



Central Saanich

2019 Financial Plan





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**District of Central Saanich
British Columbia**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director

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, 2018. 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 device.

Contents

1. Introduction and Overview	
About this document	4
Message from the Chief Administrative Officer	5
Community Overview	6
At A Glance	7
Goals - Objectives	10
2. Financial Management	12
Organization Profile	12
Long Term Financial Plan	15
Budgeting for Results – Linking Budget to Strategy	16
Basis of Accounting and Budgeting	17
Budget Policies and Principles	18
Budget Process and Planning	20
Consolidated Past Results	21
Financial Planning Issues Considered	22
3. Financial Plan Summaries	25
Consolidated Budget	25
Consolidated Summary	28
4. Service Plans	31
Administration	31
Bylaw Enforcement	34
Finance	36
Climate Action	39
Community Services	41
Information Technology	44
Police Service	48
Fire Department	52
Facilities	55
Planning and Building Services	57
Engineering and Public Works	61
Engineering	62
Public Works	65
Parks	70
Water Utility	72
Sewer Utility	76
5. Asset Management	80
Condition Assessment	81
Capital Renewal	82
Financial Position	83
Capital Program Summary	85
Roads	86
Drainage	87
Buildings	88
Parks and Trails	90
Vehicles	91
Equipment	93
Water	94
Sewer	96
6. Background	99
Reserve Funds and Accumulated Surplus	99
Debt Management	101
Operating Fund Five Year Estimates	102
Projects and Initiatives Five Year Estimates	103
Water Utility Fund Five Year Estimates	105
Sewer Utility Fund Five Year Estimates	106
Statistics	107
Glossary	115
Budget Bylaw	117



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 we deliver to residents every day.

1. Introduction and Overview

Message from the Chief Administrative Officer



On behalf of Central Saanich staff I am pleased to present the District's proposed 2019 Financial Plan.

The 2019 budget will enable the municipality to continue to make progress toward strategic priorities and delivering value for money. This year's proposed budget is based on a property tax increase of 4.3%, which is consistent with other local governments and includes a specific property tax increase for asset renewal, introduction of the new

provincial payroll tax, and reflects inflationary increases in municipal prices.

This plan continues to advance the Sustainable Asset Management Plan adopted by council to establish a consistent and predictable property tax strategy to cope with the municipality's aging infrastructure and its efforts on infrastructure renewal. Funds will be set aside to ensure the burden of major infrastructure costs is distributed over a number of years and does not create undue hardships for tax payers in the future.

The 2019 plan further refines the department service plans of 2018. This award-winning approach to financial planning and reporting reflects our commitment to ensure the public is provided with relevant budget information in a straight forward manner. This draft plan proposes no significant changes in our service delivery over the prior year other than year two of a new Fire Service Response model and Regional Police Dispatching and a Police staffing increase requested by the Central Saanich Police Board.

I am grateful to have the opportunity to work with council and staff on articulating the vision for Central Saanich through its financial planning.

A handwritten signature in black ink, which appears to read "Patrick Robins". The signature is fluid and cursive.

Patrick Robins
Chief Administrative Officer

This award-winning approach to financial planning and reporting reflects our commitment to ensure the public is provided with relevant budget information in a straight forward manner

Community Overview

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. Perhaps the largest recreational area is Centennial Park, situated along Wallace Drive in Saanichton. It is an area that is enjoyed year-round by residents and visitors alike, and provides a beautiful green space in the Saanichton area. But there are many other parks, many of them nature parks that have been left in their natural state, where park users can enjoy nature away from the intrusion of urban hustle and bustle.





Central Saanich is a founding member of the South Island Prosperity Project which is a private sector driven economic development agency for the Capital Region. The 2017 Prosperity Index is a snapshot of the regions current competitive position and shows the region outperforms our peers in the area of Human Health, while we are on par in areas of Environmental Health and Economic Resiliency. Our weaknesses, relative to other cities in Canada, were in areas of Transportation and Mobility, as well as Housing and Affordability.

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

CORE THEME	KEY INSIGHTS
1 Economic Resiliency	Greater Victoria ranks highly on business growth and employment indicators, with a 2.18% growth in business counts in the last year, one of the lowest unemployment rates in Canada at 4.6%, and 61% of residents in full-time employment. The region also scores well for its knowledge workforce, including 9% more higher education degrees per capita than other ISO 37120 certified cities. Overall, Greater Victoria has a good distribution of wealth (measured by a "Gini co-efficient" of 0.354). However, our region ranks poorly on poverty levels in relation to Canadian cities of a comparative size.
2 Transportation & Mobility	Greater Victoria ranks highly compared to Canadian cities on the use of alternative modes of transportation, with 27% of work commuters using a travel mode other than a personal vehicle, and reporting 67.3 annual public transport trips per capita. Despite faring well next to the Canadian average, when compared to other ISO 37120 cities globally, Greater Victoria ranks closer to the bottom, with room for improvement. Greater Victoria also ranks relatively poorly on transportation infrastructure systems, scoring lower on both high capacity transportation infrastructure and bicycle lanes compared to the Canadian average of other ISO 37120 certified cities.
3 Housing & Affordability	The Index shows that housing affordability in Greater Victoria is, in fact, better than the Canadian average when examined as a ratio of median monthly income. Our region scored slightly better than the average at 0.13 and 0.14 for its ratio of median monthly shelter and monthly rental costs compared to median income. However, Greater Victoria ranks poorly when it comes to apartment vacancies (at 0.4%). We also have a high number of homeless (although it is lower than the Canadian average overall).
4 Human Health	Greater Victoria scores highest overall on its indicators related to human health among the five Prosperity Index themes. Greater Victoria ranks well with regards to its low levels of violent crime, with 119 violent crimes per 100,000 population (as opposed to 722 per 100,000 for the Canadian ISO 37120 city average). Our access to indoor and outdoor recreation spaces are both higher than the Canadian ISO average in terms of total square meters of recreation space per capital. We also rank well on access to healthcare workers, with a higher number of physicians, nurses, and mental health practitioners per capita compared to the Canadian ISO average.
5 Environmental Health	Greater Victoria ranks well for its per capita greenhouse gas emissions (at 1.76 tonnes per capita compared to the Canadian ISO 37120 city average of 6.87) and good air quality (at 6.35 for the concentration of fine particulate matter compared to the Canadian ISO 37120 city average of 7.83). Both of these indicators are potential long-term business attraction factors given the current direction of climate change policy and regulation. The region ranks poorly on waste and wastewater issues, with a lower percentage of the city's solid waste being recycled (i.e., 48.2%), a high percentage of the region's wastewater receiving no treatment (i.e., 88.9%), and high domestic water consumption per capita compared with the Canadian ISO city average.

South Island Prosperity Project 2017 Prosperity Index

Community Overview continued

Urban Futures: Peninsula Output

Population by Age Group, Peninsula <i>Estimates from 2001-2011; Projections to 2038</i>										
Age	2001	2006	2011	2016	2021	2026	2031	2036	2038	2011-2038 Change
<15	6,380	5,430	5,114	4,356	4,232	4,619	5,317	5,817	5,924	810 16%
15-24	4,381	4,435	4,548	4,988	4,511	4,266	4,416	4,899	5,222	673 15%
25-34	3,294	2,821	3,238	2,934	3,811	4,116	3,377	2,930	2,879	-359 -11%
35-44	5,818	4,683	3,962	3,111	2,464	2,530	3,778	4,392	4,159	197 5%
45-54	6,903	6,504	6,365	5,289	4,510	4,104	3,652	3,880	4,437	-1,928 -30%
55-64	4,948	6,486	7,386	7,621	7,439	6,777	6,294	6,029	5,892	-1,495 -20%
65-74	4,063	4,213	5,272	7,330	8,519	8,947	8,980	8,534	8,365	3,093 59%
75+	4,636	5,281	5,626	6,380	7,694	9,521	11,029	12,336	12,682	7,056 125%
Total	40,423	39,854	41,511	42,010	43,179	44,880	46,842	48,817	49,559	8,048 19%

Housing Occupancy Demand by Structure Type, Peninsula <i>Estimates from 2006-2011; Projections to 2038</i>									
ST	2006	2011	2016	2021	2026	2031	2036	2038	2011-2038 Change
GO	14,267	14,946	15,595	16,404	17,136	17,739	18,224	18,380	3,434 23%
Apt	2,365	2,387	2,577	2,752	2,945	3,160	3,386	3,481	1,093 46%
Total	16,632	17,333	18,172	19,155	20,081	20,899	21,610	21,860	4,527 26%

Employment by Industry Sector, Peninsula <i>Estimated 2011; Projections to 2038</i>								
Industry	2011	2016	2021	2026	2031	2036	2038	2011-2038 Change
Primary	809	595	572	539	518	498	491	-318 -39%
TWU	1,936	1,897	2,023	2,050	2,078	2,108	2,120	184 9%
Construction	1,760	1,866	1,932	2,002	2,089	2,193	2,237	477 27%
Manufacturing	2,593	2,655	2,736	2,771	2,762	2,754	2,752	158 6%
Trade	3,130	3,274	3,409	3,519	3,650	3,800	3,862	732 23%
FIRE	3,676	3,862	4,037	4,325	4,644	4,992	5,135	1,459 40%
Edu., Health, Info.	3,811	3,783	3,854	4,039	4,261	4,518	4,625	814 21%
Accomm. & Food	1,311	1,444	1,537	1,590	1,647	1,710	1,735	424 32%
Other Services	623	626	635	634	634	635	636	13 2%
Public Admin.	1,256	1,304	1,341	1,328	1,316	1,306	1,302	46 3.7%
Total	20,906	21,307	22,076	22,797	23,600	24,515	24,895	3,989 19%

Urban Futures Institute 2014

The above table provides long-range projections of population, housing occupancy demand, and employment for the Peninsula as a whole (The District of Central Saanich, the District of North Saanich and the Town of Sidney are the three municipalities on the Saanich Peninsula). The Capital Regional District (CRD) commissioned Urban Futures to develop these projections.

Community Overview continued

Prosperity Index: Indicators at a Glance

YEAR 1 KEY INDICATORS	VICTORIA CMA	CANADIAN CITY AVERAGE
All indicators are measured for the Victoria Census Metropolitan Area for 2016 data reporting year unless indicated otherwise		
ECONOMIC RESILIENCY		
Debt service ratio (debt service expenditure as a percentage of a municipality's own-source revenue)	5.61%	9.71% *
Own-source revenue as a percentage of total revenues	74.08%	76.48% *
Voter participation in last municipal election (as a percentage of eligible voters)	35.35%	37.34% *
City's Unemployment Rate	4.60%	6.84% *
Percentage of city population living in poverty	13.3%	12.32% *
Percentage of persons in full-time employment	61.00%	44.04% *
Number of higher education degrees per 100,000 population	51.996	47.539 *
Jobs/housing ratio	1.12	1.37 *
Annual percentage change in business counts (with employees)	2.18%	1.51% ++
Gini co-efficient for income equality (0-1)	0.354	0.360 ++
Share of Knowledge Based Industries as percentage of total industry employment	4.6%	4.4% ++
TRANSPORTATION & MOBILITY		
Kilometres of high capacity public transport system per 100,000 population	0.00	3.64 *
Kilometres of bicycle paths and lanes per 100,000 population	41.10	88.10 *
Annual number of public transport trips per capita per year	67.30	52.31 *
Number of personal automobiles per capita	0.71	0.58 *
Percentage of commuters using a travel mode to work other than a personal vehicle	27%	24.54% *
Average commute times in minutes	21.8	25.7 ++
HOUSING & AFFORDABILITY		
Number of homeless per 100,000 population (Capital Region)	304.41	340.90 *
Ratio of median monthly shelter costs to median income	0.13	0.14 ++
Ratio of median monthly rental costs to median income	0.14	0.16 ++
Apartment vacancy rates	0.40%	3.10% ++
HUMAN HEALTH		
Number of homicides per 100,000 population	219	140 *
Violent crime rate per 100,000 population per year	118.62	722.76 *
Suicide rate per 100,000 population	12.2	14.60 *
Square meters of public indoor recreation space per capita	0.68	0.59 *
Square meters of public outdoor recreation space per capita	47.81	43.53 *
Number of physicians per 100,000 population	227.7	165.99 *
Number of nursing and midwifery personnel per 100,000 population	1173.5	711.89 *
Number of mental health practitioners per 100,000 population	100.9	32.51 *
ENVIRONMENTAL HEALTH		
Green area (hectares) per 100,000 population (Capital Region)	3,391.0	626.23 *
The percentage of total energy derived from renewable sources, as a share of the city's total energy consumption (British Columbia - electricity only)	98.4%	52.81% *
Fine particulate matter (PM2.5) concentration	6.35	7.83 *
Greenhouse gas emissions measured in tonnes per capita (Capital Region)	1.76	6.87 *
Percentage of city population with regular solid waste collection (residential)	100%	100% *
Total collected municipal solid waste per capita (Capital Region)	0.37	0.31 *
Percentage of the city's solid waste that is recycled (Capital Region)	48.20%	53.35% *
Percentage of city population served by wastewater collection	83.47%	97.08% *
Percentage of the city's wastewater that has received no treatment	88.90%	0.59% *
Total domestic water consumption per capita (litres/day)	285.78	166.54 *
Number of Southern resident killer whales	78	N/A

Goals - Objectives

The Strategic Plan directs and unifies all other corporate planning documents. It serves as a guide to decisionmaking for Staff, Council, and various Committees and Task Forces.

While some of the day-to-day “core” services are referenced, the document focuses more on areas of change and improvement in five themes:

Environment
Economy
Social
Good Governance
Infrastructure

And fifteen Strategic Directions:

Truth & Reconciliation (TŁXEN Peninsula Transfer)
Residential Infill & Densification
Saanichton Village
Active Transportation Planning/
Traffic Safety
Official Community Plan
Climate Leadership
Brentwood Bay Strategy
Tree Protection Review
Step Code
Farm Worker Accommodation
Keating Business District Implementation Plan
Storm Water Management – Maber
Municipal Hall
Council/Committee Orientation
Citizens Survey



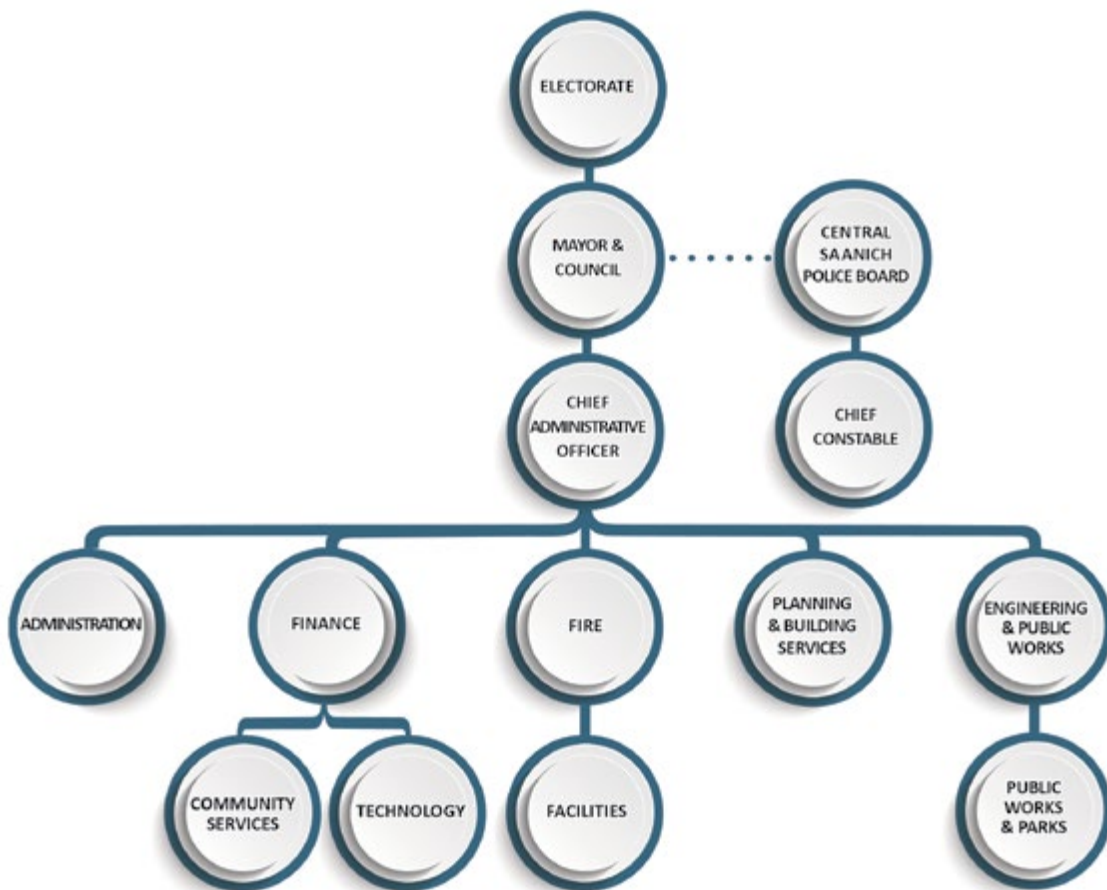
Financial Management

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.

2. Financial Management

Organization Profile

The District of Central Saanich provides a wide range of municipal services to the community including Legislative and Administrative Services, Finance, Policing, Fire Protection, Planning, Building Inspections, Bylaw Enforcement, Community Services, Climate Action, Civil Engineering and Public Works Services including Roads, Drainage, Water, Sewer, and Parks maintenance.



Organization Profile continued

The Central Saanich Municipal Council represents the citizens of the community and provide 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:

Mayor: Ryan Windsor, **Councillors:** Christopher Graham, Carl Jensen, Zeb King, Gordon Newton, Niall Paltiel, and Bob Thompson.



Organization Profile continued

The Chief Administrative Officer leads a small team of dedicated employees responsible for providing recommendations and policy advice to Council and coordinating the day to day operations of the municipality. In 2018, approximately 105 staff operated the municipality. In 2019, a restructure of Community Services and Facilities will be completed and an increase in administrative support has been requested by the Central Saanich Police Board.

The Chief Administrative Officer leads a small team of dedicated employees

Workforce Summary	2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan	
Administration	3.00	4.00	4.00	4.80	4.00	4.00	
Finance	6.00	6.00	5.80	6.00	5.80	6.00	
Technology	2.00	2.00	2.00	2.00	2.00	2.00	
Police	26.00	27.00	27.00	27.30	27.30	28.00	.7FTE increase in administrative support
Police Secondments	3.00	3.00	4.00	5.00	5.00	5.00	
Fire	6.00	6.00	6.00	7.60	9.60	9.60	Facilities restructured to fire
Planning and Building	7.70	8.70	7.70	8.70	8.70	8.90	.2FTE Building Inspector
Engineering	5.00	5.00	5.00	5.00	4.20	5.00	
Public Works	15.00	15.00	15.20	15.20	15.20	14.70	.5FTE Reduction in seasonal support
Parks	9.80	9.80	9.80	9.80	9.80	9.80	
Community Services	3.00	3.00	3.00	3.00	1.80	2.00	Facilities restructured to fire
Water Utility	7.10	7.10	7.10	7.10	7.00	7.10	
Sewer Utility	4.00	4.00	4.00	4.00	4.00	4.00	
<i>Total</i>	<i>97.6</i>	<i>100.6</i>	<i>100.6</i>	<i>105.5</i>	<i>104.40</i>	<i>106.1</i>	



Long Term Financial Plan

The District of Central Saanich is taking important steps toward managing the long term sustainability of the community's assets and services. Financial stability is fundamental to the health of the community. Only with stable and sufficient revenues, and careful planning of expenditures, will the District be able to provide important services its residents need and enjoy.

Although the District is in reasonable financial shape, revenue opportunities, expense pressures, and service demands are always changing. The scope and level of service demanded by citizens from their local government is greater than ever as residents and businesses struggle in the changing and competitive world we live in. The District cannot be certain of the same level of financial support from senior levels of government enjoyed in the past as the provincial and federal governments have their own budget challenges.

Local governments need to think long term as well, as the investments in infrastructure are significant and longer term in nature. While individuals come and go, local governments need to continue in perpetuity to acquire and manage a stock of financial and physical assets that are critical for the provision of services to current and future generations. Municipal Councils provide a legal means by which the community acts as a collective body to own, operate and finance services, infrastructure and assets.

This framework is based on five key objectives and will guide the District towards a financially sustainable future:

1. Recognized value for services
2. Predictable infrastructure investment
3. Competitive property taxes
4. Responsible debt management
5. Improved reserves and reserve funds

For some households, financial sustainability is thought of as being able to maintain our current day to day lifestyle. Can we afford our rent, food, entertainment, clothing, travel and medical etc? For those who own homes or businesses, the thinking can be more long term, and the planning more when mortgages are paid off or businesses sold to finance retirements.

Long Term Financial Plan continued

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
- Corporate 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
- Competitive 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)

- Twenty Five Year Capital Plan

When an entity embraces strategic planning it gives the community confidence that decisions are well thought out and sustainable over the long term. These plans should provide the community a clear understanding of the direction Council is moving in, and enough information to form and voice an opinion.

Budgeting for Results – 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. This proposed budget advances key priorities from the strategic plan. Service Plans form a significant part of the 2019 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 service performance metrics. Service metrics have been established and included in the 2019 Financial Plan.

Each dollar is
carefully managed
and wisely invested

Basis of Accounting and Budgeting

The accounting policies of the District conform to Canadian generally accepted accounting principles for local governments and 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 various 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. Reserve funds accumulate revenue and interest that will be used to pay for major capital expenses in future years.

All funds (general, water utility, sewer utility and reserves) are accounted for on the accrual basis. Sources of revenue are recognized when earned.

Revenue unearned in the current period is reported on the balance sheet as deferred revenue. 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 Utility 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 Utility 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 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 Policies and Principles

1. Fiscally responsible, balanced, and focused on the long-term

Central Saanich, like other municipalities, offers a broad range of services but has limited revenue sources. By legislation, the municipality is prohibited from running a deficit in its operating budget, or using debt to finance day-to-day operations. Prudent fiscal stewardship and careful financial planning is used to balance the budget each year. The budget is built with a long-term view in mind. This ensures long-term priorities are pursued in a financially sustainable and resilient manner and considering external economic conditions that could impact citizens and businesses.

Live within our means. Consider long-term implications in all decisions. Maintain a stable and predictable revenue stream. Keep debt at a manageable level. Build in flexibility through adequate reserves and contingencies for emerging priorities and opportunities.

2. Affordability and cost effectiveness

Deliver services that are relevant and result in desired public outcomes. Ensure value for money through productivity and innovation. Keep property tax and fees affordable.

3. Keep debt at a manageable level

Like other municipalities and senior levels of government, the District uses debt in its mix of payment methods to fund capital investments. This allows payment to be made over a longer timeframe to align with the useful life of the underlying capital assets, and ensures that more residents and businesses benefit from them. The municipality takes a very careful and strategic approach to its use of debt, ensuring a balanced operating budget and keeping property tax and fees at an affordable level.

The Districts Sustainable Infrastructure Management Plan envisions the strategic use of debt financing to assist in renewal of infrastructure on a lifecycle basis while infrastructure funding is gradually increased over time. A significant proportion of water, sewer and drain infrastructure was constructed in the 1960s and 1970s and will require replacement during the next decade or so. Some debt servicing is anticipated as part of the long term financial plan process.

4. Keep property tax and user fees affordable

Property taxes in recent years have seen moderate increases, ranging from 2.84% to 5.22 %, for a five year average of 3.5% with a downward trend. Property taxes, utility charges and user fees are reviewed each year with affordability in mind. Comparisons with other local governments and municipal price index inflation are used as a guide.

5. Balanced taxation principle

The practice of the municipality has been to set tax rates in order to maintain tax stability. This is consistent with many municipalities across the province and is accomplished by maintaining the proportionate relationship provided between the property classes, while taking into account for new construction values, deletions from the tax roll and changes in property classes, and assessment changes that are considered to be significant.

This practice allows taxpayers in the municipality to be confident that in any year, their property tax bill will increase proportionately to the increase in tax revenue required year over year, 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.

Budget Policies and Principles continued

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.

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 colocation 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 Process and Planning

1. Process and Timelines

- June - Establish guiding principles for financial sustainability and targets for financial health that guide the allocation of funds)
- October - Q3 Financial results Presented
- November to January - Develop Proposed Budget
- March - Utility Budgets Approved. Rates Set
- February to April - Council approves capital and operating budgets
- May - Official Budget Adoption and Tax Rates Approved
- June - Annual Financial and Progress Reports Presented

2. Providing Relevant Budget Information

- Align performance metrics to strategic goals
- Align with Sustainable Management Plan
- Align operating and capital budget information with strategic and annual reports
- Budget for all funds and entities
- Align budget and financial statements in an understandable way
- Tailor user-friendly information to the needs of each audience

3. Streamlining the Budget Process

- Minimize budget versions and reviews
- Integrate operating and capital budget processes
- Integrate the process with the other corporate planning processes

4. Effective Public Consultation

- Providing easy access to relevant information with a variety of opportunities to be involved in the process is very important
- Provide budget backgrounders and financial plan information in advance on the municipal website each year
- Consultation informs strategic goals which then inform the budget

5. Budget Amendments

- Budget amendments may be considered at any time during the year after adoption.
- Minor operational amendments within individual departmental budgets do not require Council approval and are managed at the staff level.
- Significant budget amendments require a staff report to Council and approval via adoption by Council of a Budget Amendment Bylaw.



Consolidated Past Results

District of Central Saanich	2014	2015	2016	2017	2018	Average Change
Consolidated Past Results Summary						
Revenue						
Municipal property taxes	\$ 13,639,656	\$ 14,211,259	\$ 14,926,307	\$ 15,521,362	\$ 16,202,618	3.8%
Grants in lieu of taxes	317,564	321,015	321,658	312,507	325,032	0.5%
Sale of services	1,098,439	1,625,101	1,309,025	1,383,170	1,563,571	8.5%
Permits Licences and Interest	815,152	906,520	918,184	1,141,161	1,258,730	10.9%
Government Transfers	2,432,095	1,362,092	1,183,830	1,975,021	2,690,780	2.1%
Water Utility	4,404,804	4,699,996	5,224,485	5,074,001	5,416,251	4.6%
Sewer Enterprise Revenue	778,036	1,121,060	1,245,162	1,455,329	1,372,398	15.3%
Contributions and donations	209,929	626,140	268,375	816,816	-	-20.0%
Total Revenue	23,695,675	24,873,183	25,397,026	27,679,367	28,829,380	4.3%
Expenses						
Operating Expenses:						
General government	2,985,635	2,981,284	3,213,579	2,856,006	2,581,620	-2.7%
Protective services	7,282,265	7,406,061	7,482,843	7,739,959	7,104,130	-0.5%
Transportation services	5,598,165	5,270,829	5,703,847	5,251,725	2,646,686	-10.5%
Environmental development services	345,481	342,520	375,137	574,591	1,118,371	44.7%
Parks and cultural services	2,596,211	2,671,991	2,605,884	2,688,727	2,829,438	1.8%
Water utility - expense	3,644,920	3,884,843	4,278,215	4,142,030	4,531,251	4.9%
Sewer enterprise expense	1,119,051	1,154,179	855,555	854,420	969,398	-2.7%
Other fiscal services	227,959	325,442	448,770	365,722	12,313	-18.9%
Total Operating Expenses	23,799,687	24,037,149	24,963,830	24,473,180	21,793,207	-1.7%
Annual surplus (deficit)	(104,012)	836,034	433,196	3,206,187	7,036,173	
Accumulated surplus, beginning of year	96,073,041	95,969,029	96,805,063	97,238,259	100,444,446	
Accumulated surplus, end of year	\$ 95,969,029	\$ 96,805,063	\$ 97,238,259	\$ 100,444,446	\$ 107,480,619	

Operating results funding investing activities such as replacement of infrastructure and transfers of reserves.

Financial Planning Issues Considered

The demographic data and trend information noted in the previous pages indicate the Greater Victoria Area is in a good economic position. 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 a long term plan to reach sustainable infrastructure replacement funding levels.

Preparation of the 2019 – 2023 Financial Plan has taken into account the following financial planning issues:

1. Inflation: The inflationary pressures faced by local government are much different than the Consumer Price Index that reviews a “basket of goods” for a household (including things like: food; shelter; household operations and furnishings; clothing and footwear; transportation; health and personal care; recreation and education; and alcohol and tobacco products).

2. Wage and Benefit Costs: Police and Fire wages will increase by 2.5% in this budget cycle; municipal wages will increase by 2% and also influence costs over the next five years. Contingency estimates have been included for contracts currently under renegotiation. The new provincial payroll tax will be a significant new burden in 2019.

3. Capacity: In a small organization workforce planning (organizational capacity review) is especially important to ensure that the organization is using its human resource capacity to effectively provide the services expected by the community. This is a continuous process used to ensure that both appropriate levels of work life balance are maintained by the workforce and high levels of productivity are achieved.

4. Newly Mandated or Legislated Obligations: Beginning on February 5, 2019, the Central Saanich Police Service will join all police agencies in the Capital Regional District at a new integrated police dispatch service in a newly constructed, earthquake resistant communications centre in Saanich. This will bring substantial cost increases as previously, dispatch for Central Saanich Police Service was provided by the RCMP and offered at a substantial cost savings.

5. New Service Level Improvements: Increasing demand for improved communication and public engagement continue to require the organization to focus on developing those new skill sets, investment in communications capacity to effectively connect and communicate with an increasingly high level of community desire for information and involvement. Upgraded Fire Response Standards will also require increased funding. Climate Action is also emerging as a new area.

A new impact on taxes is the Provincial Government’s imposed Employer Health Tax initiative, which begins in 2019. This is equivalent to a 1.1% tax increase to the average homeowner

Financial Planning Issues Considered continued

6. User Fees and Utility Charges: User fees and charges form a significant portion of planned revenue. Many specific municipal services such as water, sewer and development services (building permits, development applications) can be measured and charged for on a user pay basis. This approach attempts to fairly apportion the value of municipal service to those who make use of it. User fees accounted for 26% of revenues in the 2018 municipal budget. A regular fee review in the fall of each year is used to help keep fees current and inform the budget process cycle.

7. Sustainable Infrastructure Investment: The municipality faces a growing infrastructure renewal requirement and facilities repair and maintenance challenge. The proposed sustainable asset management plan outlines a gradual approach to resolving this challenge. Working towards gradually achieving sustainable infrastructure replacement levels is a challenge given that contributions to reserves have remained flat in previous years; that is, the current contributions to reserves do not contribute sufficiently to the sustainable replacement of infrastructure that the District already owns.

Achieving a gradual increase in capital program spending over a number of years is necessary. Deferring contributions will simply increase the gap and transfer this significant financial risk to the next generation. The positive to this is the municipality has a good proportion of relatively young infrastructure, thus there is an opportunity to apply fiscal discipline and gradually increase capital spending over a reasonable period to reach sustainable levels.

8. Debt Servicing: Current debt servicing levels are modest. Interest rates are historically low and the strategic use of moderate levels of debt can assist in maintaining generational equity and move larger projects forward that otherwise could not be afforded on a cash basis.

The municipality faces a growing infrastructure renewal requirement and facilities repair and maintenance challenges



Financial Plan Summaries

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



3. Financial Plan Summaries

Consolidated Budget

The Community Charter requires that local governments in British Columbia approve a Five Year Financial Plan (in bylaw format) and Property Taxation Bylaw on or before May 15 of each year.

Each year the District of Central Saanich updates its Five Year Financial Plan. This includes Operating budgets, Water and Sewer Utilities and Capital Programs based on a sustainable infrastructure approach.

Each year the municipality is faced with the challenge of balancing the budget as mandated by the Community Charter legislation. While a municipality can incur a debt to pay large capital projects it cannot borrow or mortgage to fund day to day operations the same way that other levels of government can. This is a key difference as it means that the municipality must rely on revenue sources to cover off all expenses for the year.

The municipality must rely on revenue sources to cover off all expenses for the year

Water and Sewer Utilities must also operate on a balanced budget basis as well.

The Central Saanich Consolidated Financial Plan for 2019 balances \$28 million in revenues and with \$28 million in expenditures from all funds. The plan continues to focus on infrastructure replacement. This requires striking a balance between the need to continue increasing capital spending, maintaining service levels and keeping operating costs in check. Sound fiscal choices must be made that reflect community priorities and the ability to pay in a moderate economic climate.

General Fund (Property Taxation):

After new growth (non-market change in property assessment) is taken into account, the 2019 budget is based on a combined Municipal, Infrastructure Debt, Police and Library property tax increase of \$86 or 4.3% to the average family home as follows:

- \$11 or 0.6% for operations, to maintain current service levels and improve capacity,
- \$23 or 1.1% for infrastructure replacement and debt
- \$51 or 2.6% for Policing
- \$ 1 or 0% for Library Services

Consolidated Budget continued

General Capital Program {Infrastructure Replacement Levy):

The District's Sustainable Infrastructure Management Plan outlines a long term approach for capital renewal investment. To provide clarity and transparency an Infrastructure Renewal Levy was introduced in 2017. To be sustainable this is projected to increase over time by an average of 1.25% property tax increase to the average homeowner each year. This contribution when combined with debt servicing and modest use of existing reserves will provide for a sustainable approach once those levels are achieved. Over the five year plan horizon this level is projected to increase as follows:

	2019	2020	2021	2022	2023
Reserves and Debt Contribution	\$3,936,200	\$4,140,000	\$4,345,000	\$4,550,000	\$4,760,000
Asset Levy - Average home	\$481	\$505	\$530	\$555	\$580

Construction cost inflation is a significant factor in this plan. By increasing funding this year the District has kept pace with inflation but not moved forward in reaching future sustainability targets.

Should the District wish to implement all transportation projects and water supply improvements, some debt financing will be required, an additional property tax lift and water/sewer rate increases, beginning in 2020.

Impact of Capital Investment on Operating Costs:

The majority of the District's capital program (\$23.1 million of \$26.7 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 mitigate flood risk and improve service. No significant change in operating costs over the five year term of this financial plan is expected as a result of the capital program.

Water Utility Fund:

The 2019 Water Utility Budget is based on a water rate of \$1.72 per cubic metre and a fixed charge of \$47.00 per bill. For an average single family this would be a combined total of \$479 or an increase of \$26 (5.7%) over 2018.

The next five years of the Water Capital Program is focused on main replacements in several areas based on the District's approved Water Master Plan. Debt financing will be needed to fund some of this program.

Consolidated Budget continued

Sewer Utility Fund (Sewer Utility Charge):

The 2019 Sewer Utility Budget is based on a sewer rate of \$1.44 per cubic meter. This is an increase of 6.1% and for a single family this would be \$360 or an increase of \$21 over 2018.

The next five years of the Sewer Capital Program includes a new Brentwood lift station and force main, gravity sewers along Sluggett from Hagan Station to the new Brentwood Station, upsizing of sewers along Brentwood Drive and a new Stelly's Pump Station at an estimated \$5 million with \$3 million assistance from senior levels of government and the balance from reserve funds.



Consolidated Summary

District of Central Saanich	2018	2019	2020	2021	2022	2023
Consolidated Budget Summary						
Revenue						
Municipal property taxes	16,211,000	16,975,500	17,833,300	18,437,300	19,308,700	19,915,400
Penalties and interest	333,500	520,000	523,700	529,400	408,600	530,900
Grants in lieu of taxes	327,100	332,100	334,200	336,200	338,200	340,200
Grants	771,200	755,200	789,700	789,700	789,700	30,400
Parcel taxes	9,900	9,900	9,900	9,900	9,900	6,700
Sale of services	425,600	461,300	472,600	486,100	499,400	513,000
Police Revenues	1,201,500	1,237,100	1,260,200	1,283,900	1,300,100	1,316,800
Fire Department Revenue	60,500	77,500	79,000	80,500	82,000	83,500
Planning Revenue	515,300	573,900	645,100	657,500	668,700	676,400
Community Services Revenue	77,900	150,400	152,900	91,300	102,300	93,200
Engineering Revenue	38,800	38,800	38,800	38,800	24,500	24,500
Public Works Revenue	4,700	4,700	4,700	4,700	4,700	4,700
Grants (Capital)	119,200	74,300	1,467,500	1,834,300	217,600	1,090,900
Sewer Enterprise Revenue	1,280,700	1,370,500	1,452,300	1,529,700	1,612,200	1,688,200
Water Utility	5,320,200	5,599,600	5,783,000	5,953,900	6,128,300	6,297,800
Total Revenue	\$ 26,697,100	\$ 28,180,800	\$ 30,846,900	\$ 32,063,200	\$ 31,494,900	\$ 32,612,600
Expenses						
Operating Expenses:						
Administration Services	1,534,400	1,605,400	1,620,400	1,641,500	1,744,200	1,733,800
Finance	709,800	748,700	763,200	778,000	793,000	777,300
Information Technology	597,200	581,700	597,900	608,000	619,900	631,100
Police Service	5,384,300	5,886,500	6,200,600	6,360,700	6,501,600	6,649,100
Fire	1,610,700	1,772,400	1,795,500	1,866,700	1,943,900	1,999,800
Facilities	593,400	584,900	438,500	447,200	447,200	447,200
Planning and Building Services	907,600	962,500	981,200	994,400	1,014,200	1,034,300
Community Services	383,100	429,200	610,900	624,000	649,900	674,800
Climate Action	35,000	105,100	115,100	57,000	69,500	69,500
Engineering	712,200	799,500	738,400	752,000	761,800	775,300
Public Works	2,095,900	2,156,500	2,217,000	2,275,900	2,361,200	2,440,200
Parks & Facilities	1,131,900	1,158,800	1,208,900	1,233,400	1,264,700	1,298,700
Water	4,435,200	4,714,600	4,828,000	4,928,900	5,033,300	5,132,800
Sewer	877,700	910,500	935,300	955,700	981,200	1,000,200
Special Projects	241,500	395,000	270,000	160,000	312,000	405,000
Library	894,100	901,900	919,900	938,300	957,100	976,200
Fiscal	15,000	15,300	15,600	15,900	16,300	16,600
Total Operating Expenses	\$ 22,159,000	\$ 23,728,500	\$ 24,256,400	\$ 24,637,600	\$ 25,471,000	\$ 26,061,900
Add:						
Surplus used for capital	-	-	-	-	-	-
Surplus used for operating	-	143,600	15,600	-	-	-
Surplus used for special projects	-	402,000	240,000	160,000	300,000	375,000
Proceeds of Debt	-	-	100,000	2,040,000	143,300	845,000
Reserves used for capital	5,732,400	5,345,100	4,239,900	3,262,700	3,453,300	3,026,000
Reserves used for 2017 WIP	100,000	200,000	200,000	200,000	200,000	200,000
Transfer from Utility Operating	561,000	572,200	583,700	595,400	602,300	360,400
Deduct:						
Capital Expenditures	(5,800,300)	(5,484,500)	(5,902,500)	(7,232,100)	(3,909,300)	(4,982,000)
Capital (2017 WIP)	(100,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Transfer to Reserves	(4,122,200)	(4,521,400)	(5,180,300)	(5,564,300)	(5,925,900)	(5,487,100)
Debt Servicing	(909,000)	(909,300)	(686,900)	(687,300)	(687,600)	(688,000)
Total Budget for the Year	-	-	-	-	-	-

Consolidated Summary continued

Taxation:

An average single family home in the municipality could be expected to pay a total of \$86 or 4.3% more in property taxes in 2019:

	2018	2019	Increase
Municipal Taxes	\$896	\$908	0.6%
Police Service	531	582	2.6%
Infrastructure Replacement	460	483	1.1%
Library Service	110	110	0.0%
Total Property Tax	1997	2083	4.3%
Utilities:			
Water Utility Charge	453	479	5.7%
Sewer Utility Charge	339	360	6.1%

The 2019 Financial Plan provides for the continuation of services expected by the community. In addition, funding is provided for key projects and initiatives to move strategic priorities of Council forward such as the Reconciliation Program, Saanichton Village Plan, Residential Density and Infill Planning and Brentwood Bay Waterfront Regulations. In addition, there is significant new funding for Public Safety including Fire Service Ten Minute Response (Phase II) and Police Dispatch. Continued progress toward sustainable infrastructure replacement funding levels based on the Long Term Financial Plan and Sustainable Asset Management Plan and a significant program of capital projects is also identified. Some debt financing may be required.

Absorbing most of this increase within a competitive tax environment has taken a focused effort by all areas of the municipal organization.

Similar approaches have been employed to produce the Water and Sewer Utility Financial Plans. Costs to replace infrastructure are the predominant factor in developing the Utility Budgets along with the cost of CRD bulk water and CRD sanitary sewer treatment.

Reserves and Surplus Summary:

The District's Reserves and Surplus are detailed on Page 100 of this report. Reserves are expected to reduce during the term of this plan due to the use of Capital Reserves and Accumulated Surplus and Gas Tax funding for infrastructure replacement.

Debt Summary:

Overall debt levels will change over the five year term of this plan. The last payment on Senanus Water Line debt will be paid off in 2019. The plan to pay out Fire Station #1 debt early continues. New water debt will be needed to fund Water Master Plan Improvements, drainage work and transportation priorities should the District decide to implement those capital projects.

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.



4. Service Plans

Administration

The role of Administration is to assist in carrying out Council's key objectives, direct business operations and enable an open, inclusive and participatory municipal government.

The department facilitates the delivery of services to the public, supports the business operation of Council and Committees as well as providing counsel, support, strategic planning and other resources to departments and the public. Bylaw Enforcement is included as well.

The Chief Administrative Officer oversees the overall conduct of the municipality in pursuing the District's strategic goals; reviews departmental programs; budgets and policy initiatives; makes recommendations to Council; ensures Council's directives are carried out; manages significant corporate initiatives; establishes standards and priorities for civic administration; motivates and monitors performance to ensure standards are met; priorities are pursued and high-quality services are consistently delivered.



Corporate Management



Council Support



Human Resources



Legislative Services —
Council and Committee
agendas, meetings and
minutes



Bylaw Enforcement



Elections and Public
Assent processes



Corporate Records
Management



Freedom of Information
and Protection of Privacy

Administration continued

Key Services Delivered - Service Metrics

Key Activity Levels	2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees	3	3	4	4.75	4	4
Council and Committee Meetings	118	128	109	110	99	100
Freedom of Information Requests/hours	9/20	17/111	9/79	12/50	8/23	10/50
Council Correspondence Processed	337	367	932	350	539	550
Insurance incidents processed/hours	3	8	15/30	6/60	11/21	10/25
Legal Advice Cost	New	New	250,000	150,000	39,250	115,000
Bylaw Inspections	396	365	357	358	348	350

Service Plan		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Corporate	Overall FTE	New	102	99	105	103	105
	Corporate Priorities achieved by target date	New	New	100%	80%	81%	80%
	Operational Priorities achieved by target date	New	New	78%	90%	75%	90%
	Calls for Service Response within 1 day	New	New	95%	90%	100%	100%
Legislative	Agenda Posted on Time	New	New	88%	95%	48%	95%
	Late Council Items	New	New	11%	< 2%	6%	<2%
	Council correspondence within one week	New	New	100/70%	250/90%	181/96%	200/90
	FOI Request processed on time (30 Days)	New	New	86%	100%	88%	100%
	Minutes completed on time (next agenda)	New	New	97%	95%	89%	95%
Bylaw Enforcement	Bylaw complaints - high priority - investigated within 5 days	New	New	90%	100%	100%	100%
	Bylaw complaints - low priority - investigated within 10 days	New	New	60%	100%	91%	100%
	Enforcement Volunteer compliance files/rate per year	New	New	175/80%	400/80%	210 / 81%	250/80%
	Mediation case per year	New	New	0%	10	1	0
Business Licencing	Business Licence decision within 20 days	New	New	80%	100%	76%	100%



Administration continued

2018 Activity Levels, Service Plan and Accomplishments

Overall, Administration met the targets outlined in the Service Plan. Council correspondence is out within a week 96% of the time, and only one FOI request was not processed within the 30 day time deadline. The department's ability to complete strategic and operational policy work improved in the last half of 2018 due to the hiring of a new Administrative Assistant and process improvements.

Agendas for Regular Council and Committee of the Whole meetings were posted on time 48% of the time due to approval delays, missed report deadlines, follow up changes, and short turn around following statutory holidays. Encouragingly, the number of late items decreased in 2018 and this trend will continue with the new Council practice for late items. Council correspondence processed was higher than anticipated due to the Economic Development Advisory Committee Keating Business District business walk. Legal advice costs were much lower than anticipated as some larger litigation files were closed in 2018.

Key highlights from 2018 include:

- Conducted Truth and Reconciliation activities
- Hired administrative assistant
- Introduced Records management, Phase 3
- Continued implementation of Keating Business District strategies
- Implement Freedom of Information and Protection of Privacy Program (Policy Development and Training)
- Conduct Citizens Survey
- Develop Human Resources Toolkit
- Continue Council policies review
- Procedure Bylaw Update

Plans for 2019

In 2019, our service plan projects activity levels similar to 2018, with a continued reduction in costs, improved administrative performance, and stable bylaw enforcement. Initiatives include:

- Complete 71XEN land transfer
- Continue truth and reconciliation activities

Looking Ahead to 2020 - 2023

- Citizens Survey (2023)
- Truth and reconciliation activities
- Continue Council policies review
- Develop HR capacity
- 2022 General Local Election

Administration continued

Bylaw Enforcement

Bylaw Enforcement works with citizens to maintain a healthy and safe environment. Staff investigate and enforce municipal bylaws with a focus on voluntary compliance, the majority of cases involve land use regulations, nuisance bylaws, building standards, business licensing or contracted services for animal control.



Key Services Delivered - Service Metrics

Key Activity Levels	2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Suites	18	28	13	18	8	17
Parking	67	62	67	51	98	74
Unsightly and Noxious Weeds	79	43	46	56	33	50
Trees	31	29	28	14	37	31
Noise	8	2	14	5	24	12
Mud on Road	11	4	1	7	3	5
Building Permit	20	13	14	15	20	17
Soil Deposit or Removal	12	16	11	14	13	13
Signs	6	9	19	7	5	10
Stop Work	11	9	6	5	4	8
LUB Uses	62	59	72	38	47	60
Business Licence	30	42	28	21	30	33
Other	41	49	38	35	26	39
<i>Total</i>	<i>396</i>	<i>365</i>	<i>357</i>	<i>286</i>	<i>348</i>	<i>367</i>

Bylaw 2018 Activity Levels, Service Plan and Accomplishments

Bylaw Enforcement activity remained steady in 2018 with 210 files on a wide variety of enforcement contraventions—189 of those files were resolved, including six long-standing matters. The majority of files involved parking, land use, unsightly premises, trees and building contraventions. Voluntary compliance was achieved in 171 cases. There were also approximately 348 site inspections undertaken during 2018. One file that was scheduled for litigation was settled by Consent Order and six additional files were referred to the municipal solicitors.

Administration continued

Administration Operating Budget

Operating Expenses	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Council and Committees	\$ 226,700	\$ 226,770	\$ 285,600	\$ 58,900	26.0%
General administration	567,800	604,702	\$ 590,800	23,000	4.1%
Human Resources	64,700	33,024	69,600	4,900	7.6%
Risk Management and Legal	267,400	183,702	253,400	(14,000)	-5.2%
Bylaw Enforcement	\$ 192,700	\$ 168,743	191,000	(1,700)	-0.9%
Other	15,100	30,222	15,000	(100)	-0.7%
Contingency	200,000	50,000	200,000	-	0.0%
Total Operating Expenses	\$ 1,534,400	\$ 1,297,163	\$ 1,605,400	\$ 71,000	4.6%

Net Property Taxes Required	<u>\$ 1,534,400</u>	<u>\$ 1,605,400</u>	4.6%
-----------------------------	---------------------	---------------------	------

Budget

The budget represents a status quo 4.6% increase over 2018, primarily due to:

- Council remuneration (now 100% taxable per CRA) and Council travel increased
- Human resource support capacity increase (recruitment, moving costs, workforce planning, workplace health and safety, HR Policy)
- Increased staff training and development, wage and benefit changes
- A reduction in risk management and legal (insurance premiums (MIA) increased offset by a reduction in legal budget)
- Chamber of Commerce pilot contract

2019 Budget Challenges

- Human Resource Management Capacity
- Insurance and Risk Management

Projects

Administration Special Projects Budget

Description	2019 Budget
FOIPP Program Implementation	10,000
Citizen Survey	20,000
Total Special Projects	\$ 30,000

- The District's Citizens Survey is planned for the spring, and continued work on FOIPP improvements and the policy will occur during the balance of the year

Finance

The Finance 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.

A full range of accounting and payroll services are provided including: accounting audit and budgeting of over \$28 million in annual expenses and revenues; cash management of up to \$35 million in investments on a daily basis to maximize returns; accounts payable processing of over 6,000 invoices and 3,600 cheque and electronic fund transfer payments; payroll coordination of four different payroll groups paid on a biweekly basis and the maintenance of benefit programs for approximately 106 full time and 50 seasonal staff.

The daily billing and collection of all revenues including property taxes, utility bills, dog licences, business licences and a variety of other fees and charges. Over 13,800 utility bills, 7,000 tax notices, 700 dog licences and 1,400 business licences are produced annually. A pre-approved installment tax and utility payment system is also managed.

A range of purchasing support services is provided as well as the provision of printing and mail services.

The Department also manages the provision of fiscal services including debt servicing costs, interest charges, transfers to reserves and contingency.

Long term financial planning, asset management, equipment replacement planning, insurance support and policy development are just some of the many other services provided.

The department also included Communications, Community Services, Climate Action and Information Technology.



Financial Management



Community Services



Climate Action



Information Technology



Accounting



Payroll and Benefits



Billings and Collections



Purchasing and Printing



Communications

Finance continued

Key Services Delivered - Service Metrics

Key Activity Levels		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees		6.0	6.0	5.8	6.0	6.0	6.0
Cash Receipting and Banking	Transactions Processed	39,230	41,989	41,142	41,657	42,194	42,000
Licensing	Dog and Business Licences Issued	2,237	1,999	2,343	2,220	2,261	2,300
Payroll	T4s Issued	New	New	200	200	198	200
Property Taxation	Collections (Million)	\$30.3	\$30.5	\$30.9	\$31.5	\$31.8	\$33.0
	Tax Notices Issued	6,815	6,882	6,862	6,900	6,904	6,930
	Homeowner Grants Processed	New	5,101	5,130	5,175	5,118	5,150
Utility Billing	Bills Issued	13,862	13,919	14,363	14,289	14,414	14,800
Accounts Payable/Receivable	Invoices/PAPs Processed	6,209	6,501	7,538	7,845	6,500	6,700
	Credit Card Transactions	New	New	1,016	2,067	1,600	1,600

Service Plan	2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Payables and Receivables Processed within 30 days	New	New	Achieved	95%	Achieved	95%
Tax Notices mailed by third week of May	On Time	On Time	Achieved	On Time	On Time	On Time
Five Year Plan Prepared on Time	On Time	On Time	Achieved	Planned	Achieved	On Time
Sustainable Infrastructure Plan Prepared on Time	New	New	Achieved	On Time	On Time	On Time
GFOA Budget and Financial Statement Awards	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
User Fees Reviewed on Time	New	New	70% complete	Planned for Q2	Deferred to 2019	Complete
Policy Reports Completed	New	6	6	4	2	4

Finance continued

2018 Activity Levels, Service Plan and Accomplishments

Finance activity levels were consistent with expectations and represent a gradual increase over time. The Finance Service Plan for 2018 was achieved with the exception of the planned user fee review that was 80% complete by year end. The final review, report and policy recommendation are expected in 2019.

Key highlights from 2018 include:

- Government Finance Officers Association (GFOA) Financial Reporting Award
- GFOA Distinguished Budget Presentation Award

- Transitioned Community Services function
- Established Communications function
- Sustainable Purchasing Policy updated
- Living Wage Employer Certification
- Increased investment returns through cash management
- Business Continuity Plan updated

Plans for 2019

- User Fee and Amenity Review
- Asset Management Plan Phase II
- Reserves Policy Review

Looking Ahead to 2020 - 2023

- Continue refinement of Long Term Financial Planning and Asset Management

Finance Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Business Licensing	96,000	92,800	99,000	3,000	3.1%
Total Funding	\$ 96,000	\$ 92,800	\$ 99,000	\$ 3,000	3.1%
Operating Expenses					
Finance General	\$ 709,800	\$ 655,494	\$ 748,700	\$ 38,900	5.5%
Total Funding	\$ 709,800	\$ 655,494	\$ 748,700	\$ 38,900	5.5%
Net Property Taxes Required	<u>\$ 613,800</u>		<u>\$ 649,700</u>		5.8%

Budget

The 2019 operating budget reflects a status quo approach and is projected to increased by 5.8% over 2018. This is primarily due to wage and benefits increments and the new provincial payroll tax.

Projects

No additional project funding is requested for 2019.

Climate Action

The District of Central Saanich has taken steps to reduce climate impacts since 2008, adopting the Central Saanich Energy Plan. The District of Central Saanich is renewing its commitment to substantially reduce greenhouse gas (GHG) emissions within the Central Saanich community and in its municipal operations by 2050.



The District will be developing a preliminary monitoring framework in 2019. It is expected the framework will be based on the recommended approach outlined in the District's Climate Leadership Plan:

Indicator	Objective	Data source	Timeframe
Community-scale GHG emissions, relative to 2007	80% reduction by 2050	Await updated data from the Province	Biennial
Renewable energy proportion	100% by 2050	Await updated data from the Province	Biennial
Building energy use	Annual reduction	Consolidated data by energy type from the Province	Annual
Energy efficiency retrofits	Annual increase	New: implement tracking with new retrofit program	Annual
Active transportation mode share	Annual increase	Transportation survey data for the Saanich peninsula from the CRD and/or Census data	Approx. every 5 years
Density near transit routes (or hubs)	Annual increase	New: develop method to extract population density along transit routes in urban settlement areas	Annual
Solid waste GHG emissions	Annual reduction	Consolidated data from the Province	Annual
Kilometres of pedestrian and cycling paths	Annual increase	New: implement tracking with investment in active transportation infrastructure	Annual
Number of community EV charging stations	Annual increase	District records	Annual



Finance - Climate Action continued

2018 Accomplishments

- Developed the 2018 Climate Leadership Plan
- Participated in the CRD Climate Action group
- Solar panel project to convert Fire Hall #1 to a net-zero building
- Installed electric vehicle chargers at public works

Plans for 2019

- Build staff capacity in this area
- Apply a climate lens to District projects to see reductions in GHG emissions
- Climate Action community engagement education
- Westcoast Green Fleet Pledge
- Apply for grants to support needed infrastructure and programs
- E Vehicle and E Bike Charging Infrastructure Plan

- Accelerated Light Duty Fleet Conversion
- PACE Program development - to incent building energy retrofits
- Transitions 2050 Energy Efficient Building Retrofit Incentive Program - Year 1
- Transportation Advocacy Program for Council

Looking Ahead to 2020 - 2023

- Transitions 2050 Energy Efficient Building Retrofit Incentive Program - Year 2
- PACE Program implementation
- Climate Action community engagement education
- Transportation Advocacy Program continued
- Surfrider Green Business certification

Climate Action Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Climate Leadership	35,000	25,957	62,500	27,500	78.6%
Total Funding	\$ 35,000	\$ 25,957	\$ 62,500	\$ 27,500	78.6%

Operating Expenses					
Climate Leadership	35,000	25,957	98,100	63,100	180.3%
Total Operating Expenses	\$ 35,000	\$ 25,957	\$ 98,100	\$ 63,100	180.3%

Net Property Taxes Required	\$ -	\$ 35,600
-----------------------------	------	-----------

Budget

2019 operating budget plans for funding on year one of a two year grant funded Climate Action staff position if approved by FCM. Carbon offset funding is continued and a small budget for climate action education and engagement is established.

Projects

No additional project funding is requested for 2019.

Community Services

Community Services facilitates relationships between the District and community by acting as a liaison for community groups, leading communications for the organization, and facilitating public engagement and input during various planning processes. The small team also manages the website and social media, plans events and coordinates corporate reports.

The department works to engage and support residents and community groups. Communications efforts are focused on ensuring information is easy to access, easy to understand, and there are a variety of meaningful ways citizens can provide input into Central Saanich decisions.

Supporting volunteer efforts and local organizations is a dynamic part of the Community Services work, and it includes being a liaison for the many active community groups and park and facility users and administering District park use and facility lease agreements. The department also promotes parks and coordinates the community's Remembrance Day Service and Tree Appreciation Day, in addition to other small events.



Community Group
Liaison



Public Consultation and
Engagement



Communications
Planning



Writing, Design and
Branding



Website



Reports and
Community Newsletter



Events



Customer Service



Park Reservations

Community Services continued

Key Services Delivered - Service Metrics

Key Activity Levels		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees		2	2	2	2	2	2
Community Services	Park/Facility booking response within 1 day	New	New	424/95%	100%	412/95%	430/100%
	Seasonal Use Permits within 5 days	New	New	11/100%	100%	49/95%	60/100%
	Agreements/Contracts within 90 days	New	New	3/100%	100%	4/100%	2/100%
Communications							
	Website sessions	77,374	80,391	77,128	New	106,864	110,000
	Online engagement topics	New	New	New	New	7	8
	Visits to online public engagement sites	New	New	New	New	1,284	2,000
	Attendees at engagement events	New	New	New	New	130	50-100
	News releases and news items on web	New	New	New	New	125	130

2018 Accomplishments

- Successfully transitioned department and added communications function
- Launched community engagement website, LetsTalkCentralSaanich.ca
- Developed effective Twitter presence
- Developed the 2018 Climate Leadership Plan Community Engagement Plan
- Delivered communications program for 2018 local election
- Saw website visits and social media reach grow
- Increased turnouts at community engagement initiatives and events
- Updated the memorial bench program
- Implemented new brand

Plans for 2019

- Develop policies and practices to facilitate district-community partnerships

- Define communications objectives and implement a District communications plan
- Increase two-way communications with residents
- Improve the quality of internal communications
- Brentwood Bay Open Moorage Implementation

Looking Ahead to 2020 - 2023

- Continue to advance external and internal communications tools
- Explore communications and public engagement best practices in other similar and neighbouring communities
- Develop and update policies and procedures for communications work
- Brentwood Bay Open Moorage Management

Community Services continued

Community Services Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Park and Other	\$ 54,300	\$ 18,789	\$ 54,300	\$ -	0.0%
Caretaker's Residence	33,600	29,867	33,600	-	0.0%
Total Funding	\$ 87,900	\$ 48,656	\$ 87,900	\$ -	0.0%

Operating Expenses

Administration	\$ 249,300	\$ 200,649	\$ 263,400	\$ 14,100	5.7%
Communications	\$ 59,700	\$ 54,860	\$ 58,100	\$ (1,600)	-2.7%
Events and Community Services	\$ 74,100	\$ 72,250	\$ 62,700	\$ (11,400)	-15.4%
Marine Moorage	45,000	-	\$ 45,000	\$ -	0.0%
Total Operating Expenses	\$ 428,100	\$ 327,759	\$ 429,200	\$ 1,100	0.3%

Net Property Taxes Required	<u>\$ 340,200</u>	<u>\$ 341,300</u>	0.3%
-----------------------------	-------------------	-------------------	------

Budget

The net operating budget for Community Services for 2019 is increased by 0.3%. This includes the restructuring of Communications and Facilities. The Brentwood Bay Moorage Service is included and proposed as fully funded by licence fees.

Projects

Community Services Special Projects Budget

Description	2019 Budget
Brentwood Bay Open Moorage	\$ 40,000
Total Special Projects	\$ 40,000

- Funding approved in 2018 is identified again to assist with the implementation of the Brentwood Bay Open Moorage Area.

Information Technology

The Information Technology Division manages a wide variety of computer and technology services for the Municipality. A geographically dispersed voice and data network system is maintained including specialized support for Police and Fire Services.

Computer workstations, mobile computers, a networked phone system and smartphones are managed and a helpdesk service is provided for staff assistance. Core software products are maintained and upgraded as needed, secure internet access is provided and a Geographic Information System and municipal website are supported.



Planning/Purchasing



Lifecycle Management



Network Administration



Data Management



Database Administration



System Administration



Project Management



Security



Support

Information Technology continued

Key Services Delivered - Service Metrics

Key Activity Levels		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees		2	2	2	2	2	2	2
Helpdesk requests		New	New	1000	758	1000	862	1000
Software	Core applications supported	New	New	37	37	37	37	37
	Specialty applications supported	New	New	16	16	16	16	16
	Security Update hours committed	New	New	400	384	400	384	400
Hardware	Network Devices supported	New	New	345	346	345	345	345
	Mobile Devices Supported	New	New	105	105	105	89	89
Project Commitment	Project hours comitted	New	New	200	290	200	192	200

Service Plan		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Minimum Available Data Storage Capacity	x Terrabytes	New	New	Achieved	35	35	35
Network Connected - High Availability	99.9% Uptime	Achieved	Achieved	Achieved	Planned	Achieved	Planned
Internet Connected - High Availability	99.9% Uptime	Achieved	Achieved	Achieved	Planned	Achieved	Planned
Helpdesk Incident resolution	Within 3 business days	New	New	100%	100%	100%	100%
Helpdesk Request resolution	Within 5 business days	New	New	100%	100%	100%	100%
	Urgent within 4 hours	New	New	100%	100%	100%	100%
Data Backups Succesfully Completed		New	New	Achieved	99.9%	Achieved	Planned
Core applications up to date	Updates completed on time	New	New	95%	95.0%	Achieved	95%
Police Service Support	Hours of Support	New	New	400	400	400	400
New products installed	Succesful Install	New	New	2	0	0	0

Information Technology continued

2018 Activity Levels, Service Plan and Accomplishments

Technology activity levels were consistent with expectations and the Technology Service Plan for 2018 in all cases were achieved. More hours were committed to project work than planned to complete the first phase of the Police technology separation project. No change to the service plan is proposed for 2019.

Key highlights from 2018 include:

- GIS system improvements
- Records management
- Improvements of Virtual Server Environment
- Began the first phase of Police Technology Separation Project
- Implemented Core software product upgrades

Plans for 2019

- Data center migration
- Data center backup site
- Transition GIS to Engineering
- Completion of Police Technology Separation Project
- Continue core software product upgrades

Looking Ahead to 2020 - 2023

- Continue core software product upgrades
- Continue network security improvements
- Continue building data center resiliency



Information Technology continued

Information Technology Operating Budget

Operating Expenses	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
IT General	\$ 597,200	\$ 552,605	\$ 581,700	\$ (15,500)	-2.6%
Total Operating Expenses	\$ 597,200	\$ 552,605	\$ 581,700	\$ (15,500)	-2.6%

Net Property Taxes Required	<u>\$ 597,200</u>	<u>\$ 581,700</u>	-2.6%
-----------------------------	-------------------	-------------------	-------

Budget

The current budget proposal reflects a status quo approach and includes wage and benefit changes and software licence renewals. The operating budget has been reduced slightly (2.6%) in favour of increased transfers to equipment replacement reserves.

GIS service costs are now disclosed under Engineering.

Projects

No additional project funding is requested for 2019.

Police Service

The Central Saanich Police Service, through its governing Municipal Board, consists of 31 sworn police officers (includes seconded officers to integrated teams) supported by four civilian staff, two volunteer reserve Constables and several volunteers. They provide a professional level of service through locally based uniform policing and integrated specialized units.

The Police Board is chaired by Mayor Ryan Windsor and includes: **Mr. Chris Tupper**, **Ms. Wendy MacDonald**, **Mr. John Rizzuti** and **Mr. Corey Wood**.



Uniformed Patrol
General Investigative Services
Community Engagement
Youth Resources
Administration

Key Activity Levels		2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projection
Sworn Police Officers		23	23	23	23	23
Civilian Support Staff		4	4	4	4.3	5
Calls for Service	Crimes against Persons	44	50	46	45	45
	Property crime	205	228	289	163	170
	Traffic	606	661	479	932	1500
	Other	3644	3620	3947	3441	3385
	<i>Total</i>	<i>4499</i>	<i>4559</i>	<i>4761</i>	<i>4581</i>	<i>5100</i>



Police Service continued

2018 Accomplishments

The Central Saanich Police Service responded to a wide range of calls for service throughout the year enhanced through close collaborative working relationships with various community groups and members and policing teams and partners. Crime statistics in various categories decreased however the service investigated several lengthy and complex major crimes. The service was actively engaged in several key strategic priorities, including road safety and enforcement in designated hot spots. Several community forums were held on road safety, drug awareness and senior's safety.

Key highlights from 2018 include:

- Service wide focus on road safety with enhanced enforcement and education
- Investigational projects on public safety threats
- Focus on key strategic priorities in strategic plan
- Increased training on tactical readiness, disaster response and major criminal case management
- Completion of critical long term internal plans including training and human resources



Plans for 2019

- Integration of dispatch/call taking services into one Vancouver Island Integrated Dispatch Center
- Creation and implementation of a strategic road safety plan
- The completed Strategic Plan will be validated through community engagement
- A continued focus on strengthening local policies and training to meet future Provincial training standards including Major Criminal Case Management and tactical readiness and response
- Continued implementation of the Service's training and human resource plans
- Continued development of various initiatives and projects to meet local emerging crime trend

Looking Ahead to 2020 - 2023

- Continued engagement with specialized integrated teams to strengthen and support our investigations and seek possible future opportunities to second members
- Ongoing review of additional new policing standards to determine the impact on overall operations impacting policies, training and finances
- Independent review of policing services model to evaluate long term human resources demands
- Working with Province of B.C. on E-Ticketing Project and delivery of necessary equipment

Police Service continued

Police Service Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Sale of service	\$ 19,500	\$ 23,000	\$ 19,500	\$ -	0.0%
Small Community Protection Grant	233,600	230,176	238,300	4,700	2.0%
Traffic Fine Revenue Sharing Grant	195,000	201,499	195,000	-	0.0%
Secondment remuneration	744,000	825,153	774,900	30,900	4.2%
Other Revenue	9,400	5,000	9,400	-	0.0%
Total Funding	\$ 1,201,500	\$ 1,284,828	\$ 1,237,100	\$ 35,600	3.0%
Operating Expenses					
Police Board	\$ 15,000	\$ 7,293	\$ 15,000	\$ -	0.0%
General Administration	1,351,400	1,367,340	1,634,900	283,500	21.0%
Investigation and Patrol	2,444,100	2,602,795	2,593,200	149,100	6.1%
General Investigation	306,300	331,133	315,900	9,600	3.1%
Youth and Community Services	485,600	405,458	478,100	(7,500)	-1.5%
Detention and Custody	22,900	26,255	23,300	400	1.7%
Secondment Expenses	759,000	856,560	774,900	15,900	2.1%
Total Operating Expenses	\$ 5,384,300	\$ 5,596,834	\$ 5,835,300	\$ 451,000	8.4%
Transfer to reserves (Police Vehicles)	55,000	-	70,000	15,000	27.3%
Transfer to reserves (Police Equipment)	-	-	24,000	24,000	
Net Property Taxes Required	\$ 4,237,800	\$ 4,312,006	\$ 4,692,200	\$ 454,400	10.7%

Budget

The Police Board requested 2019 Net budget is a 10.7% increase over 2018 and includes:

- Final phase of new integrated Police dispatch costs
- Collective Agreement Wage increase contingency
- New provincial payroll tax
- Increased transfer to Vehicle and Equipment Reserves

2019 Budget Challenges

- Wages and benefit increases
- Expenses for integrated teams
- New dispatch service costs
- Vehicle and equipment replacement
- Organizational capacity

Police Service continued

Additional Requests

Police Service Operating and Capital Requests

Description	2019 Budget		
0.6FTE Administrative Support	\$	51,200	Ongoing
Total Special Projects	\$	51,200	
<hr/>			
Total Property Taxes Required	\$	4,743,400	\$ 505,600 11.9%

- The Central Saanich Police Board has also requested an additional \$51, 200 in funding which is equivalent to a 0.4% tax increase to the average home owner

Provincial policing standards for major case management are increasing. This will require additional administrative support.



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, an Administrative Assistant, six Career Firefighters and 45 volunteer Paid-Per-Call Firefighters.

The Fire Department is responsible for managing the Central Saanich Emergency Program.

- The program provides for the continuity in government and preservation of life and property through a coordinated response by elected officials, municipal departments, volunteer services and outside agencies that are able to assist during a major emergency or disaster.
- The Fire Chief is the Emergency Program Coordinator and responsible for maintaining the Emergency Plan, training and response capability.

The Fire Chief is also temporarily overseeing facilities management for the District.



Emergency Fire and
Rescue Response

First Responder Medical Aid
Hazardous Material Response
Fire and Life Safety Education
Fire Prevention Programs
Central Saanich Emergency
Program



Fire Department continued

Key Activity Levels		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees		6	6	6	7.6	7.6	7.6
Paid per Call Firefighters	Overall Active	New	New	51	50	46*	45*
*includes 6 career staff							
Callouts (Mon-Sun 24/7)	Duty Officer - non-emerg	134	152	150	25	26	50
	Duty Crew - non-emerg	n/a	n/a	n/a	140	162	150
	Fire (Immediately Dangerous to Life and Health)	100	111	123	120	124	120
	Fire (No structure entry required)	46	34	43	30	37	40
	Medical	446	497	506	475	509	500
	Rescue	76	84	77	75	78	80
	<i>Total</i>	<i>802</i>	<i>878</i>	<i>899</i>	<i>865</i>	<i>936</i>	<i>940</i>

2018 Activity Levels, Service Plan and Accomplishments

Fire, rescue and medical calls for 2018 are in line with forecasts and comparable with previous years. To meet the recommended target response time, fire department staffing levels at Station 1 were enhanced through the establishment of a two firefighter rapid response team—where two firefighters are on duty during the peak periods of 8 a.m. to 10 p.m. seven days a week. This unique in-station standby system is achieved using a blend of both career and paid per call firefighters. During the period of 10 p.m. and 8 a.m. staffing levels drop to just the career officer at Station 1 with the paid-per-call firefighter on standby in the community with a marked vehicle. This model enhancement included hiring two new career fire fighters.

Plans for 2019

- Receive a new fire apparatus built to assist the two-firefighter response model
- Introduce revised fire safety bylaw – new *Fire Safety Act*

- Burning Bylaw Review Phase II
- Review Superior Tanker Shuttle Accreditation
- Commence apparatus replacement process for New Water Tender – January 2020 Purchase

Looking Ahead to 2020 - 2023

- Review exempt deputy chief fire officer position
- Implement Home Safe Program – targeted home fire safety
- Emergency Program – Review infrastructure resiliency post disaster
- Review medical first responder program
- Emergency Program- Enhance EOC Operations – Inter-municipal EOC cross training with PEMO partners



Fire Department continued

Fire Department Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Donations - Fire	\$ 3,500	\$ 5,453	\$ 13,500	\$ 10,000	285.7%
Hazmat Agreement	57,000	57,000	64,000	7,000	12.3%
Total Funding	\$ 60,500	\$ 62,453	\$ 77,500	\$ 17,000	28.1%
Operating Expenses					
Fire Administration	\$ 499,700	\$ 500,893	\$ 491,900	\$ (7,800)	-1.6%
Fire Fighting Force	449,100	285,123	478,700	29,600	6.6%
Fire Investigations & Prevention	634,400	693,994	748,100	113,700	17.9%
Emergency Measures	27,500	23,600	41,000	13,500	49.1%
Total Operating Expenses	\$ 1,610,700	\$ 1,503,610	\$ 1,772,400	\$ 161,700	10.0%
 Net Property Taxes Required	 <u>\$ 1,550,200</u>		 <u>\$ 1,694,900</u>		 9.3%

Budget

The Fire Department 2019 net budget is a 9.3% increase and is driven primarily by service level changes. This is partially offset by use of previous years surplus to smooth the cost transition from the model.

Projects

Consideration of a restructure of support for the Emergency Program was the subject of a separate written report and an additional \$10,000 was approved by Council.

Fire Department continued

Facilities

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. They serve as storage for records, historic documents, and specialized vehicles/equipment. They provide recreation, community-based activities and programs, and a regional cultural identity. A F-LAMP program has identified repair and maintenance costs for facilities over a twenty-year reporting period.



The facilities are grouped into four categories:

- Municipal Buildings (Municipal Hall, Police Station, Fire Halls, Public Works and Cultural Centre)
- Parks & Recreation (Concessions, Washrooms, Fieldhouse, Diamonds and Centennial Park Caretaker's Residence)
- Heritage (Newman Farm, Butterfield House and West Saanich School)
- External Users (Fire Museum, Lions Hall, Seniors Centre and Lawn Bowls Clubhouse)

Buildings are valued at a current high level replacement cost of \$22-million dollars with an average annual reserve fund investment of approximately \$1,027,000 required to renew most on a lifecycle basis. No funds are set aside to replace heritage structures.

Renewal Investment over the next five years will focus on:

- Continuation of the F-LAMP program
- Seismic upgrading of Fire Station #2
- Forward planning for Municipal Hall in 2024
- Refinement of all replacement cost estimates

Key Services Delivered - Service Metrics

Key Activity Levels		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees		1.4	1.4	1.4	1.4	1	1.6
	Facility Maintenance Requests		New	1,000	488	450	475
	Facility Maintenance Request High Priority within 1 day response	New	New	48/100%	100%	New	TBD
	Special Projects/hours per year	New	New	6/TBD	3/200	New	TBD

Fire Department - Facilities continued

2018 Activity Levels, Service Plan and Accomplishments

The buildings capital program is focused on continuation of the approved F-LAMP program while the departmental transition is completed.

The program of renovations at the Municipal Hall complex continues at a reduced level based on the buildings remaining useful life of five to seven years. Intermediate service improvements are being completed, including a reorganized front entrance that will consolidate counter service and provide a welcoming entrance.

Plans for 2019

- FLAMP Program
- Facilities Recycling Program

Facilities Operating Budget

Operating Expenses	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Facilities	471,300	405,010	459,200	(12,100)	-2.6%
Building Maintenance	122,100	125,525	125,700	3,600	2.9%
Total Operating Expenses	\$ 593,400	\$ 530,535	\$ 584,900	\$ (8,500)	-1.4%

Net Property Taxes Required	<u>\$ 593,400</u>	<u>\$ 584,900</u>	-1.4%
-----------------------------	-------------------	-------------------	-------

Budget

The status quo Facilities budget is a 1.4% reduction over 2018.

Budget Challenges

- Increased maintenance costs of aging building infrastructure

Projects

No additional project funding is requested for 2019.

Planning and Building Services

This department includes Planning and Building Inspections. Services provided include administration of the Official Community Plan policies and municipal Land Use Bylaw, processing development and subdivision applications, regulating building construction, issuing business licences and planning for future development.

The Planning Division works to ensure that neighbourhood and municipal objectives and policies in the Central Saanich Official Community Plan Bylaw are reflected in development which occurs in the municipality. Council and committees are provided professional and technical advice on current and future land uses. The Division develops policy on housing, heritage, environment, energy efficiency, transportation, and agricultural land use. A variety of permit processes are managed including development permit and development variance permits, rezoning and Official Community Plan amendments, temporary use permits, Agricultural Land Reserve applications, environmental development permits, protected tree cutting permits and subdivision proposals. Property records are maintained and property-related questions from owners, prospective investors, builders and various construction and development professionals are responded to.

Building Inspections regulate building construction, administer the BC Building Code and monitor construction relating to Building, Plumbing, Business Licence and Sign Permit applications.

In 2018 the department also assumed responsibility for parks planning and heritage.



Planning Policy



Development Applications



Heritage Conservation



Parks Planning



Building Permits



Plumbing Permits



Sign Permits

Planning and Building Services continued

Key Services Delivered - Service Metrics

Key Activity Levels	2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees	7.7	7.7	7.7	8.7	8.7	8.7
Planning applications Received	40	32	68	50	43	50
Subdivisions Received	10	2	7	7	16	10
Building Permits Issued	190	175	210	200	206	200
Building Inspections	1647	1460	1331	1600	1588	1600

Service Plan		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Phone calls	Response within 1 day	New	New	90%	100%	100%	100%
Counter Enquiry	Within 5 minutes	New	New	100%	100%	100%	100%
Application Assistance	As required	New	New	100%	100%	100%	100%
Planning applications processed on time (DP & DVP)	90 days to approval	New	New	35%	90%	29%	40%
Development applications processed on time (Rezoning)	180 days to approval	New	New	67%	90%	50%	60%
Subdivisions processed on time	90 days to PLA	New	New	63%	100%	38%	50%
Building Permits issued on time	Residential - 10 days permit processing time from completed application	New	New	67%	95%	72%	80%
	Rapid Residential - 5 days permit processing time from complete application	New	New	TBD	100%	53%	70%
	Commercial - 20 days permit processing time from complete application	New	New	70%	95%	52%	70%
Building Inspections on time	1 day response	New	New	90%	90%	95%	90%
Miscellaneous Permits	10 day response	New	New	94%	90%	89%	90%
Planning Project Commitment	Projects/hours committed	New	New	100 hrs	5/500	5/850	600

Planning and Building Services continued

2018 Activity Levels, Service Plan and Accomplishments

The Planning and Building Services Department launched a number of key strategic projects in 2018, including the Residential Infill and Density Study, BC Step Code implementation, and Farm Worker Accommodation study. In addition to these strategic priorities, the District established a regulatory framework to manage the cannabis industry, including cannabis production on agricultural lands and cannabis retail.

Development application levels remained high through 2018, which reflects the strong housing market in the community. A combination of high applications levels, a number of complex development applications, and significant staff resources dedicated to successfully initiating several strategic projects, introduced challenges in meeting desired service levels. With the increasing complexity of development applications, the highly consultative Council process, and the desire of the community to accomplish long range planning projects, service target levels should be reassessed to ensure they are realistic with current resource levels, and they are reflective of the service levels Council would like to achieve in light of other strategic priorities.

Key highlights from 2018 include:

- Residential Infill and Density Study (Phase 1)
- Farm Worker Accommodation study
- Regulatory and Policy framework for cannabis production and retail
- BC Energy Step Code implementation and consultation

Plans for 2019

- Regional Context Statement
- Tree Protection Bylaw
- Residential Infill and Density Study (Phase 2)
- Saanichton Village Plan
- Building Bylaw Update
- Farm Worker Accommodation study
- BC Energy Step Code
- Development Procedures Bylaw and Process (Delegation and Process Improvements)

Looking Ahead to 2020 - 2023

- BC Energy Step Code
- Official Community Plan update
- Environmental DP Area guidelines
- Historic buildings inventory/update
- Parks planning
- Parking study
- Land Use Bylaw Update



Planning and Building Services continued

Planning and Building Services Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Development and Subdivision Fees	\$ 55,200	\$ 75,043	\$ 59,200	\$ 4,000	7.2%
Animal Control & Dog Licensing	35,400	38,641	39,400	4,000	11.3%
Building and Plumbing Permits	323,900	571,477	371,500	47,600	14.7%
Other Permits	4,800	1,269	4,800	-	0.0%
Total Funding	\$ 419,300	\$ 686,430	\$ 474,900	\$ 55,600	13.3%
Operating Expenses					
Building Inspection	412,400	408,482	431,700	19,300	4.7%
Boards & Commissions	5,600	4,234	5,600	-	0.0%
Planning Administration	489,600	482,220	525,200	35,600	7.3%
Total Operating Expenses	\$ 907,600	\$ 894,936	\$ 962,500	\$ 54,900	6.0%
Net Property Taxes Required	<u>\$ 488,300</u>		<u>\$ 487,600</u>		-0.1%

Budget

The net operating budget is unchanged in 2019 due to higher permit revenues. This offsets wage and benefits, a small increase in building inspections FTE contingency, training, and higher advertising costs.

2019 Budget Challenges

- Significant number of planned projects for next five years
- Maintaining high volume of permit application work within existing budget

Projects

Planning and Building Services Projects Budget

Description	2019 Budget
Residential Density and Infill Study	\$ 90,000
Tree Protection Bylaw, Policies and Practices	10,000
Saanichton Village Plan	80,000
Farm Worker Housing	10,000
Total Special Projects	\$ 190,000

- Several policy and planning initiatives are included based on the Districts Strategic Plan. Some will continue into 2020 such as Residential Density and Infill and the Agricultural Area Plan. All are funded from prior years surplus.

Engineering and Public Works

The Engineering and Public Works Department is responsible for all municipal infrastructure, which includes:

- 133 kilometres of paved roads
- 1 kilometre of unpaved road
- 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
- 37 parks, playgrounds and open spaces
- 28 beach accesses covering over 81 hectares

See the Divisions' report sections for more information on the many services provided by this department.



Infrastructure Systems



Transportation Systems



Drainage Systems



Sewer Systems



Water Systems



Fleet Maintenance



Parks Maintenance

Engineering and Public Works continued

Engineering

The Engineering Division is responsible for the design and implementation of all infrastructure and transportation systems and processes, approves and inspects all works installed by private developers that become municipal property including:

- Roads, sidewalks, traffic control measures, drainage, sanitary sewers, and water mains, and planning of future servicing requirements
- Subdivision developments in the District
- Responding to questions about municipal servicing requirements from consultants, contractors, developers and residents
- Issuing 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



Service Plan		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees		5	5	5	5	4.2	5
Application timelines	90%	New	New	95%	90%	75%	90%
Soil Permits	Permits/hours	New	New	5/50	5/50	7/106	10/100
Tree Permits (Erosion District)	Permits/hours	New	New	15/30	24/150	7/44	5/20
Subdivision Application Reviews	Reviews/hours	New	New	10/200	12/360	47 /324	15/150
Value of annual capital expenditures (Eng & PW)		New	New	\$2 Million	\$3.2 million	\$3.0 million	\$3.3 million
Building Permit Reviews	Reviews/hours	New	New	75/225	200/500	278/336	200/300
Utility Referrals	Referrals/hours	New	New	200/300	1000/1000	235/696	200/500
Engineering Drawings – District Projects	Drawings/hours	New	New	3/150	6/600	6/150	10/200
Engineering Drawings – Development	Drawings/hours	New	New	20/250	20/200	48/268	30/200
Special Projects	Projects/hours	New	New	6/500	3/300	59/251	1/200
Construction Project Management		New	New	7/yr	18/yr	49/yr	20/yr

Engineering and Public Works - Engineering continued

2018 Activity Levels, Service Plan and Accomplishments

Engineering Services achieved record accomplishments in 2018, despite being approximately 20% short staffed during the year. 2018 accomplishments included reconstructing approximately 33,000 m² of road surface area, which far surpasses the work completed in most years. This ambitious paving program helped address a significant backlog of road maintenance that had accumulated. There is still some backlogged road reconstruction work, and this will be addressed over the next few years.

The District also replaced several major water lines in Brentwood Bay, which were at the end of their lifecycle, and reduced the cost to tax payers with a significant provincial/federal grant. The Brentwood Bay and James Island Road docks were reconstructed in early 2018 to ensure the structures remain safe for public use.

Several projects in 2018 improved pedestrian safety including a new crossing in Saanichton Village and a new path near Stelly's School. Staff also completed the design for a path extension on Mount Newton Cross Road and for improvements to the Wallace/Marchant intersection.

Engineering Services also reviewed and approved several major development projects, and provided inspection services during installation of new infrastructure by developers and third party utility providers.

Plans for 2019

- Commence work on an Active Transportation Plan
- Complete Maber Flats drainage improvements
- Continue stormwater data collection in Martindale Valley area
- Prepare a design for Adam Kerr Park stormwater improvements
- Work on Wallace Drive/Marchant Road intersection improvements
- Complete sidewalk on Stelly's Cross Road, near Tsartlip First Nations
- Commence the Brentwood Bay Sewer Improvement Project (subject to grant approval)
- Consider a new multi-use path on Mount Newton Cross Road, near West Saanich Road
- Connect a new sewer line in Ravine Park
- Transition GIS from Information Technology

Looking Ahead to 2020 - 2023

- Complete the Active Transportation Plan
- Undertake environmental protection and enhancement initiatives: Creek Restoration, Riparian Vegetation
- Implement Adam Kerr Park stormwater improvements
- Construct new bike lane on Wallace Drive, between Stelly's Cross Road and West Saanich Road in conjunction with sewer construction
- Complete Brentwood Bay sewer improvement project
- Improve fire flow capacity in water distribution system in key areas throughout Central Saanich

Engineering and Public Works - Engineering continued

Engineering Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Engineering Access Fees	\$ 1,500	\$ 1,333	\$ 1,500	\$ -	0.0%
Other Engineering Fees	37,300	28,076	37,300	-	n/a
Total Funding	\$ 38,800	\$ 29,409	\$ 38,800	\$ -	0.0%
Operating Expenses					
Engineering Administration	\$ 631,900	\$ 636,300	\$ 718,900	\$ 87,000	13.8%
Geographic Information Service	\$ 48,000	\$ 50,925	\$ 48,000	\$ -	0.0%
Other General Gov't Services	32,300	28,085	32,600	300	0.9%
Total Operating Expenses	\$ 712,200	\$ 715,310	\$ 799,500	\$ 87,300	12.3%
 Net Property Taxes Required	 <u>\$ 673,400</u>		 <u>\$ 760,700</u>		 13.0%

Budget

The net operating budget for Engineering is increased by 14% in 2019 as a result of a temporary position needed to backfill an absence. This is funded from prior year surplus and is for one year only. Property tax supported costs increased by 1.8%. The GIS service has also been transferred to Engineering.

Projects

Engineering Projects Budget

Description	2019 Budget
Active Transportation Plan	\$ 50,000 (continues in 2020)
Total Special Projects	<u>\$ 50,000</u>

- The first year of active transportation planning is proposed.

Engineering and Public Works continued

Public Works

The Public Works Division is responsible for the maintenance and repair of transportation systems, drainage systems, parks, trails and beach accesses, sanitary sewer collection systems, water supply systems, and municipal vehicles and equipment.



- Transportation Systems: roads, bridges, traffic signals, streetlights, street signs, sidewalks, bus shelters and roadside litter control
- Drainage Systems: maintenance of storm drainage infrastructure including natural and constructed systems, including 32 kilometers of creeks, 73 kilometres of storm sewers and 120 kilometres of drainage ditches
- Parks: maintenance of the District's 37 Community, Neighbourhood and Passive Parks, trails, playgrounds and naturalized green spaces for public use. Integrated Turf, Plant Health and Urban Forest Management principles guide maintenance activities together with Water Management best practices and public safety
- Sanitary Sewer Collection Systems: sewer main repair and replacement and sewer lift station maintenance
- Water Supply Systems: water main and service repair and replacement, hydrant exercising, valve and meter maintenance, water sample testing and the maintenance of pressure regulating stations. (See separate budget sections for Public Works, Water and Sewer utilities)
- Municipal vehicles and equipment

Engineering and Public Works - Public Works continued

Key Services Delivered - Service Metrics

Key Activity Levels		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees		24.8	24.8	25	25	24	24.5
Roads	Sweeping Hours	New	New	589	800	700	800
	Patching hours	New	New	897	1400	915	1400
	Sightlines and Vegetation control hours	New	New	1235	2000	1850	2000
	Winter Road maintenance hours	New	New	9	6	13	6
Boulevards and Ditches	Cutting hours	New	New	500	800	650	800
Sidewalks	Repairs hours	New	New	200	60	500	60
Bus stop shelters	Maintained and cleaned hours	New	New	330	500	400	500
Signs	Repairs hours	New	New	360	300	365	300
Pathways and traffic islands	Gravel resurfacing hours	New	New	200	TBD	245	TBD
Trees	Inquiries hours	New	New	130	200	80	200
Drain mains	Flushing hours	New	New	2400	2500m	800	2500m
	Video condition assessment	New	New	5000m	8000m	5900m	6000m
Ditches and Culverts	Hours	New	New	TBD	TBD	1005	1000
Litter Pickup	Hours	New	New	1825	2000	1930	2000
Public Events Assistance	Events	New	New	4	4	4	4



Engineering and Public Works - Public Works continued

Service Plan		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Public inquiry/complaint (non urgent)	1 day response	New	New	70%	90%	80%	90%
Equipment Downtime	Less than 2 days	New	New	70%	90%	90%	90%
Employee Accident Free Days	365 Days	New	New	Achieved	100%	98%	100%
Vehicle/Equipment Inspection Schedule	Completed on schedule	New	New	100%	100%	100%	100%
Vehicle/Equipment Maintenance Schedule	Completed on schedule	New	New	70%	80%	90%	80%
BC Landscape Standards	Maintained to standard	New	New	Achieved	80%	90%	80%
Turf cycle completion	2 weeks	New	New	Achieved	90%	95%	90%
Irrigation system leaks/repairs	Per year	New	New	TBD	20	71	20
Playground Inspections	30 Days	New	New	Achieved	100%	100%	100%
Road Inspection cycle	Annual Inspection	New	New	100%	90%	90%	90%
Road sweeping	Roads swept 4 times annually	New	New	80%	90%	90%	90%
Catch basins cycle	2 catch basin cycles per year	New	New	75%	90%	85%	90%
Sidewalk inspections	1 Sidewalks cycle per year	New	New	90%	90%	90%	90%

Engineering and Public Works - Public Works continued

2018 Activity Levels, Service Plan and Accomplishments

Public Works activity levels for 2018 remained status quo and Service Plan measures were maintained.

Key highlights from 2018 include:

- Completed minor road restoration/repairs on 12 roads
- Completed 2018 chip seal program on Stelly's Cross Road between Tomlinson and West Saanich Road
- Upgraded traffic signals at Keating Cross Road and Veyaness Road
- Improved drainage on Lochside Drive
- Completed the annual agricultural ditching program (4.6 kms)
- Replaced Centennial Park diamond 5 backstop
- Received unit 420 backhoe
- Continued to utilize condition assessment data for guiding maintenance priorities and developing long-term capital infrastructure rehabilitation programs
- Resurfaced pavement based on priorities identified in Pavement Management Plan including remaining sections on Stelly's Cross Road

- Replaced drain main at the end of service life as identified by CCTV inspections
- Completed Phase 1 of below ground fuel tanks at Public Works

Plans for 2019

- Paving works planned based on the pavement management plan, which includes arterial, collector and rural sections within the district
- Upgrade radio tower/GPS mobile radios
- Drainage works on Bevenuto Ave
- Delivery of a new street sweeper

Looking Ahead to 2020 - 2023

- Ongoing pavement management required due to infrastructure age
- Replacement of drain mains due to infrastructure age and increased maintenance costs
- Vehicle replacement program/right-sizing fleet (investigate alternative fuels etc.)



Engineering and Public Works - Public Works continued

Public Works Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Directional Sign Fees	\$ 4,700	\$ 5,065	\$ 4,700	\$ -	0.0%
Total Funding	\$ 4,700	\$ 5,065	\$ 4,700	\$ -	0.0%

Operating Expenses

Yard	\$ 575,600	\$ 513,206	\$ 607,800	\$ 32,200	5.6%
Pest Control	33,000	32,780	36,500	3,500	10.6%
Roads	965,900	996,792	971,500	5,600	0.6%
Boulevards	103,500	103,199	104,200	700	0.7%
Drainage	317,500	250,613	322,400	4,900	1.5%
Snow	44,400	29,574	43,400	(1,000)	-2.3%
Streets	56,000	56,136	70,700	14,700	26.3%
Total Operating Expenses	\$ 2,095,900	\$ 1,982,300	\$ 2,156,500	\$ 60,600	2.9%

Net Property Taxes Required	<u>\$ 2,091,200</u>	<u>\$ 2,151,800</u>	2.9%
-----------------------------	---------------------	---------------------	------

Budget

The Public Works net operating budget is planned to increase 2.9% over 2019 which is status quo. This is due to wage and benefit changes and the new provincial payroll tax. There are seasonal variations between sections as usual.

2019 Budget Challenges

- Operating costs remain relatively constant but subject to inflationary pressures and increase in contract service demands
- Replacing equipment within existing equipment replacement funding

Projects

Public Works Projects Budget

Description	2019 Budget
OHS Policy & Procedures Development	\$ 35,000
Total Special Projects	\$ 35,000

- Confined space and other Occupational Health and Safety policy and procedure development is planned.

Engineering and Public Works continued

Parks

The Parks Division of Public Works is responsible for the operation and maintenance of the Districts 37 Community, Neighborhood and Passive Parks, trails, playgrounds and naturalized green spaces for the public use.



2018 Activity Levels, Service Plan and Accomplishments

Parks activity levels for 2018 remained status quo and Service Plan measures were maintained.

Key highlights for 2018 include:

- Replaced Centennial Park Diamond 5 backstop
- Remediated Rom Knott Park Infield
- Remediated Centennial Park Diamond #2 infield
- Planted trees and native pollinating shrubs with assistance of a \$3,000 BC Hydro/Tree Canada Grant

Plans for 2019

- Replace sections of fencing at Centennial Park diamond
- Trail remediation upgrades within existing sections of Centennial park, Butterfield and passive parks
- Receive new multi-use mower with attachments and trailer
- Replace playground surfacing with new chips

Looking Ahead to 2020 - 2023

- Replace Centennial Park diamond 6 backstop
- Conduct assessment of all playgrounds

Parks Operating Budget

Revenue	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Grants (Parks)	\$ -	\$ -	\$ -	\$ -	0.0%
Total Revenue	\$ -	\$ -	\$ -	\$ -	0.0%

Operating Expenses	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Park Boulevards	\$ 85,100	\$ 80,074	\$ 87,200	\$ 2,100	2.5%
Park Administration	271,400	246,963	277,000	5,600	2.1%
Centennial / Alexander Park	369,700	419,337	386,100	16,400	4.4%
Rom Knott / Pioneer	96,900	96,243	98,400	1,500	1.5%
Neighbourhood Parks	124,200	112,497	122,500	(1,700)	-1.4%
Passive Parks & Trails	106,200	97,329	108,400	2,200	2.1%
Municipal Complex	78,400	73,375	79,200	800	1.0%
Total Operating Expenses	\$ 1,131,900	\$ 1,125,818	\$ 1,158,800	\$ 26,900	2.4%

Net Property Taxes Required	<u>\$ 1,131,900</u>	<u>\$ 1,158,800</u>	2.4%
-----------------------------	---------------------	---------------------	------

Engineering and Public Works - Parks continued

Budget

The net Parks operating budget is planned to increase in 2019 by 2.4% or \$26,900 to maintain service levels. This is due to wage and benefit costs, the new provincial payroll tax, and a reallocation of hours between divisions based on the seasonal workplan for the year.

Projects

No additional project funding is requested for 2019.



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 through Bear Hill Reservoir and the Alderly PRV. There are two CRD transmission mains crossing the District with 11 supply points to the municipal distribution network. The District's water system network consists of 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 4200 meter services and 480 Hydrants. It is maintained by the Public Works Department and is self-financed from water charges on a user pay basis. Water service is provided to both the Tsartlip and Tsawout First Nations via service agreement.

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*.

Key Services Delivered - Service Metrics

Key Activity Levels		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees		7.1	7.1	7	7.1	7.1	7.1
Mains	Kilometers Flushed	New	New	130	130	248	130
	Breaks Repaired	New	New	12	10	11	10
Pump Stations	Cleaned and Inspected	New	New	TBD	TBD	100	260
PRV Stations	Maintained	New	New	416	420	100	420
Water Services	Installed	New	New	50	50	12	50
	Replaced	New	New	200	240	350	240
	Read	New	New	4,600	4,600	4,600	4,600
Meters	Installed	New	New	200	200	12	200
Hydrants	Installed	New	New	7	6	8	6
Hydrants	Class 'A and B' Serviced	New	New	249	249	249	249

Water Utility continued

Service Plan		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Water Quality Non-Compliance Events	365 Days	New	New	0	0	0	0
Meter reading on time	every 120 days	New	New	100%	100%	100%	100%
Hydrant Valve Exercising	annual	New	New	TBD	100%	100%	100%
Hydrant tear downs	33% completed each year	New	New	Achieved	Planned	Achieved	Planned
Service connection breaks	Per year	New	New	5	20	11	20

2018 Activity Levels, Service Plan and Accomplishments

Water Utility activity levels were consistent with previous years. The Service Plan results showed good water quality compliance and low numbers of main and service breaks.

Key highlights from 2018 include:

- Meter Replacement Program (approx. 350)
- Valve/Hydrant Replacement Program
- The Air Valve Maintenance Program (30 air valves serviced)
- PRV stations and booster station maintenance
- Repaired unscheduled water main breaks

Plans for 2019

- Continue assisting with new watermain upgrade tie-ins and development third party works

Looking Ahead to 2020 - 2023

- Valve hydrant maintenance and replacement
- Air valve maintenance
- PRV station improvements
- SCADA improvements

Water Utility continued

Water Utility Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Water Sales	\$ 5,265,200	\$ 5,311,030	\$ 5,544,600	\$ 279,400	5.3%
Water Connections	35,000	85,222	35,000	-	100.0%
Investment Income	20,000	20,000	20,000	-	0.0%
Total Funding	\$ 5,320,200	\$ 5,416,252	\$ 5,599,600	\$ 279,400	5.3%
Operating Expenses					
Administration	\$ 423,600	\$ 405,744	\$ 438,000	\$ 14,400	3.4%
Maintenance	510,600	527,487	527,800	17,200	3.4%
Billing and Collection	17,900	16,596	17,800	(100)	-0.6%
Equipment	65,700	71,474	65,900	200	0.3%
Valve and Meter Installations	159,400	124,728	155,600	(3,800)	-2.4%
Bulk Water Purchases	3,293,000	3,300,000	3,474,500	181,500	5.5%
3rd Party Connections	35,000	85,221	35,000	-	0.0%
Transfer to Reserves	815,000	885,000	885,000	70,000	8.6%
Total Operating Expenses	\$ 5,320,200	\$ 5,416,250	\$ 5,599,600	\$ 279,400	5.3%

Budget

The 2019 Budget balances \$5.6 million in revenues with \$5.6 million of costs. Water revenues in 2019 are based on a water rate of \$1.72 per cubic metre and a fixed charge of \$47.00 per billing. For a single family this would be a combined total of \$479 or an increase of \$26 (5.7%) over 2018. Operating costs remain consistent with the prior year other than a 2.0% increase in the CRD Bulk Water purchase cost, wage and benefit changes, and the new provincial payroll tax.

Water Utility continued

Budget Challenges

Operating costs remain relatively constant but are subject to inflationary pressures. Bulk water pricing is dependent on Peninsula water consumption and conservation measures undertaken by the Capital Regional District. Reaching sustainable infrastructure replacement program funding levels will remain a key challenge for the near term. A ten year plan to reach sustainable replacement funding will require minimum 1.50% water rate increases for each of the next ten years.

The approved Water Master Plan envisions a program of \$10 million dollars in low pressure zone improvements in a variety of areas throughout the municipality over time. This is a significant undertaking and will require additional funding over and above the program for infrastructure replacement that has been established in the Asset Management Plan.

This will be the subject of a separate report which outlines the implications of this next stage in asset management for the Municipality and in combination with sustainable infrastructure replacement, will be the primary financial challenge for the Water utility in the foreseeable future. Should this program be approved an additional rate increase of 3% per year for five years could be expected at some point in the future.

Reaching sustainable infrastructure replacement program funding levels will remain a key challenge for the near term



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 89 kilometres of gravity sewers, 5 kilometers of force mains, 3.9 kilometres 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 connection and 2800 manholes. The system is maintained by the Public Works Department and is self-financed from sewer charges on a user pay basis. 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.

In September 2015 a Sewer Master Plan was approved and outlines a long term approach to replacement of infrastructure, environmental protection improvements and upgrading of the system. A near term plan for an estimated \$9.4 million in capital improvements is suggested.

Key Services Delivered - Service Metrics

Key Activity Levels		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Employees		4	4	4	4	4	4
Main Lines	Meters Cleaned	New	New	6000	6000	8300	6000
	Kilometers video condition assessed	New	New	8000	8000	4500	6000
	Breaks Repaired	New	New	2	6	1	6
Sewer Stations	Flushing	New	New	884	885	170	885
Grinder Pumps	Inspect and maintain	New	New	676	675	112	675
I&I Program (Manholes)	Inspect and maintain	New	New	40	45	140	45
Sewer Services	Installed	New	New	2	10	3	10

Sewer Utility continued

Service Plan		2015 Actual	2016 Actual	2017 Actual	2018 Plan	2018 Actual	2019 Plan
Odour Complaints	Per year	New	New	4	10	0	10
Drainage blockage	Per year	New	New	8	6	6	6

2018 Activity Levels, Service Plan and Accomplishments

Sewer Utility activity levels were consistent with previous years. The Service Plan results demonstrate a good water odour control experience and a low number of drain blockages to repair.

Key highlights from 2018 include:

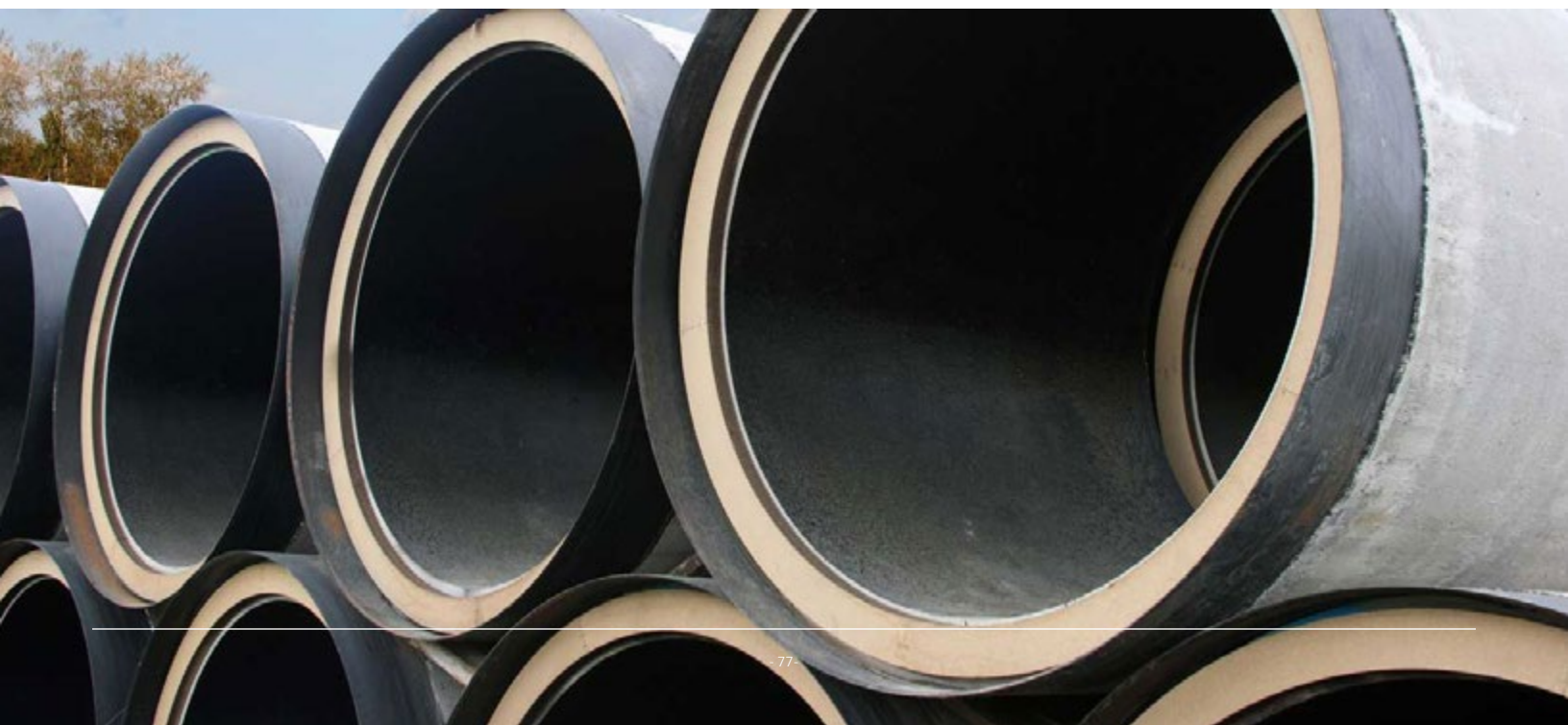
- Installed two new sewer service connections
- Repaired approx. 100 manholes related to the In-flow and infiltration reduction program
- Flushed (8,300 m) sewer main lines
- Completed annual sewer video inspection program
- Maintained and repaired pump stations (Delamere Check valve installation)

Plans for 2019

- Maintain focus on operating cost efficiencies to provide flexibility for capital program funding
- Maintain and repair pump stations
- Assess beach sewer line

Looking Ahead to 2020 - 2023

- Maintain focus on operating cost efficiencies to provide flexibility for capital program funding



Sewer Utility continued

Sewer Utility Operating Budget

Revenue	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %
Sale of Service	\$ 1,264,700	\$ 1,202,398	\$ 1,354,500	\$ 89,800	7.1%
Investment Income	10,000	10,000	10,000	-	0.0%
Sewer Connections	6,000	160,000	6,000	-	0.0%
Total Revenue	\$ 1,280,700	\$ 1,372,398	\$ 1,370,500	\$ 89,800	7.0%
Operating Expenses					
Sewer Administration	\$ 348,000	\$ 333,534	\$ 361,400	\$ 13,400	3.9%
General Maintenance	467,700	431,798	482,100	14,400	3.1%
Utility Contract Services	62,000	50,066	67,000	5,000	8.1%
Transfer to reserves - Sewer	403,000	557,000	460,000	57,000	14.1%
Total Operating Expenses	\$ 1,280,700	\$ 1,372,398	\$ 1,370,500	\$ 89,800	7.0%

Budget

The Five year Financial Plan for Sewer utility is based on an average 5% sewer user rate increase per year. This is a \$21 increase (6.1%) per single family household for 2019 and will allow for the increase in capital program spending on replacement infrastructure over the next ten years. No increase in maintenance cost is planned which allows for an increase in video inspections offset by reduced contract services from positive repair experience.

Budget Challenges

Operating costs remain relatively constant but subject to inflationary pressures. Sewer Treatment operating costs are expected to remain fairly consistent over the short term as determined by the Capital Regional District.

Reaching sustainable infrastructure replacement program funding levels will remain a key challenge for the next decade. This is difficult when a 1% increase in sewer charges equates to \$10,000 in budget.

The District assumed control of sewer infrastructure from the CRD in 2018 and is now maintaining this infrastructure. CRD manhole assessments are also planned.

Incorporation of Sewer Master Plan approved system upgrades over the next decade will require significant funding and grants assistance.

Projects

Description	2019 Budget
CRD Manhole Transfer Assessment	\$ 20,000
Beach Sewer Line Assessment	\$ 30,000
Total Special Projects	\$ 50,000



Asset Management

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

5. Asset Management

Asset Management is an integrated process, bringing together skills, expertise, and activities of People; with Information about a community's physical Assets; and Finances; so that informed decisions can be made, supporting Sustainable Service Delivery.

The 2015 Community Satisfaction Survey indicated that Fiscal Responsibility and Infrastructure Planning are both in the top 6 important issues for the District. A significant proportion also indicated a willingness to increase taxes and changes to reserve funds for future work. (This survey will be updated in 2019.)

The challenge facing the community is that the District has a growing capital and infrastructure replacement obligation in the long-term, and also has other assets for which modest investment has been made to date.

Many of the existing assets were constructed in the 1970's era with significant funding support from senior levels of government. These assets will be approaching the end of their useful life and renewal investment is required in order to maintain service to the community and protect the next generation.

Over the last few years good progress has been made through the introduction of Tangible Asset Accounting (TCA) disclosure requirements. Like all Canadian municipalities, public infrastructure is recorded at historical cost and now depreciated. This is a good first step but does not address the question of sustainable infrastructure replacement planning.

This will be a multiyear program approach that will evolve as cost estimates are refined, better condition assessment information is established and useful life expectations adjusted. To begin the next step a high level condition assessment and long term (fifty year outlook) infrastructure replacement expenditure estimates have been prepared.

ASSET MANAGEMENT:

- Maintain assets in an appropriate state of repair
- Optimize capital investments to meet public and economic needs while achieving value for the investment

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

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. This is to be expected and can be significantly improved in the next decade with funding and construction. Major buildings are in reasonable condition, though the public works facility and Municipal Hall Complex are approaching end of life rating in the next ten years.

If the District continues at current level of funding for the near future condition ratings will trend downward toward the D rating range, the frequency of infrastructure failures and service interruptions to gradually increase and the cost of operations to become more expensive as a result. The cost of fixing failed infrastructure is generally more expensive than a lifecycle based proactive replacement program.

Capital Renewal

The District has over \$250 million dollars in public infrastructure with an average annual replacement cost of \$6.9 million dollars. Over the next fifty years renewal investment is expected to be approximately \$250 million dollars.

Component	Estimated Asset Life	Value at Current Replacement Cost	Average Annual Replacement Cost
Roads	15 to 75 years	\$ 81 million	\$ 0.8 million
Drainage	30 to 80 years	\$ 38 million	\$ 1.1 million
Facilities	50+ years	\$ 22 million	\$ 1.4 million
Parks and Trails	25 to 75 years	\$ 17 million	\$ 0.8 million
Vehicles and Equipment	Varies		\$ 0.8 million
Water	50 to 80 years	\$ 39 million	\$ 1.0 million
Sewer	50 to 80 years	\$ 53 million	\$ 1.1 million
Total		\$250 million	\$ 6.9 million

Financial Position

Current replacement investment from revenues is \$4.6 million per year and average annual replacement at sustainable levels from revenues is targeted at \$6.9 million. This means that the District is currently funding 68% of average annual replacement needs.

To begin to close this gap, 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 leaves a gap of \$2.7 million per year in required future asset investment funding (\$6.9M-\$4.2M). However, it is important to understand that \$6.9 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.

The District's Sustainable Asset Management Plan proposes a gradual approach to increase the overall current level of capital investment to reach \$6.9 million sustainable 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: Ten Year Plan to increase infrastructure investment equal to 1.25% property tax increase to average homeowner each year. (average of \$25 per year to average home)
- Water System: Ten Year Plan to increase infrastructure investment equal to 1.50% water utility rate increase to average homeowner each year. (\$8 per year)
- Sewer System: Fifteen year Plan to increase infrastructure investment equal to 5.0% sewer utility rate increase to average homeowner each year. Debt financing will be required to bridge the first few years as funding is gradually increased and we begin replacement of aging sewer mains and lift stations. (\$14 per year)

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

Financial Position continued

Initial Five Year Tax Projection - Average Home

	2019	2020	2021	2022	2023
Property Tax - Asset Levy	\$ 481	\$ 505	\$ 530	\$555	\$580

Key priority areas in the near term are the catch up of deferred road top, replacement of asbestos cement water mains, main drains, sewer gravity lines and sewer lift stations.

The majority of the Districts capital program (\$23.7 million of \$27.8 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 mitigate flood risk and improve service. No significant change in operating costs over the five year term of this financial plan is expected as a result of the capital program.

The District expects to assume ownership of a significant component of Capital Regional District sewer transmission infrastructure in 2018. The majority of this infrastructure has been maintained by the District of Central Saanich for many years, and no increase in operating costs is expected from the transfer. The assets will be incorporated into the Districts Sewer Asset Management Plan.

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



Capital Program Summary

District of Central Saanich	2018	2019	2020	2021	2022	2023
Capital Budget						
Infrastructure Renewal						
Roads	\$ 818,100	\$ 1,235,000	\$ 967,000	\$ 752,000	\$ 782,000	\$ 717,000
Drainage	252,800	80,000	80,000	80,000	80,000	80,000
Buildings	794,300	551,500	45,500	365,100	131,300	220,000
Parks and Trails	155,600	30,000	30,000	100,000	30,000	30,000
Vehicles	263,000	1,287,800	713,000	373,000	570,000	40,000
Equipment	271,600	316,500	137,000	92,000	552,000	155,000
Water System	1,962,000	250,000	485,000	1,485,000	440,000	855,000
Sewer System	570,000	465,000	2,690,000	2,940,000	1,019,000	2,275,000
	5,087,400	4,215,800	5,147,500	6,187,100	3,604,300	4,372,000
Upgrading and Expansion						
Roads	\$ 60,000	\$ 550,000	\$ 100,000	\$ 800,000	\$ -	\$ 40,000
Drainage	40,000	340,000	390,000	180,000	80,000	80,000
Buildings	150,000	335,000	-	-	-	-
Parks and Trails	85,000	-	-	-	-	-
Vehicles	85,000	-	-	-	-	-
Equipment	60,000	28,700	-	-	165,000	-
Water System	75,000	15,000	265,000	65,000	60,000	490,000
Sewer System	75,000	-	-	-	-	-
	630,000	1,268,700	755,000	1,045,000	305,000	610,000
Total Investment	\$ 5,717,400	\$ 5,484,500	\$ 5,902,500	\$ 7,232,100	\$ 3,909,300	\$ 4,982,000
Funding Source						
Reserve Funds	\$ 3,350,600	\$ 5,315,100	\$ 4,239,900	\$ 3,262,700	\$ 3,453,300	\$ 2,951,000
Grants	135,000	73,400	1,466,600	1,833,400	216,700	1,090,000
Long Term Debt	1,481,350	-	100,000	2,040,000	143,300	845,000
Taxation and utility charges	350,950	96,000	96,000	96,000	96,000	96,000
Accumulated Surplus	399,500	-	-	-	-	-
	\$ 5,717,400	\$ 5,484,500	\$ 5,902,500	\$ 7,232,100	\$ 3,909,300	\$ 4,982,000

The District's five year capital program proposes a total of \$23.5 million in asset renewal and \$4.0 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 Sustainable Asset Management Plan.

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

Roads

For 2019, pavement management plan spending (\$1.1 million) will focus on assessment of some of the following roads with a final visual inspection conducted in the spring as weather conditions may affect the final selection due to adverse weather events from previous season.

Overlay is initially planned for the following areas, but may change based on final inspections:

- Meadowland Drive
- Monta Vista Place
- Monta Vista Way
- Sigmar Place
- Knute Way
- Parkway Tce
- Lucille Drive
- Buena Vista (optional)

Also planned is:

- Level Course including tack coat on Lochside Drive
- Grind & Pave on West Saanich Road north of Old West & Mt Newton Cross Road (50mm treatments)

While the active transportation planning process is underway, the District will also install a trail on Mt. Newton Cross Road from St. Stephens to West Saanich Road.

District of Central Saanich	2019	2020	2021	2022	2023
Capital Budget					
Infrastructure Renewal					
Road Reconstruction	\$ 1,118,000	\$ 840,000	\$ 565,000	\$ 600,000	\$ 600,000
Sidewalk and Bus Shelter Mtc	17,000	17,000	17,000	17,000	17,000
General Transportation Upgrades	100,000	100,000	100,000	100,000	100,000
Mt Newton Trail Ext.-St.Stephens to W.Saanich	-	-	-	-	-
Keating & central Saanich Intersection	-	10,000	50,000	-	-
Anglers Lane Erosion Control	-	-	20,000	65,000	-
	1,235,000	967,000	752,000	782,000	717,000
Upgrading and Expansion					
1000 Block Stelly's Ped Activated X-walk	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Wallace Dr. Bike Lane (Stelly's/Silverd)	50,000	100,000	800,000	-	-
MUP Mt. Newton: Pat Bay to E. Saanich	-	-	-	-	40,000
Total Investment	\$ 1,385,000	\$ 1,067,000	\$ 1,552,000	\$ 782,000	\$ 757,000
Funding Source					
Reserve Funds	\$ 1,768,000	\$ 950,000	\$ 735,000	\$ 765,000	\$ 740,000
Taxation	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000
Debt	-	100,000	800,000	-	-
	\$ 1,785,000	\$ 1,067,000	\$ 1,552,000	\$ 782,000	\$ 757,000

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. The focus of this work is on management of the 73 kilometers of constructed drainage systems. The system is valued at \$38 million dollars with an average annual reserve fund investment of \$1.1 million required to renew the system on a lifecycle basis.

Significant work is planned over the next two decades to begin replacement of aging main drains that are approaching the end of useful life.

Maber Flats and Martindale Improvements continue to be priority areas. Flow monitoring in both areas continues and \$175,000 in Maber Flats drainage work, and \$300,000 in Adam Kerr stormwater control is planned for 2019. Once that data is available, further design decisions will be made. We plan to also conduct condition assessment of the oldest system components and establish priorities for the first stage of drain replacements.

Debt financing and/or grants may likely be required.

District of Central Saanich	2019	2020	2021	2022	2023
Capital Budget					
Infrastructure Renewal					
General Drainage Upgrades	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
	80,000	80,000	80,000	80,000	80,000
Upgrading and Expansion					
Drainage Martindale Rd.	\$ 10,000	\$ 10,000	\$ 100,000	\$ -	\$ -
Maber Flats Detention Pond	175,000	-	-	-	-
Adam Kerr Stormwater Control	75,000	300,000	-	-	-
Contingency for Developer Funded Work	80,000	80,000	80,000	80,000	80,000
Total Investment	\$ 420,000	\$ 470,000	\$ 260,000	\$ 160,000	\$ 160,000
Funding Source					
Reserve Funds	\$ 420,000	\$ 470,000	\$ 160,000	\$ 160,000	\$ 160,000
Debt	-	-	100,000	-	-
	\$ 420,000	\$ 470,000	\$ 260,000	\$ 160,000	\$ 160,000

Buildings

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. They serve as storage for records, historic documents, and specialized vehicles/equipment. They provide recreation, community-based activities and programs, and a regional cultural identity. A F-LAMP program has identified repair and maintenance costs for facilities over a twenty-year reporting period.

The facilities are grouped into four categories:

- Municipal Buildings (Municipal Hall, Police Station, Fire Halls, Public Works and Cultural Centre)
- Parks & Recreation (Concessions, Washrooms, Fieldhouse, Diamonds and Centennial Park Caretaker's Residence)
- Heritage (Newman Farm, Butterfield House and West Saanich School)
- External Users (Fire Museum, Lions Hall, Seniors Centre and Lawn Bowls Clubhouse)

Buildings are valued at a current high level replacement cost of \$22-million dollars with an average annual reserve fund investment of approximately \$1.4 million required to renew most on a lifecycle basis. No funds are set aside to replace heritage structures.

Building estimates will be reviewed and revised during the F-LAMP transition process in 2019/2020.



Buildings continued

Renewal Investment over the next five years will focus on:

- Continuation of the F-LAMP program
- Seismic upgrading of Fire Station #2
- Forward planning for Municipal Hall in 2024
- Refinement of all replacement cost estimates

The buildings capital program is focused on continuation of the approved F-LAMP program.

The program of renovations at the Municipal Hall complex continues at a reduced level based on the buildings remaining useful life. In 2019 this will include completion of the Intermediate Service Improvements Project approved in 2018.

A \$300,000 seismic upgrade to Fire Station 2 will be completed.

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	2019	2020	2021	2022	2023
Capital Budget					
Infrastructure Renewal					
Facility Long-term Asset Mgmt Plan	\$ 101,500	\$ 45,500	\$ 354,100	\$ 70,300	\$ 70,000
Municipal Hall Renovations	150,000	-	-	-	-
Fire Station 2 Seismic Upgrade	300,000	-	-	-	-
PW Yard Upgrade	-	-	-	50,000	50,000
PW Fuel Tank Remediation	-	-	11,000	11,000	100,000
	551,500	45,500	365,100	131,300	220,000
Upgrading and Expansion					
Fire Station 1 Net Zero Solar	335,000	-	-	-	-
Total Investment	\$ 886,500	\$ 45,500	\$ 365,100	\$ 131,300	\$ 220,000
Funding Source					
Reserve Funds	\$ 886,500	\$ 45,500	\$ 365,100	\$ 131,300	\$ 220,000
	<u>\$ 886,500</u>	<u>\$ 45,500</u>	<u>\$ 365,100</u>	<u>\$ 131,300</u>	<u>\$ 220,000</u>

Parks and Trails

The District's park and trail structures are comprised of 37 community, neighborhood and passive parks, 4 tennis courts, 4 sport courts, 2 sport fields, 6 ball diamonds, a lacrosse box, 9 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 \$800,000 required to renew on a lifecycle basis.

Renewal Investment over the next five years will focus on:

- Continue Centennial Park backstop replacements
- Continue modest park infrastructure replacements (\$30,000 per year)
- Refine asset inventory to identify individual components at more detailed level
- Integrate with Parks Master Plan when developed in 2021/2022

District of Central Saanich	2019	2020	2021	2022	2023
Capital Budget					
Infrastructure Renewal					
Centennial Park Backstop Replacement	\$ -	\$ -	\$ 70,000	\$ -	\$ -
Annual Park Infrastructure Program	30,000	30,000	30,000	30,000	30,000
Total Investment	\$ 30,000	\$ 30,000	\$ 100,000	\$ 30,000	\$ 30,000
Funding Source					
Reserve Funds	\$ -	\$ -	\$ 70,000	\$ -	\$ -
Taxation	30,000	30,000	30,000	30,000	30,000
	\$ 30,000	\$ 30,000	\$ 100,000	\$ 30,000	\$ 30,000

Vehicles

The District maintains a fleet of vehicles for Administration, Public Works, Parks, Utility and Public Safety use. Average annual reserve fund investment of \$500,000 is required to renew on a lifecycle basis.

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 each year based on a combination of age, repair history and mileage. Fleet rightsizing is reviewed each time and if feasible, electric vehicles are considered.

For 2019, planned fleet replacements include two Police Cruisers and the next Fire Truck replacement based on the proposed Ten Minute Response Model. All vehicles are funded from equipment replacement reserves.

Unit 223 Front Mower: Fleet rightsizing allows for the elimination of two complete units and replacing with one multi-purpose mower, costing less than the two previous combined.

Accelerated electric fleet conversion: As part of the District's climate leadership, light duty vehicles have been identified for replacement with electric ones. A policy approach is being developed and the first replacements are expected in the spring, beginning with the Police Chief and Public Works Superintendent vehicles. A MODO partnership is also under consideration.

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

Vehicles continued

District of Central Saanich	2019	2020	2021	2022	2023
Capital Budget					
Infrastructure Renewal					
Police Vehicle Replacement - Chevy Tahoe 124	58,000	-	-	-	-
Police Vehicle Replacement - Crown Victoria	58,000	-	-	-	-
Police Vehicle Replacement - Dodge Charger 120	60,000	-	-	-	-
Police Vehicle Replacement - Dodge Charger 129	60,000	-	-	-	-
Police Vehicle Replacement - Chevy Silverado	-	-	65,000	-	-
Police Vehicle Replacement - Chevy Tahoe 123	-	-	-	70,000	-
Police Vehicle Replacement - Chevy Impala 121	-	-	-	70,000	-
Police Vehicle Replacement - Chevy Impala 125	-	-	-	70,000	-
Fire Vehicle Purchases	479,800	400,000	-	-	-
Unit #327 Sweeper Replacement	315,000	-	-	-	-
Unit #328 New Holland Tractor Replacemen	-	-	-	150,000	-
Unit#386 Replacement Snowplow	-	18,000	-	-	-
Unit#313 Replacement Hk/Dump Truck	-	100,000	-	-	-
Unit#377 Replacement Snowplow	-	-	18,000	-	-
Unit#326 Replacement Hk/Dump Body	-	-	125,000	-	-
Utility/Sanitation Truck	-	-	-	130,000	-
Unit #223 Front Mower	80,000	-	-	-	-
Unit#280 Replacement Rear Rotary Mower	-	35,000	-	-	-
Unit# 225 Truck with Dump Body	-	-	150,000	-	-
Replace Unit#266 Flail Attachment	-	-	-	10,000	-
Unit #385 Flail Mower Arm Attachm. (#328	-	-	-	70,000	-
Unit#266 Replacement Rear Mower	-	-	-	-	40,000
Unit#222 Replacement Front Mower	-	-	-	70,000	-
Unit#257 Replacement 4 Wheel Trailer	12,000	-	-	-	-
Unit#271 Replacement Snowplow Attach	-	-	15,000	-	-
Unit#217 Replacement 3/4t PU w SerBod	-	70,000	-	-	-
Accelerated Electric Fleet Conversion (Replace with Electric Vehicles)					
Police Vehicle Replacement - Toyota Camry 126	35,000	-	-	-	-
Unit # 528 4wd P/U Replacement(Unit 518 4wd)	40,000	-	-	-	-
Police Vehicle Replacement - Honda Civic	-	45,000	-	-	-
Police Vehicle Replacement - Toyota Camry 122	-	45,000	-	-	-
Van (U#605) Replacement	45,000	-	-	-	-
Unit # 521 SUV Replacement (Unit 511SUV)	45,000	-	-	-	-
	<u>\$ 1,287,800</u>	<u>\$ 713,000</u>	<u>\$ 373,000</u>	<u>\$ 640,000</u>	<u>\$ 40,000</u>
Funding Source					
Reserve Funds	1,287,800	713,000	373,000	640,000	40,000
	<u>\$ 1,287,800</u>	<u>\$ 713,000</u>	<u>\$ 373,000</u>	<u>\$ 640,000</u>	<u>\$ 40,000</u>

Equipment

The District also maintains a variety of equipment for Information Technology, Public Safety and Public Works, valued at \$7 million, with an average annual reserve fund investment of about \$400,000.

For 2019, equipment replacement will be focused on replacement of Police and Fire, regular replacement of technology, furniture, tools and air bottles. The Police Board has identified the replacement of vehicle MDT units (\$24,000) and less lethal weapons (\$20,000) as a priority. Improved security measures at Fire Station 1 are included (video surveillance, alarms and fencing \$25,000) and Public Works plans to upgrade GPS systems (\$30,000).

District of Central Saanich	2019	2020	2021	2022	2023
Capital Budget					
Infrastructure Renewal					
Server Replacement Program	\$ 60,000	\$ 25,000	\$ 25,000	\$ 100,000	\$ 25,000
Desktop Replacement Program	-	-	-	100,000	-
Police Furniture and Equipment	65,000	21,000	21,000	21,000	21,000
PW Small Tools	22,000	22,000	22,000	22,000	22,000
Equip, Vehicles	26,500	-	-	-	-
CREST Radios	18,000	18,000	18,000	18,000	18,000
Air Bottles	-	-	-	260,000	-
Unit#354 Replacement Sander	-	-	-	-	18,000
Brine Making Equipment	-	-	-	-	45,000
Municipal Hall - Ergonomic Upgr. WrkStns	6,000	6,000	6,000	6,000	6,000
Municipal Hall Furniture	50,000	-	-	-	-
MODO	9,000	-	-	-	-
	256,500	92,000	92,000	527,000	155,000
Upgrading and Expansion					
PW Emergency Generator	-	-	-	95,000	-
Unit #377 Crackseal Trailer/Compressor	-	45,000	-	-	-
Turn Out Gear - One Time Purchase	28,700	-	-	-	-
Fire Station 1 Building Equipment	25,000	-	-	-	-
Pub Works Mobile/GPS Upgrade	35,000	-	-	-	-
Speed Reader Board	-	-	-	25,000	-
Total Investment	\$ 345,200	\$ 137,000	\$ 92,000	\$ 647,000	\$ 155,000
Funding Source					
Reserve Funds	\$ 296,200	\$ 88,000	\$ 43,000	\$ 598,000	\$ 106,000
Taxation	49,000	49,000	49,000	49,000	49,000
	\$ 345,200	\$ 137,000	\$ 92,000	\$ 647,000	\$ 155,000

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. 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 4200 meter services and 480 Hydrants.

The water system is valued at a current replacement cost of approximately \$39 million dollars. An average annual investment of approximately \$1 million is required to renew the existing system on a lifecycle basis.

For 2019 and the near term the focus will be on small AC main replacements while assessment of the system proceeds.

The approved Water Master Plan envisions a program of \$10 million dollars in low pressure zone improvements in a variety of areas throughout the municipality. This is a significant undertaking and will require additional funding over and above the program for infrastructure replacement that has been established in the Asset Management Plan. This will be the subject of a separate report which outlines the implications of this next stage in asset management for the Municipality and in combination with sustainable infrastructure replacement, will be the primary financial challenge for the Water Utility in the foreseeable future.

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

Water continued

District of Central Saanich	2019	2020	2021	2022	2023
Capital Budget					
Infrastructure Renewal					
Truck/Utility Service Vehicle	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Service Truck (Unit 423)	65,000	-	-	-	-
Service Truck (Unit 424)	-	-	-	75,000	-
Service Van (Unit 429)	-	-	100,000	-	-
Service Truck (Unit 426)	-	70,000	-	-	-
Unit #427 Replacement	-	-	-	-	120,000
Unit #462 Replacement	-	-	-	130,000	-
Unit #430 Replacement (#420 Backhoe)	-	-	60,000	-	-
Main Upgrades (General)	110,000	110,000	110,000	110,000	110,000
Contingency	75,000	75,000	75,000	75,000	75,000
Wallace Drive Main Replacement (Project 3)	-	-	-	50,000	350,000
Thomlinson & Hovey Rd Main Replacement (Project 4)	-	100,000	640,000	-	-
Seabrook & Tanlee Main Replacement (Project 5)	-	80,000	500,000	-	-
Sean, Oldfield & Bear Hill Rd Main Replacement (Project 6)	-	-	-	-	200,000
	250,000	485,000	1,485,000	440,000	855,000
Upgrading and Expansion (Water Master Plan)					
Saanichton Low Pressure Zone	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Stelly's Pressure Zone	-	5,000	25,000	-	-
Mt Newton Pressure Zone	-	10,000	40,000	-	-
Saanichton High Pressure Zone	-	-	-	30,000	120,000
Lower Dawson Pressure Zone	-	-	-	10,000	115,000
Oldfield Pressure Zone	15,000	250,000	-	-	-
Martindale Pressure Zone	-	-	-	10,000	65,000
Central Bear Hill Pressure Zone	-	-	-	10,000	60,000
Total Investment	\$ 265,000	\$ 750,000	\$ 1,550,000	\$ 500,000	\$ 1,345,000
Funding Source					
Reserve Funds	\$ 265,000	\$ 750,000	\$ 410,000	\$ 500,000	\$ 1,145,000
Debt	-	-	1,140,000	-	200,000
	\$ 265,000	\$ 750,000	\$ 1,550,000	\$ 500,000	\$ 1,345,000

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 Districts 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 \$53 million dollars. An average annual investment of approximately \$1.1 million.

For 2019 and the near term the focus will be replacement of the Brentwood/Hagan Pump Station and force main. This project is currently the subject of an Infrastructure Canada Grant application and is dependent on that approval. Once this project is completed attention will turn to main replacements as prioritized through the asset management program and the transition to maintaining the balance of the sewer system taken over from the Capital Regional District. The Highway 17 Adjacent Main Project in 2022 will require significant grant funding or a further increase in sewer rates at that time in order to proceed.

Sewer continued

District of Central Saanich	2019	2020	2021	2022	2023
Capital Budget					
Infrastructure Renewal					
Flusher Truck (Unit 762)	\$ -	\$ 300,000	\$ -	\$ -	\$ -
Truck with Hook Lift (Unit 710)	-	-	-	170,000	-
Loader (Unit 703)	-	-	-	230,000	-
Mini-Excavator for Sewer	-	-	-	-	70,000
Main - Ravine Sewer Line Tie-In	165,000	-	-	-	-
Brentwood/Hagan Pump Station Force Main Upgrade	110,000	2,200,000	2,750,000	-	-
A13 Manhole to Holm Lift Stn Main	-	-	-	15,000	50,000
Delamere Stn Main	-	-	-	20,000	110,000
Brentwood Dr Main	-	-	-	90,000	150,000
Highway 17 Adjacent Main (Cap 14)	-	-	-	100,000	235,000
Highway 17 Adjacent Main (Cap 15)	-	-	-	135,000	1,250,000
Keating X rd	-	-	-	35,000	100,000
General Sewer Main Upgrades	110,000	110,000	110,000	110,000	110,000
Contingency for Developer Funded Sewer Works	80,000	80,000	80,000	80,000	80,000
Butler Lift Stn Power Upgrades	-	-	-	17,000	35,000
Keating Lift Stn - Pumps & Piping	-	-	-	17,000	45,000
Kirkpatrick Lift Stn - Pumps & Pumping	-	-	-	-	20,000
Devonshire Lift Stn - Kiosk & Generator	-	-	-	-	20,000
Total Investment	\$ 465,000	\$ 2,690,000	\$ 2,940,000	\$ 1,019,000	\$ 2,275,000
Funding Source					
Reserve Funds	\$ 391,600	\$ 1,223,400	\$ 1,106,600	\$ 659,000	\$ 540,000
Grants	73,400	1,466,600	1,833,400	216,700	1,090,000
Debt	-	-	-	143,300	645,000
	\$ 465,000	\$ 2,690,000	\$ 2,940,000	\$ 1,019,000	\$ 2,275,000

Background

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

In Loving Memory of Errol Stralberg
Two Police, Eryn, Mary Catherine & Eric
He rests in Eternal Peace

6. 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.



Reserve Funds and Accumulated Surplus continued

Reserves Scorecard

	Policy Target		Balance	Balance	Status	Balance	Status
	Minimum	Optimum	2019	2023	2018	2023	2023
GENERAL FUND							
GST 3% reserve		As Received	237,000	237,000	Good	237,000	Good
Police Death on Duty	100,000	100,000	100,000	100,000	Optimal	100,000	Optimal
Reserve for Police Vehicles	150,000	250,000	176,000	106,000	Optimal	106,000	Optimal
General litigation reserve	209,000	418,000	397,000	397,000	Optimal	397,000	Optimal
Major crimes	200,000	400,000	400,000	400,000	Optimal	400,000	Optimal
Computer Equipment	150,000	200,000	47,800	47,800	Optimal	47,800	Optimal
Drainage - General Purposes	150,000	300,000	55,000	55,000	Optimal	55,000	Minimal
Financial Stabilization Reserve	185,000	463,000	400,000	400,000	Optimal	400,000	Good
Other Various Committed Reserves		Various	827,900	828,000	Good	828,000	Good
Reserve Fund (Statutory Reserves)							
Public Works Equipment	Min 100,000	Per Plan	272,000	444,700	Optimal	444,700	Low
Fire Equipment Reserve	Min 100,000	Per Plan	162,400	667,400	Optimal	667,400	Minimum
Local Improvement Reserve	Per Plan	Per Plan	185,100	211,600	Optimal	211,600	Good
Gas Tax Capital Expenditure Reserve Fund	TBD	TBD	(389,900)	88,000	TBD	88,000	Good
Debt Retirement Reserve			1,120,000	3,460,000	TBD	3,460,000	Optimal
Roads Capital	250,000	400,000	400,000	400,000	Optimal	400,000	Good
Major Capital	TBD	TBD	3,649,600	5,883,900	TBD	5,883,900	TBD
Land Sale Reserve		Land sales	250,000	370,000	Optimal	370,000	Minimal
Accumulated Surplus			-	-		-	
			5,960,000	5,960,000	Minimal	5,960,000	Minimal
			14,249,900	20,056,400		20,056,400	
WATER FUND							
	2 Months	4 Months					
	Operating	Operating					
Finance (Working Capital)	(\$733K)	(\$1466K)	350,000	350,000	Minimum	350,000	Low
Capital Projects	TBD	250,000	1,141,300	250,000	TBD	250,000	Minimal
Accumulated Surplus			344,000	344,000	TBD	344,000	Low
			1,835,300	944,000		944,000	
SEWER FUND							
	2 Months	4 Months					
	Operating	Operating					
Finance (Working Capital)	(\$146K)	(\$292K)	300,000	300,000	Minimum	300,000	Good
Capital Projects	TBD	250,000	329,000	-	TBD	-	Minimal
Connections		n/a	195,000	195,000	TBD	195,000	Good
Other Comittments			72,000	72,000	TBD	72,000	Good
Accumulated Surplus			1,776,000	1,776,000	TBD	1,776,000	Minimal
			2,672,000	2,343,000		2,343,000	
OVERALL			18,757,200	23,343,400		23,343,400	

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. 2024)

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:

Debt Service	2018	2019	2020	2021	2022
	\$895,000	\$895,000	\$672,000	\$672,000	\$672,000

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 \$16.9 million in 2019 to \$19.9 million in 2023 or an average 3.4% increase to the average homeowner. This includes a 2.0% net increase in operations, and 1.25% increase for infrastructure replacement on average.

District of Central Saanich General Operating Budget Summary

General Operating Revenue	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Municipal property taxes	\$ 16,909,500	\$ 17,737,300	\$ 18,341,300	\$ 19,212,700	\$ 19,819,400
Penalties and interest	520,000	523,700	529,400	408,600	530,900
Grants in lieu of taxes	332,100	334,200	336,200	338,200	340,200
Grants	756,100	790,600	790,600	790,600	31,300
Parcel taxes	9,900	9,900	9,900	9,900	6,700
Sale of services	461,300	472,600	486,100	499,400	513,000
Police Revenues	1,237,100	1,260,200	1,283,900	1,300,100	1,316,800
Fire Department Revenue	77,500	79,000	80,500	82,000	83,500
Planning Revenue	573,900	645,100	657,500	668,700	676,400
Community Services Revenue	150,400	152,900	91,300	102,300	93,200
Engineering Revenue	38,800	38,800	38,800	24,500	24,500
Public Works Revenue	4,700	4,700	4,700	4,700	4,700
Surplus used for Special Projects	402,000	240,000	85,000	300,000	375,000
Surplus used for operating	150,600	15,600	75,000	-	75,000
Transfer from Utility Operating	572,200	583,700	595,400	602,300	360,400
Total General Operating Revenue	\$ 22,196,100	\$ 22,888,300	\$ 23,405,600	\$ 24,344,000	\$ 24,251,000

General Operating Expenses

Core Operating Expenses - General

Administration Services	\$ 1,414,400	\$ 1,427,600	\$ 1,446,300	\$ 1,546,600	\$ 1,533,600
Finance	748,700	763,200	778,000	793,000	777,300
Information Technology	629,700	647,100	658,400	671,600	684,100
Police Service	5,886,500	6,200,600	6,360,700	6,501,600	6,649,100
Fire	1,772,400	1,795,500	1,866,700	1,943,900	1,999,800
Facilities	584,900	438,500	447,200	447,200	447,200
Planning and Building Services	1,153,500	1,174,000	1,189,600	1,211,800	1,234,500
Community Services	429,200	610,900	624,000	649,900	674,800
Climate Action	105,100	115,100	57,000	69,500	69,500
Engineering	751,500	689,200	701,600	710,100	722,300
Public Works	2,156,500	2,217,000	2,275,900	2,361,200	2,440,200
Parks & Facilities	1,158,800	1,208,900	1,233,400	1,264,700	1,298,700
Special Projects	395,000	270,000	160,000	312,000	405,000
Transfer to reserves - General	3,176,400	3,708,300	3,965,300	4,199,900	3,634,100
Total Core expenses	20,362,600	21,265,900	21,764,100	22,683,000	22,570,200

Other Operating Expenses

Library	901,900	919,900	938,300	957,100	976,200
Fiscal	924,600	702,500	703,200	703,900	704,600
Total General Operating Expenses	\$ 22,189,100	\$ 22,888,300	\$ 23,405,600	\$ 24,344,000	\$ 24,251,000

Projects and Initiatives Five Year Estimates

The District generally spends between \$300,000 and \$400,000 per year on projects and initiatives. Most are funded from previously accumulated surplus. A plan to gradually begin funding a regular program of project work from property tax is planned.

District of Central Saanich	2019	2020	2021	2022	2023
Special Projects Budget Summary					
Infrastructure Renewal					
Administration	30,000	-	-	20,000	-
Community Services	47,000	-	-	-	-
Engineering	50,000	115,000	-	240,000	125,000
Public Works	35,000	-	-	-	-
Development Services	190,000	155,000	55,000	52,000	30,000
Parks	-	-	30,000	-	-
Water	-	-	20,000	-	75,000
Sewer	50,000	-	55,000	-	175,000
	\$ 402,000	\$ 270,000	\$ 160,000	\$ 312,000	\$ 405,000
Funding Source					
Reserve Funds	-	-	-	-	-
Grants	-	30,000	-	10,000	30,000
Taxation and utility charges	-	-	-	2,000	-
Accumulated Surplus	402,000	240,000	160,000	300,000	375,000
	\$ 402,000	\$ 270,000	\$ 160,000	\$ 312,000	\$ 405,000

Projects and Initiatives Five Year Estimates continued

For 2019, 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.

District of Central Saanich	2019	2020	2021	2022	2023
Operating Budget - Special Projects					
Administration					
Community Survey	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -
FOIPP Program	10,000	-	-	-	-
Community Services					
Brentwood Bay Open Moorage	40,000	-	-	-	-
Newman Farm Ditching	7,000	-	-	-	-
Engineering					
Active Transportation Plan	50,000	50,000	-	-	-
Riparian Vegetation Enhancement	-	10,000	-	-	-
Public Works Yard Environmental Assessment	-	45,000	-	-	-
PW Garage EV Implementation Plan	-	10,000	-	-	-
Benvenuto Ave Preliminary Assessment & Design	-	-	-	100,000	-
Pavement Management Plan Update	-	-	-	90,000	-
Creek Restoration Plan	-	-	-	25,000	-
Engineering Speed Reader Board	-	-	-	25,000	-
Dock Assessments	-	-	-	-	20,000
ISMP Review	-	-	-	-	80,000
Infiltration Policy	-	-	-	-	25,000
Public Works					
OH&S Procedures Assessment	35,000	-	-	-	-
Parks					
Drainage Improvements to Diamond #5	-	-	30,000	-	-
Parks Planning	-	-	-	40,000	-
Development Services					
Saanichton Village Plan	80,000	-	-	-	-
Public Consultation on RGS (OCP) Amendment	-	-	-	-	-
Residential Density and Infill Study	90,000	30,000	-	-	-
Tree Protection Bylaw, Policies and Prac	10,000	-	-	-	-
Farm Worker Housing	10,000	-	-	-	-
Environmental DP Area Guidelines	-	-	30,000	-	-
OCP Review	-	125,000	25,000	-	-
Historic Buildings Inventory Update	-	-	-	12,000	-
Parking Study	-	-	-	-	30,000
Water					
Leak Detection Plan	-	-	20,000	-	-
Water Master Plan Update	-	-	-	-	75,000
Sewer					
CRD Manhole Transfer Assessment	20,000	-	-	-	-
Beach Sewer Line Assessment	30,000	-	-	-	-
Central Saanich Rd - AC Pipe Condition	-	-	25,000	-	-
Central Saanich Rd - Surge Assessment for North Rd Crossing	-	-	15,000	-	-
Pipe Bridge - Seismic & Structural Assessment	-	-	15,000	-	-
Butler Lift Stn Condition Assessment	-	-	-	-	25,000
Mt. Newton Lift Stn Condition Assessment	-	-	-	-	25,000
Butchart Lift Stn Condition Assessment	-	-	-	-	25,000
Cultra Lift Stn Condition Assessment	-	-	-	-	25,000
Sewer Master Plan update	-	-	-	-	75,000
Total	\$ 402,000	\$ 270,000	\$ 160,000	\$ 312,000	\$ 405,000

Water Utility Fund Five Year Estimates

The net budget funded from water utility charges is projected to increase from \$5.3 million to \$6.1 million in 2022 or an average 4.0% increase to the average homeowner. This includes a 1.5% increase in operations and 1.50% increase for infrastructure replacement. Should Council decide to proceed with the Water Master Plan Fire Supply Improvement Program a further 3% increase per year for five years would be required, beginning in 2020.

Water - Operating Budget

Funding	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Water Sales	\$ 5,265,200	\$ 5,311,030	\$ 5,544,600	\$ 279,400	5.3%	\$ 5,728,000	\$ 5,898,900	\$ 6,073,300	\$ 6,242,800
Water Connections	35,000	85,222	35,000	-	100.0%	35,000	35,000	35,000	35,000
Investment Income	20,000	20,000	20,000	-	0.0%	20,000	20,000	20,000	20,000
Total Funding	\$ 5,320,200	\$ 5,416,252	\$ 5,599,600	\$ 279,400	5.3%	\$ 5,783,000	\$ 5,953,900	\$ 6,128,300	\$ 6,297,800
Operating Expenses									
Administration	\$ 423,600	\$ 405,744	\$ 438,000	\$ 14,400	3.4%	\$ 448,000	\$ 456,800	\$ 467,000	\$ 476,600
Maintenance	510,600	527,487	527,800	17,200	3.4%	558,800	574,400	590,100	603,200
Billing and Collection	17,900	16,596	17,800	(100)	-0.6%	18,100	19,500	19,700	20,800
Equipment	65,700	71,474	65,900	200	0.3%	67,400	67,800	70,500	71,100
Valve and Meter Installations	159,400	124,728	155,600	(3,800)	-2.4%	156,700	160,400	164,000	165,100
Bulk Water Purchases	3,223,000	3,300,000	3,474,500	251,500	7.8%	3,544,000	3,615,000	3,687,000	3,761,000
3rd Party Connections	35,000	85,221	35,000	-	0.0%	35,000	35,000	35,000	35,000
Transfer to Reserves	885,000	885,000	885,000	-	0.0%	955,000	1,025,000	1,095,000	1,165,000
Total Operating Expenses	\$ 5,320,200	\$ 5,416,250	\$ 5,599,600	\$ 279,400	5.3%	\$ 5,783,000	\$ 5,953,900	\$ 6,128,300	\$ 6,297,800

Sewer Utility Fund Five Year Estimates

The net budget funded from sewer utility charges is projected to increase from \$1.3 million to \$1.6 million in 2022, or a 5.0% increase to the average homeowner. This increases in operations and a 5.0% increase for infrastructure replacement each year.

Sewer - Operating Budget

Revenue	2018 Budget	2018 Actuals	2019 Budget	Change \$	Change %	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Sale of Service	\$ 1,264,700	\$ 1,202,398	\$ 1,354,500	\$ 89,800	7.1%	\$ 1,436,300	\$ 1,513,700	\$ 1,596,200	\$ 1,672,200
Investment Income	10,000	10,000	10,000	-	0.0%	10,000	10,000	10,000	10,000
Sewer Connections	6,000	160,000	6,000	-	0.0%	6,000	6,000	6,000	6,000
Total Revenue	\$ 1,280,700	\$ 1,372,398	\$ 1,370,500	\$ 89,800	7.0%	\$ 1,452,300	\$ 1,529,700	\$ 1,612,200	\$ 1,688,200
Operating Expenses									
Sewer Administration	\$ 348,000	\$ 333,534	\$ 361,400	\$ 13,400	3.9%	\$ 368,300	\$ 377,600	\$ 385,200	\$ 393,300
General Maintenance	467,700	431,798	482,100	14,400	3.1%	496,000	507,100	517,000	527,900
Utility Contract Services	62,000	50,066	67,000	5,000	8.1%	71,000	71,000	79,000	79,000
Transfer to reserves - Sewer	403,000	557,000	460,000	57,000	14.1%	517,000	574,000	631,000	688,000
Total Operating Expenses	\$ 1,280,700	\$ 1,372,398	\$ 1,370,500	\$ 89,800	7.0%	\$ 1,452,300	\$ 1,529,700	\$ 1,612,200	\$ 1,688,200

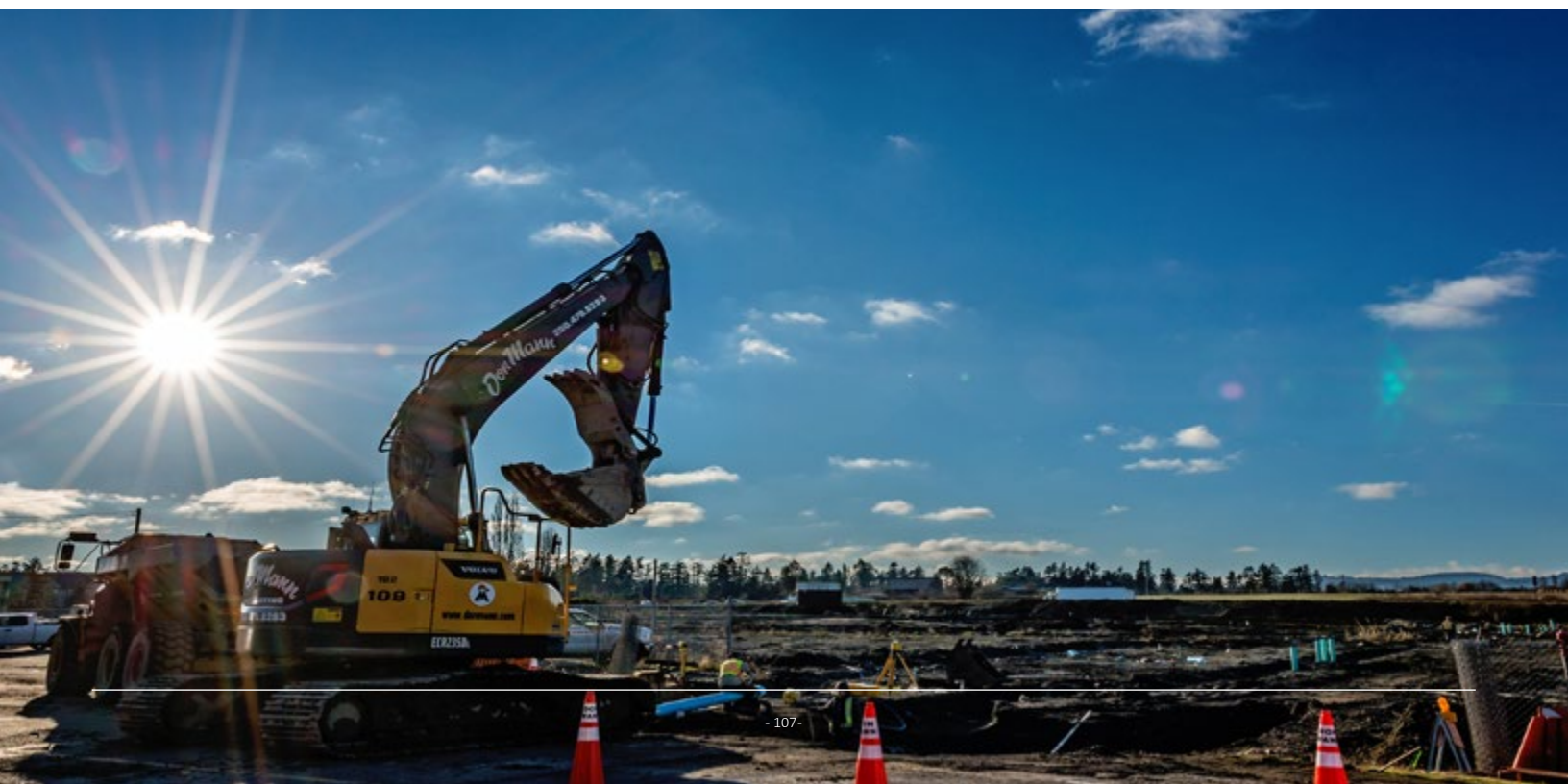
Statistics

Taxable Property Assessments 2014-2018

	2014	2015	2016	2017	2018
Residential	3,068,157,151	3,092,568,759	3,241,030,335	3,778,277,664	4,425,613,395
Utilities	929,000	921,300	922,300	947,700	1,002,000
Light Industry	76,727,800	76,949,100	76,421,500	80,334,900	89,307,100
Business/Other	389,511,050	394,814,650	409,344,350	432,993,398	479,444,750
Recreational/Non Profit	23,797,600	22,154,000	22,806,600	28,289,400	26,074,000
Farm	7,113,680	7,033,608	6,651,645	7,092,121	6,169,797
	3,566,236,281	3,594,441,417	3,757,176,730	4,327,935,183	5,027,611,042

New Construction

	2014	2015	2016	2017	2018
Construction Permits	332	371	312	390	365
Construction Value (\$Millions)	32,350,000	24,180,000	23,915,000	33,974,000	51,538,000
New Construction Taxable Assessment	18,694,256	35,427,437	87,408,713	50,135,124	76,382,419
Taxes Generated from New Growth	81,416	138,812	330,512	177,687	224,086



Statistics continued

Property Tax Rates

	2014	2015	2016	2017	2018
Municipal (including Police, Infrastructure, Debt, Library)					
Residential	3.41946	3.54477	3.56936	3.17532	2.86213
Utilities	15.96889	16.42223	16.51303	16.21653	15.38000
Light Industry	5.44549	5.60722	5.72312	5.66807	5.16975
Business/Other	6.38584	6.56889	6.60522	6.48661	6.15200
Recreationa/Non-Profit	7.36313	8.22816	8.59184	7.39214	7.24174
Farm	3.94845	4.10439	4.48461	4.28102	4.36301
Total (including School, Regional & Other)					
Residential	6.96616	7.06084	6.92889	6.03303	5.41359
Utilities	37.86844	38.26246	38.04214	37.13194	35.63795
Light Industry	15.80454	15.70993	15.31958	14.28728	12.72328
Business/Other	16.76820	16.70310	16.20779	15.11687	13.78655
Recreational/Non-Profit	13.89975	14.86630	15.04384	12.92523	12.39256
Farm	9.37557	9.53024	9.96897	9.58742	9.63925

Property Tax Revenue

	2014	2015	2016	2017	2018
Municipal	13,639,656	14,222,783	14,916,741	15,521,362	16,192,735
BC Assessment	276,756	268,257	257,019	239,910	251,157
Regional District	5,549,879	5,611,652	5,694,681	5,786,718	5,847,986
Municipal Finance Authority	867	874	909	1,032	1,177
Transit	1,412,094	1,405,620	1,405,850	1,326,337	1,295,909
School	8,655,409	8,548,933	8,331,747	8,045,335	8,230,739
Total Current Taxes Levied	29,534,662	30,058,119	30,606,947	30,920,694	31,819,703
Current Taxes Collected	29,057,925	29,777,400	30,283,025	30,616,756	31,566,969
Percentage	98.4%	99.1%	98.9%	99.0%	99.2%
Current Taxes Out Standing at YE	476,737	280,719	323,922	303,938	252,734

Statistics continued

Principal Corporate Taxpayers

BUTCHART GARDENS LTD	\$	499,104
WHITE ROCK 2241 KEATING CROSS ROAD VICTORIA INC		440,329
E J C DEVELOPMENTS LTD		362,078
BUTLER BROS SUPPLIES LTD		338,139
BRITISH COLUMBIA HYDRO AND POWER AUTHORITY		319,642
PIONEER SQUARE HOLDINGS LTD		299,637
417201 BC LTD		246,214
HUNTLY PROPERTIES LTD		202,003
SHERWOOD INDUSTRIES LTD		153,685
SEABOARD INDUSTRIES LTD		149,543
RAVENS LANDING INDUSTRIAL PARK LTD		143,708
POWER MEASUREMENT LTD		135,860
HOCHOY INVESTMENTS LTD		134,888
KEATING SELF-STORAGE LTD		133,730
FOREBASE VICTORIA HOLDINGS LTD DBA BRENTWOOD BAY RESORT & SPA		125,664
LOCHSIDE APARTMENTS		117,605
409417 BC LTD		117,376
FORTIS ENERGY (VANCOUVER ISLAND)		116,559
EAGLE BAY HOLDINGS LTD		113,243
O K INDUSTRIES LTD		106,770
HARBOUR CITY FINANCIAL CORP		102,924
PROGRESSIVE WASTE SOLUTIONS CANADA INC		101,814

Note: Values include all Central Saanich properties under company name.

Statistics continued

Debt and Debt Servicing - Outstanding balances (In Thousands)

	2014	2015	2016	2017	2018
East Saanich Road Renewal	1,913	1,764	1,621	1,497	1,191
Mt. Newton/Senanus Water Main	1,086	883	673	460	-
Fire Hall	5,500	8,524	8,303	8,078	7,601
Centennial Park Tennis Courts	320	160	-	-	-
Total	8,819	11,331	10,597	10,035	8,792
Long Term Debt Per Capita	529	701	666	619	523
Total Debt Per Capita	549	711	666	619	523
Annual Long Term Debt Servicing	218	440	893	893	893
Debt Servicing Limit	5,640	6,280	6,089	6,273	
% Used	4%	7%	15%	14%	
Debt Service Capacity Available	5,422	5,840	5,196	5,380	

2018 audited financial information will be input when available (approximately April 2019).

Statistics continued

Community Grants, Service Contracts, Leases and Permissive Tax Exemptions (Continued)

Organization	Grant	Service Contract	Lease	Tax Exemption	Total
676 Kittyhawk Air Cadet Squadron	500				500
Anglican Synod Diocese of BC	-			47,040	47,040
Beacon Community Services	-	7,000		21,021	28,021
Bike to Work Society	225				225
Bishop of Victoria	-			10,553	10,553
Boys and Girls Club	-	20,000	1	8,010	28,011
Brentwood Bay Community Association	-	4,250			4,250
Brentwood Community Club	-			10,038	10,038
Centennial Park Fellowship Baptist Church	-			38,194	38,194
Centra Saanich Senior Citizen's Association	-			41,910	41,910
Central Saanich Lawn Bowling Club			1	7,165	7,166
Central Saanich Lions Club			1	5,584	5,585
Central Saanich Little League	884		1		885
Farmlands Trust Society				780	780
Friendship Community Church				34,571	34,571
Greater Victoria Housing Society				7,195	7,195
Growing Young Farmers Society	750				750
Habitat Acquisition Trust	900				900
Jehovah's Witness Congregation				9,360	9,360
Navy League of Canada-Saanich Peninsula Branch	1,000				1,000
North & South Agricultural Society				48,864	48,864
Peninsula Connections	500				500
Peninsula Celebrations Society	500				500
Peninsula Country Market Society		2,000			2,000
Peninsula Dry Grad Society	1,350				1,350
Peninsula Streams		31,000			31,000
Saanich Historical Artifact Society		11,500	1	26,510	38,011
Saanich Inlet Lifeboat Society	2,000				2,000
Saanich Inlet Protection Society	1,000				1,000
Saanich Pioneer Society		23,500			23,500
Saanichton Bible Fellowship				16,944	16,944
Saanichton Village Association		4,000			4,000
Shady Creek United Church				7,571	7,571
Society of St. Vincent de Paul of Vancouver Island				24,126	24,126
South Vancouver Island Zone Housing				115,580	115,580
Terry Fox Foundation - The Terry Fox Run	141				141
Victoria Association for Community Living	-			11,255	11,255
Victoria Hindu Parishad	-			8,613	8,613
Total	9,750	103,250	5	500,884	613,889

Statistics continued

Summary of Financial Results

(in \$000's)	2014	2015	2016	2017	2018
FINANCIAL POSITION					
Financial Assets	\$ 21,129	\$ 25,734	\$ 28,711	\$ 31,608	
Liabilities	17,671	19,998	20,387	20,359	
Net Financial Assets/(Debt)	3,458	5,736	5,735	11,249	-
Non-financial Assets	92,511	91,070	88,914	89,196	
Accumulated Surplus, End of year	\$ 95,969	\$ 96,806	\$ 94,649	\$ 100,445	\$ -

STATEMENT OF OPERATIONS

Revenue	\$ 25,146	\$ 26,323	\$ 25,397	\$ 27,680	
Expenses	25,250	25,487	24,964	24,473	
Annual Surplus/(Deficit)	(104)	836	433	3,207	-
Accumulated Surplus, beginning of year	96,073	95,969	96,805	97,238	
Accumulated Surplus, end of year	\$ 95,969	\$ 96,805	\$ 97,238	\$ 100,445	\$ -

ACCUMULATED SURPLUS

Tangible Capital Assets	\$ 83,140	\$ 79,208	\$ 77,664	\$ 78,515	
Reserves	9,513	10,675	12,199	13,131	
Operating Surplus/(Deficit)	3,316	6,922	7,375	8,799	
Accumulated Surplus, end of year	\$ 95,969	\$ 96,805	\$ 97,238	\$ 100,445	\$ -

2018 audited financial information will be input when available (approximately April 2019).

Statistics continued

Consolidated Revenue by Source

(in \$000's)	2014	2015	2016	2017	2018
Property Taxation	\$ 14,094	\$ 14,532	\$ 15,385	\$ 15,951	
Sales of Services	7,885	8,896	7,927	8,530	
Government Transfers	2,432	1,362	1,184	1,975	
Investment Income	37	268	342	406	
Developer Contributions	580	626	268	789	
Other	117	639	291	28	
	<u>\$ 25,145</u>	<u>\$ 26,323</u>	<u>\$ 25,397</u>	<u>\$ 27,679</u>	<u>\$ -</u>

2018 audited financial information will be input when available (approximately April 2019).

Consolidated Expenses by Function

(in thousands)	2014	2015	2016	2017	2018
General Government	\$ 2,986	\$ 2,981	\$ 3,214	\$ 2,856	
Protective Services	7,282	7,406	7,483	7,740	
Transportation Services	5,598	5,271	5,704	5,252	
Environmental and Development S	345	343	375	574	
Parks and Cultural Services	2,596	2,672	2,606	2,689	
Water Utility	3,645	3,885	4,278	4,142	
Sewer Enterprise	2,569	2,604	855	854	
Other Fiscal Services	228	325	449	366	
	<u>\$ 25,249</u>	<u>\$ 25,487</u>	<u>\$ 24,964</u>	<u>\$ 24,473</u>	<u>\$ -</u>

2018 audited financial information will be input when available (approximately April 2019).

Consolidated Expenses by Object

(in thousands)	2014	2015	2016	2017	2018
Salaries, Wages & Benefits	\$ 10,957	\$ 11,250	\$ 11,287	\$ 11,977	
Supplies, Materials & Other	3,526	3,763	4,100	4,047	
Contracted Services	6,204	5,896	5,126	4,370	
Other	225	321	391	571	
Amortization of Tangible Assets	4,337	4,257	4,060	3,508	
	<u>\$ 25,249</u>	<u>\$ 25,487</u>	<u>\$ 24,964</u>	<u>\$ 24,473</u>	<u>\$ -</u>

2018 audited financial information will be input when available (approximately April 2019).

Statistics continued

Acquisition of Tangible Capital Assets

(in thousands)	2014	2015	2016	2017	2018
Land	\$ 399,824	\$ 1,653,879	\$ 35,000	\$ -	
Land Improvements	83,548	111,022	38,000	-	
Buildings	207,383	44,837	87,634	-	
Equipment and Vehicles	-	283,652	796,670	410,917	
Roads Infrastructure	-	338,650	287,318	1,023,370	
Sewer Infrastructure	269,558	157,875	197,798	438,777	
Water Infrastructure	130,797	202,954	401,824	346,342	
Other Assets	246,278	214,405	119,565	1,587,261	
	<u>\$ 1,337,388</u>	<u>\$ 3,007,274</u>	<u>\$ 1,963,809</u>	<u>\$ 3,806,667</u>	<u>\$ -</u>

2018 audited financial information will be input when available (approximately April 2019).

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. 1992, 2019"

Corporation of the District of Central Saanich | 2019 – 2023 Five Year Financial Plan Bylaw No. 1992

	2019	2020	2021	2022	2023
Revenue					
Municipal property taxes	\$ 16,985,400	\$ 17,843,200	\$ 18,447,200	\$ 19,318,600	\$ 19,922,100
Grants in lieu of taxes	332,100	334,200	336,200	338,200	340,200
Sale of services	1,438,000	1,469,900	1,504,300	1,521,600	1,554,000
Permits, licenses and interest	1,135,500	1,212,200	1,230,600	1,121,400	1,251,700
Government transfers	1,329,200	2,761,600	3,070,800	1,464,100	1,568,100
Water utility - revenue	5,599,600	5,783,000	5,953,900	6,128,300	6,297,800
Sewer enterprise revenue	1,360,500	1,442,300	1,519,700	1,602,200	1,678,200
Contributions and donations	500	500	500	500	500
Total revenue	28,180,800	30,846,900	32,063,200	31,494,900	32,612,600
Expenses					
General Government	\$ 2,569,200	\$ 2,549,100	\$ 2,591,500	\$ 2,739,500	\$ 2,947,300
Protective services	8,764,100	9,113,300	9,352,700	9,584,200	9,798,900
Transportation services	5,491,700	5,520,800	5,476,600	5,812,200	5,789,900
Environmental development services	720,800	696,300	606,800	562,600	604,000
Parks and cultural services	2,886,100	2,973,300	2,997,800	3,092,800	3,106,200
Water utility - expense	5,073,600	5,187,000	5,307,900	5,392,300	5,566,800
Sewer enterprise expense	1,179,500	1,154,300	1,229,700	1,200,200	1,394,200
Other fiscal services	588,800	567,100	568,100	574,100	583,800
Total expenses	27,273,800	27,761,200	28,131,100	28,957,900	29,791,100
Accounting surplus (deficit)	907,000	3,085,700	3,932,100	2,537,000	2,821,500
Reserves, capital and debt					
Capital expenditures	\$ (5,484,500)	\$ (5,902,500)	\$ (7,232,100)	\$ (3,909,300)	\$ (4,982,000)
Capital expenditures (2018 WIP)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Debt Principal	(535,800)	(335,400)	(335,400)	(335,400)	(335,400)
Amortization	3,737,000	3,737,000	3,737,000	3,737,000	3,737,000
Reserves used for capital	5,345,100	4,239,900	3,262,700	3,453,300	3,026,000
Reserves used for capital (2018 WIP)	200,000	200,000	200,000	200,000	200,000
Surplus used for special projects	552,600	255,600	160,000	300,000	375,000
Proceeds from Debt	-	100,000	2,040,000	143,300	845,000
Transfer to reserves	(4,521,400)	(5,180,300)	(5,564,300)	(5,925,900)	(5,487,100)
Total Budget for the Year	-	-	-	-	-

