Notice of Meeting and Meeting Agenda Capital Regional Hospital District Board

Wednesday, March 16, 2022	1:00 PM	6th Floor Boardroom 625 Fisgard Street Victoria, BC
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Special Meeting - Budget

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

3. PRESENTATIONS/DELEGATIONS

The public are welcome to attend CRD Board meetings in-person.

Delegations will have the option to participate electronically. Please complete the online application for "Addressing the Board" on our website and staff will respond with details.

Alternatively, you may email your comments on an agenda item to the CRD Board at crdboard@crd.bc.ca.

3.1. Presentations

3.2. Delegations

4. SPECIAL MEETING MATTERS

4.1.22-096Capital Regional Hospital District Bylaw No. 410: Annual Budget, 2022Recommendation:1. That Bylaw No. 410, "Annual Budget Bylaw, 2022", be introduced and read a first, second and third time; and 2. That Bylaw No. 410 be adopted. (WA, 2/3 on adoption)Attachments:Staff Report: CRHD Bylaw No. 410 Annual Budget 2022Presentation: CRHD 2022 Final Budget BylawAppendix A: CRHD Bylaw No. 410 with Schedules A & BAppendix B: CRHD 2022 Provisional To Final ComparisonAppendix C: CRHD 2022-2026 Future Budget Projections

5. ADJOURNMENT

Votinq Key:

NWA - Non-weighted vote of all Directors

NWP - Non-weighted vote of participants (as listed)

WA - Weighted vote of all Directors

WP - Weighted vote of participants (as listed)



REPORT TO CAPITAL REGIONAL HOSPITAL DISTRICT BOARD MEETING OF WEDNESDAY, MARCH 16, 2022

<u>SUBJECT</u> Capital Regional Hospital District Bylaw No. 410: Annual Budget 2022

ISSUE SUMMARY

This report summarizes final updates to the 2022 annual budget, and requests approval of Bylaw No. 410 regarding the Capital Regional Hospital District budget.

BACKGROUND

On October 27, 2021, the CRHD Board approved the 2022 provisional budget. Now, under the provisions of Section 23(5) of the *Hospital District Act*, the Capital Regional Hospital District (CRHD) budget for the current year must be adopted by bylaw on or before March 31.

Once approved, subject to Section 25(1) of the *Hospital District Act*, on or before April 20 in each year, the CRHD will deliver to each member municipality a requisition amount required from that member for the calendar year.

The 2022 Annual Budget Bylaw, CRHD Bylaw No. 410, is included in Appendix A.

ALTERNATIVES

Alternative 1

- 1. That Bylaw No. 410, "Annual Budget Bylaw, 2022", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 410 be adopted.

Alternative 2

- 1. That Bylaw No. 410, "Annual Budget Bylaw, 2022", be introduced and read a first and second time;
- 2. That Bylaw No. 410 be amended as directed;
- 3. That Bylaw No. 410 be read a third time; and
- 4. That Bylaw No. 410 be adopted.

IMPLICATIONS

Financial Implications

The bylaw includes detailed estimates of expenses, revenues, annual surplus and planned annual capital expenditures. Expenses include grants, debt servicing, property management, and administration costs. Table 1 summarizes the year over year change in requisition and the estimated cost per household.

Description	2022 Final	2021 Final	\$ Change	% Change
Requisition (\$M)	\$26.4	\$28.1	(\$1.7)	(6.0%)
Cost / Average Household	\$140.50	\$146.75	(\$6.25)	(4.3%)
Average Household (\$M)	\$1.0	\$0.8	\$0.2	23.5%

Table 1 – Change in Requisition Year over Year

The final 2022 CRHD requisition is \$26.4 million, a net decrease of (\$1.7) million or (6.0%) from 2021. The decrease is driven primarily by changes to reserve transfers, and lower debt servicing costs. The reduction in reserve transfers is a result of having achieved a target balance of \$10 million in 2021; CRHD's funding commitment to the Regional Housing First Program.

The cost per average residential household is a theoretical calculation that provides an indicative cost to individual households in the region. The actual cost per household will differ from this estimate based on the individual property assessments. This calculation is most directly impacted by changes in folios and assessed values.

In 2022, folios grew by 1.2% while the converted assessment growth rate was 21.6%. As a result of assessments growing faster than folios, the average household will have a diluted requisition impact as shown above in Table 1.

Appendix C includes 2022-2026 Future Budget Projections, based on the revisions to the final budget for bylaw purposes.

Updates Following Provisional Budget Approval

Since provisional approval, the budget has been revised to reflect updated assumptions, 2021 year-end results and payments in lieu of taxes (PILT). Appendix B details all changes since provisional approval.

Expenses

Since provisional approval, the total change in operating expenses was an increase of \$0.1 million or 0.3%. Table 2 summarizes these changes, where \$0.3 million was in operations and (\$0.2) million in transfers to reserves. The increase in operating expenses is primarily driven by increased costs in planning and schematic design for the Oak Bay Lodge site. This increase has been partially offset by an adjustment in transfers to the Debt Management Reserve.

In Appendix A, Schedule B to the bylaw details planned capital expenditures by project and the related cost sharing commitment. There were no changes to the 2022-2031 Ten Year Capital Plan approved at provisional; resulting in no change to debt servicing costs.

Expense Type	2022 Final	2022 Provisional	\$ Change	% Change
Operations	3.0	2.7	0.3	11.1%
Debt Servicing	20.8	20.8	-	-
Capital Grants	3.0	3.0	-	-
Transfers to Reserves	7.1	7.3	(0.2)	(2.7%)
Total	\$33.9	\$33.8	\$0.1	0.3%

Table 2: Changes in Operating Expenses (\$ millions)

Operating Revenue

The change in operating revenue was driven by changes in expenses, year-end results, and PILT. The changes are summarized in table 3 below.

Revenue Type	2022 Final	2022 Provisional	\$ Change	% Change
Tax Requisition	26.4	26.4	-	-
Payments in Lieu of Taxes (PILT)	0.8	0.9	(0.1)	(11.1%)
Lease and Other Property Revenue	4.4	4.4	-	-
Other Revenue	0.5	0.5	-	-
Transfers in from Reserve	1.7	1.5	0.2	13.3%
Surplus – MCP Bylaw Expiry	0.1	0.1	-	-
Total	\$33.9	\$33.8	\$0.1	0.3%

Table 3: Changes in Revenue (\$ millions)

PILT are monies recovered from tax exempt parcels owned by federal, provincial and Crown agencies in the region. PILT payments can vary, as the requirement to pay is discretionary to the Minister, Lieutenant Governor, and heads of Crown Corporations. PILT is budgeted at provisional based on prior year actuals and revised for final budget based on actuals received. PILT received since provisional was lower than estimated by (\$0.1) million or (11%).

Transfers from reserves increased by \$0.2 million or 13% to fund the increased cost anticipated for planning and design studies related to the Oak Bay Lodge site.

Requisition

Requisition did not change from provisional to final. However, with updated assessment information, the cost per average household increased. This is a result of assessment growth outpacing folio growth 21.6% vs 1.2% respectively. The net result drives an increase to the cost per average household from the provisional estimate. As previously shown in Table 1, the change in cost per average household year over year is a requisition decrease of (4.3%).

Description	2022 Final	2022 Provisional	\$ Change	% Change
Requisition (\$M)	\$26.4	\$26.4	-	-
\$ Cost / Average HH	\$140.50	\$137.97	\$2.53	1.8%
Average Household (\$M)	\$1.0	\$0.8	\$0.2	23.5%

Table 4: Changes in Requisition (\$ millions)

Reserves

Under the *Hospital District Act*, Section 20(4), the CRHD is able to maintain reserve accounts. Table 5 summarizes the reserve balances for all existing accounts at December 31, 2021.

Table 5: Changes in Reserves

Description (\$ millions)	2021 Ending	2021 Provisional	\$ Change	% Change
Administration and Feasibility Studies	1.6	1.3	0.3	23%
Non-Traditional Projects Reserve	1.1	1.1	-	-

Capital Regional Hospital District Board – March 16, 2022 Capital Regional Hospital District Bylaw No. 410: Annual Budget 2022

Description (\$ millions)	2021 Ending	2021 Provisional	\$ Change	% Change
Minor Capital Project Reserves	4.6	4.8	(0.2)	(4%)
Land Holdings Management Reserve	1.3	1.1	0.2	19%
Debt Management Reserve	-	-	-	-
RHFP Program Reserve	10.1	10.0	0.1	1%
Summit Management Reserve	0.5	0.8	(0.3)	(39%)

The change in the Administration and Feasibility Studies reserve was driven by year end surplus transfers to fund future studies planned for Oak Bay Lodge, 950 Kings and the newly acquired land at Royal Bay.

Minor Capital Project (MCP) reserves were reduced due to timing of Island Health spending on eligible projects. The Land Holdings Management Reserve increased due to utility bill credits received for Oak Bay Lodge.

CRHD Bylaw No. 410 includes Schedule A and Schedule B. Schedule A reflects all changes over prior year, the final surplus and payments in lieu of taxes. Schedule B reflects the 2022 estimated capital annual expenditures.

CONCLUSION

The CRHD Board must adopt a bylaw for the annual budget each year by March 31. The attached bylaw includes the annual budget for 2022. The 2022 budget received provisional approval by the Board on October 27, 2021. The annual budget for 2022 has been prepared in alignment with Board decisions and committee direction. Staff recommends approving the Annual Budget Bylaw, 2022, as presented.

RECOMMENDATION

- 1. That Bylaw No. 410, "Annual Budget Bylaw, 2022", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 410 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Presentation: CRHD Presentation

- Appendix A: CRHD Bylaw No. 410, inclusive of Schedules A and B
- Appendix B: Capital Regional Hospital District 2022 Provisional to Final Comparison
- Appendix C: Capital Regional Hospital District 2022–2026 Future Budget Projections



Capital Regional Hospital District > 2022 Final Budget Bylaw Presentation to CRHD Board of Directors Wednesday March 16, 2022

	2022 Final	2021 Final	H/(L) \$	H/(L) %
Requisition	26.4	28.1	(1.7)	(6.0)
Other	7.5	8.0	(0.5)	(6.3)
Total Revenue	\$33.9M	\$36.1M	(\$2.2M)	(6.0%)
Debt Servicing	20.8	21.3	(0.5)	(2.3)
Capital Grants	3.0	4.3	(1.3)	(30.2)
Other	10.2	10.5	(0.3)	(2.9)
Total Expenses	\$33.9M	\$36.1M	(\$2.2M)	(6.0%)

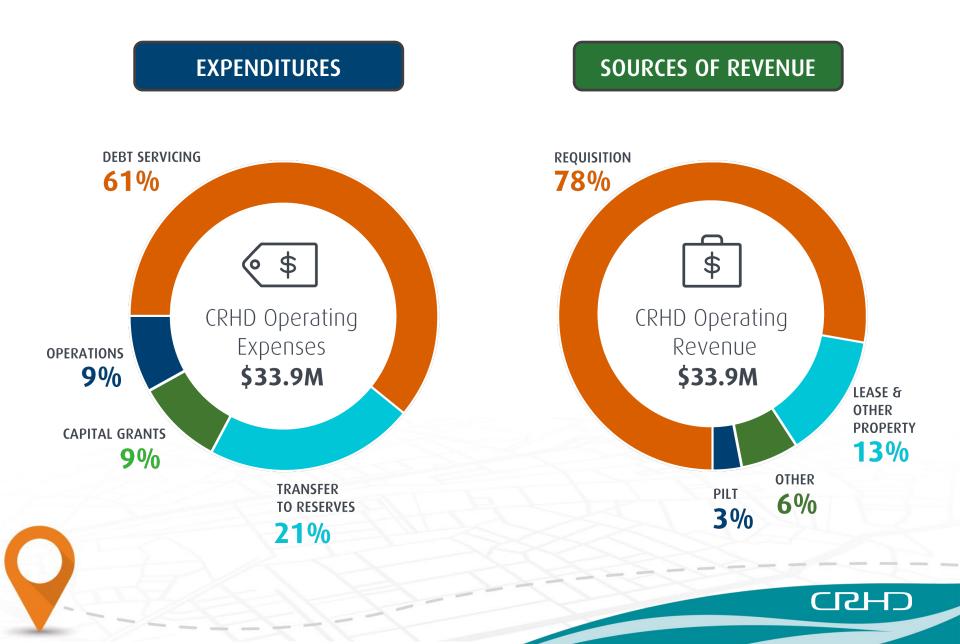
Revenue	 Reduction in requisition driven by expiring debt obligations, lower MCP surplus and lower transfers to reserves in 2022
Expense	 Debt servicing costs decreased as a result of maturing issuances exceeding new issuances Reduced capital grants due to higher NTP distributions in 2021 Other expenses decrease primarily due to less transfers to reserve; in 2021 the RHFP reserve is the full \$10M CRHD commitment to the program
TX	C

	2022 Final	2022 Provisional	H/(L) \$	H/(L) %
Requisition	26.4	26.4	-	-
Other	7.5	7.4	0.1	1.4
Total Revenue	\$33.9M	\$33.8M	\$0.1M	0.3%
Debt Servicing	20.8	20.8	-	-
Capital Grants	3.0	3.0	-	-
Other	10.1	10.0	0.1	1.0
Total Expenses	\$33.9M	\$33.8M	\$0.1M	0.3%

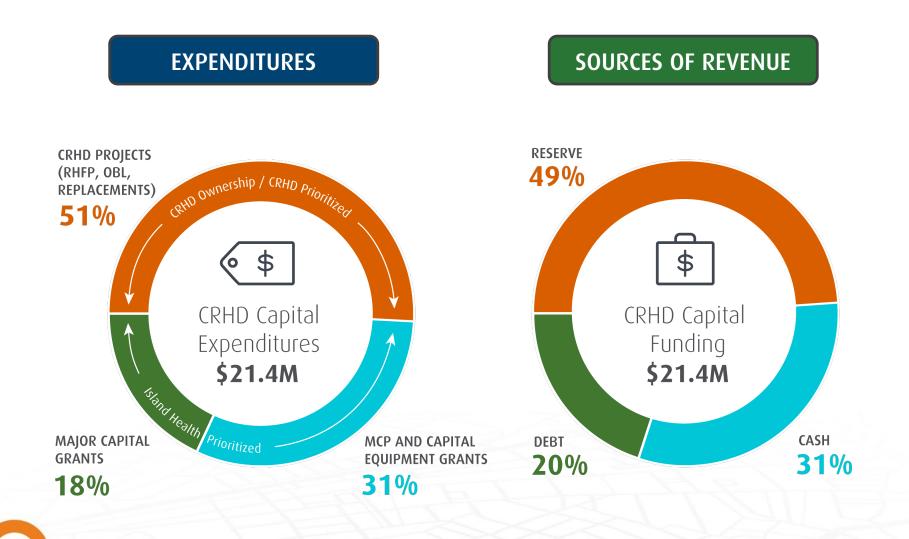
Revenue	 Other revenue increased due to additional reserve funding required for feasibility studies relating to the former Oak Bay Lodge site, partially offset by change in PILT
Expense	 Increase in other expense is primarily due to revised estimates in feasibility studies for planning and schematic design work at the former Oak Bay Lodge site, and adjustment to transfers to Debt Management reserve



2022 Operating Budget



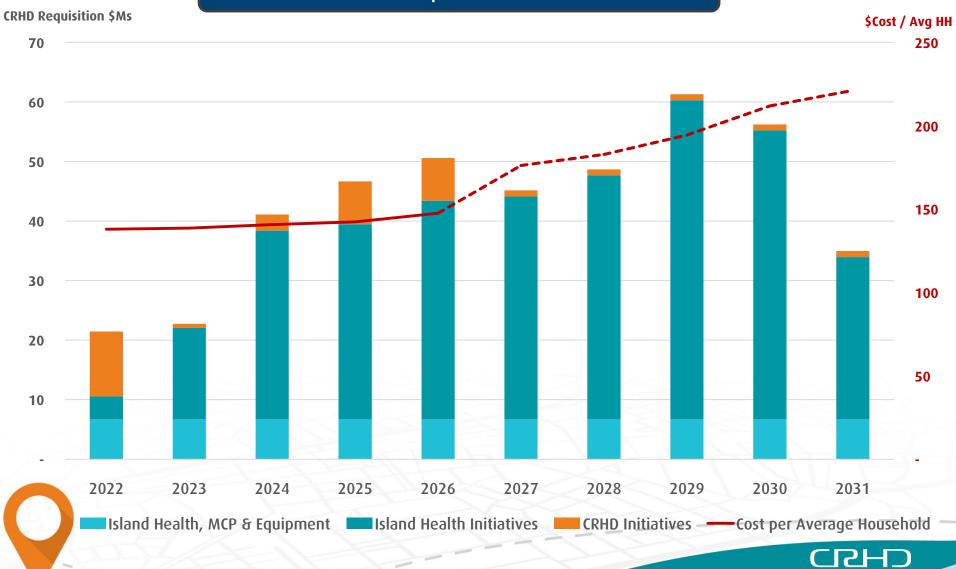
2022 Capital Budget





10-Year Requisition Forecast

CRHD COST SHARE | 10-YEAR CAPITAL PLAN



CAPITAL REGIONAL HOSPITAL DISTRICT

BYLAW No. 410

A BYLAW TO ADOPT THE ANNUAL BUDGET FOR THE YEAR 2022

WHEREAS pursuant to Section 23(5) of the *Hospital District Act*, the Regional Hospital District Budget for the current year shall be adopted by bylaw on or before the 31st day of March;

NOW THEREFORE, the Board of the Capital Regional Hospital District, in open meeting assembled enacts as follows:

- 1. Schedule A and B attached hereto and made part of this bylaw comprises the Annual Budget for the Capital Regional Hospital District for the year ending the 31st day of December 2022.
- 2. This bylaw may be cited as "Annual Budget Bylaw, 2022".

READ A FIRST TIME THIS	day of	2022.
READ A SECOND TIME THIS	day of	2022.
READ A THIRD TIME THIS	day of	2022.
ADOPTED THIS	day of	2022.

CHAIR

CORPORATE OFFICER

Schedule A

CAPITAL REGIONAL HOSPITAL DISTRICT 2022 FINAL BUDGET

	2021 BOARD BUDGET	2022 ANNUAL BUDGET	2021-2022 BUDGET VARIANCE
REVENUE			
Tax Requisition Total	28,138,508	26,460,836	(1,677,672)
Payments in Lieu of Taxes	879,289	834,368	(44,922)
Lease and Other Property Revenue	4,410,678	4,393,178	(17,500)
Debt Reserve Fund Recovery	415,000	437,420	22,420
Interest Earnings	50,000	75,000	25,000
Surplus MCP Expiry	415,004	71,335	(343,669)
Surplus Previous Year	-	-	-
Transfer From Reserve	1,802,877	1,678,253	(124,624)
TOTAL REVENUE	36,111,356	33,950,389	(2,160,967)
EXPENDITURES			
Debt Servicing	21,288,654	20,842,352	(446,301)
Capital Equipment Grants	2,955,000	2,955,000	-
Non-Traditional Projects Capital Grant	1,360,000	-	(1,360,000)
Administration	910,841	1,010,437	99,596
Studies	263,978	1,368,287	1,104,309
Property Management	487,246	664,026	176,780
Total Expense	27,265,719	26,840,102	(425,616)
Transfer to Reserve			
Transfer to Minor Capital Projects Reserve	3,750,000	3,750,000	-
Transfer to RHFP Reserve	4,216,682	-	(4,216,682)
Transfer to Debt Management Reserve	-	2,825,000	2,825,000
Transfer to Land Holdings Management Reserve	200,000	200,000	-
Transfer to Summit Management Reserve	263,952	335,287	71,335
Transfer Non-Traditional Projects Reserve	415,004		(415,004)
Total Transfer to Reserve	8,845,638	7,110,287	(1,735,351)
TOTAL EXPENDITURES	36,111,356	33,950,389	(2,160,967)
Total Net Surplus (Deficit)	-	-	<u> </u>

Schedule B

CAPITAL REGIONAL HOSPITAL DISTRICT 2022 CAPITAL EXPENDITURES

Capital Borrowing Bylaw#	Project Description	Cost Share %	Total CRHD Share	2022 Funding
Dylaw#	Project Description	Share /	Share	runung
	Island Health Initiatives			
174	James Bay Urgent and Primary Care Centre	30%	1,500,000	30,000
175	Beacon Community Services Expansion	30%	1,350,000	80,700
177	Victoria Urgent and Primary Care Centre (Greater Victoria)	30%	1,500,000	30,000
181	Greater Victoria Urgent Care/Primary Care (Esquimalt)	30%	886,414	90,000
182	Greater Victoria Urgent Care/Primary Care (TBD)	30%	1,499,592	359,592
183	Emergency Department (Lady Minto) ²	30%	3,000,000	725,250
TBD	Medical Device Reprocessing Department Expansion (VGH)	30%	1,272,000	363,600
TBD	High Acuity Unit (VGH)	30%	975,000	967,500
TBD	High Acuity Unit (RJH)	30%	4,695,000	180,000
TBD	New Long Term Care (306 beds at Royal Bay)	30%	61,500,000	180,000
TBD	Energy Centre Replacement (VGH)	30%	5,505,000	305,250
TBD	Outpatient Rehabilitation Program (GRH)	30%	900,000	180,000
TBD	Mental Health & Substance Use Residential Program (TBD) ¹	30%	600,000	270,000
TBD	Pembroke Mental Health Substance Use Center (VHU)	30%	6,600,000	30,000
TBD	Pneumatic to Electric Controls Conversion (GRH) ¹	30%	883,800	44,190
			92,666,806	3,836,082
	CRHD Initiatives			
N/A	Regional Housing First Program Contribution	100%	10,000,000	10,000,000
160	Summit Scheduled Capital Replacements	100%	400,000	400,000
178	Oak Bay Lodge Demolition	100%	4,266,501	505,233
			14,666,501	10,905,233

Capital Expenditure Bylaw#	Project Description	Cost Share %	Total CRHD Share	2022 Funding
TBD	Sec 20 - 2022 Minor Capital Projects	40%	3,750,000	3,750,000
TBD	Sec 20 - 2022 Capital Equipment Projects	100%	2,955,000	2,955,000
			6,705,000	6,705,000
	Total 2022 Capital Expenditures		114,038,307	21,446,315

¹New to the Capital Plan in 2022

²Project will be primarily funded by the Hospital Foundation; the CRHD contribution is capped at \$3 million

APPENDIX B

CAPITAL REGIONAL HOSPITAL DISTRICT 2022 Provisional to Final Budget Comparison

	2022 PROVISIONAL BUDGET	2022 FINAL BUDGET	Variance Increase/(Decrease) BUDGET
REVENUE			
Tax Requisition Total	26,454,851	26,460,836	5,985
Payments in Lieu of Taxes	879,761	834,368	(45,393)
Lease and Other Property Revenue	4,376,178	4,393,178	17,000
Debt Reserve Fund Recovery	437,420	437,420	-
Interest Earnings	75,000	75,000	-
Surplus MCP Expiry	100,000	71,335	(28,665)
Surplus Previous Year	-	-	-
Transfer From Reserve	1,482,711	1,678,253	195,542
TOTAL REVENUE	33,805,921	33,950,389	144,469
EXPENDITURES			
Debt Servicing	20,823,123	20,842,352	19,229
Capital Equipment Grants	2,955,000	2,955,000	-
Administration	1,010,437	1,010,437	-
Studies	1,068,287	1,368,287	300,000
Property Management	635,122	664,026	28,905
Total Expense	26,491,969	26,840,102	348,134
Transfer to Reserve			
Transfer to Minor Capital Projects Reserve	3,750,000	3,750,000	-
Transfer to Debt Management Reserve	3,000,000	2,825,000	(175,000)
Transfer to Land Holdings Management Reserve	200,000	200,000	-
Transfer to Summit Management Reserve	363,952	335,287	(28,665)
Transfer Non-Traditional Projects Reserve	-	-	-
Total Transfer to Reserve	7,313,952	7,110,287	(203,665)
TOTAL EXPENDITURES	33,805,921	33,950,389	144,469
Total Net Surplus (Deficit)	-	-	-
Requisition change over prior year \$ increase/(decrease) Requisition change over prior year % increase/(decrease)	(1,683,657) -6.0%	(1,677,672) -6.0%	5,985 0.0%
	0.070	0.070	0.070
Tax impact on 2022 average residence	137.97	140.50	2.53
Tax impact on \$100,000 of 2022 converted assessments	17.00	14.01	-2.99
Tax requisition per average residence increase/(decrease)	-6.0%	-4.3%	1.7%

APPENDIX C

CAPITAL REGIONAL HOSPITAL DISTRICT 2022 - 2026 FUTURE BUDGET PROJECTIONS

	2022				
	FINAL	2023	2024	2025	2026
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
REVENUE					
Tax Requisition Total	26,460,836	26,917,492	27,176,868	27,474,776	28,455,129
Payments in Lieu of Taxes	834,368	834,368	834,368	834,368	834,368
Lease and Other Property Revenue	4,393,178	4,358,578	4,358,986	4,338,178	4,338,178
Debt Reserve Fund Recovery	437,420	429,000	584,000	812,000	377,000
Interest Earnings	75,000	50,000	50,000	50,000	50,000
Surplus MCP Expiry	71,335	-	-	-	-
Transfer From Reserve	1,678,253	551,105	177,355	25,426	44,514
TOTAL REVENUE	33,950,389	33,140,542	33,181,577	33,534,748	34,099,188
EXPENDITURES					
Debt Servicing	20,842,352	20,890,229	22,906,535	22,413,348	24,439,219
Capital Equipment Grants	2,955,000	2,955,000	2,955,000	2,955,000	2,955,000
Administration	1,010,437	1,030,953	934,891	953,986	973,467
Studies	1,368,287	420,653	300,000	300,000	300,000
Property Management	664,026	629,755	371,199	198,462	217,550
Total Expense	26,840,102	25,926,590	27,467,625	26,820,796	28,885,236
Transfer to Reserve					
Transfer to Minor Capital Projects Reserve	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Transfer to Debt Management Reserve	2,825,000	3,000,000	1,500,000	1,500,000	-
Transfer to Land Holdings Management Reserve	200,000	200,000	200,000	200,000	200,000
Transfer to Summit Management Reserve	335,287	263,952	263,952	263,952	263,952
Transfer Non-Traditional Projects Reserve	-			1,000,000	1,000,000
Total Transfer to Reserve	7,110,287	7,213,952	5,713,952	6,713,952	5,213,952
TOTAL EXPENDITURES	33,950,389	33,140,542	33,181,577	33,534,748	34,099,188
Requisition change over prior year % increase/(decrease)	-6.0%	1.7%	1.0%	1.1%	3.6%
Tax impact on 2022 average residence (\$1,002,606)	140.50	142.92	144.30	145.88	151.09
Tax impact on \$100,000 of 2022 completed assessments	14.01	14.26	14.39	14.55	15.07
Tax requisition increase/-decrease	-4.3%	1.7%	1.0%	1.1%	3.6%