000	\$ 905,000	\$ 830,000	\$ 870,000	\$ 820,000
Grants	-	-	-	-	-
Debt	-	3,400,000	675,000	-	-
Property Tax	20,000	20,000	20,000	20,000	20,000
	\$ 1,680,000	\$ 4,325,000	\$ 1,525,000	\$ 890,000	\$ 840,000



Drainage

The District's stormwater drainage system includes natural and constructed systems: 73 kilometers of constructed storm sewers, 120 kilometers of drainage ditches and 32 kilometers of creeks in three watershed areas.

An Integrated Stormwater Management Plan was approved in 2009, and an update is scheduled for 2024. The focus of this work is on management of the 73 kilometers of constructed drainage systems. The system is valued at \$114 million dollars with an average annual reserve fund investment of \$1.7 million required to renew the system on a lifecycle basis (2021). Significant work is planned over the next two decades to begin replacement of aging drain pipes that are approaching the end of useful life.

District of Central Saanich

Drainage Capital Budget

	2023	2024	2025	2026	2027
Infrastructure Renewal					
Pipe Replacement Program, Steel	\$100,000	\$105,000	\$110,000	\$115,000	\$120,000
General Drainage Contingency	150,000	150,000	150,000	150,000	150,000
Total Investment	\$ 250,000	\$ 255,000	\$ 260,000	\$ 265,000	\$ 270,000
Funding Source					
Reserve Funds	\$ 250,000	\$ 255,000	\$ 260,000	\$ 265,000	\$ 270,000
	\$ 250,000	\$ 255,000	\$ 260,000	\$ 265,000	\$ 270,000

Facilities

The District's facilities are valued at a current high level replacement cost of \$83 million dollars with an average annual reserve fund investment of approximately \$1.64 million required to renew most on a lifecycle basis (2021).

No funds are set aside to replace heritage structures.

The District's Facilities Long Term Asset Management Plan (FLAMP) program has identified repair and maintenance costs for facilities over a twenty-year reporting period. Renewal Investment over the next five years will focus on HVAC, heating, roofing, painting and floor improvements.

Funding for 2023 includes a grant to replace the lacrosse box at Centennial Park with a multi-sport box; the new facility will include a roof and lights, and will be available for multi-purposes.

The District's facilities are comprised of 46 buildings that support several critical functions of local government, public works/ services, community development and emergency operations

District of Central Saanich

Facilities Capital Budget

Facilities Capital Budget		2023		2024		2025		2026		2027	
Infrastructure Renewal											
Facility Long-term Asset Mgmt Plan		\$	173,400	\$	200,000	\$	338,800	\$	173,500	\$	122,200
Total Investment		\$	173,400	\$	200,000	\$	338,800	\$	173,500	\$	122,200
Funding Source											
Reserve Funds		\$	173,400	\$	200,000	\$	338,800	\$	173,500	\$	122,200
		\$	173,400	\$	200,000	\$	338,800	\$	173,500	\$	122,200

Parks and Trails

The District's park and trail structures are comprised of 40 community, neighborhood and passive parks, 4 tennis courts, 4 sport courts, 2 sport fields, 6 ball diamonds, a lacrosse box, 10 children's play areas, 3 picnic shelters, 2 docks and several kilometers of trails.

The structures are valued at a current replacement cost of \$17 million dollars with an average annual reserve fund investment of approximately \$300,000 required to renew on a lifecycle basis (2021).

Renewal Investment over the next five years will focus on Centennial Park backstop replacement at diamond 6 at and installation, park infrastructure replacements and playground replacements.

District of Central Saanich

Parks Capital Budget	2023	2024	2025	2026	2027
Infrastructure Renewal					
Centennial Park Backstop Replacement	\$ 160,000	\$ -	\$ -	\$ -	\$ -
Annual Park Infrastructure Program	30,000	30,000	30,000	30,000	30,000
Playground Replacements	50,000	50,000	50,000	-	-
Total Investment	\$ 240,000	\$ 80,000	\$ 80,000	\$ 30,000	\$ 30,000
Funding Source					
Reserve Funds	\$ 240,000	\$ 80,000	\$ 80,000	\$ 30,000	\$ 30,000
	\$ 240,000	\$ 80,000	\$ 80,000	\$ 30,000	\$ 30,000

Fleet

District maintains a fleet of vehicles for Administration, Public Works, Parks, Utility and Public Safety use. Average annual reserve fund investment of approximately \$1.0 million is required to renew on a lifecycle basis (2021).

Fleet renewal of vehicles at the end of their life cycle reduces vehicle breakdown, emissions and is a more cost effective method in maintaining the fleet. Each vehicle is assessed annually based on a combination of age, repair history and mileage. Fleet rightsizing is reviewed each time and if feasible, electric vehicles are considered. The District anticipates to electrify approximately sixteen vehicles over the five-year plan.

Planned fleet replacements/rightsizing for 2023 includes Municipal Yard dump truck and plow, multi-purpose loader/attachments and replacements of a Water/Sewer emergency generator. Current supply-chain issues for vehicles is expected to effect delivery times and ability to complete the capital plan for the foreseeable future.

The District maintains a fleet of vehicles for Administration, Public Works, Parks, Utility and Public Safety use

District of Central Saanich

Fleet Capital Budget

	2023	2024	2025	2026	2027
Infrastructure Renewal					
Police Vehicles	\$ 280,000	\$ 330,000	\$ 140,000	\$ -	\$ -
Fire Vehicles	110,000	250,000	1,410,000	120,000	15,000
Parks Vehicles	360,000	220,000	245,000	9,000	-
Roads Vehicles	363,000	223,000	45,000	240,000	133,000
Total Investment	\$ 1,113,000	\$ 1,023,000	\$ 1,840,000	\$ 369,000	\$ 148,000

Funding Source

Reserve Funds	\$ 1,113,000	\$ 1,023,000	\$ 1,840,000	\$ 369,000	\$ 148,000
	\$ 1,113,000	\$ 1,023,000	\$ 1,840,000	\$ 369,000	\$ 148,000

Equipment

The District also maintains a variety of equipment for Information Technology, Public Safety and Public Works, with an average annual reserve fund investment of about \$620,000 (2021).

For 2023, equipment replacement will help ensure the District's servers and workstation computer equipment, and phone system remain functional and meets the District's requirements. Also a new mobile speed sign will allow the District to relocate the equipment as required.

District of Central Saanich Equipment Capital Budget

	2023	2024	2025	2026	2027
Infrastructure Renewal					
Server Replacement Program	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000
Desktop Replacement Program	175,400	-	-	-	-
Phone Replacement	75,000	-	-	-	-
Tempest Eapply, Calls for Service	15,000	-	-	-	-
Tempest EPermit Project	129,000	-	-	-	-
Maintenance Management Software	15,000	-	-	-	-
Police Equipment	25,000	25,000	25,000	25,000	25,000
Fire Equipment	87,500	25,000	25,000	25,000	25,000
SCBA and Air Bottles	373,500	-	-	-	-
	912,400	67,000	67,000	67,000	67,000
Upgrading and Expansion					
Speed Sign	\$ 20,000	\$ -	\$ -	\$ -	\$ -
EV Charging Stations	50,000	-	-	-	-
1903 Mt Newton Bike Facility	50,000	-	-	-	-
	120,000	-	-	-	-
Total Investment	\$ 1,032,400	\$ 67,000	\$ 67,000	\$ 67,000	\$ 67,000
Funding Source					
Reserve Funds	\$ 893,000	\$ 67,000	\$ 67,000	\$ 67,000	\$ 67,000
Grants	139,400	-	-	-	-
	\$ 1,032,400	\$ 67,000	\$ 67,000	\$ 67,000	\$ 67,000

Water

The District's water supply system is part of the Saanich Peninsula Water System which receives its water supply from the Capital Regional District Integrated Water System through Bear Hill Reservoir and the Alderly Pressure Reducing Valve (PRV). There are two CRD transmission mains crossing the District with 11 supply points to the municipal distribution network. The Utility provides safe drinking water for domestic, commercial, agricultural and emergency use and meets applicable firefighting standards, health standards and the Drinking Water Protection Act. Water service is also provided to both the Tsartlip and Tsawout First Nations via service agreement.

The District's water system network consists of 125 km of water mains ranging in diameter from 50 mm to 300 mm

The District's water system network consists of approximately 125 km of water mains ranging in diameter from 50 mm to 300 mm. Within the distribution network, there are ten pressure zones, two active pump stations, one reservoir, and nine PRV stations. Because the municipal water system is closely intertwined with the Saanich Peninsula Water System, some of these facilities are owned and operated by the CRD. The system also includes 4,200 metered services.

The water system is valued at a current replacement cost of approximately \$105 million dollars (2021). An average annual investment of approximately \$1.5 million is required to renew the existing system on a lifecycle basis.

For 2023, an annual pipe replacement program will continue with priority replacements based on age, overall condition, and coordination with other road and underground works.

District of Central Saanich

Water Capital Budget

	2023	2024	2025	2026	2027
Infrastructure Renewal					
Vehicles and Equipment	\$ 350,000	\$ 120,000	\$ 100,000	\$ 100,000	\$ 100,000
Pipe Replacement	2,500,000	2,000,000	2,000,000	2,500,000	2,500,000
Contingency	150,000	150,000	150,000	150,000	150,000
Total Investment	\$ 3,000,000	\$ 2,270,000	\$ 2,250,000	\$ 2,750,000	\$ 2,750,000
Funding Source					
Debt	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000
Reserve Funds	3,000,000	2,270,000	1,250,000	1,750,000	1,250,000
	\$ 3,000,000	\$ 2,270,000	\$ 2,250,000	\$ 2,750,000	\$ 2,750,000

Sewer

The District's sewer utility operates a sanitary only sewer collection system in four core areas (Brentwood Bay, Saanichton, Keating Ridge and Turgoose Point) that consists of 89 kilometers of gravity sewers, 5 kilometers of force mains, 3.9 kilometers of siphons and 15 lift stations. The system is interconnected with Tsartlip First Nation and two Capital Regional District lift stations. The Tsawout First Nation operates its own system and is not connected to the District's network.

There are approximately 3,800 household and business connections and 2800 manholes. Effluent is transferred through the system to a Peninsula Unified Treatment plant operated by the Capital Regional District located in North Saanich. The cost of operating the treatment system is shared by the Peninsula municipalities and recovered by a property tax levy charged to all Central Saanich Taxpayers. The Sewer system is valued at a current replacement cost of approximately \$55 million dollars, with an average annual investment required approximately \$2.1 million (2021).

For 2023, the District is expected to begin the Brentwood Bay/Hagan Pump Stations and Force Main Project. Once completed, the project will deliver greatly improved handling of sanitary flows from Brentwood Bay and mitigate the risk of system failures. 2023 also includes completing sewer pump and lift station improvements at the Butler station, Mt Newton Station and the Keating station.

District of Central Saanich

Sewer Capital Budget

	2023	2024	2025	2026	2027
Infrastructure Renewal					
Vehicles and Equipment	\$ 230,000	\$ 270,000	\$ -	\$ 850,000	\$ 80,000
Pipes					
Pipe Replacement	-	1,000,000	2,000,000	2,000,000	2,000,000
Brentwood Sewer Replacement/Upgrade	3,750,000	6,000,000	775,000	-	-
Contingency	300,000	250,000	250,000	150,000	150,000
Delamere Stn Main	-	30,000	150,000	-	-
Highway 17 Main Replacement	-	300,000	-	-	-
Facilities					
Butler Lift Station	12,000	-	-	-	-
Keating X Road Pump Station	8,000	-	-	-	-
Kirkpatrick lift station	-	40,000	125,000	30,000	-
Devonshire lift station	-	40,000	125,000	30,000	-
Mt Newton Lift Station	16,500	-	-	-	-
Butchart Garden Lift Station	-	-	40,000	125,000	-
Cultra Lift Station	-	-	40,000	125,000	-
Total Investment	\$ 4,316,500	\$ 7,930,000	\$ 3,505,000	\$ 3,310,000	\$ 2,230,000
Funding Source					
Reserve Funds	\$ 2,316,500	\$ 2,894,000	\$ 1,730,000	\$ 2,310,000	\$ 1,230,000
Grants	2,000,000	3,036,000	775,000	-	-
Debt	-	2,000,000	1,000,000	1,000,000	1,000,000
	\$ 4,316,500	\$ 7,930,000	\$ 3,505,000	\$ 3,310,000	\$ 2,230,000



BACKGROUND

This section provides an overview of reserves, debt and statistical information.

Background

Reserve Funds and Accumulated Surplus

The Municipality maintains statutory and other general reserve funds for a variety of purposes. Revenues are contributed to each reserve as they are received. These revenues could include contributions from the general operating fund water utility fund and sewer utility fund for sustainable infrastructure replacement, investment income earned on the reserve balance, revenues from the sale of land, development cost charges received or other fees and contributions.

The Districts reserves and surplus policy provides guidance on minimum and suggested reserve and surplus fund levels.

Accumulated surplus in the general, water and sewer utility funds is projected to remain consistent over the five-year financial plan horizon

Over the five-year financial plan reserves and surplus are projected to reduce by **\$5,000,000** as we plan to increase infrastructure investments over time.

Accumulated Surplus is retained to provide working capital for operations. From time to time allocations of surplus are made to fund individual projects or contributed to reserves for a defined purpose.



2023 Financial Plan Reserves Forecast & Scorecard

	Policy Target		Balance	Status	Balance	Status
	Minimum	Optimum	2023	2023	2027	2027
GENERAL FUND						
	2 months Expenses	6 months expenses				
Operating Surplus (Working Capital)	3,000,000	9,000,000	6,888,100	Good	8,188,100	Good
Reserve Accounts						
	1% of revenues	2.5% Revenues				
Financial Stabilization Reserve	185,000	475,000	530,766	Optimal	530,766	Optimal
Affordable Housing Contributions	n/a	As Collected	182,500	Good	182,500	Good
Future Expenditures Reserve	100,000	As Required	546,330	Good	596,330	Good
Police Major Crime Reserve	200,000	400,000	399,960	Optimal	399,960	Optimal
Police Death on Duty Reserve	100,000	100,000	100,000	Optimal	100,000	Optimal
Amenity Contributions Reserve	n/a	As Collected	780,000	Good	780,000	Good
Tree Contribution Reserve	n/a	As Collected	9,800	Good	9,800	Good
Climate Leadership Reserve	100,000	500,000	675,648	Optimal	495,648	Optimal
Community Works Gas Tax Reserve	n/a	As Collected	5,392,675	Good	6,217,675	Good
PACE Oil to Heat Pump Program	n/a	Per Plan	153,378	N/A	168,000	N/A
General Debt Retirement Reserve	n/a	Per Plan	5,210,800	N/A	-	N/A
New Infrastructure Levy Reserve	n/a	1,000,000	119,600	Low	580,800	Low
General Conditional Contributions Reserve	n/a	As Collected	36,712	Good	36,712	Good
COVID 19 Safe Restart Grant	n/a	As Collected	749,894	Good	0	Good
Reserve Funds (Statutory Reserves)						
General Vehicles and Equipment Replacement Reserve Fund	100,000	100% funded AMP	920,705	Good	1,584,905	Good
Police Vehicles and Equipment Replacement Reserve Fund	150,000	100% funded AMP	353,033	Good	479,033	Good
Fire Vehicles and Equipment Replacement Reserve Fund	100,000	100% funded AMP	662,211	Good	150,611	Good
Technology Replacement Reserve Fund	150,000	100% funded AMP	55,530	Good	247,530	Good
Roads Replacement Reserve Fund	500,000	100% funded AMP	295,600	Low	295,600	Low
Drainage Replacement Reserve Fund	500,000	100% funded AMP	946,788	Good	1,146,788	Good
Buildings Replacement Reserve	500,000	100% funded AMP	745,300	Good	1,380,900	Good
General Capital Reserve Fund	250,000	TBD	7,589,772	Good	17,384,072	Good
Local Service Area Reserve Fund	n/a	Per Plan	296,490	Good	296,490	Good
Land Sale Reserve Fund	n/a	As Collected	1,441,930	Good	1,441,930	Good
			28,195,423		34,506,051	
WATER FUND						
	2 Months Operating	6 Months Operating				
Operating Surplus (Working Capital)	750,000	2,250,000	-	Good	-	Good
Water Utility Replacement Reserve Fund	500,000	100% AMP	2,677,758	Good	482,758	Low
Water Utility Vehicles and Equipment Replacement Reserve Fund	100,000	100% funded AMP	200,000	Good	200,000	Good
Water Conditional Contributions Reserve	n/a	As Collected	-		-	
			2,877,758		682,758	
SEWER FUND						
	2 Months Operating	6 Months Operating				
Operating Surplus (Working Capital)	150,000	450,000	-	Optimal	-	Good
Sewer Utility Replacement Reserve Fund	500,000	100% funded AMP	3,684,831	Good	1,237,831	Good
Sewer Utility Vehicles and Equipment Replacement Reserve Fund	100,000	100% funded AMP	1,453,285	Good	1,453,285	Good
Sewer Conditional Contributions Reserve	n/a	As Collected	80,000	Good	80,000	Good
			5,218,116		2,771,116	
TOTAL RESERVES			36,291,297		37,959,925	

Debt Management

The District uses moderate levels of debt servicing to supplement reserve fund investment financing of large capital projects from time to time.

Current debt financing has been used for the following projects:

East Saanich Road Improvements	\$ 2,333,333	(repaid 2025)
Senanus Road Water Line Extension	\$ 1,085,540	(repaid 2019)
Fire Station 1	\$ 8,895,700	(repaid est. 2025)

Debt Financing will likely be required for drainage and sewer infrastructure will also be required if grants from senior levels of government are not received.

Current Debt Servicing Projection:

	2023	2024	2025	2026	2027
Debt Service	\$611,000	\$611,000	\$604,600	\$534,700	\$453,300

Future Debt Required to Fund Infrastructure Over Next Five Years:

Roads	\$ 4.1 million
Building	\$ 1.0 million
Water	\$ 3.5 million
Sewer	<u>\$ 5.0 million</u>
	\$13.6 million



Operating Fund Five Year Estimates

The Municipality is required by the Community Charter Act to adopt a five-year financial plan bylaw on or before May 15. This plan includes five-year operating estimates. Given the dynamic nature of the municipal environment, five-year estimates are prepared on a broad-brush basis with adjustments made for significant cost factors where they are known with some certainty.

The net budget funded from property taxation is projected to increase from \$20.4 million in 2023 to \$24.2 million in 2027 or an average 5.0% increase to the average homeowner. This includes a 1.25% increase for infrastructure replacement and 0.5% for new infrastructure on average.

District of Central Saanich General Operating Budget Summary

General Operating Revenue	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Municipal property taxes	\$ 20,446,000	\$ 21,626,400	\$ 22,592,600	\$ 23,487,400	\$ 24,390,600
Penalties and interest	1,171,700	1,158,300	1,161,200	1,164,100	1,167,100
Grants in lieu of taxes	377,800	379,300	380,500	381,700	382,900
Grants	1,365,100	1,195,000	1,015,000	1,035,000	1,035,000
Sale of services	409,500	416,400	423,400	430,600	438,100
Police Revenues	1,788,000	1,830,100	1,873,200	1,912,900	1,953,500
Fire Department Revenue	429,200	443,600	458,500	474,000	490,000
Planning Revenue	697,500	699,900	700,200	700,500	700,800
Community Services Revenue	32,900	33,600	34,300	35,000	35,700
Engineering Revenue	141,500	141,500	141,500	141,500	141,500
Municipal Yard Revenues	100,000	101,100	102,100	104,100	105,200
Reserves used for Projects and Operating	1,759,200	490,000	190,000	115,000	105,000
Transfer from Utility Operating	609,200	633,600	658,900	685,200	712,700
Total General Operating Revenue	\$ 29,327,600	\$ 29,148,800	\$ 29,731,400	\$ 30,667,000	\$ 31,658,100

General Operating Expenses

Core Operating Expenses - General

Administration Services	\$ 1,241,800	\$ 1,014,200	\$ 1,037,200	\$ 1,058,400	\$ 1,080,000
Finance	918,000	944,400	971,900	996,200	1,021,800
Information Technology	773,900	790,600	802,500	813,500	824,500
Police Service	7,731,400	7,984,200	8,235,600	8,461,400	8,692,100
Fire	2,503,700	2,620,900	2,693,600	2,756,900	2,823,000
Facilities	620,300	640,000	668,400	687,100	708,100
Planning and Building Services	1,604,300	1,535,900	1,582,700	1,625,500	1,664,700
Community Services	2,255,400	2,312,500	2,373,300	2,433,200	2,493,800
Engineering	1,580,000	1,623,400	1,667,000	1,706,200	1,746,900
Municipal Yard	1,653,800	1,693,400	1,733,000	1,766,600	1,800,900
Parks & Facilities	1,340,500	1,369,900	1,398,100	1,426,900	1,455,100
Special Projects	1,161,800	390,000	130,000	70,000	60,000
Debt Servicing	611,000	611,000	604,600	534,700	453,300
Transfer to Reserves - General	5,331,700	5,618,400	5,833,500	6,330,400	6,833,900
Total General Operating Expense	\$ 29,327,600	\$ 29,148,800	\$ 29,731,400	\$ 30,667,000	\$ 31,658,100

Projects and Initiatives Five Year Estimates

Annual projects and strategic initiatives are developed through service reviews and studies as well as strategic planning. Currently these initiatives are funded through operating reserves as annual surplus allows.

District of Central Saanich

Projects and Initiatives Budget Summary

	2023	2024	2025	2026	2027
Infrastructure Renewal					
Finance	\$ 24,000	\$ -	\$ -	\$ -	\$ -
Corporate Services	220,000	20,000	20,000	20,000	10,000
Planning and Building	180,000	100,000	60,000	-	-
Climate Action	110,300	50,000	50,000	50,000	50,000
Engineering	305,000	220,000	-	-	-
Municipal Yard	-	-	-	-	-
Buildings	130,000	-	-	-	-
Fire	62,500	-	-	-	-
Water	140,000	-	-	-	-
Sewer	100,000	-	-	-	-
	\$ 1,401,800	\$ 390,000	\$ 130,000	\$ 70,000	\$ 60,000
Funding Source					
Reserve Funds	1,254,300	390,000	130,000	70,000	60,000
DCC Funding	60,000				
Grants and donations	87,500				
	\$ 1,401,800	\$ 390,000	\$ 130,000	\$ 70,000	\$ 60,000



For 2023, details are listed below in each of the departments.

For the balance of the five-year horizon the following projects are identified to indicate most likely areas of work anticipated in those years, subject to review each year during the budget preparation process.

As projects and strategic initiatives are linked to and driven by strategic planning they typically, have a one to three year outlook. Looking ahead, strategic planning in early 2023 will further define direction for projects and strategic initiatives in 2024 and beyond.

District of Central Saanich Operating Budget - Projects and Initiatives	2023	2024	2025	2026	2027
Finance					
Asset Management, Asset Retirement Obligation	24,000	-	-	-	-
Administration					
OH&S Program Report	25,000	-	-	-	-
Work Force Planning	75,000	-	-	-	-
Job Evaluation	30,000	-	-	-	-
Corporate Services					
Community Amenities and Art	10,000	10,000	10,000	10,000	10,000
Food Hub Fesibility	40,000	-	-	-	-
Citizen Survey	35,000	-	-	-	-
Façade Improvements Program	10,000	10,000	10,000	10,000	-
Sign Strategy Development	10,000	-	-	-	-
Age Friendly Community Report	25,000	-	-	-	-
Website Update	40,000	-	-	-	-
Accessibility Plan	50,000	-	-	-	-
Engineering					
Engineering Standards Update	50,000	50,000	-	-	-
Storm Management Plan	-	90,000	-	-	-
Dock Assessments	-	30,000	-	-	-
Bridge Inspections	50,000	-	-	-	-
Transportation Master Plan Update	140,000	-	-	-	-
Solid Waste Review	65,000	-	-	-	-
DCC Bylaw Update	-	50,000	-	-	-
Facilities					
Facilities Redevelopment Feasibility	130,000	-	-	-	-
Planning and Building					
Parks Planning	80,000	60,000	-	-	-
Official Community Plan (Phase 1)	50,000	-	-	-	-
Environment DP Area Guidelines	50,000	-	-	-	-
Land Use Bylaw Update	-	40,000	60,000	-	-
Climate Leadership					
Oil to Heat Pump Program	60,300	-	-	-	-
EV Bike Strategy	50,000	50,000	50,000	50,000	50,000
Water					
Water Usage Review	40,000	-	-	-	-
Water Master Plan Update	100,000	-	-	-	-
Sewer					
Sewer Master Plan update	100,000	-	-	-	-
Fire					
FireSmart Program	62,500	-	-	-	-
Total	\$ 1,401,800	\$ 390,000	\$ 130,000	\$ 70,000	\$ 60,000

Water Utility Fund Five Year Estimates

The net budget funded from water utility charges is projected to increase from \$6.3 million to \$7.3 million in 2027 or an average 4.0% increase to the average homeowner. This includes increases in operations, CRD bulk water purchases, and increases for infrastructure replacement funding.

District of Central Saanich Water - Operating Budget

Funding	2022 Budget	2022 Actuals	2023 Budget	Change \$	Change %	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Water Sales & Connections	\$ 5,938,600	\$ 6,019,600	\$ 6,135,100	\$ 196,500	3.3%	\$ 6,358,000	\$ 6,610,900	\$ 6,871,900	\$ 7,166,800
Investment Income	\$ 30,000	\$ 66,700	\$ 150,000	120,000	400.0%	150,000	150,000	150,000	150,000
Total Funding	\$ 5,968,600	\$ 6,086,300	\$ 6,285,100	\$ 316,500	5.3%	\$ 6,508,000	\$ 6,760,900	\$ 7,021,900	\$ 7,316,800
Operating Expenses									
Administration	\$ 474,000	\$ 513,100	\$ 484,200	10,200	2.2%	\$ 576,300	\$ 599,100	\$ 622,400	\$ 646,500
Maintenance	\$ 669,600	\$ 575,700	\$ 707,900	38,300	5.7%	650,000	660,800	672,200	683,600
Bulk Water Purchases	\$ 3,755,700	\$ 3,904,800	\$ 4,003,700	248,000	6.6%	4,163,800	4,330,400	4,503,600	4,683,700
3rd Party Connections	\$ 33,100	\$ 32,400	\$ 33,900	800	2.4%	34,600	35,400	35,700	37,000
Fleet	\$ 61,200	\$ 80,000	\$ 80,400	19,200	31.4%	83,300	85,200	88,000	91,000
Transfer to Reserves	\$ 975,000	\$ 980,300	\$ 975,000	-	0.0%	1,000,000	1,050,000	1,100,000	1,175,000
Total Operating Expenses	\$ 5,968,600	\$ 6,086,300	\$ 6,285,100	\$ 316,500	5.3%	\$ 6,508,000	\$ 6,760,900	\$ 7,021,900	\$ 7,316,800

Sewer Utility Fund Five Year Estimates

The net budget funded from sewer utility charges is projected to increase from \$2.1 million to \$2.8 million in 2027, or a 8.0% increase to the average homeowner. This includes increases in operations and for infrastructure replacement funding each year.

District of Central Saanich Sewer - Operating Budget

Revenue	2022 Budget	2022 Actuals	2023 Budget	Change \$	Change %	2024 Budget	2025 Budget	2026 Budget	2027 Budget
Sale of Service	\$ 1,820,700	\$ 1,901,500	\$ 1,930,500	\$ 109,800	6.0%	\$ 2,120,700	\$ 2,298,200	\$ 2,475,400	\$ 2,606,200
Investment Income	\$ 35,000	\$ 80,000	\$ 160,000	125,000	357.1%	160,000	160,000	160,000	160,000
Total Revenue	\$ 1,855,700	\$ 1,981,500	\$ 2,090,500	\$ 234,800	12.7%	\$ 2,280,700	\$ 2,458,200	\$ 2,635,400	\$ 2,766,200
Operating Expenses									
Sewer Administration	\$ 283,500	\$ 292,800	\$ 291,100	\$ 7,600	2.7%	\$ 302,400	\$ 313,900	\$ 325,800	\$ 338,300
General Maintenance	693,200	626,800	745,400	52,200	7.5%	762,300	779,300	793,600	807,900
Transfer to reserves - Sewer	879,000	1,061,900	1,054,000	175,000	19.9%	1,216,000	1,365,000	1,516,000	1,620,000
Total Operating Expenses	\$ 1,855,700	\$ 1,981,500	\$ 2,090,500	\$ 234,800	12.7%	\$ 2,280,700	\$ 2,458,200	\$ 2,635,400	\$ 2,766,200

Both the Water and Sewer Utilities will be affected by future planning initiatives including corporate strategic planning in 2023, Water and Sewer masterplan updates scheduled for 2023, and update of the District's long-term asset management and related financial strategies again in 2026.

Taxable Property Assessments 2018-2022

	2018	2019	2020	2021	2022
Residential	4,425,613,395	4,740,139,957	4,801,132,406	5,035,528,083	6,243,391,031
Utilities	1,002,000	1,048,900	1,199,200	1,234,500	1,725,800
Light Industry	89,307,100	99,457,700	112,953,500	114,899,600	129,028,500
Business/Other	479,444,750	514,020,156	570,887,583	573,727,781	630,724,700
Recreational/Non Profit	26,074,000	27,711,200	30,434,100	31,054,300	37,956,200
Farm	6,169,797	6,520,250	7,060,009	7,122,363	6,844,146
	5,027,611,042	5,388,898,163	5,523,666,798	5,763,566,627	7,049,670,377

New Construction 2018-2022

	2018	2019	2020	2021	2022
Construction Permits	365	363	280	363	303
Construction Value (\$Millions)	51,538,000	28,751,000	29,437,000	55,203,981	75,237,065
New Construction Taxable Assessment	76,382,419	31,617,206	95,280,618	23,361,626	38,307,897
Taxes Generated from New Growth	224,086	98,986	301,189	75,622	93,716



Property Tax Rates 2018-2022

	2018	2019	2020	2021	2022
Municipal (including Police, Infrastructure, Debt, Library)					
Residential	2.86213	3.63613	2.88578	2.84232	2.41786
Utilities	15.38000	19.14030	13.88969	14.33525	13.68775
Light Industry	5.16975	6.37567	4.40854	4.46339	4.15905
Business/Other	6.15200	7.65615	5.55587	5.73410	5.47510
Recreationa/Non-Profit	7.24174	9.18733	6.49404	6.55341	5.59668
Farm	4.36301	5.85066	4.56504	4.67986	4.92978
Total (including School, Regional & Other)					
Residential	5.41359	5.25446	5.44326	5.36380	4.52785
Utilities	35.63795	34.50381	33.27654	33.76719	32.45483
Light Industry	12.72328	11.84327	8.57201	11.42545	10.41512
Business/Other	13.78655	12.92307	9.92609	12.91928	12.00256
Recreational/Non-Profit	12.39256	11.91176	9.66640	11.34424	9.68755
Farm	9.63925	9.82509	9.90216	9.99607	10.27529

Property Tax Revenue 2018-2022

	2018	2019	2020	2021	2022
Municipal	16,192,735	16,970,982	17,761,731	18,364,565	19,355,423
BC Assessment	251,157	253,884	283,944	289,339	300,934
Regional District	5,847,986	5,967,499	6,234,538	6,511,299	6,615,755
Municipal Finance Authority	1,177	1,268	1,323	1,372	1,652
Transit	1,295,909	1,400,227	1,565,684	1,573,060	1,673,598
School	8,230,739	8,508,859	7,378,916	9,464,666	9,897,329
Total Current Taxes Levied	31,819,703	33,102,719	33,226,136	36,204,301	37,844,691
Current Taxes Collected	31,566,969	32,850,543	32,962,936	35,966,420	37,508,875
Percentage	99.2%	99.2%	99.2%	99.3%	99.1%

Principal Corporate Taxpayers 2022

BUTCHART GARDENS LTD	561,668
WHITEROCK 2241 KEATING CROSS ROAD VICTORIA INC	424,483
BRITISH COLUMBIA HYDRO AND POWER AUTHORITY	348,616
417201 BC LTD	310,218
E J C DEVELOPMENTS LTD	284,773
PIONEER SQUARE HOLDINGS LTD	283,009
BUTLER BROTHERS SUPPLIES LTD	263,616
HUNTLY PROPERTIES LTD	252,184
SHERWOOD INDUSTRIES LTD	191,815
1349502 BC LTD	179,026
BUTLER PROPERTIES LTD	155,631
EAGLE BAY HOLDINGS LTD	152,853
SEABOARD INDUSTRIES LTD	144,583
LOCHSIDE APARTMENTS LTD	141,536
HARBOUR CITY FINANCIAL CORP	137,265
PROGRESSIVE WASTE SOLUTIONS CANADA INC	134,813
TIMES UNIVERSAL VICTORIA HOLDINGS LIMITED	133,459
HOCHOY INVESTMENTS LTD	131,812
FORTIS ENERGY (VANCOUVER ISLAND)	131,006
GRAHAM HOLDINGS LTD	124,395
POWER MEASUREMENT LTD	124,343
OK INDUSTRIES LTD	124,074
1143012 BC LTD	108,227
0707013 BC LTD	103,402
GF II 1230-1236 VERDIER APARTMENTS LTD	103,158

Notes - Values include all Central Saanich properties under same ownership.

- Amounts include levys of Central Saanich and all other taxing authorities.

Debt and Debt Servicing - Outstanding Balances (in Thousands) 2018-2022

	2018	2019	2020	2021	2022
East Saanich Road Renewal	1,318	1,158	993	860	683
Mt. Newton/Senanus Water Main	227	-	-	-	-
Fire Hall	7,838	7,593	7,340	7,090	6,821
Total	9,383	8,751	8,333	7,950	7,504
Long Term Debt Per Capita	521	484	454	429	409
Total Debt Per Capita	521	484	454	429	409
Annual Long Term Debt Servicing	671	671	671	656	611
Debt Servicing Limit	7,158	7,300	7,440	7,807	8,264
% Used	9%	12%	13%	8%	7%
Debt Service Capacity Available	6,487	6,407	6,520	7,151	7,653



Community Grants, Service Contracts, Leases and Permissive Tax Exemptions 2022

Organization	Grant	Service Contract	Lease	Tax Exemption	Total
Anglican Synod Diocese of BC				52,457	\$ 52,457
Beacon Community Services		7,000		18,343	25,343
Bishop of Victoria				13,834	13,834
Boys and Girls Club		15,000	1	12,255	27,256
Brentwood Bay Community Association		4,250			4,250
Brentwood Community Club				9,697	9,697
Capital Bike	1,000				1,000
Centennial Park Fellowship Baptist Church				36,861	36,861
Central Saanich Community Association	1,000				1,000
Central Saanich Lawn Bowling Club			1	9,268	9,269
Central Saanich Lions Club			1	7,113	7,114
Central Saanich Little League			1	465	466
Central Saanich Senior Citizen's Association				42,949	42,949
Farmlands Trust Society				1,020	1,020
FED Urban Agricultural Society	1,000				1,000
Friendship Community Church				30,572	30,572
Greater Victoria Housing Society				17,473	17,473
Jehovah's Witness Congregation				10,288	10,288
Mount Newton Center Society	1,000				1,000
North & South Agricultural Society				38,950	38,950
Peninsula Country Market Society		2,000			2,000
Peninsula Dry Grad Society	1,000				1,000
Peninsula Streams		37,500			37,500
Saanich Historical Artifact Society		9,750	1	28,514	38,265
Saanich Masonic Temple Assoc. Ltd.				8,128	8,128
Saanich Pioneer Society		17,500			17,500
Saanichton Bible Fellowship				16,617	16,617
Saanichton Village Association		4,000			4,000
Shady Creek United Church				9,521	9,521
Shoreline Medical Society				10,921	10,921
South Vancouver Island Zone Housing				118,888	118,888
Take a Hike Foundation	1,000				1,000
Vancouver Island South Film & Media Commission	1,000				1,000
Victoria Association for Community Living				13,375	13,375
Victoria Hindu Parishad				9,252	9,252
Total	7,000	97,000	5	516,761	\$ 620,766

Summary of Financial Results

(in \$000's)	2018	2019	2020	2021	2022
FINANCIAL POSITION					
Financial Assets	\$ 37,138	\$ 41,308	\$ 53,959	\$ 58,735	\$ 63,995
Liabilities	20,409	20,045	24,144	22,762	22,888
Net Financial Assets/(Debt)	16,729	21,263	29,815	35,973	41,107
Non-financial Assets	89,408	91,505	90,726	90,137	91,367
Accumulated Surplus, End of year	\$ 106,137	\$ 112,768	\$ 120,541	\$ 126,110	\$ 132,474
STATEMENT OF OPERATIONS					
Revenue	\$ 30,773	\$ 32,073	\$ 34,789	\$ 34,507	\$ 35,557
Expenses	25,080	25,442	27,016	28,938	29,193
Annual Surplus/(Deficit)	5,693	6,631	7,773	5,569	6,364
Accumulated Surplus, beginning of year	100,444	106,137	112,768	120,541	126,110
Accumulated Surplus, end of year	\$ 106,137	\$ 112,768	\$ 120,541	\$ 126,110	\$ 132,474
ACCUMULATED SURPLUS					
Tangible Capital Assets	\$ 79,163	\$ 81,947	\$ 81,674	\$ 81,538	\$ 83,127
Reserves	18,814	21,780	30,994	36,640	41,248
Operating Surplus/(Deficit)	8,160	9,041	7,873	7,932	8,099
Accumulated Surplus, end of year	\$ 106,137	\$ 112,768	\$ 120,541	\$ 126,110	\$ 132,474

Consolidated Revenue by Source

(in \$000's)	2018	2019	2020	2021	2022
Property Taxation	\$ 16,699	\$ 17,441	\$ 18,157	\$ 18,875	\$ 19,869
Sales of Services	9,348	9,145	9,779	12,122	11,240
Government Transfers	2,862	2,033	4,838	2,343	2,146
Investment Income	741	932	1,066	284	1,448
Developer Contributions	1,084	2,171	803	606	652
Other	39	351	146	277	202
	<u>\$ 30,773</u>	<u>\$ 32,073</u>	<u>\$ 34,789</u>	<u>\$ 34,507</u>	<u>\$ 35,557</u>

Consolidated Expenses by Function

(in \$000's)	2018	2019	2020	2021	2022
General Government	\$ 2,181	\$ 2,341	\$ 2,962	\$ 2,888	\$ 3,055
Protective Services	8,054	8,768	9,272	9,949	10,560
Transportation Services	5,236	4,693	4,487	4,806	4,285
Environmental and Development S	545	622	634	678	649
Parks and Cultural Services	2,758	2,775	2,807	3,253	3,551
Water Utility	4,854	4,835	5,237	5,550	5,615
Sewer Enterprise	1,064	1,017	1,122	1,165	1,135
Other Fiscal Servcies	388	391	495	649	343
	<u>\$ 25,080</u>	<u>\$ 25,442</u>	<u>\$ 27,016</u>	<u>\$ 28,938</u>	<u>\$ 29,193</u>

Consolidated Expenses by Object

(in \$000's)	2018	2019	2020	2021	2022
Salaries, Wages & Benefits	\$ 12,197	\$ 12,408	\$ 12,886	\$ 13,923	\$ 14,729
Supplies, Materials & Other	4,378	4,760	5,497	5,625	5,588
Contracted Services	4,245	4,616	5,190	5,806	5,592
Other	591	499	331	290	316
Amortization of Tangible Assets	3,669	3,159	3,112	3,294	2,968
	<u>\$ 25,080</u>	<u>\$ 25,442</u>	<u>\$ 27,016</u>	<u>\$ 28,938</u>	<u>\$ 29,193</u>

Acquisition of Tangible Capital Assets

(in \$000's)	2018	2019	2020	2021	2022
Land	\$ -	\$ -	\$ -	\$ -	\$ -
Land Improvements	389,564	345,323	40,975	104,598	469,188
Buildings	233,566	461,997	-	484,764	329,335
Equipment and Vehicles	651,347	1,299,464	645,316	655,520	345,842
Roads Infrastructure	1,466,739	1,756,512	1,226,001	675,239	987,296
Drainage Infrastructure	141,250	124,500	116,331	513,708	130,383
Sewer Infrastructure	132,479	302,012	21,600	98,892	243,651
Water Infrastructure	1,596,169	988,187	477,528	40,000	1,669,389
Other Assets	630,225	45,105	54,344	152,316	83,586
	\$ 5,241,339	\$ 5,323,100	\$ 2,582,095	\$ 2,725,037	\$ 4,258,670



Glossary

A

Accrual: An accounting method which measures the financial performance and position of an organization by recognizing economic events when they happen, regardless of when the related cash actually changes hands.

Appropriated: When a fund is appropriated, it is subject to certain restrictions on what its assets can be used for.

Asset: Anything you own that has monetary value plus any money you are owed.

B

Balanced budget: A financial plan where current revenue, including transfers from operating reserves, equals current operating expenditures.

C

Capital asset: General capital assets are those in excess of \$10,000 with a useful life of two or more years (e.g., land, buildings).

Capital budget: A financial plan outlining projected expenditures on capital assets during a given fiscal period.

Capital project: Creation or improvement of infrastructure assets.

Carbon footprint Amount of carbon dioxide (CO₂e) that is emitted by the municipality.

Community charter: The provincial legislation governing local governments. This legislation replaced the Local Government Act in 2003.

Council: The six councillors elected at large that represent the municipality and the Mayor as a whole.

D

Development cost charge: (DCC) A fee paid by a developer to help fund cost related to developing a property. Often these fees are used for parks and streets, and for infrastructure used to provide water, sanitary sewer and storm drainage services.

Development permit: A permit that allows development of a property subject to certain conditions such as the timing or sequence of construction, density of development, alteration of specific requirements of the zoning of the property etc.

F

Fee: A fee is a charge to recover the cost of providing a service. Financial plan This term is used interchangeably with “budget”.

Full-time equivalent (FTE) staff: A statistic used to compare staffing levels between departments or organizations, and is calculated by dividing the total number of hours one full-time staff member is scheduled to work in a year.

Fund: A pool of money normally set apart for a specific purpose.

Fund balance: The excess of assets over liabilities in a fund.

G **GHG:** Green House Gases are gasses generated from fossil fuel burning, released into the atmosphere and linked to climate change.

Grant Funds: given to an organization from another organization (senior government to local government) which may have conditions attached to it and require specific spending to occur or goal to be accomplished in order to retain the funds.

I **Infrastructure:** Physical structures that form the foundation for development. Infrastructure includes: wastewater and waterworks, electric power, communications, transit and transportation facilities and oil and gas pipelines and associated facilities.

L **Liability:** A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honoured by that entity.

O **Operating budget:** A financial plan outlining projected revenue and expenditures for the on-going, day-to-day activities of an organization during a given fiscal period.

R **Revenue:** The money collected in exchange for providing a product or service.
RFP: A Request For Proposal is issued at an early stage in a procurement process, where an invitation is presented for suppliers to submit a proposal on a commodity or service.

S **Sanitary sewer:** The sewage system that carries substances requiring sanitation treatment.

Sustainability: In terms of community development, sustainability is that which meets the needs of the present without compromising the ability of future generations to meet their own needs

T **Tax:** A compulsory financial contribution imposed by a government to raise revenue.

U **Utility:** A business organization performing a public service and subject to special governmental regulation.

Utility tax: A financial contribution imposed by Provincial legislation to substitute taxation based on assessment for applicable utility companies. Tax calculation based on gross revenues.

Budget Bylaw

Schedule "A"

"Five Year Financial Plan Bylaw No. 2140, 2023" Corporation of the District of Central Saanich 2023-2027 Five Year Financial Plan

	2023	2024	2025	2026	2027
Revenue					
Municipal property taxes	\$ 20,466,000	\$ 21,646,400	\$ 22,612,600	\$ 23,507,400	\$ 24,410,600
Grants in lieu of taxes	377,800	379,300	380,500	381,700	382,900
Sale of services	2,728,600	2,793,800	2,860,500	2,925,600	2,991,500
Permits, licenses and interest	2,041,700	2,030,700	2,033,900	2,037,100	2,040,400
Government transfers	3,517,000	4,231,000	1,790,000	1,035,000	1,035,000
Water utility - revenue	6,285,100	6,508,000	6,760,900	7,021,900	7,316,800
Sewer enterprise revenue	2,090,500	2,280,700	2,458,200	2,635,400	2,766,200
Contributions and donations	60,000	-	-	-	-
Total revenue	37,566,700	39,869,900	38,896,600	39,544,100	40,943,400
Expenses					
General government	\$ 5,200,200	\$ 5,068,100	\$ 5,194,400	\$ 5,303,200	\$ 5,415,500
Protective	10,235,100	10,605,100	10,929,200	11,218,300	11,515,100
Transportation	3,233,800	3,316,800	3,400,000	3,472,800	3,547,800
Environmental development	1,604,300	1,535,900	1,582,700	1,625,500	1,664,700
Parks	1,340,500	1,369,900	1,398,100	1,426,900	1,455,100
Projects and initiatives	1,401,800	390,000	130,000	70,000	60,000
Water utility	5,310,100	5,508,000	5,710,900	5,921,900	6,141,800
Sewer enterprise	1,036,500	1,064,700	1,093,200	1,119,400	1,146,200
Amortization	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000
Total expenses	32,662,300	32,158,500	32,738,500	33,458,000	34,246,200
Accounting surplus (deficit)	4,904,400	7,711,400	6,158,100	6,086,100	6,697,200
Reserves, Capital and Debt					
Capital expenditures	\$ (11,805,300)	\$ (16,150,000)	\$ (9,865,800)	\$ (7,854,500)	\$ (6,457,200)
Debt	(611,000)	(611,000)	(604,600)	(534,700)	(453,300)
Equity for amortization	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000
Reserves used for capital	9,633,400	7,694,000	6,395,800	5,834,500	3,937,200
Reserves used for operating	684,900	100,000	60,000	45,000	45,000
Reserves and surplus used for projects	1,254,300	390,000	130,000	70,000	60,000
Debt proceeds	-	5,400,000	2,675,000	2,000,000	2,500,000
Transfer to reserves	(7,360,700)	(7,834,400)	(8,248,500)	(8,946,400)	(9,628,900)
Total Budget for the Year	-	-	-	-	-

