Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda
Capital Regional District Board

Wednesday, January 13, 2021 | **1:10 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC**

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. ADOPTION OF MINUTES

3.1. 21-033 Minutes of the December 9, 2020 Capital Regional District Board Meeting

Recommendation: That the minutes of the Capital Regional District Board meeting of December 9, 2020 be adopted as circulated.
(NWA)

Attachments: Minutes - December 9, 2020

4. REPORT OF THE CHAIR

5. PRESENTATIONS/DELEGATIONS

In keeping with directives from the Province of BC, this meeting will be held by Live Webcast without the public present.

To participate electronically, complete the online application for "Addressing the Board" on our website. Alternatively, you may email the CRD Board at crdboard@crd.bc.ca.

5.1. Presentations

5.2. Delegations

5.2.1. 21-066 Delegation - Eric Doherty; Representing Greater Victoria Acting Together (GVAT): Re: Agenda Items: 7.2. Transportation Gap Summary, 10.2. Letter to Transportation and Infrastructure Ministers, 10.3. Invitation to BC Transit

Attachments: Delegation Application - E. Doherty

5.2.2. 21-068 Delegation - Savannah Barrat; Representing the Camosun College Student Society: Re: Agenda Items 7.2. Transportation Gap Summary, 10.2. Letter to Transportation and Infrastructure Ministers

Attachments: Delegation Application - S. Barratt

5.2.3. 21-069 Delegation - Eric Diller; Representing the Island Transformations Organization: Re: Agenda Item 7.2. Transportation Gap Summary

Attachments: Delegation Application - E. Diller

5.2.4. 21-070 Delegation - Sue Stroud; Representing the Better Transit Alliance: Re: Agenda Items 7.2. Transportation Gap Summary, 10.2. Letter to Transportation and Infrastructure Ministers, 10.3. Invitation to BC Transit

Attachments: Delegation Application - S. Stroud

5.2.5. 21-071 Delegation - Beatrice Gentili-Hottis; Representing Climate Justice Victoria: Re: Agenda Items 7.2. Transportation Gap Summary, 10.2. Letter to Transportation and Infrastructure Ministers

Attachments: Delegation Application - B. Gentili-Hottis

5.2.6. 21-072 Delegation - Steve Gray; Resident of Metchosin: Re: Agenda Item 7.2. Transportation Gap Summary

Attachments: Delegation Application - S. Gray

5.2.7. 21-075 Delegation - Todd Litman; Representing Cities for Everyone: Re: Agenda Item 7.2. Transportation Gap Summary

Attachments: Delegation Application - T. Litman

6. CONSENT AGENDA

6.1. 20-800 Capital Regional District Corporate Emergency Plan Revision

Recommendation: The Capital Regional District (CRD) Emergency Management Committee recommends to the CRD Board:
That the revised CRD Corporate Emergency Plan be approved.
(NWA)

Attachments: Staff Report: CRD Corporate Emergency Plan Revision

Appendix A: CRD Corporate Emergency Plan – December 2020

6.2. 21-061 Connected Coast Proposal for the Southern Gulf Islands

Recommendation: The Electoral Areas Committee recommend to the Capital Regional District Board:
1. That the Board approve a letter of support for the Strathcona Regional District and the Connected Coast project for their efforts to secure all necessary permits within the CRD, including design and tenure agreements for landings, Points of Presence and Rights of Way. Where possible, identification of the best landing sites should be informed by the connectivity design plan currently underway for the Southern Gulf Islands Electoral Area.

2. That the Board Chair write a letter in support of the CityWest applications to the Federal Universal Broadband Fund (UBF) and the Provincial Economic Recovery Intake (ERI) programs for construction of last mile fibre to the home projects in the communities of Mayne Island, Galiano Island, Saturna Island, and North Pender Island.

3. That the Board approve in principle that funding beyond the 90% threshold will be provided by the communities to be served by last mile projects, subject to successful service establishment and voter assent, and to mutual agreement to the terms of any required partnership agreements.
(NWA)

Attachments: Staff Report: Connected Coast Proposal for the SGI

Appendix A: Letter from D. Leitch, Strathcona Regional District

Appendix B: Connecting SGI: Connectivity Planning for the SGI

6.3. 21-005 Capital Regional District 2020 Audit Planning Discussion

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2020 Audit Plan developed by KPMG be approved.
(NWA)

Attachments: Staff Report: CRD 2020 Audit Planning Discussion

Appendix A: CRD 2020 Audit Plan KPMG

6.4. 21-006 Capital Regional District External Grants Update

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District External Grants Update be received for information.
(NWA)

Attachments: Staff Report: CRD External Grants Update

Appendix A: CRD Grants Dashboard

6.5. 20-776 Frontage Exemption for Parcel A (DD 143426I) of Section 97, Renfrew District, Except that part in Plans 15462, VIP77871 and EPP24972 - 17151 Parkinson Road

Recommendation: The Land Use Committee recommends to the Capital Regional District Board:
That Frontage Exemption VA000154, for Parcel A (DD 143426I) of Section 97, Renfrew District, Except that part in Plans 15462, VIP77871 and EPP24972, to reduce the minimum required frontage for proposed Lot 1 from 125.4 m (10%) to 45.1 m (3.6%) for the purpose of creating a two-lot subdivision, be approved.
(Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

Attachments: Staff Report: Frontage Exemption for 17151 Parkinson Road
Appendix A: Subject Property Map
Appendix B: Proposed Subdivision Plans
Land Use Committee - Minutes Excerpt

6.6. 20-777 Provision of Park Land for Subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208 - 590 Seedtree Road

Recommendation: The Land Use Committee recommends to the Capital Regional District Board:
That cash in lieu of park land dedication be requested for the proposed subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208, subject to verification of appraisal value acceptable to the Commission pursuant to Section 510 of the Local Government Act.
(Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

Attachments: Staff Report: Provision of Park Land for Subdivision - 590 Seedtree Rd
Appendix A: Subject Property Map
Appendix B: Proposed Subdivision Plan (2 Lot and 3 Lot Strata Combined)
Appendix C: Commission Minutes October 27, 2020
Land Use Committee - Minutes Excerpt

6.7. 20-788 Receipt of a Housing Needs Report for the Juan de Fuca Electoral Area

Recommendation: The Juan de Fuca Land Use Committee recommends to the Capital Regional District Board:
That the Juan de Fuca Electoral Area Housing Needs Report be received and published on the CRD website in accordance with the requirements of the Local Government Act.
(NWA)

Attachments: Staff Report: Receipt of a Housing Needs Report for JDF EA
Appendix A: Juan de Fuca Electoral Area Housing Needs Report
Land Use Committee - Minutes Excerpt

6.8. 21-043 2021 Terms of Reference for Planning and Protective Services Committee and Transportation Committee

Recommendation: That the Board approve the 2021 Terms of Reference for the Planning and Protective Services Committee (Appendix A) and Transportation Committee (Appendix B).
(NWA)

Attachments: Staff Report: 2021 PPS and Transportation Committees TOR
Appendix A: Planning and Protective Services TOR
Appendix B: Transportation Committee TOR

6.9. 21-059 2021 Committee and External Membership Appointments - Update

Recommendation: That the Board receive for information the updated 2021 Appointments to Board and Committees as attached.
(NWA)

Attachments: 2021 - Board/Committee Membership Appointments

6.10. 21-004 Minutes of the December 2, 2020 Governance and Finance Committee

Recommendation: That the minutes of the Governance and Finance meeting of December 2, 2020 be adopted as circulated.
(NWA)

Attachments: Minutes Governance & Finance - December 2, 2020

7. ADMINISTRATION REPORTS

7.1. 21-022 CAO Quarterly Progress Report No. 4, 2020

Recommendation: That the CAO Quarterly Progress Report No. 4, 2020 be received for information.
(NWA)

Attachments:
- Staff Report: CAO Quarterly Progress Report No. 4, 2020
- Appendix A: Photographs of Corporate Activities and Initiatives
- Appendix B: Board Priorities Dashboard Progress Q4, 2020
- Appendix C: Board Priorities Dashboard Summary of Completed Actions
- Appendix D: Corporate Climate Change Initiatives
- Appendix E: Advocacy Dashboard Progress Q4, 2020
- Appendix F: Operating Variance Report Q3, 2020
- Appendix G: Capital Variance Report Q3, 2020
- Appendix H: Human Resources Trends and Corporate Safety Q3, 2020

7.2. 20-787 Transportation Gap Summary

Recommendation: [At the December 12, 2020 meeting, the following motion arising was postponed to the following CRD Board meeting:]
That the Board express its support for Union of BC Municipalities Resolution B143 - Shifting Investment to Low-Emission Transportation which passed at the 2019 convention, and request that staff consider the commitment in the Pan-Canadian framework on clean growth and climate change, to shift investments "from higher to lower-emitting types of transportation" in their work.
(NWA)

Attachments:
- Staff Report: Transportation Gap Summary
- Appendix A: Transportation Related Plans
- Appendix B: Transportation Timeline
- Appendix C: Transportation Jurisdictional Roles & Responsibilities
- Appendix D: CRD Involvement in External Projects
- Appendix E: Recent and Planned MoTI Transportation Projects in the CRD
- Appendix F: Regional Transportation Plan
- Presentation: Transportation Gap Summary

8. REPORTS OF COMMITTEES

Regional Arts Facilities Select Committee

8.1. 21-027 Report and Recommendations, December 2020: Stage One - A Public

Conversation about Performing Arts Facilities in the CRD

Recommendation: The Regional Arts Facilities Select Committee recommends to the Capital Regional District Board:
That the Report and Recommendations, December 2020: Stage One - A Public Conversation about Performing Arts Facilities in the CRD report be received for information.
(NWA)

Attachments: Staff Report: Rpt & Recommendations-Performing Arts Facilities CRD

Appendix A: Rpt & Recommendations-Performing Arts Facilities CRD

Governance and Finance Committee (2020)

8.2. 21-062 Outreach Summary on First Nations Inclusion in CRD Governance

Recommendation: [An earlier report Re: First Nations Inclusion in CRD Governance (and "Bylaw" No. 4368) was recommended for approval by the First Nations Relations Committee on September 30, 2020. At the October 28, 2020 CRD Board meeting, the Bylaw received three readings and staff was directed to consult with First Nations before advancing further work on the Terms of Reference.]

1. That Bylaw No. 4368, Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020, be adopted;
2. That the Terms of Reference for all CRD Standing Committees be amended to allow for First Nation Member participation, as follows: "First Nation Members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee."
(NWA)

Attachments: Staff Report: Outreach Summary on First Nations Inclusion in CRD Governance

Appendix A: Bylaw 4368

Appendix B: Summary of First Nations Outreach

Appendix C: Support Letter from WSANEC Leadership Council

Appendix D: Response Letter Sc'ianew First Nation

Appendix E: Pacheedaht CRD Correspondence

Appendix F: Report Sept 30/20 - FN Inclusion in CRD Governance

Appendix G: Supplementary Information

8.3. 20-681 First Nation Participation in Closed Committee Meetings

Recommendation: [At the November 18, 2020 CRD Board meeting, the motion was referred to the December 2, 2020 meeting of the Governance and Finance Committee:]
That the Governance and Finance Committee recommends to the Capital Regional District Board:
That all closed matters be directed to Regional Board, where First Nation Member participation can be determined on an item-by-item basis.
(NWA)

Attachments: First Nation Participation in Closed Committee Meetings

Appendix A: Closed Item Process Diagram

8.4. 20-755 Amendment to CRD Board Remuneration and Travel Expense

Reimbursement Policy to Include First Nation Members

Recommendation: [This report was considered at the First Nations Relations Committee meeting held November 25, 2020, and at the Governance and Finance Committee meeting held December 2, 2020:]
That the First Nations Relations Committee and the Governance and Finance Committee recommends to the Capital Regional District Board:
a. That the proposed amendments to the Board Remuneration and Travel Expense Reimbursement Policy are approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11.
b. That the amended Schedule 1 of the Board Remuneration and Travel Reimbursement Policy is approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11, thereby setting the remuneration rates for First Nation Members at $110 per committee/commission meeting for only those identified in the policy including expenses.
(NWA)

[At the November 25, 2020 meeting of the First Nations Relation Committee, the following motion arising was carried:]
That the Committee reiterates its support for First Nations representation on CRD Committees and recommends that the Board move forward with representation in cooperation with First Nations Governments in the region.

Attachments: Staff Report: Amend CRD Board Remuneration/Travel Exp Reimbursement
Appendix A: Board Remuneration and Travel Expense Policy
Appendix B: Schedule 1 – CRD Board Remuneration/Travel Expense Policy

Finance Committee (2021)

8.5. 21-007 Bylaw Nos. 4399 and 4400: Security Issuing Bylaws, Spring 2021

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4399, "Security Issuing Bylaw No. 1, 2021", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4399 be adopted.
3. That Bylaw No. 4400, "Security Issuing Bylaw No. 2, 2021", be introduced and read a first, second, and third time; and
4. That Bylaw No. 4400 be adopted.
(WA)

Attachments: Staff Report: Bylaws 4399 & 4400 - MFA Security Issue 2021 Spring
Appendix A: Bylaw No. 4399 Security Issuing No.1, 2021 CRD
Appendix B: Bylaw No. 4400 Security Issuing No.2, 2021 Saanich

9. BYLAWS

10. NOTICE(S) OF MOTION

10.1. 21-030 Greater Victoria Harbour Authority Economic Impact Study (Director Desjardins)

Recommendation: That the board direct staff to report back on options to provide a financial contribution to the GVHA led Economic Impact Study which is inclusive of the Economic Impact of both Esquimalt and Victoria Harbours in the region.

10.2. 21-031 Letter to Transportation and Infrastructure Ministers (Director Taylor)

Recommendation: That the Board write to Rob Fleming, Minister of Transportation and Infrastructure and Bowinn Ma, Minister of State for Infrastructure:
a) Applauding their government's commitment to fund free transit for children up to and including age 12 as an example of how we can build a better future through fighting climate change;
b) Expressing the CRD's eagerness to work with them to improve transit and other low-carbon transportation on the South Island to meet the aspirations of the South Island Transportation Strategy;
c) Noting that following through on the aspiration of the South Island Transportation Strategy to "to fundamentally shift how people move around South Vancouver Island" will be necessary to meet the CRD's goal of a 61% reduction in GHG emissions from 2007 levels by 2038, and that the CRD does not consider failure to meet this goal to be an option given the seriousness of the climate emergency; and
d) Communicating the CRD's willingness to collaborate with Minister Fleming and Minister Ma in the identification, planning and development of key transit projects in this region.

10.3. 21-032 Invitation to BC Transit (Director Loveday)

Recommendation: That the CRD invite BC Transit President and CEO Erinn Pinkerton and/or other BC Transit staff to speak to the Committee of the Whole about transportation priorities and climate action on southern Vancouver Island at an appropriate time.

11. NEW BUSINESS

12. MOTION TO CLOSE THE MEETING

12.1. 21-001 Motion to Close the Meeting

Recommendation: 1. That the meeting be closed for Appointments in accordance with Section 90(1)(a) of the Community Charter. [3 items]
2. That the meeting be closed for Labour Relations under Section (90)(1)(c) of the Community Charter. [1 item]

13. RISE AND REPORT

14. 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)

Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Capital Regional District Board

Wednesday, December 9, 2020 **1:10 PM** **6th Floor Boardroom**
625 Fisgard Street
Victoria, BC

PRESENT
Directors: C. Plant (Chair), R. Mersereau (Vice-Chair), D. Blackwell, S. Brice, B. Desjardins (EP), F. Haynes, L. Helps, M. Hicks (EP), G. Holman, P. Brent (for D. Howe)(EP), B. Isitt (EP), J. Loveday (EP), C. McNeil-Smith, R. Martin (EP), R. Mersereau, K. Murdoch, G. Orr (EP), J. Ranns (EP), D. Screech, L. Seaton, M. Tait (EP), N. Taylor (EP), K. Williams, R. Windsor (EP), G. Young

Staff: R. Lapham, Chief Administrative Officer; N. Chan, Chief Financial Officer; L. Hutcheson, General Manager, Parks and Environmental Services; K. Lorette, General Manager, Planning and Protective Services; K. Morley, General Manager, Corporate Services; T. Robbins, General Manager, Integrated Water Services; E. Sinclair, Senior Manager, Regional and Strategic Planning; S. Carey, Manager of Legal Services; J. Hicks, Senior Transportation Planner, Regional and Strategic Planning; M. Lagoa, Acting Deputy Corporate Officer; S. Closson, Committee Clerk (Recorder)

EP – Electronic Participation

Guests: Greater Victoria Harbour Authority; Dave Cowen - Chair (EP), Ian Robertson - CEO (EP) , Victoria Airport Authority; Geoff Dickson - President/CEO (EP), Paul Gerrard - CRD Representative (EP)

Regrets: Director D. Howe

The meeting was called to order at 1:14 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

The Territorial Acknowledgement was provided in the preceding Committee of the Whole meeting.

2. APPROVAL OF THE AGENDA

MOVED by Director Helps, SECONDED by Director Blackwell,
That agenda item 8.4 be considered as item 7.1a. and that the agenda be approved as amended.
CARRIED

3. ADOPTION OF MINUTES

3.1. 20-782 Minutes of the October 14, 2020, October 28, 2020 and November 18, 2020 Capital Regional District Board Meetings

MOVED by Director Seaton, SECONDED by Director Screech,

That the minutes of the Capital Regional District Board meetings of October 14, 2020, October 28, 2020 and November 18, 2020 be adopted as circulated.
CARRIED

4. REPORT OF THE CHAIR

Thank you for participating in today's meeting.

It would be the understatement of the year to state 2020 has been quite the unexpected year. And yet we have moved forward with providing valued services and governance to the region's residents. And while we are not out of the woods yet, I believe we all are feeling hopeful for the future knowing that a vaccine is now being tested. Today I will focus my remarks on the renewed committees, Wastewater Treatment Project and my appreciation for the work done by the organization's staff in 2020.

First, I want to thank everyone for their work on committees the past two years. As I indicated last month, I was going to renew the leadership and the composition of our committees and I have done that. I am pleased to present to you in the agenda the renewed committees and updated Terms of Reference. With this year's report, I am pleased to say every Director who has asked to serve in a Chair or Vice-Chair role has now been given that opportunity. In order to ensure continuity, the new Chairs have been appointed from within a committee they already serve on. Additionally, nobody is on more than 4 committees and everyone was given the committees they asked for to the best of my ability. In the spirt of openness, I will offer to discuss my choices with any Director who wishes to have that conversation. To our new Chairs, I will repeat my request that you invite your Vice-Chairs to agenda reviews in order to build capacity and to work together. I also would encourage Chairs also have conversations with the past Chairs if applicable of their committees.

The Governance and Finance Committee is now split into 2 committees for more time for discussion and will each meet on opposite months.

The First Nations Relations Committee and Core Area Liquid Waste Management Committee will continue as quarterly-based committees.

The Electoral Areas Committee, the Planning, Transportation and Protective Services Committee, the Environmental Services Committee, the Regional Parks Committee and Housing and Hospitals Committee will continue to meet monthly.

Despite the challenges we are facing and acknowledging the requirements to follow guidance from BC CDC and the Ministry of Municipal Affairs, our work needs to continue. As such, we will continue to have committee meetings but if Mr. Lapham, our CAO, and myself feel the need, we will review our processes and consider returning to our twice a month Board meetings if necessary.

Secondly - Wastewater. Despite all the disruptions of COVID-19 I am so proud to confirm that we will be meeting our regulatory requirements to treat wastewater by the end of 2020. While we would love to get together and celebrate this project's completion, we simply cannot do so. There will be a

media event early next week and when we can meet again we will host a tour and have an appropriate event to celebrate this region's largest ever infrastructure project.

And finally, a humongous thank you to staff for all their hard work during this year. I hope you and your family find peace and joy this winter break. This Board and our region's residents are so appreciative of what you do.

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

5.1.1. 20-512 Presentation: Dave Cowen (Chair) and Ian Robertson (CEO), Greater Victoria Harbour Authority; Re: Member Agency Report

Dave Cowen introduced the report on the Greater Victoria Harbour Authority.

Ian Robertson spoke to the report on the Greater Victoria Harbour Authority.

5.1.2. 20-784 Presentation: Paul Gerrard (CRD Representative) and Geoff Dickson (President/CEO), Victoria Airport Authority; Re: Report to Nominators

Paul Gerrard introduced the Report to Nominators for the Victoria Airport Authority.

Geoff Dickson spoke to the Report to Nominators for the Victoria Airport Authority.

5.2. Delegations

5.2.1. 20-799 Delegation - David Calder; Representing Rowing British Columbia: Re: Agenda Item 7.6.: Rowing BC - NextGen Performance Centre - Expression of Interest

Dave Calder spoke in favour of Item 7.6. regarding Rowing BC NextGen Performance Centre - Expression of Interest.

6. CONSENT AGENDA

Consent agenda item 6.5. was removed from the consent agenda and moved to be considered under Reports of Committees as agenda item 8.7.

Consent agenda item 6.9. was removed from the consent agenda and moved to be considered under Administration Reports as agenda item 7.7.

MOVED by Director Helps, SECONDED by Director Mersereau,
That consent agenda items 6.1. through 6.8., with the exception of 6.5., be approved.
CARRIED

6.1. 20-736 Capital Regional District External Grants Update

That the Capital Regional District External Grants Update be received for information.
CARRIED

6.2. 20-726 Parcel Tax Roll Review Panel Appointments

1. That the Parcel Tax Roll Review Panel meeting be held on Wednesday, 10 March 2021, at 12:15 pm in Room 651 of the Capital Regional District offices, 625 Fisgard Street, Victoria, BC., and;
2. That the following individuals be appointed to the Parcel Tax Roll Review Panel for the year 2021:
Colin Plant, CRD Board Chair
Mike Hicks, Director, Juan de Fuca Electoral Area
David Howe, Director, Southern Gulf Islands Electoral Area
Gary Holman, Director, Salt Spring Island Electoral Area
CARRIED

6.3. 20-751 Service Fee Agreement re Sewer Charges - District of Oak Bay

That the Service Fee Agreement re Sewer Charges - District of Oak Bay report be received for information.
CARRIED

6.4. 20-614 Juan de Fuca Agricultural Land Reserve Application Policy BRD05

a) That the Agricultural Land Reserve Application Policy be approved, as amended; and
b) That the staff be directed to initiate an amendment to the Juan de Fuca Electoral Area Development Fees and Procedures Bylaw, 2018, Bylaw No. 3885, to increase the application fees for OCP and zoning amendment applications where exclusion from the ALR is also required or requested.
CARRIED

6.6. 20-720 Radio Communication and Broadcasting Antenna Systems Application for Block A, District Lot 49, Otter District - 3727 Otter Point Road

That a statement of concurrence be provided for the proposed 45.0 m radio communications tower and 48.2 m antenna on Block A, District Lot 49, Otter District for the purpose of improving public safety radio coverage.
CARRIED

6.7. 20-793 2021 Schedule of Regular Board Meetings

That the regular meetings for the Capital Regional District Board will be scheduled on the second Wednesday of each month in 2021: January 13, February 10, March 10, April 14, May 12, June 9, July 14, August 11 (at the call of the Chair), September 8, October 13, November 10, December 8.
CARRIED

6.8. 20-794 2021 Standing Committee Terms of Reference

That the Board approve the 2021 Terms of References for Standing Committees attached as Appendix A.
CARRIED

7. ADMINISTRATION REPORTS

7.1. 20-783 Archie Galbraith Memorial Scholarship 2020

Brooke O'Toole was awarded the Archie Galbraith Memorial Scholarship and congratulated by Chair Plant. In speaking with Brooke by telephone earlier in the day and congratulating her, she told the Chair that "her heart was full of gratitude and wanted to thank all who made this happen for her".

MOVED by Director Seaton, SECONDED by Director Mersereau,
That the Capital Region District Board recognize the recommendation of Pearson College selection committee to award the 2020 Archie Galbraith Memorial Scholarship to Brooke O'Toole.
CARRIED

7.1a. 20-735 COVID-19 Safe Restart Grants for Local Governments

Discussion ensued on the following:
- Electoral Areas grant allocation portion
- First Nations commitments

MOVED by Director Brice, SECONDED by Director Holman,
1. That staff allocate the $1.4 million CRD COVID-19 Safe Restart Grants for Local Government in alignment with the Provincial allocation formulae to Regional Services and Local Area Services as summarized in Appendix D;
2. That the Regional Services allocation be distributed to the Regional Corporate Emergency Service Budget;
3. That the Local Area Services allocation be apportioned to the respective Electoral Areas where staff will engage EA Directors to determine allocation to specific services;
4. That the CRD Board Chair, after consulting with the Union of British Columbia Municipalities, write and meet with the Premier and Minister responsible to advocate for an additional allocation of funding for electoral areas and First Nations;
5. That the CRD Board consider re-distributing any unspent funds from the Regional Services allocation prior to the end of 2021.
CARRIED

7.2. 20-773 Bylaw No. 4396: 2020 to 2024 Financial Plan Bylaw, 2020, Amendment Bylaw No. 5, 2020

N. Chan spoke to Bylaw 4396, the 2020 to 2024 Financial Plan Bylaw 2020, Amendment No. 5.

MOVED by Director Brice, SECONDED by Director Blackwell,
That Bylaw No. 4396, "2020 to 2024 Financial Plan Bylaw, 2020, Amendment Bylaw No. 5, 2020" be introduced and read a first, second, and third time.
CARRIED

MOVED by Director Brice, SECONDED by Director Blackwell,
That Bylaw No. 4396 be adopted.
CARRIED

7.3. 20-713 Bylaw Nos. 4389 and 4395: Fees and Charges Bylaw Amendments for

Utilities within the Three Electoral Areas

N. Chan introduced Bylaw Nos. 4389 and 4395.

MOVED by Alternate Director Brent, SECONDED by Director Hicks,
That Bylaw No. 4389 cited as "Southern Gulf Islands and Juan de Fuca Electoral Areas Utilities and Street Lighting Fees and Charges Bylaw No. 1, 2012, Amendment Bylaw No. 9, 2020" be introduced and read a first, second, and third time.
CARRIED

MOVED by Alternate Director Brent, SECONDED by Director Hicks,
That Bylaw 4389 be adopted.
CARRIED

MOVED by Director Holman, SECONDED by Director Blackwell,
That Bylaw No. 4395 cited as "Salt Spring Island Liquid Waste, Sewer, and Water Fees and Charges Bylaw No. 1, 2012, Amendment Bylaw No. 14, 2020" be introduced and read a first, second, and third time.
CARRIED

MOVED by Director Holman, SECONDED by Director Blackwell,
That Bylaw No. 4395 be adopted.
CARRIED

7.4. 20-750 Bylaws No. 4393, 4394: Florence Lake Improvement District Conversion to CRD Service

T. Robbins introduced Bylaw No. 4393, Florence Lake Water System Local Service Establishment.

Discussion ensued on small water systems.

MOVED by Director Blackwell, SECONDED by Director Seaton,
1. That Bylaw No. 4393, Florence Lake Water System Local Service Establishment Bylaw No. 1, 2020, be introduced and read a first, second, and third time;
2. That Elector approval for Bylaw No. 4393 be obtained via alternative approval process, and if successful, referred to the Inspector of Municipalities for approval.
CARRIED

MOVED by Director Blackwell, SECONDED by Director Seaton,
3. That Bylaw No. 4394, Florence Lake Water System Local Service Loan Authorization Bylaw No. 1, 2020, be introduced and read a first, second, and third time; and
4. That Elector approval for Bylaw No. 4394 be obtained via alternative approval process, and if successful, referred to the Inspector of Municipalities for approval.
CARRIED

7.5. 20-731 Bylaw No. 4371: Salt Spring Island Water, Sewer, and Liquid Waste Disposal Commission Bylaw No. 1, 2010, Amendment No. 1, 2020

R. Lapham spoke to Bylaw No. 4371.

MOVED by Director Holman, SECONDED by Director Williams,
That Bylaw 4371, "Salt Spring Island Water, Sewer, and Liquid Waste Disposal

Commission Bylaw No. 1, 2010, Amendment No. 1, 2020" be introduced and read a first, second, and third time.
CARRIED

MOVED by Director Holman, SECONDED by Director Williams,
That Bylaw 4371 be adopted.
CARRIED

7.6. 20-798 Rowing BC - NextGen Performance Centre - Expression of Interest

L. Hutcheson spoke to item 7.6. regarding the Rowing BC NextGen Performance Centre - Expression of Interest.

MOVED by Director Haynes, SECONDED by Director Murdoch,
That the Capital Regional District Board endorse staff responding to the Rowing BC Expression of Interest in order to continue exploring the concept of the NextGen Performance Centre to be located at Elk/Beaver Lake Regional Park.
CARRIED

7.7. 20-792 2021 Committee and External Membership Appointments

Discussion ensued on the clarification of upcoming Oak Bay appointments as additions to the document.

MOVED by Director Murdoch, SECONDED by Director Screech,
That the Board receive the standing committee appointments and endorse the external appointments and nominations put forward in the attachment.
CARRIED

8. REPORTS OF COMMITTEES

Arts Commission

8.1. 20-754 Bylaw 4367: to Broaden Access to the Arts Advisory Council and Introduce a Conflict of Interest and Recusal Mechanism

N. Chan provided an overview of Bylaw 4367.

MOVED by Director Loveday, SECONDED by Director Screech,
That Bylaw No. 4367, "CRD Arts Advisory Council Bylaw, 2002, Amendment Bylaw No. 3, 2020" be introduced and read a first, second, and third time.
CARRIED

MOVED by Director Loveday, SECONDED by Director Screech,
That Bylaw No. 4367 be adopted.
CARRIED

Committee of the Whole

8.2. 20-787 Transportation Gap Summary

Discussion ensued on the following:
- timeline of regional projects and priorities
- multi-modal network considerations
- climate lens application toward transportation strategy

Discussion ensued on the amendment:
- climate emergency decisions tied to investments in the transportation network
- definition of jurisdictional partners
- rail option, coastal community endorsement
- action on priorities

Discussion ensued on the arising motion by Director Taylor:
- support for low emission transportation
- CRD role in active transportation controls
- budget considerations, overall impacts on current priorities

Discussion ensued on the first arising motion by Director Mersereau:
- jurisdictional authority, funding barriers
- governance scope, timing and importance
- jurisdictional conversations and subsequent options
- new CRD service as an option for discussion only

Discussion ensued on the second arising motion by Director Mersereau:
- intent for staff to report to task force and then to board
- membership selection
- will assure the public this continues to be a board priority
- task force for a defined initiative and period of time
- definition of a service - establishment and funding requirement
- definition of a standing committee - handles multiple issues
- transportation committee options

Director Windsor left the meeting at 2:30 pm.

MOVED by Director Murdoch, SECONDED by Director Mersereau,
That staff work with jurisdictional partners to develop a list of potential transportation priorities that would be most beneficial to the region as a whole and report back to the Board for prioritization.

Director Windsor left the meeting at 2:30 pm.

MOVED by Director Loveday, SECONDED by Director Helps,
That the motion be amended to insert the words "...and BC Transit, informed by the CRD's declaration of a climate emergency and need to prioritize low carbon transportation options in order to meet the CRD's climate targets..." after the words "...with jurisdictional partners..." and before the words "...to develop a list of potential...".

MOVED by Director Desjardins, SECONDED by Director Seaton,
That the motion be further amended to include the words "..inclusive of ICF, BC Ferries..." before the words "...and BC Transit...".
CARRIED

MOVED by Director Loveday, SECONDED by Director Helps,
That the motion be amended to insert the words "...inclusive of ICF, BC Ferries and BC Transit, informed by the CRD's declaration of a climate emergency and need to prioritize low carbon transportation options in order to meet the CRD's climate targets..." after the words "...with jurisdictional partners..." and before

the words "...to develop a list of potential...".
CARRIED

MOVED by Director Murdoch, SECONDED by Director Mersereau,
That staff work with jurisdictional partners inclusive of ICF, BC Ferries and BC Transit, informed by the CRD's declaration of a climate emergency and need to prioritize low carbon transportation options in order to meet the CRD's climate targets to develop a list of potential transportation priorities that would be most beneficial to the region as a whole and report back to the Board for prioritization.
CARRIED

MOVED by Director Taylor
That the Board affirm its support for the Union of BC Municipalities Resolution B143 - Shifting Investment to Low-Emission Transportation which passed at the 2019 convention, and request that staff consider the commitment in the Pan-Canadian framework on clean Growth and Climate Change, to shift investments "from higher to lower-emitting types of transportation" in their work.

Chair Plant ruled the following part of the arising motion out of order:
"That the Board affirm its support for the Union of BC Municipalities Resolution B143 - Shifting Investment to Low-Emission Transportation which passed at the 2019 convention". Director Taylor requested that "affirm" be replaced with "express" and the Chair accepted the change and ruled the arising motion in order.

MOVED by Director Taylor, SECONDED by Director Isitt,
That the Board express its support for Union of BC Municipalities Resolution B143 - Shifting Investment to Low-Emission Transportation which passed at the 2019 convention, and request that staff consider the commitment in the Pan-Canadian framework on clean growth and climate change, to shift investments "from higher to lower-emitting types of transportation" in their work.

MOVED by Director Isitt, SECONDED by Director Mersereau
That the arising motion be postponed until the January 13th, 2021 Capital Regional District Board meeting.
CARRIED
OPPOSED: Blackwell, Brice, Desjardins, Haynes, Holman, McNeil-Smith, Murdoch, Plant, Screech, Seaton

MOVED by Director Taylor, SECONDED by Director Isitt,
That the Board write to Rob Fleming, Minister of Transportation and Infrastructure and Bowinn Ma, Minister of State for Infrastructure, applauding their government's commitment to fund free transit for children up to and including age 12 as an example of how we can build a better future though fighting climate change, expressing the CRD's eagerness to work with them to improve transit and other low carbon transportation on the South Island to meet the aspirations of the South Island Transportation Strategy noting that following through on the aspiration of the South Island Transportation Strategy "to fundamentally shift how people move around south Vancouver Island will be necessary to meet the CRD's goal of a 61% reduction in GHG emissions from 2007 levels by 2038 and that the CRD does not consider failure to meet this goal to be an option given the seriousness of the climate emergency and communicating the CRD's willingness to collaborate with Minister Fleming and Minister Ma in the

identification, planning and development of key transit projects in this region.

Director Screech challenged the motion as a point of order. Chair Plant ruled the motion out of order and therefore would not be considered in today's meeting for debate.

MOVED by Director Mersereau, SECONDED by Director Screech,
That the Board begin a process to identify and evaluate options to improve regional coordination and governance for transportation, including but not limited to establishing a new authority through provincial legislation, expanding the mandate of existing authorities or establishing a new CRD service.
CARRIED

MOVED by Director Mersereau, SECONDED by Director Screech,
To request that the CRD Chair strike a transportation task force to support the development of the list of regional transportation priorities and subsequently an evaluation of regional transportation governance options.

MOVED by Director Murdoch, SECONDED by Director Desjardins,
That the motion be amended to add the words "...that the CRD Board Chair bring back options for the Board to support the development of the list of regional transportation priorities.".
DEFEATED
OPPOSED: Blackwell, Brent, Brice, Haynes, Helps, Holman, Loveday, Martin, McNeil-Smith, Mersereau, Orr, Plant, Screech, Seaton, Tait, Taylor, Williams, Young

MOVED by Director Screech, SECONDED by Director Blackwell,
That the motion be amended to replace the words "task force" with the words "standing committee".
CARRIED
OPPOSED: Hicks, Isitt, Loveday, Ranns, Taylor

MOVED by Director Mersereau, SECONDED by Director Screech,
To request that the CRD Chair strike a transportation standing committee to support the development of the list of regional transportation priorities and subsequently an evaluation of regional transportation governance options.
CARRIED
OPPOSED: Hicks, Ranns

Director Helps left the meeting at 4:10 pm.

MOVED by Director Seaton, SECONDED by Director Mersereau,
That the meeting be extended past the 3 hour scheduled time.
CARRIED

Governance and Finance Committee

8.3. 20-725 Bylaw No. 4392: Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2020

MOVED by Director Brice, SECONDED by Director Screech,
That Bylaw No. 4392, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2020" be introduced and read a first, second, and third time.

CARRIED

MOVED by Director Brice, SECONDED by Director Screech,
That Bylaw 4392 be adopted.
CARRIED

Juan de Fuca Land Use Committee

8.5. 20-547 Regional Growth Strategy Consistency - Port Renfrew Comprehensive Community Development Plan

MOVED by Director Brice, SECONDED by Director Murdoch,
That this matter be postponed to the February 10, 2021 Capital Regional District Board meeting.
CARRIED

8.6. 20-329 Comprehensive Community Development Plan Amendment Application for:
That Part of Section 97, Renfrew District as Shown Coloured Red on Plan 344R (PID: 009-592-342);
Lot 1, Section 97, Renfrew District, Plan EPP24972 (PID: 028-991-125);
That Part of District Lot 17, Renfrew District Shown Outlined in Red on Plan 347R (PID: 009-575-006); and
Those Parts of Block A and B, District Lot 751, Together with Unsurveyed Crown Foreshore or Land Covered by Water Being Part of the Bed of Port San Juan, All Within Renfrew District, Shown Outlined in Red on Licence V905027, Containing 3.86 Hectares, More or Less

MOVED by Director Hicks, SECONDED by Director Blackwell,
That the matter be postponed to the February 10, 2021 Capital Regional District Board meeting.
CARRIED

8.7. 20-721 Non-Farm Use Agricultural Land Reserve Application for Section 81, Sooke District - East Sooke Regional Park

K. Lorette spoke to Non-Farm Use Agricultural land Reserve Application for Section 81, Sooke District in East Sooke Park, paved parking lot issue.

Discussion ensued on the following:
- Land Use Committee deliberation on asphalt paving
- spring conditions of the overflow parking lot
- maintenance costs for a gravel parking lot

Director Martin left the meeting at 4:34 pm.

MOVED by Director Hicks, SECONDED by Director Screech,
That the non-farm use and soil deposit within the Agricultural Land Reserve application AG000081 for expansion of a parking lot and construction of a picnic shelter on Section 81, Sooke District, be supported and forwarded to the Agricultural Land Commission, along with any public comments received.
CARRIED
OPPOSED: Isitt, Loveday, Mersereau, Taylor, Young

9. BYLAWS

9.1. 20-737 Regional Water Supply - Fee and Charge Bylaw Amendment

MOVED by Director Mersereau, SECONDED by Director McNeil-Smith,
That Bylaw No. 4386 cited as "Water Supply Local Service Area Fee and Charge Bylaw No. 1, 1997, Amendment Bylaw No. 22, 2020"be introduced and read a first, second, and third time.
CARRIED

MOVED by Director Mersereau, SECONDED by Director McNeil-Smith,
That Bylaw No. 4386 be adopted.
CARRIED

9.2. 20-738 Juan de Fuca Water Distribution Service - Conditions, Fees and Charges Bylaw Amendment

MOVED by Director Hicks, SECONDED by Director Screech,
That Bylaw No. 4387 cited as "Water Distribution Local Service Conditions, Fees and Charges Bylaw No. 1, 2013, Amendment Bylaw No. 10, 2020" be introduced and read a first, second, and a third time.
CARRIED

MOVED by Director Screech, SECONDED by Director Hicks,
That Bylaw No. 4387 be adopted.
CARRIED

9.3. 20-739 Saanich Peninsula Water Service - Bulk Water Rate Bylaw Amendment

MOVED by Director Orr, SECONDED by Director McNeil-Smith,
That Bylaw No. 4388 cited as "Bulk Water Rates Bylaw, 1977, Amendment Bylaw No. 40, 2020" be introduced and read a first, second, and a third time.
CARRIED

MOVED by Director Orr, SECONDED by Director McNeil-Smith,
That Bylaw No. 4388 be adopted.
CARRIED

10. NOTICE(S) OF MOTION

Director Desjardins:
That the board direct staff to report back on options to provide a financial contribution to the Greater Victoria Harbour Authority led Economic Impact Study which is inclusive of the Economic Impact of both Esquimalt and Victoria Harbours in the region.

Director Taylor:
That the Board write to Rob Fleming, Minister of Transportation and Infrastructure and Bowinn Ma, Minister of State for Infrastructure, applauding their government's commitment to fund free transit for children up to and including age 12 as an example of how we can build a better future though fighting climate change:
- expressing the CRD's eagerness to work with them to improve transit and

other low carbon transportation on the South Island to meet the aspirations of the South Island Transportation Strategy;
• noting that following through on the aspiration of the South Island Transportation Strategy "to fundamentally shift how people move around south Vancouver Island will be necessary to meet the CRD's goal of a 61% reduction in GHG emissions from 2007 levels by 2038;
• and that the CRD does not consider failure to meet this goal to be an option given the seriousness of the climate emergency
and communicating the CRD's willingness to collaborate with Minister Fleming and Minister Ma in the identification, planning and development of key transit projects in this region.

Director Loveday:
That the CRD invite BC Transit President and CEO Erinn Pinkerton and/or other BC Transit staff to speak to the Committee of the Whole about transportation priorities and climate action on southern Vancouver Island at an appropriate time.

11. NEW BUSINESS

There was no new business.

12. MOTION TO CLOSE THE MEETING

12.1. 20-780 Motion to Close the Meeting

MOVED by Director Blackwell, SECONDED by Director Mersereau,
That the meeting be closed for Appointments in accordance with Section 90(1)(a) of the Community Charter.
CARRIED

MOVED by Director Blackwell, SECONDED by Director Mersereau,
That the meeting be closed for Land Acquisition in accordance with Section 90(1)(e) of the Community Charter.
CARRIED

MOVED by Director Blackwell, SECONDED by Director Mersereau,
That such disclosures could reasonably be expected to harm the interests of the Regional District.
CARRIED

MOVED by Director Blackwell, SECONDED by Director Mersereau,
That the meeting be closed for Intergovernmental Negotiations in accordance with Section 90(2)(b) of the Community Charter.
CARRIED

The Capital Regional District Board moved into closed session at 4:43 pm.

13. RISE AND REPORT

The Capital Regional District Board rose from closed session at 4:50 pm and reported on the following items.

3.1. Appointments to CRD Committees and Commissions
In accordance with Bylaw No. 3486, that the following persons be appointed to the Galiano Island Parks and Recreation Commission for a term to start January 1, 2021 and expire December 31, 2022: Charlene Dishaw, Gerald Longson, Andrew Simon

In accordance with Bylaw No. 3763, that the following persons be appointed to the Juan de Fuca Parks and Recreation Advisory Commission for a term to start January 1, 2021 and expire December 31, 2021: Kristen Lewis, Sandy McAndrews

In accordance with Bylaw No. 3763, that the following persons be appointed to the Juan de Fuca Parks and Recreation Advisory Commission for a term to start January 1, 2021 and expire December 31, 2022: Valerie Braunschweig, James Gaston, Scott McKay, Pat Sloan

In accordance with Bylaw No. 1875, that the following persons be appointed to the Lyall Harbour/Boot Cove Water Local Services Committee for a term to start January 1, 2021 and expire December 31, 2022: Ian Rowe, Jill Sabre

In accordance with Bylaw No. 3488, that the following person be appointed to the Mayne Island Parks and Recreation Commission for a term to start January 1, 2021 and expire December 31, 2022: Lance Shook

In accordance with Bylaw No. 3654, that the following persons be appointed to the Otter Point Fire Protection and Emergency Response Service Commission for a term to start January 1, 2021 and expire December 31, 2022: Bud Gibbons, Joanne Hemphill

In accordance with Bylaw No. 3654, that the following persons be appointed to the Otter Point Fire Protection and Emergency Response Service Commission for a term to start January 1, 2020 and expire December 31, 2021: Dave Gollmer, Scott Hemphill, Diane Morton, Paul White

In accordance with Bylaw No. 3561, that the following person be appointed to the Pender Island Community Parks and Recreation Commission for a term to start January 1, 2021 and expire December 31, 2022: Hans Tammemagi

In accordance with Bylaw No. 3281, that the following persons be appointed to the Port Renfrew Utility Services Commission for a term to start January 1, 2021 and expire December 31, 2022: Dan Quigley, Chris Welham

In accordance with Bylaw No. 3427, that the following person be appointed to the Saanich Peninsula Wastewater Commission for a term to start January 1, 2021 and expire December 31, 2021: David Kelbert

In accordance with Letters Patent, that the following person be appointed to the Saanich Peninsula Water Commission for a term to start January 1, 2021 and expire December 31, 2021: David Kelbert

In accordance with Bylaw No. 3727, that the following persons be appointed to the Salt Spring Island Community Economic Development Commission for a term to start January 1, 2021 and expire December 31, 2022: Jason Griffin, Inga Michaelsen, Daniel Wood, Bryan Young

In accordance with Bylaw No. 3727, that the following persons be appointed to the Salt Spring Island Community Economic Development Commission for a term to start January 1, 2021 and expire December 31, 2021: Kya Dalton, Dr. Daniel Muzyka

In accordance with Bylaw No. 3763, that the following persons be appointed to the Salt Spring Island Parks and Recreation Advisory Commission for a term to start January 1, 2021 and expire December 31, 2022: Sonja Collombin, Sean Norgard, Drew Takahashi, Brian Webster

In accordance with Bylaw No. 3450, that the following persons be appointed to the Salt Spring Island Transportation Commission for a term to start January 1, 2021 and expire December 31, 2022: Gayle Baker, Shellie Barrett, Myna Lee Johnston, Gary Lehman

In accordance with Bylaw No. 3485, that the following persons be appointed to the Saturna Island Parks and Recreation Commission for a term to start January 1, 2021 and expire December 31, 2022: Mairead Boland, Andre Green, Ian Gaines, Rick Jones

In accordance with Bylaw No. 3131, that the following persons be appointed to the Skana Water Service Committee for a term to start January 1, 2021 and expire June 30, 2022: Bev Hill, Robert Percival

In accordance with Bylaw No. 2788, that the following person be appointed to the Sooke and Electoral Area Parks and Recreation Commission for a term to start January 1, 2021 and expire December 31, 2021: Connor Doucet

In accordance with Bylaw No. 3803, that the following persons be appointed to the Southern Gulf Islands Community Economic Sustainability Commission for a term to start January 1, 2021 and expire December 31, 2022: Paul Brent, Michael Hoebel

In accordance with Bylaw No. 3523, that the following persons be appointed to the Southern Gulf Islands Public Library Commission for a term to start January 1, 2021 and expire December 31, 2022: Ilka Allers-Olsen, Lee Anthony, Evey Gabille, Ginny Macoun, Lori Ragan, Sarah Stang, Judi Walker, Dianne Wilson

In accordance with Bylaw No. 3693, that the following persons be appointed to the SSI – Beddis Water Service Commission for a term to start January 1, 2021 and expire December 31, 2022: Geoff Bartol, Michael McCormick

In accordance with Bylaw No. 3693, that the following persons be appointed to the SSI – Cedar Lane Water Service Commission for a term to start January 1, 2021 and expire December 31, 2022: Jason Griffin, Cathy Lenihan

In accordance with Bylaw No. 3693, that the following persons be appointed to the SSI – Fulford Water Service Commission for a term to start January 1, 2021 and expire December 31, 2022: Alan Martin, Gord Singbeil

In accordance with Bylaw No. 3693, that the following person be appointed to the SSI – Ganges Sewer Local Services Commission for a term to start January 1, 2021 and expire December 31, 2022: Gary Utter

In accordance with Bylaw No. 3693, that the following persons be appointed to the SSI – Highland Water and Sewer Services Commission for a term to start January 1, 2021 and expire December 31, 2022: Brian Travelbea, Laura Travelbea, Kevin Wilson

In accordance with Bylaw No. 3693, that the following persons be appointed to the SSI – Salt Spring Island Liquid Waste Disposal Local Service Commission for a term to start January 1, 2021 and expire December 31, 2022: Mary Richardson, Laura Travelbea, Sandra Ungerson

In accordance with Bylaw No. 2558, that the following persons be appointed to the Sticks Allison Water Service Committee for a term to start January 1, 2021 and expire October 31, 2022: Maria Carmita de Menyhart, Brian Russell

In accordance with Bylaw No. 3131, that the following persons be appointed to the Surfside Park Estates Water Service Committee for a term to start January 1, 2021 and expire June 30, 2022: Richard Bougie, Rob Noyes

In accordance with Bylaw No. 3520, that the following persons be appointed to the Traffic Safety Commission for a term to start January 1, 2021 and expire December 31, 2022: Corey Burger, Ron Cronk, Dr. Frederick Grouzet, Todd Litman, Paweena Sukhawathanakul, Rudi Wetselaar, Jade Yehia

In accordance with Bylaw No. 3511, that the following persons be appointed to the Wilderness Mountain Water Service Commission for a term to start January 1, 2021 and expire December 31, 2022: Larry Cutler, Martin Lechowicz

14. ADJOURNMENT

MOVED by Director Blackwell, SECONDED by Director Screech,
That the December 9, 2020 Capital Regional District Board meeting be adjourned at 4:50 pm.
CARRIED

_____

CHAIR

CERTIFIED CORRECT:

_____

CORPORATE OFFICER

Sherri Closson

From: Legserv
Subject: FW: Addressing the Board - Submission

Your name::
Eric Doherty

I represent::
Greater Victoria Acting Together (GVAT)

Municipality/Electoral Area in which you reside::
Victoria

I wish to address::
Capital Regional District Board

Meeting Date::
Jan 13, 2021, 1:10pm

Agenda Item::
7.2. 20-787 Transportation Gap Summary (Director Taylor), 10.2. 21-031 Letter to Transportation and Infrastructure Ministers (Director Taylor), and 10.3. 21-032 Invitation to BC Transit (Director Loveday)

My reason(s) for appearing (is/are) and the substance of my presentation is as follows::
To express support for all three recommendations.

I will have a PowerPoint or video presentation and will submit it at least 24 hours in advance of the meeting.:
No

The meeting and my presentation will be webstreamed live via the CRD website and recorded.:
I understand,

Sherri Closson

From: Legserv
Subject: FW: Addressing the Board - Submission

Your name::
Savannah Barratt

I represent::
Camosun College Student Society

Municipality/Electoral Area in which you reside::
Saanich

I wish to address::
Arts Commission

Meeting Date::
Jan 13, 2021, 1:10pm

Agenda Item::
7.2. 20-787 Transportation Gap Summary (Director Taylor), 10.2. 21-031 Letter to Transportation and Infrastructure Ministers (Director Taylor)

My reason(s) for appearing (is/are) and the substance of my presentation is as follows::
To request that board members vote in favor of both resolutions.

I will have a PowerPoint or video presentation and will submit it at least 24 hours in advance of the meeting.:
No

The meeting and my presentation will be webstreamed live via the CRD website and recorded.:
I understand,

Sherri Closson

From: Legserv
Subject: FW: Addressing the Board - Submission

Your name::
Eric Diller

I represent::
Island Transformations Organization

Municipality/Electoral Area in which you reside::
Sidney

I wish to address::
Arts Commission

Meeting Date::
Jan 13, 2021, 1:10pm

Agenda Item::
7.2

My reason(s) for appearing (is/are) and the substance of my presentation is as follows::
I wish to comment on the motions arising out of the December 9 meeting and how they could affect the outcome of this meeting.

I will have a PowerPoint or video presentation and will submit it at least 24 hours in advance of the meeting.:
No

The meeting and my presentation will be webstreamed live via the CRD website and recorded.:
I understand,

Sherri Closson

From: Legserv
Subject: FW: Addressing the Board - Submission

Your name::
Sue Stroud

I represent::
Better Transit Alliance

Municipality/Electoral Area in which you reside::
Central Saanich

I wish to address::
Capital Regional District Board

Meeting Date::
Jan 13, 2021, 1:10pm

Agenda Item::
7.2, 10.2, 10.3

My reason(s) for appearing (is/are) and the substance of my presentation is as follows::
I am a lifelong transit user, a member of the Better Transit Alliance and feel the urgency of a rapid shift to lower-emitting transit to combat rapidly increasing climate change. The pace of transit expansion throughout the region must be accelerated. Our changes are moving too slowly and without enough consideration for connecting all areas to reduce individual vehicular traffic. We have to improve quickly & with more low-emission buses.

I will have a PowerPoint or video presentation and will submit it at least 24 hours in advance of the meeting.:
No

The meeting and my presentation will be webstreamed live via the CRD website and recorded.:
I understand,

Sherri Closson

From: Legserv
Subject: FW: Addressing the Board - Submission

Your name::
Sue Stroud

I represent::
Better Transit Alliance

Municipality/Electoral Area in which you reside::
Central Saanich

I wish to address::
Capital Regional District Board

Meeting Date::
Jan 13, 2021, 1:10pm

Agenda Item::
7.2, 10.2, 10.3

My reason(s) for appearing (is/are) and the substance of my presentation is as follows::
I am a lifelong transit user, a member of the Better Transit Alliance and feel the urgency of a rapid shift to lower-emitting transit to combat rapidly increasing climate change. The pace of transit expansion throughout the region must be accelerated. Our changes are moving too slowly and without enough consideration for connecting all areas to reduce individual vehicular traffic. We have to improve quickly & with more low-emission buses.

I will have a PowerPoint or video presentation and will submit it at least 24 hours in advance of the meeting.:
No

The meeting and my presentation will be webstreamed live via the CRD website and recorded.:
I understand,

Sherri Closson

From: Legserv
Subject: FW: Addressing the Board - Submission

Your name::
Steve Gray

Municipality/Electoral Area in which you reside::
Metchosin

I wish to address::
Capital Regional District Board

Meeting Date::
Jan 13, 2021, 1:10pm

Agenda Item::
7.2

My reason(s) for appearing (is/are) and the substance of my presentation is as follows::
Speaking in favour of the motion. My concern is that the CRD support transit projects as priority over highway projects.

I will have a PowerPoint or video presentation and will submit it at least 24 hours in advance of the meeting.:
No

The meeting and my presentation will be webstreamed live via the CRD website and recorded.:
I understand,

Sherri Closson

From: Legserv
Subject: FW: Addressing the Board - Submission

Your name::
TODD LITMAN

I represent::
Cities for Everyone

Municipality/Electoral Area in which you reside::
Victoria

I wish to address::
Capital Regional District Board

Meeting Date::
Jan 13, 2021, 1:10pm

Agenda Item::
Item 7.2, Support for Union of BC Municipalities Resolution B143

My reason(s) for appearing (is/are) and the substance of my presentation is as follows::
We recommend that the CRD Board support the following motion under agenda item 7.2:

"That the Board express its support for Union of BC Municipalities Resolution B143 - Shifting Investment to Low-Emission Transportation which passed at the 2019 convention, and request that staff consider the commitment in the Pan-Canadian framework on clean growth and climate change, to shift investments "from higher to lower-emitting types of transportation" in their work."

I will have a PowerPoint or video presentation and will submit it at least 24 hours in advance of the meeting.:
No

The meeting and my presentation will be webstreamed live via the CRD website and recorded.:
I understand

Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT EMERGENCY MANAGEMENT COMMITTEE MEETING OF WEDNESDAY, DECEMBER 16, 2020

SUBJECT **Capital Regional District Corporate Emergency Plan Revision**

ISSUE SUMMARY

To seek Emergency Management Committee approval of the revised Corporate Emergency Plan.

BACKGROUND

The Capital Regional District (CRD) is required to maintain an emergency plan as directed by the *Emergency Program Act* and regulations. Accordingly, Protective Services undertakes a review and revision of the Corporate Emergency Plan (CEP) on a cyclic basis consistent with best practices in emergency management. Since the current CEP was approved in 2015, there have been a number of changes in standards, processes and technology in conjunction with the evolution and expectations of local authority emergency planning based on changes in policy and lessons learned from incidents.

Since the last revision of the CEP there have been a number of incidents regionally and provincially that have generated new learning and processes. Some examples of these are the current COVID 19 pandemic, the provincial wildfires of 2017 and 2018, the January 2018 tsunami warning event, the December 2018 windstorm, and numerous wildfires in the CRD. The pertinent after action report recommendations from these events are incorporated into this updated plan as appropriate as well as the learnings gained from the ongoing Emergency Operations Centre activation and response to the current pandemic. Additionally, the CRD Emergency Program was audited in 2018 by the Auditor General of Local Government which led to some recommendations that are considered in the plan, especially those related to the new expectations around business continuity.

There have been some significant collaborative emergency planning activities undertaken amongst the local authorities in the region along with the introduction of the 2018 Memorandum of Understanding regarding the Regional Emergency Management Partnership with Emergency Management BC (EMBC). These collaborations have generated a number of joint planning initiatives that have resulted in updates to the plan.

EMBC is currently in the process of modernizing the *Emergency Program Act* and regulations. The new legislation was expected to be released in the fall of 2020 though was delayed by the pandemic. Any changes to legislation that impacts local authority emergency planning requirements will be incorporated into this plan once they are published by the province and may be brought back to the Emergency Management Committee as needed.

The CRD will be seeking accreditation of our CEP through the Emergency Management Accreditation Program (EMAP) as approved in the Protective Services divisional planning. The EMAP accreditation process requires that our emergency plan aligns with the recognized standards and the revised CEP has been adapted accordingly.

ALTERNATIVES

Alternative 1
The Capital Regional District (CRD) Emergency Management Committee recommends to the CRD Board:
That the revised CRD Corporate Emergency Plan be approved.

Alternative 2
That the Capital Regional District Corporate Emergency Plan Revision report be referred back to staff for review and additional changes based on Emergency Management Committee direction.

IMPLICATIONS

Service Delivery Implications
The CRD's overall response to incidents and emergencies is guided by the CRD Corporate Emergency Plan. All other emergency plans and emergency response procedures within the CRD's area of responsibility, such as electoral area and operational business units' plans, are developed in alignment with the CEP to ensure a consistent, coordinated and effective response to emergencies impacting the region. Specific changes of note are the:

- Regional Concept of Operations
- Updated Pandemic Response Plan
- Incident and Spill Notification Process
- Updated Tsunami Notification Protocol (reflecting the addition of Alert Ready notifications by EMBC for tsunami warnings)
- Emergency Communications Plan for Tsunami Alerts in the CRD
- Corporate Communications emergency messaging procedures

Alignment with Board & Corporate Priorities
The revision of the CEP aligns with the Board's priority "We envision increased regional co-operation in protecting public safety and preparing for, responding to and recovering from emergencies" and is consistent with the approved Protective Services Plans and Initiative Business Cases (IBC) including:

- IBC 7a-1 Support CRD Board in exploring more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks & vulnerabilities;
- IBC 7a-4 Update Corporate Emergency Plan to include implementation of Auditor General for Local Government Performance Audit recommendations; and
- IBC 7a-7 Pursue accreditation for the CRD Emergency Management Program.

CONCLUSION

The maintenance of an emergency plan that aligns with the *Emergency Program Act* and regulations is a legislated requirement. The revised CEP complies with legislation, reflects amendments to the plan based on best practice within the field of Emergency Management and aligns with the EMAP accreditation standards.

RECOMMENDATION

The Capital Regional District (CRD) Emergency Management Committee recommends to the CRD Board:
That the revised CRD Corporate Emergency Plan be approved.

Submitted by:	Shawn Carby CD, BHSc, MAL Senior Manager, Protective Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT

Appendix A: CRD Corporate Emergency Plan – December 2020

CRD Corporate Emergency Plan

December 2020

Contents

DOCUMENT VERSION 7
Record of Revisions 7
PLAN DISTRIBUTION 7
Internal Distribution List 7
External Distribution List 7
CAPITAL REGIONAL DISTRICT OVERVIEW 8
CHAPTER 1: PURPOSE AND SCOPE 10
CHAPTER 2: DEFINITIONS 10
2.1 Emergency Program Act Definitions 10
CHAPTER 3: PLAN ADMINISTRATION 11
3.1 Program Administration and Evaluation 11
3.1.1 Strategic Planning 11
3.2 Coordination 13
3.2.1 Designated Emergency Management Department 13
3.2.2. Individual Authority 13
3.3 Advisory Committees and Commissions 13
3.3.1 Advisory Committees and Commissions 13
3.3.2 Meeting Frequencies 14
3.4 Administration and Finance 14
3.4.1 Before, During and After 14
3.4.2 Cost Recovery 15
3.5 Laws and Authorities 15
3.5.1 Statutes, Regulations, Legislation 15
3.5.2 Legislative and Regulatory Change Management 17
CHAPTER 4: EMERGENCY MANAGEMENT PROGRAM ELEMENTS 19
4.1 Hazard, Risk, and Vulnerability Assessment and Consequence Analysis 19
4.1.1 Hazard Summary 19
4.1.2 Consequence Analysis 21
4.2 Hazard Mitigation/Disaster Risk Reduction Measures 27
4.3 Prevention and Preparedness 28
4.3.1 The Prevention and Preparedness Cycle 28
4.4 Operational Planning and Procedures 28
4.4.1 Emergency Program Plans 28

4.4.2 Content of Plans....29
4.4.3 Areas of Responsibility within Plans....29
4.4.4 Operational Emergency Plans....29
4.4.5 Departmental Emergency Response Plans....30
4.4.6 Recovery Plans....30
4.5 Incident Management....32
4.5.1 Emergency Operations Centres/Department Operations Centres Structures....32
4.5.2 EOC Staffing....41
4.5.3 EOC Training....41
4.5.4 Training List Maintenance....41
4.6 Resource Management, Mutual Aid, and Logistics....41
4.7 Communications and Warnings....42
4.7.1 Notification of Event Occurrence....42
Emergency Information Validation Protocol....43
4.7.2 CRD Incident & Spill Reporting Protocol....44
4.7.3 CRD Emergency Notification Process....46
4.8 Facilities 4.8.1 CRD Corporate EOC and Alternate Locations....46
4.8.2 Department Operations Centers - DOCs....47
4.8.3 Electoral Area Emergency Operations Center - EA EOCs....47
4.9 Plan Testing and Training....48
4.10 Exercises, Evaluation and Corrective Actions....48
4.11 Emergency Communications....49
4.11.1 Emergency Communications Guidelines....49
4.11.2 Joint Information Centre (JIC)....49
4.12 Electoral Area (EA) Emergency Program Coordinators (EPCs)....50
CHAPTER 5: CONCEPT OF OPERATIONS – RESPONSE....51
5.1 Provincial Response System....51
5.2 Trigger Points....51
5.3 Provincial Emergency Coordination Centre (PECC)....51
5.4 Provincial Regional Emergency Operations Centers (PREOC)....52
5.5 Site Operations....53
5.6 Site Support....53
5.6.1 Capital Regional District Emergency Operations Center (CRD EOC)....53
5.6.2 Electoral Area Emergency Operations Center (EA EOC) - JDF, SGI, SSI....53

5.6.3 Departmental Operations Center (DOC)....54
5.6.4 Emergency Support Services (ESS)....54
5.7 Regional Concept of Operations....55
CHAPTER 6: EVACUATION....56
6.1 Evacuation Authority....56
6.2 Evacuation Stages....56
Legal Authority for Evacuation....58
CHAPTER 7: EXERCISE PLAN....60
7.1 Exercise Plan Goal....60
7.1.2 Background....60
7.1.3 Overview....60
7.1.4 Outcomes....60
7.1.5 Process....60
7.2 Emergency Exercise Timeline....61
CHAPTER 8: EMERGENCY COMMUNICATIONS PROCEDURES....62
Step 1: Prepare to Activate Corporate Communications....62
Step 2: Activate Corporate Communications....62
Step 3: Corporate Communications Activated....62
Step 4: Ongoing Updates....62
Step 5: Situation Close & Debrief....62
Emergency Communications Guideline....66
CHAPTER 9: REGIONAL CONCEPT OF OPERATIONS....77
CHAPTER 10: CRD TSUNAMI ALERTING PROCEDURES....93
10.1 CRD Tsunami Warning System Activation Protocols....93
10.2 Capital Regional District Distant vs. Local Tsunami Response Protocols....96
CHAPTER 11: EMERGENCY COMMUNICATIONS PLAN FOR TSUNAMI ALERTS IN THE CAPITAL REGION....100
CHAPTER 12: PANDEMIC RESPONSE PLAN....115
12.1 Purpose....115
12.2 Strategic Context....115
12.2.1 Pandemic Response Strategy....116
12.2.2 Protect Staff....116
12.2.3 Deliver Essential Services....116
12.2.4 Communication....116
12.3 Response Structure....116

12.3.1 Emergency Management System and Response Structure....116
12.3.2 EOC- Decentralized Model....116
12.3.3 Physical and Virtual Spaces....117
12.4 Response Plan....119
11.4.1 Strategies and Planning Priorities....119
12.4.2 Phases of Pandemic and Assumptions....121
12.4.3 Planning and Response....123
12.5 EOC Activation Triggers during Pandemic....130
GLOSSARY AND ACRONYMS....132
Appendix A: EOC Position Checklists....145
Standard CRD EOC All Positions Checklist....146
CRD Board Chair....147
Policy Group Position Guide....149
GM Advisory Group Position Guide....151
EOC Director Position Guide....154
EOC Activation Level and Mobilization of Personnel....154
Request for an EMBC Task Number....155
Establishing EOC Priorities and Objectives....155
EOC Action Plans- EOC Action Plan Form 502....155
Press Releases....156
Media Interviews- EOC Spokesperson Media Statement Form 422....156
Public Information Bulletins....156
Situation Reports- EOC Situation Report Form 501....156
Evacuation Orders- Evacuation Procedures and Messaging, Forms 421 and 420....156
Declaration of State of Local Emergency....157
Request for Mutual Aid....158
Requests for Provincial/Federal Support (Extraordinary Resources Requests)....158
EOC Director Checklist....159
EOC Deputy Director Checklist....162
Risk Management Officer Checklist....164
Liaison Officer Checklist....166
Information Officer Checklist....168
Operations Section Chief....171
Fire Branch Coordinator....173

Planning Section Chief....175
Planning Section – Branch Coordinator(s)....178
Logistics Section Chief....179
Logistics Branch Coordinator....181
Information Technology (IT) Branch Coordinator....182
Transportation Unit Coordinator....184
Personnel Unit Coordinator....185
Supply Unit Coordinator....187
EOC Support Branch Coordinator....189
Finance/Administration Section Chief....191
Finance/Administration Section – Branch Coordinator....193
Time Unit Coordinator....194
Procurement Unit Coordinator....195
Cost Accounting Unit Coordinator....196
Compensation and Claims Unit Coordinator....198
DOC Operations Coordinator(s)....199
EA EOC Operations Coordinator(s)....201
Appendix B: EOC Forms....203
DECLARATION OF STATE OF LOCAL EMERGENCY ORDER....204
EVACUATION PLAN MESSAGE FORM #420....205
SPOKESPERSON MEDIA STATEMENT FORM #422....206
CRD Emergency Operation Centre Situation Report Form #501....207
Incident Action Plan Form #502....209
Section Status Report Form #401....210
Position Log – Form #414....212
Working Notes for Position Log – Form #414....213
EOC Check-In/Check Out Form #511....214
EOC Management Team Briefing Agenda Form #401....215

DOCUMENT VERSION #1

Record of Revisions

Version	Revised By	Details	Revision Date

PLAN DISTRIBUTION

Internal Distribution List

Copy	Department	Division
1	Board	Chair
2	Board	Director – Juan de Fuca
3	Board	Director – Salt Spring Island
4	Board	Director – Southern Gulf Islands
5	Executive Services	CAO
6	Executive Services	Human Resources
7	Executive Services	Corporate Communications
8	Executive Services	Legislative Services
9	Planning and Protective Services	General Manager
10	Planning and Protective Services	Protective Services
11	Planning and Protective Services	EOC Director Grab and Go Bag
12	Planning and Protective Services	Electoral Area Emergency Programs
13	Planning and Protective Services	Juan de Fuca EOC (EPC)
14	Planning and Protective Services	Salt Spring Island EOC (EPC)
15	Planning and Protective Services	Southern Gulf Islands EOC (EPC)
16	Corporate Services	General Manager
17	Integrated Water Services	General Manager
18	Integrated Water Services	Watershed Protection
19	Environmental Sustainability	General Manager
20	Environmental Sustainability	Water Quality
21	Parks and Community Services	General Manager
22	Parks and Community Services	SEAPARC
23	Parks and Community Services	Panorama Rec

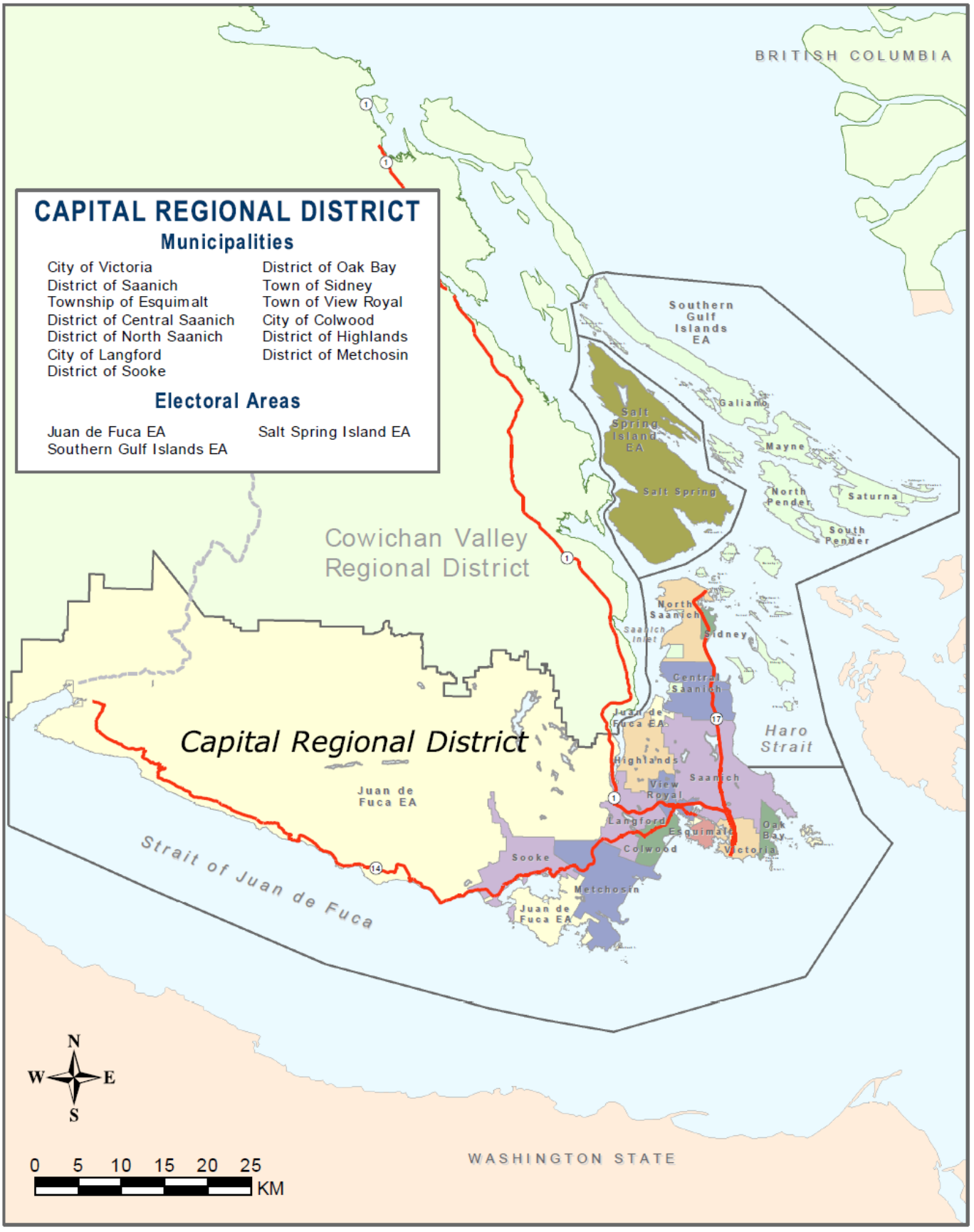
External Distribution List

Agency	Name	Position	Copies
EMBC		Regional Manager	1

CAPITAL REGIONAL DISTRICT OVERVIEW

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas on the southern tip of Vancouver Island. There are nine First Nations communities located in the geographic area of the CRD. For the purposes of statistical analysis, these municipalities, First Nations communities and EAs are divided into four sub-regions which are outlined in the following table:

Core	Peninsula	West Shore	Gulf Islands
• Esquimalt • Esquimalt First Nation • Oak Bay • Songhees First Nations • Saanich • Victoria • View Royal	• Central Saanich • North Saanich • Sidney • Tsarlip First Nation • Tsawout First Nation • Tseycum First Nation	• Colwood • Highlands • Juan de Fuca EA • Langford • Malahat First Nation • Pacheedaht First Nation • Metchosin • T'Sou-ke First Nation • Scia'new (Beecher Bay) First Nation • Sooke	• Salt Spring Island EA • Southern Gulf Islands EA


CAPITAL REGIONAL DISTRICT
Municipalities
City of Victoria
District of Saanich
Township of Esquimalt
District of Central Saanich
District of North Saanich
City of Langford
District of Sooke
District of Oak Bay
Town of Sidney
Town of View Royal
City of Colwood
District of Highlands
District of Metchosin
Electoral Areas
Juan de Fuca EA
Southern Gulf Islands EA
Salt Spring Island EA
BRITISH COLUMBIA
Southern Gulf Islands EA
Galiano
Salt Spring Island EA
Mayne
Salt Spring
North Pender
Saturna
South Pender
Cowichan Valley Regional District
North Saanich
Sidney
Saanich Inlet
Central Saanich
Juan de Fuca EA
Capital Regional District
Haro Strait
Highlands
View Royal
Saanich
Juan de Fuca EA
Langford
Esquimalt
Oak Bay
Colwood
Victoria
Sooke
Metchosin
Juan de Fuca EA
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CHAPTER 1: PURPOSE AND SCOPE

1. The Purpose of Capital Regional District (CRD) Corporate Emergency Plan is to guide the CRD's strategic response to emergencies and disasters using an all-hazards approach to emergency management. This comprehensive approach is designed to meet our mandated response goals under the British Columbia Emergency Management System (BCEMS) and coordinate actions across all CRD departments and services.

2. By focusing on the mitigation of, preparedness for, response to and recovery from disasters, the CRD is following comprehensive emergency management practices as described by the four phases of emergency management.

CHAPTER 2: DEFINITIONS

2.1 Emergency Program Act Definitions

1 (1) In this Act:

"declaration of a state of emergency" means a declaration of the minister or the Lieutenant Governor in Council under section 9 (1);

"declaration of a state of local emergency" means a declaration of a local authority or the head of a local authority under section 12 (1);

"director" means the person appointed under section 2 (3) as the director of the Provincial Emergency Program;

"disaster" means a calamity that

a) is caused by accident, fire, explosion or technical failure or by the forces of nature, and
b) has resulted in serious harm to the health, safety or welfare of people, or in widespread damage to property;

"electoral area" means an electoral area as defined in the Local Government Act;

"emergency" means a present or imminent event or circumstance that

a) is caused by accident, fire, explosion, technical failure or the forces of nature, and
b) requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of a person or to limit damage to property;

"government corporation" has the same meaning as in the Financial Administration Act, and includes the South Coast British Columbia Transportation Authority continued under the South Coast British Columbia Transportation Authority Act and any of its subsidiaries;

"head of a local authority" means

a) for a municipality, the mayor or a person designated by the municipal council to act in the capacity of mayor in the mayor's absence, and
b) an electoral area in a regional district, the chair of the board of the regional district, or, in the chair's absence, a vice chair;

"jurisdictional area" means any of the following for which there is a local authority:

a) a municipality;
b) an electoral area;
c) a national park;

"local authority" means

a) for a municipality, the municipal council,
b) f or an electoral area in a regional district, the board of the regional district, or
c) for a national park, the park superintendent or the park superintendent's delegate if an agreement has been entered into with the government of Canada under section 4 (2) (e) in which it is agreed that the park superintendent is a local authority for the purposes of this Act;

"local emergency plan" means an emergency plan prepared under section 6 (2);

"Provincial Emergency Program" means the Provincial Emergency Program continued under section 2 (1);

"Provincial emergency plans" means the emergency plans prepared under section 4 (1);

"volunteer" means a volunteer registered by a local authority or the Provincial Emergency Program for the purpose of responding to a disaster or an emergency.

2. A local authority has responsibility under this Act for the jurisdictional area for which it is the local authority.

CHAPTER 3: PLAN ADMINISTRATION

3.1 Program Administration and Evaluation

3.1.1 Strategic Planning

3.1.1.1 Executive Policy

The CRD Emergency Program operates under Bylaw 3447; a Bylaw to establish the operation and administration of the Capital Regional District Emergency Program Service, and consists of two primary appointed bodies, the Emergency Management Committee (EMC) and the Emergency Coordinating Committee (ECC). It is also linked with other CRD multi-year strategic plans, such as the five-year Capital Regional District Corporate Plan and five-year Protective Services Service Plan, as well as emergency planning initiatives from the Regional Emergency Management Partnership (REMP), and EMBC.

The CRD Corporate Emergency Plan has been developed with input from a variety of internal and external stakeholders and according to guidelines from Emergency Management British Columbia (EMBC).

3.1.1.2 Mission, Goals, Objectives, and Milestones

Mission: Our mission is to serve and support the citizens of the Capital Regional District Electoral Areas, and the CRD services and programs, in preparing for, mitigating, responding to, and recovering from emergency and disaster events.

3.1.1.3 CRD Emergency Plan Integration and Implementation

The three CRD Electoral Areas along with each CRD department identified within the Corporate Emergency Plan will develop and maintain their own functional emergency plans and are supported by Protective Services. All corresponding departmental business continuity plans and corporate business continuity plan are the responsibility of Risk Management. All such completed plans may be annexed into the CRD Corporate Emergency Plan.

Emergency plans at the Corporate, EA, and departmental levels are intended to support any associated hazard-specific Standard Operating Procedures (SOP) and/or Standard Operating Guidelines (SOG) as well as the emergency plans at the site-support level. A detailed explanation of the CRD site support model is provided in the Concept of Operations – Response section. The integration of CRD emergency plans and procedures is modeled to ensure the plans are not only consistent with their associated SOPs and SOGs, but also the emergency plan they support.

Each EA and CRD department will ensure that a member of its staff or emergency program is designated to maintain and revise their own emergency plans and SOPs on an ongoing basis. All CRD emergency plans and procedures will follow the British Columbia Emergency Management System (BCEMS), Emergency Management Accreditation Program (EMAP), the Sendai Framework, and the concept of operations established by the CRD Corporate Emergency Plan.

BCEMS Priorities

The CRD EOC's priorities and response goals will follow the response objectives established by the British Columbia Emergency Management System (BCEMS) listed below in order of priority:

1. Provide for health and safety of responders
2. Save lives
3. Reduce suffering
4. Protect public health
5. Protect infrastructure
6. Protect property
7. Protect the environment
8. Reduce economic and social losses

3.1.1.4 Schedule for Maintenance and Revision

The Plan is to be reviewed annually in May of each year. It will be revised with input from the Capital Regional District (CRD) Emergency Coordination Committee (ECC). The CRD ECC consists of the Emergency Manager (EM), departmental representatives and the EA EPCs.

Once the annual revisions are complete, the Plan is forwarded to the CRD Emergency Management Committee (EMC) for review and recommendation to the CRD Board for approval. Revisions to the appendices and minor administrative changes made through regular review do not require submission to the Board for approval.

Any recommended administrative or procedural revisions by an agency, service or department will be relayed to the CRD EM in a timely manner.

A copy of the Corporate Emergency Plan is located in CRD Central within the Emergency Preparedness Emergency Plans folder, and provided to designated staff on an encrypted USB stick.

Any questions and concerns regarding the CRD Emergency Management Program should be directed to the EM.

3.2 Coordination

3.2.1 Designated Emergency Management Department

The CRD has designated the Protective Services Division as the authority to administer the CRD Emergency Management Program.

3.2.2. Individual Authority

As per Bylaw 3447 Section 2.7, an Emergency Manager (EM) and an alternate (Deputy Emergency Manager) is appointed by the Board to facilitate emergency preparedness, response, and recovery measures.

3.3 Advisory Committees and Commissions

3.3.1 Advisory Committees and Commissions

As per Bylaw 3447, the CRD Emergency Management Program is operated and administered by two primary CRD-appointed bodies:

- The Emergency Management Committee (EMC)
- The Emergency Coordinating Committee (ECC)

The CRD Emergency Program also collaborates with other advisory commissions to allow for a coordinated input approach in the preparation, implementation, evaluation, and revision of the Program. These include, but is not limited to:

- Regional Emergency Management Partnership (REMP) – Bylaw 3530 and MOU signed March 2016
- Local Government Emergency Program Coordinator (LGEPAC) Commission – Bylaw 3531
- Regional Emergency Coordinator Advisory Commission (RECAC) [operating as REPAC – Regional Emergency Planning Advisory Commission] – Bylaw 3566
- Southern Gulf Islands (SGI) Emergency Advisory Commission – Bylaw 3749, Section 2

3.3.2 Meeting Frequencies

The Advisory Committees meet on a frequency as outlined by their associated Bylaws/Terms of Reference/Operating Guidelines:

Committee/Commission	Bylaw	Meeting Frequency
The Emergency Management Committee (EMC)	Bylaw 3447	Twice per year
The Emergency Coordinating Committee (ECC)	Bylaw 3447	Quarterly
Regional Emergency Management Partnership (REMP)	Bylaw 3530 and MOU signed March 2016	REMP Steering Committee – Quarterly
Local Government Emergency Program Advisory Commission (LGEPAC)	Bylaw 3531	Quarterly
Regional Emergency Coordinator Advisory Commission (RECAC) [operating as REPAC – Regional Emergency Planning Advisory Commission]	Bylaw 3566	Four times per year
Southern Gulf Islands (SGI) Advisory Commission	Bylaw 3749, Section 2	Minimum of five regular meetings per year

3.4 Administration and Finance

3.4.1 Before, During and After

Fiscal and financial procedures are in place for limited emergency management activities, mitigation and preparedness activities, as well as for initial response and recovery operations for emergency or disaster situations.

Corporate and Electoral Area emergency management mitigation and preparedness activities are budgeted under the Protective Services departmental budget, and augmented with contributions from other CRD departments.

Additional funding may be applied for through grant applications that support emergency programs to help enhance the resiliency of the CRD and the electoral area residents in preparing for, mitigating, responding to, and recovering from disaster or emergency events. Grant applications may be submitted for:

- Expenditure Authorization Forms through EMBC
- Emergency Operations Centre funding
- Evacuation planning
- FireSmart Education and Preventive Activities
- Emergency Support Services funding
- Funding for departmental Emergency Response Plans (ERPs) is the responsibility of the individual department or division.

3.4.2 Cost Recovery

The Finance Department manages all ordinary and extraordinary response and recovery costs associated with an emergency or disaster event, and tracks all incurred expenses. The Finance Department fulfills the functional role of the Finance Section Chief upon activation of the EOC, and is responsible for advising the EOC Director or alternate on financial matters relating to the response and recovery. EMBC will reimburse volunteers, volunteer groups, and local government for eligible expenses incurred during an eligible disaster or emergency response, or public safety lifeline training tasks. To receive reimbursement an Expense Reimbursement Request will be completed and submitted according to the EMBC Expense Reimbursement Policy 5.02 to the EMBC Regional Office for approval by the appropriate spending authority.

3.5 Laws and Authorities

3.5.1 Statutes, Regulations, Legislation

The legislation, standards, and best practices under which the Capital Regional District, its employees and agents are authorized to prepare for, mitigate, respond to, and recovery from an emergency is as follows:

1. The BC Emergency Program Act, [RSBC 1996] Chapter 111
2. Local Authority Emergency Management Regulation, B.C. Reg. 380/95 O.C. 1075/95
3. Capital Regional District Bylaw No. 3447
4. Compensation & Disaster Financial Assistance Regulation, B.C. Reg. 124/95
5. BC Wildfire Act [SBC 2004] Chapter 31
6. Emergency Management Standard: Emergency Management Accreditation Program 2016

3.5.1.1 Responsibilities under the "Emergency Program Act"

A local authority means [Sec. 1]:

a) for a municipality, the municipal council,
b) for an electoral area in a regional district, the board of the regional district, or
c) if agreed to, the superintendent of a national park.

Municipalities, electoral areas and national parks are termed jurisdictional areas in the act [Sec. 1]. Each local authority has responsibilities under the act for its jurisdictional area [Sec. 1(2)].

A local authority is at all times responsible for the direction and control of the local authority's emergency response, except in a few situations [Sec. 6(1)]. These are:

a) if local emergency plans conflict with provincial emergency plans [Sec. 8(2)],
b) when the Solicitor General orders a local authority to stop using any or all of its powers in a state of local emergency [Sec. 13(2)], or
c) when a state of emergency is declared for the same area covered by a state of local emergency [Sec. 14(3)].

A local authority must prepare emergency plans respecting preparation for, response to, and recovery from emergencies and disasters [Sec. 6(2)].

A local authority must establish and maintain an emergency management organization and may appoint a coordinator for the organization and may set up committees. A local authority may, in writing, delegate any of its powers and duties under the act to the committees, emergency management organization or coordinator except the power to declare a state of local emergency [Sec. 6(3&4)].

The CRD derives its authority from Letters Patent and provincial legislation (primarily the Local Government Act). It is run by a 24-member Board of Directors which includes appointed municipal directors and elected EA directors. The CRD provides regional governance and service for the entire Capital Region and may also create partnerships among any combination of municipalities and electoral areas for service or projects that are specific to individual parts of the region.

The CRD serves its citizens by providing and coordinating selected regional, municipal and local services for the, municipalities and electoral areas of the Capital Region. These services are provided for reasons of economy, effectiveness, practicality and uniformity.

3.5.1.2 Electoral Area Emergency Management Responsibilities

Under the Emergency Program Act, the CRD is the local authority for the three Electoral Areas (Juan de Fuca, Southern Gulf Islands and Salt Spring Island). As such, the CRD has the same responsibilities under the act that a municipality has to its own jurisdiction, specifically to:

1. Provide for the direction and control of the local authority's emergency response
2. Prepare emergency plans respecting preparation for, response to and recovery from emergencies and disasters
3. Establish and maintain an emergency management organization

3.5.1.3 Services Provided on a Region-Wide Basis

1. Regional Parks
2. 9-1-1 Emergency response telephone services
3. Solid waste disposal, including recycling programs
4. Wastewater trunk collection and disposal systems and environmental monitoring
5. Regional planning - Information on regional population growth, construction and development activities, land use and real estate trends. Management of the Regional Growth Strategy and of the Regional Transportation Model
6. Community relations - Information on CRD corporate services and programs, community consultation, internet web site
7. Capital Region Housing Corporation - Obtainable housing
8. Regional Hospital District - Cost sharing with the provincial government for hospital construction
9. Regional Water Supply- Clean, healthy water
10. Information technology services, including communications, cybersecurity.

3.5.1.4 Services Provided to Some of the Municipalities and Electoral Areas

1. Sewer and water systems which include: water supply and distribution mains, trunk sewer systems, waste water treatment plants, marine outfalls, water treatment plants, water pump stations, reservoirs, and sewage pump stations
2. Waste water disposal

3. Water conservation programs and initiatives
4. Parks and Recreation services - The CRD operates the Panorama Recreation center, the Sooke and Electoral area Parks and Recreation Commission (SEAPARC), and the Salt Spring Island Parks and Recreation Commission
5. CRD Traffic Safety Commission, the Greater Victoria Victim Services and Victoria Family Court Committee
6. Animal Control
7. Fire Dispatch

3.5.1.5 Services Provided to Electoral Areas Only

1. Fire Protection Areas - the CRD operates 10 fire protection areas
2. Electoral Area Grants-in-aid
3. Elections in Electoral Areas and referenda
4. Building Inspection
5. Regulatory Services (soil deposit removal, noise control, nuisances and unsightly premises, bylaw services)
6. Port Renfrew street lighting
7. Juan de Fuca emergency planning, Salt Spring Island emergency planning and Southern Gulf Islands emergency planning
8. Municipal Land Use Planning services (Juan de Fuca electoral area only)
9. Juan de Fuca Search and Rescue
10. Community Parks and Recreation Services including Juan de Fuca Parks and the Southern Gulf Islands (Galiano, Mayne, Saturna and Pender Islands)

3.5.2 Legislative and Regulatory Change Management

The CRD actively participates in workshops, forums, and information sessions to keep abreast of any legislative and regulatory changes. Protective Services staff, Electoral Area Emergency Program Coordinators and deputies, and assigned departmental representatives, also participate in workshops to assist in the development and/or updating of regulation and legislation, such as the Emergency Program Act replace and repeal process.

The CRD takes steps to ensure the change management cycle is effective and efficient by:

- Engaging in regulation consultation processes
- Monitoring the regulatory environment
- Identifying relevant regulatory change
- Determining what departments or areas of emergency management is affected
- Evaluating for alignment with legislative or bylaw requirements
- Determining the impact of the regulatory changes on the emergency management landscape
- Factoring in the costs associated with compliance
- Implementing policies, procedures, and activities to achieve compliance
- Communicating with affected stakeholders (CRD departments, electoral area emergency programs)
- Providing training on the changes as needed
- Monitoring the implemented changes and the reporting thereof

- Verifying that implemented changes achieve compliance through action reports and internal compliance audits
- Undertaking regular Hazard Risk Vulnerability Analysis, Climate Change Adaption, operational and strategic planning.

CHAPTER 4: EMERGENCY MANAGEMENT PROGRAM ELEMENTS

4.1 Hazard, Risk, and Vulnerability Assessment and Consequence Analysis

A hazard, risk, and vulnerability assessment (HRVA) is a wide-ranging identification and evaluation of the natural and human-caused hazards that potentially impact the jurisdiction. The purpose of the HRVA is to help emergency managers, city planners, politicians, and emergency responders make risk-based needs assessments for emergency plans to address the identified vulnerabilities, mitigate the hazards and to prepare for, respond and recover from hazard events.

The Emergency Management Program assesses the risk and vulnerability of people, property, the environment, and its own operations from these hazards through a valuation of:

- Hazards: Sources of potential harm, or situations with a potential for causing harm, in terms of human injury; damage to health, property, critical infrastructure, the environment, resources, corporate services and operations, and economy; or any combination thereof.
- Risk: The likelihood that a hazard will occur, including the severity of potential impacts to lives, health, property, operations, the environment, resources, and/or economy.
- Vulnerability: The people, property, infrastructure, industry, resources, corporate operations or environments that are particularly exposed to adverse impact from a hazardous event.

From there, the HRVA is not complete until actions to reduce the risks identified in the analysis are recommended and implemented/incorporated into existing Emergency Plans. The actions or measures recommended will not live solely in the emergency management program. Rather, risk reduction measures will affect multiple spheres of policy making and action within the CRD as an entity as well as within each operational area, such as infrastructure, climate change, community planning and land use, natural resource management, economic development, and health and wellbeing.

The HRVA is mandated by Section 2(1) of the Emergency Program Act, and requires local authorities to prepare emergency plans that reflect:

“The local authority’s assessment of the relative risk of occurrence and the potential impact on people and property of the emergencies or disasters that could affect all or any part of the jurisdictional area for which the local authority has responsibility.”

4.1.1 Hazard Summary

Each of the three electoral area Emergency Programs – Juan de Fuca, Salt Spring Island, and Southern Gulf Islands – completed an HRVA for their respective jurisdictions, and in 2011, the CRD facilitated a regional HRVA through the Centre for Research and Technology Institute (CRTI) that identified the various threats and hazards present in the Capital Regional District. In 2018, the CRD further informed the electoral area HRVAs by participating in a regional HRVA in collaboration with the Regional Emergency Management Partnership (REMP) and the 13 municipalities of the capital regional district. Additionally, key departments within the CRD have undertaken their own HRVAs to augment the Corporate HRVA.

The HRVAs will be revisited each time a significant change occurs in the hazards, risks, or vulnerabilities within an electoral area or CRD department and all will undergo a review and major update every five years. The changes will include an inventory and analysis of current risk reduction measures, an examination of recommendations for implementation, and creation of new risk reductions measures based upon outcomes of risk analysis.

Based on a 2017 REMP regional analysis of hazards that examined HRVAs from each of the three electoral areas as well as the CRD CRTI Hazard Analysis, the following hazards are considered to be the top priorities on which to focus efforts (combined):

- Atmospheric (Windstorm, snow storm/blizzard, lightning, ice storm, extreme temperatures)
- Disease/Pandemic – Human
- Earthquake - Major Event
- Fires (wildfire, interface)
- Transport Accidents (combined air, marine, road - loss of transport lanes/infrastructure)
- Utility Failure (Critical) > 72 hours
- Tsunami

Of note are those emerging trends for which pre-planning should begin, which includes:

- Climate Change Consequences
- Cyber Attacks
- Border Security
- Marine Oil Spill due to increased tanker traffic

Overall, 48 hazards were selected for analysis as follows:

1	Air Quality	25	Oil or Gas Pipeline Spill
2	Extreme Heat	26	Drought
3	Extreme Cold	27	Seiche
4	Fog	28	Storm Surge
5	Freezing Rain or Drizzle	29	Lake, River, and Stream Flooding
6	Hail	30	Coastal Flooding
7	Hurricane/Typhoon/High Wind Event	31	Storm Water Flooding (urban, local, pluvial)
8	Lightning	32	Flash Flooding
9	Snowstorms and Blizzards	33	Dam and Spillways Failure
10	Tornado	34	Structure Failure
11	Animal Disease	35	Electrical outage
12	Human Disease (Including Pandemic and Epidemic)	36	Food source interruption (supply chain, or community food stores)
13	Public Health Crisis	37	Telecommunications interruption
14	Structure Fire	38	Transportation route interruption
15	Wildfire	39	Wastewater
16	Landslide/Debris Flow	40	Water service interruption (Includes shortage and contamination)
17	Land subsidence (and Sinkholes)	41	Fuel source interruption
18	Earthquake	42	Cyber Security Threat

19	Liquefaction	43	National Security Threat
20	Tsunami (Telegenic and Terrestrial)	44	Public Order
21	Ash Fall	45	Major Planned Event
22	Explosions	46	Aircraft incident
23	Hazardous Materials Spill	47	Marine Vehicle incident
24	Nuclear Incident	48	Motor Vehicle incident

4.1.2 Consequence Analysis

Consequence: The physical/environmental, social, economic, and political impact or adverse effects that may occur as the result of a hazardous event.

The HRVA tool used provided eleven consequence categories that assess disaster impacts to communities and organizations in a holistic way.

Hazard scenarios were developed to assess community resilience and describe existing risk measures and vulnerabilities. The assessed consequences relate to these scenarios, risk measures and vulnerabilities. Each hazard was rated from 'None' to 'Extreme' consequence.

Considerations used when assessing vulnerability:

Social and Economic Factors:

- Persons with mobility considerations that may include age, health, medical conditions, or physical disability
- Persons who are dependent upon others, such as infants and seniors
- Persons who may speak English as a second language, or not speak English at all
- Persons with minimal social networks, such as recent arrivals to the community, tourists, etc.
- Persons already displaced, such as those experiencing homelessness or those in transition houses
- Persons who commute outside of the community for work
- Persons who live remotely thereby having a lack of access to critical infrastructure or services
- Areas that are culturally important and/or require special consideration for hunting, food sourcing

Physical and Environmental Factors:

- Structures built prior to current building codes
- Structures built in hazardous areas
- Critical infrastructure that require special attention, such as dams
- Areas where there is only one ingress/egress route
- Areas identified as protected habitat
- Coastlines and watersheds
- Areas previously impacted by a disaster
- Changes in ecosystem health

Consequence Categories:

Fatalities	Potential number of people killed as a result of the hazard.
Injuries, Disease or Hospitalization	Potential number of people injured or ill because of the hazard
Displacement:	Disruption to regular living situations, requiring people to either leave their home or be confined to their home without access to regular services. This includes short-term evacuation orders, evacuation alerts, shelter-in-place as well as long term or permanent relocation of individuals, families or communities.
Psychological Impact	Impacts to the emotional and social well-being of an individual, family group and/or community.
Support System Impact	Loss of accessibility to supports/networks or community groups, community reciprocity, trust and cooperation between community members.
Cultural Impact	Loss of cultural heritage and/or identity. May include loss of works, objects, places, practices and ecology that are directly associated with an important aspect or aspects of human history or culture.
Property Damage	The direct negative consequences of a hazard on buildings, structures and other forms of property, such as crops and livestock.
Critical Infrastructure Impact	An impact to critical infrastructure, including its processes, systems, facilities, technologies, networks, assets, and/or services that results in consequences to the health, safety, security or economic well-being of community members and the effective functioning of the government.
Environmental Damage	The negative consequences of a hazard on the environment, including the soil, water, air and/or plants and animals.
Economic Impact	Disruption or loss of ability for individuals, businesses and governments to generate income. This includes interruptions to the consumption, production and trade of goods and services.
Reputational Impact	A negative change in the perception of the government or organization, in the minds of the community, its stakeholders and others who are vital to its success. This can result in socioeconomic damage or disruption such as loss of community or stakeholder trust and increase media scrutiny.

Consequence Scale Ranking Guide:

RANK	FATALITIES	INJURY/ILLNESS	DISPLACEMENT
None (0)	No directly related fatalities.	No directly related fatalities.	No evacuation order or alert
Low (1)	Loss of life that is manageable within the scope of normal operations.	Illness or injury that is manageable within the scope of normal operations.	Low percentage of the population evacuated or sheltering in place. Supports are provided within the community.
Med (2)	Loss of life that is beyond the scope of normal operations and may require overtime and/or additional resources.	Illness or injury that is beyond the scope of normal operations and may require additional capacity and/or resources, and/or the activation of response systems and emergency plans.	L Enough of the population is evacuated, under evacuation alert or sheltering in place to require external supports to be brought in.
High (3)	Loss of life severe enough for mass fatality procedures to be activated.	Extensive mass Illness or injury requiring extra capacity and/or resources across multiple facilities in the health region and potentially specialized care from other health regions. Health authority response systems and emergency plans activated.	Enough of the population is evacuated, under evacuation alert or sheltering in place to require external supports to be brought in.
Extreme (4)	Fatalities exceed the capacity of existing plans and capabilities. Provincial, federal and international resources may be required.	Extraordinary mass illness or injury. Provincial, federal and international resources many be required. Multiple health regions response systems are active.	High percentage of residents are displaced for years or permanently.

RANK	PROPERTY DAMAGE	CRITICAL INFRASTRUCTURE	ENVIRONMENTAL
None (0)	Not likely to result in property damage.	Not likely to disrupt critical infrastructure services.	Not likely to result in environmental damage.
Low (1)	Minor, mostly non-structural damage.	Low percentage of the population impacted by few service disruptions. Disruption lasts hours to days.	Localized and reversible damage. Hours to days-long clean up possible.
Med (2)	Localized severe damage.	Either a high percentage of population impacted by a few services or a low percentage of the population impacted by major or multiple service disruption.	Full clean up possible but may take weeks.
High (3)	Widespread structural damage. Repair may take months to years.	High percentage of population impacted by a major or multiple service disruption.	Major but reversible damage. Full clean up difficult and could take months or years.
Extreme (4)	Widespread, irreparable damage.	High percentage of the population is impacted by long-term service outages.	Severe or irreversible damage. Full clean up not possible or could take decades.

Rank	ECONOMIC	REPUTATIONAL
None (0)	Not likely to disrupt business or financial activities.	Not likely to result in political or reputational impacts.
Low (1)	Days-long disruptions to few businesses, financial activities, or livelihoods.	Limited or short-term political or reputational impacts.
Med (2)	Weeks-long losses to businesses, industry, or livelihoods.	Some significant or long- term political or reputational impacts.
High (3)	Months long losses to business, industry, or livelihoods,	Significant and long term political or reputational impacts.
Extreme (4)	Widespread or long-term loss of businesses, industry, or livelihoods.	Significant and irreparable political or reputational impacts.

The following table was produced from values input into a Current Likelihood Table of the EMBC HRVA Tool (2019) and the Consequence Assessment Tables for each hazard affecting the CRD as a corporation and the electoral areas.

Likelihood Scale:

Likelihood	Rating	Frequency	Probability
Almost Certain	E	Event is expected to happen once every two years or more frequently.	Annual chance ≥ 50%
Likely	D	Event is expected to happen about once every 3-10 years	10% ≤ annual chance < 50%
Possible	C	Event is expected to happen about once every 11-50 years	2% ≤ annual chance < 10%
Unlikely	B	Event is expected to happen about once every 51-100 years	1% ≤ annual chance < 2%
Rare	A	Event is expected to happen less than once every 100 years	Annual chance <1%

Risk Summary Table:

Risk Level Colour Codes				
Low Likelihood Low Consequence	High Likelihood Low Consequence	Med Likelihood Med Consequence	Low Likelihood High Consequence	High Likelihood High Consequence

	Hazard	Current Likelihood	Consequence Total	Risk Level
22	Earthquake	D	36	High Likelihood/High Consequence
23	Liquefaction	D	30	High Likelihood/High Consequence
17	Wildfire	E	23	High Likelihood/High Consequence

1	Air Quality	E	6	High Likelihood/Low Consequence
10	Snowstorms and Blizzards	E	15	High Likelihood/Low Consequence
3	Extreme Cold	D	7	High Likelihood/Low Consequence
8	Hurricane/Typhoon/High Wind Event	E	13	High Likelihood/Low Consequence
2	Extreme Heat*	D	6	High Likelihood/Low Consequence
5	05. Freezing Rain or Drizzle	D	8	High Likelihood/Low Consequence
13	13. Human Disease (including Pandemic or Epidemic)	E	14	High Likelihood/Low Consequence
15	Public Health Crisis	D	14	High Likelihood/Low Consequence
16	Structure Fire	D	19	High Likelihood/Low Consequence
19	Landslide/Debris Flow	E	7	High Likelihood/Low Consequence
24	Tsunami (Telegenic and Terrestrial)	E	13	High Likelihood/Low Consequence
27	Explosion	B	20	High Likelihood/Low Consequence
28	Hazardous materials Spill	E	11	High Likelihood/Low Consequence
33	Drought	E	15	High Likelihood/Low Consequence
35	Storm Surge	E	2	High Likelihood/Low Consequence
36	Lake, Rive, and Stream Flooding	E	6	High Likelihood/Low Consequence
37	Coastal Flooding	E	3	High Likelihood/Low Consequence
38	Storm Water Flooding (urban, local, pluvial)	D	5	High Likelihood/Low Consequence

39	Flash Flooding	B	15	High Likelihood/Low Consequence
40	Dam Spillway Failure	A	31	High Likelihood/Low Consequence
45	Telecommunication Interruption	D	7	High Likelihood/Low Consequence
43	Electrical Outage	E	7	High Likelihood/Low Consequence
46	Transportation route interruption	E	5	High Likelihood/Low Consequence
48	Water service interruption (Includes shortage and contamination)	E	15	High Likelihood/Low Consequence
53	Major Planned Event	E	3	High Likelihood/Low Consequence
55	Marine Vehicle Incident	E	20	High Likelihood/Low Consequence
56	Motor Vehicle Event	E	11	High Likelihood/Low Consequence
44	Food source interruption (Supply chain or community food stores)	C	10	High Likelihood/Low Consequence
50	Cyber Security Threat	C	7	High Likelihood/Low Consequence
9	Lightning	C	6	High Likelihood/Low Consequence
52	Public Order	C	7	High Likelihood/Low Consequence
11	Tornado	A	7	Low Likelihood/Low Consequences
7	Hail	C	2	Low Likelihood/Low Consequences
20	Land Subsidence (and sinkholes)	C	4	Low Likelihood/Low Consequences

4.2 Hazard Mitigation/Disaster Risk Reduction Measures

After the consequence analysis, recommendations for risk reduction measures were then identified and incorporated through updates into the CRD Corporate Emergency Program, as well as with each electoral area Emergency Program, and CRD department.

Disaster Risk Reduction Measures are described as a systematic, whole-of-society approach to identifying, assessing and analyzing the causal effects of disasters and reducing the risks and impacts of disaster based on risk assessments. It involves the actions, projects, and strategies created to reduce the causal factors of a disaster. This includes reduction of exposure to hazards, lessening vulnerability of people and property, strengthening strategic management of land and the environment, and improvement of preparedness and early warning initiatives for disaster or emergent events.

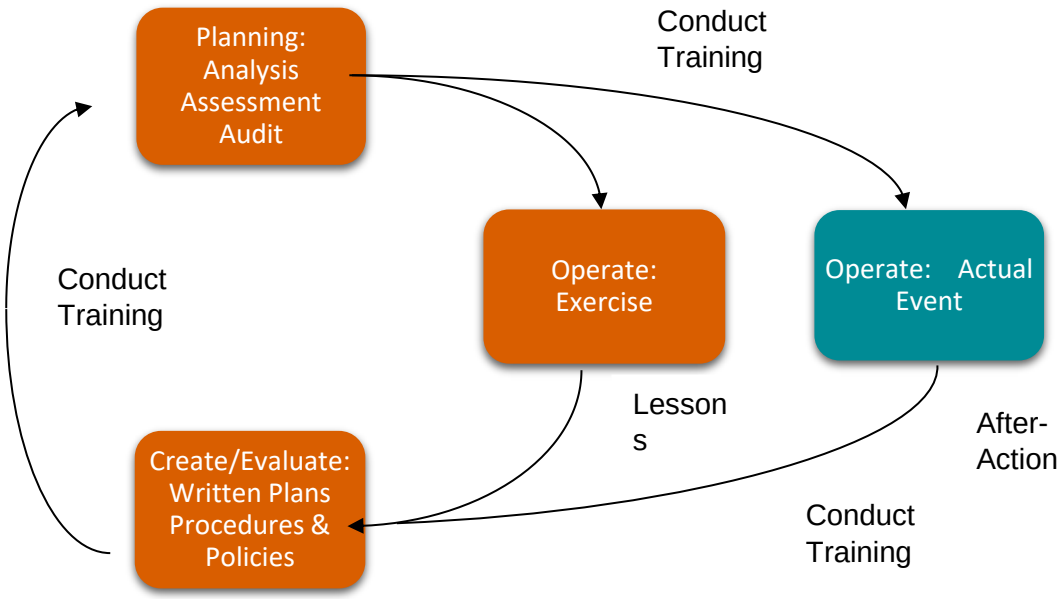
Generalized disaster risk reduction measures under the all-hazards approach include:

- Education and promotion of extreme weather information to staff and public using websites and social media accounts (CRD website, Electoral Area social media, and; the PrepareYourself Twitter account) to bring understanding and awareness of risks associated to extreme cold situations, preparedness measures to take, and where to go to seek safe environments (i.e., Warming Centres) if necessary. Links include Government of British Columbia, Government of Canada, Local Government, and local media trusted sources.
- CRD Staff: Learning about risk reduction measures through attendance of Provincial Government presentations during CRD committee and commission meetings, REMP conferences, workshops and forums, and through attendance at Vancouver Island Region (VIR) EMBC Climate forecasts, presentations and forums.
- Provision of risk reduction and preparedness measures to local media (i.e., radio stations) to disseminate to the public.
- Delivery of free public workshops by the electoral area emergency programs to bring understanding, awareness, and response and recovery information to citizens regarding extreme weather events.
- Educational information and materials delivered/organized by REMP (i.e., Be Ready, a preparedness resource guide included in Black Press publications 2019; Prepare Yourself website.)
- Installation of Early Earthquake Warning and Tsunami sirens in Jordan River and Port Renfrew that are activated either directly when an earthquake is detected, or activated physically on site or remotely, to warn persons in the area of potential hazard.
- Provision of extreme weather warning information to staff members using CRD Central and through emails to senior management to disseminate to their respective departments and EA emergency programs.
- CRD Office Closure policy.
- Agreements and MOUs with private organizations/agencies in the electoral areas to provide reception/warming/cooling centres (if needed).
- Training of CRD staff on the expectations and preparedness during extreme weather events
- Collaborating through LGEPAC, regional planning and participation in the creation of a Prepare Yourself Workbook that outlines personal preparedness measures to undertake before, during and after extreme weather events

4.3 Prevention and Preparedness

CRD emergency preparedness is developed and maintained through a process that examines vulnerability to a full range of hazards, identifies human and material resources available to cope with these threats, and defines the organizational structures by which a coordinated response is made. This Plan is a critical component in the prevention and preparedness process aimed at improving disaster and emergency resiliency within the CRD.

4.3.1 The Prevention and Preparedness Cycle



This process adheres to local government best practices and ensures a continuous improvement cycle of training, response expertise and a regular review and update of the plan.

Preparedness measures include, but are not limited to, public alert notification systems, staff training and exercises, business continuity plans, emergency communication plans, emergency operations centre (EOC) design/setup, volunteer engagement for delivery of services, public education and information materials, mutual aid agreements and resource management strategies.

4.4 Operational Planning and Procedures

The operational plans and procedures are developed, coordinated and implemented using a collaborative effort between multiple internal and external stakeholders. The operational plans and procedures describe emergency response; continuity of operations; continuity of government; and recovery from emergencies and disasters.

4.4.1 Emergency Program Plans

The CRD Emergency Program has developed a series of plans to support emergency response both corporately, by major departments and for each of the three electoral areas. This has been accomplished through formal planning processes involving internal and external stakeholders input and by addressing hazards identified in the HRVA. These include:

- Emergency Plans
- Business Continuity Plans
- Continuity of Operations and Services
- Training and Exercise Programs

4.4.2 Content of Plans

Each of the plans address:

- Emergency Management Program Elements;
- Purpose and scope, or goals and objectives;
- Hazard Identification, Risk Assessment and Consequence Analysis
- Hazard Mitigation and Prevention;
- Situation and assumptions;
- Operational Planning and Procedures;
- Incident Management;
- Functional roles and responsibilities for internal and external agencies, organizations, departments and positions;
- Resource Management, Mutual Aid and Logistics;
- Communications and Warning;
- Facilities;
- Training;
- Concept of operations (Corporate, Region, Electoral Area); and,
- A method and schedule for evaluation, maintenance, and revision.

4.4.3 Areas of Responsibility within Plans

All areas of responsibility for performing operations/functions in response to an emergency, disaster, or pre-planned major event are outlined in Appendix A: EOC Position Checklists.

4.4.4 Operational Emergency Plans

Operational Emergency Plans contain the information, authority and steps outlining the initial leadership and response to emergencies. This is accomplished through a detailed breakdown of the roles and responsibilities of those involved and the structural organization of response. These plans are tested through ongoing training and exercise that assists managers in identifying any gaps in readiness or preparedness. Operational plans help identify the stages of emergencies and when and how to begin transitioning to recovery.

4.4.5 Departmental Emergency Response Plans

Departmental Emergency Response Plans (ERP's) belong to the different departments of the CRD and outline hazard and site-specific plans for particular facilities, locations and hazards. Examples of Departmental ERP's include the Operating Plan for McLoughlin Point Wastewater Treatment Plant or Dam Emergency Plans for Integrated Water Services. Like operational emergency plans, these plans define roles and responsibilities for CRD staff and other stakeholders in an emergency. Ongoing training, familiarity and exercising of these plans helps managers identify any gaps in readiness or preparedness. These plans may follow prescribed formats and content as outlined by legislation.

4.4.6 Recovery Plans

Recovery includes the promotion of disaster risk reduction to minimize consequences of an event as well as future damage to the community and environment, and unfolds through three phases of short-, medium-, and long-term stages. Depending on the scale and scope of the event, the recovery process can take years, be complex, and requires a collaborative effort from all sectors of society to enable resilience at the corporate and community levels.

The transition from response to recovery is not linear and recovery efforts will begin while response is still underway. Recovery measures focus on the repair of communities and services affected by a disaster; restoration of conditions to pre-event or enhanced levels of social and economic activity; and, restoration of self-sufficiency and a strengthening of overall resiliency in the electoral areas and for the organization.

4.4.6.1 Corporate Recovery – Business Continuity

CRD Corporate Recovery is accomplished through a business continuity plan (BCP) that outlines recovery strategies, recovery plans, and continuity of services activated in response to a business interruption event. The BCP ensures the organization's essential and mission-critical services, functions, positions, systems, applications and records, communications, and facilities are preserved using an all-hazard approach.

The CRD Risk and Insurance Management Department is responsible for creating, maintaining, and exercising the BCP, in collaboration with the corporate emergency plan. The business continuity process includes: BCP Governance; Business Impact Analysis (BIA); Plans, measures, and arrangements for business continuity; readiness procedures; and plan test, exercises, maintenance and auditing.

4.4.6.2 Community Recovery

Community (Electoral Area) Recovery Plans will be based upon the BC Interim Provincial Disaster Recovery Framework (2019); a strategic interim framework that utilizes disaster risk reduction principles to provide accountability for recovery activities along with the integration of resources and expertise through a scalable, flexible and adaptable central coordination and oversight mechanism. It also describes guiding recovery principles, processes, and capabilities that are essential to all levels of government.

Effective community recovery occurs when plans are focused towards reducing vulnerability to disaster through enhancement of resiliency and sustainability by the reestablishment and

restoration of social, cultural, physical, personal, environmental, and economic well-being using inclusive measures. To facilitate this, recovery actions need to be initiated as soon as life safety issues have been addressed in the response phase.

Recovery measures for the electoral areas may include:

Immediate to Short-term:

- Completion of rapid damage assessments
- Clearing of debris to facilitate access to transportation routes
- Rapid repair and restoration to essential services and infrastructure
- Provision of interim housing
- Resumption of impacted businesses and services
- Restoration of social and health services
- Establishment of a Recovery Operations Centre
- Establishment of Community Resilience Centre

Mid-to Long-term:

- Restoration of evacuees to permanent housing with the aim to “build back better”
- Provision of psychosocial support
- Provision of financial assistance
- Generation of economic impact assessments and recovery strategies
- Repair and restoration of critical infrastructure and all services
- Rehabilitation and restoration of affected environments
- Application of risk reduction measures
- Development of an Unmet Needs Committee

A Community Resilience Centre, or Community Recovery Centre, is a space used to coordinate the various agencies/organizations that offer guidance, advice, and assistance for individuals affected by emergencies or disasters that are navigating the recovery process.

An Unmet Needs Committee is comprised of service providers, agencies and organizations that collaborate to identify gaps and challenges, and subsequently solutions, for citizens affected by disaster who are challenged in the recovery process. The committee would provide advocacy services, and/or resources and referrals to aid in recovery and recovery planning. The size and composition of the committee can be scaled to the scope and severity of the disaster or emergency event.

4.4.6.3 Recovery Operations Centre

A Recovery Operations Centre (ROC) is established when the response/early recovery phase is beginning to transition to mid- and long-term recovery, and a more recovery-oriented approach is required for the support and coordination of recovery resource allocation and activities.

A ROC is based on ICS principles and structured similar to an EOC with Operations, Planning, Logistics, and Finance sections. The EOC Planning Recovery Coordinator can become the ROC Director to facilitate the transition from response to recovery.

4.5 Incident Management

The CRD uses an Emergency Operations Centre model based on the Incident Command System (ICS), which organizes five primary functions into a modular structure that can expand or contract to meet the specific needs of the disaster, emergency, or pre-planned major event.

4.5.1 Emergency Operations Centres/Department Operations Centres Structures

The emergency management structure for the CRD EOC, DOCs, and EA EOCs all follow the BCEMS framework developed by the province to provide a standardized process for organizing and managing emergency and disaster response in British Columbia.

The BCEMS emergency management structure utilizes a hierarchical chain of management where every individual within the organization has a designated supervisor. This structure provides an orderly line of authority within the ranks of the organization through which a series of supervisory levels and lowers subordinate levels are identified. The chart on the page 37 illustrates the fully staffed CRD EOC organizational structure.

There are five essential management functions or elements of the Incident Command System used to categorize EOC staff positions. Each of these functions or elements has standardized color identification as outlined by the British Columbia Emergency Management System. (Note the Incident Commander, EOC Director, and Deputy Director are identified by Green).

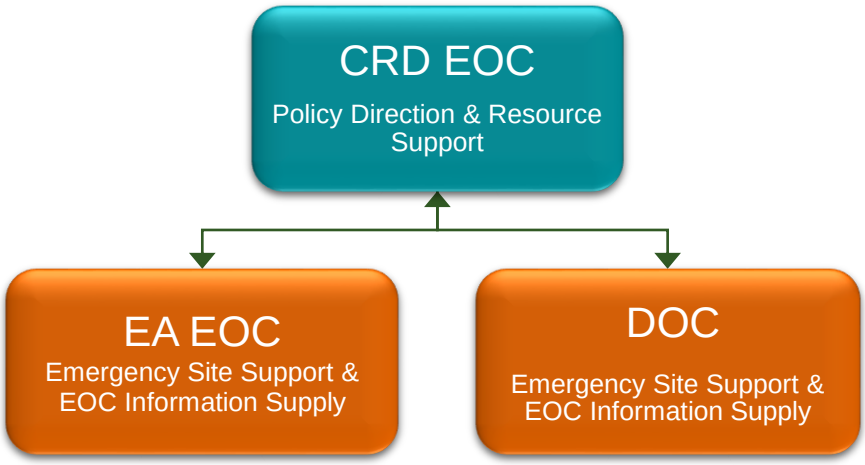
1. Management/Command – Red/Green
2. Operations – Orange
3. Planning – Blue
4. Logistics – Yellow
5. Finance/Administration - Grey

Under the Management category several support functions or positions are required to assist the EOC Director during emergencies. These positions are referred to as the management staff and include the:

1. Risk Management Officer (Safety Officer at site level)
2. Liaison Officer
3. Information Officer

4.5.1.1 Corporate EOC vs. Departmental/Electoral Area Operations Centres

CRD Corporate EOC: The CRD Corporate EOC supports the Electoral Areas and CRD departments by providing policy direction and resource support. Local EA EOC or Departmental Operations Centres may be opened to provide more direct communication or operational support to the incident, but will always work under the overall policy direction of the CRD EOC.



Note: If an EA EOC/DOC opens, the CRD EOC MUST open.

EA EOC: An EA EOC may be activated when a significant event, actual or potential occurs that effects, or could affect the physical, social, economic, or environment systems of an EA that exceeds or is likely to exceed the response capacity of the responding agencies (i.e. police, fire, ambulance).

The decision for activating an EA EOC is made by the Electoral Area Coordinator or his/her designated alternate in conjunction with the EM as the CRD EOC will also always activate to provide support and policy direction. In addition both the EM and CAO have authority to activate an EA EOC as well. Within the CRD an EA EOC may be activated for each of the Juan de Fuca, Southern Gulf Islands, or Salt Spring Island Electoral Areas as required

The Incident Commander (IC) at the site of an event assesses the severity of the incident and if warranted contacts the appropriate EA Coordinator and provides a report of the incident. Situations warranting a report occur when an event exceeds the response capacity of the IC and additional support is required. Working in combination the EA Coordinator and EM then decide whether or not to activate the EA EOC. If activated the EA Coordinator will then contact the appropriate EOC staff to activate the EA EOC as directed and provide the EM with an updated SitRep.

CRD DOC: A Departmental Operations Centre (DOC) may be activated when a significant event, actual or potential occurs that affects, or could affect CRD services in one or more municipalities or electoral areas that exceeds or is likely to exceed the response capacity of the Incident Commander (IC) and/or responding CRD staff.

The decision for activating a DOC is the responsibility of the associated General Manager (GM) or alternate as designated by the departmental emergency response procedures/preparedness plans. Similar to the activation of an EA EOC the EM and CAO also have authority for the activation of a DOC. A DOC may be activated for any departments and divisions with operational requirements.

The IC or Department Head (working in conjunction) will assess the severity of the incident and if warranted (i.e. response capacity is exceeded and additional support is required) contact the GM and provide a report of the incident. The GM then decides whether or not to activate the DOC. If activated the GM will have the appropriate DOC staff contacted as well as notify the CRD EM and provide a SitRep.

4.5.1.2 EOC Activation and Authority

The activation procedures and levels for the CRD Corporate EOC, EA EOCs, and DOCs are outlined in this section. It should be noted that CRD EA(s) and CRD departments respond to routine emergencies on a regular basis, which do not necessarily require the activation of an EA EOC, DOC, or the CRD EOC. Any time an EA EOC or a CRD DOC is activated, the CRD Corporate EOC will also be activated.

4.5.1.3 CRD EOC Activation Levels

The CRD Corporate Emergency Plan follows the guidelines established by the BCEMS, which recognizes three levels of EOC activation. The level of EOC activation is determined by the magnitude, scope, and impact of the event. The term “Event” is used to describe an occurrence based on the pre-identified hazards within this plan. The criteria for each level of EOC activation and the suggested staffing requirements are provided in the following guide. Note: the EOC Director is responsible for determining staffing requirements.

EOC Activation Level	Event/Situation	Suggested Staffing Requirements
ONE	• Small event/general emergency • Single jurisdiction and/or operating unit (Within the local response capacity) • Minor media involvement Potential threat of: - infrastructure failure - severe weather - interface fire • Activation of an EA EOC or CRD DOC	• EOC Director • Information Officer And, if required: • Liaison Officer • Operations Section Chief • Planning Section Chief • EOC Support Staff (administrative support) Additionally, the GM Advisory Group, CAO, and CRD Chair will monitor
TWO	• Moderate event • Two or more sites • Several agencies involved • Limited evacuations • Some resources/support required	• EOC Director • Information Officer • Liaison Officer • Risk Management Officer • Section Chiefs (as required) • GM Advisory Group • Board Chair • EOC Support Staff (as needed)
THREE	• Major event • Multiple sites • Regional disaster • Multiple agencies involved • Extensive evacuations • Resources/support required	• All EOC functions and positions (as required) • Policy Group • EOC Support Staff (administrative support)

Table 1: CRD EOC Activation Levels

4.5.1.4 CRD EOC Activation Authority and Procedure

Organizational Event Support

The CRD EOC will be activated when a significant event, actual or potential occurs that effects, or could affect, CRD services in one or more municipalities or EA(s) that exceeds or is likely to exceed the response capacity of an EA or CRD department. The relationship between the CRD EOC and the EA EOCs and CRD DOCs is one of policy direction, support and assistance in facilitating access to provincial and regional resources.

The Emergency Manager, CAO, CRD Board Chair, and CRD Board all have the authority to activate the CRD EOC. The CRD EOC will activate in response to any EA EOC or DOC activation. The person in authority who is responsible for the EOC activation will fill the role of EOC Director until transfer of command. Information to support EOC activation may come from a variety of sources which include SitReps from Incident Commanders IC(s), EA Emergency Program Coordinators and/or GMs, as well as representatives or key stakeholders from other agencies and EMBC. Once the decision for activation has been made, the required EOC

functions and positions are identified. To help aid the identification of the required EOC staff the CRD utilizes the three EOC activation levels established by the British Columbia Emergency Management System (BCEMS). The criteria for each EOC level of activation and the suggested staffing requirements are provided in the CRD EOC/DOC/EA EOC Activation Flowchart. For many Level 1 activations where limited functions are required, and can be successfully managed from the same office or location where day-to-day work is performed, the staffing requirement is just an EOC Director. If the situation grows, and capacity to manage the situation requires it, the EOC Director would fill additional positions as needed. The recommended EOC staffing complement is approved by the CAO (if beyond Protective Services staff).

Once the EOC is activated and the required EOC staff positions are identified and approved, the EOC Director may delegate the responsibility to contact trained CRD employees and external agency personnel to fill the identified positions. EOC section chiefs are responsible for the duties and responsibilities of each EOC position within their assigned section as identified by the CRD EOC organizational structure until the positions are staffed or the associated duties are alternatively assigned.

Before contacting potential EOC staff, a briefing is prepared that outlines:

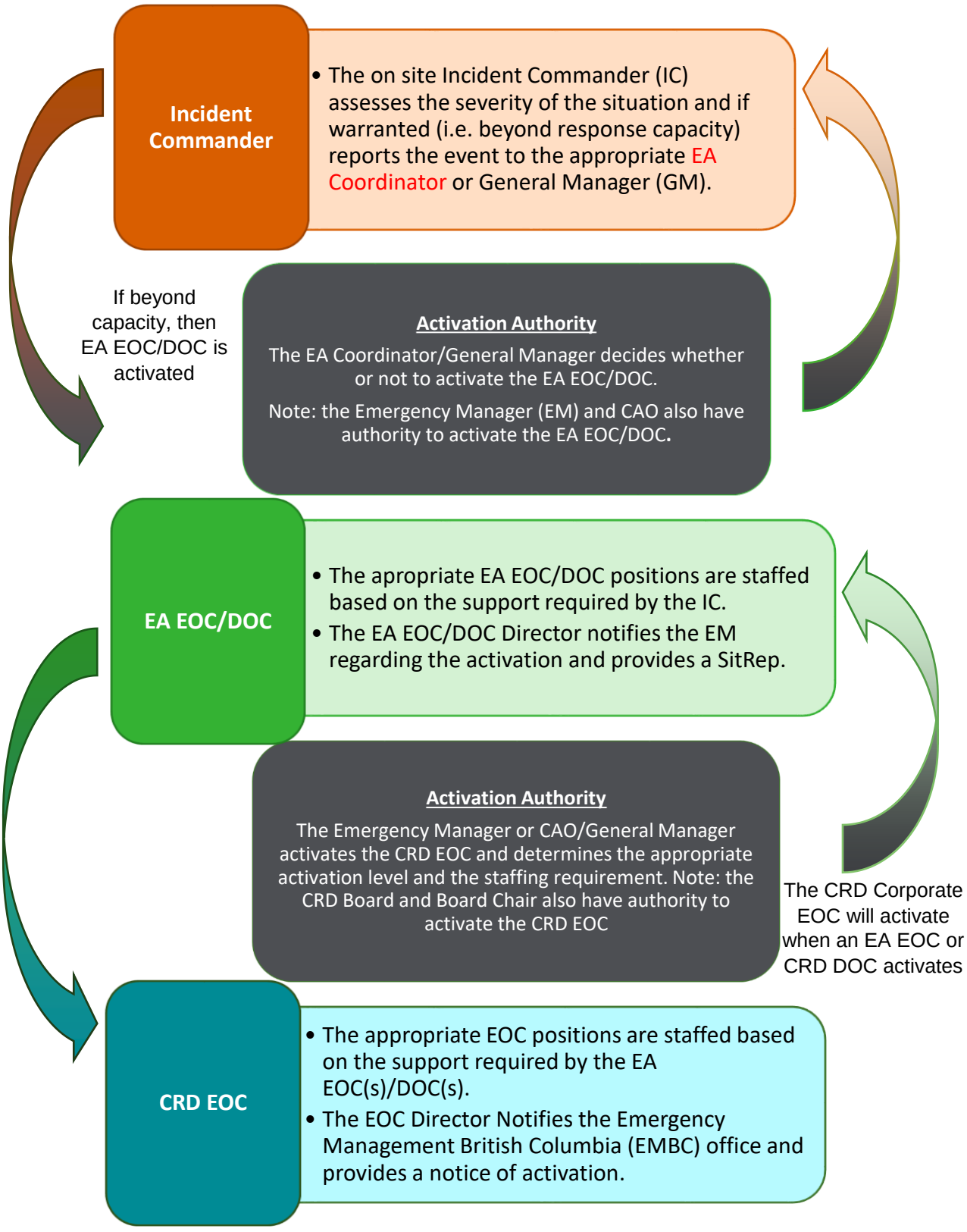
- A brief description of the event;
- Authorization for activation;
- The EOC location;
- The position to be filled
- The specific EOC Position for check-in;
- Relevant information regarding transportation routes and necessary supplies/reference materials; and,
- The desired time of arrival to the EOC.

Upon arrival at the EOC, staff are directed to sign-in, and complete the standard CRD EOC position checklist and the specific position checklist for their assigned role. “Go bags” are available for Section Chiefs and Command Staff (Risk Management Officer, Liaison Officer, and Information Officer), and for the EOC Director and Deputy Director in the closet adjacent to the Boardroom on the 6th floor. Checklists for the duties and responsibilities of all remaining positions are provided in as an Addendum to this document.

If the Corporate EOC is to be established at a site outside the headquarters building, the “go bags” and hardware, such as computers or phones should be transferred to the alternate site.

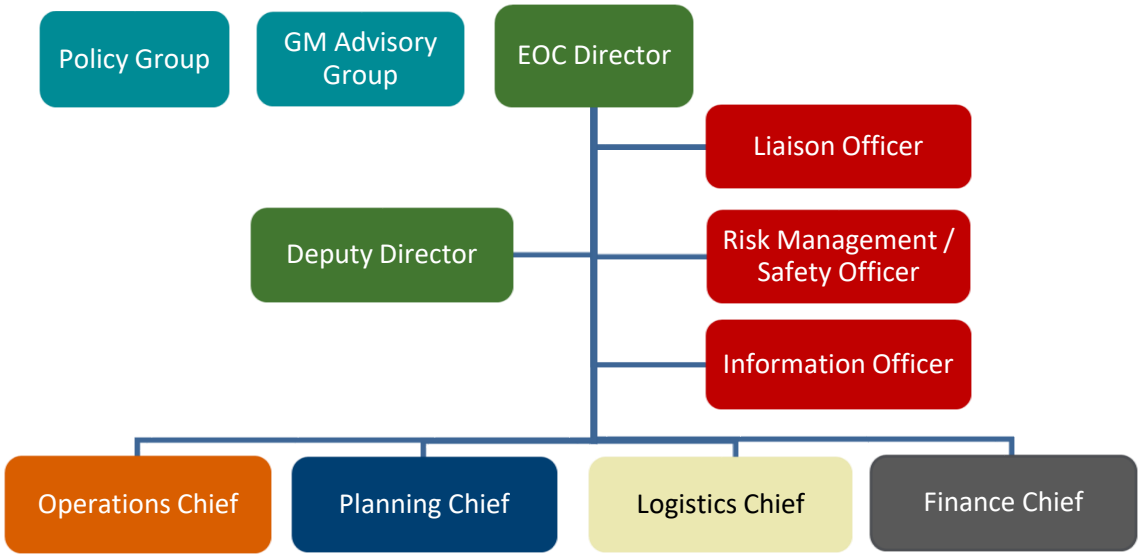
Depending on the activation level, EOC staff will either be provided workspace in the CRD EOC or directed to utilize their regular work stations in order to maximize the use of available time and resources.

CRD EOC/DOC/EA EOC Activation Flowchart



1. **Activation Authority:** The CRD Emergency Operations Center (EOC) may only be activated by the Emergency Manager (EM), CAO, the CRD Board Chair or CRD Board or the appropriate alternates. The person that activates the EOC is designated the EOC Director until transfer of command.
2. **When to Activate:** The CRD EOC will activate whenever a significant event has the potential to adversely affect CRD services and/or exceeds the response capacity of the department or Electoral Area (EA). The CRD EOC will automatically activate whenever an EA EOC or Departmental Operations Centre (DOC) is activated.
3. **The Activation Level:** The EOC Director will determine the appropriate activation level based on the available information including a situation briefing from the Incident Commander (IC), Electoral Area Coordinator or CRD manager. To further assist with the decision, a guide for the CRD EOC activation level is provided on the previous page. For situations requiring minimal support, the CRD EOC may be staffed solely by the EOC Director until additional support is required.
4. **Staffing the EOC:** The EOC Director recommends an EOC staffing list to CAO for approval. Based on the activation level the EOC Director will delegate the responsibility to contact the appropriate staff. EOC staff will be relayed a message which includes the information in 4.5.1.4.
5. **Opening the EOC:** Arriving EOC staff members will be directed to check-in and complete the standard CRD EOC position checklist and their EOC position specific checklist Checklists for the duties and responsibilities of all remaining positions are provided in the Addendum.
6. EOC staff will either be provided workspace in the EOC or directed to utilize their regular work stations in order to maximize the use of available time and resources.

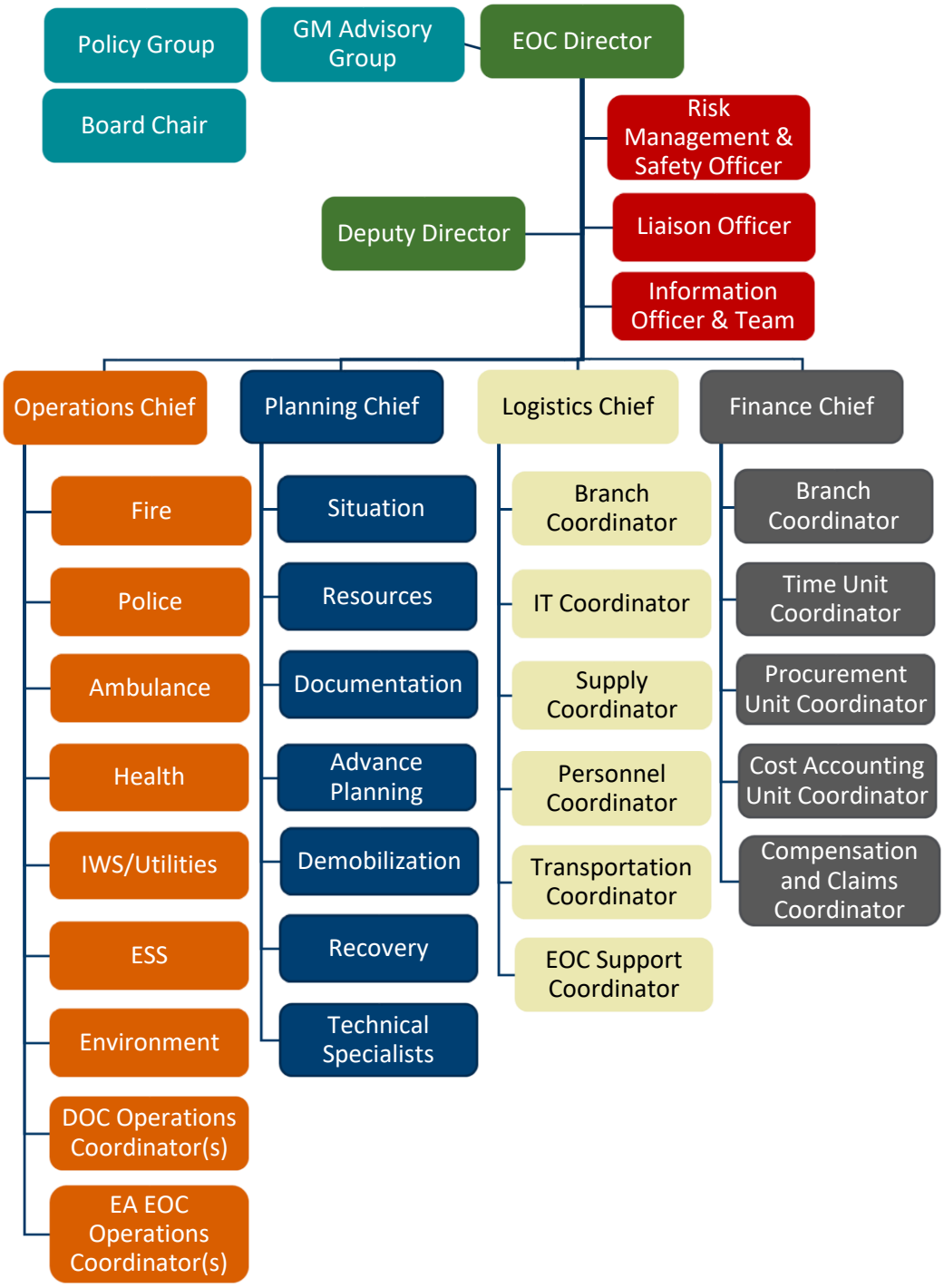
4.5.1.4 CRD EOC Organizational Structure



The above chart outlines the basic organizational structure of the CRD Emergency Operations Center (EOC) (a complete chart for all CRD EOC positions is provided later in this section). Only the EOC functions/positions needed to meet the response objectives are activated. Functions of non-activated positions shall remain the responsibility of the next highest position in the EOC organization.

Depending on the activation level, EOC staff will either be provided workspace in the CRD EOC or directed to utilize their regular work stations in order to maximize the use of available time and resources.

Example of a CRD Corporate EOC Organizational Structure



4.5.2 EOC Staffing

Protective Services is responsible for initial EOC staffing. For expanding events, the EOC Director will work with ELT, Risk Management, and other internal stakeholders for staffing. Protective Services maintains lists of staff identified as potential EOC personnel who require training, and a list of staff that have received EOC training and can be tapped as potential support to the CRD Corporate EOC, CRD DOC, or Electoral Area EOC. The CAO or designate approves EOC staffing that draws staff from other divisions.

4.5.3 EOC Training

Protective Services coordinates various EOC training courses for CRD staff throughout each calendar year. The number and type of courses offered is based upon identified training need after an annual review of the EOC staffing documents and will be outlined in the Emergency Management training plan.

4.5.4 Training List Maintenance

The training list is updated after each course held by the CRD or after a CRD staff member has received training from an outside agency or municipality. The potential EOC personnel list is reviewed semi-annually for new additions or to remove staff members that have departed the CRD. These trained staff may be considered to support a DOC if required. Each electoral area also maintains a current list of volunteers and/or CRD staff that have been trained and are willing/able to assist in an activated EA EOC.

4.6 Resource Management, Mutual Aid, and Logistics

The CRD Emergency Program will try to address systematic identification of resource requirements, shortfalls and inventories consistent with the HRVA. It will also establish and maintain partnerships and municipal agreements in preparation for an emergency/disaster, and as needed during response and recovery.

The CRD has a resource management system that addresses the hazards identified in the HRVA process. The system includes procedures to identify, locate, acquire, store, maintain, test, distribute, and account for resources used in emergency/disaster operations through:

- EOC Operations, Logistics and Planning activities to identify, locate, acquire, distribute and account for resources attributed to a specific response and, if necessary, recovery operations
- In cooperation with DOC, site level staging areas for distribution, storing, and maintenance during a response or recovery
- Storage of resources, supplies, and materials related to preparation, mitigation, response and recovery (i.e., emergency meals for EOC personnel during a response, or preparedness materials to disseminate to staff and the public)
- Development and maintenance of electoral area-specific emergency response plans and procedures

- Creation and ongoing review of EOC/DOC plans, processes and procedures
- Continuing collaboration with regional partners to develop a Regional Concept of Operations (see Addendum)

The CRD also addresses mobilization and dispatching prior to and during an emergency or disaster event. The demobilization or recalling of resources, occurs through Corporate EOC, EA EOC, CRD DOC, and site level (departmental) operations as directed by the Corporate EOC Director.

Resource management objectives are established by conducting a periodic gap analysis that identifies resource needs and shortfalls that are then prioritized and addressed through budget processes, executive review, departmental review, mutual aid agreements, and memoranda of understanding, contractual service agreements, and business partnerships. All such processes occur on the corporate, departmental and electoral area levels.

The CRD will not solicit or encourage the offering or acceptance of donated goods or services.

4.7 Communications and Warnings

4.7.1 Notification of Event Occurrence

The emergency notification process has built in redundancies to ensure that the Emergency Manager (EM) and Deputy Emergency Manager (DEM) are notified of an emergency event via various methods.

4.7.1.1 Notification Methods

1. Through a direct call to the CRD Emergency Duty Officer according to the CRD Incident and Spill Reporting Protocol Directly from the information source, typically via email, text message, social media, or the web. For example, the National Tsunami Warning Centre (NTWC) issues tsunami alerts via email and text directly to subscribers.
2. Through Emergency Management British Columbia (EMBC) via email, and the Provincial Emergency Notification System (PENS) whereby registered emergency management personnel are contacted through an automated system via telephone, fax and/or email;
3. Through CRD Fire Dispatch via telephone and email. CRD Fire Dispatch is active 24 hours a day and will monitor pre-determined information sources. When an event occurs they promptly contact the CRD EM, DEM, and Electoral Area EPCs. This ensures that relevant emergency management personnel are notified of any event regardless of the time of day.
4. By directly experiencing the event either at work or at home. For example, the EM or DEM may personally experience a strong earthquake or other event as it happens.

4.7.1.2 Validation of Emergency Notifications

The CRD Emergency Manager (EM) may follow the Validation of Emergency Notifications policy for an event. The policy specifies valid and trusted emergency information sources for different types of event.

Emergency Information Validation Protocol

Purpose and Scope

The purpose of the Emergency Information Validation Protocol is to provide Capital Regional District representatives with procedures for the validation of emergency information before release to the public. This protocol is in place to ensure that information relayed by CRD staff to elected officials, residents, and media inquiries is accurate and timely.

The scope of this protocol is intended to ensure that accurate emergency information is communicated to elected officials and residents during the immediate response and notification stages of a major event or emergency. When an emergency event occurs, information can be easily misinterpreted or inaccurate based on the source. Social media is one of the most used sources of information; however, this information may not be accurate. It is extremely imperative to ensure that any information that is disseminated by the CRD is from a validated source. Communicating accurate information to elected officials and residents affected by a major event is critical to the success of the response.

Protocol

Upon notification of an emergency event, the CRD Emergency Manager or designate will take every reasonable effort to confirm with at least three separate credible emergency sources before information is disseminated unless there is jurisdictional authority for the release of information or the information is coming from the identified lead agency. Confirmation may be made via the website, phone, email, text message, or social media as long as it originates directly from the credible source.

Due to the timely nature of the response necessary, tsunami alerts are an exception and may be validated by one of three sources: West Coast Alaska Tsunami Warning Centre (WCATWC), United States Geological Survey (USGS), and Emergency Management British Columbia (EMBC). Once an alert has been issued by any of these agencies, the Emergency Manager may immediately react without validating other sources.

In an emergency situation, Electoral Area (EA) Emergency Program Coordinators (EPCs) are delegated the authority to re-issue messages or official statements from validated information sources without approval from the Emergency Manager. EA EPCs are not authorized to put out any other information or contextual statements without consulting the Emergency Manager or Deputy Emergency Manager.

4.7.1.3 Internal Communication Methods

As part of our ongoing development of emergency preparedness, the CRD Emergency Program works to develop as many levels of redundant communication as possible. Currently, the CRD employs the following tools of communication:

Corporate Email (crd.bc.ca)	External Email	Public Alert Notification System (PANS)	Tsunami Sirens (special protocol for activation)
CRD Website	PrepareYourself Website	Facebook	Twitter
Land Line Voice	Land Line Fax CREST Radio	Cellular Voice	Cellular Email Satellite Internet
Cellular Text (SMS text and MMS photos and vide	VHF and UHF Corporate Channels (IWS etc.)	Paging (CREST and RadioWorks)	Runner (hand delivered)
Satellite Voice	Satellite Text (InReach)	HAM VHF (voice)	HAM VHF (data)
HAM UHF (voice)	HAM UHF (data)	HAM HF (voice)	HAM HF (data)
Multi-Modal Relay (e.g. VHF Simplex SitRep from NHP to Local EOC, consolidated and forwarded to Area and Corporate via Email)			

These tools are deployed throughout the CRD Emergency Programs to allow for communication among electoral area emergency program staff and volunteers, and/or responders back to the CRD Corporate EOC to provide ongoing situational awareness.

The Tsunami sirens are activated by implementing existing CRD policies and protocols. If EMBC uses the Alert Ready system to send a public alert message regarding a tsunami, the CRD will amplify that message using all means at their disposal.

4.7.2 CRD Incident & Spill Reporting Protocol

Purpose

This protocol is designed to ensure effective corporate notification and awareness in the event of an incident or reportable spill caused by or impacting CRD operations.

Discussion

The CRD has the responsibility to effectively respond to incidents and comply with provincial regulations with respect to the reporting of substance spills that meet provincial notification criteria. While most of these incidents or spills have minimal impact on operations or property, there are often impacts and regulatory requirements generated which may require additional awareness or action by other divisions within the corporation beyond that anticipated by operational departments. Specifically, the Corporate Communications, Occupational Health and Safety, Risk Management, and Protective Services divisions require notification during these events so additional corporate mitigation actions and notifications can be initiated.

Incident and Spill Reporting Criteria

The rationale behind this notification protocol is to achieve a standardized approach to incident and spill reporting internally and to minimize the ambiguity of reporting criteria that currently exists.

Incident or Spill Level 1

Incidents could include but are not limited to, fires, water main breaks, major equipment failure, damage to facilities, and emergency events (loss of access to facilities, threats accidents, etc.). Applicable spills are those that meet provincial reporting criteria but have no environmental, public/worker health, or societal impacts anticipated as noted in the Level 2 notification criteria below.

Notifications

Corporate Communications	media@crd.bc.ca
Corporate OSH	safetyreports@crd.bc.ca
Protective Services	eocreports@crd.bc.ca
Risk Management	riskmanagement@crd.bc.ca

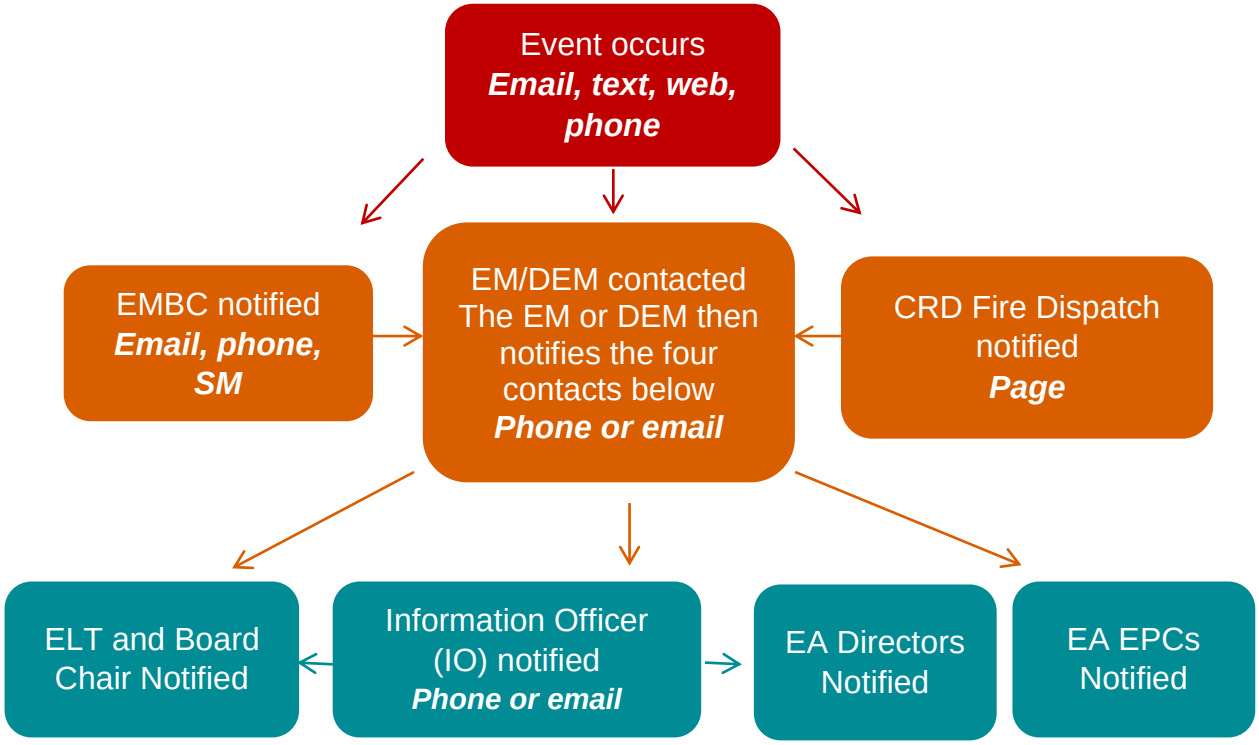
Incident or Spill Level 2

These are incidents and spills as noted above and have the potential for:

- Environmental damage
- Public or worker health and safety concerns
- Media attention
- Loss of use or damage to CRD or public property
- Economic impacts
- Reputational damage

Notifications: Same email notifications as Level 1 incidents with additional phone call to the **CRD Duty Emergency Manager** at **250 360-3223**. The Duty Emergency Manager will contact the CAO or designate directly and initiate additional corporate notifications as required to support the incident response.

4.7.3 CRD Emergency Notification Process



4.8 Facilities

4.8.1 CRD Corporate EOC and Alternate Locations

Corporate Emergency Operations Center - CRD EOC

Corporate Headquarters Building
Capital Regional District
625 Fisgard Street, Victoria

- EOC Levels One/Two – Commons Room 1st Floor
- EOC Levels Two/Three – 6th Floor Board Room

Alternate Corporate EOC

Integrated Water Services (IWS) Operations Building
479 Island Highway, Victoria

4.8.2 Department Operations Centers - DOCs

Integrated Water Services Operations Building
479 Island Highway, Victoria

Corporate Headquarters Building
Environmental Leadership (4th Floor)
625 Fisgard Street, Victoria

Regional Parks Headquarters
490 Atkins Road, Langford

Hartland Landfill
1 Hartland Ave., Saanich

4.8.3 Electoral Area Emergency Operations Center - EA EOCs

4.8.3.1 Southern Gulf Islands Electoral Area

North Galiano Island
Fire Hall No. 1
19400 Porlier Pass Rd

South Galiano Island
Fire Hall
261 Georgeson Bay Road

Mayne Island
Fire Hall
520 Felix Jack Road

North Pender Island
No. 1 Fire Station
4423 Bedwell Harbour Road

North Pender Island (Alternate EOC)
No. 2 Fire Station
47284 Schooner Way

South Pender Island
No. 1 Fire Station
4423 Bedwell Harbour Road

Piers Island
Fire Hall
116 McKenzie Crescent

Saturna Island
Fire Hall No. 1
185 East Point Rd

4.8.3.2 Salt Spring Island Electoral Area

Salt Spring Island
Courthouse/Government Agents Office
343 Lower Ganges Road

Salt Spring Island (Alternate EOC)
Fire Hall No. 1
105 Lower Ganges Road

4.8.3.3 Juan de Fuca Electoral Area

Sooke, BC
#3-7450 Butler Road

4.9 Plan Testing and Training

The CRD Emergency Management Staff Training Plan operates on a three-year cycle and provides an outline of Corporate, Departmental, and Electoral Area exercises and training plans to test the overall effectiveness of this Emergency Plan and to provide training to the CRD staff.

The CRD training plan is designed to meet the following objectives:

- Increase the CRD's resilience to respond to and recover from disaster and emergency events
- Increase the capacity of the CRD Corporate Emergency Operations Centre (EOC), CRD Departmental Operations Centres (DOCs), and Electoral Area Emergency Operations Centres (EAEOCs)
- Provide awareness-level emergency management training to frontline CRD workers within applicable departments: IWS, EPro and Parks to increase emergency capacity and depth
- Provide training for all EOC functions in order to have multiple people available for any position in a full activation Engage staff bi-annually in emergency management through ShakeOut and Emergency Preparedness Week
- Promote business continuity to all departments
- Promote inter-departmental cooperation and communication
- Promote the CRD as a regional leader of emergency management through engagement and collaboration with internal and external partners
- Enable through contract providers to provide continuous/updated Emergency Support Services (ESS) training to the Electoral Area Emergency Program contractors/volunteers to meet mandated requirements for temporary provision of food, clothing, shelter and any additional services for individuals impacted by an emergency or disaster within the electoral area boundaries

4.10 Exercises, Evaluation and Corrective Actions

Corporate EOC and Electoral Area Exercises are pre-planned in three-year phases as outlined in the Protective Services Service Plan. Departmental exercise plans are the responsibility of each department. Protective Services will provide support to those departments in order to help them maintain, strengthen, and enhance their exercises and associated schedule.

Lessons learned, best practices, and recommendations resulting from all corporate exercises are incorporated into the Corporate Emergency Plan. Goals and exercise time lines are outlined in Chapter 7.

4.11 Emergency Communications

Corporate Communications, within an emergency situation, is responsible for timely and accurate distribution of information to the public and media, which includes ensuring that CRD communications channels are updated as needed until the CRD transitions from an emergency back to normal operations. An overview of the role and responsibilities of Corporate Communications and the different communications tactics that may be employed in an emergency situation is outlined in Chapter 8.

4.11.1 Emergency Communications Guidelines

Every emergency situation will require a different level of support from Corporate Communications. The following information is intended to be used by Corporate Communications and Field Communications Coordinators to coordinate workflow. In an emergency situation the CRD needs to be a credible, reliable and timely information source. Perception is the reality; the public's understanding may not be built on facts but assumptions if the facts have not been provided in a timely and relevant manner. A crisis has the capacity to impair not only the reputation of an organization, but also the actual ability for it to deliver its services. Since this is the case, emergency communications must be a central component of the emergency response process. It is the responsibility of every division within the CRD to anticipate major issues that have the potential to impair the reputation of the CRD and that could impact the ability to carry out its mandate. It requires the active involvement of a broad section of staff and support from the board to be effective. The role of Corporate Communications is to take a leading role in managing such issues and ensuring the CRD is prepared to effectively handle the communications associated with these situations. Early identification of a situation, which if left unattended could lead to a crisis, is key for communications efforts and reputation management. Corporate Communication's staff will act as the Information Officer through contact by a 24-hour emergency number in accordance with the Standard Operating Procedure for the event. The number is **250 360-3100.**

4.11.2 Joint Information Centre (JIC)

During an event involving multiple jurisdictions or agencies, it is critical to carefully and expeditiously coordinate the management of incident data and information. An effective method of doing this is through the creation of a Joint Information Centre (JIC). The JIC is the central location that facilitates the mechanism to organize, integrate and coordinate information to ensure timely, accurate and consistent messaging across multiple jurisdictions and/or disciplines. The JIC may be part of a wider Concept of Operations model with other jurisdictions within the CRD.

The physical location of the JIC is where a team of information professionals designated by the EOC Director(s) can gather in a separate location from the EOC in order to gather, vet, and disseminate official critical information, crisis communications, and public information functions to the media and other external sources. A JIC may be established at each level of incident management.

4.12 Electoral Area (EA) Emergency Program Coordinators (EPCs)

The CRD EA EPCs, within an emergency situation, are responsible for timely and accurate relaying of information to the CRD Corporate EOC and to the site. They are also responsible for supporting the site and the public in an Emergency Support Services (ESS) role in the EA during an emergency.

Distribution of information to the public and media is the responsibility of the Information Officer, staffed by Corporate Communications. This may include regular updates and coordination with EPC's until the CRD transitions from a state of emergency back to normal operations.

Every emergency situation requires a different level of support from the EA EPCs. For effective and consistent media and public communication, EA EPCs will consult with the EOC Director or EOC Deputy Director before posting social media messaging and will forward media requests to Corporate Communications.

CHAPTER 5: CONCEPT OF OPERATIONS – RESPONSE

5.1 Provincial Response System

British Columbia Emergency Management System (BCEMS) is a comprehensive framework based on the principles of the Incident Command System (ICS) that ensures a scalable, coordinated, organized, interactive, and flexible approach to emergencies and disasters. Under BCEMS, there are four response levels, which are activated as necessary: Site; Site Support; Provincial Regional Coordination; and Provincial Central Coordination.

Events of Regional Emergency Management Significance: A major event that has (or has the potential to have) an extraordinary level of risk to lives, property, environment, social and/or economic well-being across jurisdictional boundaries in the region which could require one or more of the following:

- Non-routine levels of coordination
- Sharing of situational awareness
- Joint decision-making
- Prioritizing resources
- Allocating resources
- Response by multiple stakeholders (agencies and jurisdictions)

5.2 Trigger Points

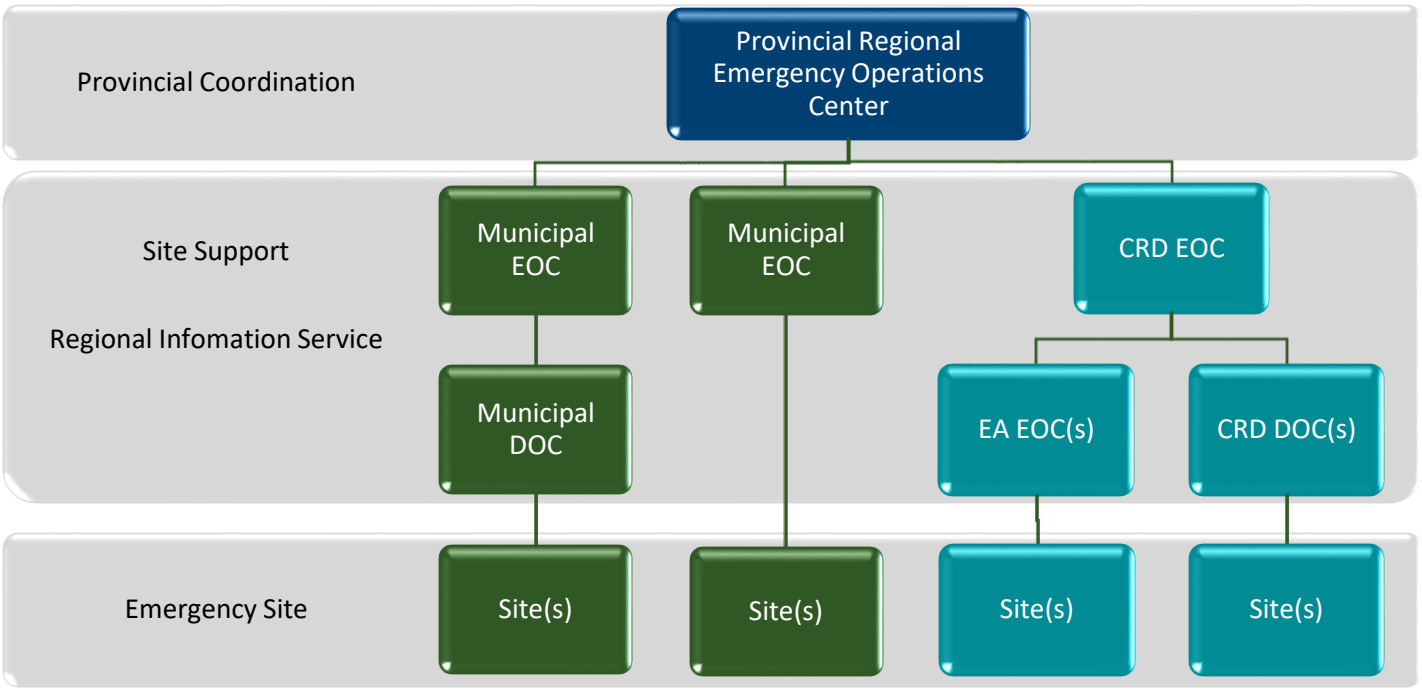
Dependent on the scope, scale and consequences of an emergency event, the Regional Concept of Operations may be activated when:

- An event crosses jurisdictional boundaries
- An event has the potential to cross boundaries
- There is potential negative impact(s)
- There is heightened risk to other jurisdictions
- There are competing demands for critical resources
- There is limited access to specific or required resources in a timely manner
- Event or issue is of interest to media or public throughout the region and requires specific coordination

5.3 Provincial Emergency Coordination Centre (PECC)

The Provincial Emergency Coordination Centre (PECC) prioritizes provincial government objectives and leads the overall provincial response. It also serves as the coordination and communication link with the other response levels and the federal disaster support system.

5.4 Provincial Regional Emergency Operations Centers (PREOC)



Headquarters
Block A- Suite 200
2261 Keating Cross Road
Saanichton, BC
V8M2A5

The PREOC coordinates, facilitates and manages information, policy direction, and provincial resources to support local authorities and provincial agencies responding to an emergency or disaster.

In circumstances where incidents cross local authority boundaries the PREOC will define an operational area in order to manage and coordinate the overall response within that area. The role of the CRD EOC is to coordinate the emergency response activities of the Regional District Electoral Areas and departments response to emergencies arising from their mandated services. The CRD EOC is not established to coordinate emergency response activities between member municipalities, that role is the responsibility of the Province (PREOC).

The mandate of this service is to provide an information and resource management system in coordination with local emergency programs to support local authorities and increase the capacity to manage a multi-jurisdictional emergency or regional disaster.

The overall goal of the Regional Information Service in regards to emergency program support is to achieve the above mandate and provide a vehicle to share information. The service design model is not based on who makes decisions but rather facilitating decisions made with as much information as possible. This project is focused on information coordination and the ability to

make informed decisions based on the entire regional picture. Further information on operational guidelines for a Regional Concept of Operations are described in the Addendum.

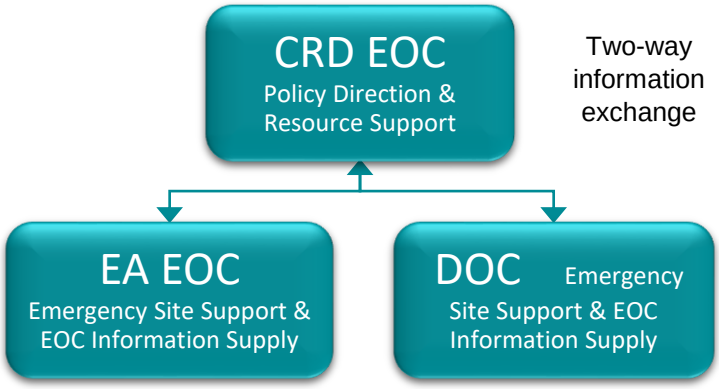
5.5 Site Operations

At the site level, resources are applied to address the incident using the British Columbia Incident Command System (ICS) by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common response framework that is scalable to any size of event. CRD personnel routinely respond to a variety of incidents and non-emergency events employing the ICS system.

The staff member directing the emergency response is designated the Incident Commander (IC) and the location from which the response is directed is referred to as the Incident Command Post (ICP). The vast majority of incidents occurring within the Capital Region are managed and resolved at the site level by first responders and/or CRD employees. Incident sites are supported by EA EOCs or DOCs as required.

5.6 Site Support

When the site level response capacity is exceeded and off-site support is required an Electoral Area Emergency Operations Centre (EA EOC) or CRD Departmental Operations Center (DOC) may be activated at which time the HQ EOC will also be activated. The following diagram depicts the relationship between the different organizational levels of CRD site support (CRD Corporate EOC, EA EOC and DOC).



5.6.1 Capital Regional District Emergency Operations Center (CRD EOC)

The CRD EOC acts as an additional level of site support for EA EOCs and DOCs by providing corporate policy direction and facilitating access to provincial and regional resources. The CRD EOC coordinates inter-departmental/organizational support during large scale events when multiple EA EOCs and DOCs may be activated.

The decision to activate the CRD Emergency Operations Center (EOC) may be made by the EM, the DEM, the CAO, the CRD Board, or the Board Chair. Information to support this decision is obtained from a variety of sources including situation reports (SitReps) from the Incident Commander(s) (IC); Electoral Area Emergency Program Coordinator(s) (EPCs); and/or General Managers (GMs). If an incident or event requires a DOC or EA EOC to be opened the CRD Corporate EOC will automatically activate.

5.6.2 Electoral Area Emergency Operations Center (EA EOC) - JDF, SGI, SSI

The role of the Electoral Area (EA) Emergency Operations Center (EOC) is to support the emergency site operations as well as to oversee and coordinate local response activities off-site. The EA EOC provides a communication link to the CRD EOC and coordinates support from multiple agencies as well as the deployment of local resources. EA EOCs may be established for the Juan de Fuca (JDF), Southern Gulf Islands (SGI), or Salt Spring Island (SSI) Electoral Areas.

5.6.3 Departmental Operations Center (DOC)

In some emergencies CRD departments may require additional support for their emergency operations other than that provided on a routine basis, in this case a Department Operations Center (DOC) will be activated by the department. The DOC is primarily concerned with supporting the operations of the emergency site and ensuring that response activities continue, by focusing on such issues as staffing, resource acquisition, and any off site activities.

5.6.4 Emergency Support Services (ESS)

British Columbians forced from their homes by fire, floods, earthquakes or other emergencies may receive emergency support services. Services may include food, lodging, clothing, emotional support, information about the crisis, and family reunification. There may also be special services like first aid, child minding, pet care and transportation. These services are managed by the Emergency Program Coordinators of each of the three electoral areas, and services are delivered by their respective volunteer ESS teams.

5.6.4.1 ESS Activation Levels

Level 1	Caused by a small, localized event such as a house fire, affecting one or two households and less than a total of 12 people. Services are usually provided at or near the site of the incident and may be delivered by members of the ESS team or other agencies designated by the local authority. A Level 1 ESS response is frequently activated by local fire or police dispatch and generally requires only two ESS responders without activation of a Reception Centre. This is the most common level of ESS response.
Level 2	Caused by a significant event affecting more than 12 people, such as an apartment fire, and often results in call out of the ESS team and the activation of a Reception Centre. Depending on the complexity and scope of the incident, a local authority Emergency Operations Centre (EOC) may also be established to support ESS activities.
Level 3	Driven by a major emergency, such as large- scale flooding, interface fires, or seismic events involving a significant number of evacuees. An EOC is activated and multiple ESS facilities may be established. Often the duration of operation is prolonged.

If a community's ESS capacity is overwhelmed by an emergency, and support from neighbouring communities is insufficient, the Provincial Regional Emergency Operations Centre

(PREOC) can assist by activating an ESS Mobile Support Team (MST). MSTs are regionally based teams comprising trained ESS volunteers that assist local communities by:

- Travelling on short notice to any community requesting ESS guidance or assistance; Providing on-site training and consultation to assist in organizing ESS during an evacuation; and,
- Providing additional capacity or relief to local ESS teams;

The ESS Branch Coordinator in the EOC (usually an ESS Director) is responsible for assessing the overall ESS response. If the ESS Branch Coordinator determines there is a possibility that local ESS resources are exhausted, the PREOC may be requested to provide MST assistance. EMBC funds the management, training and exercising of MSTs, and covers the costs of MST travel and accommodation during an emergency response.

5.7 Regional Concept of Operations

For an event that impacts multiple jurisdictions in the capital region, consideration may be given to activation of the Regional Concept of Operations to coordinate the response. The operational guidelines for the activation and process of the Regional Connect of Operations is addressed in Chapter 9.

CHAPTER 6: EVACUATION

6.1 Evacuation Authority

As the local authority for the JDF, SGI, and SSI Electoral Areas, the CRD is responsible for ordering evacuations to save lives and ensure public safety. This power is granted under section 12(1) of the BC Emergency Program Act through a declaration of local state of emergency by the CRD Board or Board Chair. In reference to the CRD Concept of Operations this type of evacuation happens at the site support level. Under urgent circumstances however, a number of statutes within Provincial Legislation also allow evacuations to be ordered at the emergency site level. Emergency site level evacuations are commonly referred to as tactical evacuations. A detailed list of provincial statutes under which provincial authorities can order evacuations is provided below.

Evacuations (Site Support Level) vs. Tactical Evacuations (Emergency Site Level)

Evacuations ordered at the site support level for the CRD are made by the Emergency Manager through powers granted under a declaration of state of local emergency. Tactical evacuations however, are ordered by the Incident Commander (depending on the situation) at the emergency site level. The Fire Commissioner for example can order a tactical evacuation due to serious danger to life or property arising from fire or risk of explosion under the Fire Services Act (Legal Authority for Evacuation table). Tactical evacuations do not require a declaration of state of local emergency.

6.2 Evacuation Stages

The CRD follows the three stage evacuation process approved by the provincial Interagency Emergency Preparedness Council (IEPC) for hazards which permit adequate warning and preparation time. Within the CRD, examples of these potential events include approaching wildfires and floods. The three evacuation phases include:

Evacuation Alert (No declaration required): A warning is issued about an imminent threat to life and property and people are directed to prepare themselves to be able to leave on short notice. During an evacuation alert people may choose to voluntarily evacuate an area before an order is made.

Evacuation Order (Declaration required): The EOC's decision to evacuate is based on the imminent risk to the population presented by the hazard. Once an evacuation order is issued and people must leave the area immediately. Local RCMP will enforce the evacuation order.

Evacuation Rescind: An evacuation order or alert is rescinded when it is determined to be safe for residents to return home. An evacuation order may be reinstated if a threat returns.

Corporate Responsibility

This Plan intentionally focuses on the site support responsibilities of the CRD to facilitate flexibility of response at the emergency site level. In regards to evacuation, it is the responsibility of the CRD to issue an evacuation alert/order and support the evacuation effort through the local community. Determination of the need for evacuation should be based on information

collected from the Incident Commander and/or a subject matter expert. Before an evacuation order is issued it is the responsibility of the EOC Director to carefully consider all the factors involved, with public safety being paramount. The assumption is made for the following evacuation steps that the CRD EOC and at least one local Electoral Area EOC have been activated.

Steps to Issuing an Evacuation

1. Situation Report from the Incident Commander: The Incident Commander and/or a subject matter expert will advise the EOC Director of the potential need for an evacuation. The information collected should focus on the hazard/situation and include: when the impact will occur; how long until the population is affected; what area will likely be affected or is currently affected; and how long the threat will last. Based on this information the EOC Director will decide on the best course of action, and whether an evacuation is warranted.
2. Evacuation Alert: Depending on the situation the hazard may offer little or no notice and the EOC Director may be required to take immediate action and proceed directly to step three without issuing an alert. If time permits the EOC Director will:
    - Have an Evacuation Alert drafted following the electronic template
    - Approve, then sign the Evacuation Alert
    - Communicate the Alert to the media, public and EOC staff through the appropriate channels (coordinated by the Information Officer)
3. Declaration of State of Local Emergency (SOLE) - Under section 12(1) of the Emergency Program Act a declaration of state of local emergency is required to order an evacuation. To issue the SOLE the EOC Director is required to:
    - Have a Declaration of State of Local Emergency drafted
    - Brief the Policy Group and the GM Advisory Group in regards to issuing the SOLE
    - Have the SOLE passed by Board Resolution or ordered by the CRD Board Chair
    - Forward a signed copy of the SOLE to the EMBC regional office
    - Communicate the SOLE to the public through the appropriate media channels
4. Evacuation Order: Once the SOLE has been issued, to issue the evacuation order the EOC Director must:
    - Have the Evacuation Order drafted following the electronic template (EOC staff will work with the EA Coordinator to identify appropriate evacuation routes and activate the corresponding reception centers)
    - Approve, then sign the Evacuation Order
    - Communicate the order to the media, public and emergency response personnel through the appropriate channels (coordinated by the Information Officer)
5. EA Emergency Operations Centre (EA EOC) Support- Following the evacuation order the EOC will support the evacuation effort through the EA EOC. The EOC will aid in the facilitation of resources and provide the overall emergency response policy and direction. Concise, consistent and accurate information should continue to be released to the media and the public on a regular basis through the Information Officer.

Legal Authority for Evacuation

Evacuation Authority	Legislation	Description
CRD Board (Local Authority)	Emergency Program Act Section 12(1) and 9(1)	Permits the head of a local authority to declare a state of local emergency, and that allows the local authority to order an evacuation should it be necessary. Permits the Solicitor General to order an evacuation if a provincial state of emergency is declared.
Fire Commissioner/ Incident Commander	Fire Services Act Section 25	25 (1) If an emergency arising from a fire hazard or from a risk of explosion causes the fire commissioner to be apprehensive of imminent and serious danger to life or property, or of a panic, the fire commissioner may immediately take the steps he or she thinks advisable to remove the hazard or risk. (2) For the purposes of subsection (1), the fire commissioner may evacuate a building or area, and may call on the police and fire prevention authorities who have jurisdiction to provide assistance.
Medical Health Officer	Public Health Act 28 (1), 29 (2) (a), 31 (1), 31 (2) (b) (ii).	28 (1) If the circumstances described in section 27 [when orders respecting infectious agents and hazardous agents may be made] apply, a medical health officer may order a person to do anything that the medical health officer reasonably believes is necessary for either or both of the following purposes: (a) to determine whether an infectious agent or a hazardous agent exists, or likely exists; (b) to prevent the transmission of an infectious agent or a hazardous agent. 29 (2)Without limiting section 28, a medical health officer may order a person to do one or more of the following: (a)remain in a specified place, or not enter a place; 31 (1) If the circumstances described in section 30 [when orders respecting health hazards and contraventions may be made] apply, a health officer may order a person to do anything that the health officer reasonably believes is necessary for any of the following purposes: (a) to determine whether a health hazard exists; (b) to prevent or stop a health hazard, or mitigate the harm or prevent further harm from a health hazard; (c) to bring the person into

		compliance with the Act or a regulation made under it; (d) to bring the person into compliance with a term or condition of a license or permit held by that person under this Act.
Minister of Forests, Lands, Natural Resource Operations & Rural Development Official	Wildfire Act Section 11, 13 and 14	(11) If the minister considers it necessary or desirable to limit the risk of a fire, to address a public safety concern or to avoid interference with fire control, the minister by order may designate a specified area as a restricted area for a specified period. 13 (1) If the government is engaged in fire control, an official by order may require all persons in an area specified by the official to leave the area. (2) Each of the persons that is the subject of an order under subsection (1) must comply with the order. (3) An order under subsection (1) may be different for different categories of persons. 14 (1) Despite section 63, notice must be given in accordance with this section of an order made under any of sections 10 to 13. (2) The notice required under subsection (1) is sufficiently given to all persons in or near the applicable specified area under sections 10 to 13 if the notice includes a copy of the order or contains particulars or a summary of the order and is (a) posted in or near the specified area, (b) published in or near the area in a manner that the official giving the notice considers will come to the attention of persons in or near the specified area, or (c) broadcast in a manner that the official giving the notice considers will come to the attention of persons in or near the specified area. (3) Without limiting subsection (2), a notice under any of sections 10 to 13 is sufficiently given to any person if the notice includes a copy of the order or contains particulars or a summary of the order and is delivered to the person.

CHAPTER 7: EXERCISE PLAN

7.1 Exercise Plan Goal

To enhance emergency preparedness within the Capital Regional District and increase the response capacity to a significant emergency or disaster while meeting Emergency Program Act requirements for exercising our plan.

7.1.2 Background

Training is a critical component of emergency preparedness and is often cited as its most important principle. Emergency training as it relates to the CRD can be described as an activity that translates information outlined in the corporate emergency plan into a coherent program that can be imparted to staff and elected officials. Exercises are included as a form of training in this plan/program as they provide practical experience and reinforce knowledge, skill, and abilities to compensate for the otherwise limited emergency/disaster response opportunities.

7.1.3 Overview

The CRD has a strong responsibility for emergency management in many departments throughout the organization. Primary examples are:

- Responsibility to the electoral areas as the Local Authority to provide emergency plans
- Responsibility as a corporation to address business continuity issues
- Responsibility as an employer to address staff emergency preparedness
- Responsibility as a water and sewer utility provider to ensure adequate plans are in place

7.1.4 Outcomes

The CRD emergency training/exercise program will be developed to:

- Clarify the roles and responsibilities of staff during an emergency event including internal/external communication procedures
- Enhance perceptions of teamwork, training adequacy and response capacity
- Maintain accurate records of all Emergency Operations Center (EOC) training and exercises completed by staff; Identify EOC positions requiring additional staff and offer employee training in order to provide adequate coverage for these functions
- Establish an exercise design team (DT) to develop, conduct and evaluate regular CRD staff exercises to ensure comprehensive testing of emergency plans, staffing levels, personnel training, procedures, facilities, and equipment
- Document lessons learned to facilitate an annual update of the Corporate Emergency Plan through the Emergency Management Committee (EMC).

7.1.5 Process

This process begins with regular meetings of the CRD Emergency Management Committee who are ultimately responsible for the training and exercise program as established by CRD

bylaw 3447. These meetings will allow discussion on the current understanding regarding the emergency program as well as staff roles and responsibilities and the establishment of an exercise design team. The intent of the training/exercise program will be to build upon existing experience as well as identify and train new EOC staff members. After the establishment of an exercise design team, table-top exercises will be conducted to build confidence and teamwork, followed by functional exercises to provide actual operational training.

A draft timeline for the exercise program is provided below. This template may be modified based on Design Team membership or as required to meet operational needs.

7.2 Emergency Exercise Timeline

Date	Participants	Type	Notes
May 2021	EOC staff	Semi-functional/drill	Drill EOC on set up and conduct of actions during the activation of the Dam Emergency Plan. Assign roles based on staff churn/availability/training.
Oct. 2021	Senior Managers	Workshop	Review common areas of Emergency Response Plans for all departments. Discuss criteria for setting up DOC.
Feb. 2022	Managers	Table Top	Review criteria for establishing DOC and escalation of emergencies
May 2022	CRD EOC/IWS	Table Top	Practice communications, synchronization and collaboration with Dam Emergency Plans.
Nov. 2022	EOC staff	Table Top	Scenario-based exercise based on a large fire in a CRD park within municipal boundaries.
May 2023	Corporate EOC	Functional Exercise	Scenario of 7.0 magnitude earthquake. Review and analyze data/feedback from exercise, prepare program update for EMC.

CHAPTER 8: EMERGENCY COMMUNICATIONS PROCEDURES

Step 1: Prepare to Activate Corporate Communications

Before calling the Corporate Communications emergency phone line, be prepared to answer:

- Who has been or will be affected by this emergency situation?
- What has occurred?
- Where and when did this situation occur?
- Why and how has this situation occurred? Why is this important to residents/public?
- Who is the point of contact for updates to Information Officer?
- Who is the spokesperson: CRD and political
- What are your next priorities?
- Has there been any media contact thus far?
- Are there any immediate safety communications required?
- When is the next scheduled update?
- When do we anticipate the situation to be resolved (if known)

Step 2: Activate Corporate Communications

Phone the Emergency Line: **250.360.3100** to activate Corporate Communications emergency support.

Step 3: Corporate Communications Activated

For all emergency situations, whoever answers the Emergency Communications line **250.360.3100** is the Information Officer (IO). The IO in charge will remain your point of contact until relieved by a fellow Corporate Communications staff member. If there is a transition of leads, this transition will be communicated to you.

Step 4: Ongoing Updates

To ensure proper, timely and accurate distribution of information to the media and public, please continue using the Corporate Communications Emergency Line: **250.360.3100** to communicate status updates through the course of the emergency. Corporate Communications will update channels as necessary.

Step 5: Situation Close & Debrief

Contact the Corporate Communications Emergency Line: **250.360.3100** to confirm when the emergency is over and to signal the transition to standard operating procedures.

Category: High

Description: Extremely urgent update of regional significance

Example: Natural Disasters (earthquake, fire, tsunami) Emergency Health (pandemic)

Tools: Red banner at top of every page on the CRD website (only one can display at a time and the user cannot close); Tweet sent using #crdalerts when posted, updated or resolved; Notification email to ELT when posted, updated or resolved; PSA sent to media as required

Who	**Roles and Responsibilities**	
EOC Director	Information Officer	Social Media Officer
How	**Where**	**What**
Contact Corporate Communications emergency line at 250.360.3100 Source content for distribution by Corporate Communications (web, social media, PSAs etc.) Provide ongoing status updates to Corporate Communications *In a high level emergency the EOC director has clear roles and responsibilities established by Emergency Operating Procedures. The following are aimed at providing clarity for the communications functions during the event.	Update Red banner with key messages provided by EOC. Using content provided by the EOC director, draft and distribute Public Service Announcements and update web content as required Provide key messages and content to Social Media Coordinator(s) Field media inquiries, arrange media interviews/press conferences etc. Coordinate paid or sponsored advertising (radio, newspaper etc.) Update internal communications emergency phone line for staff (250.360.3288) Provide communications support (key messages, coaching spokesperson as required) Provide ongoing advice and support. Ensure content is removed following resolution of the issue or reviewed after a maximum of 5 days.	Report to Information Officer Distribute approved messaging through the @crd_bc Twitter, directing public to the CRD and Prepare Yourself websites Cross promote and direct followers to @PrepareCRD Conduct listening and provide ongoing media scans to the EOC Director and IO Respond to unplanned comments, correct mis-information and re-direct relevant questions/comments Review pre-scheduled messages and adjust as necessary Forward Public Service Announcements to additional stakeholder groups as required.

Category: Medium

Description: Time sensitive update of regional/local significance

Example: Health Alerts (water quality issue, beach closures) Essential Service Disruptions/Delays (water main break/shut off, unscheduled facility closures, blue box pick up delays/cancellations)

Tools: Orange banner at top of every page on the CRD website (multiple banners can display at a time and the user can close); Tweet sent using #crdalerts when posted, updated or resolved; Notification email to ELT when posted, updated or resolved; PSA sent to media as required

Who	Roles and Responsibilities	
Operations Lead	Information Officer	Field Coordinator
How	Where	What
Contact Corporate Communications emergency line at 250.360.3100 Inform and update internal contacts Source content for distribution by Corporate Communications (web, social media, PSAs etc.) Provide ongoing status updates to Corporate Communications **Operations Lead (General Manager or his/her designate) (See Media Relations Guidelines) Note every effort will be made to adhere to the media relations guidelines but timeliness of communications will be priority*	Using content provided by the Operations lead and Field coordinator, draft and distribute Public Service Announcements to media, General Managers and Board. Field media inquiries, arrange media interviews/press conferences etc. as required. Provide communications support (key messages, coaching spokesperson as required) Provide ongoing advice and support.	Update orange banner and relevant webpages with key messages provided by EOC Distribute messaging through CRD Twitter, directing public to the CRD and Prepare Yourself websites. Monitor and update as required Conduct listening and provide ongoing media scans to the Operations lead and IO Respond to unplanned comments, correct mis-information and direct questions Forward Public Service Announcements to additional stakeholder groups as required Provide ongoing status updates to Corporate Communications Ensure content is removed following resolution of the issue or reviewed after a maximum of 5 days

Category: Low

Description: Irregular operations that have the ability to turn into higher level emergencies

Example: EOC Level 1 activations for monitoring and planning (Major activities that could impact essential water or sewer service distribution, severe weather that could impact service delivery); scheduled service interruptions

Tools: Notice placed on designated web pages on the right-hand side; Tweet sent using #crdalerts when posted, updated or resolved; PSA sent to media if required

Who	**Roles and Responsibilities**	
Operations Lead	Information Officer	Field Coordinator
How	**Where**	**What**
Contact Field Coordinator (if unavailable, contact Corporate Communications at 250.360.3100) Inform and update internal contacts Source content for distribution by Corporate Communications (web, social media, PSAs, etc.) Provide ongoing status updates to Field Coordinator. *Operations Lead (General Manager or his/her designate) (See Media Relations Guidelines) Note every effort will be made to adhere to the media relations guidelines but timeliness of communications will be priority.	Review and distribute relevant Public Service Announcements to media, General Managers and Board Field media inquiries, arrange media interviews/press conferences etc. as required. Provide communications support (key messages, coaching spokesperson as required) Provide ongoing advice and support.	Using content provided by the Operations lead, draft Public Service Announcements and liaise with Information Officer Post low-level alert and update relevant webpages Monitor and update as required Respond to unplanned comments, correct misinformation and direct questions Forward Public Service Announcements to additional stakeholder groups as required Ensure content is removed following resolution.

Emergency Communications Guideline

Emergency Communications Guidelines

Overview

Corporate Communications, within an emergency situation, is responsible for timely and accurate distribution of information to the public and media, which includes ensuring that CRD communications channels are updated as needed until the CRD transitions from an emergency back to normal operations.

Every emergency situation will require a different level of support from Corporate Communications. The following information is intended to be used by Corporate Communications and Field Communications Coordinators to coordinate workflow. In an emergency situation the CRD will need to be a credible, reliable and timely source of information. Perception is the reality; the public's understanding may not be built on facts but assumptions if the facts have not been provided in a timely and relevant manner. A crisis has the capacity to impair not only the reputation of an organization, but also the actual ability for it to deliver its services. Because this is the case, emergency communications must be a central component of the emergency response process. It is the responsibility of every division within the CRD to anticipate major issues that have the potential to impair the reputation of the CRD and that could impact the ability to carry out its mandate. It requires the active involvement of a broad section of staff and support from the board to be effective. The role of Corporate Communications is to take a leading role in managing such issues and ensure that the CRD is prepared to effectively handle the communications associated with these situations. Early identification of a situation, which if left unattended could lead to a crisis, is key for communications efforts and reputation management.

Accessing Corporate Communications

Corporate Communications is activated by the Corporate Communications Emergency Phone Line: **250.360.3100**. Monitored 24/7 by Corporate Communications management, this line ensures that any CRD staff member can mobilize Corporate Communications at any time. Once activated, Corporate Communications provides strategic communications advice and assists with the distribution of information to the public and media.

What is an emergency situation?

Category	Description	Examples
High	Extremely urgent update of regional significance	- Natural Disasters (earthquake, fire, tsunami) - Emergency Health (pandemic)
Medium	Time sensitive update of regional/local significance	- Health Alerts (water quality issue, beach closures) - Essential Service Disruptions/Delays (water main break/shut off, unscheduled facility closures, blue box pick up delays/cancellations)
Low	Irregular Operations that have the ability to turn into medium or high level emergencies.	- EOC Level 1 activations for monitoring and planning. (major activities that could impact essential water or sewer service distribution;

		severe weather that could impact service delivery)

How are Emergency Communications Prioritized?

They are prioritized by the BC Emergency Management System's Standard Response Goals.

1. Ensure the health and safety of responders (all staff/onsite personnel)
2. Save lives –The CRD's top priority is the safety and security of our residents
3. Reduce suffering (eg: water/sewer power outages)
4. Protect public health (eg: Island Health advisories)
5. Protect infrastructure (eg: water/sewer potential damage)
6. Protect property
7. Protect the environment
8. Reduce economic & social losses

CRD's Role in an Emergency

There are three for the CRD in emergency management:

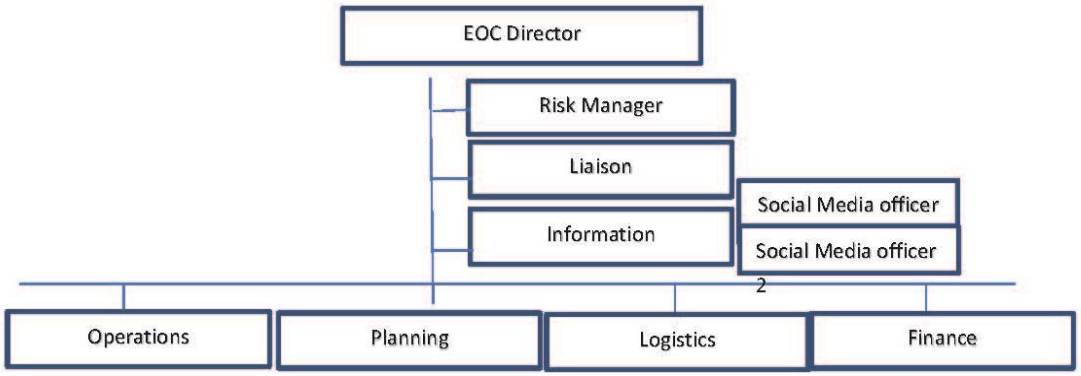
- Local Authority for rural (EAs)
- Regional Service provider including utilities (business continuity/recovery/critical infrastructure response)
- Regional service for information management (support others as requested in sharing of information)

The CRD provides a wide range of services to its member municipalities and electoral areas, which are essential to the health, livelihood and well-being of the citizens of the Capital Region. Several primary services include the supply and distribution of water, the provision of sewer services, and the disposal of solid waste, in addition to overseeing local emergency programs in the three electoral areas.

An EOC supports CRD departments and the Electoral Areas by providing policy direction and resource support. Local EA EOC or departmental operations centres (DOC) may be opened to provide more direct communication or operational support to the incident, but will always work under the overall policy direction of the CRD EOC.

Depending on the severity of the situation, the Communications Manager/Information Officer will assign roles and responsibilities based on current resources available. If required and available, the information officer can institute social media officers to assist with the delivery and monitoring of messages via social media. (refer to Social Media Emergency Guidelines for further info).

For any ongoing medium or high level alerts it is recommended to have the following minimum staffing structure in place.



Roles and Responsibilities

Working in conjunction with the GM Advisory Group and incorporating input from the EOC Section Chiefs and Incident Commanders, the EOC Director is responsible for the establishment of EOC priorities and objectives. EOC objectives should be based on the current response priorities and include one or more options or strategies for achieving the said objective.

Although the CRD faces an array of potential hazards, it is possible to anticipate numerous emergency response actions and activities that are common for the majority of emergency/ disaster events. These common response actions and activities are generally referred to as generic functions and typically play a significant role in the determination of EOC priorities and objectives. Generic functions that should be considered by the EOC Director include; public messaging/warnings, evacuations, sheltering, emergency medical care, search and rescue, protection of property, mobilizing emergency personnel and resources, damage assessment, and restoration of essential public services.

Related Legislation and Policy

- Emergency Act
- CRD Emergency Bylaw

Roles and Responsibilities

Operations Lead (General Manager or his/her designate) *(*See Media Relations Guidelines)*

1) Contact Corporate Communications emergency line: **250.360.3100**
2) Inform and update internal contacts
3) Identify and/or provide content for distribution by Corporate Communications (web, social media, PSAs etc.)
4) Provide ongoing status updates to Corporate Communications
5) Confirm when the CRD transitions from emergency to normal operations

Communications

Below is an overview of the role and responsibilities of Corporate Communications and the different communications tactics that may be employed in an emergency situation. The workflow between Corporate Communications and Field Communications Coordinators is under review on a division by division basis. Where a Field Communications Coordinator is unavailable, Corporate Communications will assume their responsibilities as required.

High Level Emergency

Who	Roles and Responsibilities	
EOC Director	**Information Officer**	**Social Media Officer**
How	Where	What
• Contact Corporate Communications emergency line at 250.360.3100 • Source content for distribution by Corporate Communications (web, social media, PSAs etc.) • Provide ongoing status updates to Corporate Communications *In a high level emergency the EOC director has clear roles and responsibilities established by Emergency Operating Procedures. The following are aimed at providing clarity for the communications functions during the event.	• Update Red banner with key messages provided by EOC • Using content provided by the EOC director, draft and distribute Public Service Announcements and update web content as required • Provide key messages and content to Social Media Coordinator(s) • Field media inquiries, arrange media interviews/press conferences etc. • Coordinate paid or sponsored advertising (radio, newspaper etc) • Update internal communications emergency phone line for staff (250.360.3288) • Provide communications support (key messages, coaching spokesperson as required) • Provide ongoing advice and support.	• Report to Information Officer • Distribute approved messaging through the @crd_bc Twitter, directing public to the CRD and Prepare Yourself websites • Cross promote and direct followers to @PrepareCRD • Conduct listening and provide ongoing media scans to the EOC Director and IO • Respond to unplanned comments, correct mis-information and re-direct relevant questions/comments • Review pre-scheduled messages and adjust as necessary • Forward Public Service Announcements to additional stakeholder groups as required.

Medium Level Emergency

Who	Roles and Responsibilities	
Operations Lead	**Information Officer**	**Field Coordinator**
How	Where	What
• Contact Corporate Communications emergency line at 250.360.3100 • Inform and update internal contacts • Source content for distribution by Corporate Communications (web, social media, PSAs etc.) • Provide ongoing status updates to Corporate Communications **Operations Lead (General Manager or his/her designate) (See Media Relations Guidelines) Note every effort will be made to adhere to the media relations guidelines but timeliness of communications will be priority.*	• Using content provided by the Operations lead and Field coordinator, draft and distribute Public Service Announcements to media, General Managers and Board • Field media inquiries, arrange media interviews/press conferences etc. as required. • Provide communications support (key messages, coaching spokesperson as required) • Provide ongoing advice and support.	• Update orange banner and relevant webpages with key messages provided by EOC • Distribute messaging through CRD Twitter, directing public to the CRD and Prepare Yourself websites. Monitor and update as required • Conduct listening and provide ongoing media scans to the Operations lead and IO • Respond to unplanned comments, correct mis-information and direct questions • Forward Public Service Announcements to additional stakeholder groups as required • Provide ongoing status updates to Corporate Communications

Emergency Communications Tools

1. *Website Advisory Banners* can be added to the CRD website in an emergency situation using either the mobile application or on a desktop through Sitefinity. Employees with mobile or desktop access to the advisory banner have the ability to deploy content to the live site directly. These employees are provided with training and instructional materials.

Current Permissions

WHO

Mobile Access
Andy Orr
Zoe Gray
Britt-Marie Phaneuf
Glenn Harris
Jonathan Lathigee
Shawn Carby
Tracy Urquhart
Laurie Sthamann
Sophie Wood
Jessica Champagne
Lisa Sneek
Shawn Carby

WHERE

Red Banner

- Used for "High" level emergencies
- Banner at the top of every page on the CRD website (only displays when there is an advisory)
- Banner cannot be closed by the user
- Only one red banner can display at a time
- Content is removed following the resolution of the issue or reviewed after a maximum of 5 days

Orange Banner

- Used for "Medium" level emergencies
- Banner at the top of every page on the CRD website (only displays when there is an advisory)
- Banner can be closed by the user
- Multiple banners can display at a time
- Content is removed following the resolution of the issue or reviewed after a maximum of 5 days

2. *Public Service Announcements* are used in emergency situations to share information of an important or urgent nature, such as a water main break, tsunami warning etc., and should be one page or less in length. Approved by Corporate Communications and the appropriate General Manager, or in time sensitive situations a Manager or Supervisor designated by the General Manager, PSAs are sent to local media, General Managers and all staff. Only Corporate Communications has authority to send a PSA to media. PSAs are featured in the site-wide Emergency Advisory Banner while active. The media contact for PSAs is typically Corporate Communications.

3. *Social Media:* the CRD Twitter account @crd_bc is used to distribute messaging and will direct to @PrepareCRD as required in an emergency situation. All Field Communications Coordinators have access and have been provided with training to update the CRD Twitter account and monitor social media using Hootsuite. In an emergency situation, Twitter is the preferred social media platform.

4. *Designate Spokesperson:* Spokespersons are appointed by CAO or Board chair. The EOC Director and Information Officer will work together to manage media inquiries and provide detailed briefings for the spokesperson.

5. *Internal Communications Emergency Phone Line:* The phone line is used to provide updates to staff in the event of facility or office closures. Corporate Communications has access to update the internal communications emergency phone line for staff (250.360.3288).

Supporting Guidelines/Resources

- *CRD Emergency Program Procedures* are in place outlining the initial activation and responsibilities of the CRD Emergency Program. Included in these procedures are protocols for accessing an information officer for events requiring public communications.
- *Media Relations Guidelines* provide guidance to staff to ensure professionalism and consistency in how the CRD works with the media.
- ***Website Editorial Guidelines*** are available on CRD Central and include information on the appropriate use of the site-wide emergency advisory banner.
- ***Social Media Guidelines*** are available on CRD Central and include information on the appropriate use of CRD social media channels.

Supporting How to Documents

- *How to Update the Advisory Banner via iPhone*
- *How to Update the Advisory Banner via Desktop*
- *How to Update the Internal Communications Line*
- *How to Send a Public Service Announcement*
- *How to Post to Twitter in an Emergency Situation*

Tips When Activating Corporate Communications

Step 1: Preparation before Corporate Communications Activation

Before calling the Corporate Communications emergency phone line, be prepared to answer the follow questions:

Who has been or will be affected by this emergency situation?
What has occurred?
Where did this situation occur?
When did this situation occur?
Why has this situation occurred? Why is this important to residents/public?
How did this situation occur?
Who is the point of contact for updates to Information Officer?
Who is the spokesperson: CRD and political
What are your next priorities?
Has there been any media contact thus far?
Are there any immediate safety communications required?
When is the next scheduled update?
When do we anticipate the situation to be resolved (if known)

Step 2: Activate Corporate Communications

Activate Corporate Communications by calling: 250.360.3100.

Step 3: Corporate Communications Activated

For all emergency situations, whoever answers the Emergency Communications line 250.360.3100 is the Information Officer (IO). The IO will:

- work with the Operations Lead to prioritize communication needs, to determine key messages and obtain approvals as resources available based on the Media Relations policy.
- distribute information to the public and media, based on the roles and responsibilities.
- remain your point of contact until relieved by a fellow Corporate Communications staff member. If there is a transition of leads, this transition will be communicated to you.

**Of note: The IO is responsible to obtain necessary approvals of key messages and public/media

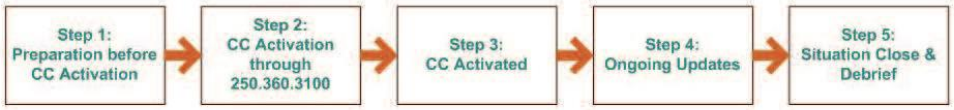
Communications; the Operations Lead/Duty Manager is responsible to notify the Executive of the event details.

Step 4: Ongoing Updates

To ensure proper, timely and accurate distribution of information to the media and public, please continue using the Corporate Communications Emergency Line: 250.360.3100 to communicate status updates through the course of the emergency. Corporate Communications will update channels as necessary. If an EOC is activated and expected to last more than 24 hours, staff may email reports to informationofficer@crd.bc.ca to ensure consistent transition of information when IO duties are transferred/shift changes occur.

Step 5: Situation Close & Debrief

Contact the Corporate Communications Emergency Line: 250.360.3100 to confirm when the emergency is over and to signal the transition to standard operating procedures.



Appendix A: Key Messages

The creation of proper, accurate, and informative key messages are crucial in all emergency situations. These key messages are the sound bites that media and your spokesperson will use.

Key Messages are:

- **Concise**: avoid jargon and acronyms
- **Active**: make every sentence active
- **Positive**: talk about what one can do, not what they can't
- **Short**: one memorable sentence, 10-15 seconds to say
- **Specific**: address a particular challenge and audience

Example Messages

Earthquake off Jordan River Emergency Situation (Reactive)

Key Messages

- A 5.6 magnitude earthquake hit off the Jordan River today at 3:03 pm
- At 3:05 pm a Tsunami Advisory was issued by Emergency Management BC. Please move to higher ground if living along the coastline.
- Check www.crd.bc.ca for updates and information, or tune into CFAX 1070.

Holding Messages

- The CRD's top priority is the safety and security of our residents.
- The CRD is committed to keeping you informed as we work through this situation.
- Visit www.crd.bc.ca for updates and information.

Wastewater Discharge Bypass Notice

Key Messages

- advisory signage has been posted
- unscreened wastewater was discharged
- reason/due to-*for example as a result of heavy rainfall.*
- next Steps-*In consultation with Island Health, water sampling at locations along the beaches*
- Check www.crd.bc.ca for updates and information.

CHAPTER 9: REGIONAL CONCEPT OF OPERATIONS

Regional Concept of Operations

Operational Guidelines

Adopted May 2019

REMP | REGIONAL EMERGENCY MANAGEMENT PARTNERSHIP in the Capital Region

Background & Context

Capital Region Regional Concept of Operations Project

Activation and Operations Guide

This document contains sensitive information. Please do not distribute.

This document was adapted from the Integrated Partnership for Regional Emergency Management in Metro Vancouver's Metro Vancouver Regional Emergency Advisory Group Activation and Operations Guide, as directed by the Capital Region Local Area Administrators Group.

REMP | REGIONAL EMERGENCY MANAGEMENT PARTNERSHIP in the Capital Region

The Regional Emergency Management Partnership (REMP) in the Capital region was established in March 2016 through a Memorandum of Understanding between the BC Government and the Capital Regional District (on behalf of its member jurisdictions) to enhance regional emergency management by providing regional planning on priority emergency management activities. As it is an equal partnership between the Province and the Capital Regional District (CRD), there is equal representation on the Steering Committee. The Steering Committee sets the direction for REMP's work. REMP's regional planning initiatives will be supported by integrated working groups consisting of all levels of government and stakeholder agencies and are reliant on collaboration and relationships to achieve success.

Table of Contents

Background and Context....2
Table of Contents....3
Activation Criteria....4
Steps to Activate....5
How You Will Be Notified....6
What To Do Before The Meeting....7
What To Do During The Meeting....8
What To Do After The Meeting....9
Regional Emergency Advisory Group Agenda....10
Event Notification and Activation Decision Process....11
Definitions....12
British Columbia Emergency Management System Goals....13
BCEMS Guiding Principles....15
Four Phases of Emergency Management 16

Trigger Points

Dependent on the scope, scale and consequences of an emergency event, the Regional Concept of Operations may be activated when:

- An event crosses jurisdictional boundaries
- An event has the potential to cross boundaries
- There is potential negative impact(s)
- There is a heightened risk to other jurisdictions
- There are competing demands for critical resources
- There is limited access to specific or required resources in a timely manner
- Event or issue is of interest to media or public throughout the region and requires specific coordination

Steps to Activate

A Call Emergency Management British Columbia (Attempt Numbers in Order):

1: Vancouver Island Regional Emergency Operations Centre: **250-952-4909**

2: Emergency Management British Columbia Emergency Line: **1-800-663-3456**

3: Emergency Management British Columbia Backline: **1-888-344-5888**

4: Vancouver Island Provincial Regional Emergency Operations Centre Satellite Phone: **1-877-276-0194** *(From any working land-line, cell or satellite phone)*

5: Communities with MSAT satellite telephones can use the "push to talk" using the EMERGNET talk group **"PEP BC"**

B Request to speak with the Vancouver Island Provincial Regional Emergency Operations Centre Director

C Request to activate the Capital Regional Concept of Operations

How You Will Be Notified

Notification will occur through email or other established method of contact from the Vancouver Island Provincial Regional Emergency Operations Centre to all Concept of Operations members:

1. **At Chief Administrative Officers (CAOs) request**
2. **At Emergency Management British Columbia (EMBC) Vancouver Island Provincial Regional Emergency Operations Centre's request**

Communication Methods:

Virtual (e.g. land line, cell, satellite, video conference, radio)

In person (e.g. Local Authority Emergency Operations Centre, Vancouver Island Provincial Regional Emergency Operations Centre

Information Sent with Notification:

Meeting logistics (conference line or location)

Issue to be discussed/resolved

Issue background and supporting documentation

What To Do *Before* The Meeting

1. Confirm notification/communication method:

Determine if there are any existing applicable policies/ guidelines

2. Obtain local situational awareness via:

Updates

Priorities as they relate to the regional issue/question(s)

3. Confirm Emergency Operations Centre resource support:

Confirm resources needed

Confirm availability of critical resources

4. Dial Conference Call Coordinates as provided by phone, email or other communication method.

What To Do *During* The Meeting

Come prepared with:

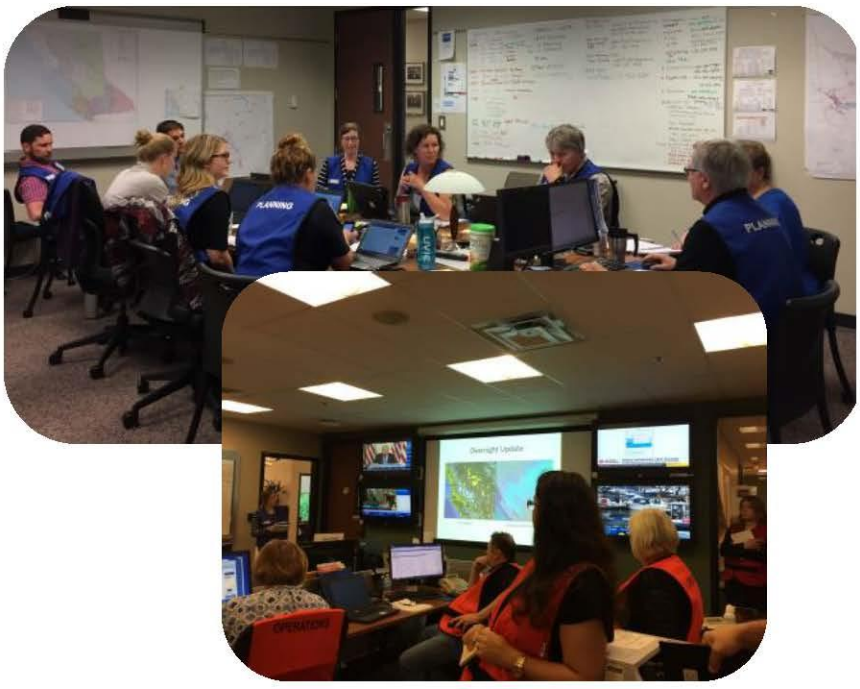
- Local situational awareness updates
- Local priorities (as they relate to the issue/question)
- Local resource status (what is needed/what is available)
- Awareness of the potential regional issue

Any questions/high level discussion items on the regional issue:

- Need for common messaging to be communicated out
- Note any follow-up actions assigned
- Attend future calls
- Support regional coordination for response activities

What To Do *After* The Meeting

- Follow-up on recommendations/decisions/assigned responsibilities
- Inform Emergency Operations Centres and Elected Officials of Regional decisions
- Monitor outcomes



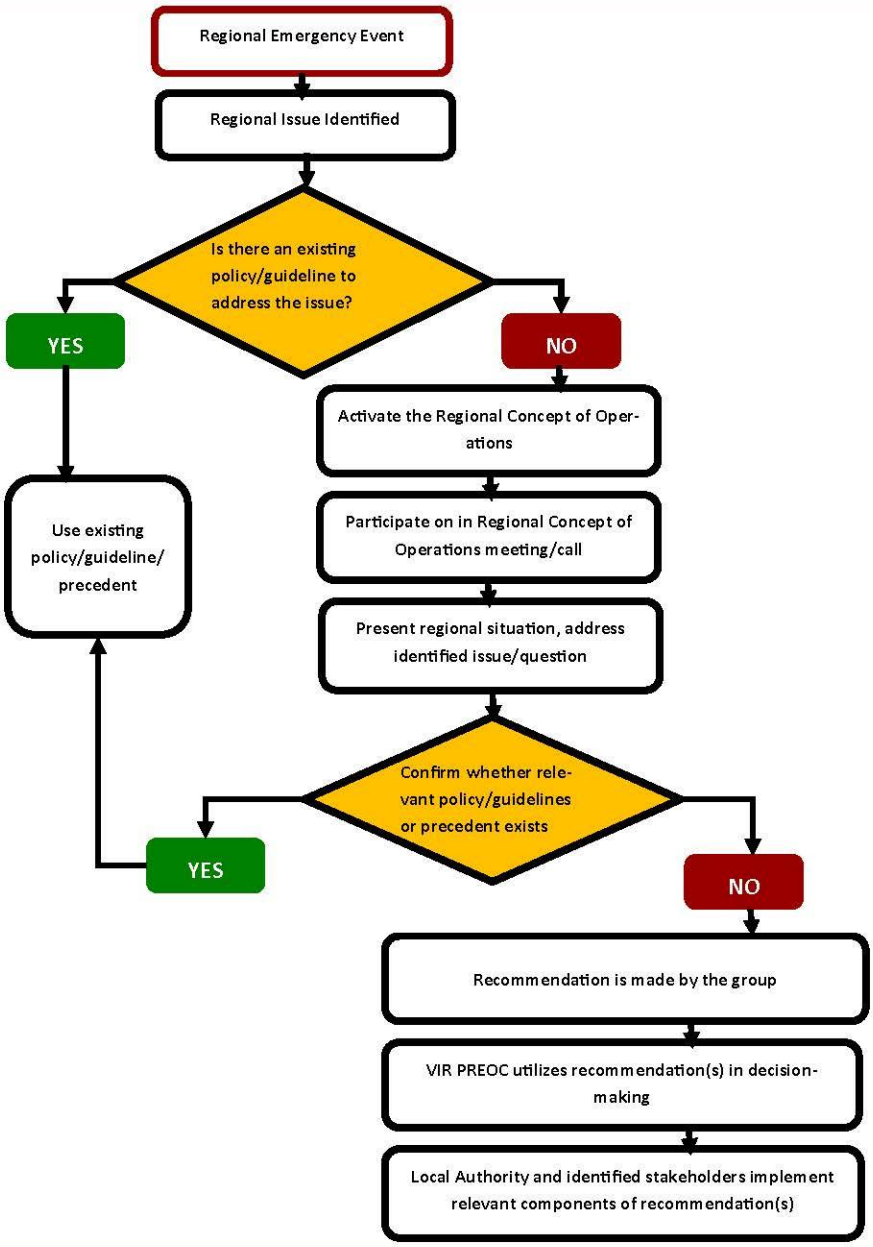
Agenda

No.	Agenda	Lead
1	**Roll Call** *(1 minute)*	VIR PREOC
2	**Present regional issue, question(s) and options** *(3 minutes)*	VIR PREOC
3	**VIR PREOC & Local Authority Situational Awareness Updates** *(5 minutes)* Check in with all participants for updates as it related to the issue/question **Note: Information already covered in VIR PREOC regional situational awareness conference call or in VIR PREOC Situation Report will not be repeated**	ALL
4	**Discussion on regional issues/questions** *(15 minutes)*	ALL
5	**Common Messaging** (if any) *(3 minutes)* • Is there a need for any public messaging arising from the discussion on this conference call? • What needs to be communicated to all local authority and stakeholder Emergency Operation Centres?	ALL

6	**Summarize Outcomes** *(2 minutes)*
	• Recommendations
	  • Rationale
	• Action items
	  • Who is responsible
	• Dissenting opinions
	• Other
		VIR PREOC

7	**Determine need for additional call** *(1 minute)* If so, who needs to attend? • Impacted Local Authorities • Non-impacted Local Authorities • Subject Matter Experts • Other	ALL
8	**Other**	
9	**Adjourn**	

Event Notification and Activation Decision Process



Definitions

Emergency Management

Emergency management means the prevention and mitigation of, preparedness for, response to and recovery from emergencies.

Event of Regional Emergency Management Significance

A major event that has (or has the potential to have) an extraordinary level of risk to lives, property, environment, social and/or economic well being across jurisdictional boundaries in the region, which could require one or more of the following:

- Non-routine levels of coordination
- Sharing of situational awareness information
- Joint decision-making
- Prioritizing resources
- Allocating resources
- Response by multiple stakeholders (agencies and jurisdictions)

British Columbia Emergency Management System Goals

1. Ensure Health and Safety of Responders

The wellbeing of responders must be effectively addressed or they may be unable to respond to the needs of those at risk.

2. Save Lives

The importance of human life is paramount over all other loses. When lives are at risk, response measures must take all reasonable efforts to eliminate these risks.

3. Reduce Suffering

Physical and psychological injury can cause significant short and longer term impacts for individuals, families and communities. Response measures should take into consideration all reasonable measures to reduce or eliminate human suffering.

4. Protect Public Health

Public health measures which are essential to the well being of communities should be maintained or implemented. Actions to enhanced surveillance and detection, eliminate health hazards, minimize exposure and implement programs such as widespread immunization may need to be considered.

British Columbia Emergency Management System Goals

5. Protect Essential Infrastructure

When necessary to sustain response efforts, maintain basic human needs, and supportive effective recovery, infrastructure should be protected ahead of other property.

6. Protect Property and the Environment

Property and the environment are both essential to the livelihood of communities. When determining priorities, response personnel should evaluate the importance of each and implement strategies that are in the best interest of the broader community.

7. Reduce Economic and Social Losses

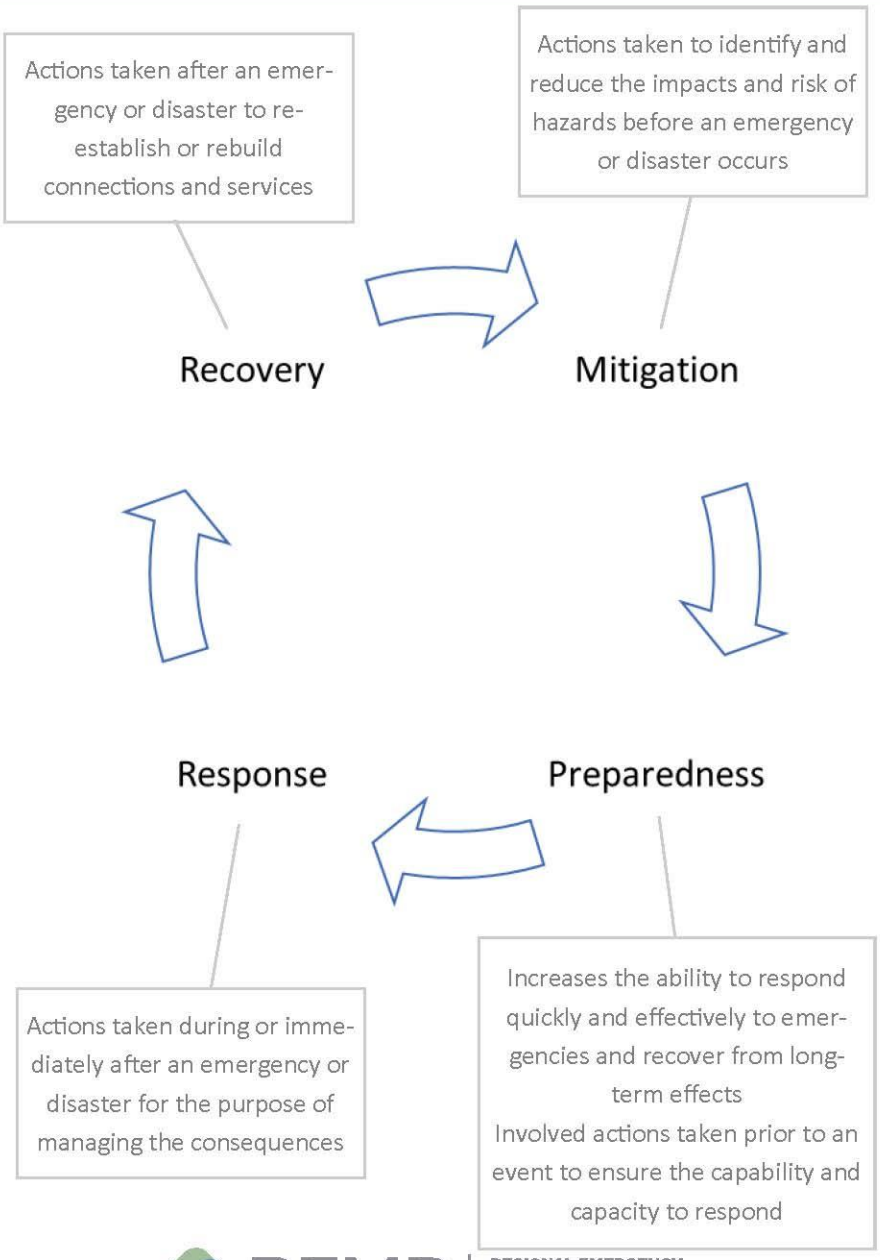
The loss of economic generators can have short and long term impacts on communities, including social losses related to reduce employment, investment and development. Response measures may need to be implemented to reduce these losses.

BCEMS Guiding Principles

Health & Safety	Health and safety are of primary importance in emergency management. The equal dignity of all people must be respected, along with their customs and culture, and their fundamental right to the necessities of life.
Responsibility	Emergency management is a responsibility shared by all – government, business and industry, not-for-profit organizations, and the public. Stakeholders comply with applicable legal and regulatory obligations by developing and implementing plans to manage disasters within their jurisdiction, organization, or area of responsibility.
All-Hazards Approach	Potential hazards that may cause an emergency/disaster are identified, prioritized, and addressed in order to mitigate risk and consequences.
Collaboration and Engagement	Stakeholders collaborate in pursuing an integrated and unified approach to emergency management, thus enhancing capabilities and capacity, and reducing costs. Open lines of communication, mutual respect, and effective coordination of multi-agency efforts lay the foundation for this approach.
Consistent Structure	BCEMS is the required practice for provincial ministries and Crown corporations. Other stakeholders are strongly encouraged to use this framework. BCEMS is based on ICS principles, such as flexibility, scalability, and adaptability.
Clear Communications	Valid, accurate information is communicated to stakeholders clearly and in a timely manner. This includes coordination of proactive public messaging on known and impending hazards before, during, and after an emergency/ disaster.
Continuous Improvement	Continuous improvement is supported by a sharing of research, plans, education, training, exercise, and experience. Learning about what works and what does not work can help stakeholders better prepare for future emergencies/disasters.

Adapted from the British Columbia Emergency Management System Guide (2016)

Four Phases of Emergency Management



REMP | REGIONAL EMERGENCY MANAGEMENT PARTNERSHIP In the Capital Region

16

CHAPTER 10: CRD TSUNAMI ALERTING PROCEDURES

10.1 CRD Tsunami Warning System Activation Protocols

10.1.1 ISSUES:

- Activation/Deactivation criteria for Tsunami warning sirens
- Testing frequencies
- Non-compatible siren system

10.1.2 BACKGROUND:

The tsunami alerting system in Port Renfrew has historically been insufficient to the needs of the area both in volume, range and type of alerting system. In early 2017, staff secured funding from the Province for a Tsunami Warning System patterned after the Jordan River system (funded by BC Hydro). Analysis by University of British Columbia (UBC) and Eaton (manufacturer) initially determined a total of five sirens were required to adequately cover the Port Renfrew area. Funding was insufficient to allow for this, consequently a modular system was designed that could be expanded as funding became available.

The CRD, through the Emergency Management Committee (EMC), established a 90 minute pre-inundation warning time to activate the sirens in the Port Renfrew area.

Recently, the Alert Ready system was introduced in partnership with the federal, provincial and territorial emergency management officials, Environment and Climate Change Canada. Active since 2018, the Alert Ready system is designed to deliver emergency alerts to Canadians through television and radio and, wireless service providers from alerting authorities directly to their consumers' compatible wireless devices and cell phones connected to Long Term Evolution (LTE) networks.

In order to harmonise both the Alert Ready system and the CRD's Tsunami Warning Siren Systems in Port Renfrew/Pacheedaht and the Jordan River campground areas, clear and concise activation/deactivation and testing protocols are required. This will support and compliment both warning systems should one fail.

The CRD can provide updated messaging for each local area through Public Alert Notification System (PANS) and the siren system. Use is governed by the following:

- Auto activation at a magnitude 7.0 or greater for near events
- Activation for distant tsunami warnings consistent with PENS notification by EMBC

10.1.3 Activation

Both Port Renfrew/Pacheedaht and Jordan River campground host many visitors annually. Many of these are new to the area and are unlikely to have received the benefit of education as to the warning systems in place or what to do in the event of tsunami. Therefore the new warning systems were designed to broadcast a siren tone coupled with a voice message.

In order to reduce public confusion to the greatest extent possible the CRD has mirrored messaging used by CFB Esquimalt (DND) in their mass notification system. The only difference is DND uses the verbiage “tsunami alert” in their evacuation message while the CRD uses “tsunami warning.” This is to align with EMBC and National Tsunami Warning Center (NTWC) terminology.

There are four messages/tones installed into the CRD system:

1. The first tone is the Test Tone, which consists of alternating tones and when activated will last for approx. 10 seconds. This tone would immediately be followed by:
   - Test Voice Message: "*This is a test of the siren system. It is only a test. If this had been a real alarm, further instructions would be provided.”* This tone/message repeats once for a total of approx. 45 seconds.

2. The second tone is the Tsunami Tone; this tone varies from a low to high to low sound very similar to an air raid siren tone and will run for one minute immediately followed by a voice message. This cycle will be repeated 12 times (approx. 5 minutes) and will be followed with a four minute break followed by a one minute activation for 60 cycles (approx. 4 hours) or until the ALL CLEAR is sounded. Each tone activation would immediately be followed by:
   - Tsunami Warning Voice Message: *"Tsunami warning, Tsunami warning. Move to higher ground or inland now. Tsunami warning, Tsunami warning move to higher ground or inland now.”*

3. The third tone is the All Clear Tone, which resembles Westminster Chimes. This tone lasts for approx. 10 seconds followed by a voice message. This will loop for one minute immediately followed by a voice message then a one minute rest period. This process will be repeated for a total of approx. 20 seconds.
   - All Clear Voice Message: *“All Clear, All Clear.”*

4. The CRD system has the added benefit of being able to detect Primary waves (P waves) generated by an earthquake prior to the arrival of the damaging Secondary waves (S Waves). This time difference allows for early warning, of depending on where the epicentre of the earthquake is located, between 0 (immediately below) to 40+ seconds for a more distant event. As P waves do not by themselves provide indication of earthquake magnitude additional integration with outside area sensors (elsewhere on the BC Coast, Washington, and Oregon) is required to enhance system integrity. Staff continues to work with UBC in ensuring this capability is utilized to its fullest extent possible. In setting the level at which the system activates it is critical that the system not activate at too low a level as to inconvenience or irritate the residents, yet not so high a level as to render distrust in the system. Current thought indicates between a 4.0 and 5.0 magnitude equivalent.

Consequently, the fourth tone is the ***Earthquake Warning Tone***, which resembles an electronic alarm clock. The tone lasts for a few seconds and would immediately be followed by:

Earthquake Early Warning Voice Message: "Earthquake Warning, Drop Cover and Hold-on". This tone/message repeats three times for a total of approx. 1 minute.

ACTIVATION CRITERIA:

There are two types of events of concern; Local and Distant Events:

Local events:

These have been defined as being an event that is relatively close and is often felt by residents. Tsunamis caused by these events may impact the shoreline in as little as 20 minutes. EMBC has stated that to be considered potentially tsunami causing, an event must be a minimum of 7.0 in magnitude with significant ground displacement, this is supported by the NTWC. For a local "felt" event the auto detection/activation system is therefore recommended to be set to trigger at this level.

Distant events:

These are tsunami events that are caused by earthquakes not felt locally. With the advent of the Alert Ready program we now suggest activation of the tsunami sirens to align with the provincial notification to the public in order to avoid confusion and conflicting messaging.

The CRD Fire Dispatch program can activate the tsunami warning sirens in compliance with the approved protocols and can do so in the event that they are unable to contact the CRD Duty Officer.

Deactivation Criteria:

It is recommended that deactivation only occur:

1. When the CRD Duty Officer receives confirmation threat of Tsunami has passed
2. In the case of potential Jordan River dam breach once BC Hydro confirms dam integrity

Testing:

Both these systems reside within very harsh environments, in fact the manufacturer (Eaton) states the most challenging environment of anywhere in the world. In order to ensure they remain in a constant state of readiness regular testing is required. Tests will be done semi-annually as follows:

- In approximate conjunction with the Provincial "Shake-Out" drill held in October
- In approximate conjunction with the National Emergency Preparedness week held in May

10.1.4 Activation Procedures

CRD will use existing protocols to activate. Contact CRD Protective Services Emergency Manager to activate.

10.2 Capital Regional District Distant vs. Local Tsunami Response Protocols

Knowing when to do nothing is just as important as knowing what to do. In the case of a distant tsunami event, it is important to understand the difference in both scale of event and response requirements for a local and a distant tsunami event.

Local Tsunami - caused by an earthquake in the Cascadia Subduction Zone.

Distant Tsunami - caused by an earthquake on a subduction zone elsewhere in the Pacific Ocean.

Local	Distant
Generated by a nearby subduction zone earthquake First surge arrival time in as little as 20 minutes after the earthquake Widespread damage from both earthquake and tsunami NOAA National Tsunami Warning Centre warning is ineffective; only effective warning is the earthquake, shaking is your warning Cascadia type event capable of producing tsunami Lasting > 60 seconds, or makes standing difficult Entire population of area impacted to some extent with great threat to life safety in and near the inundation zone; severe disruption of maritime operations.	Generated by a faraway subduction zone earthquake. Defined as being greater than 1000 km away First surge arrival time generally two or more hours after the earthquake Damage limited to coastal areas in inundation zone NOAA National Tsunami Warning Centre warning is effective, if implemented by local responders and media. Not Felt Impacted population generally limited to inundation zone and maritime community; long warning time greatly reduces threat to life safety.

prepareyourself.ca

For purposes of Direction and Notification; Tsunami inundation is classified as being either Felt/Imminent or Distant.

Felt/Imminent:

Any “felt” earthquake (shaking lasting longer than 60 seconds or one that renders standing difficult) event will be deemed to be capable of generating a damaging Tsunami. The shaking is the warning; all residents are to evacuate immediately to as high ground as far inland as possible.

An imminent event is defined as being inundation expected in less than 90 minutes, further, distant events will eventually become imminent and once the 90 minute time frame is met will be classified as imminent.

Distant:

A distant event is defined as being inundation expected in greater than 90 minutes

Authority for activation of the Tsunami warning system is automatically delegated to the:

- CRD Emergency Manager or designate
- Port Renfrew Fire Chief or designate
- Port Renfrew Community Coordinator or Designate
- Langford Fire Dispatch Centre
  - For a tsunami threat generated by distant events, the tsunami siren is to be activated only under the direction of the CRD Emergency Manager or designate. If the CRD Emergency Manager has not contacted dispatch by 120 minutes pre-inundation time of a known Tsunami threat dispatch is to contact CRD Emergency Manager.
  - If contact has not been made or cannot be made with CRD Emergency Manager for activation confirmation by 90 minutes pre-inundation estimate time (based on tsunami arrival time warning notifications received from either NTWC or EMBC the dispatch centre may activate both Port Renfrew/Pacheedaht and Jordan River systems

If an authority **other** than the CRD Emergency manager or designate activates the system The CRD Emergency Manager and JdF Emergency Coordinator must be informed that the Tsunami siren has been sounded as soon as possible after activation.

10.2.1 Public Evacuation/Notification Protocols:

Event	Protocol	
	Local/Felt Imminent	**Distant**
Warning	The shaking is the warning All residents should immediately evacuate to high ground as far inland as possible. Authority to Activate Warning System - System automatically Activates - CRD Emergency Manager or designate - Port Renfrew Fire Chief or designate - Port Renfrew Community Emergency Program Coordinator or Designate **Action** Immediate Siren Activation – to remain activated until post Tsunami threat as advised by EMBC or NTWC	**Authority to Activate Warning System** CRD Emergency Manager Langford Dispatch Port Renfrew Fire Chief Port Renfrew Emergency Coordinator **From time of NTWC Advice** **Port Renfrew/ Pacheedaht & Jordan River** **At 90 minutes pre estimated NTWC inundation** Activate Tsunami siren system On Call Duty Officer contacts Fire Dispatch to activate old air raid siren at Beach camp

	On Call Duty Officer contacts Fire Dispatch to activate old air raid siren at Beach camp In the event beach camp air raid siren has not activated, Fire Chief to activate Time permitting - Fire Chief to attend to Pacheedaht FN to activate air raid siren at Pacheedaht FN	In the event beach camp air raid siren has not activated, Fire Chief to activate Fire Chief to attend to Pacheedaht FN to activate air raid siren at Pacheedaht FN Duty Officer activates Public Alert Notification System (PANS) **Port Renfrew/Pacheedaht** Mobile Public Address – continue to 60 minutes pre estimated inundation Door-to-door – continue to 60 minutes pre estimated inundation Fire Chief to ensure all Responders have cleared the inundation area
Advisory	**Authority to Activate Warning System** CRD Emergency Manager or designate **Action** Public notification required for those residents in or near the water through PANS and/or mobile public address to stay away from the shore Evacuation/closure of beaches, harbours and marinas to be considered. If an Advisory is upgraded to a Warning, protocols outlined above are to be initiated	
Watch	No public notification required: Emergency Program staff to monitor If a Watch is upgraded to an Advisory protocols outlined above are to be initiated	

10.2.2 Tsunami Siren Deactivation Protocols

Port Renfrew

Tsunami Siren to remain activated until the CRD Emergency Manager or designate has received notification from EMBC or NTWC that the threat of tsunami has passed.

Jordan River

Local Event
The warning system activated until it has received notification from the CRD Duty Officer that the threat of Tsunami/Dam breach has passed. As clarification in the case of dam impact this may not be received for days or months from BC Hydro consequently the Highway may need to be closed. In this case this must occur by order of the RCMP/Province. The CRD Duty Officer shall ensure the warning siren remains activated until such time as notification has been received from either EMBC and/or NWTC advises the threat of tsunami has passed AND BC Hydro advises their infrastructure has not been impacted. In

the event BC Hydro has not advised the CRD Duty Officer that the threat of dam breach has passed by the time tsunami threat has passed, the Duty Officer should contact BC Hydro through the BC Hydro Security Command number located in the CRD Emergency numbers contact listing to determine if the system may be de-activated or if steps should be taken to close the highway.
Distant Event
The Jordan River Tsunami Siren is to remain activated until the Langford Dispatch centre has received notification from the CRD Duty Officer that the threat of Tsunami has passed.

10.2.3 Tsunami Siren Test Procedures

In order to ensure Tsunami Sirens remain in a constant state of readiness they are to be activated/tested in accordance with the following schedules:

Port Renfrew and Jordan River

Semi-annually:

- In approximate conjunction with the Provincial “Shake-out” drill
- In approximate conjunction with the Provincial Emergency Preparedness week

CHAPTER 11: EMERGENCY COMMUNICATIONS PLAN FOR TSUNAMI ALERTS IN THE CAPITAL REGION

Emergency Communications Plan for Tsunami Alerts in the Capital Regional District

Version 2

Local Government Emergency Program Advisory Commission

9/13/2018

Contents

Introduction 2
Purpose 2
Scope 2
Plan Maintenance and Review 2
Tsunami Alert Definitions 3
Tsunami Warning 3
Tsunami Advisory 3
Tsunami Watch 3
Information Statement 3
Cancellation 3
Local Governments Emergency Programs in the Capital Regional District 3
Tsunami Notification Criteria 4
Local Emergency Program Notification Methods and Valid Information Sources 4
Tsunami Notification Process 4
Sharing Information 5
Information Release 5
Emergency Communications Procedure for Tsunami Alerts in the Capital Region 5
Initial Situational Awareness 6
Ongoing Situational Awareness and Communication 7
Public Messaging and Misinformation 7
Communications with Emergency Management British Columbia (EMBC) 7
Tsunami Alert Conference Call Standard Operating Procedure 7
Appendix A – Social Media Standard Messaging 10
Appendix B – Tsunami Alert Conference Call Standard Operating Procedure 13

Emergency Communications Plan for Tsunami Alerts in the Capital Region

Introduction

Regional disasters and major emergencies require regional coordination to increase the effectiveness of immediate emergency notification messages. The timely and effective exchange of emergency information is critical to the success of the response and to ensure public confidence in local government response. Recent earthquake and tsunami events have demonstrated that an Emergency Communications Plan for Tsunami Alerts is required to effectively respond to Tsunami Alerts in the Capital Region.

Predetermining the process in which Emergency Programs will coordinate and communicate during Tsunami Alerts will improve information sharing amongst relevant emergency management stakeholders, as well as ensure clear and consistent messaging is provided to the public. Through the development of an Emergency Communications Plan for Tsunami Alerts, the Local Government Emergency Program Advisory Commission (LGEPAC) can increase the effectiveness in which local authorities respond to a Tsunami Alert.

Purpose

There are three main goals of this plan:

1. Outline a communications strategy to ensure that all local emergency programs in the Capital Region are aware of a Tsunami Alert.
2. Increase regional situational awareness by sharing relevant actions taken by local emergency programs during a Tsunami Alert.
3. Ensure consistent and clear public messaging during a Tsunami Alert by defining the process and channels of communication used by and between local emergency programs to share information.

Scope

The scope of the plan is to outline the method of notification of local emergency programs of Tsunami Alert in the Capital Region and the associated dissemination of information and actions taken during the event. This plan will provide a standardized communications protocol to ensure validation of Tsunami Alerts and increased situational awareness of the actions taken by each emergency program in the region.

The scope of this plan is not meant to cover day-to-day incidents or replace existing communications plans, but rather to provide emergency communications guidelines for use when a Tsunami Watch, Advisory or Warning is issued for the Capital Regional District in Zone D.

Plan Maintenance and Review

This plan will be reviewed an updated annually or as necessary by the LGEPAC. The plan will be stored on the LGEPAC SharePoint site.

The plan will be exercised twice per year to ensure contact information is up to date and to ensure understanding of process. The exercises will coincide with Emergency Preparedness week the first full week of May, and again during Shakeout BC on the third Thursday of October.

Tsunami Alert Definitions

Tsunami Warning

A "Warning" is the highest level of Tsunami Alert. Warnings are issued due to the imminent threat of a tsunami from a large undersea earthquake, or following confirmation that a potentially destructive tsunami is underway. They may initially be based only on seismic information as a means of providing the earliest possible alert.

Tsunami Advisory

An "Advisory" is the second highest level of Tsunami Alert. Advisories are issued due to the threat of a tsunami that has the potential to produce strong currents dangerous to those in or near the water. Significant inundation is not expected for areas under an Advisory but coastal zones may be at risk due to strong currents. Appropriate actions by emergency management personnel may include closing beaches and evacuating harbours and marinas.

Tsunami Watch

A "Watch" is the third highest level of Tsunami Alert. Watches are an advance alert that, based on an analysis of the event, may be cancelled or upgraded to a Warning or Advisory prior to impact. There is a potential threat to a zone contained in a Watch but communities have time to prepare. Watches are normally based on seismic information, without confirmation that a destructive tsunami is underway. Emergency management personnel and coastal residents should prepare to take action in case the Watch is upgraded to Advisory or Warning.

Information Statement

An "Information Statement" is issued when an earthquake has occurred and there is no threat of a destructive tsunami affecting BC. Information Statements may be used to prevent unnecessary concern when an earthquake has occurred but there is no tsunami threat.

Cancellation

A "Cancellation" cancels any previously issued tsunami messages. It is issued when there is no longer observed evidence of tsunami waves at tide gauge stations. Local conditions may differ from those at tide gauge stations and local authorities should determine the safety of coastlines. Cancellations are the final tsunami message issued by EMBC.

Local Governments Emergency Programs in the Capital Regional District

- Capital Regional District
- City of Colwood
- City of Langford
- City of Victoria
- District of Central Saanich
- District of Highlands
- District of Metchosin
- District of North Saanich
- District of Oak Bay
- District of Saanich
- District of Sooke
- Juan de Fuca Electoral Area
- Salt Spring Island Electoral Area
- Southern Gulf Islands Electoral Area

- Township of Esquimalt
- Town of Sidney
- Town of View Royal

Tsunami Notification Criteria

The tsunami notification criteria in this procedure are dynamic and align with policies put forth by Emergency Management British Columbia (EMBC) and National Tsunami Warning Centre (NTWC) as necessary. The current criteria are as follows:

- If the NTWC issues a Tsunami Watch, Advisory, or Warning, EMBC's notification process will be immediately initiated through the Provincial Emergency Notification System (PENS).
- If NTWC issues an earthquake notification that DOES NOT result in a Tsunami Watch, Advisory, or Warning, EMBC will not issue a notification.

Local Emergency Program Notification Methods and Valid Information Sources

The NTWC is the authoritative source of information for the Capital Region and EMBC amplifies their message. It is important to note that the Pacific Tsunami Warning Centre (PTWC) is the authoritative source for Pacific Asia and does not message for the NTWC.

Each local government emergency program has a method of immediate notification in the event of a Tsunami Alert using one or more of the following valid information sources:

- EMBC via PENS
- NTWC via self-subscribed Twitter @NWS_NTWC
- United States Geological Survey (USGS) via self-subscribed Twitter @USGSBigQuakes
- Local Dispatch Centre Protocols

Tsunami Notification Process

EMBC

- The Emergency Coordination Centre (ECC), a 24/7 staffed operations centre, receives the initial Tsunami Alert from the NTWC. The ECC has tsunami alert monitoring systems, and a direct conference line to NTWC, FEMA and other tsunami stakeholders.
- The ECC will forward the alert via email to a list of provincial and federal partners.
- The Provincial Duty Manager determines the need to launch PENS and Alert Ready. They may also activate initial tweet/blog post or defer to social media unit to inform of Tsunami Alert via Twitter @EmergencyInfoBC.
- Notification is issued via PENS to local authorities, public safety agencies and key media via phone and or e-mail. Additional NTWC notifications are issued via PENS.
- EMBC activates an emergency management structure, both provincially and regionally.
- The provincial regional emergency operations centre(s) (PREOCs) contact, via phone, the necessary local authorities, placing priority on those communities at highest risk.
- Local authorities have overall responsibility for notifying their residents of any risk or evacuation plans, which can be done in a number of ways, including local radio, e-mail distribution, phone trees, door-to-door visits, community sirens or loudspeakers.
- As updates become available, EMBC's social media unit posts verified information to the www.EmergencyInfoBC.gov.bc.ca site. Links to these posts are tweeted @EmergencyInfoBC.
- Activation of the provincial emergency management structure will continue until the cancellation of all Tsunami Alerts is communicated via PENS. This is conveyed via social media.

Local Emergency Programs in the Capital Region

- When the NTWC issues a Tsunami Watch, Advisory or Warning, local government emergency program coordinators are notified via one of the methods identified in the Local Emergency Program Notification Methods.

Sharing Information

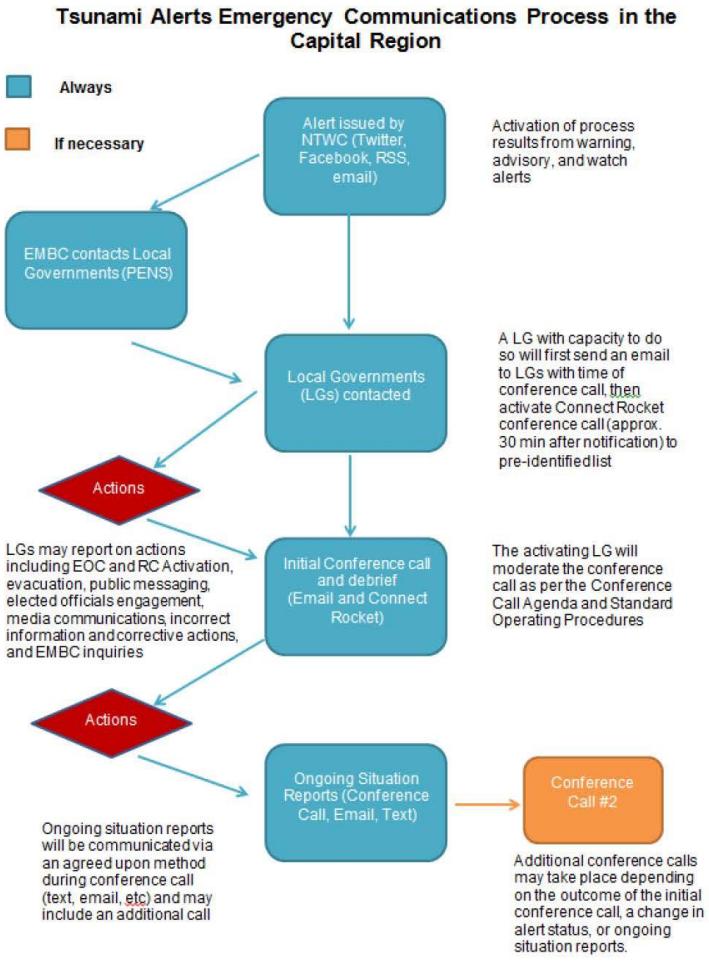
- Information is shared between local governments via initial conference call that will occur approximately 30 minutes after the time of the tsunami alert indicated by the NTWC to allow time for emergency programs to take initial actions. The call also acts as a redundancy to notify emergency programs of the tsunami alert.
- The conference call will take place using the CRD's Connect Rocket account. See ***Appendix B – Tsunami Alert Conference Call Standard Operating Procedure.***
- The process is initiated by the first available local authority with the capacity to do so using the Tsunami Alert Conference Call Standard Operating Procedure. Unaffected areas in the Region are encouraged to initiate the process to assist impacted and responding local governments.
- Relevant actions may include EOC activations, evacuations, public messaging including platforms, EMBC inquiries, elected officials engagement, relevant information on social media and media monitoring including incorrect information and communications with the media.
- At the end of the call, participants will determine the need for additional conference call(s), or to share information via another agreed upon method, such as email or text message. A summary of the conference call including next steps will then be sent out via text message via Connect Rocket for any local authorities who miss the initial conference call.

Information Release

- This plan recognizes that identical regional public messaging during an emergency is not possible. Each local government's public messaging will reflect different operational decisions based on capacity, resources and needs.
- The release of public messaging should be consistent across local governments. Use of standard messaging templates found in **Appendix A – Social Media Standard Messaging** is encouraged to ensure consist messaging.
- Each local government retains autonomy of their own public messaging.
- Any information release is considered a relevant action and should be relayed during conference calls or via situational updates.

Emergency Communications Procedure for Tsunami Alerts in the Capital Region

Tsunamis resulting from distant (non-Cascadia fault/non-felt) earthquakes are a unique event in that they are not initiated locally, and are initiated by the NTWC. A Tsunami Alert may be a classified as a Watch, Advisory, or Warning, and each type of alert requires varying actions.



Initial Situational Awareness

Each local government emergency program in the Capital Region has different methods of immediate notification in the event of a distant tsunami – refer to "Tsunami Notification Methods" spreadsheet for details. It is likely that emergency programs will be made aware of a Tsunami Alert via one of these methods. As a redundancy to ensure that all emergency programs are notified and to share situation reports, a conference call will be initiated for the Regional local authorities.

A conference call occurs approximately 30 minutes after the initial time of the tsunami alert indicated on the NTWC to allow time for emergency programs to undertake actions. This conference call is

initiated by the first available local authority with the capability to do so using ***Tsunami Alert Conference Call Standard Operating Procedure.***

If the initiating local authority has the time and capacity, they will send an email to a pre-identified list prior to the conference call indicating what time it will take place. The 30 minute time estimate varies based on the situation and should allow emergency programs to take initial actions and make decisions to report on during the call. The call allows impacted and responding areas to share relevant initials actions with all local emergency programs. All participants should adhere to ***the Tsunami Alert Conference Call Standard Operating Procedure.***

Ongoing Situational Awareness and Communication

Situation reports are shared through an agreed upon method that local governments typically employ (text, email, telephone, etc). Situation reports are for relevant actions that may include:

- EOC activations
- Evacuations
- Public messaging including platforms
- EMBC inquiries
- Elected officials engagement
- Relevant information on social media and media monitoring including incorrect information
- Communications with the media.

Local government emergency programs may request / initiate additional conference call(s) when deemed necessary to share situational awareness, particularly if a Tsunami Alert is escalated.

Public Messaging and Misinformation

Local government emergency programs retain decision-making autonomy for public communications. It is recommended that any media communications, or requests for media communications, are relayed to other local governments via the initial telephone call as a situational update.

For updates to local social media and websites, standard messaging has been created and is encouraged for use by local governments found in ***Appendix A – Social Media Standard Messaging***.

If any misinformation is discovered by emergency programs in reference to the event, it is recommended that this information be shared during the conference call and directly with the impacted local authority so it may be corrected.

Communications with EMBC

Since local governments submit requests for resources directly to EMBC, it is recommended that local government emergency programs share relevant EMBC communications and correspondence during conference calls or through situational updates.

Tsunami Alert Conference Call Standard Operating Procedure

Conference Call Coordinator (CCC)

Time permitting, an email may be sent by the initiating local authority to those contacts specified by local government emergency programs immediately following receipt of any Tsunami Alert. This

message will forward alert information issued by NTWC and the time the conference call will take place, typically 30 minutes following the time of the alert.

The initiating local authority will assign or assume the role of CCC to ensure that relevant actions are shared in a timely manner. If possible, a Local government not impacted by the event should assume this role to allow impacted areas to focus on response.

The CCC will follow and enforce this operating procedure and the ***Appendix B – Tsunami Alert Conference Call Standard Operating Procedure***.

The CCC will initiate the call as follows:
Dial: 778-402-1230 Enter code: 1303

All contacts on the preassigned list will be called. As soon as they answer they will be placed on the call. When LGs answer the call the CCC will begin the script in ***Appendix B – Tsunami Alert Conference Call Standard Operating Procedure.***

The CCC will provide a summary of the call by texting **1303: (actions)** to **778-402-1230.**

Local Government Emergency Program Coordinators (LG EPCs)
LG EPCs receive an email from the Conference Call Coordinator as soon as possible following the initial alert by NTWC. This email specifies a time that the conference call will take place. LG EPCs that choose to participate can expect a call at the time specified, and upon answering will immediately be placed in a conference call.

It is the responsibility of each local government emergency program to provide the contact information of any participant they wish to have on the call via the LG EPAC contact list in SharePoint prior to an alert and to notify the City of Victoria when changes are made

Conference Call Participants
In order for emergency programs to return to response operations as soon as possible, the sharing of information during the conference call will adhere to the following:

1. Each local government emergency program designates one representative to report on behalf of the program.
2. Each local government will speak and report only when called upon by the CCC.
3. Each local government has approximately one minute to report on relevant actions in response to the Tsunami Alert issued.
4. Each local government reports only on relevant actions.

It is the responsibility of each reporting local government representative to adhere to this time frame and to report only relevant actions.

It is the role of the CCC to facilitate the call and ensure that the standard operating procedures are adhered to.

Order of Relevant Action Reporting

The Conference Call Facilitator specifies each local government emergency program in the following geographic order from Juan de Fuca south, and then up the peninsula: Juan de Fuca Electoral Area, District of Sooke, District of Metchosin, City of Langford, City of Colwood, District of Highlands, Town of View Royal, Township of Esquimalt, City of Victoria, District of Oak Bay, District of Saanich, District of Central Saanich, District of North Saanich, Town of Sidney, Salt Spring Island Electoral Area, Southern Gulf Islands Electoral Area, Capital Regional District.

Relevant Actions

Relevant actions are those that may impact other local emergency programs or provides beneficial / useful information for local government emergency programs. These may include but are not limited to:

- EOC activation
- Evacuations
- Public messaging (including platforms)
- EMBC inquiries
- Elected officials engagement
- Incorrect public information and correction measures
- Communications with media

It is the responsibility of each emergency program to determine which actions are relevant. If there are no relevant actions, it is recommended that the local government report "No Actions."

Additional Conference Call(s)

After the last action report, the Conference Call Coordinator asks call participants whether another call is necessary. If a majority of the participants request another call, a time is determined and the call will be initiated by a designated local authority with the capacity and capability to do so. This may be a different local authority than the initial call. If no call is necessary, the call will end.

Additional calls may be necessary if a Tsunami Alert is escalated. This is based on interactions with other local governments and through situation reports. If an additional call takes place, an initiating local authority initiates an email with a conference call time to begin the tsunami emergency communications process as described above.

Appendix A – Social Media Standard Messaging

Social Media – Tsunami Watch

Potential Immediate Key Messages:

Twitter:
A Tsunami Watch is in effect for (area impacted). No immediate risk, monitor prepareyourself.ca and EmergencyInfoBC.

#tsunami #crd #tsunamiwatch #jdf #(affected community, ie Jordan River)#NTWC #embc

Facebook:
A Tsunami Watch is in effect for (area impacted). No immediate risk is expected, stay tuned for more information at prepareyourself.ca. A (insert magnitude) earthquake has occurred at (time, location). No immediate risk is expected for this area, but residents are being notified to monitor local news, www.emergencyinfobc.gov.bc.ca and www.prepareyourself.ca for updated information.

Potential Holding Messages:
Twitter:
The top priority of (local government) is the safety and security of our residents. (Local government) is committed to keeping you informed as we work through this situation.

Visit www.prepareyourself.ca, www.emergencyinfobc.gov.bc.ca and (local government website) for updates and information.

Facebook:

The top priority of (local government) is the safety and security of our residents and we are committed to keeping you informed as the situation progresses. Visit www.prepareyourself.ca , www.emergencyinfobc.gov.bc.ca and (local government website) for updates and information.

Social Media – Tsunami Advisory

Potential Immediate Key Messages:

Twitter:

1. A Tsunami Advisory is in effect for (area impacted). Move away from coastal areas below high tide mark. Go to prepareyourself.ca, www.emergencyinfobc.gov.bc.ca, and our website for updates.

   #tsunami #crd #tsunamiwatch #jdf #(affected community, ie Jordan River)#NTWC #embc

Facebook:

1. A Tsunami Advisory is in effect for (area impacted). Move away from harbours, marinas, beaches or areas below the high tide mark. A tsunami capable of producing strong currents or waves dangerous to persons in or very near the water is expected. Widespread inundation of land is not expected. Stay tuned for more information at www.prepareyourself.ca, www.emergencyinfobc.gov.bc.ca or listen to your local news channel. A (insert magnitude) earthquake has occurred at (time, location).

Potential Holding Messages:

Twitter:

1. The top priority of (local government) is the safety and security of our residents.
2. (Local government) is committed to keeping you informed as we work through this situation.
3. Visit www.prepareyourself.ca, www.emergencyinfobc.gov.bc.ca, and (local government website) for updates and information.

Facebook:

1. The top priority of (local government) is the safety and security of our residents and we are committed to keeping you informed as the situation progresses. Visit www.prepareyourself.ca, www.emergencyinfobc.gov.bc.ca and (local government website) for updates and information.

Social Media – Tsunami Warning

Potential Immediate Key Messages:

Twitter:

1. A Tsunami Warning is in place for (location). Immediately move to higher ground or inland. Do not return until Warning rescinded.

   #tsunami #crd #tsunamiwatch #(affected community, ie Jordan River)#NTWC #embc

Facebook:

1. A Tsunami Warning has been issued for (location). If you are in an area of high risk (beaches, marinas, harbours, area close to the water, immediately move to higher ground or inland. This is consider 4 m or 13 feet above sea level in the Capital Region. Do not return to the coast to observe the tsunami. Do not return to the coast until the Tsunami warning has been rescinded or an all clear has been announced. Tsunami waves may take hours to arrive and the first wave may not be the worst. Visit www.prepareyourself.ca, www.emergencyinfobc.gov.bc.ca and (local government website) for updates and information, and stay tuned to local media.

1. At (time) a (insert magnitude) magnitude earthquake occurred at (location) (day) at (time). This event has resulted in a Tsunami Warning to be issued for the area noted. Visit www.prepareyourself.ca, www.emergencyinfobc.gov.bc.ca and (local government website) for updates and information and tune into local media.

Potential Holding Messages:

Twitter:

2. The top priority of (local government) is the safety and security of our residents.
3. (Local government) is committed to keeping you informed as we work through this situation.
4. Visit www.prepareyourself.ca, www.emergencyinfobc.gov.bc.ca and (local government website) for updates and information.

Facebook:

1. The top priority of (local government) is the safety and security of our residents and we are committed to keeping you informed as the situation progresses. Visit www.prepareyourself.ca, www.emergencyinfobc.gov.bc.ca and (local government website) for updates and information.

Appendix B – Tsunami Alert Conference Call Standard Operating Procedure

You are on the Tsunami Alert Conference Call for:

Date: _____ Time: _____

Event: (Earthquake Magnitude) (Location) (Time occurred)

Order of Action Reporting (does not need to be read):

Juan de Fuca Electoral Area	District of Oak Bay
District of Sooke	District of Saanich
District of Metchosin	District of Central Saanich
City of Langford	District of North Saanich
City of Colwood	Town of Sidney
District of Highlands,	Salt Spring Island Electoral Area
Town of View Royal	Southern Gulf Islands Electoral Area
Township of Esquimalt	Capital Regional District
City of Victoria	

Please note:

Please report only when coordinator addresses your LG based on the order of action reporting in the SOP. LGs that are not responsive will be addressed again at end of call.

Each LG emergency program will designate one representative to report on behalf of the program. Try to co-locate with your organization and call in from a phone you can mute while listening. Place call on mute to keep the line clear. Phone mute/un-mute is *6. **If you must take another call - hang up and dial back in. Do not place the call on hold.**

Each LG will have one minute to report on relevant actions

These calls are for operational purposes only and not meant for public information. If you wish to use information you have heard for a media release, you must clear it with the organization providing the information.

State your name and agency / organization clearly when you provide updates or ask questions.

Minutes or notes will not be taken Make note of information relevant to your organization.

Report on only relevant actions or report "No Actions"

Relevant Actions may include:

EOC activation

Evacuations

Public messaging (including platforms)

Elected officials engagement

EMBC inquiries

Incorrect public information and correction measures

Communications with media

At end of call:

Address and LGs that were initially absent: Have any LGs joined the call and have actions to report?

Do we need an additional conference call? If yes, what time?

If no, how are we sharing situation reports? Email, text, individually? Not necessary?

CHAPTER 12: PANDEMIC RESPONSE PLAN

12.1 Purpose

This document is an annex to the Capital Regional District (CRD) Corporate Emergency Plan which provides a framework for the CRD when responding to and recovering from major events or emergencies. These incidents or events can impact staff safety, the CRD's services, operations, assets, reputation or the environment.

The Pandemic Response Plan describes the CRD's strategy for cross-department coordination, internal and external communications and business continuity in response to public health events that are pandemic in nature. The CRD's Corporate Emergency Plan does not describe tactical actions to be taken for specific emergencies. Such actions are detailed in divisional emergency response plans, operating orders, business continuity plans and technology disaster recovery plans. Annexes are used to support response, including strategies, tactics and logistics. An annex (in this case, the CRD Pandemic Response Plan) is a situation specific document that offers additional response information to that contained in the CRD Corporate Emergency Plan.

The purpose of the CRD Pandemic Response Plan is to guide the CRD's response to a potential pandemic event. This document is designed to address a disruption resulting in high levels of absenteeism caused by a pandemic event. The CRD's Corporate EOC is responsible for coordinating efforts and resources of the CRD in the event of a major disruption to staffing and operations.

This document includes a series of pandemic alert status changes that result in reduced staffing levels at the CRD, and may lead to reduced service levels to customers. A pandemic event by its very nature will not be isolated to the CRD and will likely present with national or international impacts affecting our customers, third-party vendors and supply chains which could seriously impact operations.

*See 9-3 CRD Corporate Emergency Plan

12.2 Strategic Context

The CRD's response will always be guided by the following eight emergency response objectives established by the British Columbia Emergency Management System (BCEMS):

- Provide for the safety and health of responders
- Save lives
- Reduce suffering
- Protect Public Health
- Protect Infrastructure
- Protect property
- Protect the environment
- Reduce economic and social losses

12.2.1 Pandemic Response Strategy

The CRD's pandemic response strategy focuses on protecting staff, delivering critical services, and effectively communicating with employees and the public.

12.2.2 Protect Staff

The CRD will implement hazard controls to be deployed based on operational needs to slow the spread of the virus and flatten the infection curve. These interventions involve a series of controls based on elimination, substitution, engineering, administration, and PPE. The Corporate Human Resource and Health and Safety division will work closely with the EOC and operational divisions to determine the appropriate controls needed based on the nature of a pandemic emergency. A pandemic will not destroy infrastructure but will potentially directly impact the staff who operate and maintain it. Keeping staff safe while delivering critical services will be essential to a successful pandemic response.

12.2.3 Deliver Essential Services

The CRD must deliver essential services for the public and customers as defined in section 4.1 of this plan. Non-essential service delivery can be deferred though essential services must continue. A failure to deliver essential services as defined would potentially result in significant impacts to customers, the region and the CRD.

12.2.4 Communication

During a pandemic emergency the CRD will communicate proactively with employees and public through the EOC Information Officer and staff. Effective communication will ensure alignment on internal and external decision-making and reduce anxiety and stress among staff and the public.

12.3 Response Structure

12.3.1 Emergency Management System and Response Structure

The CRD uses an Emergency Operations Centre (EOC) model based on the British Columbia Emergency Management System (BCEMS) which provides a broad picture of emergency management and an integrated approach to public safety. This model is mandated by legislation and based on an Incident Command System (ICS) approach which organizes five primary functions into a modular structure that can expand or contract to meet the specific needs of the disaster, emergency, or pre-planned major event.

12.3.2 EOC- Decentralized Model

During a pandemic emergency it may be unsafe to activate a traditional EOC in a single physical location where EOC staff would be collocated in one area. Depending on the nature of a virus, EOC staff can be spread out across offices to ensure safety, limit exposure, maintain physical distancing, and ensure staffing redundancies. As the situation dictates, the CRD will employ a decentralized EOC model to support corporate operations. A decentralized EOC can expand and contract following the modular nature of the Incident Command System even though management sections spread out across the organization, not restricted to occupying a single EOC location. By incorporating a variety of virtual tools, processes, and hazard controls a decentralized EOC will effectively allow the CRD to respond to an emergency and be compliant with the Emergency Program Act while protecting EOC staff from a potentially crippling exposure to the pandemic virus.

The region's pandemic response will be dictated by orders from the Federal and Provincial health emergency coordination agencies based on the severity of the emergency. The CRD may not be consulted in public health orders or receive advanced notice of incoming emergency orders and must be prepared to expand or contract a decentralized EOC in short notice. In the case of a disease with a high transmission/fatality rate (such as Ebola Virus Disease with a 40% - 90% fatality rate) the decentralized EOC would include staff working remotely from outside the workplace when possible. In the case of a pandemic where public health officials allow staff to continue to attend in the workplace (such as COVID-19) staff would be able to undertake EOC work while at their individual workstations versus being congregated at a single EOC site. Having a flexible framework for the implementation of a decentralized EOC compatible with ICS processes will be essential to respond to a pandemic emergency. To respond to a pandemic on a tactical operational level during a pandemic, business units will activate business continuity plans and Department Operation Center plans as appropriate to report and consult with the corporate EOC.

12.3.3 Physical and Virtual Spaces

Briefings & Meetings	Decentralized EOC meetings can occur within a building and be attended by sections working in separate offices. A balance must be reached between those participating in the room and those virtually attending the meeting.
Multiple Venues & Facilities	EOC staff of the five primary management functions of the ICS system can be physically located at different CRD offices, on different floors, working alone at their desks, or sitting together in small cohorts. Practices such as unified command continue to be viable under this model when supported by appropriate tools and processes. Venues and facilities should be chosen based on operational needs. Remote work from external location can be considered based on the incident and operational requirements.
Increased Use of Information Technology	Working in a decentralized EOC will require an increased reliance on virtual working spaces and the software to support an effective

	EOC. Staff working from CRD offices and pre-determined alternate sites will continue to have sufficient access. Staff working remotely may have connectivity issues that could limit effectiveness. EOC position user accounts can be used on any CRD computer and not need to be attached to a physical EOC computer. This will allow rapid deployment of staff at any CRD office and not require personnel to travel to Fisgard to be issued an EOC specific laptop. The use of an emergency management software platform improve the effectiveness of a decentralized EOC's approach to management by objectives.
Leadership	Command staff and section chiefs will be required to compensate for the lack of face-to-face communication while working in a decentralized EOC. Virtual meetings remove many of the non-verbal cues we rely on when communicating. The use of webcams, socially distanced in-person meetings, and leadership among section cohorts that work together will be essential.
Information Security and Privacy	In a decentralized EOC there is an increased dependency on technology to meet operational goals. Effective processes will be necessary to back up documents on portable hard drives, SharePoint, and emergency management software. Considerations should be given to ensure all measures of the Freedom of Information and Protection of Privacy (FOIP) Act are met and that documents can easily be recovered if requested through the Act. All staff accessing EOC documents and CRD servers should do so through a secure network and computer.
Training and Exercise	Updated emergency plans should be exercised to ensure that the CRD can respond to compounding events in a decentralized model. There will be a greater need for preparedness activities to assist team members with working alone and engaging across the EOC electronically.
Transportation and Supply	Pandemic response measures developed during the COVID-19 Pandemic will need to be applied and enhanced based on the nature of the emergency to ensure that physical assets are able to be procured and deliver based on operational needs.

12.4 Response Plan

11.4.1 Strategies and Planning Priorities

In the case of pandemic where staffing levels may be significantly reduced, one part of the CRD's response strategy is to re-deploy resources to respond to the crisis, and to respond if employees are off-work due to illness or quarantine.

12.4.1.1 Critical Services

Based on the phase of a pandemic critical services will:

1. Segregate themselves from high occupancy areas as much as practical;
2. Implement hygiene control for shift workers sharing office space and equipment;
3. Establish redundant functions via regional or localized separation (if able); and, implement other such controls to decrease risks of exposure.
4. Create additional staff depth through training or contracts in the event of loss of staff.

Maintaining critical infrastructure and services is essential during a pandemic. While a pandemic cannot physically damage critical infrastructure, an outbreak could weaken it by diverting essential resources or removing essential personnel from the workplace. The CRD's priority is to continue providing the following essential services: [1]

- Drinking water supply and distribution systems, as well as:
  - Water treatment plant facilities, and related operations
  - Water supply systems – treatment, transmission and distribution, and related operations
  - Water quality, sampling and testing facilities and related operations
  - Mechanical and electronic failures in water systems, including supply and distribution
- Sewer and wastewater collection, treatment and disposal systems, including:
  - Wastewater treatment plant and facilities, and related operations
  - Wastewater conveyance and treatment, and related operations
  - Wastewater sampling, monitoring and testing facilities and related operations
  - Mechanical and electronic failures in wastewater systems
- 911 emergency communications and emergency 911 services
- Landfill and landfill systems, including Regional landfill facilities, and related operations
- Mechanical and electronic failures in Landfill systems
- Animal control services including containment, maintenance and related services
- Social housing staff and requirements
- IT functions and systems which control water, sewer, wastewater, landfill, communications and related functions
- Emergency management monitoring and response Fire suppression services in Electoral areas

[1] Services taken from the CRD Essential Services Document (June 14, 2018)

12.4.1.2 Supporting Functions

Supporting functions are those identified, such as IT, Facilities, HR, etc. that are required to support the critical services referred to above. These interdependencies spotlight the high levels of coordination required within and across CRD departments to maintain services.

General Managers will be responsible for ensuring that depth and/or coverage contingencies exist for these roles in case of illness or challenges to maintain attendance at traditional office spaces.

12.4.1.3 CRD Employees

The CRD will provide frequent updates to our employees, providing them with the most up-to-date information from the CRD, public health and government agencies. In a pandemic situation, it is recognized that employees will be stressed and anxious and it will be important to do what we can to support staff through challenging times. In addition to our Employee and Family Assistance program, Lifeworks, which provides confidential counselling and work/life support 24 hours a day, seven days a week. The CRD has been actively encourages managers and employees to check in with each other to promote mental wellness and build a culture of support among staff.

12.4.1.4 CRD Facilities

The CRD will implement enhanced cleaning throughout the workplace and at critical facilities and/or work locations accommodating our essential services. We will restrict areas or facilities as necessary based on level of risk to reduce employee, contractor, visitor and public access and establish signage and protective barriers as appropriate.

CRD Stakeholders

To ensure effective coordination and support for the CRD emergency response capacity, the CRD will use established linkages as well as primary and alternate contacts with key stakeholders and local authorities as required.

12.4.2 Phases of Pandemic and Assumptions

A pandemic is defined as an epidemic of infectious disease that spreads through human populations on a continental or global scale. There are four general pandemic periods and six influenza (flu) phases recognized by the World Health Organization (WHO). These pandemic periods and flu phases are as follows:

Period	Phase	Description
Inter-Pandemic Period	1	There is no animal influenza virus circulating among animals and has not been reported to cause infection in humans
	2	An animal influenza virus circulating in domesticated or wild animals is known to have caused infection in humans and is therefore considered a specific pandemic threat.
Pandemic Alert Period	3	Human infection(s) with a new subtype but no human-to-human spread or at most rare instances of spread to a close contact
	4	Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans
	5	Larger cluster(s) but human-to-human spread is still localized, suggesting that the virus is becoming increasingly better adapted to humans but may not yet be fully transmissible
Pandemic Period	6	Increased and sustained transmission in the general population
Post-pandemic Period		Return to inter-pandemic period

	CRITERIA/INDICATORS
Preparedness Phase: Low Risk	Global, national or provincial alerts are in place warning of a potential outbreak; Incidents of exposure and illness in humans are increasing; infections within BC are likely to occur in the near future; No therapy or prophylaxis exists currently, or is not readily available; and/or Impacts due to potential illness (mortality or morbidity) could pose a risk to CRD critical functions.
Response Phase: Moderate Risk	Global, national or provincial alerts are in place warning of a potential outbreak;

	Incidents of exposure and illness are increasing; infections within BC have occurred and protocols in place to limit, identify or contain exposure may not be adequate to stop future infections; Quarantine protocols are in place specifying isolation of potentially infected people; quarantine status may include more than one week of isolation; No therapy or prophylaxis currently exits, or is not readily available; and/or Impacts due to potential illness (mortality and morbidity) would pose a risk to the CRD essential services.
Response Phase: High Risk of Pandemic Outbreak	Global, national or provincial alerts are in place warning of an outbreak; Incidents of exposure and illness in humans are increasing; infections within CRD facilities have or are likely to occur in near future. Quarantine protocols are in place specifying isolation of infected and potentially infected people; quarantine status may include more than one week of isolation; Staff-to-staff infection poses a significant and real risk of community-based infections, or is actively occurring; Staff movement within and across the facilities are being restricted (time of day, locations, or by or between groups); No therapy or prophylaxis exists currently, or is not readily available; and/or Impacts due to potential illness (mortality or morbidity) would pose a risk to CRD essential services.

Assumptions

This plan assumes the following for a pandemic situation:

- Employee absenteeism caused by illness, caring for family members or fear could gradually increase and is expected to peak at up to 50 per cent for a sustained period at the height of a pandemic wave.
- Business unit staffing mitigation strategies will be based on a 25 – 50 per cent employee absenteeism rates.
- Stakeholders, partners and external providers may be more impacted by the pandemic than the CRD, particularly if their services are not considered essential and they choose to, or are forced to, suspend their operations.
- The CRD essential services must remain available during a pandemic.
- Global and local supply chains will be interrupted.

12.4.3 Planning and Response

This subsection outlines what the CRD will do during preparation, response and recovery phases. It provides guidance to ensure ongoing viability of essential services, as well as support for the health and safety of staff including employees and contractors. The CRD's emergency management team will take initial lead and engage management as outlined below.

12.4.3.1 CRD Working Groups

Working groups can be established to support a level one EOC during a low risk phase of a pandemic. Working groups may be established based on a series of terms of reference to respond to a pandemic related operational issue affecting the organization that does not require a full level two EOC activation but does require more support than a level one EOC can provide.

12.4.3.2 Human Resources and Safety Policies and Processes

The following policies and procedures will be applied and adjusted as required. Any policy decision requires approval from the Senior Manager Human Resources and/or the Executive Leadership Team.

Policy/Procedure	Requirement or Notes for Decision
COVID-19 Work from Home Policy	May be required if employee is not too ill to work but needs to self-isolate and the nature of their work allows them to work remotely. This option may be implemented to maintain services if public health officials limit access to workplaces through specific orders
Exposure Control Plan	The CRD's disease specific Exposure Control Plan can be updated as necessary to respond to changing circumstances of the emergency.
Flexibility in the Workplace Policy	Adjustments to the scheduling of a normal work day, such as alternate start and/or end times (e.g. working 9:00am to 5:00pm or 7:30am to 3:30pm rather than 8:30am to 4:30pm, etc.) Adjustments to work schedules or workdays to enable alternate days off (e.g. working Tuesday to Saturday rather than Monday to Friday to accommodate special needs)

External Information

The CRD will monitor the websites listed below. Our planning and response will follow guidelines and direction from federal and provincial authorities.

1. BC Centre for Disease Control: www.bccdc.ca
2. HealthLinkBC: www.healthlinkbc.ca
3. BC Provincial Government: BC Restart Plan
4. Canada Public Health: www.canada.ca/en/public-health
5. World Health Organization: www.who.int

12.4.3.1 Preparedness Phase: Low Risk

The main objective of this phase is to monitor the situation and obtain guidelines from the health authority, or other federal or provincial agencies, and to provide employees and stakeholders with current information as appropriate.

All or some of the tasks listed below may be executed during this phase. The prioritization of tasks identified below is provided to guide actions taking place, but may need to be adjusted to best address existing and anticipated conditions.

Action for Preparedness Phase: Low Risk
Communication Distribute messaging to employees regarding the pandemic. **Travel** Monitor travel advice from Public Health Officer and advisories from the Government of Canada **Cleaning and Hygiene** Regular cleaning regimens in place as per PHO guidelines. **Continuity of Operations** Consider service delivery impacts and complete the interim Business Continuity Management Template. **Electoral Areas** Follow directions from Capital Regional District Review EA EOC activation protocols **Supply Chain/Procurement** Coordinate PPE and pandemic related supplies through the EOC and/or associated working groups as appropriate. Supply chain to prioritize equipment and product purchase and dissemination. Review of standards or other quality assurance products to determine if alternate equipment can be used. Adapt accordingly. **Protective Services** Liaise and engage with neighboring municipalities and First Nations with support and collaboration as requested Maintain Concept of Operations Maintain EOC resources and staff for potential activation

12.4.3.2 Response Phase: Moderate Risk

The objectives of this phase are to reduce the spread of contamination across the CRD and business units to maintain essential services and provide employees and customers with up-to-date information as appropriate.

Key activities in this phase are:

- Review and update CRD Human Resource policies and procedures to support response;
- Provide cleaning and disinfecting regimes at key locations consistent with PHO guidelines.
- Segregate critical staff and restrict access to key locations or areas
- Complete the interim Business Continuity Management Template
- Ensure sufficient staffing levels and contingencies are maintained

The EOC will be activated (Level One, virtual monitoring) during this phase. Depending on circumstances the activation level may increase if required.

All or some of the tasks listed below may be executed during this phase. The prioritization of tasks identified below is provided to guide actions taking place, but may need to be adjusted to best address existing conditions.

Action for Response Phase: Moderate Risk

Communications

Distribute messages to employees on a regular basis aligning with guidance and direction from health authorities and/or BC Ministry of Health

Collaborate with Corporate Human Resources and Health and Safety to prepare for any additional workload related to pandemic.

Communicate with managers and leaders how to support employees.

Communications to key vendors/contractors, working in CRD offices reminding them of personal hygiene, and what to do if feeling ill (expectations to reduce risk of contamination or virus spread).

Training, Meetings and Travel

No business travel to areas at risk as directed by federal or provincial authorities, or the CRD. Further business travel, within the CRD, will be reviewed on a case by case basis, and only if all other meeting methods (MS Teams, etc.) have been deemed inadequate.

Cross-regional travel will be cancelled unless there is a critical, operational need to do so.

Large in-person gatherings will be cancelled including town halls, training, and team or department meetings.

People

Any staff/contractor feeling ill must report to manager and/or go to home or self-isolate, and contact the health authority immediately.

- Requirement to take precautions by regularly washing hands, taking appropriate preventive measures, and minimizing contact with others when entering or leaving a CRD office or work site.
- Segregation of critical staff identified in Section 4.1.

Cleaning and Hygiene – CRD offices (Properties and facilities)

Use of approved disinfectant products with good cleaning practices will occur regularly and as needed as per PHO guidelines.
Cleaning staff follow standard PPE procedures according to product and procedure.
Installation of additional disinfectant stations at key locations in CRD offices (outside doors and meeting rooms).
Increase cleaning regime, for high-touch surfaces, at offices greater than 100 staff.
Make available additional disposable disinfectant wipes for employees and office locations – including ordering protocols through our stores.

Other Environments

Additional protective measures will be required at other locations and environments, and may include:
Closure of non-essential facilities such as recreation facilities, playgrounds, etc.
Boats and water craft.

Offices, Locations and IT Telework Capacity

Restrict public access only to lobbies and customer reception areas
Work with delegated authority commissions and committees for potential closure of recreation facilities.
Review IT capacities to support remote work.

Continuity of Operations

Consider service delivery impacts and complete the interim Business Continuity Management Template

Electoral Area Emergency Program Coordinators

Maintain regular weekly contact with the regional Protective Services or the EOC.

Protective Services

Liaise with neighboring jurisdictions to collaborate on response and messaging
Initiate Division Head Coordination calls as required with division managers to disseminate new information and share updates.
Continue ongoing engagement with First Nations with support and collaboration as requested.
Prepare and distribute Situation Reports as required.

Parks and Environmental Services

Prepare and anticipate enhanced signage and messaging for preventative measures in parks and recreation centres.
Prepare for adjustments or changes for ongoing operations at Hartland.

Essential Services

Review essential service staffing levels
Restrict access to key facilities to occupants/critical staff only.

CRD Housing

Continue to work with vulnerable populations and associated organizations.

12.4.3.3 Response – High Risk of Pandemic Outbreak

The objectives of this phase are to reduce the spread of contamination across the CRD, to operate and deliver our essential services, to provide employees and stakeholders with up-to-date information as appropriate.

Key activities in this phase are:

- Close facilities that do not support essential services as appropriate consistent with PHO orders
- Reduce or eliminate non-essential work

The Emergency Operations Centre will be activated, at least to a Level Two.

The prioritization of tasks identified below is to guide actions taking place, but may need to be adjusted to best address existing conditions.

Actions for Response Phase: High Risk of Pandemic Outbreak
Communication Increased frequency of employee communications as it is needed. Messages should align with Health Authorities and/or BC Ministry of Health. Targeted messages may be required for facilities, business units or teams. Additional communications to key stakeholders or partners working in CRD offices. Communications to critical and non-critical staff may be considered. This will involve different messaging strategies (e.g. those required to work and those not). Communicate with commissions and committees with delegated authorities to clarify roles and expectations. Communications to public and customers on the CRD's focus of maintaining essential services. Adjustments to any customer service practices such as face-to-face billing. **Training, Meetings and Travel** The EOC and General Manager Advisory Group hold meetings as required. All business travel stops except for critical operations. All training stops, unless for essential services. No travelling for training, all essential training must be local. For any out-of-province personal travel, employees are asked to follow guidelines and travel advice from HealthLinkBC and Government of Canada. **People** Monitor for changes in provincial direction (e.g. some communities may be impacted/closed, public events closed, etc.). Any staff/contractor feeling ill must report to manager and take appropriate steps to self-isolate and follow health authority direction. When entering and leaving CRD offices, requirement to take precautions such as hand washing, mask wearing and minimizing contact with others. Stagger shifts and reduce the number of onsite critical staff to minimums **CRD offices and facilities** Restrict access to buildings. Close common areas as appropriate.

Restrict deliveries and close facilities, where it makes sense (non-critical operations).
Restrict public access at all facilities. Communications to support.

Cleaning and Hygiene

Use of approved, disinfectant products with good cleaning practices will occur regularly and as required.
Cleaning staff to follow standard PPE procedures according to product requirements and approved procedures in line with PHO orders.

Other Environments

Enhanced cleaning of public areas and protection for cleaning staff.
Encouraged self-protection (hand sanitation stations, disinfectant products).
Request of pandemic management plans from contractors
Site-specific communications
Site access screening plans.
Reduce operations and associated staff levels where appropriate.

Office locations and Remote Work Capacity

Monitor IT networks for remote activity. Engage with supporting vendors, as required. Update user guidelines, as required. Adjust thresholds/system to meet business needs.

Supply Chain/Procurement

Supply chain to prioritize equipment and product purchase and dissemination.
Review of standards or other quality assurance products to determine if alternate equipment can be used. Adapt accordingly.

Electoral Area Emergency Program Coordinators

Activate EA Emergency Operations Centres as necessary
Prepare Situation Reports for each operational period.
Manage EPC staff and resources to minimize EOC time and maintain safe working hours.
Maintain good situational awareness in areas of responsibility and report up to the CRD.

Protective Services

Activate CRD EOC to Level 2/3 using a decentralized model as appropriate.
Move to a virtual meeting and briefing schedule with some EOC staff
Provide regular Division Head calls with division managers.
Engage with neighboring jurisdictions in adapting a Regional Concept of Operations profile
Continue ongoing engagement with First Nations with support and collaboration as requested.

Human Resources

Track staff attendance levels
Coordinate staff supports related to impacts on scheduling and work reallocations

12.4.3.4 Recovery

As the situation improves, CRD business units will transition back to normal business operations in a controlled fashion. Communications will be distributed to staff broadly and within business units that articulate changes and expectations.

Each business unit will continue to report on staff attendance, return to work status and be apprised of when or under what conditions travel restrictions have or will be lifted.

Restriction of access to spaces within or across facilities will be removed as appropriate based on approved reopening plans.

Personal hygiene protocols will remain in effect, though disinfection of common spaces may occur at reduced frequency consistent with PHO guidelines.

12.4.4 Exposure Scenarios

At any point in the various pandemic phases, workers could be exposed to the infectious agent. The CRD will be aligning our response, actions and procedures to those of the BC COVID-19 Symptom Self-Assessment Tool (http://covid19.thrive.health/) or other provincially approved disease specific processes that may apply.

Each exposure situation will be actioned consistent with the appropriate exposure control plan such as the COVID-19 Exposure Control Plan. Additional measures such as work procedures, crew complement, or change in work location will be dealt with on a case-by-case basis.

12.5 EOC Activation Triggers during Pandemic

COVID 19 Example – **Guideline Only situation may dictate changes**

EOC Level	Event/Situation	Suggested Staffing
One	**Monitoring** Continuous pandemic monitoring **Cluster Outbreak** • Single or multiple cluster outbreaks in capital region • Cluster outbreak at nonessential CRD service delivery unit • Cluster outbreak at CRD essential service unit and DOC can continue service delivery. **Community Transmission** • Increased community transmission on Vancouver Island • Increased community transmission in capital region **Compounding Incident** • Follow Corporate Emergency Plan	• EOC Director • PS Support Staff (administrative support) • COVID Working Groups
Two	**Cluster Outbreak** • Cluster outbreak at single CRD essential service unit where department is unable to maintain essential service • Cluster outbreak that jeopardizes CRD's business continuity inter-dependencies to essential services • Cluster outbreaks at multiple CRD service units regardless of DOC(s) capacity **Community Transmission** (Level 2 optional) • COVID-19 patient uptake at local/regional hospitals threatens hospital capacity • Increased community transmission **and** multiple cluster outbreaks in capital region • PHO orders a planned return to Phase 1 **Compounding Incident** • Follow Corporate Emergency Plan • Additional resources/support required from CRD divisions in response to a COVID-19 related or any compounding incident	• EOC Director • Information Officer • Liaison Officer • Safety/Risk Management Officer • Section Chiefs (as required) • GM Advisory Group • Board Chair • EOC Support Staff

Three	**Essential Service** • A CRD essential service fails or is interrupted and cannot be brought back online fast enough **Cluster Outbreak** • Entire CRD department is unable to operate • Multiple divisions are unable to operate and cannot be supported by DOCs **Community Transmission** (Level 3 optional) • PHO orders immediate and unplanned return to Phase 1 **Compounding Incident** • Follow Corporate Emergency Plan	• All EOC functions and positions (as required) • Policy Group • EOC Support Staff (administrative support)

GLOSSARY AND ACRONYMS

The following glossary defines commonly used terms and acronyms utilized by the British Columbia Emergency Management System (BCEMS) and the CRD.

-A-

Action Plan

Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The plan may be oral or written. When written, the plan may have a number of forms as attachments (e.g., safety plan, communications plan, map etc.).

Agency/Agencies

An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business etc.) that offers a particular kind of assistance. In ICS agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance) see Assisting Agency, Cooperating Agency and Multi Agency).

Agency Executive or Administrator

Chief Administrative Officer (or designee) of the agency or jurisdiction that has responsibility for an incident.

Agency Dispatch

The agency or jurisdictional facility from which resources are allocated to incidents.

Agency Representative(s)

An individual assigned to an incident from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer.

Allocated Resources

Resources dispatched to an incident.

Assigned Resources

Resources checked in and assigned work tasks on an incident.

Assignments

Tasks given to resources to perform within a given operational period, based upon tactical objectives in the incident Action Plan.

Assistant(s)

The title for subordinates of the Management Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary position.

Assisting Agency
An agency directly contributing tactical or service resources to another agency.

Available Resources
Incident based resources, which are ready for deployment.

-B-

BCAS
British Columbia Ambulance Service

BCCDC
British Columbia Center for Disease Control.

BCEMS
The British Columbia Emergency Management System (BCEMS) is a comprehensive framework that helps ensure a coordinated and organized approach to emergencies/disasters. It provides a structure for a standardized approach to developing, coordinating, and implementing emergency management programs across the province.

-C-

CAO
Chief Administrative Officer.

CBRNE
Chemical, Biological, Radiological, Nuclear and Explosive.

CCC
Community Coordination Center (or EA CCC).

Check-in
The process whereby resources first report to an incident. Check in locations include: the CRD EOC, EA Community Coordination Centres (CCCs), DOCs, Incident Command Post, Resources Unit (ICP), Staging Areas, Helibases, Helispots, and Division or Group Supervisors for direct tactical assignments.

Chain of Command
A series of management positions in order of authority.

Chief
The title for individuals responsible for command and/or management of functional sections; Operations, Planning, Logistics and Finance & Administration. .The term Chief is used at all BCEMS levels.

Clear Text
The use of plain English in all radio communications. No “ten-codes” or agency-specific codes are used in inter-agency radio communications.

Command
The act of directing and/or controlling resources by virtue of explicit legal, agency or delegated authority. May also be called “Incident Command”.

Command Post
See Incident Command Post.

Communications Unit
A unit within the Logistics Section responsible for providing communications service at an incident. A Communications Unit may also be a facility (e.g. a trailer or vehicle) used to provide the major part of the Incident Communications Centre.

Compensation & Claims Unit
A unit within the Finance and Administration Section responsible for financial concerns and claims resulting from damage to responder’s equipment, as well as injuries and fatalities to response staff.

Cooperating Agency
An agency providing assistance other than direct tactical resources, these support functions may include Emergency Support Services (ESS, see definition), or utility companies.

Coordination
The process of systematically analysing a situation, developing relevant information, and informing the appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

Cost Unit
A unit within the Finance & Administration Section responsible for tracking costs, analysing cost data, making cost estimates and making cost saving measures.

CRD
Capital Regional District.

CREST
Capital Region Emergency Services Telecommunications.

Critical Resource
Material, equipment, personnel or finances that are in short supply and are needed by more than one incident management team or are needed for high priority assignments.

CRTI
CBRNE Research and Technology Institute (CRTI).

-D-

Delegated Authority
A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority may include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Some agencies may require written delegation of authority to be given to an Incident Commander or Director prior to assuming command on larger incidents.

Deputy
A fully qualified individual who, in the absence of a superior could be delegated the authority to manage a functional operation or perform a specific task. In some cases a Deputy could act as relief for a superior and therefore must be fully qualified in the position.

Department Operations Centre (DOC)
A group of senior staff and the facility within a department who coordinate the department's activities in support of the department's responsibilities and commitment to the emergency response. DOC's interact with the overall EOC and their agency representatives or senior personnel at the scene.

Director(s)
The BCEMS title to the overall supervisor of a DOC, EOC, PREOC or the PECC.

Dispatch
The implementation of a command decision to move a resource or resources from one location to another.

Dispatch Centre
An off incident facility from which resources are assigned to an incident.

-E-

EA
An Electoral Area as defined in the Local Government Act.

Emergency
A situation as defined by the Emergency Program Act (see event and incident).

Emergency Management
The prevention and mitigation of, preparedness for, response to and recovery from emergencies.

Emergency Management British Columbia (EMBC)
The Province's lead coordinating agency for all emergency management activities, including planning, training, testing and exercising.

Emergency Operations Centre (EOC)
A designated facility established by an agency to coordinate the overall agency response and support to an emergency response (See Site Support Level).

Emergency Program Coordinator (EPC)
The individual within an Electoral Area or other agency that has a coordination responsibility for the emergency planning for the Electoral Area or agency.

Emergency Response Plan (ERP)
The plan that each agency or jurisdiction has and maintains for responding to incidents based on the hazards and risk analysis.

Emergency Support Services (ESS)
British Columbians forced from their homes by fire, floods, earthquakes or other emergencies may receive emergency support services for up to 72 hours. Services may include food, lodging, clothing, emotional support, information about the crisis, and family reunification. There may also be special services like first aid, child minding, pet care and transportation.

-F-

Finance & Administration Section
The Section responsible for all incident costs and financial considerations, and includes the Time Unit, Purchasing Unit, Compensation & Claims Unit, and Cost Unit.

Function
In BCEMS, function refers to the five major activities e.g., Command, Operations, Planning, Logistics and Finance & Administration. The term function is also used when describing the activity involved, e.g. the planning function.

-G-

GM
General Manager.

GM Advisory Group
The General Manager Advisory Group consists of the five CRD General Managers and the CAO. The role of this group is to support the EOC Director and ensure inter-departmental coordination of resources and activities. The GM advisory Group will advise the EOC Director as required regarding the development of EOC priorities and objectives, EOC action plans, departmental specific capabilities, and the release of media and public information.

Group
Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a specific function not necessarily within a single geographic division.

-H-

Ham
A term used for “Amateur Radio Operators” licensed by Communications Canada, many agencies use “hams” as a back up to other forms of communications in emergencies.

Helibase
The main location for parking, fuelling, maintaining and loading of helicopters operating to support an incident.

Helispot
Any designated location where a helicopter can safely take off and land. Helispots can be used for loading and unloading of supplies, equipment, and personnel or for medical evacuation.

-I-

Incident(s)
An occurrence either human caused or by the forces of nature that requires action by response personnel to prevent or minimize loss of life or damage to property, the environment, and to reduce economic and social losses.

Incident Commander (IC)
The individual responsible for the management of all incident operations at the incident site. The term Incident Commander shall be deemed to include “Unified Command”.

Incident Command Post (ICP)
The location at which the primary command functions are executed. The ICP may be co-located or shared with the incident base or other incident facilities.

Incident Command System (ICS)
The Incident Command System (ICS) is a standardized on-site management system designed to enable effective, efficient incident management for events and incidents by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

A standardized on-site emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Incident Communications Centre
The location of the Communications Unit and the Message Centre.

Incident Name
When multiple agencies are responding to one incident the jurisdictional agency will name the incident (in clear text) using a common geographical or functional reference in order to differentiate the incident from others that may be occurring at the same time. All cooperating and assisting agencies will use the identified incident name.

Incident/Response Objectives
Statements of guidance and direction necessary for the selection of appropriate strategy(ies), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been assigned. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

Information Officer
A member of the Command Staff responsible for interfacing with the public and the media or with other agencies requiring information directly from the incident. There is only one Information Officer per incident, but they may have assistants.

Initial Action
The actions taken by resources, which are first to arrive at an incident.

Initial Response
Resources initially committed to an incident.

-J-

JDF EA
Juan de Fuca Electoral Area.

Jurisdiction (Jurisdictional)
The range or sphere of authority. Agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. (See multi-jurisdiction).

Jurisdictional Agency
The agency having jurisdiction and responsibility for a specific geographical area or a mandated function.

-K-

-L-

Leader
The ICS title for an individual responsible for a Task Force, Strike Team or functional unit.

Liaison Officer
A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Logistics Section
The Section responsible for providing services and support to the incident. Logistics Sections can be established at all BCEMS levels.

-M-

Management by Objectives
In BCEMS, this is a top down management function that involves a three-step process to achieve goals. The steps are establishing incident objectives, selecting the appropriate strategy(ies) to achieve the objectives and implementation of the strategies with tactical assignments.

Management Staff
The Management Staff consists of the Information Officer, Safety/ Risk Management Officer and the Liaison Officer. They report directly to the Incident Commander at the site level and the Director at all other BCEMS levels. They may have an assistant or assistants as needed. The Incident Commander or Director may add other positions to the command staff as required.

Message Centre
The Message Centre is part of the Incident Communications Centre and is co-located or shared or placed adjacent to it. It receives, records and routes information about resources reporting to the incident, resource status, administrative and tactical messages.

MHO
Medical Health Officer.

Mobilization
The process and procedures used by all agencies and organizations activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

MoFLNRORD
Ministry of Forests, Lands and Natural Resources Operations and Rural Development.

Multi-Agency Incident
An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

Multi-jurisdictional Incident
An incident requiring action from multiple agencies that have statutory responsibility for incident mitigation. In ICS these actions should be managed under Unified Command.

Mutual Aid Agreement
A written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing resources.

-N-

-O-

Officer
The title of the personnel responsible for the Management Staff positions of Safety/Risk Management, Liaison, and Information.

Operational Guidelines
An agencies written procedure(s) that establishes a commonly accepted course of action and specifies the functional limitations of personnel in performing emergency operations.

Operational Period
The period of time scheduled for execution of a given set of operational actions as specified in the action plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section
The Section responsible for all tactical operations at the incident, and may include Branches, Divisions, Groups, Task Forces, Strike Teams, single resources and Staging Areas. Operations Sections are found at all levels of the BCEMS structure.

-P-

PECC
See Provincial Emergency Coordination Centre.

PHO
Provincial Health Officer.

PREOC
See Provincial Regional Emergency Operations Centre.

Planning Meetings
Meetings held as needed throughout the duration of an incident, to select specific strategies and tactics for incident response operations, and for service and support planning. On larger incidents the planning meeting is a major element in the development of the Incident Action Plan.

Planning Section
Responsible for the collection, evaluation, and dissemination of information related to the incident and for the preparation and documentation of the incident action plans. Planning Sections are found in all levels of the BCEMS structure.

Provincial Emergency Coordination Centre (PECC)
The Provincial Operations Centre is established to manage and oversee the overall Provincial response to major incidents. The PECC follows the BCERMS organizational structure of Management, Operations, Planning, Logistics, and Finance & Administration. This level interacts with PREOC's, MEOC's and Federal agencies as required.

Provincial Regional Emergency Operations Centre (PREOC)
A Provincial Regional Operations Centre manages the Provincial response at a regional level by coordinating resources of all Ministries and Provincial Agencies in support of the emergency response. This level interacts with Ministry; municipal and regional district EOC's as required.

Purchasing Unit
A unit within the Finance & Administration Section responsible for all financial matters involving vendor contracts.

-Q-

-R-

Reporting Locations
The location or facilities where incoming resources can check-in at the incident.

Resources Unit
A unit within the Planning Section responsible for recording the status of resources committed to the incident. The unit also evaluates resources currently committed to the incident{s}, the impact that additional responding resources will have on the incident{s}, and anticipated resource needs.

Resources
Personnel and equipment available, or potentially available, for assignment to incident(s). Resources are described by kind and type, e.g., ground, water, air, etc., and may be used in tactical support or management capacities at an incident(s).

Risk Management
Risk Management is the process of making and carrying out decisions that will minimize the adverse effects of injuries, accidental losses and liability upon an organization.

-S-

Safety Officer
A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

Section
That organization level with responsibility for a major functional area of the incident, e.g. Operations, Planning, Logistics, Finance/Administration.

SGI-EA
Southern Gulf Islands Electoral Area.

Single Command
Single Command has one Incident Commander.

SITREP
Situation Report.

Situation Unit
Unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses.

SSI-EA
Salt Spring Island Electoral Area.

Staging Area
Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by a staging area manager in the Operations Section.

Strategy
The general plan or direction selected to accomplish incident objectives.

Supply Unit
Unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident(s).

Support Branch
A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies includes; Supply, Facilities, and Ground Support Units.

Supporting Agency
The term used in the BCERMS to designate assisting and cooperating agencies. (See Assisting Agency and Cooperating Agency).

Supporting Materials
Refers to the several attachments that may be included with an action plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

Support Resources
Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff. Also includes resources under the supervision of the Operations Coordination Sections of the Site Support Levels.

-T-

Tactical Direction
Directions given by the Operations Section Chief, which includes the tactics, appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

Task Force
A combination of resources assembled for a particular tactical need, with common communications and a leader.

Technical Specialists
Personnel with special skills that can be used where required within the ICS organization.

Time Unit
Unit within the Finance/Administration Section responsible for recording time for personnel and hired equipment.

-U-

Unified Command
In ICS, Unified Command is a unified team effort, which allows all agencies with jurisdictional responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives, strategies and action plans. This is accomplished without losing or abdicating agency authority, responsibility, or accountability. The term 'incident command,' when used throughout this standard, shall be deemed to include Unified Command.

Units(s)
The organizational element having functional responsibility for a specific Planning, Logistics, or Finance/Administration activity.

Unity of Command
The concept by which each person within an organization reports to one and only one designated.

-V-

VIHA
Vancouver Island Health Authority.

-W-

WHO
World Health Organization.

-X-

-Y-

-Z-

Appendix A: EOC Position Checklists

This section provides outlines and checklists for all EOC Section, Functions, and Branches required to staff an EOC as well as position guides for the Policy Group, EOC Director, and GM Advisory Group.

Position checklists have been proven to be an effective tool during emergencies. Checklists help guide staff who may not be familiar or practiced in their EOC role and provide useful reminders of items that should be done during an emergency.

As events and exercises are reviewed, the applicability of the checklists will be reviewed and revised as needed. The responsibility for this review lies with the CRD Emergency Manager.

The EOC Director initially determines, and then continually monitors which staff functions and elements require activation. The British Columbia Emergency Management System (BCEMS) design is modular, in order to allow different functions to be activated or deactivated as the needs of the incident/emergency change over time. Because the system provides for expansion as additional resources are needed, only those functions or positions required to meet current objectives should be activated.

When any one of the five management functions is activated the corresponding Section Chief (or Director) will also be activated. The function of any non-activated position will be the responsibility of the next highest level in the EOC organizational structure. Each activated position must have a person in charge; however, a supervisor may supervise more than one function. To increase the flexibility of the structure the EOC Director has the authority to modify standard assignments or to apply them in a manner that suits the particular needs of an incident.

Standard CRD EOC All Positions Checklist

Activation Phase

- ❑ Check in with the Personnel Branch (in logistics) upon arrival at the EOC. Obtain an identification card and vest, if available.
- ❑ Complete EOC Check-In List (EOC 511) and EMBC Task Registration Form (EOC 512).
- ❑ If you are a representative from an outside (non-jurisdictional) agency register with the Liaison Officer.
- ❑ Report to EOC Director, Section Chief, or other assigned supervisor, to obtain current situation status and your specific job responsibilities.
- ❑ Set up your workstation and review your position checklist, forms and flowcharts.
- ❑ Establish and maintain a Position Log (EOC 414) that chronologically describes the actions you take during your shift.
- ❑ Determine your resource needs, such as a computer, phone, fax, stationary, plan copies, and other reference documents.
- ❑ Participate in any facility/safety orientations as required.

Demobilization Phase

- ❑ Deactivate your assigned position and close out logs when authorized by the EOC Director or designate.
- ❑ Complete and compile all required forms, reports, and other documentation. All forms and paperwork should be submitted through your EOC supervisor to the Planning Section, as appropriate, prior to your departure.
- ❑ If another person is relieving you, ensure they are thoroughly briefed before leaving your workstation.
- ❑ Clean up your work area before leaving. Return any communications equipment or other materials specifically issued for your use.
- ❑ Leave a forwarding telephone number where you can be reached.
- ❑ Follow EOC checkout procedures and return to the personnel coordinator to check out.
- ❑ Be prepared to provide input to the After Action Report.
- ❑ Upon request, participate in formal post-operational debriefs.
- ❑ Access critical incident stress debriefings, as needed.

CRD Board Chair

Roles and Responsibilities

Situational Awareness

As part of the CRD Emergency Distribution List, the CRD Board Chair will be made aware of any event that escalates beyond routine emergency response that requires any level of support from the CRD Emergency Program.

This information is provided to the Chair to ensure situational awareness of any ongoing or imminent incidents or events. The majority of events require little if any action to be taken, but the SitRep is still provided on an informational basis. If an incident has a strong potential to escalate and require more significant actions and/or a release of public information, regular situational reports will provide an update as to the status of the event.

Appoint a Spokesperson

Often, there will be media or public interest, either during or after an emergency incident or event. In general, the Director(s) for the impacted Electoral Area(s) will be a spokesperson for their local area during an event. The Chair may also appoint a spokesperson on behalf of the Board for the event. This spokesperson may either be the Chair, a Board Director, or an appropriate CRD Staff Person such as the CAO, a GM or the CRD Emergency Manager.

Declaring a State of Emergency

During an emergency or event, the CRD Regional Board represents the local authority under the Emergency Program Act. The Chair, as head of the local authority, has responsibilities under the Emergency Program Act to endeavour to bring together the Board for policy decisions such as issuing a resolution for Declaring a State of Local Emergency or if unable to bring the Board together, to order a Declaration of a State of Local Emergency.

The decision to issue a resolution or to order a Declaration of a State of Local Emergency will be informed by information from the CRD Emergency Operations Centre presented by the Chief Administrative Officer or designate.

Bringing Together the Policy Group

If a CRD Board Policy decision is required, such as Declaring a State of Local Emergency, the Chair shall activate the CRD Emergency Procedure for Policy Group Activation.

Communication with other levels of Government

Depending on the type of event, the Chair is listed as the primary elected official contact for the CRD and may be contacted directly by Provincial or Federal Elected Officials.

Contacting the EOC

Direct contact to the CRD Emergency Manager during an event can be made by phone or email.

Both the phone number and e-mail are forwarded to the CRD Emergency Manager or an appointed designate 24 hours a day, 7 days a week.

Policy Group Position Guide

Policy Group Outline

The Policy Group supports the response effort by providing the continuity of governance throughout the emergency response and recovery, and aids the EOC Director with advice regarding existing policies, and the implementation of new policy, to address the emerging situation.

Activation

Upon activation, the CRD Policy Group (CRD Board Chair and Vice Chair) shall convene at the EOC as designated by the EOC Director. The Policy Group shall then receive a briefing on the current situation from the EOC Director and complete the standard CRD EOC position checklist as well as the Policy Group checklist.

Membership

The Policy Group is comprised of the twenty-four members of the CRD Board of Directors. Once activated the Board Chair and Vice Chair shall contact additional Directors/Policy Group members as required based on the nature and location of the emergency or disaster event (i.e. EA Director).

Responsibilities

- Overall emergency policy and direction (working with the EOC Director).
- Establish expenditure limits.
- Formally request external support/resources (Provincial and Federal) based on direction from the EOC Director.
- Authorize the declaration and termination of a state of local emergency (passed by Board resolution or signed by Board Chair).
- Advise on emergency public information activities (working with Information Officer).
- Acknowledge the contributions made by emergency staff and volunteers throughout the response and recovery.

Media Responsibilities

- Participate in media briefings.
- Support public information released from the EOC.
- Represent the CRD and assist EA Directors as spokespersons for the Electoral Areas.
- Keep appraised to the status of the event through the regular review of EOC media releases and SitReps.

Policy Group Checklist

The CRD Policy group consists of the Board Chair and Vice Chair as well as other CRD Director(s) as designated by the Board Chair or Vice Chair (i.e. Electoral Area Directors).

Responsibilities

1. Provide overall emergency policy and direction to the EOC Director.

2. Establish expenditure limits.
3. Formally request external support/resources (Provincial and Federal).
4. Authorize the declaration and termination of a state of local emergency.
5. Provide direction for emergency public information activities.
6. Represent the CRD and assist Electoral Area Directors in acting as spokesperson(s).

Activation Phase

- ❑ Convene as the EOC Policy Group at the EOC or designated site as recommended by the EOC Director.
- ❑ Obtain the current situation status from the EOC Director as well as a briefing on the priority actions taken and those outstanding.
- ❑ Activate additional Directors as required.
- ❑ Follow the Standard CRD EOC Activation Phase Checklist.

Operational Phase

- ❑ Examine the need for new or temporary policies, as required to support emergency response operations.
- ❑ Participate in media briefings as requested.
- ❑ Support public information materials issued from the EOC.
- ❑ Consult with the EOC Director and/or legal advisors regarding the potential for legal issues resulting from the recommended courses of action.
- ❑ Confer with the EOC Director to determine appropriate expenditure limits.
- ❑ Consult with the EOC Director to determine the need for extraordinary resources and/or external assistance.
- ❑ Formally request external support/resources (Provincial and Federal) based on direction from the EOC Director.
- ❑ Participate in briefings with the EOC Director regarding the possible need for a declaration or termination of state of local emergency.
- ❑ Keep apprised as to the status of the emergency event by reviewing the current EOC SitReps, media releases, and briefings.

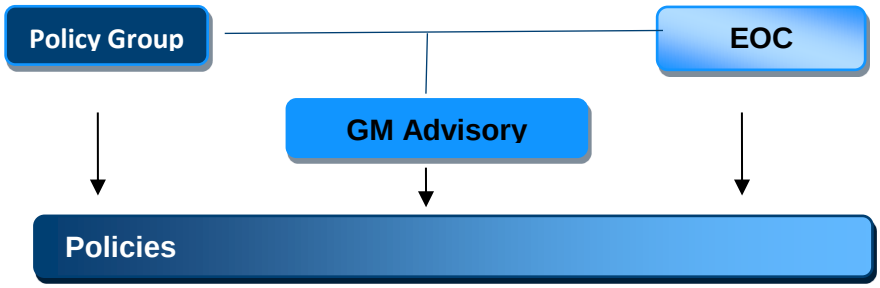
Demobilization Phase

- ❑ Proclaim the termination of the emergency response and have the EOC proceed with recovery efforts.
- ❑ Complete and compile all necessary paperwork then forward to the Planning Section.
- ❑ Provide input to the After Action Report.
- ❑ Participate in formal post-operational debriefs.
- ❑ Recognize EOC staff members, response personnel, and volunteers for their efforts.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

GM Advisory Group Position Guide

GM Advisory Group Outline

The GM Advisory Group supports the EOC Director and ensures the inter-departmental coordination of resources and activities. The GM Advisory Group will advise the EOC Director as required regarding the development of EOC priorities and objectives, EOC action plans, department specific capabilities, and the release of media and public information.



Activation

Once activated the GM Advisory Group shall convene at the designated EOC location or via conference call and receive a situation briefing from the EOC Director. Based on the available information the group shall advise the EOC Director on departmental specific emergency response priorities and objectives (as required) and undertake special projects at the request of the EOC Director or Deputy Director. Upon arrival at the EOC, group members shall complete the standard CRD EOC position checklist and GM Advisory Group specific checklist of the Corporate Emergency Plan.

Membership

The GM Advisory Group consists of the Chief Administrative Officer (CAO) and the five General Managers (GMs). Representation within the group will vary depending on the size and nature of the event, the level of support required by the EOC Director, and the potential need for members to fill the EOC Director and Deputy Director positions. During extended period events the remaining GM Advisory Group members may also be required to provide relief coverage for the EOC Director and Deputy Director positions.

Responsibilities

1. Advise the EOC Director on departmental specific information regarding priorities, capabilities, media releases, and extraordinary resource requests.
2. Ensure the inter-departmental coordination of resources and activities.
3. Undertake special assignments at the request of the EOC Director.
4. Support the Deputy EOC Director and management staff complete assigned tasks and responsibilities.
5. Serve as media spokesperson(s) as required for organizational/departmental media briefings.
6. Ensure the coordination of activities and between members of the GM Advisory Group.

GM Advisory Group Checklist

Responsibilities

1. Advise the EOC Director on departmental specific information regarding priorities, capabilities, media releases, and extraordinary resource requests.
2. Ensure the inter-departmental coordination of activities and resources.
3. Undertake special assignments at the request of the EOC Director.
4. Support the Deputy EOC Director and management staff complete assigned tasks and responsibilities.
5. Serve as media spokesperson(s) as required for organizational/departmental media briefings.
6. Ensure the coordination of activities and duties between members of the GM Advisory Group.

Reports to

EOC Director (CAO or alternate)

Activation Phase:

- ❑ Convene as the GM Advisory Group at the EOC or designated site as recommended by the EOC Director (may meet via conference call as required by the EOC Director).
- ❑ Obtain the current situation status from the EOC Director as well as a briefing on the priority actions taken and those outstanding.
- ❑ Advice the EOC Director on response priorities based on available information.
- ❑ Follow the Standard CRD EOC Activation Phase Checklist.

Operational Phase:

- ❑ Participate in action planning and management team meetings.
- ❑ Advise the EOC Director on priorities, objectives, and action plan approval.
- ❑ Monitor and evaluate the progress of approved action plans.
- ❑ Facilitate the acquisition/reallocation of internal resources.
- ❑ Monitor the effectiveness of inter-departmental coordination.
- ❑ Regularly advise the EOC Director on the GM Advisory Groups activities and report any significant events and issues of concern.
- ❑ Assist the EOC Director ensure EA EOCs/DOCs establish and maintain contact with the EOC.
- ❑ Prepare for and participate in media briefings, as requested.
- ❑ Undertake special projects and assignments as directed by the EOC Director.
- ❑ Coordinate and document activities within the GM Advisory Group and keep the EOC Director appraised as to the status of current projects.
- ❑ Monitor the scheduling of shifts for the EOC Director and management staff positions (i.e. shift length) to ensure effective functioning of the EOC.

Demobilization Phase:

- ❑ Assist the Director with demobilization procedures.
- ❑ Complete and compile all required forms and reports prior to demobilization and forward to the Planning Section.

- ❑ Assist with the deactivation of the EOC at the designated time, as appropriate.
- ❑ Participate in the formal post operational debriefs.
- ❑ Assist with the preparation of the After Action Report.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

EOC Director Position Guide

The overall goal of the EOC Director is the successful management of the emergency or disaster through effective coordination of emergency support and response activities. A key aspect of good disaster management involves proper decision making. To facilitate this process the EOC Director requires accurate and timely information as well as a focus on the appropriateness of actions rather than the speed of response. Resources available to the EOC Director to aid the decision making process include: the GM Advisory Group, the EOC Management Staff (Risk Management Officer, Liaison Officer, and Information Officer), EOC Section Chiefs, and the Policy Group. This guide outlines the numerous decisions and issues that require approval from the EOC Director to help accomplish the outlined goal (EOC forms referenced in this guide can be found in the EOC Director "Go bag" and digitally on the EOC Director's memory stick).

	Issues requiring a decision or approval from the EOC Director	Issues requiring a decision or approval from the EOC Director
1	EOC Activation and Personnel Mobilization	EOC Director Administrative Support
2	Request for a EMBC task number	
3	Establishing EOC Priorities and Objectives	GM Advisory Group & EOC Management Staff
4	EOC Action Plans	GM Advisory Group, EOC Management Staff, and EOC Section Chiefs
5	Press Releases	GM Advisory Group and Information Officer
6	Media Interviews	Information Officer and Policy Group
7	Public Information Bulletins	GM Advisory Group and Information Officer
8	Situation Reports	Information Officer & Planning Section Chief
9	Evacuation Orders	Incident Commander
10	Declaration of State of Local Emergency	Policy Group/Board Chair
11	Request for Mutual Aid	
12	Request for Provincial / Federal Support (Extraordinary Resource Request)	Policy Group

EOC Activation Level and Mobilization of Personnel

The EOC Director is responsible for determining the level of EOC activation and continually monitoring the situation to ensure an appropriate level of staff. An active EOC requires only a Director however all the functions of the EOC will remain the responsibility of the EOC Director. EOC functions may later be delegated to activate EOC staff arriving at the EOC to fill their designated positions. An executive summary for EOC activation is provided in this Corporate Emergency Plan which includes: a guide to the three levels of activation, the CRD EOC organizational structure, and an emergency action checklist for EOC activation. This checklist is a quick reference guide which outlines EOC activation authority, when to activate the EOC, choosing the appropriate activation level as well as staffing and opening the CRD EOC.

Request for an EMBC Task Number

A Provincial Emergency Program (EMBC) emergency response task number is a provincial file number obtained from the EMBC Emergency Coordination Center (ECC). The task number is required to ensure that volunteers are covered under the Workers' Compensation Act and have liability protection under the Emergency Program Act. The task number is also used to apply for compensation for pre-approved emergency expenses as outlined in the EMBC Financial Assistance Guide for Emergency Response and Recovery Cost. This guide is based on the Provincial Emergency Program Act and the Compensation and Disaster Financial Assistance Regulation. An emergency response task number must be obtained at the commencement of the task and the request must include a situational briefing of the incident.

Establishing EOC Priorities and Objectives

CRD EOC priorities and response goals should follow the response objectives established by the British Columbia Emergency Response Management System.

Working in conjunction with the GM Advisory Group and incorporating input from the EOC Section Chiefs and Incident Commanders, the EOC Director is responsible for the establishment of EOC priorities and objectives. EOC objectives should be based on the current response priorities and include one or more options or strategies for achieving the said objective.

Although the CRD faces an array of potential hazards it is possible to anticipate numerous emergency response actions and activities that are common for the majority of emergency/ disaster events. These common response actions and activities are generally referred to as generic functions and typically play a significant role in the determination of EOC priorities and objectives. Generic functions which should be considered by the EOC Director include; public messaging/warnings, evacuations, sheltering, emergency medical care, search and rescue, protection of property, mobilizing emergency personnel and resources, damage assessment, and restoration of essential public services.

EOC Action Plans- EOC Action Plan Form 502

EOC Action Plans address the policies and priorities that support the Incident Commander (IC) at the site level and are an essential/required element in achieving the EOC objectives. Action plan preparation is the responsibility of the Planning Section; however the plans require final approval from the EOC Director. The process for final approval should include consultation with the GM Advisory Group, the EOC Management Staff, and EOC Section Chiefs to ensure accuracy regarding the current situation and timelines for actions to be taken.

Approved action plans should demonstrate an awareness of the current situation, follow established policies and priorities, and outline clear objectives and strategies. Additional components of the plans should include a list of assigned tasks, a distribution list, and relevant reference material (maps, organization charts, etc.).

Press Releases

The EOC Director is responsible for approving all information released from the EOC. The Information Officer will act as the point of contact between the EOC and the media to ensure the consistency of information released. A press release should be prepared in conjunction with the EOC Director, EOC Management Staff, GM advisory Group and the Information Officer following the activation of the EOC. The CAO or designate approves all media releases. Contact with local media should be established as soon as possible following the impact of an emergency/disaster to facilitate public messaging function of the EOC and establish the CRD EOC as a primary source for information.

Media Interviews- EOC Spokesperson Media Statement Form 422

The EOC Director is also responsible for approving all information to be released by means of media interviews. The Information Officer must ensure the Policy Group members are briefed on accurate information to effectively represent the CRD as spokespersons. For small scale events this responsibility may fall on the EOC Director or a member of the GM Advisory Group.

Public Information Bulletins

Public information bulletins prepared by the Information Officer require final approval by the EOC Director before distribution. The EOC Director, GM Advisory Group, and EOC Management Staff should provide input as to the content of these bulletins where appropriate and when requested.

Situation Reports- EOC Situation Report Form 501

All EOC personnel must forward situational information in the form of SitReps the Planning Section or the EOC Director in the absence of a Planning Section. The EOC Director is responsible for the approval of EOC SITREPs and ensuring the distribution of this information (typically through the IO) to the GM Advisory Group, the EOC Management Staff, and the EOC Section Chiefs. Summarized EOC SITREPs should also be regularly forwarded to the Provincial Regional Emergency Operations Centre (PREOC) and each member of the Policy Group. The EOC Director is responsible for ensuring EOC staff members are briefed on the collective situation to facilitate the overall coordination of emergency response activities.

Evacuation Orders- Evacuation Procedures and Messaging, Forms 421 and 420

Tactical Evacuations- Under urgent circumstances a number of statutes within provincial legislation allow evacuations to be ordered at the emergency site level typically by the Incident Commander. Emergency site level evacuations are commonly referred to as tactical evacuations. Tactical evacuations ordered at the emergency site level do not require a declaration of state of local emergency. The Fire Commissioner for example can order an evacuation in response to imminent and serious danger to life or property arising from fire or risk of explosion under the Fire Services Act. A detailed list of provincial statutes under which provincial authorities can order evacuations is provided in this plan under the Legal Authority for Evacuation heading.

Site Support Level Evacuations- At the site support level, the CRD as a local authority must declare a State of Local Emergency as enabled under Section 12 of the BC Emergency Program Act to order an evacuation. Emergency powers specified within the declaration are typically granted to the Emergency Manager (EM) or CAO who then has responsibility for ordering the evacuation. Following a tactical evacuation a declaration of state of local emergency may still be declared to access additional emergency powers such as restricting travel to and from the emergency site. The decision for ordering an evacuation must be in the interest of public safety and preserving life.

Declaration of State of Local Emergency

Emergency Powers granted under the Emergency Program Act	
1	Acquire or use any real or personal property considered necessary to prevent, respond to or alleviate the effects of an emergency or disaster
2	Authorize or require any person to render assistance of a type that the person is qualified to provide or that otherwise is or may be required to prevent, respond to or alleviate the effects of an emergency or disaster
3	Control or prohibit travel to or from any area designated in the Electoral Area
4	Provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain and coordinate emergency medical, welfare and other essential services in the Electoral Area
5	Cause the evacuation of persons and the removal of livestock, animals and personal property from any part of the Electoral Area that is or may be affected by an emergency or disaster and make arrangements for the adequate care and protection of those persons, livestock, animals and personal property
6	Authorize the entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or program or if otherwise considered to be necessary to prevent, respond to or alleviate the effects of an emergency or disaster
7	Cause the demolition or removal of any trees, structures or crops if the demolition or removal is considered to be necessary or appropriate in order to prevent, respond to or alleviate the effects of an emergency or disaster
8	Construct works considered to be necessary or appropriate to prevent, respond to or alleviate the effects of an emergency or disaster
9	Procure, fix prices for or ration food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within any part of the Capital Regional District Electoral Areas for the duration of the local state of emergency

The EOC Director must decide if any of the powers granted by a declaration of state of local emergency are needed to meet the CRD response goals, a complete list of the emergency powers is provided on the previous page. If any of the nine emergency powers are required, the EOC Director is responsible for briefing the Policy Group and having a declaration of local state of emergency drafted. The most common emergency powers required by CRD include the ability to issue evacuation orders and restrict travel to or from the emergency area. The declaration of State of Local Emergency form is an appendix to this plan and must be transmitted to the EMBC PREOC once the form is completed.

Request for Mutual Aid

All requests for mutual aid must be approved and coordinated through the EOC Director. Current CRD mutual aid agreements are limited to fire suppression/protection. Agreements of note exist between:

- CRD and the Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Otter Point, Shirley, East Sooke and Sooke
- Willis Point and the Highlands
- CRD and Parks Canada

A hard copy of the list of emergency service agreements as well as the agreements themselves can be found in the Emergency Service Agreement resource binder located in the Protective Service office. Requests for additional mutual aid outside of existing agreements should be directed to and coordinated by the Emergency Management British Columbia (EMBC).

Requests for Provincial/Federal Support (Extraordinary Resources Requests)

If an Electoral Area EOC or DOC cannot fill a resource request it is forwarded to the Incident Commander who assess and prioritizes the request before forwarding it to the CRD EOC Operations Section. If the EOC Operations Section is unable to coordinate filling the resource request, in coordination with the EOC Logistics and Planning Sections, the request is then forwarded to the EOC Director. The EOC Director then decides/authorizes (in consultation with the GM Advisory Group as necessary) forwarding the request to EMBC or PREOC (if activated). For large scale events the Policy Group may be used to aid the process by means of a formal request for provincial or federal support/resources.

EOC Director Checklist

Responsibilities:

1. Exercise overall management responsibility for the coordination of emergency response and support agencies in the EOC.
2. Set priorities for the response efforts in conjunction with the Incident Commander(s), EOC section chiefs and management staff.
3. Provide support to local authorities and provincial agencies and ensure all emergency response objectives follow the established CRD EOC response priorities.
4. Establish an appropriate staffing level for the EOC and continuously monitor organizational effectiveness to ensure that necessary modifications occur as required.
5. Ensure the effective accomplishment of inter-departmental/agency coordination within the EOC.
6. In consultation with the Information Officer, direct and approve the issuance of appropriate emergency public information and media releases, utilizing the best method(s) of dissemination.
7. Liaise with the CRD Policy Group and/or Elected Officials.
8. Ensure risk management principles and procedures are applied for all EOC activities.
9. If no Deputy Director is required, assign the tasks of the Deputy Director to an EOC management staff member.

Reports to:

The CRD Policy Group

Activation Phase:

- ❑ Obtain a briefing and collect readily available information from whatever sources are available, typically the incident commander(s) or person(s) reporting the emergency.
- ❑ Obtain an EMBC task number if required (EMBC task numbers are a provincial file number commonly required for the protection of volunteers under the Workers Compensation Act/Emergency Program Act and the reimbursement for select government services).
- ❑ Determine the appropriate level of activation and mobilize the appropriate personnel based on the situation as known.
- ❑ Respond immediately to the EOC and determine operational status.
- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Confirm staffing for the required EOC Section Chiefs, and the appropriate establishment of the corresponding section staff:
    - Operations Section
    - Logistics Section
    - Planning Section
    - Finance/Administration Section
- ❑ Confirm staffing for the required management staff positions. Ensure these positions are filled as soon as possible:
    - Information Officer
    - Risk Management Officer
    - Liaison Officer

- ❑ Confirm activation of the GM Advisory Group and Policy Group as required and provide a briefing of the current situation once the groups have convened at the EOC or via conference call.
- ❑ Ensure an EOC organization/staffing chart is posted and that arriving staff members are assigned appropriate roles and follow the established EOC check-in procedure.
- ❑ Establish initial priorities for the EOC based on the current status and available information.
- ❑ Schedule the initial EOC action planning meeting and have the Planning Chief prepare the agenda.
- ❑ Consult with the Liaison Officer and Sections Chiefs to determine the need for additional representation at the EOC from emergency response agencies.
- ❑ Assign the coordination of external agency response to the Liaison Officer, and provide assistance as necessary.

Operational Phase:

Monitor general staff activities to ensure that all appropriate actions are being taken. Document all decisions/approvals on a Decision/Approval Log (See EOC 407).

- ❑ Ensure that operational periods, staff schedules, and the initial response priorities and objectives are established and communicated to all involved parties.
- ❑ In conjunction with the Information Officer, conduct and approve media briefings and releases, following the established CRD communication plan and procedures.
- ❑ Ensure that the Liaison Officer is providing for and maintaining effective inter¬-agency coordination.
- ❑ In coordination with the GM Advisory Group and EOC management staff, identify priorities for the initial action planning meeting.
- ❑ Convene the initial action planning meeting and ensure that all Section Chiefs, management staff, and key agency representatives are in attendance. Ensure that the planning staff facilitate the meeting and that the appropriate procedures are followed.
- ❑ Once the Planning Section completes the Action Plan, review, approve and authorize its implementation.
- ❑ Conduct periodic briefings with the GM Advisory Group and the EOC management team to ensure response priorities and objectives are current and appropriate. (See EOC 401).
- ❑ Establish and maintain contact as appropriate with surrounding municipalities, external agencies, and the Province.
- ❑ Ensure EA EOCs/DOCs establish and maintain contact with the EOC.
- ❑ Conduct periodic briefings for the Policy Group and elected officials.
- ❑ In conjunction with the Liaison Officer and as required, prepare to brief the Policy Group regarding a declaration of state of local emergency (JDF, SGI, and/or SSI EA).
- ❑ Approve resource requests not included in the Action Plan and request support from the Province, as required.
- ❑ Ensure the Policy Group and/or elected officials are informed of a state of provincial emergency if declared, and disseminate any local government proclamations.
- ❑ Assign special projects to the GM Advisory Group and Deputy Director, as needed.
- ❑ Recognize personal limitations regarding shift length. Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- ❑ Authorize the demobilization of sections/branches no longer required.
- ❑ Ensure that any open actions not yet completed will be handled after demobilization.
- ❑ Ensure that all required forms and reports are completed and compiled prior to demobilization.
- ❑ Ensure that the EOC After Action Report is prepared in consultation with the Planning Section, management staff, and GM Advisory Group.
- ❑ Terminate emergency response and proceed with recovery operations.
- ❑ Deactivate the EOC when emergency event no longer requires the EOC activated. Ensure all other facilities are notified of deactivation.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

EOC Deputy Director Checklist

Responsibilities:

1. Assume the role of the EOC Director in his/her absence. See EOC Director Checklist for responsibilities.
2. Undertake special assignments at the request of the EOC Director.
3. Ensure the efficient and effective flow of information within the EOC.
4. Ensure resource requests are prioritized and tracked.
5. Support EOC management by communicating policy direction and action priorities to all staff.
6. Coordinate the internal functions of the EOC to maintain operational efficiency.
7. Monitor the health and welfare of EOC staff. Mediate and resolve any personnel conflicts.
8. Facilitate shift change briefings and operational debriefings.

Reports to:

EOC Director

Activation Phase:

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Respond as requested, to the EOC and assist the Director in determining the operational status.
- ❑ Obtain a briefing and collect readily available information from whatever sources are available, typically the incident commander(s) or person(s) reporting the emergency.
- ❑ Supervise the set-up of the EOC for the most effective and efficient operations.

Operational Phase:

- ❑ Maintain a position log and any other relevant forms.
- ❑ Support management staff activities to ensure that all appropriate actions are being taken.
- ❑ Assist the EOC Director in the determination and communication of priorities, objectives and decisions to all EOC staff.
- ❑ Assist with the preparation for action planning meetings.
- ❑ Ensure the management team follows the established briefing format (EOC 401 A).
- ❑ Ensure the management staff have sufficient administrative support.
- ❑ Coordinate additional staffing needs with the Logistics Section Chief.
- ❑ Ensure all positions use a Position Log (EOC 414) and a Decision/Approval Log (EOC 407).
- ❑ Participate in action planning and management team meetings.
- ❑ Regularly advise the EOC Director on current activities and report any significant events and issues of concern.
- ❑ Undertake special projects and assignments as directed by the EOC Director.
- ❑ Check with the general staff on the health and welfare of all EOC staff. Authorize and coordinate additional support needs as required.
- ❑ Mediate and resolve any personnel conflicts.
- ❑ Consult with the Director as required on ensuring 24-hour shift scheduling for both the EOC Director and Deputy positions.

- ❑ Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- ❑ Assist the Director with demobilization procedures.
- ❑ Ensure that operations not yet completed are handled and assigned after demobilization.
- ❑ Complete and compile all required forms and reports prior to demobilization and forward to the Planning Section.
- ❑ Assist with the deactivation of the EOC at the designated time, as appropriate.
- ❑ Assist with the preparation of the After Action Report.
- ❑ Organize and facilitate staff debriefings and critical incident stress debriefs.
- ❑ Organize and coordinate staff recognition initiatives (i.e. thank you letters) for time and expertise staff contributed towards EOC emergency response operations.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Risk Management Officer Checklist

Responsibilities

1. Risk Management: a). Ensure that risk management practices are applied throughout the response organization and that every function contributes to the management of risk (risk management protects the interests of all EOC participants, agencies and organizations by ensuring due diligence in information collection, decision making, and implementation. b). Continually monitor the situation for risk exposures and ascertain probabilities and potential consequences of future events).
2. Safety: a). Provide advice on emergency response safety issues and halt or modify any and all unsafe operations within or outside the scope of the Action Plan, immediately notifying the EOC Director of actions taken. b). Appoint a safety specialist as required who is familiar with all aspects of safety and relevant legislation.
3. Security: Ensure that appropriate security measures have been established to allow for only authorized access to the EOC facility and documentation.

Reports to

EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Perform a risk identification and analysis of the EOC site and operations. Tour the entire facility area and determine the scope of ongoing and future operations.
- ❑ Monitor set-up procedures for the EOC ensuring that proper safety regulations are adhered to.
- ❑ Oversee that security checkpoints have been established at all EOC entrances to allow only authorized personnel access to the EOC, including staff check-in and identification procedures.

Operational Phase

Risk Management

- ❑ Establish and maintain a position log and any other necessary files.
- ❑ Assess damage and loss, working with the Planning and Finance/Administration Sections.
- ❑ Identify and document risk and liability issues; keep the Planning Section Chief advised at all times.
- ❑ Gather and organize evidence that may assist all EOC organizations in legal defense that may be more difficult to obtain later.
- ❑ Conduct interviews and take statements to investigate major risk management issues.
- ❑ Advise EOC members on safety and risk management issues.
- ❑ Assist the Director in reviewing media releases, public alerts, warnings and public information materials from a risk management perspective.
- ❑ Liaise with any Safety Officer/Risk Manager at the incident site(s) and/or EA EOCs/DOCs.

- ❑ Evaluate situations and advise the Director of any conditions and actions that might result in liability, for example oversights, improper response actions, etc.
- ❑ Identify potential claimants and the scope of their needs and concerns.
- ❑ Advise members of response organizations regarding options for risk control, during operational meetings and upon request.
- ❑ Advise on actions to reduce loss and suffering and, where appropriate, proactively support response and recovery objectives.
- ❑ Ensure the Planning Section is secure and operating effectively. Advise the Planning Section on the types of information to collect, flow of information, and confidentiality concerns.
- ❑ Organize and prepare records for final audit.

Safety

- ❑ Work with the Logistics Section Chief to become familiar with any hazardous conditions in the EOC facility, especially following a seismic event. Conduct regular inspections of the EOC facility.
- ❑ Coordinate with the Logistics Section for assistance with any special safety requirements.
- ❑ Provide guidance to EOC staff regarding actions to protect themselves from the emergency event, such as smoke from a wildfire or aftershocks from an earthquake.
- ❑ Coordinate with finance/administration on any EOC personnel injury claims or records preparation as necessary for proper case evaluation and closure.

Security

- ❑ Monitor security checkpoints and EOC facility access.
- ❑ Address any security issues with the Director recommending improvements where necessary.

Demobilization Phase

- ❑ Assist the Director in deactivation activities including the collection and forwarding of all relevant papers and electronic records to the Planning Section.
- ❑ Finish the collection of all material necessary for post-operation reporting procedures.
- ❑ Assist with the deactivation of the EOC at designated time, as appropriate.
- ❑ Assist the Director in preparing the After Action Report.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Liaison Officer Checklist

Responsibilities

1. Function as a point of contact and interact with representatives from external agencies arriving at the EOC.
2. Liaise with Electoral Area EOCs, CRD DOCs, Municipal EOCs, and organizations not represented in the EOC.
3. Coordinate agency representatives for the EOC as required to ensure adequate structure, and fill all necessary roles and responsibilities enabling the EOC to function effectively and efficiently.
4. Assist and serve as an advisor to the Director and management team as needed, providing information and guidance related to the external functions of the EOC.
5. Assist the Director in ensuring proper procedures are in place for directing agency representatives, communicating with elected officials, and conducting VIP/visitor tours of the EOC facility.
6. Liaise with Electoral Area, Municipal, Provincial and Federal organizations, communicating EOC guidelines, directives, action plans and situation information.

Reports to

EOC Director/Deputy Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to the EOC and obtain the situational status and response priorities from the Director or Deputy.
- ❑ Ensure that an EOC staff check-in procedure is established immediately (EOC 511).
- ❑ Ensure registration procedures are established for outside agencies working within the EOC.
- ❑ Assist the EOC Director in determining appropriate staffing for the EOC.
- ❑ Ensure that an EOC organization and staffing chart is posted and updated.
- ❑ Provide assistance and information to general staff regarding staffing EOC sections.
- ❑ Ensure that agency representatives' telephone and/or radio communications are established and functioning.

Operational Phase

- ❑ Assist the EOC Director and management team in developing overall EOC priorities as well as priorities for the initial Action Plan.
- ❑ Provide information regarding external and non-represented agencies to the Planning Section to assist in the development, updating, and implementation of Action Plans.
- ❑ Provide general advice and guidance to agencies and EOC staff as required.
- ❑ Ensure that all notifications are made to agencies not represented in the EOC.
- ❑ Ensure that communication with appropriate external non-represented agencies (such as: utilities, transportation, volunteer organizations, private sector, etc.) is established and maintained (See EOC 410).

- ❑ Assist the Director in preparing for and conducting briefings with management team members, elected officials, media, and the general public.
- ❑ Prepare external non-represented agency information for management team briefings.
- ❑ Ensure that operational priorities and objectives identified within the action plans are communicated to external non-represented agencies.
- ❑ Facilitate the completion of situation reports (SitReps) with external non-represented agencies and forward to the Planning Section.
- ❑ Advise the EOC Director of critical information and requests contained within agency SitReps.
- ❑ Forward approved SitReps to non-represented agencies as requested.
- ❑ Assist the EOC Director in establishing and maintaining an Inter-Agency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC, as required.
- ❑ In consultation with the Information Officer, conduct tours of EOC facility as requested.
- ❑ Provide assistance with shift change activity as required.

Demobilization Phase

- ❑ Notify external non-represented agencies of the planned demobilization, as appropriate.
- ❑ Assist with the deactivation of the EOC at the designated time, as appropriate.
- ❑ Assist the Director with recovery operations and preparation of the After Action Report.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Information Officer Checklist

Responsibilities

1. Serve as the coordination point for all public information, media relations and internal information sources for the EOC.
2. Coordinate and supervise all staff assigned as Assistant Information Officers and their activities.
3. Liaise with Information Officers in EA EOCs, CRD DOCs, municipal EOCs and the PREOC.

Public Information

1. Ensure that the public within the affected area receive complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
2. Ensure that a public information service (hotline/website) is established for the public to access helpful information and advice.

Media Relations

1. Serve as the coordination point for all media releases for the EOC.
2. Coordinate media releases with officials representing other affected emergency response agencies.
3. Develop the format and location for media briefings in conjunction with the EOC Director.
4. Maintain a positive relationship with media representatives and monitor all broadcasts and written articles for accuracy. Rapidly correct inaccuracies as they occur.

Internal Information

1. In consultation with the Director and Liaison Officer, coordinate VIP and visitor tours of the EOC facility.
2. Develop helpful messaging sheets and/or FAQ sheets (frequently asked questions and answers) to ensure consistent and accurate information sharing amongst EOC staff.
3. Maintain a web site established for public EOC information, as appropriate.
4. Liaise with the Information Officers at EA EOCs, CRD DOCs, Municipal EOCs, the PREOC and relevant external agencies.

Reports to

EOC Director/Deputy

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Determine staffing requirements for the Information Section.
- ❑ Assess information skill areas required in the EOC such as: writing, media relations, event planning, website maintenance, etc.
- ❑ Operational Phase
- ❑ Obtain policy guidance and approval from the EOC Director with regard to all information to be released to the media and public.

- ❑ Refer to the CRD's corporate communications policies, as appropriate. (See EOC 420 to 425).
- ❑ Keep the EOC Director advised of all unusual requests for information and all significant or unfavorable media comments. Recommend procedures or measures to improve media relations.
- ❑ Coordinate with the Planning Section and identify a method for obtaining and verifying significant information as it develops.
- ❑ Develop and publish a media briefing schedule, to include location, format, preparation, and distribution of handout materials.
- ❑ Implement and maintain an overall information release program.
- ❑ Establish a Media Information Centre, as required which provides necessary space, materials, telephones, and electrical power.
- ❑ Maintain up-to-date status boards and other references at the Media Information Centre. Provide adequate staff to answer questions from members of the media.
- ❑ Establish a public information service and/or call centre to handle public inquiries and provide emergency support information. Consult with the Information Technology Branch Coordinator for communication equipment needs and set-up.
- ❑ Interact with external EOCs as well as the PREOC to coordinate the release of sensitive public information.
- ❑ Establish distribution lists for the recipients of all public information releases. Include the PREOC Information Section, other information officers, the public information service (Hotline/website), etc.
- ❑ In coordination with other EOC sections and as approved by the Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public. Liaise with the Risk Management Officer to check for any potential liability or safety concerns.
- ❑ At the request of the Director, prepare speaking notes and brief elected officials (Policy Group) and/or Spokesperson(s) to facilitate the participation in media briefings/news releases.
- ❑ Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas when safe.
- ❑ Arrange through logistics appropriate staffing and telephones to efficiently handle incoming media and public calls.
- ❑ Identifying help sources contained within media releases, Public Service Announcements (PSAs) and bulletins, maintain a Disaster Assistance Information Directory, with numbers and locations to obtain food, shelter, supplies, health services, etc.
- ❑ Develop message statements for EOC Staff and the call takers of the toll-free hotline.
- ❑ Monitor all media, using information to develop follow-up media releases and rumour control, consult with the Risk Management Officer on appropriate wording and actions in regards to correcting false or erroneous information.
- ❑ Ensure that file copies are maintained of all information released.
- ❑ Promptly provide copies of all media releases to the EOC Director.
- ❑ Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.

Demobilization Phase

- ❑ Prepare final media releases and advise media representatives of points-of¬-contact for follow-up stories.
- ❑ Assist the Director with demobilization procedures and contribute items of interest to the After Action Report.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Operations Section Chief

Responsibilities

1. Ensure that the Operations Section function is carried out including coordination of response for all operational functions assigned to the EOC.
2. Ensure that operational objectives and assignments identified in the Action Plan are carried out effectively.
3. Establish the appropriate level of organization within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
4. Coordinate any activated ICPs in the operational area.
5. Maintain a communications link between Incident Commanders, EA CCCs, DOCs, and the EOC for the purpose of coordinating the overall response, resource requests and event status information.
6. Ensure that the Planning Section is provided with status reports and major incident reports.
7. Conduct periodic operations briefings for the Director and management team as required or requested.

Reports to

EOC Director/Deputy

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including telecommunications, maps and status boards.
- ❑ Obtain a preliminary situation briefing from the Director, Planning Chief or other EOC management staff as appropriate.
- ❑ Based on the situation, activate appropriate branches based on functions or geographical assignments within the section. Designate Branch Coordinators as necessary for the following CRD services:
    - Integrated Water Services
    - Environmental Leadership
    - Electoral Areas
    - Facility Management
    - Regional Parks
- ❑ Verify communication channel(s) are established with the ICPs, EA EOCs, DOCs, and the PREOC.
- ❑ Request additional personnel from the Logistics Section to maintain 24-hour staffing capabilities as necessary.
- ❑ Confer with the EOC Director to ensure that the Planning and Logistics Sections have sufficient staff to provide adequate information and support for operations.
- ❑ Coordinate with the Liaison Officer regarding the need for agency representatives in the Operations Section.
- ❑ Obtain a current communications status briefing from the Information Technology Branch Coordinator in logistics. Ensure that there is adequate equipment and frequencies available for the section.

- ❑ Based on the known and forecasted situation, determine likely future needs of the Operations Section.
- ❑ Identify key issues currently affecting the Operations Section; meet with section personnel and determine appropriate section objectives for the first operational period.
- ❑ Review responsibilities of branches operating the section; develop a plan/process detailing strategies for carrying out operations objectives.
- ❑ Notify the EOC Director when the Operations Section is operational.

Operational Phase

- ❑ Ensure that all section personnel maintain individual position logs and other paperwork as required.
- ❑ Conduct periodic briefings and work to reach consensus among operations staff on the objectives for each operational period.
- ❑ Ensure that all media contacts are referred to the Information Officer.
- ❑ Prepare for and participate in action planning meetings and other relevant management team meetings (See EOC 401 A for Briefing Format).
- ❑ Provide the Planning Section Chief with the Operations Section's objectives prior to each action planning meeting.
- ❑ Work closely with each branch coordinator to ensure that the operation objectives, as defined in the current Action Plan, are being addressed.
- ❑ Ensure that situation and resource information is provided to the Planning Section on a regular basis or as the situation requires, including branch status reports and incoming incident reports.
- ❑ Ensure that intelligence information from branch coordinators is made available to the Planning Section in a timely manner.
- ❑ Ensure that the branches coordinate all resource needs through the Logistics Section.
- ❑ Authorize resource requests and forward extra-ordinary and/or critical resource requests to the EOC Director for approval (See EOC 414).
- ❑ Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section, (for example notification of emergency expenditures and daily time sheets).
- ❑ Brief the EOC Director and other management team members on all major incidents.
- ❑ Brief branch coordinators and section staff periodically on any updated information received.
- ❑ Share status information with other sections as appropriate.

Demobilization Phase

- ❑ Determine demobilization status of the Operations Section and advise the EOC Director.
- ❑ Deactivate branches and organizational elements, when no longer required. Ensure that all paperwork is complete and that finished logs are sent to the Planning Section.
- ❑ Ensure that any open actions are assigned to the appropriate agency and/or EOC staff.
- ❑ Deactivate the section and close out logs when authorized by the EOC Director.
- ❑ Ensure that required forms or reports are completed and compiled prior to your release and departure.
- ❑ Be prepared to provide input to the After Action Report.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Fire Branch Coordinator

Responsibilities

1. Arrange and coordinate for urban and wildland fire suppression, as well as hazardous materials (Hazmat) support operations.
2. Acquire mutual aid resources, as necessary.
3. Coordinate the mobilization and transportation of all resources through the Logistics Section.
4. Complete and maintain branch status reports for major incidents requiring or potentially requiring regional and provincial response support, and maintain status of unassigned fire and HAZMAT resources in the area in conjunction with the Resource Unit.
5. Implement the objectives of the EOC Action Plan assigned to the Fire Branch.
6. Overall supervision of the Fire Branch.

Report to

EOC Operations Section Chief, or EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Obtain briefing of the situation from the Operations Section Chief.
- ❑ Based on the situation, activate the necessary Units within the Fire Branch and coordinate their activities:

Structural Fire Suppression Unit	HAZMAT Unit
Wildland Fire Suppression Unit	Rescue Unit

- ❑ If local authority mutual aid system is activated, coordinate use of area fire suppression resources with respective EA EOCs and/or DOCs.
- ❑ If local authority mutual aid system is activated, coordinate use of area fire suppression resources with respective EA EOCs and/or DOCs.
- ❑ Prepare and submit a preliminary branch status report and major incident reports, as appropriate, to the Operations Section Chief.
- ❑ Prepare objectives for the Fire Branch and forward them to the Operations Section Chief prior to Action Planning meetings (See EOC 401 A for Briefing Format).

Operational Phase

- ❑ Ensure that Branch and Unit position logs and other files are maintained.
- ❑ Ensure that all interface fire operations are being managed utilizing, when required, Unified Command with the appropriate agencies.
- ❑ Confirm and resolve through the EOC Director, any response boundary issues that may restrict mutual aid.
- ❑ Liaise with Provincial Fire Commissioner as required.
- ❑ Liaise with Ministry of Forests and Range personnel in the PREOC as required.
- ❑ Maintain current status on fire suppression missions being conducted in the area.
- ❑ Provide the Operations Section Chief and the Planning Section with an overall summary of Fire Branch operations periodically or as requested during the operational period.

- ❑ Refer all contacts with the media to the Information Officer but be prepared to speak on technical matters when requested.
- ❑ Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- ❑ Prepare objectives for the Fire Branch for the subsequent operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- ❑ Implement those objectives of the EOC Action Plan assigned to the Fire Branch.
- ❑ Provide your relief with a briefing at shift change; inform him/her of all on going activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase

- ❑ Determine demobilization status of branch units and fire operations in the area, and advise Operations Section Chief. Complete all logs and documentation and forward to Documentation Unit.
- ❑ Ensure any open actions are assigned to appropriate staff or other EOC Sections to follow up
- ❑ Ensure all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- ❑ Forward any input towards the After Action Report to the Operations Section Chief.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Planning Section Chief

Responsibilities

1. Ensures that the following responsibilities of the Planning Section are addressed as required:
    - Collect, analyze, validate, and display situation information
    - Prepare and distribute periodic SitReps
    - Prepare and distribute action plans and facilitate the action planning process
    - Coordinate with operations and Logistics Sections to track resources
    - Document and maintain files on all EOC activities
    - Provide technical support services to the various EOC sections and branches
2. Conduct advance planning activities and report on response/recovery issues likely to occur within 36 to 72 hours
3. Establishes the appropriate level of staff for organizing for the Planning Section.
4. Exercises overall responsibility for the coordination of branch activities within the section.
5. Inform the EOC Director of significant issues affecting the Planning Section.
6. In coordination with the other section chiefs, ensures that status reports are completed and utilized as a basis for EOC Situation Reports, (see EOC 418) and action plans.

Reports to

EOC Director/Deputy

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to the EOC facility and obtain a briefing from the EOC Director.
- ❑ Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- ❑ Review the responsibilities of units in Planning Section; develop plans for carrying out each responsibility.
- ❑ The EOC Planning Section will establish contact with the PREOC Planning Section when activated, and coordinate SitRep requirements with them.
- ❑ Based on the situation, activate the appropriate branches. Designate Branch coordinators as necessary:

Integrated Water Services	Facility Management
Environmental Leadership	Regional Parks
Electoral Areas	

- ❑ Based on the situation assign responsibilities to branch coordinators to assist with the following functions as required:

Situation analysis	Demobilization Planning
Resource tracking	Recovery
Documentation	Technical Specialists

- ❑ Request additional personnel from logistics as necessary to maintain a 24-hour operation.
- ❑ Meet with the Operations Section Chief and obtain/review any major incident reports.

- ❑ Make a list of key issues to be addressed by planning; in consultation with branch coordinators, identify objectives to be accomplished during the initial operational period.
- ❑ Inform the Director and management team of significant issues and events.
- ❑ Notify the Director when the Planning Section is operational.

Operational Phase

- ❑ Ensure that planning position logs and other necessary files are maintained.
- ❑ Maintain all current information from each EOC section for SitReps.
- ❑ Ensure that major incident reports and branch status reports are completed by the Operations Section and are accessible by the Planning Section.
- ❑ Ensure that a SitRep is produced, approved and distributed to EOC Sections and the PREOC at least once, prior to the end of the operational period (others may be produced as directed by the Director).
- ❑ Ensure that maps, status boards and other displays are kept current and that posted information is neat and legible.
- ❑ Ensure that the Information Officer has immediate and unlimited access to all status reports and displays.
- ❑ Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for upcoming operational periods.
- ❑ Chair the action planning meetings approximately two hours before the end of each operational period.
- ❑ Ensure demobilization planning occurs at least once during the operational period.
- ❑ Ensure that objectives for each section are completed, collected and posted in preparation for the next action planning meeting.
- ❑ Ensure that the Action Plan is completed and distributed prior to the start of the next operational period.
- ❑ Work closely with each branch coordinator within the Planning Section to ensure that the section objectives, as defined in the current Action Plan are being addressed.
- ❑ Compile and distribute the branch coordinator's advanced planning reports which highlight and forecast events or conditions likely to occur beyond the upcoming operational period; emphasizing situations which may influence the overall priorities of the EOC.
- ❑ Ensure that documentation is maintained on all EOC activities and that reproduction and archiving services are provided for the EOC as required.
- ❑ Coordinate with the Logistics Section to provide and track technical services staff, such as environmental advisors and other technical specialists to all EOC sections as required.
- ❑ Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.
- ❑ Ensure the Risk Management Officer is involved in the action planning process.

Demobilization Phase

- ❑ Ensure the Demobilization Plan for the EOC is complete, approved by the Director and distributed to all EOC sections.
- ❑ Determine demobilization status of the Planning Section and advise the EOC Director.
- ❑ Oversee preparation of the EOC After Action Report.
- ❑ Complete and compile all logs and documentation.

- ❑ Ensure any open actions are assigned to the appropriate planning staff or EOC sections to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- ❑ Review the EOC After Action Report prior to submission and final approval by the EOC Director and management team.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Planning Section – Branch Coordinator(s)

Electoral Area(s), Environmental Sustainability, Integrated Water Services, Regional Parks, Facility Management

Responsibilities

1. Act as liaison between the EOC & EA EOC/DOC Planning Section.
2. Complete additional duties as assigned by the Planning Section Chief.

Reports to

EOC Planning Section Chief

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to the EOC facility as directed.
- ❑ Obtain a briefing from the Planning Section Chief.
- ❑ Assess and anticipate Branch concerns and recommended responses in support of the emergency situation.

Operational Phase

- ❑ Establish and maintain position logs and other necessary files.
- ❑ Ensure maps, status boards, and other displays are kept current.
- ❑ Participate in periodic briefings with planning section staff to discuss section objectives.
- ❑ Ensure the section objectives, as defined in the current Action Plan are being addressed.
- ❑ In coordinate with the Planning Section Chief maintain documentation on EOC activities.
- ❑ Request major incident reports and branch status reports from the appropriate Operations Branch Coordinator.
- ❑ Aid the Planning Section Chief in the production and distribution of the Situation Report.
- ❑ Prepare an advanced planning report which highlights and forecast events or conditions likely to affect EOC operations within a 36 to 72 hour time frame.
- ❑ Formulate priorities
- ❑ Liaise with other Branches in the Planning Section.

Demobilization Phase

- ❑ Complete and compile all logs and documentation and forward to the Planning Section.
- ❑ Ensure any open actions are assigned to the appropriate staff or EOC sections to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.
- ❑ Forward any input towards the After Action Report to the Planning Section Chief.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Logistics Section Chief

Responsibilities

1. Establish the appropriate level of staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
2. Ensure section objectives as stated in the Action Plan are accomplished within the operational period or estimated time frame.
3. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation within the operational area.
4. Keep the Director informed of all significant issues relating to the Logistics Section.
5. Ensure critical resources are allocated according to the Action Plan policy, priorities and direction.

Reports to

EOC Director/Deputy

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Ensure the logistics function is carried out in support of the EOC. This function includes providing telecommunication services and information technology, locating or acquiring equipment, supplies, personnel, facilities, and transportation as well as arranging for food, lodging, and other support services as required.
- ❑ Ensure the Logistics Section is set up properly and that appropriate personnel, equipment and supplies are in place, including maps, status boards, vendor references, and other resource directories.
- ❑ Mobilize sufficient section staffing for 24-hour operations.
- ❑ Establish communications with the Logistics Section at the PREOC if activated.
- ❑ Advise staff within the Logistics and Operations Section to coordinate the prioritization and validation of resource requests from Incident Commanders, EA EOCs and DOCs.
- ❑ Meet with the EOC Director and management team to identify immediate resource needs.
- ❑ Meet with the Finance/Administration Section Chief to determine/confirm the purchasing authority for the Logistics Section.
- ❑ Assist in developing strategies for the Logistics Section to accomplish their objectives within the first operational period, in accordance with the Action Plan.
- ❑ Notify the EOC Director when the Logistics Section is operational.

Operational Phase

- ❑ Ensure that Logistic Section position logs and other necessary files are maintained.
- ❑ Meet regularly with Logistic Section staff and work to reach consensus on section objectives for upcoming operational periods.
- ❑ Provide the Planning Section Chief with the Logistics Section objectives at least 30 minutes prior to each action planning meeting.
- ❑ Attend and participate in action planning meetings.
- ❑ Provide periodic section status reports to the Director and Planning Section.

- ❑ Liaise with the Finance/Administration Section on all matters of purchasing and supplies to ensure proper documentation is in place.
- ❑ Ensure that transportation requirements in support of response operations are met.
- ❑ Ensure that all requests for facilities and facility support are addressed.
- ❑ Ensure that all resources are tracked and accounted for in coordination with the Planning Section, as well as resources acquired through mutual aid.
- ❑ Provide section staff with information updates via section briefings, as required.
- ❑ Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase

- ❑ Identify high cost resources that could be demobilized early and advise section chiefs.
- ❑ Determine demobilization status of the Logistics Section and advise the EOC Director.
- ❑ Ensure coordination with the Operations Section before commencing demobilization.
- ❑ Complete and compile all logs and documentation then forward to the planning section.
- ❑ Ensure any open actions are assigned to the appropriate logistics section staff or other EOC sections to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the finance/administrative section.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Logistics Branch Coordinator

Responsibilities

1. Act as liaison between the EOC & EA EOC / DOC logistics sections.

Reports to

- EOC Logistics Section Chief

Activation Phase

- ❑ Report to the EOC facility as directed.
- ❑ Obtain a briefing from the Logistics Section Chief.
- ❑ Assess and anticipate Branch concerns and recommended responses in support of the emergency situation.

Operational Phase

- ❑ Establish and maintain position logs and other necessary files.
- ❑ Determine the scope of EA EOC and DOC assistance required in consultation with the EOC Logistics Section Chief and the EA EOC and DOC logistic section chiefs.
- ❑ Relay the status of the EA EOCs/DOCs required and available resources to the Supply Coordinator.
- ❑ Brief the Logistics Section Chief as the needs of the EA EOCs and DOCs to facilitate critical resource allocation in support of the policies, priorities, and direction set by the Action Plan
- ❑ Formulate priorities and liaise with other Branches in the Logistics Section.

Demobilization Phase

- ❑ Complete and compile all logs and documentation and forward to the Planning Section.
- ❑ Ensure open actions are assigned to appropriate staff or EOC sections to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the finance/administration section.
- ❑ Forward any input towards the After Action Report to the Section Chief.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Information Technology (IT) Branch Coordinator

Responsibilities

1. Ensure radio, telephone, and computer resources and services are provided to EOC staff as required.
2. Oversee the installation of communications resources within the EOC. Ensure that a communications link is established with Incident Commander(s), EOCs, DOCs, and the PREOC, if established.
3. Determine specific computer requirements for all EOC positions.
4. Implement available computer systems for internal information management and include message and e-mail systems, as available.
5. Ensure that the EOC Communications Centre is established to include sufficient frequencies to facilitate operations, and that adequate communications operators are available for 24-hour coverage.
6. Develop and distribute a Communications Plan which identifies all systems in use and lists specific frequencies allotted for the event or disaster.
7. Supervise the Communications Branch.

Reports to

EOC Logistics Section Chief, or EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to EOC facility and obtain a situation briefing from Logistics Section Chief.
- ❑ Based on the situation, activate the necessary units within the Information Technology Branch:
- ❑ Communications Unit
- ❑ Computer Systems Unit
- ❑ Prepare objectives for the Information Technology Branch; provide them to the Logistics Section Chief as directed.

Operational Phase

- ❑ Ensure that Information Technology Branch position logs and other necessary files are maintained.
- ❑ Keep all sections informed of the status of communications systems, particularly those that are being restored.
- ❑ Coordinate with all EOC Sections/Branches/Units regarding the use of all communication systems.
- ❑ Ensure that the EOC Communications Centre is activated to receive and direct all event or disaster related communications to appropriate destinations within the EOC.
- ❑ Provide necessary telecommunications when Information Officer establishes a Media Information Centre.
- ❑ Provide necessary telecommunications when Information Officer establishes a toll-free Public Information Line or Call Centre.

- ❑ Ensure that adequate communications operators and call takers are mobilized to accommodate each discipline, on a 24-hour basis or as required.
- ❑ Ensure that a communications link, (if available), is established with the PREOC.
- ❑ Continually monitor the operational effectiveness of EOC communication systems and provide additional equipment as required.
- ❑ Ensure that technical personnel are available for communication equipment maintenance and repair.
- ❑ Mobilize and coordinate amateur radio resources to augment primary communication systems as required.
- ❑ Keep the Logistics Section Chief informed of the status of communication systems.
- ❑ Prepare objectives for the Communications Unit; provide them to the Logistics Section Chief as directed.
- ❑ Refer all contacts with the media to the Information Officer.

Demobilization Phase

- ❑ Determine demobilization status of the Information Technology Branch and advise the EOC Logistics Section Chief.
- ❑ Complete all logs and documentation and forward to the planning section.
- ❑ Ensure any open actions are assigned to appropriate logistics staff or EOC section to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the finance/administration section.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Transportation Unit Coordinator

Responsibilities

1. In coordination with the Planning Section Chief develop a Transportation Plan to support the EOC Action Plan.
2. Arrange for the acquisition or use of required transportation resources.

Reports to

EOC Logistics Section Chief, or EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to EOC facility and obtain a situation briefing from the logistics section Chief.

Operational Phase

- ❑ Establish and maintain a position log and other necessary files.
- ❑ Routinely coordinate with the Planning Section Chief to determine the status of transportation routes in and around the area.
- ❑ Develop a Transportation Plan which identifies routes of ingress and egress; thus facilitating the movement of response personnel, the affected population, and movement of resources and materials (see EOC 507).
- ❑ Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.
- ❑ Coordinate transportation activities and needs with the Supply, Personnel, and Branch coordinators as well as the Information and Liaison Officers.
- ❑ Inform the Logistics Section Chief of significant issues affecting the Transportation Unit.

Demobilization Phase

- ❑ Coordinate the return of all transportation resources, no longer required.
- ❑ Complete all logs and documentation then forward to the Planning Section Chief.
- ❑ Ensure any open actions are assigned to the appropriate logistics staff or EOC section to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the finance/administration section.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Personnel Unit Coordinator

Responsibilities

1. Provide personnel resources as requested in support of the EOC and site operations.
2. Identify, recruit and register staff and volunteers as required.
3. Develop an EOC organization chart.
4. Supervise the Personnel Unit.

Report to

EOC Logistics Section Chief, or EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to EOC facility and obtain situation briefing from Logistics Section Chief.

Operational Phase

- ❑ Establish and maintain position log and other necessary files.
- ❑ Check in and out all incoming and leaving EOC personnel (See EOC 511 and EMBC Task Reg. 512)
- ❑ In conjunction with the planning section, develop a large poster size EOC organization chart depicting each activated position. Upon check in, indicate the name of the person occupying each position on the chart. The chart should be posted in a conspicuous place, accessible to all EOC personnel.
- ❑ Coordinate with the Deputy EOC Director and the Risk Management Officer to ensure that all EOC staff, including volunteers, receives a current situation and safety briefing upon check-in.
- ❑ Establish communication with volunteer agencies and other organizations that can provide personnel resources.
- ❑ Process all incoming requests for personnel. Identify the number of personnel, special qualifications or training, where they are needed and the person or unit they should report to upon arrival. Determine the estimated time of arrival of responding personnel, and advise the requesting parties accordingly.
- ❑ Maintain a status board or other reference to keep track of incoming personnel resources.
- ❑ Develop shift schedules (See EOC 503).
- ❑ Coordinate with the Deputy EOC Director and Risk Management Officer to ensure access, identification, and proper direction for responding personnel upon arrival at the EOC.
- ❑ Assist the operations section with ordering of mutual aid personnel resources as required.
- ❑ Coordinate all requests for personnel resources from the functional branches with the EOC operations section prior to acting on request.
- ❑ In coordination with the EOC Deputy Director, determine the need for counseling and critical incident stress debriefing for EOC staff and emergency workers; acquire mental health specialists as needed.
- ❑ Arrange for childcare services for EOC personnel as required.
- ❑ Establish and staff registration locations to register volunteers, and issue disaster service worker identification cards.

- ❑ Ensure that accommodation is arranged for out-of-town personnel. Coordinate with the Supply Unit Coordinator.
- ❑ Coordinate transportation requirements with the Transportation Coordinator.
- ❑ Inform the Logistics Section Chief of significant issues affecting the personnel unit as situations arise.

Demobilization Phase

- ❑ Complete all logs and documentation and forward to Documentation Unit.
- ❑ Ensure any open actions are assigned to the appropriate Logistics staff or EOC sections to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the finance/administration section.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Supply Unit Coordinator

Responsibilities

1. Oversee the acquisition and allocation of supplies and materials not normally provided through mutual aid or normal agency channels.
2. Coordinate actions with the Finance /Administration Section.
3. Coordinate delivery of supplies and materials as required.
4. Allocate critical resources as required and directed.

Reports to

EOC Logistics Section Chief, or EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to EOC facility and obtain a situation briefing from the Logistics Section Chief.
- ❑ Ensure adequate staffing levels for the Supply Unit.

Operational Phase

- ❑ Establish and maintain a position log and other necessary files.
- ❑ Determine if requested types and quantities of supplies and materials are available in inventory or from the area.
- ❑ Determine spending limits with the purchasing unit in finance/administration. Obtain a list of pre-designated emergency purchase orders as required.
- ❑ Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and materials, and also verify that the request has not been previously filled through another source.
- ❑ Generate an expenditure authorization form for the EOC Director's signature.
- ❑ In conjunction with the planning section, maintain a status board or other reference depicting supply actions in progress and their current status (See EOC 515).
- ❑ Determine if the item can be provided without cost from another jurisdiction or through the PREOC.
- ❑ Determine unit costs of supplies and materials from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.
- ❑ Orders exceeding the purchase order limit must be approved by the finance/administration section before the order can be completed.
- ❑ If vendor contracts are required for specific resources or services, refer the request to the finance/administration section for development of necessary agreements.
- ❑ Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pickup and delivery through the transportation unit.
- ❑ Coordinate donated goods and services from community groups and private organizations. Consult with Electoral Area Emergency Support Services (ESS) Coordinators on procedures for collecting, inventorying, and distributing usable donations.
- ❑ Inform the Logistics Section Chief of significant issues affecting the Supply Unit.

Demobilization Phase

- ❑ Complete all logs and documentation and forward to the Documentation Unit.
- ❑ Ensure any open actions are assigned to the appropriate logistics staff or EOC sections to follow-up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the finance/administration section.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

EOC Support Branch Coordinator

Responsibilities:

1. Ensure that facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
2. Ensure food and refreshments are provided to EOC staff.
3. Ensure security measures are taken to secure all facilities from access by unauthorized people.
4. Ensure acquired buildings, building floors, and or workspaces are returned to their original state when no longer needed.

Reports to

EOC Logistics Section Chief, or EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to EOC facility and obtain situation briefing from Logistics Section Chief.
- ❑ Ensure adequate staffing levels to meet needs of Support Branch.

Operational Phase

- ❑ Establish and maintain a position log and other necessary files.
- ❑ Work closely with the Deputy EOC Director, IT Branch Coordinator, and other sections in determining facilities and furnishings required for effective operation of the EOC.
- ❑ Coordinate with Operation Branch Coordinators to determine if assistance with facility acquisition and support is needed at the site level.
- ❑ Arrange for continuous maintenance of acquired facilities, ensuring that utilities and restrooms are operating properly.
- ❑ Keep inventory lists (See EOC 523).
- ❑ If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.
- ❑ Develop and maintain a status board or other reference which depicts the location of each facility, a general description of furnishings, supplies and equipment at the site, hours of operation, and the name and phone number of the Facility Manager.
- ❑ Ensure all structures are safe for occupancy and that they comply with appropriate regulations and bylaws.
- ❑ Arrange for and supervise food and lodging services for EOC staff (See EOC 508). Coordinate activities with Electoral Area Emergency Support Services (EA ESS). Coordinators and the Supply Unit Coordinator.
- ❑ Arrange for and supervise security staff for EOC facilities.
- ❑ Arrange for and supervise clerical staff for the EOC.
- ❑ Inform the Logistics Section Chief of significant issues affecting the EOC Support Branch.

Demobilization Phase

- ❑ As facilities are vacated, coordinate with the facility manager and IT Branch Coordinator to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
- ❑ Determine demobilization status of the EOC Support Branch and advise the EOC Logistics Section Chief.
- ❑ Complete all logs and documentation then forward to the planning section.
- ❑ Ensure any open actions are assigned to the appropriate logistics staff or EOC section to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the finance/administration section.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Finance/Administration Section Chief

Responsibilities

1. Ensure that all financial records are maintained throughout the situation.
2. Ensure that all on-duty time is recorded and collected for all personnel.
3. Ensure there is a continuum of the payroll process for all employees responding to the situation.
4. In consultation with the EOC Director confirm spending limits, if any, for the logistics, operations, and management staff.
5. Ensure that workers' compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation.
6. Ensure that all travel and expense claims are processed within a reasonable timeframe, given the nature of the situation.
7. Activate functions within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.
8. Ensure that all recovery documentation and disaster financial assistance paperwork is accurately maintained and submitted to EMBC.

Reports to

EOC Director, and/or Deputy Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Ensure that the finance/administration section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- ❑ Based on the situation, activate functions as needed:
- ❑ Time Unit
- ❑ Purchasing Unit
- ❑ Cost Unit
- ❑ Compensation and Claims Unit
- ❑ Ensure that sufficient staff are available for a 24-hour schedule, or as required.
- ❑ Consult with the Director for spending limits.
- ❑ Meet with the Logistics and Operations Section Chiefs and review financial and administrative requirements and procedures; determine the level of purchasing authority to be delegated to each.
- ❑ Meet with all function coordinators and ensure that responsibilities and procedures are clearly understood.
- ❑ In conjunction with function coordinators, determine the initial finance/administration action planning for the first operational period.
- ❑ Notify the Director when the Finance/Administration section is operational.

Operational Phase

- ❑ Ensure that finance/administration position logs and other necessary files are maintained. Note: EOC should use the same financial, cost accounting and time sheet forms used in non-emergency times.

- ❑ Ensure that displays associated with the finance/administrative section are current, and that information is posted in a legible and concise manner.
- ❑ Participate in all action planning meetings.
- ❑ Provide cost estimates to the action planning process.
- ❑ Brief all function coordinators and ensure they are aware of the EOC priorities particularly those affecting the finance/administration section, as defined in the Action Plan.
- ❑ Keep the Director and management team aware of the current fiscal situation and other related matters, on an ongoing basis.
- ❑ Ensure that the cost function maintains all financial records throughout the situation.
- ❑ Ensure that the time function tracks and records all agency staff time.
- ❑ In coordination with the logistics and operations sections, ensure that purchase orders and contracts are developed in a timely manner.
- ❑ Process all workers' compensation claims, resulting from the situation, in a reasonable timeframe, given the nature of the situation.
- ❑ Processes all time sheets and travel expense claims promptly.
- ❑ Ensure that all cost documentation and disaster financial assistance is maintained by the cost unit during the response, and submitted on the appropriate forms to EMBC.

Demobilization Phase

- ❑ Determine demobilization status of the Finance/Administration Section and advise the EOC Director.
- ❑ Ensure that all expenditures and financial claims have been processed and documented.
- ❑ Complete and compile all logs and documentation then forward to the planning section.
- ❑ Ensure any open actions are assigned to the appropriate finance/administration staff or EOC section to follow up on.
- ❑ Provide input towards the After Action Report.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Finance/Administration Section – Branch Coordinator

Responsibilities

Act as liaison between the EOC & the EA EOC/DOC Finance/Administration sections.

Reports to

EOC Finance/Administration Section Chief

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to the EOC facility as directed.
- ❑ Obtain a briefing from the Finance/Administration Section Chief.
- ❑ Assess and anticipate branch concerns and recommended responses in support of the emergency situation.

Operational Phase

- ❑ Establish and maintain position logs and other necessary files.
- ❑ Determine the scope of assistance required in consultation with the CRD EOC, EA EOC, and DOC Finance/ Administration Section Chiefs.
- ❑ Determine the resources required to support the EA EOC/DOC finance/administration functions and formulate priorities.
- ❑ Investigate whether the required support can be provided through combining EA EOC/DOC functions with the CRD EOC finance/administration functions.
- ❑ Monitor the situational status at the EA EOC/DOC finance/administration sections.
- ❑ Liaise with other branches in the finance/administration section.

Demobilization Phase

- ❑ Complete and compile all logs and documentation and forward to the Planning Section.
- ❑ Ensure any open actions are assigned to the appropriate staff or EOC section to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the finance/administration section.
- ❑ Forward any input towards the After Action Report to the Section Chief.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Time Unit Coordinator

Responsibilities

1. Track, record, and report all on-duty time for personnel, including hired and contracted personnel working during the event or disaster.
2. Ensure that hired and contracted personnel time records, travel expense claims and other related forms are prepared and submitted to budget and payroll office.

Reports to

EOC Finance/Administration Section Chief, and EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to EOC facility and obtain situation briefing from Finance/Administration Section Chief.

Operational Phase

- ❑ Establish and maintain position logs and other necessary files.
- ❑ Initiate, gather, or update time reports (use jurisdictions regular payroll time sheets) from all personnel, including volunteers assigned to each shift; ensure that time records are accurate and prepared according to policy.
- ❑ Obtain completed personnel Check-in Lists (See EOC Form 511) from the personnel unit. Must include all EOC personnel as well as personnel assigned to the site level.
- ❑ Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submitting them.
- ❑ Establish a file for each employee or volunteer within the first operational period to maintain a fiscal record for as long as the employee is assigned to the response.
- ❑ Inform the Finance/Administration Section Chief of significant issues affecting the Time Unit.

Demobilization Phase

- ❑ Ensure that all expenditures and financial claims have been processed and documented.
- ❑ Complete all logs and documentation then forward to the Planning Section.
- ❑ Ensure any open actions are assigned to the appropriate Finance/Administration Section staff or EOC section to follow-up on.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Procurement Unit Coordinator

Responsibilities

1. Coordinate vendor contracts not previously addressed by existing approved vendor lists.
2. Coordinate with the supply unit and operations section on all matters involving the purchase, hire, contract, rental and leases.

Reports to

EOC Finance/Administration Section Chief, and EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to the EOC facility and obtain situation briefing from the Finance/Administration Section Chief.

Operational Phase

- ❑ Establish and maintain position logs and other necessary files.
- ❑ Review emergency procurement procedures.
- ❑ Provide sufficient copies of expenditure authorization forms.
- ❑ Prepare and sign contracts as needed; obtain concurrence from the Finance/Administration Section Chief.
- ❑ Ensure that all EOC personnel know financial processes.
- ❑ Ensure that all contracts identify the scope of work and specific site locations.
- ❑ Negotiate rental, lease, and purchase prices not already established with vendors.
- ❑ Identify and report vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters.
- ❑ Finalize all agreements and contracts, as required.
- ❑ Verify costs data in the pre-established vendor contracts and/or agreements.
- ❑ In coordination with the logistics and operations sections, ensure that the procurement unit processes expenditure authorization forms and purchase orders and develops contracts in a timely manner
- ❑ Inform the Finance/Administration Section Chief of all significant issues involving the procurement unit.

Demobilization Phase

- ❑ Ensure all expenditures and financial claims have been processed and documented.
- ❑ Complete all logs and documentation then forward to planning section.
- ❑ Ensure any open actions are assigned to the appropriate staff or EOC section to follow up on.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Cost Accounting Unit Coordinator

Responsibilities

1. Collect and maintain documentation of all disaster information for reimbursement through EMBC.
2. Gather fiscal recovery information from agencies providing emergency response, support and assistance.
3. Prepare and maintain a cumulative cost report for the event or disaster.
4. Prepare and coordinate disaster financial assistance documents and claims with EMBC and/or PREOC.

Reports to

EOC Finance/Administration Section Chief, or EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to EOC facility and obtain a situation briefing from the Finance/Administration Section Chief.

Operational Phase

- ❑ Establish and maintain a position log and other necessary files.
- ❑ Compute costs for use of equipment owned, rented, donated or obtained through aid.
- ❑ Ensure that EMBC has provided a task number for the incident.
- ❑ Ensure all EOC Sections are provided with the appropriate EMBC task number.
- ❑ Ensure that each section is documenting cost recovery information from the onset of the event or disaster; collect required cost recovery documentation daily at the end of each shift. Advise staff of disaster financial assistance rules and procedures.
- ❑ Meet with the Planning Section Chief and review EOC position logs, journals, status reports and action plans to determine additional cost recovery items that may have been overlooked.
- ❑ Prepare disaster financial assistance documentation necessary to recover all allowable emergency response funds and financial assistance from EMBC. Contact EMBC Disaster Financial Assistance (DFA) Coordinator for assistance and guidance.
- ❑ Act as the liaison with EMBC's DFA Adjusters and Coordinator.
- ❑ Contact and assist Incident Commander(s) and Branch Coordinators in obtaining their response agencies cumulative cost totals for the event or disaster, on a daily basis.
- ❑ Prepare and maintain a cost report for the Finance/Administration Section Chief, the EOC Director, and the Planning Section Chief. The report should provide cumulative analyses, summaries, and total emergency related expenditures for the local authority/jurisdiction.
- ❑ In coordination with the Planning Section organize and prepare records for EMBC.
- ❑ Organize and prepare records for final audit.
- ❑ Assist the Planning Section with preparation of the EOC After Action Report.
- ❑ Inform the Finance/Administration Section Chief of all significant issues involving the cost accounting unit.

Demobilization Phase

- ❑ Ensure that all expenditures and financial claims have been processed and documented.
- ❑ Complete all logs and documentation and forward to Planning Section.
- ❑ Ensure any open actions are assigned to the staff or EOC section to follow up on.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Compensation and Claims Unit Coordinator

Responsibilities

1. Oversee the investigation of injuries and property/equipment damage claims arising out of the emergency.
2. Complete all forms required by Worker's Compensation Act.
3. Maintain a file of injuries and illnesses associated with the event or disaster including results of investigations.
4. Liaise and consult with the Risk Management Officer on all injury claims.

Reports to

EOC Finance/Administration Section Chief, or EOC Director

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to EOC facility and obtain a situation briefing from the Finance/Administration Chief.

Operational Phase

- ❑ Establish and maintain a position log and other necessary files.
- ❑ Maintain a chronological log of injuries and illnesses, and property damage reported during the event or disaster.
- ❑ Ensure all injury and damage claims are investigated as soon as possible.
- ❑ Prepare appropriate forms for all verifiable injury claims and forward them to WCB within the required timeframe consistent with the jurisdictions and/or EMBC policies and procedures.
- ❑ Coordinate with the Risk Management Officer regarding loss control and the mitigation of hazards.
- ❑ Forward copies of equipment or property damage claims to the cost accounting unit and the Risk Management Officer.
- ❑ Inform the Finance/Administration Section Chief of significant issues affecting the compensation and claims unit.

Demobilization Phase

- ❑ Ensure that all expenditures and financial claims have been processed and documented.
- ❑ Complete all logs and documentation then forward to the Planning Section.
- ❑ Ensure any open actions are assigned to the appropriate staff or EOC section to follow up on.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

DOC Operations Coordinator(s)

Integrated Water Services, Environmental Sustainability, Regional Parks, and Facility Management

Responsibilities

1. Act as liaison between the CRD EOC & DOC Operations Sections.
2. Monitor the operational objectives and assignments identified in the DOC action plan to ensure effective implementation.
3. Complete additional duties as assigned by the Operations Section Chief.

Reports to

Operations Section Chief

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to the EOC facility as directed.
- ❑ Obtain a briefing from the Operations Section Chief.
- ❑ Assess and anticipate Branch concerns and recommended responses in support of the emergency situation.

Operational Phase

- ❑ Establish and maintain position logs and other necessary files.
- ❑ Establish communications and determine the situation status at the DOC:
  - Condition
  - Service problems
  - Priorities
  - Security
- ❑ Determine the scope of assistance required in consultation with the EOC Operations Section Chief and the appropriate DOC Operations Section Chief.
- ❑ Determine the resources required by the DOC.
- ❑ Determine the resources available from the DOC for deployment elsewhere.
- ❑ Coordinate resource needs and surplus through the Logistics Section Chief.
- ❑ Prepare major incident and branch status reports.
- ❑ Periodically brief the Operations Section Chief and appropriate Planning Section Coordinator on the current situation and resource information.
- ❑ Formulate priorities.
- ❑ Liaise with other branches in the Operations Section.

Demobilization Phase

- ❑ Complete all logs and documentation then forward to the Planning Section.
- ❑ Ensure any open actions are assigned to the appropriate staff or EOC section to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.

- ❑ Forward any input towards the After Action Report to the Operations Section Chief.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

EA EOC Operations Coordinator(s)

Juan de Fuca (JdF), Southern Gulf Islands (SGI), and Salt Spring Island (SSI) Electoral Area(s).

Responsibilities

1. Act as liaison between the CRD EOC & EA EOC Operations Sections.
2. Monitor the operational objectives and assignments identified in the EA EOC action plan to ensure effective implementation.
3. Complete additional duties as assigned by the Operations Section Chief.

Reports to

Operations Section Chief

Activation Phase

- ❑ Follow the Standard CRD EOC Activation Phase Checklist.
- ❑ Report to the EOC facility as directed.
- ❑ Obtain a briefing from the Operations Section Chief.
- ❑ Assess and anticipate Branch concerns and recommended responses in support of the emergency situation.

Operational Phase

- ❑ Establish and maintain position logs and other necessary files.
- ❑ Establish communications and determine the situation status at the EA EOC:
  - Condition
  - Service problems
  - Priorities
  - Security
- ❑ Determine the scope of assistance required in consultation with the EOC Operations Section Chief and the appropriate EA EOC Operations Section Chief.
- ❑ Determine the resources required by the EA EOC.
- ❑ Determine the resources available from the EA EOC for deployment elsewhere.
- ❑ Coordinate resource needs and surplus through the Logistics Section Chief.
- ❑ Prepare major incident and branch status reports.
- ❑ Periodically brief the Operations Section Chief and appropriate Planning Section Coordinator on the current situation and resource information.
- ❑ Formulate priorities.
- ❑ Liaise with other branches in the Operations Section.

Demobilization Phase

- ❑ Complete all logs and documentation then forward to the Planning Section.
- ❑ Ensure any open actions are assigned to the appropriate staff or EOC section to follow up on.
- ❑ Ensure that all expenditures and financial claims have been coordinated through the Finance/Administration Section.

- ❑ Forward any input towards the After Action Report to the Operations Section Chief.
- ❑ Follow the Standard CRD EOC Demobilization Phase Checklist.

Appendix B: EOC Forms

DECLARATION OF STATE OF LOCAL EMERGENCY ORDER

WHEREAS there is a _____ within the jurisdiction of _____.
type of hazard *name of local*

AND WHEREAS the _____ poses an existing or imminent threat to
nature of

people and property within the area known as_____;
specific

AND WHEREAS this _____ emergency requires prompt
type of hazard

coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property;

NOW THEREFORE:

IT IS HEREBY ORDERED pursuant to Section 12 (1) of the Emergency Program Act (RS, 1996, Chap

111) that a state of local emergency exists in _____ due to
specific

_____ and_____
short hazard description *short consequence statement*

IT IS FURTHER ORDERED THAT the _____, its employees, servants and agents
name of local authority
are empowered pursuant to Section 13 (1) of the Emergency Program Act to do all acts and implement all procedures that are considered necessary to prevent or to alleviate the effects of the emergency.

ORDERED by the _____ this date _____ to remain in force for seven
head of local authority *date*
days until _____ at midnight unless cancelled by order of _____
date *name of local authority*
or the Minister responsible.

_____

_____
Board Chair or Designate, Chief or

_____
Name of Local Authority

EVACUATION PLAN MESSAGE FORM #420

This is _____ _____
Position Title Name

From the _____
Agency/Department

A _____ _____
Has occurred/Is occurring In/At

Because of the potential danger to life and health, _____
the authority

Has/Have Ordered/Recommended that **everyone within** _____
blocks/kms/meters
#

of that area to evacuate/shelter-in-place immediately/as soon as possible

THIS MESSAGE WILL BE REPEATED.

Specific instructions and locations for help will be given.

If you are in the following areas, you (must/should) (leave area/get inside building) (immediately / as soon as possible). The area(s) **involved are as follows:**

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Prepared By: _____ **Approved By:** _____

EOC #420

SPOKESPERSON MEDIA STATEMENT FORM #422

Event: _____

Date: _____ Time: _____

My name is: _____

My position is:

This is the information I can give you so far:

At on a(n)

_____,

occurred at in .

Emergency response procedures to protect the public, responders and the environment are underway.
The_____ has been (select one) shut down / cordoned off / evacuated.
The cause of the _____ is under investigation and no estimate of damage is available at this time. As information becomes available, news releases will be issued.

Any further inquiries should be directed to_____ at:
,(_____)_____-_____

Prepared By:
Authorized By:

CRD Emergency Operation Centre Situation Report Form #501

Event:		**Issued**	
EOC Activation	Activation Level: CRD Sit Rep Number: Operating Location:		After Hours Contact: EMBC Task Number: EOC Director:
Status	Improving ☐ Static ☐ Deteriorating ☐		

Juan de Fuca Butler Road, Otter Point Activation Level: EOC Coordinator: Phone: 250.883.0607 Email: jdfepc@crd.bc.ca	Salt Spring Island Lower Ganges Road Activation Level: EOC Coordinator: Phone: 250.537.7902 Email: ssiepc@crd.bc.ca	Southern Gulf Islands Pender Island Activation Level: EOC Coordinator: Phone: 250.604.880.3840 Email: sgiepc@crd.bc.ca

CRD DOC Opening			
IWS 479 Island Highway Activation Level: EOC Coordinator: Phone:	Parks & Environmental 625 Fisgard St Activation Level: EOC Coordinator: Phone:	Planning & Protective 625 Fisgard St Activation Level: EOC Coordinator: Ensor Phone:	Corporate 625 Fisgard St Activation Level: EOC Coordinator: Phone:

Situation Overview

CRD Services	
Corporate	
Environmental Services	
Housing	
IWS	
Parks	
Planning & Protective Services	
Human Resources	
Corporate Communications	
Electoral Areas	
JDF EA	
SSI EA	
SGI EA	

EOC Form # 501

Other Agencies	
Situation Forecast	*Improving* ☐ *Static* ☐ *Deteriorating* ☐
Weather Forecast	
Current Priority Needs	*Resources/Information/Support:* *Resource Request Attached (Form 514) Yes* ☐ *No* ☐

Planned Actions/Future Objectives
Additional Comments
EOC Form # 501

Incident Action Plan Form #502

The purpose of this form is to summarize action and responsibilities for the next operations period.												
	DOC		EOC		EA EOC		ESS	Location Name:				
Event/Incident:								EMBC Task #				
Date Prepared:		For next operational period #				From:		To:				
Prepared by:		Section:				Position:						
Objectives												

Objective:
Objective:
Objective:
EOC Form # 502

Section Status Report Form #401

The purpose of this form is to summarize section status for reference at briefings and input into the Action Plan

FACILITY

☐ **CRD EOC** ☐ **EA EOC** ☐ **DOC** ☐ **ESS** ☐ **ICP** **Location Name:** _____

SECTION

☐ **INFO** ☐ **LIA** ☐ **RISK** ☐ **OPS** ☐ **PLN** ☐ **LOG** ☐ **FIN** ☐ **Agency/Other:** _____

Event/Incident Name: _____ **Task #:** _____

Date: _____ **Time**: _____ **Operational Period #:** _____

1. CURRENT SITUATION *What is occurring now within your area of responsibility?*

2. OUTSTANDING ISSUES/CHALLENGES *What issues within the current operational period still need to be resolved?*

EOC FORM #401

3. ANTICIPATED PRIORITIES/ACTIVITIES *What will the priorities be for the next operational period?*

4. DISTRIBUTION LIST

- ☐ After briefing, all status reports collected by Planning Chief and passed over to Documentation Officer
- ☐ Documentation Officer photocopies **2 sets of all status reports and gives:**
  - ☐ One set of photocopied status reports to Planning
  - ☐ Each Section Chief and Officer a photocopy of their status report
- ☐ Original status reports clipped together and filed in secure documentation box

EOC FORM #401

Position Log – Form #414

Incident/ Event Name:		Section/ Function:		Position:	

Date	Time	To/From	Action/Decision/Enquiry	Follow-up Required

EOC FORM #414

Working Notes for Position Log – Form #414

EOC FORM #414

EOC Check-In/Check Out Form #511

Event:		EMBC Task #:	Date:
Operational Period:		Check-Location:	

Print Name:	Agency/Org	Check-In	Section	Position	Check-Out

EOC Management Team Briefing Agenda Form #401

Event:		**Date:**	**Time:**
Operational Period: **From:** **To:**	**EMBC Task #:**	**Chaired By:**	

Agenda Items		Responsible Function
1.	Status Reports (Use EOC 401A)	All Functions
2.	Old Business (Follow-up from last Briefing)	EOC Director
3.	Resource Status	Planning Section Chief
4.	Probabilities and Predictions	Planning Section Chief
5.	Public Information and Media	Information Officer
6.	Priorities and Objectives	EOC Director
7.	Attachments	Planning Section Chief
8.	New/Other Business	All Functions

Tasks / Assignments (Outcomes from briefing)		**Responsible Function**	**Estimated Completion Time**
a)			
b)			
c)			
d)			
e)			
f)			
g)			
h)			
i)			
j)			

Briefing Notes/Minutes:

Recorder (Notes taken by):	**Approved By (EOC Director):**

Distribution:	**❑EOC Director** **❑Risk Management Officer** **❑Liaison Officer** **❑Information Officer**	**❑Operations Section Chief** **❑Planning Section Chief** **❑Logistics Section Chief** **❑Finance & Administration Section Chief**

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REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, JANUARY 13, 2021

SUBJECT **Connected Coast Proposal for the Southern Gulf Islands**

ISSUE SUMMARY

To consider a letter of support to the Strathcona Regional District and City West for applications to the Federal Universal Broadband Fund, (UBF) and the Provincial Economic Recovery Intake, (ERI) which, if successful, will add additional Connected Coast landing sites on Galiano and Mayne Islands and deliver last mile internet to Mayne, Pender, Saturna and Galiano Islands.

BACKGROUND

Connected Coast is a backbone fibre project that will bring high speed internet accessibility via a subsea fibre optic cable to rural and remote communities along the BC coast - from north of Prince Rupert to Haida Gwaii, south to Victoria and around Vancouver Island. The project is fully funded and approved by the Government of Canada's Connect to Innovate (CTI) program, Indigenous Services Canada, and the Provincial Connecting British Columbia program, as administered by Northern Development Initiative Trust (NDIT).

Connected Coast includes fibre transport landing sites on Salt Spring, Pender, and Saturna Islands. The program excludes the establishment of landing sites on Galiano and Mayne islands, and the funds do not include any local community last mile projects to connect individual households and businesses to the backbone broadband infrastructure.

The Connected Coast project is a joint venture partnership between CityWest Management Corporation (CWMC) a wholly owned subsidiary of the City of Prince Rupert, and the Strathcona Connected Coast Network Corporation (SCCNC), a wholly owned subsidiary of the Strathcona Regional District. The partners have approached the Capital Regional District seeking support for applications to the UBF and ERI programs to fund the additional landing sites on Galiano and Mayne, and to bring last mile fibre internet to whole SGI EA, including Mayne, Pender, Saturna and Galiano Islands.

The Provincial Economic Recovery Intake (ERI) is a BC funding program with $90M for projects up to $10M in costs. The program has a 90/10 community funding split (90% Provincial funding) that allows for stacking of other resources such as community works funds, reserves, borrowing and other grants. The ERI fund has a monthly intake with the condition that all infrastructure be constructed by October 31, 2021.

The Universal Broadband Fund (UBF) is a federal funding program with $1.8B in allocated funding for projects with a funding split of 75/25 (75% Federal funding), and 90/10 for First Nations applications. The UBF program has a submission deadline date of February 15th, 2021 with a construction completion date of December 31, 2026.

The Connected Coast partners propose to add Galiano and Mayne landing sites and to bring fibre to the home solutions for the SGI Island communities within the CRD. They requesting the CRD fund the remaining 10% of the project costs as a local contribution, which they estimate at a $2.7M. While not included in the proposal letter, Connected Coast has suggested a profit sharing

agreement with the CRD similar to those they are negotiating with other communities, where 20% of the last mile revenues could be returned back to the Regional District.

The Connected Coast team has completed a desktop analysis of the costs per SGI community:

Island/Area	***Homes***	***Total***	***Cost/Home***	***Est. Community contribution***
Galiano	1,265	$7,317,103	$5,784	$731,170
Mayne	1,211	$5,486,686	$4,531	$548,669
North Pender	1,711	$6,695,165	$3,913	$669,517
Saturna	558	$3,193,197	$5,723	$319,319
Port Renfrew	107	N/A	$4,000 - $5,500	TBD
Jordan River	54	N/A	$4,000 - $5,500	TBD

The breakdown of costs for each site includes the supply of materials and labour for a fibre to the home installation as well as landing sites on Mayne and Galiano Island, ($100,000/landing). If the landings are not built in parallel with the Connected Coast project and are requested after the project completion, the contractors estimate for this work is between $500,000 and $750,000 per landing as there would be a significant amount of additional labour, mobilization and fibre required.

Schedule

The Connected Coast project will be built in phases, with deployment of fibre and landing site construction for Phase One anticipated to start in spring/summer 2021. Development of the Connected Coast sub-sea fibre project will work its way from North to South. Landings sites for the Southern Gulf Islands are forecasted to be installed sometime in 2022.

If the last mile funding applications are successful, the partners will initiate the development process right away. The ERI fund has a monthly intake with the condition that all infrastructure be constructed by October 31, 2021. The UBF program has a submission deadline date of February 15th, 2021 with a construction completion date of December 31, 2026.

Connectivity Planning in the Southern Gulf Islands

In early 2020, the CRD Board received the report *Connecting SGI: Connectivity Planning for the Southern Gulf Islands,* a community based assessment of the limitations of the current lack of connectivity and the potential for better, faster, more reliable internet to support the social, economic, and sustainability goals of the Southern Gulf Islands. The report demonstrated how improved connectivity is a fundamental need for Southern Gulf Islands communities to attract and retain young families, support low carbon economic development, and to improve access to social, educational, government, and health services.

At the January 08, 2020 Electoral Areas Committee and CRD Board meetings, the following resolution was passed:

> *That staff be directed to seek partnerships with one or more Internet Service Providers and pursue funding for the design and implementation of the Southern Gulf Islands Connectivity Plan.*

The CRD has currently engaged TANEx Engineering to conduct phase two of the connectivity plan for the Southern Gulf Islands. TANEx is providing a high level service delivery strategy with recommendations for a delivery plan to bring broadband services to the underserved areas on each island. The study is 50% complete and includes a current state analysis that identifies service gaps and opportunities, as well as identifies where Connected Coast landing sites should be located to best support existing internet service providers in the Southern Gulf Islands.

ALTERNATIVES

Alternative 1:

The Electoral Areas Committee recommend to the Capital Regional District Board:

1. That the Board approve a letter of support for the Strathcona Regional District and the Connected Coast project for their efforts to secure all necessary permits within the CRD, including design and tenure agreements for landings, Points of Presence and Rights of Way. Where possible, identification of the best landing sites should be informed by the connectivity design plan currently underway for the Southern Gulf Islands Electoral Area.

2. That the Chair write a letter in support of the CityWest applications to the Federal Universal Broadband Fund (UBF) and the Provincial Economic Recovery Intake (ERI) programs for construction of last mile fibre to the home projects in the communities of Mayne Island, Galiano Island, Saturna Island, and North Pender Island.

3. That the Board approve in principle that funding beyond the 90% threshold will be provided by the communities to be served by last mile projects, subject to successful service establishment and voter assent and to mutual agreement to the terms of any required partnership agreements.

Alternative 2:

That the Electoral Areas Committee request staff report back on other opportunities for improving broadband in the Southern Gulf Islands as may be recommended by the Connectivity Design Plan currently underway by TANEx Engineering.

IMPLICATIONS

This project supports CRD Board priorities and the corporate plan priorities for Economic Development of Rural Areas (4b-2): “to advance economic development and plans through commissions;” and (4a-1): “support CRD Board on building an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.”

The combination of the Connected Coast landing sites and last mile fibre to the home would bring a high speed, reliable broadband solution for SGI communities and would address long standing deficiencies in the region. Residents and businesses would gain access to 1Gbps down/upload speeds that will put these communities on a level playing field with homes and businesses in urban areas such as Victoria and Vancouver.

The Connected Coast proposal meets federal and provincial funding requirements and offers an economy of scale that will be attractive to the funders and lends confidence in the viability of the proposal.

The Federal UBF program has a submission closing date of February 15, 2021. In order to include the additional landing sites for Mayne and Galiano Island, as well as last mile infrastructure applications for the SGI communities, community support by way of resolution is required as part of the application submissions.

There are other providers in the region that are capable of providing broadband improvements to the SGI. At the time of writing, the CRD has not been approached by other ISPs for letters of support to pursue these funding programs. More information is required to understand if support for this application would preclude the CRD from supporting applications for funding from other ISPs in the future.

The request for a CRD community funding contribution of $2.7m cannot be confirmed at this time. To borrow or raise funds from the Southern Gulf Islands Electoral Area, a service would need to be established via a successful voter assent process.

There are many details outstanding that would need to be confirmed and agreed to in a partnership agreement with the Strathcona Regional District and City West. Some of these considerations include:

- Connected Coast landing sites are publically funded and required by way of the CTI agreement to be open access for other internet service providers (ISPs) to use the fibre to distribute broadband to their subscribers. The CRD would want to assure the additional landing sites on Mayne and Galiano are governed by the same open access principle and policy.

- If the last mile applications are successful, they will also be publically funded and the public interest should therefore be a driving factor in service decisions. The CRD's interest would be to ensure each of the SGI communities have equal access to affordable, high speed internet at affordable rates. This can be achieved through service fee caps and/or open access to encourage competition in the market.

- A revenue sharing agreement could benefit the local community. The details of such an agreement would need to be negotiated prior to proceeding.

CONCLUSION

The *Connecting SGI* Report demonstrates that connectivity is a fundamental necessity to enable the Southern Gulf Islands' communities to diversify the demographic profile of the islands and achieve economic, social, and environmental sustainability into the future.

The Strathcona Regional District and CityWest are requesting a letter of support from the CRD Board and the CRD Board Chair for applications to the Federal Universal Broadband Fund (UBF) and the Provincial Economic Recovery Intake (ERI). In conjunction with the Connected Cost project, which will bring sub-sea fibre infrastructure to the Southern Gulf Islands' of Pender and

Saturna (as well as Salt Spring Island), the proposal will enable fibre landing sites on Mayne and Galiano, and bring last mile fibre to the home throughout the SGI. If successful, this project will bring much needed broadband solutions to the SGI. The CRD has been asked to provide a 10% community contribution to the project.

Support for this proposal can be offered in principle by the CRD Board, pending successful service establishment and voter assent process and mutual agreement to the terms of one or more partnership agreements.

RECOMMENDATIONS

The Electoral Areas Committee recommend to the Capital Regional District Board:

1. That the Board approve a letter of support for the Strathcona Regional District and the Connected Coast project for their efforts to secure all necessary permits within the CRD, including design and tenure agreements for landings, Points of Presence and Rights of Way. Where possible, identification of the best landing sites should be informed by the connectivity design plan currently underway for the Southern Gulf Islands Electoral Area.

2. That the Board Chair write a letter in support of the CityWest applications to the Federal Universal Broadband Fund (UBF) and the Provincial Economic Recovery Intake (ERI) programs for construction of last mile fibre to the home projects in the communities of Mayne Island, Galiano Island, Saturna Island, and North Pender Island.

3. That the Board approve in principle that funding beyond the 90% threshold will be provided by the communities to be served by last mile projects, subject to successful service establishment and voter assent, and to mutual agreement to the terms of any required partnership agreements.

Submitted by:	Justine Starke, MCIP, RPP, Manager, SGI Service Delivery, Corporate Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Letter from David Leitch, Strathcona Regional District
Appendix B: *Connecting SGI: Connectivity Planning for the Southern Gulf Islands*

OFFICE OF THE
CHIEF ADMINISTRATIVE OFFICER

January 4, 2021

Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Attention: Kristen Morley, General Manager, Corporate Services

Dear Ms. Morley:

RE: Request for additional fibre landings and last mile applications within the CRD

The Strathcona Regional District (SRD) has been in discussion with CRD staff to provide information regarding the addition of two fibre landing sites to the Connected Coast project on Mayne and Galiano Islands as well as last mile fibre to the home applications for Port Renfrew, Jordan River, Saturna, North Pender, Mayne, and Galiano Islands.

Background Information

The Connected Coast project will bring new and improved high speed internet accessibility to 154 rural and remote coastal communities, including 51 Indigenous communities representing 44 First Nations along the BC coast from north of Prince Rupert to Haida Gwaii, south to Victoria and around Vancouver Island, with approximately 3,400 km of subsea fibre optic cable. In total, it is estimated that the project has the potential to benefit 175,000 British Columbians, living in 90,000 households.

The impact of the project and the opportunities it will provide to these communities will be enormous. Access to reliable high-speed internet and cell phone service means that residents in rural areas and coastal islands will be able to access online education, health services, emergency notifications and participate in online information sharing. It will also open new economic development opportunities for residents who will be able to work remotely and participate in e-commerce and online business development regardless of their geographic location.

The Project Partners

The project ownership, operation and management of the Connected Coast project is a joint venture partnership between CityWest Management Corporation (CWMC) a wholly owned subsidiary of the City of Prince Rupert, and the Strathcona Connected Coast Network Corporation (SCCNC), a wholly owned subsidiary of the Strathcona Regional District. The two organizations have combined their funding resources from the Connect to Innovate program realizing that increased benefits for both project areas could be obtained by connecting the two networks. By providing links from Northern BC, and around Vancouver Island to the Vancouver Internet Exchange VIE, the infrastructure will provide internet connectivity to dozens of British Columbian

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communities and increase system stability, reliability, and resilience by providing an alternate (redundant) route for service as well as achieve economies of scale not otherwise possible.

The SCCNC and CWMC will work together to engage and consult with local communities, regional districts and first nations to ensure that the project meet the needs of communities now and into the future. The SCCNC and CWMC will also work with local communities and anchor institutions such as BC Ferries, Canadian Coast Guard and the Department of National Defense that are interested in connecting to the network and provide opportunities for financial partnerships with infrastructure and last mile projects.

Project Funding

The Connected Coast backbone fibre project is fully funded with an estimated cost of $47 million that will place sub-sea fibre infrastructure in and around Vancouver Island, the southern and north coast up to Prince Rupert and Haida Gwaii. Funding for the project is being provided by the Government of Canada's Connect to Innovate (CTI) program, Indigenous Services Canada, and the Province of BC through the Connecting British Columbia program administered by Northern Development Initiative Trust. The funds do not include any local community last mile projects to connect individual households and businesses to the backbone infrastructure other than for the landing sites approved by the funding partners in the CTI program. There are a number of Federal and Provincial programs currently in place such as the Economic Recovery Program and the Universal Broadband Fund to address community last-mile infrastructure projects.

Sites Within the CRD & Proposed New Sites

The Connected Coast project currently includes 15 landing sites within the Capital Regional District (Fernwood, Ganges, Port Washington, Musgrave Landing, Deep Cove, Fulford Harbour, Saturna, Sidney, Beecher Bay, Victoria, T'Sou-ke, Shirley, Port Renfrew, Jordan River and Pacheedaht First Nation). At the time of application to the CTI program, the Connected Coast partners made a number of requests for additional landing sites across Vancouver Island including Mayne and Galiano Islands. Landings were planned initially to serve Galiano and Mayne Islands, but subsequently removed from the project scope at the request of the Province and ISED based on reports filed by Telus explaining that they already had fibre connections in place with last mile services that met the minimum 5 Mbps down/1 Mbps upload speeds. In addition, several landing locations on the Connected Coast network were planned solely for interconnecting with existing networks of other carriers for the purpose of improving resiliency. Accordingly, there are no plans for last mile development on sites within the CRD such as Victoria, Shirley, and Sidney.

In 2018 the Canadian Radio and Telecommunications Commission (CRTC) determined that broadband infrastructure is essential for Canadians to participate in the digital economy and set new targets for internet speeds. The CRTC's new benchmark for broadband speeds for all Canadian homes and businesses is to be at least 50 Mbps for download and 10 Mbps for upload speeds. This change in policy and funding availability has made a number of communities that were not eligible for fibre landings on the Connected Coast network now eligible. Specifically, within the Capital Regional District and the Southern Gulf Islands, both Galiano and Mayne Islands are now eligible for funding for landing sites and last mile infrastructure. In anticipation of this change in funding eligibility, the Connect Coast partners developed a design that will see the Connected Coast backbone fibre route run directly adjacent to Galiano and Mayne Islands, making landing(s) to these islands simple and affordable.

Costs

There are two funding programs currently available for last mile works that the partnership is focusing on for communities aligned with the Connected Coast project.

The first is the Federal Universal Broadband Fund, (UBF) and the second is the Provincial Economic Recovery Intake, (ERI). The ERI stream has 90M in allocated funding for projects up to 10M in costs. The program has a 90/10 community funding split (90% Provincial funding) that allows for stacking of other resources such as community works funds, reserves, borrowing and other grants. The ERI fund has a monthly intake with the condition that all infrastructure be constructed by October 31, 2021.

The UBF stream includes 1.8B in allocated funding for projects with a funding split of 75/25 (75% Federal funding), and 90/10 for First Nations applications. There are ongoing discussions with the Province and Federal funding partners that these programs may be combined and/or mutually funded that would allow a more advantageous community funding split similar to the 90/10 Provincial program. The UBF program has a submission deadline date of February 15th, 2021 with a construction completion date of December 31, 2026.

In order access funds and make last mile applications to these programs, the applicants must be a local government and/or Internet Service Provider (ISP) with a minimum of 3 years experience deploying and operating fibre technology in Canada. If applicants are working in a partnership arrangement with a local ISP, an agreement outlining how the two parties will work together is necessary.

The Connected Coast joint venture partnership is both a local government and an ISP with the required experience to make these applications. The Connected Coast partners have engaged the support of dozens of communities, First Nations and local ISP's on Vancouver Island and the West Coast of BC to make over 60 applications to the funding programs for communities aligned with the Connected Coast project.

With the encouragement of CRD staff, the Connected Coast partners have engaged the local ISP's, Galiano Association for Internet Access (GAIA) and South Island Internet (SINet) and are pleased to report on the success of the principles of a partnership agreement with both organizations to operate and provide last mile services to the Southern Gulf Islands.

As the Connected Coast project is bringing fibre connected landings to all communities on the network, it is the intention to make all last mile applications, fibre to the home solutions giving residents and businesses access to 1Gbps down/upload speeds that will put these communities on a level playing field with homes and businesses in urban areas such as Victoria and Vancouver.

As part of the Federal and Provincial Connected Coast contribution agreements, the supply and installation of the Connected Coast infrastructure was publicly and competitively procured with the contracts for construction finalized in the fall of 2020. The Connected Coast partners have been working with our contractor over the last several months preparing detailed cost estimates for additional landing sites across the network and last mile fibre solutions to over 60 communities and First Nations including those communities within the CRD. The table below includes the capital infrastructure cost to provide fibre to the home solutions for eligible communities within the CRD. These costs are desktop estimates, and our project management team will be working with the local ISP's to identify ways to bring the costing down to ensure we are providing the fasted, most desired services at the lowest possible cost.

Island/Area	*Homes*	*Total*	*Cost/Home*	*Est. Community contribution*
Galiano	1,265	$7,317,103	$5,784	$731,170
Mayne	1,211	$5,486,686	$4,531	$548,669
North Pender	1,711	$6,695,165	$3,913	$669,517
Saturna	558	$3,193,197	$5,723	$319,319
Port Renfrew	107	N/A	$4,000 - $5,500	TBD
Jordan River	54	N/A	$4,000 - $5,500	TBD

The breakdown of costs for each site includes the supply of materials and labour for a fibre to the home installation as well as landing sites on Mayne and Galiano Island, ($100,000/landing). If the landings are not built in parallel with the Connected Coast project and are requested after the project completion, the contractors estimate for this work is between $500,000 and $750,000 per landing as there would be a significant amount of additional labour, mobilization and fibre required.

Ownership

The Federal and Provincial contribution agreements require that the joint venture partnership maintain operations and ownership of the network infrastructure including maintenance, repairs, and liability of the network for a total of 8 years from the start of construction and therefore ownership of the network and its infrastructure must remain with the CWMC and SCCNC partners.

Schedule

The Connected Coast project will be built in phases with deployment of fibre and landing site construction for Phase One anticipated to start in spring/summer 2021. The Federal UBF program has a submission closing date of February 15, 2021 and in order to include the additional landing sites for Mayne and Galiano Island as well as last mile infrastructure applications for the communities identified in this report, community support by way of resolution is required as part of the application submissions.

Resolutions

THAT *the Capital Regional District approve a letter of support for the Strathcona Regional District and the Connected Coast project for their efforts to secure all necessary permits within the CRD including identification of best sites, design and tenure agreements for landings, Points of Presence and ROWs as well as permissive tax exemptions*

THAT *the Chair write a letter in support of the CityWest applications to the UBF and ERI programs for construction of last mile fibre to the home projects in the communities of Mayne Island, Galiano Island, Saturna Island, North Pender Island, Jordan River, Port Renfrew with the understanding that funding beyond the 90% threshold will be provided by the communities to be served by last mile projects*.

Sincerely,

Dave Leitch,
Chief Administrative Officer

Connecting SGI

Connectivity Planning for the Southern Gulf Islands

Capital Regional District
January 2020

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Connecting SGI

Connectivity Planning for the Southern Gulf Islands

Making a difference...together

Capital Regional District | January 2020

Contents

Introduction....3
Executive Summary....7
Community Priorities....9
Connecting with the Region's Businesses and Residents....11
National Connectivity Standards....13
SGI Internet Service Options....15
The Digital Divide: SGI Connectivity Challenges....20
Experience of SGI Business and Service Sectors....20
Resident Perspectives....34
Conclusions....37
Recommendations and Next Steps....38
Appendix 1: Summary of Consultation....39
Appendix 2: Community Engagement Results....48

Introduction

This report documents community perceptions and experiences with internet connectivity on the Southern Gulf Islands (SGIs). The report demonstrates how greater connectivity can advance common goals of sustainable economic development, and community health and resilience for the region.

The Southern Gulf Islands

The Southern Gulf Islands are an archipelago located in the Salish Sea, between Vancouver and Victoria, with island populations ranging from approximately 350-2,000 residents. The islands of Galiano, Mayne, North and South Pender Islands, Saturna, and associated islets make up an unincorporated rural Electoral Area under the jurisdiction of the Capital Regional District (CRD). The CRD serves as the local government for most municipal services excluding land use, which is the purview of the Islands Trust federation.

First Nations

The Islands are situated within the territories of the Coast Salish peoples, and are specifically home to the SENĆOŦEN and HUL'Q'UMI'NUM' speaking peoples. Throughout the process, we have acknowledged the Coast Salish history, knowledge, and culture and welcome future opportunities to work together with our First Nations neighbours and collaborate on connectivity planning for the region.

Natural Assets of the Region

The Southern Gulf Islands are unique in character, both ecologically and socially. The islands are home to diverse wildlife, from hundreds of resident and migratory species of birds, fish and intertidal life to wildlife and marine mammals. Much of the vegetation is not found elsewhere in Canada and is ecologically sensitive. Visitors and residents enjoy exceptional recreational opportunities in these dramatic coastlines such as secluded beaches, panoramic views, an extensive parks network, and sheltered waters. In recognition of the distinct nature of the SGIs, the Province of British Columbia enacted the Islands Trust Act in 1974 to, "preserve and protect the area and its unique amenities and environment for the benefit of residents of the trust area and of the province generally."

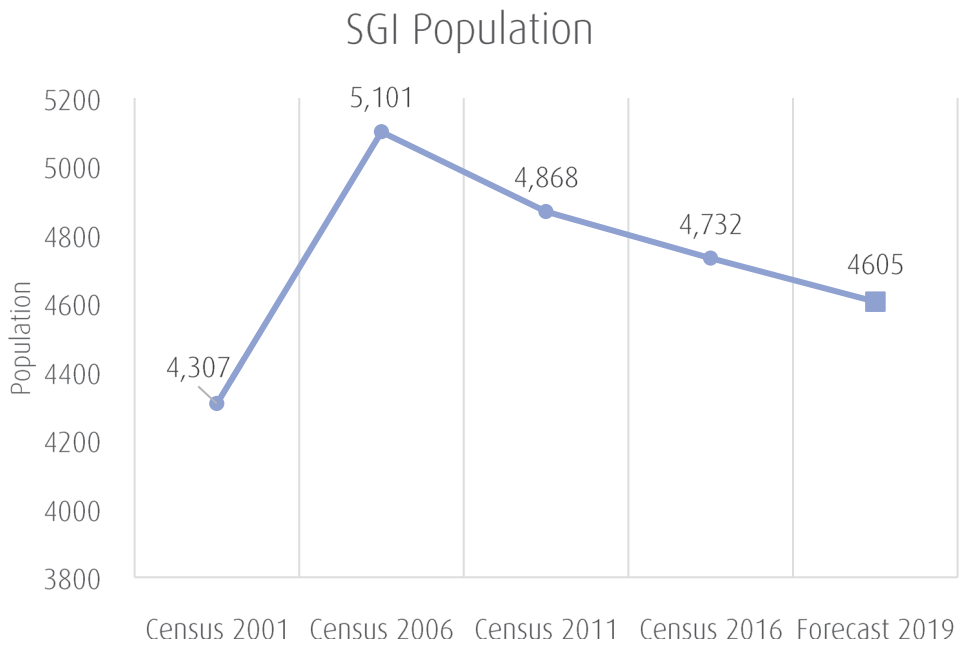
Regional Context

The islands are both rural and remote in character. Although located only about 50 km from Vancouver or Victoria, the overhead of time and cost to travel between the region and these nearby major centres is considerable, in

many cases involving 12 or more hours and over $100 for a roundtrip. The SGI archipelago was historically a community of socially and economically inter-connected islands. Significant changes in recent decades to BC Ferries routing and scheduling have weakened these inter-island ties.

Today, the SGI region struggles with demographic challenges. The average age (56.7) is significantly older than in the CRD as a whole (44.4), BC (42.3) and Canada (41), and there is a much lower proportion of families with children (10.3%) than in the CRD as a whole (17.9%). On most islands, more than 50% of residents are not in the labour force. Household incomes lag behind CRD and provincial averages, and the most substantial difference is in income for families with children, where the SGI median incomes (74,069) are much lower than the CRD (117,510) and BC (111,736) averages. Populations on most of the islands has declined in recent years and is projected to continue to drop.[1] These demographic challenges raise concerns as they can impact other aspects of community life such as school enrollment, volunteerism, stability for employees, and year-round viability for business.

The predominant land use on the islands is residential and the majority of the land is privately owned. Despite a long history of agriculture and forestry in the SGI, today the economic contribution of traditional land-based industries is now a small portion of the overall economic activity of the Southern Gulf Islands. In comparison to



[1] CRD Southern Gulf Islands Housing Needs Assessment, 2018

other non-urban areas, the islands are disproportionately dependent upon private, non-employment income, primarily private investment income and private pensions. However, there is opportunity for island economies to diversify and to draw young families and professionals with the potential to work remotely in a wide range of fields.

Connectivity in the Region

Underlying these challenges is the poor internet connectivity in the region. The SGI region lags far behind the internet speeds identified by the Federal Government as a minimum standard. Internet service is inconsistent across the region; the infrastructure is outdated in many places, and has not been maintained. Where there is high speed, the connection is often unreliable, as it is vulnerable to frequent power outages, weather fluctuations, and varied topography that interferes with line-of-sight technologies. Due to the small population sizes on the islands and natural limits to growth, there aren't the economies of scale to attract significant investment from large service providers. In some cases, small local organizations tried to fill the gaps piecemeal, but these outfits are vulnerable.

The persisting digital divide between urban areas and the SGI region limits residents' access to emergency services, healthcare, climate change adaptation, education, transportation, and government services. Further, the limiting effect on economic diversification is perhaps most significant: insufficient connectivity deters professionals from relocating to the islands and drives the relocation of young people away from home, both of which undermine efforts to resolve the communities' demographic challenges.

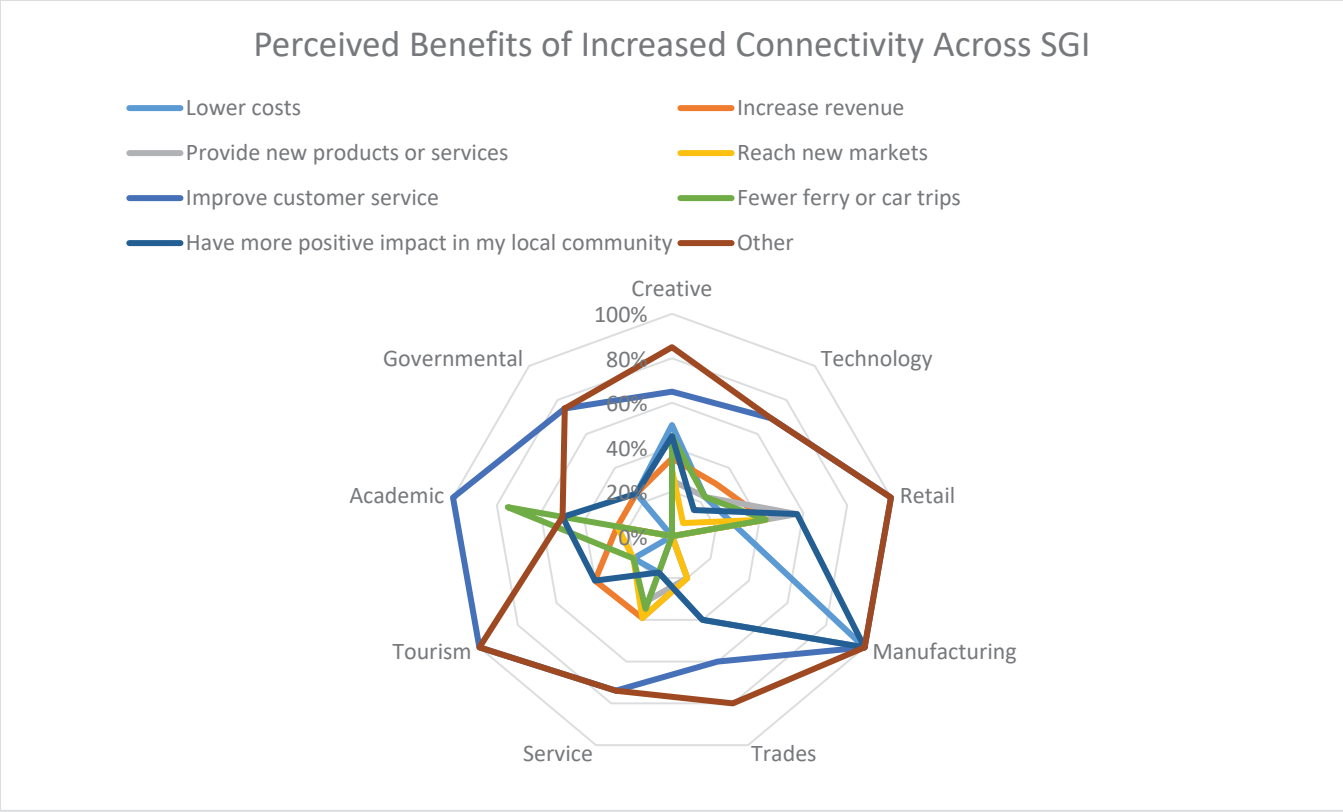


Figure 2 - Source: Business Survey 2019/2020

Southern Gulf Island businesses and organizations identified a number of interrelated benefits that would result from increased connectivity. When asked if better internet connectivity would benefit their business or organization," 93% of respondents answered yes. As indicated by Figure 2, of the options presented in the survey question, lowered costs and improved customer service were highlighted across most sectors. Consistently across the sectors the "other" option was also selected. In the comments, people indicated their reasons to be, making their business more productive and effective by saving time, enabling reliable video conferencing, improving the reputation of the business, and increasing the overall efficiency of operations.

Executive Summary

Improving broadband connection as a way to stimulate sustainable economic growth has been a long-standing goal of the Capital Regional District's Electoral Area Director for the Southern Gulf Islands (SGI). The SGIs' limited internet speed and reliability impacts the communities' social and demographic diversity and the potential for low carbon, appropriate, and sustainable economic development. This report represents a first step towards addressing these limitations.

This project, *Connecting SGI: Connectivity Planning for the Southern Gulf Islands* was initiated in spring of 2019 by the *Southern Gulf Islands Community Economic Sustainability Commission* to consider how greater connectivity can advance common goals of sustainable economic development, and community health and resilience for the region. This report documents Phase I of the project; it represents a community based, qualitative assessment of community perceptions and experiences with internet (and to some degree cellular) service in the region. The process was led by CRD staff, including a team of contract "CRD Liaisons"—representatives living locally on each of Galiano, Saturna, Mayne, and Pender Islands. The planning process used the *Connected Communities BC Digital Development Roadmap*[2] as a framework tool to advance a holistic approach to connectivity planning for the islands.

The project's aim is to establish an alternative business case for integrating private and public sector investment opportunities that can be supported for advancing the community's own connectivity goals. This study has confirmed there is a strong need and widespread support for increased connectivity and the importance of upgrading internet connectivity in the SGI to at least the minimum Federal standard of 50/10 Mbps. The community feedback highlights the need for service improvements and infrastructure investment for last mile connectivity in the Southern Gulf Islands.

The SGI Connectivity Plan has integrated the voices of a range of different sectors on each island and throughout the Electoral Area. This has contributed to a richer understanding of regional commonality and demonstrated the breadth of community support for better, faster, more reliable internet in the islands. Results of the Phase I assessment indicate that connectivity is a fundamental necessity to enable the SGI communities to diversify the demographic profile of the islands and achieve economic, social, and environmental sustainability into the future. The next phase will be to pursue infrastructure design and implementation for the SGIs, ensuring that future infrastructure development is coordinated, scalable, cost efficient, and in line with the priority community

[2] https://www2.gov.bc.ca/gov/content/governments/connectivity-in-bc/connected-communities

objectives for the region. The information gathered in this report will be used to inform future design options and to leverage opportunities for implementation.

Recommendations and Next Steps

This connectivity plan represents a community based assessment of the challenges faced by the rural island communities in the Southern Gulf Islands Electoral Area. It identifies how better connectivity would support solutions to the SGI's social and economic community needs. Servicing the SGI region with the minimum federal standard of 50/10 mbps would offer the base level of connectivity essential to meet community goals and should be prioritized by the Provincial and Federal governments. The following recommendations are proposed as a way forward towards resolving the issues identified throughout this process. A concerted effort to access public funds, private sector investment, and to coordinate an integrated, regional design is required.

- Technical analysis and connectivity design plan(s) should identify how the SGI as a region can be served with a level of connectivity to meet minimum national standards.
- CRD should provide a coordinating role and seek partnerships with one or more Internet Service Providers to conduct an infrastructure design plan, and advance applications to the Federal and Provincial government funding programs to support implementation.
- It is recommended that the Federal and Provincial governments remove barriers to ensure the Southern Gulf Islands Electoral Area are eligible for any possible infrastructure funding programs (Island Coastal Economic Trust (ICET), Community Futures).
- Infrastructure solutions for last mile connectivity should provide a range of options of technology and estimate the associated cost of development and maintenance. Because of the varied geography and dispersed populations, there may be a need to integrate different kinds of service delivery and thus form partnerships with more than one Internet Service Provider.
- In a phased approach to last mile connectivity, design solutions should prioritize community hubs, commercial centres, and public service buildings.
- Islands Trust Local Trust Committees should consider this report as demonstrating broad community support for service improvements when deciding concurrence with infrastructure proposals, as required to meet Innovation, Science, and Economic Development Canada (ISED) requirements.

Community Priorities

Across the Southern Gulf Islands there is a common sense of place and rural identity which acknowledges that supporting healthy communities involves balancing environmental, social and economic sustainability. The SGI communities seek to thrive socially and economically within each island's ecological carrying capacity. This is understood by reading the Official Community Plans (OCPs) of each of the SGIs. (Within the SGI, OCPs bylaws are adopted by Islands Trust Local Trust Committees (LTCs) to guide the land use and community planning on each island. Official community plans represent each communities' unique goals and vision for the future). Across the region, each island's OCP has common themes and objectives to strengthen island economies, increase resiliency by expanding and improving the delivery of services, and to combat climate change. There are also policies that support the expansion of electronic communications to meet such community objectives.

The North Pender Island OCP supports and encourages efforts to "expand or improve the electronic communications on the island in order to reduce the need to travel" (2.3.6). Other community objectives supported by the expansion of communication networks include "[encouraging] a more compact, complete and connected community" (18), "allow[ing] seniors to remain in their own homes as long as possible" (2.3.6) and promoting home based businesses that are both self-sufficient and "compatible with the conservation of resources"(2.1.3).[3] The South Pender Island OCP states that "providers of internet and other electronic services are encouraged to expand and improve the delivery of services to, and the development of infrastructure for, the community" (6.2.2.d). Such improvements to electronic communications are described by the plan as "[increasing] opportunities to engage in economic activities from residences, thereby enhancing island residents' economic capacity" (3.1.2).[4]

The Galiano Island OCP states that "In order to enhance the social, economic, educational, environmental and cultural aspects of life on the island...the LTC will support efforts to expand electronic communications and infrastructure within the community provided it can be demonstrated that there are no harmful health or environmental effects" (4.1.1.g). The Galiano OCP also outlines several cultural objectives that could be supported through enhancements to internet infrastructure, including supports for the "volunteer-based groups" who contribute to the community (4.1.e), as well as opportunities to "identify, preserve, protect and enhance local

3 http://www.islandstrust.bc.ca/media/346950/ocp-bylaw-171-_-consolidiated-dec-10-2018.pdf
4 http://www.islandstrust.bc.ca/media/347642/bylaw-no-107-ocp_consolidated-2019-05-08.pdf

heritage" (3.1).[5] In 2018, based on the work of a special Advisory Planning Commission, the Galiano LTC adopted a land use strategy to guide the siting of cell towers and other telecommunications infrastructure.[6]

The Mayne Island OCP states that the Mayne Island Local Trust Committee "should support and encourage efforts to expand or improve the digital infrastructure on the island in order to reduce the need to travel" (2.6.1.10). Other community goals potentially realized through improvements to broadband infrastructure include "economic diversity" and "varied livelihoods" (1.2.6) as well as support for "local food production, processing and distribution" (2.2.1.9).[7]

The Saturna Island OCP states that "providers of internet and other electronic communication services should be encouraged to expand and improve the delivery of services to, and the development of infrastructure for, the local community"(F.6.6). Further community priorities supported through improved connectivity include the "community's desire to maintain social and economic diversity" (C.3.5), the want to preserve "home occupations" (C.1.6) and "community-based businesses"(C.1.8), and the objective to "[reduce] greenhouse gas emissions" through a range of actions including "technological changes" (E.5.1).[8]

Finally, the Islands Trust Council, who establishes general policies for carrying out the object of the Trust, also advocates for improvements to internet connectivity in the region. In June 2019 they issued a statement requesting that "the appropriate agencies of Canada and the Province of British Columbia take steps to facilitate and fund...improvement of internet connectivity in the Trust Area."[9]

5 http://www.islandstrust.bc.ca/media/347224/ocp-bylaw-108_consolidated_feb-7-19.pdf
6 http://www.islandstrust.bc.ca/media/346373/galiano-island-antenna-system-siting-consultation-protocol.pdf
7 http://www.islandstrust.bc.ca/media/348640/ocp-bylaw-no-144_consolidated-october-2019.pdf
8 http://www.islandstrust.bc.ca/media/345645/sa-ocp-bylaw-70_consolidated-april-26-2018.pdf
9 http://www.islandstrust.bc.ca/media/347928/tc_2019-06_18-19-20_decisionhighlights_final.pdf

Connecting with the Region's Businesses and Residents

Throughout the fall and winter of 2019, the SGI team engaged island residents, community groups, businesses, non-profits, and government agencies to discuss the limitations of the current lack of connectivity and the potential for better, faster, more reliable internet to support the social, economic, and sustainability goals of the Southern Gulf Islands. Conversations focused on how better connectivity can help the SGI region meet its community needs and objectives, as well as the impacts and opportunities associated with increased connectivity. Federal funding has been available to help bridge the digital divide for rural and remote areas that find themselves underserved, but in spite of this the SGI remain below the national standard.

Goals

1. To assess the current state of internet connectivity in the SGIs and both its measurable and perceived impact on the community.
2. To serve as the foundation for building a community-based business case for improving connectivity.
3. To provide a resource to ISPs to inform investment decisions and to leverage government funding.
4. To generate a shared dialogue of the impacts and benefits of improving internet connectivity among ISPs, businesses, and residents of the SGI.

Methodology

The SGI team of staff and island liaisons engaged residents, community groups, businesses, internet service providers, non-profits, and government agencies to discuss the limitations of the current lack of connectivity and the potential for better, faster, more reliable internet to support the social, economic, and sustainability goals of the SGIs. The total population of the Southern Gulf Island region is 4,732 people.[10] Resident survey responses represent only 6% of the population. While the data was analyzed and there are important insights and conclusions can be drawn by those who filled out the surveys, the recommendations in this report have been strongly informed by the significant qualitative data that was collected in the way of interviews, group discussions, and public meetings. At the time of writing this report, the survey remained open and the response rate continues to increase

[10] https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/Page.cfm?Lang=E&Geo1=CSD&Code1=5917029&Geo2=POPC&Code2=0376&Data=Count&SearchText=Hope&SearchType=Begins&SearchPR=01&B1=All

offering opportunity for further study and analysis in the future. Please see Appendix 1 for a summary of the engagement conducted as part of this process.

Business and Service Sector Interviews:

One-on-one and group interviews were held on each island to reach representatives of the major economic and service sectors. The results of these interviews form a substantial qualitative data set informing the SGI Connectivity Plan. During these interviews, participants were asked to describe:

- The connectivity challenges that they face operating in the SGIs.
- The resources and tools that are available to enhance operations in their sector, but that might be limited due to poor internet connectivity.
- Ways in which access to improved internet services would benefit their operations and their communities.

Community Meetings:

Four Community Meetings were held, one on each of the islands. Conversations focused on how better connectivity can help the SGI meet its community needs and objectives, as well as the impacts and opportunities associated with increased connectivity. Please see Appendix 2 for documentation of workshop results.

Surveys:

Two surveys options were provided, one to capture the experience of organizations operating in the SGI and the other to capture the experience of residents of the region. The surveys were posted on-line and were available in paper copy. There was also a speed test survey that guided respondents to measure their internet speed.

The Business Sector Survey was launched on October 18, 2019. Data analysis is based on results for the period between October 18 and December 27, representing a survey response from representatives of 95 organizations. The Residents' Survey was launched on November 22. Data analysis is based on results for the period between November 22 and December 27 2019, and represents a survey response of 313 people. Data was analysed and cross tabulated using SPSS Statistics software. Details of the methodology and limitations of this analysis are available upon request.

In order to improve the quality of the data sets, both surveys remained open past the time of report writing. The full data set will be used to inform the technical design phase of this project. The conclusions of this report have

therefore been more strongly influenced by the qualitative data gathered through the interviews and focus group discussions.

National Connectivity Standards

What is the Federal Standard for minimum acceptable internet speed?

In June 2019, the Federal Government released Canada's Connectivity Strategy and committed to "connect every Canadian to affordable, high-speed Internet no matter where they live, and to improve mobile cellular access from coast to coast to coast . . . through new investments and collaboration with our partners, ensuring high-speed access for all." Within the Strategy, the federal standard for internet service was set at a minimum of 50 Mbps download and 10 Mbps upload.

What is the Provincial Standard for minimum acceptable internet speed?

British Columbia's connectivity standards are harmonized with the CRTC's of a minimum 50 Mbps download and 10 Mbps upload speeds.

The Connecting British Columbia program, administered by the Northern Development Initiative Trust, recently launched phase III to provide access to $50 million to support connectivity projects throughout the province. These funds may include building infrastructure to bring connectivity to entire regions or making final connections to homes and businesses.

To ensure communities take full advantage of better connectivity, the Ministry of Citizens' Services has launched the *Connected Communities* initiative to support the digital readiness of local governments, First Nations and rural communities. As mentioned, the *Connected Communities Digital by Design* framework has been used to guide the process for connectivity planning in the Southern Gulf Islands.

Connected Coast

The Connected Coast project is a plan to place over 3,400 km of subsea fibre-optic cable, stretching from Prince Rupert south to Vancouver, then around Vancouver Island. The project will be managed and implemented by CityWest and the Strathcona Regional District (SRD). By providing links from Northern BC, and around Vancouver Island to the internet exchange in Vancouver, the infrastructure will increase service reliability for residents on the mainland, on the island and in rural and remote coastal communities by providing an alternate route for service,

known as a redundancy. While the project is still in the scoping and consultation stage, SGI landing sites for the program include Pender Island (Port Washington) and Saturna Island, as well as in four locations on Salt Spring Island (Fernwood, Fulford Harbour, Ganges, and Musgrave Landing). Although not within the CRD but significant because they are adjacent to Galiano Island, there are landing sites planned for Penekalut Island and Lyackson Island.

Is service in the SGI meeting these minimums?

The level of internet service available in the SGI is in stark contrast to the Federal and Provincial minimums. In this study, 13.5% of the survey respondents indicated they had no internet access, and of those who did have access, 75% have less than 20 Mbps download speeds, and 85% had 5 Mbps or less upload speeds. It is important to note that there are a few instances of download speeds being reported at higher than 50 Mbps – these speeds are only available to residents who are located close to the United States border and have signed up with American Internet Service Providers.

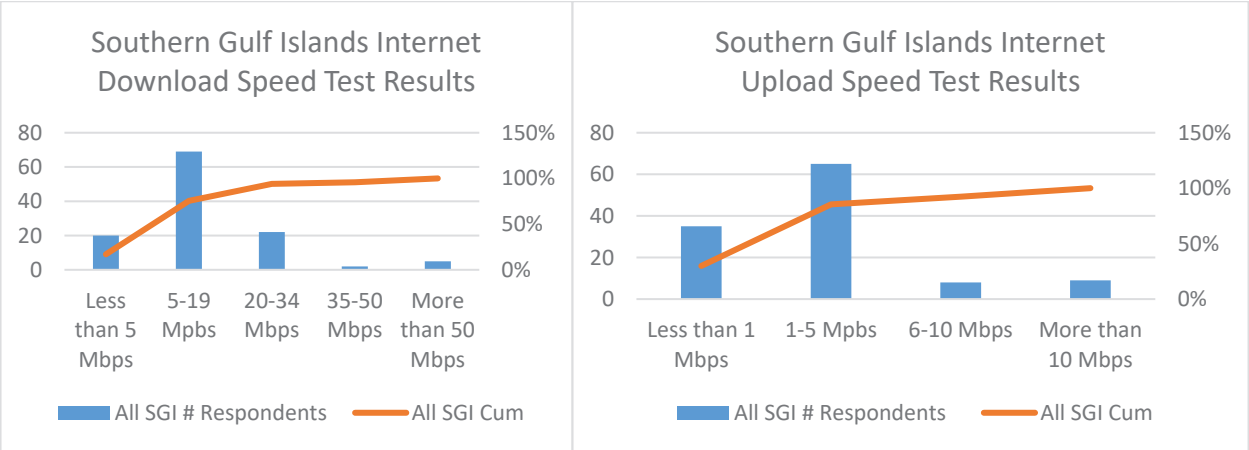
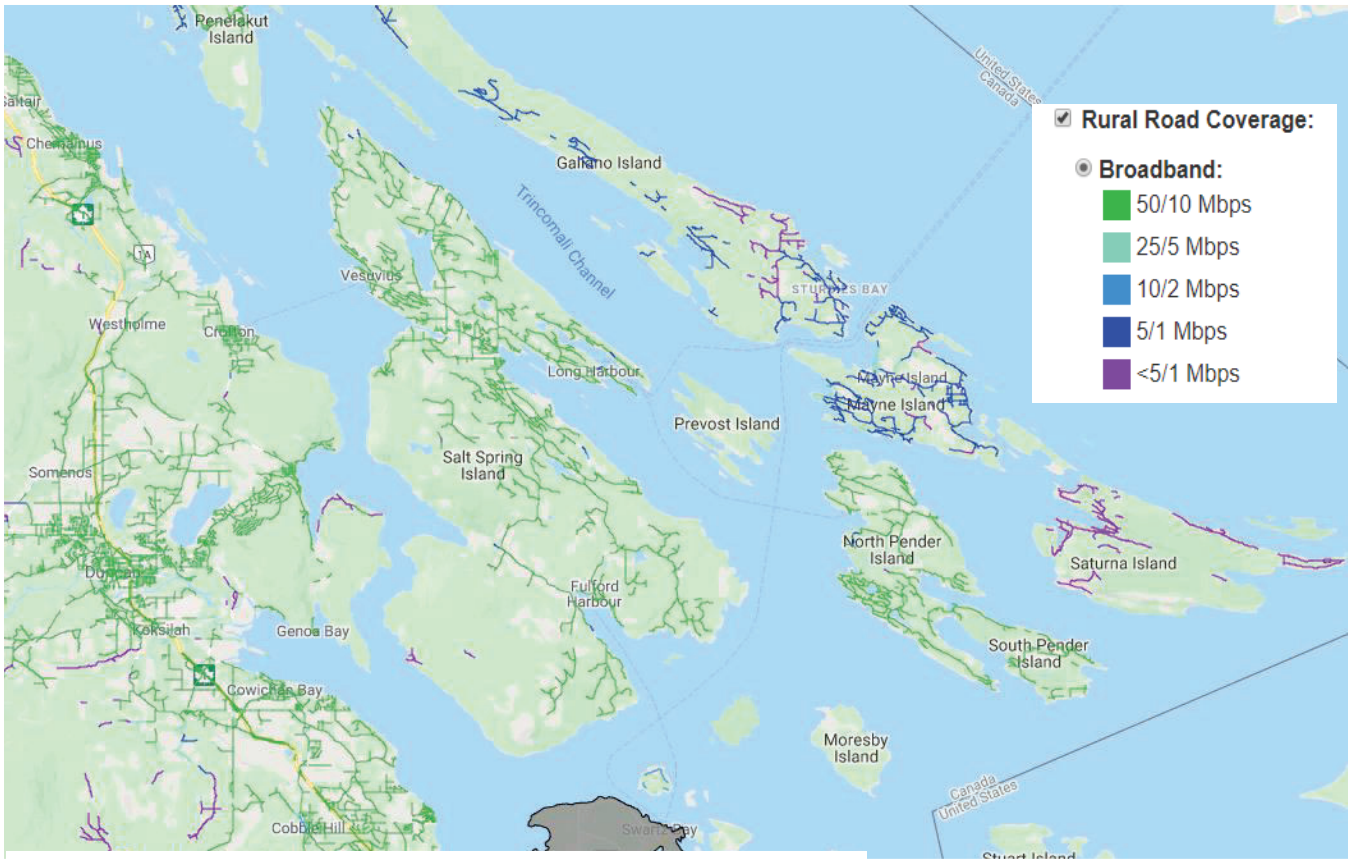


Figure 3 - Source: Speed Test Survey 2019/2020

SGI Internet Service Options

What is the current state of internet service in the SGI?

As can be seen by the map below, internet service options available in the SGIs vary widely among the islands and between different areas of the same island. The inconsistent service coverage is attributed to lagging capital investment for infrastructure expansion, topographical and terrestrial interference of line-of-sight technology, and out-of-date equipment that is no longer able to support the volume of demand. This map shows North and South Pender Islands as having 50/10 Mbps service, when in fact our study found most Pederites report having less than 5 Mbps.



National Broadband Internet Service Availability Map
Source: Government of Canada https://www.ic.gc.ca/app/sitt/bbmap/hm.html?lang=eng

"There is no high speed internet on Pender now. Beacon offers 35 down and Shaw only 5 download speed. This is not high speed and is unacceptable in 2020."

-Pender Island Resident

Currently, Shaw Communications, Telus Communications, and Xplornet are the national service providers available in the region. However, their services are not available in some areas on the islands and service options are limited. For example, on the Penders, new subscribers to Shaw Communications services are now limited to a 5 MB download speed, which is significantly less than the 50 Mbps offered on their basic plan in other regions.

Local alternatives are available for some areas, depending on service coverage. These options include: Beacon Wireless, South Island Internet, SaturnaNet Co-operative, and Orcas Online.

Although they provide a critical alternative, the local ISPs struggle to meet market demand due to their size, lack of access to infrastructure, and the limitations of line-of-sight technology. (See more in the next section.)

As a result, residents and businesses in the SGIs are significantly underserved, as demonstrated by the following survey results

13.5 % of survey respondents did not have access to the internet.

78% of residential respondents and 70% of business respondents have less than 19 Mbps download speed. 96% had less than the Federal standard of 50 Mbps.

89% of residential respondents and 71% of business respondents have less than 5 Mbps upload speed. 92% have less than the Federal standard of 10 Mbps upload speed. In spite of the low level of service, respondents reported paying rates comparable or in excess of those who are receiving significantly higher service levels in other areas.

"I currently use Shaw and South Island Internet because I need the reliability of that backup for my job. I also pay Bell for 50GB per month of data. In total, I pay probably $350 for internet"

-SGI Telecommuter

"I subscribe to two services, SaturnaNet Co-Op (SNC) and Rogers Rocket. This is so if SNC goes down, I have a reliable back up. But Rogers is expensive and not fast enough. I would much prefer to be paying for one service."

-Saturna Island Entrepreneur

69% of respondents report that they are paying between $50-$100 per month and 23% report paying more than $100 per month.

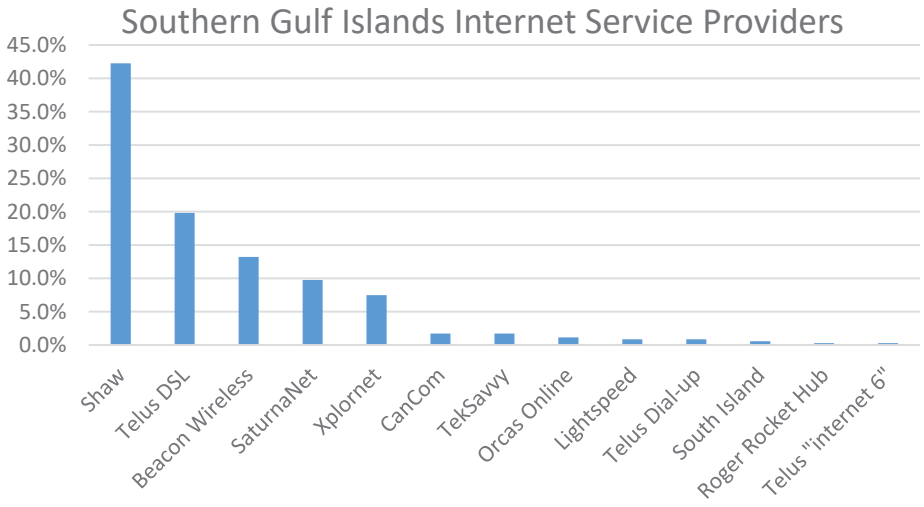


Figure 4 – Source: Speed Test Survey 2019/2020

Why aren't ISPs making improvements?

Through one-on-one interviews, ISPs shared their frustrations with being unable to meet the needs of this region. The challenge that ISP providers face in the region is three-fold:

The location, terrain, and topography limit the types of technology that can be used. Fibre can only be brought to the island if it is submarine, the rocky terrain makes dug cables costly, and extreme elevations and dense foliage inhibit line-of-sight technologies.

Maintenance costs are elevated for the region. The area is accessible only through ferry travel and the region's densely treed characteristics create a high risk of downed lines during storms.

Low population density does not support a business model for investment in large scale infrastructure expansions and upgrades. Every kilometre of expanded service requires a minimum anticipated return of revenue in order to create a viable case for investment. Unfortunately, the small populations with a low density spread challenge that

model, which is compounded with the limitations to the types of technology solutions that can be used and the elevated ongoing cost of maintenance.

What about local ISPs?

The region is also being supported by local ISPs, who have found innovative solutions to the challenge of delivering internet service in the Southern Gulf Islands. Beacon Wireless, South Island Internet and Orcas Online are all owned and operated by residents of the Canadian or American Gulf Islands. SaturnaNet Cooperative is owned by its members, and has served the community since 2007. These homegrown ISPs bring local experience and employment opportunities to Southern Gulf Island communities, and are driven to provide internet service for residents despite the region's low population density and service delivery challenges.

Through interviews with representatives of each of the local ISPs serving this region, it was identified that their ability to expand is challenged by the following factors:

- Difficulty securing reliable, accessible, and affordable bulk bandwidth to support the local networks as larger telecom networks are reluctant sell bulk feeds at required scale.
- Challenges brokering deals with the companies that own existing tower infrastructure.
- Lack of capacity to apply for grant monies.
- Having their small staff or volunteer resources overtaxed by regulatory and land use application processes.
- Being unable to financially carry the return on investment period for new subscriptions. Due to a lack of existing infrastructure, each new house serviced requires a significant investment to expand the system. The cost of installation is partially covered through installation fees, but the ISPs report that it takes 4-6 months before their investment is recovered. As a result, the ISPs are financially restricted on the number of new subscribers they can service.
- The median incomes of SGI residents is significantly lower than the Provincial average, and the cost of service is a barrier to many residents subscribing.
- Challenges reaching out to their market, and building customer trust.

- Issues with network congestion and network latency—as more subscribers are added to the network, throughput and the speed at which packets of data travel may decrease, leading to declines in overall network performance.

Is there an opportunity for growth?

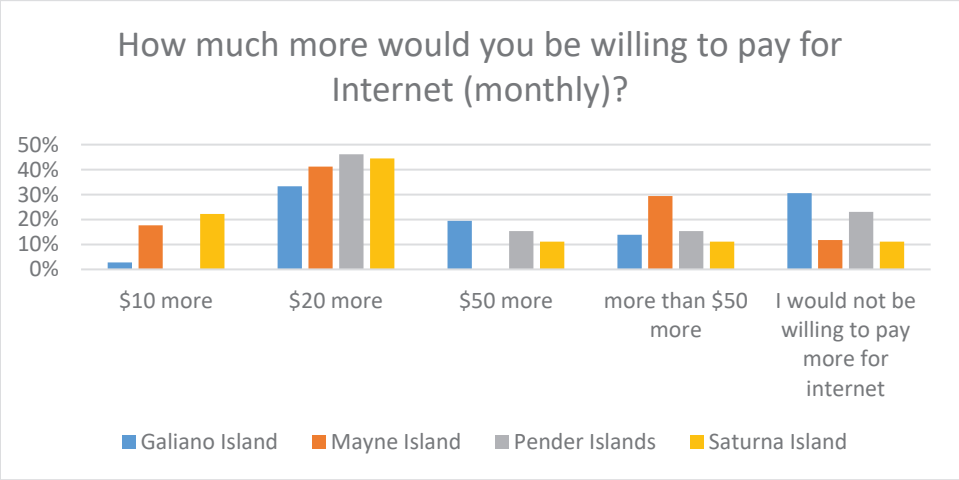


Figure 5- Source: Business Sector Survey, 2019/2020

Being able to build financial partnerships and having access to public funds to improve ISP investment margins would create opportunities for expanding infrastructure and upgrading the technology used.

Each ISP interviewed held a different vision for the future of internet service in the SGI, with possible opportunities including:

- Solar powered systems that are resilient for an area that experiences numerous power outages.
- Infrastructure to improve latency in order to maximize internet quality at lower speeds.
- Installation of submarine fibre.
- Combination solutions that integrate small segments of fibre with line-of-sight technology.

The Digital Divide: SGI Connectivity Challenges

How is inadequate internet impacting this region?

Historically, organizations in the SGI have struggled to provide equitable health care, education, emergency services, food security, and retail services to the region. This is largely due to smaller markets and the remote location creating barriers for building viable operations, and these are challenges common to other rural and remote regions.

> *"As the island falls behind in internet connectivity, it consequently is also falling behind economically and demographically because we are unable to attract and retain young families and professionals from our close-by big and more expensive cities (Vancouver and Victoria)"*
>
> *Chair, Chamber of Commerce*

With modern technology and software, there are options that could resolve some of these challenges. Unfortunately, wide consultation demonstrated that although the solutions exist, have existed for some time, and are even the standard in other similar communities, they are out of reach for the SGI due to poor digital connectivity.

Experience of SGI Business and Service Sectors

Interviews with organizations across several sectors identified the strategic importance of internet connectivity to their operations indicate there is pent up demand for better service. Virtually all the organizations responding to the Business Sector Survey indicated that better connectivity would help them improve their operations. As sectors become increasingly dependent on digital technologies the SGI are actively losing economic sectors that used to thrive, but can no longer keep up due to a lack of access to the internet.

When services are not available locally, residents need to travel for several hours, by boat or airplane to access the nearest urban centre. Frequent travel of this nature threatens the health of the local economy by discouraging local spending, generates a large carbon foot-print, carries a high cost for organizations and individuals, and impacts peoples' efficiency and quality of life.

Business Sector

The following are some of the ways that local businesses and organizations reported that their operations and their communities are being hindered by poor digital connections:

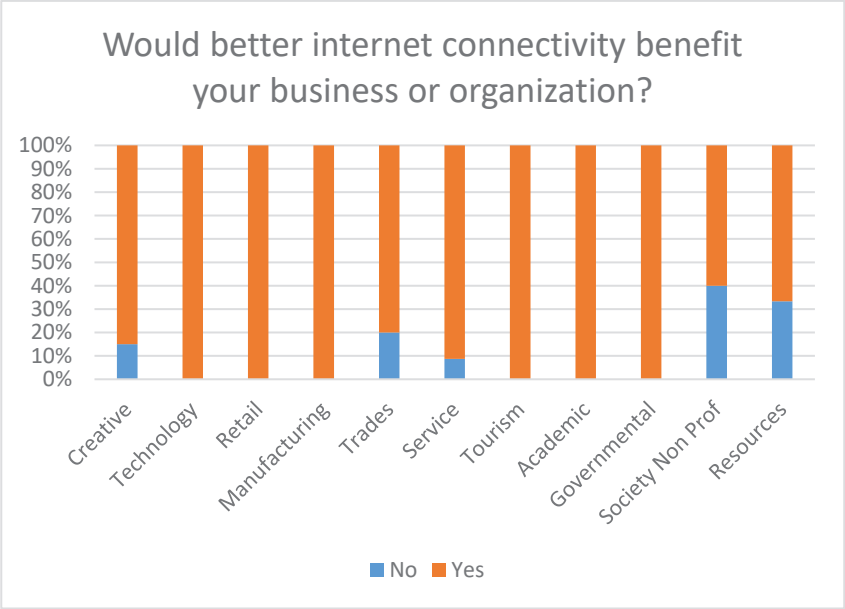


Figure 6- Survey responses indicate all sectors anticipate benefits from improved connectivity. Source: Business Sector Survey 2019/2020

Access to Smart Technologies

Businesses and organizations in the SGIs are challenged by a small workforce, fewer resources, a limited market, and lack of access to location-based business services, such as banks. Smart business tools and digital business services should provide an opportunity to thrive and improve efficiency, but organizations in the SGIs reported that without fast and reliable internet, they are unable to use tools that most other businesses take for granted, such as:

> *"It is extremely frustrating to have poor connectivity and outages ever time it rains. Everything is online—even the phone book—and it affects everything from business to community volunteer activities and personal pursuits."*
>
> *-SGI Resident*

- Online Point of Sale technologies to accept credit and debit card payments.
- Online ordering and access to online catalogues.
- Online booking for guests and clients.
- Online banking.
- Live video streaming, as a way of connecting with people in other locations.

"We generate innovative content that centres the life experiences of marginalized youth. e.g. Indigenous, racialized and low-income youth. We have something unique to share, and model, but without better bandwidth we can't scale up. More affordable, reliable, and efficient connectivity would support our capacity to grow the creative economy on Galiano, and share the unique cultural artifacts and resource materials we are developing with other communities across the province, and the nation."

For example, during interviews with Food Producers it was discovered that Smart Monitoring Systems are improving efficiency in their sector and increasing the viability of local food producers. These technologies allow Food Producers to grow more with less waste, less water, the consumption of less land, and a smaller workforce. With improved digital connectivity, Food Producers in the SGI could implement:

- Smart monitoring of produce fridge and freezer temperatures

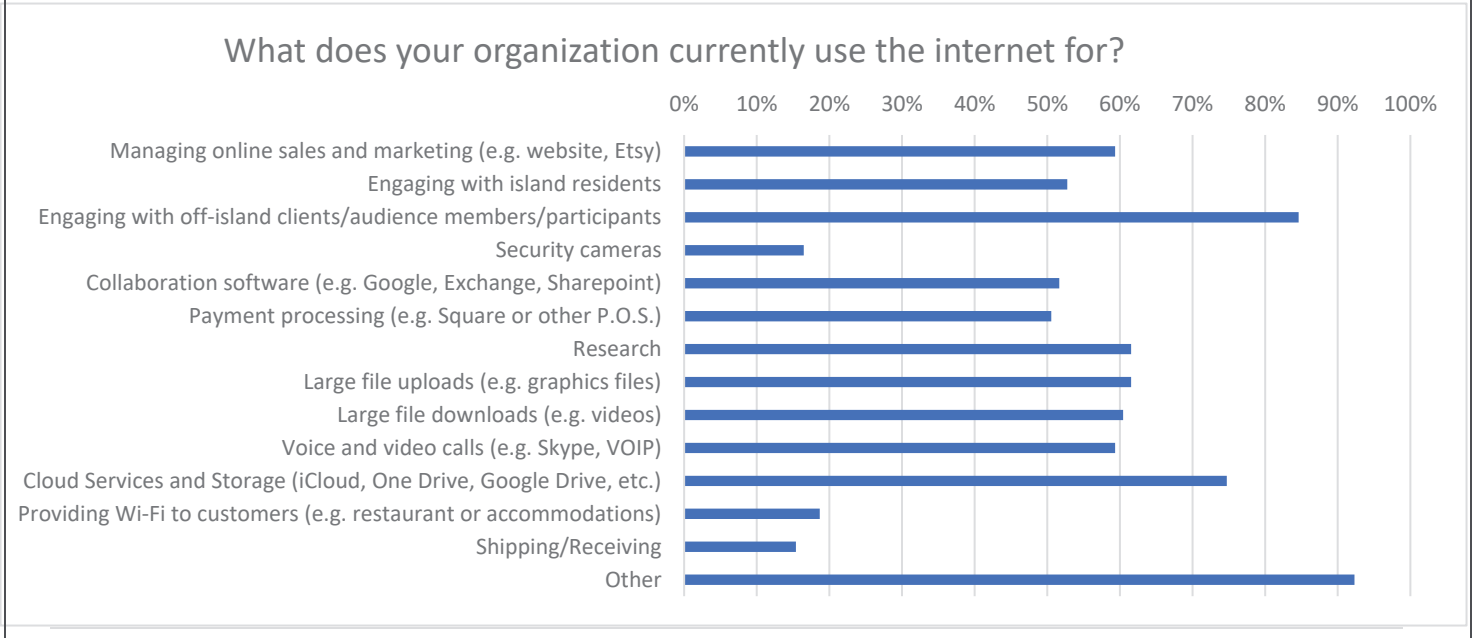


Figure 7- Survey result of how organizations currently use the internet. Source: Business Sector Survey 2019/2020

- Smart technology to monitor livestock
- Smart timers for chicken coops
- Smart scales on feeders
- Smart thermometers on water to make sure it is not frozen
- Smart grow lights for greenhouses

Internet bandwidth requirements are expected to follow an exponential curve as consumers adopt "smart house" devices, security cams, internet of things (heating, cooling, appliances, etc.), enhanced reality and virtual reality, 3-D HD TV, streaming services, and eventually self-driving cars.

Public Services

Federal and Provincial government services increasingly require on-line registration and access, and assume everyone has the internet to support this. For instance, when applying to the Canada Pension Plan, one has two options—either download the application to fill it out manually and mail it in, or complete it on-line. The CPP web[11] page indicates it "normally can take up to 120 days" to get a written notification of a decision, whereas an online application takes "between 7 and 14 days".

> *"We tell our clients we will assign our ten best people to their project. These ten can live anywhere in the world. So the internet is an essential aspect, and these people couldn't be living on Mayne Island."*
>
> *-Principal, Business consulting organization*

Further, due to smaller populations, the SGIs do not have local offices for government agencies and are often unable to attract fee-for-service providers. Historically, this has meant that SGI residents have had to travel, at extensive cost to themselves and social programs, to connect with health care providers, government services, and other resources.

In other remote rural and remote communities, digital networks have eliminated the necessity for users to travel to a centralized location and have allowed organizations and businesses to deliver equitable services through

[11] https://www.canada.ca/en/services/benefits/publicpensions/cpp/cpp-benefit/apply.html#

traveling operations or remote offices. Improvements to connectivity in the SGI will support development of satellite locations and reduce the social, financial, and environmental cost of travelling to access such services.

For example, as part of the provincial-wide system, small local libraries are able to provide their patrons with the same resources that are available in large urban locations. Unfortunately, without fast and reliable internet, local libraries are unable to do this, but with improved connectivity they would be able to:

- Provide access to digital resources and research materials.
- Order and process resources from the central locations.
- Connect with provincial system that manages daily operations.

Interviewees in the Health and Wellness Sector shared similar challenges.

Emergency Services

During emergencies, up-to-date information flow and the ability to communicate instantly is of the essence. In the SGIs, it is during emergencies that the inadequacy of internet connectivity is most dramatically demonstrated. The lack of network redundancy means entire islands lose power, access to the internet falls and often the cellular network either becomes overloaded or becomes unavailable, leaving the island communities in the dark both literally and figuratively.

In other locations, emergency services are able to use digital technology to respond faster and gain access to the information that they need keep themselves and the public safe. These systems have been rolled out province-wide and operations have become dependent on them. Without adequate internet services, SGI departments are unable to access these systems, and since there is not a local back-up in place, the emergency responders are left out in terms of functionality. For example:

> *"Reasonable speed, reliable internet is as essential as access to hydro. During the December 2018 storm, I had no way of finding out how long hydro was expected to be out, with no cable internet for more than 1 week and zero cell coverage at my house. So there was no communication of any kind, other than over-the-air radio coverage, which was very spotty."*
> *- SGI Resident*

- Digital on-board systems that are the standard in other regions. These in-vehicle computers and tablets facilitate faster and safer responses to 911 calls by providing real-time information about the specific

emergency, mapping services, and the ability to connect with dispatchers and other agencies. Currently, local paramedics report that it is not until they return back to their station that they receive patient updates that their dispatcher sent to them throughout their shift.

- Digital resources and informational tools that are designed to assist in on-scene decision making are not available without a reliable internet source. Where their urban counter-parts have access to up-to-date digital resources like Hazardous Materials Databases with live support, emergency service providers in the SGI must operate using print versions which quickly become outdated.

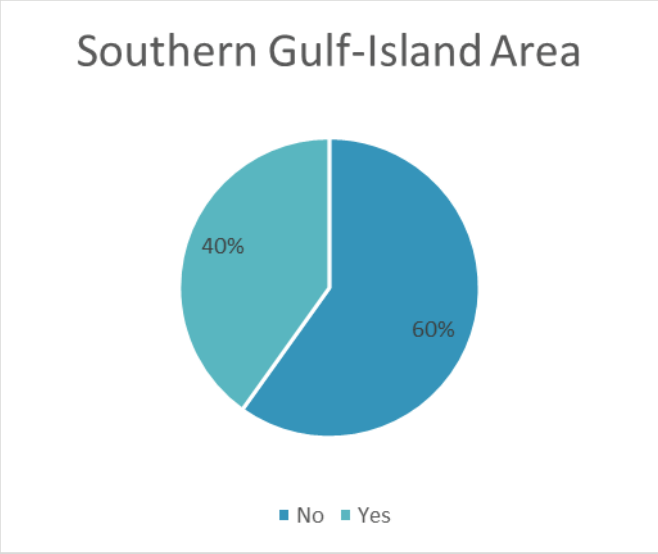


Figure 8 - 40% of survey respondents indicate they have been in an emergency situation without access to connectivity. Source: Resident Survey 2019/2020

- New robotics technologies which are improving outcomes and reducing risk to responders, but cannot be used without reliable WIFI connectivity to use.
- Tools to connect directly with residents during large-scale emergencies to provide real-time updates, education on safety risks, and information on how to access warming centres and other resources are not available unless both the responder agency and the residents have reliable internet.

> *"The Internet is more significant than space. If my office burns down, I can buy new computers and be back up in 48 hours because everything is on the internet."*
>
> *-Part-time resident*

Health Sector

Due to population size, and the inherent geographic constraints of islands, the SGI region struggles to attract full-time health and wellness providers. As a result, members of the community must leave the island in order to access these services at great cost to our health care system and to the individual.

"Our island's Assisted Living volunteer organization drives people to Victoria for medical appointments. It's a bit of a ridiculous situation because if we had enough internet bandwidth to access telehealth, we would no doubt eliminate at least half of these off-island appointments. It would allow people to take better responsibility for their health. The further you go down the hill of poverty, health, ability, age, all that stuff that takes a little bit away from your ability to advocate, the worse off you're going to be. And all these little interventions, like Home Health Monitoring, can add to people's advocacy. It may not be immediately intuitive, but better internet equals better health indicators on the islands."
-Health Care Representative

While the Ministry of Health and regional health districts are working to improve equitable access to health care across rural, remote, and urban areas, their solutions are heavily reliant on reliable digital connections. Operators in this sector highlighted some of the opportunities that should be improving health care to SGI residents, but aren't available due to poor internet service:

- Initiatives like Telehealth and Home Health Monitoring provide access to physicians and specialists for those living in remote and rural locations. These services are reducing the cost of delivering health care, alleviating the burden on the travelling patient, and combating growing wait lists. Without fast and reliable internet, Island Health (the Vancouver Island Health Authority) cannot initiate these programs in the SGI.

- Counsellors and psychiatrists, massage therapists, chiropractors, community nurses, etc. are able to travel to underserved regions and provide services locally while still accessing their home office's network for schedules, patient files, and other medical resources. Without this option, SGI residents must take a

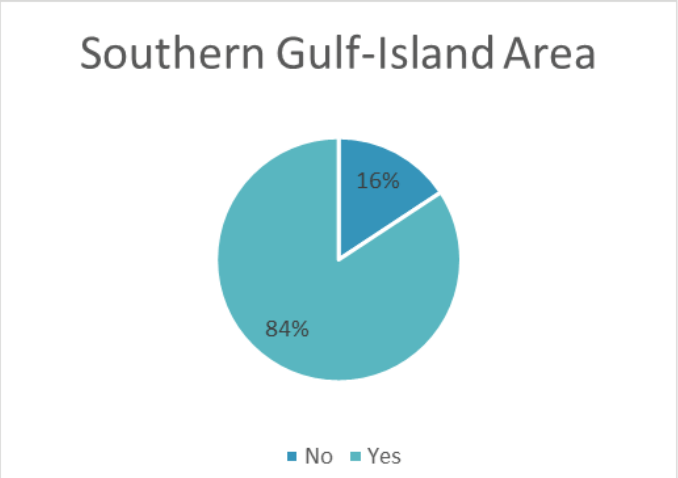
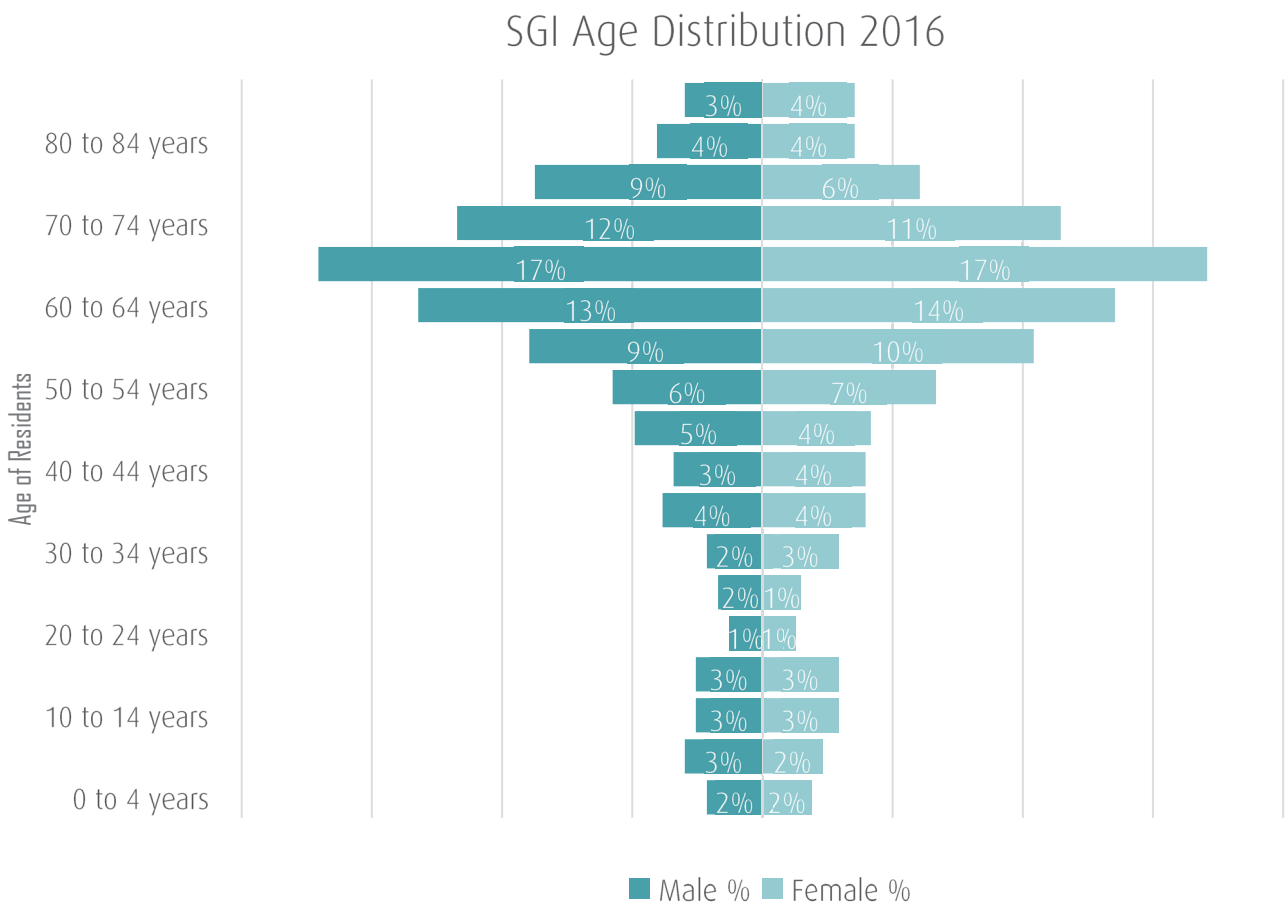


Figure 9 - 84% of survey respondents have had to go off-island to receive medical/pharmaceutical advice or consultation. Source: Resident Survey 2019/2020

day to travel to the nearest urban setting for a half-hour appointment, and this is often an insurmountable burden.

- Fast and reliable internet would allow the local clinics to provide several diagnostic and imaging services to patients by completing the tests on site and coordinate with remote experts to interpret the results.
- Telehealth would also provide relief for mental health patients who face an 18+ month waiting list to see a specialist, one of the most critical challenges for health care in SGI communities.



Attracting Young Professionals

A common theme across multiple sectors was the conviction that young professionals have built their careers using digital networks and, if they had reliable internet connection, would be eager to relocate to the SGI due to the desirable location and relatively low cost of housing. Those interviewed were hopeful that attracting younger

professionals would provide many benefits to the region, including retention of services that are currently threatened by a dwindling population.

Before widespread internet use in business, professionals needed to live close to a centralized location. In the past, this limited the type of work available to people in the SGI and consequently constrained population growth and demographic diversification. Digital options now provide the freedom for professionals to live away from urban centers and remain connected to their peers, but our heavy reliance on digital technology also creates a necessity for it—without access to the internet, most sectors are unable to operate.

"The Gulf Islands Film and Television School and the Access to Media Education Society have built a film-making industry on Galiano. These two organizations use film and video to do innovative, youth-centred social change work, and they have attracted professionals whose creative economy work is totally in line with low-impact community economic development. As a result, when people in the industry think about relocating from Vancouver, Galiano is one of the first places they think of. But we are losing the creative economy we have built here because of our increasing digital divide. Film requires massive file sizes now. As a result, projects done from Galiano are becoming more expensive and more complicated. We are now less appealing as a community to work remotely from because of the difficulty in communication. Improved internet connectivity with better bandwidth will allow us to revitalize Galiano's innovative film and video industry"

-Galiano Media Professional

Remote Workers

Digital communication platforms allow individuals and organizations to connect and collaborate with their peers regardless of their location. Not only does this technology eliminate the necessity of travel for meetings, it also provides the freedom for professionals to live away from urban centers and remain connected.

"We've been thinking of moving our business to Victoria (away from Mayne because of unreliable internet) - that's two jobs plus all the sub-contractors we hire, plus the housekeeping person."

- Resident & On-line Marketing Manager

In the interviews, professionals expressed their frustration at trying to work from an SGI location. Common complaints included:

- Online collaboration with a virtual team, which is becoming a standard mode of operating, is not possible. In particular, video conferencing is often impossible, and shared platforms cannot be accessed because slow internet hinders real-time updates.

> *"When using Software as a Service apps that require more bandwidth, such as travel reservations, my staff can sit at their screens for one or two minutes to refresh. It's disheartening and is a loss of productivity - impacts customer service."*
> *-Resort owner/operator*

- It can take 2-3 hours to upload a large file that should only take a few minutes.
- Professionals are disconnected from their industry, client-base, and peers. The impact of professional isolation while living remotely is increased, and there is a subsequent challenge of attracting and retaining staff.
- Businesses cannot manage the increasing complexity of files and cloud services.
- Being unable to use smart technologies means that local businesses are unable to keep up with the increasing pace of their industry. The services that are online, the size of files, the expectations of customers and partners are all moving forward and growing.

The cumulative impact of the lack of digital connectivity is that businesses report being unable to compete within their markets, suffering financially due to lost clients, and ultimately facing a loss of their business or employment.

The Hospitality and Retail Sector

The business sector comprises mostly retail organizations that cater to the local population and a strong touristic component, especially during the summer months, such as restaurants, resorts and B&Bs, various shops and retail outlets. Most of these organizations use the internet to support regular operations.

> *"When I moved to Mayne in 2002 with my family, it was a quality of life decision. I hoped to be able to move my business to Mayne. I reasoned that as an architect there was no reason, I couldn't do most of my work remotely. I was wrong. Internet connectivity was bad then, and it has gotten worse ever since. We have moved back to Vancouver, and we come to Mayne every now and then. I am very disappointed about that. If we had connectivity bandwidth equivalent to Vancouver, that would change everything. I know a few of my associated would consider it a dream come true to live in the SGI and work remotely. I do."*
> *-Former Mayne Resident*

Virtually all customer-facing businesses have chronic difficulty hiring and keeping sufficient

staff to run their operations. As mentioned in the section on Health, the difficulty of attracting younger generation residents is in part due to connectivity shortfalls. The younger generation grew up with ubiquitous internet availability and use it in all aspects of their lives. In that context the SGIs, despite being a stone's throw from major cities, are remote and undesirable. Businesses frequently suspend their operations for a few days or weeks because the owners have no back-up staff. This causes economic losses to businesses and the community-at-large. Further, visitor experience is negatively impacted and the island's reputation can suffer.

Insufficient connectivity also impacts businesses when visitors, expecting that same connectivity they get at home, discover the internet is either not available or very slow. Accommodation establishments report that they lose initial bookings and repeat business due to a lack of internet connectivity. Even establishments that promote the lack of connectivity as a feature for clients who want to "get away from it all" report that those clients do want access to the internet once they arrive.

"There is an increasing number of ways to pay for goods and services using both cellular and internet. For instance, paying with QR codes is coming. Without adequate internet, we can't keep up"

- Restaurant Manager

Several of our interviewees mentioned that commerce and industry are rapidly evolving toward virtual-centric model where all the work is done online, back-ups are kept online, and increasingly brick and mortar office space is being replaced with internet-based collaboration mediated by robust multi-user apps and video-conferencing. Web-based Software, such as Service Applications, are replacing locally deployed enterprise software and cloud storage is used for back-up. In that kind of environment the federal upload and download minimum speeds of 50/10 Mbps pale in comparison to the 600 Mbps speeds presently available in urban milieus. The picture this paints is that unless internet connectivity improves dramatically, island businesses will increasingly be left behind and condemned to remaining small-scale, primarily seasonal outfits, instead of being the healthy backbone of a strong island economy.

Conservation Economy

The Southern Gulf Islands are a beacon of ecological awareness. The region hosts large remaining tracks of endangered Coastal Douglas Fir and Garry Oak ecosystems, and is situated within the Salish Sea, home to a diminishing Southern Resident Killer Whale population that is in turn reliant on depleting Chinook salmon stocks.

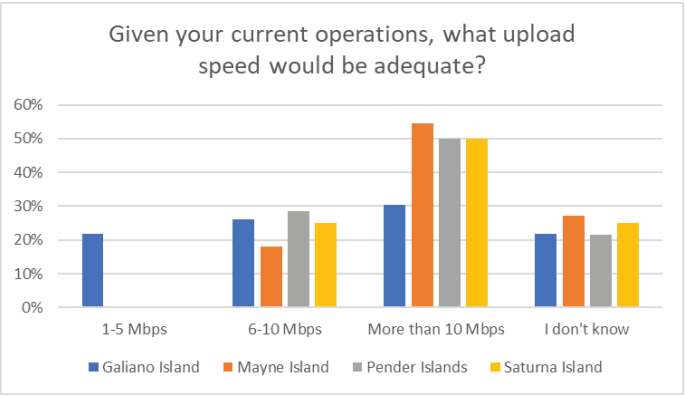
The region is also home to scientists and professionals working in the field of conservation. Examples such as the Saturna Island Marine Research & Education Society and Galiano Conservancy's Millard Learning Centre demonstrate the potential of the region to further develop its conservation economy.

Those working in the conservation sector report that they need to modify their practices when working in the SGI and, in some cases, accept the limitations of data collection in the region. They noted that until internet connectivity is improved, they are unable to:

- Utilize specialized digital applications for field work, education, and data collection.
- Create opportunities for Citizen Science, including Bio-Blitz programs that require uploading of data in real-time.
- Expand use of programs like Seek, i-Naturalist, Report-a-Weed, and I-APP database.
- Conduct remote conservation work and ensure the security of their data.
- Offer on-site education programs.
- Create or develop real-time data collection initiatives, such as weather station tracking.

"The two most pressing issues for the Islands Trust Conservancy as we look at the next 5 to 10 years is climate change and monitoring the impacts of that, as well as species at risk – doing more to monitor and manage, protect, restore the natural habitat of species at risk. Having improved internet connectivity would really help those initiatives in particular for environmental data collection using on site recording devices as well as monitoring devices for species at risk. Better internet would allow us to more fully implement the plan for species at risk and climate change adaptation. Further, it would enable the Islands Trust Conservancy staff to work either permanently of for longer periods of time within the islands in which they are doing their work. It would mean less commuting and that would definitely lower our carbon footprint. Also, there are so many meetings that with improved connectivity could be replaced by videoconferencing. That would strengthen connections because the staff could meet more often without having to do it in person all the time."

-Islands Trust Conservancy



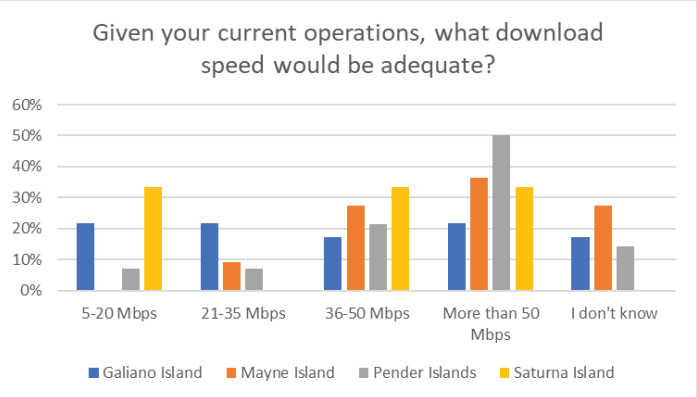


Figure 10 – Source Business Survey 2019/2020

Volunteerism and Island Sustainability

As part of an unincorporated rural Electoral Area under the jurisdiction of the Capital Regional District (CRD), the SGI do not benefit from all the services and supports available in a typical urban setting to meet the needs of the resident population. As a result, many non-profit societies, associations, committees and clubs have been formed through the years to meet these needs. Virtually all are run by volunteers and precariously funded by local fundraising and government subsidies. With a declining and aging population, there are increasing signs of volunteer exhaustion and a diminished ability to fundraise. This parallels the stress points mentioned earlier for the business sector. The inability to attract younger professionals to the SGIs because of inadequate connectivity also means the community is unable to replace the elders who have aged out and left the island in running these essential volunteer organizations. Besides a progressive loss of capability, there is also a reduction in competence and funding, as well-educated, affluent professionals stay away. While the islanders are self-reliant and eager to get things done, there is a lack of technical and managerial competencies which middle class professionals would bring to the islands.

Education and Professional Development

Specialized training and education services are not available locally for SGI residents and access to them requires travel, overnight stays, and absences from work. For some that were interviewed, these barriers make it impossible to upgrade their skills or train for a new career, particularly when they are unable to travel due to their role as primary caretaker for a child or parent.

> *"Think Holodeck, where people engage in digital experiences for training and fun! That's going to require way more than 50 Mbps!"*
> *-Emergency coordinator, about evolving training technologies*

Online education has become a standard mode for learning and is generally available for all disciplines. It requires reliable and high-speed internet, and until that is available, residents in the SGI are unable to:

- Adopt new technologies and provide related training to their staff.
- Take courses required to stay current and competitive within their professions, sometimes as mandated by professional associations to maintain credentials.
- Enjoy the health and social benefits associated with life-long learning habits.
- Remain on track in a fast-paced, information-driven economy.

- Provide training and education locally to retain a diverse and youthful population.

The emergency services sector in particular reported that training volunteer responders has grown increasingly challenging in recent years, as fast-paced industry advancements have far exceeded the local departments' abilities and budgets to send volunteers away for training. Extensive travel and time away from work and family also overtaxes the volunteer base.

Children in this region are able to attend a local school on their island during their elementary years. These schools are served with fibre optic broadband, but due to school district requirements this service cannot be further distributed to the community. Once students age into travelling off-island for school, families report feeling marginalized from School Board governance because they aren't able to participate remotely, and some students lack access to remote learning tools needed to fully participate in learning.

Resident Perspectives

Feedback from interviews, community meetings, and survey responses have shown overwhelming support on the part of SGI residents for improving connectivity on the islands. In particular, 88% would like to see higher internet speeds and reliability.

Residents prioritized the following ways in which improved connectivity would improve their lives: accessing information and entertainment; keeping in touch with friends and family; and saving money. Residents also identified many of the same themes and concerns about the impact of connectivity on livability as were discussed in the context of operating organizations and businesses, namely, improving emergency services and health care and thereby ensuring a safer place to live; and perhaps most importantly, attracting young professionals in the green economy to increase the population, ensure adequate volunteers to support local organizations, reduce ecological impact, and bolster the communities' resilience against the threat of climate change. It is widely felt that the quality of life on the islands would be improved with faster and more reliable internet speeds.

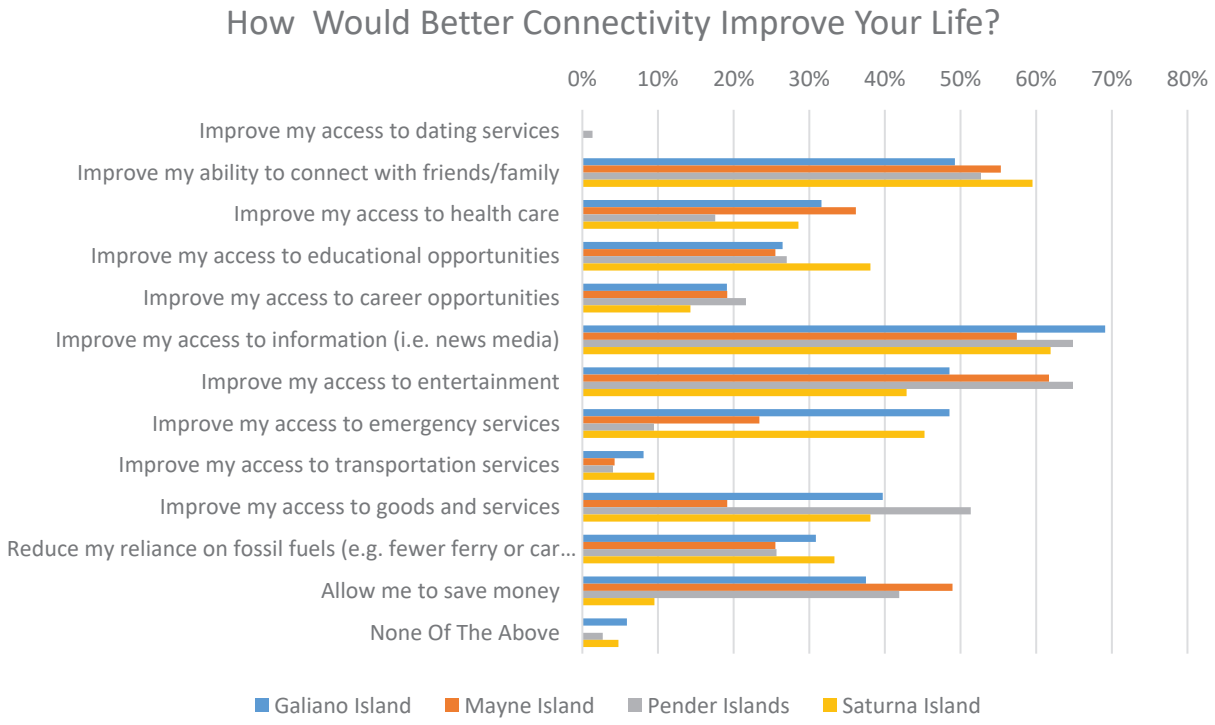


Figure 11 – Source: Resident Survey 2019/2020

The SGI as a Home for Youth and Young Families

One specific concern that was shared was that some islands are at risk of losing their elementary schools due to low attendance. Families with children in the Southern Gulf Islands enjoy a quality of life and community not found in urban centres, but the lack of services is challenging. If these schools close, children will no longer be able to attend school within their community and will have to travel by boat for several hours each day to attend a centralized school. This extends their school day by several hours, means that they must overnight away from their family or choose to not participate in extracurricular activities, and depletes the community of its youth. The impact of transporting elementary children to a centralized location would have a negative impact on the children, their families and a loss of jobs for those who work at the schools.

The underlying problem is not the low school population. The underlying causes of the decline of island population are that the older community members move off-island to get closer to medical facilities as they grow older, and the islands have been unable to attract younger families in sufficient numbers to fill the gap.

Interviewees were particularly optimistic that with improved digital connectivity would come a bolster in youth and young families moving to the island.

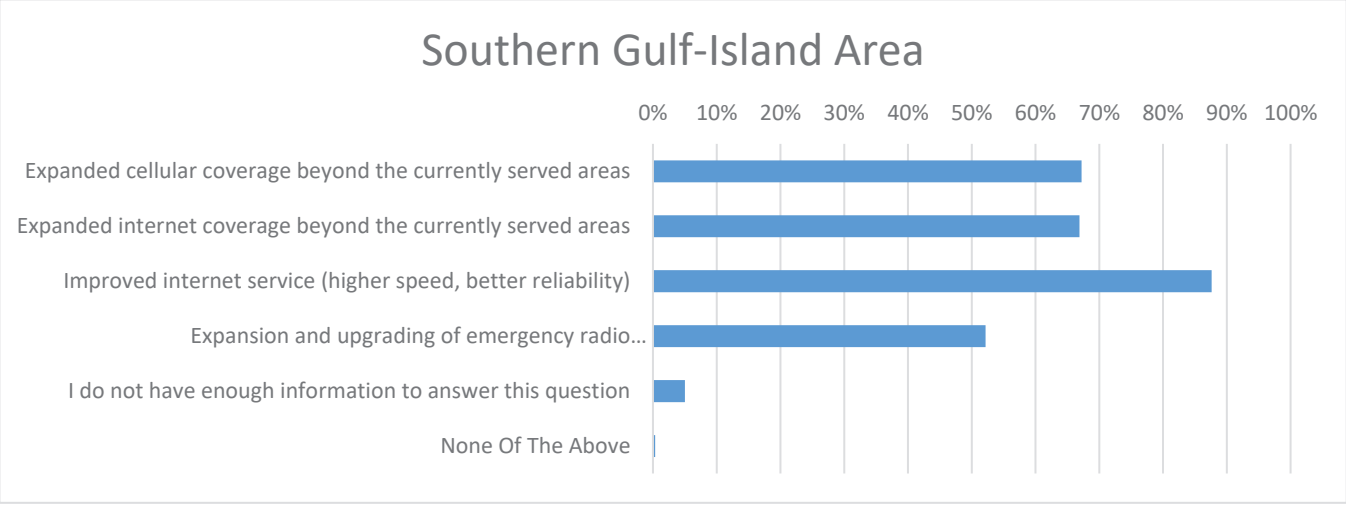


Figure 12 - Support for Connectivity Improvements. Source: Resident Survey 2019/2020

The focus of this process was on communities' needs and opportunities for economic, social, and environmental sustainability that improved connectivity would bring. This process did not focus on the technology and

infrastructure that would be required to deliver new service in the region and information was not provided about the different options of connectivity technology currently employed. However, when asked, 62% of respondents favoured fibre and 44% wireless. About a quarter of the respondents said they did not have enough information to answer the question. We received three responses stating concerns with EMF frequency and opposing internet expansion in general. In the community meetings and interviews, there was discussion about the expected Connected Coast undersea fibre project and hope that it will improve access to fibre optic connectivity for the region. Discussions acknowledged the high costs associated with underground fibreoptics and the site-specific island variability that impacts last mile connectivity designs. There is also an understanding that a combination of technology would likely be needed to serve the islands and meet the minimum standards of connectivity. It was brought up that overhead lines could be a first step of a phased approach, but BC Hydro owns the poles and it is costly to rent space. BC Hydro was not a part of the consultation process, however it has been flagged that they are a key player to coordinate with in the future.

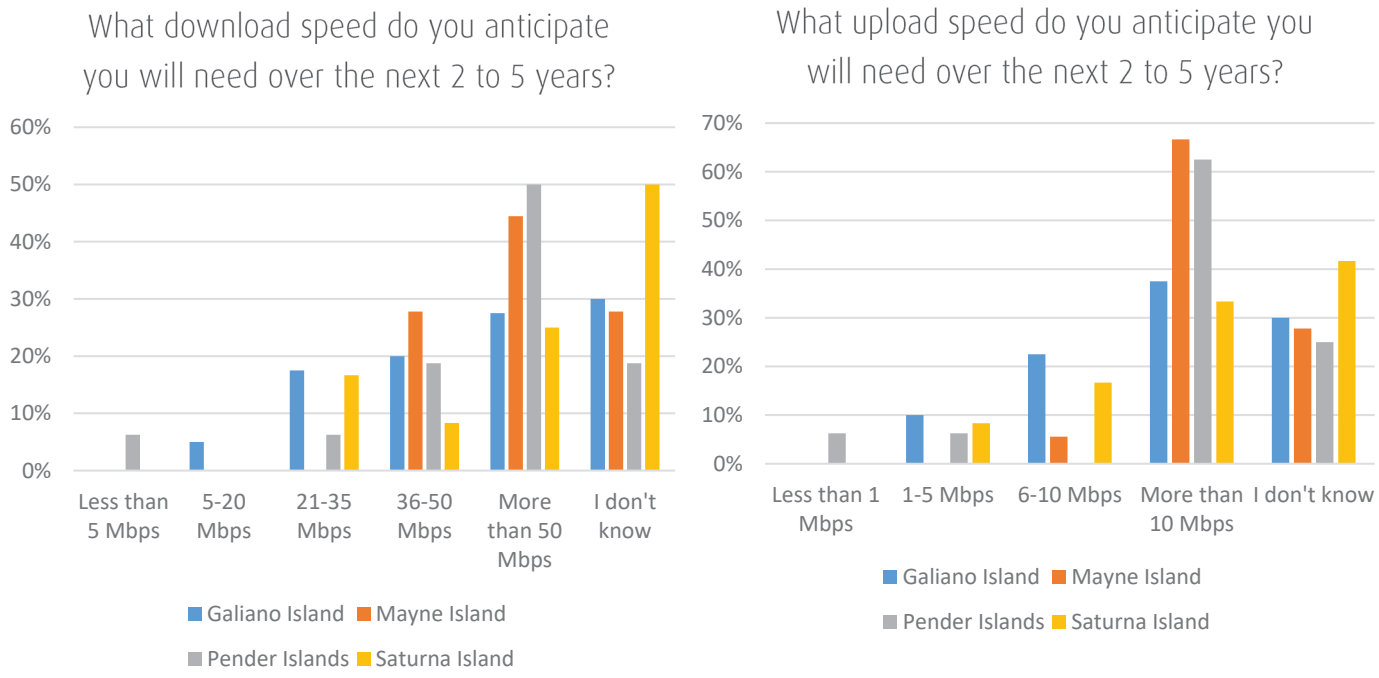


Figure 13 - Source: Resident Survey 2019/2020

Conclusions

In-depth community engagement was conducted with residents, community groups, businesses, internet service providers, non-profits, and government agencies to discuss the limitations of the current lack of connectivity and the potential for better, faster, more reliable internet to support the social, economic, and sustainability goals of the SGIs. The conclusions and recommendations of this report are based on the survey responses and on the significant qualitative data that was collected in the way of interviews, group discussions, and public meetings.

This process has confirmed that improved connectivity is a fundamental requirement for SGI communities to revitalize their communities. Connectivity is an integral piece of core community goals, including:

Attracting and retaining young families

- It is strongly anticipated that improved connectivity would support young families and enable more working professionals to choose to live on the islands, shifting the demographic trend of an aging, shrinking population.

Lowering the region's ecological impact while promoting economic development

- Bringing the SGI region to meet Federal standards will reduce the significant environmental cost of travelling to access services. The health of the local economy will improve through the creation of more options for island residents to have sustainable income sources and the attraction of more professionals in green economic sectors; sustainable industries like the conservation economy can grow with the ability to store data and communicate across distances.

Improving emergency response, community health and well-being

- Better connectivity will improve quality of life, reduce expenses, and improve access to health and social services, government programs, education options, and social cohesion. It will have a significant impact on residents' access to health and emergency services. Initiatives like Telehealth and Home Health Monitoring would provide access to physicians and specialists and not only reduce the cost of delivering health care, but also reduce the travel needed for residents to access health services.

Recommendations and Next Steps

This connectivity plan represents a community based assessment of the challenges faced by the rural island communities in the Southern Gulf Islands Electoral Area. It identifies how better connectivity would support solutions to the SGI's social and economic community needs. Servicing the SGI region with the minimum federal standard of 50/10 mbps would offer the base level of connectivity essential to meet community goals and should be prioritized by the Provincial and Federal governments. The following recommendations are proposed as a way forward towards resolving the issues identified throughout this process. A concerted effort to access public funds, private sector investment, and to coordinate an integrated, regional design is required.

- Technical analysis and connectivity design plan(s) should identify how the SGI as a region can be served with a level of connectivity to meet minimum national standards.
- Infrastructure solutions for last mile connectivity should provide a range of options of technology and estimate the associated cost of development and maintenance. Because of the varied geography and dispersed populations, there may be a need to integrate different kinds of service delivery and thus form partnerships with more than one Internet Service Provider.
- In a phased approach to last mile connectivity, design solutions should prioritize community hubs, commercial centres, and public service buildings.
- CRD should provide a coordinating role and seek partnerships with one or more Internet Service Providers to conduct an infrastructure design plan, and advance applications to the Federal and Provincial government funding programs to support implementation.
- It is recommended that the Federal and Provincial governments remove barriers to ensure the Southern Gulf Islands Electoral Area are eligible for any possible infrastructure funding programs (especially the Island Coastal Economic Trust (ICET), and access to Community Futures).
- Islands Trust Local Trust Committees should consider this report as demonstrating broad community support for service improvements when deciding concurrence, as required to meet Innovation, Science, and Economic Development Canada (ISED) requirements for telecommunications infrastructure proposals.

Appendix 1: Summary of Consultation

SOUTHERN GULF ISLANDS CONNECTIVITY PLANNING

SEPTEMBER – DECEMBER 2019

The SGI Connectivity Planning process sought to have a wide range of input from the residents, community services, businesses, and government workers on each island. A number of different communications and engagement tools were utilized; these were provided in print and shared on-line via social media, the website, and a media release. Backgrounders, FAQs and hard copy surveys were also distributed to Sector Interview and community workshop attendees.

- Four page Frequently Asked Questions (FAQ)
- Two-pager Backgrounder on the project
- Two surveys were developed and hosted on the CRD website. They were also available in paper copy. The surveys targeted different audiences:
    - Residents
    - Business sector (included public and private service providers)
    - There was also a speed test survey people could take to measure their internet speed.
- Media Release Issued on November 6, 2019
- Print Media
    - Two project advertisements ran in the November and January issues each of the local island newspapers:
        - Galiano *Active Page*
        - *Saturna Scribbler*
        - *Pender Post*
        - *Mayneliner*

- Social Media - The project was announced and promoted using social media. The Community Economic Sustainability Commission's Facebook group was used to post to each island's home discussion page. Posts were "boosted" to increase engagement.
- Conference Presentation: Rural Islands Economic Forum

- Project staff presented the project on a Broadband Panel at the Rural Islands Economic Forum (Poets Cove, Pender Island, November 7/8, 2019). In addition to CRD staff for the Southern Gulf Islands, the panel included representatives from the Province, Strathcona Regional District (Connected Coast), Shaw, Telus, and Beacon Wireless.

- Islands Trust
  - Letters introducing the project and inviting participation were sent to the Mayne Island Local Trust Committee, the North Pender Local Trust Committee, the South Pender Local Trust Committee, the Saturna Island Local Trust Committee, and the Galiano Island Local Trust Committee.
  - A public presentation/delegation was presented by CRD staff at four public LTC meetings (one/island).
- Mailout – Residents were sent information about the project in the mail. The information encouraged people to fill out a survey and give their input.
- CBC Radio Interview: Aired November 21, 2019 within the "On the Island," news segments for CBC Vancouver Island.

Sector Interviews

Interviews were conducted with a wide range of sectors on each island. The results of these interviews form a substantial qualitative data set informing the SGI Connectivity Plan. See the table below for a list of interviewees.

Community Workshops

Community Workshops were held on each of the islands.

Mayne Island – November 22
Pender Island – November 29
Saturna Island – December 5
Galiano Island – December 13

The workshops used an interactive and iterative format to gather input. People were asked to consider how better, faster, more reliable internet would impact community themes such as economy, transportation, community resilience, conservation, emergency response, education, health care, etc. Examples from the sector interviews

were shared with workshop participants and each island was assigned a different coloured dot to vote for statements they agreed with.

Format:

- Presentation and background information
- Short video highlighting the experience of Port McNeil, Bella Bella, or Cumberland
- Open house – Dotmocracy/Flip Chart milling stations
- Group Discussion

SECTOR INTERVIEWS CONDUCTED:

SGI SEPTEMBER –DECEMBER 2019

RETAIL

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Owner, Galiano Soapworks	Manager, Tru Value Grocery Store	Mayne Island Brewery	Saturna General Store
		Home Hardware Store	Money Family Farms
		Alea Printing	Grouchy Crab Pottery & Gifts
		Village Bay Repairs	Saturna Island Propane
		Nomad Essentials	Vibrational Greens
		Active Pass Auto and Marine Ltd.	
		Terrill Walsh Art Gallery	
		Envision Gallery	

		Meadowmist Farm	
		Barber Shop	

HEALTH CARE

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Emergency Services Coordinator/RN	Executive Director, Pender Islands Health Care Society	Resident General Practitioner	Saturna Medical Clinic
Board Member, Galiano Health Care Society	Provider, Online Health Education	Psychotherapist	Volunteer Emergency Responder
Community Paramedic, BCAS		Mayne Island Health Center Ass'n	
Executive Director/Manager, Galiano Health Care Society		Mayne Island Assisted Living Society	

EMERGENCY SERVICES

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Emergency Services Coordinator	Unit Chief, BC Ambulance	Mayne Island Fire Chief	Emergency Advisory Committee
Deputy Emergency Services Coordinator	Assistant Chief, Pender Island Fire Rescue	Mayne Island Emergency Coordinator	Saturna Island Fire Protection Society

Fire Chief, North Galiano Fire Department			
Fire Chief, South Galiano Fire Department			

INFORMATION/TECHNOLOGY/COMMUNICATIONS

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Individual tech workers	Digital Service Provider	Alea Printing/Mayneliner	SaturnaNet Coop
	Manager, Pender Post	Self-employed technical consultant	Saturna Sunset Scribbler
	Computer Technician	DarrenAndMike.com (Telemarketing)	
Shaw Cable			
Xplornet			
Beacon Wireless			
South Island Internet			

HOSPITALITY

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Proprietor, Eagles Nest Retreat	No response	Mayne Island Resort	Saturna Island Tourism Association
		Blue Vista Resort	Money Marina
		B&B Owner	

		Bistro Restaurant	

PUBLIC SECTOR

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Board members, Galiano Library Society	Recreation Coordinator, Pender Island Community Hall	Chair, Chamber of Commerce	School District 64
Director, Galiano Island Resources and Recycling	Islands Trust	Commissioner, Mayne Island Parks and Recreation Commission	Islands Trust
Board member, Parks and Recreation Commission		Chair, Community Economic Sustainability Commission	Eddie Reid Memorial Library
Operations Manager, Galiano Community Daycare		Chair, Housing Society	
Director, Community Development Office		Directors, Mayne Island Agricultural Society	
Volunteer, Galiano Club		Community Bus Volunteer	
Trustee, Islands Trust			

EDUCATION

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
School District 64			
Director, Galiano Conservancy Association			Saturna Ecological Education Centre
Executive Director, Access to Media Education Society			
Professor, UBC Dept. of Education			

ARTS & CULTURE

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
2 Independent visual artists	Ptarmigan Arts	3 Independent visual artists	ArtSaturna
		Envision Gallery	Saturna Recreation and Cultural Centre
			Owner, Photography
			Owner, Photography
			Cyclone Fighting Arts

REMOTE WORKERS

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Privacy Consultant	Telecommuter – IT sector	IBI Group	Architect

CAD Consultant		Architect	Owner, Medical Consulting
Government researcher		Business Consultant	Owner, Database Design and Programming
Web Designer		Self-employed technical consultant	
Translator		DarrenAndMike.com (Telemarketing)	
Visual Effects Programmer			
Accountant			
Science student			
Professor, UBC Dept of Education			

TRANSPORTATION

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Proprietor, Porlier Pass Provisions Charters	Pender Island Community Bus	Community Bus	Saturna Shuttle
Board members, Galiano Transportation Society	Pender Island Taxi	Private Charter Boat Owner/Operator	Ocean River Sports
Proprietor, Galiano Courier			
Manager, Gulf Island Kayaking			
Galiano Trustee, SD64			

REAL ESTATE

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Manager, Gulf Islands insurance	No Response	Chair, Mayne Island Housing Society	AA Money LTD.
Realtor, Galiano Island Realty		Builder	
Proprietor, Hunterston Homes			

CONSERVATION ECONOMY

GALIANO ISLAND	PENDER ISLANDS	MAYNE ISLAND	SATURNA ISLAND
Curator, Biodiversity Galiano	Raincoast Conservation Society	Mayne Island Conservancy Volunteer	Saturna Island Marine Research and Education Society
Islands Trust Conservancy			

Appendix 2: Community Engagement Results

Southern Gulf Islands Connectivity Workshop Results

Community Workshops were held on each of the islands in the fall of 2019.

Mayne Island – November 22
Pender Island – November 29
Saturna Island – December 5
Galiano Island – December 13

The workshops used an interactive and iterative format to gather input. People were asked to consider how better, faster, more reliable internet would impact community themes such as economy, transportation, community resilience, conservation, emergency response, education, health care, etc. Examples from the sector interviews were shared with workshop participants and each island was assigned a different coloured dot to vote for statements they agreed with (Mayne –red; Pender- blue; Saturna- yellow; Galiano-green).

The format included:

- Presentation and background information
- Short video highlighting the experience of Port McNeil, Bella Bella, or Cumberland
- Open house – Dotmocracy/Flip Chart milling stations
- Group Discussion

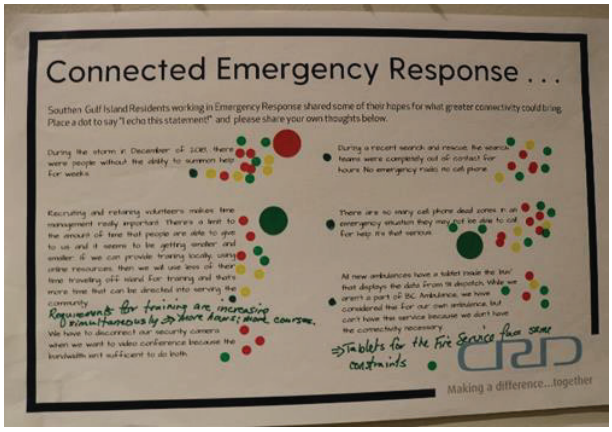
Flip Charts Transcribed

Health and Wellness

"Hot line health answers to common concerns and conditions."

"Connectivity allows transmission of photos of skin/swelling/other medical conditions to support diagnosis and triage."

"Telehealth—online consultations with medical specialists would save money and time."



Emergency Response

"CAD (Computer and Dispatch) with accurate location."

"Training of volunteer ambulance and fire responders is very expensive for our community. Online training would save our community money and time and would help to recruit newer/younger volunteers."

"Emergency Program uses numerous online protocols to exchange information in case of disaster. For the most part these require robust hydro supply just to ensure connectivity on Saturna and Galiano. We do not at present have this reliability."

"Cell service would provide us range to reach out if in trouble on roads or trails not currently served by cell service."

"Requirements for training are increasing simultaneously—more hours, more courses."

Economy

"Solid, reliable internet forms the foundation for small to medium sized businesses in the SGIs."

"Take part in distance education careers."

"Young working families could live here and "renew" the community. Lots of good jobs are now done mainly online—graphic design, writing jobs, etc."

"If I'm doing something which requires a good connection, like teaching or video conferencing then I cannot risk coming here."

"If I can work from home it reduces the cost of living for my family."

As Residents

"Helping seniors stay at home supported by remote family members."

"Paying for a service that doesn't deliver is a waste of money."

"All Service Canada submissions require internet connectivity: submitting taxes, checking pension and child tax benefit info, etc. Not having good connectivity creates second class Canadians."

"It reduces costs to use internet for entertainment and not having to add satellite tv."

"We could download and stream music, tv and movies."

"Improves quality of life."

"Affordable housing (compared to city)—if one had a real income from a full-time job that could be done mostly online."

"Why live in the country if you want city amenities?"

"People living with principles intact."

"Deliver online training."

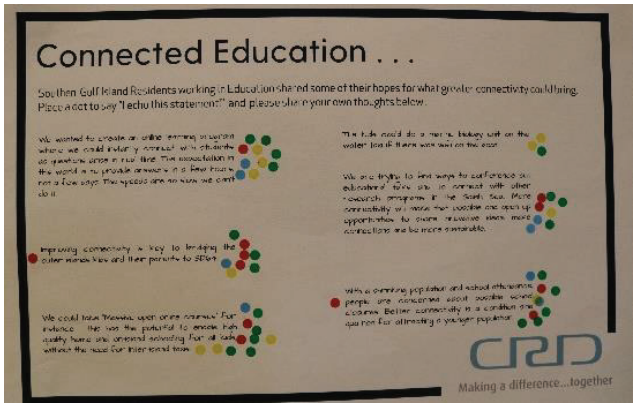
Conservation

"Monitoring via webcam: the SRKWs [Southern Resident Killer Whales], birds, marine life."

"Better ability to share data."

"Ability to tap into broader support—funding for land conservation and marine conservation."

"Perhaps we could attract scientific research to Saturna to help improve our understanding of the environment."



Education

"Online education programs"

"Access to SIDES (South Island Distance Education) that is consistent."

"As a practicing music teacher I access YouTube, etc. in lessons. At my download speed presently, this is impractical."

"Getting the answers quickly, and the culture that goes with this expectation does not cultivate or encourage critical thinking."

"Provide online education opportunity for all residents—not just K-12."

"Lifelong education access."

"Can the library hook up with the school's high speed internet?"

Internet Service Providers

"ISPS need to be a part of this conversation."

"We don't have any competition for Shaw. They operate as a gouging monopoly."

"No service from Shaw or Telus at all—never will be."

"Need fibre cables."

"Need good hard wired connections for privacy/security; reasonable service and prices from ISPs."

Arts and Culture

"Shaw limits access to programs (TV)—costs increase if one chooses certain channels."

"Most art shows are now juried digitally."

"All graphic art/illustration jobs are computer based."

"Large presentations to whole community for interaction and discussion after presentation."

"Actually stream concerts, programs, etc."

"Someone who is ill or home-based could be a part of entertainment, learning, books etc. with connectivity and streaming."

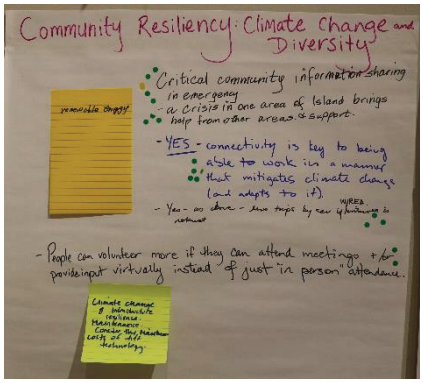
"Artists can't maintain their websites."

Community Resiliency: Climate Change and Diversity

"Critical community information sharing in emergency—a crisis in one area of the Island brings help from other areas and support."

"Connectivity is key to being able to work in a manner that mitigates climate change (and adapts to it)."

"People can volunteer more if they can attend meetings and/or provide input virtually instead of just "in person" attendance."



"Climate change and infrastructure resilience. Maintenance—consider the maintenance costs of different technology."

"Less trips by car if wired internet is robust."

"Renewable energy."

Hopes and Fears

"Keep in touch with family and friends."

"Emergency Public Notifications."

"Do not need another bureaucracy eating up resources that should go toward infrastructure."

"Fear—excessive costs ever climbing."

"Hope—that this time it will actually get done."

"Effects of wireless and cell phone technologies on health of animals and people."

"Health issues."

"Concerns about the fracturing of human contact because of too much wire connection. Also if there's not contact except for in-person. Effects can be both positive and negative."

"Our community "disconnected." "

"Wireless technology has not be proven to have any negative effects on health of people or animals. Risk vs. benefit scenario—benefits far outweigh potential risks."

Public Service

"Partner children with seniors."

"BC Ferries is moving to only online schedule, this will disenfranchise islanders without reliable internet access."

"As a senior, the internet keeps me sane and keeps me connected to friends and family and the bigger world."

"Not all seniors have or want access to the internet."

"Often I have several meetings on Vancouver Island per month (sometimes multiple in a week). Each time I must spend 12+ hours off-island to attend—would prefer to videoconference."

Making a difference...together

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, JANUARY 06, 2021

SUBJECT **Capital Regional District 2020 Audit Planning Discussion**

ISSUE SUMMARY

This report provides information to the Finance Committee (the Committee) on the 2020 Audit Plan and related work to be completed by KPMG for the 2020 year-end audit of the Capital Regional District (CRD).

BACKGROUND

Under Section 377 of the *Local Government Act*, the CRD is required to appoint an auditor licensed under the *Business Corporations Act*. KPMG was appointed by the CRD Board for the upcoming audit.

Consistent with the approach from previous years, the auditors circulate the audit plan to the Committee for information prior to the start of the audit. KPMG will make a presentation to the Committee to review the 2020 annual Audit Planning Report (Appendix A), as a fundamental component of the CRD's annual financial statement audit. This standard audit procedure is similarly undertaken by other local governments in the region.

The presentation will provide the Committee with an overview of the audit strategy and approach that KPMG will use in addressing any significant risks. The audit plan is designed to identify and address key financial reporting risks, including fraud, by evaluating the existence, quality and effectiveness of management's internal controls over financial reporting. KPMG notes, in Appendix A, that they have not identified any areas of significant financial reporting risks. However, there is a presumed fraud risk around revenue and management override of controls. KPMG addresses this risk by performing testing of journal entries and other adjustments, performing a retrospective review of estimates and evaluating the business rationale of significant unusual transactions. Additionally, at the Committee meeting, KPMG will obtain the Committee's views on the risk of fraud for the CRD.

KPMG will present to the Committee an overview of the audit cycle, timetable and specific areas that the audit will focus on, including: Core Area Wastewater Treatment Program (CAWTP) expenditures, capitalization of CAWTP assets, impairment of assets, Regional Housing First Program, cash and investments, tangible capital assets, liabilities for contaminated sites, the Hartland Landfill closure and post-closure cost estimates, accounts payable and accrued liabilities, debt, revenue and expenses, and any financial reporting impacts or disclosures related to COVID-19. KPMG will provide the basis of audit materiality they deem necessary to evaluate any misstatements they identify during the audit.

ALTERNATIVES

Alternative 1
The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2020 Audit Plan developed by KPMG be approved.

Alternative 2
That this report be referred back to staff for additional information.

IMPLICATIONS

Financial Implications
KPMG will begin the year-end audit field work remotely on March 8, 2021, for approximately two weeks. The auditors will perform sample testing on many areas including invoices, journal entries, accounts receivables, and accounts payables in order to gain reasonable assurance that all aspects of financial transactions are being recorded and reported in compliance with Canadian Public Sector Accounting Standards (PSAS). The audit team will also conduct interviews with staff in order to review internal controls and processes. Subsequent to completion of the audit field work, financial statements will be finalized by CRD staff. As part of the audit process, the auditors will provide the Committee with a detailed Audit Findings Report. The finalized financial statements will be presented to the Finance Committee along with the Audit Findings Report and Statements of Financial Information (SOFI).

CONCLUSION

KPMG's primary objective of the Financial Statement audit is to present an opinion on the extent to which the CRD's consolidated financial statements are fairly presented, in accordance with the Public Sector Accounting Standards. As part of the annual audit, KPMG provides an audit plan to the Committee. The auditors will conduct their audit of the 2020 financial statements pursuant to this plan.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District 2020 Audit Plan developed by KPMG be approved.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: KPMG CRD 2020 Audit Planning Report

KPMG

Capital Regional District

Audit Planning Report
for the year ended December 31, 2020

KPMG LLP

Prepared for the Finance Committee's meeting on January 6, 2021

kpmg.ca/audit

Table of contents

EXECUTIVE SUMMARY	**2**
GROUP AUDIT SCOPE	**3**
AUDIT AND FINANCIAL REPORTING IMPACTS OF COVID-19	**4**
MATERIALITY	**5**
AUDIT RISKS	**6**
OTHER FOCUS AREAS	**7**
AUDIT QUALITY AND TRANSPARENCY	**10**
KEY DELIVERABLES AND MILESTONES	**11**
NEW AUDITING STANDARD	**12**
APPENDICES	**13**

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At KPMG, we are **passionate** about earning your **trust**. We take deep **personal accountability**, individually and as a team, to deliver **exceptional service and value** in all our dealings with you.

At the end of the day, we measure our success from the **only perspective that matters – yours**.

This Audit Planning Report should not be used for any other purpose or by anyone other than the Board of Directors. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this Audit Planning Report has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Executive summary

Areas of focus for financial reporting

Our audit of the Capital Regional District (the "Entity" or "CRD") is risk-focused. In planning our audit we have taken into account key areas of focus for financial reporting. These include:

- Financial reporting considerations of COVID-19
- Presumed fraud risk of management override of controls

See pages 3-9.

Effective communication

We are committed to transparent and thorough reporting of issues to management and the Board of Directors. This is achieved through formal and informal meetings and communications throughout the year. If you have any comments you would like to bring to our attention, please contact Lenora Lee.

Audit materiality

Materiality has been determined based on total expenses. We have determined materiality to be $4,200,000 (2019 - $4,200,000).

See page 4.

Quality control and independence

We are independent and have a robust and consistent system of quality control. We provide complete transparency on all services and follow the Board of Directors' approved protocols where required.

See page 10.

New auditing standards

A new auditing standard, CAS 540 Auditing Accounting Estimates and Related Disclosures, is effective for CRD's 2020 fiscal year.

See page 12 for further details.

Current developments

Please refer to Appendix 3 for the current developments updates, including COVID-19 resources.

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Group audit scope

Significance of component	Entities	# of components	Procedures performed by
Individually financially significant	*Capital Regional District (CRD)*	1	Group team – KPMG Victoria
Not significant	*Capital Regional Housing Corporation (CRHC)*	1	Group team – KPMG Victoria

Audit and financial reporting impacts of COVID-19

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. As the COVID-19 pandemic evolves, CRD will need to continue to assess the impact on its operations and finances and consider the implications on financial reporting. We have analyzed the impact of the COVID-19 pandemic situation on the audit of the financial statements for the year ended December 31, 2020 and discussed the audit and financial reporting implications with management based on what has occurred to the date of this report.

We provide the following information for the review of the Board of Directors and describe the additional procedures that we will be performing. As the COVID-19 pandemic is a dynamic situation, we will continue to update our Audit Plan as the situation warrants. We will communicate any additional changes to our Audit Plan to the Board of Directors in our Audit Findings Report.

Considerations	Audit implications
Conducting the audit work	– We plan to undertake a primarily remote audit again this year. We have established a secure ShareFile platform to facilitate the sharing of information with management. We have discussed the details of the audit with management, and we are ready to undertake the audit as planned and on schedule. The prior year audit was performed primarily remotely.
General considerations	– We will obtain an understanding of what changes to process activities and controls have been implemented to determine if the planned audit procedures are appropriate. We have conducted preliminary discussions with management and will confirm our understanding of any significant changes by performing walkthroughs of transactions.
Planning and risk assessment	– We have determined materiality based on budgeted total expenses. – We anticipate the operational impacts of COVID to be evident in multiple areas of CRD's financial statements. Where we have planned to perform analytical procedures we will adjust our expectations in line with known COVID impacts (ex. reduced auxiliary hours worked, decreases in recreation revenues and expenses, etc.)
Financial reporting	– Currently, we expect that COVID-19 will continue to impact CRD's operations and finances beyond December 31, 2020. – An assessment should be made by management of any COVID-19 financial implications. – Significant actions undertaken by CRD should be disclosed in a note to the financial statements, including a statement as to whether or not these factors present uncertainty over future cash flows, cause significant changes to assets and liabilities, and/or significantly impact future operations. Measurement of the estimated financial effect should be disclosed, or it should be stated if the effect is not determinable. – We will work with management to customize the wording of the COVID related disclosures for CRD's specific situation. – Refer to our COVID-19 Financial Reporting site.

Materiality

Materiality is used to identify risks of material misstatements, develop an appropriate audit response to such risks, and evaluate the level at which we think misstatements will reasonably influence users of the financial statements. It considers both quantitative and qualitative factors. To respond to aggregation risk, we design our procedures to detect misstatements at a lower level of materiality. Professional standards require us to re-assess materiality at the completion of our audit based on period-end results or new information in order to confirm whether the amount determined for planning purposes remains appropriate.

Materiality determination	Comments	Amount
Materiality	Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The corresponding amount for the prior year's audit was $4.2 million. Materiality when evaluating CRD non-consolidated operations (excluding CRHC operations) is $4 million.	$4.2 million
Benchmark	Based on budgeted total expenses. In previous years we have used prior year audited total expenses, however, to reflect growth and potential changes due to COVID-19, we have used budgeted total expenses this year. The prior year benchmark was based on 2018 audited total expenses of $164.7 million.	$177.9 million
% of Benchmark	The prescribed range is between 0.5% and 3.0% of the benchmark. The corresponding percentage for the prior year's audit was 2.55%.	2.36%
Audit misstatement posting threshold	Threshold used to accumulate misstatements identified during the audit. The corresponding amount for the prior year's audit was $200,000.	$200,000

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We will report to the Board of Directors:

- Corrected audit misstatements
- Uncorrected audit misstatements

Audit risks

Professional standards presume the risk of fraudulent revenue recognition and the risk of management override of controls exist in all entities.

The risk of fraudulent revenue recognition can be rebutted, but the risk of management override of control cannot, since management is typically in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.

Significant financial reporting risk	Why is it significant?
Fraud risk from revenue recognition	This is a presumed fraud risk. The risk of fraud from revenue recognition has been rebutted.
Fraud risk from management override of controls.	This is a presumed fraud risk. There are no specific additional risks of management override relating to this audit. As the risk is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include testing of journal entries and other adjustments, performing a retrospective review of estimates and evaluating the business rationale of significant unusual transactions.

Professional standards require that we obtain your view on the risk of fraud. We make similar inquiries to management as part of our planning process:

- Are you aware of, or have you identified any instances of actual, suspected, possible, or alleged non-compliance of laws and regulations or fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets? If so, have the instances been appropriately addressed and how have they been addressed?
- What are your views about fraud risks in CRD?
- How do you exercise effective oversight of management's processes for identifying and responding to the risk of fraud in CRD and internal controls that management has established to mitigate these fraud risks?
- Has CRD entered into any significant unusual transactions?

Areas of focus

Other areas of focus	Why are we focusing here?
Wastewater treatment project (WTP)	This is a significant project for CRD, involves a significant value of expenditure and significant management judgment may be required over recognition of impairment.

Our audit approach

- We will review the Project Board minutes.
- We will perform a walkthrough of the procurement process related to the WTP and expenditure controls in place.
- We will select a sample of and obtain supporting documentation for assets acquired/expenditures incurred. This will include a review of the classification of the assets and transfer from work-in-progress to other capital assets categories (as is consistent with the substantial completion of the project).
- We will verify the completeness of liabilities and contingent liabilities related to the WTP.
- CRD management will perform an evaluation of the capital costs incurred to date and make a determination on any possible provisions for assets that will not contribute to future service potential. We will review the CRD's process for identifying potential impairment to determine the scope of potential issues and focus of our audit effort.
- For items that CRD has assessed as impaired, we will verify the accuracy of the impairment.
- We will review government grants recognized as revenue in relation to the WTP by inspecting grant claims, agreeing them to cash receipt and appropriate eligible expenses related to grant terms.

Areas of focus (continued)

Other areas of focus	Why are we focusing here?
Regional Housing First Program	This was a new business model for CRD in prior period and involves significant funding, capital asset expenditure and new transactions between CRD and CRHC.

Our audit approach

- We will review the Board meeting minutes and any related committees for this program.
- We will obtain and review the contracts and agreements between CRD, CRHC, BC Housing and CMHC.
- Significant funding received and expenses incurred during 2020 will be compared to bank statements, contractual agreements and invoices.
- We will assess management's accounting and disclosures for the transactions related to the program.

Areas of focus (continued)

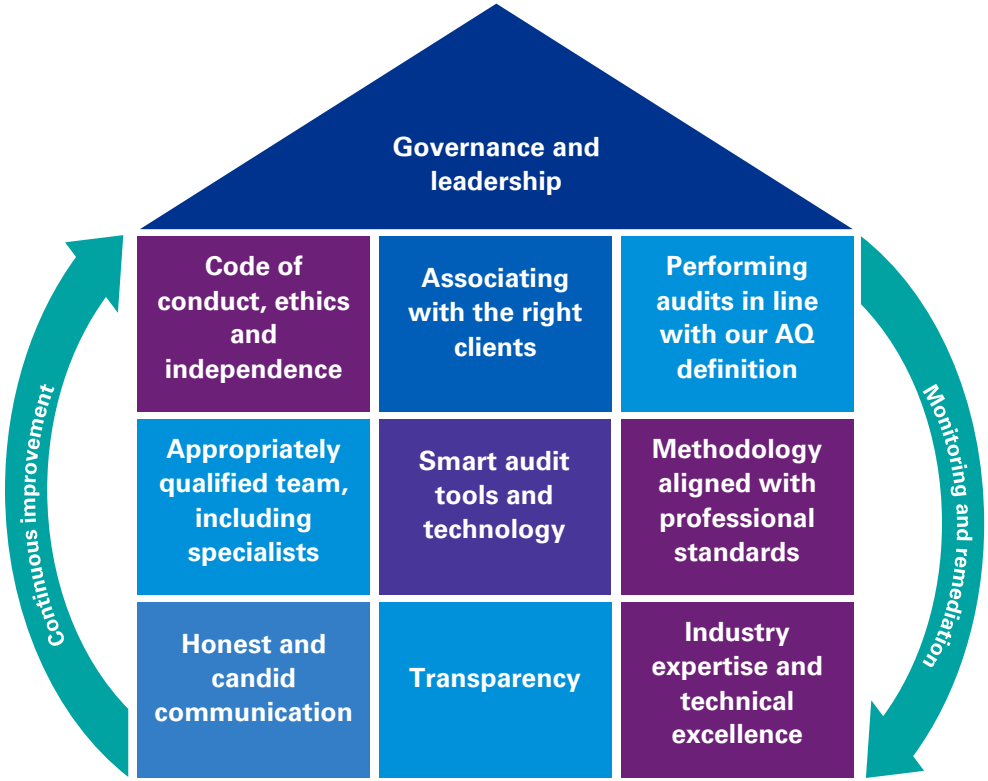
Other areas of focus	Why are we focusing here?
Hartland Landfill closure and post-closure costs	Landfill closure and post-closure costs are recognized in the financial statements including disclosure in the notes. This is a significant estimate for audit purposes as it involves multiple assumptions which drive uncertainty over the future costs.

Our audit approach

- Closure and post-closure costs are a significant estimate recognized in the District's financial statements. Measurement involves a number of inputs including capacity available and used, future costs, discount rates and inflation rates, among others.
- The last detailed assessment of costs by an external expert was performed in 1995. Management perform an analysis and update significant assumptions in subsequent years, including 2020.
- We will discuss the projections and inputs used to determine the closure and post-closure liabilities for the landfill with management and verify the accuracy of management's disclosed liabilities. This will be conducted in accordance with the requirements in CAS 540, Auditing Accounting Estimates and Related Disclosures (see page 11).

Audit quality and transparency

KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards. Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarizes the key elements of our quality control system.



Audit Quality Framework

What do we mean by audit quality?

Audit Quality (AQ) is at the core of everything we do at KPMG.

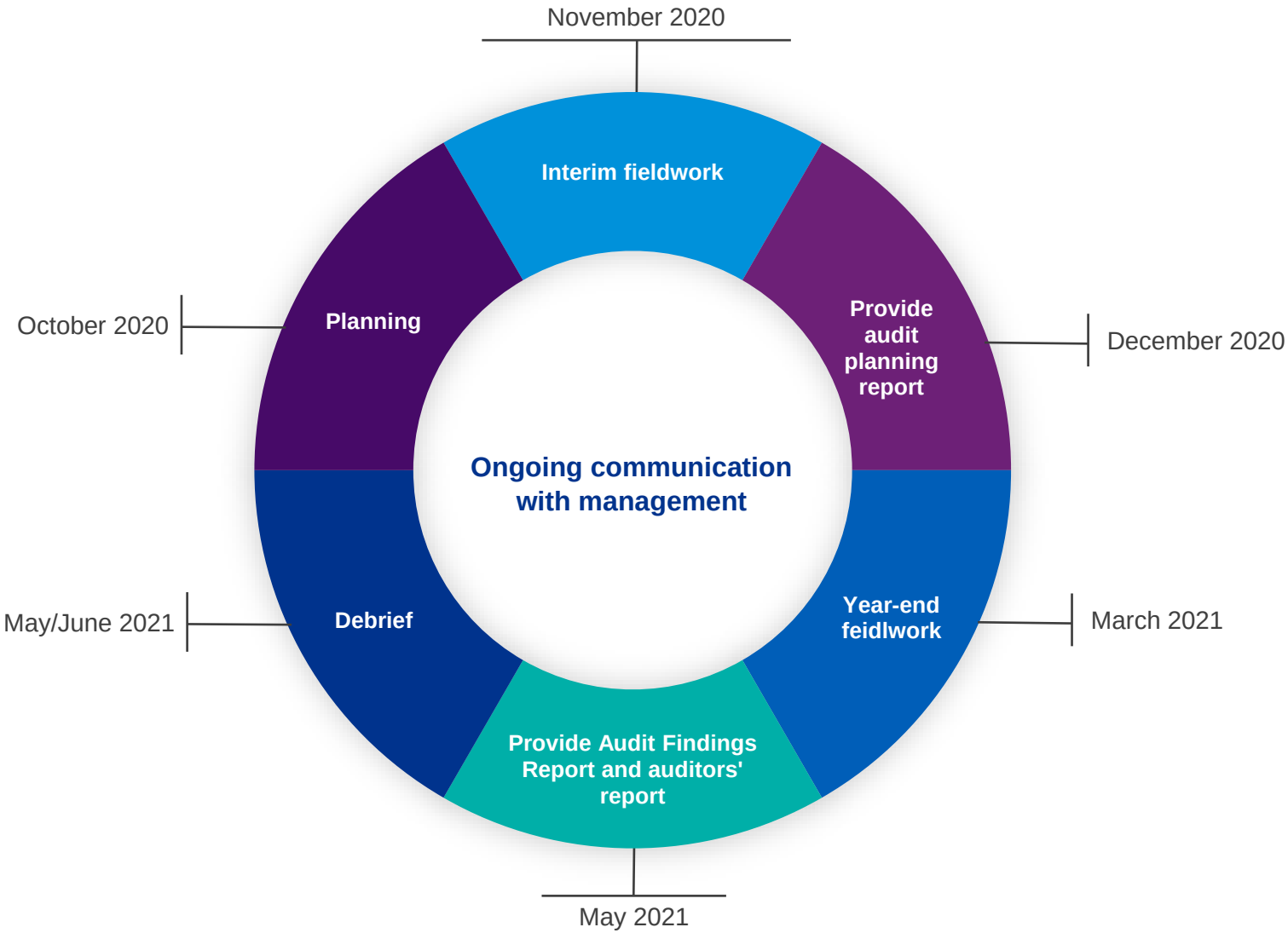
We believe that it is not just about reaching the right opinion, but how we reach that opinion.

We define 'audit quality' as being the outcome when audits are:

- Executed consistently, in line with the requirements and intent of applicable professional standards within a strong system of quality controls, and
- All of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics,** and **integrity**.

Our AQ Framework summarises how we deliver AQ. Visit our Audit Quality Resources page for more information including access to our Audit Quality and Transparency report.

Key deliverables and milestones



New audit standards

New auditing standards that are effective for the current year are as follows:

Standard	Key observations	Reference
CAS 540, Auditing Accounting Estimates and Related Disclosures **Effective for audits of Entities with year-ends on or after December 15, 2020**	**Expected impact on the audit:** — more emphasis on the need for exercising professional skepticism — more granular risk assessment to address each of the components in an estimate (method, data, assumptions) — more granular audit response designed to specifically address each of the components in an estimate (method, data, assumptions) — more focus on how we respond to levels of estimation uncertainty — more emphasis on auditing disclosures related to accounting estimates — more detailed written representations required from management	CPA Canada Client Briefing

Appendices

Content

Appendix 1: Required communications

Appendix 2: KPMG's audit approach and methodology

Appendix 3: Current developments and audit trends

Appendix 1: Required communications

Auditors' report	Engagement letter
A copy of our draft auditors' report setting out the conclusion of our audit will be provided at the completion of the audit.	The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter.
Audit findings report	**Management representation letter**
At the completion of the audit, we will provide our findings report to the Board of Directors.	We will obtain from management certain representations at the completion of the audit. In accordance with professional standards, a copy of the representation letter will be provided to the Board of Directors.
Independence	**Internal control deficiencies**
At the completion of our audit, we will re-confirm our independence to the Board of Directors.	Control deficiencies identified during the audit will be communicated to management and the Board of Directors.

Appendix 2: KPMG's audit approach and methodology

Collaboration in the audit
A dedicated KPMG Audit home page gives you real-time access to information, insights and alerts from your engagement team.

Issue identification
Continuous updates on audit progress, risks and findings before issues become events.

Data-driven risk assessment
Automated identification of transactions with unexpected or unusual account combinations – helping focus on higher risk transactions and outliers.

Deep industry insights
Bringing intelligence and clarity to complex issues, regulations and standards.

Analysis of complete populations
Powerful analysis to quickly screen, sort and filter 100% of your journal entries based on high-risk attributes.

Reporting
Interactive reporting of unusual patterns and trends with the ability to drill down to individual transactions.

Appendix 3: Current developments and audit trends

Current Developments, created by the KPMG Public Sector and Not-for-Profit Practice, summarizes regulatory and governance matters impacting public sector entities today, or expected to impact them over the next few years. We provide this information to help public sector entities understand upcoming changes and challenges they may face in their industry. Some of these developments may not impact CRD directly, but we believe it is important for the Board of Directors to understand what is happening in the sector.

New accounting standards

Standard	Summary and implications
Impact of COVID-19	– In response to the impact of COVID-19 on public sector entities, PSAB has approved deferral of all upcoming accounting standards by one year and will issue non-authoritative guidance on the effects of COVID-19.
Asset Retirement Obligations	– The new standard is effective for fiscal years beginning on or after April 1, 2022. The effective date was deferred by one year due to COVID-19. – The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets. PSAB currently contains no specific guidance in this area. – The ARO standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life. – As a result of the new standard, the public sector entity will have to: • consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset; • carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirements; • begin considering the potential effects on the organization as soon as possible to coordinate with resources outside the finance department to identify AROs and obtain information to estimate the value of potential AROs to avoid unexpected issues.

Appendix 3: Current developments and audit trends (continued)

Standard	Summary and implications
Revenue	– The new standard is effective for fiscal years beginning on or after April 1, 2023. The effective date was deferred by one year due to COVID-19. – The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement. – The standard notes that in the case of revenues arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations. – The standard notes that unilateral revenues arise when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.
Financial Instruments and Foreign Currency Translation	– The accounting standards, PS3450 *Financial Instruments*, PS2601 *Foreign Currency Translation*, PS1201 *Financial Statement Presentation* and PS3041 *Portfolio Investments* are effective for fiscal years commencing on or after April 1, 2022. The effective date was deferred by one year due to COVID-19. – Equity instruments quoted in an active market and free-standing derivatives are to be carried at fair value. All other financial instruments, including bonds, can be carried at cost or fair value depending on the public sector entity's choice and this choice must be made on initial recognition of the financial instrument and is irrevocable. – Hedge accounting is not permitted. – A new statement, the Statement of Remeasurement Gains and Losses, will be included in the financial statements. Unrealized gains and losses incurred on fair value accounted financial instruments will be presented in this statement. Realized gains and losses will continue to be presented in the statement of operations. – In July 2020, PSAB approved federal government narrow-scope amendments to PS3450 *Financial Instruments* which will be included in the Handbook in the fall of 2020. Based on stakeholder feedback, PSAB is considering other narrow-scope amendments related to the presentation and foreign currency requirements in PS3450 *Financial Instruments*. The exposure drafts will be released in summer 2020 with a 90-day comment period.
Employee Future Benefit Obligations	– PSAB has initiated a review of sections PS3250 *Retirement Benefits* and PS3255 *Post-Employment Benefits, Compensated Absences and Termination Benefits*. In July 2020, PSAB approved a revised project plan. – PSAB intends to use principles from International Public Sector Accounting Standard 39 *Employee Benefits* as a starting point to develop the Canadian standard. – Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, PSAB will implement a multi-release strategy for the new standards. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues.

Appendix 3: Current developments and audit trends (continued)

Standard	Summary and implications
Public Private Partnerships ("P3")	– PSAB has proposed new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. PSAB in the process of reviewing feedback provided by stakeholders on the exposure draft. – The exposure draft proposes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the P3 ends. – The exposure draft proposes that the public sector entity recognize a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. – The infrastructure would be valued at cost, with a liability of the same amount if one exists. Cost would be measured by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.
International Strategy	– PSAB has reviewed all proposed options for its international strategy, and in accordance with its due process, approved the option to adapt International Public Sector Accounting Standards when developing future standards. PSAB noted that the decision will apply to all projects beginning on or after April 1, 2021.
Purchased Intangibles	– In October 2019, PSAB approved a proposal to allow public sector entities to recognize intangibles purchased through an exchange transaction. Practitioners are expected to use the definition of an asset, the general recognition criteria and the GAAP hierarchy to account for purchased intangibles. – Based on stakeholder feedback, PSAB will develop a Public Sector Guideline to clarify the guidance in the exposure draft to PS1000 *Financial Statement Concepts*, PS1100 *Financial Statement Objectives* and PS1201 *Financial Statement Presentation*. The updates to the Handbook are expected to be released in fall 2020. The accounting for intangibles may be addressed through future PSAB projects.
Government Not-for-Profit Strategy	– PSAB is in the process of reviewing its strategy for government not-for-profit ("GNFP") organizations. PSAB intends to understand GNFPs' fiscal and regulatory environment, and stakeholders' financial reporting needs and concerns. – PSAB Is reviewing the feedback from the May 2019 consultation paper and expects to approve a second consultation paper in September 2020. PSAB will use the comments provided by stakeholders on the consultation papers to determine its next steps.

Appendix 3: Current developments and audit trends (continued)

Standard	Summary and implications
Concepts Underlying Financial Performance	– PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards. – PSAB is in the process of developing exposure drafts for the proposed conceptual framework and proposed revised reporting model, and their related consequential amendments. – PSAB is proposing a revised, ten chapter conceptual framework intended to replace PS 1000 *Financial Statement Concepts* and PS 1100 *Financial Statement Objectives*. The revised conceptual framework would be defined and elaborate on the characteristics of public sector entities and their financial reporting objectives. Additional information would be provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts would be introduced. – In addition, PSAB is proposing: • Removal of the net debt indicator, except for on the statement of net debt where it would be calculated exclusive of financial assets and liabilities that are externally restricted and/or not available to settle the liabilities or financial assets. • Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). • Restructuring the statement of financial position to present non-financial assets before liabilities. • Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities). • A new provision whereby an entity can use an amended budget in certain circumstances. – Inclusion of disclosures related to risks and uncertainties that could affect the entity's financial position.

Appendix 3: Current developments and audit trends (continued)

Our discussions with you, our audit opinion and what KPMG is seeing in the marketplace - both from an audit and industry perspective - indicate the following is specific information that will be of particular interest to you. We would, of course, be happy to further discuss this information with you at your convenience.

Thought leadership

Thought leadership	Overview	Link
2019 Audit Quality and Transparency Report	Learn about KPMG's ongoing commitment to continuous audit quality improvement. We are investing in new innovative technologies and building strategic alliances with leading technology companies that will have a transformative impact on the auditing process and profession. How do we seek to make an impact on society through the work that we do?	Link to report
Put your data to work to gain competitive advantage	There is no "digital economy". The economy is digital and "digits" refer to data. Data is the lifeblood of every organization on this planet and organizations that embrace this notion are well positioned to grow as industries continue to evolve and disrupt at an ever increasing pace.	Link to report
Predictive analytics, it works	CEOs recognize the value that predictive analytics delivers to their decision-making process.	Link to report
Creating the workforce of the future	You can't transform the organization without also transforming the workforce. It may be time to rethink the people strategy.	Link to report
Accelerate	Introducing the new 2019/2020 Accelerate report, a KPMG report and video series offering insight into the key issues driving the Board of Directors agenda, including: – Digital disruption of the finance function – Digital business brings increased cyber risk – Taking the lead on data privacy – Boards bracing for climate change – Future-proofing your enterprise risk management	Link to report
Board Leadership Centre	KPMG provides leading insights to help Board members maximize boardroom opportunities.	Link to site

Appendix 3: Current developments and audit trends (continued)

COVID-19 pandemic resources

Resources	Summary	Links
Resources for management and the Board of Directors	Please visit our COVID-19 website for resources regarding the topics below. This site is being updated daily based on information being released by federal, provincial and municipal news releases. – Business continuity guide – Immediate actions to take – Medium to long-term actions – Tax considerations and a summary of federal and provincial programs – Legal considerations – Financial reporting and audit considerations – Global perspectives	COVID-19 Alerts (Live Link)
Return to the workplace	As all levels of government begin to take steps toward re-opening the country and restarting our economy, planning for the return to a physical workplace is quickly becoming a top priority for many organizations. With the guidelines for the pandemic continuing to evolve daily, there are many considerations, stages and factors employers need to assess in order to properly develop a robust action plan which can ensure the health and safety of their workforce. We have put together a Return to the Workplace guide to support an organization's planning efforts in preparing to return to physical workplace. Our guide includes a list of considerations, stages and factors that can help establish a robust action plan for your organization to safely return to work. The guide is supported by a dynamic playbook, which our team has developed to outline a comprehensive list of actions an organization can take, based on their unique situation and immediate needs.	Website link Link to guide

kpmg.ca/audit

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KPMG

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REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, JANUARY 06, 2021

SUBJECT **Capital Regional District External Grants Update**

ISSUE SUMMARY

This report provides an update on external grants activity since November 9, 2020, through the submission deadline for this report of December 14, 2020.

BACKGROUND

The CRD External Grants Dashboard (Appendix A) summarizes grant applications and calls in progress, awards, and the status of projects still in progress. The report summarizes activities and outcomes since the External Grants Update was presented to the Board on December 9, 2020.

IMPLICATIONS

Financial Implications

Grants / Contributions Awarded

1. Federation of Canadian Municipalities-Green Municipal Fund-Water Capital projects: Core Area Wastewater Treatment Project, approved for $3M grant in combination with a $20M loan.

2. Building BC – Community Housing Fund: 2780 Spencer Rd project in partnership with the Capital Regional Housing Corporation, applied for $5.9M.
    a. Proposed project was approved to move forward through the selection process.
    b. The grant funding is not fully secured at this time and is subject to final approval from BC Housing.

3. BC Hydro Sustainable Communities Implementation Fund: Capital Region Electric Vehicle Infrastructure Road Map, approved for $36,000.

4. Canada Summer Jobs: Student funding:
    a. Environmental Protection, for $3,957.

One grant remains under news embargo.

Applications Submitted

Two applications were submitted:

1. Provincial Urban Deer Cost-Share Program: Enhanced Eco-Cultural Restoration Partnership Proposal – Fallow Deer Management on Mayne Island project, for $18,000.

2. Investing in Canada Infrastructure Program – Green Infrastructure – Climate Change Mitigation – CleanBC Communities Fund: Panorama Recreation Energy Recovery Project, for $1,972,430.

Core Area Wastewater Treatment Project Update

The CAWTP project is partially funded by the Federal Government and the Province of BC. The Federation of Canadian Municipalities-Green Municipal Fund (FCM-GMF) recently announced their contribution to the project with a $3M grant and a $20M loan. The GMF fund is funded by the federal government and FCM delivers the grant to municipalities; the loan portion is funded and administered by the BC Municipal Finance Authority.

During the month of November, the CRD did not receive any grant payments for this project; final payments are subject to holdback until the project and reporting are complete. Cumulatively, the CRD has received $339M of the estimated revised total of $462M in grant revenues. The remaining (up to) $123M, plus the $20M loan is expected to be received in 2021 based on timing of eligible expenditures and achievement of target milestones.

Service Delivery Implications

New Grant Opportunities

Nine new grant calls were issued during the reporting period. Grant Calls in Progress for which the CRD is eligible to apply are featured in Appendix A (see pages 7–9), and in the table below:

Grant	Deadline	Information
Emissions Reduction Fund: Onshore Program: Natural Resources Canada	30-Nov-20	Provides funding to reduce/eliminate methane emissions.
Jumpstart: Community Development Grant	01-Dec-20	Provides funding for aspects of sports/ recreational programming.
Green Infrastructure Phase II, Energy Efficient Buildings Program	22-Dec-21	Provides funding for net-zero energy ready houses/buildings.
National Disaster Mitigation Program	07-Jan-21	Provides funding to address flooding projects, and to projects that reduce the risks of flooding.
Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream: Adaptation, Resilience, and Disaster Mitigation	11-Jan-21	Provides infrastructure funding for flood mitigation projects.
Rapid Response Stream-Universal Broadband Fund: Innovation, Science and Economic Development Canada	Ongoing until 15-Jan-21	Special stream to address immediate connectivity needs for households. Expected project completion date: 15-Nov-21.
Preventing and Addressing Family Violence: Public Health Agency of Canada	27-Jan-21	Provides funding for projects that both prevent/address family violence in relation to health impacts.

Grant	Deadline	Information
Investing in Canada Infrastructure Program: COVID-19 Resilience Infrastructure Stream	27-Jan-21	Provides funding for public infrastructure projects in response to COVID-19, including retrofits, rehabilitation, upgrades, response infrastructure, active transportation, and disaster mitigation.
Universal Broadband Stream-Universal Broadband Fund: Innovation, Science and Economic Development Canada	15-Feb-21	Provides funding for broadband infrastructure projects in rural and remote areas. Expected project completion date 31-Mar-27.

Forthcoming Funding Initiatives

1. BC Active Transportation: applications for the 2020/21, anticipated intake for fall/winter 2020.

2. UBCM Poverty Reduction Planning & Action Program, anticipated intake for spring 2021.

CONCLUSION

The CRD recognizes grants are a supplementary funding source to address the needs of services provided to the region. The External Grants Update outlines how the CRD continues to integrate and consider these grant opportunities relative to service needs, as well as informing local partners of these opportunities through the grants dashboard. The CRD will continue to provide a summary of activities and outcomes in the External Grants Update on a monthly basis.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District External Grants Update be received for information.

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: External Grants Dashboard

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress (=delay) | ☑ Application Done - Outcome pending | Project Done (=payment pending) | ☒ Application Declined | Links to information

	Grant Program Links	Application Deadline	Project	Status	Board Resolution	Comments		Grant Ask	% of Total Project (Eligible & Ineligible Costs)
GRANT APPLICATIONS IN PROGRESS	Disaster Mitigation and Adaptation Program	17-Jul-20	Construction of Regional and Sub-Regional Seismically Resilient Water Supply	☑	N/A	IWS - Infrastructure Operations is the lead	$	36,900,000	42%
	CleanBC - BC Hydro Commercial Custom Program	N/A	Panorama Energy Recovery Project	☑	N/A	PES - Panorama is the lead	$	200,000	7%
	Swim to Survive - Lifesaving Society	07-Jun-19	Swim to Survive Day Community Grant for SEAPARC	☑	N/A	PES - SEAPARC is the lead		TBD	TBD
	FCM - Green Municipal Fund - Water Capital Projects	01-Mar-19	Core Area Wastewater Treatment Project	☑	N/A	Approved for a $3M grant in combination with a $20M loan.	$	3,000,000	0.4%
	Canada Nature Fund	15-Aug-18	Acquisition of land for preservation/park use	☑	N/A	EOI submitted; details remain undisclosed		TBA	TBA
	Jumpstart Community Development Program	01-Feb-20	Swim Program for Indigenous Children and Youth	☑	N/A	PES - Panorama is the lead. Postponed due to COVID-19.	$	2,692	TBC
	Island Health Community Wellness Grant	26-Feb-20	Lifeguard Academy for Indigenous Youth	☑	N/A	PES - Panorama is the lead. Postponed due to COVID-19.	$	13,264	TBC
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program	26-Feb-20	Juan de Fuca Water Distribution Service for Anderson Cove	☑	12-Feb-20	IWS - Infrastructure Operations is the lead	$	1,460,000	71%
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program	26-Feb-20	Magic Lake Estates Wastewater System Renewal	☑	12-Feb-20	IWS - Infrastructure Operations is the lead	$	5,390,000	44%
	Connecting British Columbia (Network BC and Northern Development Initiative Trust)	15-Feb-20	TELUS applied to extend fibre optic connectivity in JDF	☑	12-Feb-20	TELUS-CRD provided a letter of support/resolution		TBC	TBC
	Broadband Fund-Canadian Radio Television and Telecommunications Commission	30-Apr-20	TELUS applied to extend fibre optic connectivity in JDF	☑	12-Feb-20	TELUS-CRD provided a letter of support/resolution		TBC	TBC
	BC Hydro Sustainable Communities Implementation Fund	12-Feb-20	Capital Region Electric Vehicle Infrastructure Road Map	☑	N/A	PES - Environmental Protection - Climate Action. Approved for $36,000	$	50,000.00	69.93%
	Canada Summer Jobs	24-Feb-20	Summer student funding	☑	N/A	Human Resources is the lead. Approved for SSI Parks and Recreation $5,895, SEAPARC $16,352, Panorama-Greenglade $32,704, and Environmental Protection $3,957, total $58,908.	$	110,376.00	TBC
	Municipal Asset Management Program-FCM	Continuous	Asset Life-Cycle Assessment Policy and Procedures	☑	Required	Asset Management is the lead	$	50,000.00	80%
	Enabling Accessibility Fund-Small Projects	13-Jul-20	Improving Accessibility - Panorama Recreation & SEAPARC	☒	N/A	Panorama and SEAPARC	$	100,000.00	87%
	Investing in Canada Infrastructure Program-Community, Culture, and Recreation Stream	01-Oct-20	Elk/Beaver Lake Oxygenation System	☑	9-Sep-20	Regional Parks is the lead	$	700,000.00	42%

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress (=delay) | ☑ Application Done - Outcome pending | Project Done (=payment pending) | ☒ Application Declined | Links to information

GRANTS APPLICATIONS IN PROGRESS

Investing in Canada Infrastructure Program-Community, Culture, and Recreation Stream	01-Oct-20	Fernwood Elementary School Athletic Field Upgrades	☑	9-Sep-20	SSI Administration is the lead	$ 646,587.00	73%
Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Maliview Wastewater Treatment Plant Upgrade	☑	9-Sep-20	SSI Administration is the lead	$ 1,989,000.00	88.47%
Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Lyall Harbour Boot Cove Water Service Improvements Project	☑	9-Sep-20	IWS is the lead	$ 1,110,600.00	95.69%
Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Port Renfrew Water Supply Line Replacement Project	☑	14-Oct-20	IWS is the lead	$ 1,573,918.00	96.92%
Investing in Canada Infrastructure Program-CleanBC Communities Fund	12-Nov-20	Panorama Recreation Energy Recovery project	☑	14-Oct-20	PES - Panorama is the lead	$ 1,972,430.00	70%
Active Transportation Planning Program	30-Oct-20	Active Transportation Plan for the Southern Gulf Islands	☑	14-Oct-20	SGI Administration is the lead	$ 10,000.00	35%
New Horizons for Seniors Program	20-Oct-20	Community Garden Improvements at Greenglade Community Centre	☑	N/A	PES - Panorama is the lead	$ 25,000.00	100%
Building BC - Community Housing Fund	04-Sep-20	2780 Spencer Rd project in partnership with the Capital Regional Housing Corporation.	☑	N/A	Regional Housing is the lead. Approved to move forward in process-funding subject to BC Housing approval	TBC	TBC
Community Economic Recovery Infrastructure Program-Unique Heritage Infrastructure Stream	29-Oct-20	Goldstream Powerhouse Roof ($76,360) & Emma and Felix Jack Park Cultural Heritage Project ($15,700)	☑	N/A	Regional Water Supply Service and Mayne Island Parks and Recreation Commission	$ 92,060.00	99.14%
Community Economic Recovery Infrastructure Program-Community Economic Resilience Stream	29-Oct-20	Revitalization of Greenglade Community Centre Outdoor Space	☑	N/A	PES - Panorama is the lead	$ 329,520.00	95.65%
Community Energy Financing - FCM	30-Oct-20	Capital Regional Residential Energy Retrofit Program	☑	14-Oct-20	PES - Environmetal Protection - Climate Action is the lead	$ 175,000.00	54.69%
Rapid Housing Initiative-Major Cities Stream Immediate Support-Canada Mortgage and Housing Corporation	N/A	Permanent Affordable Housing under Rapid Housing Initiative	Work in Progress	N/A	Regional Housing is the lead. Allocation of $13,056,502	N/A	N/A
COVID-19 Safe Restart Grants for Local Governments	N/A	Funding for local operations impacted by COVID-19	Work in Progress	N/A	Alllocation based on per capita. Allocation of $1,421,000.	N/A	N/A
Provincial Urban Deer Cost-Share Program	16-Oct-20	Enhanced Eco-Cultural Restoration Partnership Proposal – Fallow Deer Management on Mayne Island	☑	Required	SGI Administration is the lead	$ 18,000.00	41.86%
Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	27-Jan-21	Drake Road Trail Upgrades	Intent to apply	Required	SSI Administration is the lead	$ 80,000.00	80.00%
					TOTAL GRANT ASKS IN PROGRESS (EXCLUDING CORE AREA LIQUID WASTE MANAGEMENT)	$ 90,904,051	

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress (=delay) | Application Done - Outcome pending | Project Done (=payment pending) | Application Declined | Links to information

CORE AREA LIQUID WASTE MANAGEMENT - GRANT FUNDING STATUS								
	Grant Program Links	Contribution Terms and Purpose	Status	Board Resolution	Comments	Grant Award Maximum		Redeemed to Date
CORE AREA GRANTS	Infrastructure Canada - 3P Funding Agreement (Federal funding)	Lesser of 25% of eligible costs or $83.4M for a bio-solids energy centre treatment facility for wastewater sludge.				$	41,000,000	$ -
	Infrastructure Canada - Building Canada Fund (Federal funding)	Up to 50% of eligible costs to a maximum of $120M for construction of the McLoughlin Point Wastewater Treatment Plant, marine outfall pipe, and completion of the Victoria Harbour crossing.			Funding agreements executed. Construction to start in April 2017 as per March 16, 2017 joint media release (Canada, BC, CRD)	$	120,000,000	$ 108,000,001
	Infrastructure Canada - Green Infrastructure Fund (Federal funding	Up to 50% of eligible costs to a maximum of $50 M to upgrade Clover Point and Macaulay Point pump stations, implement attenuation tanks, and upgrade existing pump stations and piping systems.				$	50,000,000	$ 45,000,001
	Provincial Funding	The lesser of 1/3 total cost (excluding land acquisition cost) or $248M for construction of the wastewater treatment plant, the energy centre for sludge treatment, and conveyance system upgrades - all serving the Core Area.		08-Mar-17	CRD Board approved execution of the Provincial Agreement	$	248,000,000	$ 186,000,000
	TOTALS					$	459,000,000	$ 339,000,002

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress (=delay) | Application Done - Outcome pending | Project Done (=payment pending) | Application Declined | Links to information

PROJECTS IN PROGRESS

Grant Program Links	Dept.	Project Deadline	Project	Status	Lead	Project Cost (Estimate)	Grant Award
Bike BC Cycling Infrastructure Program	PES	30-Jun-21	E&N Rail Trail Phase 3: Atkins Ave. to Savory School		PES: Infrastructure Engineering and Facility Management	$ 4,157,536	$ 1,000,000
Community Resilience Through Arts and Culture Program	CS	31-Jul-20	WASANEC Community Resilience Project		First Nations Relations	$ 15,000	$ 12,000
Building BC - Community Housing Fund	PPS	2023	Caledonia Housing Project		CRD Housing is the lead. Application is also seeking mortgage subsidy of $666,500 per year. Supported by CRHC resolution 24-Jul-2018.	$ 50,225,725	$ 15,500,000
Clean Water Wastewater Fund	IWS	31-Mar-18	Port Renfrew Water Main Replacement Project		IWS - Infrastructure Engineering	$ 628,634	$ 488,103
UBCM Community to Community Forum	CS	31-Mar-19	WSANEC Leadership Committee		First Nations Relations-project not completed.	$ 5,750	$ 2,760
UBCM Community to Community Forum	CS	31-Mar-19	CAO - Band Administrators Forum		First Nations Relations-project not completed.	$ 2,167	$ 520
Strategic Wildfire Prevention Initiative - FireSmart	PPS	31-May-19	Saturna - FireSmart Planning & Activities Grant		Protective Services	$ 10,000	$ 10,000
SSI Community Foundation	SSI	01-Jun-19	For play equipment at Rainbow Pool		SSI Administration	$ 24,425	$ 18,563
Climate Action Revenue Incentive Program (CARIP)	PES	01-Jun-20	Conditional grant report		PES - Climate Action	$ 69,928	$ 69,928
Regional District Grant 2019	F&T	15-Jul-19	Regional District Grant - Unconditional		The Province announced the unconditional grants on 2019-06-26	$ 60,000	$ 60,000
Island Pathways (SSI) grant from SSI Foundation	PES	31-Dec-19	Development of the Booth to Baker Pathway		SSI Administration. Island Pathways obtained this grant from SSI Foundation to support CRD's work. Total cost to be confirmed.	$ 140,000	$ 100,000
Investment in Housing Innovation	PPS	31-May-20	3816 Carey Road Affordable Housing Project		Regional Housing	$ 15,249,662	$ 7,156,662
BC Hydro - Business Energy Saving Incentives Program	PES	31-Mar-20	Panorama LED lighting upgrade		PES - Panorama is the Lead	$ 60,000	$ 21,600
Community Emergency Preparedness Fund	PPS	27-Mar-20	Evaculation Route Planning for Electoral Areas		Protective Services	$ 25,000	$ 25,000
FCM Green Municipal Fund - Brownfield Renewal	WWTP	31-Mar-20	McLoughlin Point: Delineation of Groundwater, Bedrock and Soil Contamination		Core Area WWTP	$ 379,200	$ 175,000
FCM Green Municipal Fund - Brownfield Renewal	WWTP	31-Mar-20	McLoughlin Point: Remediation and Risk Assessment		Core Area WWTP	$ 343,800	$ 171,200
Infrastructure Planning Grant (2017)	PES	31-Mar-20	Bowker Creek Daylighting Feasibility Study		Stormwater-Harbours & Watershed: 10k each for CRD, Oak Bay, Saanich, Victoria)	$ 80,000	$ 40,000

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress (=delay) | Application Done - Outcome pending | Project Done (=payment pending) | Application Declined | Links to information

PROJECTS IN PROGRESS (con't)

Victoria Foundation Community Grants	PPS	1-Apr-20	Connect & Prepare- Housing Tenant Support		PPS - Regional Housing is the Lead	$ 167,669	$ 20,000
Community Resiliency Investment	PPS	30-Apr-20	FireSmart training in the Electoral Areas: Saturna, Pender, Juan de Fuca, SSI FireSmart Cross-Training		Protective Services	$ 100,000	$ 100,000
UBCM Federal Gas Tax - Strategic Priorities Fund	PES	30-Jun-20	SEAPARC Leisure Complex Expansion		SEAPARC	$ 3,410,406	$ 1,240,000
FCM Green Municipal Fund - Pilot Project	F&T	31-Oct-21	Zero Emissions Fleet Initiative		Risk Management - Climate Action	$ 1,087,000	$ 350,000
BC Rural Dividend	PES	22-Mar-21	Engineering Design for SGI Regional Trails		Regional Parks	$ 200,000	$ 100,000
BC Rural Dividend	SSI	22-Mar-21	Shared Service Business Model		SSI Administration	$ 100,000	$ 90,750
Invasive Plant Management	PES	31-Mar-21	Invasive Plant Management Project		Environmental Protection Division	$ 32,000	$ 32,000
Infrastructure Planning Grant	SSI	31-Mar-21	North Salt Spring Waterworks Infrastructure Assessment		SSI Administration	$ 10,000	$ 10,000
Child Care Space Creation Program	SSI	15-Apr-21	SSI PARC Licensed Preschool Child Care Space		SSI Administration	$ 296,460	$ 214,600
Affordable Rental Innovation - CMHC	PPS	31-Dec-21	Regional Housing First Program		Regional Housing: Partners include CRD, BC Housing, CMHC at $40M each.	$ 120,000,000	$ 120,000,000
Reaching Home-Designated Communities	PPS	31-Mar-24	For community homelessness service projects		PPS: Regional Housing	$ 4,772,699	$ 4,772,699
Reaching Home-Indigenous Homelessness	PPS	31-Mar-21	For community homelessness service projects		PPS: Regional Housing	TBC	$ 674,512
Reaching Home-COVID-19 Response	PPS	31-Mar-21	For community homelessness service projects		PPS: Regional Housing	TBC	$ 3,231,049
Island Health Community Wellness	PPS	1-Mar-20	Monitoring the Determinants of Health and Wellness in the Capital Regional		Community Social Planning Council	$ 50,000	$ 50,000
BC Hydro Sustainable Communities Program	PES	30-Sep-21	BC Hydro Community Energy Manager staff support		PES - Environmental Protection - Climate Action is the lead	TBC	$ 100,000
City of Victoria Housing Reserve Fund	PPS	2023	Michigan Housing Project		PPS-Regional Housing-CRHC	$ 1,395,000	$ 1,020,000
Rick Hansen Foundation BC Accessibility Grants	PES	30-Sep-20	Panorama Accessibility Improvements		PES - Panorama is the Lead	TBC	$ 20,000
Provincial Urban Deer Cost - Sharing Program	SGI	2020	Program to reduce fallow deer populations on Mayne Island		SGI Administration	TBC	TBC
Pacific Institute for Climate Solutions Internship Program	PES	31-Dec-20	Climate action student intern		PES - Environmental Protection - Climate Action is the lead	TBC	$ 12,000

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress (=delay) | Application Done - Outcome pending | Project Done (=payment pending) | Application Declined | Links to information

PROJECTS IN PROGRESS (con't)	UBCM-Community Emergency Preparedness Fund-Volunteer & Composite Fire Departments Equipment & Training	PPS	TBD	Joint CRD Volunteer Fire Department Equiptment and Training Project		PPS	$	128,372	$ 117,966
	UBCM-Community Resiliency Investment Program-FireSmart Community Funding & Supports	PPS	TBD	CRD Firesmart Project 2020		Parks and PPS	$	50,900	$ 49,900
	Community to Community Forum	PES	31-Mar-20	Watershed Management Engagement: Elk/ Beaver Lake		PES-Environmental Protection		TBC	$ 4,125
	UBCM Housing Needs Reports Program Grant	PPS	2021	Regional Housing Needs Report-Capital Region		CRD Development and Planning Advisory Committee	$	150,000	$ 150,000
	Community Child Care Space Creation Program	SSI	TBD	Multipurpose room for licensed child care and recreation programs		SSI Administration		TBC	$ 832,725
	Community Emergency Preparedness Fund - Emergency Support Services	PPS	2021	Electoral Area Equipment and Training for Emergency Support Services Modernization		Protective Services		TBC	$ 24,983
	BC Rural Dividend - Rural Community Development Grants	SGI	TBD	SGI Broadband Connectivity - Planning Project		SGI Administration		TBC	$ 50,000
	BC Active Transportation Infrastructure Grants Program: Active Transportation Network Planning Grant and Active Transportation Infrastructure Grant	SSI	Mar-21	Lower Ganges Road Pathways Phase 2: Booth Canal to Baker Road		SSI Administration	$	700,000	$ 490,000
	Investing in Canada - Community, Culture, Recreation	PES	TBD	Mayne Island Regional Trail - Phase One Development		PES - Regional Parks is the lead		TBC	$ 2,778,393
	2020 Emergency Operations Centres and Training Program-Community Emergency Preparedness Fund	PPS	2021	Electoral Areas (JDF, SSI, SGI) EOC Supplies Procurement Project		Protective Services	$	25,000	$ 25,000
GRANTS AWARDED as of December 14, 2020							**$**	**218,839,805**	**$ 171,015,024**

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply Work in Progress (=delay) Application Done - Outcome pending Project Done (=payment pending) Application Declined Links to information

	Grant Program Links	Launch Date	Application Deadline	Resolution Needed	Departments Alerted	Status
GRANT CALLS IN PROGRESS	Community Gaming Grant	Ongoing				
	Human and Social Programs		30-Nov-20	Not applicable; CRD's role can be to support a not-for-profit in pursuing these grants.	All	Grant alert sent. Featured in CRD Grants Weekly 2019-06-24
	Green Municipal Fund - Plans, Feasibility Studies, Pilot Projects Capital Projects	Ongoing	Ongoing	Depends on $ value	Standing Item	
	Address Improvement Grant	Ongoing	Ongoing	Not Specified	IT	Grant alert sent. Featured in CRD Grants Weekly 2019-07-12
	BC Hydro Sustainable Communities Program	Ongoing	Ongoing	N/A	Standing Item	
	Efficiency BC - Online hub of energy efficiency initiatives	Ongoing	Ongoing	N/A	Standing Item	
	Federal Gas Tax - Community Works Fund Update	Ongoing	Ongoing	N/A	Standing Item	Comprehensive CRD process in place for assignment of funds to Electoral Area Projects. Featured in CRD Grants Weekly 2019-04-05
	Ship-source Oil Pollution Fund	Ongoing	Ongoing	TBD	Standing Item	Grant alert sent; featured in CRD Grants Weekly 2019-05-03
	Ecological Gifts Program	N/A	Ongoing	Not Specified	All	Grant alert sent
	Family Violence Initiative	N/A	Ongoing	Not Specified	All	Grant alert sent
	Multi-sectoral Partnerships to Promote Healthy living and Prevent Chronic Disease – Canada's Tobacco Strategy	N/A	Ongoing	Not Specified	All	Grant alert sent
	Federal Lands Initiative	N/A	Ongoing	Not Specified	All	Grant alert sent
	National Housing Co-Investment Fund (New Construction, Housing Repair and Renewal, and Rental Construction Financing)	N/A	Ongoing	Not Specified	All	Grant alert sent
	Sustainable Affordable Housing-Green Municipal Fund-FCM	N/A	Continuous	Required	All	Grant alert sent

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress (=delay) | Application Done - Outcome pending | Project Done (=payment pending) | Application Declined | Links to information

GRANT CALLS IN PROGRESS

Investing in Canada Infrastructure Program-CleanBC Communities Fund	12-Aug-20	12-Nov-20	Required	All	Grant alert sent
UBCM-Housing Needs Report Program	N/A	13-Nov-20	Required	All	Grant alert sent
Community Emergency Preparedness Fund - Structural Flood Mitigation Program-UBCM	N/A	20-Nov-20	Required	All	Grant alert sent
Celebrate Canada-Canadian Heritage	N/A	21-Nov-20	No	All	Grant alert sent
Civil Forfeiture Crime Prevention and Crime Remediation	14-Oct-20	25-Nov-20	No	All	Grant alert sent
Treemendous Communities-Tree Canada	N/A	30-Nov-20	Not Specified	All	Grant alert sent
Edible Trees-Tree Canada	N/A	30-Nov-20	Not Specified	All	Grant alert sent
Emissions Reduction Fund Onshore Program	N/A	30-Nov-20	No	All	Grant alert sent
Jumpstart Community Development Grants	N/a	01-Dec-20	No	All	Grant alert sent
Community to Community Forum	2020	04-Dec-20	No	All	Grant alert sent
Green Infrastructure Phase II, Energy Efficient Buildings Program	17-Nov-20	22-Dec-20	Not Specified	All	Grant alert sent
Rapid Housing Initiative	N/A	31-Dec-20	Not Specified	All	Grant alert sent
Local Food Infrastructure Fund	N/A	03-Jan-21	Required	All	Grant alert sent
National Disaster Mitigation Program	09-Dec-20	07-Jan-21	Not Specified	All	Grant alert sent
Early Learning and Child Care Innovation	29-Oct-20	07-Jan-21	No	All	Grant alert sent
Investing in Canada Infrastructure Program-Adaptation, Resilience & Disaster Mitigation	01-Dec-20	11-Jan-20	Required	All	Grant alert sent
Documentary Heritage Communities Program	N/A	12-Jan-21	Not Specified	All	Grant alert sent
CleanBC Organic Infrastructure and Collection Program-Residential Curbside Collection Stream	21-Oct-20	12-Jan-21	Required	All	Grant alert sent
Infrastructure Planning Grant Program	25-Jun-20	13-Jan-21	Required	All	Grant alert sent

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply | Work in Progress (=delay) | Application Done - Outcome pending | Project Done (=payment pending) | Application Declined | Links to information

GRANT CALLS IN PROGRESS

CleanBC Organic Infrastructure and Collection Program-Organic Processing Infrastructure Stream	21-Oct-20	14-Jan-21	Required	All	Grant alert sent
Rapid Response Stream-Universal Broadband Fund	09-Nov-20	15-Jan-21	May be required	All	Grant alert sent
Municipal Asset Management Program - FCM	N/A	19-Jan-21	Required	All	Grant alert sent
Housing Supply Challenge: Data Driven	23-Oct-20	20-Jan-21	Not Specified	All	Grant alert sent
Young Canada Works in Heritage Organizations	N/A	22-Jan-21	Not Specified	All	Grant alert sent
Preventing and Addressing Family Violence	N/A	27-Jan-21	Not Specified	All	Grant alert sent
Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	01-Dec-20	27-Jan-21	Required	All	Grant alert sent
Community Emergency Prepardness Fund - Emergency Support Services	N/A	29-Jan-21	Required	All	Grant alert sent
Young Canada Works in Both Official Languages	N/A	03-Feb-21	Not Specified	All	Grant alert sent
Universal Broadband Fund	09-Nov-20	15-Feb-21	May be required	All	Grant alert sent
Community Emergency Preparedness Fund: Flood Risk Assessment, Flood Mapping & Flood Mitigation Planning-UBCM	N/A	26-Feb-21	Required	All	Grant alert sent
Community Emergency Preparedness Fund: Emergency Operations Centres & Training	N/A	26-Mar-21	Required	All	Grant alert sent
Municipal Natural Assets Initiative-Expressions of Interest	08-Oct-19	TBD	Not Specified	All	Grant alert sent

Grants Administration Dashboard Externally Sourced Grant Funding

STATUS LEGEND: Intent to apply Work in Progress (=delay) Application Done - Outcome pending Project Done (=payment pending) Application Declined Links to information

	Funding Sources / Plans	Description	Possible Timing	Links
FUNDING INITIATIVES: ONGOING SCAN	UBCM Funding and Resource updates 2020	List of Local Government Programs and Services		
	GRANTS FORECAST	See website links (*if available*) in the right-most column for program information available to date. Note that typically, infrastructure grants will require SHOVEL READY projects (e.g: Asset plan is current; design drawings and environmental assessments are complete; matching funding - usually 50%- is assigned.)		UBCM Grants: Age-Friendly Communities, anticipated 2021 Community Energy Leadership Program (CELP) 2019 launched; Next round unknown BC'S Restart Plan BC's Active Transportation infrastructure Grants Program 2021/22 Intake UBCM Poverty Reduction Planning & Action Program, anticipated intake for Spring 2021

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REPORT TO THE JUAN DE FUCA LAND USE COMMITTEE
MEETING OF TUESDAY, DECEMBER 15, 2020

SUBJECT **Frontage Exemption for Parcel A (DD 143426I) of Section 97, Renfrew District, Except that part in Plans 15462, VIP77871 and EPP24972 – 17151 Parkinson Road**

ISSUE SUMMARY

A request has been made for an exemption from the statutory requirement that the minimum frontage on the highway must be 10% of the perimeter of the lot, pursuant to Section 512 of the *Local Government Act (LGA)* for the purpose of creating a two-lot subdivision.

BACKGROUND

The 30.9 hectare (ha) property is located at 17151 Parkinson Road and is zoned Community Residential - 1 (CR-1) in the Comprehensive Community Development Plan for Port Renfrew Bylaw No. 3109 (Appendix A).

The applicant has submitted an application for a two-lot fee-simple subdivision (SU000722) and a separate subdivision application to create a four-lot bare land strata subdivision (SU000721) (Appendix B). The CR-1 zone establishes a minimum lot size of one hectare (ha) when there is no community sewage or water system. In the first phase of subdivision, the remainder parcel is 24.2 ha, and proposed Lot 1, which will be further subdivided into four bare land strata lots, is 6.7 ha.

Proposed Lot 1 does not meet the statutory requirement that the minimum frontage on the highway must be 10% of the perimeter of the lot, pursuant to Section 512 of the *LGA*. The applicant has requested a variance to reduce the frontage requirement from 125.4 metres (m) (10%) to 45.1 m (3.6%). Development Variance Permit VA000154 is included as Appendix C for consideration.

ALTERNATIVES

Alternative 1:
The Land Use Committee recommends to the Capital Regional District Board:
That Frontage Exemption VA000154, for Parcel A (DD 143426I) of Section 97, Renfrew District, Except that part in Plans 15462, VIP77871 and EPP24972, to reduce the required frontage for proposed Lot 1 from 125.4 m (10%) to 45.1 m (3.6%) for the purpose of creating a two-lot subdivision, be approved.

Alternative 2:
That Frontage Exemption VA000154 be denied and require that the subdivision to comply with frontage requirements in Section 512 of the *LGA*.

Alternative 3:
That the application be referred back to staff for more information.

IMPLICATIONS

Legislative Implications
Section 512 of the *LGA* outlines requirements for minimum parcel frontage on a highway. If a parcel being created by a subdivision fronts on a highway, the minimum frontage on the highway must be the greater of 10% of the perimeter of the lot or the minimum frontage that the local government bylaws provide. The Port Renfrew Comprehensive Community Development Plan, Bylaw No. 3109, does not specify a minimum frontage requirement; therefore, the statutory requirement specified by the *LGA* applies. Section 512(2) provides that a local government may exempt a parcel from the statutory or bylaw minimum frontage.

Proposed Lot 1 does not meet this requirement; therefore, a frontage exemption is being requested.

Public Consultation Implications
There is no statutory public notification requirement for requests for local governments to grant frontage exemptions pursuant to Section 512 of the *LGA*. Capital Regional District Bylaw No. 3885, Juan de Fuca Development Fees and Procedures Bylaw, does not include public notification requirements for adjacent property owners for frontage exemptions; however, Bylaw No. 3885 specifies that the CRD Board may request referral to any persons, organizations and authorities that may be affected by an application. The frontage exemption request will be included on the Land Use Committee agenda, which will be posted on the CRD website. Any comments received from the public will be presented at the December 15, 2020 Land Use Committee meeting.

Land Use Implications
Frontage:
Section 512 (1)(a) of the *LGA* specifies that the minimum frontage on the highway must be greater than 10% of the perimeter of the lot that fronts on the highway. The proposed remainder lot meets this requirement; however, Lot 1, which requires 125.4 m of frontage, is proposed to have only to 45.1 m (3.6%). The applicant has requested a frontage exemption to allow the proposed lot configuration.

The subject property rises in elevation from Parkinson Road towards the north. Portions of the remainder parcel are designated as Steep Slope and Riparian Development Permit areas in the in the Comprehensive Community Development Plan for Port Renfrew Bylaw No. 3109. There are no designated development permit areas in proposed Lot 1.

The layout of Lot 1 is proposed in order to facilitate further subdivision of four bare land strata lots. There is an existing access constructed for logging purposes and registered with the Ministry of Transportation and Infrastructure. A single common property access to the strata lots would intersect with Parkinson Road at that same location and run within the panhandle area. The location is relatively level and at grade with the highway and is currently being updated to a multi-use access with the Ministry to allow for the new strata road usage.

The Port Renfrew Comprehensive Community Development Plan does not outline any criteria for considering frontage requirements. The Ministry of Transportation and Infrastructure has jurisdiction over the roads in the electoral area and is the approving authority for subdivision. The proposed frontage reduction is not anticipated to create a hardship to adjacent properties. Staff recommend approval of frontage exemption VA000154.

CONCLUSION

The applicants are requesting an exemption from the requirement that 10% of the perimeter of the lot front onto a public highway, in order to proceed with a 2-lot subdivision of a parcel located on Parkinson Road in Port Renfrew. If the Land Use Committee and Regional Board concur, the frontage requirement of proposed Lot 1 would be reduced from 125.4 m (10%) to 45.1 m (3.6%).

RECOMMENDATION

The Land Use Committee recommends to the Capital Regional District Board:
That Frontage Exemption VA000154, for Parcel A (DD 143426I) of Section 97, Renfrew District, Except that part in Plans 15462, VIP77871 and EPP24972, to reduce the minimum required frontage for proposed Lot 1 from 125.4 m (10%) to 45.1 m (3.6%) for the purpose of creating a two-lot subdivision, be approved.

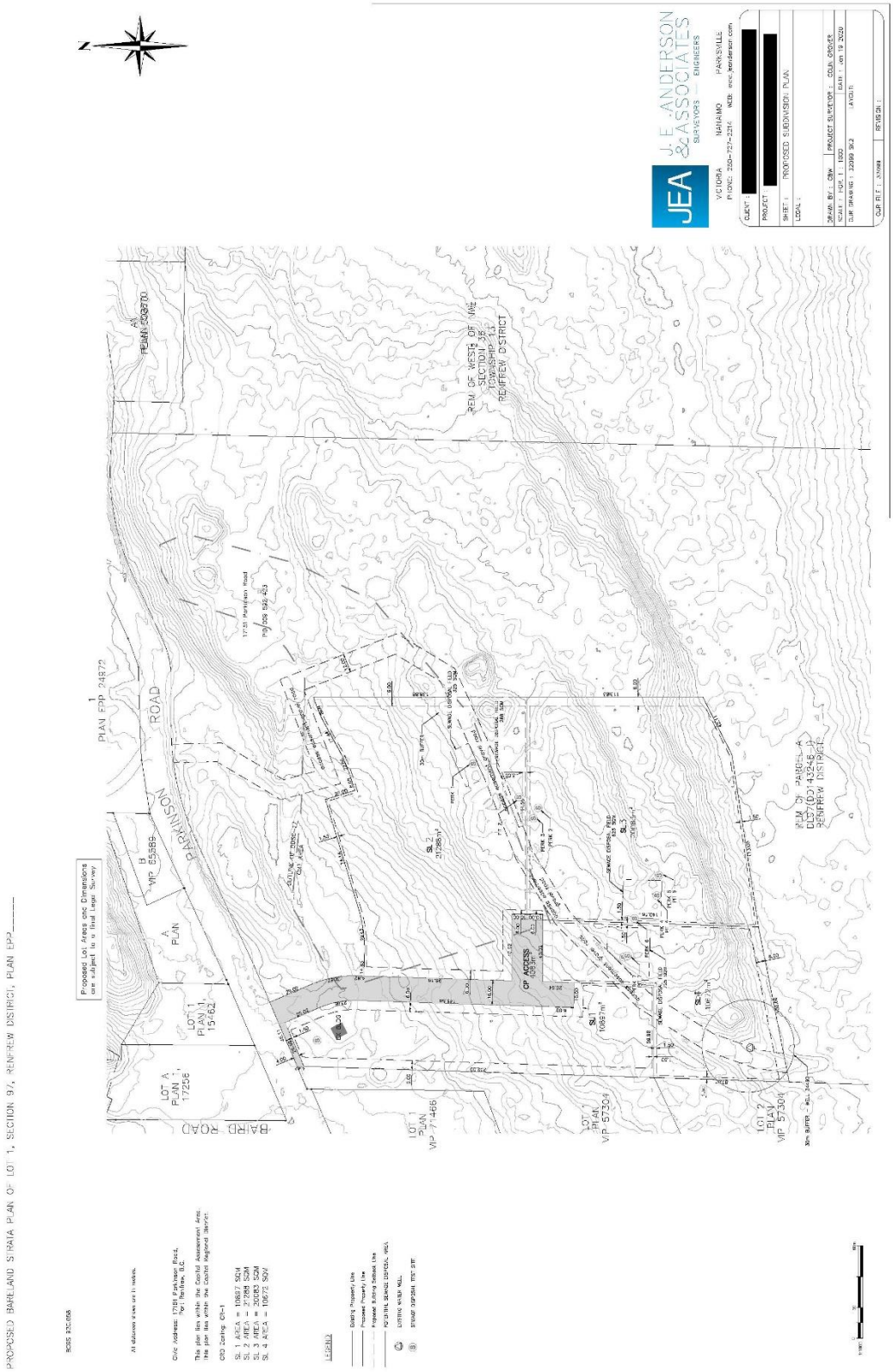
Submitted by:	Iain Lawrence, MCIP, RPP, Manager, Juan de Fuca Community Planning
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Subject Property Map
Appendix B: Proposed Subdivision Plans

Appendix A: Subject Property Map

Appendix B: Proposed Subdivision Plans


PROPOSED BARELAND STRATA PLAN OF LOT 1, SECTION 9, RENFREW DISTRICT, PLAN EPP_____
Proposed Lot Areas and Dimensions are subject to a final Legal Survey
All distances shown are in metres.
Civic Address: 1751 Parkinson Road, Port Renfrew, B.C.
This plan lies within the Capital Assessment Area.
This plan lies within the Cowichan Regional District.
CRD Zoning: CR-1
SL 1 AREA = 10867 SQM
SL 2 AREA = 21288 SQM
SL 3 AREA = 20083 SQM
SL 4 AREA = 10672 SQM
Legend
Existing Property Line
Proposed Property Line
Proposed Building Strata Line
No Build Covenant Setback Area
Existing Water Well
Proposed Septic Tank and Field
PARKINSON ROAD
PLAN EPP 24872
LOT A PLAN 17256
LOT 1 PLAN 15762
LOT B PLAN VIP 65589
1751 Parkinson Road
Refuse Bag #3
REM OF WEST ½ OF NW ¼ SECTION 9 TOWNSHIP 13 RENFREW DISTRICT
REM OF PARCEL A (DD Y43246) RENFREW DISTRICT
LOT 1 PLAN VIP 57308
LOT PLAN VIP 57308
LOT PLAN VIP 77486
REM OF PLAN EPP 63700
GP ACCESS
SL1
SL2
SL3
SL4
J.E. ANDERSON & ASSOCIATES
SURVEYORS — ENGINEERS
VICTORIA
PARKSVILLE
PROPOSED SUBDIVISION PLAN

6. Frontage Exemption Application

a) VA000154 - Parcel A (DD 143426I) of Section 97, Renfrew District, Except that part in Plans 15462, VIP77871 and EPP24972 (17151 Parkinson Road)

Iain Lawrence spoke to the staff report and the application for an exemption from the statutory requirement that the minimum frontage on the highway must be 10% of the perimeter of the lot, pursuant to Section 512 of the *Local Government Act* for the purpose of creating a two-lot subdivision.

Iain Lawrence highlighted the subject property and proposed subdivision plan, confirming that the applicant has submitted an application for a two-lot fee-simple subdivision (SU000722) and a separate subdivision application for a four-lot bare land strata subdivision (SU000721). It was further confirmed that proposed Lot 1 (SU000721) does not meet the minimum frontage requirement.

Iain Lawrence responded to a question from the LUC advising that the access easement noted on the proposed subdivision plan will not be the access to the subdivision.

MOVED by Roy McIntyre, **SECONDED** by Dale Risvold that the Land Use Committee recommends to the Capital Regional District (CRD) Board:
That Frontage Exemption VA000154, for Parcel A (DD 143426I) of Section 97, Renfrew District, Except that part in Plans 15462, VIP77871 and EPP24972, to reduce the minimum required frontage for proposed Lot 1 from 125.4 m (10%) to 45.1 m (3.6%) for the purpose of creating a two-lot subdivision, be approved.

CARRIED

7. Provision of Park Land for Subdivision Application

a) SU000725/SU000726 - Lot 9, Section 129, Sooke District, Plan VIP67208 (590 Seedtree Road)

Iain Lawrence spoke to the staff report addressing the provision of 5% park land or cash-in-lieu pursuant to Section 510 of the *Local Government Act* for the proposed four-lot subdivision.

Iain Lawrence highlighted the subject property and proposed subdivision plan, confirming that members of the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission and the Community Parks and Recreation Manager visited the site and determined that a trail is not viable. Iain Lawrence further confirmed that the application agent is in attendance.

The agent confirmed that he is available to answer any questions, should the members have any questions.

Iain Lawrence responded to a question from the LUC advising that the applicant has applied to subdivide the property into two fee simple lots (SU000725) with a concurrent application to further subdivide one of the newly created parcels into three bare land strata lots (SU000726). It was further advised that there is an existing house on proposed Lot A (SU000725).

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REPORT TO THE JUAN DE FUCA LAND USE COMMITTEE
MEETING OF TUESDAY, DECEMBER 15, 2020

SUBJECT **Provision of Park Land for Subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208 – 590 Seedtree Road**

ISSUE SUMMARY

To consider provision of 5% park land or cash-in-lieu pursuant to Section 510 of the *Local Government Act (LGA)* for the proposed four-lot subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208.

BACKGROUND

The 4.03 hectare (ha) parcel is located on 590 Seedtree Road and is zoned Rural Residential 6A (RR-6A) in the Juan de Fuca Land Use Bylaw No. 2040 (Appendix A).

The applicant has applied to subdivide the property into 2 fee simple lots with a concurrent application to further subdivide one of the newly created parcels into 3 bare land strata lots (Appendix B). The requirement for provision of park land or payment for parks purposes pursuant to Section 510 of the *Local Government Act* (*LGA*) applies to the subdivision.

At their meeting of October 27, 2020, the Juan de Fuca Electoral Area (JdF EA) Parks and Recreation Advisory Commission (the Commission) considered options for park land requirements and recommended that cash in-lieu of park land be received (Appendix C).

ALTERNATIVES

Alternative 1
The Land Use Committee recommends to the CRD Board:
That cash in lieu of park land dedication be requested for the proposed subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208, subject to verification of appraisal value acceptable to the Commission pursuant to Section 510 of the *Local Government Act*.

Alternative 2:
Refer the application back to staff for more information.

IMPLICATIONS

Legislative Implications
Section 510 of the *LGA* requires the provision of park land at the time of subdivision where three or more additional lots are created and the smallest lot being created is 2 ha or less. Where a regional district provides a community park service and an official community plan contains policies and designations respecting the location and types of future parks, the owner may be required to provide either land or cash-in-lieu at the discretion of the local government. The amount of land to be provided may not exceed 5% of the land being subdivided.

If an owner is to provide cash-in-lieu, the value of the land is based on the average market value of all land in the proposed subdivision calculated as that value would be on the date of preliminary layout approval of the subdivision before any works or services are installed, or a value agreed upon by the parties. Any money received for park land must be deposited in a reserve for the purpose of acquiring park lands.

Public Consultation Implications
There are no public consultation requirements in Bylaw No. 3885 for subdivision applications. An internal review of subdivision requirements is conducted by staff and conditions are forwarded to the Provincial Approving Officer. As the proposed subdivision requires provision of park land under Section 510 of the *LGA*, the application was referred to the JdF EA Parks and Recreation Advisory Commission. Meetings are open to the public, advertised in the local newspaper and on the CRD website.

Land Use Implications
The East Sooke Official Community Plan, Bylaw No. 4000, includes policies and objectives related to parks and trails. A network of parks and trails within the community is identified; however, the area around the subject property is not specifically referenced.

The JdF EA Community Parks Strategic Plan, 2010, identifies broad acquisition objectives for community parks and establishes that although park dedication is preferred to cash-in-lieu, it may be more appropriate to seek cash-in-lieu in marginal locations. Park acquisition policies and selection criteria are also outlined in the Strategic Plan.

East Sooke Regional Park is located 900 m to the west of the subject property; Matheson Lake Regional Park is located 1.5 km to the north of the subject property. The property is an older second growth forest ecosystem and the steep terrain is challenging for trail construction. Natural features of the site will be protected through issuance of a development permit.

The Commission considered subdivision applications SU000725/SU000726 at its meeting of October 27, 2020, (Appendix C) and passed the following motion:

> **MOVED** by Commissioner Sloan **SECONDED** by Commissioner Gaston that the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission recommend to the Juan de Fuca Land Use Committee that the requirement for park land dedication in accordance with Section 510 of the *Local Government Act*, for proposed subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208 (SU000725/SU000726), be received in the form of cash-in-lieu.
>
> **CARRIED**

Staff support acceptance of cash in-lieu of park land dedication as recommended by the Commission.

CONCLUSION

The applicant proposes to subdivide the 4.03 ha property at 590 Seedtree Road into four lots. The JdF EA Parks and Recreation Advisory Commission considered the application on October 27, 2020, and recommended accepting cash in-lieu of park land dedication pursuant to Section 510 of the *LGA*. If the Land Use Committee and Regional Board agree to accept cash-in-lieu, the requirement would be fulfilled prior to final approval of the subdivision.

RECOMMENDATION

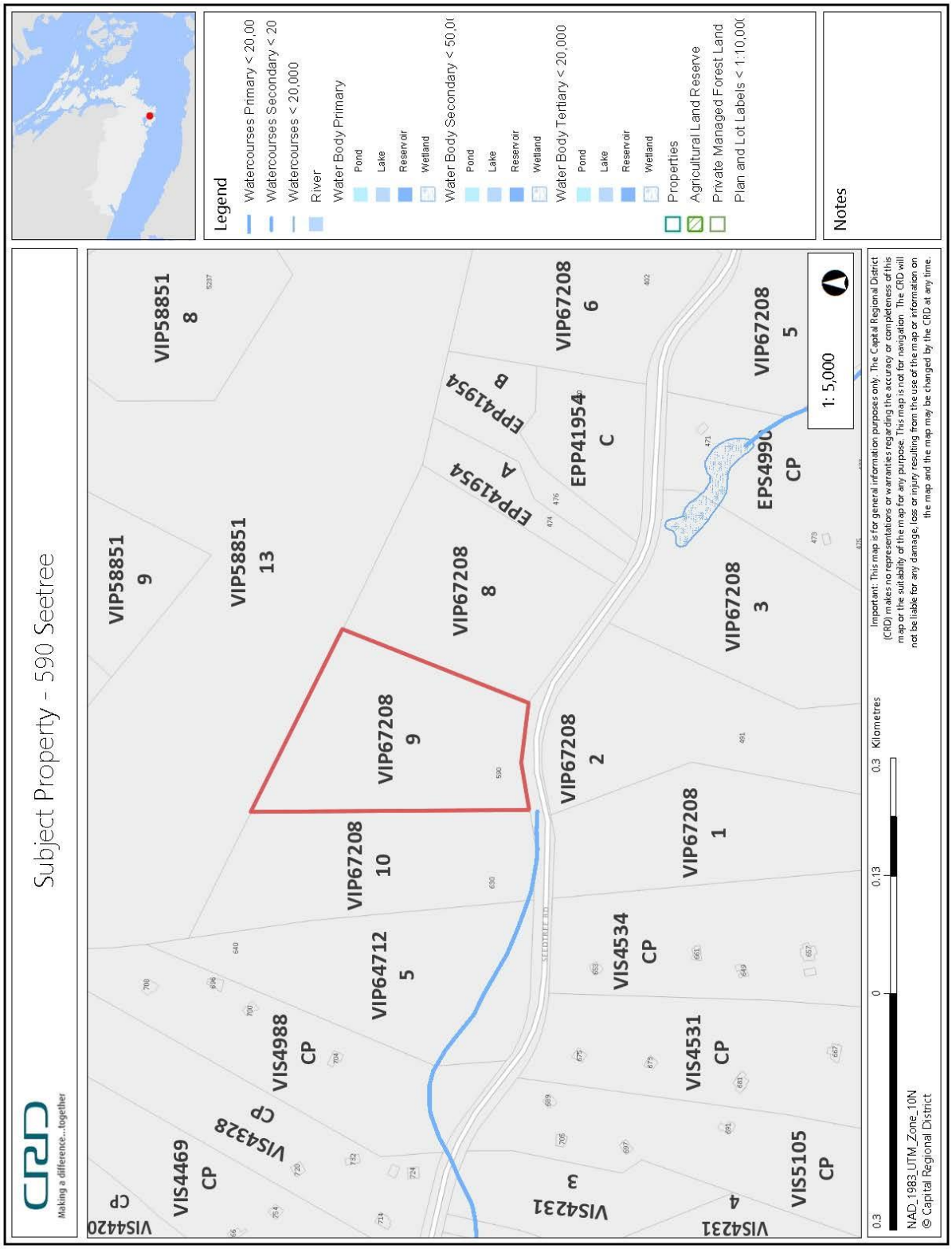
The Land Use Committee recommends to the CRD Board:
That cash in lieu of park land dedication be requested for the proposed subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208, subject to verification of appraisal value acceptable to the Commission pursuant to Section 510 of the *Local Government Act*.

Submitted by:	Iain Lawrence, MCIP, RPP, Manager, Juan de Fuca Community Planning
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

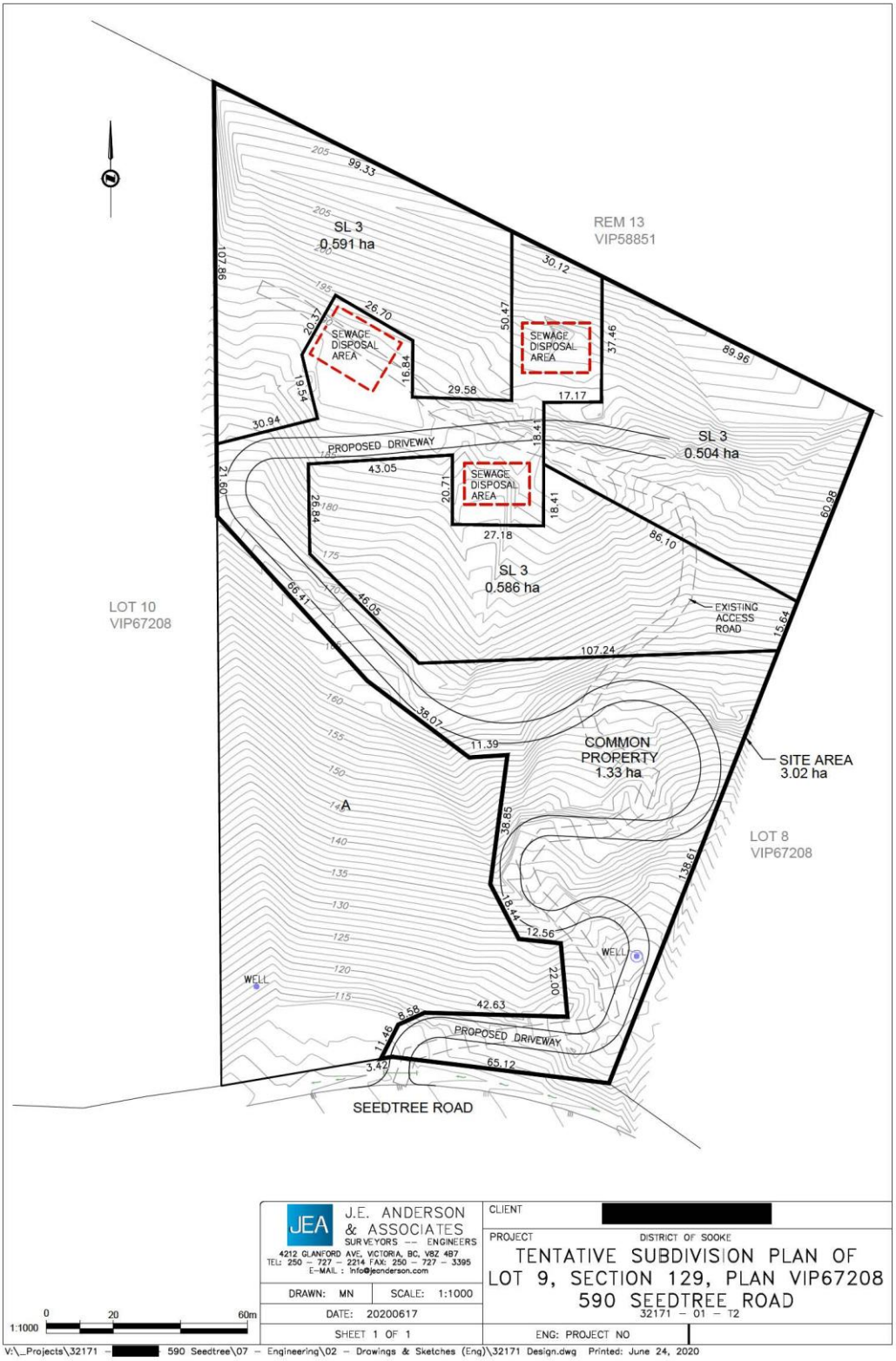
ATTACHMENTS

Appendix A: Subject Property Map
Appendix B: Plan of Subdivision
Appendix C: Commission Minutes October 27, 2020

Appendix A: Subject Property Map



Appendix B: Proposed Subdivision Plan (2 Lot and 3 Lot Strata Combined)



Appendix C: Commission Minutes October 27, 2020

a) Subdivision Applications SU000725/SU000726 - Lot 9, Section 129, Sooke District, Plan VIP67208 (590 Seedtree Road)

Don Closson reported that, at its September 22, 2020 meeting, the Commission considered a subdivision referral from Community Planning. At that meeting, the Commission requested that staff contact the landowner of the property (Lot 13) to the north of the 590 Seedtree Road.

Don Closson advised he and the landowner walked Lot 13 on October 7, 2020. The Commission's interest in establishing a trail network from Mt. Matheson Road to Seedtree Road was communicated to the landowner. The landowner relayed that the property is not under consideration for development and that it is held for its considerable conservation values. Don Closson relayed that the property has been logged but is re-vegetated. Staff highlighted photos from the site visit.

MOVED by Commissioner Sloan, **SECONDED** by Commissioner Gaston that the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission recommend to the Juan de Fuca Land Use Committee that the requirement for park land dedication in accordance with Section 510 of the *Local Government Act*, for proposed subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208 (SU000725/726), be received in the form of cash-in-lieu. **CARRIED**

6. Frontage Exemption Application

a) VA000154 - Parcel A (DD 143426I) of Section 97, Renfrew District, Except that part in Plans 15462, VIP77871 and EPP24972 (17151 Parkinson Road)

Iain Lawrence spoke to the staff report and the application for an exemption from the statutory requirement that the minimum frontage on the highway must be 10% of the perimeter of the lot, pursuant to Section 512 of the *Local Government Act* for the purpose of creating a two-lot subdivision.

Iain Lawrence highlighted the subject property and proposed subdivision plan, confirming that the applicant has submitted an application for a two-lot fee-simple subdivision (SU000722) and a separate subdivision application for a four-lot bare land strata subdivision (SU000721). It was further confirmed that proposed Lot 1 (SU000721) does not meet the minimum frontage requirement.

Iain Lawrence responded to a question from the LUC advising that the access easement noted on the proposed subdivision plan will not be the access to the subdivision.

MOVED by Roy McIntyre, **SECONDED** by Dale Risvold that the Land Use Committee recommends to the Capital Regional District (CRD) Board:
That Frontage Exemption VA000154, for Parcel A (DD 143426I) of Section 97, Renfrew District, Except that part in Plans 15462, VIP77871 and EPP24972, to reduce the minimum required frontage for proposed Lot 1 from 125.4 m (10%) to 45.1 m (3.6%) for the purpose of creating a two-lot subdivision, be approved.

CARRIED

7. Provision of Park Land for Subdivision Application

a) SU000725/SU000726 - Lot 9, Section 129, Sooke District, Plan VIP67208 (590 Seedtree Road)

Iain Lawrence spoke to the staff report addressing the provision of 5% park land or cash-in-lieu pursuant to Section 510 of the *Local Government Act* for the proposed four-lot subdivision.

Iain Lawrence highlighted the subject property and proposed subdivision plan, confirming that members of the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission and the Community Parks and Recreation Manager visited the site and determined that a trail is not viable. Iain Lawrence further confirmed that the application agent is in attendance.

The agent confirmed that he is available to answer any questions, should the members have any questions.

Iain Lawrence responded to a question from the LUC advising that the applicant has applied to subdivide the property into two fee simple lots (SU000725) with a concurrent application to further subdivide one of the newly created parcels into three bare land strata lots (SU000726). It was further advised that there is an existing house on proposed Lot A (SU000725).

MOVED by Sandy Sinclair, **SECONDED** by Stan Jensen that the Land Use Committee recommends to the Capital Regional District (CRD) Board:
That cash in lieu of park land dedication be requested for the proposed subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208, subject to verification of appraisal value acceptable to the Commission pursuant to Section 510 of the *Local Government Act*.

CARRIED

8. Receipt of a Housing Needs Report for the Juan de Fuca Electoral Area

Iain Lawrence provided background information on the housing needs assessment prepared for the Juan de Fuca Electoral Area.

Iain Lawrence confirmed that:

- the assessment report was prepared in response to the provincial government's directive that local governments prepare and publish housing needs reports every five years
- the Province has provided a total of $5 million to assist local governments in the preparation of these reports
- the CRD Regional Housing division led the project to complete housing needs reports for 10 municipalities and the Juan de Fuca Electoral Area
- the assessment report does not provide recommendations
- the assessment report is intended to be used as a resource during the update of Official Community Plans

Iain Lawrence summarized the report's findings for the Juan de Fuca and responded to questions from the LUC advising that the CRD Regional Growth Strategy and the individual communities' official community plans restrict opportunities for multi-family housing units. It was confirmed that affordable housing in the Juan de Fuca is largely addressed through secondary/detached suites and that the report was initiated, in part, to address tax loopholes, money laundering and fraud associated with the real estate market in the Lower Mainland.

MOVED by Vern McConnell, **SECONDED** by Sandy Sinclair that the Land Use Committee recommends to the Capital Regional District (CRD) Board:
That the Juan de Fuca Electoral Area Housing Needs Report be received and published on the CRD website in accordance with the requirements of the *Local Government Act*.

CARRIED

9. Adjournment

The meeting adjourned at 7:26 pm.

_____
Chair

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REPORT TO JUAN DE FUCA LAND USE COMMITTEE
MEETING OF TUESDAY, DECEMBER 15, 2020

SUBJECT **Receipt of a Housing Needs Report for the Juan de Fuca Electoral Area**

ISSUE SUMMARY

To receive a housing needs assessment report in accordance with Section 585.31 of the *Local Government Act*.

BACKGROUND

In February 2018, the Ministry of Municipal Affairs and Housing published the Homes for BC Plan to introduce a 30-point plan for addressing housing affordability throughout the Province. The broad objectives of the Plan were to stabilize the housing market, to address tax fraud and close tax loopholes associated with the real estate market and ALR, to invest in the construction of 114,000 additional affordable homes, to address tenancy security concerns among renters, and to work more closely on this issue with various partners, including local government.

On April 16, 2019, the government enacted an amendment to the *Local Government Act (LGA)* to require that local governments prepare and publish housing needs reports every five years. The Province has provided a total of $5 million to assist local governments in the preparation of these reports.

In accordance with provincial regulation and guidelines, jurisdictions within a regional district are permitted to collaborate on a single housing needs project; however, each local government is required to publish its own report. Over the past year, the Capital Regional District and 10 member municipalities have worked with consultants from Urban Matters to research and prepare housing needs reports for each municipality and the Juan de Fuca Electoral Area.

This report relies heavily on the 2016 census data; however, it also draws upon information from the Canada Mortgage and Housing Corporation, BC Statistics, BC Assessment and the Real Estate Board, and the CRD Building Inspection office.

ALTERNATIVES

Alternative 1
The Juan de Fuca Land Use Committee recommends to the Capital Regional District Board:
That the Juan de Fuca Electoral Area Housing Needs Report be received and published on the CRD website in accordance with the requirements of the *Local Government Act*.

Alternative 2
That the Report be referred back to staff for additional information.

IMPLICATIONS

Legislative Implications
Section 585.2 of the *LGA* requires that a local government must prepare housing needs reports in accordance with the *Act* and the *Housing Needs Regulation*. Section 585.1 specifies that an electoral area within a regional district is an "applicable area" to which the housing needs requirements must be fulfilled. Section 585.31 requires that a local government must receive the first housing needs report no later than three years after the date at which this section came into force, and that every subsequent report must be received no later than five years after the most recent report was received.

Regional Growth Strategy Implications
Section 445 of the *LGA* requires that all bylaws adopted by a regional district board after the board has adopted a regional growth strategy (RGS) be consistent with the RGS. With regards to the housing needs report for the Juan de Fuca, any bylaw that includes measures to address affordability or core housing need must be consistent with the RGS.

With the exception of Port Renfrew, which is designated as an urban containment area, the RGS identifies the Juan de Fuca predominantly as a low growth area comprised of a mix of rural/rural residential and renewable resource uses.

Financial Implications
The Ministry of Municipal Affairs and Housing provided a total of $5 million for local governments throughout British Columbia to complete the first round of housing needs reports. Based on population, the Juan de Fuca EA was allocated $15,000. This amount was combined with the allocation from 10 municipalities within the CRD to retain a consultant to research and complete the reports. No additional funding from the Juan de Fuca Community Planning budget was required to complete the Report.

Planning Analysis
For the purposes of Statistics Canada census reporting, the Juan de Fuca EA is separated into two census subdivisions: "Juan de Fuca EA (Part 1)" and "Juan de Fuca EA (Part 2)". Juan de Fuca EA (Part 1) includes Willis Point, Malahat, East Sooke, Otter Point, and Shirley/Jordan River. Juan de Fuca EA (Part 2) comprises Port Renfrew. Due to the small population of Port Renfrew, much of the data reported by Statistics Canada is suppressed for privacy protection purposes. This has an impact on the reliability and availability of data for that area. The key findings for each census area are included in two Summary Forms at the end of the Report.

The population of Juan de Fuca EA (Part 1) is projected to increase by 8% between 2016 and 2021 from 4,670 to 5,027. It is anticipated that a total of 116 new dwelling units will be needed over this period to accommodate the increase.

The rental vacancy rate was reported to be 1.5% for Juan de Fuca EA (Part 1) and was unknown for Juan de Fuca EA (Part 2). A healthy vacancy rate is generally thought to be between 3% and 5% as it balances an available supply for renters with fewer unfilled units for landlords.

Core housing need is determined by whether a household has the ability to find alternative housing in the area that they are living in. Alternative housing must meet three criteria: it must be suitable, adequate and affordable. Suitability means that the unit is not overcrowded and includes an appropriate number of bedrooms for a household type and size. Adequacy means that the unit is not damaged and is in a good state of repair. Affordability is determined as being not more than 30% of the household income. Where a household is unable to find alternative housing that meets these criteria, it is considered to be in core housing need.

In 2016, the Juan de Fuca (Part 1) had a core housing need ratio of 8.9% and an extreme core housing need ratio of 4.3%. This is a lower proportion of households compared with the CRD as whole and is consistent with rates from 2006 and 2011. A higher proportion of renter households are in core housing need than owner households. Due to data suppression for the smaller population of Juan de Fuca (Part 2), no core housing need information was available for that area. No action is required by the Land Use Committee and CRD Board as a result of receiving this report. It should, however, be used as a resource during the update of official community plans. Should the CRD Board receive the Report at its meeting on January 13, 2021, the next report would need to be completed and received by January 2026.

CONCLUSION

The CRD Regional Housing division has led a project to complete housing needs reports for 10 municipalities and the Juan de Fuca Electoral Area. The report identifies that 8.9% of households in Juan de Fuca EA (Part 1) are in core housing needs and 4.3% are in extreme core housing need. This Report does not provide solutions, but should be used, where possible, as a resource for official community plan updates. Upon receipt of the Juan de Fuca EA Housing Needs Report by the CRD Board, it will be published on the CRD website.

RECOMMENDATION

The Juan de Fuca Land Use Committee recommends to the Capital Regional District Board:
That the Juan de Fuca Electoral Area Housing Needs Report be received and published on the CRD website in accordance with the requirements of the *Local Government Act*.

Submitted by:	Iain Lawrence, MCIP, RPP, Manager, JdF Community Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Juan de Fuca Electoral Area Housing Needs Report

Appendix A: Juan de Fuca Electoral Area Housing Needs Report

Refer to separate attachment.

Capital Regional District Housing Needs Assessment

Juan de Fuca Electoral Area

November 2020

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Juan de Fuca Housing Profile

This profile summarizes the findings of the Juan de Fuca Electoral Area Housing Needs Report which was completed as part of a joint Housing Needs Report project for 11 CRD communities. It fulfills the Housing Needs Reports requirements outlined in the Local Government Act, Part 14, Division 22. All data is this profile is from Statistics Canada unless otherwise indicated.

While Juan de Fuca is a single electoral area, it is categorized into two census subdivisions by Statistics Canada: Juan de Fuca (Part 1) and Juan de Fuca (Part 2). As such, the data in this profile will be presented as two separate areas. Juan de Fuca (Part 1) consists of East Sooke, Malahat Shirley/Jordan River, Otter Point; and Willis Point. Juan de Fuca (Part 2) consists of the Rural Resource Lands and Port Renfrew.

Overview

Primarily a rural area, Juan de Fuca is the largest electoral area in the CRD by size at 1,491 square kilometres. The Juan de Fuca Electoral Area makes up 1.3% of the CRD's population as of 2016. The area is known for its recreational opportunities and access to the outdoors. There is limited residential settlement within the designated Rural Resource Lands.

Population and Age

The population of Juan de Fuca (Part 1) grew by 9.9% between 2006 and 2016, a slightly slower rate of growth compared to the CRD as a whole. The population in Juan de Fuca (Part 2) decreased by 18.8% over the same period. In 2016, the median age was 49.5 in Juan de Fuca (Part 1) and 52.0 in Juan de Fuca (Part 2), which were both higher than the CRD median age of 45.5. Juan de Fuca (Part 1) had a similar age distribution as the CRD as a whole, whereas Juan de Fuca (Part 2) had a smaller proportion of individuals age 15 to 24.

Projections suggest Juan de Fuca (Part 1) could experience moderate population growth in the future, primarily driven by growth of the population aged 35 to 44 and 65 and older.

Households

In 2016, there were 1,995 households in Juan de Fuca (Part 1) and 90 households in Juan de Fuca (Part 2). The average household size was 2.3 persons for Juan de Fuca (Part 1) and 2.2 persons for Juan de Fuca (Part 2), which are similar to the regional average of 2.2 persons per household. Households tend to be smaller in Juan de Fuca overall, as 69% are one and two-person households in Juan de Fuca (Part 1) and 83% are one and two-person households in Juan de Fuca (Part 2). Households without children are more common in both parts of Juan de Fuca compared to the region.

Income

The 2015 median income in Juan de Fuca (Part 1) was $76,178, which was approximately 11% higher than the CRD median income. Juan de Fuca (Part 2) had a lower median household income than the CRD at $61,760. There are large differences in household incomes for households who rent in Juan de Fuca. Renter households reported incomes that were a little over half that of owner incomes: $42,904 versus $82,273 in Juan de Fuca (Part 1) and $44,363 versus $88,704 in Juan de Fuca (Part 2). Lone parent and non-census family households reported much lower incomes compared to other household types in Juan de Fuca (Part 1).

Current Housing Stock

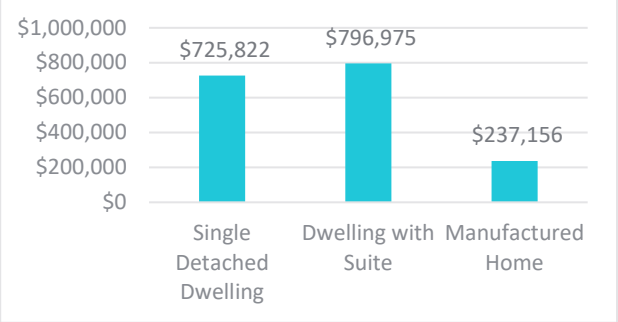
The overall housing stock in Juan de Fuca (Part 1) and Juan de Fuca (Part 2) are newer and less diverse than the CRD average. Recent building permits suggest single-detached dwellings remain the dominant dwelling type in the Juan de Fuca Electoral Area.

Homeownership

(Statistics Canada, BC Assessment, and Victoria Real Estate Board)

Eighty-four percent (84%) of households in Juan de Fuca (Part 1) and 93% of households in Juan de Fuca (Part 2) own their home. The average assessed value of a single-detached house (without a suite) in 2019 was $725,822 in the Juan de Fuca Electoral Area. The BC Assessment average residential values for the top three dwelling types in Juan de Fuca Electoral Area are shown in the graph (see below).

AVERAGE ASSESSED RESIDENTIAL VALUES 2019



Based on these prices, the average single-detached home is unaffordable for median incomes of most household types, despite this being the most common type of home in the Electoral Area. A household would require an annual income of approximately $143,794 for their shelter costs to be considered affordable (e.g. spending less than 30% of before-tax household income).

Rental Affordability

(Statistics Canada and Canada Mortgage Housing Corporation)

Sixteen percent (16%) of households in Juan de Fuca (Part 1) and 14% of households in Juan de Fuca (Part 2) rent their home. There is no recent data available on the primary or secondary rental markets in the Juan de Fuca Electoral Area. However, historically, Juan de Fuca has seen low rental vacancy rates. From 2001 and 2003, the overall rental vacancy rate for Juan de Fuca fluctuated between 0.5% and 1.5%. The number of renter households in Juan de Fuca (Part 1) increased by 65 from 2006 to 2016. There is no historical data available for Juan de Fuca (Part 2), however there were just 10 renter households in 2016.

Renter households relying on a single income likely struggle to find affordable housing in Juan de Fuca Electoral Area. Renter households led by lone parents are the households most likely to be in Core Housing Need in the Electoral Area (i.e., living sin housing that is inadequate, unsuitable, and/or currently unaffordable, and unable to afford the median rent of alternative local housing).

Anticipated Housing Demand

If Juan de Fuca (Part 1) continues growing in a similar manner as the past, the community will see an additional 5,290 households form between 2016 and 2025. New households are projected to be 47% renters and 53% owners. Projections were not prepared for Juan de Fuca (Part 2) due to the small community size and the growth policies which limit residential settlement within the Rural Resource Lands.

PROJECTED HOUSING UNITS NEEDED

	2016-2020	2020-2025
Total	**118**	**115**
Studio or 1 Bedroom	49	48
2 Bedroom	48	46
3+ Bedroom	20	22

Key Areas of Local Need

Affordable Housing

Housing costs in 2019 are high in the Juan de Fuca Electoral Area and across the CRD. The average assessed value for a single-detached house in Juan de Fuca Electoral Area was $726,000 in 2019. The affordability gap analysis showed that lone-parent families and non-census families (e.g., individuals living alone) are facing the greatest housing challenges.

Rental Housing

There is a need for more rental housing options across the CRD. The proportion of renter households grew from 260 households in 2006 (15%) to 325 in 2016 (16%) in Juan de Fuca (Part 1). The stock of purpose-built rental housing was 404 units in 2003 although recent data is not available to understand if this number has changed. The primary rental market vacancy rate was 1.5% in Juan de Fuca Electoral Area in 2003. High demand and low vacancy contribute to increasing rental costs and can push renter households out of the community.

Housing for People with Disabilities

Incidence of Core Housing Need is higher among households with someone with a disability. This may be due to reduced incomes, difficulty accessing appropriate housing or other factors. For individuals with disabilities who are unable to work, the provincial housing supplement of $375 (for an individual) is extremely low and limits access to housing options.

Housing for Seniors

Juan de Fuca (Part 1) and Juan de Fuca (Part 2) are experiencing aging trends with the median age growing from 44.3 to 49.5 and 45.8 to 52.0, respectively, from 2006 and 2016. Some need supportive housing, which was identified as a key area of need by regional stakeholders.

Housing for Families

Family-sized housing in the core area communities is increasingly out of reach for families with children in terms of affordability. West Shore communities are becoming more attractive options for families and other households requiring more space. The affordability gap analysis showed that the average assessed value of a single-detached home ($726,000 in 2019) in Juan de Fuca Electoral Area is less expensive than in the core area communities, but it would still cause couples with children making the median household income to spend more than 30% of their income on shelter costs. Homeownership is far out of reach for lone parent families who make up 5% of all Juan de Fuca (Part 1) households.

Homelessness

There has been an increase in individuals experiencing homelessness across CRD communities in recent years. The March 11, 2020 point-in-Time count identified a minimum of 1,523 individuals experiencing homelessness in the region. There were at least 350 individuals who were emergency sheltered and 743 who were provisionally accommodated in transitional housing.

TABLE OF CONTENTS

Juan de Fuca Housing Profile i

1.0 Introduction 1

1.1 Overview 2
1.2 Housing Need Report Requirements 3
1.3 Data Limitations 3

2.0 Community Profile 5

2.1 Population 5
2.2 Age 5
2.3 Mobility 7
2.4 Households 7
2.5 Economy 11
2.6 Household Median Income 12
2.7 Summary 15

3.0 Housing Profile 17

3.1 Overview of Housing Stock 17
3.1.1 Housing Units 17
3.1.2 Occupied and Unoccupied Dwellings 19
3.1.3 Condition of Housing 19
3.1.4 Recent Changes in Housing Stock 22
3.1.5 Tenure 23
3.1.6 Households and Structure Types 24
3.2 Trends in the Homeownership Market 29
3.2.1 Homeownership Affordability Gaps Analysis 29
3.3 Trends in the Rental Market 31
3.3.1 Primary Rental 31
3.3.2 Secondary Rental Market Trends 31
3.3.3 Short-Term Rental Market 33
3.4 Non-Market Housing 34
3.5 Homelessness 34
3.6 Student Housing 35
3.7 Housing Indicators 35
3.7.1 Core Housing Need 36
3.7.2 Extreme Core Housing Need 38
3.7.3 Household Characteristics by Core Housing Need 39
3.8 Summary 41

4.0 Projections 43

4.1 Methodology 43
4.2 Limitations 44
4.3 Population Growth 44

4.4 Age Projections 45
4.5 Household Projections 46
4.5.1 Projected Households by Tenure 46
4.5.2 Projected Households by Household Family Type 46
4.5.3 Projected Households by Age of Primary Household Maintainer 47
4.5.4 Projected Households by Bedroom Type Needs 47
4.6 Summary 48

5.0 Community Engagement Findings 49

5.1 Regional Findings 49
5.1.1 Housing Challenges 49
5.1.2 Barriers and Challenges in Developing and Operating Housing 51
5.1.3 Opportunity Areas 51
5.2 Findings for West Shore Communities 52
5.2.1 Housing pressures felt across the housing continuum 52
5.2.2 Opportunity Areas Specific to West Shore Communities 53
5.3 Additional Findings for Juan de Fuca Electoral Area 53

6.0 COVID-19 Implications 54

6.1 Preliminary Economic Impacts 54
6.2 Stakeholder Perspectives 55

7.0 Summary of Key Areas of Local Need 57

7.1 Number of Units Needed by Dwelling Type in Juan de Fuca (Part 1) 57
7.2 Statements of Key Areas of Local Need in the Capital Regional District 57
7.2.1 Affordable Housing 57
7.2.2 Rental Housing 58
7.2.3 Housing for People with Disabilities 58
7.2.4 Housing for Seniors 58
7.2.5 Housing for Families 58
7.2.6 Homelessness 58

Glossary 59

Appendices

Appendix A Provincial Summary Form

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1.0 Introduction

Note that throughout this document, some technical terms are used when referring to statistical data. There is a glossary at the end of this document with relevant definitions and links for further information.

Spanning the southern tip of Vancouver Island and the southern Gulf Islands, as of 2016, the Capital Regional District (CRD) serves more than 383,000 people spread throughout 13 municipalities and three electoral areas. The CRD includes a variety of urban and rural communities, big and small. It is a desirable place to live, with many walkable neighborhoods and access to nature and numerous amenities. Many communities within the CRD are experiencing pressure on their housing systems, with high property values and rental rates and low rental vacancy. While recent months have seen some softening in the housing market for some communities, there continues to be a pressing need to understand housing needs across the housing continuum, now and into the future, related to affordability, accessibility, types of units, support structures and services, and more (Figure 1).

FIGURE 1 HOUSING CONTINUUM

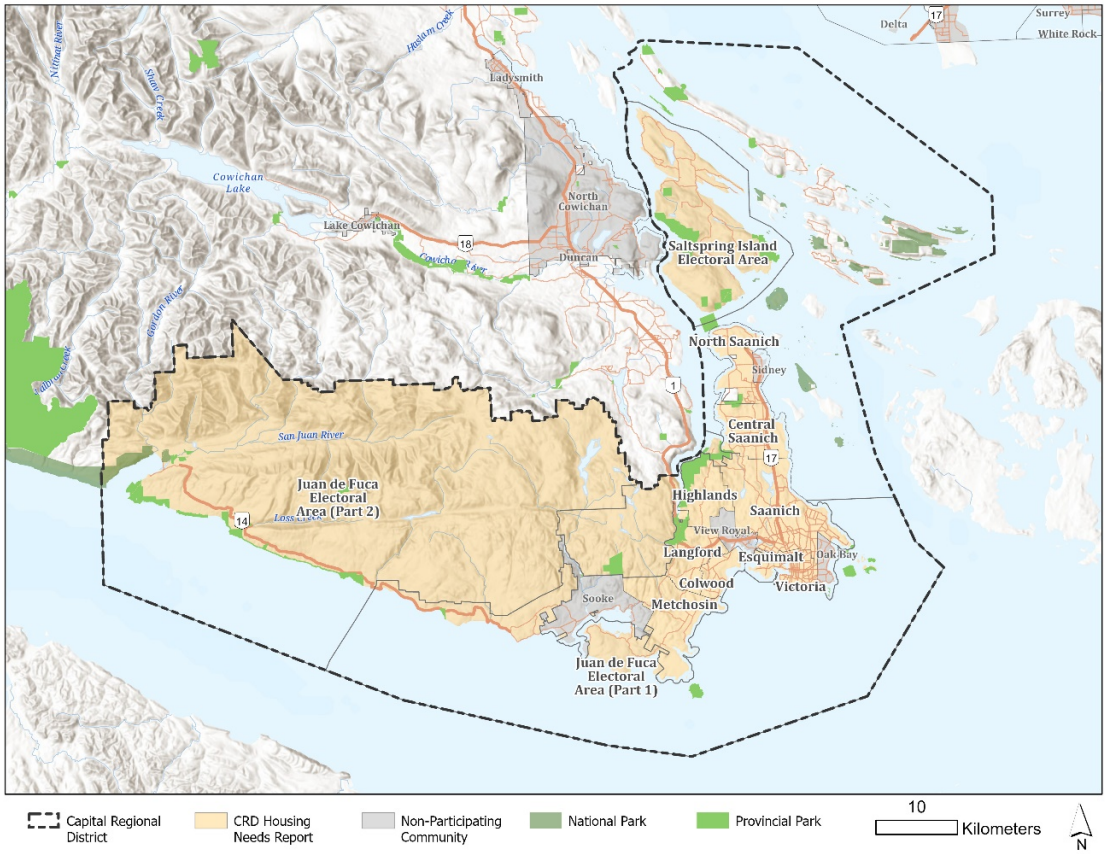
Communities in the CRD are not unique in facing housing challenges. Across BC, a housing affordability crisis has emerged due to high demand for housing from a growing population, low interest rates, and the attractiveness of housing as an investment. Increasingly, the cost of renting and owning is creating unprecedented financial burdens for households.

In 2019, the Government of BC amended the *Local Government Act*, Part 14, Division 22 requiring municipalities and regional districts to complete Housing Needs Reports to help better understand current and future housing needs and to consider these in local plans and policies. Each local government must complete their first report by 2022, with updates every five years thereafter. The Union of British Columbia Municipalities (UBCM) is providing funding for local governments to support the completion of the first round of reports. The CRD was awarded funding through this program and retained Urban Matters to complete Housing Needs Reports for 11 constituent communities, including the Juan de Fuca Electoral Area. Separate reports have been prepared for each participating community, which are based on local context while also providing a regional lens.

1.1 Overview

The Juan de Fuca Electoral Area is comprised of 7 different areas: East Sooke, Malahat, Otter Point, Shirley/Jordan River, Willis Point, Port Renfrew, and the Rural Resource Lands. Each area has its own Official Community Plan that guides decisions around land use planning and policies.

FIGURE 2 MAP OF JUAN DE FUCA



Primarily a rural area, Juan de Fuca is the largest electoral area in the CRD by size at 1,491 square kilometres and with a population of 4,860, which represents 1.3% of the CRD's population as of the last census in 2016. The area is known for its recreational opportunities and access to the outdoors. The housing stock is primarily made up of single-detached houses with a few multi-family housing units. Some housing in the Juan de Fuca Electoral Area is used for commercial tourism.

The Rural Resource Lands make up the largest part of the Electoral Area and is primarily designated for resource extraction, including forestry and limited mining. Residential settlement within the Rural Resource Lands is limited. The population was estimated to be 160 with very little anticipated residential settlement. The Official Community Plans for the communities in the Juan de Fuca Electoral Area guide future residential development to be generally low-density. In addition, some communities have provisions for affordable housing policies.

While Juan de Fuca is a single electoral area, it is categorized into two census subdivisions by Statistics Canada: Juan de Fuca (Part 1) and Juan de Fuca (Part 2). As such, the data in this report will be presented as two separate areas. Juan de Fuca (Part 1) consists of East Sooke, Malahat Shirley/Jordan River, Otter Point; and Willis Point. Juan de Fuca (Part 2) consists of the Rural Resource Lands and Port Renfrew.

1.2 Housing Need Report Requirements

Housing Needs Reports regulations require the collection of approximately 50 different data indicators about past and current population, households, income and economy, and housing stock, as well as projected population, households, and housing stock.[1] Most of this data is made available by the Government of BC through their data catalogue. Some data indicators have not yet been made available and are noted as such (e.g., historical BC Assessment data). Data is collected from a number of sources, including:

- Statistics Canada 2006, 2011, and 2016 Censuses and 2011 National Household Survey, via:
  - → Data available online through Census profiles and data tables
  - → Custom Housing Needs Report data provided by the Ministry of Municipal Affairs and Housing (MAH)
- Canada Mortgage and Housing Corporation (CMHC)
- BC Housing
- BC Assessment
- BC Stats
- AirDNA
- Capital Regional District

This document fulfills Housing Need Report requirements for Juan de Fuca, providing information on housing needs across the housing continuum, including an estimate of the number and size of housing units required to address existing demand and future growth over the next five years. This report is intended to be used by the CRD and other stakeholders to inform the planning and development of housing, through local plans, policies, and the management of development. It is also a public document intended to support decision-making around housing and provide information to stakeholders to help improve the local understanding of housing needs.

This report provides an overview of housing needs based on analysis of this quantitative data from these sources, as well as qualitative data from engagement. This data is used to identify the housing units required currently and over the next five years, the number of households in core housing need, and statements about key areas of local need, in fulfilment of Housing Needs Reports regulations.[2]

1.3 Data Limitations

There are limitations to the data used in this report. Significant limitations that may affect interpretation of the data presented in this report are described here.

---

[1] https://www2.gov.bc.ca/assets/gov/housing-and-tenancy/tools-for-government/uploads/summaryhnrrequirements_apr17_2019.pdf

[2] https://www2.gov.bc.ca/gov/content/housing-tenancy/local-governments-and-housing/policy-and-planning-tools-for-housing/housing-needs-reports

Different Census Datasets

This report refers to both the standard Census Profile from Statistics Canada and a custom data set that was prepared by Statistics Canada for the purpose of Housing Needs Reports. This data provides some information not available in the Census Profiles. However, it is based on a 25% sample. It also differs slightly from the Census Profiles as it only reports on private households and excludes those living in institutions or any form of collective dwelling. Both the Census Profiles and custom data sets are used and are referenced.

Age of Data

The most recent national census was completed in 2016 and is now several years old. While it provides important demographic and housing information, it does not capture more recent trends. Other, more recent sources of data are used where possible and quantitative data is supplemented with stakeholder engagement which provides insight into emerging trends. The next national census is scheduled for 2021 and results will begin to become available in 2022.

2011 National Household Survey

The 2011 National Household Survey (NHS) was voluntary and had a much lower response rate than the mandatory long-form census. Because of this, data from the 2011 NHS is of a lower quality than census data. In particular, this adversely impacted income data, and any comparisons between Census income data and NHS income should be viewed with caution; overall income trends between 2006 and 2016 are therefore a more reliable indicator of future income direction than 5-year trends.

Projections

The projections contained in this report offer possible scenarios and should be used with caution. In reality, local conditions like population, immigration patterns, decisions on growth and density, and market forces impact the nature of the projections. Wherever possible, the projections should be informed by an understanding of the context within Juan de Fuca and the CRD.

COVID-19

Most of the statistical data reported in this document was collected prior to COVID-19 and may not entirely reflect current housing trends. The data reported should be considered together with Section 6 COVID-19 Implications. The findings in the concluding chapters consider both available data, desk research on COVID-19 implications on the housing system, and what was heard from stakeholders during engagement about the on-the-ground implications.

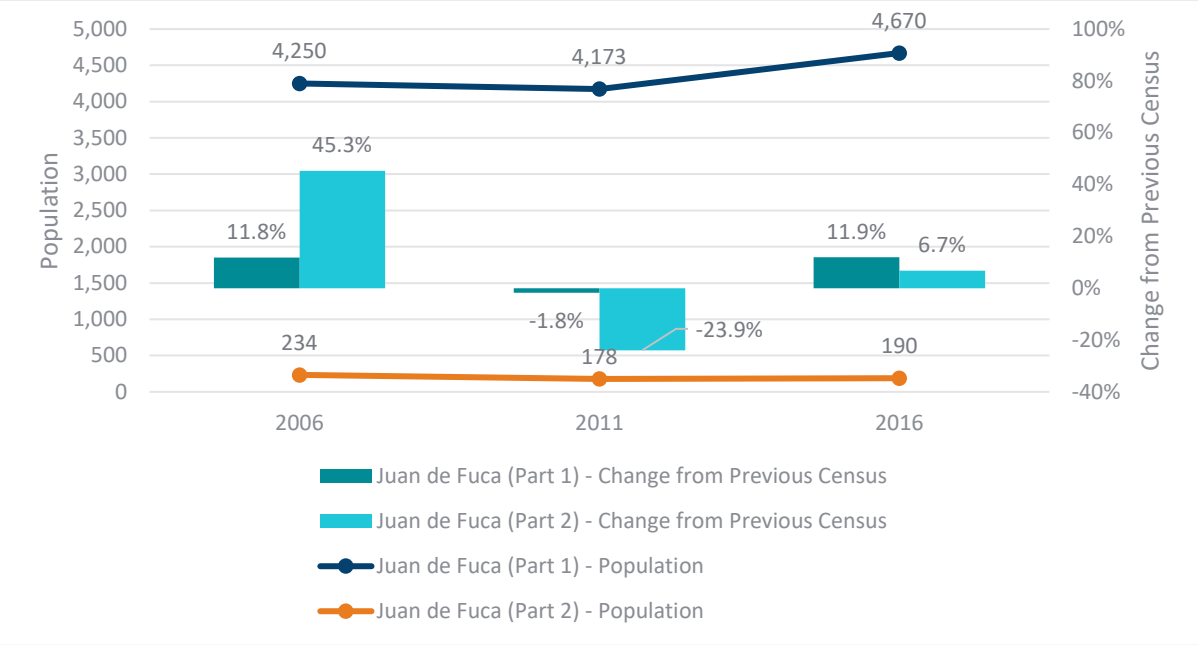
2.0 Community Profile

The demographic and economic context of a community shape its housing needs. Age and stage of life, household type and size, income, and employment all directly affect the type of housing units, sizes, and tenures needed. This section provides an overview of these factors, using a combination of data from the Statistics Canada Census Profiles and data tables and custom data prepared for Housing Needs Reports.

2.1 Population

Between 2006 and 2016, the population of Juan de Fuca (Part 1) grew by 9.9%, from 4,250 to 4,670 residents while Juan de Fuca (Part 2) decreased by -18.8% from 234 to 190 residents. This does not include residents within the Pacheedaht First Nation reserve area. Over this same period, the CRD grew by 11.1%. As of 2016, the Juan de Fuca Electoral Area makes up 1.3% of the CRD's population.

FIGURE 3 POPULATION CHANGE IN JUAN DE FUCA (PART 1 AND PART 2) AND CRD, 2006 TO 2016



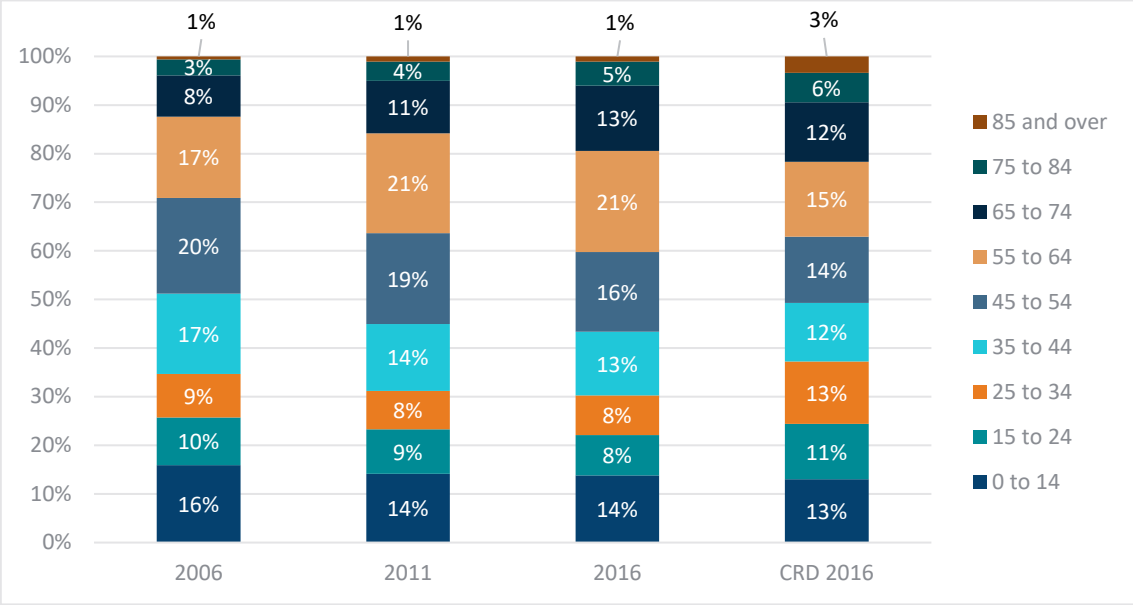
Source: Statistics Canada Census Program, Census Profiles 2006, 2011, 2016

2.2 Age

From 2006 to 2016, the median age in Juan de Fuca (Part 1) rose from 44.3 to 49.5, and from 45.8 to 52.0 in Juan de Fuca (Part 2), indicating an aging trend in both communities.

The age distribution in Juan de Fuca (Part 1) stayed similar between 2006 and 2016, with a slight decline in the proportion of ages 35 to 44 and an increase in ages 65 to 84 (Figure 4).

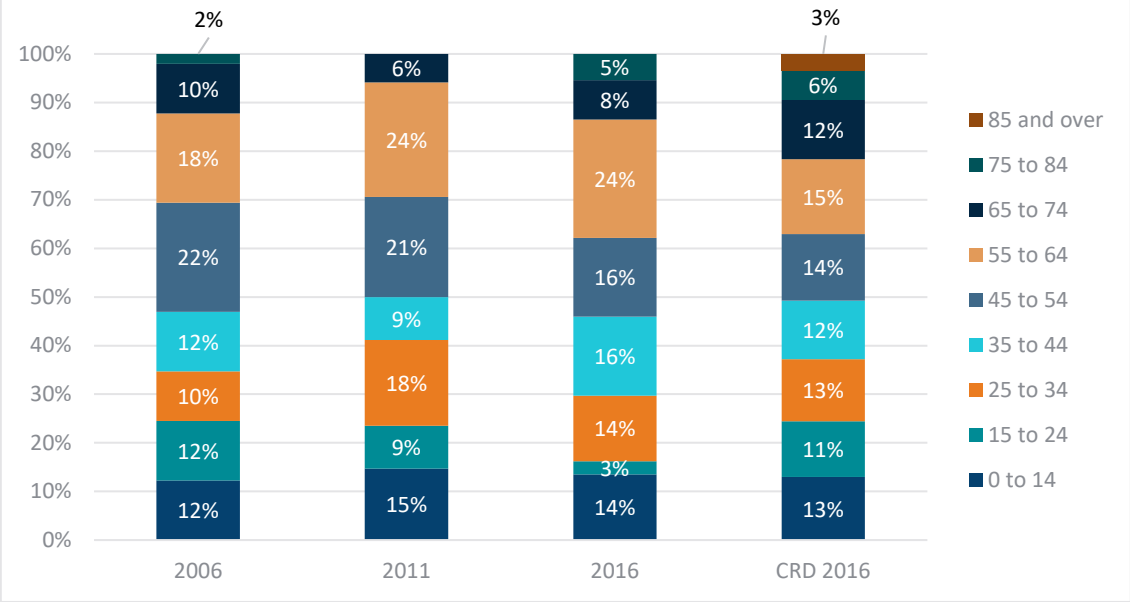
FIGURE 4 AGE DISTRIBUTION IN JUAN DE FUCA (PART 1), 2006-2016



Source: Statistics Canada Census Program, Census Profiles 2006, 2011, 2016

During the same period, the Juan de Fuca (Part 2) age distribution remained consistent except for an increase in the proportion of individuals age 55 and older and a decrease of individuals ages 15 to 24 (Figure 5).

FIGURE 5 AGE DISTRIBUTION IN JUAN DE FUCA (PART 2), 2006-2016



Source: Statistics Canada Census Program, Census Profiles 2006, 2011, 2016

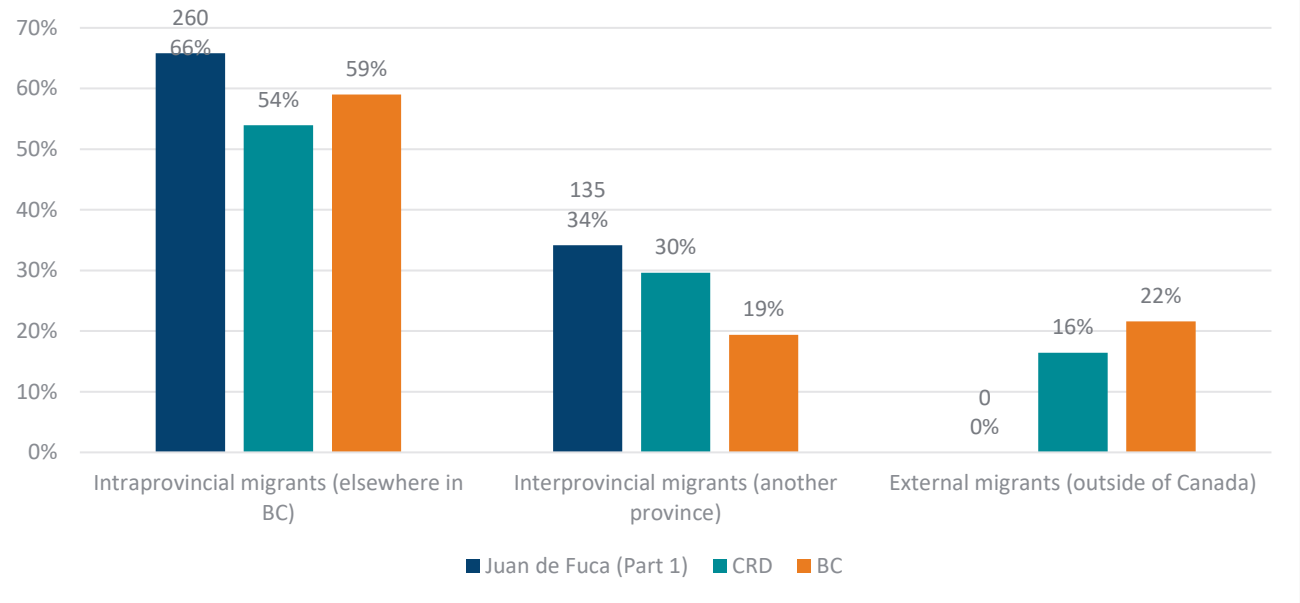
Juan de Fuca (Part 1) had a very similar age distribution as the CRD as a whole, whereas Juan de Fuca (Part 2) had a smaller proportion of ages 15 to 24.

2.3 Mobility

In 2016, 8% of Juan de Fuca (Part 1) residents had moved to the community in the previous year, compared to 7% in both CRD and BC. Of those who moved into the Area, 66% were intraprovincial migrants (people who moved from elsewhere in BC), 34% were interprovincial migrants (people who moved from another province), and none were external migrants (people who moved from outside of Canada) (Figure 6). Compared to the CRD, Juan de Fuca (Part 1) had a higher proportion of individuals who moved from within BC and from other parts of Canada, but a lower proportion from outside Canada.

There was no sufficient data for Juan de Fuca (Part 2) due to its small population size.

FIGURE 6 ONE-YEAR AGO MOBILITY STATUS IN JUAN DE FUCA (PART 1), CRD AND BC, 2016



Source: Statistics Canada Census Program, Census Profiles 2016

2.4 Households

Between 2006 and 2016, the number of households in Juan de Fuca (Part 1) grew by 15% from 1,740 to 1,995 and in Juan de Fuca (Part 2), the number decreased by approximately 15% from 106[3] to 90 households.

The average household size for Juan de Fuca (Part 1) was 2.3 and for Juan de Fuca (Part 2) it was 2.0 in 2016, compared to 2.2 for the CRD. The average household size of Juan de Fuca (Part 1) has stayed similar to 2006 and Juan de Fuca (Part 2) has stayed similar to 2011.[4]

In 2016, 69% of households in Juan de Fuca (Part 1) and 83% of households in Juan de Fuca (Part 2) are one or two person households, compared to 71% of CRD households (Figure 7 and Figure 8).

[3] The number of households for Juan de Fuca (Part 2) in 2006 is not available, however, the 2006 Census indicated that there are 106 dwellings occupied by usual residents. This is a rough estimate of the number of households in the community that year.

[4] The average household size for Juan de Fuca (Part 2) in 2006 is not available.

FIGURE 7 HOUSEHOLDS BY SIZE IN JUAN DE FUCA (PART 1) AND CRD, 2016

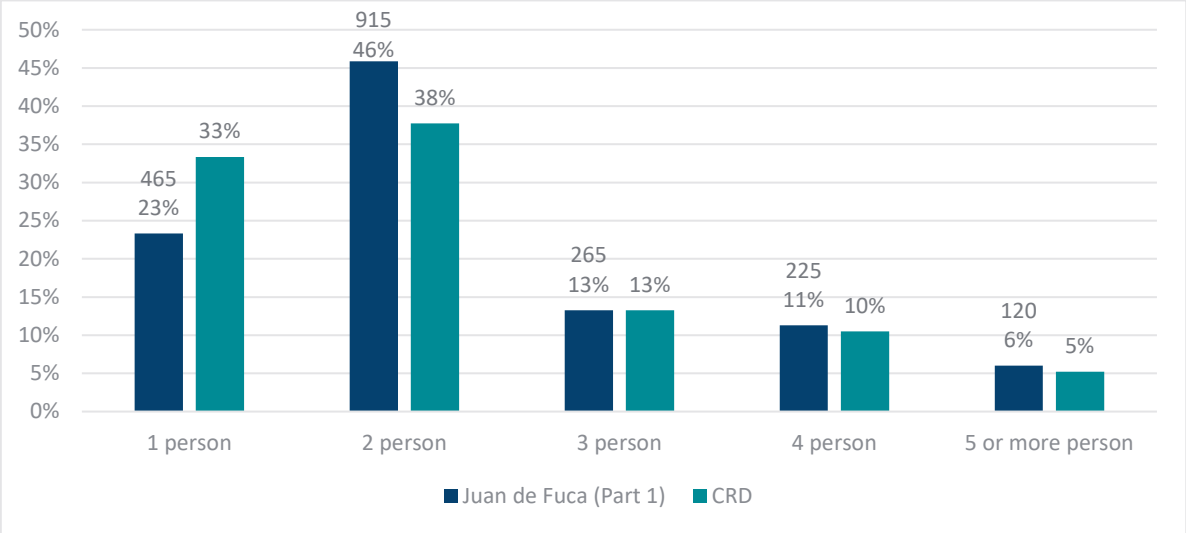
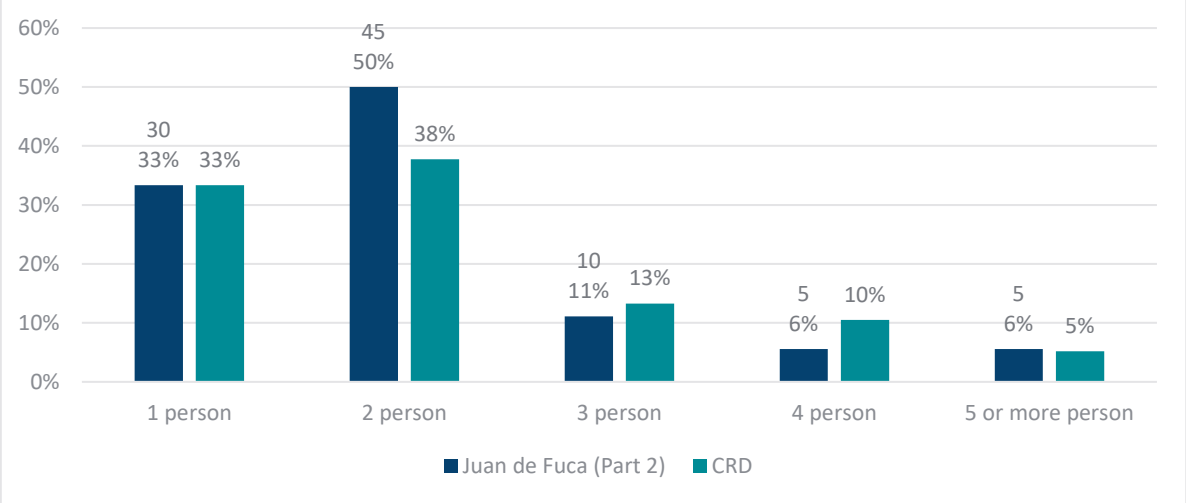


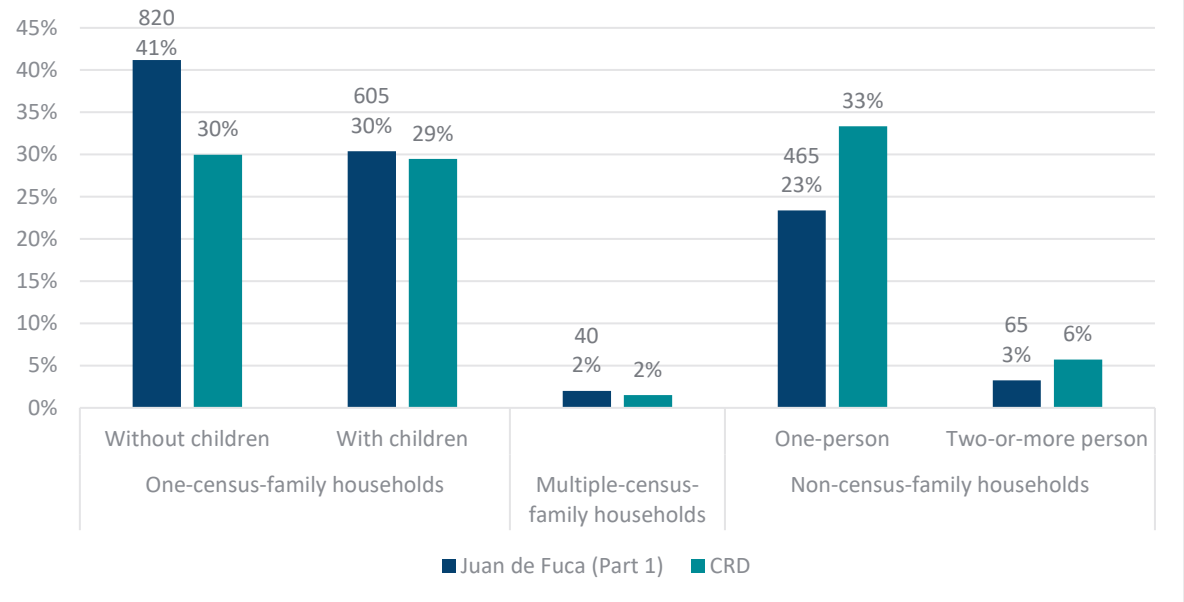
FIGURE 8 HOUSEHOLDS BY SIZE IN JUAN DE FUCA (PART 2) AND CRD, 2016



Source: Statistics Canada Census Program, Census Profiles 2016

Figure 9 shows Juan de Fuca (Part 1) had a higher proportion of households without children than the CRD, and a lower proportion of one person and two-person-or-more non-census-family households.

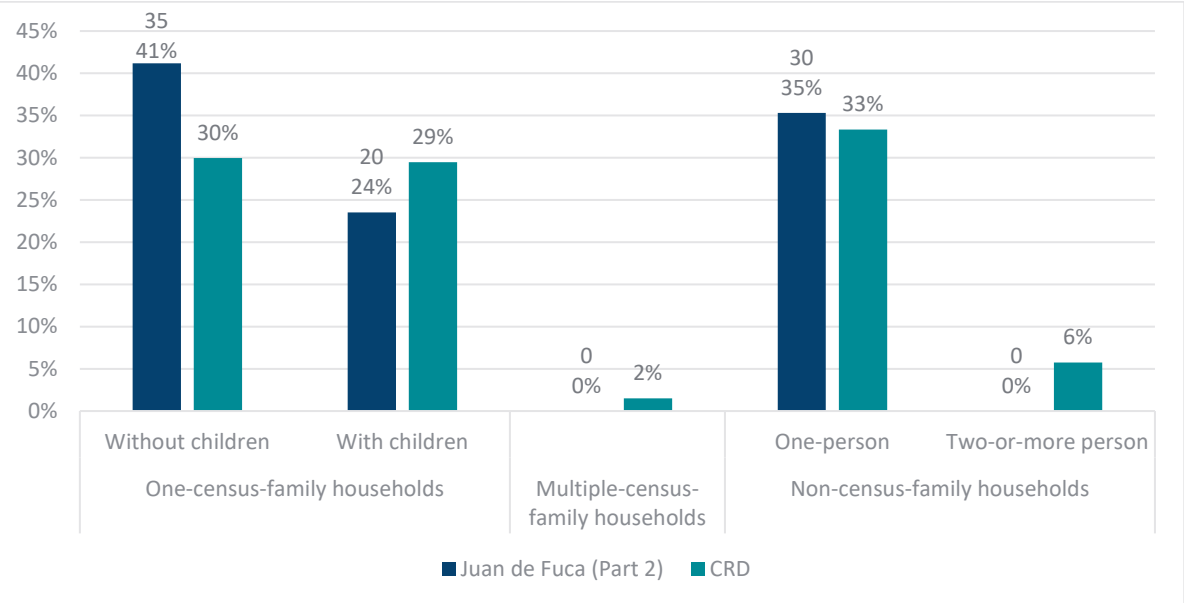
FIGURE 9 HOUSEHOLDS BY HOUSEHOLD TYPE IN JUAN DE FUCA (PART 1) AND CRD, 2016



Source: Statistics Canada Census Program, Census Profiles 2016

Juan de Fuca (Part 2) had a higher proportion of households without children and a lower proportion of households with children than the CRD Figure 10.

FIGURE 10 HOUSEHOLDS BY HOUSEHOLD TYPE IN JUAN DE FUCA (PART 2) AND CRD, 2016



Source: Statistics Canada Census Program, Census Profiles 2016

Figure 11 shows the ages of primary household maintainers by tenure across age groups in 2016. Primary household maintainer refers to the person leading a household. The Census allows two maintainers to be identified per household and the data is based on the first entry.

In Juan de Fuca (Part 1), there was a smaller proportion of households headed by the youngest and oldest age cohorts in 2016. Across all age groups, households are more likely to own than rent. Homeownership rates increase with age in Juan de Fuca (Part 1), peaking between 55 and 64 before declining.

In Juan de Fuca (Part 2), the majority of the households are owners and are headed by individuals age 45 to 85 (Figure 11). There is no data available on primary household maintainer age of renter households in Juan de Fuca (Part 2) as there are few renter households.

FIGURE 11 AGE OF PRIMARY HOUSEHOLD MAINTAINER BY TENURE IN JUAN DE FUCA (PART 1), 2016

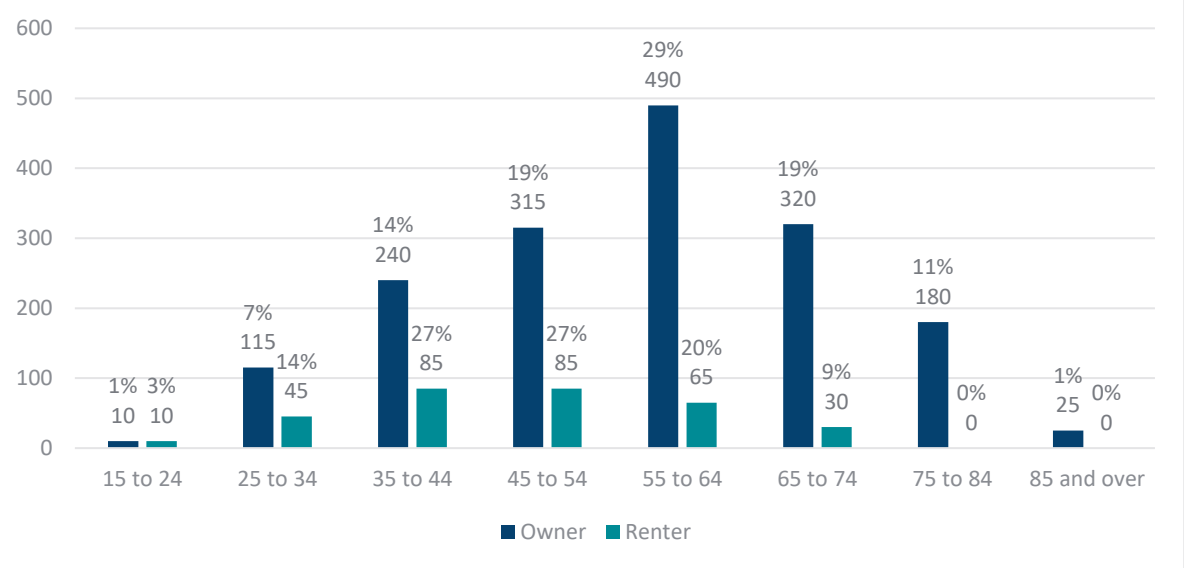
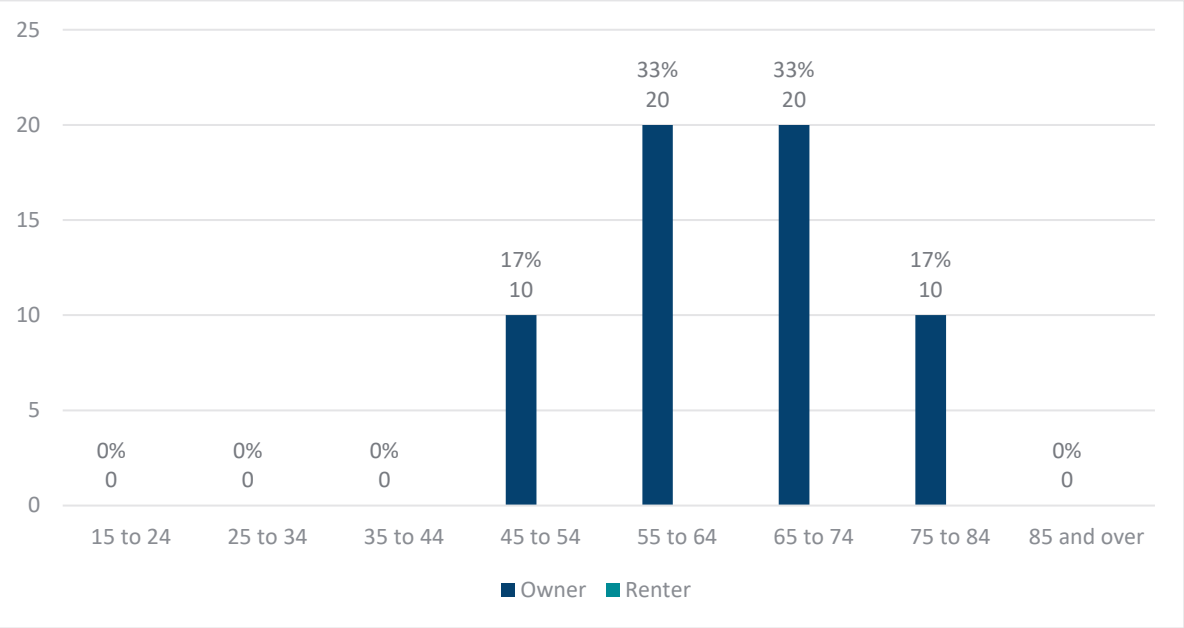


FIGURE 12 AGE OF PRIMARY HOUSEHOLD MAINTAINER BY TENURE IN JUAN DE FUCA (PART 2), 2016*



**Renter data is suppressed due to the small number of renters in this area*
Source: Statistics Canada Census Program, Census 2016

2.5 Economy

In Juan de Fuca (Part 1), the top five industries of work for residents in 2016 were public administration (12%), construction (12%), health care and social assistance (10%), accommodation and food services (8%), and retail trade (7%).

In Juan de Fuca (Part 2), the top five industries of work for residents in 2016 were construction (33%), accommodation and food services (17%), health care and social assistance (17%), educational services (17%), and transportation and warehouse (17%).

Between 2006 and 2016, Juan de Fuca (Part 1) saw a small decrease in the labour participation rate (-7.8%) and an increase in the unemployment rate to 5.5% (Figure 13). During the same period, the participation rate decreased by 7.1% in Juan de Fuca (Part 2), however the unemployment rate dropped to 0.0%.

FIGURE 13 LABOUR PARTICIPATION RATE AND UNEMPLOYMENT RATE IN JUAN DE FUCA (PART 1) AND CRD, 2006 TO 2016

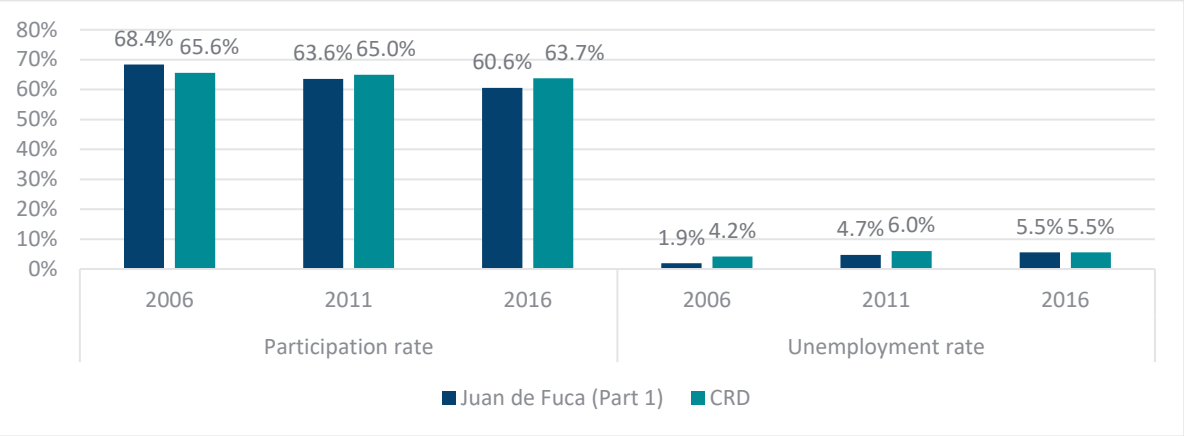
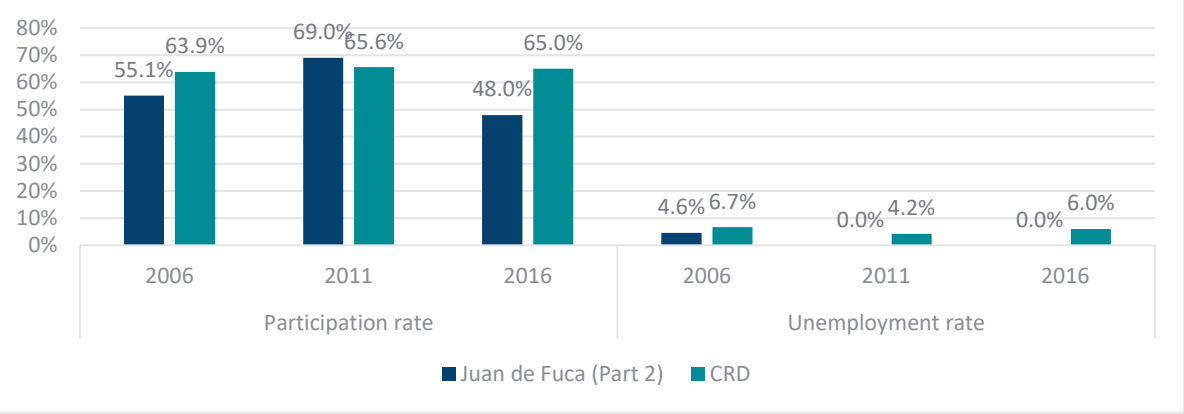


FIGURE 14 LABOUR PARTICIPATION RATE AND UNEMPLOYMENT RATE IN JUAN DE FUCA (PART 2) AND CRD, 2006 TO 2016



Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

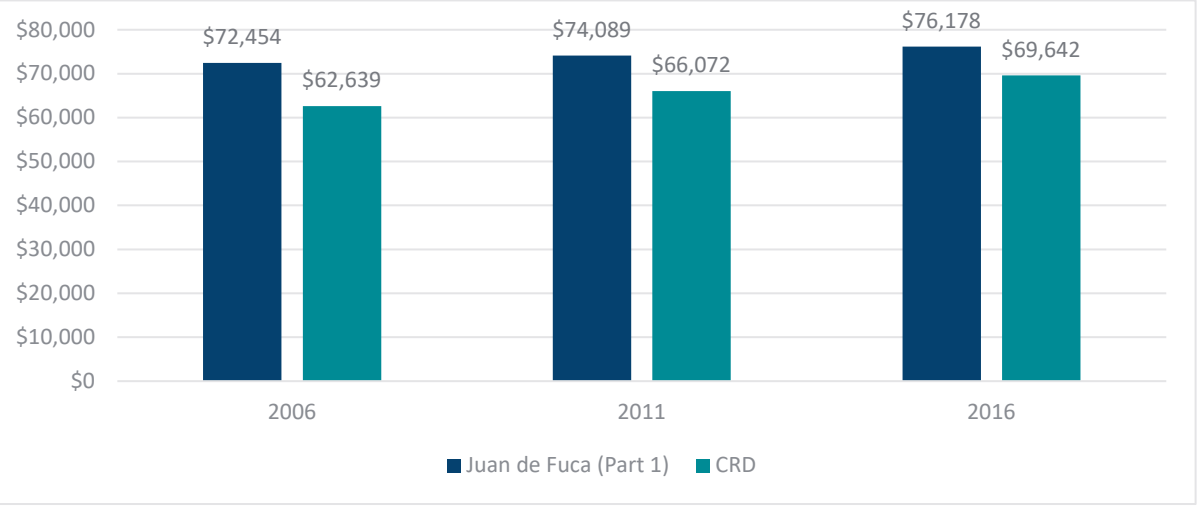
2.6 Household Median Income

Note that the custom data set provided for the purposes of Housing Needs Reports is adjusted for 2015 Constant Dollars and may differ from the typical census profiles. The Census reports household income from the year prior to the census (e.g. the 2016 Census represents 2015 household incomes).

Between 2006 and 2016, median before-tax private household income grew by 5.1% in Juan de Fuca (Part 1), compared to 11.2% across the CRD (Figure 15). In 2016, the median income in Juan de Fuca (Part 1) – $76,178 – was $6,536 higher than the CRD median income of $69,642.

While historical median household incomes are not available in 2015 Constant Dollars for Juan de Fuca (Part 2), the median household income was $61,760 in 2015; this is $7,882 lower than the CRD median income. Median household incomes by household types is not available for Juan de Fuca (Part 2).

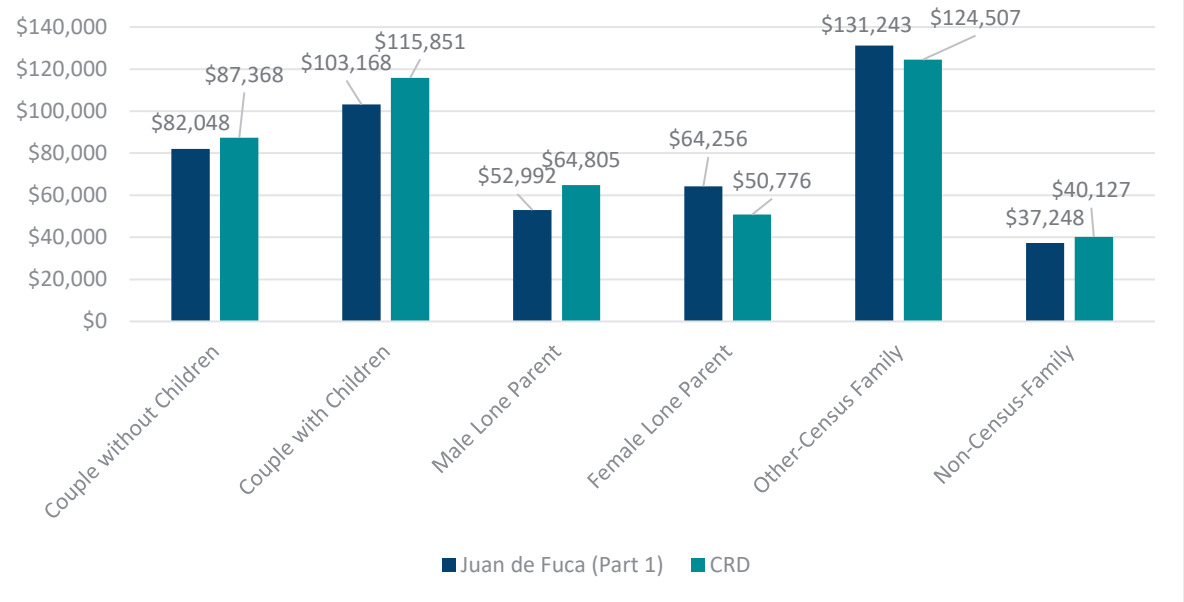
FIGURE 15 MEDIAN BEFORE-TAX PRIVATE HOUSEHOLD INCOME IN JUAN DE FUCA (PART 1) AND CRD, 2006 TO 2016



Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

Median household income differs by household type. Households with single income earners often have lower median incomes than households with two or more incomes. In Juan de Fuca (Part 1), female lone parent households and non-census-family households (typically individuals living alone) had much lower median household incomes than other family types (Figure 16).

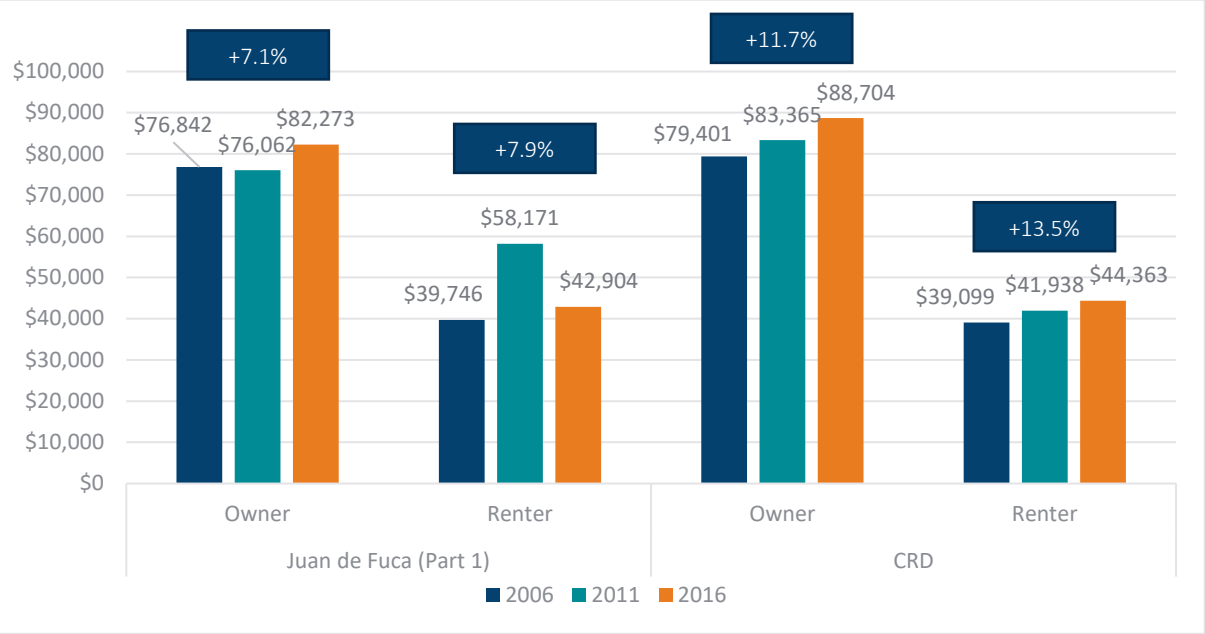
FIGURE 16 MEDIAN TOTAL HOUSEHOLD INCOME IN JUAN DE FUCA (PART 1) AND CRD



Source: Statistics Canada Census Program, Data Table 98-400-X2016099

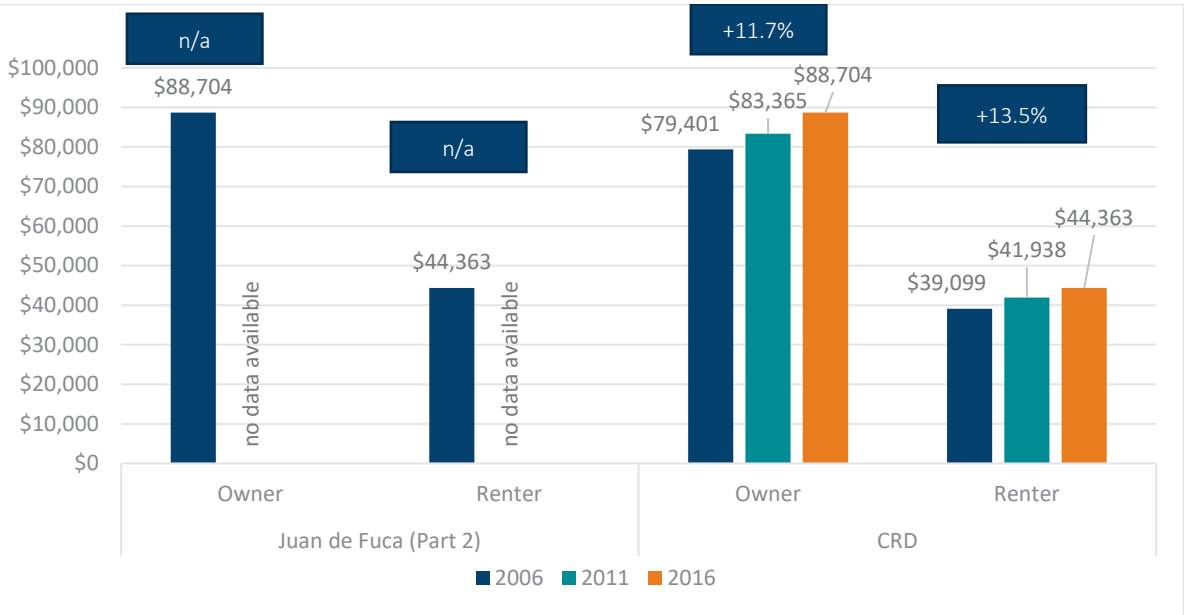
The median renter household income in a community is often lower than the median owner household income. In Juan de Fuca (Part 1), the median renter household income in 2016 was 52% of median owner household income (Figure 17).

FIGURE 17 MEDIAN BEFORE-TAX PRIVATE HOUSEHOLD INCOME BY TENURE IN JUAN DE FUCA (PART 1) AND CRD, 2006 TO 2016



In Juan de Fuca (Part 2), the median renter household income in 2006 was 50% of the median owner household income (Figure 18).[5]

FIGURE 18 MEDIAN BEFORE-TAX PRIVATE HOUSEHOLD INCOME BY TENURE IN JUAN DE FUCA (PART 2) AND CRD, 2006 TO 2016

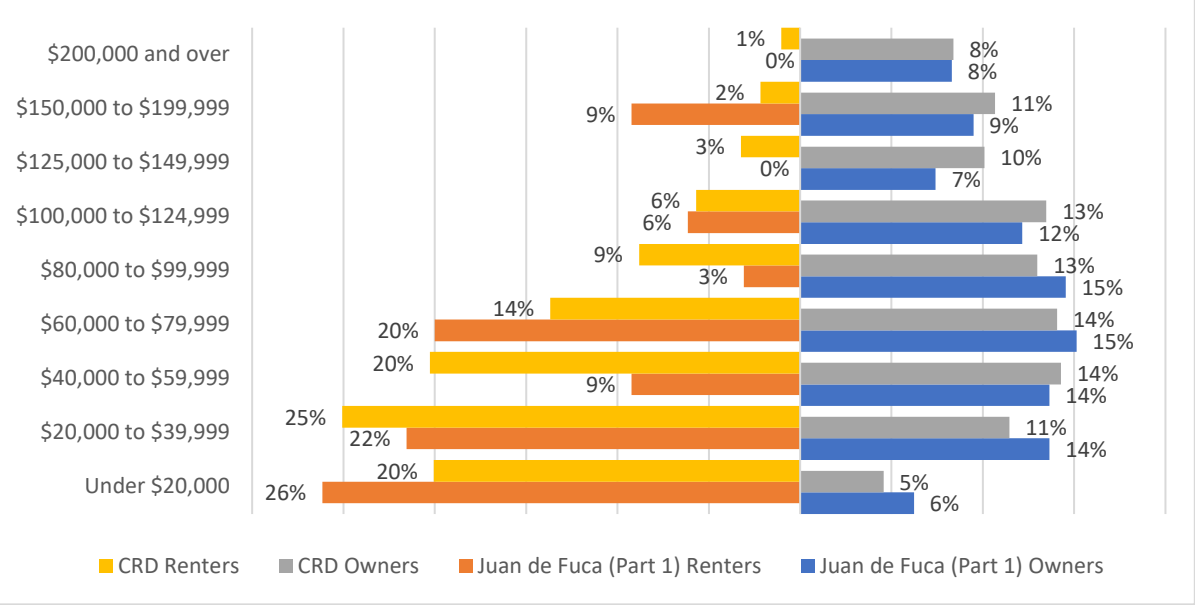


Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

[5] Median household income by tenure for 2011 and 2016 is not available for Juan de Fuca (Part 2).

In 2016, Juan de Fuca (Part 1) had a slightly higher proportion of households in higher income brackets compared to the CRD, among both owners and renters (Figure 19). Household income distribution by tenure is no

FIGURE 19 INCOME DISTRIBUTION BY TENURE IN JUAN DE FUCA (PART 1) AND CRD, 2016



Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

2.7 Summary

- Juan de Fuca (Part 1) is continuing to grow at a rate that is similar to the CRD as a whole. Between 2006 and 2016, Juan de Fuca (Part 1) grew by 9.9%, from 4,250 to 4,670 residents, while the CRD grew by 11.1% over the same period.
- Juan de Fuca (Part 2) decreased in population by 18.8%, from 234 to 190 residents, over the same period. However, the population in 2016 is higher than what is anticipated in the zoning bylaw.
- Sixty percent (60%) of new households moving to Juan de Fuca (Part 1) were from other parts of BC, 34% from other parts of Canada, and 0% from other countries. Compared to the CRD as a whole, Juan de Fuca (Part 1) attracted less new international households.
- Consistent with national trends, Juan de Fuca (Part 1) and Juan de Fuca (Part 2) are experiencing an aging trend. The Juan de Fuca (Part 1) median age rose from 44.3 to 49.5 from 2006 to 2016, and for Juan de Fuca (Part 2) from 45.8 to 52.0.
- Juan de Fuca (Part 1) and Juan de Fuca (Part 2) have similar population age distribution as the CRD, but both areas have a higher proportion of two person households and households without children.
- The top five industries employing Juan de Fuca (Part 1) residents in 2016 were public administration (12%), construction (12%), health care and social assistance (10%), accommodation and food services (8%), and retail trade (7%). Challenges finding housing can affect the ability to attract and retain employees, especially as housing costs increase more quickly than incomes.
- The top five industries employing Juan de Fuca (Part 1) residents in 2016 were construction (33%), accommodation and food services (17%), health care and social assistance (17%), educational services (17%), and transportation and warehouse (17%).

- Juan de Fuca (Part 1) had higher incomes compared to the region over the past three census counts. Renter households reported incomes that were 52% of owner incomes ($42,904 versus $82,273). Households with single incomes, especially female lone parent households and non-census family households, reported significantly lower incomes compared to other household types.
- The median household income of renters in Juan de Fuca (Part 2) is 50% of owner households in 2006 ($44,363 versus $88,704), median household income for renters was not available for 2016.

3.0 Housing Profile

This section provides an overview of community housing stock (dwelling type, size, and age), market and non-market housing trends, and indicators of housing need. The content in this section forms the basis of the statements about key areas of local need provided in Section 7.

This section uses data from the following sources: 2006, 2011, and 2016 Statistics Canada data from the Census Profiles and data tables and custom data prepared for Housing Needs Reports; 2011 National Household Survey; CMHC Rental Market Survey; BC Assessment data; BC Housing, Co-operative Housing Federation of BC, and AirDNA.

3.1 Overview of Housing Stock

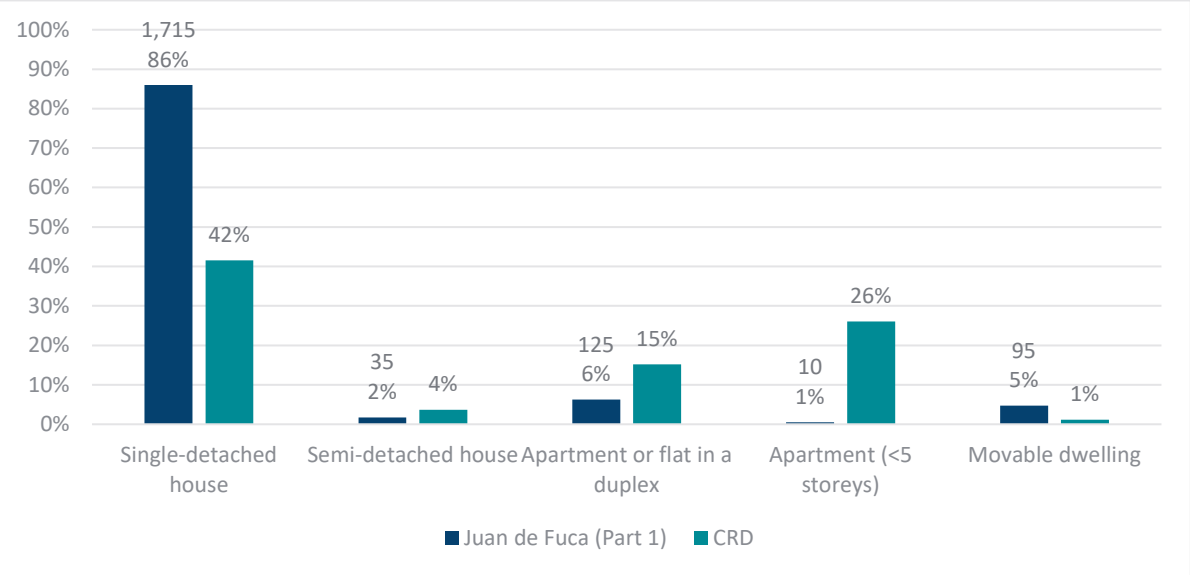
3.1.1 Housing Units

As of 2016, there were 1,995 dwellings in Juan de Fuca (Part 1) and 90 dwellings in Juan de Fuca (Part 2). Compared to the CRD as a whole, Juan de Fuca (Part 1) and Juan de Fuca (Part 2) both have higher proportions of detached dwellings and movable dwellings (Figure 20).

In addition, there are some semi-detached houses in Juan de Fuca (Part 1) which refers to duplexes and a few apartments. For Juan de Fuca (Part 2), single-detached houses and movable dwellings are the two most common types of housing.

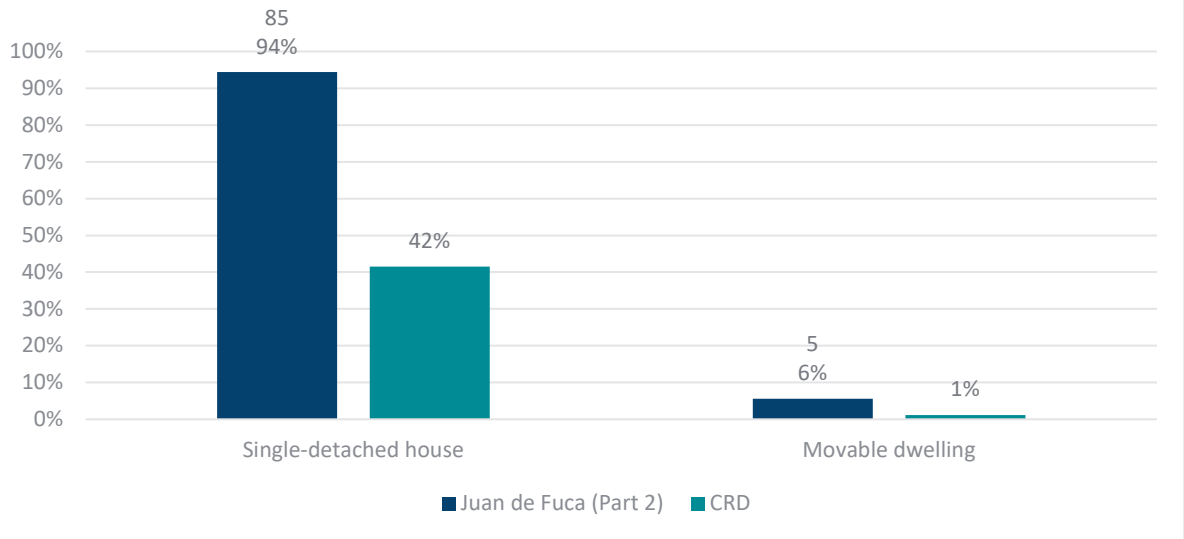
In 2016, Juan de Fuca (Part 1) had 125 units of apartment or flat in a duplex. Usually, half of the units recorded as apartments or flats in a duplex are assumed to be single-detached houses with secondary suites (approximately 17 units), while the other half are the suites themselves. Data from the Juan de Fuca Electoral Area indicates there are approximately 90 legal secondary suites. It is expected that the number of secondary suites in the Juan de Fuca Electoral Area is higher as some structures may not be registered (e.g. multiple suites, recreational vehicles, travel trailers, etc.).

FIGURE 20 DWELLINGS BY STRUCTURE TYPE IN JUAN DE FUCA (PART 1) AND CRD, 2016



Source: Statistics Canada Census Program, Census Profiles 2016

FIGURE 21 DWELLINGS BY STRUCTURE TYPE IN JUAN DE FUCA (PART 2) AND CRD, 2016

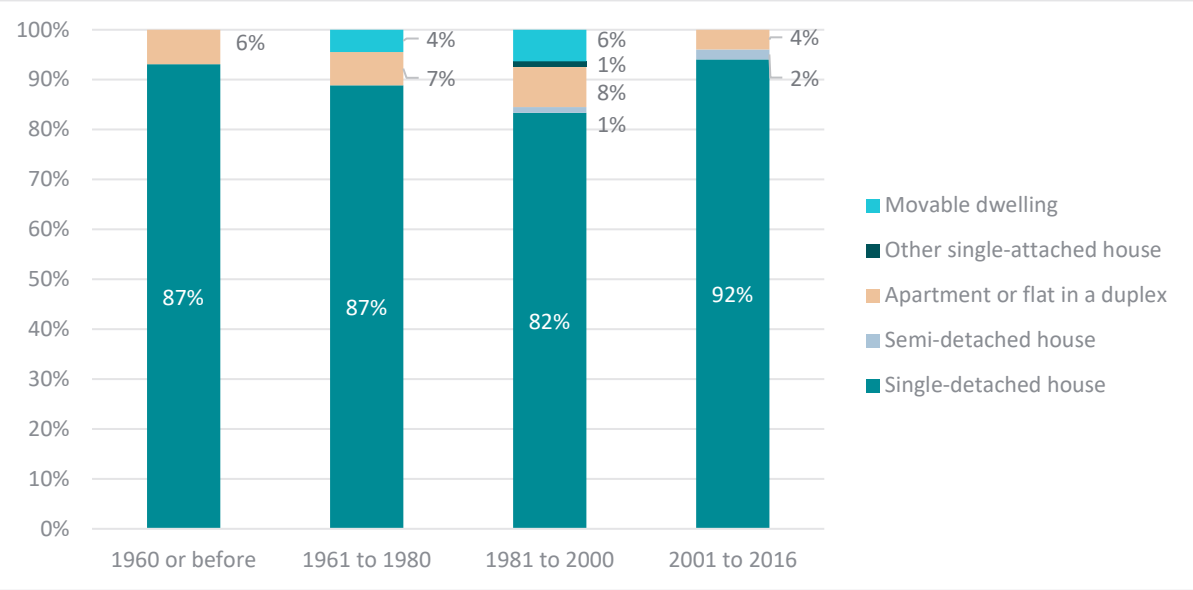


SOURCE: STATISTICS CANADA CENSUS PROGRAM, CENSUS PROFILES 2016

Figure 22 shows that single-detached houses was the predominant structural type of housing built in each period of construction in Juan de Fuca (Part 1). The most diverse dwelling structural types were built between 1981 to 2000. The most recent period of 2001 to 2016 saw the construction of new apartment or flat in a duplex and semi-detached houses.[6]

[6] Dwellings by period of construction and structural type is not available for Juan de Fuca (Part 2).

FIGURE 22 DWELLINGS BY PERIOD OF CONSTRUCTION AND STRUCTURAL TYPE IN JUAN DE FUCA (PART 1), 2016



**Note that for some census data, errors and / or random rounding can result in numbers that do not add up to their totals and percentages that do not add up to 100%.*

3.1.2 Occupied and Unoccupied Dwellings

In 2016, out of every five private dwellings in Juan de Fuca (Part 2), there were two dwellings that were not occupied by usual residents, which refers to persons who are permanently residing there (41%) (Table 1). This typically means that the units are either vacant or rented out on a temporary basis.

In Juan de Fuca (Part 1), there was a much smaller proportion of dwellings not occupied by usual residents in 2016 (15%).

TABLE 1 PRIVATE DWELLINGS OCCUPIED BY USUAL RESIDENTS, 2016

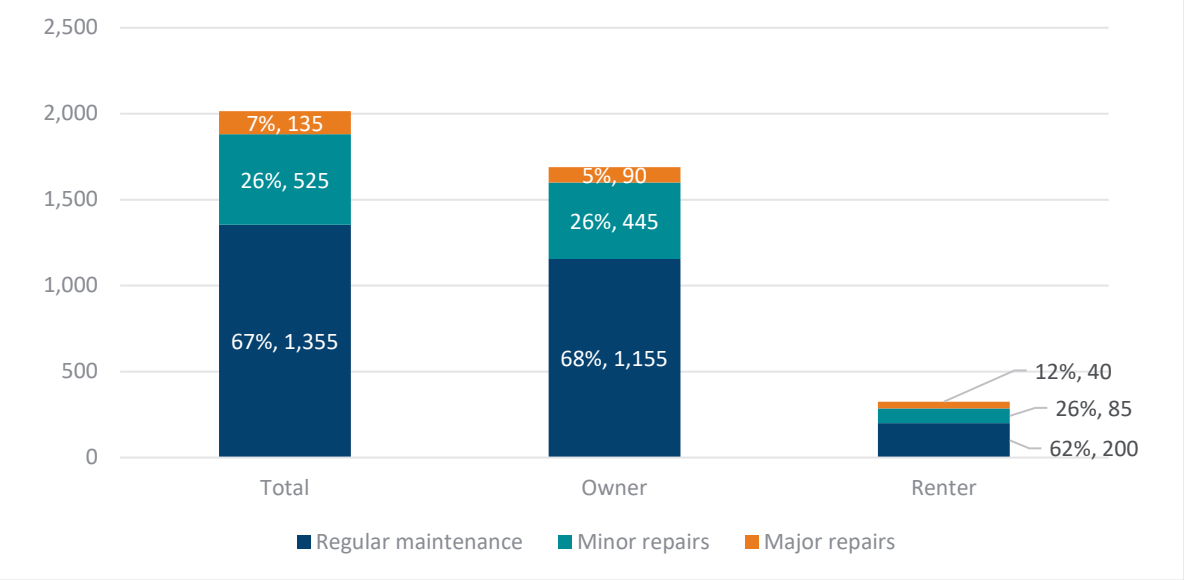
	Juan de Fuca (Part 1)		Juan de Fuca (Part 2)	
	Units	Percentage	Units	Percentage
Dwellings Occupied by Usual Residents	1,992	85%	89	59%
Dwellings Not Occupied by Usual Residents	345	15%	63	41%
Total	**2,337**	**100%**	**152**	**100%**

Source: Statistics Canada Census Program, Census Profiles 2016

3.1.3 Condition of Housing

In Juan de Fuca (Part 1), renter households were more likely than owner households to live in a dwelling that requires major repairs, 12% compared to 5%, respectively (Figure 23). Overall, 67% of dwellings require regular maintenance, 26% require minor repairs, and 7% require major repairs.

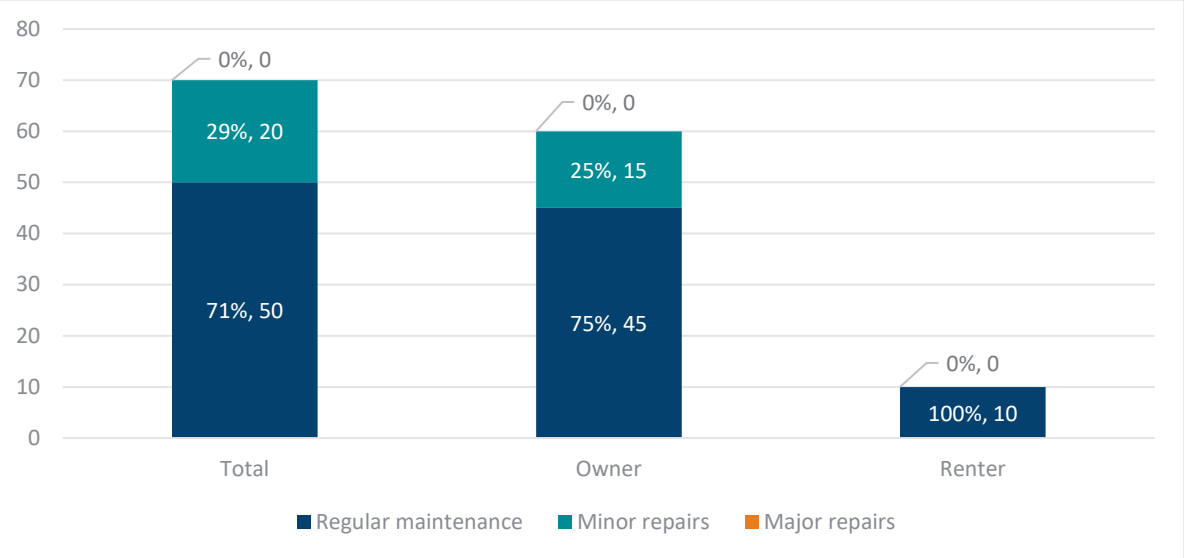
FIGURE 23 DWELLING CONDITION BY TENURE IN JUAN DE FUCA (PART 1), 2016



Source: Statistics Canada, Census 2016, Table 98-400-X2016222.

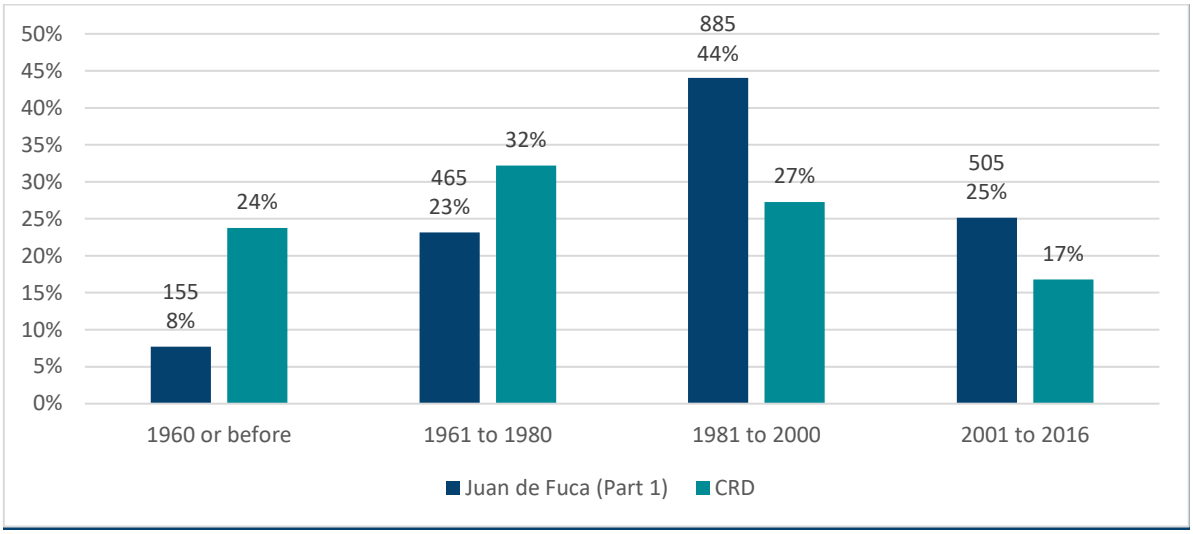
In Juan de Fuca (Part 2) there were no dwellings reported as needing major repair and 29% of dwellings needed minor repairs. Overall, 71% of dwellings require regular maintenance. Owner households were more likely to require minor repairs than renter households, 25% compared to 0%, respectively. This is likely due to the fact that there are minimal renter households in Juan de Fuca (Part 2).

FIGURE 24 DWELLING CONDITION BY TENURE IN JUAN DE FUCA (PART 2), 2016



Compared to CRD, dwellings in Juan de Fuca (Part 1) are slightly newer, with higher proportion built between 1981 to 2000, and 2001 to 2016 (Figure 25).

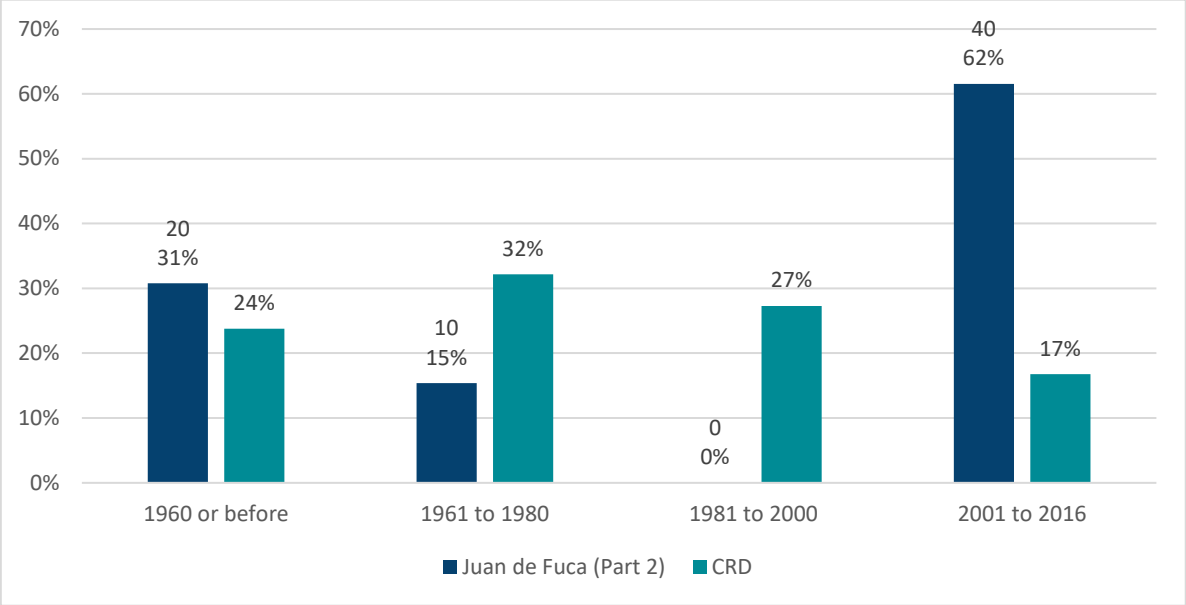
FIGURE 25 DWELLINGS BY PERIOD OF CONSTRUCTION IN JUAN DE FUCA (PART 1), 2016



Source: Statistics Canada Census Program, Census Profiles 2016

In Juan de Fuca (Part 2), no new dwellings are reported to have been built between 1981 to 2000, but a higher proportion of the housing stock was built in recent years between 2001 to 2016.

FIGURE 26 DWELLINGS BY PERIOD OF CONSTRUCTION IN JUAN DE FUCA (PART 2), 2016



Source: Statistics Canada Census Program, Census Profiles 2016

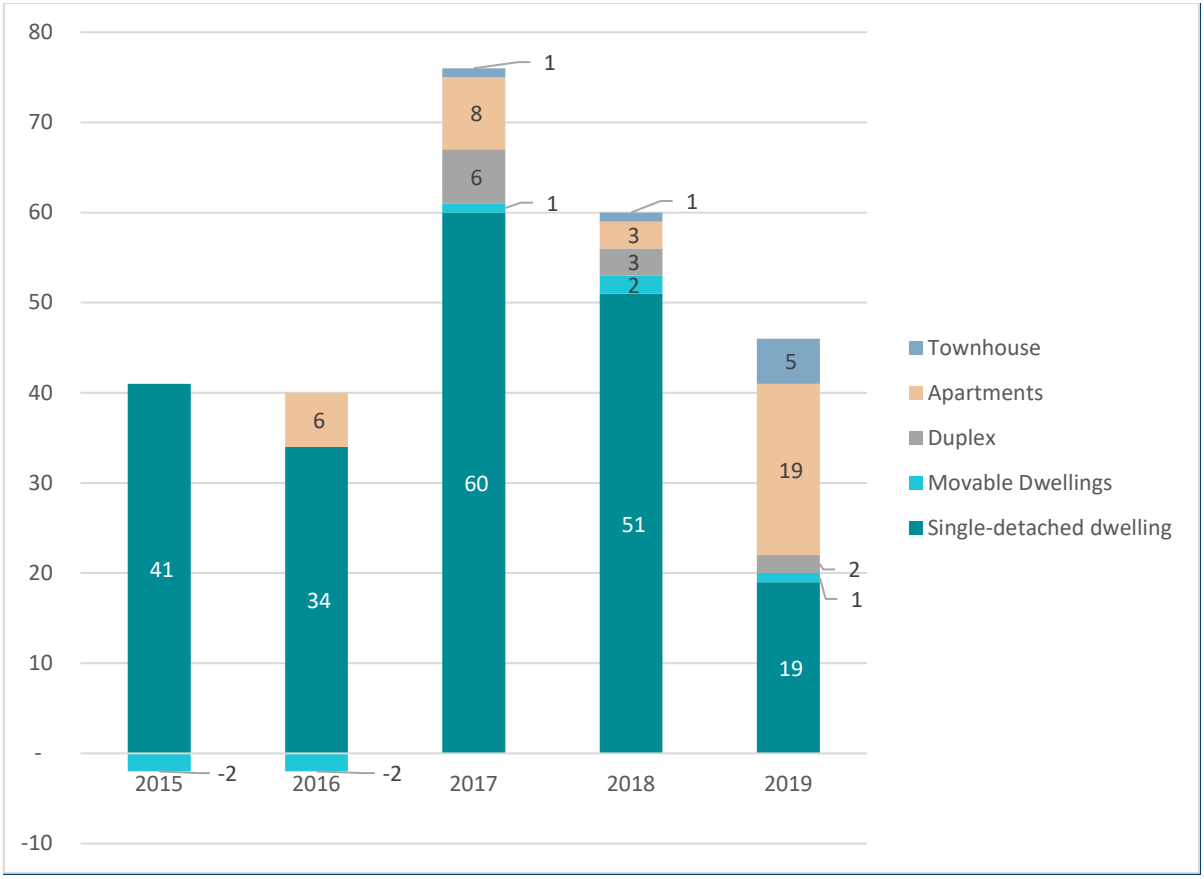
3.1.4 Recent Changes in Housing Stock

In the Juan de Fuca Electoral Area (which includes both Part 1 and Part 2), between 2015 and 2019, 79.2% of additional dwellings were single-detached dwellings, 13.9% were apartment and 4.2% were duplexes. Apartments in the context of Juan de Fuca are likely secondary suites.

The proportion of new homes that were single-family homes declined in 2019 and apartments increased suggesting that more compact forms of housing are increasing in Juan de Fuca Electoral Area. However, it should be noted that some of this growth in this five-year period is likely built by private owners for commercial tourist accommodations rather than residential accommodation for residents.

Note that this data considers net new homes and accounts for demolitions.

FIGURE 27 BUILDING PERMITS ISSUED ANNUALLY BY DWELLING TYPE IN JUAN DE FUCA, 2015 TO 2019



*Source: CRD Building Permit Data**

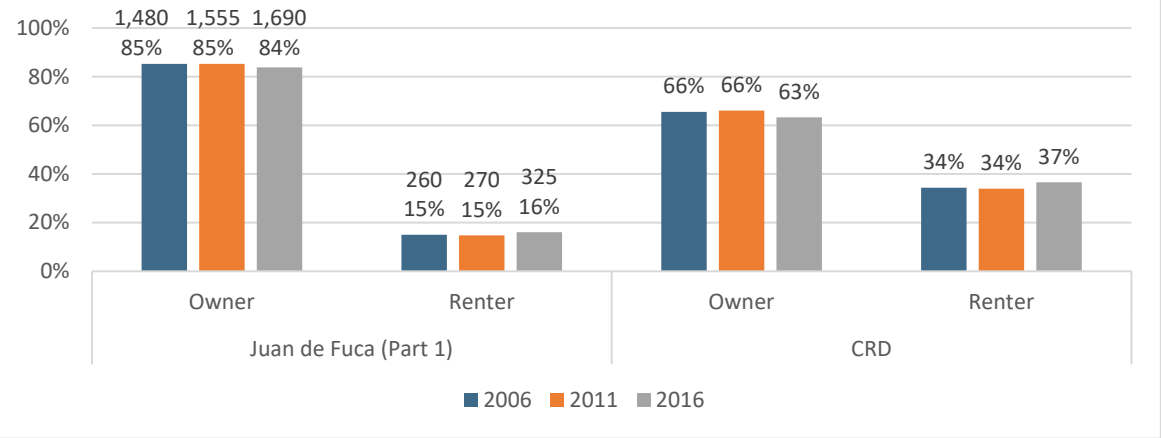
** The CRD uses Statistics Canada's structure type classifications. "Apartments" includes dwelling units found in a wide range of structures, such as duplexes, triplexes, row duplexes, low and high rise apartments, secondary suites in single-detached homes, and dwelling units over or at the rear of a store or other non-residential structure*

In this case, the CRD category of "duplexes" refers to the Statistics Canada definition of semi-detached houses. These are dwellings attached side by side (or back to back) to each other, but not to any other dwelling or structure (except its own garage or shed).

3.1.5 Tenure

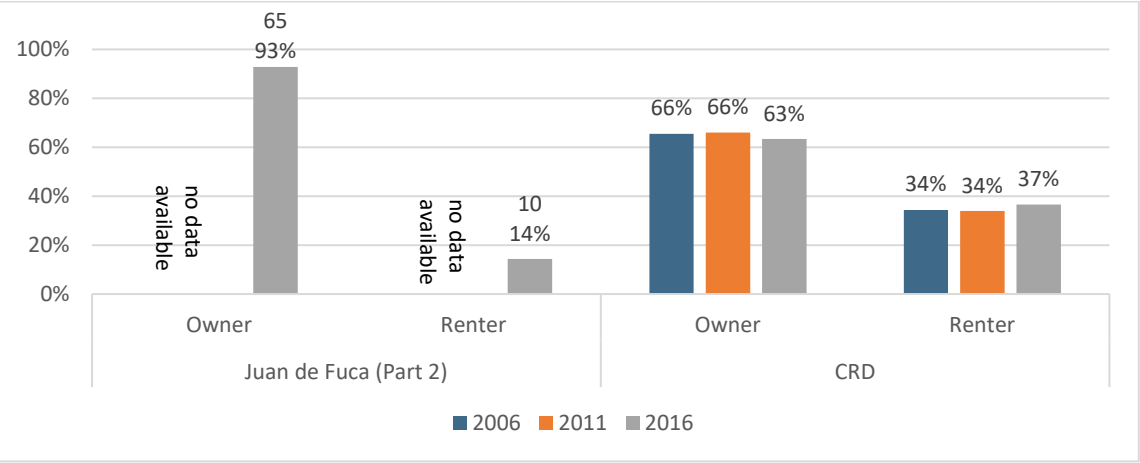
Juan de Fuca (Part 1) had a consistent proportion of owner households over the past three census periods, from 85% of all households in 2006 to 84% in 2016. Renters make up 16% of all households in 2016. Juan de Fuca (Part 2) has a high ownership ratio, with 93% of all household owners and the remaining 14% renters[7]. There is no historical tenure data available for Juan de Fuca (Part 2). For comparison, in 2016, 63% of CRD residents were homeowners and 37% were renters.

FIGURE 28 HOUSEHOLDS BY TENURE IN JUAN DE FUCA (PART 1), 2006 TO 2016



Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

FIGURE 29 HOUSEHOLDS BY TENURE IN JUAN DE FUCA (PART 2), 2006 TO 2016



Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

[7] Note that for some census data, errors and / or random rounding can result in numbers that do not add up to their totals and percentages that do not add up to 100%. Random rounding means that each individual value is randomly rounded up or down to a multiple of 5 or 10, and sub-totals are independently rounded. This discrepancy is especially common when looking at aggregations with different variables, such as tenure and condition.

In 2016, 20 households, or 6% of renter households Juan de Fuca (Part 1), reported that they live in subsidized housing.[8] This is a slight increase from 2011 when no households reported that they lived in subsidized housing. This proportion is lower than the CRD, where 12% of renter households live in subsidized housing. The Census reports there are no households in subsidized housing in 2016 for Juan de Fuca (Part 2).

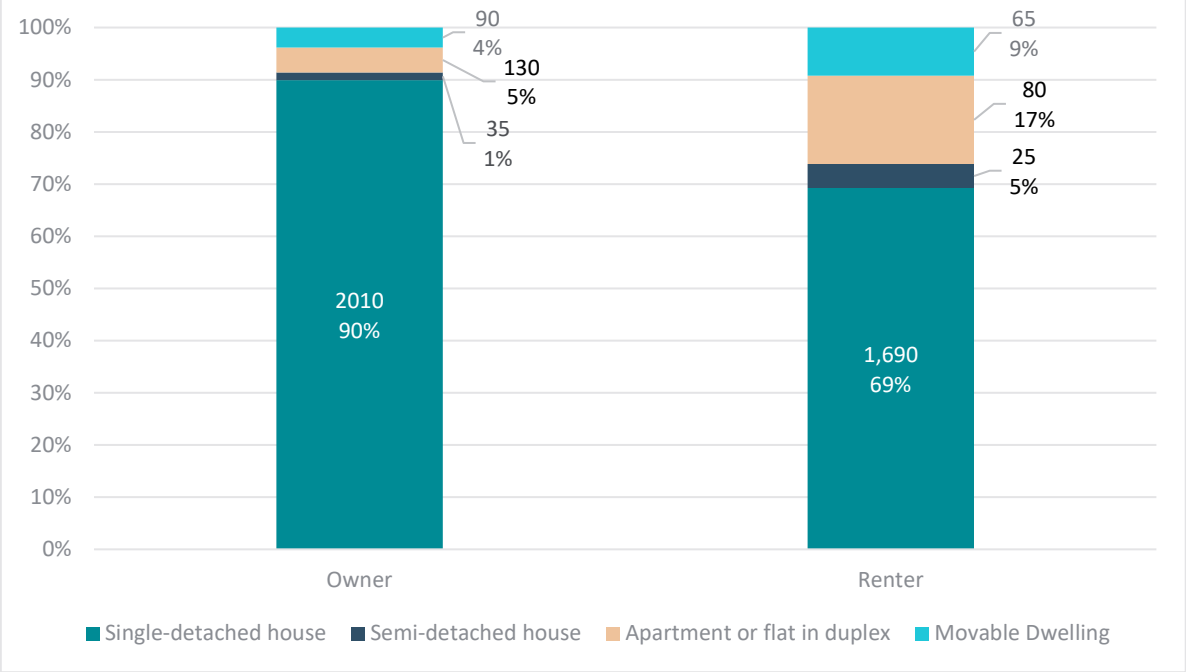
3.1.6 Households and Structure Types

Among owner households in Juan de Fuca (Part 1), the most commonly occupied structure type in 2016 were single-detached houses (90%), followed by apartment or flat in a duplex (5%), and movable dwellings (4%) (Figure 30).

For renter households in Juan de Fuca (Part 1), the structural housing types occupied were more diverse and include single-detached houses (69%), followed by apartments or a flat in a duplex (17%), movable dwelling (9%) and semi-detached house (5%).

In Juan de Fuca (Part 2), owner households are likely to live in single-detached houses (92%) followed by movable dwellings (15%). There is no data on tenure by structure type or dwellings by structure type for Juan de Fuca (Part 2) renter households in 2016.

FIGURE 30 STRUCTURE TYPE BY TENURE IN JUAN DE FUCA (PART 1), 2016

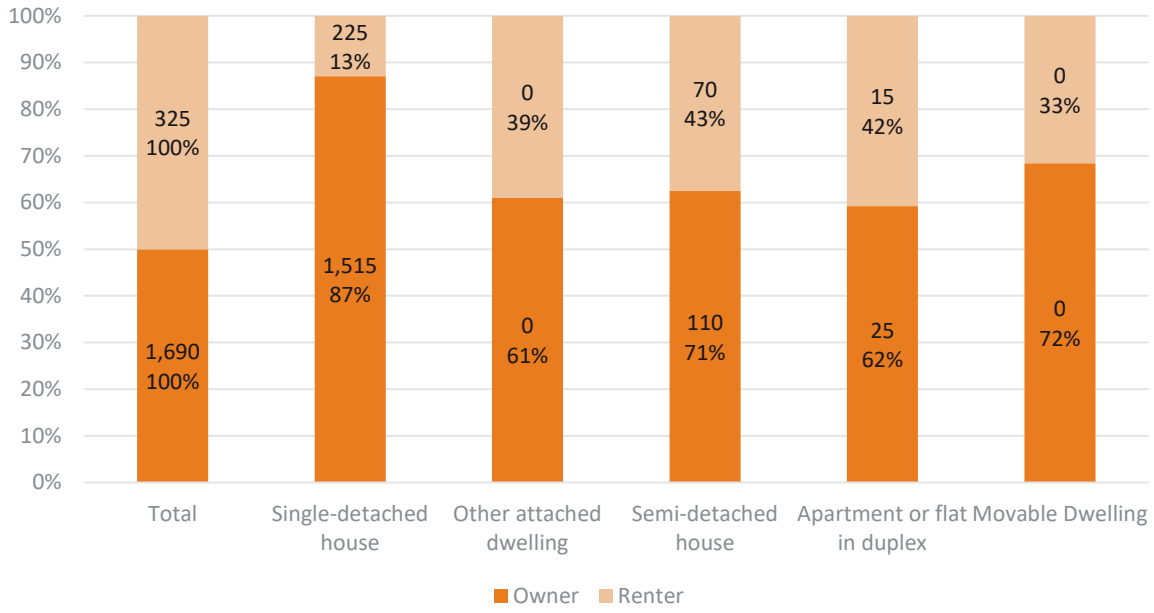


Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016227

[8] Subsidized housing is self-reported by census respondents. It includes rent supplements like those provided by BC Housing, which support households renting in the private market. It can also include rent geared to income, social housing, public housing, government-assisted housing, and non-profit housing. More detailed information on non-market housing in the District is provided in Section 3.4.

Data from 2016 suggests that single-detached houses in Juan de Fuca (part 1) were occupied by owner households (87%). Tenure was much more evenly distributed among other household types.

FIGURE 31 TENURE BY STRUCTURE TYPE IN JUAN DE FUCA (PART 1), 2016

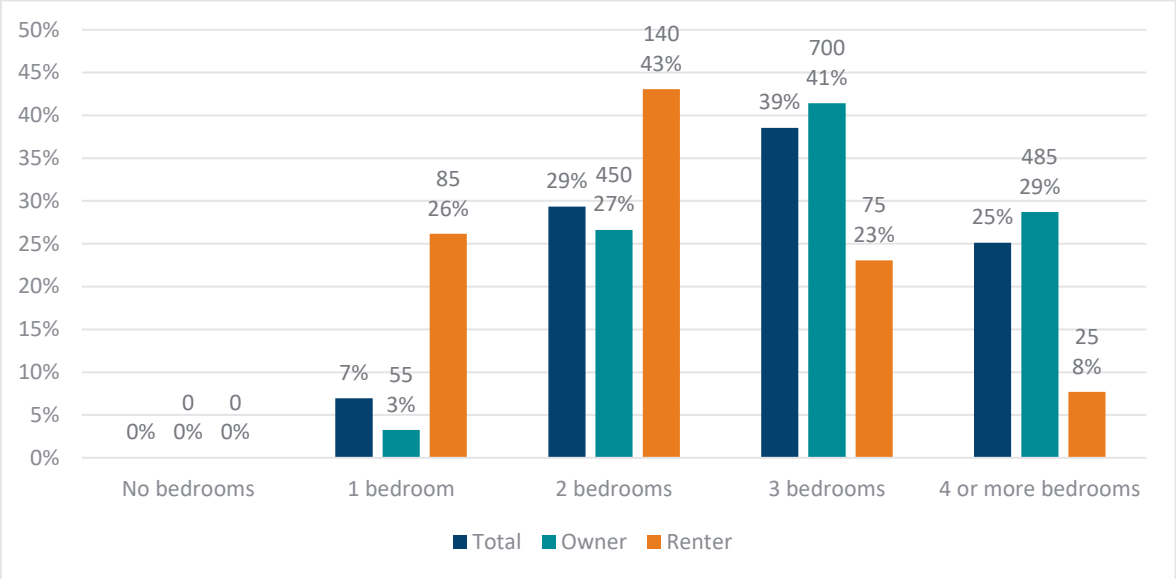


Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016227

In 2016, 64% of dwellings in Juan de Fuca (Part 1) were three bedrooms or more (Figure 32). Most dwellings with three bedrooms or more were owned; 70% of all owned dwellings had three bedrooms or more, compared to 31% of all rented dwellings. Most rented dwellings had two bedrooms or fewer (69%).

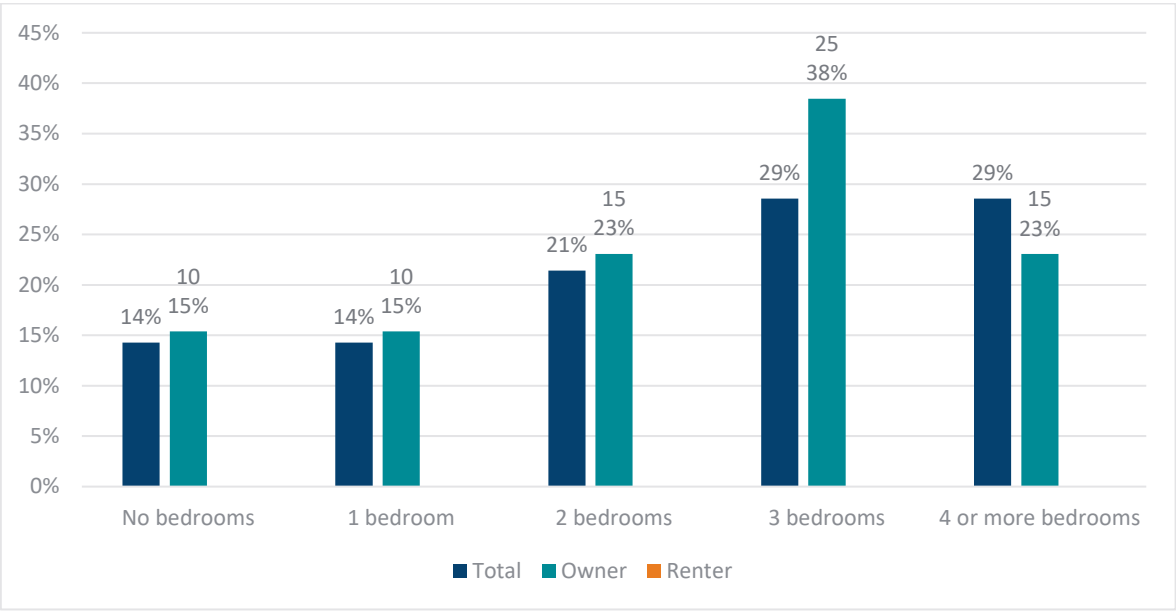
In 2016, 58% of dwellings in Juan de Fuca (Part 2) were three bedrooms or more (Figure 33). There is no renter household data available for the three census for Juan de Fuca (Part 2). A high proportion of dwellings with three bedrooms or more are occupied by owner households (61%).

FIGURE 32 DWELLINGS BY UNIT SIZE AND TENURE IN JUAN DE FUCA (PART 1), 2016



Source: Statistics Canada, Census 2016, Data Table 98-400-X2016227

FIGURE 33 DWELLINGS BY UNIT SIZE AND TENURE IN JUAN DE FUCA (PART 2), 2016



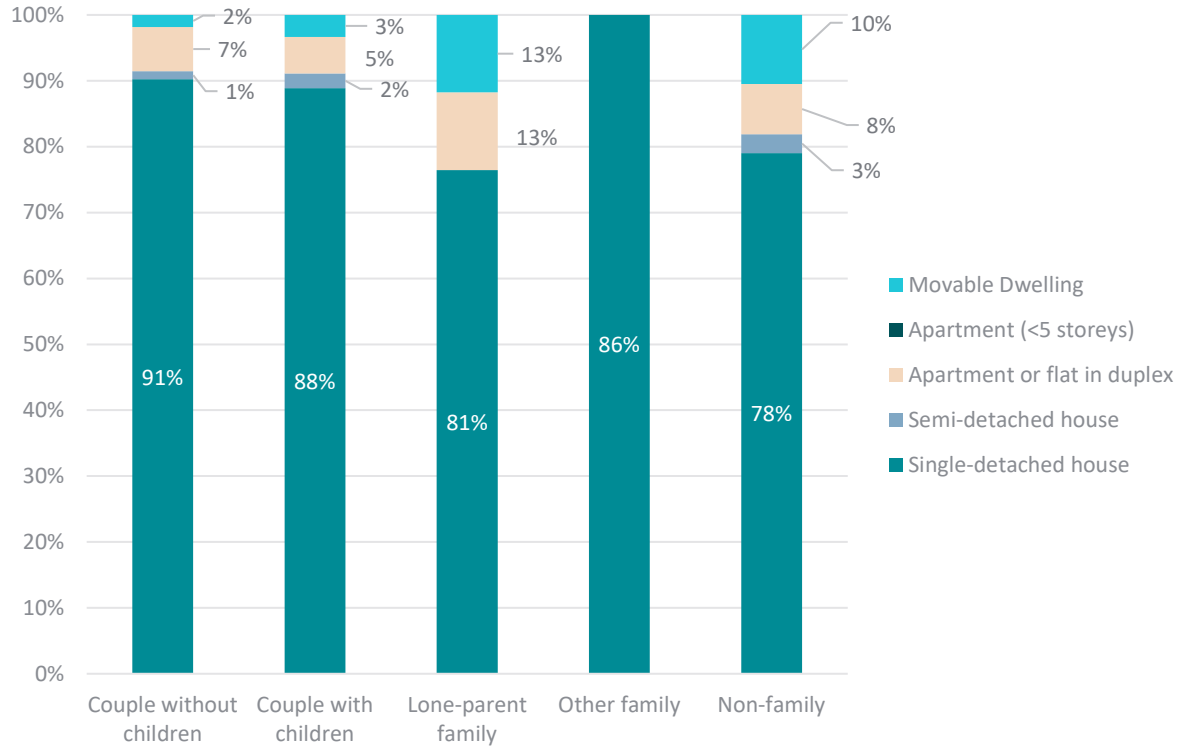
Source: Statistics Canada, Census 2016, Data Table 98-400-X2016227

Figure 34, Figure 35, and Figure 36 show the types of households, sizes of households, and ages of primary household maintainers living in different structure types for Juan de Fuca (Part 1). Due to the large proportion of single-family houses in the area, they are often the dominant structure type. No data is available for Juan de Fuca (Part 2)

Among couples (with or without children) and other families, the single-detached home is the dominant structure type, while lone parent households and non-census-families are slightly more likely to live in

movable dwellings and secondary suites (apartment or flat in a duplex) (Figure 34). There are a few three persons and four persons households that live in movable dwellings (Figure 35). Households led by Juan de Fuca (Part 1) residents aged 15 and 25 years in 2016 were most likely to either live in secondary suites (apartment or flat in duplex) or semi-detached houses (Figure 36).

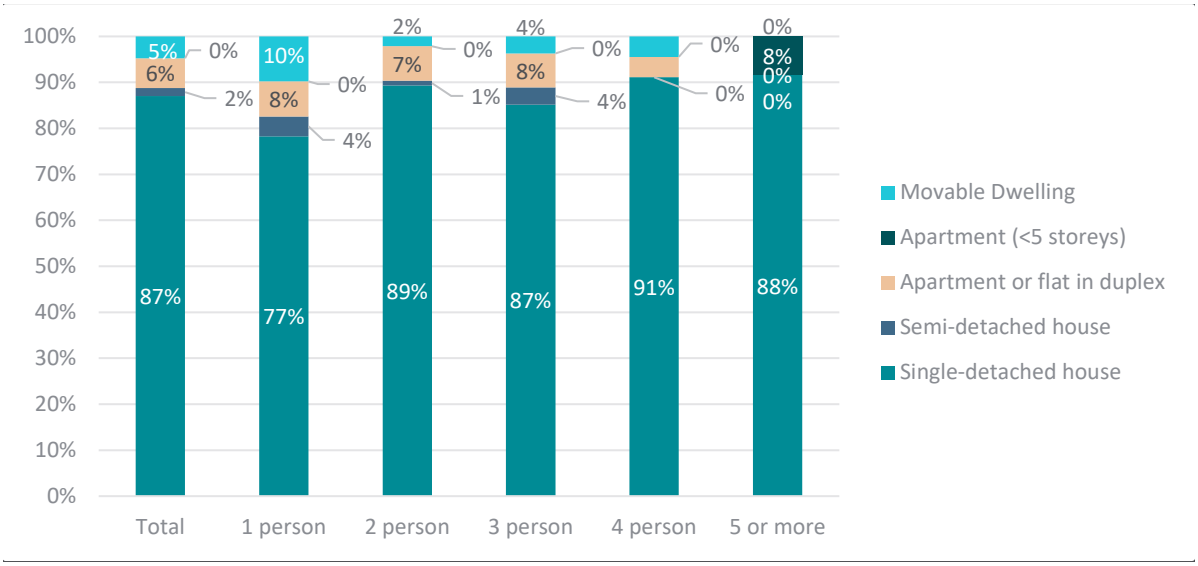
FIGURE 34 HOUSEHOLDS BY STRUCTURE TYPE AND FAMILY TYPE IN JUAN DE FUCA (PART 1), 2016 [9]



Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016227

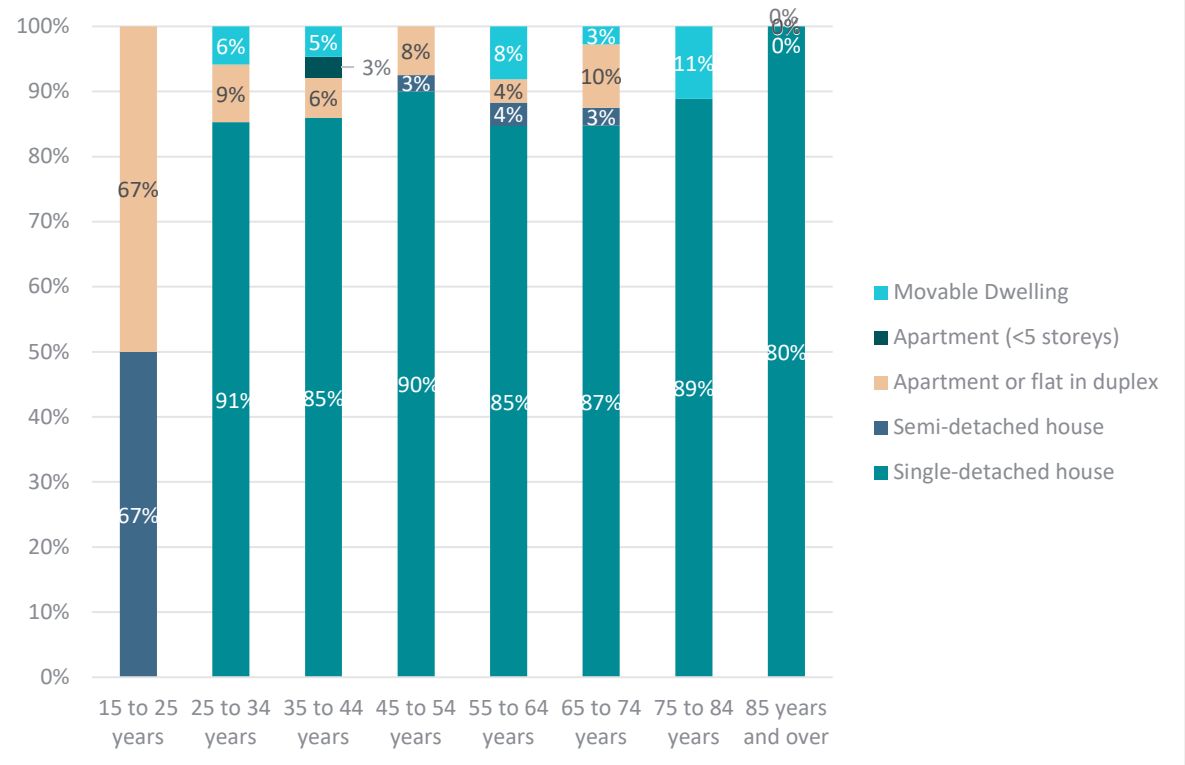
[9] For the "Other Family" category there are a total of 140 dwellings identified, however only 120 are single-detached and no other data is available regarding the remaining dwelling types.

FIGURE 35 HOUSEHOLDS BY STRUCTURE TYPE AND HOUSEHOLD SIZE IN JUAN DE FUCA (PART 1), 2016



Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016220

FIGURE 36 HOUSEHOLDS BY STRUCTURE TYPE AND PRIMARY MAINTAINER AGE IN JUAN DE FUCA (PART 1), 2016 [10]



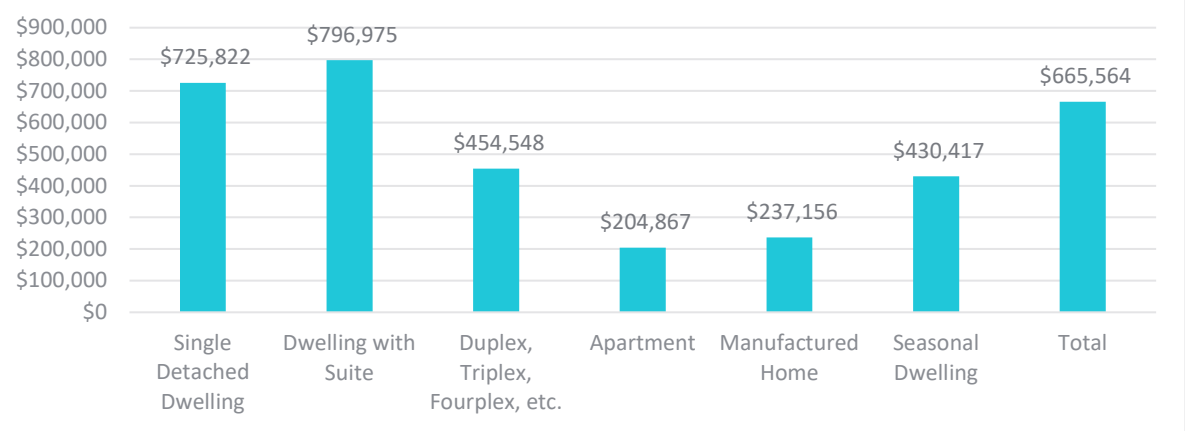
Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016227

[10] In the "85 years and over" category there are a total of 25 dwellings identified, 20 are indicated to be single-detached and information is not available on the remaining dwellings.

3.2 Trends in the Homeownership Market

There is no real estate data available for Juan de Fuca Electoral Area as a whole from the Victoria Real Estate Board. The average residential property values in 2019 for Juan de Fuca from BC Assessment were used to understand the cost of housing in the community. Single-detached dwellings and dwellings with suites are the valued the highest (Figure 37).

FIGURE 37 AVERAGE RESIDENTIAL VALUE, JUAN DE FUCA ELECTORAL AREA, 2019



Sources: BC Assessment, 2019

3.2.1 Homeownership Affordability Gaps Analysis

An affordability gaps analysis was prepared to assess gaps between shelter costs and household incomes. This provides insight into whether households are spending an unaffordable amount of monthly income on shelter costs. Affordability is defined as spending less than 30% of gross household income on shelter costs.

For ownership housing, shelter costs are primarily driven by housing prices via mortgage payments, but also include other monthly expenses like property tax, utilities, home insurance, municipal services charges, and strata fees (see Glossary). The analysis is based on 2019 data from BC Assessment and median total before-tax household incomes from the 2016 census for Juan de Fuca (Part 1). Since these household incomes reflect 2015 incomes and have likely grown since then, for the purposes of comparing with 2019 housing costs, incomes were adjusted to 2019 using the average annual percentage increase between 2006 to 2016. Incomes were also adjusted to reflect the higher median income of owner households relative to renter households based on the difference between owner household median income and overall median income for 2016. There is insufficient data for household incomes in Juan de Fuca (Part 2) to conduct the gaps analysis.

Home sales prices are based on the average 2019 sales prices for each housing type and do not account for any differences in the age of homes, size of homes, and low-end or high-end properties. To calculate total monthly shelter costs, several assumptions were made: mortgage payments are based on a down payment of 10% with 2.54% interest on a 3-year fixed-rate term, and a total of $656 added for property tax, utilities, home insurance, and municipal or private services charges. There is insufficient data for sales prices of other dwelling types in Juan de Fuca to conduct the gaps analysis.

The values highlighted in green, orange, and red are the difference between what is affordable for each household type and shelter costs per month. Green cells indicate the household is spending less than 30% of

monthly household income on shelter costs; orange indicates they are spending 30 – 49%, and red indicates they are spending 50% or more.[11]

There are significant gaps for all household types in affording single-detached homes, the most common type of home in Juan de Fuca. Household types classified as "Other census families" often have higher incomes compared to other family types because they can include multi-generational or other family living arrangements with multiple incomes. This type of household would likely be able to afford the average single-detached home if they were making the median income. Those in the "Couples without children " category making the median income would need to spend approximately 46% of their monthly income on shelter costs, while "Couples without children" would need to spend 37%.

Homeownership is likely out of reach for single-income households like lone-parent and non-census families. Median-earning lone parent families would need to spend 65% of their income on shelter costs for the average single-detached home. Non-census families would need to spend 102% their monthly income to be able to afford housing.

TABLE 2 AFFORDABILITY GAP ANALYSIS FOR OWNERS IN JUAN DE FUCA, 2019

	Median Household Income	Affordable Monthly Shelter Costs	Monthly Shelter Affordability Gap
			Single-detached home ($725,822)
Couples without children	$93,192	$2,330	-$1,265
Couples with children	$117,181	$2,930	-$665
Lone-parent families	$66,587	$1,665	-$1,930
Non-census families	$42,307	$1,058	-$2,537
Other census families	$149,070	$3,727	$132

Sources: Statistics Canada, 2016 Census and BC Assessment, 2019

**Shelter costs for owner households include, where applicable, mortgage payments, property taxes and condominium fees, along with the costs of electricity, heat, water, and other municipal services.*

Spending less than 30% of household income on shelter costs
Spending approximately 30-49% of household income on shelter costs
Spending 50% or more of household income on shelter costs

[11] Statistics Canada considers households spending 30% or more of total before-tax household income to be living in unaffordable housing. This may include households in Core Housing Need. Households spending 50% or more of total before-tax household income may be in Extreme Core Housing Need. These indicators are described in more detail in Sections 0 and 0.

3.3 Trends in the Rental Market

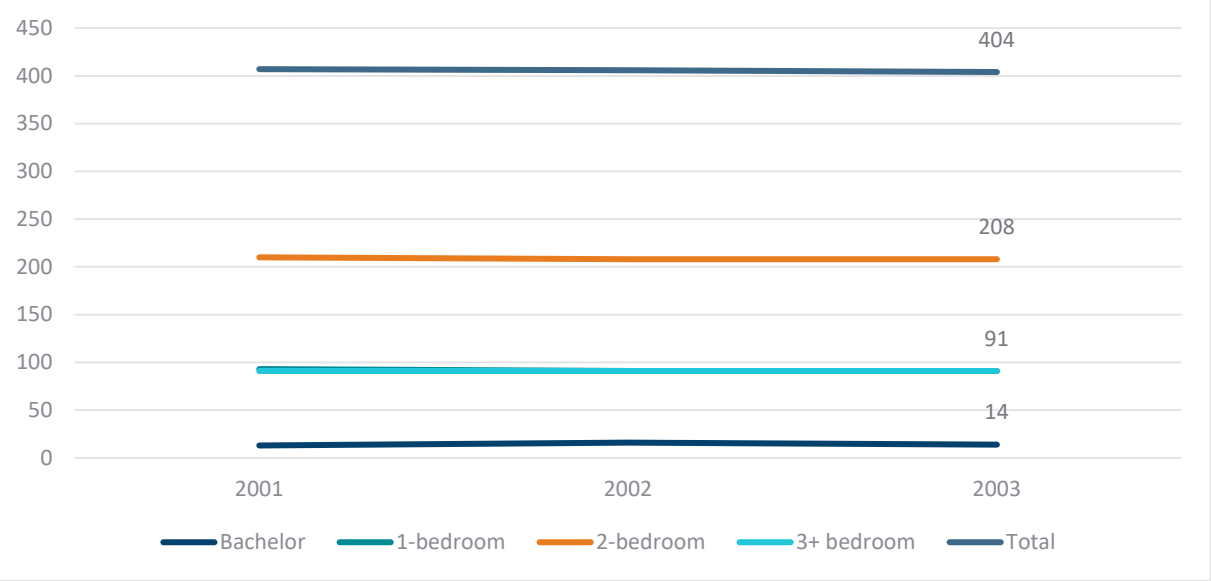
The rental market can be divided into primary rental and secondary rental. The primary rental market consists of purpose-built rental buildings with multiple units while the secondary rental market consists of rented homes, secondary suites, individually rented condominium units, and other dwellings that were not built as exclusively rental properties.

3.3.1 Primary Rental

For Juan de Fuca Electoral Area (Parts 1 and 2), the primary rental market data is only available for 2001 to 2003. This data is considered outdated as it is nearly 20 years old, but it provides a snapshot of what the market looked like historically.

In 2003, there were 404 purpose-built rental units in Juan de Fuca. There is no data available to estimate whether this number has increased or decreased in 2020. In 2003, two bedroom units were the most common unit type (208 units or 51%), followed by 1-bedroom and 3 or more bedrooms (91 units or 23% each) (Figure 38). There are fewer bachelor units (14 units or 3%).

FIGURE 38 PRIMARY RENTAL MARKET UNITS IN JUAN DE FUCA, 2001-2003



Source: CMHC Rental Market Survey

There is no recent data available on rental vacancy rates or median rents in the primary rental market in Juan de Fuca.

3.3.2 Secondary Rental Market Trends

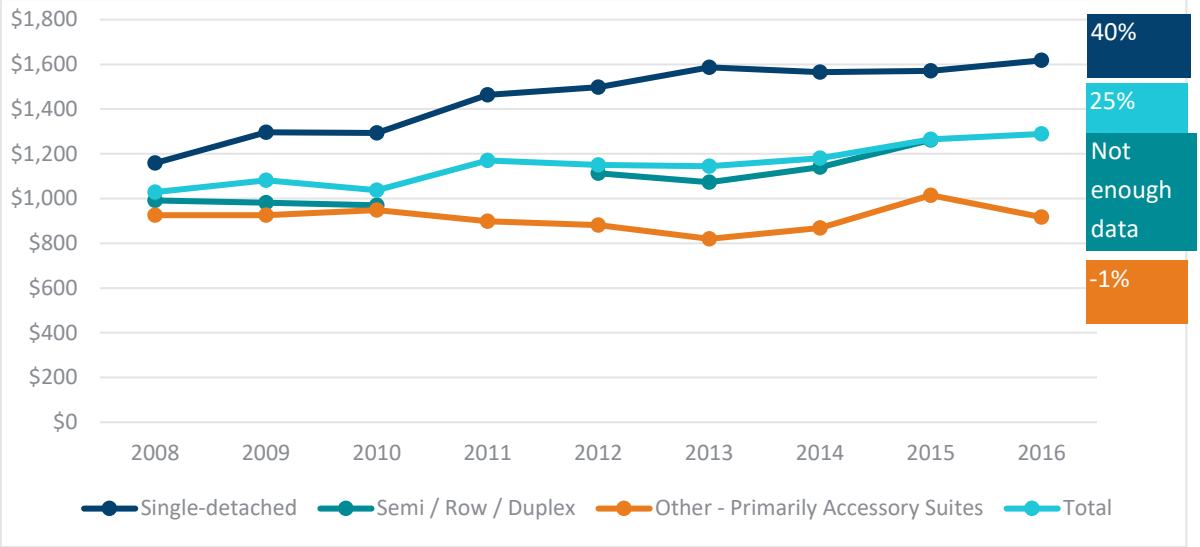
Secondary rental refers to both secondary suites as well as other types of units that are rented by the property owner, including single-family homes, apartment condominiums, and townhomes. There was a total of 335 renter households in the Juan de Fuca Electoral Area (Part 1 and Part 2) in 2016 and 404 primary market rental units in 2003.

According to the Juan de Fuca Electoral Area's records, there are 90 legal and registered secondary suites in the community. However, unregulated suites are believed to be somewhat common.

CMHC provides data for the secondary rental market for the Victoria Census Metropolitan Area, which includes most CRD communities, except Salt Spring Island and Juan de Fuca (Part 2). This data is of much lower quality than data for the primary rental market.

Between 2008 and 2016 (the years for which data is available), average rents for rented single-detached homes grew by 40% (Figure 49). The available data indicates that, as of 2016, the average rent of an accessory suite did not see major changes since 2008.

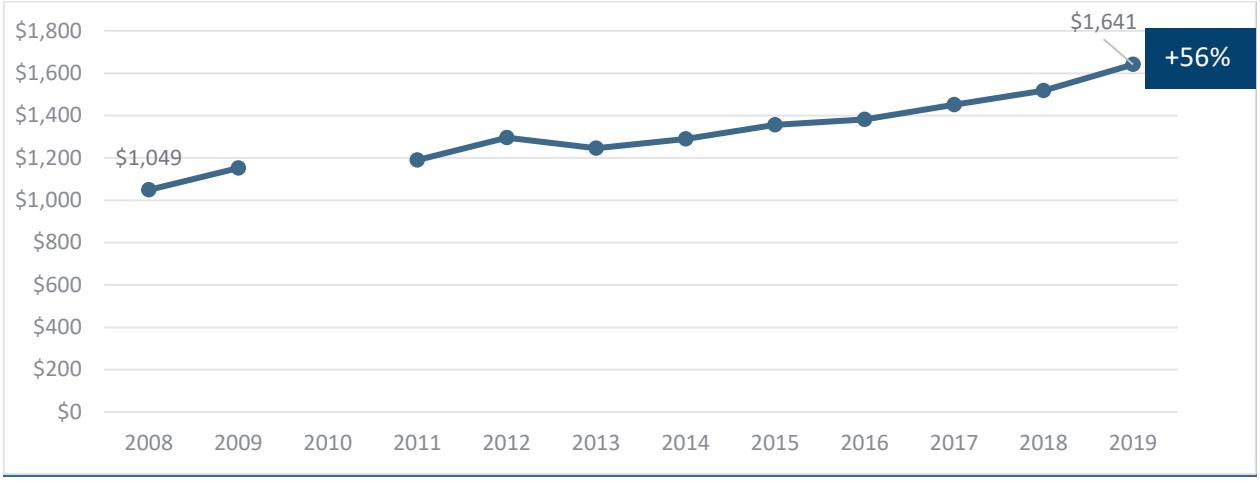
FIGURE 39 AVERAGE RENTS FOR SECONDARY MARKET UNITS IN VICTORIA CMA, EXCLUDING CONDOMINIUMS, 2008 TO 2016



Note that there are some data gaps and that some of the data is of poor quality. 2016 is the latest year for which there is data.
Source: CMHC, 2019

While the data for rented condominiums in Victoria CMA shows a slow, steady increase in average rents, there are data gaps and some of the data is of poor quality (Figure 40).

FIGURE 40 AVERAGE RENTS FOR RENTED CONDOMINIUMS IN VICTORIA CMA, 2008 TO 2019



Source: CMHC, 2019

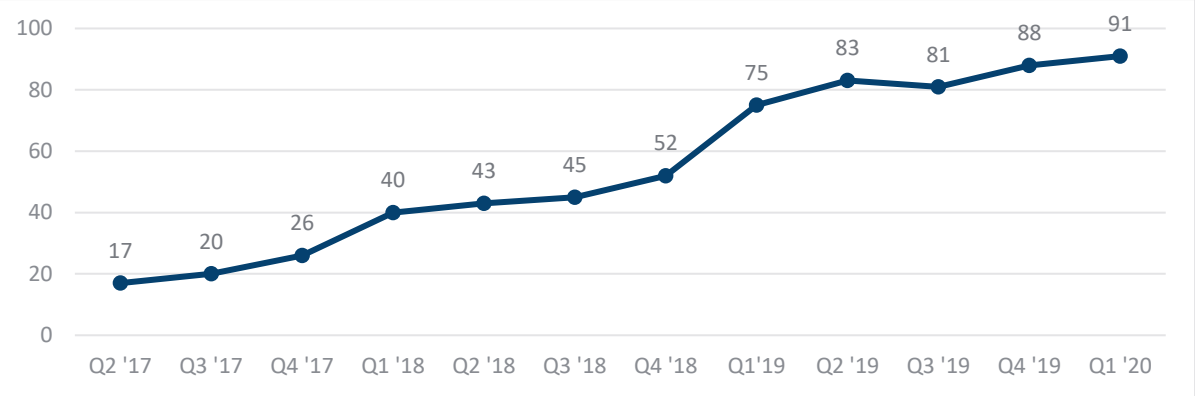
3.3.3 Short-Term Rental Market[12]

There is no data is available for the short-term rental market for the Juan de Fuca Electoral Area through AirDNA except for Port Renfrew.

In Port Renfrew, where the majority of the tourism in Juan de Fuca Electoral Area is centered, a scan of AirDNA data on short-term rentals was completed on July 29, 2020 and it found 56 active rentals listed. Of these rentals, 90% were entire homes for rent and 10% were a private room in a home or a shared room. Some of these dwellings may include cabins on land zoned for tourist accommodation, rather than for residential use.

AirDNA also provides data on previous quarters. The number of short-term rentals in Port Renfrew has grown significantly over the last three years, from 17 units in the second quarter of 2017 to 91 units in the quarter of 2020 (over 400%) (Figure 41). Data from the first quarter of 2020 showed a number of 91 listings compared to 56 listings on July 29, 2020. This suggests that the COVID-19 pandemic and social distancing measures have had some impact on the short-term rental market, at least for the present time.

FIGURE 41 NUMBER OF SHORT-TERM RENTALS PER YEARLY QUARTER, 2017 - 2020

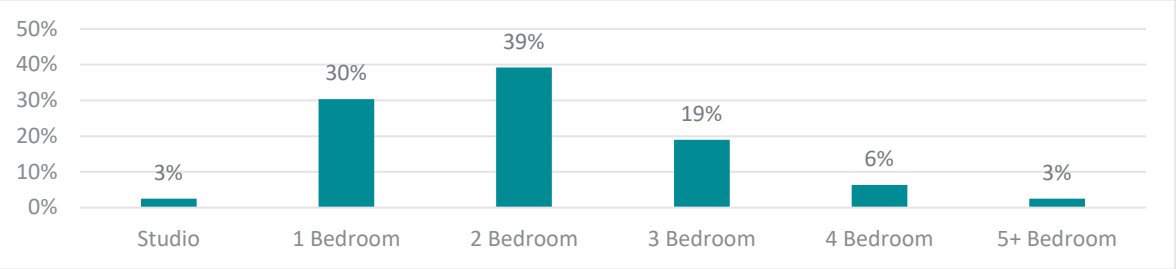


Source: AirDNA

[12] Data for the short-term rental market is accessed through the publicly available information on AirDNA.com. The date of data collection is noted in the text and may be different from other reports completed through the CRD Housing Needs Report project.

When looking at unit size, short-term rentals in Port Renfrew were listed as studio units (3%), one bedrooms (30%), two bedrooms (39%), three bedrooms (19%) and four bedrooms or more (9%) (Figure 42).

FIGURE 42 SHORT-TERM RENTALS IN PORT RENFREW BY NUMBER OF BEDROOMS, MARCH 19, 2020



As of April 2020, AirDNA reported an occupancy rate of 94% in Port Renfrew, compared to 14% in January. The high occupancy rate could be due to some owners listing their units as occupied to restrict visitors, or it could also be due to some individuals are vacationing closer to home due to social distancing measures and travel restrictions.

3.4 Non-Market Housing

As of 2019, there are no non-market units where BC Housing has a financial relationship in Juan de Fuca. There are no co-operative housing units in Juan de Fuca that are registered with the Co-operative Housing Federation of BC as of 2019.

BC Housing Registry waitlist for non-market housing is not available for Juan de Fuca Electoral Area.

3.5 Homelessness

It is estimated there was a minimum of 1,523 individuals who experienced homelessness across the CRD on March 11, 2020. The Point-in-Time (PiT) count identified at least 350 individuals who were emergency sheltered, 743 who were provisionally accommodated in transitional housing and institutions, and 145 individuals who were couch-surfing. There were at least 270 individuals who were unsheltered and a minimum of 15 individuals who stayed in unknown locations.

As the PiT count was taken during the start of the COVID-19 pandemic, some individuals may have made decisions regarding staying outdoors or attending PiT count-related events. Compared to the 2018 PiT count, there was an increase in unsheltered homelessness which may be due to the fear of COVID-19 spreading in confined spaces. Furthermore, since the March 11, 2020 count, recent initiatives to increase the number of shelter beds (e.g. repurposing hotel rooms as shelters) will have shifted the number of individuals who are sheltered or unsheltered. With the exception of an extreme weather emergency shelter that operated out of the Juan de Fuca Local Area Services Building for the 2018 and 2019 winter seasons, there are no existing or planned facilities to provide accommodation for unsheltered individuals in the Juan de Fuca EA.

It is important to note that although these counts provide valuable data and can suggest trends, they face several challenges. PiT counts are widely understood to under-represent actual numbers of individuals experiencing homelessness, as they only capture individuals who are accessing shelters and/or who are out on the street, available for interviews during the count. Individuals who are not interviewed during the day of

the count are not counted. These counts are also recognized to be inadequate at capturing hidden homelessness, such as couch surfing, living in cars or boats, and other forms of housing vulnerability.

3.6 Student Housing

There are no post-secondary institutions located in Juan de Fuca. University of Victoria and Camosun College have locations in the District of Saanich. Royal Roads University is located in Colwood. Data from all three post-secondary institutions is provided below as it is required by legislation (where available), but it is likely less applicable to the Juan de Fuca Area

As of the 2018/2019 school year, there were a total of 24,965 full-time equivalent enrolments at these three post-secondary institutions (Table 3). The University of Victoria is the only post-secondary institutions with student housing, with 2,625 beds. The University has plans to expand student housing on campus in the near future. Students attending Camosun College and Royal Roads University, as well as students who are not able to access housing at the University of Victoria may be looking for housing in the region. Many students look for affordable rental housing, such as studio or one-bedroom units, including secondary suites.

Between the 2008/2009 and 2018/2019 school years, the University of Victoria's full-time equivalent[13] enrolments grew by 6.5%, while Camosun College and Royal Roads University both saw declines of 8.3% and 1.6%, respectively. Despite declines at Camosun and Royal Roads, growth at the larger University of Victoria and plans to expand student housing, as well as the low rental vacancy rate across the region, suggest that there is a need for more student housing in the region.

TABLE 3 PUBLIC POST-SECONDARY INSTITUTIONS IN CAPITAL REGION DISTRICT, NUMBER OF BEDS AND FULL TIME EQUIVALENT STUDENTS, 2018/2019

School	Beds	Full-Time Equivalent Enrolments
Camosun College	0	6,107
Royal Roads University	0	2,062
University of Victoria	2,625	16,796
Total	2,625	24,965

Source: Ministry of Advanced Education, Skills and Training

3.7 Housing Indicators

Statistics Canada collects data on housing indicators to show when households are not meeting three housing standards: adequacy, affordability, and suitability. These are defined as follows:

- Adequate housing is reported by their residents as not requiring any major repairs.
- Affordable housing has shelter costs that are less than 30% of total before-tax household income.
- Suitable housing has enough bedrooms for the size and makeup of resident households according to National Occupancy Standard (NOS) requirements.[14]

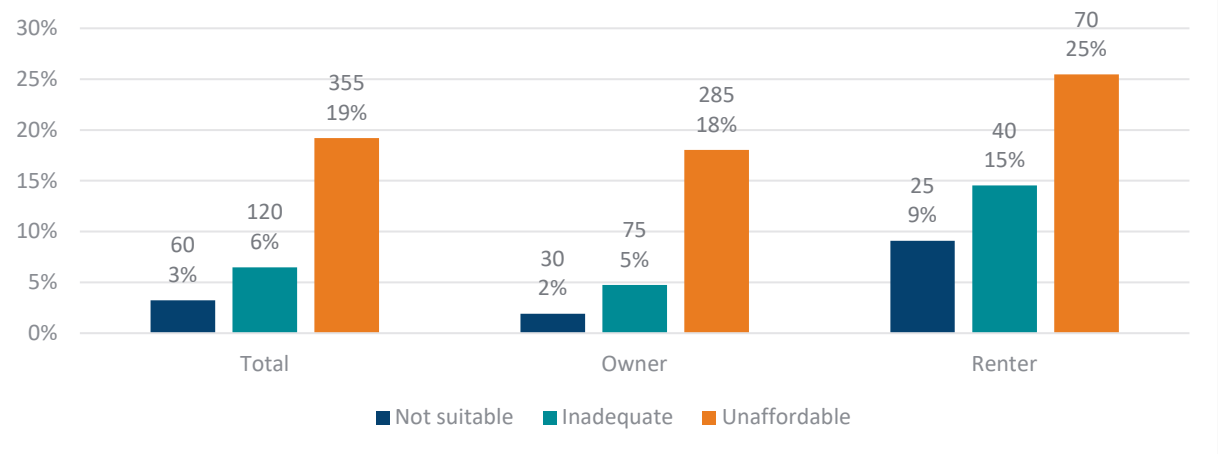
[13] The total student head count (including full-time and part-time students) enrolled in post-secondary institutions is anticipated to be higher than the full-time equivalents.
[14] The National Occupancy Standard provides the number of bedrooms required based on household composition (see Glossary).

In Juan de Fuca (Part 1), the proportion of households living in homes below the affordability and adequacy housing standards decreased over the past three census counts, while the proportion below suitability standards has remained consistent. Affordability challenges typically have increased across regional and provincial trends.

In 2016, 19% of all households in Juan de Fuca (Part 1) spent 30% or more of their income on shelter costs, including 25% of renter households and 18% of owner households (Figure 43). There were also higher proportions of renters living in unsuitable or inadequate housing compared to owners. Renter households were more than three times more likely to be living in inadequate housing compared to owner households.

Housing indicator data is not available for Juan de Fuca (Part 2) due to the small population size.

FIGURE 43 PRIVATE HOUSEHOLDS BELOW HOUSING STANDARDS BY TENURE IN JUAN DE FUCA (PART 1), 2016



Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

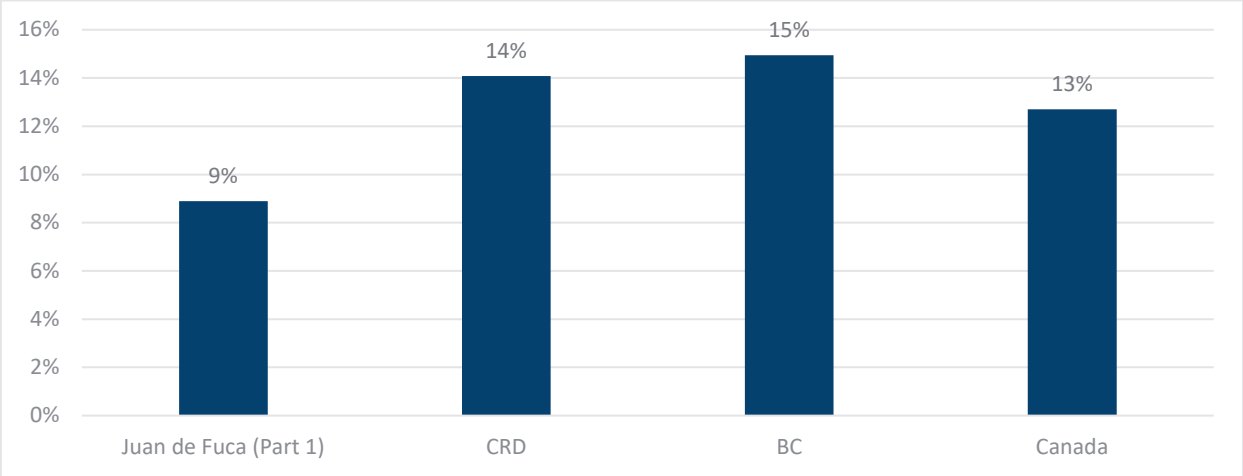
3.7.1 Core Housing Need

Core Housing Need is a two-stage indicator developed by CMHC, which builds on the housing indicators described in the previous section to help identify households with the greatest housing needs. A household in Core Housing Need is living in housing that does not meet one or more of the housing standards *and* would have to spend 30% or more of their total before-tax household income to pay the median rent of alternative local housing that does meet all three housing standards.

Those in Extreme Core Housing Need meet the definition of Core Housing Need and are currently spending more than 50% of their income on shelter costs.

In 2016, Juan de Fuca (Part 1) had a lower proportion of households in Core Housing Need compared to the CRD, British Columbia (BC), and Canada (Figure 44).

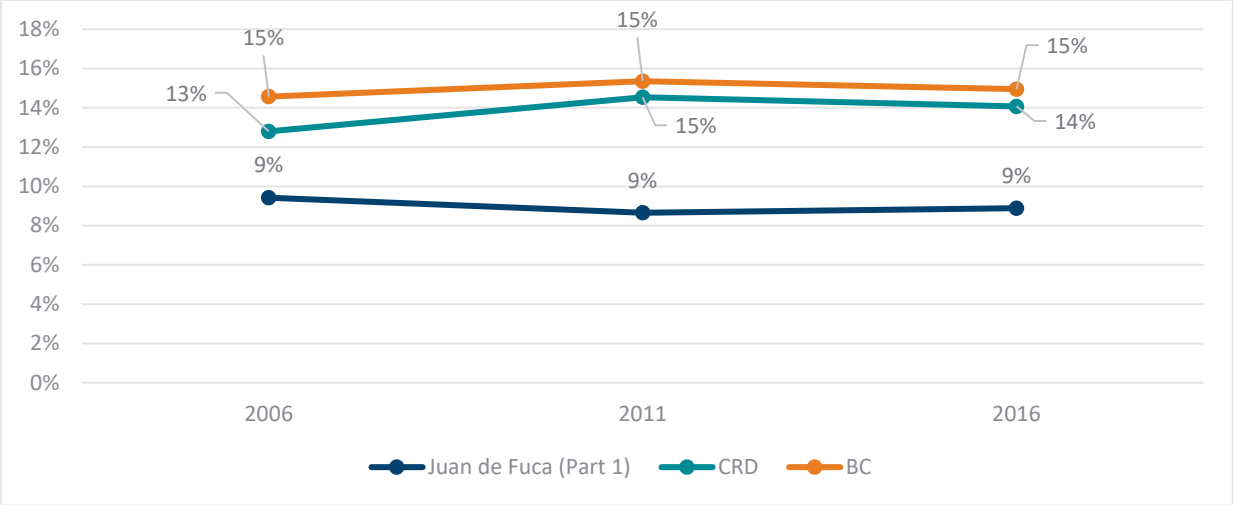
FIGURE 44 PRIVATE HOUSEHOLDS IN CORE HOUSING NEED, COMPARISON OF GEOGRAPHIES, 2016



Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing and CMHC (Census-based data), 2016

Figure 45 shows the historical data of households in Core Housing Need in Juan de Fuca (Part 1) compared to the CRD. Juan de Fuca (Part 1) has seen a consistent proportion of households in Core Housing Need from 2006 to 2016 whereas this has slightly increased for the region.

FIGURE 45 PRIVATE HOUSEHOLDS IN CORE HOUSING NEED IN JUAN DE FUCA (PART 1) AND CRD, 2006-2016

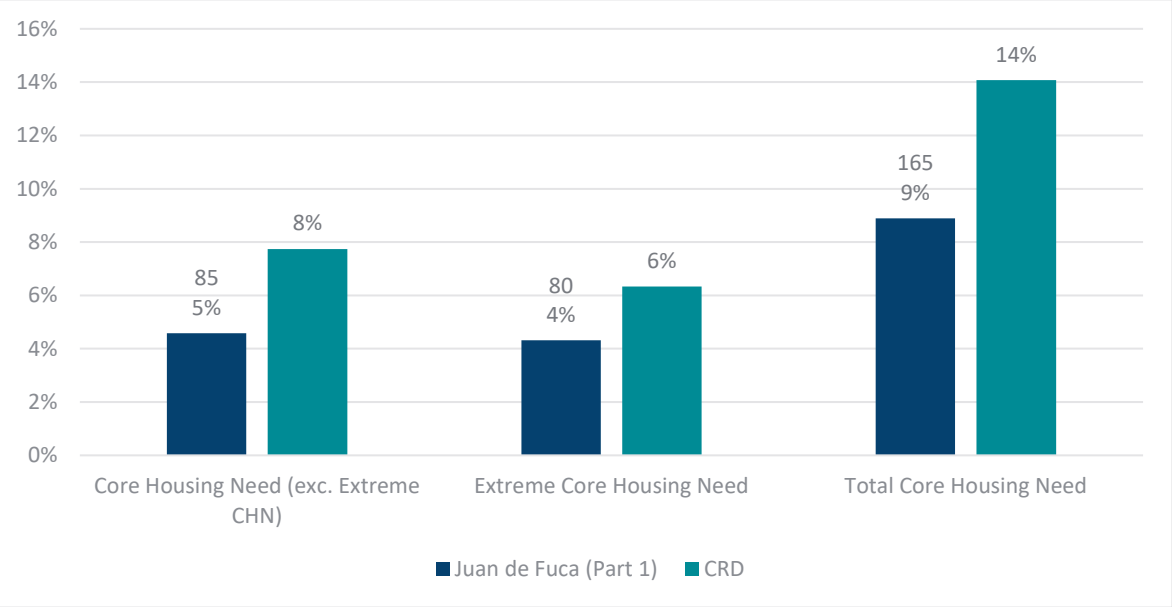


Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

3.7.2 Extreme Core Housing Need

When separating households in Extreme Core Housing Need from the overall Core Housing Need, Juan de Fuca (Part 1) had 4% of households in Extreme Core Housing Need compared to the CRD's 6% (Figure 46).

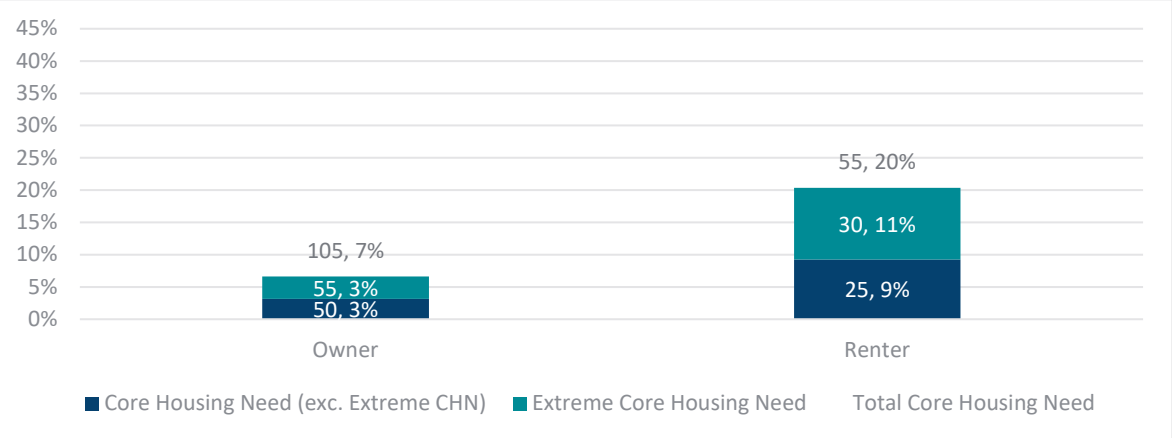
FIGURE 46 PRIVATE HOUSEHOLDS IN CORE HOUSING NEED IN JUAN DE FUCA (PART 1) AND CRD, 2016



Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

A higher proportion of renter households (20%) in Juan de Fuca (Part 1) are in Core Housing Need than owner households (7%) (Figure 47). Across the region, renters are far more likely to be in Core Housing Need than owners.

FIGURE 47 PRIVATE HOUSEHOLDS IN CORE HOUSING NEED BY TENURE IN JUAN DE FUCA (PART 1), 2016



Source: Statistics Canada Census Program, Custom Data Organization for BC Ministry of Municipal Affairs and Housing

3.7.3 Household Characteristics by Core Housing Need

Core Housing Need can help identify those in greatest need of housing assistance. In most communities, vulnerable populations such as seniors, young adults, Indigenous people, people with disabilities, people dealing with mental health and addiction issues, recent immigrants, and others are disproportionately likely to be in Core Housing Need. Table 4 provides more a more detailed breakdown of Juan de Fuca Electoral Area households in Core Housing Need by different household characteristics. Each row in the table shows the proportion of households with that household characteristic that is in Core Housing Need. Due to the smaller population size in Juan de Fuca, this data may be prone to rounding errors (e.g. households round up to the closest interval by 5). Despite this limitation, the data provides a general idea of which populations are struggling with Core Housing Need in the electoral area.

In the Juan de Fuca, Table 4 offers the following key takeaways:

Tenure

Across all household characteristics, renter households are more likely to be in Core Housing Need than owner households.

Age of Primary Household Maintainer and Households with Seniors

Seventeen percent of households with a primary household maintainer between 35 and 44 are slightly more likely to be in Core Housing Need. This is higher than other age groups and the need is primarily experienced by renter households. This could be due to working in lower paid jobs, precarious employment, or a lack of affordable rental housing options.

Renter households are less likely to be in Core Housing Need as the primary maintainer ages. Households led by primary household maintainers 55 years of age or older are less likely than other age groups to be in Core Housing Need. Households with one or more seniors living there are also less likely to be in Core Housing Need than households without seniors. This suggests a need to support households under 55, particularly renter households who may be experiencing more housing affordability challenges.

Household Type

Among household types, 18% of lone-parent renter households, 14% one-person renter households, and 27% of other non-family owner households are more likely to be in Core Housing Need than others. Lone parent renter households are more likely to be in Core Housing Need than other household groups. This is to be expected as this household type typically relies on a single income.

TABLE 4 HOUSEHOLD CHARACTERISTICS BY CORE HOUSING NEED AND TENURE, 2016[15]

	Total Households in Core Housing Need		Renter Households in Core Housing Need		Owners in Core Housing Need	
	#	%	#	%	#	%
Total	165	9%	60	22%	105	7%
Core Housing Need by Age of Primary Household Maintainer						
15-24	0	0%	0	0%	0	-
25-34	0	0%	0	0%	0	0%
35-44	50	17%	20	29%	35	16%
45-54	45	13%	15	21%	30	11%
55-64	35	7%	15	30%	25	5%
65+	35	7%	10	33%	25	5%
Core Housing Need by Household Type						
Couple with Children	25	5%	10	13%	15	4%
Couple without Children	45	6%	0	0%	40	5%
Lone Parent Household	20	18%	15	60%	10	11%
Multiple-Family	0	0%	0	-	0	0%
One Person Household	55	14%	30	29%	30	11%
Other Non-Family	15	27%	10	100%	10	22%
Core Housing Need based on Immigration Status						
Non-Immigrant	120	8%	50	20%	70	6%
Non-Permanent Resident	0	-	0	-	0	-
Immigrant	45	13%	10	40%	35	10%
Recent Immigrant	0	-	0	-	0	-
Core Housing Need by Households with Seniors (65+)						
Household Has At Least One Senior (65+)	45	7%	10	25%	30	5%
Household Without A Senior (65+)	125	10%	45	19%	80	8%
Core Housing Need by Households with Persons with an Activity Limitation						
Household Has At Least One Person With an Activity Limitation	110	10%	30	17%	80	9%
Household Without A Person With an Activity Limitation	50	7%	25	25%	25	4%
Core Housing Need by Indigenous Households						
Aboriginal Households	10	11%	0	0%	10	15%
Non-Aboriginal Households	155	9%	55	22%	100	7%
Core Housing Need by Households with Children						
Household Has At Least One Child (<18 years)	45	11%	25	33%	20	6%
Household Without a Child (<18 years)	120	8%	40	21%	85	7%

[15] Note that for some census data, errors and / or random rounding can result in numbers that do not add up to their totals and percentages that do not add up to 100%. Random rounding means that each individual value is randomly rounded up or down to a multiple of 5 or 10, and sub-totals are independently rounded. These discrepancies are especially common when looking at aggregations with different variables, such as tenure and condition.

3.8 Summary

Housing Stock

- Compared to the CRD as a whole, the overall housing stock in Juan de Fuca (Part 1) and Juan de Fuca (Part 2) is slightly newer and less diverse. While recent building permits suggest a trend towards more apartments (secondary suites) in the Juan de Fuca Electoral Area, some of these residential developments are created for commercial tourism rather than long-term residency.
- The single-family home is the dominant dwelling type in Juan de Fuca (Part 1) and Juan de Fuca (Part 2), with most houses having three or more bedrooms (62%).
- Most (64%) households in Juan de Fuca (Part 1) contain one or two people. These may be comprised of older individuals or couples whose children have moved away.
- While 90% of Juan de Fuca (Part 1) owners occupy single-family homes, renters occupy a much wider range of structure types with fewer bedrooms.
- There may be a lack of options for older adults looking to downsize out of large single-family homes and for families looking for rental units with enough bedrooms to suit their needs or to enter the homeownership market.

Homeownership Market

- In 2016, 84% of households owned their home and 16% rented.
- The average assessed value for a single-detached house is approximately $726,000 in 2019 in the Juan de Fuca electoral area.
- The single-detached house is severely unaffordable for lone-parent families and non-census family earning the median household income for their type. It is also moderately unaffordable for couples with or without children making the median household income, despite this being the most common type of home in the electoral area. Assuming a 10% down payment and an interest rate of 2.54% as per Section 3.2.1, couples with children making the median income would need to spend approximately 37% of their monthly income on shelter costs for a single-detached home at the 2019 average assessed value, while couples without children would need to spend 46%.
- Other census families earning the median household income for this housing type are able to afford mortgaging a single-detached dwelling in 2019 in Juan de Fuca.

Rental Market

- For Juan de Fuca Electoral Area, primary rental market data is only available for 2001 to 2003. This data is considered outdated as it is nearly 20 years old, but it provides a snapshot of what the market looked like historically.
- The number of short-term rentals in Port Renfrew has grown significantly over the last three years, from 17 units in the second quarter of 2017 to 91 units in the quarter of 2020 (over 400%).

Non-Market Housing

- As of 2019, Juan de Fuca Electoral Area does not have any existing units that receive non-market supports from BC Housing. There are no co-operative housing units in the Juan de Fuca Electoral Area that are registered with the Co-operative Housing Federation of BC as of 2019.
- In 2016, 20 households, or 6% of renter households in Juan de Fuca (Part 1), reported that they live in subsidized housing.

- It is estimated there was a minimum of 1,523 individuals who experienced homelessness across the CRD on March 11, 2020. On that night, there were at least 350 individuals who were emergency sheltered, 743 who were provisionally accommodated in transitional housing and institutions, and 145 individuals who were couch-surfing. There were at least 270 individuals who were unsheltered and a minimum of 15 individuals stayed in unknown locations.

Housing Indicators and Core Housing Need

- In Juan de Fuca (Part 1), the housing indicators show the proportion of households below the affordability standard has decreased by 6% from 2006 to 2016. This is opposite of provincial and national trends where affordability challenges have been increasing.
- Renter households are far more likely to be in Core Housing Need, with 25 renter households meeting this definition in 2016, compared to 50 owner households. These households are currently living in unacceptable conditions (i.e., overcrowded housing, housing in need of repairs) and cannot afford an acceptable alternative housing unit in their community based on median rents. There are slightly more renter households in Extreme Core Housing Need than in Core Housing Need (30 versus 25 households).
- The rate of Core Housing Need in Juan de Fuca (Part 1) (5%) was slightly lower than the rate seen in the CRD as a whole (8%) in 2016.
- Lone-parent renter households are one of the household types most likely to be in Core Housing Need, as they likely face challenges affording rental units with two or more bedrooms to accommodate their children. Lone-parent households also have some of the lowest median incomes in the District, especially female lone-parents. Women fleeing domestic violence are a vulnerable population and may be disproportionately in Core Housing Need.
- Renters living alone are similarly likely to be in Core Housing Need, with individuals not in census families having the lowest median incomes of all household types in the Area.
- Renter households led by individuals age 35 to 44 have the highest rate of Core Housing Need in the Electoral Area (17%), suggesting there may be a lack of affordable rental options for this age group.

4.0 Projections

This section summarizes population, household, and housing unit projections for the next five years, as required for Housing Needs Reports. Population projections such as these offer a glimpse at a possible future scenario. Real community growth depends on many influencing factors, including the economy, housing market, growth in the region, trends in neighbouring communities, locational desirability, and planning and development decisions. The availability, type, and affordability of housing in the community will influence growth and the demographic make up of the community.

The projections presented here use 2016 as the base year, which was the last year of a full population count through the census. This means that projections are presented for 2016 to 2020, as well as 2020 to 2025. Although the years 2017, 2018, and 2019 have already passed, full population counts were not conducted in these years, which means that data for these years is projected from 2016.

4.1 Methodology

The population projections presented in this report are based on BC Stats population projections developed for the CRD and its communities. These population projections are based on historical fertility, mortality, and migration for the CRD, adjusted where possible to take into account expected changes in the region.

The household projections were developed using headship rates by age of primary household maintainer, household family type, and household tenure. These headship rates describe the proportion of individuals within a given age group who “head” a household of a given type (defined by a combination of maintainer age, household family type, and tenure). In general, for simplicity, and due to the relatively consistent headship rates observed over time, the headship rates in Juan de Fuca (Part 1) are assumed to remain constant (by age group) over time.

The household projections are arrived at by combining the population projections and the headship rates in the following way: if population projections indicated there would be an additional 100 individuals between the ages of 45 and 54, and the headship rates in 2016 suggested that 20% of individuals aged between 45 and 54 led couple households without children, and owned their homes, then we would project that there would be an additional 20 couple households without children where the occupants owned their home, and where the head of the home was between the ages 45 and 54.

Simplistic projections of the number of units by bedroom required to house these households are based on an assumed distribution of bedroom-needs by household family type.

4.2 Limitations

Due to the relatively small size of Juan de Fuca (Part 2), these projections are primarily concerned with, and based on data for, Juan de Fuca (Part 1). While the population projections supplied by BC Stats cover Juan de Fuca generally, the methodology of the projections includes an adjustment to Census 2016 population levels for Juan de Fuca (Part 1). The small size of Juan de Fuca (Part 2) makes the use of Juan de Fuca (Part 2) household data unreliable.

The household projections are also limited by the assumption of constant headship rates over time.

The tenure projections methodology assumes the distribution of new owner and renter households will reflect the 2016 tenure distribution within each age group. It does not account for the fact that, in Juan de Fuca (Part 1), renter households have been growing at a much faster rate than owner households over the past several census counts. Because of this, the tenure projections may overestimate the number of new owner households and underestimate the number of new renter households.

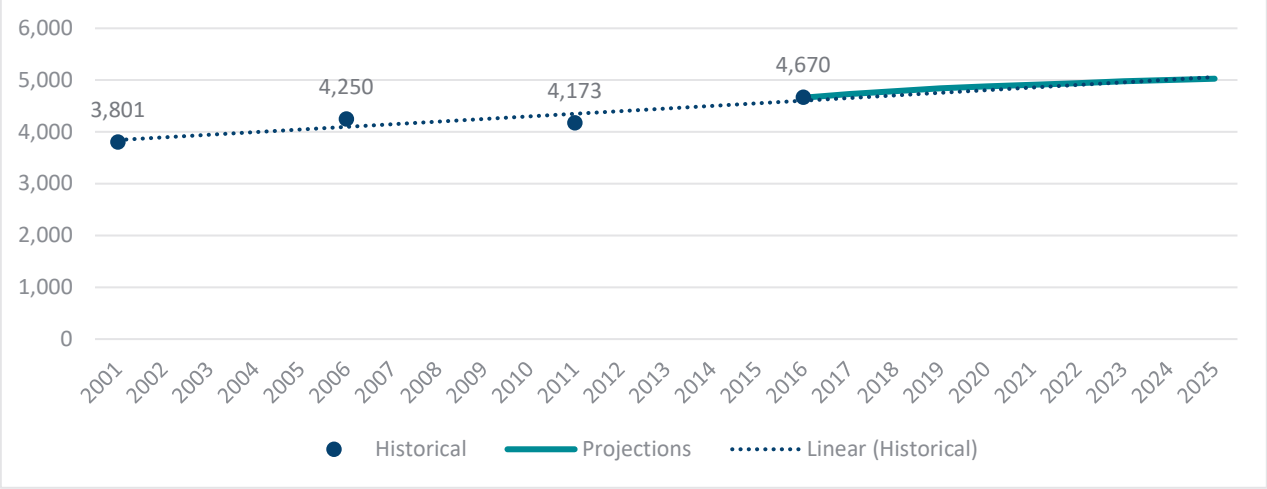
While "population demand" (interest in moving to, or staying in Juan de Fuca (Part 1)) certainly will impact the formation of households and the development of housing in Juan de Fuca (Part 1), in an attractive and growing region, the provision of housing may determine household and population growth.

In summary, these projections present one potential scenario of the future. The actual growth in the community is more complicated and will be determined by numerous factors.

4.3 Population Growth

Over the next five years, the population of Juan de Fuca (Part 1) is projected to grow modestly. Projections suggest that Juan de Fuca (Part 1) grew by 217 residents from 2016 to 2020 and could grow by an additional150, reaching 5,027 in 2025.

FIGURE 48 ESTIMATED AND PROJECTED POPULATION, 2001-2025



Please note: The historical growth trends in these projections are based on Census data for Juan de Fuca (Part 1), whereas Juan de Fuca (Part 2) represents a smaller proportion of the population in the overall area.
Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

TABLE 5 PROJECTED POPULATION AND POPULATION GROWTH, 2016-2025

	2016	2020	2025
Population	4,660	4,877	5,027
Change from prior period	N/A	217	150

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

4.4 Age Projections

Population growth is expected to be mostly in the older age groups (65 to 84), with strong growth also expected in the 35 to 44 age group (Table 6). Moderate growth is also expected for the population of children ages 14 and under. Some age groups are expected to shrink, including ages 15 to 24, 25 to 34, 45 to 54, and 55 to 64. Based on these projections, the number of seniors in Juan de Fuca (Part 1) is expected to increase by 157 individuals while the working age group (25 to 64) is expected to see a net decrease of 10 individuals.

TABLE 6 PROJECTED POPULATION CHANGE BY AGE, 2016-2025

	2016 to 2020	2020 to 2025
0 to 14 years	31	12
15 to 24 years	-3	-13
25 to 34 years	5	-15
35 to 44 years	76	72
45 to 54 years	-50	0
55 to 64 years	-3	-67
65 to 74 years	111	46
75 to 84 years	50	111
85 years and over	0	4
Total	**217**	**150**

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

The median age in Juan de Fuca (Part 1) is expected to slightly increase, from 49.5 in 2016 to 49.6 in 2025 (Table 7).

TABLE 7 MEDIAN AND AVERAGE AGE, 2016-2025

	2016 Actual	2016 Estimate	2020	2025
Median	49.5	49.5	49.6	49.6
Average	45.3	45.4	46.0	46.7

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

4.5 Household Projections

Household projections anticipate an additional 118 households between 2016 and 2020, and 115 households between 2020 and 2025 (Table 8). Household growth is slightly higher relative to population growth which may indicate that new households will be smaller, reflective of an aging population, more individuals living alone, and more couples without children

TABLE 8 PROJECTED HOUSEHOLDS AND HOUSEHOLD GROWTH, 2016-2025

	2016	2020	2025
Households	2,035	2,153	2,268
Change from prior period	N/A	118	115

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

4.5.1 Projected Households by Tenure

Based on the projection's methodology, owner households are projected to continue to form the majority of new households (Table 9). However, this result should be approached with caution as the projections methodology assume that future tenure distribution will reflect the 2016 tenure distribution in Juan de Fuca (Part 1). It does not account for the different rates of growth in renter and owner households in recent years. Based on recent historical trends, renter households and owner households are expected to growth at rates similar to the past, in the near future.

TABLE 9 PROJECTED HOUSEHOLD CHANGE BY TENURE, 2016-2025

Tenure Type	2016 to 2020	2020 to 2025
Owner	107	104
Renter	11	11
Total	118	115

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

4.5.2 Projected Households by Household Family Type

Couples without children and non-census-family households are projected to see the largest increase in numbers among household types. This is likely related to the aging population trend, which is typically accompanied by an increase in households comprised of individuals living alone and couples without children, as adult children age and move out. Nevertheless, couples with children households are also anticipated to grow, as well as modest growth in the lone-parent household type.

TABLE 10 PROJECTED HOUSEHOLD CHANGE BY HOUSEHOLD FAMILY TYPE, 2016-2038

Household Types	2016 to 2020	2020 to 2025
Couple without Children	61	51
Couple with Children	19	21
Lone-Parent	6	9
Other-Census-Family	1	-3
Non-Census-Family	31	37
Total	118	115

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

4.5.3 Projected Households by Age of Primary Household Maintainer

Senior-led households are projected to comprise a high proportion of household growth. It will be important to plan for the needs of seniors such as aging in place, supportive and assisted living, accessible housing units, as this proportion of the population increases at a greater rate compared to younger households.

TABLE 11 PROJECTED HOUSEHOLD CHANGE BY AGE OF PRIMARY HOUSEHOLD MAINTAINER, 2016-2025

Age Group	2016 to 2020	2020 to 2025
15 to 24 years	0	0
25 to 34 years	1	-4
35 to 44 years	41	38
45 to 54 years	-27	0
55 to 64 years	-1	-40
65 to 74 years	64	25
75 to 84 years	40	94
85 years and over	0	2
Total	118	115

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

4.5.4 Projected Households by Bedroom Type Needs

Table 12 shows estimates of the unit sizes required to house additional households of various types. Note that these are rough estimates. The actual size of units required is dependent on a number of factors, including individual family preference and lifestyle, as well as economic means and affordability. These estimates are used to project the additional units needed by bedroom sizes.

TABLE 12 ASSUMED DISTRIBUTION OF HOUSEHOLD FAMILY TYPES BY BEDROOM NEED

Household Types	Studio / 1 Bedroom	2 Bedroom	3+ Bedroom
Couple without Children	50%	50%	0%
Families with Children and Other Families	0%	33%	67%
Non-Family	60%	30%	10%

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

Table 13 and Table 14 provide estimates of unit sizes required for 2016 to 2020 and 2020 to 2025 based on projected household growth. A large portion of needed units are small units (i.e., studio, one-bedroom, or two-bedroom units). These units will likely be needed to meet the needs of the increasing numbers of households without children and non-census family households, a large proportion of which are likely to be led by seniors.

Based on the CRD building permits data, Juan de Fuca issued 212 permits between 2016 and the end of 2019. This exceeds the projected household growth and anticipated units needed for the period of 2016 to the end of 2020 in Juan de Fuca. However, as noted in Section 3.1.4, some of these units may have been built for commercial tourist accommodation and do not necessarily represent residential accommodation for residents.

TABLE 13 PROJECTED ADDITIONAL HOUSEHOLD NEEDS BY BEDROOM TYPE, 2016-2020

Household Types	Studio / 1 Bedroom	2 Bedroom	3+ Bedroom	Total
Couple without Children	31	31	0	61
Families with Children and Other Families	0	9	17	26
Non-Family	19	9	3	31
Total	49	48	20	118
% by bedrooms	42%	41%	17%	100%

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

TABLE 14 PROJECTED ADDITIONAL HOUSEHOLD NEEDS BY BEDROOM TYPE, 2020-2025

Household Types	Studio / 1 Bedroom	2 Bedroom	3+ Bedroom	Total
Couple without Children	26	26	0	51
Families with Children and Other Families	0	9	18	27
Non-Family	22	11	4	37
Total	48	46	22	115
% by bedrooms	41%	40%	19%	100%

Source: Derived from Statistics Canada Census Program, and BC Stats Custom CRD Population Projections

4.6 Summary

- If past trends continue, Juan de Fuca (Part 1) is projected to experience modest population growth from 2020 to 2025. Over this period, Juan de Fuca (Part 1) could see an increase of 150 individuals and 115 households.
- The projections estimate that most new households are projected to be owner households (104 or 90%).
- Most growth is expected to be driven by growth within senior age groups (i.e., 65 and older), while many of the age groups falling within common working age (i.e., 25 to 64 years old) are expected to decrease.
- Projections for household type, age of primary maintainer, and unit size requirements are all affected by the dominant growth projected for seniors. For household types, most growth is projected for non-census families or couples without children. The number of households led by seniors as primary maintainers are also projected to see the most growth. As a result, most new housing units needed to meet these households' needs are expected to be small units (i.e., studio, one, or two bedroom).

5.0 Community Engagement Findings

This section summarizes the findings of the stakeholder focus groups and interviews that were held through late July and August of 2020. Stakeholders across the housing system were invited to provide insight into housing needs across the region and in the core area communities. Focus groups discussed community strengths, housing needs and gaps, and opportunities to address the communities' housing need. Stakeholders interviews focused on unmet needs and demands, issues and challenges when it came to addressing housing needs, and potential solutions.

Eleven interviews were completed with service providers, housing providers, and First Nation serving organizations from across the CRD. The organizations interviewed included the Community Social Planning Council, CRD Electoral Area Director, Cool Aid Society, Coalition to End Homelessness, BC Housing, Greater Victoria Housing Society, Pacifica Housing, Urban Development Institute, Aboriginal Coalition to End Homelessness Society, Victoria Native Friendship Centre, and M'akola Housing Society. Most interviewees worked across the CRD and provided insight into the housing system on a regional level.

Four focus groups were attended by stakeholders from community serving organizations, housing providers, institutional (education and employers), and development and real estate serving the CRD's west shore communities. Participants included individuals from Sooke Housing, Community Living BC, Colwood Fire, RCMP, and Langford Planning and Zoning Committee.

5.1 Regional Findings

Many interviewees and focus group participants spoke about housing challenges and opportunities that were relevant across CRD communities. This section provides a summary of cross-cutting themes and insights.

5.1.1 Housing Challenges

Housing Affordability

Housing affordability was a concern across stakeholders, with particular mention of the need for affordable housing for low-income households, including lone-parent families, youth, Indigenous peoples, renters, and seniors on fixed incomes. As housing costs increase in the core area communities of the CRD (Saanich, Victoria, Esquimalt), stakeholders are seeing individuals and families move to further communities in the West Shore communities and Sooke for more affordable options. Family-sized housing in the core area is desired, but are is increasingly scarce and higher household income is required in order to afford it.

Although the demand for housing is high and there is a need for more housing supply, stakeholders noted that the downtown core of Victoria is already built out. Greater distribution of affordable housing options is needed across the region over the next five to ten years.

Homelessness

There has been an increase in individuals experiencing homelessness in recent years. While there are varying degrees of housing pressures across the CRD communities, homelessness is experienced in every community. Individuals experiencing homelessness tend to gravitate to Victoria to access support services and to the Salt

Spring Island as the climate is milder and where the culture is more accepting. Some individuals experiencing homelessness have been present in the region for a long time.

Options for Renters

There is a need for more housing options for renters and other low-income groups across the CRD, regardless of gender, age or ethnicity. Rental vacancy rates are low across the region without enough supply coming onto the market fast enough to meet demands. The high demand for market rental housing puts renters at a disadvantage as landlords can be selective or demanding when leasing to tenants.

The lack of rental market housing puts pressure on the low-end of market rental housing as more households seek affordable options. Stakeholders emphasized that households who do not qualify for rent-geared-to-income housing programs are left without alternative housing options and can become vulnerable to homelessness. To keep up with demand, a few stakeholders have either recently refocused their service programs or are in the process of expanding their services to new municipalities.

Indigenous Housing

There are rental housing options available for Indigenous families with children across the CRD. The gap that stakeholders see in the region is housing for Indigenous households who require housing supports after their children have moved away. There is also opportunity to provide affordable housing options for non-traditional families, such as children whose guardians are not their legal guardians.

Additional non-market housing options are needed as low-end market housing can often be out of reach for very-low income Indigenous households. There is also a need for more culturally appropriate housing for Indigenous peoples in the CRD as they are disproportionally represented in the homelessness population. Stakeholders report there is a service gap in terms of land-based healing, decolonized harm reduction framework, and more pathways for healing. Elders are particularly in need of culturally appropriate housing and activities.

Supportive Housing

The need for more supportive housing is seen as a significant area of investment by stakeholders. Prior to the COVID-19 pandemic, supportive housing providers across the CRD were operating at capacity. More supportive housing is needed for Indigenous peoples, seniors and women. The lack of supportive housing options pushes people to live in rental housing where they may not be receiving the supports they require (e.g. care for mental health, substance use disorders, or other health needs).

In addition to increasing the supply of supportive housing, there is also a need to increase or improve programs that serve specific groups, such as harm reduction programs, human-centered supports, permanent and flexible housing programs (e.g. Housing First approach), and Indigenous healing programs.

In terms of community and social wellness, housing for those with concurrent disorders is a key service which is currently missing in the CRD. Relative to the general population, the amount of people in the CRD who experience overlapping mental health and substance use disorders is small. However, stakeholders report that supports for individuals experiencing complex needs are important because this is where the most damaging behaviours are from the community's perspective.

Youth Housing

Housing for families is considered an important issue in the CRD, and stakeholders felt that more attention should be given to the housing gap for youth and for youth aging out of care. Youth aging out of care have a much higher risk of experiencing homelessness in their first year.

Student Housing

Student housing was identified as a service gap in the core communities of the CRD. Students represent a large proportion of the regional population influx and they are seeing a deep affordability crunch. On-campus residential development requires higher density, fewer parking requirements, and transportation options to support the successful implementation of new housing.

5.1.2 Barriers and Challenges in Developing and Operating Housing

The overall development process to build new housing can be challenging, particularly for affordable or supportive housing. In the CRD, affordable housing developers need to have the capacity to overcome barriers related to buying property or land, bridging financing, and securing funding to make the development feasible.

Although supportive and affordable housing development applications are fast-tracked in some local governments in the CRD, a few stakeholders reported that the development process can still be challenging. This is due to issues related to prescriptive zoning, not-in-my-backyard attitudes (NIMBYism) in the community, policy directions that encourage development of other types of housing, and parking regulations. In some cases where there is opposition against a proposed development project, it is felt that people become the focus rather than land-use issues.

Many housing providers in the CRD are operating at capacity. Where there is opportunity to provide more non-market units onto the market, organizational capacity becomes an issue on the operations side. It is felt that there is a limited pool of trained staff who are experienced with working alongside vulnerable populations (e.g. individuals with mental health or substance use disorders). The high housing costs in the CRD also makes it difficult for the retention of housing staff as they are more likely to take on two jobs and more prone to experience burnout. It can be an issue to collect rents from tenants who are experiencing mental health crises.

5.1.3 Opportunity Areas

Multi-sectoral Collaboration and Partnerships

It is encouraged to continue fostering collaboration in the region by convening partnerships across the actors, such as Indigenous partners, First Nations, non-profit housing providers, private developers, municipalities, BC Housing, and CMHC. Regional consultation and brainstorming sessions can result in action and new housing being built.

Local Government Leadership to Support Affordable Housing

In the CRD, affordable housing buildings can be designed with local context and local need in mind. It was felt that affordable housing across the region has historically been driven by program requirements by senior government funders such as BC Housing and that local governments can lead the way to new affordable housing initiatives, and play a bigger role in unit design and mix. In addition, participants felt that local governments have a role to increase public awareness about misconceptions about people who live in non-market housing and to be supportive of affordable housing projects.

Continued Support for Culturally Supportive Housing

There have been new initiatives aimed at providing culturally supportive housing for the most vulnerable Indigenous populations in the CRD. Stakeholders who serve Indigenous peoples are developing new frameworks and pilot projects to better meet the needs of this population (e.g. Elders support, using traditional foods, land-based healing, family reunification). Providing space for Indigenous people and organizations and trusting Indigenous ways of knowing and being can lead to new models of care.

Encourage Broader Public Engagement

There is opportunity to broaden the public engagement to engage different voices and groups during the development approvals process. While community associations are an important group to hear, it is equally important to provide space for more individuals and groups to represent the diverse housing needs in the CRD.

Other Opportunities

Stakeholders noted other opportunities to build new housing or to support groups in need:

- Explore the encouragement of mixed-income residential buildings to promote inclusive communities
- Partner with First Nations that have set aside land for revenue through housing development
- Adopt a shelter model that provides wraparound services and assessments to individuals experiencing homelessness throughout the day
- Implement a coordinated access system with a bynames list to guide individuals to services they require
- Ensure all affordable housing developments have housing agreements and consider implementing a universal housing agreement within the CRD
- Explore an organization-specific bus pass program to help tenants get to/from services
- Pilot inclusionary zoning in areas where this policy can be supported and to test and iterate ideas
- Continue to support renewal of purpose-built rentals
- Reduce parking requirements to support new affordable housing
- Informal forums are needed to help find housing for certain groups, such as the LGBTQ+ community

5.2 Findings for West Shore Communities

The housing needs identified in section 5.1.1 reflect what was heard for Juan de Fuca Electoral Area and the CRD and are not repeated here. Focus group participants were asked specifically about housing challenges and opportunities in Juan de Fuca and the other West Shore communities (Langford, Metchosin, Highlands, Colwood). The findings are summarized in this section.

5.2.1 Housing pressures felt across the housing continuum

Market housing pressures

It was heard that while the demand for housing has increased and unaffordability has deepened in the core area communities, the West Shore communities are feeling housing pressures as well. Stakeholders reported that housing costs are rising in the West Shore communities and some households (e.g. renters, younger adults) cannot afford to transition into entry-level homeownership. In addition, employers noted that it can be difficult to recruit and train staff due to the increasing housing costs being experienced in the West Shore communities.

A need for more non-market housing

Stakeholders cited that housing unaffordability pressures impact low-income households, including single person households and individuals with disabilities. Stakeholders reported seeing a growing population of low-income individuals who cannot afford housing and an increasing number of tent communities or instances of hidden homelessness (i.e. couch surfing, individuals living in vehicles etc.). Community serving organizations reported that the clients they serve earn significantly less than the 2016 median household incomes across the West Shore communities. It was noted that some of the most underserved groups in the subregion are not captured under the Census as they are potentially not living in homes, and instead are staying in makeshift shelters such as tents.

5.2.2 Opportunity Areas Specific to West Shore Communities

Provide housing options for households looking for space

The West Shore communities are seen as attractive places for families and households who desire more space to live in. Stakeholders cited higher affordability compared to other areas of the CRD, plentiful community and recreation amenities, as well as growing housing supply to serve these households. It was noted that newer homes may often be preferred by families as they are easier to maintain and smaller lot subdivisions provide affordable housing options without having to sacrifice space.

Explore partnerships and housing innovation

Stakeholders reported that existing efforts to increase non-market housing options in the West Shore communities are on a site by site basis, which can be inefficient when more units are needed. It was heard that BC Housing, local governments, and private developers are important partners for non-profit and community organizations looking to improve housing in their communities. To support housing innovation, stakeholders expressed that bylaws and zoning regulations could be reviewed so that new and alternative housing options can be made available, such as tiny housing and cooperative housing complexes.

5.3 Additional Findings for Juan de Fuca Electoral Area

This section focuses on specific barriers and opportunity areas to addressing housing issues in Juan de Fuca Electoral Area as heard through the focus groups:

- Stakeholders noted that there have been conversations about housing in the Juan de Fuca area, and that action should be taken to improve housing. Housing innovation and ideas can be supported through policies and regulations.
- It was reported that homelessness and poverty have been issues in the Sooke and nearby areas for many years. The barriers to supporting these individuals are a lack of resources and a lack of understanding about wraparound supports needed to house individuals who may have underlying or overlapping mental health and substance use disorders.

6.0 COVID-19 Implications

In March 2020, COVID-19 was declared a global pandemic. Local economies have been, and continue to be, significantly impacted as governments closed international borders, mandated businesses to close, and issued stay-at-home directives for everyone but essential workers.

This section provides an overview of preliminary economic impacts based on the information available during this study process, as well as perspectives on the pandemic heard from stakeholders through the engagement process. While there were immediate economic effects due to precautionary measures, the full impact of the pandemic is still emerging and will continue to need monitoring.

6.1 Preliminary Economic Impacts

The economic impact has been and continues to be greatest in industries such as tourism, accommodations, food services, recreation, transportation and retail. The effect on employment and income are significant and the repercussions of reduced incomes—and reduced savings—will be felt for months and years to come. Several key demographics are expected to face significant challenges:

- Students approaching graduation and recent graduates seeking part-time or full-time work will likely see delays in finding work compared to previous years.
- Bars, restaurants, retail, and similar service jobs are unlikely to return to 100% capacity for some time due to social distancing measures, and in BC are currently operating at 50% capacity.
- Older workers who have lost their jobs and may face difficulties re-entering the workforce.
- Those nearing retirement may be pushed into retiring earlier than planned for or see their savings impacted.
- Those who own their homes are typically in more stable financial positions than renters, particularly long-time homeowners. However, those who recently entered the market will be facing significant pressures if one or more members of their household has lost their job. As of the end of June 2020, 16% of mortgage holders in Canada have enrolled in mortgage deferrals since the pandemic started and the impact of these will likely not be felt until late 2020[16].
- Owners who rent their properties in the secondary market, both long term and short term, may find it more difficult to rent their units or see their revenue decrease as renters face job loss.

In the Greater Victoria Census Metropolitan Area, the impacts of COVID-19 can be felt by residents, workers, businesses, and industries. The hardest hit industries in the CRD are the tourism and accommodation sectors, as hotel occupancy fell to 21%, far below the seasonal normal and resulting in decreased revenues over the

[16] Global News. (August 2020). Mortgage deferrals will end soon for many Canadians. Then what? Retrieved from https://globalnews.ca/news/7286008/coronavirus-mortgage-deferrals-end-canada/.

summer months[17]. Decreases in tourism have downward impacts on other hospitality related industries in the region, such as restaurants, service, and retail sectors.

Unemployment rates are quite high for the Victoria Census Metropolitan Area – 10.3% in August 2020 which is far higher than the recorded unemployment rate in February of 3.4%. However, since these figures are reported by Statistics Canada on a three-month moving average, the region's unemployment rate is expected to continue to change as new data is collected from Phase 3 of BC's Restart Plan.

The real estate market, on the other hand, has seen more activity in August 2020 than in the previous year's August in terms of sales volume. In addition, the benchmark value for single-detached houses and condominiums have stayed consistent or higher than in August 2019. The Victoria Real Estate Board reports that it remains unclear how the market will react to the socio-economic impacts of the COVID-19 pandemic in the upcoming months[18].

6.2 Stakeholder Perspectives

Stakeholders who participated in the Housing Needs Report engagement process shared information on the impacts of the pandemic on the housing system that they were seeing.

Challenges:

- Renters or individuals receiving temporary financial and housing supports may struggle to find stable and permanent housing in coming months.
- Supportive housing operations have had to reduce capacity to meet social distancing requirements, further compounding many issues related to housing instability. As a result, the number of visible homeless and tent cities has increased.
- COVID-19 has highlighted the difficulties communities face without a coordinated access system for homeless groups.
- Overdose deaths in BC are far higher than COVID-related deaths, highlighting the ongoing health crisis and unsafe drug supply in the province. Social isolation, poor living conditions, unemployment, and the stresses of the pandemic may be contributing to increased overdoses, among other factors.

[17] South Island Prosperity Partnership. (August 2020). Monthly economic recovery dashboard. Retrieved from https://southislandprosperity.ca/wp-content/uploads/2020/08/Economic-Recovery-Dashboard-Report-August.pdf.
[18] Victoria Real Estate Board. (September 2020). Victoria real estate market experiences an active summer. Retrieved from https://www.vreb.org/current-statistics.

Emerging Opportunities:

- Due to COVID-19, there may be opportunities to acquire available and below-market properties and land for affordable housing (including protecting existing purpose-built rental properties).
- BC Housing in partnership with community service agencies and local governments are taking action to address homeless camps by finding individuals housing or by sheltering people in private hotels. This may free up rental housing stock for other households in need to live in.
- Families may desire more space now that COVID-19 has shown that remote working is a possibility.
  - → Since the start of the COVID-19 pandemic, some community serving organizations have noticed that clients have not needed as much support because they have been receiving temporary financial relief from the federal government.

7.0 Summary of Key Areas of Local Need

This section summarizes the projected number of units by number of bedrooms for 2016 to 2020 and then the next five years, 2020 to 2025 (from Section 4). It also presents the statements of key areas of local need which are supported by the data and engagement feedback outlined in Sections 3 and 5 of the report.

7.1 Number of Units Needed by Dwelling Type in Juan de Fuca (Part 1)

Table 15 presents the projected housing units needed in Juan de Fuca (Part 1) based on population growth and the distribution of each household types by the suitable number of bedrooms. Based on the CRD building permits data, Juan de Fuca issued 212 permits between 2016 and the end of 2019. This exceeds the projected household growth and anticipated units needed for the period of 2016 to the end of 2020 in Juan de Fuca. However, as noted in Section 3.1.4, some of these units may have been built for commercial tourist accommodation and do not necessarily represent residential accommodation for residents.

TABLE 15 PROJECTED HOUSING UNITS IN JUAN DE FUCA (PART 1), 2016-2020 AND 2020-2025

Household Types	Studio / 1 Bedroom	2 Bedroom	3+ Bedroom	Total
2016-2020	49	48	20	118
Couple without Children	31	31	0	61
Families with Children and Other Families	0	9	17	26
Non-Family	19	9	3	31
2020-2025	48	46	22	115
Couple without Children	26	26	0	51
Families with Children and Other Families	0	9	18	27
Non-Family	22	11	4	37

7.2 Statements of Key Areas of Local Need in the Capital Regional District

7.2.1 Affordable Housing

Housing costs in 2019 are high in the Juan de Fuca Electoral Area and across the CRD. Stakeholders reported that the costs of living in the core area communities are impacting the ability of individuals and families to stay. Households are increasingly moving to further communities such as the West Shore communities and Sooke for more affordable options, which is placing pressure on the housing stock of these communities.

The cost of owning in Juan de Fuca Electoral Area, while comparatively more affordable than the CRD in general, is still high. The average assessed value for a single-detached house in Juan de Fuca Electoral Area was $726,000 in 2019. The affordability gap analysis showed that lone-parent families and non-census families (e.g., individuals living alone) are facing the greatest housing challenges.

The median income for these household types is not enough to afford an appropriate unit. Based on the affordability threshold of housing costs being no more than 30% of gross household income, a single-detached home is out of reach for households making the median income, even couples with children who tend to make higher incomes than other household types. The only exception are other census families.

7.2.2 Rental Housing

There is a need for more rental housing options across the CRD. The proportion of renter households grew from 260 households in 2006 (15%) to 325 in 2016 (16%) in Juan de Fuca (Part 1). The stock of purpose-built rental housing was 404 units in 2003 although recent data is not available to understand if this number has changed. The primary rental market vacancy rate was 1.5% in Juan de Fuca Electoral Area in 2003. Rental vacancy rates are low across the region without enough supply coming onto the market fast enough to meet demands. High demand and low vacancy contribute to increasing rental costs and can push renter households out of the community.

7.2.3 Housing for People with Disabilities

It was heard through engagement that individuals with disabilities have reduced incomes and difficulty accessing appropriate housing in Juan de Fuca Electoral Area and across the CRD. For individuals with disabilities who are unable to work, the provincial housing supplement of $375 (for an individual) limits access to housing options.

7.2.4 Housing for Seniors

Juan de Fuca (Part 1) and Juan de Fuca (Part 2) are experiencing aging trends with the median age growing from 44.3 to 49.5 and 45.8 to 52.0, respectively, from 2006 and 2016. Increasingly communities are looking at aging in place in the community as an approach to addressing changing housing needs and an older demographic: having downsizing and supportive housing options available ensures seniors in the community are able to stay in the community for the long-term. The lack of supportive housing options in the CRD pushes people to live in housing that may not have the accessibility or health supports required.

7.2.5 Housing for Families

Family-sized housing in the core area communities is increasingly out of reach for families with children in terms of affordability. West Shore communities are becoming more attractive options for families and other households requiring more space. The affordability gap analysis showed that the average assessed value of a single-detached home ($726,000 in 2019) in Juan de Fuca Electoral Area is less expensive than in the core area communities, but it would still result in couples with children that make the median household income spending more than 30% of their income on shelter costs. Homeownership is far out of reach for lone-parent families (5% of all Juan de Fuca (Part 1) households). For those in the rental market, no recent data is available to understand the supply of larger units.

7.2.6 Homelessness

There has been an increase in individuals experiencing homelessness across CRD communities in recent years. The March 11, 2020 Point-in-Time count identified a minimum of 1,523 individuals experiencing homelessness in the region. There were at least 350 individuals who were emergency sheltered and 743 who were provisionally accommodated in transitional housing.

Glossary

Activity Limitation: "Activity limitations refer to difficulties that people have in carrying out daily activities such as hearing, seeing, communicating, or walking. Difficulties could arise from physical or mental conditions or health problems."

https://www03.cmhc-schl.gc.ca/hmip-pimh/en#TableMapChart/59/2/British%20Columbia – Core Housing Need, Activity Limitations

Adequate Housing Standard: "[Housing] not requiring any major repairs."

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage037-eng.cfm

Affordable Housing Standard: "[Housing with] shelter costs equal to less than 30% of total before-tax household income."

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage037-eng.cfm

Census Family: Census families include couples with and without children, and a single parents with children living in the same dwelling. Census families are restricted to these family units and cannot include other members inside or outside the family (including a grandparent, a sibling, etc.). Grandchildren living with grandparents (and without a parent) would also count as a census family.

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/fam004-eng.cfm

Core Housing Need: "A household is said to be in 'core housing need' if its housing falls below at least one of the adequacy, affordability or suitability standards and it would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (meets all three housing standards)." Some additional restrictions apply.

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage037-eng.cfm

Household Income: The sum of incomes for all household members.

Household Maintainer: A person in a household who is responsible for paying the rent, mortgage, taxes, utilities, etc. Where multiple people contribute, there can be more than one maintainer.

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage008-eng.cfm

Headship Rate: The proportion of individuals of a given age group who are primary household maintainers.

Household Type: "The differentiation of households on the basis of whether they are census family households or non-census family households."

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage012-eng.cfm

Income: For the purposes of this report, unless otherwise indicated, income refers to "total income" which is before-tax and includes specific income sources. These specific income sources typically include employment income, income from dividends, interest, GICs, and mutual funds, income from pensions, other regular cash income, and government sources (EI, OAS, CPP, etc.). These income sources typically do not include capital gains, gifts, and inter-household transfers, etc.

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/pop123-eng.cfm

Labour Force: The labour force includes individuals aged 15 and over who are either employed, or actively looking for work. This means that the labour force is the sum of employed and unemployed individuals. Individuals not in the labour force would include those who are retired.

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/pop056-eng.cfm

Movable Dwelling: A single dwelling type used as a place of residence and can be moved on short notice that includes mobile homes, as well as a tent, recreational vehicle, travel trailer houseboat or floating home.

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/dwelling-logements013-eng.cfm

Multiple-Census Family Household: A **household** in which two or more **census families** (with or without additional persons) occupy the same private dwelling. **Family households** may also be divided based on the presence of persons not in a **census family**.

https://www12.statcan.gc.ca/census-recensement/2011/ref/dict/households-menage012-eng.cfm

National Occupancy Standard: Standard for the number of bedrooms required by a household based on household composition. For example, lone-parents living with their child would require two bedrooms, one for themselves and one for their child.

https://www23.statcan.gc.ca/imdb/p3Var.pl?Function=DEC&Id=100731

Non-Census-Family Households: Households which do not include a census family. "Non-Census-family households are either one person living alone or a group of two or more persons who live together but do not constitute a Census family."

https://www23.statcan.gc.ca/imdb/p3Var.pl?Function=DEC&Id=251053

Other Family or Other Census Family: When comparing households one way to distinguish between households is by "household family types." These types will include couples with children, couples without children, lone-parent families, and non-family households; they will also include "other families" which refer to households which include at least one family and additional persons. For example, "other family" could refer to a family living with one or more persons who are related to one or more of the members of the family, or a family living with one or more additional persons who are unrelated to the family members.

Participation Rate: The participation rate is the proportion of all individuals aged 15 and over who are in the labour force.

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/pop108-eng.cfm

Primary Household Maintainer: The first (or only) maintainer of a household listed on the census.

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage020-eng.cfm

Seniors: Individuals aged 65 and over.

Shelter Cost: Total monthly shelter expenses paid by households that own or rent their dwelling. "Shelter costs for owner households include, where applicable, mortgage payments, property taxes and condominium fees, along with the costs of electricity, heat, water, and other municipal services. For renter households, shelter costs include, where applicable, the rent and the costs of electricity, heat, water and other municipal services."

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage033-eng.cfm

Subsidized Housing: "'Subsidized housing' refers to whether a renter household lives in a dwelling that is subsidized. Subsidized housing includes rent geared to income, social housing, public housing, government-assisted housing, non-profit housing, rent supplements and housing allowances."

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/dwelling-logements017-eng.cfm

Suitable Housing Standard: "[Housing that] has enough bedrooms for the size and composition of resident households."

https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage037-eng.cfm

Supportive housing: A type of housing that provides on-site supports and services to residents who cannot live independently.

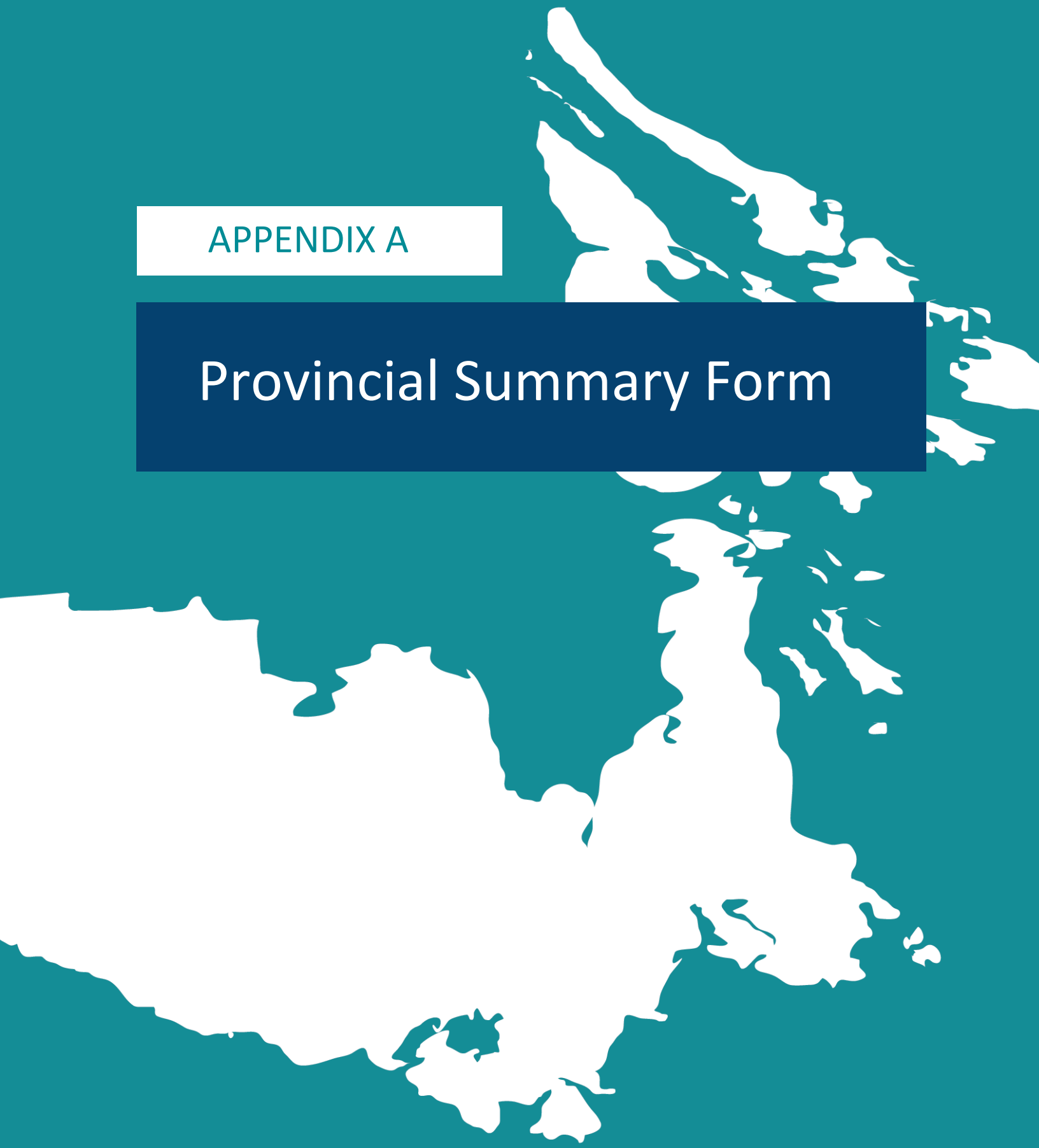
https://www.bchousing.org/glossary

Supportive Housing for Seniors: This document defines assisted living and long term or residential care options as supportive housing for seniors.

Transitional Housing: "A type of housing for residents for between 30 days and three years. It aims to transition individuals to long-term, permanent housing."

APPENDIX A

Provincial Summary Form



Housing Needs Reports – Summary Form

MUNICIPALITY/ELECTORAL AREA/LOCAL TRUST AREA: Juan de Fuca Electoral Area (Part 1)

REGIONAL DISTRICT: Capital Regional District

DATE OF REPORT COMPLETION: October 2020

Note: While Juan de Fuca is a single electoral area, it is categorized into two census subdivisions by Statistics Canada: Juan de Fuca (Part 1) and Juan de Fuca (Part 2). As such, the data in this Housing Needs Report will be

PART 1: KEY INDICATORS & INFORMATION

Instructions: please complete the fields below with the most recent data, as available.

LOCATION	**Neighbouring municipalities and electoral areas:** Highlands, Langford, Metchosin, Sooke
	Neighbouring First Nations: Esquimalt First Nation, Songhees First Nation

POPULATION	**Population:** 4670 (2016)	**Change since** 2006 :	11.9 %
	Projected **population in 5 years:** 502 7	**Projected change:**	8.0 %
	Number of households: 1995 (2016)	**Change since** 2006 :	15 %
	Projected **number of households in 5 years:** 2268	**Projected change:**	5.3 %
	Average household size: 2.3		
	Projected **average household size in 5 years:** 2.2		
	Median age (local): 49.5	**Median age (RD):** 44.8	**Median age (BC):** 42.5
	Projected median age in 5 years: 49.6		
	Seniors 65+ (local): 19 %	**Seniors 65+ (RD):** 17.6 %	**Seniors 65+ (BC):** 17 %
	Projected **seniors 65+ in 5 years:**		24.4 %
	Owner households: 84 %	**Renter households:**	16 %
	Renter households in subsidized housing:		1 %

INCOME	Median household income	Local	Regional District	BC
	All households	$ 76,178	$ 69,642	$ 69,979
	Renter households	$ 42,904	$ 44,363	$ 45,848
	Owner households	$ 82,273	$ 88,704	$ 84,333

ECONOMY	**Participation rate:** 60.6 **%**	**Unemployment rate:** 5.5 **%**
	Major local industries: Public administration, construction, health care and social assistance, accommodation and food services, and retail trade.	

HOUSING	**Median assessed housing values: $** 665,564 (average)	**Median housing sale price: $** 640,990 (average)
	Median monthly rent: $ 775	**Rental vacancy rate:** 1.5 **%**
	Housing units - total: 1995	**Housing units – subsidized:** 20
	Annual registered new homes - total: N/A	**Annual registered new homes - rental:** N/A
	Households below *affordability* standards (spending 30%+ of income on shelter):	19 **%**
	Households below *adequacy* standards (in dwellings requiring major repairs):	6 **%**
	Households below *suitability* standards (in overcrowded dwellings):	3 **%**

Briefly summarize the following:

1. **Housing policies in local official community plans and regional growth strategies (if applicable):**

   The Official Community Plans for the communities in the Juan de Fuca Electoral Area guide future residential development to be generally low-density. In addition, some communities have provisions for affordable housing policies.

2. **Any community consultation undertaken during development of the housing needs report:**

   Stakeholder focus groups and interviews were held through July and August of 2020. Eleven interviews were completed with service providers, housing providers, and First Nation serving organizations from across the CRD. Four focus groups were attended by stakeholders from community serving organizations, housing providers, institutional (education and employers), and development and real estate serving the CRD's west shore communities.

3. **Any consultation undertaken with persons, organizations and authorities (e.g. local governments, health authorities, and the provincial and federal governments and their agencies).**

   Interviewed organizations included Community Social Planning Council, CRD Electoral Area Director, Cool Aid Society, Coalition to End Homelessness, BC Housing, Greater Victoria Housing Society, Pacifica Housing, Urban Development Institute, Aboriginal Coalition to End Homelessness Society, Victoria Native Friendship Centre, and M'akola Housing Society. Focus group participants included individuals from Sooke Housing, Community Living BC, Colwood Fire, RCMP, and Langford Planning and Zoning Committee.

4. **Any consultation undertaken with First Nations:**

   Several First Nation serving organizations were included in the public consultation process. These organizations include the Aboriginal Coalition to End Homelessness Society, Victoria Native Friendship Centre, and M'akola Housing Society.

PART 2: KEY FINDINGS

Table 1: Estimated number of units needed, by type (# of bedrooms)

	Currently	Anticipated (5 years)
0 bedrooms (bachelor)	(combined with 1 bedroom)	(combined with 1 bedroom)
1 bedroom	140	48
2 bedrooms	590	46
3+ bedrooms	1285	22
Total	2015	116

Comments:

The projections are combined with Juan de Fuca Part 2.

Table 2: Households in Core Housing Need

	2006		2011		2016	
	#	%	#	%	#	%
All households in planning area	1645	100	1675	100	1855	100
Of which are in core housing need	155	9.4	145	8.7	165	8.9
Of which are owner households	100	7.1	100	7.0	105	6.6
Of which are renter households	55	23.9	40	16.0	55	20.4

Comments:

In 2016, Juan de Fuca (Part 1) had a lower proportion of households in Core Housing Need compared to the CRD as a whole. Juan de Fuca (Part 1) has seen a consistent proportion of households in Core Housing Need from 2006 to 2016. As with other areas in the region, a higher proportion of renter households are in Core Housing Need than owner households.

Table 3: Households in *Extreme* Core Housing Need

	2006		2011		2016	
	#	%	#	%	#	%
All households in planning area	1645	100	1675	100	1855	100
Of which are in extreme core housing need	45	2.7	80	4.8	80	4.3
Of which are owner households	40	2.8	55	3.9	55	3.5
Of which are renter households	10	4.3	0	0	30	11.1

Comments:

Briefly summarize current and anticipated needs for each of the following:

1. **Affordable housing:**

   The cost of owning in Juan de Fuca Electoral Area, while comparatively more affordable than the CRD in general, is still high. Lone-parent families and non-census families face the greatest housing challenges in the Juan de Fuca Electoral Area.

2. **Rental housing:**

   Renter households in Juan de Fuca (Part 1) grew from 260 households in 2006 (15%) to 325 in 2016 (16%). The stock of purpose-built rental housing was 404 units in 2003 (recent data is not available to understand if this number has changed). The primary rental market vacancy rate was 1.5% in Juan de Fuca Electoral Area in 2003.

3. **Special needs housing:**

   It was heard through engagement that individuals with disabilities have reduced incomes and difficulty accessing appropriate housing in Juan de Fuca Electoral Area. For individuals with disabilities who are unable to work, the provincial housing supplement of $375 (for an individual) is extremely low and limits access to housing options.

4. **Housing for seniors:**

   Juan de Fuca is experiencing an aging trend, and aging in place is a priority for many households. Currently, there is a lack of supporting housing options in the CRD, which forces people to live in housing that may not have the accessibility or health supports required.

5. **Housing for families:**

   The average assessed value of a single-detached home ($726,000 in 2019) is less expensive than in the core area communities, but would still cause couples with children making the median household income to spend more than 30% of their income on shelter costs. Homeownership is far out of reach for lone-parent families.

6. **Shelters for people experiencing homelessness and housing for people at risk of homelessness:**

   Homeless data specific to Juan de Fuca is not available, but there has been an increase in individuals experiencing homelessness across the CRD in recent years. The March 11, 2020 point-in-time count identified 1,523 individuals experiencing homelessness in the CRD; 350 individuals emergency sheltered and 743 provisionally accommodated.

7. **Any other population groups with specific housing needs identified in the report:**

   Single person households and individuals with disabilities experience housing unaffordability pressures significantly more than other groups. Stakeholders reported seeing a growing population of low-income individuals who cannot afford housing and an increasing number of tent communities or instances of hidden homelessness.

Were there any other key issues identified through the process of developing your housing needs report?

Stakeholders noted that there have been conversations about housing in the Juan de Fuca area, and that action should be taken to improve housing. Housing innovation and ideas can be supported through policies and regulations.
It was reported that homelessness and poverty have been issues in the Sooke and nearby areas for many years. The barriers to supporting these individuals are a lack of resources and a lack of understanding about wraparound supports needed to house individuals who may have underlying or overlapping mental health and substance use disorders.
Due to lack of affordable housing, households are increasingly moving to further communities such as the West Shore communities and Sooke for more affordable options, which is placing pressure on the housing stock of these communities.

Housing Needs Reports – Summary Form

MUNICIPALITY/ELECTORAL AREA/LOCAL TRUST AREA: Juan de Fuca Electoral Area (Part 2)

REGIONAL DISTRICT: Capital Regional District

DATE OF REPORT COMPLETION: October 2020

Note: While Juan de Fuca is a single electoral area, it is categorized into two census subdivisions by Statistics Canada: Juan de Fuca (Part 1) and Juan de Fuca (Part 2). As such, the data in this Housing Needs Report will be presented in two separate

PART 1: KEY INDICATORS & INFORMATION

Instructions: please complete the fields below with the most recent data, as available.

LOCATION

Neighbouring municipalities and electoral areas:
Highlands, Langford, Metchosin, Sooke

Neighbouring First Nations:
Esquimalt First Nation, Songhees First Nation

POPULATION

Population: 190 (2016)		**Change since** 2006 :	6.7 (2016) %
Projected **population in 5 years:** N/A		**Projected change:**	N/A %
Number of households: 90 (2016)		**Change since** 2006 :	15 %
Projected **number of households in 5 years:** N/A		**Projected change:**	N/A %
Average household size: 2.0			
Projected **average household size in 5 years:** N/A			
Median age (local): 52.0	**Median age (RD):** 44.8	**Median age (BC):** 42.5	
Projected median age in 5 years: N/A			
Seniors 65+ (local): 21.0 %	**Seniors 65+ (RD):** 17.6 %	**Seniors 65+ (BC):**	17 %
Projected **seniors 65+ in 5 years:**			N/A %
Owner households: 87 %		**Renter households:**	13 %
Renter households in subsidized housing:			0 %

INCOME

Median household income	Local	Regional District	BC
All households	$ N/A	$ 69,642	$ 69,979
Renter households	$ N/A	$ 44,363	$ 45,848
Owner households	$ N/A	$ 88,704	$ 84,333

ECONOMY	**Participation rate:** 48.0 %	**Unemployment rate:** 0.0 %
	Major local industries: construction, accommodation and food services, health care and social assistance, education services, and transportation and warehouse.	

HOUSING	**Median assessed housing values: $** N/A	**Median housing sale price: $** N/A
	Median monthly rent: $ N/A	**Rental vacancy rate:** N/A %
	Housing units - total: 90	**Housing units – subsidized:** 0
	Annual registered new homes - total: N/A	**Annual registered new homes - rental:** N/A
	Households below *affordability* standards (spending 30%+ of income on shelter):	N/A %
	Households below *adequacy* standards (in dwellings requiring major repairs):	N/A %
	Households below *suitability* standards (in overcrowded dwellings):	N/A %

Briefly summarize the following:

1. **Housing policies in local official community plans and regional growth strategies (if applicable):**

   The Official Community Plans for the communities in the Juan de Fuca Electoral Area guide future residential development to be generally low-density. In addition, some communities have provisions for affordable housing policies.

2. **Any community consultation undertaken during development of the housing needs report:**

   Stakeholder focus groups and interviews were held through July and August of 2020. Eleven interviews were completed with service providers, housing providers, and First Nation serving organizations from across the CRD. Four focus groups were attended by stakeholders from community serving organizations, housing providers, institutional (education and employers), and development and real estate serving the CRD's west shore communities.

3. **Any consultation undertaken with persons, organizations and authorities (e.g. local governments, health authorities, and the provincial and federal governments and their agencies).**

   Interviewed organizations included Community Social Planning Council, CRD Electoral Area Director, Cool Aid Society, Coalition to End Homelessness, BC Housing, Greater Victoria Housing Society, Pacifica Housing, Urban Development Institute, Aboriginal Coalition to End Homelessness Society, Victoria Native Friendship Centre, and M'akola Housing Society. Focus group participants included individuals from Sooke Housing, Community Living BC, Colwood Fire, RCMP, and Langford Planning and Zoning Committee.

4. **Any consultation undertaken with First Nations:**

   Several First Nation serving organizations were included in the public consultation process. These organizations include the Aboriginal Coalition to End Homelessness Society, Victoria Native Friendship Centre, and M'akola Housing Society.

PART 2: KEY FINDINGS

Table 1: Estimated number of units needed, by type (# of bedrooms)

	Currently	Anticipated (5 years)
0 bedrooms (bachelor)	(combined with 1 bedroom)	(combined with JdF Part 1)
1 bedroom	10	(combined with JdF Part 1)
2 bedrooms	20	(combined with JdF Part 1)
3+ bedrooms	40	(combined with JdF Part 1)
Total	70	(combined with JdF Part 1)

Comments:

The projections are combined with Juan de Fuca (Part 1). Please see the Juan de Fuca (Part 1) summary form.

Table 2: Households in Core Housing Need

	2006		2011		2016	
	#	%	#	%	#	%
All households in planning area	N/A	100	85	100	90	100
Of which are in core housing need	N/A	N/A	N/A	N/A	N/A	N/A
Of which are owner households	N/A	N/A	N/A	N/A	N/A	N/A
Of which are renter households	N/A	N/A	N/A	N/A	N/A	N/A

Comments:

Limited data available.

Table 3: Households in *Extreme* Core Housing Need

	2006		2011		2016	
	#	%	#	%	#	%
All households in planning area	N/A	100	85	100	90	100
Of which are in extreme core housing need	N/A	N/A	N/A	N/A	N/A	N/A
Of which are owner households	N/A	N/A	N/A	N/A	N/A	N/A
Of which are renter households	N/A	N/A	N/A	N/A	N/A	N/A

Comments:

Limited data available.

Briefly summarize current and anticipated needs for each of the following:

1. **Affordable housing:**

The cost of owning in Juan de Fuca Electoral Area, while comparatively more affordable than the CRD in general, is still high. Lone-parent families and non-census families face the greatest housing challenges in the Juan de Fuca Electoral Area.

2. **Rental housing:**

There is no rental data available for Juan de Fuca (Part 2), but generally there is a need for more rental housing options across the CRD.

3. **Special needs housing:**

It was heard through engagement that individuals with disabilities have reduced incomes and difficulty accessing appropriate housing in Juan de Fuca Electoral Area. For individuals with disabilities who are unable to work, the provincial housing supplement of $375 (for an individual) is extremely low and limits access to housing options.

4. **Housing for seniors:**

Juan de Fuca is experiencing an aging trend, and aging in place is a priority for many households. Currently, there is a lack of supporting housing options in the CRD, which forces people to live in housing that may not have the accessibility or health supports required.

5. **Housing for families:**

The average assessed value of a single-detached home ($726,000 in 2019) is less expensive than in the core area communities, but would still cause couples with children making the median household income to spend more than 30% of their income on shelter costs. Homeownership is far out of reach for lone-parent families.

6. **Shelters for people experiencing homelessness and housing for people at risk of homelessness:**

Homeless data specific to Juan de Fuca is not available, but there has been an increase in individuals experiencing homelessness across the CRD in recent years. The March 11, 2020 point-in-time count identified 1,523 individuals experiencing homelessness in the CRD; 350 individuals emergency sheltered and 743 provisionally accommodated.

7. **Any other population groups with specific housing needs identified in the report:**

Single person households and individuals with disabilities experience housing unaffordability pressures significantly more than other groups. Stakeholders reported seeing a growing population of low-income individuals who cannot afford housing and an increasing number of tent communities or instances of hidden homelessness.

Were there any other key issues identified through the process of developing your housing needs report?

MOVED by Sandy Sinclair, **SECONDED** by Stan Jensen that the Land Use Committee recommends to the Capital Regional District (CRD) Board:
That cash in lieu of park land dedication be requested for the proposed subdivision of Lot 9, Section 129, Sooke District, Plan VIP67208, subject to verification of appraisal value acceptable to the Commission pursuant to Section 510 of the *Local Government Act*.

CARRIED

8. Receipt of a Housing Needs Report for the Juan de Fuca Electoral Area

Iain Lawrence provided background information on the housing needs assessment prepared for the Juan de Fuca Electoral Area.

Iain Lawrence confirmed that:

- the assessment report was prepared in response to the provincial government's directive that local governments prepare and publish housing needs reports every five years
- the Province has provided a total of $5 million to assist local governments in the preparation of these reports
- the CRD Regional Housing division led the project to complete housing needs reports for 10 municipalities and the Juan de Fuca Electoral Area
- the assessment report does not provide recommendations
- the assessment report is intended to be used as a resource during the update of Official Community Plans

Iain Lawrence summarized the report's findings for the Juan de Fuca and responded to questions from the LUC advising that the CRD Regional Growth Strategy and the individual communities' official community plans restrict opportunities for multi-family housing units. It was confirmed that affordable housing in the Juan de Fuca is largely addressed through secondary/detached suites and that the report was initiated, in part, to address tax loopholes, money laundering and fraud associated with the real estate market in the Lower Mainland.

MOVED by Vern McConnell, **SECONDED** by Sandy Sinclair that the Land Use Committee recommends to the Capital Regional District (CRD) Board:
That the Juan de Fuca Electoral Area Housing Needs Report be received and published on the CRD website in accordance with the requirements of the *Local Government Act*.

CARRIED

9. Adjournment

The meeting adjourned at 7:26 pm.

_____
Chair

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 13, 2021

SUBJECT **2021 Terms of Reference for Planning and Protective Services Committee and Transportation Committee**

ISSUE SUMMARY

The purpose of this report is to provide the updated 2021 Terms of Reference for the Planning and Protective Services Committee and Transportation Committee.

BACKGROUND

Under the *Local Government Act* and the CRD Board Procedures Bylaw, the CRD Board Chair has the authority to establish Standing Committees and appoint members to provide advice and recommendations to the Board.

On December 9, 2020, the Regional Board requested that the CRD Board Chair strike a Transportation Standing Committee to support the development of the list of regional transportation priorities and subsequently an evaluation of regional transportation governance options.

As a result, the Planning, Transportation and Protective Services Committee was split to create two separate committees:

- Planning and Protective Services Committee
- Transportation Committee

Terms of Reference (TOR) serve to clarify the mandate, responsibilities and procedures of standing committees and provide a point of reference and guidance for the committees and members. New TORs have been drafted for both committees to reflect their respective service mandates.

The Planning and Protective Services Committee will meet every second month, on odd months. The Transportation Committee will meet every second month, on even months.

Following endorsement by the Board, the TORs will be received by each standing committee. Any future revisions to the TOR will require ratification by the Board.

ALTERNATIVES

Alternative 1
That the Board approve the 2021 Terms of Reference for the Planning and Protective Services Committee (Appendix A) and Transportation Committee (Appendix B).

Alternative 2
That this report be referred back to staff for additional information.

CONCLUSION

Terms of Reference serve to clarify the mandate, responsibilities and procedures of governing committees and provide a point of reference and guidance for the committees and their members.

RECOMMENDATION

That the Board approve the 2021 Terms of Reference for the Planning and Protective Services Committee (Appendix A) and Transportation Committee (Appendix B).

Submitted by:	Marlene Lagoa, MPA, A/Manager of Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: 2021 Planning and Protective Services Terms of Reference
Appendix B: 2021 Transportation Committee Terms of Reference

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Terms of Reference

PLANNING AND PROTECTIVE SERVICES COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Planning and Protective Services Committee is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding matters related to planning, protective services, and emergency management matters.

The Committee's official name is to be:

Planning and Protective Services Committee

1.0 PURPOSE

a) The mandate of the Committee includes overseeing, providing advice and/or making recommendations to the Board regarding the following functions:

i. Regional Growth Strategy
ii. Protective services – including 911, fire dispatch and hazmat
iii. Emergency Preparedness

b) The following committees will report through the Planning and Protective Services Committee:

i. Development & Planning Advisory Committee
ii. Local Government Emergency Program Advisory Commission
iii. Regional Emergency Program Advisory Commission
iv. Regional Food and Agriculture Task Force
v. Any other advisory body established by the Committee

2.0 ESTABLISHMENT AND AUTHORITY

a) The Committee will make recommendations to the Board for consideration; and

b) The Board Chair will appoint the Committee Chair, Vice Chair and Committee members annually.

3.0 COMPOSITION

a) Committee members will be appointed CRD Board Members;

b) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Board Procedures Bylaw.

4.0 PROCEDURES

a) The Committee shall meet on a bi-monthly basis, except August and December, and have special meetings as required;

b) The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda through the Notice of Motion process;

c) With the approval of the Committee Chair and the Board Chair, Committee matters of an urgent or time sensitive nature may be forwarded directly to the Board for consideration; and

d) A quorum is a majority of the Committee membership and is required to conduct Committee business.

5.0 RESOURCES AND SUPPORT

a) The General Manager of the Planning and Protective Services Department will act as a liaison to the committee; and

b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

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Terms of Reference

CRD

TRANSPORTATION COMMITTEE

PREAMBLE

The Capital Regional District (CRD) Transportation Committee is a standing committee established by the CRD Board and will oversee and make recommendations to the Board regarding matters related to regional transportation including the establishment of a transportation service for the region.

The Committee's official name is to be:

Transportation Committee

1.0 PURPOSE

a) The mandate of the Committee includes overseeing, providing advice and/or making recommendations to the Board regarding the following functions:

   i. Regional transportation matters including regional transportation priorities and regional transportation governance
   ii. Encouraging a strong regional voice on regional transportation matters including ferries, rail, transit and multi-use regional trails

b) The Committee may also make recommendations to the Board to:

   i. Advocate to senior levels of government to support major multi-modal transportation projects which support the region's sustainability measures; and

   ii. Advocate for regional transit priorities to the Victoria Regional Transit Commission.

c) The following committees will report through the Planning, Transportation and Protective Services Committee:

   i. Traffic Safety Commission
   ii. Any other advisory body established by the Committee

2.0 ESTABLISHMENT AND AUTHORITY

a) The Committee will make recommendations to the Board for consideration; and

b) The Board Chair will appoint the Committee Chair, Vice Chair and Committee members annually.

3.0 COMPOSITION

a) Committee members will be appointed CRD Board Members;

b) At least one member of the committee should be a liaison member of the Regional Parks Committee, the Environmental Services Committee and the Planning and Protective Services Committee.

c) All Board members are permitted to participate in standing committee meetings, but not vote, in accordance with the CRD Board Procedures Bylaw.

4.0 PROCEDURES

a) The Committee shall meet on a bi-monthly basis, except August and December, and have special meetings as required;

b) The agenda will be finalized in consultation between staff and the Committee Chair and any Committee member may make a request to the Chair to place a matter on the agenda through the Notice of Motion process;

c) With the approval of the Committee Chair and the Board Chair, Committee matters of an urgent or time sensitive nature may be forwarded directly to the Board for consideration; and

d) A quorum is a majority of the Committee membership and is required to conduct Committee business.

5.0 RESOURCES AND SUPPORT

a) The General Manager of the Planning and Protective Services Department will act as a liaison to the committee; and

b) Minutes and agendas are prepared and distributed by the Corporate Services Department.

Approved by CRD Board _____

2021 Appointments

Board and Committee Membership

Capital Regional District | December 2021

Capital Regional District Board

Chair: Director Plant

Vice-Chair: Director Mersereau

Capital Regional Hospital District Board

Chair: Director Blackwell

Acting Chair: Director Plant

Capital Region Housing Corporation Board

Chair: Director Helps

Vice-Chair: Director Screech

Standing Committees

The following appointments are made by the Board Chair in consultation with the Vice-Chair.

Core Area Liquid Waste Management

Membership consists of all 15 Board members from the seven municipal participants in the Core Area Liquid Waste Management Plan.

Chair: Director Blackwell
Director Brice
Director Desjardins
Director Haynes
Director Helps
Director Isitt
Director Loveday
Director Martin
Vice Chair: Director Seaton
Director Mersereau
Director Murdoch
Director Plant
Director Screech
Director Taylor
Director Young
Two First Nations Appointments - TBD

Electoral Areas

Membership consists of all 3 Electoral Area Directors.

Chair: Director Hicks
Vice-Chair: Director Holman
Director Howe
Board Chair (ex-officio)

2021 Appointments

Board and Committee Membership

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Capital Regional District | December 2021

Environmental Services

Chair: Director Desjardins
Vice-Chair: Director Taylor

3. Director Blackwell
4. Director Helps
5. Director Hicks
6. Director Holman
7. Director Orr
8. Director Ranns
9. Director Williams
10. Director Windsor

Board Chair (ex-officio)

Finance

Chair: Director Brice
Vice-Chair: Director Williams

3. Director Blackwell
4. Director Howe
5. Director Loveday
6. Director Orr
7. Director Screech
8. Director Taylor
9. Director Windsor
10. Director Young

Board Chair (ex-officio)

First Nations Relations

Chair: Director Tait
Vice-Chair: Director Isitt

3. Director Desjardins
4. Director Haynes
5. Director Howe
6. Director Orr
7. Director Ranns
8. Director Seaton
9. Director Williams

Board Chair (ex-officio)

Governance

Chair: Director Murdoch
Vice-Chair: Director Windsor

3. Director Brice
4. Director Desjardins
5. Director Isitt
6. Director Martin
7. Director McNeil-Smith
8. Director Ranns
9. Director Tait
10. Director Young

Board Chair (ex-officio)

Hospitals and Housing

Chair: Director Helps
Vice-Chair: Director Orr

3. Director Blackwell
4. Director Brice
5. Director Haynes
6. Director Holman
7. Director Loveday
8. Director Murdoch
9. Director Screech

Board Chair (ex-officio)

2021 Appointments

Board and Committee Membership

Making a difference...together

Capital Regional District | December 2021

Planning & Protective Services

Chair: Director McNeil-Smith
3. Director Haynes
4. Director Hicks
5. Director Loveday
6. Director Mersereau
7. Director Murdoch

Vice-Chair: Director Martin
8. Director Tait
9. Director Williams
10. Director Windsor

Board Chair (ex-officio)

Regional Parks

Chair: Director Mersereau
3. Director Holman
4. Director Isitt
5. Director Martin
6. Director Ranns
7. Director Screech

Vice-Chair: Director Young
8. Director Seaton
9. Director Tait
10. Director Taylor

Board Chair (ex-officio)

Transportation

Chair: Director Screech
3. Director Brice
4. Director Desjardins
5. Director Howe
6. Director Isitt
7. Director McNeil-Smith
8. Director Martin

Vice-Chair: Director Loveday
9. Director Mersereau
10. Director Seaton
11. Director Tait
12. Director Taylor

Board Chair (ex-officio)

Sub-Committees

Solid Waste Advisory Committee (reporting to the Environment Services Committee). Term is for four years.

Chair: Director Desjardins	Vice-Chair: Elected from amongst the membership
Public Members Appointed by the Board in 2018 until 2021	Board Chair (ex-officio)

Royal and McPherson Theatres Services Advisory Committee (reporting to the Finance Committee). Term is for two years.

Participant	Board Member
Saanich	Colin Plant
	Susan Brice
Victoria	Jeremy Loveday
	Geoff Young
Oak Bay	Kevin Murdoch

2021 Appointments

Board and Committee Membership

Capital Regional District | December 2021

Regional Arts Facilities Select Committee (reporting to the CRD Board). Annual appointments.

Director Plant (Chair)	Director Screech (Vice-Chair)
Director Helps	Director Mersereau
Director Holman	Director Murdoch
Director Loveday	Director Taylor
Director Martin	Director Williams
Director McNeil-Smith	

Other Appointments - *Either Board Chair or Board confirmed appointments*

Greater Victoria Harbour Authority Board

Board Chair nominates one Director of CRD Board to be nominated as GVHA Director. Board to also appoint Member representative.

Member Representative	Board Nominee
Rob Martin	Susan Brice

Greater Victoria Labour Relations Association

Representative & AGM Delegate	Alternate
Rob Martin	None

ICET - Central South Island Regional Advisory Committee

Member Representative	Board Nominee
Mike Hicks	None

Island Corridor Foundation

Board appoints one Director as Local Government Designated Representative annually. Board nominates one Director for election to the Foundation Board (could be the same person as the Member Representative) at its AGM, held in April, for a two-year term.

Member Representative	Nominee
Barbara Desjardins	Lanny Seaton

Municipal Finance Authority

Board appoints two Directors as representatives and two Directors as alternates. Term is for one year.

Director	Alternate
Geoff Young	None
Ken Williams	None

Regional Representative to the Te'mexw Treaty Advisory Committee

Representative	Alternate
Ryan Windsor	None

2021 Appointments

Board and Committee Membership

Capital Regional District | December 2021

Royal and McPherson Theatres Society

Appointed by member Councils. Term is for one year.

Participants	Board Member	Alternate
Oak Bay	Hazel Braithwaite	Cairine Green
Saanich	Ned Taylor	None
Victoria	Jeremy Loveday	None

Saanich Peninsula Water Commission

Members from each of the participants. Appointed by each of the member councils. Term is for one year.

Participant	Commissioner	Alternate
Central Saanich	Zeb King	Chris Graham
Central Saanich	Ryan Windsor	Niall Paltiel
North Saanich	Geoff Orr	Heather Gartshore
North Saanich	Murray Weisenberger	Celia Stock
Sidney	Sara Duncan	Peter Wainwright
Sidney	Cliff McNeil-Smith	Barbara Fallot

Sooke and Electoral Area Parks and Recreation Commission

Appointed by member Councils. Term is for one year.

Participants	Commissioner	Alternate
Juan de Fuca	Mike Hicks	Dan Quigley
Sooke	Al Beddows	Dana Lajeunesse
	Maja Tait	Jeff Bateman

Traffic Safety Commission

Board appoints one Director as a Representative, and one Director as an Alternate. Term is for two years.

Representative	Alternate
Fred Haynes	Colin Plant

Vancouver Island Regional Library Board

Board appoints. Only Juan de Fuca Area participated in this service function. Term is for one year.

Representative	Alternate
Mike Hicks	Dan Quigley

2021 Appointments

Board and Committee Membership

Making a difference...together

Capital Regional District | December 2021

Continuing Appointments *The following appointments continue or were revised in 2021*

Arts Commission

Members from each of the participants. Term is four years for Directors, two years for Non-Directors.

Participant	Representative	Alternate
Esquimalt	Lynda Hundleby	Meagan Brame
Highlands	Karel Roessingh	None
Metchosin	Sharie Epp	None
Oak Bay	Cairine Green	None
Saanich	Colin Plant	Ned Taylor
Sooke	Dana Lajeunesse	None
Southern Gulf Islands	Wendy Gardner	TBD
Victoria	Jeremy Loveday (Chair)	Sharmarke Dubow
View Royal	Gery Lemon	None

Climate Action Inter-Municipal Task Force

Task Force consists of one elected representative of each municipality and the three electoral areas. Term is for four years unless otherwise noted.

Local Government	Representative	Alternate
Central Saanich	Niall Paltiel	None
Colwood	Michael Baxter	None
Esquimalt	Jacob Helliwell	None
Highlands	Ann Baird	Gord Baird
Metchosin	Andy MacKinnon	Marie-Terese Little
North Saanich	Patricia Pearson	Murray Weisenberger
Oak Bay	Tara Ney	None
Saanich	Judy Brownoff	None
Sidney	Sara Duncan	Barbara Fallot
Sooke	Tony St-Pierre	None
Victoria	VACANT	None
View Royal	Gery Lemon	John Rogers
Salt Spring Island	Gary Holman	None
Southern Gulf Islands	David Howe	None
Juan de Fuca	Mike Hicks	None

2021 Appointments

Board and Committee Membership

Capital Regional District | December 2021

CREST (Capital Region Emergency Service Telecommunications)

The CRD appoints the 3 Directors representing the Electoral Areas for shareholder votes (proxies are appointed on an annual basis).

Appointed CRD Shareholder	Proxy
Mike Hicks	Jeri Grant
Gary Holman	Charles Nash
Dave Howe	Rob Reeleder

Emergency Management Committee

Board appointment of the 3 EA Directors, ELT & Senior Manager, Protective Services. Term is for four years.

Electoral Areas	Representative	ELT + Management		
Juan de Fuca	Mike Hicks	Bob Lapham	Larisa Hutcheson	Shawn Carby
Southern Gulf Islands	David Howe	Kevin Lorette	Ted Robbins	
Salt Spring Island	Gary Holman	Nelson Chan	Kristen Morley	

Greater Victoria Coalition to End Homelessness

For the Society Board, 3 Directors from the CRD to include the Mayor of Victoria who will be the CRD Co-Chair on the Board. Corporate representation will include the 3 names, and up to 4 others including staff.

Appointed Directors:	Corporate Member Representative:
Lisa Helps (Mayor of Victoria)	Kevin Lorette, GM, Planning & Protective Services
Geoff Orr	Don Elliott, Senior Manager, Regional Housing
Ned Taylor	John Reilly, Manager, Housing Planning & Programs

Gulf Islands National Park Reserve Advisory Board

One of the 7 Park Advisory Board members is to be an elected regional Director from the CRD. CRD membership is updated following each local/regional government election. Board typically appoints SGI representative and an alternate.

Representative	Alternate
Dave Howe	Larisa Hutcheson, GM, Parks & Environmental Services

Peninsula Recreation Commission

Appointed by member Councils. Term is for two years.

Participants	Commissioner	Alternate
Central Saanich	Niall Paltiel	Gord Newton
Central Saanich	Ryan Windsor	None
Central Saanich	Ted Daly	
North Saanich	Geoff Orr	Celia Stock
North Saanich	Heather Gartshore	Jack McClintock
North Saanich	Ross Imrie	
Sidney	Chad Rintoul	Scott Garnett

2021 Appointments

Board and Committee Membership

Capital Regional District | December 2021

Sidney	Cliff McNeil-Smith	None
Sidney	Karen Frost	

Regional Housing Trust Fund Commission

One Council member is appointed by each participating municipality. Appointments come forward to the Board Chair from the Senior Manager, Regional Housing and are included with appointments made by Board Chair. The Salt Spring Island and Southern Gulf Islands Electoral Area Directors are also members. Term is for two years.

Participant	Commissioner	Alternate
Central Saanich	Bob Thompson	None
Esquimalt	Meagan Brame	None
Highlands	Ann Baird	Karel Roessingh
Metchosin	Marie-Térèse Little	None
North Saanich	Celia Stock	Heather Gartshore
Oak Bay	Eric Wood Zhelka	Hazel Braithwaite
Saanich	Zac de Vries	None
Salt Spring Island	Gary Holman	None
Sidney	Sara Duncan	Terri O'Keeffe
Sooke	Ebony Logins	None
Southern Gulf Islands	Dave Howe	Ben Mabberley
Victoria	Sarah Potts	None
View Royal	David Screech	None

Regional Water Supply Commission

Members from each of the participants. Term is for four years.

Participant	Commissioner	Alternate
Central Saanich	Chris Graham	Zeb King
Colwood	Gordie Logan	Cynthia Day
Esquimalt	Tim Morrison	Lynda Hundleby
Highlands	Gord Baird	Karel Roessingh
Juan de Fuca EA	Mike Hicks	Dan Quigley
Langford	Roger Wade	Matt Sahlstrom
	Lillian Szpak	Norma Stewart
Metchosin	Kyara Kahakuawila	Marie-Térèse Little
North Saanich	Celia Stock	Heather Gartshore
Oak Bay	Eric Zhelka	Esther Paterson
Saanich	Karen Harper*	Judy Brownoff, Susan Brice, Colin Plant
	Rebecca Mersereau*	Susan Brice, Colin Plant, Judy Brownoff
	Natalie Chambers*	Colin Plant, Judy Brownoff, Susan Brice

2021 Appointments

Board and Committee Membership

Capital Regional District | December 2021

	Zac de Vries	Judy Brownoff, Susan Brice, Colin Plant
	Ned Taylor	Susan Brice, Colin Plant, Judy Brownoff
Sidney	Sara Duncan	Terri O'Keeffe
Sooke	Tony St. Pierre	Megan McMath
Victoria	VACANT*	None
	Jeremy Loveday*	None
	Ben Isitt	None
	Geoff Young	None
View Royal	John Rogers	David Screech

**Assignment of one additional vote*

Juan de Fuca Water Distribution Commission

Members from each of the participants. Appointed by each of the member councils. Term is for four years.

Participant	Commissioner	Alternate
Colwood	Gordie Logan	Cynthia Day
Highlands	Gord Baird	Karel Roessingh
Juan de Fuca EA	Mike Hicks	Dan Quigley
Langford	Lillian Szpak	Norma Stewart
	Roger Wade	Matt Sahlstrom
Metchosin	Kyara Kahakauwila	Marie-Térèse Little
Sooke	Ebony Logins	Megan McMath
View Royal	John Rogers	Ron Mattson

Saanich Peninsula Wastewater Commission

Members from each of the participants. Appointed by each of the member councils. Term is for two years.

Participant	Commissioner	Alternate
Central Saanich	Zeb King	Chris Graham
Central Saanich	Ryan Windsor	Niall Paltiel
North Saanich	Geoff Orr	Heather Gartshore
North Saanich	Murray Weisenberger	Celia Stock
Sidney	Sara Duncan	Peter Wainwright
Sidney	Cliff McNeil-Smith	Barbara Fallot

Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Governance and Finance Committee

Wednesday, December 2, 2020 **10:00 AM** **6th Floor Boardroom**
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT
Directors: S. Brice (Chair), D. Howe (Vice Chair), D. Blackwell, B. Desjardins (EP), B. Isitt (10:01 am), K. Murdoch (EP), G. Orr (EP), J. Ranns, M. Tait, K. Williams, R. Windsor, C. Plant (Board Chair, ex-officio)(EP)

Staff: R. Lapham, Chief Administrative Officer; N. Chan, Chief Financial Officer; K. Morley, General Manager, Corporate Services; M. Lagoa, Acting Deputy Corporate Officer; S. Closson, Committee Clerk (Recorder)

EP - Electronic Participation

Guests: Director Helps (EP), Director Hicks (EP), Director Holman

The meeting was called to order at 10:00 am.

1. Territorial Acknowledgement

Chair Brice provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Windsor, SECONDED by Director Williams,
That Directors Helps, Hicks and Holman be permitted to participate (without vote) in the December 2, 2020 session of the Governance and Finance Committee and that the agenda be approved as amended.
CARRIED

3. Adoption of Minutes

3.1. 20-767 Minutes of the November 4, 2020 Governance and Finance Meeting

MOVED by Director Blackwell, SECONDED by Director Tait,
That the minutes of the Governance and Finance meeting of November 4, 2020 be adopted as circulated.
CARRIED

4. Chair's Remarks

There were no Chair's remarks.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

6.1. 20-736 Capital Regional District External Grants Update

N. Chan spoke to the update for Capital Regional District External Grants.

MOVED by Director Blackwell, SECONDED by Director Tait,
The Governance and Finance Committee recommends to the Capital Regional District Board:
That the Capital Regional District External Grants Update be received for information.
CARRIED

6.2. 20-735 COVID-19 Safe Restart Grants for Local Governments

N. Chan spoke to the COVID-19 Safe Restart Grants for Local Governments.

Discussion ensued on the following:
- audit of expenses by external auditors for inclusion in financial statements
- differences in provincial funding formula for electoral areas vs. municipalities
- regional emergency management service realized most impact of CRD regional services
- 2020 and 2021 reporting requirements
- EMBC claims and grants overlap considerations
- grant program - eligible expenses
- CRD regional & sub-regional local services as recipients

MOVED by Director Howe, SECONDED by Director Ranns,
The Governance and Finance Committee recommends to the Capital Regional District Board:
1. That staff allocate the $1.4 million CRD COVID-19 Safe Restart Grants for Local Government in alignment with the Provincial allocation formulae to Regional Services and Local Area Services as summarized in Appendix D;
2. That the Regional Services allocation be distributed to the Regional Corporate Emergency Service Budget;
3. That the Local Area Services allocation be apportioned to the respective Electoral Areas where staff will engage EA Directors to determine allocation to specific services;

MOVED by Director Howe, SECONDED by Director Ranns,
That the motion be amended by adding the following recommendations:
4. That the CRD Board Chair, after consulting with the Union of British Columbia Municipalities, write and meet with the Premier and Minister responsible to advocate for an additional allocation of funding for electoral areas and First Nations.
5. That the CRD Board consider re-distributing a portion of the Regional Services allocation prior to the end of 2021.

The Chair indicated that 1., 2. and 3 would be voted on as one recommendation and that 4. and 5. would be voted on as a separate recommendation.

MOVED by Director Howe, SECONDED by Director Ranns,
The Governance and Finance Committee recommends to the Capital Regional District Board:
1. That staff allocate the $1.4 million CRD COVID-19 Safe Restart Grants for Local Government in alignment with the Provincial allocation formulae to Regional Services and Local Area Services as summarized in Appendix D;
2. That the Regional Services allocation be distributed to the Regional Corporate Emergency Service Budget;
3. That the Local Area Services allocation be apportioned to the respective Electoral Areas where staff will engage EA Directors to determine allocation to specific services;
CARRIED

MOVED by Director Plant, SECONDED by Director Blackwell,
That 5. be amended to replace the words "...a portion of..." with the words "...any unspent funds from..." after the words "That the CRD Board consider re-distributing...".
CARRIED

MOVED by Director Howe, SECONDED by Director Ranns,
4. That the CRD Board Chair, after consulting with the Union of British Columbia Municipalities, write and meet with the Premier and Minister responsible to advocate for an additional allocation of funding for electoral areas and First Nations.
5. That the CRD Board consider re-distributing any unspent funds from the Regional Services allocation prior to the end of 2021.
CARRIED

6.3. 20-725 Bylaw No. 4392: Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2020

N. Chan introduced Bylaw 4392, Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2020.

MOVED by Director Williams, SECONDED by Director Tait,
The Governance and Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4392, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2020" be introduced and read a first, second, and third time.
2. That Bylaw 4392 be adopted.
CARRIED

6.4. 20-726 Parcel Tax Roll Review Panel Appointments

MOVED by Director Blackwell, SECONDED by Director Tait,
The Governance and Finance Committee recommends to the Capital Regional District Board:
1. That the Parcel Tax Roll Review Panel meeting be held on Wednesday, 10 March 2021, at 12:15 pm in Room 651 of the Capital Regional District offices, 625 Fisgard Street, Victoria, BC., and;
2. That the following individuals be appointed to the Parcel Tax Roll Review Panel for the year 2021:
Colin Plant, CRD Board Chair
Mike Hicks, Director, Juan de Fuca Electoral Area

David Howe, Director, Southern Gulf Islands Electoral Area
Gary Holman, Director, Salt Spring Island Electoral Area
CARRIED

6.5. 20-751 Service Fee Agreement re Sewer Charges - District of Oak Bay

N. Chan introduced the Service Fee Agreement re: Sewer Charges for the District of Oak Bay.

Discussion ensued on the following:
- standardization of cost recovery from participants
- cost recovery from property taxes vs. user fee model

MOVED by Director Murdoch, SECONDED by Director Tait,
The Governance and Finance Committee recommends to the Capital Regional District Board:
That the Service Fee Agreement re Sewer Charges - District of Oak Bay report be received for information.
CARRIED

6.6. 20-681 First Nation Participation in Closed Committee Meetings

K. Morley introduced First Nation Participation in Closed Committee Meetings.

Discussions ensued on the following:
- advancement of closed items directly to CRD Board
- clarification of current CRD Board committee processes
- CRD Board recommendations for participation in specific closed meetings
- First Nation input into closed matters
- treaty impacts to current process considerations

MOVED by Director Plant, SECONDED by Director Isitt,
That all closed matters be directed to Regional Board, where First Nation Member participation can be determined on an item-by-item basis.

Director Murdoch left the meeting at 11:52 am.

MOVED by Director Isitt, SECONDED by Director Blackwell,
That the following words be added to the end of the motion "...for consideration at closed Committee meetings with potential First Nation Member participation and/or closed Regional Board meetings.".

MOVED by Director Plant, SECONDED by Director Blackwell,
That the amendment be amended further to remove the words "...and/or closed Regional Board meetings.".
CARRIED
OPPOSED: Blackwell, Ranns, Tait

MOVED by Director Isitt, SECONDED by Director Blackwell,
That the following words be added to the end of the motion "...for consideration at closed Committee meetings with potential First Nation Member participation.
DEFEATED
OPPOSED: Blackwell, Desjardins, Ranns, Tait, Williams, Windsor

MOVED by Director Plant, SECONDED by Director Isitt,
That all closed matters be directed to Regional Board, where First Nation Member participation can be determined on an item-by-item basis.
CARRIED
OPPOSED: Ranns, Williams

6.7. 20-755 Amendment to CRD Board Remuneration and Travel Expense Reimbursement Policy to Include First Nation Members

K. Morley spoke to the Amendment to CRD Board Remuneration and Travel Expense Reimbursement Policy to Include First Nation Members report.

Director Desjardins left the meeting at 12:02 pm.

MOVED by Director Plant, SECONDED by Director Blackwell,
That the First Nations Relations Committee and the Governance and Finance Committee recommends to the Capital Regional District Board:
a. That the proposed amendments to the Board Remuneration and Travel Expense Reimbursement Policy are approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11.
b. That the amended Schedule 1 of the Board Remuneration and Travel Reimbursement Policy is approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11, thereby setting the remuneration rates for First Nation Members at $110 per committee/commission meeting for only those identified in the policy including expenses.
CARRIED

7. Notice(s) of Motion

7.1. 20-778 Motion with Notice: Social Procurement (Director Helps and Tait)

MOVED by Director Windsor, SECONDED by Director Tait,
That the Motion with Notice: Social Procurement be referred to the next committee meeting.
CARRIED

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Tait, SECONDED by Director Windsor,
That the December 2, 2020 Governance and Finance Committee meeting be adjourned at 12:05 pm.
CARRIED

_____
Chair

_____
Recorder

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REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 13, 2021

SUBJECT **CAO Quarterly Progress Report No. 4, 2020**

ISSUE SUMMARY

To provide the Board with a quarterly update on Corporate Activities and Initiatives, progress made on the 2019-2022 Board and Corporate Priorities, Corporate Climate Action Initiatives, Capital and Operating Variances, and Human Resources and Corporate Safety up to January 1, 2021.

BACKGROUND

The Board and Corporate Priorities Dashboard provides quarterly updates on progress related to Board and Corporate priority initiatives, actions, and advocacy as well as variances in financial performance and human resources trends. Following the approval of the Board Strategic Plan in March, 2019 staff prepared a Corporate Plan 2019-2022 to identify potential initiatives to advance Board and Corporate priorities. The Board completed an annual check-in on priorities in May 2020 and the priorities were confirmed and staff was directed to continue to progress the initiatives and actions as developed in the Corporate Plan.

Service plans are prepared annually in alignment with Board and Corporate Priorities, service mandates and other approved plans, with corresponding KPIs and other service information that is approved by the Board. The 2021 service and financial planning process is currently underway, and staff are providing recommendations on service levels, timing and the funding of core services and new initiatives for 2021 by way of Commission, Committee and Board review. The service planning work is now presented as a summary of Community Needs and includes information on the strategic context, core service levels, proposed initiatives, funding and reporting as well as key performance indicators and annual progress that was made on initiatives approved in the prior year. The CRD, CRHD and CRHC Financial Plans are reviewed and approved annually by the respective Boards' of these corporations.

This report presents quarterly progress on priorities, initiatives, actions and advocacy for the fourth quarter of 2020, however the capital and operating variances and human resources trends are for the third quarter in 2020. The Quarterly Capital Variance Report highlights differences between budget and actual expenditures on capital projects over $500,000. The Quarterly Operating Variance Report highlights provides results and forecasts for services with an annual operating budget over $1.5 million, which comprise approximately 77% of the CRD budgets for the year. The quarterly update on non-confidential human resources matters is provided to highlight workforce trends.

ALTERNATIVES

Alternative 1:
That the CAO Quarterly Progress Report No. 4 - 2020 be received for information.

Alternative 2:
That the CAO Quarterly Progress Report No. 4 - 2020 be referred back to staff for additional information.

DISCUSSION

Corporate Activities and Initiatives

Appendix A highlights corporate activities and initiatives in the last quarter and a number of photographs have been included to present announcements and events that occurred in this quarter.

The CRD has acquired a 41-hectare (103 acre) parcel of land known as Mount Parke Bluffs adjacent to Mount Parke Regional Park on Mayne Island. The parcel is largely undeveloped with some forested trails and features mature coastal Douglas fir forest and sensitive ecological areas along the ridge line. CRD Regional Parks received two donations to aid in the $855,000 purchase: $50,000 from the Mayne Island Conservancy and $105,000 from the landowner, Randy Bishop.

2020 marked the 25th year that the CRD has participated in the United Way campaign. The CRD United Way Committee created a fun and safe workplace campaign despite some of the challenges presented due to COVID-19 and staff were very generous exceeding our fundraising goal of $40,000. With their generosity, community spirit and enthusiasm CRD staff also crossed the $1Million dollar giving milestone which is an incredible accomplishment.

Families and single people with mixed incomes will benefit from 282 new affordable housing units now renting in the communities of View Royal and Langford as part of the Regional Housing First Program (RHFP). West Park in View Royal has 152 units including 20 accessible units and 34 units renting at the current provincial income assistance shelter rate ($375/month). Spencer Close in Langford has 130 units including 13 accessible units and 26 units renting at the current provincial income assistance shelter rate ($375/month). On December 1, 2020 residents began moving into both buildings under the management of the Capital Region Housing Corporation.

The CRD Wastewater Treatment Project was approved in September, 2016 and construction began in 2017. The Project consists of three main components: the McLoughlin Point Wastewater Treatment Plant, which provides tertiary treatment to the core area's wastewater; the Residuals Treatment Facility, which turns residual solids into Class A biosolids; and a convenyance system, which carries wastewater from across the core area to the treatment plant and residual solids to the Residuals Treatment Facility. The Wastewater Treatment Project is the largest public infrastructure project in CRD's history and it has met and exceeded all regulatory requirements on schedule.

Public engagement is a key part of developing the region's Solid Waste Management Plan and the CRD is welcoming feedback from residents on the draft plan until January 15. On December 14, Gregor Craigie, host of CBC's On The Island, and CRD staff held a virtual information session about the draft plan via the CRD's YouTube channel. Questions were submitted by residents in advance and addressed during the broadcast.

The CRD has acquired a 12.1 hectare parcel of undeveloped land adjacent to Mount Work Regional Park. The parcel is mainly second growth Douglas fir forest, with intermittent patches of open rock bluffs. The property, located on Ross Durrance Road, connects to the western edge of the park and brings Mount Work Regional Park to 742.1 hectares. The property was purchased through the Land Acquisition Fund and helps preserve this area for future generations while providing important ecological connectivity and makes a wonderful addition to the park.

Board Priorities and Corporate Plan Initiatives

Progress on the Board Priorities and Corporate Plan initiatives from January 2019 to date is reflected in Progress Report Q4, 2020, as Appendix B. The "Comments" section provides a summary of completed actions as well as any issues or problems that have arisen that may impact progress on the priority. The "Next Steps" section identifies future planned actions and associated timing. Attached as Appendix C is the Board Priorities Dashboard Summary of Completed Actions.

Corporate Climate Change Initiatives

A quarterly update on corporate climate change initiatives tracking progress on programs, projects, education, incentives, grants, measures, studies and monitoring work is included as Appendix D. This work is also compiled and reported as an annual report in conjunction with Climate Action Revenue Incentive Program (CARIP) reporting requirements related to our commitment to the Community Climate Action Charter.

Board Advocacy

An Advocacy Dashboard has been prepared which tracks the ongoing advocacy work being done by the CRD Board, municipalities, partners and staff. Progress on advocacy is reflected in the Advocacy Dashboard Progress Report Q4, 2020 as Appendix E.

Operating Variance Report –Q3, 2020

The Operating Variance Report outlines the quarterly operating variance, providing actual results and annual forecasts for services with an annual operating budget over $1.5 million. These services make up approximately 77% of the CRD budget for the year, and also includes the Capital Regional Hospital District (CRHD) budget.

The forecasts have been compiled by staff to determine estimates for how the services are expected to perform fiscally for the year, as at the end of the third quarter. Determining these forecasts includes looking at prior year results, planned and actual changes in activity, and considering service level delivery and associated funding impacts.

The amount of budget used to the end of the third quarter will vary from service to service, based on the individual services' planned spending, seasonality, and timing of transactions. For example, services funded by requisition receive their funding in the third quarter, and water supply and distribution services receive more fee revenue over the summer months.

The Quarterly Operating Variance Report, attached in Appendix F, highlights how much of the annual budget has been used in comparison to prior year, and what the annual forecast is expected to be based on information available to the end of the third quarter. This is outlined for both expenditures and revenue.

Spending to the end of third quarter, as a % of actual budget, is largely in line with the same period and timeframe as 2019 for both revenue and expenses. Effects of the current COVID-19 pandemic event on operations has been limited to specific services, primarily recreation and some demand driven services such as landfill.

Capital Regional District

The annual forecast highlights that the majority of services will still track in line with the annual budget. Many of these services are providing essential services to our communities, such as

delivery of water, wastewater management, and solid waste. The notable exception to this is recreation services where forecasts incorporate a current and estimated impact on business activities as a result of current health guidelines in response to the pandemic. In the third quarter, budget amendments were made to the SEAPARC and Panorama Recreation Centre services, to revise expense and revenue budget impacts related to the COVID-19 event-related closures over March through May. A gradual return to some recreational programming started in June is expected to carry through the rest of 2020.

Capital Regional Hospital District (CRHD)

The annual forecast highlights expenses and revenues are forecasted lower than budget due to the deferral of the Nigel House redevelopment, deferring grant to 2021.

Capital Region Housing Corporation (CRHC)

CRHC variance reporting is included in the annual financial planning process and in the annual audited financial statements. The variances are also monitored internally by building, by agreement and by division. Specific details on CRD and CRHD expense and revenue forecasts are outlined in Appendix F.

Capital Variance Report –Q3, 2020

The Capital Variance Report, attached in Appendix G, highlights variances on actual expenditures from the quarterly and annual capital budgets for all three entities CRD, Capital Regional Hospital District and the Capital Region Housing Corporation. It also outlines the impact on the total project plan. The Capital Variance Report is current to the end of the third quarter of 2020 and covers all capital projects with budgeted spending in 2020 greater than $0.5 million.

For 2020, the capital plan was budgeted quarterly and based on the expected delivery of the projects in the plan. In addition, the process includes quarterly forecasting to provide periodic updates and oversight on the projects. As quarters progress through the year and tenders complete, the expectation is that accuracy on estimates will be refined.

Capital Regional District
Capital expenditures on projects >$0.5 million totaled $36.8 million in the third quarter of 2020, 46% lower than a forecast of $68.5 million. Of the $31.7 million variance, $26.2 million is related to timing of construction costs and savings on the Core Area Wastewater Treatment Project (CAWTP), while $2.6 million is related to delays on the North West Trunk Sewer Rehabilitation. Notable projects in the balance of the variance include the construction of phases 3 & 4 of the E&N trail, and potential land acquisitions in Regional Parks.

Capital Regional Hospital District (CRHD)
With construction costs, in the second quarter were substantially complete on the Summit Project, the third quarter recognized a credit of $(0.5) million against a forecast of $(0.1) million for energy rebates and refundable deposits on the project. Remaining project billings and close-out costs will be complete by the end of 2020, and is expected to be on budget.

Capital Region Housing Corporation (CRHC)
Capital expenditures, on projects >$0.5 million totaled $0.5 million in the third quarter of 2020, 64% lower than forecast of $1.3 million. The variance is mainly due to timing of routine capital replacement, and timing delays on the Michigan and Caledonia properties. The construction project billings on the Westview property were completed in April, with remaining close-out costs forecasted for the fourth quarter 2020. This multi-year project is forecasted to be complete under

budget in 2020 by $2.0 million, due in part to the construction management model employed cost efficiencies and efficacy.

Human Resource Trends and Corporate Safety

Appendix H provides an analysis of current and emerging trends in workforce composition, turnover, promotions, absenteeism and occupational health and safety. The CRD continuously monitors Human Resource organizational health, and proactively modifies and adapts Human Resource programs and systems where trends may show challenges arising.

The metrics information through the third quarter of 2020 is reflective of the impact from the COVID-19 Pandemic, most particularly with regard to illness duration and Occupational Health and Safety resourcing, policies, and programs. The CRD is a defined essential service, and as such is closely monitoring the impact of COVID, and taking appropriate measures as needed to ensure the essential operations are maintained.

In addition, the CRD continues to experience increased pressures associated with a highly competitive labour market and a steady number of retirements. Local governments are becoming increasingly more complex as our role and responsibilities continue to evolve, and this continues to place more demand to secure more specialized labour. To this end, the CRD continues its significant efforts in workforce planning, organizational development initiatives, and impactful recruitment and outreach strategies.

The CRD's proactive and positive focuses on workplace health and safety remain top of priority. The CRD's fifteen (15) element OHS strategy aligned with OHS best practice standards, which meets or exceeds requirements of the municipal Certificate of Recognition (CoR) program, has been implemented and continue to ensure overall safe work and management practices. The CRD continues to experience a positive (merit) situation with WorkSafeBC resulting in an 11% lower-than-industry Employer Rating Assessment (19.8% lower for 2021) and equally reflected reduction in premiums.

CONCLUSION

As part of staff's commitment to enhanced quarterly reporting to the Board, the CAO Quarterly Progress Report No. 4 - 2020 provides a status update of Progress on Board and Corporate Priorities, Activities and Initiatives, Capital Project Variances, and Human Resource Trends across the organization.

RECOMMENDATION

That the CAO Quarterly Progress Report No. 4 - 2020 be received for information.

Submitted by:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Photographs of Corporate Activities and Initiatives
Appendix B: Board Priorities Dashboard Progress Q4, 2020
Appendix C: Board Priorities Dashboard – Summary of Completed Actions
Appendix D: Corporate Climate Change Initiatives
Appendix E: Advocacy Dashboard Progress Q4, 2020
Appendix F: Operating Variance Report Q3, 2020
Appendix G: Capital Variance Report Q3, 2020
Appendix H: Human Resources Trends and Corporate Safety Q3, 2020

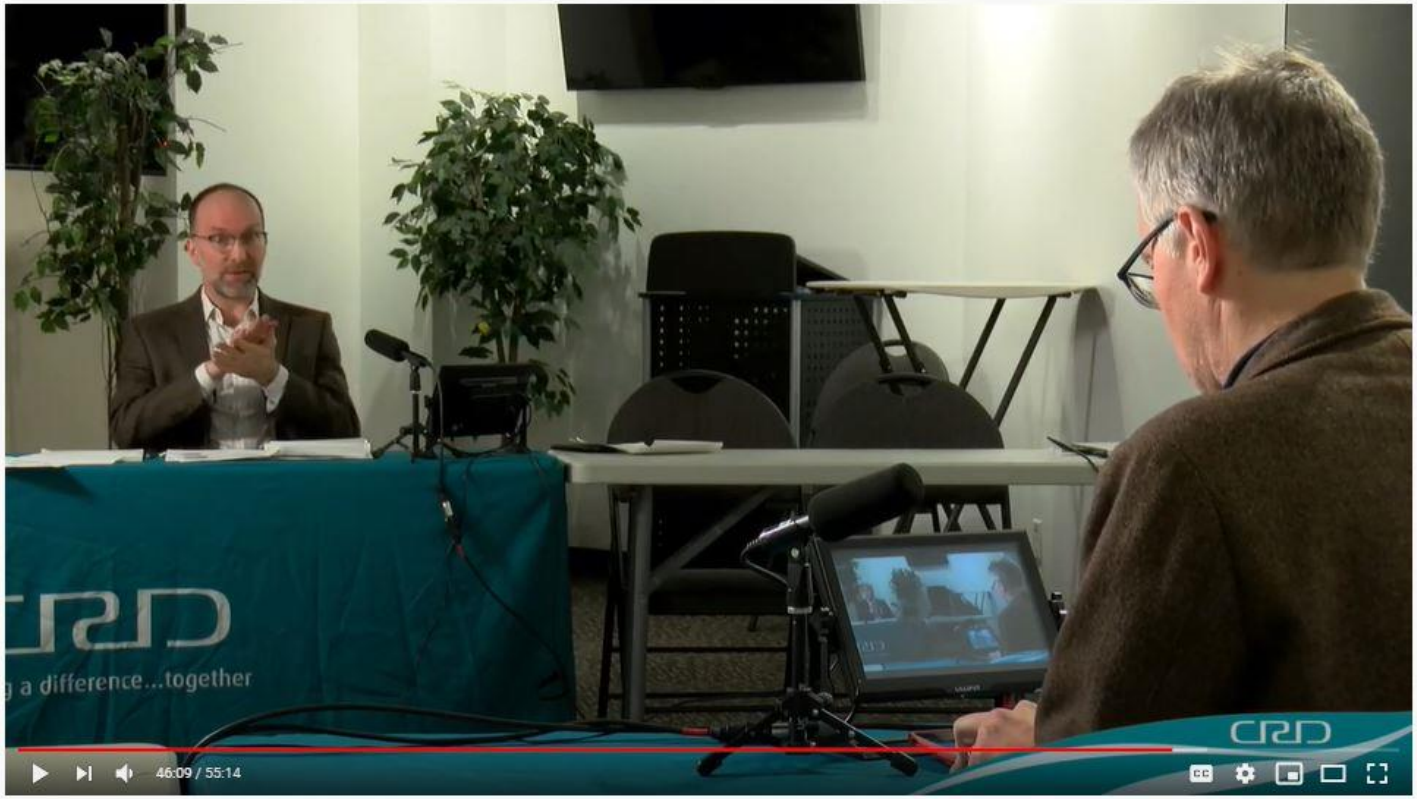
Mount Parke Bluffs Acquisition

2020 United Way Campaign

Regional Housing First Program

Wastewater Treatment Project

Solid Waste Management Plan



Solid Waste Management Plan Information Session

188 views • Streamed live on Dec 14, 2020

8 0 SHARE SAVE ...

CRDVictoria
221 subscribers

ANALYTICS EDIT VIDEO

The Capital Regional District is developing a new solid waste management plan to reduce how much material is sent to Hartland Landfill and guide how the region's waste is managed in a safe, secure and sustainable way now and in the future.

SHOW MORE

Mount Work Park Acquisition

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.

Community Wellbeing
Transportation & Housing

Board Priorities Dashboard > Progress Report No. 8 – Q4 2020

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CONDITION LEGEND — No issues / Proceeding as planned | Potential or emerging issue/problem | Problem/issue has arisen | Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1a Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling.		✓		▸ *PTPSC Oct. 21, 2002* ▸ *Board Nov. 18, 2020* ▸ *PTPSC Dec. 9, 2020* ▸ *Board Dec. 9, 2020*	Following South Island Transportation Strategy report in the fall, staff brought a report on gaps in regional transportation functions and options to address them to COW. Board directed staff to work with partners to prepare a list of transportation priorities for Board prioritization and begin process to consider governance options. Progress report on Ready Step Roll active school program was presented to PTPSC to mark fifth year. Goal of the initiative is to improve commutes for students and families by providing actionable solutions for partners that can be integrated into local plans. ***Media Release***: CRD Board moves forward with regional transportation priorities (Dec. 10, 2020)	▸ Chair to form a Transportation Standing Committee. ▸ Ready Step Roll 2021/22 cohort intake ▸ Staff to bring forward a report identifying priorities and investigating possible governance mechanisms for committee consideration	▸ *Q1 2021* ▸ *Q1 2021* ▸ *Q2 2021*
1b Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.		✓			The South Island Transportation Strategy considered the E&N corridor in its findings and will continue to protect it as a transportation corridor.	▸ Monitor CRD mayors' request to initiate rail service on E&N	▸ *Ongoing*
1c Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.		✓		▸ *HHC Nov. 4, 2020* ▸ *Board, Nov. 18, 2020* ▸ *HHC Dec. 2, 2020*	Initial discussions about the SGI Housing Strategy have been held with stakeholders. Strategy development work expected to start in Q1 2021. Plans for a proposed multi-round engagement and consultation on the future of the Oak Bay Lodge property were presented to the Hospitals & Housing Committee. The CRD received $1.9m this fall in additional COVID-19 emergency response funding from Reaching Home to support the region's response capacity for those experiencing homelessness. ***Media Release***: Nearly 300 New Affordable Housing Units Open on the Westshore (Dec. 7, 2020) ***Media Release***: CRD makes land contribution request for Rapid Housing program (November 2, 2020) ***Media Release***: Grants approved for construction of over 100 affordable rental housing units (Oct. 14, 2020)	▸ Continue to implement Regional Housing First Program ▸ Staff develop a housing strategy for the Southern Gulf Islands Electoral Area ▸ Staff to add implementation of actions from the SGI housing strategy to the 2021 service planning process ▸ Staff to report back on Rapid Housing Initiative submission	▸ *Ongoing* ▸ *Q2 2021* ▸ *Q3 2021* ▸ *Q1 2021*

Standing Committee Legend

- EAC = Electoral Area Committee
- EC = Environment Committee
- FNRC = First Nations Relations Committee
- GFC = Governance & Finance Committee
- HHC = Hospitals & Housing Committee
- PEC = Parks & Environment Committee
- PPSC = Planning & Protective Services Committee
- RAFSC = Regional Arts Facilities Select Committee
- RPC = Regional Parks Committee
- TC = Transportation Committee

The CRD Board will encourage and implement bold action on climate change by enhancing its natural and built assets to achieve environmental resilience, food security and continued wellbeing of our current and future residents.

Climate Action & Environmental Stewardship

Board Priorities Dashboard > Progress Report No. 8 – Q4 2020

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CONDITION LEGEND

- No issues / Proceeding as planned
- Potential or emerging issue/problem
- Problem/issue has arisen
- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
2a Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.		✓		▸ ***COW Oct. 28, 2020*** ▸ ***Board Oct. 28, 2020*** ▸ ***Board Nov. 18, 2020***	The Climate Action Program continues to support promotion of the Provincial home heating fuel switching rebate program with municipal partners to encourage residents to switch to heat pumps. Board approved 2021 service plan (community need) related to Climate Action & Adaptation priority at October 28, 2020 meeting.	▸ Staff working with municipal, Provincial and Federal staff on policy initiatives ▸ Staff to complete renewed CRD Climate Action Strategy and present to Board for approval.	▸ *Ongoing* ▸ *Q3 2021*
2b Work with local governments to further reduce emissions from buildings, transportation and solid waste.		✓			Hosted both a Climate Action Inter-Municipal Working Group and Task Force quarterly meeting. Submitted a FCM Community Efficiency Funding grant application for a regional energy retrofit design study. Hosted 4th annual Walk and Wheel to School week to encourage active travel. Implemented neighbourhood Transition 2050 'Bring It Home 4 Climate' Program to encourage residential energy retrofits.	▸ Host CRD Climate Action Inter-Municipal Working Group and Task Force meetings ▸ Staff to complete regional residential energy retrofit program business case.	▸ *Quarterly* ▸ *Q2 2021*
2c Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.		✓		▸ ***Board Oct. 14, 2020*** ▸ ***Board, Nov. 18, 2020***	Staff proceeded with community and local government consultation on the draft Solid Waste Management Plan in November 2020, including targeted engagement with residents in the area of Hartland Landfill. Public feedback is welcome until January 15, 2021 and will inform development of the final plan in Q1 2021. ***Media Release***: CRD seeks feedback on draft Solid Waste Management Plan (Nov. 18, 2020) The Ministry has approved the Biosolids contingency plan and the CRD announced it's MOU with K'ENES Transportation in October 2020. ***Media Release***: CRD partners with new First Nations business on biosolids trucking contract (Nov. 12, 2020)	▸ Present results of fall consultation of the Solid Waste Management Plan ▸ Submit Terms of agreement to BC Utilities Commission for approval of the RNGI at Hartland Landfill	▸ *Q1 2021* ▸ *Q3 2021*
2d Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups.		✓		▸ ***RPC Oct. 28, 2020*** ▸ ***Board Nov. 18, 2020***	2019-2022 Parks & Natural Resource Management Service Planning approved by Board with recommendation to advocate for provincial and federal governments participation in further parkland acquisition. ***Media Release***: CRD and Habitat Acquisition Trust to acquire park land in Saanich (Dec. 1, 2020) ***Media Release***: CRD Regional Parks acquires addition to Mount Parke Regional Park (Oct. 23, 2020) ***Media Release***: Restoration of Todd Creek Trestle on Galloping Goose Regional Trail complete (Oct. 19, 2020) ***Media Release***: CRD Regional Parks acquires addition to Mount Work Regional Park (Dec. 16, 2020) ***Advocacy***: Park Land Acquisition (Dec.14, 2020)	▸ Staff to implement the Regional Parks sustainable service delivery report recommendations ▸ Complete Mountain Biking Advisory Committee guidelines and report	▸ *Ongoing* ▸ *Q1 2021*
2e Develop model bylaws and best practices for use by municipalities and electoral areas.		✓			Completed first phase of a regional forest carbon sequestration analysis. Staff submitted a response to the Province's Recycling Regulations Policy Intentions Paper on November 19 providing feedback on a range of opportunities to expand product regulation and the EPR program	▸ Staff to complete Electric Vehicle Charging Roadmap with regional stakeholders.	▸ *Q2 2021*

The CRD Board will take measurable steps toward developing respectful government-to-government relationships and partnerships with First Nations to foster shared prosperity for all.

Board Priorities Dashboard > Progress Report No. 8 – Q4 2020

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CONDITION LEGEND — No issues / Proceeding as planned | Potential or emerging issue/problem | Problem/issue has arisen | Timing has changed

First Nations Reconciliation

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.		ℹ		▸ ***Board, Oct. 14, 2020*** ▸ ***COW Oct. 28, 2020*** ▸ ***Board Oct. 28, 2020*** ▸ ***Board Nov. 18, 2020***	Draft amendments to the CRD Board Procedures Bylaw and the identified Board Standing Committee and Advisory Committee Terms of Reference to include First Nations' elected representatives in CRD governance presented to the First Nations Relations Standing Committee Board for approval. Staff were instructed by the Board to further engage the Nations for feedback, and provide the drafted Terms of Reference and Bylaw amendments to the Nations. The CRD Board Chair, and CRD CAO have been meeting with the various Nations' Chiefs and Councils to present this information and receive feedback from the Nations.	▸ Schedule CRD committee orientation sessions for First Nations elected leadership ▸ Final draft of the Bylaw amendments, Terms of Reference and feedback received from the Nations, in conjunction with drafted amendments to the Director Travel and Remuneration Policy to include First Nations members, and a First Nations Remuneration Policy (honoraria for cultural work)	▸ ~~*Q4 2020*~~ *Q2 2021* ▸ *Q1 2021*
3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.		✓		▸ ***Board Oct. 14, 2020***	Through the Economic Partnership Model from The Indigenomics Institute the First Nations Relations Division formulated three initiative business cases to begin implementation in 2021: First Nations Economic Opportunity Portal, First Nations Internship Program and Cultural Confidence Training Program. Integrated Water Services continue to work towards water and wastewater service agreements with local First Nations.	▸ Develop partnership proposal for Canada's Reaching Home COVID-19 relief funding	▸ *Q1 2021*
3c Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.		✓			Corporate wide training to support the new Protection and Conservation of Heritage Sites underway with bi-annual training opportunities moving forward. The Land Altering Works MOU between the WSANEC Leadership Council (WLC) and the CRD has been approved in its draft form by the Board to begin engaging in quarterly discussions between the WLC and CRD project managers to review upcoming land altering works taking place in WSANEC territory, and receive feedback from the Nations on the proposed works.	▸ Implement Remote Access to Archaeological Data (RAAD) training	▸ *Q2 2021*
3d Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.		✓			Work underway to draft scope and timeline for an Ecological Asset Management Plan to be undertaken in 2021/2022.	▸ Ecological Asset Management Plan scope and timeline report	▸ *Q1 2021*

The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and Committees/Commissions on transparently and efficiently advancing regional, sub-regional and local priorities, and work to resolve issues that the CRD may not have the direct mandate to address.

Advocacy, Governance & Accountability

CONDITION LEGEND: No issues / Proceeding as planned | Potential or emerging issue/problem | Problem/issue has arisen | Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4a Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.		✓			An engineering firm is in the process of developing a connectivity plan to create a broadband infrastructure plan for SGI. Internet service providers have been consulted and are supporting the process with technical advice and review.	▸ Complete Connectivity Design Plan to support partnerships and investment by Internet Service providers	▸ *Q2 2021*
4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.		✓			Service planning and business case modeling underway to create a new SGI Transportation service that will address public transit, active transport and inter-island water travel needs. Submitted a UBCM grant application for active transportation route mapping. SSI Transportation Committee conducted a Strategic Planning session to set direction for annual capital priorities and the Salt Spring Island Water Optimization Study draft has been finalized with the province and Improvement District.	▸ Release of Salt Spring Island Water Optimization Study report ▸ Development of terms of references for Salt Spring Island operational review initiative ▸ Issue RFP for SGI Transportation Service Planning	▸ *Q1 2021* ▸ *Q2 2021* ▸ *Q1 2021*
4c Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.		✓		▸ ***EAC Nov. 4, 2020*** ▸ ***Board, Nov. 18, 2020***	SEOC continues to facilitate coordination of actions and resources in the Electoral Areas and regionally. The Corporate Emergency Management Plan has been updated and shared with EMC. As part of the Firesmart project, submitted a UBCM grant application to update Community Wildfire Resiliency Plans. The CRD advocated to CREST to urgently find alternative method of providing emergency telecommunication in the Juan de Fuca area.	▸ Initiate Firesmart Project ▸ Staff to report back on fire service review ▸ RFPs initiated for Emergency Management Software and Public Alert Notification System	▸ *Q2 2021* ▸ *Q1, 2021* ▸ *Q2 2021*
4d Achieve triple bottom-line (remove words) sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.		✓		▸ ***GFC, Oct. 7, 2020*** ▸ ***Board, Oct. 14, 2020*** ▸ ***COW Oct. 28, 2020*** ▸ ***Board, Oct. 28, 2020***	Service plans for 2021 were approved by COW in October. Staff reported back on priorities and decisions made to achieve sustainable budgets and work plans. Direction and strategy for 2022 will be set at annual Board check-in in late spring. Staff brought forward detailed report on optimal debt financing to committee and Board in October 2019. A review of best practices in reserve balances will be undertaken for all services in 2021. ***Media Release***: Public feedback encouraged on CRD and CRHD 2021 provisional financial plans (Oct. 29, 2020)	▸ Report back on reserve balance measures and gaps/surpluses	▸ *Q4 2021*
4e Facilitate a discussion of the region's art facility needs and explore partnerships to support 100% participation in the CRD arts function. MB		✓		▸ ***GFC Oct. 7, 2020*** ▸ ***Board Oct. 14***	Public engagement, including workshops to vet and validate learning outcomes and propose future actions, has been completed.	▸ Report back to select committee on results of engagement	▸ *Q1 2021*
4f Explore how the CRD can best contribute to regional economic development.		✓		▸ ***GFC Dec. 2, 2020*** ▸ ***Board, Dec. 9, 2020***	CRD allocated $1.4 million to the COVID-19 Safe Restart Grants for Local Government. SGI Community Economic Sustainability Commission (CESC) is now coordinating with SSI Community Economic Development Commission (CEDC) for regional economic resiliency. Contract was executed with Rural Island Economic Partnership (RIEP) for Shared Business Service Model. Island Food Security report was presented to the SGI CESC. Commission is now exploring funding options for development and implementation partnerships.	▸ Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions ▸ REIP to report back to commission on Shared Business Model	▸ *Ongoing* ▸ *Q2 2021*

Making a difference...together

Accountability

CONDITION LEGEND

No issues / Proceeding as planned

Potential or emerging issue/problem

Problem/issue has arisen

Timing has changed

Corporate Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
Business capacity & continuity: Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.		✓			Occupational Health and Safety continues to update and create documents outlining health and safety protocols consistent with requirements of Public Health, WorkSafeBC, and other regulating bodies. Preparation for Winter COVID-19 planning, including new Human Resource business continuity practices. Actions included but are not limited to: implementing a corporate Safety and Exposure Control Plan; modifying work stations; revising work schedules with stagger start/end times and work days; implementing required health checks; establishing safety controls regarding vehicle use; enforcing the mandatory requirement of masks to be worn in all indoor public spaces and common areas; implementing remote work and work from home measures.	▸ Continue to monitor, assess and adapt in response to COVID-19 pandemic ▸ Progress on implementation to be reviewed quarterly by the Executive Leadership Team	▸ *Ongoing* ▸ *Quarterly*
Fiscal responsibility: Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability. FL		✓		▸ ***COW Oct, 28, 2020*** ▸ ***Board, Oct. 28, 2020***	Initiative approved through service planning to develop life-cycle costing policy & procedures to improve business case options development and decision-making.	▸ Develop life-cycle policy & procedures	▸ *Q4 2021*
Transparency: Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability. FL		✓			Service planning reports for 2021, which included new KPIs, were reviewed by committees and commissions between September and October. The CRD Board approved the report and the Provisional Budget on October 28, 2020. Direction and strategy for 2022 will be set at annual Board check-in in late spring.	▸ Annual Board strategic check-in	▸ *Q2 2021*
Efficiency & collaboration: Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.		✓		▸ ***GFC Nov. 4, 2020*** ▸ ***Board Nov. 18, 2020***	Continue to advance initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, Wildfire response and First Nations. Partnerships guidelines updated, including a new partnerships initiation and workflow process. An MOU template for partnerships has also been developed. Staff directed to expand and enhance the CRD's youth engagement approaches as part of the organizational Diversity and Inclusion strategy, currently under development.	▸ Identify potential new or existing informal partnerships to transition into formal partnerships to enhance and advance priorities and initiatives	▸ *Ongoing*
Customer service: Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.		✓			Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Signage and other measures taken to convey new health and safety requirements .	▸ Progress on implementation to be reviewed quarterly by the Executive Leadership Team	▸ *Quarterly*

For a summary of completed actions on progress visit: ***www.crd.bc.ca/reporting***

For more information on advocacy, including the CRD advocacy strategy and detailed correspondence list visit: ***www.crd.bc.ca/about/board-committees/board-advocacy***

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.

Community Wellbeing
Transportation & Housing

Board Priorities Dashboard

Summary of Completed Actions

Board Initiatives	Resolutions	Comments
1a Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling.	▸ *TC Feb. 27, 2019* ▸ *Board March 13, 2019* ▸ *EAC June 12, 2019* ▸ *Board June 12, 2019* ▸ *TC July 24, 2019* ▸ *COW Jan. 29, 2020*	***Advocacy:*** Letter sent by the Board Chair to the Minister of Transportation requesting participation in the South Island Transportation Planning study. Letter sent advocating for a scope change to include a governance model and also the Electoral Areas under the South Island Transportation Strategy Plan. Requested and received presentation from BC Transit to Committee to input on Transit Planning. EAC advanced SGI transportation feasibility planning. Staff directed to include the establishment of an SGI transportation service in service and budget planning for 2020. Met with Ministry staff July 2019 on South Vancouver Island Multi-Modal Transportation Plan. Transportation Committee Chair provided updates on transportation issues after meeting with Minister of Transportation and a presentation was delivered at the July Transportation Committee. A follow-up meeting was held in November 2019. MOTI presented the draft Southern Vancouver Island Transportation Plan to the January 2020 Committee of the Whole. Release of the final Southern Vancouver Island Multi-Modal Transportation Plan expected in summer 2020, a quarter later than originally anticipated. Change of direction related to Southern Gulf Islands transportation service and budget planning. MOTI's South Island Transportation Strategy was published on September 18, 2020. Staff are reviewing the findings. Staff continue to provide technical support to a number of working and steering groups, including for the Uptown Exchange, Highway 17 improvements, Westshore Transit Plan, Island Highway Transit Priority, Victoria Regional Transit System 5-10 Year Plan and Inter-Municipal Business License for Ride-Hailing Discussion Group. ***Advocacy***: Speed enforcement on the Malahat (July 13, 2020)
1b Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.	▸ *GFC July 3, 2019*	Active Board member as Island Corridor Foundation representative. E&N Corridor is identified as a transportation corridor and is part of the multi-modal network in the 2014 Regional Transportation Plan. ***Bike BC 1M grant*** awarded May 2019 for phase 3 of the E&N rail trail. ***Media Release***: CRD Recognizes Funders and Partners of E&N Rail Trail to acknowledge over $20 million in grants towards development. The province released the Island Rail Corridor Condition Assessment Report in April 2020. It provided estimated cost and potential phasing scenarios to reinstate rail along the island corridors, including the E&N corridor. The South Island Transportation Strategy considered the E&N corridor in its findings and will continue to protect it as a transportation corridor.
1c Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.	▸ *Board Feb.13, 2019* ▸ *Board Sept. 11, 2019* ▸ *Board Jan. 8, 2020* ▸ *Board Mar. 11, 2020* ▸ *Board June 10, 2020*	In December 2018, the Board approved, in partnership with the BC government, the acquisition of two properties, one located at Spencer Road and the other at Hockley Avenue. Board rise and report on acquisition for Millstream Ridge (Treanor Avenue properties). In development negotiations on West Park Lane affordable housing project in View Royal. ***Media Release***: West Park Lane mixed-income housing development project announced with Province. ***Media Release***: Reaching Home Strategy funding from Federal Government secured. ***Media Release***: New affordable homes for seniors coming to Salt Spring Island. Successful consent of electors approval to raise additional funding for Regional Housing First Program. ***Media Release***: CRD Moves Forward with Bylaw Amendments for the Regional Housing First Program. ***Media Release***: CRD Board Approves Bylaw Amendments for the Regional Housing First Program. COVID-19 addtional reaching home funding update received by Board in June 2020. Westview officially opened, creating 73 new affordable housing units. Residents began moving into their new homes mid-May 2020. ***Media Release***: CRD Continues to Provide Support for Vulnerable Populations during COVID-19 (April 6, 2020). ***Media Release***: Over 70 New Affordable Homes Opening in Saanich (May 13, 2020). ***Media Release***: Reaching Home Program Continues Focus on Community's Unhoused During COVID-19 Crisis (June 10, 2020). ***Media Release***: Regional Housing First Program Partners Announce Additional Matching Contributions (June 18, 2020). Ministry of Municipal Affairs & Housing and BC Housing ***announcement***, in partnership with CRHC on the Community Housing Fund, securing 58 new units in Langford. Groundwork for SGI Housing Strategy will start in Q4 2020 to pave the way for strategy development in early 2021. Completion date has been revised to Q2 2021. Actions from the strategy will be brought forward through service planning next year. ***Media Release***: Housing and Transportation Cost Estimate Study Reveals Impact of Transportation Costs on Household Affordability (July 29, 2020). ***Media Release***: Island Health, Capital Regional Hospital District welcome seniors to The Summit (July 9, 2020). ***Media Release***: 2020 Greater Victoria Point in Time Count Results Announced (July 31, 2020).

The CRD Board will encourage and implement bold action on climate change by enhancing its natural and built assets to achieve environmental resilience, food security and continued wellbeing of our current and future residents.

Climate Action & Environmental Stewardship

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
2a Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	▸ ***Board Feb 13, 2019*** ▸ ***Board April 10, 2019*** ▸ ***Board, April 8, 2020*** ▸ ***Board May 13, 2020***	***Advocacy***: On February 25, 2019 the Board Chair wrote letters to the Federal and Provincial Ministers of the Environment to request that the federal government strengthen progressive partnerships and direct funding, and provide additional support to regional and local governments to achieve accelerated federal and local climate action goals related to both mitigation and adaptation. Letter sent advocating the federal government deliver on climate commitments. Letter sent advocating the provincial government deliver on climate commitments. Resolution declaring a climate emergency at February meeting. Received response from Provincial Minister of Environment on March 29, 2019 advising their commitment to constructive collaboration and looking forward to a continued partnership with the CRD. Advocacy strategy completed. Provided supportive funding and Chair Plant participated in the BC Coalition Institute – Planetary Health: Local and Global event held August 8 – 11, 2019 at the University of Victoria. Submitted detailed feedback in response to the Province of BC's proposed Zero-Emissions Vehicles Act Regulations that will regulate the future sale of zero emission vehicles in the CRD, and BC more broadly. The approach and timeline for the regional neighbourhood pilot program with Transition 2050 partners is being reassessed due to the COVID-19 health emergency. The report on communicating the climate emergency was distributed to local government staff. CRD Residential (Energy) Retrofit Acceleration Strategy was completed with an increase in the number of retrofit rebates offered. The Climate Action program will continue to support promotion of the Provincial rebate program with municipal partners to encourage residents to switch to heat pumps. 2019 Climate Action Annual Report received for information and completed Climate Action Revenue Incentive Program reporting and submitted to the Province June 2020. Completed regional GHG inventory and associated municipal study. Study shared with municipalities.
2b Work with local governments to further reduce emissions from buildings, transportation and solid waste.	▸ ***PEC May 22, 2019*** ▸ ***Board June 12, 2019***	***Advocacy***: On February 26, 2019 the CRD Board Chair wrote a letter to each CRD Municipality advising of the CRD Board's climate emergency declaration and urging member municipalities to place the letter on an upcoming meeting agenda for council's consideration. Met with Climate Action Program Inter-Municipal Working Group (April 2019) to prioritize new regional initiatives. Presented Corporate and Community Climate Action Annual Reports (June). Meeting schedule increased for the CRD Climate Action Inter-Municipal Task Force. Additional meetings to determine appropriate format, scope interest and ability to support a regional Forum of Community Associations on Climate Change/Climate Emergency event in 2020. Delivered an educational workshop on 'Communicating Climate Change' with Climate Change expert. Hosted Climate Action Inter-Municipal Working Group meeting. Forgoing a regional forum of community associations on climate change/climate emergency and instead plan to support a regional pilot program with Transition 2050 partners to enable neighbourhood leaders take climate action at home. Hosted Climate Action Inter-Municipal Working Group meeting to review current projects and discuss priorities and lessons learned related to accessing grants for efficiency programs. Hosted Climate Action Inter-Municipal Working Group quarterlymeeting, and inter-municipal meeting to share implementationlessons regarding BC Energy Step Code implementation.Launched neighbourhood Transition 2050 'Bring It Home 4 Climate Program (wrapping December 2020) to encourage residentialenergy retrofits. ***Media Release:*** Homeowners Can Access Energy Retrofit Support Through New Climate Program (August 11, 2020)
2c Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	▸ ***Board Mar. 13, 2019*** ▸ ***Board May 8, 2019*** ▸ ***Board June 12, 2019*** ▸ ***PEC Sept. 4, 2019*** ▸ ***Board Sept. 11, 2019*** ▸ ***Board Feb. 12, 2020*** ▸ ***ESC July 15, 2020*** ▸ ***Board Aug. 12, 2020*** ▸ ***Board Sept. 9, 2020*** ▸ ***ESC Sept. 16, 2020*** ▸ ***Board Aug. 12, 2020*** ▸ ***ESC July 15, 2020*** ▸ ***Board Sept. 9, 2020*** ▸ ***ESC Sept. 16, 2020***	Options reported to Board for landfill gas utilization. Received direction on next steps for landfill gas utilization technology business case (Fall 2019). Organics processing referred back to staff for report on options regarding composting. Organics processing – requests for expressions of interest – submitted to Board. Province provided conditional approval for the Definitive Plan for Beneficial Use of Biosolids. Solid Waste Management Plan proposed strategies and targets approved by Board (Summer 2019). Staff conducted first round of public consultation on the proposed strategies and targets for the new Solid Waste Management Plan (Fall 2019). ***Media Release***: CRD Seeks Input for a New Solid Waste Management Plan. Solid Waste Management Plan 'What We Heard' report was presented to the Solid Waste Advisory Committee June 2020 and will be sent to Committee and Board in July 2020. Pending Board approval, staff will proceed with community and local government consultation on the draft Solid Waste Management Plan in 2021, including targeted engagement with residents in the areas of Hartland Landfill, Prospect Lake, Willis Point and Highlands. Findings from the Hartland Traffic Study will also be incorporated into future consultation efforts on this draft plan. On April 30, 2020 the CRD provided the required short-term biosolids contingency plan to the Ministry of Environment & Climate Change Strategy.. Announced approval in principle of an agreement where FortisBC will purchase Renewable Natural Gas (RNG) generated from Hartland Landfill for beneficial use in its natural gas distribution system April 2020. ***Media Release***: Renewable Natural Gas Project Proposed for Hartland Landfill (April 22, 2020). Staff submitting CRD Terms of Agreement for Renewable Natural Gas Initiative (RNGI) at Hartland Landfill to Fortis BC October 2020. FortisBC will add their Terms for a coordinated submission to the BC Utilities Commission in 2021.

The CRD Board will encourage and implement bold action on climate change by enhancing its natural and built assets to achieve environmental resilience, food security and continued wellbeing of our current and future residents.

Climate Action & Environmental Stewardship

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

Board Initiatives	Resolutions	Comments
2d Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups.	▸ ***Board April 10, 2019*** ▸ ***PEC Oct. 23, 2019*** ▸ ***COW Oct. 30, 2019*** ▸ ***Board Oct. 30, 2019*** ▸ ***Board Nov. 13, 2019*** ▸ ***Board Mar. 11, 2020*** ▸ ***Board Mar. 18, 2020*** ▸ ***Board April 8, 2020*** ▸ ***Board May 27, 2020*** ▸ ***Board June 10, 2020*** ▸ ***Board June 24, 2020*** ▸ ***RPC Sept. 30, 2020***	***Advocacy***: advocating the protection of Sooke Hills Regional Park. ***Media Release***: CRD Board Approves Extension of the Land Acquisition Fund. Decision to renew the Land Acquisition Fund for an additional 10 years (2020-2029) at a levy of $20/household and that land acquisitions be funded with an averaged contribution from community partners at an additional 25% and that an additional $925,000 be requisitioned each year for capital reserves to fund the refurbishment and replacement of existing assets. Financial Plans approved with several amendments, including a new approach to administering the highly successful Parks Land Acquisition Fund, with an additional $925,000 each year for capital reserves to fund the refurbishment and replacement of existing assets. ***Media Release***: CRD and CRHD Boards Approve 2020 Financial Plans ***Media Release***: CRD Acquires 30 Hectares of Land Near Money Lake on Saturna Island. Regional Parks 2020 to 2021 Land Acquisition Criteria approved. Regional Parks management planning underway for Mount Work, East Sooke and Matheson Lake/Roche Cove Regional Parks. Staff directed to report back on options to improve capacity of the Parks Acquisition Fund.Mount Work Regional Park Management Planning report received for information June 2020. Terms of Reference approved for the Mountain Biking Advisory Committee and committee members appointed. Regional Parks management planning and surveys underway for Mount Work, East Sooke, Matheson Lake and Roche Cove Regional Parks. ***Media Release***: Public encouraged to complete surveys for park management plans (August 18, 2020) Parks Acquisition Fund options presented as part of 2019-2022 Parks & Natural Resource Management Service Planning. Facilitator hired for the Mountain Biking Advisory Committee and Fall meeting schedule confirmed.
2e Develop model bylaws and best practices for use by municipalities and electoral areas.	▸ ***PEC July 24, 2019*** ▸ ***Board Aug. 14, 2019*** ▸ ***COW Oct. 30, 2019*** ▸ ***Board Oct. 30, 2019*** ▸ ***PEC Nov. 27, 2019*** ▸ ***ESC July 15, 2020*** ▸ ***Board Aug. 12, 2020***	Initiated residential retrofit acceleration project. Notice of motion to reduce expanded Polystyrene Foam Waste presented to committee and Board. Staff reported back on the notice of motion to reduce expanded Polystyrene Foam Waste with options and implications for creating a model bylaw to ban single use expanded polystyrene waste items including cups and containers. Staff reported on the Province's recent Order-in-Council amending the BC Recycling Regulation as a result of feedback received on its Plastics Action Plan consultation paper. Once in effect, these changeswill provide residents with new recycling alternatives and help address issues associated with a variety of single-use items. Initiated Capital Region Coastal Flood Inundation Mapping Project to provide future sea level rise mapping that may inform local government flood construction level-related policies. Capital Region Coastal Flood Inundation Mapping Project data collection work completed. Results and associated data shared with municipalities and First Nations. Completed the regional analysis to understand electric vehicle (EV) charging performance to coordinate local government bylaws and results shared with local governments in April 2020.

The CRD Board will take measurable steps toward developing respectful government-to-government relationships and partnerships with First Nations to foster shared prosperity for all.

Board Priorities Dashboard

Summary of Completed Actions

Making a difference...together

First Nations Reconciliation

Board Initiatives	Resolutions	Comments
3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.	▸ *Board June 12, 2019* ▸ *FNRC Feb. 26, 2020* ▸ *Board March 11, 2020*	Ministers responded to formal request from Board to form a working group and staff met with senior ministry staff to initiate discussions. Provincial government staff responded to formal request from Board to form a working group and staff met with senior ministry staff to initiate discussions. Discussions with ministry staff ongoing. Suggestion to also engage via UBCM in addition to continued dialogue between CRD staff and ministry staff. Forum of All Councils event explored the opportunity to support more inclusive decision-making with First Nations as outlined in CRD Statement of Reconciliation. Forum of All Councils event summary and recommendations submitted to the First Nations Standing Committee. Staff reports prepared for First Nations inclusion on CRD Board standing committees and remuneration to support increased First Nations participation. Amended CRD Procedures Bylaw to include First Nations elected officials in identified CRD decision-making structures. Draft amendments to CRD Board Remuneration and Travel Reimbursement Policy and a draft First Nations Remuneration Policy presented to the First Nations Relations Committee in November 2020.
3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.	▸ *FNRC Sept. 18, 2019*	First Nations Relations Service Plan and budget amendment to include resources for Economic Development Feasibility Study. Feasibility Study of First Nations Economic Development Model process started. CRD is working with Victoria Native Friendship Program IMDEES by offering job shadow opportunities for individuals that have had challenges entering the workforce. CRD, along with Canada Summer Jobs, has engaged an Indigenous community member as Recycling Outreach Assistant through Summer/Fall 2019 to build accountable relationship with communities and better understand needs and barriers related to waste management. IWS working towards water and wastewater service agreements with local First Nations. Completed First Nations Economic Development Partnership Model Feasibility Study.
3c Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.	▸ *Board Mar. 13, 2019* ▸ *Board June 12, 2019*	Board received information report on archaeology policy and procedures. Amendment to Capital Regional Board Procedure Bylaw to add Territorial Acknowledgment. Archeology services retained through creation of Standing Offer List to support CRD-led projects. Meetings with WSANEC leadership and cultural monitors to develop archaeology protocol. Archaeology protocol policy approved. Promoted the celebration of National Indigenous History Month and Indigenous Peoples Day in June 2020. Supported and promoted Orange Shirt Day, Every Child Matters on September 30th, 2020. Orange Shirt Day is an annual national movement in Canada when Indigenous and non-Indigenous people come together in the spirit of hope and reconciliation to honour former residential school survivors, their families and communities.
3d Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.		Service plan initiative to be considered for 2021. Other service plan initiatives prioritized for 2020.

Board Priorities Dashboard

Summary of Completed Actions

The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and Committees/Commissions on transparently and efficiently advancing regional, sub-regional and local priorities, and work to resolve issues that the CRD may not have the direct mandate to address.

Advocacy, Governance & Accountability

Board Initiatives	Resolutions	Comments
4a Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	▸ ***EAC Mar. 13, 2019*** ▸ ***EAC July 10, 2019*** ▸ ***Board July 10, 2019*** ▸ ***EAC Jan. 8, 2020*** ▸ ***Board, Jan. 8 2020*** ▸ ***Board Feb. 12, 2020***	CRD staff have been in discussion with SRD staff on the connected coast project since Fall 2018. Sites identified as eligible in the ***Connected Coast project proposal***. Inclusion in various programs is greatly enhanced with a board endorsed broadband strategy. Staff directed by EAC March 13 to advance all correspondence on rural definition issue to MLA Olsen to advocate for increased access to grant funding for EAs. Correspondence sent by CRD Board Chair on March 19 to MLA Olsen. Advancing Southern Gulf Island Phase 1 connectivity strategy through community and stakeholder engagement. Staff meeting with citizen services to investigate pilot opportunities for connectivity on Southern Gulf Islands. Stakeholder engagement underway throughout Fall/Winter 2019. ***Media Release***: CRD Seeks Feedback for Internet Connectivity Plan for the Southern Gulf Islands In July 2019 Board authorized the submission of an application to the BC Rural Dividend Program for Southern Gulf Islands Connectivity Design Strategy and confirmed support for this project through its duration. In October 2019 the Provincial government canceled this grant opportunity. Staff presented results of Southern Gulf Island Phase 1 Connectivity Strategy community and stakeholder engagement. through community and stakeholder engagement. Received a grant from the Provincial Government to advance Phase 2 of the Connectivity Design Plan. Funding secured and engineering firm engaged to conduct broadband infrastructure design plan for SGI. Internet service providers have been consulted and are supporting the process with technical advice and review.
4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.	▸ ***Board Jan. 9, 2019*** ▸ ***EAC Mar. 13, 2019*** ▸ ***EAC April 10, 2019*** ▸ ***EAC July 10, 2019*** ▸ ***Board July 10, 2019*** ▸ ***EAC Sept. 11, 2019*** ▸ ***Board Sept. 11, 2019*** ▸ ***Board Feb. 12, 2020*** ▸ ***Board Sept. 9, 2020***	Resolution supporting the submission of a grant application for $25,000 to the UBCM Community Emergency Preparedness Fund – Evacuation Planning Stream for Evacuation Route Planning, as well as a grant application for $100,000 to the UBCM Community Resiliency Investment Program to fund FireSmart initiatives in the Electoral Areas. EAC directed staff to bring back service establishment amendments to remove JDF EA from livestock kill compensation. EAC directed staff to consult with community groups BC Transit, and BC Ferries to define a service model that would best serve the transportation needs of the Southern Gulf Islands. Establishment of a Southern Gulf Islands transportation service in service and budget planning for 2020. ***Advocacy:*** Correspondence sent regarding the application for Salt Spring Island Water Service Optimization Study (July 17, 2019). ***Advocacy***: Inclusion of the Southern Gulf Islands in Community Futures (October 7, 2019). ***Advocacy***: Request for Order in Council - CRD Electoral Areas (November 13, 2019). ***Media Release***: Salt Spring Island water study receives provincial support. Salt Spring Water Optimization Study Terms of Reference completed and contractor selected to carry out study. Bylaw No. 4325 Bylaw to establish community safety service on Salt Spring Island introduced and staff directed to conduct an alternative approval process for Bylaw 4325. ***Media Release:*** Alternative Approval Process Begins for Salt Spring Island Community Safety Service. At the close of the deadline date of December 9, 2019 for receipt of elector responses, it was determined that more than 910 elector response forms had been received and therefore elector approval by alternative approval process was not obtained. Submitted a letter of support for the application by TELUS to the Province of British Columbia Network BC Connecting British Columbia program and to the Canadian Radio-television and Telecommunications Commission Broadband Fund for a funding contribution towards the transport and last mile project for Jordan River - Port Renfrew. ***Advocacy***: Electoral Areas Rural Status (January 31, 2020) ***Advocacy***: Telus Resolution (February 13, 2020) North Ganges Transportation project tendered in March 2020 with construction started in June 2020. ***Advocacy***: Electoral Areas Rural Status (July 17, 2020). ***Advocacy***: Investing in Canada Infrastructure Program (Sept. 20, 2020)
4c Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	▸ ***EAC July 8, 2020*** ▸ ***Board July 8, 2020*** ▸ ***PTPSC July 15, 2020***	The Regional Emergency Management Partnership (REMP) Strategic Plan and work plan was reviewed and approved with work on a Regional Concept of Operations and Hazard Vulnerability analysis to continue. Successful in grant applications of $25,000 for the UBCM Community Emergency Preparedness Fund – Evacuation Planning Stream for Evacuation Route Planning, as well as $100,000 for the UBCM Community Resiliency Investment Program to fund FireSmart initiatives in the Electoral Areas. Policy group meeting held with Board Chair and Federal Minister. Shared concept operations papers with several First Nations about how to work to advocate to work together in the case of a regional emergency. Regional concept of operations circulated to municipal CAOs to approve Memorandum of Understanding on operational protocol. Currently have 12 of 13 municipalities and two First Nations confirmed. Coordinated response to proposed new modernization of the BC Emergency Act submitted January 31. Participated through the Regional Emergency Management Partnership in a Regional Hazard, Risk and Vulnerability Assessment (HRVA) exploring three regional hazards of snow storm, extreme heat, and earthquake along with multiple stakeholders from multiple-sectors from across the capital region identifying disaster risk reduction strategies. Submitted Regional Emergency Management Partnership overview, 2019 highlights and role in COVID-19 report.Received $25,000 grant for the Electoral Areas Emergency Operating Centre Supplies Procurement Project. Province released its ***'What we heard' report***. The feedback period for the report ran until September 30, 2020. Once report feedback is compiled the Province will release the new Act.
4d Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.		Staff working to develop process for transparent, multi-criteria decision making on Initiative Business Case (IBC) review to drive service planning and ultimately financial budgets. Also working to develop measures for adequate reserve balances across services. Financial Planning guidelines approved by Board. Service Planning and initiative prioritization with ELT has been completed. New quarterly operational variance reporting implemented. An overhaul of the business planning process was started in the 2019 and continues through 2021. A prioritization and decision-making methodology has been developed. It will be reviewed annually to ensure it is reflective of the CRD's operating context. Financial Services will undertake a review of best practices in reserve balances for all services in 2021.

Board Priorities Dashboard

Summary of Completed Actions

The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and Committees/Commissions on transparently and efficiently advancing regional, sub-regional and local priorities, and work to resolve issues that the CRD may not have the direct mandate to address.

Advocacy, Governance & Accountability

Board Initiatives	Resolutions	Comments
4e Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.	▸ ***GFC July 3, 2019*** ▸ ***GFC Oct. 2, 2019*** ▸ ***RAFSC Jan. 29, 2020*** ▸ ***Board, June 24, 2020*** ▸ ***Board July 8, 2020***	In 2017/2018 staff along with Arts commission chair embarked on a roadshow to encourage participation in the Arts Development Service, resulting in net 1 participant increase to the service (+Sooke, +SGI, -Sidney). To advance a regional discussion on arts facilities, GFC supported two recommendations: to establish a Select Committee to facilitate a discussion of regional arts facilities; and to have the Arts Commission and Royal & McPherson Theatres Services Advisory Committee report on the potential for full participation in their respective Services. Regional Arts Facilities Select Committee first meeting held. Terms of Reference approved. Request For Proposal for a consultant to facilitate the arts facilities discussion approved and posted. Select committee confirmed proceeding with public engagement through COVID-19. External consultant presented electronic engagement plan to committee and will ensure all activities are in accordance with Public Health Officer guidelines. Updated CRD Arts & Culture Support Service Strategic Plan and submitted to Board June 24, 2020. Following direction form the Select Committee public engagement commenced in June. Phases of the project included pre-consultation meetings, the development of a facilities inventory and analysis, in-depth interviews with key community members and an online survey that attracted over 500 participants.
4f Explore how the CRD can best contribute to regional economic development.	▸ ***GFC July 3, 2019*** ▸ ***Board July 10, 2019*** ▸ ***GFC Oct. 2, 2019*** ▸ ***Board Oct. 9, 2019*** ▸ ***Board Mar 11, 2020*** ▸ ***Board May 13, 2020*** ▸ ***GFC July 29, 2020*** ▸ ***Board Aug. 12, 2020*** ▸ ***EAC Sept. 9, 2020*** ▸ ***Board Sept. 9, 2020***	***Advocacy:*** Correspondence sent by Board Chair to support South Island Prosperity Project Smart Cities application. Advocacy plan presented to Committee and Board and approved. ***Media Release***: CRD and the Community Economic Development Commission (CEDC) have received a Rural Dividend grant. Staff presented with Ministry of Citizen Services on Broadband Connectivity across BC's rural islands at the Rural Islands Economic Forum (RIEF) in November 2019. Board Chair recommended proposed for an Economic Recovery Forum to be held. This proposed forum would be intended to bring together elected officials, business leaders and other stakeholders where we could discuss potential region-wide initiatives. Board Chair participated in the Opportunity in Recovery: Discussing BC's post COVID-19 future on June 17.2020 Community Economic Development Commission Five Year Financial Plan to fund a project with Rural Island Economic Partnership (REIP) to develop an online business directory and marketing plan for rural businesses. ***Advocacy:*** COVID-19 and Community Works Funds (April 27, 2020). ***Advocacy:*** South Island Leaders Unite to Address Economic Crisis and Recovery (April 16, 2020). Staff presented report on the regional role in economic development. The CRD continues to have a strong interest in supporting a regional economic development strategy and partnering with senior levels of government and stakeholders. In SGI, relationships have been established for collaboration at relevant provincial and federal level. External grants and funding opportunities collated and promoted through commissions. Approved the Rural Dividend amendments and staff authorized to direct award contract to Rural Islands Economic Partnerships Society.

Corporate Priorities Dashboard

Summary of Completed Actions

Accountability

Corporate Initiatives	Resolutions	Comments
Business capacity & continuity: Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.	▸ *Board Mar. 18, 2020*	Organizational Development Plan Actions updated for 2019 and advanced to all staff. Received Local Government Auditor General report December 2018 on Emergency Preparedness identifying the need to improve business continuity planning efforts which included CRD response and proposed work to be implemented. Ensure CRD systems and policies are aligned to significantly improve workplace decision-making and business tracking, including alignment with business continuity requirements. Significant focus on the review and implementation of a comprehensive Human Resource Information System (HRIS), aligned to our current Enterprise Resource System (SAP), and continued review of OHS safety elements tied to certificate of recognition. Starting mid-March 2020 a significant focus on the COVID-19 pandemic. Staff and Board members have been closely monitoring the COVID-19 situation and reviewing its essential services, decision-making processes and health and safety requirements to ensure business continuity during the COVID-19 pandemic. Occupational Health & Safety created the Safety Exposure Control Plan, as well as additional documents outlining health and safety protocols in line with WorkSafeBC. Application for Certificate of Recognition (CoR) for audit postponed to 2021 due to the COVID-19 pandemic. Service plan initiative prepared for the implementation of the HRIS as part of the service planning process but deferred to 2021. Successfully recruited Occupational Health and Safety Manager. Occupational Health & Safety continue to update and create new documents outlining health and safety protocols in line with WorkSafeBC. Preparation for Fall COVID planning, including new Human Resource processes. Face coverings were circulated to all staff. **Many media releases have been distributed as a result of COVID-19. For a full list click here.*
Fiscal responsibility: Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability.	▸ *Board Mar. 13, 2019* ▸ *GFC Oct. 2, 2019* ▸ *PEC Oct. 23, 2019* ▸ *COW Oct. 30, 2019* ▸ *Board Oct. 30, 2019* ▸ *Board Mar. 11, 2020*	Asset Management Policy & Strategy approved by Board. COW, approved in provisional budget with a prioritized multi-year phased implementation starting with the Core Area Sewer Service. Incremental impacts included in provisional budget; 2 FTEs and a one-time costs of $125k. Regional Parks Sustainable Service Delivery Plan Report Card approved by PEC and Board. The multi-year Asset Management Initiative Business Case project continues to be implemented, with work on the Core Area Wastewater Service underway. Sustainable Service Delivery Plans are being developed across multiple service areas. Regional Parks Sustainable Service Delivery approved by Board. The multi-year Asset Management Initiative Business Case project continues to be implemented, with work on the Core Area Wastewater Service underway. A corporate risk management framework has been established and processes embedded in capital planning processes to support resource prioritization. A supporting asset componentization guide has been developed. Guide has been applied to Core Area Wastewater Treatment Project to ensure robust asset lifecycle risk analysis.
Transparency: Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability.	▸ *COW Oct. 30, 2019* ▸ *Board Oct. 30, 2019* ▸ *Board Mar. 18, 2020*	Corporate Plan finalized March 2019. Service Planning templates completed. Service plans presented as part of 2020 service planning process. Staff completed a review of the 2019 service planning process and based on lessons learned, while ensuring work is aligned with the 2019-2022 Board Priorities and the 2019-2022 Corporate Business Plan have adjusted the service planning process for 2020. Board conducted the 2019-2022 Board Priorities Annual Check-in May 2020. First phase of the 2021 service planning process (initiative identification and prioritization) was completed June 2020. Changes were implemented this year, following the 2019 service planning review. Moving forward with financial planning work as well as Community Needs Summary development in line with target deadlines.
Efficiency & collaboration: Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.		Advancing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. Provide core funding to various not-for-profit groups under operating agreements. Continue to advance initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. Partnerships guidelines prepared and existing formal partnerships captured in directory. Continue work to seek new partnerships and transition informal partnerships to formal.
Customer service: Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.	▸ *Board May 8, 2019* ▸ *Board June 12, 2019* ▸ *Board Dec. 11, 2019* ▸ *Board Mar. 18, 2020*	The 2019 Organizational Development Plan actions include implementing new systems to review polices, a new technology strategy aligned with corporate priorities and enhancing corporate health and wellness and recruitment strategies. Transparency initiatives endorsed by the Board, including a rise and report webpage and a monthly Board Highlights report. ***Media Release***: CRD Launches Transparency Initiatives The Board Highlights monthly e-newsletter (launched December 2019) sends a summary of key agenda items and Board decisions directly to your inbox, with links to related materials and webcasts for in-depth review. The rise and report section of the CRD website (launched December 2019) publishes decisions that were made in-camera once they are ready for public release. Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Staff developing signage to convey new health and safety requirements and operational impacts as directed by the Public Health Officer. EA email accounts have been activated for residents to send questions and comments to the CRD for response in a timely manner. Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Closed CRD offices re-opened to the public June 1, 2020. Signage and other measures taken to convey new health and safety requirements and operational impacts as directed by the Public Health Officer. Launched the water outages map allowing customers of the Juan de Fuca Water Distribution System and Local Service Areas to view current water outages online.

Standing Committee Legend

- CALWMC = Core Area Liquid Waste Management Committee
- EAC = Electoral Area Committee
- FNRC = First Nations Relations Committee
- GFC = Governance & Finance Committee
- HHC = Hospitals & Housing Committee
- PEC = Parks & Environment Committee
- PPSC = Planning & Protective Services Committee
- TC = Transportation Committee

Making a difference...together

OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 13, 2021

APPENDIX D
CORPORATE CLIMATE CHANGE INITIATIVES

Staff submitted two comprehensive external grant applications to support climate action goals, as follows:

- *Investing in Canada Infrastructure Program - Clean BC Communities Fund* grant for $1,972,430 towards the Panorama Energy Recovery project. This project would utilize waste heat to displace the majority of natural gas used at Panorama Recreation Centre and reduce approximately 330 tons of greenhouse gas emissions annually.
- *Federation of Canadian Municipalities Green Municipal Fund Community Efficiency Financing* grant of up to $185,000 to complete a design study of a Regional Residential Energy Retrofit Program. This would include a third-party financing mechanism. Should the CRD be successful, staff would work with the CRD Climate Action Inter-Municipal Working Group to undertake the study in 2021.

Staff launched the Electric Vehicle Infrastructure Road Map project to better understand future charging station user needs and designs, and to find the opportunities for collaboration between regional fleet owners and other key stakeholders. The project, funded in part from a BC Hydro Sustainable Communities grant, will be completed in 2021 and used as an input for the CRD Climate Action Strategy update.

The Bring it Home for Climate pilot program to support climate home retrofits launched in mid-August 2020. As of November 27, this pilot program, supported by the CRD and Federation of Canadian Municipalities, has engaged 268 homeowners, completed 43 subsidized Virtual Home Check-ups, and 59 subsidized EnerGuide Assessments and hosted two public webinars on understanding heat pumps. The feedback on the program has been universally positive to date and staff are working with our partner organization on extending the program timelines.

Utilizing a grant-funded Pacific Institute for Climate Solutions student intern and support from staff at the Natural Resources Canada (NRCan) Pacific Forestry Centre, CRD completed a project that assessed the forest carbon sequestration potential of the region’s forest lands. This first phase project utilized NRCan’s carbon budget model to quantify potential and offer recommendations on forest management, considering carbon sequestration only. Staff hosted a webinar for interested local government and CRD staff to share key insights. Staff will continue to look for opportunities to further investigate this topic.

The CRD continued to support promotion of the provincial CleanBC Better Homes Rebates to regional homeowners and together with Victoria, Saanich, Central Saanich, North Saanich and Esquimalt to provide top-up incentives to encourage residents to switch to electric heat pumps from fossil fuel heating systems. Between September 2018 and September 2020, 376 CRD $350 top-up incentives (305 from oil, 61 from natural gas and 11 from propane heating) have been processed and, as of this report, the remaining 50 have been allocated. The CRD continues to support continued promotions, and has seeded a Group Purchase Rebate Code, which offers an additional rebate opportunity to qualifying regional homeowners.

Staff attended and contributed input into the Community Resilience Summit held virtually on October 6, 2020. Led by the Vancouver Island and Coastal Communities Climate Leadership Plan Steering Committee, the purpose of the Summit was to bring communities together to review the island in terms of resilience and current approaches to climate mitigation and adaptation and plan for action.

The CRD hosted its fourth annual Walk and Wheel Week to School on October 5 to 9, 2020. This kick-start campaign, held in partnership with Island Health and the CRD Traffic Safety Commission, works to encourage year-round active school travel across the region. Due to COVID-19, the event was adjusted to accommodate various student learning models. Thirteen interested schools received a guidebook, prize packs, stickers and tracking posters to celebrate the week.

In the past quarter, staff administered both a CRD Climate Action Inter-Municipal Task Force and a CRD Climate Action Inter-Municipal Working Group meeting to review current projects and initiatives, discuss priorities and share learnings related to regional climate action.

Advocacy Dashboard > Quarter 4 – 2020

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-01-01	**Housing First**	Advocate for matching $10M funding commitments from BC Housing and Canada Mortgage and Housing (CMHC) to enhance the $90M Housing First Program and enable the acquisition of up to 2000 units of affordable housing to address core housing needs.	✓	✓	✓	✓	Board Chair Plant and CRHC Board Chair Helps leading advocacy. Various municipalities advocating for support. Partner BC Housing has committed $10M of additional matching funding. Letter received from BC Housing committing to match funding. Request for $10M of matching funding under consideration by partner CMHC. Housing-Staff advocating and participating in housing needs events. CRD Board introduced Bylaw Amendment to increase borrowing authority and referred to municipalities for approval and for consent process in EA's. **Director Helps met with Federal Ministers and staff in Ottawa to continue push for additional matching funding in late January.**	Consent of municipalities requested and assent of electors required for Electoral Areas. **AAP Process successfully complete March 2020.** **On June 18, the three partners announced agreement of an additional $10 million each, which will guarantee 400 provincial shelter rate units and up to 2000 units overall.**
19-01-02	**Property Purchase Tax on housing properties acquired by CRD**	Request and advocate for the Ministry of Finance to exempt the CRHC from Property Purchase Transfer Tax (PPTA) on affordable housing property purchases.	✓	✓		✓	CAO correspondence to Provincial Property Tax Enquiries Agency and Minister of Finance requesting that the CRHC be granted an exemption from PPTA on affordable housing purchases. CRHC Board Chair Helps to lead any advocacy. Letter to Property Transfer Tax Enquiries Letter to Minister James	Report on Provincial Budget Submissions indicates no relief.
	UBCM Housing Needs Application	Ask local municipalities to support collaborative grant request for needs assessment.	✓	✓		✓	Letter requesting partner municipalities to endorse the collaborative grant based on prior support. Sent to eight municipalities and three EA areas that expressed an interest. Letter to Central Saanich Letter to Esquimalt Letter to Highlands Letter to Juan de Fuca Letter to Langford	Grant request submitted with resolutions confirming support requested, some received.

Advocacy Dashboard > Quarter 4 – 2020

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
							Letter to Metchosin Letter to North Saanich Letter to Saanich Letter to Salt Spring Island Letter to Southern Gulf Islands Letter to Victoria Letter from Central Saanich Letter from North Saanich Letter from Saanich	
19-01-04	South Island Transportation Study	Advocate for improvements in Regional Transportation. Requested that the Provincial government study address governance and that EA areas be included in the study.	✓	✓	✓	✓	Letter to Minister Trevena Letter to Minister Trevena Letter from Minister Trevena Board Chair Plant and staff conferenced with Minister Trevena to discuss items included in the letters. Staff continue to liaise with the South Island Transportation Study working group reporting to the Board and Committee.	Inter-municipal CRD TAC meeting ongoing. Report to Board once study is complete in Spring 2020. Update meeting in late January. Report now expected in July or August this year.
19-01-05	Protection of Sooke Hills Wilderness park	Protect from development of highway infrastructure.	✓			✓	Letter to Premier Horgan Letter from Minister Trevena Staff continue to liaise with the South Island Transportation Study working group reporting to the Board and Committee. Province announced December 16, 2019, no alternate route pursued at this time.	Complete for now. Part of South Island Transportation Plan.
19-01-06	Protection of Greater Victoria Water Supply area	Protect from development of highway infrastructure.	✓			✓	Letter to Premier Horgan Letter from Minister Trevena Staff continue to liaise with the South Island Transportation Study working group reporting to the Board and Committee. Province announced December 16th, no alternate route pursued at this time.	Complete for now. Part of South Island Transportation Plan.

Advocacy Dashboard > Quarter 4 – 2020

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
20-01-01	**Speed Enforcement on the Malahat**	Move forward with a trial of point to point interval cameras on the Malahat.	✓		✓	✓	Letter to Minister Farnworth	
20-01-02	**Increased Transit Funding**	Request for new investments and reliable annual funding to support increased public transportation.	✓	✓	✓	✓	Letter to Prime Minister Trudeau, Premier Horgan, Minister McKenna and Minister Garneau. Email from the Prime Minister's Office Email from the Office of the Premier Letter from Minister Trevena Letter from Minister McKenna	

Advocacy Dashboard > Quarter 4 – 2020

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-02-01	Climate Emergency	Ask Federal government to strengthen national efforts to meet the Paris Agreement. Ask Provincial government to fully implement CleanBC and provide data on utilities vehicles and community energy emission inventories to local governments.	✓	✓	✓	✓	Letter to Premier Horgan Letter to Minister McKenna Representation from all CRD local governments on Climate Action Task force and staff Working Group sharing information and collaborating on projects. Partner with NGO's, Academic Institutions and Utilities with staff support through shared research, policy development and program delivery.	Quarterly update to enhance Annual Community and Corporate Climate Action reporting.
19-02-02	Climate Action Leadership	Seek Strategic partnership	✓				Letter to Minister Heyman Response from Minister Heyman Letter to Minister McKenna	Continue to seek partnership with senior governments.
20-02-01	Solid Waste Policy Advocacy	Ongoing Association of Vancouver Island Coastal Communities special committee on provincial Solid Waste policy and diversion programs.	✓			✓	Link to policy resolutions submitted to AVCC for debate, if passed would move on to UBCM then if passed would move to Province. Parliamentary Secretary Malcolmson toured the Hartland Landfill in early May. Memo to Parliamentary Secretary Malcolmson.	
20-02-02	Parkland Acquisition	Ask provincial government to participate in further parkland acquisition in the Capital Region.	✓			✓	Letter to Minister Heyman	

Advocacy Dashboard > Quarter 4 – 2020

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-03-01	First Nations Reconciliation	Enhance Indigenous reconciliation at the community level.	✓			✓	Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation. Letter to Ministers Fraser and Robinson Letter from Minister Robinson Met with senior provincial staff on March 7, 2019 and agreed to follow up as required. Letters to MPs (Collins, Garrison, MacGregor and May) Letter to ~~JOLELP~~ (Tsartlip First Nation) Chief and Council Forum of All Councils took place on November 28, 2019.	Ongoing

Advocacy Dashboard > Quarter 4 – 2020

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Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-04-01	**Electoral Areas Rural Status**	Change in definition for CRD electoral areas to rural for various Federal and Provincial Funding programs.	✓	✓		✓	Letter to Premier Horgan and then follow up to MLA Olsen. Letter to Premier Horgan requesting the CRD Electoral Areas of Salt Spring Island, Southern Gulf Islands and Juan de Fuca in the regions be approved for investment by Islands Coastal Economic Trust. Letter to Minister Bains requesting inclusion of the rural Southern Gulf Islands in the regional jurisdiction of the Community Futures Cowichan Valley office. Letter to Minister Joly regarding inclusion of the Southern Gulf Islands in Community Futures. Board Chair Plant met with Minister Kahlon to discuss Islands Coastal Economic Trust on December 21, 2020.	Ongoing
19-04-02	**SSI Water Optimization Study**	Seek funding for review of governance and delivery systems.	✓	✓			Letter to Minister Robinson Letter from Minister Robinson	Funding now confirmed.
20-04-01	**Rural Home owner grant to apply in the CRD rural EA areas**	Change Provincial policy to allow designation of our EA as rural.	✓	✓			Resolution to UBCM through letter from Board Chair Plant	
20-04-02	**Investing in Canada Infrastructure Program (ICIP)**	Advocate for individual assessment of CRD Electoral Area ICIP applications to provide the same opportunity as municipalities.	✓	✓		✓	Letter to Minister Robinson	Ongoing

Advocacy Dashboard > Quarter 4 – 2020

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-05-01	Water Sampling local Waterways and Beaches	Express displeasure with decision to stop sampling at local beaches and recreation areas to Island Health and Ministry of Health.	✓				Follow up to change in Island Health policy. Letter to Dr. Stanwick	Ongoing
19-05-02	Abandoned Boats	Advocate for additional federal funding to continue program and ask Federal Government to take on 100% of costs.	✓		✓		Letter to Minister Garneau CRD and Dead Boat Society have an MOU to partner on Abandon Boat identification and disposal. The Society and its partners are advocating for continued Federal funding to take on the project directly.	Ongoing
19-05-03	Canada Goose Management Strategy	Ask Federal Government to enhance non-migratory goose management approach.	✓				Letter to Minister McKenna Letter to Minister Wilkinson Letter from Minister Wilkinson	Ongoing
19-05-04	Victoria Sexual Assault Funding	Advocating for additional funding to Victoria Sexual Assault Centre so that this Society and can continue its work.	✓				Letter to Premier Horgan Letter from Minister Farnworth	Short term funding provided.
19-05-05	Deer Management	Encourage province to take responsibility for wildlife.	✓	✓			Letter to Ministers Popham, Heyman and Donaldson Several municipalities are now advocating as a group and individually for Provincial action and support. Letter from Nancy Liesch, ED, Natural Resources	Ongoing
19-05-06	Elk & Beaver Lake Remediation	Seek funding partnership from federal and provincial government as a capital project, CRD would commit some funds.	✓	✓	✓	✓	Board Chair Plant leading Board advocacy with the Premier and local MLAs. Saanich is member partner. Staff researching how other lakes received grants. Letter to Minister Popham Board Chair Plant and CAO Lapham met with Minister Popham December 11, 2019. Letter to Minister Popham	Enhanced service plan proposal for 2020.

Advocacy Dashboard > Quarter 4 – 2020

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-05-07	Weed Control Invasive Species	Ask Province to add additional species to weed control regulation.	✓				Letter to Minister Donaldson Letter from ADM Paul Rasmussen	Ongoing
19-05-08	Ocean Legacy Foundation Report	Seek favourable consideration and action on the five recommendations in the report.	✓				Letter to Minister Heyman Letter from Minister Heyman	Ongoing
19-05-09	Plastics Action Plan	Call on Province to adopt bold legislation to significantly reduce and regulate plastics.	✓	✓	✓		Letter to Minister Heyman, CRD signatory	Ongoing
19-05-10	Letters of Congratulations to locally elected Members of Parliament	Relationship building, discuss issues of mutual interest and establish regular means of communication.	✓				Letters to MPs (Collins, Garrison, MacGregor and May)	Complete
20-05-01	Advocate to allow stacking of gas tax funds to contribute projects for municipalities and electoral areas	Ask Federal Government to change the way this operates for municipal governments.	✓	✓	✓	✓	Resolution sent to Association of Vancouver Island and Coastal Communities meeting January 2020 and reply letter from FCM Resolutions	
20-05-02	Letter of Support from Board for application by TELUS.	Support TELUS grant application to expand fiber optic network connectivity in Juan De Fuca EA.	✓		✓		Letter to TELUS	
20-05-03	Request province develop a strategy and plan for ongoing coordination	Advocate for this approach mostly around integration of transportation planning.	✓	✓			Letter to Minister Trevena Letter from Minister Trevena	

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
	between BC Ferries, BC Transit and MoTI on integrated, low carbon, active transportation oriented solutions for SSI and SGI							
20-05-04	**Write to UBCM and FCM asking them to advocate to the Federal Government to broaden the guidelines of Community Works Funds for capital and operating expenditures as a result of the COVID-19 pandemic**	Asking for relaxed guidelines in light of economic and financial impacts for up to one year subject to local government due diligence and as long as expenditures are in the public interest.	✓	✓			Letter to UBCM and FCM Board Chair and CAO had call with FCM on May 21 Board Chair and CAO had call with UBCM on June 4 Letter from FCM Letter from UBCM UBCM indicated that they are generally aligned with the CRD position in their advocacy with FCM to the Federal Government. UBCM is in engaged in discussions with FCM and the Federal Government to utilize the gas tax funding model for recovery funding and granting. There continue to be challenges with Regional District EAs with respect to the request for funding non profits and ineligible projects and risks to RDs in proceeding to fund projects that might ultimately not received UBCM and Federal funding approval. EA continue to what to pursue funding approvals for non profit services. UBCM administer under the Federal Provincial agreement approved in 2014 for 10 years and that would be difficult to change without renegotiating the whole agreement which would come with some risks. Acknowledged social services and emergency and public service buildings being asked to be included as eligible projects.	

Advocacy Dashboard > Quarter 4 – 2020

Making a difference...together

Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
20-05-05	**Board Chair participation on the South Island Prosperity Partnership (SIPP) Taskforce devoted to developing a strong and coordinated region-wide response to the economic crisis triggered by the COVID-19 pandemic.**	Multi-stakeholder approach to develop a coordinated economic recovery strategy and advance plans to create greater economic resiliency in the region.	✓	✓	✓		News Release dated April 16, 2020	
20-05-06	**Letters of congratulations to locally elected Members of Parliament**	Relationship building, discuss issues of mutual interest and establish regular means of communication	✓	✓	✓	✓	Letter to Adam Olsen, MLA, Saanich North Letter to Grace Lore, MLA, Victoria-Beacon Hill Letter to The Honourable John Horgan, MLA Langford-Juan de Fuca Letter to The Honourable Lana Popham, MLA Saanich South Letter to The Honourable Mitzi Dean, MLA Esquimalt-Metchosin Letter to The Honourable Murray Rankin, MLA Oak Bay-Gordon Head Letter to The Honourable Rob Fleming, MLA Victoria-Swan Lake	

Capital Regional District
Quarterly Operating Variance Report - Q3, 2020
Service Budgets Greater than $1,500,000

		Operating Expenses							Operating Revenue						
			Year to Q3			Annual Forecast				Year to Q3			Annual Forecast		
Service Number	Service Description	Annual Budget $ (Schedule A)	Actuals $	% of Budget	2019 % of Budget	$	% Budget (over)/under	Explanation	Annual Budget $ (Schedule A)	Actuals $	% of Budget	2019 % of Budget	$	% Budget (over)/under	Explanation
1.010	Legislative & General	23,882,917	14,656,533	61%	64%	21,053,071	12%	Forecasted largely due to one-time savings on timing of staff vacancies, and deferral of one-time 2020 initiatives to 2021. Corporate Emergency costs related to COVID-19 response are forecasted to come in lower than budgeted. Support services delivering core services as planned.	23,882,917	18,471,610	77%	82%	21,931,272	8%	Half of revenue is derived from allocations to other services;. One third is funded by requisition, with the balance from reserves and other revenue. Forecasted reduction in transfers from reserve tied to lower forecasted expenses.
1.226	Health Facilities - VIHA	1,997,072	1,309,696	66%	68%	1,542,296	23%	Service involves leasing of CRD buildings to VIHA and is 100% recovered from tenant. Any potential surpluses are returned to tenant. Forecast updated to reflect recent negotiations with the tenant, which transfers responsibility for cleaning and security costs to the tenant.	1,997,072	1,079,313	54%	74%	1,542,296	23%	This service receives revenue on CRD buildings leased to VIHA, and recovers all costs from VIHA. Surpluses resulting from reduced expenses are returned to the tenant. Forecast updated to reflect recent negotiations with the tenant, which reduces revenue in line with reduced cleaning and security costs, transferred to the tenant.
1.280	Regional Parks	15,856,932	13,251,504	84%	83%	15,545,381	2%	Forecasted one-time savings on delays in hiring and postponement of certain operating programs during COVID-19.	15,856,932	15,937,678	101%	100%	15,980,071	-1%	Service is largely funded by requisition. Fee revenue for camping is expected to be lower this year, but largely offset by parking revenue. No material variance anticipated for operating revenue.
1.297	Arts Grants & Development	2,893,591	2,760,350	95%	96%	2,836,246	2%	Service is a grant funding service, and is projected to disburse grant funds to arts organizations $40,000 less than budget.	2,893,591	2,868,979	99%	100%	2,887,991	0%	Projected on budget. Revenues from requisition.
1.310	Land Banking & Housing	2,672,605	1,924,373	72%	62%	2,599,186	3%	Forecasted slightly under budget due to RHFP debt servicing deferred to 2022, and some development team operating expenses delayed to 2021.	2,672,605	2,210,176	83%	94%	2,656,381	1%	On target for 2020. 50% revenue from requisition, 40% from grants and other, 10% surplus carryforward. Forecasted lower recoveries from capital projects for development expenses, delayed to 2021.
1.311	Regional Housing Trust Fund	4,232,219	174,092	4%	2%	1,191,018	72%	Expenses are driven by grants to 3rd party housing service providers which can vary based on eligibility and selection. Forecast based on updated 3rd party capital project schedules. Surpluses will be carried forward.	4,232,219	4,243,748	100%	101%	4,249,818	0%	On target for 2020. 24% from requisition, 75% from surplus carryfoward.
1.318	Building Inspection	1,561,459	1,045,476	67%	73%	1,307,876	16%	Operational services are continuing as planned. Expenditures are forecasted to be under due to temporary vacancies and lower pay step for new hire.	1,561,459	1,058,452	68%	80%	1,307,876	16%	Revenue sources are requisition and building permit fees. Overall revenue from permit fees continues to be lower than budgeted since May.
1.324	Regional Planning Services	1,654,488	937,800	57%	55%	1,184,488	28%	Delivery of specific programs is moving forward as originally planned. Underspend is primarily due to one-time consultant and auxiliary staffing costs. Any surplus will be utilized for future planned transportation modelling.	1,654,488	1,613,154	98%	86%	1,565,697	5%	Revenues for service are primarily requisition and fixed allocation. Forecasted reduction in use of operating reserve due to reduced expenses.
1.40X*	SEAPARC	3,557,036	2,666,070	75%	75%	3,516,110	1%	Budget amended in Q3 in response to COVID-19 Impact. Projection is based on facility closure from mid-March through to May. During this period, cost savings arose from cancellation of programming, reduced energy and operating costs, a furlough of Auxiliary employees, and a redeployment of some regular staff for a 6 week period. A gradual return of programming has started since June.	3,557,036	3,412,315	96%	91%	3,581,523	-1%	Budget amended in Q3 in response to COVID-19 Impact. Projection is based on the centre being closed until June 2020 and then gradually increasing revenues through fiscal 2021. Any revenue shortfall will be mitigated through reduced costs.
1.44X*	Panorama Rec. Center	7,182,406	5,022,365	70%	73%	7,182,000	0%	Budget amended in Q3 in response to COVID-19 Impact. Projection is based on facility closure from mid-March through to May. During this period, cost savings arose from cancellation of programming, reduced energy and operating costs, a furlough of Auxiliary employees, and a redeployment of some regular staff for a 6 week period. A gradual return of programming has started since June.	7,182,406	6,771,083	94%	89%	7,182,000	0%	Budget amended in Q3 in response to COVID-19 Impact. Projection is based on the centre being closed until June 2020 and then gradually increasing revenues through fiscal 2021. Any revenue shortfall will be mitigated through reduced costs.
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,949,320	1,106,137	57%	72%	1,537,185	21%	Projection is based on the aquatic centre being closed for three months in Q2 and opening in a reduced capacity in Q3. During this period, cost savings arose from cancellation of programming, reduced energy and operating costs, a furlough of Auxiliary employees, and some redeployment of regular staff.	1,949,320	1,729,913	89%	98%	1,669,380	14%	Projection is based on the aquatic centre being closed for three months in Q2 and opening in a reduced capacity in Q3. Any revenue shortfall will be mitigated through reduced costs.
1.521	Environmental Resource Management	24,905,334	14,062,096	56%	58%	24,828,746	0%	Operational services are continuing as planned, and forecasted to be in line with budget for the year.	24,905,334	18,977,505	76%	75%	25,836,991	-4%	Tipping fees are projected to be $1m over budget, driven mainly by higher volume received pre COVID-19 (Jan to Feb) along with normalized tonnage after phase 2 reopening. $160k additional tipping fees estimated from biosolids disposal. The landfill remained operational during COVID-19 and has not seen significant loss in volume in Q3 compared to 2019.
1.576	Environmental Engineering Services	2,327,767	1,706,178	73%	62%	2,242,261	4%	Overhead service budget, continuing to provide service as planned. Forecasted savings on one-time temporary vacancies and training costs, partially offset by auxiliary wages.	2,327,767	1,938,128	83%	68%	2,378,972	-2%	Revenues are driven by providing services to other CRD services that continue to operate as planned. Recovery revenue forecasted slightly above budget, due to higher level of chargeable hours than planned for existing and auxiliary staff for 2020.
1.577	IW - Environmental Operations	8,070,926	5,773,820	72%	74%	7,804,082	3%	Overhead service budget, continuing to provide service as planned. Total forecast to year-end expected to be fully recovered.	8,070,926	6,177,308	77%	71%	7,997,513	1%	Revenues are driven by providing services to other CRD services that continue to operates planned. Recovery revenue expected to be within budgeted level for 2020.
1.578	Environmental Protection and Water Quality	7,839,814	5,266,008	67%	69%	7,339,814	6%	Overhead service budget, continuing to provide service as planned. Forecasted one-time savings largely related to temporary staff vacancies, including retirements.	7,839,814	5,617,677	72%	78%	7,521,805	4%	Revenues are driven by providing services to other CRD services that continue to operate as planned. Revenues forecasted under budget, resulting from less labor allocation charges due to temporary staff vacancies.
1.911	911 Systems	2,672,114	1,792,259	67%	64%	2,662,488	0%	Operating expenditure is continuing as planned and on target, as the expenditure is primarily for fixed costs of contract service, based on contract agreement and debt servicing cost.	2,672,114	2,021,133	76%	79%	2,662,488	0%	Revenues are primarily from fixed source of requisition and lease revenue. The variable source of 911 levy from carriers is forecasted under budget based on Q1-Q3 actuals. This is offset by increased transfer from operating reserve.
1.921	Regional CREST	1,690,484	1,267,246	75%	75%	1,687,647	0%	Operating expenditure is on target, as this is solely a contribution service to provide funding to CREST based on the service agreement.	1,690,484	1,688,265	100%	100%	1,688,717	0%	Revenues are primarily requisition. Interest income may end slightly under budget.
2.610	Saanich Peninsula Water Supply	6,957,371	5,214,981	75%	79%	7,056,053	-1%	Operational services and system maintenance are continuing as planned. Forecasted a higher water consumption, resulting in increased bulk water purchases.	6,957,371	5,911,309	85%	91%	7,056,053	-1%	Revenues are driven by seasonal water sales. Demand is expected to be slightly above budgeted levels for 2020.
2.670	Regional Water Supply	34,055,398	16,854,371	49%	55%	33,762,658	1%	Operational services and system maintenance are continuing as planned. Operational savings forecasted are due to temporary staff vacancies, delays in filling new positions.	34,055,398	26,661,425	78%	81%	33,762,658	1%	Revenues are driven by seasonal water sales. Demand is expected to be slightly lower than budgeted levels for 2020.
2.680	Juan de Fuca Water Distribution	20,129,341	10,065,414	50%	55%	20,634,589	-3%	Operational services and system maintenance are continuing as planned. Forecasted a higher water consumption, resulting in increased bulk water purchases and transfers to water capital fund.	20,129,341	16,266,988	81%	81%	20,634,589	-3%	Revenues are driven by seasonal water sales. Demand is expected to be slightly above budgeted levels for 2020.
3.710	North West Trunk Sewer	3,111,089	2,606,588	84%	75%	3,102,454	0%	Operating costs expected to remain on budget. Any remaining surplus will be transferred to operating reserve.	3,111,089	3,126,765	101%	97%	3,126,765	-1%	Forecasted higher revenue for additional transfer from operating reserve. Operating reserve transfer required to offset I&I works from 2019 completed in 2020.
3.712	North East Trunk Sewer	1,953,665	1,554,588	80%	74%	1,891,587	3%	Operating costs expected to remain on budget. Any remaining surplus will be transferred to operating reserve.	1,953,665	1,978,610	101%	97%	1,978,610	-1%	Forecasted higher revenue for additional transfer from operating reserve to fund environmental programs carried into 2020.
3.718	Saanich Peninsula Wastewater	3,849,705	2,482,491	64%	66%	3,612,055	6%	Operating costs expected to finish below plan due to one-time savings in Heat recovery for Panorama Recreation and biosolids management. Remaining surplus will be transferred to the capital reserve fund at year-end based on SPWW commission direction.	3,849,705	3,731,028	97%	99%	3,731,028	3%	Loss of heat recovery revenue from Panorama Recreation. Revenue forecast is based on Panorama Recreation running below budget for Q4
3.755	Regional Source Control	1,605,745	1,095,270	68%	68%	1,538,649	4%	Operational services are continuing as planned. Variance due to deferral of the manhole sampling project until 2021, due to COVID-19 related business interruptions and reduction to tourism.	1,605,745	1,550,440	97%	90%	1,599,819	0%	Higher revenue received from permit fees compared to the same period in 2019. Overall revenue is expected to be in line with budget.
	Total Services above	186,608,798	*77%*						186,608,798	*77%*					
	Other CRD Services (excl. CAWTP)	56,358,079	*23%*						56,358,079	*23%*					
		242,966,877							242,966,877						
CRHD	Capital Regional Hospital District	37,441,471	26,436,705	71%	79%	36,162,612	3%	Forecasted savings for the year is primarily related to the NTP grant for the Nigel House redevelopment which has been postponed until 2021 due to COVID-19.	37,441,471	34,775,934	93%	104%	36,162,612	3%	Revenue is expected to be less for 2020 due the postponement of the NTP Grant for Nigel House, resulting in less reserve funding being required for 2020.

*Amended Budget as at Sept. 9, 2020 (Bylaw #4366)

Capital Regional District

2020 - Quarter 3 - Capital Plan Report

Projects Greater than $500,000 (including budget amendments)

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Project issue
R	Changes to project plan (may result in 2020 Budget Amendment or included in 2021 Capital Plan)

			Quarter 3						Total 2020				Status of Total Project Plan			
Department	**Service Description**	**Capital Project Title**	**Q3 Budget**	**Q3 Forecast**	**Q3 Actuals**	**Variance (over) / under**	**Variance % (over) / under**	**Q3 Variance Explanation (if necessary)**	**Total 2020 Amended Budget (as per approved budget)**	**Total 2020 Forecast**	**Total Forecast Variance (over) / under**	**Total Forecast Variance % (over) / under**	**Scope**	**Timing**	**Budget**	**Notes**
CRD																
Integrated Water Services	Core Area Wastewater Treatment Program	Wastewater Treatment Project	31,064,833	54,202,081	28,025,407	26,176,674	48%	Q3 variance is primarily a result of conveyance contractor and engineering consultant billings being less than planned. Increased expenses forecast in Q4 will partially offset Q3 variance. Project forecasted to be substantially complete in 2020, meeting all required regulatory deadlines by December 31. Any forecast variance will be spent in 2021 on project closeout costs.	222,973,808	212,918,798	10,055,010	5%				S - on plan T - on plan B - on plan
	Core Area Wastewater Treatment Program	IT Capital Purchases	350,000	450,000	181,687	268,313	60%	Components seeing order lead time delays, due to supply chain issues. Completion in 2021.	900,000	481,687	418,313	46%		R		S - on plan T - project completion in 2021 B - no change to total budget
	Core Area Wastewater Treatment Program	New Fleet Purchases	400,000	80,000	130,730	- 50,730	-63%	Two vans and related tools were delivered in Q3. Remaining vehicle, equipment and kits orders processed in Q3 and Q4, with delivery subject to variable lead times. Project still on budget with completion expected in 2021.	850,000	675,000	175,000	21%		R		S - on plan T - construction deferred to 2021 B - no change to total budget
	Regional Water Supply	Sooke Intake Tower Replacement	800,000	800,000	295,237	504,763	63%	Project initiated in Q3. Variance due to construction material delayed to Q4. Project forecast to be on budget, with completion in 2021.	1,800,000	895,237	904,763	50%		R		S - on plan T - project completion in 2021 B - no change to total budget
	Regional Water Supply	Implications from Sooke Dam Safety Review	143,750	110,000	-	110,000	100%	Project plans for Q3 have been deferred to Q4 and 2021 with no change to scope. Completion in 2021.	575,000	51,656	523,344	91%		R		S - on plan T - project completion in 2021 B - no change to total budget
	Regional Water Supply	Bulk Supply Meter Replacement Program	230,000	150,000	30,860	119,140	79%	Timing of meter replacements has been revised, and delayed to combine with other work requiring confined space entry and to allocate staff resources to other capital projects.	600,000	294,165	305,835	51%		R		S - on plan T - project completion in 2021 B - no change to total budget
	JDF Water Distribution	AC Pipe Replacement Program	1,000,000	1,600,000	1,244,218	355,782	22%	Some construction delays in Q3 to Q4. Project to be completed in 2020 on budget.	4,200,000	4,052,314	147,686	4%				S - on plan T - on plan B - on plan
	JDF Water Distribution	Bear Mountain Parkway Extension Supply Mains	-	-	-	-	0%	Deferred until 2022 pending DCC funding.	1,500,000	-	1,500,000	100%		R		S - on plan T - project completion in 2022 B - no change to total budget
	JDF Water Distribution	Comprehensive Pump Station Upgrades	450,000	80,000	102,354	- 22,354	-28%	Q3 variance based on project scope revised to address pump base failure at Bear Mtn Pump Station. Ludlow Pump Station construction to commence Q4.	1,150,000	561,726	588,274	51%				S - increased scope T - on plan B - on plan
	JDF Water Distribution	Sun River Reservoir Replacement	400,000	50,000	-	50,000	100%	Project delayed until developer agreement is completed in Q4. Project completion in 2021 instead of 2020.	900,000	15,000	885,000	98%		R		S - on plan T - completion deferred to 2021 B - no change to total budget
	JDF Water Distribution	Residential Service & Meter Replacement Program	200,000	200,000	269,710	- 69,710	-35%	Q3 variance addresses emergency replacement work. 2020 phase of project forecast to be completed on budget.	800,000	796,652	3,348	0%				S - on plan T - on plan B - on plan
	JDF Water Distribution (DCC)	McCallum Pump Station	1,300,000	80,000	94,435	- 14,435	-18%	Project start was delayed to Q3. Staff resources have been redirected to other projects. Construction moved to 2021.	3,000,000	114,435	2,885,565	96%		R		S - on plan T - Construction deferred to 2021: overall project completion still in 2022 B - no change to total budget
	North West Trunk Sewer	Trunk Sewer Rehabilitation - Sections 1 & 2	3,150,000	3,000,000	401,029	2,598,971	87%	Project start was delayed to Q3, due to contractor delays. Forecasted to be complete in 2021.	3,500,000	808,305	2,691,695	77%		R		S - on plan T - construction deferred to 2021 B - no change to total budget
	East Coast Interceptor	Trunk Sewer Repairs and Replacement - Section 3	600,000	600,000	526,703	73,297	12%	Project started in Q2, and forecasted to be complete by Q4.	850,000	850,000	-	0%				S - on plan T - on plan B - on plan
	Saanich Peninsula Treatment Plant	SPWWTP Replacement of Rotary Presses	50,000	60,000	23,520	36,480	61%	Project on scope and budget. Project construction deferred to 2021.	1,070,000	100,740	969,261	91%		R		S - on plan T - construction deferred to 2021 B - no change to total budget
	Saanich Peninsula Treatment Plant	Trunk Sewer Relining	-	-	420	- 420	-100%	Project delayed to 2021, awaiting sizing assessment report to be completed late 2020.	1,100,000	16,212	1,083,788	99%		R		S - on plan T - construction deferred to 2021 B - no change to total budget
	Saanich Peninsula Treatment Plant	Turgoose Pump Station Upgrade	654,000	200,000	378,934	- 178,934	-89%	Construction complete, final closeout costs forecasted to be within project scope, timing and budget.	654,000	654,000	-	0%				S - on plan T - on plan B - better than planned

Capital Regional District

2020 - Quarter 3 - Capital Plan Report

Projects Greater than $500,000 (including budget amendments)

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			Quarter 3						Total 2020				Status of Total Project Plan			
Department	**Service Description**	**Capital Project Title**	**Q3 Budget**	**Q3 Forecast**	**Q3 Actuals**	**Variance (over) / under**	**Variance % (over) / under**	**Q3 Variance Explanation (if necessary)**	**Total 2020 Amended Budget (as per approved budget)**	**Total 2020 Forecast**	**Total Forecast Variance (over) / under**	**Total Forecast Variance % (over) / under**	**Scope**	**Timing**	**Budget**	**Notes**
Local Services	Community Transportation (SSI)	Pathway Booth Canal to Vesuvius - Phase 2	210,000	50,000	2,664	47,336	95%	Grant funding of $490K was approved in Q3. Construction tender is expected for Q4. Forecasted completion is in 2021.	700,000	152,664	547,336	78%		R		S - on plan T - complete 2021 vs 2020 B - on plan
	Community Transportation (SSI)	North Ganges Transportation Plan	1,000,000	1,000,000	1,311,769	(311,769)	-31%	Better than planned progress during Q3 vs Q4. Substantial construction completion is expected by the end of 2020.	2,051,292	2,051,292	-	0%				S - on plan T - on plan B - 2020 budget amended, on plan
	Community Transportation (SSI)	Fulford Ganges Road Seaview south (Ganges Hill)	250,000	-	-	-	0%	Due to high uncertainties associated with the detail design and timeline from MOTI and funding source for SSI share of the project, this project will not continue in 2020. To be re-evaluated in the future.	1,000,000	-	1,000,000	100%				S - to be re-evaluated in the future T - to be re-evaluated in the future B - to be re-evaluated in the future
	South Galliano Fire (SGI)	South Galliano Fire Hall	816,000	300,000	255,121	44,879	15%	Work continued to be delayed due to challenges in securing sub-trades during COVID-19. Project completion deferred to 2021.	2,040,000	1,397,701	642,299	31%		R		S - on plan T - completion deferred to 2021 B - on plan
	Pender Island Fire Protection (SGI)	New Pumper Truck- replace E27 pumper	-	-	-	-	0%	Fire Truck Replacement RFP expected to be awarded in Q4, and deposit forecast to be paid in Q4. Project completion deferred to 2021, upon receipt of the truck.	695,000	69,500	625,500	90%		R		S - on plan T - completion deferred to 2021 B - on plan
	Small Craft Facilities (SGI)	Construction of the Anson Road Facility	-	430,000	10,367	419,633	98%	Spending and schedule is delayed due to regulatory approval. Requires additional funding due to increased construction cost. Completion deferred to 2021.	512,000	326,134	185,866	36%		R	R	S - on plan T - completion deferred to 2021 B - budget revision in 2021
	Saturna Island Community Parks (SGI)	Land Acquisition by Donation	-	-	124	(124)	-100%	Minor remaining soft closing cost occurred in Q3. Project complete in Q3.	516,000	515,426	574	0%				S - on plan T - on plan B - on plan
	SSI Park Land & Rec Programs	Recreation Centre Expansion	26,000	26,000	37,724	(11,724)	-45%	Project initiated in Q3 after receipt of UBCM grant. Design work progressed ahead of schedule in Q3. Design work forecasted to be complete in 2020, with construction deferred to 2021. Projection completion in 2022.	624,544	77,831	546,713			R	R	S - 2020 budget amended, on plan T - completion in 2022 B - budget revision in 2021
	Magic Lake Sewer Utility (SGI)	Wastewater Improvements Phase 1	150,000	75,000	77,211	(2,211)	-3%	Detailed design work started in Q3, continuing in Q4. Construction work deferred to 2021. Multi-year project forecasted for completion in 2022.	5,000,000	174,208	4,825,793	97%		R		S - on plan T - completion in 2022 B - on plan
Parks & Environmental Services	Regional Parks	Construct E&N Trail Phases 3 & 4	2,412,500	1,203,552	628,071	575,481	48%	Construction delayed in Q3 due to engineering issue with the precast tunnel sections. Issues have been resolved and the project is progressing satisfactorily. Completion is forecast for 2021.	5,923,500	3,153,982	2,769,518	47%		R		S - on plan T - revised to 2021 vs 2020 B - no change to total budget
	Regional Parks	Engineering - Todd Creek Trestle	375,000	212,893	439,183	(226,290)	-106%	Better than planned progress on trestle replacement made during Q3. Project nearing completion. Budget amendment required to update carry forward budget from 2019, and residual project closure costs in Q4.	1,075,000	1,575,000	(500,000)	-47%			R	S - on plan T - on plan B - 2020 budget amendment required
	Regional Parks	Parking Lot SHW	897,170	897,170	623,367	273,803	31%	Q3 variance due to planned September work from the primary contractor being incurred in Q4. Project is anticipated to be substantially complete in Q4 2020.	1,697,170	1,697,170	(0)	0%				S - on plan T - on plan B - on plan
	Regional Parks	Potential Land Acquisition Transactions	1,010,000	1,010,000	-	1,010,000	100%	Budget item added in Q2 amendment, to accommodate various land acquisitions that may be negotiated throughout the year. No Acquisitions in Q3.	2,020,000	2,020,000	-	0%				S - 2020 budget amended, on plan T - 2020 budget amended, on plan B - 2020 budget amended, on plan
	Panorama Recreation	Heat Recovery Plant	200,000	-	-	-	0%	Project proceeding is contingent on receipt of grant funding. Forecasted to be deferred to 2021, pending grant funding.	2,453,000	-	2,453,000	100%		R		S - on plan T - defer to 2021 for grant application B - on plan
	Environmental Resource Management	Aggregate Production for Internal Use	1,000,000	800,000	836,027	(36,027)	-5%	Scope of 2020 planned work reduced due to unavailable storage. Q3 costs in line with forecast. Overall project on track for completion in 2021 as per plan and on budget.	3,000,000	2,152,403	847,597	28%		R		S - reduced due to unavailable storage T - some work deferred to 2021 B - no change to total budget
	Environmental Resource Management	Landfill Gas Utilization	358,750	409,008	59,273	349,735	86%	Gas Utilities and fibre optic contract awarded in Q3, with construction occurring in Q4. Project forecast to be complte in 2020, and on budget.	750,000	700,515	49,485	7%				S - on plan T - on plan B - on plan
	Environmental Resource Management	Gas & Leachate Collection Pipe Extension	400,000	250,000	4,672	245,328	98%	Design work has progressed in Q3, with construction and gas pipe procurement starting in Q4. Project forecast to be complete in 2020, and on budget	700,000	688,287	11,713	2%				S - on plan T - on plan B - on plan
	Millstream Site Remediation	Millstream Remediation	10,000	200,000	146,395	53,605	27%	Q3 costs incurred for project and construction management. Additional remediation sampling work was identified in Q2, increasing scope and budget in 2021. Project will be complete in 2021.	842,562	788,106	54,456	6%		R	R	S - increased scope T - revised to 2021 vs 2020 B - budget revision in 2021

Capital Regional District

2020 - Quarter 3 - Capital Plan Report

Projects Greater than $500,000 (including budget amendments)

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Project issue
R	Changes to project plan (may result in 2020 Budget Amendment or included in 2021 Capital Plan)

Department	Service Description	Capital Project Title	Quarter 3						Total 2020				Status of Total Project Plan			
			Q3 Budget	Q3 Forecast	Q3 Actuals	Variance (over) / under	Variance % (over) / under	Q3 Variance Explanation (if necessary)	Total 2020 Amended Budget (as per approved budget)	Total 2020 Forecast	Total Forecast Variance (over) / under	Total Forecast Variance % (over) / under	Scope	Timing	Budget	Notes
Planning & Protective Services	Land Banking & Housing	RHFP - Spencer Road (Langford) (CRD/CMHC/CRHC)	-	-	3,541	- 3,541	-100%	Minor fees incurred in Q3. Project on track for Q4, no change to forecast.	37,929,518	37,929,518	-	0%				S - on plan T - on plan B - on plan
	Land Banking & Housing	RHFP - West Park (View Royal) (CRD/CMHC/CRHC)	-	-	705,958	- 705,958	-100%	Deposit of $700k paid, and minnor fees incurred. Project on track for competion in Q4, and on budget.	41,673,485	41,673,485	(0)	0%				S - on plan T - on plan B - on plan
		Total Projects >$500k	**49,908,003**	**68,525,704**	**36,846,711**	**31,678,993**	**46%**		**357,625,879**	**320,429,148**	**37,196,731**	10%				
		Total Projects <$500K							**41,049,689**							
		Total Projects							**398,675,568**							
CRHD																
Planning & Protective Se	Capital Regional Hospital Dist	Summit at Quadra Village	-	- 98,747	- 537,335	438,588	-100%	Variance is due to VIHA invoice for energy rebates and refundable deposits recognized in Q3, expected to be returned in Q4. Project will be complete in 2020.	5,261,359	4,596,036	665,323	13%				S - on plan T - on plan B - on plan
		Total Projects >$500k	**-**	**- 98,747**	**- 537,335**	**438,588**	**-444%**		**5,261,359**	**4,596,036**	**665,323**	**13%**				
		Total Projects <$500K; Capital Grants							**27,187,009**							
		Total Projects							**32,448,368**							
CRHC																
Planning & Protective Services	Regional Housing	Michigan redevelopment Housing	262,500	103,060	21,407	81,653	79%	Waiting on municipal approval process and securing of remaining project funding before engaging remaining consultants and advancing design. Construction deferred to Q4 2021.	1,050,000	107,287	942,713	90%		R		S - on plan T - construction deferred to 2021 B - no change to total budget
		Caledonia Redevelopment Housing	100,000	329,234	39,607	289,627	88%	Design timelines deferred to Q4 and 2021 due to longer than expected rezoning process. Construction costs from 2020 phase of mulit year project deferred to future years.	4,900,000	431,140	4,468,860	91%		R		S - on plan T - construction costs deferred to 2021 B - no change to total budget
		Routine Capital Replacement	596,540	596,540	391,963	204,577	34%	Routine upgrades of housing townhouses and apt buildings are affected by tenant move outs, trades availability, weather, and access to suites during COVID-19. Some costs deferred to 2021-2024 routine capital plan.	2,386,160	1,453,423	932,737	39%		R		S - on plan T - some costs deferred to 2021-2024 B - on plan
		Westview Apartment Building	-	250,000	7,461	242,539	97%	Multi-year construction project complete. Residual costs forecasted for Q4, with total project completion forecasted under budget.	5,611,069	3,580,092	2,030,977	36%				S - on plan T - on plan B - forecasted better than plan
		Total Projects >$500k	**959,040**	**1,278,834**	**460,438**	**818,396**	**64%**		**13,947,229**	**5,571,942**	**8,375,287**	**60%**				
		Total Projects <$500K							**10,000**							
		Total Projects							**13,957,229**							

APPENDIX H
HUMAN RESOURCES TRENDS AND CORORATE SAFETY Q3

OPEN CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 13, 2021

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1. ***Workforce Composition and Turnover [see Table 1]***

The Chief Administrative Officer submits a Staff Establishment Chart (SEC) annually together with the Financial Plan for consideration of approval by the Board. In 2020, the SEC identified 661.08 full time equivalencies (FTEs) – 619.08 regular and 42 term positions exceeding one year – and the CRD has 454 auxiliary staff (230 active) through Quarter 3. In addition the CRD has almost 1,400 registered volunteers to assist in the support of many of its services and programs. 89.5% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff remain relatively consistent from previous years, at 10.2 years and 46.1 years respectively. Turnover rates, including retirement rates, are trending below those of the previous year, and are lower than industry average. 33% of turnover is related to employee retirements, which is slightly higher than industry average. The CRD expects continued retirements in the coming years, putting increased pressure on existing resources, and emphasis has been placed workforce planning and recruitment strategies as part of our Organizational Development Plan.

Table 1:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2020)*	CRD Current (Annual 2020)	Industry Average (Annual 2020)	*CRD Annual (2019)*	*Industry Average (2019)*
Total Unionized Workforce (all staff)	***Q1: 89.4%*** ***Q2: 89.6%*** ***Q3: 89.4%***	***89.5%***	***80.3%***	*89.6%*	*87.5%*
Average Length of Service (regular staff)	***Q1: 10.3 years*** ***Q2: 10.2 years*** ***Q3: 10.2***	***10.2 years***	***11.0 years***	*10.4 years*	*10.5 years*
Average Employee Age (regular staff)	***Q1: 45.9 years*** ***Q2: 46.1 years*** ***Q3: 45.2***	***46.1 years***	***45.8 years***	*46.1 years*	*45.8 years*
Turnover Rate / Retirement Rate (regular staff)	***Q1: 1.8% (0.6% retirements)*** ***Q2: 1.3% (0.3% retirements)*** ***Q3:1.4% (0.5% retirements)***	***4.5% (1.4% retirements)***	***4.8% (2.0% retirements)***	*9.2% (2.8% retirements)*	*8.7% (2.7% retirements)*

2. ***Job Opportunities [see Table 2]***

By means of 155 job postings (44 for quarter 3), 261 individual job opportunities were open for application at the CRD through the end of quarter 3, 2020. On average, the CRD experiences a low vacancy rate (1.0% of regular staff opportunities) which for 2020 is approximately one-fifth industry average.

Significant workplace onboarding and orientation is undertaken for all new employees. In addition to the workplace orientations and required training programs, all new employees attend the weekly onboarding sessions which are geared to inform and engage new staff early in their CRD careers. 33 staff were put through the program in quarter 3, and 544 employees since this program was implemented in 2018.

Table 2:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2020)*	CRD Current (Annual 2020)	Industry Average (Annual 2020)	*CRD Annual (2019)*	*Industry Average (2019)*
Job Opportunities (all staff)	***Q1: 109*** ***Q2: 98*** ***Q3: 54***	***261***	***N/A***	*296*	*N/A*
Vacancy Rate (regular staff)	***Q1: 1.3%*** ***Q2: 0.9%*** ***Q3: 0.9%***	***1.0%***	***5.4%***	*1.3%*	*4.6%*

3. ***Absenteeism and Occupational Health and Safety [see Table 3]***

The CRD measures and monitors absenteeism by both its sick leave usage and safety ratings, and has commenced a comprehensive disability management program aimed at early intervention and proactive and positive return to work programs. By this the CRD is continuing its proactive disability management efforts to ensure costs of absenteeism are appropriately managed, and employees are actively engaged early in return to work measures to aid in their recovery to work from illness, as well as its proactive healthy workplace program focused on providing employees personal tools to keep them healthy.

In the first and second quarter of 2020, as with many in the industry and throughout the Province, sick leave absenteeism was higher than in previous years as a result of the CoVID-19 health crisis. Absenteeism rates for quarter 3 returned to annual norms. While illness frequency was not significantly different than other years, the duration of illness figures were significantly higher primarily as a result of the Provincial Health requirements to self-isolate when ill. These figures do not include other Provincial Health leave requirements where staff may have been required to self-isolate for reasons of travel, presumptive contact, and related. As an essential service, the CRD is closely monitoring the impact of absenteeism related to CoVID-19, and taking appropriate measures to ensure essential operations are maintained.

In addition to our regular operational and capital project safety management, significant emphasis has been placed on the leadership to manage the staff and public safety requirements associated with the CoVID-19 health crisis. As part of our Corporate Occupational Health & Safety (OHS) Program, the CRD has implemented a number of safety protocols and organizational plans including an Exposure Control and Safety Plan, a number of COVID-19 Safe Work Practices, undertaken workplace hazard assessments across the organization, to name a few. All these measures align with the CRD's comprehensive 15 element OHS Program, directive of Provincial Health and the Province of BC, and WorkSafeBC.

The CRD continues to experience a positive (merit) situation with WorkSafeBC resulting in a lower-than-industry Employer Rating Assessment. In 2020, WorkSafeBC increased the base rate for the local government industry, from 2.09% to 2.19%; the CRD's current assessment levied by WorkSafeBC is 11% better than these base rates and industry average.

For 2021, WorkSafeBC has again increased the base rate for Local Government, and to 2.60% for the industry. Given our safety focus, the CRD will continue to be in a significant merit (better than industry average) position, with an Employer Assessment Rate at 2.09% for 2021, which is 19.8% better than industry average.

Table 3:

Corporate CRD Human Capital Performance Metric	*CRD Current (By Quarter 2020)*	CRD Current (Annual 2020)	Industry Average (Annual 2020)	*CRD Annual (2019)*	*Industry Average (2019)*
Absenteeism (Sick Leave) Rate (regular staff)	***Q1: 4.9%*** ***Q2: 3.7%*** ***Q3: 2.7%***	**3.7%**	**4.2% ****	*2.6%*	*3.0%*
WorkSafeBC Employer Rate (all staff)	***Q1: 1.95%*** ***Q2: 1.95%*** ***Q3: 1.95%***	**1.95%**	**2.19%**	*1.77%*	*2.09%*

*** organizations have reported that these figures may be skewed as a result of staffing adjustments required as a result of the health crisis.*

CONCLUSION

The CRD continuously monitors Human Resource organizational health, and proactively modifies and adapts Human Resource programs and systems where trends may show challenges arising. While there continues to be no significantly alarming organizational health trends based on metrics information, the CRD is expected to continue to see pressures as a result of the current health crisis and the organization continues to monitor this very closely and adapt workplace practices and programs to continue to ensure essential services are maintained.

Making a difference...together

REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, DECEMBER 09, 2020

SUBJECT **Transportation Gap Summary**

ISSUE SUMMARY

Response to Planning, Transportation and Protective Services Committee motion of October 21, 2020 for staff to provide a summary of gaps in regional transportation functions and options to address them using previously conducted work, for consideration by the Committee of the Whole.

BACKGROUND

The Capital Regional District (CRD) Board and the general public continue to identify transportation as a top regional priority. Staff have reviewed existing plans and studies, attempts to establish a transportation authority and existing transportation functions across jurisdictions. Based on the information reviewed, staff have identified opportunities and gaps, focus areas for further action and alternatives for the Committee's consideration.

Existing Plans and Studies

As shown in Appendix A, 15 transportation plans and studies have been undertaken since 2011 to define and identify solutions to two core transportation problems affecting the region:

1. Traffic congestion in the AM and PM peak periods increases travel time and decreases residents' quality of life; and
2. The regional road network is largely built out, constraining infrastructure solutions because of cost and geography; as a result, there is a need to focus on solutions that shift mode share.

The plans provide recommendations centered around four high-level actions that can be taken to address these problems, as follows:

1. Planning and policy to identify solutions to transportation problems;
2. Infrastructure investments to ensure safety and improve mode choice;
3. Land use decision making to achieve densities that can be efficiently served by transit and support active transportation; and
4. Behaviour change to promote mode shift (e.g., travel demand management, disruptive technologies).

The Regional Transportation Plan (RTP) identifies a multi-modal transportation network that is being implemented by multiple jurisdictions within existing authorities. The RTP is provided in Appendix F. Data shows that progress has been made to shift mode share and, more recently, attract provincial funding for infrastructure projects to improve public safety and mode choice. Implementation gaps remain as traffic volumes and travel times continue to increase. These gaps are:

1. No approved list of regional priorities to catalyse action or attract funding;
2. No single agency acts as a champion for regional priorities;
3. No funding mechanism to incentivise regional prioritization of infrastructure projects; and
4. There is no formal mechanism to consider the regional impacts of individual transportation decisions.

Attempts to Establish a Transportation Authority

Discussions regarding increasing the CRD's role in transportation through a service authority to catalyze action have been ongoing. Since 2011, there have been numerous unsuccessful attempts to increase the CRD's role in regional transportation. These attempts have largely failed due to concerns about loss of municipal control over transportation decisions and concerns about local cost impacts. Governance reviews, along with correspondence from the Premier's Office, indicate that the region needs to reach consensus around its transportation future at the CRD Board before it can take a leading role in regional transportation. Appendix B provides a timeline synopsis.

Transportation Functions in the Region

Responsibility for transportation functions is shared across a number of authorities in the region, each responsible for taking action on matters within their own jurisdiction. As shown in Appendix C, this creates a complex mode-based decision framework for transportation. The challenging outcome is that impacts of local transportation decisions are felt regionally while the responsibility for action lies within local or provincial authorities. Compounding this outcome is that there is no mechanism to collectively consider the regional impacts of municipal transportation decisions on the region as a whole.

Focus Areas for Future Action

Based on the above review, staff have identified three areas of focus within the CRD's existing service mandate to take action on transportation.

1. Identify and agree on regional multi-modal priorities.
2. Advocate for funding or action on approved priorities.
3. Formalize coordination across jurisdictions on matters such as infrastructure investments, transportation and land use policy and behaviour change.

ALTERNATIVES

Alternative 1
That the Committee of the Whole recommends to the Capital Regional District Board:
That staff work with jurisdictional partners to develop a list of potential transportation priorities that would be most beneficial to the region as a whole and report back to the Board for prioritization.

Alternative 2
That the Committee of the Whole recommends to the Capital Regional District (CRD) Board that:
The CRD continue to implement the Regional Transportation Plan through data and technical contributions to informal, project-based working groups led by partners, focused on their jurisdictional priorities.

Alternative 3
That the Transportation Gap Summary report be referred back to staff for additional information.

IMPLICATIONS

Environmental & Climate Implications
The CRD Board has declared a climate emergency. Road based transportation is responsible for 46% of all greenhouse gas (GHG) emissions in the region. Transportation solutions that shift mode share – get more people taking transit, walking and cycling – will help address traffic congestion and reduce GHG emissions.

Intergovernmental Implications
Responsibility for implementing the RTP is shared among multiple jurisdictions. In addition to achieving the regional outcomes set out in the RTP, each jurisdiction has its own transportation goals and objectives. This split responsibility for transportation functions has three significant impacts:

1. It has been challenging for the CRD to reach consensus on topics related to transportation as such requires both Board and municipal council support. Feedback from the various governance reviews strongly identifies that the CRD is not being heard as it is not presenting a unified message of priorities and needs.
2. Each partner jurisdiction develops transportation policies and implements projects with the objective to integrate RTP goals with jurisdictional priorities and authorities. At times, this approach means that jurisdictional priorities work at cross purposes. This is exacerbated by the alignment of jurisdictional authorities to functional transportation requirements, creating a systemic barrier to collaborative and integrated regional prioritization.
3. The region has no advocacy leverage with higher levels of government as there is no consensus on regional priorities.

Transportation infrastructure and policy projects continue to advance, led by municipal, provincial and agency partners. CRD staff currently provide data and technical expertise informally through working groups to these projects. In addition, CRD staff ensure that Board priorities related to achieving mode share targets and taking action on climate are integrated into these transportation projects. Appendix D provides a summary of project working groups in which staff participate.

Regional Growth Strategy Implications
The vital links between transportation and land use planning are clearly identified in the Regional Growth Strategy (RGS). A key transportation indicator in the RGS measures the percentage of total trips made by cycling, walking and transit in the growth management planning area. The mode share has increased from 22.4% in 2011 to 26.6% in 2017. The RGS target for 2038 is 42%.

The 2020 RGS Indicators Report highlights that recent growth in the region has largely gone to parts of the region that do not have a high active transportation and transit mode share.

Social Implications
The social implications of transportation continuing in its current ad hoc project based manner is likely to result in negative implications for residents and visitors through time spent in increased congestion. This is additional time spent away from families and diverted from social activities.

Financial Implications
The CRD does not requisition any dedicated funding towards transportation other than for regional trails, regional information services and the Traffic Safety Commission.

Up until 2014, the region received federal gas tax funding through the Regionally Significant Projects Fund on behalf of the municipalities, which the CRD Board dedicated towards transportation. The RTP was created with the understanding that this funding would be available to fund its actions and objectives. These funds are now distributed to municipalities directly and increasingly these funds are used on non-transportation projects such as water and recreation. The loss of these funds means there is no funding mechanism to incentivize regional prioritization of infrastructure projects.

Alignment with Board & Corporate Priorities
On October 21, 2020, the Planning, Transportation and Protective Service Committee requested that staff provide additional information about the planned initiatives in the 2021 service plan to deliver on Board priorities related to transportation.

The CRD Board has identified the following two transportation priorities:

1. Work with government/community partners to increase use of public transit, walking and cycling and to plan for and deliver an effective, long-term regional multi-modal transportation system.
2. Protect the E&N Corridor as a transportation corridor and participate in a provincial working group to come to agreement on the future use of the E&N corridor.

Both of the above Board priorities are cornerstones of the RTP. Participation in transportation project working groups delivers on the CRD Board priority initiative to work with government partners at an informal, staff level. Appendix D provides a summary of the working groups, and constitutes the work plan for achieving this priority initiative for 2021. Note that additional working groups may arise through the year, upon invitation by project partners. A technical study on the E&N was released by the Province in March 2020 and findings were incorporated into the South Island Transportation Strategy. With both of these studies completed, there is no formal provincial working group working on the future of the E&N Corridor. CRD staff continue to monitor for opportunities to protect the E&N Corridor for transportation in individual projects. The Board will continue to receive updates on how the CRD is advancing these priorities through the CAO quarterly report.

Alignment with Existing Plans & Strategies
As shown in Appendix D, CRD staff work collaboratively with many partners and stakeholders through informal project-based working groups to ensure alignment of the various plans and strategies with goals and objectives identified in CRD plans such as the Regional Transportation Plan, Regional Trails Management Plan and the Pedestrian and Cycling Master Plan. Furthermore staff work to ensure that the significance of the CRD climate emergency declaration is reflected in these plans. These working groups focus inwardly on individual projects and do not have the mandate to consider the broader context of regional priorities as such have not been identified.

Service Delivery
The CRD has the service authority to manage regional trails, collect and analyze transportation data and collaborate with partners to plan for the region's transportation needs. The CRD does not have a mandate to operate transit/ferries/rail, build road infrastructure, prioritize regional grant applications or dictate road standards. As a regional government, the CRD Board is in a unique position to advocate for regional priorities that would achieve objectives in its regional plans such as the RGS and the RTP. The CRD can take an effective advocacy position only once priorities have been identified and endorsed by the Board. Priority-setting can be achieved within the CRD's existing service authority.

Much of the CRD Board effort has focused on the development of a governance model that would increase CRD service levels on transportation matters, following a phased approach. The initial focus was to consolidate all existing transportation functions into one service and expand functions to include grant application support and transportation programming. Such focus has resulted in less attention on what outputs (e.g., infrastructure projects, transportation policy) the CRD would like to see prioritized and how these priorities could be achieved. As an outcome, the CRD has not committed to prioritizing and advocating for any specific initiative that would achieve regional objectives.

Regardless of these challenges, the region is progressing on many of the RTP objectives through collaborative partnerships with municipalities, electoral areas, BC Transit and the Ministry of Transportation and Infrastructure. Appendix E highlights recent and planned Ministry of Transportation and Infrastructure transportation projects for the region. Similarly many municipalities have gone on to leverage the RTP and develop their own localized transportation plans that include a regional lens and align with regional objectives.

While modest mode share increases have been made, at this rate of change the region is unlikely to meet its 2038 mode share targets.

Process
Should the Committee approve the recommendation, the next steps are as follows:

1. Working at a staff level, CRD staff will engage partner jurisdictions to develop a list of regional transportation priorities as they relate to actions identified in the RTP.
2. CRD staff will collate the priorities into a list, focusing on how to achieve the regional outcome statements in the RTP, and circulate to local area administrators for comments.
3. CRD staff will bring forward the list for Board prioritization.

Staff can undertake this work under its existing service authority. The report will include consideration of different mechanisms that could be used to ensure that local-level decisions do not have negative regional impacts.

CONCLUSION

Sustainable integrated multi-modal transportation continues to be a major regional priority. This review of previously undertaken work shows that progress is being made toward implementing the regional multi-modal transportation network. There are gaps related to priority setting and advocacy at a regional level as well as formalizing policy and project coordination across the region. There is no singular voice for multi-modal sustainable transportation in the region and as such it is challenging to consider the collective impact of individual transportation projects as well as attract the needed attention and financial support from higher levels of government for major projects.

RECOMMENDATION

That the Committee of the Whole recommends to the Capital Regional District Board
That staff work with jurisdictional partners to develop a list of potential transportation priorities that would be most beneficial to the region as a whole and report back to the Board for prioritization.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Transportation Related Plans
Appendix B: Transportation Timeline
Appendix C: Transportation Jurisdictional Roles and Responsibilities
Appendix D: CRD involvement in external projects
Appendix E: Recent and Planned MoTI Transportation Projects in the CRD
Appendix F: Regional Transportation Plan

Appendix A: Existing Transportation Plans & Studies

Responsibility for transportation functions is shared across a number of authorities in the region, each responsible for taking action on matters within their own jurisdiction.

Since 2011, 15 plans and studies have been developed to define and identify solutions to two core transportation problems affecting the region:

1) Traffic congestion in AM and PM peak periods increases travel time and decreases residents' quality of life.
2) Need to shift mode share as the regional road network is largely built out, focusing on actions that improve transportation choice and change behaviour.

How are we doing?

- Mode share is improving: 22.4% in 2011, compared to 26.6% in 2017.
- Traffic volumes and travel times continue to increase.

Table 1 lists the existing plans. Table 2 summarizes the four high-level actions that can be taken to address these problems.

Table 1. List of Transportation Plans & Studies

Authority	Plan / Study	Year
BC Transit	Victoria Transit Future Plan	2011
CRD	Pedestrian and Cycling Master Plan (PCMP)	2011
CRD	Regional Transit Local Funding Options	2012
CRD	Transit Governance Review	2013
CRD	Regional Transportation Plan (RTP)	2014
CRD	Transportation Service Feasibility Study	2014
Province (MAH)	End of Regionally Significant Projects Fund (RSPF) for regional districts	2014
CRD	Regional Trails Management Plan	2016
CRD	Transportation Data and Analytics Program Review	2016
Province (MAH)	Governing Greater Victoria – the Role of Elected Officials and Shared Services (Bish Report)	2016
Province (MAH)	Capital Integrated Services and Governance Initiative	2017
Province (MOTI)	Move, Commute, Connect – BC Active Transportation Strategy (CleanBC)	2019
Province (MOTI)	South Island Transportation Strategy (SITS)	2020
BC Transit	Victoria Regional Transit 10 Year Vision	2020
BC Transit	(Draft) Victoria Region Rapid Bus Strategy and Implementation Action Plan	2020
BC Transit	Local Area Transit Plans	Ongoing

Appendix A: Existing Transportation Plans & Studies

Table 2. Summary of Key Actions by Jurisdiction

Jurisdiction	Planning & Policies	Infrastructure	Land Use	Behaviour Change
Purpose	Identify solutions to transportation problems	Make investments to ensure safety and improve mode choice	Achieve densities that can be efficiently served by transit and support active transportation	Promote behaviours that support using different travel modes
CRD	RTP, PCMP, trail management plan, transportation data, governance reviews	Regional trail network Lost funding mechanism in 2014	Development policy and approval in JdF EA RGS growth management concept	Climate action programming, active school travel planning
Municipalities & EAs	Transportation / active travel master plans	Local roads, including active transportation	Development policy and approval (e.g., nodal development)	Programming
BC Transit	Transit Future, Rapid Bus Strategy	Regional transit system	N/A	Education / outreach campaigns
Province	SITS, governance reviews	Provincial highways Fund transit (capital) Grants for local roads	N/A	Grants / incentives for active transportation

Opportunities:

1) The Regional Transportation Plan (RTP) identifies a regional multi-modal transportation network that is being implemented by individual jurisdictions, acting within their existing authorities.

2) Preliminary data show that volumes remain steady through the pandemic but are more distributed through the day, decreasing congestion and travel time.

3) Since 2017, the Province invested $500M in the South Island.

Gaps:

1) No approved list of regional priorities to catalyse action or attract funding.

2) No single agency acting as a champion for regional priorities.

3) No funding mechanism to incentivize regional prioritization of infrastructure projects.

4) No formal mechanism to discuss or evaluate the regional impacts of individual transportation decisions.

Appendix B: Transportation Service Timeline

This table summarizes milestones, outcomes and gaps associated with CRD attempts to address governance issues through a transportation service. The key gap is insufficient municipal support to proceed with a regional service due to concerns about loss of control over transportation decisions and local cost impacts.

Timeline	Milestone	Outcome / Gap
2011	**Transit Governance:** CRD Board requests that it replace Victoria Transit Commission as the regional authority for transit.	**Gap:** Insufficient municipal support at municipal councils.
2013 - 2014	**Regional Transportation Plan (RTP):** Staff prepare and CRD Board approves the RTP. RTP contains input from all municipalities, BC Transit and the Province.	**Outcome:** Multi-Modal Regional Transportation Network and ambitious mode share targets.
	Transportation Service Feasibility Study: CRD Board receives a recommendation to implement the RTP using a three-step approach to transportation service and governance.	**Outcome:** Proposed three-step service and governance approach 1) Consolidate existing CRD transportation functions in a new service 2) Expand service to include policy and program development 3) Bring transit under the established transportation service
2015 – 2016	**Draft Transportation Service Establishment Bylaw:** Staff prepare and CRD Board considers a draft bylaw based on the Transportation Service Feasibility Study and funding policy. • **Recommended services:** funding and partnering on infrastructure projects and grant applications, transportation programming and enhanced transportation support to EAs. Transit was not included in the service scope. • **Recommended Funding Policy:** tie requisition increases to expansion of functions and identify triggers for increased requisitions; up to $10M was initially contemplated.	**Gap:** Insufficient municipal support at municipal councils because of concerns related requisition impacts, CRD governance and loss of local control over community priorities.
		Outcome: Bylaw held in abeyance until release of the Province's Capital Integrated Services and Governance Initiative report.
2017	**Capital Integrated Services and Governance Initiative Report:** Province releases long-awaited report.	**Outcome:** No concrete recommendations for transportation. Suggests that funding could incentivize regional prioritization.
	Update Transportation Service Establishment Bylaw: CRD staff prepare and CRD Board considers updates to the bylaw based on municipal input. • **Updated Services:** Reduce service requisition upper limit (capped at $2.5M) for regional trails and transportation planning, with spending triggered through the annual service planning process and approved by the Board.	**Outcome:** The proposed requisition amount would not be sufficient to fund infrastructure, leaving that function to the Province / municipalities.
2018	**Transportation Service Not Supported:** CRD Board directs staff to stop working on service as there was no pathway to successful bylaw adoption.	**Gap 1:** Insufficient municipal support at municipal councils. **Gap 2:** Premier advises that the region needs a shared vision for its transportation goals and to articulate how a service would achieve this end.
2018 - Present	**Project Collaboration:** CRD staff provide technical expertise and data to project working groups led by jurisdictional partners around the region under existing service authorities.	**Gap:** Working groups informally consider how to advance RTP goals and CRD priorities, only focusing on infrastructure projects and policy.

Appendix C: Jurisdictional Transportation Roles & Responsibilities

	Capital Regional District	Municipalities	BC Transit	MOTI
Regional and Multi-Use Trails	**Primary Service Provider** Planning, design, operation, maintenance, regulation and funding of regional trail system that acts as active transportation spine.	**Level of Involvement** Integrate local trails and cycling routes into the regional system.	**Level of Involvement** Supports integration of active modes of transportation with transit.	**Level of Involvement** Leases Galloping Goose right of way to CRD.
Regional and Local Roads	**Level of Involvement** Identify multi-modal road network and policy support for all modes of transportation through RGS and RTP. Contribute data.	**Primary Service Provider** Planning, priority-setting, design, operation, maintenance, regulation and funding of roads that provide for local circulation.	**Level of Involvement** Operate transit on local roads.	**Level of Involvement** Integrate highway network for inter-regional travel into local roads.
Land Use – Corridors & Nodes	**Level of Impact** Set regional vision and high-level policies for growth management through the RGS. Contribute data.	**Primary Service Provider** Use planning, land use regulation and taxation tools to shape the location and rate of development.	**Level of Involvement** Need population and/or employment density to provide efficient and reliable transit service.	**Level of Involvement** Policy guidelines and approvals of development applications adjacent to highway corridors.
Regional Transit Network	**Level of Involvement** Policy support for transit system through RGS and RTP. Contribute data.	**Level of Involvement** Maintain roads and bus shelters, contribute to transit route planning initiatives and contribute property taxes to transit operations.	**Primary Service Provider** Planning, priority-setting, design, operation, maintenance, regulation and funding of transit routes and service.	**Level of Involvement** Enable transit operations on provincial highways. Contribute capital and operating funds.
Provincial Highways	**Level of Involvement** Policy support for inter-regional through RGS and RTP. Contribute data.	**Level of Involvement** Integrate local roads and intersections with provincial highways.	**Level of Involvement** Operate transit on provincial highways.	**Primary Service Provider** Planning, priority-setting, design, operation, maintenance, regulation and funding of provincial highways.
Outcomes	Impacts of transportation decisions are felt regionally through congestion pinch-points and intra-regional travel.	No mechanisms to collectively consider the impact of municipal transportation decisions.	CRD has no advocacy leverage on transit matters as there is no consensus on regional priorities.	CRD has no advocacy leverage on provincial investment as there is no consensus on regional priorities.

Appendix D: CRD Involvement in External Projects

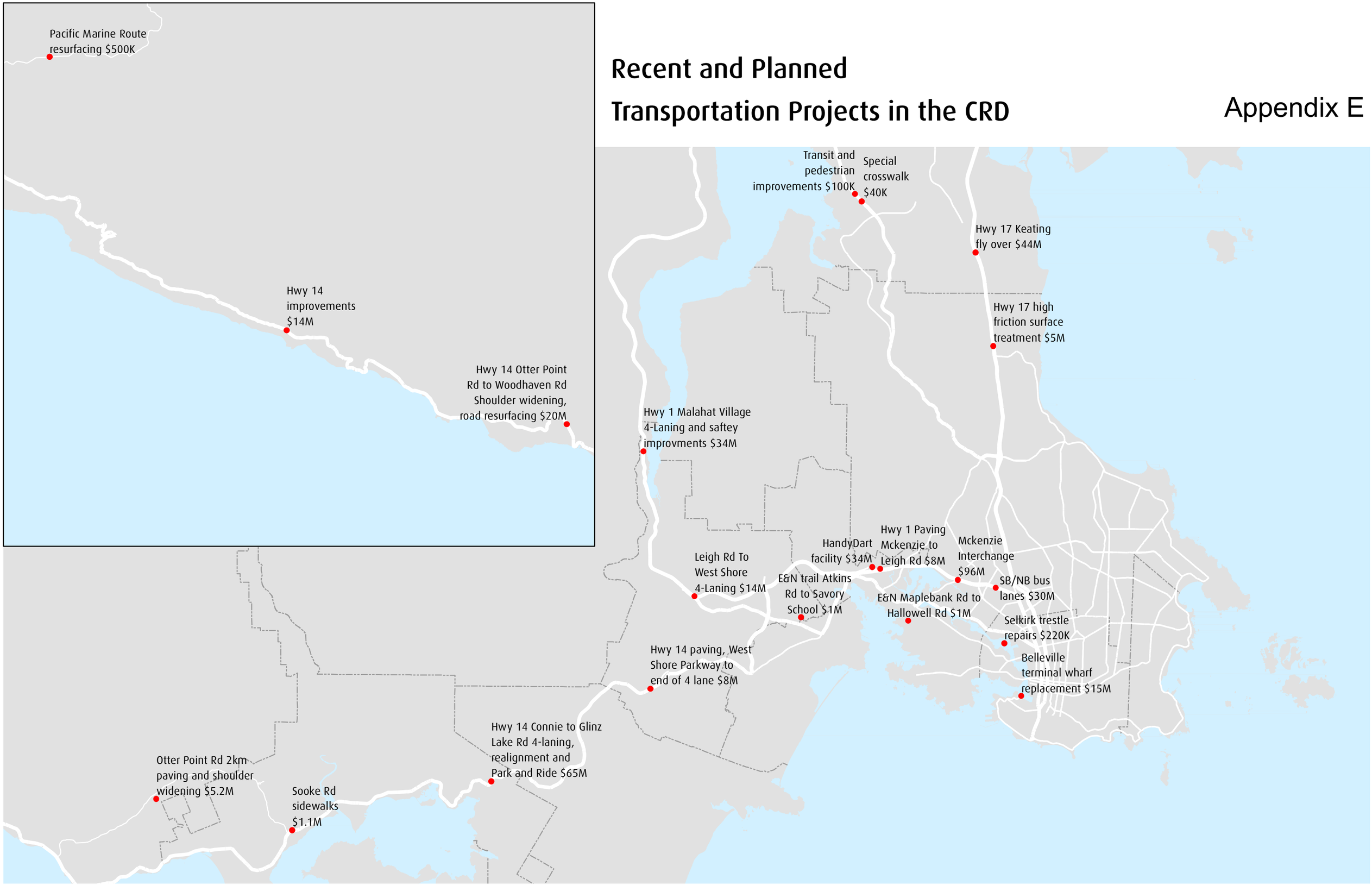
The table below outlines CRD involvement in external, informal jurisdiction-led transportation projects around the region. Staff provide technical expertise and data to the working groups and ensure that CRD Board priorities for implementing the RTP and taking action on climate change are integrated into the projects. As noted in the staff report, there is no other mechanism to consider the collective impacts of each individual project at the regional scale.

Infrastructure Projects	Start	Lead	CRD Role	CRD Needs and Position	Notes
McKenzie Interchange	2016	MOTI	Advisory, technical, data, modelling, CRD departmental liaison	Seeking improvements to the Galloping Goose Regional Trail and transit infrastructure.	Nearing completion
Uptown Exchange	2019	MOTI	Advisory, technical, data, modelling, CRD departmental liaison	Seeking opportunities to integrate housing, transit and active transportation in the project.	Early design
Ganges Road SSI	2019	SSI	Advisory, technical, data, CRD departmental liaison	Seeking improvements to safety, transit and active transportation.	Ongoing
Highway 14 projects	2019	MOTI	Data, technical	Seeking improvements to safety and active transportation.	Ongoing
Island Highway Transit Priorities	2019	BC Transit	Advisory, technical, data, modelling, CRD departmental liaison	Seeking improvements to the Galloping Goose Regional Trail and transit.	Finishing design
Infrastructure Project	Start	Lead	CRD Role	CRD Needs and Position	Notes
Highway 17 1. Mt. Newton transit priorities 2. Keating flyover	2020	MOTI	Advisory, technical, data, modelling, CRD departmental liaison	Seeking improvements to safety and transit.	Early design

Planning Projects	Start	Lead	CRD Role	CRD Needs and Position	Notes
South Island Transportation Strategy (SITS)	2018	MOTI	Advisory, technical, data, modelling, CRD departmental liaison	Requesting strong climate lens as foundation and seeking alignment with RTP outcomes.	Released Fall 2020
Westshore Transit Plan	2019	BC Transit	Advisory, technical, data, modelling, CRD departmental liaison.	Supporting and strengthening partnerships to meet regional mode share targets.	Ongoing
Victoria Regional Transit System: 5 – 10 year plan	2019	BC Transit	Advisory, data.	Supporting and strengthening partnerships to meet regional mode share targets.	Ongoing
Discussion group: inter-municipal business license for ride hailing	2020	Province	Advisory	Supporting and strengthening partnerships on non-traditional means of transportation.	Exploratory discussions only.
Central Saanich Active Transportation Plan	2019	Central Saanich	Advisory, data., modelling.	Supporting and strengthening partnerships and seeking alignment with regional transportation priorities per RTP.	Nearing Completion
Sooke Transportation Master Plan	2019	Sooke	Advisory, data, modelling.	Supporting and strengthening partnerships and seeking alignment with regional transportation priorities per RTP.	Nearing Completion

Recent and Planned Transportation Projects in the CRD

Appendix E



Making a difference...together

Capital Regional District

Regional Transportation Plan

July 2014

Prepared for the Capital Regional District (CRD) by IBI Group

IBI GROUP

Making a difference...together

Capital Regional District
Regional Transportation Plan

Prepared for the Capital Regional District
by IBI Group

IBI GROUP

July 2014

Executive Summary

The Capital Regional District (CRD) developed a Regional Transportation Plan (RTP) in response to Planning, Transportation and Protective Services Committee and CRD Board direction to investigate the establishment of a Regional Transportation Service. Regional transportation was given priority status in the CRD Corporate Strategic Plan 2012-2014.

The RTP will guide transportation planning and development in the Capital Region over the next 25 years. The RTP identifies a desired Regional Multi-modal Network (RMN), outlines actions that will facilitate its ongoing development and details the required governance and funding mechanisms. Once implemented, the plan will help to create a transportation network that provides travel choices and supports smart growth and livable communities.

The RTP was created through a cooperative process with local government staff and representatives, Ministry of Transportation and Infrastructure (MoTI), and BC Transit. Key stakeholders were also involved, including major employers, major educational institutions, advocacy groups and private transportation service providers.

Planning and integrating transportation on a regional level creates efficiency. Infrastructure development is coordinated among all Capital Region local governments, MoTI, BC Transit and other key stakeholders. Collaborative transportation planning across organizations helps to fulfill our sustainability commitments and serve the needs of a growing population.

Process

Vision → Principals → Themes → Outcomes → Actions

Stakeholders and partners envision a regional transportation system based on a Regional Multi-modal Network (RMN), where walking, cycling and using transit are viable alternatives to driving alone in and between our population and service centres. The RMN identifies regionally significant transportation corridors including major roads and trails that provide connectivity with local and provincial networks and centres. Regional investment will be targeted towards infrastructure that supports multi-modal travel along these corridors. The RTP recognizes the diverse geography and settlement patterns in the Capital Region and provides actions that cater to both urban environments and the comparatively remote areas of the region.

The plan will come to fruition through the delivery of actions and outcomes which have been organized under the following five overarching themes, all of which require revised governance and funding arrangements.

1. Integration of land use and transportation
2. Creating exceptional environments for walking and cycling
3. Taking transit to the next level
4. Getting the most out of our roads and trails
5. Influencing travel behaviour

The plan includes concrete actions to make the RTP vision a reality. The list of actions, developed through an extensive stakeholder engagement process, includes planning initiatives and a major focus on a partnership model to implement tangible projects and infrastructure. Implementing the actions will require significant regional cooperation and strong partnerships. This cooperation and partnership is fundamental to the success of achieving the outcomes.

Governance

Embedded within the partnership model is a requirement for a transportation service authority. The service authority respects local and provincial autonomy and ownership of infrastructure. Under this model, partners come together through an ongoing Technical Advisory Committee (TAC) with membership from the CRD, all local municipalities and electoral areas, MoTI and BC Transit. Through its mandate, the TAC would set priorities, guide, facilitate and in some cases undertake recommended actions on the Regional Multi-modal Network based off predetermined performance metrics. Sub-regional working groups representing the West Shore, Peninsula, the Core and electoral areas would also be established to work on localized priorities and initiatives. The TAC and Sub-regional working groups would report to a new Transportation Standing Committee of the CRD Board.

With respect to BC Transit, formal consultation and engagement processes with the region would be embedded in the existing Victoria Regional Transit Commission model, in line with recommendations from the 2012 BC Transit Independent Review. Transit would not fall under the service mandate except as it relates to the consideration of multi-modal transportation issues.

Existing and proposed CRD transportation assets, facilities and services, such as Regional Trails, Electoral Area Transit Service agreements and local docks, would be consolidated into one service area under the service authority.

Implementation

The transportation service authority model would draw from existing and re-purposed funding sources to provide funding to capital projects and transportation programs on the established regional multi-modal network. A revised gas tax allocation agreement would be sought, allowing for 100% of the Strategic Priorities Fund (SPF) gas tax to be allocated to regionally significant projects. In addition, it is expected that by coordinating funding requests which have consensus backing, the success rate of attracting senior government funding will be greater.

Without the establishment of a regional transportation authority it can be assumed that MoTI, BC Transit, and local governments will continue to own, operate, and maintain the majority of infrastructure comprising the Regional Multi-modal Network. Under this status quo, the CRD work with these partners to advance the actions in the RTP would be limited to a planning and policy support role as per its existing Regional Information Service mandate as well as a management role for regional trails under the CRD Parks and Environmental Services mandate. Without a secure funding source and service authority, the ability to achieve the RTP actions would be limited and it is unlikely that the full vision for regional transportation would be achieved.

Summary

The Capital Region has an opportunity to make significant improvements to transportation over the next 25 years which will greatly assist in maintaining the high quality of life that residents currently experience. Technical data and transportation projections show that we need to effectively address transportation issues as our region grows in the coming years. Not doing so will result in increased congestion, reduced economic activity, increased greenhouse gas emissions and a reduced quality of life. The RTP focuses on improving transportation for residents and visitors by offering real choices about how they travel and providing them the information and skills to take advantage of these choices.

The RTP requires strong partnerships, the sharing of a common vision and implementation of common goals.

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Acknowledgements

We would like to acknowledge the extensive time and effort given by agencies and stakeholders to the process of developing the CRD Regional Transportation Plan (RTP) over the last two years. In particular we would like to thank and acknowledge the involvement of those individuals identified below:

RTP – Steering Committee

Bob Lapham, Capital Regional District
Marg Misek-Evans, Capital Regional District
Derek Drummond, BC Ministry of Transportation and Infrastructure
Renee Mounteney, BC Ministry of Transportation and Infrastructure

RTP – Technical Advisory Committee (RTP-TAC)

John Hicks, Capital Regional District
Malcolm MacPhail, Capital Regional District
Sue Hallatt, Capital Regional District
Dave Edgar, BC Ministry of Transportation and Infrastructure
Mike Pearson, BC Ministry of Transportation and Infrastructure
James Wadsworth, BC Transit
Kris Nichols, Islands Trust
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David McAllister, District of Central Saanich
Jim Hemstock, District of Saanich
Mike Lai, District of Saanich
Richard Ding, District of Oak Bay
Brad Delllebuur, City of Victoria
Dwayne Kalynchuk, City of Victoria
Jeff Miller, Township of Esquimalt
John Rosenberg, Town of View Royal
Emmett McCusker, City of Colwood
Michael Baxter, City of Colwood
Michelle Mahovlich, City of Langford
Sherry Hurst, District of Metchosin
Laura Beckett, District of Highlands
Elizabeth Nelson, District of Sooke
June Klassen, Juan de Fuca Electoral Area

Other Committees and Commission

CRD Planning, Transportation and Protective Services Committee

CRD Transportation Select Committee

CRD Development Planning Advisory Committee

BC Transit Accessible Transportation Advisory Committee

Salt Spring Island Transportation Commission

Southern Gulf Islands Economic Development Commission

Contents

1. Introduction 1
   1.1 Study Area 2
   1.2 Development of the Plan 4
   1.3 Regional Planning Context 4
   1.4 Engagement and Consultation 5
   1.5 Governance Context 6
   1.6 Organization of Report 7
2. Key Regional Transportation Issues 9
3. Vision and Principles 13
4. Regional Outcome Statements 19
   1. Movement between communities, mobility hubs and major destinations is facilitated through a Regional Multi-modal network of transportation corridors. 25
   2. Mobility Hubs align with the Regional Sustainability Strategy and provide people with access to housing, employment, services, amenities and transportation choices at a local, sub-regional and regional scale. 36
   3. Transportation and land use planning tools are integrated at the local and regional levels. 40
   4. Cycling is an appealing, safe, convenient and viable transportation option for residents and visitors. 45
   5. Walking is an increasingly popular and desirable mode of transportation that is supported by safe, convenient and accessible pedestrian infrastructure. 48
   6. Public transit is a preferred choice, attracting new riders through comfortable, safe, accessible and convenient service. 51
   7. Existing regional transportation infrastructure is optimised and enhanced by new technology where appropriate. 56
   8. Regional programs and initiatives provide residents and visitors with the tools, confidence and knowledge to use active transportation, public transit, car share, taxis, high occupancy vehicles and trip reduction measures. 61

5. Implementation 69
5.1 A Partnership Opportunity 69
5.2 Funding Context 74
5.3 Regional Needs 77

Appendix: A Regional Context 83
Maps
Regional Multi-Modal Network (RMN) 104
Regional Mobility Hubs 106

Acronyms

CRHC	Capital Regional Housing Corporation
DND	Department of National Defence
DPAC	CRD Development and Planning Advisory Committee
EA	Electoral Area
EV	Electric Vehicles
FTN	Frequent Transit Network
HOV	High-Occupancy Vehicle
KPI	Key Performance Indicators
LRT	Light Rail Transit
MMLOS	Multi-modal level of service
MoTI	Ministry of Transportation and Infrastructure (BC)
MOU	Memorandum of Understanding
OCP	Official Community Plans
PCMP	Pedestrian and Cycling Master Plan
PTPSC	Planning, Tranportation and Protective Services Committee
SGI	Southern Gulf Islands
SGI-CPT	Southern Gulf Islands Cycling and Pedestrian Draft Trail Plan
SOV	Single Occupancy Vehicle
SSI	Salt Spring Island
PCMP-SSI Edition	Pedestrian and Cycling Master Plan-Salt Spring Island Edition
RCS	Regional Context Statement
RMN	Regional Multi-modal Network
RIS	Regional Information Services
RSS	Regional Sustainability Strategy
RTN	Rapid Transit Network
RTP	Regional Transportation Plan
RTP-TAC	Regional Transportation Plan Technical Advisory Committee
RUCSPA	Regional Urban Containment and Servicing Policy Area
SOV	Single-Occupancy Vehicle
TAC	Technical Advisory Committee
TCP	Transportation Corridor Plan
TSC	Transportation Standing Committee
TDM	Transportation Demand Management
VRTC	Victoria Regional Transit Commission
VRTS	Victoria Regional Transit System
VRRTP	Victoria Regional Rapid Transit Project

1. Introduction

By many accounts, the Capital Region leads the way in Canada with regard to sustainable transportation and sustainable development. The region enjoys a healthy urban core, walking and cycling per capita have traditionally been higher than in any other major city in Canada, and transit use is higher than in comparable urban areas. There are promising recent examples of transformational policy and relatively compact suburban developments. With population growth projected to steadily increase over the next 20-30 years, a do-nothing approach, however, is not an option. The region's sustainability trajectory hinges on where and how this growth occurs, and how the transportation system is developed in relation to this growth.

Transportation continues to be identified as a high priority across all levels of government in the region. It is commonly acknowledged across all jurisdictions that continued growth in single occupancy vehicle (SOV) travel is not a sustainable option if the region is to maintain its enviable appeal to residents and visitors alike. This Regional Transportation Plan (RTP) has been built upon this common ground and recognizes the regional interdependency of transportation. The plan recognizes that building a strong regional transportation system cannot be done in silos but requires close collaboration between all municipalities, electoral areas (EAs) and key partners such as Ministry of Transportation and Infrastructure (MoTI) and BC Transit. Speaking with one united voice on matters pertaining to regionally significant transportation will provide clarity to the regional vision and greatly assist in bringing this vision to life through the implementation of actions outlined in the RTP.

Trends in land use patterns and travel behaviour as well as population growth projections suggest that the region is at a critical point in its evolution. There is a significant risk that, without strong policy and bold actions, the pattern of growth could continue to gravitate toward the dispersed auto-dependent built form and high congestion traffic patterns common in growth areas of many other North American cities. Extensive research and the experience of many North American cities demonstrate the substantial economic and environmental costs associated with this type of urban form, as well as the tremendous challenge and cost of reversing course.

Further, the reliance and use of SOVs directly relates to trends of increased fuel use and greenhouse gas emissions in the region, which directly impacts the health and well being of residents. All levels of government have set ambitious targets to address climate change and reduce emissions. Shifting transportation patterns is fundamental to achieving these targets.

Fortunately, leaders have acknowledged the need to bring a holistic perspective to regional transportation issues and continue to push the envelope on sustainable development and transportation services and infrastructure. Indeed, decisions made today will have signficant implications and benefits for future generations.

The purpose of the Regional Transportation Plan (RTP) is to identify immediate priorities and long-term strategies to guide planning and development of a regional multi-modal transportation system that meets future growth demands and is focused on sustainability.

The RTP sets out a strategic vision for transportation over the next 25 years and is closely linked with emerging initiatives in the Regional Sustainability Strategy (RSS). Considering transportation planning at a regional level ensures all modes of travel and coordinated planning efforts among the Capital Regional District's (CRD's) local governments are integrated to effectively meet future travel needs and sustainability commitments at the local and provincial levels.

The RTP is an action-oriented planning document. It is not intended to address site, corridor or municipal-specific issues, but rather establish a set of actions that, when implemented over time, will help the CRD and local governments achieve their goals of more sustainable development, healthier communities, accessible and affordable transportation choices, and efficient mobility throughout the region.

1.1 Study Area

The study area of this RTP includes the 13 incorporated municipalities and three EAs, as well as Ministry roads that pass through the 10 First Nations within the CRD boundaries (Exhibit 1.1).

EXHIBIT 1.1 Regional Transportation Plan Study Area

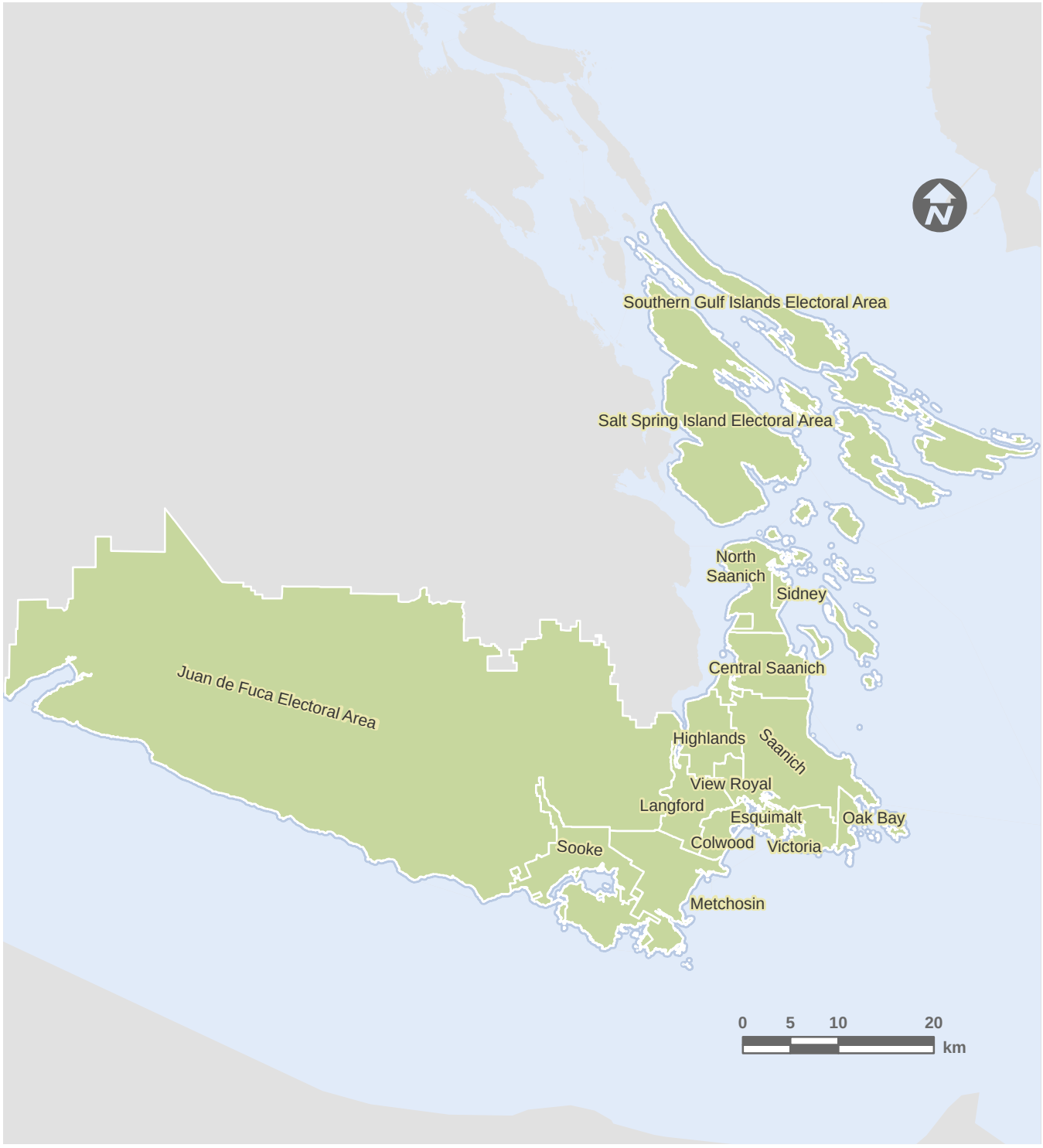


EXHIBIT 1.2

Transportation Studies

- Regional Growth Strategy (2003)
- TravelChoices (2008)
- Draft Transportation Corridor Plan (2011)
- Pedestrian and Cycling Master Plan (2011)
- Pedestrian and Cycling Master Plan - Salt Spring Island Edition (2013)
- Provincial Transit Plan (2008)
- Transit Future (2011)
- MoTI Provincial Highway Studies: Highway 1, Highway 14, and Highway 17 corridors (2007)

1.2 Development of the Plan

The RTP was co-funded by the CRD and MoTI. It was developed primarily by IBI Group and the CRD in association with Boulevard Transportation. Substantial input was generated from the RTP Steering Committee and RTP Technical Advisory Committee (RTP-TAC), as well as the CRD Development and Planning Advisory Committee (DPAC).

The RTP was designed to include governance options that could best achieve the vision for regional transportation and most effectively implement actions in the coming decades. Development was also coordinated in conjunction with the creation of the RSS.

1.3 Regional Planning Context

Many recent transportation studies carried out by the CRD, the Ministry of Transportation and Infrastructure (MoTI) and BC Transit (Exhibit 1.2) identify a need for integrated land use and transportation planning and enhanced mobility throughout the region. Many of these studies set future targets for land use densities and mode shares as referenced in subsequent sections of this RTP (see Appendix A for further details); most of these studies are modal or corridor specific. The RTP builds off the strong work of these previous studies; it provides an action-oriented and **integrated approach** to regional transportation networks and services.

The intent of the RTP is to present a suite of actions that serve as a road map for regional transportation priorities over the short, medium and long term. The RTP lays out a set of specific actions that can be carried out under a cooperative transportation authority. It also outlines what can be done under the existing CRD Regional Information Service (RIS) authority.

A regional transportation authority would facilitate a **cooperative and integrated multi-modal approach** where the CRD, MoTI, local governments and BC Transit all work together to guide the RTP through to implementation. A new authority would provide the conduit for the diverse transportation modes to be integrated within the context of the region's land use.

1.4 Engagement and Consultation

Oversight

Throughout the process, work was guided by a RTP Steering Committee and the RTP-TAC as well as occasional joint meetings with DPAC. The RTP Steering Committee consisted of staff from the CRD and MoTI; its role was to manage the RTP study and review deliverables. The RTP-TAC was responsible for reviewing the RTP development at regular intervals and milestones, providing information regarding municipal and regional transportation needs and expectations, and advising on regional transportation priorities. To ensure this technical feedback came from a broad audience, RTP-TAC included staff and representatives from the CRD, MoTI, all incorporated municipalities in the CRD, the Juan de Fuca EA and BC Transit. Overall, the RTP-TAC provided a forum for the exchange of ideas and sharing of experiences and lessons learned regarding key regional transportation issues. Additional EA engagement was undertaken with the Salt Spring Island Transportation Commission and the Southern Gulf Islands Economic Development Commission.

Forum of Councils

The RTP was also discussed at a CRD's Forum of Councils, which was held in May of 2013. The half-day session was attended by 49 participants including locally-elected representatives and four municipal and Islands Trust Chief Administrative Officers. Participants discussed their thoughts on regional transportation priorities and in turn what they felt should be the CRD's regional role in implementing these priorities.

Partner Referrals

The draft RTP was referred to the councils of all 13 municipalities and 3 EAs, BC Transit Board, Victoria Regional Transit Commissions (VRTC) and MoTI for final comment. Much of the feedback received has been incorporated into the final RTP.

Stakeholders

A range of consultation activities provided the opportunity for community stakeholders to help shape the RTP by providing insights and input into regional and local transportation issues and priorities. Major activities included:

- Meetings with planning and engineering staff from local municipalities.
- One-on-one meetings with stakeholder groups such as business associations, post-secondary institutions, private transportation service providers and non-profit organizations (Exhibit 1.3).
- A workshop event with RTP-TAC, DPAC and invited representatives of stakeholder organizations on September 19, 2012 in the City of Victoria.

EXHIBIT 1.3 Stakeholder Groups Involved in Consultation Activities

- BC Cycling Coalition
- BC Ferries*
- BC Transit
- BC Transit – Accessible Transportation Advisory Committee
- Bike to Work Victoria
- Camosun College*
- Camosun College Student Society
- Capital Bike and Walk Society
- Downtown Victoria Business Association
- Greater Victoria Cycling Coalition
- Greater Victoria Harbour Authority*
- Island Pathways
- Royal Roads University*
- Saanich Peninsula Chamber of Commerce
- Salt Spring Island Transportation Commission
- Southern Gulf Islands Economic Development Commission
- Tourism Victoria
- University of Victoria*
- University of Victoria Student Society
- Vancouver Island Health Authority
- Victoria Airport Authority*
- Victoria Car-share
- Victoria Chamber of Commerce
- Victoria Transport Policy Institute
- West Shore Chamber of Commerce

NOTE: Due to the particular regional transportation needs of these stakeholder organizations and agencies, these key informants were invited to select RTP-TAC meetings, coinciding with RTP development.

1.5 Governance Context

The CRD is the regional government for 13 municipalities. In addition, the CRD is the local government of 3 electoral areas (Exhibit 1.4). The urban centre of the CRD is the City of Victoria, and the regional district also includes many of the Gulf Islands, a number of rural municipalities, and a vast tract of wilderness that lies along the south-western coast of Vancouver Island. The CRD is generally recognized by its policy making role in relation to regional authorities and services that it provides.

These include:

- Regional governance and services for the entire Capital Region, including regional parks, regional planning, solid waste management (including recycling) and emergency 9-1-1 services. These services are provided either directly or by way of corporations such as Capital Region Emergency Services Telecommunications (CREST) and the Capital Regional Housing Corporation (CRHC).
- Partnerships between any combination of municipalities and EAs for municipal/ inter-municipal services or projects that are specific to only part of the region.
- Local (individual) services for EAs.

The CRD derives authority from Letters Patent and from provincial legislation, primarily the Local Government Act. It is run by a 24 member Board of Directors, who also sit as members of the Regional Hospital Board.

Separate studies were undertaken on CRD governance related to transit and transportation. Findings from these studies have been incorporated within this report. The recommendations developed in this report are based on regional needs under a framework of a regional transportation authority. The underlying governance structure will influence roles, responsibilities and funding approaches. A more detailed discussion of the governance structure as it relates to implementation is discussed in Chapter 5.

EXHIBIT 1.4

Capital Regional District

Municipalities

- Central Saanich
- Colwood
- Esquimalt
- Highlands
- Langford
- Metchosin
- North Saanich
- Oak Bay
- Saanich
- Sidney
- Sooke
- Victoria
- View Royal

Electoral Areas

- Juan de Fuca
- Southern Gulf Islands
- Salt Spring Island

1.6 Organization of Report

This RTP is structured into five chapters as follows:

Chapter 1: Introduction provides the introduction and context to both the region and the RTP.

Chapter 2: **Key Regional Transportation Issues** summarizes the key regional transportation planning challenges and opportunities facing the CRD, deriving from the background research material presented in Appendix A.

Chapter 3: Vision and Principles outlines the vision and principles for the RTP that guide the strategic and priority actions towards achieving a balanced and sustainable integrated transportation system in the region.

Chapter 4: Regional Outcome Statements discusses the proposed outcome statements and actions for each of the RTP themes, including an integrated approach to land use and transportation planning outlining regionally significant multi-modal corridors and mobility hubs, creating exceptional environments for walking and cycling, getting the most out of our roads and trails, taking transit to the next level and influencing travel behavior.

Chapter 5: Implementation outlines the strategies to implement the actions of the RTP. It includes a discussion of governance and partnerships and assessment of timing, as well as broad cost implications, funding needs and next steps.

Appendix A summarizes the regional planning context and relevant policy documents with regards to sustainable growth and development and existing transportation networks in the CRD. This appendix also discusses past and emerging trends in demographics, land use development and travel patterns across the region.

2. Key Regional Transportation Issues

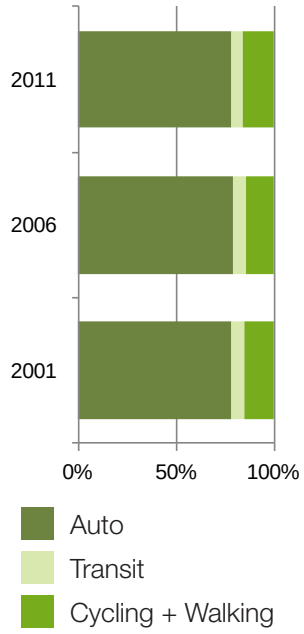
Plans are in Place - It is Time to Take Action

To a large extent, the building blocks for the Regional Transportation Plan (RTP) are already in place. The 2003 Regional Growth Strategy (RGS) and 2005 Travel Choices plans lay the foundation for a vision of more sustainable development patterns and a regional transportation system that enhances mobility and transportation choices while setting high mode share targets for transit, walking and cycling by 2026. Expanding on these strategy documents, other regional plans have identified mode-specific transportation priorities: the Pedestrian and Cycling Master Plan (PCMP), the Pedestrian and Cycling Master Plan-Salt Spring Island Edition (SSI-PCMP), the emerging Southern Gulf Cycling and Pedestrian Draft Trail Plan (SGI-CPT), the Phase 1 Transportation Corridor Plan (TCP) and BC Transit's Transit Future Plan.

Combined, these plans form a long term vision for the Capital Regional District (CRD), but that "long term" horizon is fast approaching and despite these planning efforts, the region's mode shares have changed little since 2001 (Exhibit 2.1). In recognition of the vital role that transportation has and will continue to have on the future of the region, the CRD Board Strategic Plan 2012-2014 identified regional transportation and planning as a strategic priority. The RTP provides an opportunity to integrate the various plans and accelerate progress on key actions that will kick start real progress towards a more sustainable future and meet the region's strategic goals.

EXHIBIT 2.1

Daily Mode Shares



Source: 2011 CRD Household Travel Survey

Capitalizing on the Opportunities of Growth

The population of the CRD is expected to grow to approximately 475,000 by 2038, an increase of 27% from the 2011 population of 375,000. This projected growth represents both a challenge and an opportunity. Under a business-as-usual scenario, much of this growth is projected to occur outside of the Core area, particularly in the West Shore where 87% of peak-hour trips are currently made by car.[1] Although this distribution of growth represents the region's greatest challenge, the magnitude of this growth is moderate and manageable. There is an excellent opportunity to

The West Shore in 25 years...

57,000
new residents

88%
growth

Source: A Context for Change in the Capital Regional District, 2009

1 Source: CRD 2011 Origin-Destination Household Travel Survey

coordinate urban growth and use it to deliver sustainable transportation solutions such as by targeting mixed-use development around future rapid transit corridors and mobility hubs to help reduce commuting times and promote shorter trips. This can be difficult to do once growth slows down. If dispersed low density growth patterns continue, they can be extremely difficult and expensive to reverse. It is important that governments in the CRD seize this window of opportunity.

Substantial Investments Require Substantial Cooperation and Collaboration

As significant transportation needs emerge, so do significant investment requirements. For example, even without considering operating and maintenance costs, the Primary Inter-Community (PIC) bikeway network identified in the PCMP has a price tag of $100M for the priority projects[2]. These significant costs cannot be borne by any one municipality nor addressed piecemeal. Regional investments must be pursued through a unified voice, which also applies to exploring new revenue streams.

58%
of travel
in the CRD is
Inter-Municipal

Inter-community Connectivity Challenges

Of all travel within the CRD, 58% crosses municipal boundaries[3], yet regional connectivity continues to present many challenges. Travel by transit between many communities is impractical and only 24% of the PIC bikeway network is in place and meets what is considered an adequate level of separation from motorized traffic. Furthermore, it is clear that several segments of roadways in the region are not being used as they were intended, such as is shown by the large volumes of regional traffic on Wilkinson Road. It is crucial that regional considerations be brought to transportation planning processes across the CRD.

Business
As Usual
Scenario...

100,000
new auto
trips in peak
periods

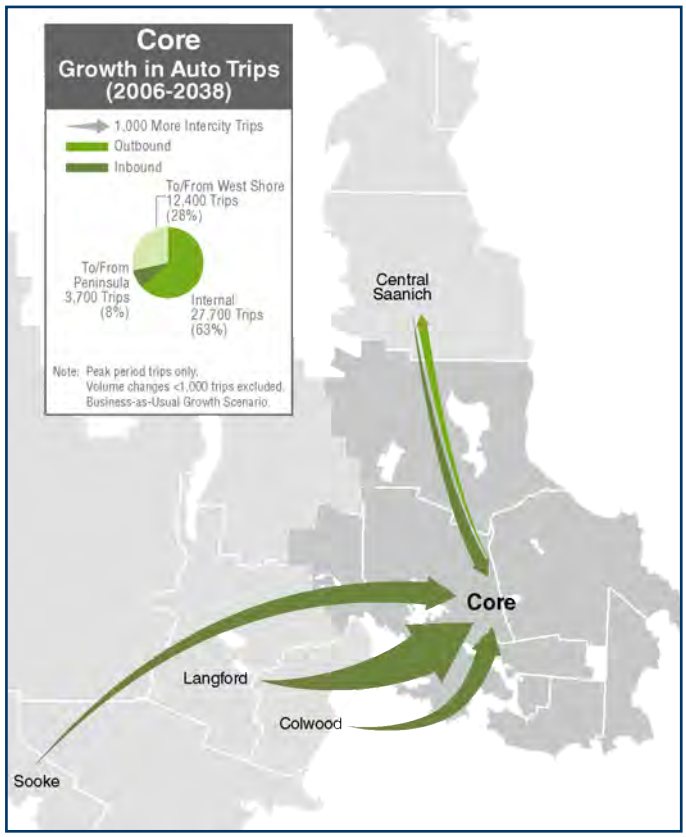
Addressing Growth in Auto Trips

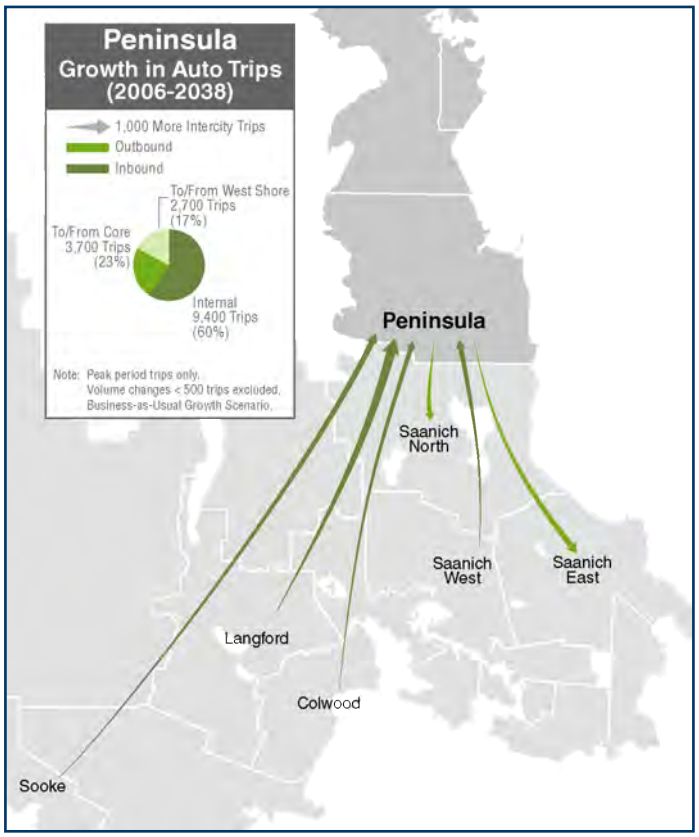
Despite a favourable culture toward sustainable transportation, it would be easy for the region to gravitate toward more auto-oriented patterns. The CRD travel demand model estimates that between 2006 and 2038 there will be over 145,000 additional peak-period trips in the region if current travel patterns continue. Assuming current travel behaviour, over 70% of these additional trips are projected to be by car. In other words, there will be over 100,000 more automobile trips in the peak periods, further straining capacity on roadway infrastructure throughout the region (see Exhibit 2.2).

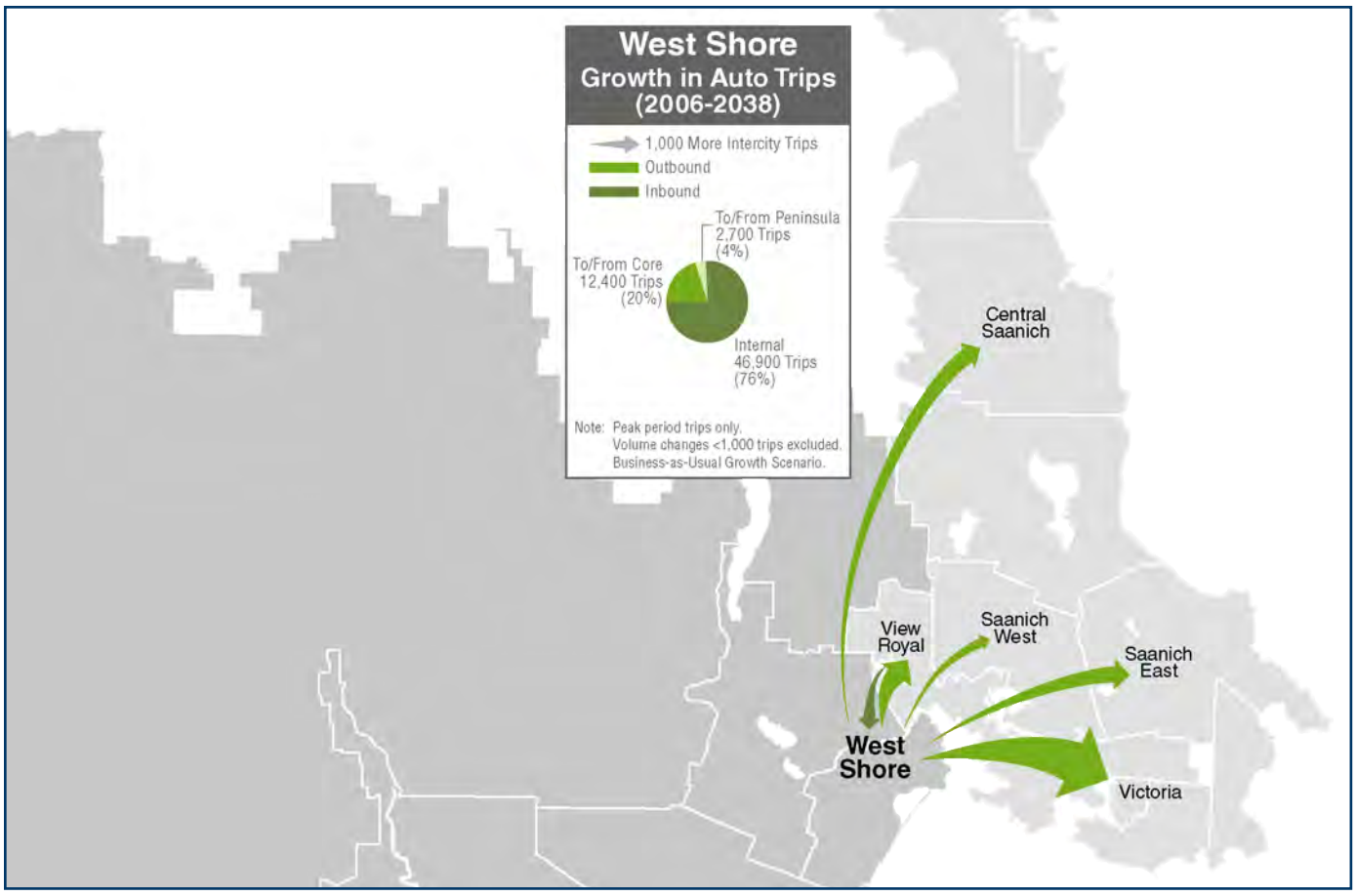
2 Source: CRD Pedestrian and Cycling Master Plan, 2011

3 Source: CRD 2011 Origin-Destination Household Travel Survey

EXHIBIT 2.2 Growth in Auto Trips Under Business-as-Usual Growth by Sub-Region Origin, 2006 to 2038





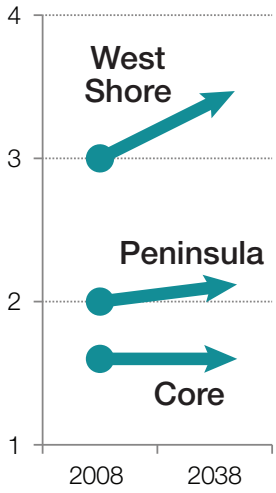


Despite "green" initiatives, for many households in the CRD, particularly families, there are few incentives to choose modes of travel other than driving. This steady growth of an auto-oriented built form could outweigh potential gains in encouraging sustainable travel behaviour.

Needs and Opportunities Differ across the CRD

EXHIBIT 2.3

Projected Residents per Job



Source: A Context for Change Management in the Capital Regional District (2009)

Interviews with staff from individual municipalities as well as organizations representing various interests highlight that the Core, West Shore, Peninsula and Gulf Islands each have unique needs and present unique opportunities.

Examples of priorities in the Core include advancing a modal hierarchy that puts pedestrians first, addressing traffic pressures from other communities, and continuing to fill in the bike network.

On the Peninsula, some of the most significant issues relate to connecting local communities by effective transit, managing truck and tour bus traffic, and advocating for additional highway interchanges to improve access and safety. In the West Shore, the rapid pace of growth means a heightened need to ensure new communities are designed to strengthen walking, cycling and transit (consistent with local policies). Ensuring that population growth is balanced with suitable job opportunities to minimize out-commuting is also a key challenge for West Shore communities (Exhibit 2.3).

Transportation needs on the Gulf Islands are perhaps the most unique, many of which cannot be addressed through "big city" solutions. To the extent possible, regional strategies developed in this plan attempt to capture the diverse range of needs and opportunities by sub-region.

A Sustainable Future is within Grasp

Initiatives in the CRD arising from all levels of government continue to provide inspiration to many other Canadian municipalities and regional governments. However, current travel patterns are not sustainable and current trends are not encouraging. Cycling in the CRD, for example, exhibits relatively high mode share compared to other Canadian municipalities, but it remains far from a mainstream travel option as it is in many European cities with similar weather and geography. If the region is to reach its sustainability goals, cycling must become more comfortable for a broader spectrum of the population, transit must become relevant to more commuters and be used more frequently for non-commuting trips, and walking must be viable to more households. This will take hard work, but this RTP stands on the shoulders of a commendable history of leadership throughout the CRD. It is critical to acknowledge the challenges facing the region, but continue to push forward with compelling and concrete actions that bring everyone living in the CRD to a more sustainable future.

3. Vision and Principles

Guiding the development of the Regional Transportation Plan (RTP) for the Capital Regional District (CRD) requires a strong and coherent vision for transportation.

Vision: A future where transportation is sustainable, offers choice, enables smart growth and makes livable communities possible.

The vision and underlying principles set the stage for a region that is economically strong, socially inclusive, culturally vibrant and environmentally sustainable.

The following principles are intended to guide the development of the policies and actions of the RTP and to reflect the call for a multi-modal and integrated approach to transportation across the region.

Principle 1: Take a coordinated and engaged approach to planning

Transportation is directly linked to various aspects of local and regional planning, and is not a localized system. It is important that the RTP not belong only to the CRD, but that it also be considered the plan of all CRD municipalities and electoral areas – it is everyone's plan. Long-term and strategic transportation planning requires a coordinated effort between governments, service-delivery agents and stakeholders to implement and achieve common transportation goals and objectives. The direct involvement of municipalities, electoral areas (EAs) and local agencies is critical to the implementation of this plan.

A coordinated approach can be achieved with the formation of a Technical Advisory Committee (TAC) which will consist of representatives from the CRD, all local governments, Ministry of Transportation and Infrastructure (MoTI) and BC Transit. The TAC will collaboratively establish Key Performance Indicators (KPIs) for the region, identify and recommend regional transportation priorities and make recommendations regarding where regional funding for transportation will be directed.

Principle 2: Prioritize strategic investments that serve regional mobility needs

The region will continue to face increasing financial pressures to address transportation infrastructure needs that meet future demand.

The TAC will work as a united voice to leverage funding from senior levels of government for regionally significant transportation projects.

In 2012, a Local Funding Options Task Force was organized to investigate, evaluate, and recommend feasible local sources of funding in anticipation of the Victoria Regional Rapid Transit Project (VRRTP) implementation and operations being shared between local and senior governments. This was a first step in developing a comprehensive list and evaluation framework of potential funding options to address future transportation capital investment needs. Building on this work, a strategic and balanced approach needs to be developed in order to guide the long-term outlook of key transportation investments, adequately fund future growth, and support the Regional Multi-modal Network (RMN). As a priority, investments in the regional transportation system need to be made based on long-term needs and life cycle costing.

Principle 3: Reduce greenhouse gas emissions and prepare for changes

In 2010, on-road transportation accounted for 55% of greenhouse gas (GHG) emissions in the region. On-road transportation GHG emissions have increased by 16% from 2007 to 2010 (approximately 2.2 CO e tonnes per capita in 2010, an increase from 1.9 in 2007[1]). Given the relationship between fuel use, GHG emissions and climate change, all levels of government have made commitments to take action towards improving non-SOV transportation choices.

Aggressive GHG reduction targets have been set by the Province, the CRD and local governments. Emerging climate change adaptation strategies and policies have also recognized the economic, environmental and social impacts that a changing climate will have on transportation services and sectors in the capital region.

Long-term transportation planning efforts and investments are therefore needed to help reduce GHG emissions and adapt to a changing climate – both requirements are fundamental principles to all of the themes elaborated in this RTP. This means focusing on integrating land use and transportation planning to support sustainable transportation choices and reduce trip distances. Improved transportation efficiency and mobility will reduce congestion and increase occupancy levels. Promoting cycling, walking and other forms of active transportation will support an increased use of low-carbon emitting travel modes and reduced energy consumption. Trip reduction measures and programs will decrease the need for travel.

1 Capital Regional District Draft 2010 Community Energy and Emissions Inventory, BC Ministry of Environment, January 23, 2013.

Principle 4: Integrate transportation and land use planning

By 2038, the CRD population is forecast to grow by approximately 100,000. Much of this growth is forecast to occur outside of the Core area, particularly in the West Shore communities. Existing patterns of low-density development in this area are a challenge to providing efficient transit service and to encouraging transportation choices beyond the private automobile. In 2011, travel to and from the West Shore accounted for 9.8% of all daily trips in the region. A large share of these were taken by private automobile[2]. As a result of the constrained roadway network serving the West Shore, these growth patterns exert significant pressure on key east-west corridors such as the TransCanada Highway and Island Highway and surrounding areas. Under a business-as-usual scenario of land use and transportation patterns, these corridors will be further strained with dramatically increased travel times.

As a region, however, the moderate growth rate forecast presents an opportunity to capitalize on the symbiotic relationship between land use and transportation planning. By directing growth towards existing urban areas, these areas will realize sufficient trip densities to warrant more efficient transit service. Higher density and mixed-use developments also reduce trip lengths and, in turn, promote walking and cycling. Integrated planning also helps introduce pedestrian, cycling and transit design elements into these communities (e.g. direct routes/connections), which encourages more travel by these modes. This can even work at a small scale or in a rural setting.

Principle 5: Capitalize on the potential for alternatives to driving alone

While the CRD currently has comparatively high active transportation mode shares of journey-to-work trips, there remains significant potential to shift behaviour away from auto trips to more walking and cycling, particularly for short-distance trips. For example, in 2011, 61% of weekday trips in the CRD which were shorter than 5 km were taken by private automobile[3].

A greater emphasis on providing the right kind of services and infrastructure for non-captive markets is needed to encourage this shift and to make transit and active transportation more attractive and more competitive to driving. Particularly, there is a need to enhance multi-modal connections to help “extend the reach” of trips by these modes which are more effective at serving shorter distances.

2 CRD Origin-Destination Household Travel Survey 2011
3 CRD Origin-Destination Household Travel Survey 2011

The PCMP set mode share targets of 25% for both cycling and walking in high density urban areas of the region by 2038, while the Provincial Transit Plan set a transit mode share target of 12% for service within the Victoria Regional Transit System by 2030. It is acknowledged that rural communities within the region have different priorities and needs, and therefore different targets, than those of urban population centres.

A further shift from driving to walking and cycling for work, shopping and recreational trips can help provide community and individual health benefits by reducing GHG emissions and congestion, improving air quality, and promoting an active lifestyle and personal physical activity. This shift can also help promote sustainable development by maximizing the use of existing infrastructure and reducing on-site vehicle parking needs.

Principle 6: Enhance role for public transit

Transit is crucial to realizing a significant mode shift in the region. It can be a key catalyst to support denser development patterns and it helps to expand the reach of cycling and walking trips. Currently, transit trips account for a little over 6% of the total travel market in the CRD[4], with the highest transit mode shares for travel to, from and within the Core area.

Recognizing the importance of transit, a target of 12% transit mode share by 2030 was established by the Provincial Transit Plan and later adopted by the CRD and BC Transit. Under this scenario, the region's transit system would carry over 55 million passengers annually by 2030, giving public transit a pivotal structural role in the region's transportation future. Achieving the targets will require significant investments and transit-supportive land use policies which are not currently budgeted.

If funded and implemented over the next 25 years, the proposed rapid and frequent transit networks will make transit more efficient and provide the future transportation capacity to meet forecast mobility demands. It is important to capitalize on opportunities for higher density mixed-use development not only to help shape efficient land use patterns, but also to support rapid transit investments and make transit an attractive alternative to the private automobile.

4 CRD Origin-Destination Household Travel Survey 2011

Principle 7: Maximize efficiency of existing transportation corridors for multiple modes

Population and employment growth throughout the region will exert additional pressures to effectively and efficiently transport people and goods. However, with this growth, competing demands will largely have to make do with existing roadway capacity due to the increasingly built out urban fabric and geographical constraints of much of the region.

Various corridors in the region play key roles for different types of travel. Some serve mostly inter-municipal travel, while others serve more inter-regional or local needs. Some provide good access for commercial vehicles while others are being considered for their viability to serve rapid transit. Accommodating bicycles, pedestrians, transit, commercial vehicles and automobiles will require carefully examining and prioritizing the trade-offs of adequately accommodating these modes and maintaining their efficiency as part of the multi-modal networks identified in this RTP.

Strategic investments in capacity improvements and travel demand management will be fundamental to accommodating future demand and maintaining the integrity of multi-modal transportation corridors. Road network planning will focus on optimizing existing capacity to minimize the need for widening and expansion, and reducing infrastructure costs while managing congestion.

4. Regional Outcome Statements

The Regional Transportation Plan (RTP) is articulated through eight outcome statements. Each statement paints a picture of the type of regional transportation system that stakeholders and partners have said that they would like to see. The outcome statements can be categorized into five overarching themes – with governance and funding being fundamental to each theme. Together the outcome statements break down the collective vision for transportation and align with principles articulated in Chapter 3. These outcome statements are not mutually exclusive, but aim to capture eight broad courses of action for realizing the RTP vision. The RTP's outcome statements and themes are as follows:

THEME		REGIONAL OUTCOME STATEMENTS
Integrating Land Use and Transportation	1	Movement between communities, mobility hubs and major destinations is facilitated through a Regional Multi-modal Network of transportation corridors.
	2	Mobility Hubs align with the Regional Sustainability Strategy and provide people with access to housing, employment, services, amenities and transportation choices at a local, sub-regional and regional scale.
	3	Transportation and land use planning tools are integrated at the local and regional levels.
Creating Exceptional Environments for Walking and Cycling	4	Cycling is an appealing, safe, convenient and viable transportation option for residents and visitors of all skill and confidence levels.
	5	Walking is an increasingly popular and desirable mode of transportation that is supported by safe, convenient and accessible pedestrian infrastructure.
Taking Transit to the Next Level	6	Public transit is a preferred choice, attracting new riders through comfortable, safe, accessible and convenient service.
Getting the Most out of Our Roads and Trails	7	Existing regional transportation infrastructure is optimised and enhanced by new technology where appropriate.
Influencing Travel Behaviour	8	Regional programs and initiatives provide residents and visitors with the tools, confidence and knowledge to use active transportation, public transit, car share, taxis, high occupancy vehicles and trip reduction measures.

Each regional outcome statement includes a series of actions to be carried out over the coming years that have been specifically identified by stakeholders and partners. The actions are concrete steps to make the vision of the RTP become a reality. The list of actions includes planning initiatives and a major focus on implementing tangible projects and infrastructure based on a partnership model. Implementing the actions will require significant regional cooperation and strong partnerships. This cooperation and partnership is fundamental to the success of achieving the outcomes.

Each action has been broken down into three categories: implementation timeline, service structure and resources. A sample action item is shown below in Exhibit 4.1 and a complete table is provided in Exhibit 5.5.

EXHIBIT 4.1 Sample: RTP Outcome Statements and Actions Table (See Complete Table in Exhibit 5.5)

THEME	OUTCOME STATEMENT		ACTIONS	Implementation Timeline			Service Structure		Resources to Implement		
				1 to 5 Years	5 to 10 Years	Over 10 Years	Existing CRD Function	Trans-portation Service	Mechanism	Staff	Operating and/or Capital costs
CREATING EXCEPTIONAL ENVIRON-MENTS FOR WALKING AND CYCLING	**4**	Cycling is an appealing, safe, convenint and viable travel option for residents and visitors	4.3 Expand and harmonize regional cycling data collection programs	**X**	**>**	**>**	**X**	**X**	New Project	**X**	Operation Costs

Implementation Timeline refers to the time frame in which the action will be undertaken. Some actions require a one-off implementation whereas others continue over longer periods or indefinitely. An **X** indicates the period that the action will start while a **>** indicates that the action will continue over a longer period.

Service Structure distinguishes between whether the action can be done under the existing structure of the CRD or whether it would require a new transportation service authority to be implemented. It is recognized that some actions could be implemented under both the existing or new transportation service structure. When this is the case both have been marked with a **X**.

Existing CRD Function: Within the Capital Regional District (CRD) Regional and Strategic Planning Division, the Regional Information Service (RIS) function includes a limited transportation mandate with an emphasis on regional transportation data, information and policy. In addition to tracking census information, it also maintains the regional transportation model, coordinates the Origin-Destination surveys and transportation data collection programs and undertakes limited planning activities, such as the Pedestrian and Cycling Master Plan (PCMP) and the Pedestrian and Cycling Master Plan-Salt Spring Island Edition (PCMP-SSI Edition).

Other transportation-related services provided through CRD Planning and Protective Services include:

- Project management of transportation related projects in the electoral areas (EAs), such as the recent completion of Phase I of the North Ganges Transportation Master Plan
- Acting as the local partner for local transit initiatives, such as Salt Spring Island (SSI) Transit.

In addition, CRD Parks constructs, operates and maintains the regional trails (Galloping Goose, Lochside and E&N Humpback Connector) while Integrated Water Services is responsible for CRD Docks.

Within Outcome Statement 6, the **Victoria Regional Transit Commission (VRTC)** has been identified as an existing authority alongside the **existing CRD Authority**. This has been done in recognition that the VRTC, through its current decision-making powers, has the authority to bring the actions identified in the RTP through to implementation.

The RTP reflects the intent of the **CRD Board Strategic Plan** regional transportation and planning goals as indicated in Exhibit 4.2.

EXHIBIT 4.2 CRD Board Strategic Plan Regional Transportation and Planning Goals

CRD Board Regional Transportation and Planning Goals
1. Improved regional transit governance
2. Increased regional transportation authority
3. Increased integration of regional transportation and land use planning
4. Improved pedestrian and cycling facilities

Photo: r.a.paterson (flickr)

Implementation Model for the RTP Outcomes

Implementation of the RTP is expected to occur through partnerships with existing, local and provincial partners embedded within a **transportation service authority**. The service model respects existing and local and provincial autonomy and ownership of infrastructure. Partners would come together through an ongoing Technical Advisory Committee (TAC) with membership from all local governments, the Province and BC Transit. The TAC would set priorities, guide, facilitate and in some cases, undertake the actions summarized in the table in Exhibit 5.5 with CRD staff, and report to a new Transportation Standing Committee (TSC) as described in the preferred service authority model in Chapter 5.

This model would enable the consolidation of existing and proposed CRD assets, facilities and services, such as Regional Trails, EA transit systems and Local Docks into one service area. A new establishment bylaw would be required based on the outcome of a service feasibility study. The model would rely on implementation of regional transportation priorities through performance-based metrics and agreed targets established cooperatively by the TAC. In this way, it would not be imposing upon but rather be complementary to local and provincial plans and initiatives.

Resources to Implement the RTP Outcomes

The model isn't a system funded by "new money" as much as it is repurposing existing local dollars and attracting more senior government funding from the following sources:

- Existing operating budgets within the CRD Planning and Protective Services and Parks departments for operational costs.
- A pooling of the region's share of the Significant Project Fund (SPF) to create a regional pool from which to co-fund local government and regional projects

through contributions to capital and program costs using performance-based metrics.

- Existing operating budgets of project partners through in-kind contributions of staff time on the TAC.
- Existing capital budgets and Community Works Fund Gas Tax of project partners allocated to regionally significant projects through contribution to capital and program costs based on performance based metrics.
- A leveraging of regional and local partner funds through the new regional transportation governance (TSC and Board); advocating with one common voice to increase senior government capital contributions to regionally significant projects.

This partnership model proposes a shift to a performance-based system of investment in regional transportation priorities based fundamentally on the cooperation of partners.

Transit would **not** fall under the service mandate. However, as a result of the new provincial directive stemming from the 2012 BC Transit Independent Review, formal consultation and engagement with the region will be embedded in the existing VRTC model. However, Victoria Regional Transit System projects and initiatives would not be eligible for regional funds under the transportation service authority.

Resources to Implement refers to the mechanism for implementation and the requirement for staffing and funding. The funding component is further distinguished between operating, capital and program funding. **Capital and program funding are predicated on the availability of pooled gas tax funds**.

Operating	Costs incurred by staff implementing actions
Capital	Costs associated with co-funding municipalities and electoral area infrastructure
Program	Costs associated with co-funding municipalities, electoral areas or community based programs

The RTP builds on the many previous plans by the CRD, the Province and local governments, and focuses on the necessary steps to bring these plans to fruition. The plan is just as much about the process of building a collaborative and integrated regional approach to transportation as it is about the specific actions. It is intended that the RTP remain a living document to be revisited and updated on a regular basis.

Priority Actions

In some cases, actions are flagged as being a "Priority Action". Based on stakeholder feedback and professional judgment, these actions are considered critical to implement immediately as they are likely to have the greatest impact in laying the groundwork for a sustainable transportation system and helping the region achieve its transportation goals. The following table summarizes these Priority Actions, which are discussed in more detail throughout this chapter.

DESCRIPTION	PRIORITY ACTION
Establish a regional transportation authority and funding service to facilitate improvements to the Regional Multi-modal Network, implement demand management programs, influence land use adjacent to regionally significant transportation corridors and mobility hubs, and advocate for and source federal and provincial funding.	**1.1**
Incorporate the Regional Multi-modal Network into all relevant future regional plans, official community plans, local area plans and local transportation plans.	**1.2**
Establish an ongoing Technical Advisory Committee to identify Regional Multi-modal Network priorities, coordinate complementary local planning activities and implement priority projects through the new regional funding framework.	**1.3**
Conduct a service review of transportation in the Southern Gulf Islands and Salt Spring Island, including the identification of alternate water-based links and associated infrastructure requirements.	**1.9**
Incorporate Mobility Hubs into all relevant future regional plans, Official Community Plans, local area plans and local municipal transportation master plans.	**2.1**
Establish land use and transportation functions for Growth Centres in the Regional Sustainability Strategy that support frequent and rapid transit corridors.	**3.1**
Implement Pedestrian and Cycling Master Plan, Pedestrian and Cycling Master Plan-Salt Spring Island Edition and Southern Gulf Island Cycling and Pedestrian Draft Trail Plan recommended cycling facilities and amenities.	**4.1**
Produce a series of walkability maps to be used as a tool to encourage walking as an everyday mode of transportation. Maps will showcase sidewalks, separated trails and pathways and emphasize connectivity between key land uses and multiple modes.	**5.1**
Embed formal consultation and engagement with the region in Victoria Regional Transit Commission model.	**6.1**
Identify, prioritize and encourage the Province to implement solutions for highway interchanges in need of safety, efficiency, and transit access reconfiguring to improve cyclist and pedestrian accommodation.	**7.1**
Apply and improve upon the existing transportation model and data collection program in line with changing regional priorities.	**7.5**
Establish an ongoing Goods Movement Committee to collectively address regional goods movement challenges.	**7.6**
Establish and implement a region-wide Transportation Demand Management program, including a marketing and branding strategy to support businesses, institutions, local governments and government agencies in implementing policies and initiatives.	**8.1**
Develop and maintain a comprehensive web portal for regional travel information, including a multi-modal journey planner and news on regionally significant transportation projects.	**8.5**

Regional Outcome Statement 1

Movement between communities, mobility hubs and major destinations is facilitated through a Regional Multi-modal Network of transportation corridors.

With 58% of travel in the region crossing municipal boundaries, it is critical that the RTP identify an integrated approach to travel throughout the region. This involves planning for travel across municipal boundaries and access to regional destinations, as well as ensuring due consideration for all modes of travel to address greenhouse gas emissions, public health costs and traffic congestion levels.

Through extensive consultation with stakeholders, the RTP identifies a **Regional Multi-modal Network.**

The Regional Multi-modal Network (RMN), depicted in Exhibit 4.3, is designed to:

- Identify regional transportation corridors and trails
- Provide connectivity with local and provincial networks
- Coordinate transportation and land use planning with other regional matters, such as housing, the economy and greenhouse gas (GHG) emissions.

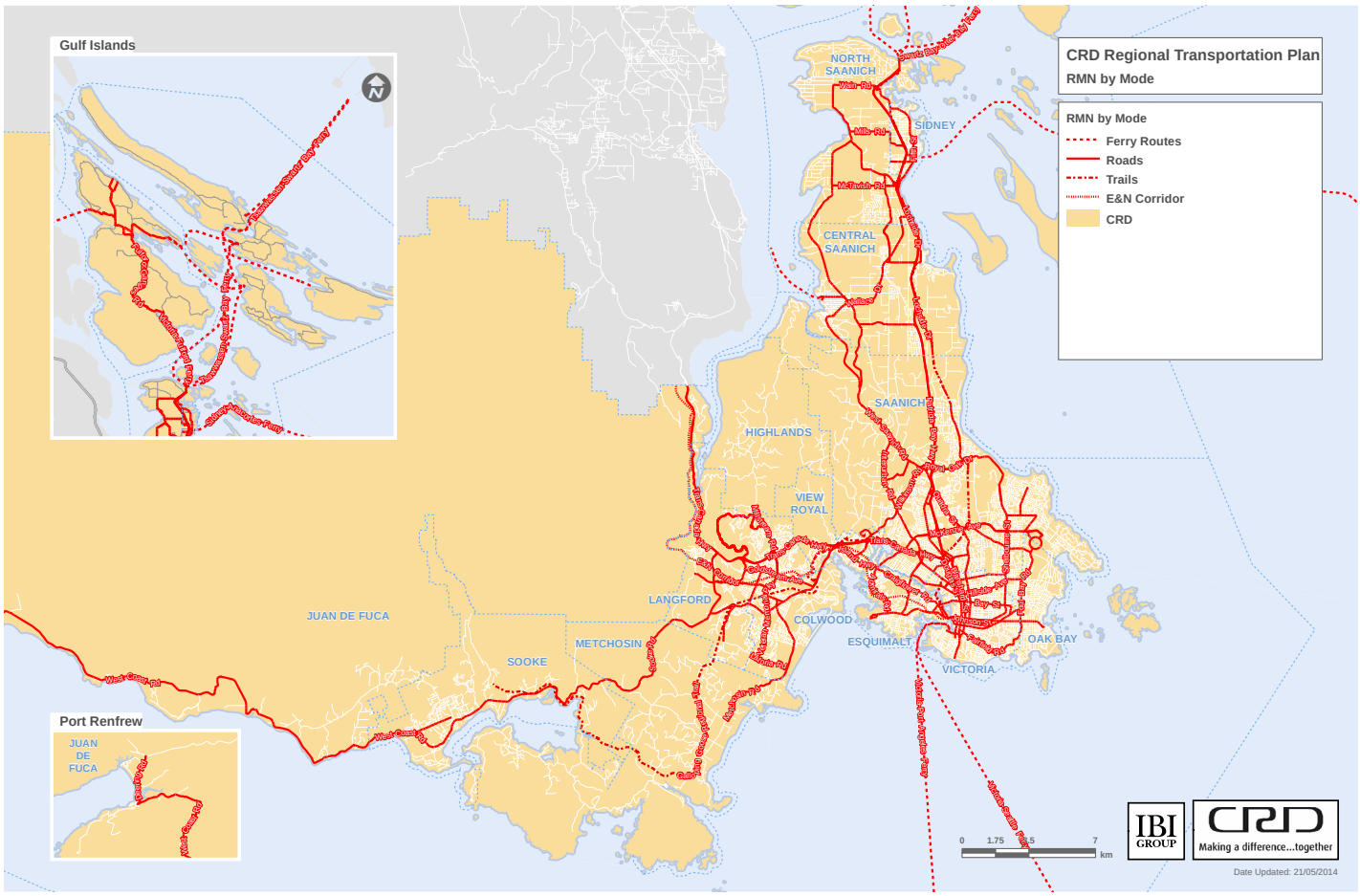
In other words, the RMN identifies the physical transportation corridors and trails that are deemed regionally significant and that will require investments and efforts to support safe, connected and efficient travel.

Defining a Regional Multi-modal Network

In developing an RMN, CRD staff and stakeholders first had to define what it meant for a corridor to be considered regionally significant. The following four criteria were used as guiding principles in identifying the corridors that are recommended for inclusion in a RMN:

1. It serves a majority of inter-municipal and inter-regional travel;
2. It provides access to regionally-significant destinations that serve region-wide demand (e.g. hospitals, dense residential or mixed-use neighbourhoods, downtown cores, or employment nodes);
3. It is planned to receive a major infrastructure project; or
4. It provides a common regional identity and purpose.

EXHIBIT 4.3 Regional Multi-Modal Network (RMN). (Larger map on page 104)



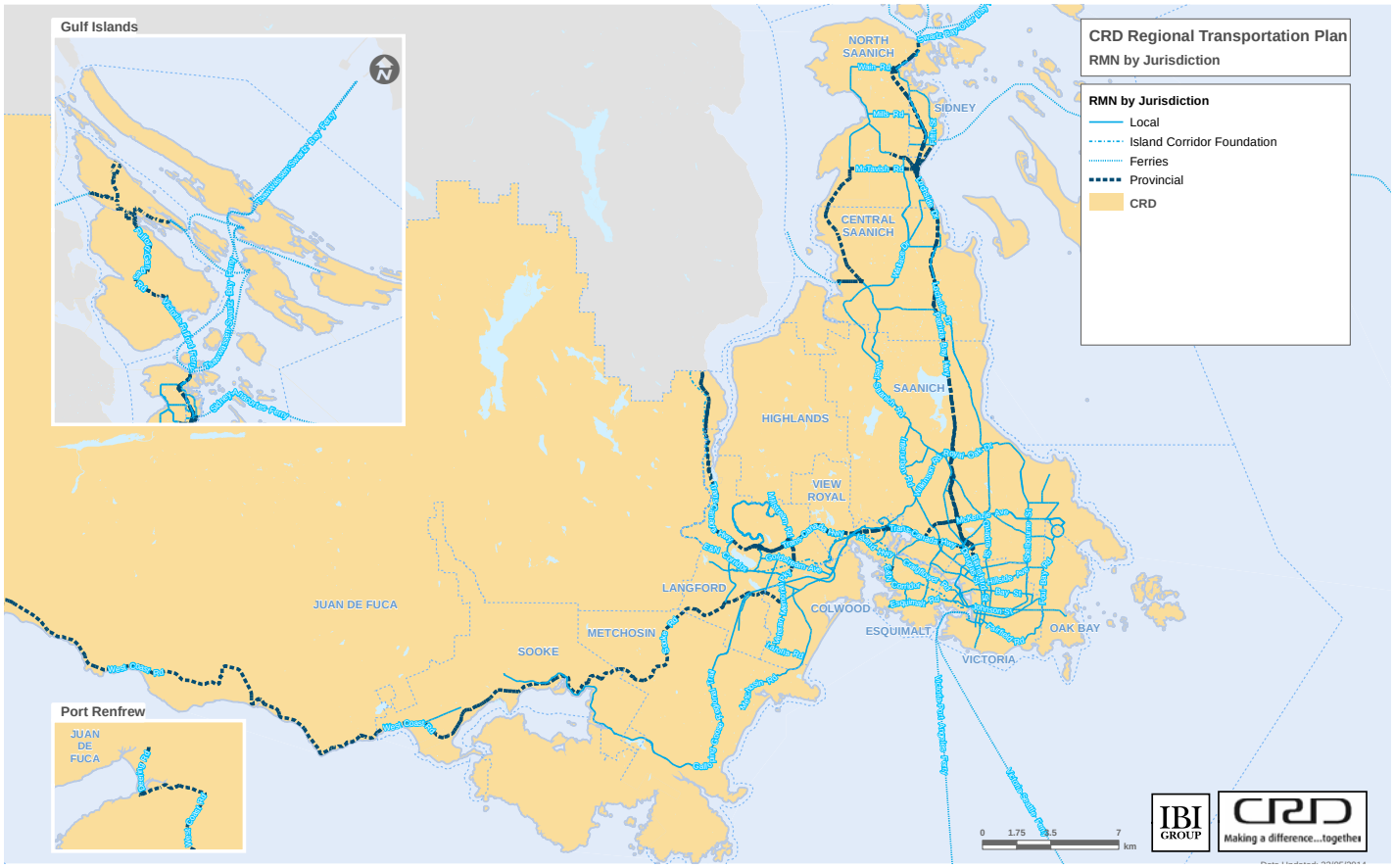
The RMN was also developed by reviewing other local, regional or provincial plans, including:

- Transit Future Plan (2011)
- Phase 1 Transportation Corridor Plan (2010)
- Pedestrian and Cycling Master Plan (2011)
- Pedestrian and Cycling Master Plan - Salt Spring Island Edition (2013)
- Highway Corridor Studies (2009, 2007 x 3)

Finally, the RMN took into consideration future travel demand forecasts from the CRD's Regional Transportation Model and future land use forecasts from local government Official Community Plans (OCPs) in order to connect future residential and employment areas.

The RMN also distinguishes between corridors under local government jurisdiction and those under Ministry of Transportation and Infrastructure (MoTI) jurisdiction. Each has different funding approaches and decision making structures. MoTI generally has jurisdictional control over major inter-regional connectors including Highway 1, 14 and 17 and roads within unincorporated EAs. The jurisdictional layers are identified in Exhibit 4.4.

EXHIBIT 4.4 Regional Multi-Modal Network (RMN) by Jurisdiction (Larger Map on page 88)



Every corridor on the RMN has been assessed in terms of the role of multi-modality and regional significance. It is recognized, however, that some corridors will move substantially larger volumes of people than others. Since regional pedestrian significance is more an issue of access to regional destinations than of longer-distance regional travel, pedestrian issues are more directly accommodated in actions under Outcome Statement 2 (mobility hubs) and Outcome Statement 5 (pedestrian infrastructure).

EXHIBIT 4.5 From top left (clockwise): Galloping Goose Trail, Trans-Canada Highway, Patricia Bay Highway, Douglas St.

Regional Outcome Statement 1 Actions

Priority Action

ACTION 1.1 **Establish a regional transportation authority and funding service to facilitate improvements to the Regional Multi-modal Network, implement demand management programs, influence land use adjacent to regionally significant transportation corridors and mobility hubs, and advocate for and source federal and provincial funding.**

Rationale

Many regional transportation projects within the region are based on mode-specific deliverables such as cycling, pedestrian, transit or automobile as opposed to examining the multi-modal requirements to best meet the needs of residents and visitors. Similarly, transportation projects undertaken at a local level are developed within the context of local improvements and often do not result in neighbouring jurisdictions making improvements along the same corridor. This method of planning has resulted in varied levels of improvements along corridors and around hubs. There is an identified need for a coordinated and consistent approach to multi-modal transportation planning on the RMN.

Approach A regional transportation service authority would be established to facilitate arterial roads and the inter-community cycling network, implement demand management programs and influence land use. As indicated earlier a regional transportation service, as described in more detail in Chapter 5, would be able to accomplish more and better outcomes than the current fragmented model. The model is predicated on the full involvement of local governments, MoTI and BC Transit staff through a TAC. A new establishment bylaw would be required based on the outcome of a service feasibility study.

ACTION 1.2 **Incorporate the Regional Multi-modal Network into all relevant future regional plans, Official Community Plans, local area plans and local transportation plans.**

Rationale Reinforcement across planning documents helps to realize RMN initiatives and establish a common language.

Approach At present, the RMN is being incorporated into the Regional Sustainability Strategy (RSS) and should form part of the framework for Regional Context Statements in municipal and EA OCPs and local planning policies. Ensuring that the RMN is incorporated into the plans of all levels of government will require, in particular, significant coordination with municipalities.

ACTION 1.3 **Establish an ongoing Technical Advisory Committee to identify Regional Muti-modal Network priorities, coordinate complementary local planning activities and implement priority projects through the new regional funding framework.**

Rationale This action will provide for the establishment of an ongoing TAC that would be responsible for establishing and monitoring Multi-modal Levels of Service (MMLOS) and Key Performance Indicators (KPIs) based on mutually agreed upon principles. The TAC would consist of municipal, MoTI and BC Transit staff, and EA representatives who would work together to implement a united vision for transportation in the RMN. The TAC would prioritize funding decisions, leverage funding from higher levels of government and make direct recommendations to a TSC.

Approach This committee would be established under CRD Board-approved Terms of Reference.

ACTION 1.4 **Develop and implement a Multi-modal Level of Service model and determine targets for all Regional Multi-modal Network corridors to balance trade-offs between modes.**

Rationale

Procedures for evaluating the level of service for auto travel based on travel delay are well established, but how does this affect other transportation modes? For example, synchronizing traffic signals may increase auto and bus speeds (thus increasing auto and bus level of service); however, higher auto and bus speeds adversely affect cyclist and pedestrian conditions. In quantifying the level of service for all modes, a MMLOS model offers a more equitable and integrated approach to balancing modal trade-offs by placing all modes on an equal playing field.

Approach

MMLOS approaches tend to deal with non-auto modes as follows:

- **Pedestrian LOS:** Tends to be based around pedestrian comfort, which typically includes intersection spacing and crossing distances.
- **Cycling LOS:** Based on cyclist comfort, which is typically a function of the degree of separation relative to the speed and volume of adjacent traffic.
- **Transit LOS:** Usually transit travel times relative to auto travel times.

The TAC would develop a mutually agreed upon standard MMLOS model drawing heavily from the experience of other North American cities in their adoption of MMLOS, such as the City of Ottawa's efforts as a part of their Transportation Master Plan update. As well, this action would involve due consideration to the extensive research conducted by the National Cooperative Highway Research Program in 2008 that recommends a MMLOS framework for application to urban streets.

ACTION 1.5 **Establish, monitor and report on Key Performance Indicators.**

Rationale

Performance targets help to promote the integrity of the RMN, maximizing the use of sustainable modes, improving goods movement, addressing person capacity issues and reducing emissions. Specific areas, such as the following list, would be addressed on key predetermined RMN corridors (see Exhibit 4.6) in conjunction with broader key performance indicators (KPIs) relating to density ranges, complete streets and connectivity:

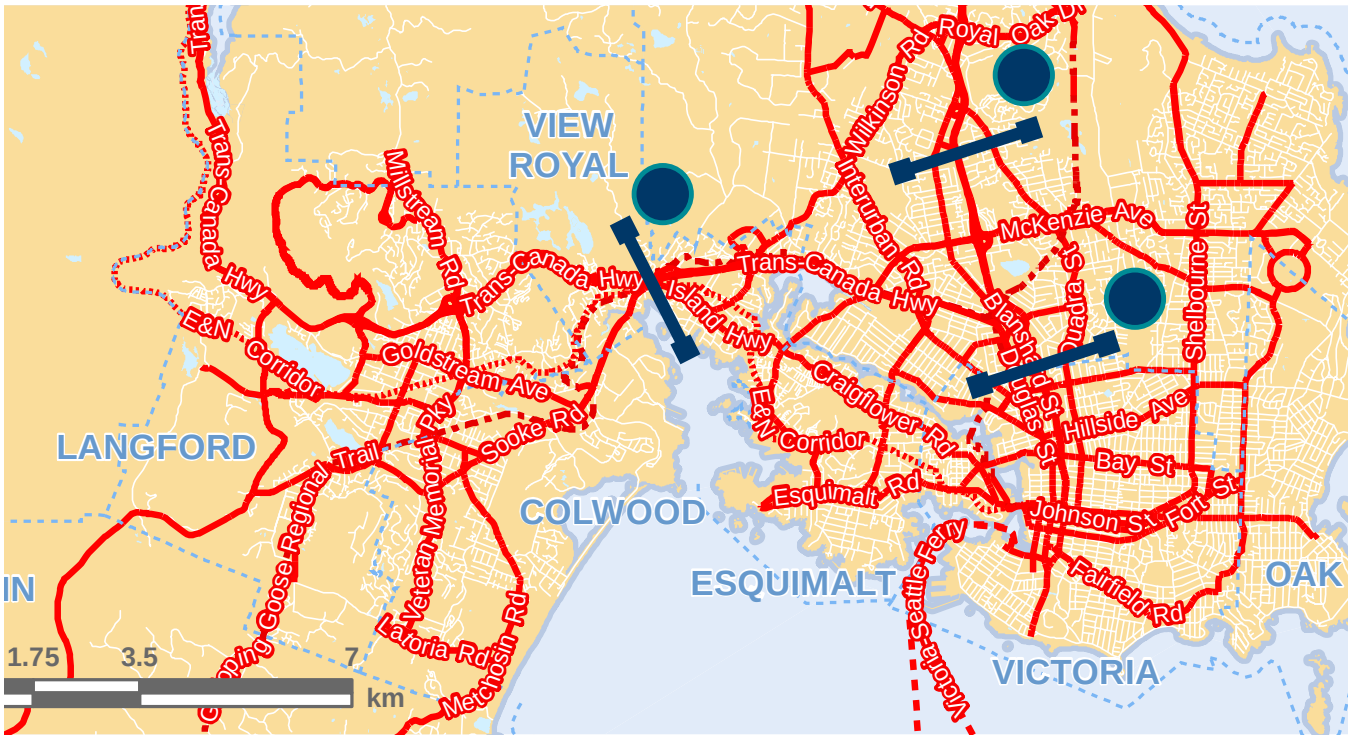
- Proportion of short local auto trips
- Modal split of trips
- Total trips by mode
- Travel time reliability index
- Average emissions per vehicle

Approach

Proposed performance targets that would monitor KPIs are:

- The proportion of short local auto trips on the Provincial highway network helps to illustrate how much capacity on these facilities is being taken up for local trips.
- The mode shares and counts at the screenlines help to monitor changes in the use of sustainable travel modes.
- A travel time reliability index highlighting both changing conditions for goods movement and person capacity.
- Average emissions per vehicle can be estimated with the help of the region's travel demand model to monitor changes in air pollutants and GHG emissions.

EXHIBIT 4.6 Recommended RMN Performance Target Screenlines



ACTION 1.6	**Base the new regional funding framework for improvements on the Regional Multi-modal Network off approved Multi-Modal Level of Service and Key Performance Indicators.**
Rationale	A fundamental component of the RTP is to ensure the transparency of regional transportation funding allocation across the region based on measurable targets. By approaching upper levels of government on regional projects with a cohesive argument and business case, the chances of receiving funding are strengthened.
Approach	**The MMLOS and KPIs will provide measurable criteria from which proposed transportation projects on the RMN can be evaluated. The criteria will be established within the framework of the TAC.** The proposed approach is for the TAC to lead the effort. There have been some excellent recent examples of cooperation, such as the Town of View Royal and District of Saanich collaborating on planning and applying for funding to replace the Craigflower Bridge, and the CRD agreeing to allocate funds from the RSPF (Exhibit 4.7).

EXHIBIT 4.7 The Craigflower Bridge Replacement and Admirals Road Upgrade project, led by the District of Saanich and the Town of View Royal and funded by a grant from the Federal Gas Tax Regionally Significant Priorities Fund, includes three vehicle lanes, 1.8-2.0m bike lanes, and 2.0m sidewalks.

ACTION 1.7 **Through the Technical Advisory Committee, take an active role in regional public consultation strategies around transportation projects affecting Regional Multi-modal Network corridors.**

Rationale

The CRD taking an active role on these consultation efforts helps to ensure that all regionally-affected stakeholders are engaged and regional priorities are considered. The CRD will work with local governments to offer assistance, where needed, and to support consultation and engagement activities.

Approach

Through the TAC, local and provincial partners will create up-to-date consultation calendars and identify where regional assistance is required. Some recent examples of multi-jurisdictional and multi-stakeholder projects include the Saanich Shelbourne Valley Action Plan, the CRD Regional Trails Management Plan, BC Transit's Victoria Regional Rapid Transit Project, MoTI's engagement as part of the Highway 17 Corridor update, and the outreach program which is part of PCMP.

ACTION 1.8	**Undertake a risk assessment of critical transportation services and infrastructure in the Regional Multi-modal Network related to potential impacts of a changing climate.**
Rationale	A changing climate (increased precipitation, more intense and frequent windstorms and extreme heat events) presents risks to existing transportation infrastructure and services on the RMN (i.e. road flooding); influence behaviour (i.e. demand for transit); or delays in the delivery of goods and services (i.e. ferry cancellations).
Approach	Numerous cities across North America have undertaken risk assessments to understand vulnerabilities associated with a changing climate and their associated economic, social and environmental risks. There are a variety of protocols to help governments measure the level of risk facing critical transportation services and infrastructure. The CRD would work in partnership with municipalities, MoTI, service agents such as Harbour Air and BC Ferries and other emergency personnel to understand the level of risk facing the region and identify potential mitigation measures to reduce potential damage or disruptions to services.

Priority Action

ACTION 1.9	**Conduct a service review of transportation in the Southern Gulf Islands and Salt Spring Island, including the identification of alternate water-based links and associated infrastructure requirements.**
Rationale	An integrated transportation plan is required for SGI and SSI to provide residents and visitors with a transportation service that meets their needs. BC Ferries' focus is largely on moving vehicles while many residents feel that smaller passenger-based services that link with public transit, ride shares or similar alternatives would provide more flexibility. Inter-island connections have also been raised as a priority area for investigation.

Approach

This would require a transportation study to be done for both the SGI and SSI to examine the needs of the market and identify, cost and recommend options that balance financial, transportation and environmental objectives. It would look at all forms of transportation and support existing documents such as the PCMP - SSI Edition, North Ganges Transportation Master Plan and SGI Cycling and Pedestrian Trail Plan Draft (SGI-CPT). Pending funding implications and community support, recommendations from the integrated transportation service reviews on SSI and SGI could be implemented through the transportation service. Implementation would require new funding agreements.

ACTION 1.10 Expand the Car Stop rideshare program for rural sections of the Regional Multi-modal Network.

Rationale

This program helps to encourage higher-occupancy auto travel to reduce drive-alone trips and greenhouse gas emissions in rural areas.

Approach

A Car Stop provides a physically safe location for people and vehicles to arrange on-the-spot rideshare arrangements. Arrangements are voluntary and fees are generally not exchanged. This provides passengers with a way to get around without driving, while giving drivers an opportunity to carpool and reduce overall GHG emissions. Two successful examples for rural communities are The Pender Island System, launched in 2008, and the recent SSI Car Stop Pilot Projects, launched in 2012. Each of these programs encourages sustainable transportation alternatives to driving alone. Flexible carpool programs across North America (i.e. Sluglines in Metro Washington, DC) have also been successful where there are toll roads or higher-occupancy lanes.

Complete Hub:
Downtown Sidney

Destination Hub:
University of Victoria

Gateway Hub:
McTavish Interchange / Airport

Rural Hub:
Sooke Park & Ride

Regional Outcome Statement 2

Mobility Hubs align with the Regional Sustainability Strategy and provide people with access to housing, employment, services, amenities and transportation choices on a local, sub-regional and regional scale.

The RTP builds on the need to plan for communities that are supportive of sustainable modes of transport and make major destinations in the region accessible by multiple modes of travel. Many existing destinations and emerging growth centres throughout the CRD stand to benefit from improved transportation connectivity, travel choice options and amenities. In turn, these enhancements help focus growth.

A regional approach to growth management and connectivity is taken by identifying a set of regional transportation nodes, or mobility hubs. These hubs will be key locations of regional activity and regional destinations where transportation modes will integrate seamlessly and efficiently, and where both the traveler environment and urban form will encourage transit, active transportation and other alternatives to driving alone.

Purpose of Mobility Hubs

The purpose of defining these Mobility Hubs in the CRD is to:

- Give high priority to walking, cycling and public transit to, from and within Mobility Hubs.
- Provide for attractive and convenient transitions between modes by better connecting regionally significant roads, transit and cycling networks,
- Create attractive, convenient and pedestrian-friendly environments around key transit stops and major origins and destinations.
- Build greater opportunities to live, work, learn, shop, and play within these hubs, thus reducing external trips and the amount of time spent travelling.
- Support tourism activities by providing alternative means of transport to services and attractions.
- Showcase and promote new regional transportation initiatives towards sustainable travel.

Defining Mobility Hubs

The concept of bringing together the mutually supportive roles of planning for sustainable transportation and sustainable land use patterns in the region has been identified by previous plans in recent years. The Regional Growth Strategy (RGS) identified regional centres as “walkable transit-focused and complete communities

with a dense mix of businesses, housing, services and open spaces. Subsequently, the Travel Choices strategy envisioned more direct and frequent connections, as well as providing for alternatives to driving.

The RTP builds on these previous plans in defining the region's Mobility Hubs in its approach to identify key areas of transportation activity and focused growth. Defining these Mobility Hubs also takes into account existing trip densities and locations of high transit usage (bus stop activity), feedback from CRD and municipal staff and stakeholders, and feedback from municipal councils through the RSS and RTP process. The result of this approach is the definition of four Mobility Hub typologies, defined in Exhibit 4.8.

EXHIBIT 4.8 Mobility Hub Typology, as defined in the Regional Sustainablity Strategy.

Complete

Complete Hubs are areas with high levels of multi-modal transportation activity. They are locations of major trip origins or destinations both in the peak and off-peak periods, are served by multiple or frequent transit routes, and include convenient access to bikeways, arterials and major collector roads. These hubs have an attractive urban design that encourages high pedestrian volumes.

Activity

Activity Hubs are unique locations that serve as key regional destinations with larger catchment areas and high trip volumes due to large employers and/or institutional centres. Hubs that meet this criteria include hospitals, universities/ colleges, large shopping centres and major regional employers.

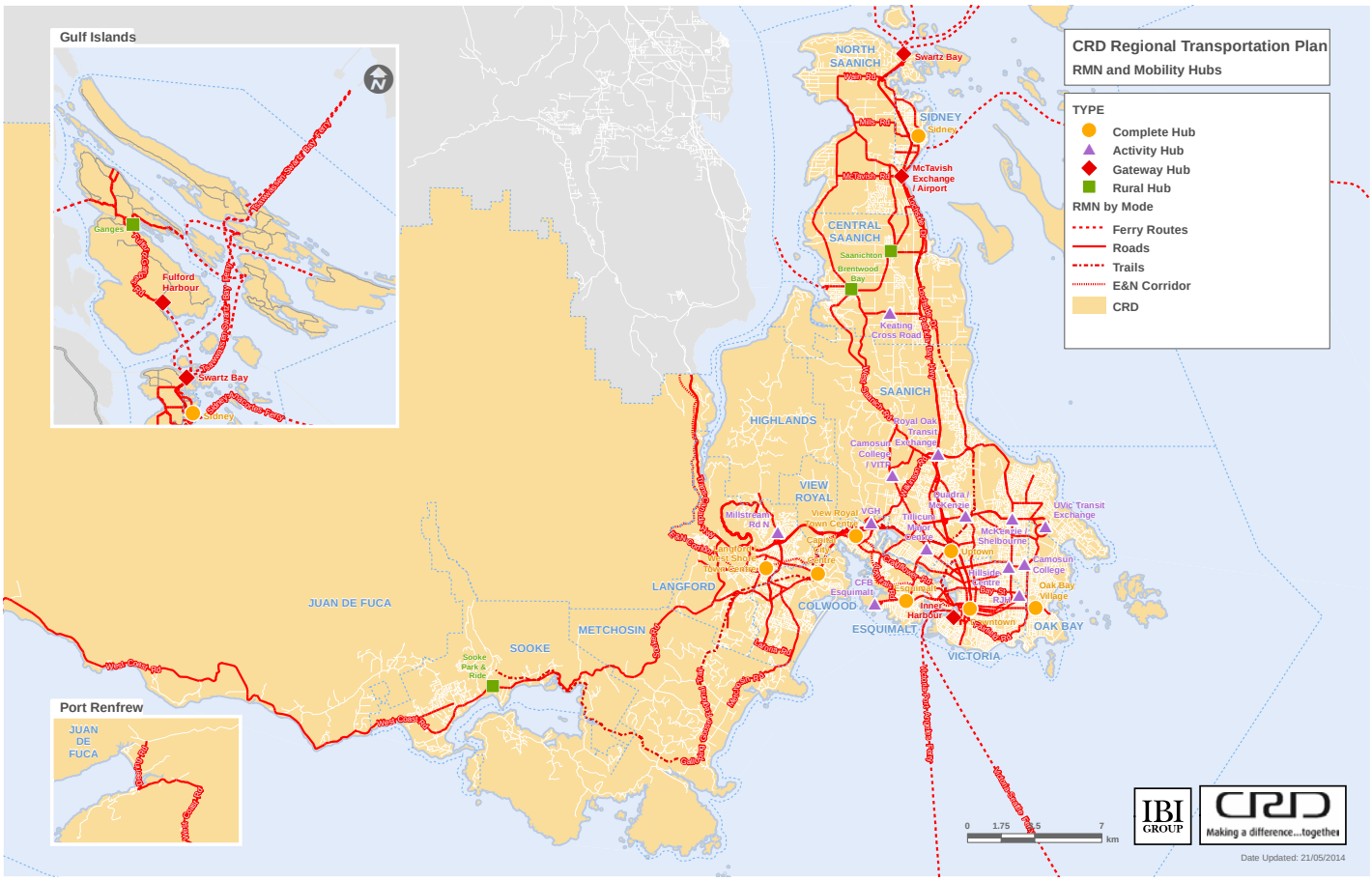
Gateway

Gateway Hubs are major interchanges between two or more different modes or terminal nodes in the RMN, often serving as access points into and out of the region and sometimes involving connections between multiple transportation operators.

Rural

Rural Hubs do not necessarily exhibit high levels of transportation activity as do other Mobility Hubs and they are outside the rapid and frequent transit networks. However, these locations serve as significant mobility access points for those living in rural areas of the region, particularly in providing convenient transfer from auto to transit.

EXHIBIT 4.9 Regional Mobility Hubs (larger map on page 108)



The existing regional centres defined in the RGS are included as Mobility Hubs (Exhibit 4.9); however, additional growth centres may be identified in the final RSS and they are also to be considered Mobility Hubs. It is noted that the exact boundaries of each hub will be determined later, and in some cases a single hub may capture many origins and/or destinations nearby. As such, the area captured by one mobility hub may be larger than others.

Regional Outcome Statement 2 Actions

ACTION 2.1

Incorporate Mobility Hubs into all relevant future regional plans, Official Community Plans, local area plans and local municipal transportation master plans.

Priority Action

Rationale

Reinforcement across planning documents helps to realize mobility hub initiatives and establish a common language.

Approach

Mobility Hubs are being incorporated into the RSS and should form part of the framework for municipal regional context statements in municipal OCPs. Ensuring that Mobility Hubs are incorporated into the planning efforts of all levels of government will require, in particular, significant coordination with municipalities. To mandate that the RTP be included in local transportation plans would require legislative changes similar to those used to incorporate the RSS into OCPs and the Islands Trust.

ACTION 2.2

Prepare Mobility Hub guidelines to inform planning and development, ensuring integration of new technology such as electric vehicle infrastructure.

Rationale

Guidelines will help set out a consistent approach to Mobility Hub policies and targets, while also furthering engagement between local governments and the CRD on integrating transportation and land use (Exhibit 4.10).

Approach

The concept behind the Mobility Hub guidelines is to provide planning partners (i.e. CRD, Islands Trust, municipalities, BC Transit and developers) with detailed strategies, best practices, and approaches about how mobility hubs would ideally be built-up. The Mobility Hub guidelines will be comprehensive and context-sensitive relative to the type of mobility hub in question. This will be particularly important for those municipalities without existing policies in their plans. Some municipalities define policies/guidelines for growth centres as part of their OCPs. At a minimum the guidelines will:

- Define the objectives and characteristics of Mobility Hub typologies in the region.
- Describe various approaches and strategies to meet Mobility Hub objectives.
- Provide case studies or best practices from local municipalities and other Canadian or international cities.

EXHIBIT 4.10

Page from Metrolinx' award-winning Mobility Hub Guidelines

ACTION 2.3	**Fund municipalities to develop detailed master plans for each Mobility Hub.**

Rationale

To further Action 2.2, incentive funding may trigger early adoption of Mobility Hub master plans.

Approach

Mobility Hub master plans will set out detailed strategies, capital improvements and time lines to develop the long-term vision for each Mobility Hub.

Drawing from the excellent work present in many of the existing municipal OCPs, these master plans will include initiatives to meet the urban typology and intensification objectives of the RSS and to implement the actions in Exhibit 5.5 that apply to each given Mobility Hub.

In addition, the process of detailing each Mobility Hub master plan should include neighbourhood-based consultation and public charettes. While some municipalities in the region have adopted related land use strategies and growth-centre guidelines as part of their OCPs and have staff available to develop a Mobility Hub master plan, the lead for developing these Mobility Hub master plans will vary since some smaller municipalities may lack sufficient resources to assume such a project.

Regional Outcome Statement 3

Transportation and land use planning tools are integrated at the local and regional levels.

There are many well-established strategies for shaping land use and urban structure to achieve more sustainable transportation patterns. These revolve around the following:

- Leveraging transit infrastructure investments and walkable design to stimulate higher development densities.
- Directing development to built-up areas already well served by transit and where people have a reasonable alternative to driving.
- Building higher density and mixed-use developments that are located along primary transit networks.
- Building walkable communities by both retrofitting existing communities and designing new communities for pedestrians.
- Locating employment to minimize travel effort.

Clearly, density is central to the land use aspect of the RTP. Density plays a major role in many aspects of region building. Density maximizes the efficiency of existing infrastructure and, when well-designed, it creates vibrant communities and streets, and supports public transit.

The latter relationship between density and its ability to support public transit will be a key strategy to maximizing investments in the long-term transit network. Exhibit 4.11 presents suggested density ranges for various levels of transit service based on a compilation of several studies. While these are not minimum requirements to provide the suggested level of service, they are density ranges that would minimize the cost of operating transit service while maximizing ridership potential. At present, with the exception of Downtown Victoria, most areas of the CRD would fall well below 80 persons+jobs per hectare (Exhibit 4.12).

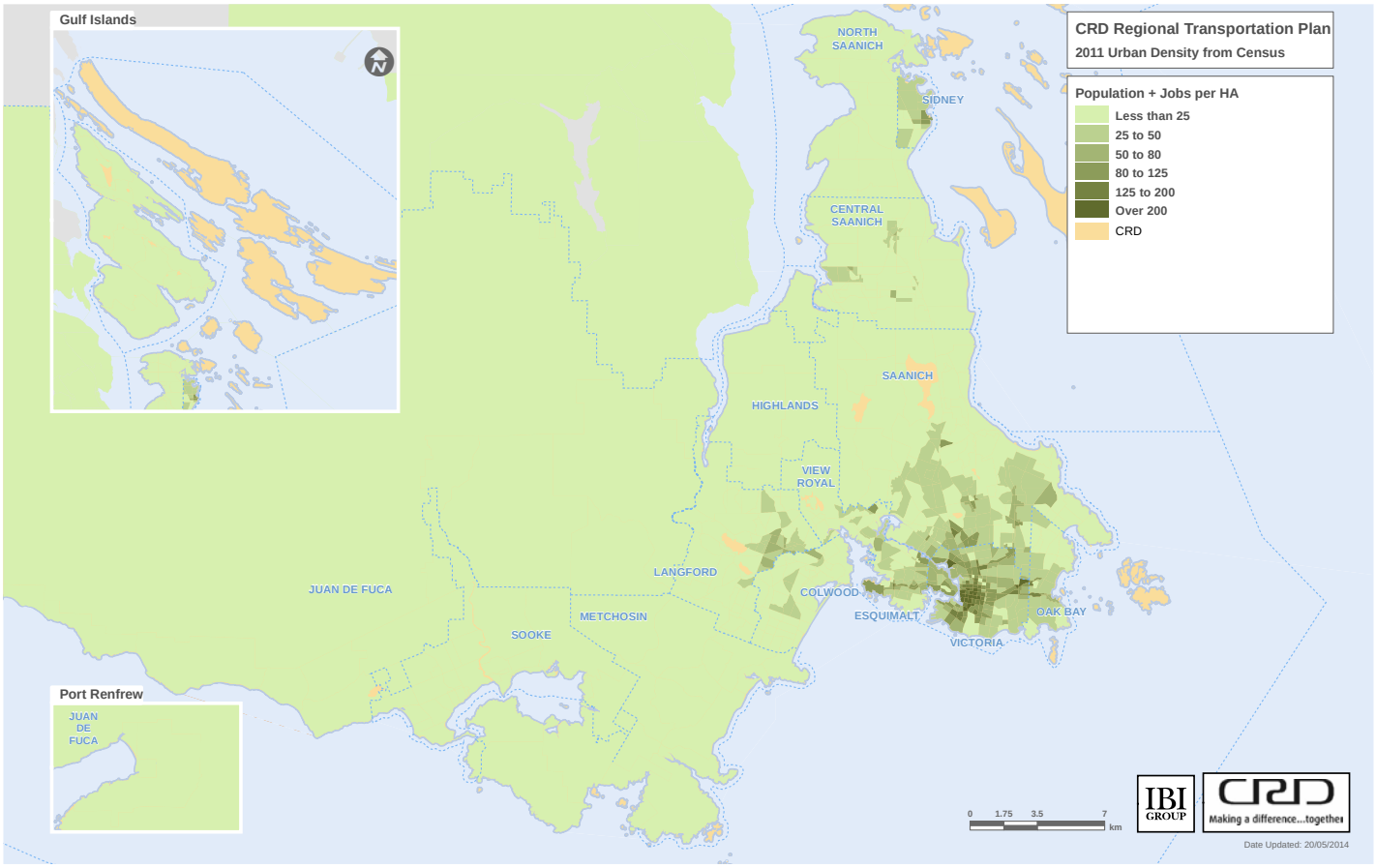
It is generally easier to build new communities to meet targeted density thresholds since most developers are seeking to maximize their land investments. Increasing densities in existing communities is often more challenging. However, there are many opportunities to increase densities by developing smaller vacant lots and intensifying the use of older buildings. Density does not necessarily mean tall towers.

EXHIBIT 4.11 Viable Levels of Transit Service by Density[1]

DENSITY: PEOPLE + JOBS / HECTARE	TRANSIT LEVEL OF SERVICE
Under 50	Unable to support minimum level of bus service (Greater than 4-6 trips per day)
50 - 80	Minimal bus service, operating at 20 to 30 minute headways
80 - 125	Intermediate bus service (10-20 minute headways)
125 - 200	Very Frequent Bus Service (less than 5 minute headways). At the upper end of the range, may support higher-order dedicated rapid transit (BRT/LRT) if linking high density centres.
Over 200	Supports higher-order dedicated rapid transit such as BRT /LRT, ideally in high density nodes connected by medium/ high density corridors. High capacity rapid transit modes such as subways can be supported when densities approach 300 people+jobs per hectare.

1 Source: Based on Ontario Ministry of Transportation (2012) Transit Supportive Guidelines

EXHIBIT 4.12 2011 CRD Urban Densities



ACTION 3.1 **Establish land use and transportation functions for Growth Centres in the Regional Sustainability Strategy that support frequent and rapid transit corridors.**

Rationale

Focus growth in Growth Centres, Complete Mobility Hubs, and in areas along higher-order transit corridors to support transit and active transportation.

Approach

Targets for the metric of people and jobs per hectare will be investigated through the development of the RSS. Growth Centres, Complete Mobility Hubs and rapid transit corridors have the higher targets. According to the typology in Exhibit 4.11, Growth Centres intended to be served by future rapid transit should establish density range targets of a minimum of 125 persons plus jobs per hectare.

ACTION 3.2 **Promote land use policies that more evenly distribute the jobs to workers ratio within the CRD four sub-regions (Core, West Shore, Saanich Peninsula and Gulf Islands) in accordance with the settlement patterns identified in the Regional Sustainability Strategy.**

Rationale

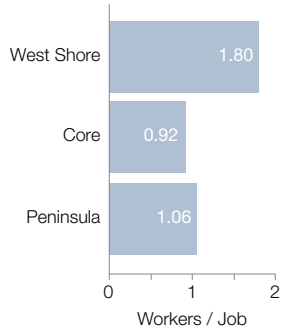
By more closely matching population with job opportunities and vice versa, we reduce inter-municipal transportation demand by supporting shorter trips and complementing urban density targets.

Approach

As much as possible, this approach aims to more closely match population demographics with job opportunities and vice versa (Exhibit 4.13). Generally, this could be achieved by creating more jobs in the West Shore and by encouraging a sufficient pool of working age residents in the Peninsula to match the area's numerous employment opportunities, thereby reducing transportation demand. The actual ratio will be sensitive to and reflect local municipal OCPs and the RSS settlement patterns.

EXHIBIT 4.13

Current (2011) workers to jobs ratio by sub-region[1]



1 Source: 2011 CRD Origin-Destination Survey

ACTION 3.3 **Through the Technical Advisory Committee, identify, protect and manage existing and future transport sites and corridors such as E&N, rights of way along Regional Multi-modal Network corridors, and water access points.**

Rationale

Securing and protecting land areas and rights-of-way on the RMN associated with mobility hubs and corridor development is vital. Rights-of-way on RMN corridors are required to ensure that land is available to provide for an integrated multi-modal system. Existing development and rights-of-way along the RMN vary significantly.

Approach

Identify the required land parcels and rights-of-way and work with local governments to enshrine the requirement for this land in to their local planning. This may require detailed corridor planning on each of the RMN corridors. Recent examples of this approach include work done on Shelbourne Street in Saanich and along the Victoria end of Douglas Street.

Regional Outcome Statement 4

Cycling is an appealing, safe, convenient and viable travel option for residents and visitors.

Municipalities throughout the CRD have made considerable progress towards supporting active transportation through the installation of infrastructure such as bike lanes and shared markings and signage. Advocacy organizations also play a key role in supporting municipal efforts through education and encouragement campaigns. Cycling provides numerous benefits for the region including environmental stewardship, economic development and improved community health.

There is a strong planning foundation to improve the cycling environment in the region. The CRD completed the PCMP in 2011 and initial projects are now underway in partnership with municipalities/EAs through a pilot program funded by the Federal Gas Tax Program. The PCMP-SSI Edition was completed in 2013 and offers a tailored approach for increasing cycling in a unique rural context. The SGI-CPT and CRD Parks Regional Trails Management Plan to guide operations over the next decade are currently underway.

The PCMP sets an aggressive 2038 regional mode share target for cycling of 15%, up from the current 3%. There is significant variability in terms of cycling rates across the region; therefore, the TAC is taking a pragmatic approach to focus immediate efforts on more densely developed areas when making implementation decisions. Achieving this high mode share target will require considerable effort to make cycling an attractive option for users of all ages and abilities. A network of adequately separated bikeways is echoed in the RTP as the critical initiative to making cycling a comfortable option for the vast majority of the population who are interested in cycling but concerned about safety.

While some parts of the RMN will be challenging to upgrade, there are many opportunities to improve the cycling environment both on and off road. It will be important for the TAC to continue to leverage support from stakeholders and comprehensively track progress. Cycling is viewed as an excellent means of extending the reach of transit in areas that cannot be efficiently served by transit operations.

Regional Outcome Statement 4 Actions

ACTION 4.1 **Implement Pedestrian and Cycling Master Plan, Pedestrian and Cycling Master Plan-Salt Spring Island Edition and Southern Gulf Island-Cycling and Pedestrian Draft Trail Plan recommended cycling facilities and amenities.**

Priority Action

Rationale

This action is intended to accelerate implementation of the PCMP, PCMP-SSI Edition and SGI-CPT focusing first on corridors considered to be high priorities for active transportation on the RMN.

Approach

Gas tax funding has been allocated to the E&N Rail Trail/Humpback Connector, a portion of Admirals Road in Esquimalt and a section of West Saanich Rd. in North Saanich. The PCMP identified a number of initiatives within the RMN. It is recommended that continued co-funding of cycling infrastructure would be done through a regional funding program under the guidance of the TAC.

The PCMP-SSI Edition recommends a series of priority measures which can be undertaken through partnerships in the short-term, to significant effect. By working primarily within the existing road right-of-way, the recommendations focus on widening the shoulder so as to meet current best practices in cycling facilities, and reducing traffic speeds so as to create a calmer, safer travel environment for all modes. Providing complimentary cycling infrastructure encourages increased ridership.

ACTION 4.2 **Enhance existing regional trails and continue to fund the expansion of new trails, in line with the Pedestrian and Cycling Master Plan design guidelines, with a focus on connectivity.**

Rationale

The existing regional trails system is an important "spine" in the cycling network. Both the Galloping Goose and Lochside Trails boast record use, creating new types of tensions and requests from users such as trail widening, lane delineation, improved lighting, etiquette campaigns and enforcement measures. This action focuses on the importance of enhancing existing trails, while at the same time, funding the expansion of new regional and local government trails.

Approach

It is recommended that continued co-funding of trails expansion and management would be done through a regional funding program under the guidance of the TAC.

ACTION 4.3 **Expand and harmonize the regional cycling data collection program.**

Rationale

In order to gain insight on past successes and future priorities, this action involves closely monitoring the impacts of on-going infrastructure changes relative to control corridors, identifying under-served areas, and gaining insight on key motivations and possible mode shifts of users. Counts are currently done by CRD Regional Planning, CRD Parks and by some municipalities. This action is intended to ensure that counts are done in a consistent manner and that data is available on an ongoing basis to support decision making on cycling infrastructure improvements.

Approach

The specific recommended additions to the current cyclist data collection efforts are:

- Expand the trail counters to on-street locations;
- Install public display automated counter;
- Collect data on control corridors;
- Continue with manual counts;
- Monitor bicycle parking occupancy;
- Conduct intercept and/or preference surveys, and consider the inclusion of pedestrian activity in these data collection efforts where practical; and
- Integrate municipal data collection efforts.

ACTION 4.4 **Identify and market cycle tourism in the region.**

Rationale

As the CRD has jurisdiction over the regional trails, it is imperative that the CRD lead by example while also accelerating completion of the PCMP and PCMP-SSI Edition cycling network.

Approach

In order to capture this market, the TAC will need to work collaboratively with a variety of private sector agencies, such as Tourism Victoria, to identify, develop and market circle routes. Advocacy and partnership with Tourism BC may also be an avenue to explore. Capital investments, such as way-finding signage will be required, along with supportive activities such as advertising, website development and digital applications. The existing regional trails provide an important spine for such routes with the Primary Inter-community bicycle network (PIC), as identified in the PCMP, helping cyclists reach community services and amenities.

Regional Outcome Statement 5

Walking is an increasingly popular and desirable mode of transportation that is supported by safe, convenient and accessible pedestrian infrastructure.

Walking is elemental to travel and is a practical travel option for entire trips that are within a reasonable walking distance; these trips account for a high proportion of trips (13% in 2011) in the region. Walking is nearly always a required component of any other mode of transportation such as walking to and from transit stops, bicycle storage areas, car parks and so on. Therefore, it is the one common mode of transportation that is universally used.

Many municipalities in the region, within their OCPs, have adopted a modal hierarchy to guide transportation planning decisions where pedestrians and walking are the top priority. However, pedestrian safety and connectivity continue to be taken for granted in the planning context of transportation projects, new communities/developments and the overall public realm.

The results are gaps and barriers in the pedestrian network that reduce the level of convenience, comfort and accessibility for people to walk to their destination or as part of their trip.The TAC will have an opportunity to improve the walking environment by implementing a variety of actions that are identified within other desired outcomes listed in this plan.

Regional Outcome Statement 5 Actions

Priority Action

ACTION 5.1 **Produce a series of walkability maps, in partnership with the local governments, to be used as a tool to encourage walking as an everyday mode of transportation. Maps will showcase sidewalks, separated trails and pathways, and emphasize connectivity between key land uses and multiple modes of transportation.**

Rationale A number of jurisdictions have local maps identifying pedestrian walkways within their jurisdiction. However, there is no consistent approach across the region. Often these maps do not readily identify cut-throughs introduced via development or park trails that cut a significant amount of time from a given walking trip.

Approach

The region will provide staff resources to work in partnership with local governments to create comprehensive walking maps that show the full spectrum of walking options available to residents and visitors. Priorities may be established for program areas such as safe walking routes to schools, direct neighbourhood access to transit stops or car stops.

ACTION 5.2 **Fund pedestrian realm audits at mobility hubs and other key locations on the Regional Multi-modal Network or as identified in the local government transportation studies.**

Rationale

Help improve walkability by identifying problems with the quality of walking environments in priority areas.

Approach

There is a wide range of models for collecting walkability information, some more qualitative than others. Pedestrian experience is influenced by many factors, from the vibrancy of street activity to perceptions of safety to the design of building façades.

It is recommended that the following issues be given precedence in structuring these walkability audits for their relevance to local interests:

- Pedestrian realm connectivity, including crossing conditions and sidewalk provision
- Access to transit stations and stops
- Compliance with standards of universal access
- Perceived traffic levels and interactions with motorized traffic

Consideration should also be given to using such a tool to improve community engagement around the issue of walkability. This approach is often referred to as Community-based Walkability Audits (CWAs), which enable community groups to conduct the audits themselves. With a little coaching, but no formal training, these groups are able to produce results that are useful for planning purposes. To this end, tools should, at minimum, include template worksheets based on best practices.

ACTION 5.3	**Through the Technical Advisory Committee, work with advocacy groups and existing accessibility advisory committees within the region to identify areas on the Regional Multi-modal Network in need of improvements for people with mobility challenges. This information will inform the pedestrian realm audits.**
Rationale	Help improve universal access to the pedestrian realm by identifying problems with the quality of pedestrian environments in priority areas, moving forward with PCMP implementation. Help ensure progress and regional coherence in addressing pedestrian accessibility.
Approach	The TAC would solicit feedback from existing advocacy groups and accessibility advisory committees across the region regarding accessibility issues on the RMN. All feedback would be incorporated within local pedestrian realm audits. The TAC would identify accessibility-specific funding sources and apply on behalf of the region, where appropriate.

Regional Outcome Statement 6

Public transit is a preferred choice, attracting new riders through comfortable, safe, accessible, attractive and convenient service.

In the CRD, transit is the dominant mode of non car-based transportation and offers the potential to significantly reduce single occupancy vehicle (SOV) trips. However, big steps are required to achieve further progress towards the provincial transit mode split target of 12%. Rapid and frequent transit service holds particular promise given the concentration of travel demand in a few key corridors.

Rapid transit uses high capacity transit vehicle technology such as light rail or high capacity buses on exclusive or semi exclusive corridors. This approach results in improved travel time and reliability. The CRD's Travel Choices Transit Strategy identified a number of possible corridors, prioritizing the Langford/Downtown Victoria corridor. This priority was later echoed by BC Transit's Rapid Transit Network Development for the Victoria Region as well as the long-term vision of the Transit Future Plan, each of

which also reiterated the importance of the Saanich Peninsula and UVic corridors.

Rapid transit and enhanced transit service are the best means to address current and forecasted congestion due to increases in daily trips throughout the region. High-capacity transit service will also help influence land use and provide the basis for focusing growth around nodes/growth centres where sustainable modes are more attractive than the private automobile.

Regional Outcome Statement 6 Actions

Priority Action

ACTION 6.1 **Embed formal consultation and engagement processes with the region in the Victoria Regional Transit Commission model.**

Rationale

Building upon Action 1.1 (Establish a regional transportation authority and funding service), specifically with regard to transit, there is a desire to see a more representative decision making process within the Victoria Regional Transit System. In the present format there are only 7 elected representatives on the Victoria Regional Transit Commission (VRTC). BC Transit staff create, implement and oversee all transit plans and budgets without broad regional oversight; there is no separation between the planning, administrative and operational functions. There is also no requirement for transit to consider the impact of its decisions on other modes of transportation or to complement regional and local land use strategies.

Approach

The 2012 BC Transit Independent Review suggested BC Transit could consult and engage more fully with its partners. This provides the framework for embedding consultation and engagement with the region in the VRTC model. The region would request a formal commitment from BC Transit to engage and consult with the region regularly.

A formal process would be established to identify when consultation, engagement and endorsement are required at the regional level.

ACTION 6.2 **Implement transit priority measures for all Regional Multi-modal Network priority transit corridors.**

Rationale

Further support goals of increasing transit mode share through relatively inexpensive short-term adjustments to both the frequent and rapid RMN transit priority corridors, thus also advancing BC Transit's efforts to improve bus service and ridership.

Approach

Consistent with the on-going Transit Priority Project by VRTC & BC Transit (in partnership with MoTI, View Royal, Colwood, Saanich, Langford, Victoria and the CRD), the Island Highway, Highway 1, Highway 17, Douglas Street and McKenzie Avenue should be given priority for transit priority measures.

ACTION 6.3 **Implement the Transit Future Plan, prioritising the Rapid and Frequent Transit Networks.**

Rationale

Rapid transit uses high capacity transit vehicle technology such as light rail or high capacity buses on exclusive or semi exclusive corridors to significantly reduce the impact of general traffic on transit vehicles resulting in improved travel time and reliability. There is currently momentum behind support for investing in rapid transit in the CRD, which represents a long crescendo of studies and lobbying from stakeholders. In order to realize the goal of significantly raising transit mode shares in the region, it is crucial to prioritize the implementation of rapid and frequent transit corridors.

Approach

Considerable planning efforts are well underway related to rapid transit. This RTP echoes the importance of the rapid transit corridors, consistent with the plans laid out in the Transit Future plan, including:

- Implement rapid transit between the West Shore and Downtown Victoria in order to build ridership.
- Initiate studies for the other rapid transit corridors identified on the RMN, with a phased implementation.

ACTION 6.4

Prioritize and expand deployment of improved customer information systems including real-time transit information technologies.

Rationale

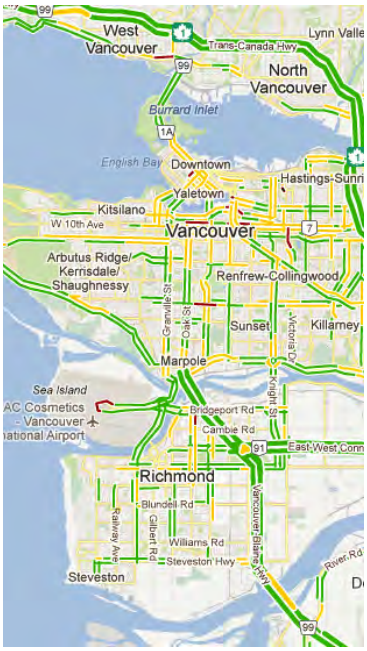
Providing riders and potential riders access to accurate and timely information about transit from which to make transportation decisions is imperative to maintaining and increasing ridership levels (Exhibit 4.14). Technology is advancing rapidly and there is an increasing demand from users to have access to real-time information that will inform them of current changes to schedules and routes, particularly on routes with long headways.

Approach

Work with BC Transit to identify the needs of current and future riders. Use this information as the foundation for future customer information systems. Utilise technological advancements as they become available and more cost efficient.

EXHIBIT 4.14

Google Maps real-time traffic conditions in Metro Vancouver



ACTION 6.5

Implement and report on Service Standards and Performance Guidelines that complement priorities outlined in the Transit Future Plan.

Rationale

In order to determine where transit funding is allocated, existing Service Standards and Performance Guidelines need to be regulary reviewed and reported on. This will provide details on transit specific targets, and establish criteria as to where resources will be allocated to support transparent decision making.

Approach

Work with VRTC to fully implement Service Standards and Performance Guidelines. Monitor and report the Service Standards and Performance Guidelines on a regular basis.

ACTION 6.6	**Update the cost benefit analysis and overall economic benefits case for Light Rail Transit. Pending the outcome of cost-benefit analyses, advance the Light Rail Transit designs and funding strategies or pursue alternatives.**
Rationale	Consider Light Rail Transit (LRT) as a possible means to significantly curb pressure on auto infrastructure in high growth areas; transit visibility would be significantly improved and more compact development would be encouraged near stations.
Approach	The Victoria Regional Rapid Transit Project Business Plan was submitted to the Provincial Government in early 2011 and no decision has yet been made. Since then, the CRD and BC Transit Joint Task Force on Funding Options was completed in Fall 2012. The TAC should continue to advance these funding options as much as possible. If cost-benefit analysis is not favourable or no progress has been made by 2015, Bus Rapid Transit options should be investigated, aligning with the chosen LRT corridors and stations.

ACTION 6.7	**Expand and enhance Salt Spring Island transit service. Refer to Priority Action 1.9**
Rationale	SSI has a popular transit system that provides access to alternative means of transportation for visitors and residents. Ridership has grown significantly over the past two years.
Approach	Expand the transit service in line with recommendations of the local transit service review.

ACTION 6.8	**Establish local transportation service on the Southern Gulf Islands pending recommendations of feasibility studies. Refer to Priority Action 1.9.**
Rationale	SGI has no public local transportation service to provide alternative transportation options to visitors and residents.
Approach	BC Transit's initial pre-feasibility study to identify the viability of introducing public transit to SGI will be expanded upon to include all modes of transportation and to identify all existing transportation options. The study would move forward and identify gaps and recommend actions to be implemented based on financial considerations.

ACTION 6.9	**Establish a working group with inter-regional and tourism-based transport service providers to coordinate and align convenient travel to and from major tourist destinations and gateways with transit and active transportation.**
Rationale	Improve the convenience of and reduce disincentives to multi-modal inter-regional travel by tourists. Provide multi-modal transportation options to and from major tourist destinations in the region to decrease tourist use of automobiles.
Approach	This task will involve considerable coordination with VRTC and Tourism Victoria's Transportation Committee, such that transit services are planned around arrival and departure/opening and closing times. Of particular importance is improving direct transit service to/from the airport, which includes meeting the needs of employees as well as travelers. Identification and discussion of the role private enterprise will have in regional transportation is a priority.

Regional Outcome Statement 7

Existing regional transportation infrastructure is optimised and enhanced by new technology where appropriate.

One of the largest problems facing the CRD is increases in automobile travel and traffic congestion, particularly in the face of population growth that is shifting to outlying communities. This trend is putting significant pressure on the major east-west and north-south roadways and impacts the safety and efficiency of the network to move people and goods throughout the region.

Automobiles will continue to be a primary mode of travel and commercial vehicles are critical to the region's economy. However, adding road capacity through new infrastructure and roadway expansion is expensive and does not help to encourage sustainable travel choices. The costs of implementing a sidewalk, multi-use trail or cycle track ranges from $160,000 to $400,000 per kilometre compared to the costs of over $1 million per kilometre to widen a 2 lane arterial to 4 lanes.

The RTP focuses on managing congestion and travel demand by maximizing the existing road network through operations management, capacity enhancements, technology and new opportunities.

Regional Outcome Statement 7 Actions

Priority Action

ACTION 7.1 **Identify, prioritise and encourage the Province to implement solutions for highway interchanges in need of safety, efficiency and transit access reconfiguring to improve cyclist and pedestrian accommodation.**

Rationale

Support MoTI in addressing problematic interchanges and help raise regional multi-modal concerns with respect to interchange solutions that support the redistribution of mode share to active transportation and transit. There is particular concern around requirements for goods movement around the airport, primarily due to multiple large-scale distribution centres. A detailed analysis of the trade-offs required for the various interchange improvement scenarios has not yet been initiated.

Approach

The TAC will play a consultative role and help to advance the interests of regional and municipal interests, working closely with MoTI to develop solutions. For example, a Sayward Road working group was established (comprising representatives from MoTI, the District of Saanich, CRD, BC Transit and community associations) to recommend recent safety improvements at Highway 17 and Sayward Road. Many of the recommendations have subsequently been implemented. Subsequent interchanges that should be prioritized include:

- Patricia Bay Highway at Keating Cross Road: Full-movement interchange to improve goods movement.
- Patricia Bay Highway at Beacon Avenue: Goods movement demands expected to increase.
- Patricia Bay Highway at Haliburton Road: To manage congestion.
- Trans-Canada Highway at Admirals Road & McKenzie Avenue: Relieve demand on Wilkinson Road and traffic backups on the Island Highway to manage congestion.

ACTION 7.2 **Through the Technical Advisory Committee, develop Key Performance Indicators for the Regional Multi-modal Network, agreed to through the exchange of Memorandum of Understanding.**

Rationale

The RMN division of jurisdiction between local and MoTI road networks requires that the local governments and MoTI work together to ensure the best multi-modal outcomes possible for the entire length of joint corridors. To ensure that the impact of projects on the RMN do not have negative consequences on other jurisdictional roads or discriminate against one or more transportation modes, a collaborative decision-making approach needs to be a priority.

MoTI roads link with municipal roads at key junctions, often resulting in increased congestion as large volumes of local traffic enter onto already busy roads. In order for the RTP to succeed, it is vital that MoTI and the various local jurisdictions work together to ensure that improvements along corridors are consistent. For example, in order for transit improvements along Douglas Street to be most effective, priority measures should extend through Victoria and MoTI jurisdictions. A target-based approach to corridors will identify where the pinch points are on corridors, regardless of which jurisdiction the piece of the corridor falls under.

Approach

The development of a transportation authority would provide the mechanism from which to allocate regional funds based on criteria and priorities established by the TAC. Targets would be set in-line with the delivery of funds and monitored. Target setting ensures that regional transportation investments are being allocated in a transparent manner and remain focused on key regional priorities.

MoTI roads have separate funding sources, so the regional funding would be used on the local networks only. However, it is expected that whenever MoTI funding and infrastructure improvements are made, consideration will be given to how local improvements can complement them. With MoTI taking an active role in the TAC, the region will be involved from the early stages in any plans and implementation projects. For example, a KPI could be established to limit road widening on the RMN for general purposes with expansion activities prioritized for transit, high-occupancy vehicles (HOVs), active modes and/or safety reasons.

ACTION 7.3	**Develop and implement a consistent way-finding strategy to enhance connectivity on roads and trails and to support clear navigation for all modes.**
Rationale	Developing a regional way-finding strategy encourages a regional approach to thinking about transportation and can help market more sustainable means of travel while also improving usability for visitors unfamiliar with the area.
Approach	Tourism should play a key role in defining this way-finding strategy This will require close collaboration with Tourism Victoria, who already signaled a strong interest in such an initiative. The strategy, however, should not be limited to tourist destinations but should also address goods movement, transit, the pedestrian realm and the bicycle network. The way-finding strategy should be well-integrated into the navigation and mapping functionality of the "one stop shop" website proposed in Action 8.5, and include defining region wide way-finding signage standards.

ACTION 7.4	**Undertake a region-specific feasibility study on user pay strategies, such as road pricing, and how they will help influence travel choices.**
Rationale	The central goal of this action is to help minimize traffic congestion and encourage higher occupancy modes of travel, but it could also help raise much-needed revenue for improving access to SOV alternatives.
Approach	As the central goal of this action is to encourage higher occupancy travel, it is recommended that the user-pay strategies investigated include mileage-based usage fees or congestion pricing for high occupancy toll lanes. Under the latter scheme, vehicles meeting high occupancy requirements would either be charged a reduced toll or none at all. Due consideration should also be given to the revenue generation potential of different models, as discussed recently by work prepared by the Victoria Transportation Policy Institute for the CRD and BC Transit on Regional Transit Local Funding Options.

ACTION 7.5 **Apply and improve upon the existing transportation model and data collection program in line with changing regional priorities.**

Priority Action

Rationale

Since 1993 the CRD has maintained a Regional Transportation Model with updates every five years supported by relevant data acquisition programs. Over the last twenty years the Model has proven to be a valuable tool to forecast and assess the impacts of significant transportation and development proposals. The Model has been an important part of highway, rapid transit and corridor studies as well as regional growth and development strategies.

Active transportation and climate action strategies are now major components of regional transportation and development plans. This means developing model capabilities beyond measuring anticipated vehicle flows, travel times, congestion levels and transit ridership to include estimations of bike usage on proposed new facilities and outputs which can be directly used by GHG emission models. The model needs to continue to adjust to changing requirements for monitoring and reporting data.

Approach

In addition to the annual traffic count programs carried out every year and Origin-Destination Household Travel Surveys carried out every five years, CRD Regional Planning started a regular bike count program in 2011 as part of the PCMP implementation. To coordinate existing municipal and regional programs, Regional Planning is updating its transportation data protocol, identifying the types of data to be collected and arrangements for data sharing with municipal partners. Also, CRD Regional Planning will be working with municipalities and provincial agencies to develop sub-area and corridor models which will provide a greater level of local detail for area-specific operational plans.

Priority Action

ACTION 7.6 **Establish an ongoing Goods Movement Committee to collectively address regional goods movement challenges.**

Rationale

By its nature, goods movement is a regional issue (Exhibit 4.15). As such, this action aims at taking a collaborative approach to tackling persistent regional goods movement issues.

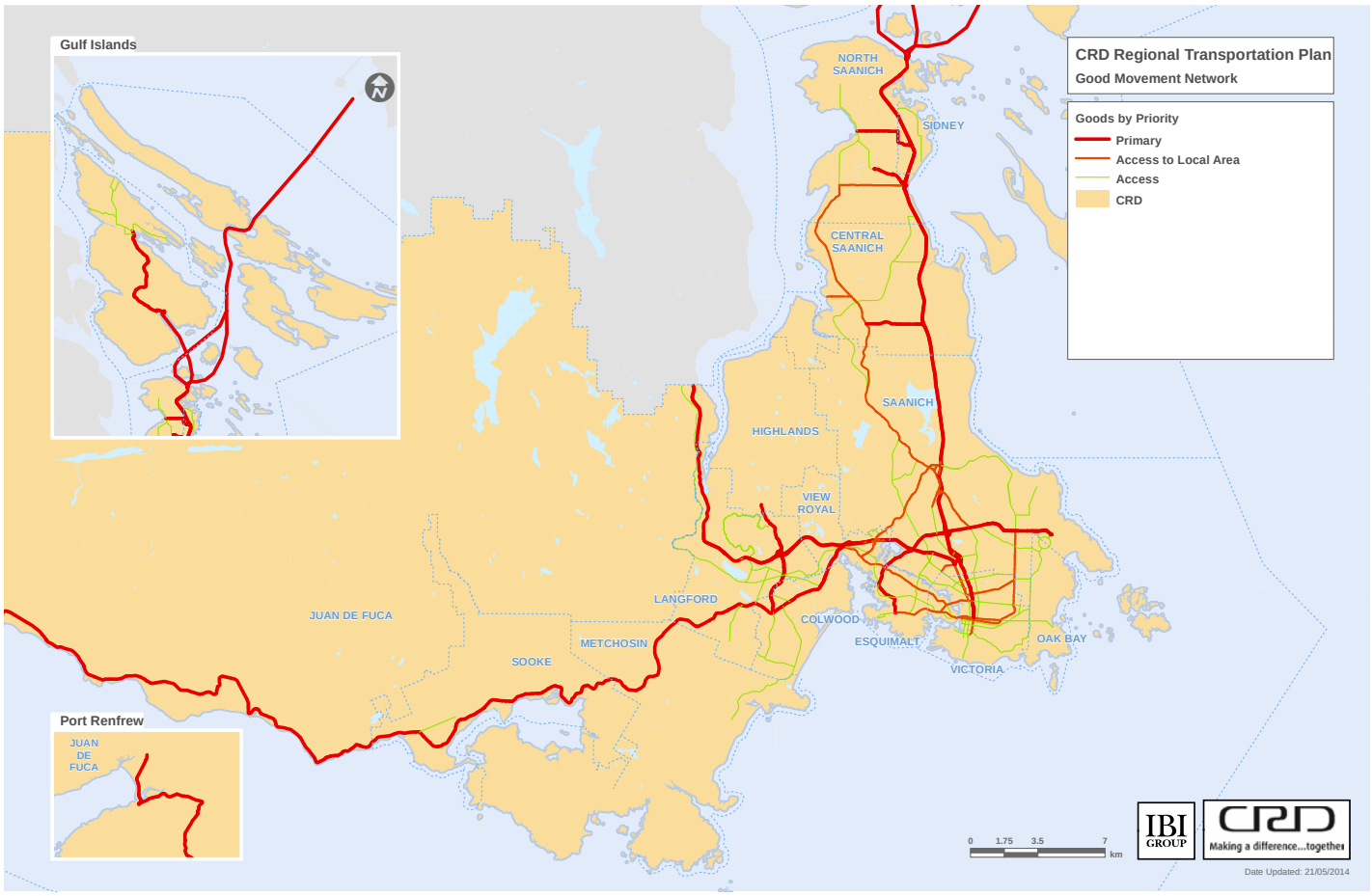
Approach

The aim of the committee will be to develop consensus around dealing with regional goods movement challenges. It is likely simplest to first draft a terms of reference through the TAC, to which parties of interest could then respond. Once established, the Goods Movement Committee should seek to involve key parties of interest, such as the Victoria Airport Authority and the BC Trucking Association.

Key issues raised through the course of developing this RTP, which should be addressed by this new committee, include:

- Establishing a common basis region-wide for regulating truck size and access restrictions;
- Auditing road geometry along RMN priority goods movement corridors;
- Undertaking an economic assessment for goods and service delays associated with congestion and increased frequency of transportation disruptions; and
- Disseminating best practices and other information such as route navigation aids.

EXHIBIT 4.15 Recommended Regional Multi-modal Network Goods Movement Priority Corridors



Regional Outcome Statement 8

Regional programs and initiatives provide residents and visitors with the tools, confidence and knowledge to use active transportation, public transit, car share, taxis, high occupancy vehicles and trip reduction measures.

The RTP intends to bring to the forefront the idea of premium customer service and travel for all modes. The concept being that in order to make alternatives to single occupant vehicle travel attractive enough to leave the car at home, there needs to be a comprehensive suite of infrastructure, support programs and education available to residents and visitors. This is what is known as Transportation Demand Management (TDM).

By offering a wide range of policies, programs and services aimed at influencing how, why, when and where we travel, we are more likely to induce more sustainable travel behaviour.

Several examples of TDM programs are already in place in the region:

- **U-Pass:** A discounted transit pass that all university and college students purchase, which is currently in place at the University of Victoria, Royal Roads University and Camosun College. This program was first introduced in 1999.
- **BC Transit passes**: Various discounted transit pass programs exist, including:
  - **ProPass**: Employers offer their employees the opportunity to purchase a discounted annual transit pass through payroll deduction.
  - **YouthPASS**: Discounted monthly transit pass for high school age youth.
  - **Developer pass program**: A transit program where, through a contract with BC Transit, a land developer can offer discounted transit passes for residents.
- **Carsharing**: The Victoria Car Share Cooperative offers members access to 23 vehicles throughout Victoria, Saanich, Oak Bay and Esquimalt. The 600 plus members share the costs of these vehicles and do not pay for gas, maintenance, parking or insurance.
- **Formalized Carpooling**: Jack Bell Ride-Share owns a fleet of vehicles that are available for commuting to Victoria from Nanaimo, Duncan, Cowichan Bay, or Mill Bay.

While the examples above have made impacts in the region, for the most part, TDM programs, incentives and services are “one offs”, meaning they lack regional support and coordination and are often rolled out for limited audiences. The following actions contained in the RTP aim to bring the convenience of regional multi-modal travel to the next level. By stitching together these and other initiatives, users will benefit from seamless and convenient access to SOV alternatives, particularly through new technologies and infrastructure that promote more sustainable travel behaviour in the region.

Regional Outcome Statement 8 Actions

ACTION 8.1 **Establish and implement a region wide Transportation Demand Management program, including a marketing and branding strategy to support businesses, institutions, local governments and government agencies in implementing policies and initiatives.**

Priority Action

Rationale

In order for TDM to be implemented effectively, a program needs to be resourced and marketed consistently across the region. By rolling out a series of high profile and attractive TDM initiatives available to residents, businesses, government agencies and institutions, the region can help to transition travel away from the single occupant vehicle.

Approach

A TDM program, offered through the CRD, would be designed to support, coordinate and accelerate partnerships among the community. Programming would be decided upon by the TAC. In addition to TDM programs and incentives, this action also includes strategic marketing activities such as the development of a comprehensive sustainable transportation website portal.

ACTION 8.2 **Undertake workplace and institutional incentive programs aimed at decreasing congestion at peak hours and increasing employee use of active transportation and public transit.**

Rationale

Much research and many studies have been undertaken on the benefits that workplace and institutional incentive programs can have on shifting travel behaviour and decreasing peak hour congestion. There are numerous examples of pilot programs. Now, it is time to take action and roll out these successful programs to small business associations, large employers and public sector institutions.

Approach

Incentive programs are a part of Action 8.1 above and will include activities such as flexible working hours, work from home, bike share, condensed work weeks, subsidised transit passes, provisions for end-of-trip facilities (showers, safe bike lock-ups), car share memberships and new employee travel guides.

ACTION 8.3 **Partner with other agencies to develop, investigate and deploy, if financially feasible, a region-wide Mobility Pass or Smart Card for residents and tourists that provides seamless integration between transportation modes (i.e. ferries and bus transit on one pass).**

Rationale

Around the world and close to home, multi-transportation smart cards are being deployed to enhance mobility between modes. Essentially, it is recognized that in order to make it easy for people to use multiple modes of travel to get to a destination, they need to be able to do so in a seamless and integrated fashion.

Approach

Often mobility cards start with a basis of public transit, and then add on other options like taxi cabs, car share, bike rentals, or ferry and train fares. The CRD would work with BC Transit and a variety of transportation service providers to pilot a Mobility Pass program.

ACTION 8.4 **Through the Transportation Demand Management program, establish and expand partnerships with car-sharing operators to increase coverage into all sub-areas of the region.**

Rationale

Currently car sharing is limited to four municipalities in the core area where density and transportation options, such as transit and cycling, are more extensive. There is interest for such services in communities like Langford, Sidney and Salt Spring Island. By improving access to car-sharing across the region, many households will have the option of forgoing primary or secondary automobile ownership and using other modes.

Approach

Opportunities include working with local governments on infrastructure provisions such as dedicating priority on-street parking locations to car-share vehicles. Other options may include changes to development planning processes that allow reductions to the minimum parking requirements in exchange for such initiatives as dedicated car-share parking spaces, regional marketing activities, programs for low-income households or capital investments for fleet expansion.

ACTION 8.5 **Develop and maintain a comprehensive web portal for regional travel information, including a multi-modal journey planner and news on regionally significant transportation projects.**

Priority Action

Rationale

Currently residents and visitors are required to investigate numerous sources to access travel options and transportation information. By developing an attractive, easy-to-use web portal for the region in one location, it will make it easier to navigate current transportation issues and opportunities (Exhibit 4.16).

Approach

The portal can be developed in-house by the CRD and should span regional travel information such as transit, car-sharing, traffic updates (ferry advisories, construction detours, parking availability and cost) and other TDM resources. In parallel, this will involve developing a multi-modal regional journey planner and commercial travel information.

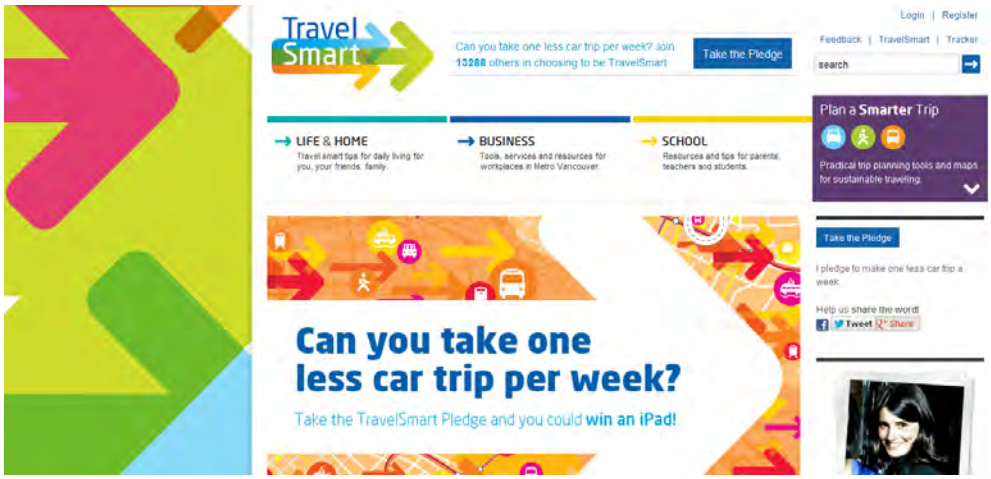


EXHIBIT 4.16

TravelSmart is a website full of information to help in Metro Vancouver residents, visitors, business and students choose more environmentally-friendly modes of travel.

ACTION 8.6 **Identify partnership opportunities to accelerate Active and Safe Routes to Schools (ASRTS) programs.**

Rationale

Within the PCMP, it was recognized that in order to make significant improvements to the safety and health of children, continued emphasis needs to be placed on travel support and educational programs. Under this action, the CRD would take a leadership role to identify partners and implement ASRTS programs.

Approach

Over the past decade, there have been a number of non-profit and parent groups working in partnership with municipalities, police forces and school districts on ASRTS-related programs. In Vancouver, the Hub for Action on School Transportation Emissions (HASTe) has created a successful model and demonstrated significant success. This action is intended to echo calls for the CRD to take the lead in accelerating continued ASRTS programs in partnership with community agencies.

EXHIBIT 4.17

The Greater Victoria Bike to Work (GVBTW) Society organizes the annual Bike to Work Week event, which had over 7,000 participants in 2012.

Photo: Corey Burger

ACTION 8.7

Fund existing programs such as Bike to Work Week and Commuter Challenge, and identify new events and initiatives to promote active transportation.

Rationale

There are a number of existing successful programs that encourage residents to take part in active transportation.

Approach

By partnering with organizations, business associations, municipalities and institutions, the CRD can lend financial support to encourage innovative festivals, events and forums that increase participation in active transportation (Exhibit 4.17).

ACTION 8.8

Offer pedestrian and cycling skills courses for residents.

Rationale

To help increase cycling rates and instill a better understanding of and compliance with safe operations in an integrated transportation system, the CRD's PCMP recommends education for residents of all ages. By expanding education programs such as skills courses, the CRD will be able to encourage more cycling and improve transportation safety by reducing conflicts (Exhibit 4.18).

Approach

Work with school districts, non-profit organizations and the private sector to deploy cycling skills courses to residents, including youth and seniors, across the region. Potential opportunities exist to integrate cycle and pedestrian training in the school curriculum and support emerging programs such as Right to Bike BC.

EXHIBIT 4.18

Ride On! Cycling Skills courses in the Capital Regional District help participants understand the rules of the road.

ACTION 8.9 **Organize training of CRD and municipal/electoral area staff in best practices of facility design.**

Rationale	There is an opportunity to enhance safety through continually improving the design of transportation infrastructure, in line with constantly evolving best practices and standards. This includes transit, cycling, walking and driving infrastructure and amenities.
Approach	Some municipalities are well-resourced while others can use further support. Under this action, the CRD could organize, host and support training and development opportunities for municipal staff, developers, designers and decision makers that support advances in facility design. There have been numerous examples of this type of co-operative education and training in the past. Under this action, programs would be enhanced to support a variety of rural and urban issues and topics.

Other Actions Discussed

There were a number of additional suggestions received through general consultation activities. Topics included emergency access alternatives, commuter rail services, revision of technical design guidelines and private shuttle bus programs. These were considered outside of the scope of the RTP. Some of these may be identified as individual stand alone projects at a future date.

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5. Implementation

This section outlines the strategies to implement the actions of the Regional Transportation Plan (RTP). It includes a discussion of governance and partnerships and assessment of timing, as well as broad cost implications, funding needs and next steps.

5.1 A Partnership Opportunity

One of the challenges of implementing the RTP is that responsibilities for existing and future infrastructure corresponding to regional needs are divided among the Province, municipalities and Capital Regional District (CRD). With the exception of regional multi-use trails, the CRD does not operate or maintain transportation infrastructure. This means that, for the RTP to achieve its full potential, multiple partners need to work together to further develop, fund and implement the corresponding actions.

Under current governance arrangements, advocating for regional multi-use (pedestrian and cycling) trails is the role most often associated with the CRD. For other transportation services (including public transit and the arterial road network), the CRD's role is predominately that of a community stakeholder, leading or participating actively in strategic planning, consultation and collaboration.

Current governance arrangements for transportation and land use in the CRD are such that no one agency has direct authority for establishing, funding or implementing regional transportation priorities. Decisions concerning land use adjacent to major transit/transportation corridors are influenced by the region through the RSS and subsequent municipal regional context statements. The CRD Board has repeatedly promoted a change in governance that would impart the CRD with leadership and authority for transit and transportation decisions affecting the region.

Exhibit 5.1 (Derived from Appendix 4 of CRD Staff Report, June 15, 2011) summarizes the current governance arrangements for transportation and land use in the CRD. For the purpose of defining the current structure, roles are categorized as: primary (most influential, often through outright authority); cooperative (influential through collaboration and funding contributions); and consultative (least influential, reliant on indirect authorities and goodwill).

EXHIBIT 5.1 Current Transportation and Land Use Governance in the Capital Regional District

	MOTI	CRD	BC TRANSIT	MUNICIPALITIES
Provincial Highways	**Primary Role** Planning, design, standards & priority setting Operation/Maintenance Regulation, Oversight & Funding	**Consultative Role** Principally through planning initiatives to achieve sustainable transportation goals for the region	**Cooperative Role** For transit operating on provincial highways e.g., coordinate planning, transit priority measures and cost sharing	**Cooperative Role** For arterial intersections and interchanges
Regional Arterial Roads	**Cooperative Role** Planning for integration of highway network with local road networks	**Consultative / Cooperative Role** Principally through strategic planning initiatives e.g., corridor study, RGS, RSS, Pedestrian and Cycling plans	**Cooperative Role** For transit operating on municipal arterial roads	**Primary Role** Planning, design, standards & priority setting Operation/Maintenance Regulation, Oversight & Funding (tax base, dc's & government grants)
Regional Transit Network	**Cooperative Role** For transit operating on provincial highways Contribution of capital and operating funds	**Consultative / Cooperative Role** Principally through strategic planning initiatives e.g., RGS, RSS, Pedestrian and Cycling plans	**Primary Role** Planning, design, standards & priority setting Operation/Maintenance Regulation/Oversight Set budgets, service levels & fares	**Cooperative Role** Principally through transit route planning initiatives, maintenance of bus stops and shelters & property tax contributions to transit operating
Regional Multi-Use Trails	**Cooperative Role** Leases Galloping Goose right of way to CRD	**Primary Role** Planning, design, operation, maintenance, regulation, oversight and funding of trail system (Galloping Goose, E & N Trail, and parts of the Lochside Trail)	**Cooperative Role** Makes use of trails for rapid transit (e.g., Galloping Goose) and commuter rail services (e.g., E & N Trail)	**Cooperative Role** Principally through Community and Local Area Planning, and by maintaining trail sections on municipal roads
Land Use Adjacent to Regional Corridors & Network Nodes	**Consultative Role** Principally through policy guidelines and approvals of development applications adjacent to highway corridors	**Primary Role** Principally through land use and transportation policy planning, RGS and EA OCPs	**Consultative Role** Principally through transit supporting land use policies recommended in transit plans	**Primary Role** Principally through approval authorities set out in Official Community Plans, zoning bylaws, municipal property taxes & development contributions

Proposed Role

The CRD's preferred governance direction involves a transportation authority to address regional transportation issues and to facilitate the implementation of the recommendations of the RTP. Emphasis would be placed on the implementation of regional transportation priorities through performance-based metrics and agreed-upon targets established in consultation with partners.

It is proposed that the CRD's mandate would be expanded to include the following three roles with respect to regional transportation:

1) The CRD, through a partnership model, serves as the lead and coordinating body for regional transportation planning and operational delivery

Responsibilities for existing and future infrastructure corresponding to regional needs are divided among the Province, municipalities and CRD. Therefore, in order for the RTP to achieve its full potential, multiple partners need to work together to further develop, fund and implement the actions corresponding to their jurisdiction.

2) The CRD Board assumes leadership and authority for regional transportation priority setting and decision-making

Discussion and prioritization of regional transportation issues and projects is difficult under the current governance structure. There is a need to establish a single effective forum to bring forth issues, ideas and projects which can then be prioritized and put forward for funding. This forum needs to have a regional perspective and the CRD Board is best positioned to provide this perspective.

3) The CRD Board serves as the authority for managing regional transportation funding and raising transportation capital

A status quo scenario would see a continuation of individual local governments undertaking projects within their own areas. This approach tends to favour smaller, less costly projects that can be funded within the envelopes established for each local jurisdiction. Larger regionally significant projects are more difficult to advance under this funding structure. An approach involving greater pooling of resources would significantly accelerate the implementation of much needed regional transportation initiatives.

Through changes in governance, the CRD, in partnership with the Province and local governments can provide a leadership role in the implementation of the RTP and initiatives and projects stemming from this plan while respecting local and provincial autonomy and ownership of infrastructure.

Proposed Structure for a Transportation Service Authority

The proposed structure for a transportation service authority builds on the services that the CRD Board is already providing. For example, the CRD is currently responsible for parts of the transportation system including the regional trail network and local transit on Salt Spring Island (established through a service agreement).

A fundamental principle of the proposed governance structure is that it would need to support the multi-modal nature of the RTP and therefore be able to address issues related to any mode including walking, cycling, transit, car travel and goods movement. The structure would also need to facilitate the full integration of transportation and land use planning.

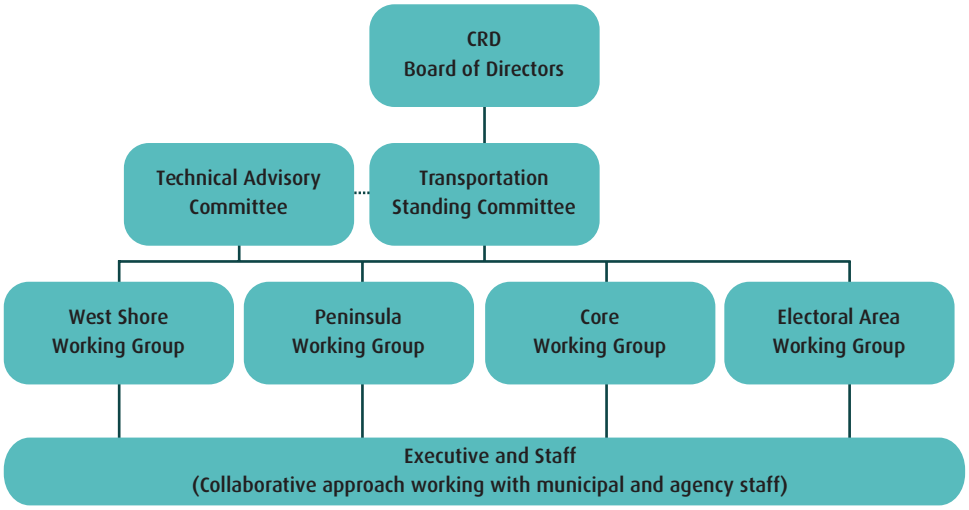
Existing and proposed CRD transportation assets, facilities and services, such as Regional Trails, EA Transit Service Agreements and local docks, would be consolidated into one service area under the service authority.

With respect to transit, formal consultation and engagement with the region will be embedded in the existing Victoria Regional Transit Commission (VRTC) model as a result of recommendations from the BC Transit Independent Review. Staff from the CRD and BC Transit will work together to draft a MOU outlining the consultation and engagement process. Therefore, transit would not fall under the transportation service authority mandate except as it relates to the consideration of multi-modal transportation issues. Victoria Regional Transit System projects and initiatives would not be eligible for regional funds under the transportation service authority.

Establish a Transportation Standing Committee

The above objectives can be achieved through an expansion of the CRD Board's role as it relates to transportation. As outlined on Exhibit 5.2, this could be achieved through the establishment of a Transportation Standing Committee (TSC). The role of the TSC would be to bring decisions forward for Board approval. By way of the TSC, the CRD Board would be vested with authority to define regional transportation priorities, make transportation investment decisions, manage transportation funding and raise transportation capital. It is also proposed that the TSC would establish sub-area working groups to discuss and report on specific localised priorities and initiatives, where appropriate. These working groups could be aligned by the different geographic areas of the CRD as shown on Exhibit 5.2.

EXHIBIT 5.2 Potential Transportation Committee and Working Group Structure



Establish a Technical Advisory Committee

In parallel, a Technical Advisory Committee (TAC) would be established. The TAC would report to the TSC. Membership would consist of local governments, MoTI and BC Transit. Membership could also include, or draw on, representatives from other non-governmental organizations. The TAC would have a mandate to guide and in some cases, undertake RTP actions, supported by CRD executives and staff. The chair for the TAC would ideally be appointed from within its membership. Similar to the TSC, the TAC could choose to establish specific working groups to address issues by geography, mode, service area or funding pool. For example, a working group on goods movement could be established. The roles and responsibilities of all parties will be identified in the implementation plan.

Evolutionary Approach

The transportation service would be established to allow for increasing regional authority in regional multi-modal transportation, aligning with the CRD Board's direction and changes in transportation. An evolutionary process has been identified whereby the transportation service would be created according to the following steps:

1. Consolidation of all existing transportation planning functions within the CRD under one transportation service;
2. Expansion to include functions specifically identified within the RTP such as Travel Demand Management; and
3. Expansion to include a stronger governance role in transit.

This phased approach will allow the role of the authority to expand to include additional functions over time in line with Board priorities and availability of resources.

5.2 Funding Context

Total transportation-related capital investments and operating expenditures by the CRD and its municipalities is difficult to determine, given reporting differences among municipalities.

Based on a small sample of municipal financial reports, recent annual capital expenditures on transportation were in the range of $200 per capita and annual operating expenditures are estimated around $230 per capita. Extrapolating out to all CRD local governments, this translates to roughly $72 million in annual capital costs and $83 million in annual operating costs. These totals address current programs, but not funding requirements that would be associated with rapid transit.

Gas Tax Allocation

The Federal Government initiated the Gas Tax Rebate Program in 2005, allocating 5 cents per litre to support environmentally sustainable priorities and projects. At the time, the program would distribute over $5 billion across Canada over a 10 year time period. Allocations of the $636 million reserved for the province of British Columbia (BC) were laid out in an agreement between the federal and provincial governments and the Union of BC Municipalities (UBCM), approved in September 2005. The agreement covered two funding periods: 2005-2010 and 2010-2015. The Gas Tax agreement has recently been renewed with major amendments. Money that had been allocated to Regionally Significant Project Funds now flows directly to local governments.

Funding for a Service Authority

The transportation service authority model would draw from the Strategic Priorities Fund (SPF), local government Community Works Funds and re-purposed funding sources. In addition, it is expected that by coordinating funding requests which have consensus backing, the success rate of attracting senior government funding will be greater.

Subject to further analysis, the transportation service authority model would draw from the following sources:

- Existing operating budgets within the CRD Planning and Protective Services and CRD Parks departments for operational costs.
- SPF to create a regional pool from which to co-fund with local government projects. Contributions to capital and program costs would be based on performance-based metrics.

- In-kind contributions of staff time by agencies or project partners through participation on the TAC.
- Existing capital budgets and Community Works Fund gas tax of project partners allocated to regionally significant projects through contribution to capital and program costs based on performance-based metrics.
- Leveraged regional and local partner funds through the new regional transportation service authority (TSC and Board); advocating with one common voice to increase senior government capital contributions to regionally significant projects.
- Local government Community Works Fund allocations

Acting Under the Status Quo

The Province, BC Transit and local governments will continue to own, operate and maintain the majority of infrastructure comprising the Regional Multi-modal Network (RMN). Under status quo, the CRD's work with these partners to advance the actions in the RTP would be limited to a planning and policy support role as per its existing Regional Information Service (RIS) mandate as well as a management role for regional trails under the CRD Parks and Environmental Services mandate. Projects of regional significance which cross local government jurisdictions would need to be funded with municipal funds. Cost divisions would have to be done on a case by case basis between local governments. This course of action would result in significantly fewer actions being implemented and would only achieve part of the regional vision for transportation (Exhibit 5.3).

Under the status quo, the CRD would work in a supportive role with partners to jointly:

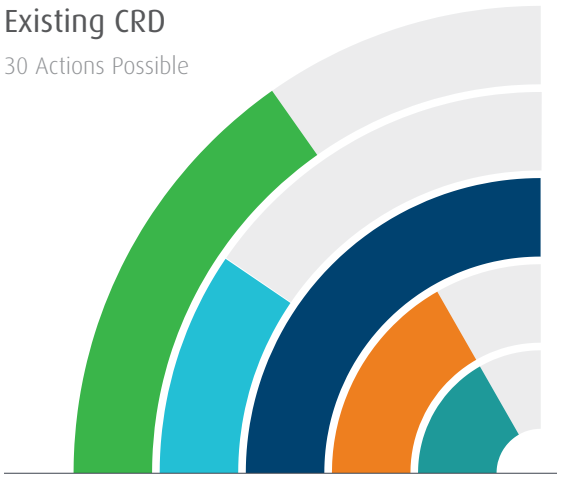
- Advance the vision, principles, outcomes and associated actions to address regional transportation needs;
- Collaborate on priorities and actions;
- Set policies in support of regional transportation strategies in the Regional Sustainability Strategy (RSS);
- Undertake supporting studies and data collection to further develop specific strategies or actions;
- Coordinate potential funding streams related to supporting regional transportation initiatives; and
- Advance infrastructure improvements corresponding to the RMN.

EXHIBIT 5.3 Capacity Comparison of the Existing CRD versus the Transportation Service

Transportation Authority

Existing CRD

30 Actions Possible

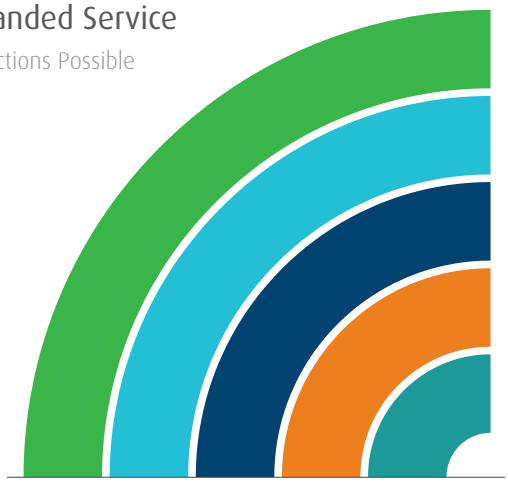


Themes

56%	Integrating Land Use and Transportation
29%	Creating Exceptional Environments for Walking and Cycling
100%	Taking Transit to the Next Level
67%	Getting the Most out of Roads and Trails
67%	Influencing Travel Behaviour

Expanded Service

47 Actions Possible



Themes

100%	Integrating Land Use and Transportation
100%	Creating Exceptional Environments for Walking and Cycling
100%	Taking Transit to the Next Level
100%	Getting the Most out of Roads and Trails
100%	Influencing Travel Behaviour

5.3 Regional Needs

Exhibit 5.4 describes the key components of the RTP Outcomes Statements and Actions Table. The exhibit identifies the actions as well as the implementation timeline, required authority and required resources to implement each action. Exhibit 5.5 summarizes the strategies and actions detailed in section 4 of the RTP.

EXHIBIT 5.4 RTP Outcome Statements and Actions Timeline, Structure and Resources Explanation Chart

IMPLEMENTATION TIMELINE			AUTHORITY		RESOURCES TO IMPLEMENT		
1 to 5 years	5 to 10 years	Over 10 years	Existing RIS	Transportation Service	Mechanism	Staff	Operation Capital and/or Program Costs
Actions that are likely to extend through multiple time frames are denoted with > symbol			Identifies what can be done under the existing CRD Regional Information Service. Largely a policy and high level planning role	Identifies the regional transportation service required to advance the implementation of the full realm of actions. This structure uses a collaborative approach to work with partners to advance regionally significant transportation priorities.	Identifies what is required to implement the action in terms of programs, policy, legislation, guidelines and studies	Identifies the requirement for staff	Identifies the requirement for operating and or capital costs for specific actions

RTP Outcome Statements and Actions Table

Priority Actions

Existing CRD Mandate: What can be done by the CRD under its existing regional information service authority.
Expanded Transportation Service - Providing a stronger regional role that allows for leveraging of provincial and federal funding as well as a regional funding program for significant projects in line with approved RTP priorities.TAC would determine and set priorities
Additional staff would be required to implement new functions outside of the scope and existing transportation functions of the CRD.

THEME	OUTCOME STATEMENT		ACTIONS	Implementation Timeline			Authority		Resources to Implement		
				1 to 5 Years	5 to 10 Years	Over 10 Years	Existing CRD	Transportation Service	Mechanism	Staff	Operating/Capital and/or Program Costs
INTEGRATING LAND USE AND TRANSPORTATION	1	**Movement between communities, mobility hubs and major destinations is facilitated through a Regional Multi-modal Network (RMN) of transportation corridors.** This means: • Alignment of local, transit and provincial plans • Prioritising intra-regional transportation • Speaking as one voice and implementing programs and initiatives on regional transportation priorities through a Regional Transportation Advisory Committee	1.1 Establish a regional transportation authority and funding service to facilitate improvements to the RMN, implement demand management programs, influence land use adjacent to regionally significant transportation corridors and mobility hubs, and advocate for and source federal and provincial funding.	X				X	Legislative Authority	X	Capital and Operating Costs
			1.2 Incorporate the RMN into all relevant future regional plans, OCPs, local area plans and local transportation plans.	X	>	>		X	RSS, RCS, OCP Legislation (Transportation plans)		
			1.3 Establish an ongoing TAC to identify RMN priorities, coordinate complementary local planning activities and implement priority projects through the new regional funding framework.	X	>	>	X	X	New Committee and Decision Making Authority	X	Capital and Operating Costs
			1.4 Develop and implement a MMLOS model and determine targets for all RMN corridors to balance trade offs between modes.	X			X	X	Expand RT Model	X	Operating Costs
			1.5 Establish, monitor and report on KPIs	X			X	X	New Study and Reports	X	Operating Costs
			1.6 Base the new regional funding framework for improvements on the RMN off approved MMLOS and KPIs.	X	>	>		X	New Program	X	Capital Costs
			1.7 Through the TAC, take an active role in regional public consultation strategies around transportation projects affecting RMN corridors.	X	>	>		X	New Public Engagement Activities	X	Operating Costs
			1.8 Undertake a risk assessment of critical transportation services and infrastructure in the RMN related to potential impacts of a changing climate.	X			X	X	New Risk Assessment	X	Operating Costs
			1.9 Conduct a service review of transportation in the SGI and SSI, including the identification of alternate water-based links and associated infrastructure requirements.	X			X	X	New Study	X	Operating Costs
			1.10 Expand the Car Stop rideshare program for rural sections of the RMN.	X	>	>		X	New program	X	Capital Costs

EXHIBIT 5.5 RTP Outcome Statements and Actions Table (2 of 5)

THEME	OUTCOME STATEMENT		ACTIONS	Implementation Timeline			Authority		Resources to Implement		
				1 to 5 Years	5 to 10 Years	Over 10 Years	Existing CRD	Transportation Service	Mechanism	Staff	Operating/Capital and/or Program Costs
INTEGRATING LAND USE AND TRANSPORTATION	2	**Mobility Hubs align with the Regional Sustainability Strategy and provide people with access to housing, employment, services, amenities and transportation choices at a local, sub-regional and regional scale.** This means: • Alignment of transportation with RSS settlement typologies • Offering transportation choice and transfers in one location • Facilitating connectivity between modes and between regional and local transportation networks.	2.1 Incorporate Mobility Hubs into all relevant future regional plans, OCPs, local area plans and local municipal transportation master plans.	X	>	>	X	X	RSS, RCS (OCPs) Legislation transportation plans	X	
			2.2 Prepare Mobility Hub guidelines to inform planning and development, ensuring integration of new technology such as electric vehicle infrastructure.	X			X	X	New Guide	X	Operating Costs
			2.3 Fund municipalities to develop detailed master plans for each Mobility Hub.	X	>			X	New Funding Agreements	X	Program Costs
THEME	OUTCOME STATEMENT		ACTIONS	Implementation Timeline			Authority		Resources to Implement		
				1 to 5 Years	5 to 10 Years	Over 10 Years	Existing CRD	Transportation Service	Mechanism	Staff	Operating/Capital and/or Program Costs
INTEGRATING LAND USE AND TRANSPORTATION	3	**Transportation and land use planning tools are integrated at the local and regional levels.** This means: • Preserving local decision making in land use and using an agreed upon performance based system to achieve regional goals • Providing tools reflective of regional transportation goals to help guide local decisions • Shaping land use and urban structure to achieve more sustainable transportation patterns	3.1 Establish land use and transportation functions for Growth Centres in the RSS that support frequent and rapid transit corridors.	X			X	X	RSS, RCS. OCPs	X	RSS Program Costs
			3.2 Promote land use policies that more evenly distribute the jobs to workers ratio within the CRD four sub-regions (Core, West Shore, Saanich Peninsula and Gulf Islands) in accordance with the settlement patterns identified in the RSS.	X	>		X	X	RSS, RCS, OCPs	X	
			3.3 Through the TAC, identify, protect and manage existing and future transport sites and corridors such as E&N, rights of way along RMN corridors and water access points.	X	>	>		X	New Program		Capital and Operating Costs

EXHIBIT 5.5 RTP Outcome Statements and Actions Table (3 of 5)

THEME	OUTCOME STATEMENT		ACTIONS	Implementation Timeline			Authority		Resources to Implement		
				1 to 5 Years	5 to 10 Years	Over 10 Years	Existing CRD	Transportation Service	Mechanism	Staff	Operating/Capital and/or Program Costs **
CREATING EXCEPTIONAL ENVIRONMENTS FOR WALKING AND CYCLING	4	**Cycling is an appealing, safe, convenient and viable transportation option for residents and visitors.** This means: • Making cycling accessible to riders of all skill levels on and off road. • Facilitating enhanced tourism and recreation.	4.1 Implement PCMP, PCMP-SSI Edition, SSI-CMP and SGI-CPT recommended cycling facilities and amenities.	X	>	>		X	PCMP New Program	X	Capital and Operating Costs
			4.2 Enhance existing regional trails and continue to fund the expansion of new trails, in line with the PCMP design guidelines, with a focus on connectivity.	X	>	>		X	PCMP, RPSP	X	Capital and Operating Costs
			4.3 Expand and harmonize regional cycling data collection program.	X	>	>	X	X	New Project	X	Operating Costs
			4.4 Identify and market cycle tourism in the region.	X				X	New Project	X	Capital and Operating costs
THEME	**OUTCOME STATEMENT**		**ACTIONS**	**Implementation Timeline**			**Authority**		**Resources to Implement**		
				1 to 5 Years	5 to 10 Years	Over 10 Years	Existing CRD	Transportation Service	Mechanism	Staff	Operating/Capital and/or Program Costs
CREATING EXCEPTIONAL ENVIRONMENTS FOR WALKING AND CYCLING	5	**Walking is an increasingly popular and desirable mode of transportation that is supported by safe, convenient and accessible pedestrian infrastructure.** This means: • Supporting local municipalities/EAs in improving pedestrian connectivity and accessibility.	5.1 Produce a series of walkability maps, in partnership with local governments, to be used as a tool to encourage walking as an everyday mode of transportation. Maps will showcase sidewalks, separated trails and pathways, and emphasize connectivity between key land uses and multiple modes.	X			X	X	New Project	X	Operating Costs
			5.2 Fund pedestrian realm audits at mobility hubs and other key locations on the RMN or as identified in the local government transportation studies.	X	>	>		X	PCMP New Program	X	Program Costs
			5.3 Through the TAC, work with advocacy groups and existing accessibility advisory committees within the region to identify areas on the RMN in need of improvements for people with mobility challenges. This information will inform the pedestrian realm audits.	X	>	>	X	X	New Initiative	X	Operating Costs

EXHIBIT 5.5 RTP Outcome Statements and Actions Table (4 of 5)

THEME		OUTCOME STATEMENT	ACTIONS	Implementation Timeline			Authority		Resources to Implement		
				1 to 5 Years	5 to 10 Years	Over 10 Years	Existing CRD	Transportation Service	Mechanism	Staff	Operating/Capital and/or Program Costs
TAKING TRANSIT TO THE NEXT LEVEL	6	**Public transit is a preferred choice, attracting new riders through comfortable, safe, accessible and convenient service.** This means: • Giving all municipalities and EA's a greater say in transit • Routing and scheduling decisions will be made based on established guidelines and standards. • Implementing transit improvement plans • Ensuring due diligence is undertaken before investing operating and capital funds	6.1 Embed formal consultation and engagement processes with the region in the VRTC model.	X			X	Independent Review of BC Transit	VRTC	X	Operating Costs
			6.2 Implement transit priority measures for all RMN priority transit corridors.	X	>	>	X	The current VRTC service model would remain with consultation and engagement with the region to be embedded in to the VRTC model.	VRTC	X	Operating Costs
			6.3 Implement the Transit Future Plan, prioritising the Rapid and Frequent Transit Networks.		X	>	X		VRTC	X	Operating Costs
			6.4 Prioritize and expand deployment of improved customer information systems including real-time transit information technologies.		X		X		VRTC	X	Operating Costs
			6.5 Implement and report on Service Standards and Performance Guidelines that complement priorities outlined in the Transit Future Plan.	X			X		VRTC	X	Operating Costs
			6.6 Update the cost benefit analysis and overall economic benefits case for Light Rail Transit. Pending the outcome of cost-benefit analyses, advance the Light Rail Transit designs and funding strategies or pursue alternatives.	X			X		VRTC	X	Operating Costs
			6.7 Expand and enhance SSI transit service. Refer to Priority Action 1.9.	X	>	>	X	X	Expanded Funding Agreement	X	Operating Costs
			6.8 Establish local transportation service on the Southern Gulf Islands pending recommendations of feasibility studies. Refer to Priority Action 1.9.	X	>	>	X	X	New Funding Agreement	X	Operating Costs
			6.9 Establish a working group with inter-regional and tourism-based transport service providers to coordinate and align convenient travel to and from major tourist destinations and gateways with transit and active transportation.	X	>	>	X	X	New Committee	X	Operating Costs
THEME		**OUTCOME STATEMENT**	**ACTIONS**	**Implementation Timeline**			**Authority**		**Resources to Implement**		
				1 to 5 Years	5 to 10 Years	Over 10 Years	Existing CRD	Transportation Service	Mechanism	Staff	Operating/Capital and/or Program Costs
GETTING THE MOST OUT OF OUR ROADS AND TRAILS	7	**Existing regional transportation infrastructure is optimised and enhanced by new technology where appropriate.** This means: • Agreeing to a set of principles to guide investment decisions • Data on existing infrastructure and transportation movement is collected and used to inform decisions and investments. • Getting the highest benefit out of existing transportation infrastructure.	7.1 Identify, prioritise and encourage the Province to implement solutions for highway interchanges in need of safety, efficiency, and transit access reconfiguring to improve cyclist and pedestrian accommodation.	X	>	>	X	X	New TAC initiative	X	Operating Costs
			7.2 Through the TAC, develop KPIs for the RMN, agreed to through the exchange of MOUs.	X				X	New TAC Initiative	X	Operating Costs
			7.3 Develop and implement a consistent way-finding strategy to enhance connectivity on roads and trails and to support clear navigation for all modes.	X				X	New TAC Initiative	X	Operating Costs
			7.4 Undertake a region-specific feasibility study on user pay strategies, such as road pricing, and how they will help influence travel choices.		X		X	X	New Feasibility Study	X	Operating Costs
			7.5 Apply and improve upon the existing transportation model and data collection program in line with changing regional priorities.	X	>	>	X	X	Expanded Program	X	Operating Costs
			7.6 Establish an ongoing Goods Movement Committee to collectively address regional goods movement challenges.	X	>	>	X	X	New Committee	X	Operating Costs

EXHIBIT 5.5 RTP Outcome Statements and Actions Table (5 of 5)

THEME	OUTCOME STATEMENT		ACTIONS	Implementation Timeline			Authority		Resources to Implement		
				1 to 5 Years	5 to 10 Years	Over 10 Years	Existing CRD	Transportation Service	Mechanism	Staff	Operating/Capital and/or Program Costs
INFLUENCING TRAVEL BEHAVIOUR	8	**Regional programs and initiatives provide residents and visitors with the tools, confidence and knowledge to use active transportation, public transit, car share, taxis, high occupancy vehicles and trip reduction measures.** This means: • Reducing reliance on single occupant vehicles • Making it easier for people to choose alternative modes of travel.	8.1 Establish and implement a region-wide TDM program including a marketing and branding strategy to support businesses, institutions, local governments and government agencies in implementing policies and initiatives.	X	>	>		X	New TDM Program	X	Operating and Program Costs
			8.2 Undertake workplace and institutional incentive programs aimed at decreasing congestion at peak hours and increasing employee use of active transportation and public transit.	X	>	>	X	X	New TDM Program	X	Program and Capital Costs
			8.3 Partner with other agencies to develop, investigate and deploy, if financially feasible, a region-wide Mobility Pass or Smart Card for residents and tourists that provides seamless integration between transportation modes (i.e. ferries and bus transit on one pass).		X			X	New TDM Program	X	Operating Costs
			8.4 Through the TDM program establish and expand partnerships with car-sharing operators to increase coverage into all sub-areas of the region.	X	>	>		X	New TDM Initiative	X	Operating Costs
			8.5 Develop and maintain a comprehensive web portal for regional travel information, including a multi-modal journey planner and news on regionally significant transportation projects.	X	>	>	X	X	New Project	X	Operating Costs
			8.6 Identify partnership opportunities to accelerate Active and Safe Routes to Schools programs.		X		X	X	New PCMP initiative	X	Program Costs
			8.7 Fund existing programs such as Bike to Work Week and Commuter Challenge, and identify new events and initiatives to promote active transportation.	X	>	>	X	X	New PCMP initiative	X	Program Costs
			8.8 Offer pedestrian and cycling skills courses for residents.	X	>	>	X	X	New PCMP initiative	X	Program Costs
			8.9 Organize training of CRD and municipal/electoral area staff in best practices of facility design.	X	>	>	X	X	New Initiative	X	Operating Costs

GLOSSARY

PCMP Pedestrian and Cycling Master Plan
CMP Cycling Master Plan
RSS Regional Sustainability Strategy
RCS Regional Context Statement
RIS Regional Information Service
RPSP Regional Parks Strategic Plan
TAC Transportation Advisory Committee
SSI Salt Spring Island
SGI Southern Gulf Islands
SGI-CPT Southern Gulf Islands Cycling and Pedestrian Draft Trail Plan
MOU Memorandum of Understanding
RT Model Regional Transportation Model

Appendix A
Regional Context

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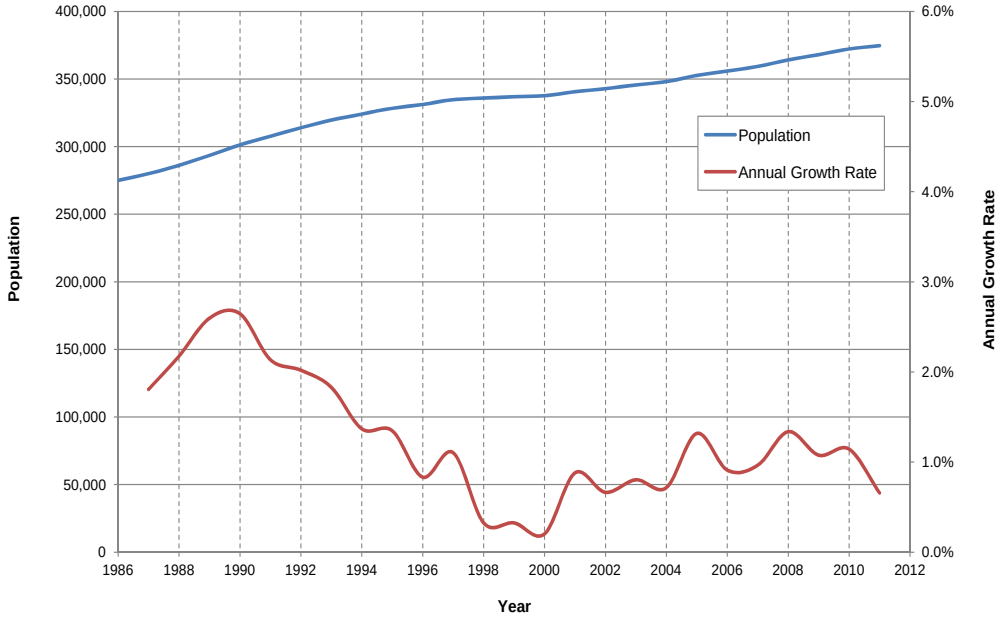
Planning Context

Current Trends and Conditions

Demographics

The CRD has enjoyed steady yet manageable growth and, as of 2011, had reached approximately 375,000 residents, compared to just over 340,000 in 2001 (Exhibit A.1), which represents a moderate growth rate of roughly 1% annually. Although overall growth in the Victoria CMA is not extreme, Exhibit A.2 shows that much of the growth is increasingly shifting to the West Shore communities. The CRD's central area has also seen significant infill development.

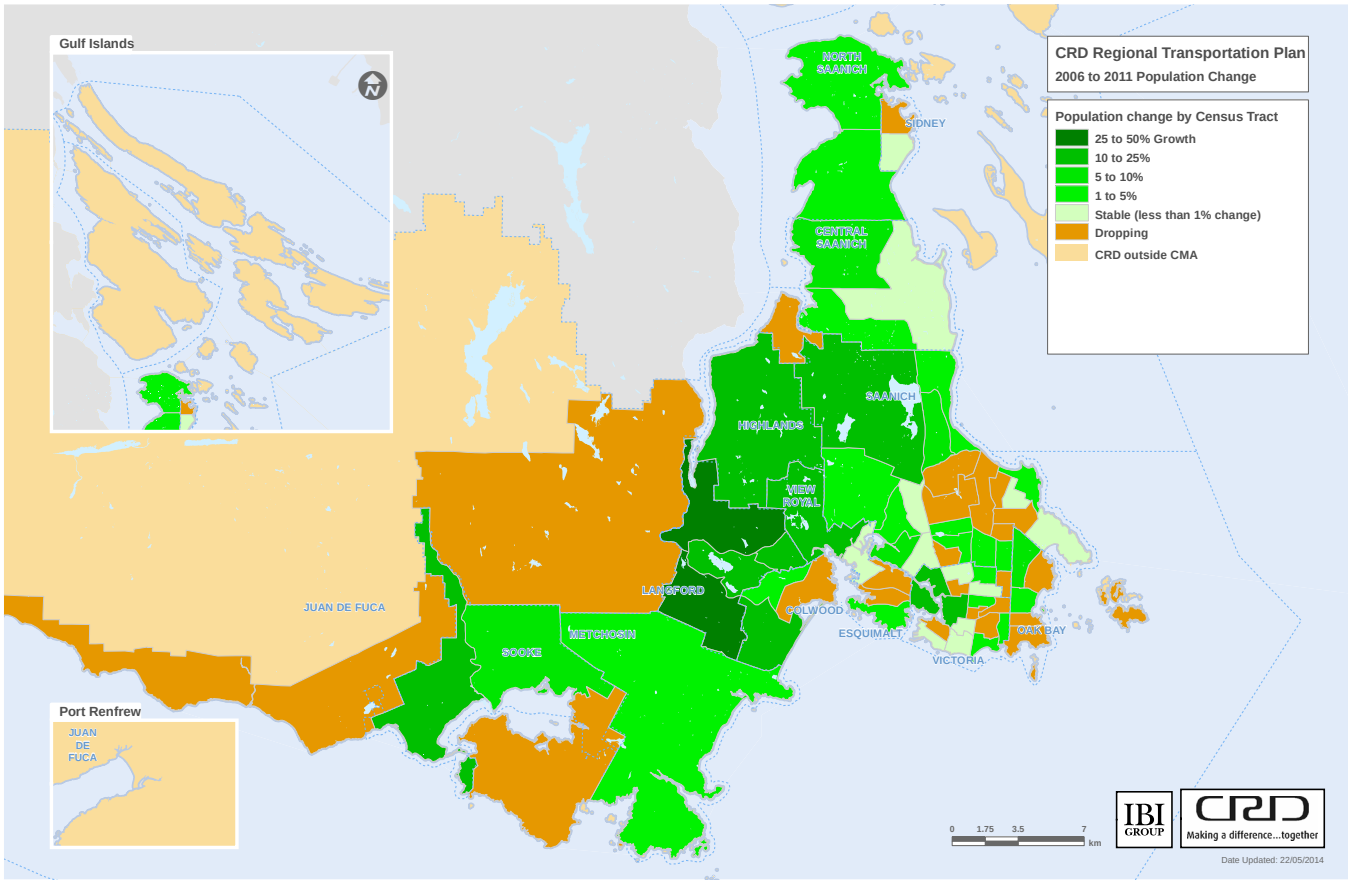
EXHIBIT A.1 CRD Historic Population Growth



NOTES

Source: BC Stats (2012), available online: www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationProjections.aspx (accessed 2012)

EXHIBIT A.2 Victoria CMA Population Changes by Census Tract, 2006-2011



Roadway network

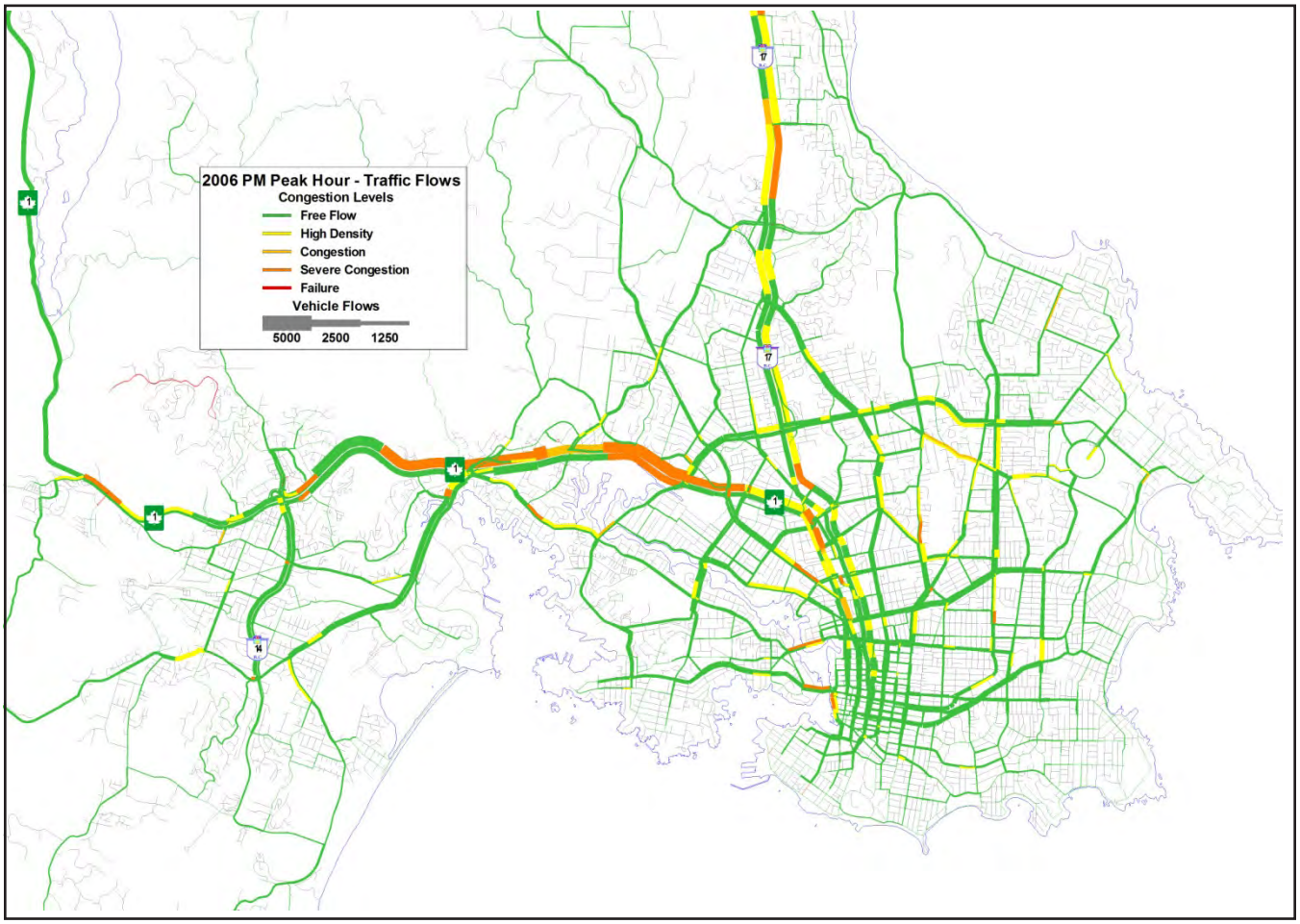
Roadways in the region are generally grouped into four main categories: Highways/ Arterial Highways, Arterial / Major Roads, Collectors and Local Streets. Each municipality has its own roadway classification system, although the function and design characteristics are generally consistent with this categorization. The local municipalities are responsible for local, collector and arterial roads, while the highways are part of the Provincial roadway network. The three highways serving the region are:

- Highway 17 (Patricia Bay Highway) serves as the primary north-south corridor supporting inter-municipal travel between the core area and the Peninsula. Thus, it serves downtown Victoria, Saanich, Sidney, the airport and the Swartz Bay ferry terminal. The other significant north-south connector on the Peninsula is the rural Highway 17A / West Saanich Road, an arterial road along the western edge of the peninsula. The road serves comparatively low vehicular volumes due to its circuitous route, low speed, low vehicle capacity and design limitations.

- Highway 1 (TransCanada Highway) serves as the primary east-west corridor, supporting inter-municipal travel between the Core and West Shore communities and also connecting the CRD to all communities up-island. Highway 1 within the City of Victoria falls under municipal jurisdiction.
- Highway 14 serves as the primary corridor to and from Metchosin, Juan de Fuca and Sooke, with connections to Langford and Colwood.

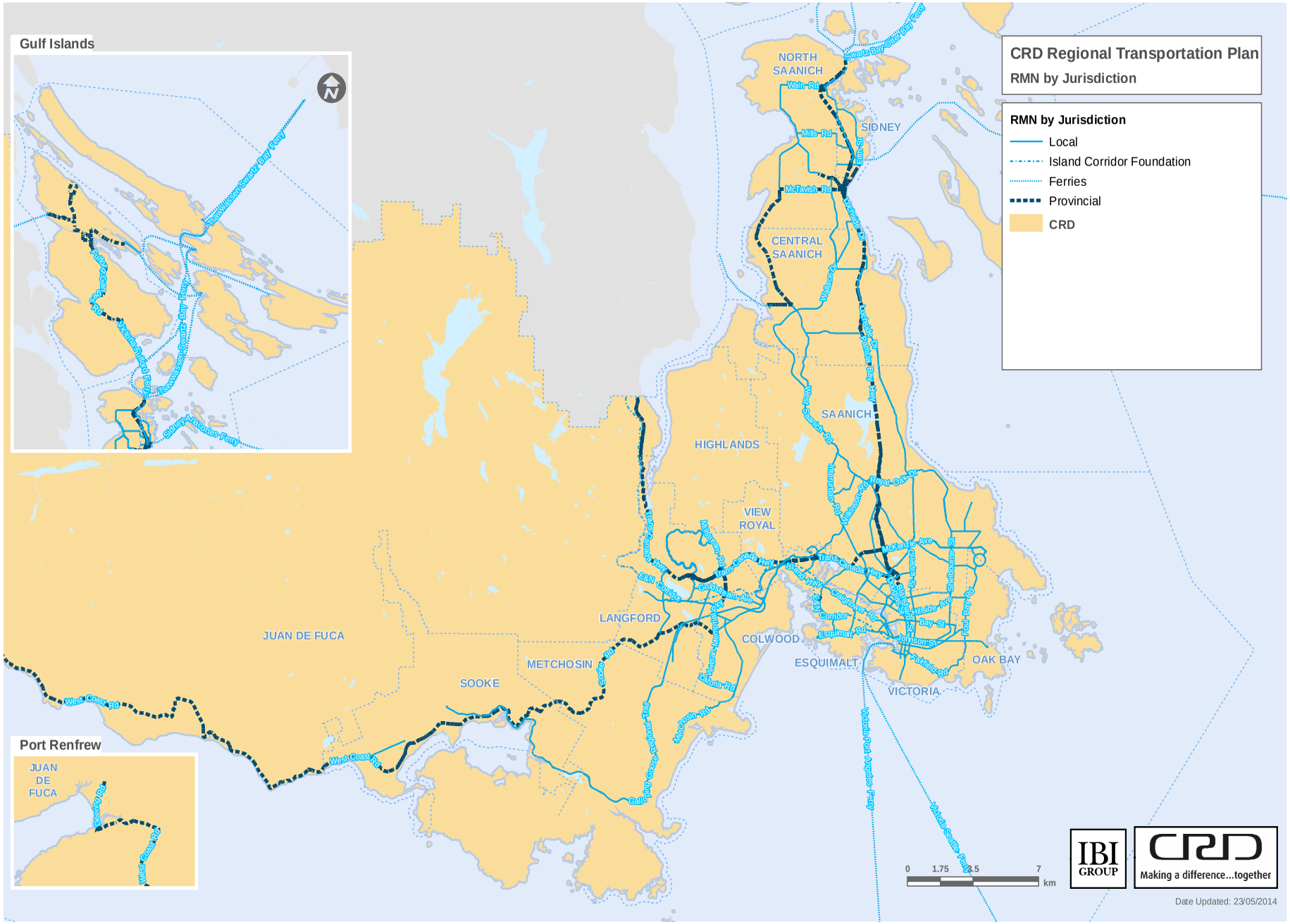
These provincial highways operate as principal roadway links between the CRD's sub-regions. The intent of the provincial highway system is to accommodate the movement of people and goods between regions. Other east-west and north-south arterials are limited in reach and capacity. The CRD's 2006 transportation demand model suggests the most congested roadways in the network are Highway 1 through View Royal and the western edge of Saanich, and the Patricia Bay Highway from Royal Oak Drive to Haliburton Road (see Exhibit A.3). High volume and congestion points have been identified at the intersections of Highway 1 and McKenzie Avenue., Admirals Road and Craigflower Road, and Highway 17 and Sayward Road. Exhibit A.4 breaks down the RMN by jurisdiction.

EXHIBIT A.3 CRD Traffic Flows and Level of Service, PM Peak 2006



Source: CRD Regional Transportation Demand Model

EXHIBIT A.4 Map of RMN by Jurisdiction



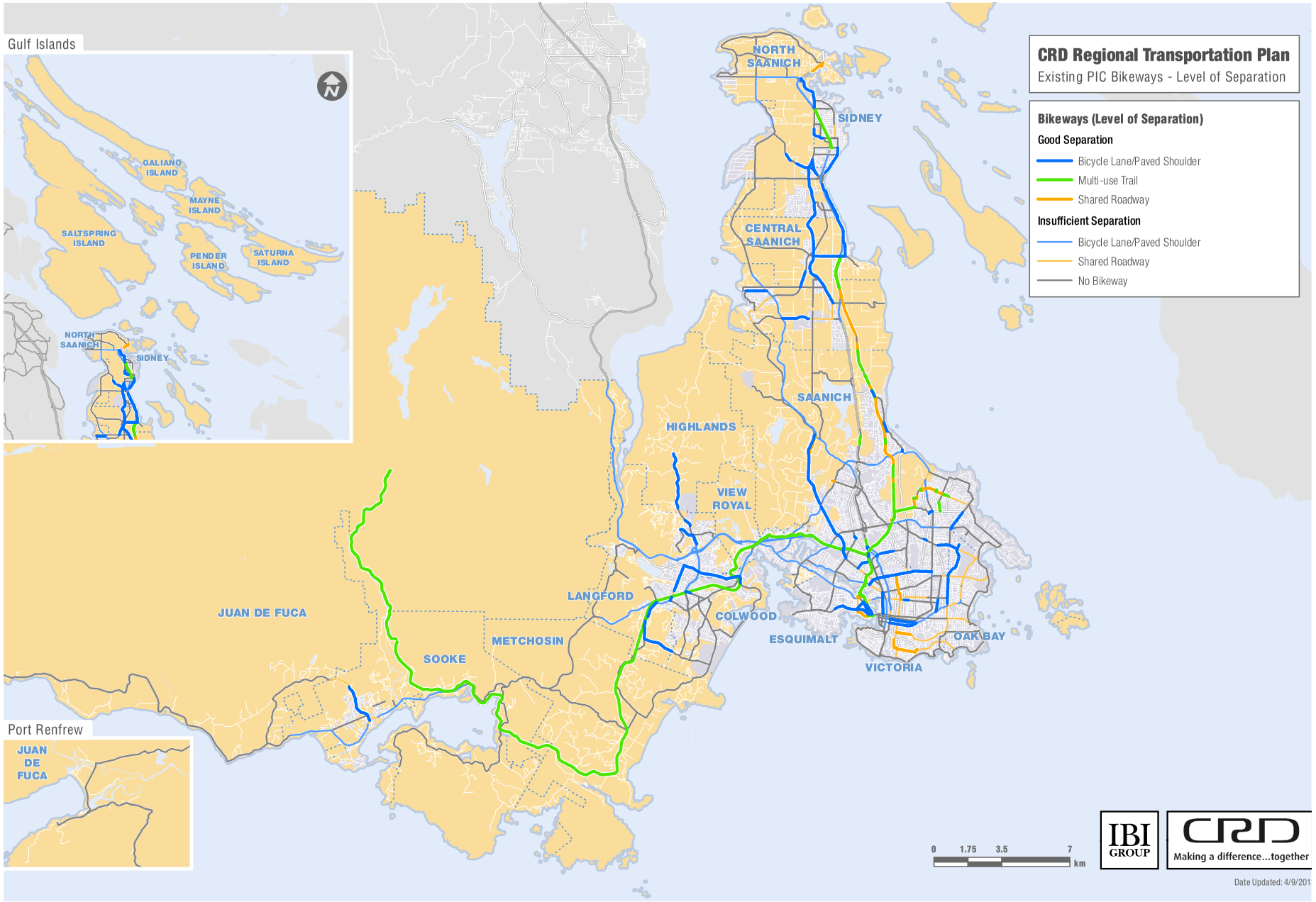
Cycling network

Although the provision of cycling facilities across the CRD has grown in recent years, there remain significant challenges to encouraging those who don't currently cycle to try cycling.

A principal thrust of the Region's Pedestrian and Cycling Master Plan (PCMP) and the recent Pedestrian Cycling Master Plan - Salt Spring Island Edition (PCMP-SSI Edition) is to encourage adequate separation of cyclists from motorized traffic. In developing the PCMP's "primary inter-community" network of bikeways, an analysis of the adequacy of bikeway separation was conducted and it was found that although the CRD has defined an inter-community cycling network of 784 km of bikeways, only 366 km (47%) have been built to date and only 179 km (24%) meet the Region's standards of adequate separation from motorized traffic. Furthermore, excluding multi-use trails, only 33 % of the 282 km of existing on-street bikeways are considered to offer an adequate degree of separation.

The map of existing facilities sggests that the bikeway network's coverage of populated areas is low in Oak Bay, Colwood, Salt Spring Island (see Exhibit A.5). This is further confirmed when comparing the kilometers of bikeways that provide adequate separation from motorized traffic in each municipality which suggests that residents of Victoria, Saanich and Esquimalt also have relatively scarce access to comfortable bikeways. Given the challenges of expanding the network of comfortable bikeways throughout the region, it is not surprising that the CRD's most recent origin and destinations survey shows that the cycling mode share has essentially remained unchanged at 3% since 2001.

EXHIBIT A.5 Map of Existing Bikeway Network in the CRD



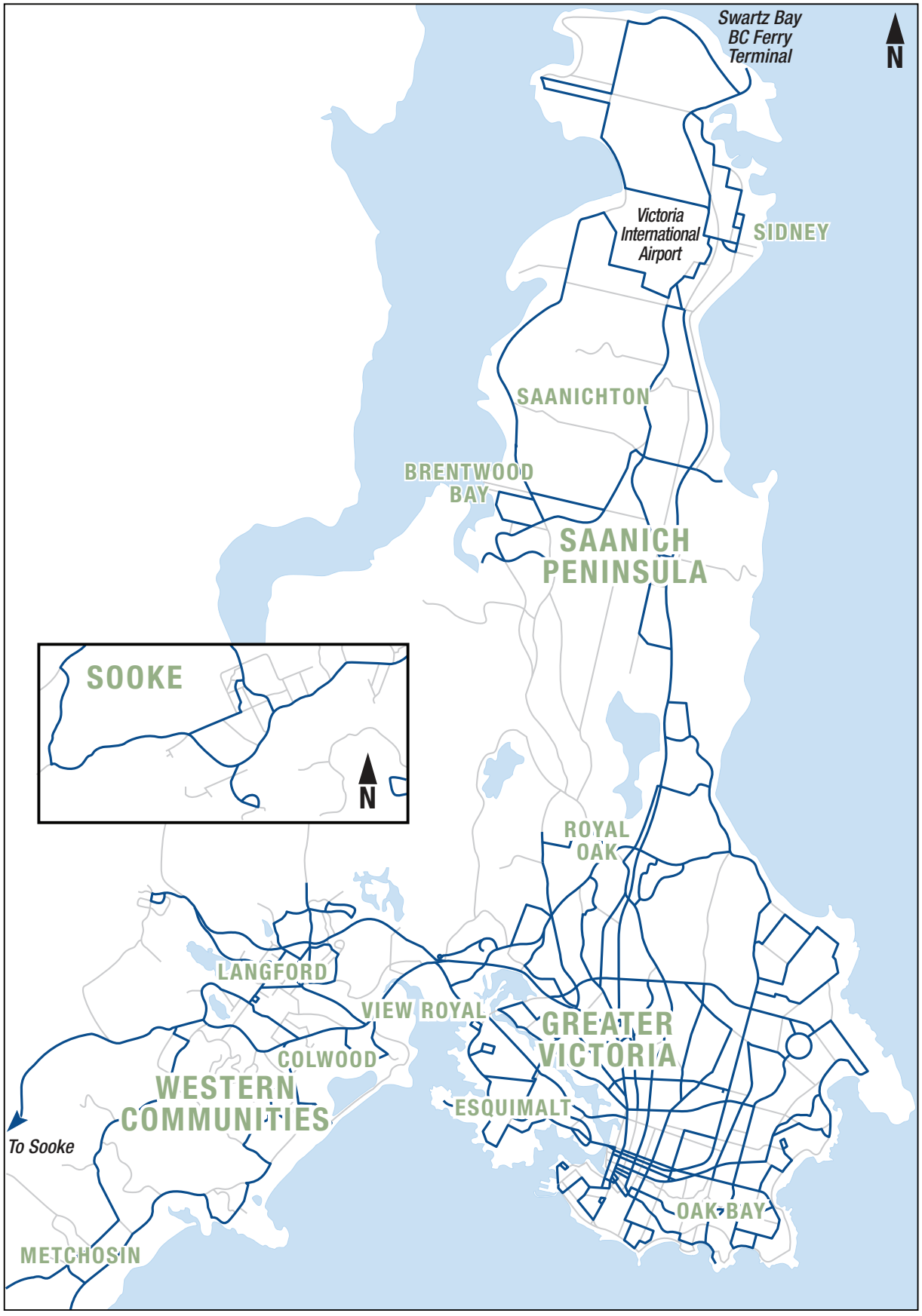
Transit network

The CRD is essentially served by the Victoria Regional Transit System (VRTS), which provides conventional transit and community bus service as far as Otter Point Road west of Sooke. It does not cover the Gulf Islands (Exhibit A.6). The transit system operates 54 fixed routes, seven days a week, from approximately 6:00 a.m. to around midnight, with a fleet of 285 fully accessible conventional buses and community buses. There is also transit service on Salt Spring Island, which is not part of the VRTS, but is operated as a partnership between the CRD, BC Transit and a private operator.

Today, there are five official and four unofficial park-and-ride lots, located in suburban and rural areas, which are served by multiple transit routes. Most official park-and-ride facilities offer both automobile and bicycle parking (all park-and-ride facilities have bike lockers except Helmcken). The McTavish Road and the Western Exchange park-and-ride facilities are adjacent to 2 of the 7 transit exchanges operated by the Victoria Regional Transit System. The University of Victoria (UVic) Transit Exchange is the largest and at operational capacity. It is scheduled for expansion in 2014.

Ridership has increased from 21.85 million passenger trips in 2006, to 24.85 million passenger trips in 2010 (13.7% growth), as service has expanded considerably from 623,000 revenue service hours in 2006 to over 800,000 in 2010 (28.4% growth). Transit ridership per capita is around 69.8 rides, which is high among other Canadian cities with bus-only transit systems such as Regina (34.25 rides/capita), Hamilton (40.16 rides/capita) and Halifax (51.13 rides/capita).

EXHIBIT A.6 Victoria Regional Transit System Service Area (2011)



Regional travel

58%
of travel
in the CRD is
Inter-Municipal

Data from the 2011 CRD Origin-Destination Household Travel Survey shows that over a million trips are made on a typical weekday in the CRD and 58% of these are regional in that they cross municipal borders. Although travel is relatively self-contained within the region's larger sub-areas, 17% of all travel crosses these boundaries as well, of which the largest proportion of travel is between the West Shore and Core sub-areas (8%).

Despite the CRD's higher transit and cycling levels relative to other similarly-sized Canadian urban areas, by far the majority of trips in the CRD are currently made by auto, with auto mode shares accounting for 77% of all daily trips, with 6% done by transit (Exhibit A.7). Even in the Core sub-area, auto accounts for 58% of internal trips, despite 67% of internal Core trips being shorter than 5 km. Daily mode shares have remained relatively constant over the past 10 years in terms of motorized and non-motorized travel (see Exhibit A.8). Transit and cycling mode shares have declined slightly between 2006 and 2011, although walking trips have increased in the same time period. There remains significant potential in the region for shifting from automobile travel to alternatives, but such opportunities are fading as auto and transit trip lengths steadily increase (see Exhibit A.8).

Mode shares show...
No Change
More Action is Needed

From a transportation perspective, the CRD's urban form is currently favourable to high levels of active transportation and transit use. However, average trip lengths for motorized modes have steadily increased in the last decade - a trend which means many residents are becoming increasingly reliant on motorized travel. Yet the CRD's current automobile dependence is not sustainable in the long run, particularly if future growth patterns continue to be low density and primarily located on the fringes of the CRD's built-up areas. If that is the case and the core areas continue to maintain their high share of the region's employment, transportation problems are likely to grow.

EXHIBIT A.7 Daily CRD Mode Shares

TRAVEL MODE	2001	2006	2011*
Auto Driver and Passenger	78%	78%	77%
Transit	7%	7%	6%
Cycling	3%	4%	3%
Walking	12%	10%	13%
Other	1%	2%	1%

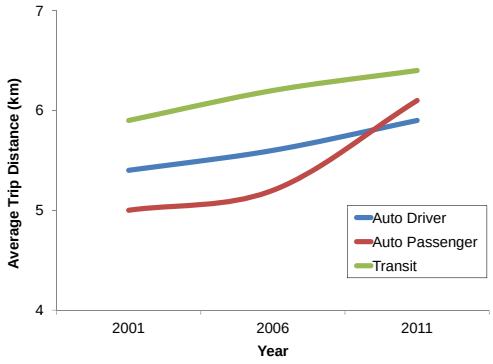
NOTES

Trips within regional planning area and by population over 11 years of age.

Source: 2011 CRD Household Travel Survey – Daily Travel Characteristics Report

* Some variation from previous surveys is likely due to considerable methodological changes.

EXHIBIT A.8 Average All-Day Trip Lengths by Mode, 2001 - 2011



NOTES

Source: 2011 CRD Household Travel Survey – Daily Travel Characteristics Report

EXHIBIT A.9 Projected Population, Employment and Housing Growth by Sub-Area, 2008-2038

SUB-AREA	POPULATION			EMPLOYMENT			HOUSING		
	2008	2038	% CHANGE	2008	2038	% CHANGE	2008	2038	% CHANGE
Urban Core	242,360	279,720	15.4%	150,000	169,790	13.2%	111,360	137,810	23.8%
Peninsula	41,400	51,780	25.1%	21,030	24,690	17.4%	17,340	22,500	29.7%
West Shore	64,890	121,950	87.9%	21,580	36,090	67.2%	25,210	53,640	112.8%
Total CRD	**364,110**	**475,160**	**30.5%**	**198,450**	**238,190**	**20.0%**	**161,150**	**223,980**	**39.0%**

NOTES: Round to nearest 10. Sub-areas will not total CRD due to Gulf Islands not being included. Source: A Context for Change Management in the Capital Regional District (2009)

Future Outlook

Population, Employment and Demographics

The population of the CRD is expected to grow to approximately 475,000 by 2038, an increase of 26.7% from 2011 population of 375,000. Much of this growth is projected for the West Shore communities, as shown in Exhibit A.9, which are forecast to receive around 57,000 new residents (88% growth), 14,500 new jobs (67% increase) and more than double the amount of dwellings in the area.

Much of the new housing is projected to be ground-oriented dwellings[1] in terms of absolute numbers; however, there will be significant growth in apartment-type dwellings, by as much as 50% in the Peninsula and 360% in the West Shore. This is a favourable pattern towards more transit-supportive densities and mixed-use environments that better support alternatives to driving, particularly for short-distance trips.

The projected growth also results in a shift in the distribution of regional population and employment. In 2038, the Core is projected to be home to 59% of the region's population, a decrease from 67% in 2008, while the West Shore will see an increase to 26% compared to 18% share in 2008. In terms of employment, the Core's regional share is forecast to decrease from 76% in 2008 to 71% in 2038, and employment in the West Shore is forecast to account for 15% in 2038, an increase from 11% in 2008.

The Peninsula's share of regional population and employment remain relatively unchanged. Most troubling, is the change in the balance of population and jobs that is forecast for the West Shore from an already high 3.0 to 3.4, meaning more and more West Shore residents will have to commute long distances in order to get to their jobs (Exhibit A.10).

Overall, these forecasts of population and employment growth will have a significant impact in travel patterns across the region. Outward growth and changes in the job-to-population ratios in each of the sub-areas will result in more dispersed travel flows, particularly in the number of trips between the Core and the West Shore.

EXHIBIT A.10

Projected Population to Jobs Ratio, 2008-2038

SUB-AREA	POPULATION / JOBS RATIO	
	2008	2038
Urban Core	1.6	1.6
Peninsula	2.0	2.1
West Shore	3.0	3.4

The West Shore in 25 years...

57,000
new residents

88%
growth

1 Ground-oriented units are those that open directly to a yard and do not share a common corridor entrance., thus include single family detached, semi-detached, row/townhouses, duplex and houses with secondary suites.

Population forecasts suggest that the age group over 65 years will increase its share from 17% in 2006 to 29% in 2038. This shift has implications with regards to travel needs and behaviour, planning transportation services with a focus on accessibility and services for people with special mobility needs, as well as development planning (e.g. variety of housing types, mixed-use developments in order to provide commercial and services near where people live, etc.) with a high degree of mobility choices beyond driving for this age group.

Travel Demand

The CRD transportation model estimates that between 2006 and 2038 there will be over 145,000 additional peak period trips in the region if current travel patterns continue. Assuming current travel behaviour, over 70% of these additional trips are projected to be by car. In other words, there will be over 100,000 more automobile trips in the peak periods, further straining capacity on roadway infrastructure throughout the region. The region's primary east-west and north-south highways are presently operating at congested levels of service during peak hour periods (Exhibit A.11). Travel demand on these roadways has continued to increase as a result of population growth in the West Shore communities. A business-as-usual scenario to 2038 of travel demand implies the challenges in these stretches will deepen and congestion levels will signficantly worsen.

In addition, development in the West Shore, particularly in Langford will also increase travel demand and congestion levels along the Malahat and arterials from neighbouring West Shore municipalities. Looking specifically at the Highway 1 corridor bottleneck between the West Shore Parkway and Carey Road, Exhibit A.12 shows that under this business-as-usual scenario, already strained traffic volumes would far exceed roadway capacity for the 4.5 km stretch roughly between Veterans Memorial Parkway and McKenzie Avenue.

In contrast, travel demand forecasts under growth managed scenarios (e.g. with implementation of rapid transit and parking pricing management) suggest there is potential for reductions in these auto trip increases and shifting travel in favour of more sustainable modes such as transit and active transportation.

EXHIBIT A.11 CRD Traffic Flows and Level of Service, PM Peak 2038

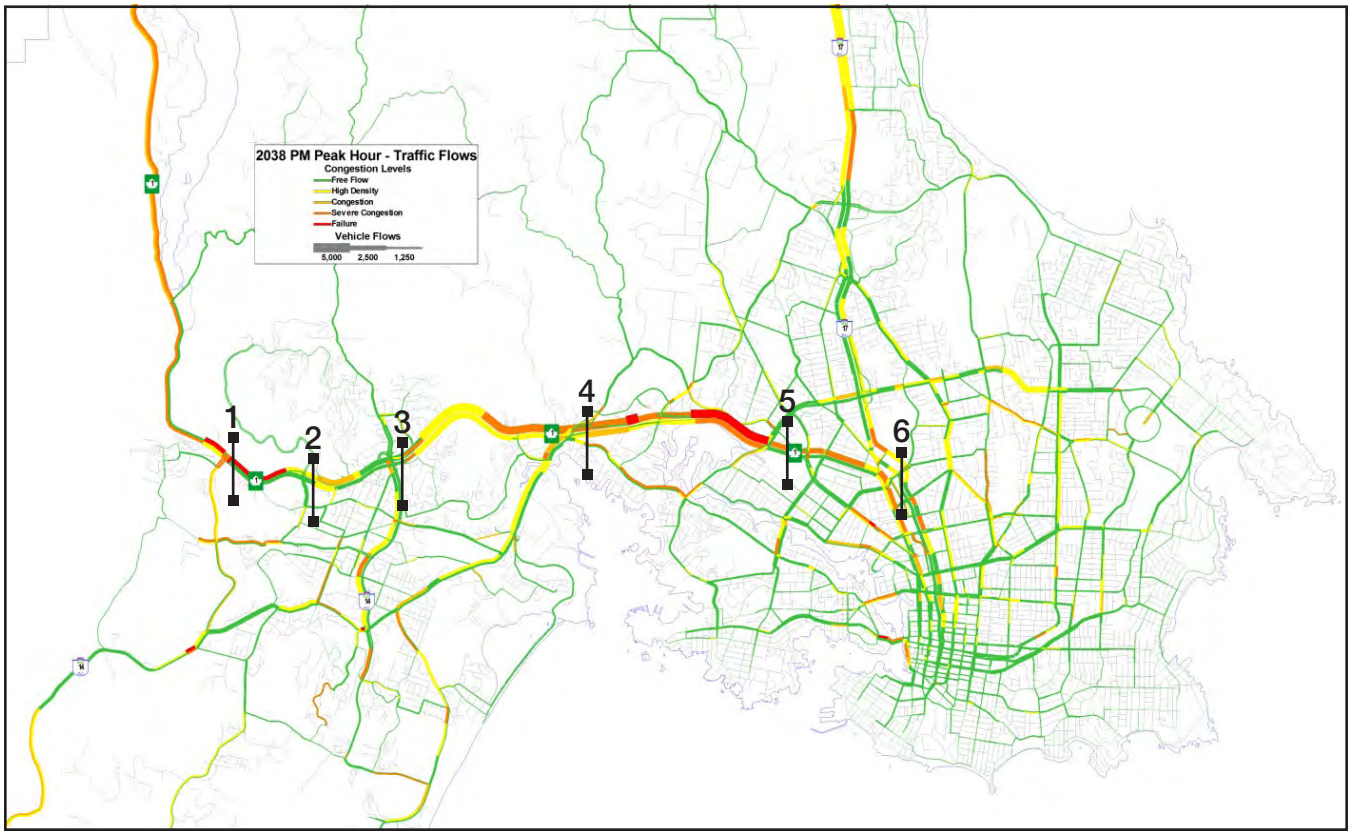
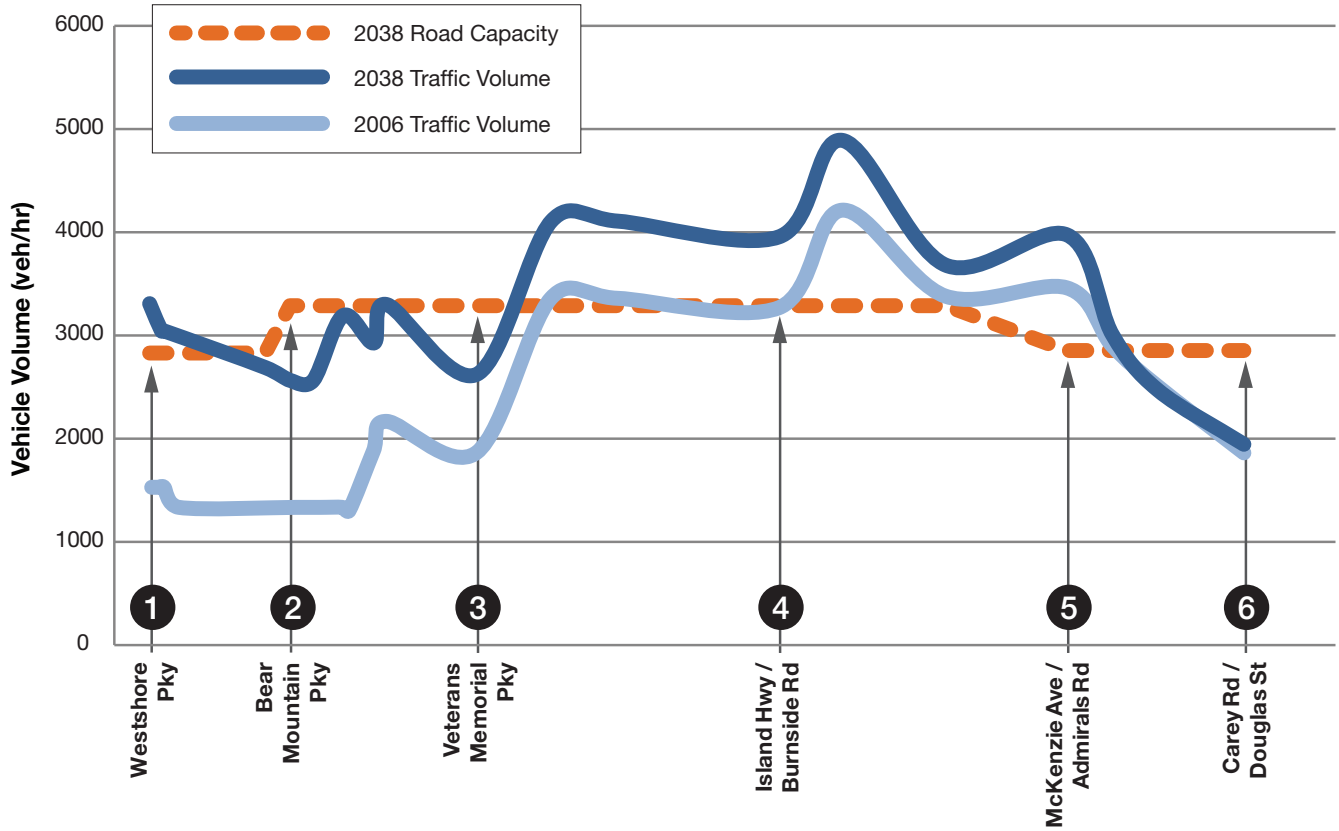


EXHIBIT A.12 Highway 1 Road Capacity Relative to Traffic Volumes Under a Business-as-usual Development Scenario, East-bound AM Peak



Regional Plans

Regional Growth and Sustainability

The RGS is “an agreement developed and approved by the Regional Board and member municipalities” and its goals, objectives and policies “provide guidance to the regional district and the member municipalities in the development of their Official Community Plans and other bylaws”. Through partnerships with member municipalities, the Regional Growth Strategy (RGS) was adopted in 2003 after six years in development, to help support the Region’s vision for economic vitality, livable communities, protection of natural and environmental resources, and a high-quality of life.

The RGS lays out various actions and policies. Among these are:

- Focus new growth in the Core, major centres and transit corridors, as well promote complete communities with high-density, walkable, transit-focused development.
- Coordinate land use and transportation planning, and support the development of a Regional Transportation Strategy to enhance mobility and transportation choices. This includes setting minimum targets for transit and cycling mode shares.
- Ensure employment lands needs are well-balanced and consistent with transportation and land use goals, including a target to accommodate employment growth in the City of Victoria and a balanced jobs-to-population ratio in the West Shore.

In 2008, the CRD opted to conduct a five-year review and update of the RGS, and to broaden its focus to a sustainability strategy. The resulting Regional Sustainability Strategy (RSS) scope has expanded to include climate action, social well-being and food systems.

The RSS Transportation Policy Option paper reiterates the importance of increasing transportation choices for regional travel, as current travel behaviour will continue to result in increased vehicle-kilometres travelled (VKT), greenhouse gas (GHG) emissions and travel times. The paper discusses policies to achieve the transportation goals, based on a status quo approach (continue existing practices) or implementing moderate to significant changes in policies. Among these potential new measures were adopting land use policies that require medium to high densities within 400m of rapid transit stations, setting corridor functions and standards, and implementing inter-jurisdictional agreements to leverage funding. The RSS planning process is currently underway and being developed concurrently with this RTP. The RSS outlines key transportation priorities from the RTP.

TravelChoices

TravelChoices is a regional transportation strategy that was developed in support of an RGS strategic initiative to increase transportation choice. Planning and development of the strategy began in 2002, while the RGS was being finalized, and several consulting reports and technical working papers were produced in support of this effort.

In order to achieve its vision to "increase the proportion of people walking, cycling, using transit, ride-sharing or using other alternatives to driving alone", TravelChoices identifies strategies under four central themes: integrating land use and transportation policies within the Region's urban containment area; enhancing alternatives to driving alone through attractive and safe facilities and demand management; managing transportation systems to maximize the mobility and safety of priority modes; and managing transportation investments in a strategic and fiscally-responsible manner. Overall, the strategies in TravelChoices would help achieve its goals for:

- At least 75% of new person-trips per day (300,000 out of 400,000 new person-trips by 2026) to be made by walking, cycling, transit and ride-sharing
- Walking mode shares of more than 15% of daily trips (240,000 trips per day)
- Cycling mode shares of more than 5% of daily trips (80,000 trips per day)
- Transit mode shares of more than 10% of daily trips (160,000 trips per day)

TravelChoices will be superseded by the RTP.

Pedestrian and Cycling Master Plan

The CRD recently completed its Pedestrian and Cycling Master Plan (PCMP). The vision for the PCMP focuses on addressing cyclists of all ages and abilities, with 3 primary goals:

1. more walking/cycling
2. safer walking/cycling
3. more places to walk/cycle

Overall, the plan describes a series of 18 objectives and categorizes them under "the 5 Es": Engineering, Encouragement, Education, Evaluation and Enforcement. Based around a framework of major regional attractors, the PCMP defines a Primary Inter-Community Network (PIC). The focus of the PIC is on separated facilities, of which 200 km ($100M worth) are identified as priorities for accelerated implementation. Recommendations for Pedestrian Priority Areas are primarily tied to the plan's Design Guidelines (e.g. universal design is to be applied in these areas).

Among the PCMP's many strategies, 11 "Priority Actions" are highlighted, which essentially speak to the following:

- Collaborating:
  - with municipalities for funding, to provide universal pedestrian design and to implement priority projects
  - with BC Transit to install bike lockers
  - with partners to develop a manual count strategy
- Distributing and updating the PCMP Design Guidelines
- Establishing committees and a task force:
  - A signage committee to develop regional signage standards
  - A walking/cycling advisory committee
  - A task force to advocate amendments to provincial laws
- Completing & upgrading the regional trail network

The CRD is in the process of developing its Implementation Action Plan, however, the PCMP does loosely declare 3 implementation scenarios (moderate, strong, aggressive effort). The estimated costs are in the neighbourhood of $220M, generally borne by municipalities or MoTI. Funding from the Federal Gas Tax Fund (RSPF) has been allocated to regionally significant active transportation such as the E&N Rail Trail - Humpback Connector and PCMP programs, previously. The PCMP actions have been nested within the RTP.

Pedestrian and Cycling Master Plan - Salt Spring Island Edition

The Pedestrian and Cycling Master Plan - Salt Spring Island Edition (PCMP-SSI Edition) builds off the CRD's 2011 Pedestrian and Cycling Masterplan (PCMP) by extending the Primary Inter-Community (PIC) bikeway network to include an additional 25 km on the Island.

Thus, the plan focuses on the engineering aspects of improving cycling on the island, with the central recommendations converging around widening paved shoulders and reducing motorized traffic speeds. The plan also details recommendations related to:

- Safety conditions in Fulford Village and the ferry terminal approach
- Bike lanes on Ganges Hill
- Traffic calming of Ganges Village
- Wayfinding signage which links the PIC network to local island routes and major destinations.

The PCMP-SSI actions have been nested within the RTP.

Transportation Corridor Plan

The CRD followed-up on the corridor management plan initiatives of Travel Choices and commissioned the development of a Transportation Corridor Plan (TCP) in 2010. Key objectives of the TCP were to identify CRD's principal transportation corridors and the characteristics of each to be maintained and enhanced, and to recommend strategies that support an integrated, balanced and multi-modal transportation network in line with regional and provincial goals.

The TCP identifies corridors that serve multiple transportation modes, assigning a transportation modal priority to identify the relative importance of each mode (goods movement, auto, transit, cycling and pedestrian) and the multi-modal function of each corridor. The TCP also identifies primary interchange locations and key external gateways. Beyond identifying a regional network, the TCP defines functional standards for each of the corridors in the strategic network, and discusses a possible management structure for implementation and maintenance of the proposed strategic network. In this regard, the TCP recommends an approach to establish region-wide coordination of provincial and federal funding allocations, and to monitor local funding allocations, with local funding decision-making being retained at the local level.

Overall, the TCP provides a good overview of primary corridors for each mode and those that serve a multi-modal function in the region. However, the TCP does not discuss strategies to encourage sustainable growth and future travel demand, for which stronger public and stakeholder engagement is required. The TCP will be superceded by the RTP.

Other Planning Studies

Transit Future (BC Transit)

The Transit Future Plan, prepared by BC Transit in 2011 with input from CRD, the 13 local municipalities, the Victoria Regional Transit Commission (VRTC) and the community, sets out a long-term (25-year) vision and plan for transit in the region. The Plan reviewed existing transit service, travel and land-use plans, demographic projections, and travel forecasts to evaluate the transit network priorities over the next 25 years to achieve its vision of making transit more attractive and efficient.

The Plan identifies four major components of transit service in the region:

- Rapid Transit Network (RTN) – high-capacity, high-frequency service on key corridors along exclusive or semi-exclusive rights-of-way.
- Frequent Transit Network (FTN) – frequent service (15 minute headways or better between 7:00 a.m. and 10:00 p.m.) along medium to high-density mixed-use corridors, and improved operations and infrastructure such as transit priority, right-of-way improvements and high-quality transit amenities.
- Local Transit Network (LTN) – service to connect neighbourhoods and meet local needs (e.g. commuting to school, local shopping, etc.).
- Targeted Services – collection of other services to meet specific customer needs, such as door-to-door handyDART, interregional, express services and rural para-transit.

The first Transit Future priority is the continued support of existing initiatives such as the Victoria Regional Rapid Transit Project; service improvements, such as limited-stop service along rapid transit corridors and transit priority; and expansion opportunities to the West Shore park-and-ride. The next priority of the plan is to establish critical transit facilities to support the future RTN and FTN network, followed by the implementation of both networks.

Transit Future does not include cost estimates for the plan's implementation, although there is note of the significant capital and operating investments required to fully implement the proposed network, as well as the need to review revenue sources beyond the existing funding mechanisms.

Provincial Highway Studies

The Ministry of Transportation and Infrastructure (MoTI) recently completed several corridor studies for potential long-term improvements covering the Highway 1, Highway 14 and Highway 17 corridors. All of the corridor studies are evaluations of improvement options to address current and future needs, and do not include detailed planning and design work (although preferred concept drawings are included in the Highway 14 study). The studies highlight the importance of these corridors for inter-regional travel, existing and forecast traffic conditions, and the need for strategies and improvements to address future demands.

All of the corridor studies identify failing levels of service over the next 20 years due to predicted significant increases in trips and future traffic volumes, resulting in reduced average travel speeds and major intersection delays. MoTI is in the early phases of developing a Vancouver Island Transportation Plan. The plan will identify a series of short, medium and longer term transportation infrastructure improvement priorities that can be implemented in the next 10 years.

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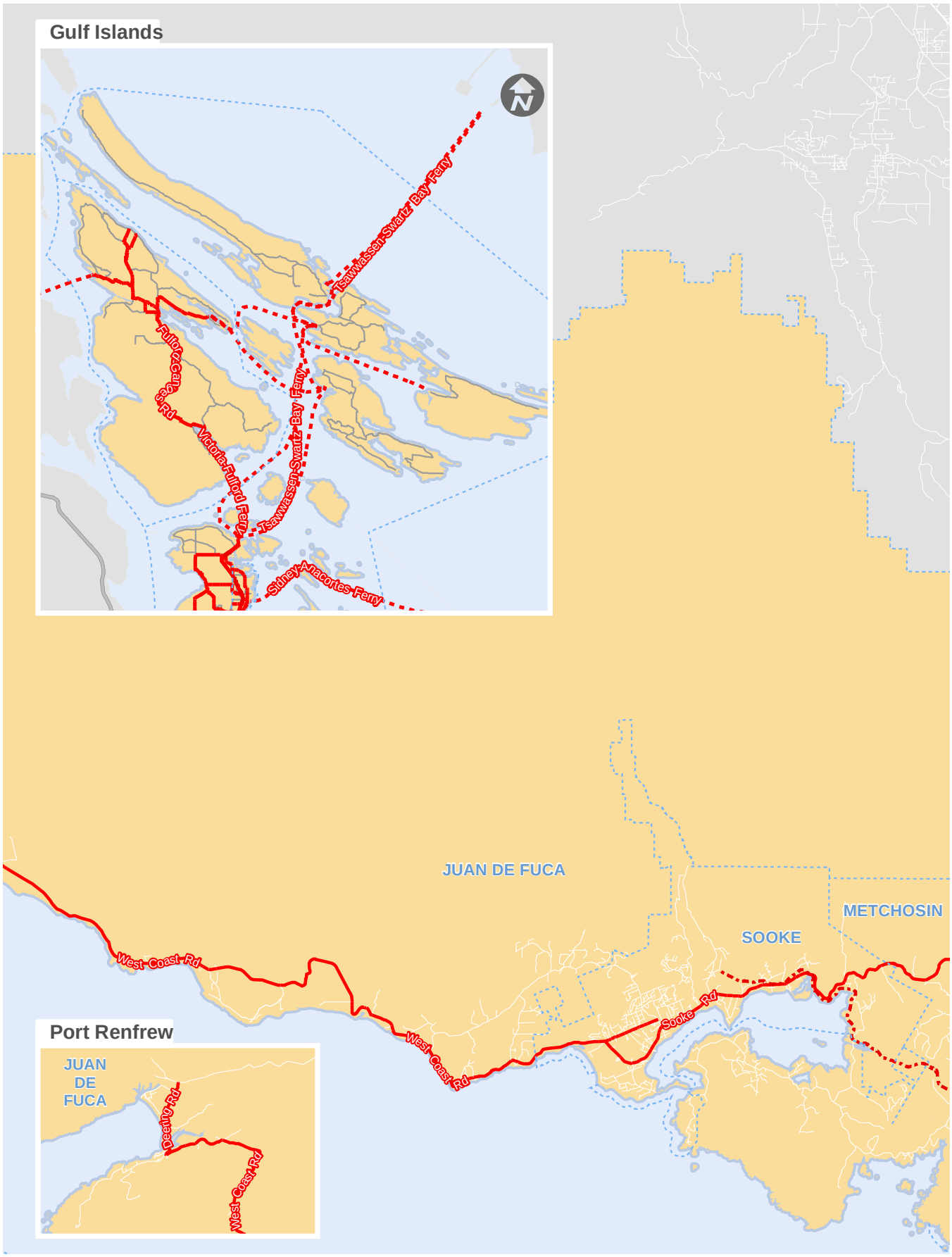
EXHIBIT A.13 RMN by Mode (Large Version)



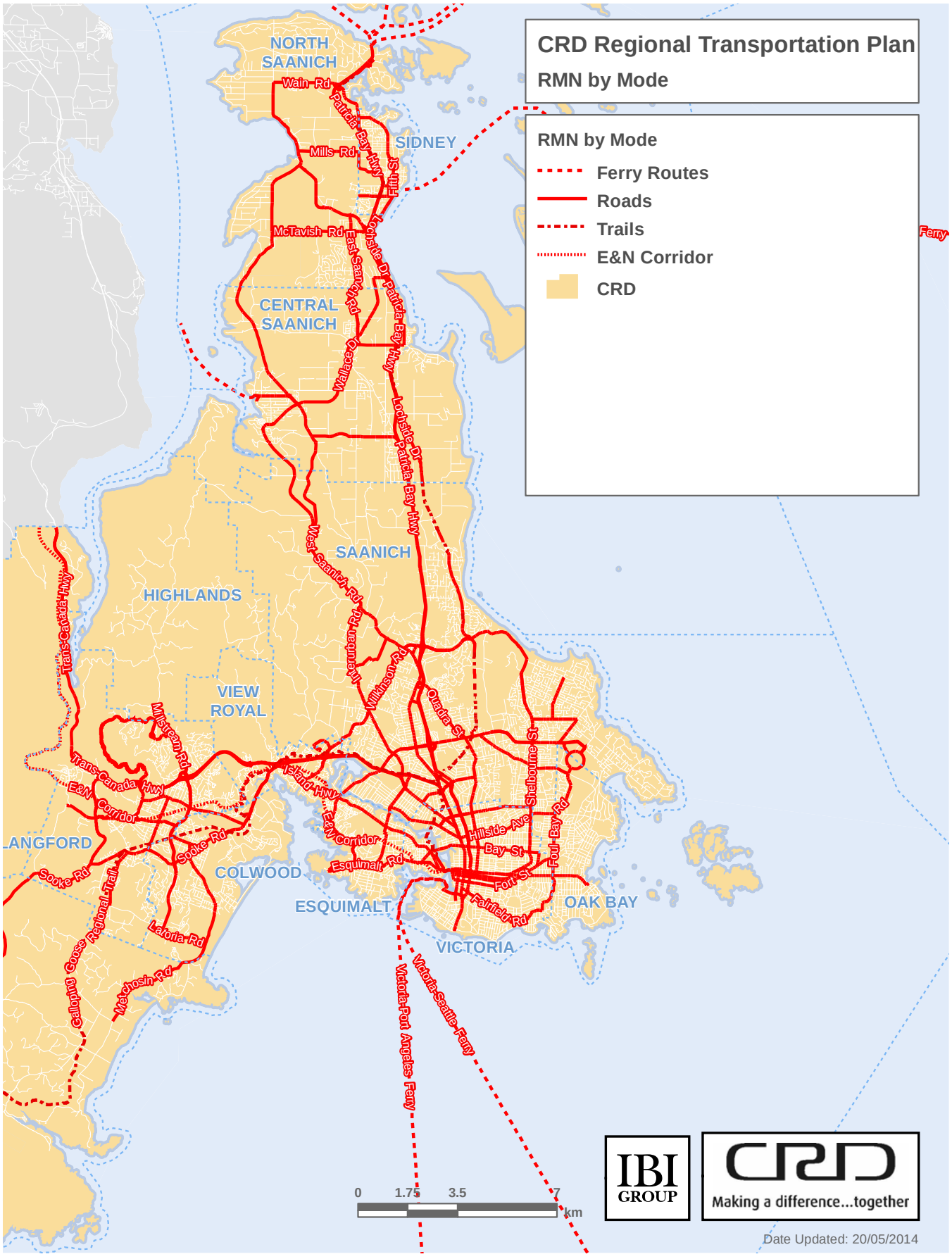

CRD Regional Transportation Plan
RMN by Mode
RMN by Mode
Ferry Routes
Roads
Trails
E&N Corridor
CRD
NORTH SAANICH
SIDNEY
CENTRAL SAANICH
SAANICH
HIGHLANDS
VIEW ROYAL
COLWOOD
ESQUIMALT
OAK BAY
VICTORIA
LANGFORD
Wain Rd
Patricia Bay Hwy
Mills Rd
McTavish Rd
East Saanich Rd
Lochside Dr
Wallace Dr
West Saanich Rd
Maryanne Rd
Wilkinson Rd
Trans Canada Hwy
Millstream Rd
E&N Corridor
Island Hwy
Sooke Rd
Galloping Goose Regional Trail
Leloria Rd
Metchosin Rd
Quadra St
Shelbourne St
Hillside Ave
Bay St
Fort St
Fairfield Rd
Foul Bay Rd
Victoria-Port Angeles Ferry
Victoria-Seattle Ferry
0
1.75
3.5
7
km
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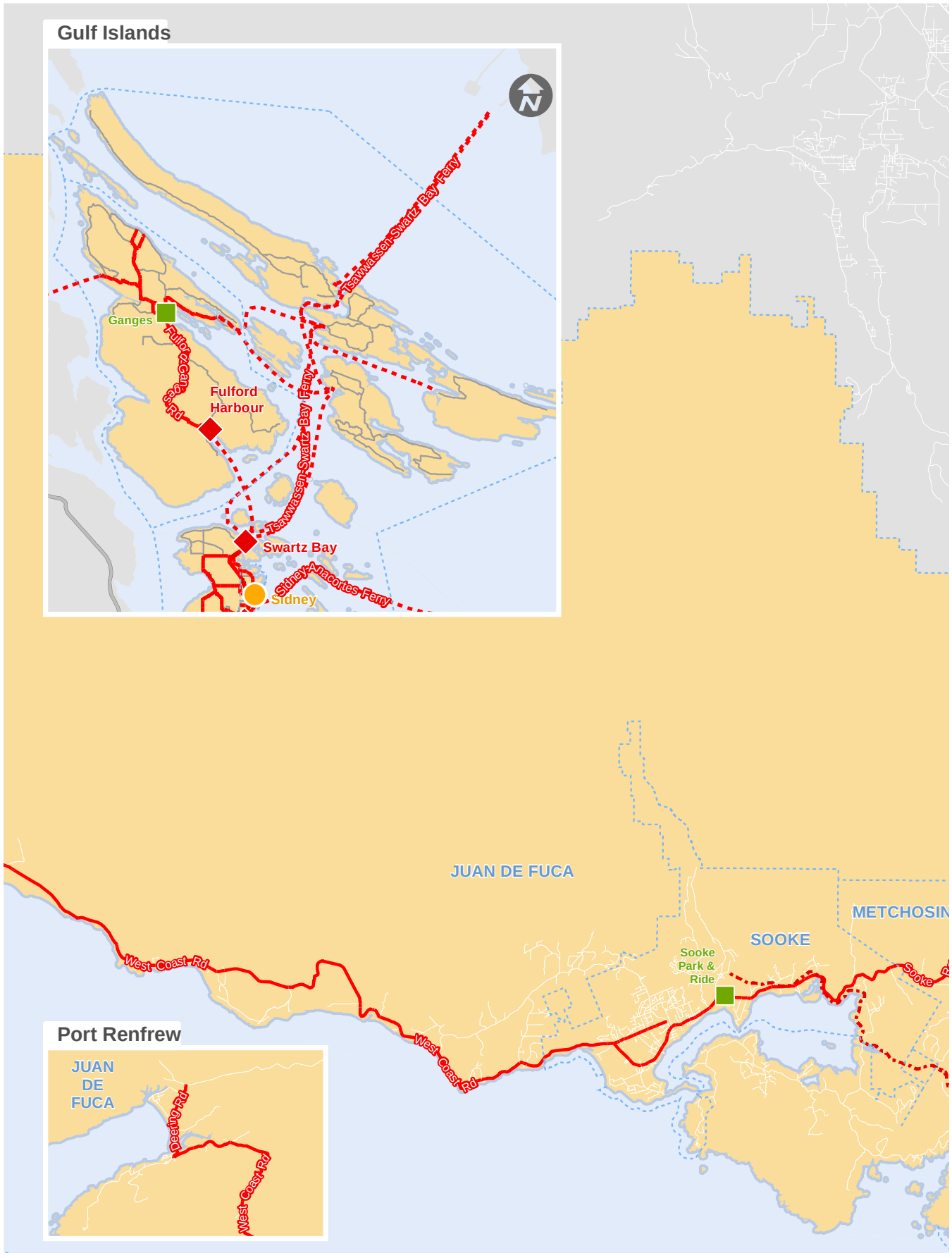
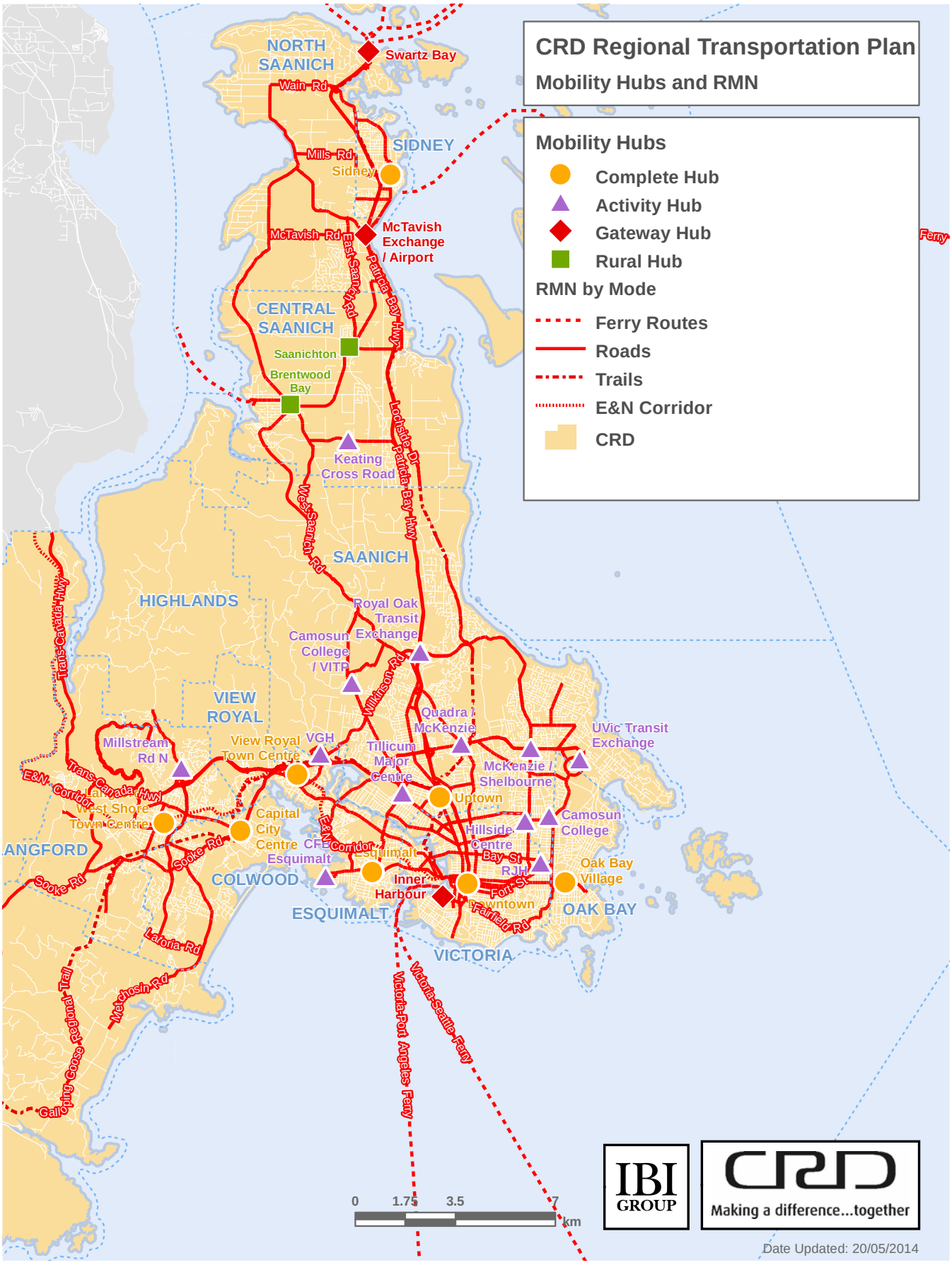
EXHIBIT A.14 Mobility Hubs and RMN (Large Version)




CRD Regional Transportation Plan
Mobility Hubs and RMN
Mobility Hubs
Complete Hub
Activity Hub
Gateway Hub
Rural Hub
RMN by Mode
Ferry Routes
Roads
Trails
E&N Corridor
CRD
NORTH SAANICH
Swartz Bay
Wain Rd
SIDNEY
Mills Rd
Sidney
McTavish Rd
McTavish Exchange / Airport
East Saanich Rd
Patricia Bay Hwy
CENTRAL SAANICH
Saanichton
Brentwood Bay
Lochside Dr
Keating Cross Road
West Saanich Rd
SAANICH
HIGHLANDS
Trans Canada Hwy
Royal Oak Transit Exchange
Camosun College / VITP
Wilkinson Rd
VIEW ROYAL
Millstream Rd N
View Royal Town Centre
VGH
Tillicum Major Centre
Quadra / McKenzie
UVic Transit Exchange
McKenzie / Shelbourne
Uptown
Camosun College
Hillside Centre
Bay St
RJH
Oak Bay Village
Fort St
Downtown
Fairfield Rd
OAK BAY
E&N Corridor
Trans Canada Hwy
Langford Town Centre
West Shore
Capital City Centre
CFB Esquimalt
Esquimalt
Inner Harbour
ESQUIMALT
COLWOOD
Sooke Rd
Laforia Rd
Metchosin Rd
Galloping Goose Regional Trail
VICTORIA
Victoria-Port Angeles Ferry
Victoria-Seattle Ferry
Ferry
0
1.75
3.5
7
km
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Overview

Purpose

- Review previously conducted work.
- Summarize gaps in regional transportation functions.
- Provide options for consideration.

What staff reviewed

1) Existing plans & studies
2) Governance / transportation service timeline
3) Transportation functions by jurisdiction

What staff found

1) **Current State Analysis:** problems and solutions
2) **Lessons Learned:** transportation authority
3) **Functional Analysis:** local decisions, regional impacts
4) **Implementation Gaps:** priorities, advocacy and coordination

Current State Analysis

Transportation Problem Statements

1. Traffic congestion in the AM and PM peak periods increases travel time and decreases residents' quality of life.

2. The regional road network is largely built out, constraining infrastructure solutions because of cost and geography; solutions need to improve transportation choice and change behaviour.

Taking Regional Action	**CRD Board Priorities**	• Work with partners to deliver a multi-modal transportation system • Take action on climate
	CRD Service Levels	• Data, technical expertise and participation in project-based working groups led by partners • Plans, builds, operates and maintains the regional trail system, which serves as a spine to the regional active transportation network

List of Transportation Plans & Studies

Authority	Plan / Study	Year
BC Transit	Victoria Transit Future Plan	2011
CRD	Pedestrian and Cycling Master Plan (PCMP)	2011
CRD	Regional Transit Local Funding Options	2012
CRD	Transit Governance Review	2013
CRD	Regional Transportation Plan (RTP)	2014
CRD	Transportation Service Feasibility Study	2014
Province (MAH)	End of Regionally Significant Projects Fund (RSPF) for regional districts	2014
CRD	Regional Trails Management Plan	2016
CRD	Transportation Data and Analytics Program Review	2016
Province (MAH)	Governing Greater Victoria – the Role of Elected Officials and Shared Services (Bish Report)	2016
Province (MAH)	Capital Integrated Services and Governance Initiative	2017
Province (MOTI)	Move, Commute, Connect – BC Active Transportation Strategy (CleanBC)	2019
Province (MOTI)	South Island Transportation Strategy (SITS)	2020
BC Transit	Victoria Regional Transit 10 Year Vision	2020
BC Transit	(Draft) Victoria Region Rapid Bus Strategy and Implementation Action Plan	2020
BC Transit	Local Area Transit Plans	Ongoing

Recommendations focus on four areas:

1) Planning & Policy
2) Infrastructure Investments
3) Land Use
4) Behaviour Change

How are we doing?

- Mode share has improved from 22.4% in 2011 to 26.6% in 2017.
- Traffic volumes and travel times continue to increase.

Transportation Service Timeline

Timeline	Milestone	Outcome / Gap
2011	Transit Governance Review	**Gap:** Insufficient municipal council support
2013 - 2014	Regional Transportation Plan (RTP)	**Outcome:** Multi-modal regional transportation network, ambitious mode share targets
	Transportation Service Feasibility Study	**Outcome:** Proposed service and governance approach
2015 – 2016	Draft Transportation Service Establishment Bylaw • Services • Funding Policy	**Gap:** Insufficient municipal support at municipal councils
		Outcome: Bylaw held in abeyance until release of provincial report.
2017	Capital Integrated Services and Governance Initiative Report	**Outcome:** No concrete recommendations. Suggests funding could incentivize regional prioritization.
	Update Transportation Service Establishment Bylaw	**Outcome:** Adjusted services and requisition limit to respond to municipal concerns.
2018	Transportation Service Not Supported	**Gap 1:** Insufficient municipal council / EA support. **Gap 2:** Premier advises the region needs a shared vision for its transportation goals and clearly articulate role for a service.
2018 - Present	Staff Level, Jurisdiction-Led Project Collaboration	**Gap:** Working groups informally consider how to advance RTP goals, only focusing on infrastructure projects.

Lessons Learned: Establishing a Regional Authority

1. Need clear municipal support to proceed with an authority. In past, municipal councils and EAs had concerns about:

   a) loss of control over transportation decisions
   b) local cost impacts

2. Governance reviews and correspondence with the Premier indicate the region needs first to reach consensus around its transportation future before any authorities change.

3. Process alone will not resolve municipal concerns.

4. An authority will be only be effective if the region can agree on transportation priorities.

Functional Analysis

	Capital Regional District	Municipalities	BC Transit	MOTI
Regional and Multi-Use Trails	**Primary Service Provider** Plan, design, operate maintain, regulate & fund regional trail system that acts as active transportation spine.	Integrate local trails and cycling routes into the regional system.	Support integration of active modes of transportation with transit.	Leases Galloping Goose right of way to CRD.
Regional and Local Roads	Identify multi-modal road network. Develop goals, objectives and policy in support of multi-modal travel. Contribute data.	**Primary Service Provider** Plan, set priorities, design, operate, maintain, regulate and fund roads that provide for local circulation.	Operate transit on local roads.	Integrate highway network for inter-regional travel into local roads.
Land Use – Corridors & Nodes	Set regional vision and objectives in support of growth management. Contribute data.	**Primary Service Provider** Land use planning, land use regulation and taxation tools to shape the location and rate of development.	Need density to provide efficient and reliable transit service.	Policy and approval of development adjacent to highway corridors.
Regional Transit Network	Policy support for transit system. Contribute data.	Maintain roads and bus shelters. Contribute to transit route planning. Contribute property taxes to transit operations.	**Primary Service Provider** Plan, set priorities, design, operate, maintain, regulate and fund transit routes and service.	Enable transit operations on highways. Contribute capital and operating funds.
Provincial Highways	Policy support for inter-regional travel. Contribute data.	Integrate local roads and intersections with provincial highways.	Operate transit on provincial highways.	**Primary Service Provider** Plan, set priorities, design, operate, maintain, regulate and fund provincial highways.
Outcome	Impacts of transportation decisions are felt regionally through congestion pinch-points and intra-regional travel.	No mechanisms to collectively consider the impact of municipal transportation decisions.	CRD has no advocacy leverage on transit matters as there is no consensus on regional priorities.	CRD has no advocacy leverage on provincial investment there is no consensus on regional priorities.

Implementation Opportunities & Gaps

Opportunities:

1) RTP identifies a regional multi-modal transportation network that is being implemented by existing authorities, acting within their jurisdiction.

2) Preliminary data shows that volumes remain steady through the pandemic but are more distributed through the day, decreasing congestion and travel time.

3) Since 2017, the province has invested $500M in the South Island.

Gaps:

1) No approved list of regional priorities to catalyse action or attract funding.

2) No single agency acting as a champion for regional priorities.

3) No funding mechanism to incentivize regional prioritization of infrastructure projects.

4) No formal mechanism to consider the regional impacts of individual transportation decisions.

Focus Areas for Future Actions

1. **Prioritize:** Identify and agree on regional multi-modal priorities.

2. **Advocate:** Speak with one regional voice for funding on approved priority projects.

3. **Coordinate:** Formalize coordination across jurisdictions on matters such as infrastructure investments, transportation and land use policy, and behavior change.

PLEASE NOTE

- Actions are sequential (i.e., must do #1 before moving to #2).
- Region needs to validate problems before seeking solutions.

Proposed Next Steps

1

Prepare Draft Priorities List

- Work at staff level
- Engage partner jurisdictions
- Develop a draft list of regional transportation priorities as they relate to RTP actions

2

Circulate Draft Priorities List for Comment

- Analyze priorities against RTP regional outcome statements
- Circulate draft priorities list to local area administrators for comments

3

Board Prioritizes

- Staff reports back with draft priorities list and coordination mechanisms
- Board prioritizes items on the list
- Board directs implementation next steps

Discussion: Validate Analysis & Input

1) **Validation (Y/N):** Do you have any concerns with the problem statements and gap analysis? If yes, what?

2) **Input:** As a region, how do we make sure that individual decisions do not have a negative regional impact?

Transportation Problems

1. Traffic congestion in peak periods

2. Mode shift – improve mode choice and change behaviour

Why are we discussing this?

Before we can identify priorities, we need to confirm what problems we are trying to solve and the possible scope of collaboration. We need to do this to make sure that transportation solutions are not working at cross-purposes.

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REPORT TO REGIONAL ARTS FACILITIES SELECT COMMITTEE
MEETING OF WEDNESDAY, JANUARY 13, 2021

SUBJECT **Report and Recommendations, December 2020: Stage One – A Public Conversation about Performing Arts Facilities in the CRD**

ISSUE SUMMARY

At their meeting of January 29, 2020, and in response to Board Priority 12a-1 to "facilitate a discussion on regional arts facilities", the Regional Arts Facilities Select Committee approved the hiring of a consultant to engage the public in a discussion on regional arts facilities and to make recommendations based on their findings. The final report was completed and submitted in December 2020 and is circulated with this staff report.

BACKGROUND

The scope of the work to be considered in the regional arts facilities discussion included:

- a current inventory and oversight of performing art facilities, their functions and roles within the current ecosystem
- gap analysis
- consideration of equity including demographic and geographic equity
- considerations related to the intersection of local and regional interests
- funding and sustainability
- challenges
- suggested modifications and improvements (short and long term)
- partnerships
- other relevant issues as may arise

Due to restrictions on public gatherings the Select Committee made a decision to proceed with the community engagement virtually. The original engagement plan was re-designed to take place online and over the telephone. Sessions were promoted throughout the term of the engagement on the CRD corporate and Arts & Culture website and via the latter's social media: three group emails to a 602 person list; 11 Facebook posts, 16 Tweets and four Instagram posts. Subsequent sharing and reposting took place and partner organizations were encouraged to share with their networks.

The consultant provided summary reports at each stage of the engagement process and published them on a dedicated PlaceSpeak site at https://www.placespeak.com/en/topic/6357-stage-one/#/overview.

Sixteen individual interviews were conducted representing various performing arts organizations and artists, First Nations and visible minorities as well as arts and culture staff of regional districts and other local government staff.

Group engagement activities took place according to an approved work plan on the following schedule:

June - Initial community contact with an open invitation for members of the public to discuss the scope of work, review and publicise the project schedule, introduce the consulting team and identify issues of concern. Four sessions: 98 people registered/ 75 attended.

July - Discussion on an extensive facility inventory recording over 200 venues of all types with information on ownership, accessibility, cost, etc. The inventory was partially crowdsourced and the results were subjected to community review. Three sessions: 76 registered/67 attended.

August - Discussion of the consultant's 20 year projected modeling of venue needs based on population growth and changing demographics as well as maps based on the facility inventory. Also provided was a discussion of jurisdictional authority for local and regional governments. Three sessions: 33 registered/25 attended.

September - Results of an open (not general population) survey on gaps, needs and opportunities held through the summer. Main data points were residency, travel time to venues, perception of unmet needs, roles for CRD. Survey participation: 654 starts/555 completes. The survey results were reviewed in three sessions/34 participants.

October - sessions to review initial findings and to consider feedback. Based on trends in public input the consultants adopted the lenses of "availability, affordability, accessibility and adequacy". Four sessions/27 participants.

Significant time was spent on: building an inventory of performing arts venues (the majority serve discrete local audiences and are not “regional” in scope or purpose); gathering data on whether current venues met the needs of the artistic community (gaps exist due to lack of development and changing demographics); and conveying jurisdictional and governance issues to participants. The report broadly sums up the issues as “availability, adequacy, affordability, and accessibility (equity). The inventory of venues is on file with the CRD Arts & Culture Support Service.

Since 2000 the population of the CRD has increased by 21%. The demographics of the region have also changed along with the desire to broaden access and implement practices related to equity, diversity and inclusion. 2000 was also the year of the last study on regional arts facilities. While the region has changed significantly in the last 20 years, most of the challenges in advancing regional arts facilities remain the same. A copy of the last report can be made available through staff.

Through the consultant, in this year’s report, recommendation 1 is to “Establish a new region-wide Service Agreement and funding mechanism for performing arts facilities that have regional impact”. Speaking to the need for a fully regional service the reports states “Proliferating ad hoc facility arrangements is not going to provide the strategic and coordinated service that will help the arts community grow and develop its work” (p. 36).

Recommendation 2 assumes the desire to move forward with Recommendation 1. The establishment of a new service can take six to eight months and the rationale states that “this recommendation seeks to enable work to move forward immediately while the CRD works towards a longer-term objective of adopting a new service establishing bylaw.”

Recommendations 3 and 4 identifies the work that could be done in the time between adoption of Recommendation 1 and the formal establishment of the proposed service through bylaw adoption.

The work of the Regional Arts Facilities Select Committee had four desired outcomes:

1. Work within the CRD Procurement policy to engage a consultant to design and facilitate a process for public and stakeholder input.
2. Hold discussions on the region's arts facilities needs.
3. Define the scope and parameters of jurisdictional responsibilities related to regional versus local arts facilities.
4. Work to create consensus for the CRD to be the lead on regional arts facilities.

Outcomes #1 and #2 have been met by virtue of having engaged the consultant and completed the work plan for community engagement. #3 has been met through the creation of the Facilities Inventory. The end result for #4 lies within the political realm as proposed in Recommendation 1 of the consultant's report.

CONCLUSION

Upon making its findings and recommendations known to the Board, the Regional Arts Facilities Select Committee will have completed its purpose. The activities of the Select Committee are in fulfillment of Initiative 12a-1 of the CRD 2019-2022 Corporate Plan.

RECOMMENDATION

The Regional Arts Facilities Select Committee recommends to the Capital Regional District Board: That the "Report and Recommendations, December 2020: Stage One – A Public Conversation about Performing Arts Facilities in the CRD" report be received for information.

Submitted by:	James Lam, Manager, Arts & Culture Support Service
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P. Eng., Acting Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Report and Recommendations, December 2020: Stage One - A Public Conversation About Performing Arts Facilities in the CRD

Making a difference...together

Report and Recommendations

December 2020

STAGE ONE

A Public Conversation about PERFORMING ARTS FACILITIES in the CRD

We acknowledge the First Nations whose traditional territories span the Capital Region: Pacheedaht First Nation, Scia'new (Beecher Bay) First Nation, T'Sou-ke Nation, Esquimalt Nation, Songhees Nation, W̱JOŁEŁP (Tsartlip) First Nation, BOḰEĆEN (Pauquachin) First Nation, SȾÁUTW̱ (Tsawout) First Nation, W̱SÍḴEM (Tseycum) First Nation, MÁLEXEŁ (Malahat) First Nation, Stz'uminus (Chemainus) First Nation, Quw'utsun (Cowichan) Tribes, Halalt First Nation, Lake Cowichan First Nation, Lyackson First Nation, Penelakut Tribe, Tsawwassen First Nation, SEMYOME (Semiahmoo) First Nation.

The initiative to facilitate a discussion on the Region's Arts Facilities Needs (RFP FT 2020-002) was commissioned by the Regional Arts Facilities Select Committee of the Capital Regional District. The facilitation of this discussion as well as this resulting report and recommendations were provided by:

Strategic Moves
Whitehorse, Yukon
www.strategicmoves.ca
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Making a difference...together

CONTENTS

Part 1: Background and Context 4
- The Public Consultations 5
- Value and Benefits of Arts 7

Part 2: Findings 9
- Jurisdictional Powers and Obligations 10
- Population Projection 13
- Travel Time to Preferred Venue 14
- Facility Inventory 15
- Financial Management for Arts Facilities 23
- Governance of Arts Facilities 25
- Strong Public Support for CRD Funding Role 31
- Other Factors Affecting Performing Arts 34

Part 3: Recommendations 35
- Recommendation 1: Establish CRD "Performing Arts Facilities Service" 36
- Recommendation 2: CRD Assigns Place within CRD for Regional Arts Facilities Development 37
- Recommendation 3: Regional Planning Group 38
- Recommendation 4: Explore Models of CRD Involvement in Arts 39

PART 1: BACKGROUND AND CONTEXT

THE PUBLIC CONSULTATIONS

In the CRD 2019-2022 Corporate Plan the CRD Board adopted Board Initiative 12a-1 which set out to facilitate a discussion on the region's arts facilities' needs, develop an analysis of those needs, and develop recommendations for future work.

The CRD's Regional Arts Facilities Select Committee commissioned Strategic Moves, an independent consultancy in Whitehorse, Yukon, to design and lead a comprehensive public consultation process and research activities.

The scope of the work included:

- Researching and compiling an inventory and information about oversight of performing art facilities, their functions and roles within the current ecosystem
- Gap analysis
- Equity including demographic and geographic equity
- Considerations related to the intersection of local and regional interests
- Funding and sustainability
- Challenges
- Suggested modifications and improvements (short and long term)
- Partnerships
- Other relevant issues as may arise

This work commenced in June 2020 after the Select Committee took the decision to proceed with a digital engagement process due to the COVID-19 pandemic public health restrictions to gatherings. As a result the original time line was extended to December 2020.

To gain strong direction from the public consultation process, a multi-pronged, iterative and open approach using both qualitative and quantitative methods was designed.

Stage One: A Public Conversation about Performing Arts Facilities in the CRD was selected as the title of the project, and a wordmark was developed to ensure cohesive communications.

The CRD Arts & Culture Support Service provided its email lists as well as social media channels to promote the consultations and encourage broad participation.

To encourage further reflection and dialogue on this multi-facetted public conversation among stakeholders all results were posted online at:
www.placespeak.com/StageOneCRD

Methodology

Stage One was designed to offer a variety of ways to encourage broad participation by community members across the entire region. We fostered a highly engaged group of several hundred performing arts workers and those who attend events throughout:

- **Online video conference conversations**
  - June 23 to 26: Four pre-consultations sessions were attended by 75 participants representing as many organizations.
  - July 21 and 22: Three 90-minute conversations were attended by 67 participants to review and contextualize the facility inventory
  - August 24 and 25: Three 90-minute conversations were attended by 25 individuals to review information about local and regional jurisdictional responsibilities as well as forecast population growth by municipality to 2038
  - September: 34 participants attended three conversations; one on September 10 focussed on gaps and opportunities for independent artists and small performing arts organizations (13 participants) and two more on September 24 and 25 to share and review online survey results.
  - October 16 to 21, Four conversations were attended by 27 individuals for a review of proposed findings and recommendations resulting from this work

In total 197 different individuals registered for this series of online consultations. Published recordings have been watched an additional 280 times.

- **Consultation website: www.placespeak.com/StageOneCRD**
  - More than 1,600 views
  - 19 individuals participated in the online discussion forum

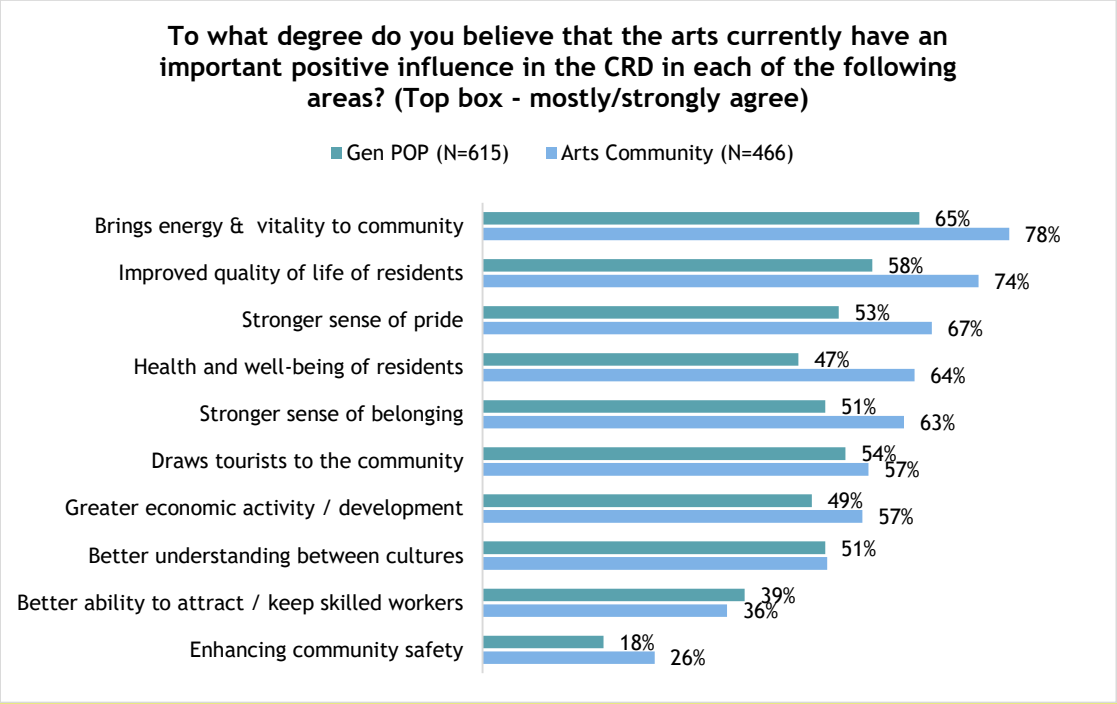
103 registered connections

- **Online Surveys**
  - An online survey open from August 10 to September 10; recruitment via a convenience sample method comprised of email invitations, social media promotion, outreach, and the Placespeak site. Results, posted on Placespeak, should not be extrapolated to the general population but reflect the respondents.

555 full responses were received; plus 80 partials. 57% reported attending but not working or volunteering in the performing arts.

- **Individual interviews**
  - 16 interviews with performing arts organizations and artists including First Nations and visible minorities.
  - Six interviews with CRD and municipal staff, Select Committee members and Cowichan Valley Regional District Arts & Culture Division regarding jurisdictional relationships and mechanisms to support arts facilities.

VALUE AND BENEFITS OF ARTS



RESULTS FROM SURVEY OF THE ARTS COMMUNITY, SUMMER 2016 AND SURVEY OF THE GENERAL POPULATION OF THE CRD, SEPTEMBER 2016 (UNDERTAKEN AS PART OF "BUILDING OUR #ARTSFUTURE TOGETHER")

CRD residents attribute a wide range of benefits to having the arts in their communities. This finding corroborates national data sets such as *The Value of Presenting: A Study of Performing Arts Presentation in Canada* (©2013, CAPACOA/Strategic Moves).

This data shows that the more engaged residents are in the arts, the more strongly they tend to identify these benefit; in general the order of importance reported is consistent between the arts workers and attendees and the general public.

While social and health benefits for residents and the local community are most strongly associated with the arts about half of the population see the importance of arts to tourism and economic benefits as well.

"Culture creates shared experiences that in turn create healthy and vibrant communities where culture and arts are a driving force of creativity and innovation." – Canadian Heritage

Economic Impact

The economic impact of arts and culture in British Columbia, and the performing arts in particular, has been outpacing growth in Canada overall According to 2018 data from Statistics Canada (Table 36-10-0452-01 Culture and sport indicators by domain and sub-domain, by province and territory, product perspective):

Culture GDP in British Columbia was $7.6 billion in 2018, representing 2.7% of the province's total GDP. This figure represents 17% growth since 2012, with the live performance sector having grown by 40% to $448 million during these seven years. BC growth rate meant the province caught up to Canada in terms of share of GDP: Canada's Culture GDP rose to $56 billion (12% increase since 2012), also representing 2.7% of total GDP. The performing arts sector grow only by 20% nationally over this period of time. The number of culture jobs in B.C was 98,050, or 4% of total jobs in province, which leads the country and represents a 21% increase from 2014.

Economic impact in the performing arts is primarily derived from salaries and wages as well as earned revenue. In addition to paid work in the performing arts, much of the community-arts and professional arts sector in the CRD thrives on unpaid work by volunteers to deliver major cultural, social and financial benefits: The CRD Arts Service's 2016 general population survey found that 23% of residents volunteered in the arts during the last two years. This is significantly higher than the Canadian average of about 3% annually.

BC's tourism industry has seen strong growth contributing $8.3 billion to GDP in 2018. Victoria and Vancouver Island remain excellent cultural tourism destinations attracting millions of visitors annually. The performing arts and festival sectors make a positive contribution to attracting visitors, both domestic and foreign.

"Culture contributes 2.7% of GDP in Canada's economy. At $56 billion, the culture industry's contribution to Canadian GDP is larger than that of utilities, or accommodation and food industries which amounted to about $43 billion for each. Culture was also far ahead of the agriculture, forestry, fishing and hunting industry, which equaled $39 billion."
– Statistics Canada

Previous research reported in the *Greater Victoria Arts and Culture Sector Economic Activity Study* (2012), "the *total economic activity* generated by the Greater Victoria arts and culture sector in 2012 was $177 million in net income (GDP) activity. Given the development of the arts in BC and the CRD, this figure will have risen significantly.

PART 2: FINDINGS

JURISDICTIONAL POWERS AND OBLIGATIONS

The Province of BC is the legal entity that creates municipal and regional government. The Province gives municipalities and regional districts broad authority to provide services that their respective municipal councils or regional district boards consider necessary or desirable. Importantly, member municipalities "lend" authority to the regional government, rather than being "under" its authority.

The basic principle behind the establishment of regional governments is to help achieve regional economies of scale, so that necessary services become more affordable than they would be, if each municipality had to create its own unique service or system. Regional government also provides flexible service arrangements in which residents only pay for the services they receive. However, there are instances where the recipients of a service do not pay for this service, either at all or equitably. This is the case with arts and culture in the capital region.

Arts and Culture has been embraced by the vast majority of local governments across Canada due to the far-reaching social, economic and cultural benefits they engender. However, Arts and Culture is NOT a mandated service by provincial law for regional or municipal governments, leaving it up to each jurisdiction to determine its specific support activities.

Relevant Powers of Regional Government

- It may establish inter-municipal or sub-regional services and funding mechanisms, such as facilities where residents within and outside a municipality benefit from a service.
- A critical element of the local government financial system is regional-joint-and-several-liability, whereby the debenture debt of one municipality or regional service is essentially guaranteed by the entire regional district.
- Regional government also provides mandated region-wide services (e.g. emergency management, solid waste)
- And it provides local government for electoral areas including waterworks and fire protection.

Relevant Powers of Municipalities

- Each municipality delivers services for the benefit of and with tax support from residents.
- Municipalities may, by bylaw adopted by each participating municipality, establish an inter-municipal scheme – i.e. bringing several municipalities together for a specific purpose – for any matters they have authority over.

Regional Arts Funding Framework

The CRD has several sub-regional mechanisms in place under which it provides support for the development of arts and culture sector in the region:

ROYAL THEATRE, 1,400 SEATS

- CRD Bylaw No. 2884 established the CRD Arts & Culture Support Service in 2001. The budget is established through the annual CRD Financial Planning process and is funded by an annual property tax levied within the participating municipalities. Nine of 16 municipalities currently participate: Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Highlands, Metchosin, Sooke and Southern Gulf Islands. North Saanich is not a Service participant but has provided an annual donation since 2013. Their donation in 2020 was $5,000 but has been as much as $15,000.
- CRD Bylaws 2587 and 2685 are the service agreements through which funding is provided by the funding participants of the Royal Theatre (Saanich, Victoria, Oak Bay) and the McPherson Playhouse (Victoria) to support the operations and management of the two venues. Bylaw 2587 sets the maximum funding for the Royal Theatre at $480,000 for capital and $100,000 for operating. Bylaw 2685 sets the maximum funding for the McPherson at $400,000 for capital and $350,000 for operating. No adjustments to the maximum amounts have been made since these bylaws were established in 1998 and 1999 respectively. The Royal Theatre is owned by the CRD. Its management is contracted to the Royal & McPherson Theatres Society (RMTS) through authorization enabled by Bylaw 2647. The McPherson Playhouse is also managed by the RMTS but owned by the City of Victoria that maintains a separate management contract outside of the CRD.

MCPHERSON PLAYHOUSE, 772 SEATS

- CRD Bylaw No. 3116 "Salt Spring Island Arts Contribution Services Establishment Bylaw No 1, 2003" was passed by referendum in 2004. This service provides annual funding to the Island Arts Centre Society, the owner of ArtSpring Theatre, and the Salt Spring Island Arts Council through a property tax levy on Salt Spring Island. Furthermore, the land on which ArtSpring is built is owned by the CRD and leased at no cost to the organization.

Without CRD involvement, the Mary Winspear Centre and its 310 seat theatre opened in 2001. It currently receives about $500,000 from the **Town of Sidney** where it is located and **North Saanich**. **Central Saanich** discontinued its annual grant – worth about $5,000 – in 2017.

This table shows the actual contributions, totalling more than $4.6 million, to the performing arts through these CRD Bylaw provisions for 2020 and, in the case, of the Mary Winspear Centre, through an inter-municipal arrangement. These contributions to the Arts & Culture Support Service and five arts facilities that have a regional aspect are calculated based on property value tax levies. To aid understanding the scale of contribution by each municipality, they were converted to investment *per capita*.

Of note: municipalities can and do fund additional local arts and cultural programming separate from these CRD or inter-municipal mechanisms.

Municipality or Electoral Area	Population 2019	Property tax levy for Arts Service *	Arts Service	Royal Theatre	McPherson Playhouse	Salt Spring (ArtSpring & Arts Council)	Mary Winspear (Not via CRD Bylaw)	per capita
South Gulf Islands	4,800	$22,000	Group 2 (30%)					$ 4.58
Salt Spring Island	11,100					$118,000		$ 10.63
North Saanich	12,300	$5,000	Grant to CRD				$185,000	$ 15.45
Sidney	12,700		left in 2017				$325,000	$ 25.59
Central Saanich	18,400						Nil since 2017	
Highlands	2,500	$7,000	Group 2 (30%)					$ 2.80
Saanich	124,400	$1,126,000	Group 1 (100%)	$276,000				$ 11.27
Victoria	93,600	$1,000,000	Group 1 (100%)	$249,000	$ 750,000			$ 21.36
Oak Bay	19,600	$216,000	Group 1 (100%)	$55,000				$ 13.83
Esquimalt	19,200	$153,000	Group 1 (100%)					$ 7.97
View Royal	11,500	$106,000	Group 1 (100%)					$ 9.22
Colwood	18,500							
Langford	39,400							
Metchosin	5,100	$13,000	Group 2 (30%)					$ 2.55
Sooke	14,400	$36,000	Group 2 (30%)					$ 2.50
Juan de Fuca EA	5,000							
Total	**412,500**	**$2,684,000**		**$580,000**	**$750,000**	**$118,000**	**$510,000**	$ 11.25

* https://www.crd.bc.ca/docs/default-source/finance-pdf/budget-2021

POPULATION PROJECTION

Several population trends have been forecast for the CRD for the next 2 decades that have to be considered in the context of infrastructure investments and evolving needs:

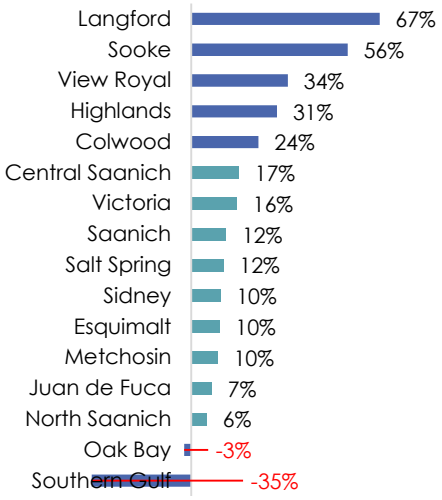
- Overall population growth of about 20%
- The fastest growing age group will be 65% and over, increasing from 22.3% to 28.5% of the total population by 2038.

Census data reveals another fast growing segment of the population: visible minorities. From Census 2001 to 2016 visible minorities grew by 85%; as a share of total population these groups comprised 8.7% (27,000) in 2001 and 13.7% (50,000) in 2016.

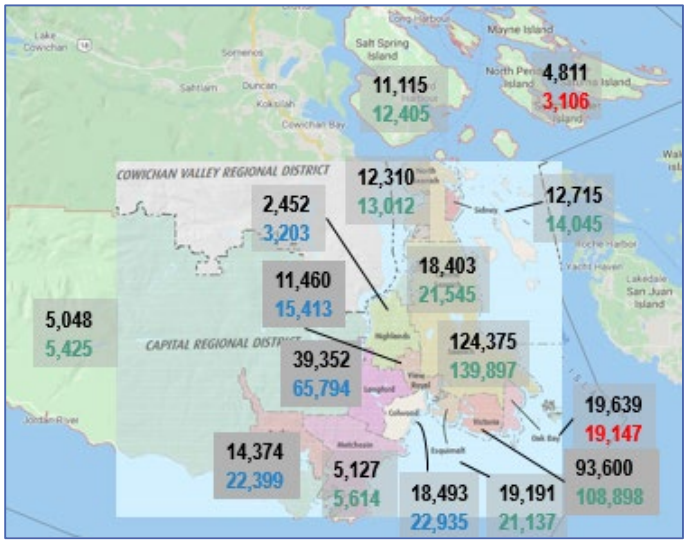
TABLE 9: CRD POPULATION AGE DISTRIBUTION 2019-2038

Age Group	2019	2028	2038	2019-2038 Change
0 - 17	62,884	69,534	72,469	15%
18 - 24	36,893	34,146	37,912	3%
25 - 44	108,302	117,502	115,302	6%
45 - 64	112,374	111,985	127,333	13%
65 and over	92,012	121,461	140,959	53%
Total	**412,465**	**454,628**	**493,975**	**20%**

Projected population growth 2019 to 2038 (CRD data)



Population growth is projected to be most significant in Westshore communities led by Langford and Sooke. However, despite this high percentage growth forecast, the dominance of Saanich and Victoria will persist into the foreseeable future: Those two municipalities' population is expected to make up about 50% by 2038, a reduction of only 3 points compared to 2019.



In general, a growing population will put pressure on existing infrastructures and amenities including venues for the performing arts. The type of venues and their physical requirements needed change with the age composition and more diverse cultural backgrounds of the population.

TRAVEL TIME TO PREFERRED VENUE

The 2020 Online Survey (full results posted at www.placespeak.com/StageOneCRD) revealed the length of time survey respondents reported it takes them to get to their prefered performing arts venue by whatever mode of transport they prefered.

By cross-tabulating the result with their municipal residence, we see that the great majority of respondents from Victoria, Oak Bay and Esquimal report taking less than 20 minutes. While respondents of Salt Spring and Southern Gulf Islands benefit from on-Island facilities, residents of Juan de Fuca, Sooke, and North Saanich report the longest travel time to their prefered venue.

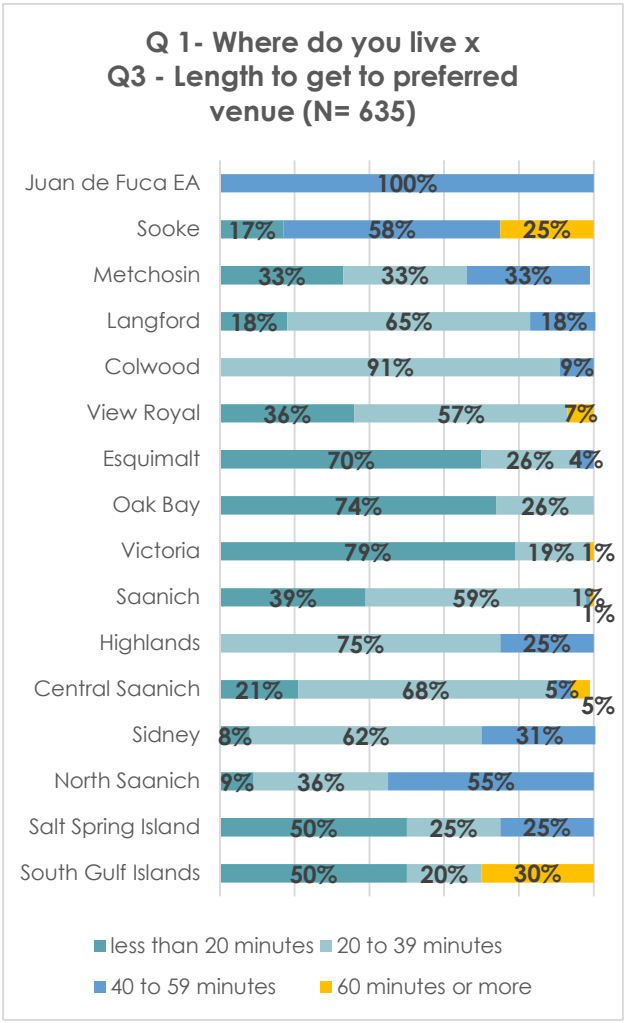
Importantly, this question did not simply ask about the closest arts facility to their residence, but their preferred one. Preference can be driven by several factors, including proximity to ones residence or work, and the types of programming respondents prefer. For instance, only one (perhaps two) venues can host large shows such as opera, symphony orchestra or Broadway. As such we can infer that longer travel times from the Peninsula are driven by programming at major theatres in Victoria, that is not available at the Mary Winspear Centre's 310 seat theatre.

A summary by the three major regions shows that Westshore and Peninsula residents report considerably longer travel times than those residing in the Centre of the region.

Summary by regions	Westshore (N=59)	Peninsula (N=41)	Centre (N=504)
less than 20 minutes	19%	15%	**67%**
20 to 39 minutes	49%	**61%**	32%
40 to 59 minutes	**25%**	22%	1%
60 minutes or more	**7%**	2%	0%

The time it takes to get to a venue has a major impact on whether someone attends and at what frequency.

In short, location matters.



FACILITY INVENTORY

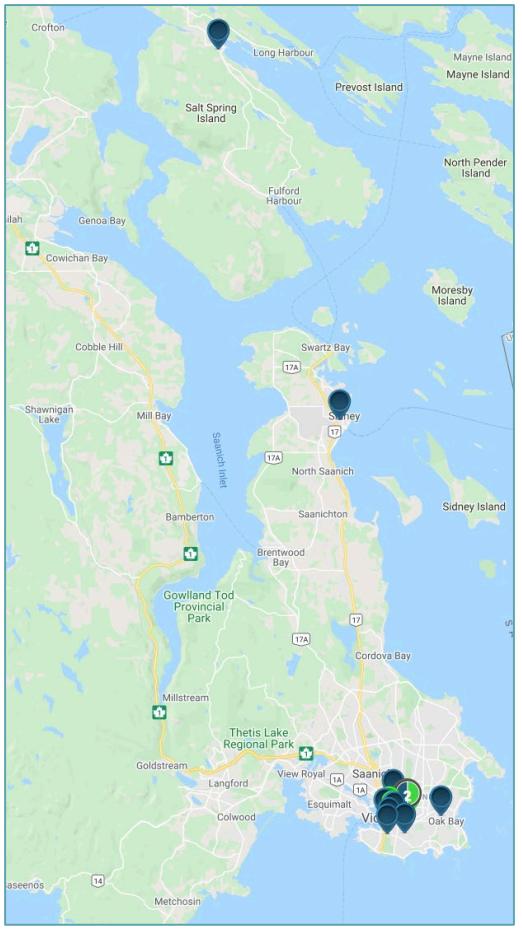
As part of this initiative, we researched and analyzed all the facilities in the CRD that can be considered part of the performing arts eco-system. The arts community asked that we not limit the inventory to *theatres*, but review a broader array of criteria. As a result we identified a long list of 180 performing arts-*related* facilities, which were narrowed to 85 facilities most relevant to this initiative:

14 Theatre spaces	Location	Seating
Canadian College of Performing Arts /Hall	Oak Bay	51 - 150
ArtSpring Theatre	Salt Spring	151 - 300
Mary Winspear Centre/ Charlie White Theatre	Sidney	301 - 500
Belfry / BMO Financial Group/Studio Theatre	Victoria	51 - 150
Belfry / Patrick Stewart Theatre	Victoria	151 - 300
Intrepid Theatre Club	Victoria	1 - 50
Intrepid Theatre Metro Studio	Victoria	151 - 300
Langham Court Theatre	Victoria	151 - 300
McPherson Playhouse (RMTS)	Victoria	501 – 1,000
Paul Phillips Hall / Fernwood (Theatre Inconnu)	Victoria	n/a
Roxy Theatre (Blue Bridge Repertory Theatre)	Victoria	151 - 300
Royal Theatre (RMTS)	Victoria	1,001 – 2,000
St. Ann's Academy National Historic Site Auditorium	Victoria	151 - 300
Victoria Conservatory of Music: Alix Goolden Perf Hall	Victoria	501 - 1000

Seating capacity ranges widely, with six theatres seating 151-300, four theatres with capacity above 301 and the remaining four are smaller venues.

Additionally, the Victoria Conservatory has two recital halls with seating below 150.

11 (79%) of these theatres are located in Victoria.



We identified a range of dance, music and theatre studio spaces suited for some rehearsals and performances.

23 Studio Spaces	Location	Seating
Canadian College of Performing Arts / Studios (B,C,D,E,F)	Oak Bay	n/a
Cedar Hill Recreation Centre / Dance studio	Saanich	51 - 150
Dance Unlimited studio	Saanich	n/a
Gordon Head Recreation Facility / Dance Studio	Saanich	1 - 50
Kaleidoscope Theatre for Young People	Saanich	51 - 150
Passion and Performance Studio	Saanich	n/a
Hilltop House Concerts	Sooke	1-50
Ballet Victoria studio	Victoria	n/a
Bashirah Middle Eastern Dance Studio	Victoria	n/a
Baumann Centre / Wingate Studio / Pacific Opera	Victoria	1 - 50
Centennial United Church / Dance studio	Victoria	n/a
Dance Victoria Studios	Victoria	1 - 50
Draw Heart Studio	Victoria	n/a
Fisgard St. Forum Studio	Victoria	n/a
Hidden Gem Studios	Victoria	n/a
Maple Leaf School of Russian Ballet	Victoria	n/a
Pro Jam Space: Alpha Studio	Victoria	n/a
Pro Jam Space: Li'l Beta Studio	Victoria	n/a
Pro Jam Space: Pembroke Studio	Victoria	n/a
Pro Jam Space: Quadra Studio	Victoria	n/a
Subculture Club	Victoria	1 - 50
Theatre SKAM / Meeting Room/Secondary Studio	Victoria	n/a
Theatre SKAM / Primary Studio	Victoria	1-50
Theatre SKAM / Satellite Studio	Victoria	n/a

Finally, there are a number of outdoor spaces that are used for performances and festivals. Of these 13 spaces, two are in Sidney, and one each in Highlands and Colwood, the remaining nine are in Victoria.

13 Outdoor Spaces
Fort Rodd Hill and Fisgard Lighthouse National Historic Sites - Colwood
Caleb Pike Heritage Park - Highlands
Mary Winspear Centre / Blue Heron Park - Sidney
Sidney Pier Bandshell
Victoria / St. Ann's Academy National Historic Site / Academy Green
Victoria / Bastion Square
Victoria / Cameron Bandshell / The Stage in the Park
Victoria / Inner Harbour (Lower Causeway, Ship Point, Belleville Street Forecourt & Upper Plaza)
Victoria / Parliament Buildings
Victoria / Royal Athletic Park
St. Ann's Academy National Historic Site / Novitiate Garden
Victoria Public Market at the Hudson
Victoria's Spirit Square at Centennial Square

Within educational institutions from secondary schools to universities, there are over 30 performing arts spaces. 19 of them are theatre spaces that can be rented by arts groups outside the educational system, even though access tends to be limited. Some of these facilities accommodate regular performances such as those by the Sooke Community Theatre and Four Seasons Musical Theatre. The Victoria Symphony has begun using Farquhar Auditorium at University of Victoria for some regular season concerts.

19 Theatres in Educational Institutions **GVSD = Greater Victoria School District*	**Location**	**Seating**
Camosun / Gibson Auditorium	Oak Bay	151 - 300
Camosun / Na'tsa'maht - The Gathering Place	Oak Bay	51 - 150
UVIC / Farquhar Auditorium	Saanich	1001 - 2000
UVIC / Philip T. Young Hall	Oak Bay	151 - 300
UVIC /(Phoenix Theatre) Roger Bishop Theatre	Oak Bay	151 - 300
UVIC / (Phoenix Theatre) Chief Dan George Theatre	Oak Bay	151 - 300
UVIC / (Phoenix Theatre) Barbara McIntyre Studio	Oak Bay	51 - 150
Pearson College / McConnell Theatre in the Max Bell Hall	Metchosin	151 - 300
Teechamitsa Theatre @ Royal Bay Secondary	Colwood	301 - 500
GVSD* / Esquimalt High School Theatre	Esquimalt	151 - 300
Isabelle Reader Theatre @ Spencer Middle School	Langford	n/a
Glenlyon Norfolk School Theatre	Oak Bay	n/a
GVSD / Dave Dunnet Community Theatre	Oak Bay	301 - 500
GVSD / Dave Dunnet Drama Black Box Teaching Space	Oak Bay	n/a
GVSD / Reynolds High School Theatre	Saanich	151 - 300
GVSD / Spectrum Community School Theatre	Saanich	151 - 300
Ridge Playhouse Theatre @Claremont Secondary / Four Seasons Musical Theatre	Saanich	151 – 300
Edward Milne Community School / Sooke Community Theatre	Sooke	301 – 500
GVSD / Vic High Theatre	Victoria	151 – 300

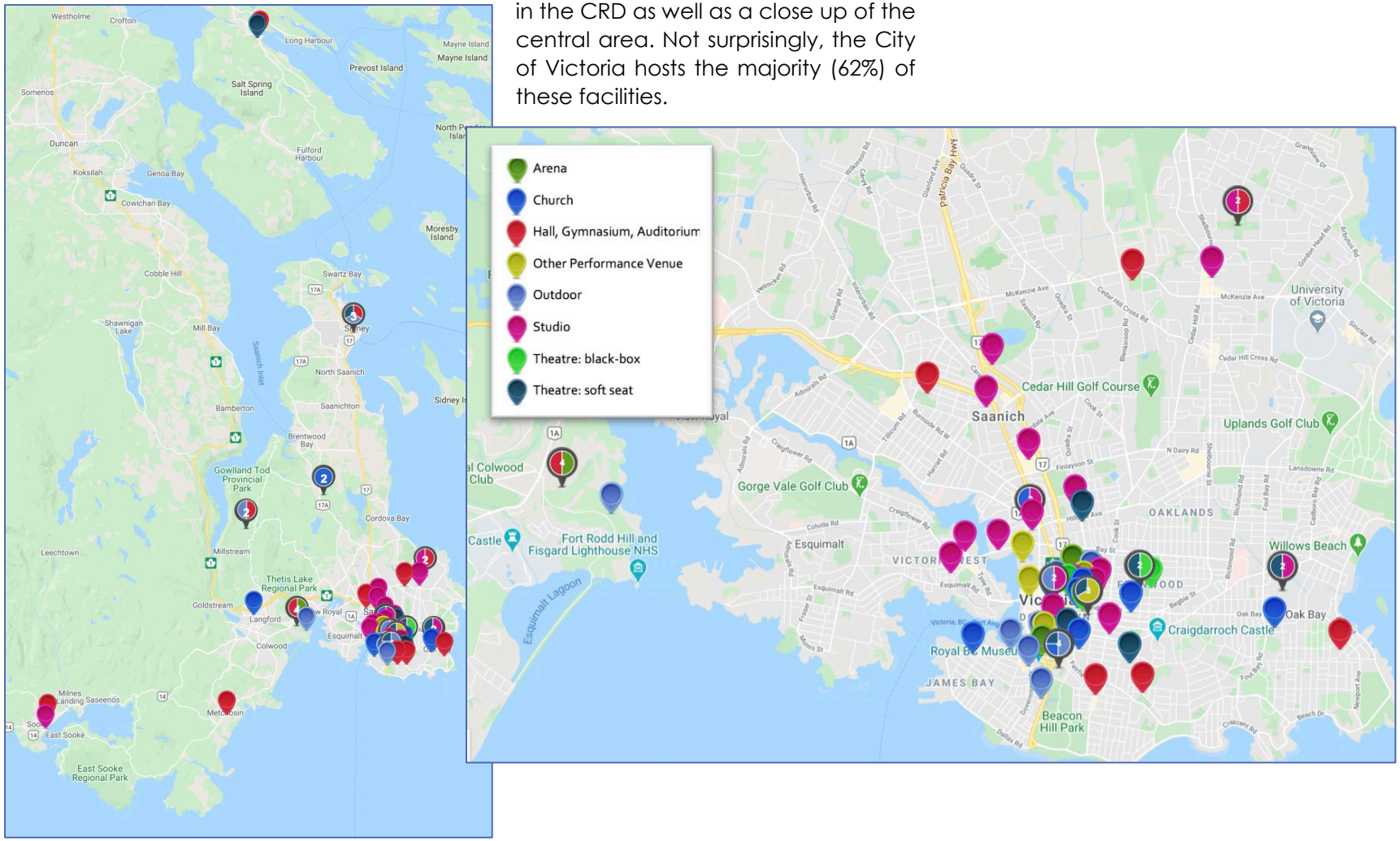
Most of these spaces in educational settings have a greatly limited ability to handle longer rehearsal periods needed for much of the performing arts.

While Oak Bay and Saanich dominate this listing, four of the schools are located in four different Westshore communities.

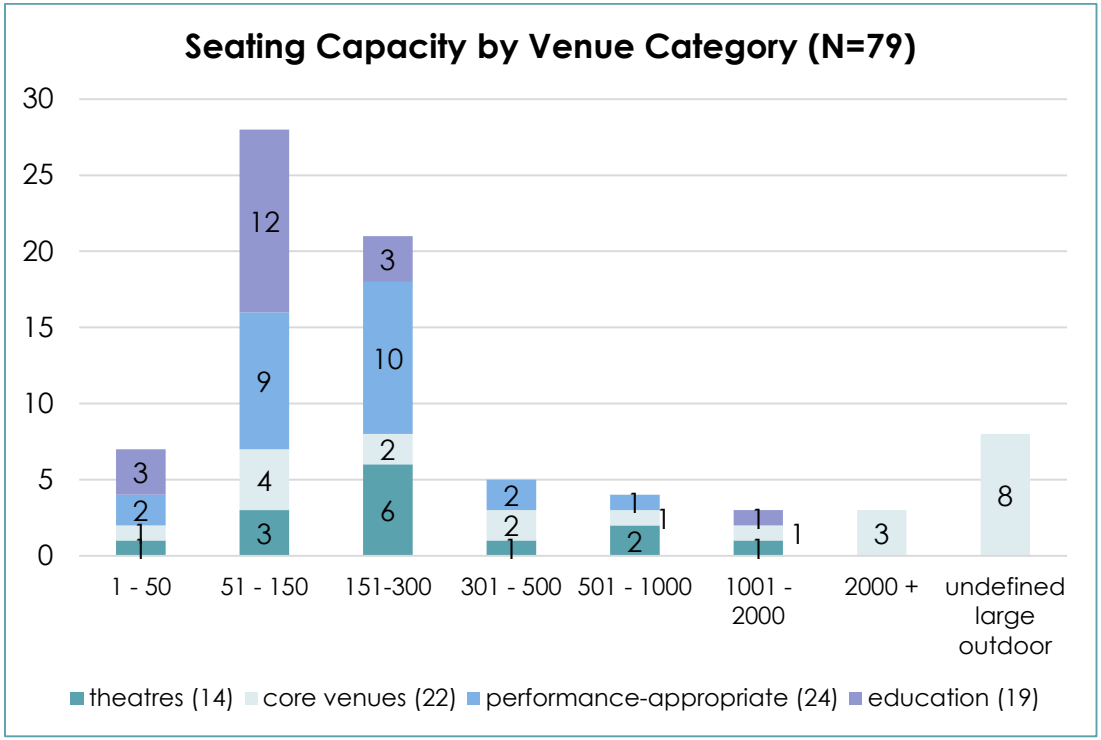
Additionally, there are three **arenas:** Juan de Fuca Arena (501 – 1,000), Juan de Fuca Lower Park, Save-On Foods Memorial Centre both with capacity of more than 2,000. Three privately run outfits in Victoria provide flexible **event spaces**: Sunset Labs, Vinyl Envy (each 51 to 150) and The Rubber Boot Club (151-300).

Other spaces that can be used for performances, but have other primary functions include churches, auditoriums, banquet halls, legion halls, lecture halls, bars and restaurants.

These two maps show 79 performing arts-related venues except educational institutions in the CRD as well as a close up of the central area. Not surprisingly, the City of Victoria hosts the majority (62%) of these facilities.



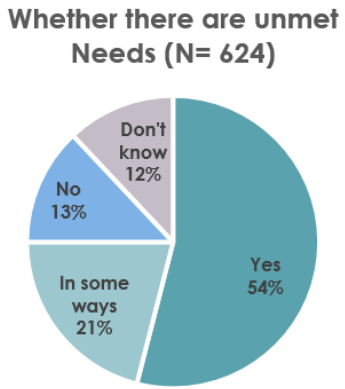
This chart summarizes the capacity of various venues. There is a range of facilities with various capacities in the CRD, with the vast majority in Victoria and the central core municipalities (Saanich and Oak Bay).



Gap Analysis

As indicated earlier, availability of many facilities is a major concern, and not only as it relates to the educational facilities. There are major concerns among independent artists, producer and performing arts companies being able to access the right space for the work they need to do.

When asked in the Online Survey, whether there are needs that are NOT MET by existing performing arts facilities within the capital region, whether for professional productions or community based performances, more than half of the respondents said *yes* and another 1 in 5 said *in some ways*.



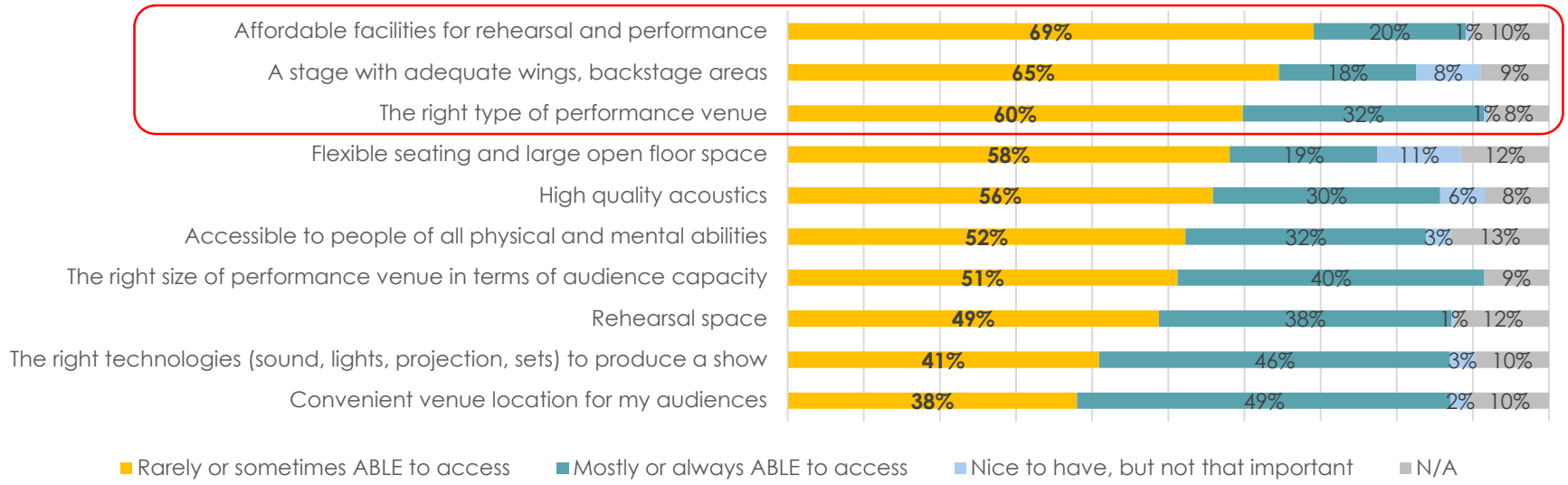
Tis view was somewhat stronger among artists and producers (N=197): 68% said *yes*, there are unmet needs, and another 18% said *in some ways*.

When analyzing the survey responses by region, the results are very similar in terms of unmet needs for respondents both from the Westshore and Centre. Respondents from the Peninsula reported the highest *No* and *Don't know* with almost half.

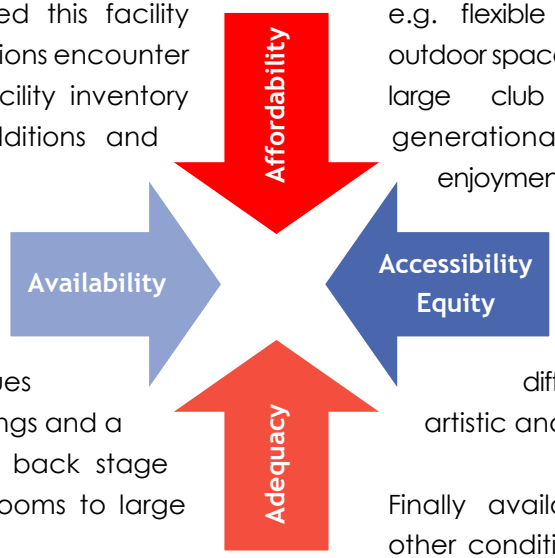
We followed by asking artists and producers about their experience with access to performing arts facilities. This subgroup of 166 survey respondents identified that they rarely or never were able to access affordable facilities, adequate facilities, and the right type of venue followed by several other access issues.

By region	Westshore (N=59)	Peninsula (N=41)	Centre (N=506)
Yes	59%	29%	56%
In some ways	22%	24%	21%
No	14%	20%	12%
Don't know	5%	27%	11%

Please indicate whether you are able to access various types of performing arts facilities that you need. (N=166 Artists/art orgs)



During online consultations with the arts sector, we reviewed this facility inventory and identified gaps different people and arts organizations encounter with the current array of facilities. Indeed we shared the facility inventory spreadsheet online and invited participants to provide additions and corrections.



We learned that there are four main pressures in terms of current facilities. There are serious concerns about both the affordability and adequacy of existing facilities for the specific works artists and producing companies wish to produce. The issues about adequacy range from the stage itself, such the lack of wings and a large enough orchestra pit at the Royal Theatre, or limited back stage amenities, to the amenities from adequate number of washrooms to large enough lobby spaces and bar service.

There was extensive feedback about the lack of physical accessibility both front-of-house and especially back-of-house in all venues. It was felt that the oldest venues have the greatest challenges to modify for greater accessibility; those with awareness of the aging population in the region felt that this will become an ever more important challenge to resolve. Further, participants reported that few efforts were made to retrofit buildings to become fully and adequately accessible.

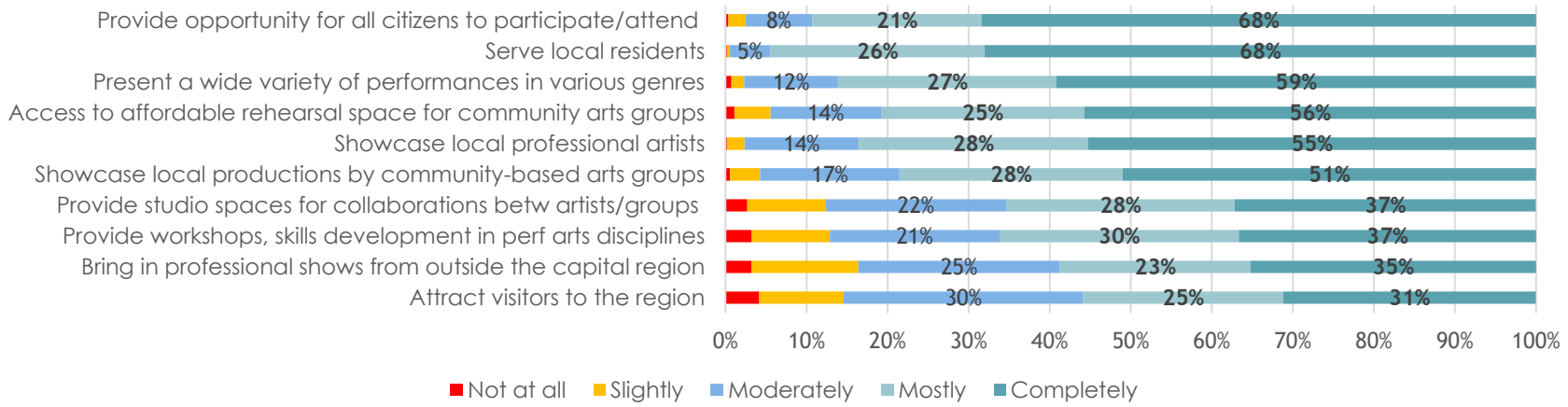
There were also many comments about access by equity-seeking groups being a major challenge. This, at least in part, results from the focus on European performing arts and performance methodologies which are not, in fact, universally shared. Performing arts spaces that easily and flexibly adapt to different cultural performance modes, or where several generations can enjoy performances have not been a requirement in the past: e.g. flexible seating, flexible indoor / outdoor spaces with a club atmosphere, a large club designed with multi-generational patron comfort and enjoyment in mind. As Canada and the CRD becomes more diverse, it is important to consider how to embrace the work of people from different backgrounds and artistic and cultural practices.

Finally availability matters once the other conditions for use are met. Here the sheer size of the local arts community results in very high demand for facilities of many different sizes and for different purposes. For those without a dedicated facility relationship, i.e. the majority of artists, these four factors together present a serious restriction to their ability to develop work, to build their careers, and to grow viable revenue streams both through public funding and earned revenue.

The needs are quite different for different arts organizations. Smaller companies and productions require spaces at the right size, time and space for rehearsal and to build shows, and have the time to develop their work; while the major institutions have highly specialized needs for Symphony and Opera, in particular, that are not fully met at the Royal Theatre, where rental rates and availability of coveted weekend dates had become a flash point.

In the Online Survey we asked how important are each of the following functions of performing arts facilities to a healthy, vibrant region. Respondents strongly favoured providing opportunities for all citizens to participate in or attend performing arts events and serving local residents. Access to a variety of genres, as well as affordability for community arts and showcasing local artists and productions followed quite closely. While local residents didn't consider tourism or touring shows as highly, this does not mean they aren't important in the overall mix; patrons do seek a great deal of variety and professional quality as is evidence in actual ticket buying behaviours.

Importance of functions of performing arts facilities for healthy, vibrant region. (N = 558, All)



Financial Management for Arts Facilities

These 15 not-for-profit performing arts organizations are running facilities within the CRD:

1. Island Arts Society (soft-seat ArtSpring Theatre on Salt Spring Island)
2. Salt Spring Arts Council (Mahon Memorial Hall, auditorium, in Salt Spring Islands)
3. Mary Winspear Centre Foundation; Saanich Peninsula Memorial Park Society (Charlie White Theatre, soft-seat; Bodine Family Hall, auditorium; Blue Heron Park, outdoor; all in Sidney)
4. Canadian Heritage Arts Society (soft-seat Canadian College of Performing Arts' Performance Hall in Oak Bay)
5. Victoria Conservatory of Music (soft-seat Alix Goolden Performance Hall; Winifred Wood Recital Hall; Westhills Recital Room)
6. Ballet Victoria
7. Belfry Theatre Society (soft-seat Patrick Stewart Theatre; black-box Studio Theatre)
8. Blue Bridge Theatre Society (soft-seat Roxy Theatre)
9. Dance Victoria Society
10. Intrepid Theatre Company Society (2 black-box theatres: Intrepid Theatre Club and Metro Studio)
11. Kaleidoscope Theatre for Young People
12. Langham Court Theatre Society (soft-seat theatre)
13. Pacific Opera Association (Baumann Centre, studio space)
14. Royal and McPherson Theatre Society (Royal Theatre and McPherson Playhouse)
15. Theatre SKAM Society

Eight of these organizations receive a CRD Arts & Culture Support Service operating grant. Their total annual budgets range widely from $500,000 to $5,000,000.

Level of Public Funding

- For nine of the 15 organizations, government funding constitutes less than 25% of their annual budgets.
- For four organizations it makes up 25% - 50%
- Two organizations receive more than 50% from government sources.

To be eligible for federal operational funding through the Canadian Arts Presentation Fund requires that the venue has a curatorial presentation program. The Royal and McPherson Theatre Society (RMTS) is a rental facility and therefore cannot access this fund. This significantly reduces its grants from government which is limited to the regional level.

Federal Cultural Spaces infrastructure funding is available to all of these organizations. However, it appears as though major capital investment will require a concerted and cohesive regional approach to succeed, rather than individual asks from several different organizations.

This chart shows revenue sorted by earned review from highest to lowest percentage.

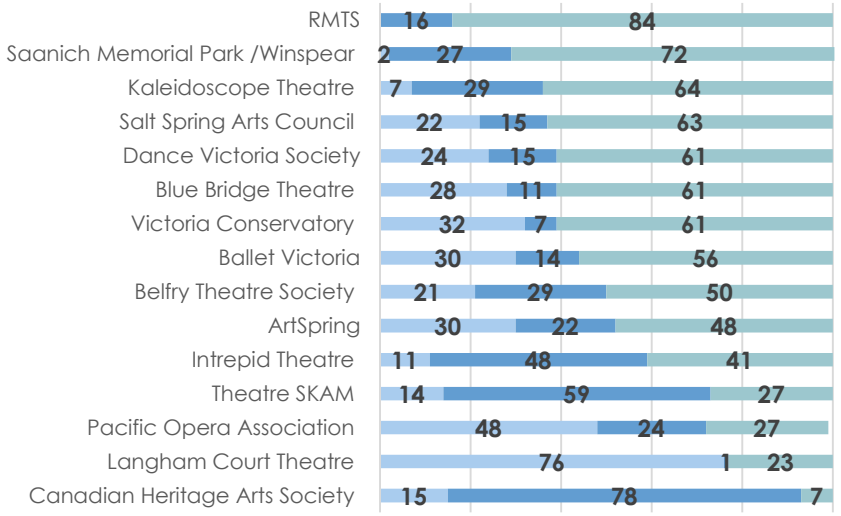
The Royal and McPherson Theatre Society had 84% earned revenue and a quite low 16% in municipal/regional support. In its latest financials public support dropped to 11% as earned rental revenues increased. The only other facility that has a similar financial model is the Mary Winspear Centre in Sidney. These facilities have the highest level of earned revenue of all examined.

All other arts organizations that manage facilities have a considerable percentage in donations and gifts and, in most cases, a higher percentage of government support. Some of those organizations receive support from federal, provincial as well as municipal/regional funding, due to their curatorial presenting programs and other programs taking place at their facilities.

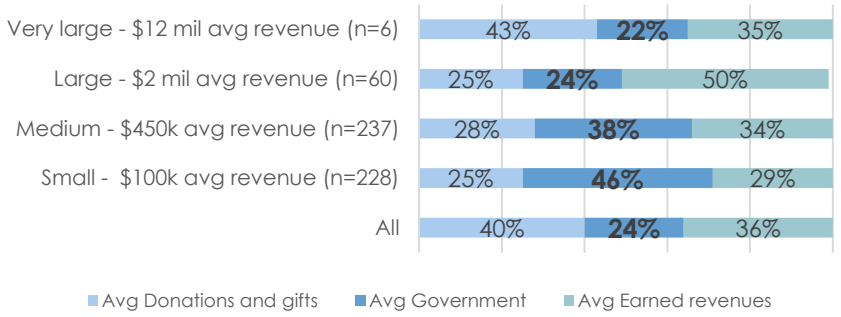
As a point of comparison, we reference the only source of publicly available data: the federal Canada Arts Presentation Fund analyzed by CAPACOA in 2014. The results show that on average 24% of revenue comes from government sources; the smaller the organization, the higher the public contribution. Arts organizations in the CRD tend to receive lower levels of support from public sources.

The only two arts organizations showing a significantly higher public contribution are those with extensive educational programming, Theatre SKAM and Canadian Heritage Arts Society (College of the Performing Arts).

Revenue Streams of Arts Organizations with Facilities (in % of their annual budget - for 2018 - from CRA)



Canada Arts Presentation Fund recipients (10 year data 2003 to 2013; CAPACOA/Canadian Heritage)



GOVERNANCE OF ARTS FACILITIES

The majority of these theatre facilities are owned and operated by not-for-profit arts organizations, and managed by internal staff reporting to a board of directors. Some of these venues both rent their facilities and present their own work or curate presentations. Some work in ongoing partnerships whereby rental clients are treated as partners with a high degree of services.

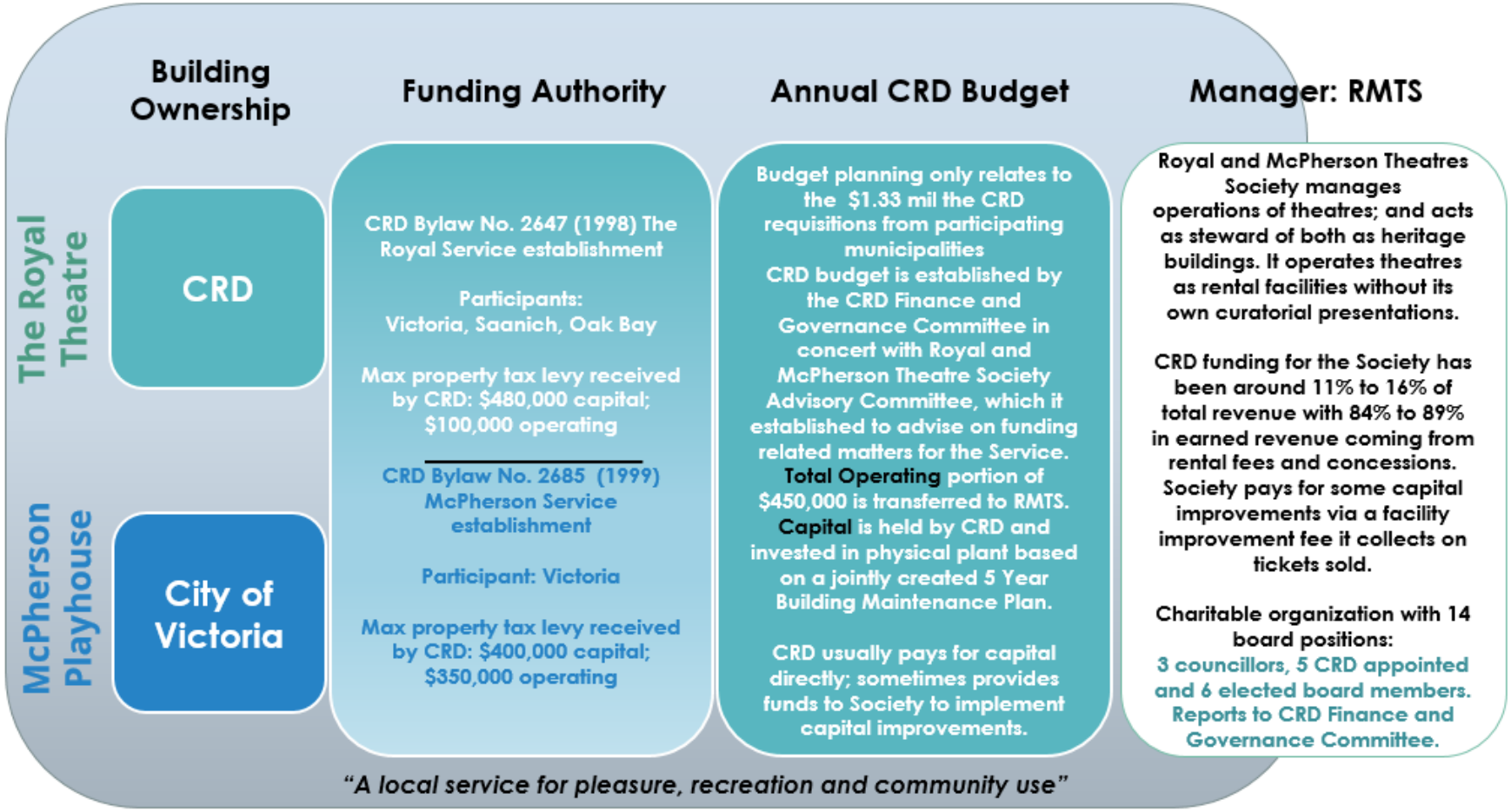
There are also a variety of other ownership models within the capital region, ranging from municipal ownership for a range of outdoor spaces, the McPherson Playhouse (City of Victoria), CRD ownership of the Royal Theatre on behalf of three municipalities (City of Victoria, Saanich and Oak Bay), to private ownership of studio spaces, churches and non-arts not-for-profit organizations.

Each model can be successful. Key appears to be a clear mandate and vision, and to nurture good relationships and effective, clear communications between venue owner, management, producers, user groups / rental clients so that expectations are known.

In consultations with independent artists and smaller arts organizations, we heard that their main issue was that facility planning horizons were often difficult to work with, as their funding often wasn't in place early enough to get their preferred show dates. This is a systemic issue everyone deals with. In general, there was a great deal of collegiality within that part of the arts eco-system and a sense of a common understanding of the challenges each part has to deal with. These artists also required far more access to adequate rehearsal spaces than is available. Many felt this was more difficult to find than performance spaces, as rehearsal periods tended to extend over several weeks.

We also heard a great deal of feedback about the way the Royal Theatre and McPherson Playhouse had been operated. There were signs of a fractured relationship between the RMTS as operating society, and major arts organizations that rely on these theatres to present their works. It appears as though the new leadership at the RMTS has made progress on shifting toward more productive relationships. Nonetheless, there is a persistent lack of understanding how the Royal and McPherson ownership and management is structured. An area of concern relates to the sense that no-one was accountable to the user groups or arts community at large for the way these two major theatres are used. And there are sets of assumptions and expectations that appear to have been hardened by years of difficult community relations. As such, we have worked to better understand the governance model for these two theatre and how the public funding flows.

Governing the Royal Theatre and McPherson Playhouse



We offer the following observations about the financial relationship between the CRD, the two theatres and the Society that manages them:

- The CRD collects $1,330,000 each year from the three participating municipalities through the two service agreements.
- Operating funding of $450,000 that the Society receives pays for direct expenses to turn lights on in the two theatres; it does not pay for its administrative or technical staff – and, as mentioned, the Society does not have a curatorial performing arts program of its own. This is in contrast to operating funding that arts organizations receive which they can use for a wide variety of operating and programming expenses.
- The CRD Finance and Governance Committee holds the capital portion of $880,000 and handles the financing related to capital improvements directly; there is a mutually agreed on 5-year building maintenance and upkeep plan. Sometimes, the CRD forwards capital funding to the RMTS to implement agreed-on capital improvements.
- The Society pays for some capital improvements out of its earned revenue including a facility ticket surcharge; the Society does not derive a private benefit from doing so.
- The Society is a typical roadhouse manager; the theatres are available for rent by arts producers, promoters or presenting organizations within and from outside the CRD. Roadhouses tend to work to optimize their rental revenue.
- Some roadhouses curate an arts presentation program of their own. Having a curatorial program would open new avenues of potential public funding from other levels of government, even as it injects additional risks into the operation.
- Despite its charitable status, the Society has not solicited donations, until mid-2020 when it began a Raise the Curtain campaign soliciting donations to aid in COVID-19 recovery. The RMTS has not received any increases in regional funding in more than 20 years, despite significant inflation during these years. This intensifies the need to run an effective, diversified revenue generating rental program with a focus on increasing revenues to keep up with its obligations and secure the Society's long-term viability.

Concern: Lack of Participation by all Municipalities

Both theatres are frequented by residents from every municipality in the CRD, not only those that are participating via the CRD Service Agreement. The non-participation by the great majority of municipalities, violates the rational for having regional government services. The CRD like all regional governments uses bylaws and service agreements as a way to ensure that residents pay only for the services they receive and to build economies of scale for various services that otherwise would be difficult or impossible to afford. In this case, three municipalities are paying while the benefits are enjoyed by all municipalities and their residents. Arguably, the longer a regional service exists without full participation, the harder it becomes to shift toward a shared financial responsibility model for these two theatres. Perhaps as a consequence no other regional arts facilities with CRD involvement exist today.

Concern: Accountability and Responsibility is Unclear

It has been said that when it comes to the Royal and McPherson *the buck stops nowhere*. When conflicts have arisen, for instance, recent disputes between three local rental clients for the Royal Theatre and RMTS management about rental rates and availability of dates, there has been no sense of recourse.

Neither the CRD as owner, nor the three participating municipalities have taken any responsibility for providing direction to the Society or provided any answer on how they view rental rates at the theatres. They have said they want the Society as manager and the rental organizations to sort out their differences.

However, it is notable that the CRD and the three municipalities are not, in fact, merely funders of these publicly owned theatres. The RMTS Board of Directors includes one municipal councillor from each of the participating municipalities and the CRD appoints five additional individuals to the Board. That means that eight of 14 positions, i.e. the majority of board members, are selected by the municipal and regional government.

The Board of Directors has oversight over operational and administrative policies and a role in providing the strategic direction of the RMTS. In actual fact, it is not clear what, if any, direction municipal councillors take from their municipal council and whether the appointed board members receive or take any direction from the CRD at all. It is clear that all board members of a charitable not-for-profit society are expected to act in the best interests of the organization; they are not supposed to represent other entities on the board or act in the interests of any other organizations while acting as director. (source: https://www.bclaws.ca/civix/document/id/complete/statreg/15018_01#section52)

Concern: Divergent Views on Purpose and Priorities

Throughout these consultations there has been a consistent thread suggesting that the role of the Royal Theatre and McPherson Playhouse should be to support the local arts community and that the RMTS has been falling short for years. Instead what is specified in the Bylaw is that the theatres are converted to "*a local service for pleasure, recreation and community use.*" Simply put this broad service description provides no clarity on how to interpret *community use*, and whether it should be interpreted as use by residents or use by local arts groups. The notion that the local arts community should benefit from these two publicly supported theatres might be a natural assumption. Yet, the RMTS' operational funding from the CRD does not leave slack to subsidize local rental clients. Nonetheless, over two decades the RMTS has extended discounted rates to the three primary local clients and given preferential access for rehearsal.

Good Relationships Thrive with Good Communications

It appears as though an adversarial relationship grew between the RMTS and parts of the local arts community over many years. Perceptions of RMTS as an organization have been often quite negative, despite or perhaps because of the major role it plays in managing the two pre-eminent theatres in the CRD. As a facility manager, the RMTS is in the business of renting these theatres sustainably while stewarding these heritage assets for the public good. Good relations are in everyone's best interest. To build those requires mutual understanding and trust, clear and consistent communications. With a change in RMTS senior leadership in early 2020, a new approach has been evident and appreciated by some who have felt grievances in the past.

Lessons

- The CRD appears to not particularly wish to be involved in running the theatres. But due to its ownership, the funding mechanism and appointing some board members, the CRD may wish to clarify its specific involvement in the two theatres, how it appoints board members and what, if anything, it expects them to accomplish. In publicly articulating the specific lines of authority and responsibility related to ownership, as well as management and day-to-day operational decision-making unambiguous clarity could be achieved.
- This report focusses on the flow of public money from the participating municipalities to the operating Society because of confusion amongst participants in this conversation about arts facilities. Indeed, we pieced together from several sources: the financial picture from RMTS financials in Canada Revenue Agency's charitable directory listing which only provided limited insight, asking for and receiving the Society's annual financial statements and reviewing CRD and municipal annual budget documents. Furthermore, the bylaws in question were difficult to locate online and the contract between the CRD and RMTS is not available online. There is little information in the public sphere about the financial relationship and governance mechanisms.
- When public confusion or mis-perceptions about governance, financing and decision-making at the RMTS persist, the most effective antidote is to address them as early as possible with open and transparent information sharing in a coordinated, clear manner.
- Open, clear and consistent communications are at the heart of building trust and understanding.

Municipal Role in Arts Facilities

All across Canada municipal or regional governments have deep involvement in performing arts and other cultural facilities, from public galleries to libraries and museums. The roles local government takes vary:

- Owner and operator with city staff managing, presenting and renting the facility
- Owner with a not-for-profit society as operator
- Funder only

All models are and can be successful. Competent management, effective leadership, collaborative mindsets are all necessary ingredients to ensure a well-functioning, mutually supportive and engaged arts community – venue operator relationship.

The Mary Winspear Centre is owned by the Saanich Peninsula Memorial Society. It replaced Sanscha Hall which was originally built in 1958. In 1995 a $6 million proposal to build the new facility was issued by the Society and supported by a successful capital fundraising campaign by the Sanscha Community Cultural Centre Foundation (now Mary Winspear Centre Foundation). The new Centre opened in 2001. The Town of Sidney provides annual operational funding and pays for a parking agreement using land of the Society.

Regional Funding

The financing of regional facilities and regional arts programming has been fragmented with sub-regional services as well as inter-municipal arrangements. In a growing region with a burgeoning arts scene there are many pressures to content with. Growing and strengthening the performing arts eco-system further will bring a wide range of benefits and impacts on the social, and economic health of the region and its people. Establishing suitable financing mechanisms to achieve that aim should be a priority.

Of note, the Cowichan Valley Regional District, succeeded in 2016 to establish a full regional arts and culture service.

STRONG PUBLIC SUPPORT FOR CRD FUNDING ROLE

Between 1995 and 2001, many decisions were taken by the CRD and interested municipalities to strengthen and develop the arts through support for facilities in the CRD:

- Royal ownership change and Royal and McPherson service establishing bylaws passed in late 1990s
- Arts & Culture Support Service established in 2001
- Salt Spring referendum established property tax levy for two arts organizations and facilities in 2004

Since then the region has continued to grow quickly. And in the next 20 years the region is expected to close in on half a million residents. But no other performing arts facility has come about to absorb the increased level of arts activity along with population growth.

Currently there are a number of proposed projects in various stages of ideation and planning including:

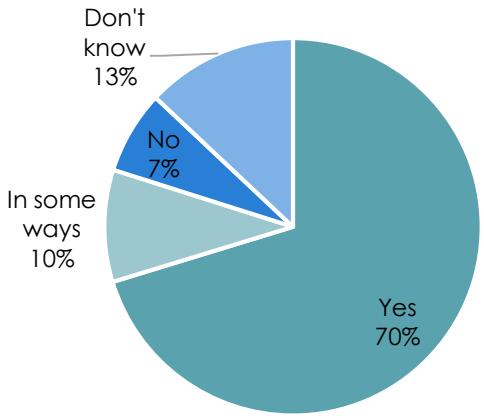
- Juan de Fuca Performing Arts Centre in Colwood
- City of Langford performing arts centre
- Victoria Conservatory of Music partnership with a developer to move into a new space
- Arts On View Society is pursuing an acquisition of 753/751 View Street
- Salt Spring Community Theatre Society looking to create community arts facility for non-profit groups in Ganges, perhaps in the Salt Spring Middle School that may be closing

Others initiatives may emerge with both local and regional aspirations.

Over the years, other projects have been abandoned as the political will and financing have not materialized. At least in part this appears to result from other levels of government feeling hard pressed to support a multitude of projects in the same area without meaningful coordination between the interested parties. The federal government should not be expected to pick and choose among local initiatives. Rather those who are engaged locally need to work together to build a strong coalition with clearly defined priorities and line up the local government and financial supports.

In the online survey, there was some concern whether establishing a new service will mean an automatic increase in property tax bills to pay for it. Importantly, like all services a regional government provides, it does so with the support of the member municipalities, citizens and stakeholders

Q15. Do you believe there is currently a clear, compelling case for funding of performing arts facilities by the CRD as the regional government? (N=562)



Among sub-groups there was some variance in emphasis, but the basic results persisted:

Attendees

69% say *yes* / 4% *no* / 15% *don't know*

Venue staff

69% say *yes* / 19% *no*, 13% *don't know* Creators/Performers/ Producing companies

78% say *yes* / 10% *no*; 7% *don't know*

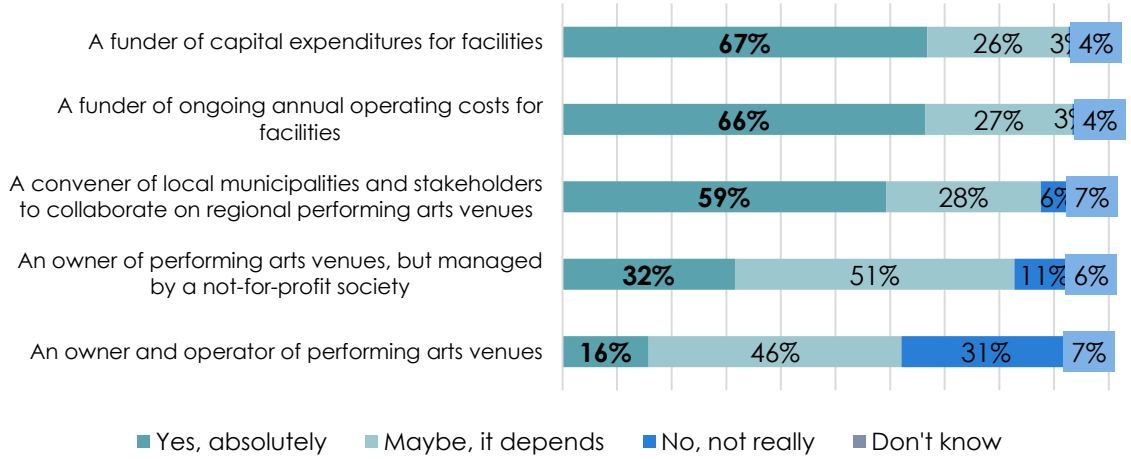
Furthermore, this question about the case for CRD funding generated almost 200 comments. Most were in favour of the CRD taking on a pro-active role in regional arts facilities due to its impact on quality of life, economics and strengthening the arts community. Many also wanted to see fair way to ensure all municipalities would participate. And many more favoured the prospect of a new performing arts centre than did not.

Several comments showed that for some respondents there is little trust that the CRD should be involved in owning or managing a facility or curating artistic programming, and some are uncertain about the best role for the CRD, if any.

Top comments (Q 15)	#
importance of arts: contribute to quality of life and vitality of city/ community	45
all municipalities, region, to financially support the arts	38
imbalance between use by citizens and funding by their municipalities	15
Nurture local arts	35
New performing arts centre yes	30
No new facility needed	4
CRD should financially support arts	22
CRD to act as management/coordination/ balancing municipalities	17
Fix gaps in adequacy of existing venues	17
Arts are an economic driver	17

When asked which roles the CRD should play, the funding role returned the strongest support. Both capital and operating funding received the full support of 2/3 of the respondents with nearly 3 in 10 saying *maybe, it depends.*

Q16. In your ideal world, what should the role of the CRD as the regional government be in terms of performing arts facilities in the region? (N=553)



The role of convenor of stakeholders to collaborate was a strong second, showing that there is a perceived vacuum in terms of a coordinated approach regardless of any other involvement.

One challenge in operationalizing this convenor role is that there has to be someone able to take responsibility for the CRD to take any action. At present no CRD department or service exists with responsibility for regional arts facilities.

Further open-ended responses make clear that there is considerable desire to find ways to grow and strengthen the local arts community. Survey respondents clearly regard the arts as a major regional asset.

Open-ended comments Q17 Please share any other observations or comments you have about the adequacy, availability, affordability and accessibility of performing arts facilities in the capital region:	**#**
Support/ nurture local artists and organizations	84
Availability is an issue for artists	65
Support new buildings	39
governance/ management/ ownership/ partnerships	36
Adequacy/age of Royal and McPherson	34
Accessibility (geographic)	29
Funding	22
N=	275

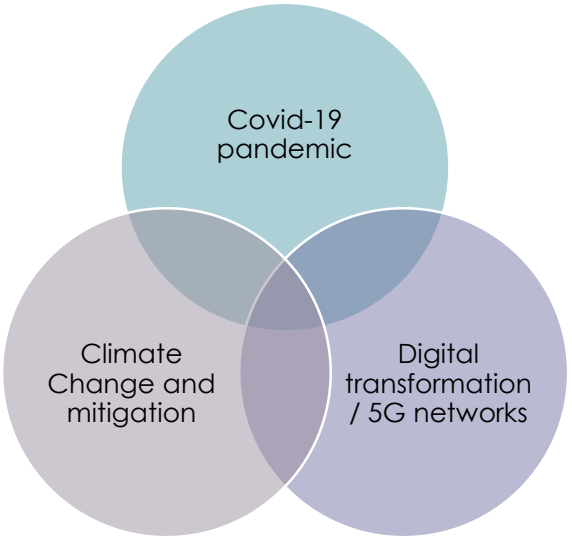
Other Factors Affecting Performing Arts

In addition to population growth along with a population that is getting older and more diverse, three other major factors should be considered when contemplating performing arts facilities moving forward:

The COVID-19 pandemic response has, at times, shuttered regular life including schools and any venues where people gather in public from restaurants to performing arts venues. Several vaccines thought to be effective against COVID have received positive media coverage and may receive authorization to be used at population level. Nonetheless, this period has shown that as a species we are vulnerable to viruses in profound ways. The COVID public health mitigation strategies have aimed at curtailing the spread of the virus by requiring greater physical distance between people not living together, an emphasis on HVAC and ventilation. These measures may foreshadow how public venues will be designed in the near future, from requiring larger, more flexible spaces with flexible seating to more personal workspaces hived off with separate ventilation systems.

Similarly, climate change mitigation strategies include a push toward NetZero buildings standards where energy consumption and the creation of greenhouse gases is minimized significantly.

Finally, COIVD-19 has accelerated the push to digital including digitizing the performing arts. Coupled with the emergence of the first 5G Internet networks — with their promise of 1,000 faster Internet speed — in Canada in 2020 creates new opportunities or perhaps requirements for performing arts facilities. Numerous existing theatres and other spaces have adapted by investing in digital production facilities to facilitate high quality video production for streaming shows as well as live streaming technologies.



The consultant expects these factors to play an increasing role in retrofitting existing and building new performing arts facilities over the next period.

PART 3: RECOMMENDATIONS

RECOMMENDATION 1: ESTABLISH CRD "PERFORMING ARTS FACILITIES SERVICE"

Objective

Establish a new region-wide Service Agreement and funding mechanism for performing arts facilities that have regional impact.

Action

- Evaluate and seek CRD Board and / or municipal input into how best to create this service within the CRD's bylaw framework – e.g. as a new stand-alone service or by amending the Arts and Culture Support Service bylaw to include responsibility for regional arts facilities and their funding.
- Establish the staff required to operate this service.
- Meet with all 16 municipalities to explore how their current support of arts facilities or desired future arts facilities can be integrated or acknowledged within this new bylaw and / or service.
- Establish eligibility and criteria for regional arts facilities to receive capital and operating funding.
- Establish a full regional as well as a back-up sub-regional funding formula for this service.

Timeline

Prepare CRD Bylaw text and put to a CRD vote spring to winter 2021.
Obtain municipal consent or use alternative approval process during 2022 and advance it to the province for approval.

Rationale

Regional Performing Arts Facilities are important to the social, cultural, economic health and well-being of all across the region. It is in the region's best interest to grow and strengthen the arts community by enabling existing facilities to become more accessible and by ensuring new facilities meet identified needs of the arts community and audiences.

The CRD exists to leverage scale that an individual municipality cannot achieve by itself. This Stage One process has made clear that there is a great need and desire among participants and survey respondents who work in or are beneficiaries of the performing arts for full regional participation in arts and culture, in general, and performing arts, in particular.

Proliferating *ad hoc* facility arrangements is not going to provide the strategic and coordinated service that will help the arts community grow and develop its work.

RECOMMENDATION 2: CRD ASSIGNS PLACE WITHIN CRD FOR REGIONAL ARTS FACILITIES DEVELOPMENT

Objective

Immediately assign a place (an entity) within the CRD structure with responsibility for planning and development of Regional Arts Facilities to manage the implementation of the following recommendations. This assignment can be limited to a specific period of time related to the work and outcomes of recommendations 1, 3 and 4.

Action

- Discuss at the CRD Select Committee, come to an agreement and bring motion to the CRD Board.
- Establish a mechanism by which the CRD can take on convening a series of working groups with mandates specified in recommendations 3 and 4 to build on the work during Stage One.
- This mechanism should identify an adequate budget and allocate some staff time to oversee, co-ordinate and drive forward the work of these working groups in the subsequent recommendations. It does not have to be a full-time commitment as long as qualified consultants are contracted to lead them.

Timeline: Establish this planning mechanism and related budget during winter 2021.

Rationale

Rather than wait for the service establishing bylaw to pass to begin the Stage Two planning process (Recommendation 1) this recommendation seeks to enable work to move forward immediately while the CRD works toward a longer-term objective of adopting a new service establishing bylaw. An appropriate funding mechanism for the Stage Two phase of work has to be identified by the CRD.

Without it there is little the CRD can do in practical terms to support regional performing arts facilities, both existing and future ones. The facilities conversation would likely remain mired in the status quo.

Structurally, it could be a continuation of the current Regional Arts Facilities Select Committee or it could be an added responsibility for an existing service with provision of adequate additional resources.

RECOMMENDATION 3: REGIONAL PLANNING GROUP

Objective

Establish a **Regional Performing Arts Facilities Planning Group** with specific working groups:

A) **Accessibility and Equity** – develop a plan and recommendations to improve access to existing regional arts facilities including improving physical accessibility

B) **Study feasibility** (considers gaps in accessibility, affordability, adequacy for specific purposes, availability) of a new performing arts centre or district and its strategic location(s) in the CRD – invite all current projects proposed or under consideration to participate

C) **Independent artists**, small to medium-sized companies to develop facility solutions for their needs for rehearsal spaces and the right size of professional theatre spaces

Action

- Planning Group to include municipal governments, current venue operators, arts groups (user groups), regional planning experts, and cultural spaces consultant to manage the process
- To develop a specific regional performing arts facilities plan that strengthens and grows the local arts community while enabling it to show its works locally and to export its works off-Island (in the real world, or digitally)
- To review existing facilities in terms of best approaches to enhance infrastructure and accessibility for equity-seeking groups and consider potential new facilities;
- To develop a geographic information system (GIS) study showing ideal places to locate Ga new performing arts centre, as well as smaller rehearsal and creative production spaces

Timeline: 12 months mandate from spring 2021 to spring 2022

Rationale

The results of the Stage One initiative are clear: there is a great desire to unlock the potential of the Capital Region's arts scene and further enrich the lives of residents. There is a clear need to establish a regional approach to arts facilities that are used by/benefit more than a single municipality. For regional facilities, the CRD is the ideal convening entity capable of driving forward any agreed on projects and pursue federal and provincial capital funding. Municipalities have zoning and property tax authority and they hold significant levers of taking action on plans. They need to be actively engaged in regional planning. Furthermore, because these facilities serve particular user groups, they should be participating in the planning.

This Stage Two planning process can proceed without a Service Establishing Bylaw, as long as the work is assigned to a responsible entity identified through Recommendation 2.

RECOMMENDATION 4: EXPLORE MODELS OF CRD INVOLVEMENT IN ARTS

Objective

Convene an *ad hoc* "**Governance and Management Task Force**" to explore the various models of ownership, use of operating organization and facility funding; identify potential types of partnerships to more effectively fill the facility gaps within the region, and especially ensure affordability of suitable facilities; prepare a set of recommendations on governance, leadership and management of regional performing arts facilities.

Action

- Establish this task force comprised of members from major facilities, user groups, the CRD and facilitated by a governance consultant.
- Explore ownership and operating models, including a cost-benefit analysis, and funding models for arts facilities that are used by / benefit more than one municipality.
- Identify potential partnership
- Share information with the Regional Performing Arts Facilities Planning Group

Timeline

Spring 2021 to winter 2022 (6 to 9 months mandate)

Rationale

Through this task force a holistic review of the various options can be undertaken. This work will result in specific recommendations for governance, management arrangements and funding for future regional facilities to determine best options for regional facilities.

Throughout the Stage One process, there has been confusion and mis-conceptions within the arts community about the way the RMTS functions, as well as a lack of clarity of theatre ownership and financing of the sub-regional service that the RMTS manages. While this recommendation is not designed to focus on the Royal and McPherson Theatres, it is inspired by the recognition that there needs to be a full exploration of how to secure sustainable region facilities which requires an evaluation and recommendations related to CRD and municipal ownership and operating models.

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REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JANUARY 13, 2021

SUBJECT **Outreach Summary on First Nations Inclusion in CRD Governance**

ISSUE SUMMARY

Summarizing outreach efforts and the feedback received from regional First Nations on the CRD's proposed model for inclusive governance.

BACKGROUND

At the October 28, 2020 Committee Of the Whole (COW) meeting, staff were directed to consult with all nine First Nations on the proposed model of inclusion of First Nation Members at CRD Standing Committees, before adopting proposed changes to the CRD Board Procedures Bylaw and Committees' Terms of Reference.

Through the month of December, staff and the Board Chair reached out to all nine First Nations to offer a presentation on the model and to receive any feedback. Presentations were given to three First Nations and formal responses of support were received from the W̱SÁNEĆ Leadership Council and the Esquimalt First Nation. A summary of outreach and feedback is attached at Appendix B.

From the responses, overall there is general support for the proposed model in its ability to improve relationship building and provide a further opportunity for First Nations to participate in decisions that may affect their interests. There was also an interest in participation at other standing committee tables than those suggested initially. First Nations have been clear that this proposed model must not replace the CRD's consultation responsibilities where there is a formal requirement to consult. Some Nations expressed that it does not go far enough in acknowledging their rights, however it is seen as a step in the right direction.

Not all Nations were available for a presentation and three nations did not provide any substantive feedback. It is expected that further engagement would take place following the Board's decision in order to continue to build understanding on the proposed model. Each Nation has its own unique areas of interest and capacity challenges in being able to engage with CRD's governance system and it is expected that attendance at CRD committee tables will reflect that.

ALTERNATIVES

Alternative 1:

1. That Bylaw No. 4368, Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020, be adopted;
2. That the Terms of Reference for all CRD Standing Committees be amended to allow for First Nation Member participation, as follows: "First Nation Members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee."

Alternative 2:
That this report be referred back to staff for additional information.

IMPLICATIONS

Intergovernmental Implications

The proposed model of flexible and open participation will enable First Nations to better define their level of engagement on matters being discussed within CRD governance, while also supporting the development of new relationships or strengthening existing ones between CRD Directors, their alternates and First Nations' representatives. Some First Nations have indicated their interest in this participation while others have yet to confirm their involvement. No First Nations have rejected this proposed model as it is generally seen to be an improvement to the current structure. It is critical to note that this approach to more inclusive decision-making will not replace the need for direct engagement and, where necessary, consultation as may be required by the Crown. Staff will continue to work with all local First Nations on items that may be of interest to them.

Financial Implications

In conjunction with this staff report, the Board will be receiving a companion report proposing remuneration in the amount of $110 per meeting plus travel expenses for First Nation Members. The CRD Board's 2021 provisional budget has already been approved with an allocation of $75,000 to support the estimated level of participation by First Nations at CRD committees.

Appointment Implications

Upon endorsement of the proposed membership model, staff will work to further engage First Nations to solicit a First Nations elected official and alternate to participate as an appointed First Nation Member at CRD. Staff will then provide this list to the Board Chair for confirmation of appointment and to the Board for information once the appointment is confirmed. To prepare First Nation Members for participation, staff will develop and host an Orientation Session where those identified as First Nation Members and their alternates could be formally introduced to CRD committee processes and systems.

It is expected this process of identifying First Nation Members and their alternates will take place annually to coincide with the existing CRD appointment schedule.

Alignment with Board & Corporate Priorities

The 2019 – 2022 CRD Board Priorities include Reconciliation with First Nations, specifically:

- 3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.
- 3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.
- 3c Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.

Alignment with Existing Plans & Strategies

The following strategies have been identified as related to the Reconciliation with First Nations Board Priority:

- Special Task Force on First Nations Relations Final Report and the Statement of Reconciliation
- Regional Climate Action Strategy
- Regional Food and Agricultural Strategy
- Regional Growth Strategy
- Regional Housing Affordability Strategy
- Regional Parks Strategic Plan
- Regional Water Supply Strategic Plan
- Organizational Development Plan
- Corporate Asset Management Strategy

CONCLUSION

First Nations have expressed a desire for an increased role in regional decision-making. Provincial legislation limits full First Nations participation on the CRD Board except through a modern treaty, but there are significant opportunities for the CRD to create space for more inclusive discussions at Standing, Select and Advisory Committees. Through outreach to regional First Nations there is enough support to move forward with interested Nations while continuing to work with the other First Nations who have been unable to provide feedback. While this model does not offer full integration of First Nations participation in CRD governance, it is an incremental step in the right direction. This model will build more familiarity and common understanding of CRD decision-making process, and could provide an avenue for networking between municipal and First Nations elected leadership.

RECOMMENDATION

1. That Bylaw No. 4368, Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020, be adopted;
2. That the Terms of Reference for all CRD Standing Committees be amended to allow for First Nation Member participation, as follows: "First Nation Members are permitted to participate in standing committee meetings at their pleasure, in accordance with the CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee."

Submitted by:	Erich Kelch, Outreach Coordinator, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Bylaw No. 4368
Appendix B: Summary of Outreach Efforts and Feedback from First Nations
Appendix C: Letter from W̱SÁNEĆ Leadership Council

Appendix D: Letter response from Sc'ianew First Nation
Appendix E: Correspondence with Pacheedaht
Appendix F: Staff Report: First Nations Inclusion in CRD Governance
Appendix G: Supplementary information provided at October 28, 2020 COW Meeting

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4368

****

A BYLAW TO AMEND BYLAW 3828, "CAPITAL REGIONAL DISTRICT PROCEDURES BYLAW, 2012"

****

WHEREAS:

A. Bylaw No. 3828 regulates the proceedings of the Capital Regional District Board and establishes how the Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board operate within CRD governance;

B. The CRD Board approved a Statement of Reconciliation in October 2018 that includes supporting First Nations in participating in CRD decision-making processes and looking to First Nations for leadership in understanding how to create new decision-making systems;

C. The 2019-2022 CRD Board Priority of First Nations Reconciliation includes looking to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories; and,

D. The Board wishes to amend Bylaw No. 3828 to allow for First Nations' elected representatives to participate on Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board.

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

1. Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012" is hereby amended as follows:

    (a) By adding a definition for a First Nation Member to Section 1 to state:

        "First Nation Member" means a First Nations' elected representative who is permitted to participate on an Advisory Committee, Select Committee, or Standing Committee by the relevant Terms of Reference and includes their alternate if acting in the place of a First Nation Member;

    (b) By replacing Section 26(2)(b), "An elected representative and alternate from each of the Songhees Nation and the Esquimalt First Nation Councils may be appointed to a committee established for the purposes of the Core Area Liquid Waste Management Plan."

        In its entirety with:

        Where a Board Standing Committee Terms of Reference allow a First Nation Member to participate;

    (c) By changing Section 32, "The quorum in a Standing or Select Committee shall be a majority of the persons appointed to the Committee."

In its entirety with:

> The quorum in a Standing or Select Committee shall be the majority of the Persons appointed to the Committee, but shall not include First Nation Members.

(d) By adding section 33(2)(c) and (d) as follows:

> (c) First Nation Members are permitted to abstain from voting on an item, provided that they declare their abstention prior to the vote being called on the item.
>
> (d) When an abstention from voting on an item is declared by a First Nation Member, it shall be noted in the meeting minutes and the total number of votes on the item shall not include those First Nation Members who have abstained from voting.

(e) By adding a Section 35(6) to "Procedures for COW Meetings" to state:

> First Nation Members may attend COW when invited in advance by the Board Chair.

(f) By adding a new section 39 as follows:

> The provisions of sections 22 and 24 of this bylaw that apply to Members shall apply to First Nation Members.

(g) By renumbering sections 39 and 40.

2. This Bylaw may be cited for all purposes as "Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020."

READ A FIRST TIME THIS	28th day of October	2020
READ A SECOND TIME THIS	28th day of October	2020
READ A THIRD TIME THIS	28th day of October	2020
ADOPTED THIS	day of	202_

CHAIR

CORPORATE OFFICER

Appendix B: Summary of Outreach Efforts and Feedback from Regional First Nations

Pacheedaht First Nation

- December 3, 2020 presentation to Chief and Council from CRD Board Chair and CAO
- First official discussion between CRD and Pacheedaht political representatives
- Pacheedaht expressed an interest in their territory specifically:
    - Fire protection and emergency response
    - Juan De Fuca Land Use
    - Solid Waste and Sewage Treatment
    - The Electoral Areas Committee
    - Regional Growth Strategy (Planning and Protective Services)
- Pacheedaht expressed its concern that this would replace consultation, CRD was clear that this is intended to be an additional opportunity for dialogue and to inform decision making and not meant to be a replacement.
- Pacheedaht expressed an interest in the model and finding ways to work with each other's governance systems however will still need more time before committing to participation
- In response to a request from Pacheedaht, CRD shared the committees currently under consideration as well as a graphic of CRD's entire governance system

T'Sou-ke First Nation

- Letters and emails went out to T'Sou-ke Chief and Council and staff in November and December 2020
- Staff were unable to secure a meeting before the holidays
- In the Spring of 2020, the topic was presented to Chief Planes
- Chief Planes said the proposed model was a step in the right direction and was seen as an opportunity to build solid relationships
- The Chief maintained that this still does not go far enough in recognizing T'Sou-ke as the original and ongoing caretakers of the land. Committee participation does not replace recognition of these rights but it is a step in the right direction.
- Chief expressed that he would be reaching out to other Douglas Treaty Nations and further discussions with T'Sou-ke council and community members

Sc'ianew First Nation

- Presentation made to Sc'ianew Leadership via a Mary Hill Working Group meeting November 5, 2020
- Chief Chipps expressed support for the initiative to the Board Chair
- Further information was shared with Sc'ianew legal counsel
- Letter received from Sc'ianew First Nation Legal Counsel that they are interested in furthering discussions but did not offer substantive comments on the proposed model
- Request follow up from the CRD on the initiative as it progresses

Esquimalt First Nation

- Presentation to Chief and Council November 5, 2020
- Appreciation by Esquimalt to receive presentation from Board Chair and CAO as it shows respect
- Interest from Esquimalt Nation in the Hospitals and Housing committee, the Planning and Protective Services Committee and the First Nations Relations Committee
- Email follow up from Esquimalt's administrator indicated their support for the model

Songhees First Nation

- Emails and phone calls to Songhees Liaison and Chief Ron Sam
- Unable to secure a meeting or feedback
- Updates on the governance model were given regularly to Songhees Liaison and an interest was expressed in participating
- Songhees has been vocal in the past about wishing to participate at the CRD Board table

Tsartlip, Tseycum and Tsawout First Nations - through the W̱SÁNEĆ Leadership Council (WLC)

- W̱SÁNEĆ Leadership Council (WLC) member Chief Tanya Jimmy attended the October 28, 2020 Board meeting to support the model
- Chief Jimmy's support at the meeting was seen to be enough and a further presentation to the WLC was not seen to be needed at this time
- The WLC issued a letter of support to the CRD on the proposed model
- The letter outlines concerns that the proposed model has limitations in addressing W̱SÁNEĆ rights and cannot be a replacement of the CRD's duty to consult
- The WLC maintains that this initiative does not place First Nations leadership at the appropriate level of decision making however it is a good place to start from.
- The WLC formally passed a motion supporting the CRD's governance work with a commitment to re-assess after two years of participation

Pauquachin First Nation

- Outreach was made to the Pauquachin administrator
- Pauquachin underwent a leadership change in November2020 and their offices were closed due to Covid-19 concerns, this topic wasn't able to be addressed due to competing priorities
- There has been an interest from Pauquachin in the past through their attendance at Forums of all Councils and further follow up would take place with their Nation on their interest in committee participation

November 24, 2020

VIA EMAIL

Capital Regional District
PO Box 1000, Victoria, BC V8W 2S6

To: Robert (Bob) Lapham, CAO

Re: First Nations' Inclusion in CRD Governance

The WSÁNEĆ Leadership Council (WLC), is an organization that has the mandate to represent the WSÍKEM (Tseycum), STÁUTW (Tsawout) and the WJOŁEŁP (Tsartlip) First Nation in relationship building with the CRD and other organizations in our territory.

The WLC Board of Directors received a presentation and had discussion regarding the CRD's proposed approach to supporting more inclusive governance on September 17, 2020. At this meeting, the Directors expressed the need for this type of engagement but also a concern regarding its limitations. The concerns raised have been addressed within the current model, and the WLC Board has been reassured that this initiative is not a derogation of WSÁNEĆ rights, nor does it replace a Duty to Consult. It is our view that this is a complimentary approach and supports responsible decision-making and relationship-building between the member WSÁNEĆ Nations and CRD. At the CRD Board of Director meeting on October 28th 2020, with support from the WLC, Chief Jimmy spoke in support of this initiative.

With that said, the WLC remains dedicated to enhancing recognition of, and respect for, WSÁNEĆ Douglas Treaty rights and WSÁNEĆ Aboriginal Rights and Title and does not think that this initiative places First Nations' leadership at the appropriate level of decision-making. However, we also think this work is in alignment with CRD Board Priority of Reconciliation with First Nations, the Special Task Force on First Nations Relations Final Report, CRD Statement of Reconciliation, the United Nations Declaration on the Rights of Indigenous People, and it is a good place to start.

On November 19, 2020, the WLC Board of Directors formally passed a motion supporting First Nations inclusion in CRD Governance as presented. The WLC supports the CRD's approach towards First Nations inclusion in CRD governance as a first step, and, after two years of participation, we will assess this level of involvement in order to make recommendations for improvement.

Sincerely,

Gord Elliott
Director of Operations
WSÁNEĆ Leadership Council

JFK LAW CORPORATION

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Erin Thomson-Leach
(She. hers, her)

C 250 679 1739
E ethomson-leach@jfklaw.ca

January 4, 2020

Delivered by email: kmorley@crd.bc.ca

Dear Kristen Morley:

Re: CRD Inclusive Governance Initiative

I write further to my email on December 22, 2020 regarding the CRD's inclusive governance initiative. Sc'ianew (Beecher Bay) First Nation has asked me to send this letter on its behalf.

As you know, Don Elliott presented the high points of the CRD's initiative to include First Nations in its governance structure in late fall of 2020. We have had an opportunity to review the materials, but due to various competing obligations have not had an opportunity to meet to discuss the matter further with CRD staff or directors.

Sc'ianew remains interested in discussing with the CRD the ways in which the parties can work towards reconciliation together. That said, we are unable to provide substantive comments on the inclusive governance initiative at this time. We would appreciate and expect to receive updates about the progress of this initiative and invitations to participate in any future engagement between the CRD and First Nations. We will also be following up on a bilateral basis in the coming months to discuss some outstanding matters.

Yours truly,

Erin Thomson-Leach
ETL/clt

Pacheedaht First Nation
350 Kalaid Street
Port Renfrew, BC
V0S 1K0
Phone: (250) 647-5521
Fax: (250) 647-5561

December 15, 2020

VIA EMAIL

Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Attention: Colin Plant, Chair (**crdchair@crd.bc.ca**)
Robert Lapham, CAO (**rlapham@crd.bc.ca**)

Dear Sirs/Mesdames:

Re: Inclusive Governance Presentation

I write today to thank you both for taking the time to meet with me in my capacity as Chief of Pacheedaht First Nation, as well as Council, Referrals Coordinator Kristine Gatzke and our legal team, on December 3, 2020, to review your presentation entitled Inclusive Governance. We appreciated not only your time but the productive discussion we had throughout and following the presentation.

As you know, we are keen to work collaboratively to determine ways of better working together in the future. We are committed to finding positive, respectful ways of working through some of the issues. As we mentioned in our meeting, it will take some time for us each to better understand the other's governance structure.

As a follow up to our meeting, could you please let us know the particular committees that you envisioned that Pacheedaht would be interested in participating in?

We look forward to the next steps in our working together for the betterment of the region.

Yours truly,

PACHEEDAHT FIRST NATION

Chief Jeff Jones

cc: Pacheedaht First Nation, Attn. Kristine Gatzke (**referrals@pacheedaht.ca**)
Mandell Pinder LLP, Attn. Rosanne Kyle (**rosanne@mandellpinder.com**)

Making a difference...together

Executive Office
625 Fisgard Street, PO Box 1000
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P: 250.360.3125
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www.crd.bc.ca

January 6, 2021

File: 0400-60

Chief Jeff Jones
Pacheedaht First Nation
350 Kalaid Street
Port Renfrew BC V0S 1K0

Via email: jeffj@pacheedaht.ca; referrals@pacheedaht.ca; rosanne@mandellpinder.com

Dear Pacheedaht Chief and Council:

RE: INCLUSIVE GOVERNANCE AT THE CRD

Thank you for your letter and for taking the time to meet with us on December 3. We appreciated the opportunity to learn more on how we can work with each other's governance systems in Pacheedaht territory.

Based on our initial discussions with First Nations in the region, we heard that there would be an interest in the committees outlined in the attached Appendix A. As discussed, this is intended to be a flexible model where Nation's elected representatives could attend and participate in the discussion on topics of interest to them.

We recognize also that this was our first formal conversation on this topic with Pacheedaht leadership. We heard at the meeting that Pacheedaht had more of an interest in governance tables related to services in the Juan de Fuca Electoral area specifically. Attached is our recently updated Committees and Commissions graphic that shows the whole governance structure of the CRD system. If there is a specific interest from Pacheedaht in some of these tables then we would welcome more conversation to explore what that could look like. Any changes to these bodies' terms of references to include Pacheedaht membership would have to be approved by the CRD Board.

Please feel free to reach out to Erich Kelch at ekelch@crd.bc.ca or by phone at 250-893-7848 should you have any questions about this inclusive governance work. Thank you for your time and we look forward to continuing to build a respectful working relationship that serves the region.

Sincerely,

Colin Plant
Chair, Capital Regional District Board

Attachments: Appendix A: Governance Model First Nations Inclusion
CRD Committees and Commissions 2021

cc: CRD Board

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APPENDIX F

REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 30, 2020

SUBJECT **First Nations Inclusion in CRD Governance**

ISSUE SUMMARY

To amend the CRD Board Procedures Bylaw No. 3828 (the Procedures Bylaw) and the identified Board Standing Committee and Advisory Committee Terms of Reference to enable increased inclusion of First Nations' elected representatives in CRD governance beginning in January 2021.

BACKGROUND

On March 11, 2020, the CRD Board accepted the recommendation of the First Nations Relations Standing Committee (Appendix A):

> "That staff bring back implications and draft amendments to the Capital Regional District Procedures Bylaw No. 3828 to enable the inclusion of First Nations' elected representatives on Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board."

Core to the Model of First Nations Inclusion (Appendix B) is the creation of a First Nation Member definition within the Procedures Bylaw that will enable First Nations' elected representatives to participate on matters that are of particular interest to their First Nation in a flexible way while ensuring the CRD's ability to provide essential regional services is maintained. It is important to note that the committees listed in Appendix B do not include each and every discussion topic that could be of potential interest to a First Nation. The intent is to begin with a select number of committees where it has been identified there is a high-degree of interest and to prototype a model of more inclusive governance that can then be refined going forward to reflect the evolving interests of First Nations and the CRD and the growing government-to-government relationship.

At present time, full participation of First Nations in CRD governance is not possible, but there remain opportunities to advance this interest though advocacy for amendments to provincial legislation outlined on the First Nations Inclusion Chart (Appendix C).

ALTERNATIVES

Alternative 1
The First Nations Relations Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4368, Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020 be introduced and read a first, second and third time;
2. That Bylaw No. 4368 be adopted;
3. That the Terms of Reference for the First Nations Relations Committee, Governance and Finance Committee, Environmental Services Committee, Solid Waste Advisory Committee, Planning Transportation and Protective Services Committee, and Regional Parks Committee be amended to allow for First Nations Membership starting in January 2021; and,
4. That staff be directed to include $75,000 in the 2021 Provisional Budget to support the planned amendments to the Board Remuneration and Travel Reimbursement Policy.

Alternative 2
The First Nations Relations Committee recommends to the Capital Regional District Board:
That this report be referred back to staff for additional information.

IMPLICATIONS

Intergovernmental Implications

The proposed amendments outlined in Bylaw 4368 (Appendix D) will permit First Nations' elected representatives to identify specific issues that are of interest and participate fully in those deliberations. This model of flexible and open participation will enable First Nations to better define their level of engagement on matters being discussed within CRD governance, while also supporting the development of new relationships or strengthening existing ones between CRD Directors, their alternates and First Nations' representatives. It is critical to note that this approach to more inclusive decision-making will not replace the need for direct engagement and, where necessary, consultation as may be required by the Crown. Staff will continue to engage First Nations' staff to share information and discuss various matters in an effort to support a multi-faceted approach to enhanced relationships at both an operational and political level.

Legislative Implications

Though s.196(1) and s.253(1) of the *Local Government Act (LGA)* establish limitations restricting CRD Board members to only municipal or electoral area Directors or Treaty First Nation Directors, s.218(3) enables persons who are not directors to be appointed by the Board to a Select Committee or by the Chair to a Standing Committee. S.229(1) of the *LGA* permits the CRD to, by bylaw, delegate its powers, duties and functions subject to any limitations identified in s.229(2). When exercising its power under s.229(1) of the *LGA*, s.229(4) allows the board to establish any terms and conditions it considers appropriate. CRD Commissions may include persons other than a director subject to compliance with the qualifications detailed in the enabling bylaw and any related provincial legislation that would otherwise limit membership. The CRD is acting within its authority to include First Nations' elected representatives as appointed members of the tables outlined in Appendix C.

First Nation Members would not attend the closed session of Committee meetings due to sections 90 and 91 of the *Community Charter* which contain restrictions on sharing *in camera* information with non-CRD Directors. However, in the event the Committee wished to request the attendance of a First Nation Member in a closed Committee meeting, it may do so with a vote of the Committee taken at the start of the closed session. At the start of their term, First Nations Members will be asked to sign a confidentiality agreement as an acknowledgement of their duty to maintain *in camera* information in confidence.

Social Implications

Moving toward more inclusive governance could be thought to be introducing uncertainty into existing CRD processes. While there will likely be a need for enhancements of current processes, this is a critical step in improving the understanding how First Nations and the CRD can work together more effectively on matters of shared interest. Establishing space for First Nations to participate will begin to build a shared understanding of how the interests, priorities, values, beliefs

and rights of First Nations can be implemented and expressed within a CRD process to better inform its outcome.

Financial Implications

On endorsement of the recommendation in this report, staff will bring forward a report to the Committee in November 2020 proposing amendments to the CRD Board Remuneration and Travel reimbursement Policy to support the remuneration of First Nations' elected representatives on various CRD tables. It is estimated that the participation of First Nations' elected officials could cost up to $75,000 in 2021. To ensure these funds are available in the event the proposed amendments to Bylaw No. 3828 and subsequent amendments to the CRD Board Remuneration and Travel Reimbursement Policy are approved, staff are recommending the CRD's provisional 2021 budget include an allocation toward this effort as the costs are expected to begin being incurred in January 2021.

Service Delivery Implications

It is not anticipated that there will be significant implications associated with this proposal to move toward more inclusive governance that would prohibit the CRD from continuing to effectively deliver services. However, there are a number of important considerations that should be reviewed within the context of moving in this direction. There may be an increase in reports being sent back to staff for additional information that would result from First Nations not feeling their interests were adequately considered. Though the frequency of work being sent back to staff as a direct result of First Nations participation in decision-making would likely diminish overtime as CRD staff processes became more inclusive and as First Nations develop their understanding of CRD roles and responsibilities, it could still lead to some uncertainty and/or a rethinking of established corporate processes.

Not every item on a given agenda will be of interest to a First Nation and it could be considered inappropriate for a First Nation to be expected to vote for or against a matter that may not relate to, or impact them. The *LGA* is explicit that each director present must vote on a matter being considered and when a director does not indicate a vote that person is deemed to have voted in the affirmative. The *LGA* defines director as a Municipal Director, Electoral Area Director or a Treaty First Nation Director and does not extend to include members of a Standing Committee, Select Committee, Advisory Committee or Commission. First Nations' elected representatives will be extended the opportunity to abstain from a vote. This will add an additional component when recording votes at meetings, but will permit First Nations an opportunity to clearly determine the nature of their participation on any given issue.

The proposed model of First Nations participation in CRD governance will not fetter CRD Board decision-making or limit its ability to provide critical regional services. The CRD Board can exercise discretion on how it weighs the recommendations from a Standing or Select Committees. Commissions do exist with delegated authority as defined in the establishing bylaw, but the approach being taken ensures the CRD will not be limited in moving initiatives forward. However, moving towards greater inclusivity is expected to enhance the process by which the CRD makes its decisions in a way that is more collaborative and respectful of First Nations' interests.

Appointment Implications

The appointment of First Nations' elected officials to CRD Standing, Select and Advisory Committees will mirror that of the existing CRD process. The Board Chair will make the appointments to Standing Committees as outlined in s.26(2) of the Procedures Bylaw. The Board shall make appointments to Advisory Committees and Select Committees though these appointments could be delegated to the Board Chair through s.27(2) or s.28(3) of the Procedures Bylaw.

Through October and November, staff will work to further engage First Nations to solicit a First Nations elected official to participate as an appointed member and another as their alternate to each CRD Standing and Advisory Committees identified on Appendix B. Staff will then provide this list to the Board Chair or to the Board for appointment as appropriate. This process will enable the CRD to host a First Nations Orientation Session in December where those identified as First Nation Members or their alternates could be formally introduced to CRD committee processes and systems.

It is expected this process of identifying First Nation Members and their alternates will take place annually to coincide with the existing CRD appointment schedule.

Alignment with Board & Corporate Priorities

The 2019 – 2022 CRD Board Priorities include Reconciliation with First Nations, specifically:

3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.

3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.

3c Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.

Alignment with Existing Plans & Strategies

The following strategies have been identified as related to the Reconciliation with First Nations Board Priority:

- Special Task Force on First Nations Relations Final Report and the Statement of Reconciliation
- Regional Climate Action Strategy
- Regional Food and Agricultural Strategy
- Regional Growth Strategy
- Regional Housing Affordability Strategy
- Regional Parks Strategic Plan
- Regional Water Supply Strategic Plan
- Organizational Development Plan
- Corporate Asset Management Strategy

CONCLUSION

First Nations have expressed a desire for an increased role in regional decision-making.

Provincial legislation limits full First Nations participation on the CRD Board except through a modern treaty, but there are significant opportunities for the CRD to create space for more inclusive discussions at Standing, Select and Advisory Committees. Though the proposed model of First Nations involvement in CRD governance does have the potential to impact ongoing or upcoming projects, First Nations participation will support a more collaborative and, ultimately, a more effective process. This effort to facilitate increased participation of First Nations in CRD governance is an important and measurable step towards the Board priority of First Nations Reconciliation and in working toward strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

RECOMMENDATION

The First Nations Relations Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4368, Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020 be introduced and read a first, second and third time;
2. That Bylaw No. 4368 be adopted;
3. That the Terms of Reference for the First Nations Relations Committee, Governance and Finance Committee, Environmental Services Committee, Solid Waste Advisory Committee, Planning Transportation and Protective Services Committee, and Regional Parks Committee be amended to allow for First Nations Membership starting in January 2021; and,
4. That staff be directed to include $75,000 in the 2021 Provisional Budget to support the planned amendments to the Board Remuneration and Travel Reimbursement Policy.

Submitted by:	Don Elliott, MUP, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Report to First Nations Relations Committee Meeting of Wednesday, February 26, 2020
Appendix B: Model for First Nations Inclusion
Appendix C: First Nations Inclusion Chart
Appendix D: Bylaw No. 4368

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APPENDIX A

REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, FEBRUARY 26, 2020

SUBJECT **First Nations Inclusion on CRD Board Standing Committees**

ISSUE SUMMARY

This report seeks direction for staff to bring back implications and proposed draft amendments to Board Procedures Bylaw No. 3828 (the "Procedures Bylaw") and appropriate Board Standing Committee Terms of References that would enable the inclusion of First Nations elected representatives in discussions that take place through the existing CRD governance structure.

BACKGROUND

Several First Nations within the capital region have signaled their interest in being a part of the CRD Board and its committee structure, expressing a desire for more involvement in discussions and, ultimately, in decisions that may impact First Nations. There are provincial legislative restrictions within the *Local Government Act (LGA)* and practical reasons related to the requisition, regional service structure and weighted voting requirements as to why First Nations are not Members of the CRD Board as defined in the Procedures Bylaw. However, a number of approaches have been explored and implemented by other regional districts that the CRD can consider that are within its authority to create more opportunities for First Nations inclusion in regional discussions.

A compete timeline of activities related to this initiative is attached to this report (Appendix A). Following Lək̓ʷəŋən (Songhees First Nation) Chief Ron Sam signaling the Nation's interest in having formal representation on the CRD Board in October 2014, the CRD established the Special Task Force on First Nations Engagement (Task Force) with the mandate to recommend more inclusive models of governance and decision-making. The Task Force undertook direct engagements with First Nations and letters were sent to the province from past CRD Board Chair Nils Jensen in 2015 (Appendix B) and past CRD Board Chair Steve Price in 2017 (Appendix C) along with a supporting letter from W̱SIKEM (Tseycum First Nation) in 2018 (Appendix D). The letters all expressed, in various ways, the need for the provincial government to address the legislative and capacity barriers impacting the ability of local governments and First Nations to move their relationships forward.

In December 2016, the CRD Board adopted the suite of recommendations contained within the Year End Report from the Task Force (Appendix E) with the direction that the Task Force guide the completion of the items that include, among others, developing recommendations to allow for First Nations representation and options for increased resourcing to accommodate greater participation, engagement and reconciliation. Staff are now looking to reaffirm the commitment of the sitting CRD Board on this approach in support of more inclusive regional discussions with First Nations participation.

ALTERNATIVES

Alternative 1
The First Nations Relations Committee recommends to the Capital Regional District Board:

That staff bring back implications and draft amendments to the Capital Regional District Procedures Bylaw No. 3828 to enable the inclusion of First Nations elected representatives on Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board.

Alternative 2
The First Nations Relations Committee recommends to the Capital Regional District Board:
That this report be referred to staff for additional information, as directed.

IMPLICATIONS

Legislative Implications
The LGA is explicit under Section 196(1) that a Regional Board consists of municipal Directors and electoral area Directors, except in the specific case under Section 253(1) where a Treaty First Nation is a member of a regional district. This section limits any non-treaty First Nations from full participation on the Board or as a service participant, other than as a third-party client of a service (such as a water supply contract to reserve lands). Section 218(3) of the *LGA* allows persons who are not Directors to be appointed by the Board to a Select Committee or by the Chair to a Standing Committee. Within the context of this staff report, Section 218(3) allows voting participants at a Select Committee and/or at a Standing Committee to include First Nations at the discretion of the Board or the Board Chair. Should there be a questions of matters discussed in closed meetings, the *Community Charter* Section 91(2)(b) allows for any participants the Board considers appropriate, which could include First Nations, to be present in matters discussed in closed.

Staff have identified that there will remain some specific commissions where First Nations participation will not be possible. In response to First Nations expressing an interest in participating in regional water commissions, staff undertook a review of the ability to do this and identified that the *Capital Region Water Supply and Sooke Hills Protection Regulation*, BC Reg. 287/97 sets a fixed, elected-official-only membership for the Regional Water Supply Commission and the Juan de Fuca Water Distribution Commission. This regulation only allows for local government participants to be members of the commission, with voting being conducted according to *LGA* weightings. Under the regulation, First Nations participation is limited to the Water Advisory Committee, where they are already included as members in the Water Advisory Committee Terms of Reference. The regulation permits one or more First Nations entities to propose a member, who may be appointed by the Board to the Water Advisory Committee.

Environmental & Climate Implications
It is likely that as First Nations participation increases in discussions relating to the environment and climate that elements relating to cultural practices and traditional uses of areas are brought forward with the expectation that these shared teachings are woven into existing approaches. This could add additional time and complexity to projects that are already underway as staff consider how to incorporate any information that may come forward. However, this additional perspective also could enhance the effectiveness of efforts being made by the CRD through the incorporation of cultural knowledge as well as additional partnership or collaborative opportunities as First Nations are also looking to support work related to taking care of the land and water.

Governance Implications
The proposed inclusion of First Nations would require amendments to the Procedures Bylaw to define the various appointments as well as amendments to the Terms of Reference of the

identified Committees and Commissions. An amendment to the Procedures Bylaw would then enable Committee and Commission Terms of References to be updated upon request by First Nations Band resolution so as to enable First Nations inclusion. As staff work on the proposed bylaw amendments, consultation will be conducted with the First Nations to gauge specific levels and items of interest.

Intergovernmental Implications
First Nations currently have the ability to participate on the CRD Water Advisory Committee, the Core Area Waste Liquid Waste Management Committee and the Saanich Peninsula Water Supply Commission. Providing additional opportunities for First Nations to participate in discussions on Committees and Commissions and for the Nations to have the space to bring items forward for discussions or information sharing, will significantly enhance the ability of First Nations and the CRD to work together towards building strong relationships that are based on trust and mutual respect, partnerships and working together on shared goals. Based on the expressed interests of First Nations, staff will look to take an incremental approach towards increased inclusion.

Financial Implications
Parallel to this report, staff are bringing forward a report proposing amendments to the CRD Board Remuneration Policy and the creation of a First Nations Remuneration Policy in order to establish a corporate approach to providing First Nations elected representatives with remuneration for participation on Committees and Commissions as well as to establish guidelines relating to the way the CRD compensates First Nations for supporting the CRD with meeting openings and cultural work.. In the 2020 CRD Budget, which has received provisional approval, $12,000 was included in the CRD Board Budget with the intent that these funds would be available to support First Nations participation when an enabling amendment to the Board Remuneration Policy was approved. Specific costs for increased First Nations participation would be borne by each individual commission budget or, in the case of Committees, by the CRD Board budget.

Service Delivery Implications
Provincial legislation does not permit for First Nations to have a vote at a Regional District Board without signed modern treaties. Increased inclusion of First Nations in discussions at the CRD Board will not fetter the decision-making authority of Directors in any way. However, it will likely bring additional perspectives forward that contain new information or approaches that directors may wish to consider in their decision-making.

Alignment with Board & Corporate Priorities
The 2019 – 2022 CRD Board Priorities include Reconciliation with First Nations, specifically:

- 3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.
- 3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.
- 3c Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.

Alignment with Existing Plans & Strategies
The following strategies have been identified as related to the Reconciliation with First Nations

board priority:

- Special Task Force on First Nations Relations Final Report and the Statement of Reconciliation;
- Regional Climate Action Strategy;
- Regional Food and Agricultural Strategy;
- Regional Growth Strategy;
- Regional Housing Affordability Strategy;
- Regional Parks Strategic Plan;
- Regional Water Supply Strategic Plan;
- Organizational Development Plan; and,
- Corporate Asset Management Strategy.

CONCLUSION

First Nations have previously expressed an interest in increased participation in regional discussions and, ultimately, an impact on regional decision-making. Provincial legislation limits full First Nations participation at the CRD Board prior to the completion of a treaty process, but there are options for the CRD to move towards greater inclusivity in discussions at the CRD Committee and Commission tables. Taking a more inclusive approach has the potential to impact ongoing or upcoming projects with the inclusion of First Nation's perspectives in various plans and strategies. However, the reconciliation mandate adopted by the Board requires that we look to include the perspective of First Nations in CRD projects and plans, and having greater inclusion on Committees and Commissions could support a more collaborative and effective process. It could also strengthen existing partnerships and identify additional collaboration efforts.

RECOMMENDATION

The First Nations Relations Committee recommends to the Capital Regional District Board:
That staff bring back implications and draft amendments to the Capital Regional District Procedures Bylaw No. 3828 to enable the inclusion of First Nations elected representatives on Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board.

Submitted by:	Don Elliott, MUP, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Background on Activities Related to First Nations Inclusion
Appendix B: Letter to Premier Christy Clark, 2015
Appendix C: Letter to Scott Fraser, Minister of Indigenous Relations and Reconciliation, 2017
Appendix D: Letter to Scott Fraser, Minister of Indigenous Relations and Reconciliation, 2018
Appendix E: Year End Report on the Activities of the Special Task Force on First Nations Engagement, 2016

APPENDIX A: BACKGROUND ON ACTIVITIES RELATED TO FIRST NATIONS INCLUSION

Related to this work on First Nations participation at the CRD Board and/or Committees, the following timeline illustrates the various steps that have been undertaken from 2014 to present day. Identified steps include:

- **October 2014** - Lək̓ʷəŋən (Songhees First Nation) Chief Ron Sam signalled the Nation's interest in having formal representation on the CRD Board.
- **January 2015** – The CRD's Special Task Force on First Nations Engagement (Task Force) was established with a mandate to recommend more inclusive models of governance and decision-making between the CRD and First Nations governments.
- **April 2015** – W̱SIKEM (Tseycum First Nation) Chief XÁLÁTE (Jacks) acknowledged that Tseycum would like to sit and share knowledge with the Board. He said that it is time to "cut the strings that separate us and start working together".
- **May 2015** - SȾÁUTW̱ (Tsawout First Nation) Chief Underwood identified that representation on the CRD Board has been an ongoing issue for SȾÁUTW̱ and recalled that this topic was discussed at Chief and Council 30 years earlier.
- **June 2015** – Alberni-Clayoquot Regional District Chair Josie Osborne shared with the Task Force that the most noticeable benefit of having First Nations at the table is the expansion of minds and diversity of perspectives that is brought to the decision making. It has brought fulsomeness to discussions around the Board table.
- **July 2015** - W̱JOŁEŁP (Tsartlip First Nation) expressed a challenge relating to existing capacity limitations should W̱JOŁEŁP sit on committee positions to fully participate in regional decisions.
- **August 2015** - BOḰEĆEN (Pauquachin First Nation) Chief Harris noted that is it time to learn more about local government, the CRD, and is interested in learning more.
- **September 2015** – T'Sou-ke First Nation Councillor Dumont stated that they are looking forward to future meetings and decisions about either sitting on the CRD Board or an alternative that supports shared governance.
- **October 2015** – CRD Board Chair Nils Jensen sent BC Premier Christy Clark a letter thanking Premier Clark and John Rustad, Minister of Aboriginal Relations for a meeting at the 2015 UBCM conference and further detailing that the province remove identified legislative barriers and support First Nations capacity to participate in local government matters.
- **November 2015** - Xwsepsum (Esquimalt First Nation) Chief Andy Thomas expressed to the Task Force that he has asked for a seat at the CRD for a long time.
- **November 2015** - W̱SIKEM (Tseycum First Nation) newly elected Chief Jimmy emphasized the importance of W̱SIKEM involvement in (local government) matters whenever they are able. The Nation is looking to work on together on practical day-to-day activities to build experience at the "lower level" and work up to higher level governance such as the CRD Board.
- **December 2016** – The suite of recommendations contained within the Year End Report from the Task Force were adopted with the direction that the Task Force guide the completion of the items that include the following selected recommendations:

- To undertake a comprehensive review of the suite of policies and procedures bylaws for CRD Committees and Commissions with recommendations for proposed amendments that will allow for First Nations representation; and,
- Direct staff to develop options for increased resourcing and financial implications to accommodate greater participation, engagement and reconciliation.

- **November 2017** – CRD Board Chair Steve Price sent a letter to Scott Fraser, Minister of Indigenous Relations and Reconciliation requesting the opportunity to connect on obstacles faced by First Nations and local governments, legislative barriers for First Nations in obtaining a vote at the CRD Board, and understanding the provincial governments approach to historical treaties.
- **August 2018** - W̱SIKEM (Tseycum First Nation) sent a letter to Scott Fraser, Minister of Indigenous Relations and Reconciliation requesting that First Nations not participating in the modern treaty process are offered a formal voice in matters that affect the territories, rights, and W̱SIKEM people.
- **2018 Onward** – The CRD continue to meet with staff from the Ministries of Ministries of Municipal Affairs and Housing and Indigenous Relations and Reconciliation to explore other avenues to address the challenges relating to increasing First Nations participation in regional discussions.
- **2019 Onward** – The provincial government tabled Bill 41: Declaration of the Rights of Indigenous Peoples Act, which received Royal Assent on November 28, 2019 and has passed into law. This Bill mandates the provincial government to bring provincial laws into harmony with the UN Declaration of the Rights of Indigenous Peoples through:
  - The development of an action plan to achieve alignment over time;
  - Requiring regular monitoring on progress;
  - Allowing for flexibility for the types of agreements the Province can enter with Indigenous governments; and,
  - Provides a framework for decision-making between Indigenous governments and the province.

DRAFT

APPENDIX B

Making a difference...together

Capital Regional District
625 Fisgard Street, PO Box 1000
Victoria, BC, Canada V8W 2S6

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F: 250.360.3234
www.crd.bc.ca

October 14, 2015

File: 0220-20

The Honourable Christy Clark
PO Box 9041 Stn Prov Govt
Victoria, BC V8W 9E1

Dear Premier Clark:

RE: AUTHORITY TO HAVE FIRST NATIONS AT THE CRD BOARD

I would like to thank you and the Honourable John Rustad, Minister of Aboriginal Relations and Reconciliation for taking the time to meet with myself and members of the Capital Regional District (CRD) Board and First Nations Task Force at the Union of British Columbia Municipalities Conference.

During the meeting we expressed our interest in exploring ways to have First Nations participate more directly in decision making at the CRD. As a regional district we provide a wide range of local, sub-regional and regional services and are actively involved in providing services to First Nations through a variety of service agreements. As we expand our relationship with First Nations, particularly the 9 Nations which have occupied reserves in the region, it has become evident that there are some barriers to participation in service delivery as compared to the service participation model available to our member municipalities and electoral areas. We recently amended our Procedures Bylaw to allow First Nation participation from the Songhees & Esquimalt First Nations on the Core Area Liquid Waste Management Committee (CALWMC) of the CRD Board. However to enable direct participation by First Nations on specific service decisions, there would need to be legislative changes which are beyond the authority of the CRD Board.

At our October 14, 2015 Board meeting we announced that the Songhees and Esquimalt Nations have formally joined our CALWMC as voting members. These Nations have also expressed a desire to join the Board to vote on issues which impact them directly as participants of a service. Other First Nations with Douglas Treaties have also expressed a desire to participate, however as there is currently no legislative avenue to provide for direct participation on service delivery, outside a modern day treaty, we are unable to make any progress on this issue.

Some of the suggested avenues we would like you to consider include:

1. Removing Legislative Barriers:
   a. Review of Division 3.1 of Part 24 of the Local Government Act with consideration to allow Douglas Treaty First Nations the ability to join regional districts

   b. In the interim, create a governance vehicle that allows First Nations to be equivalent participants in local services without mandatory membership on the regional board
      - Issues imbedded in this framework will have to address:
        - Indemnification/liability/ insurance provisions
        - Regulatory powers
        - Exit provisions
        - Service review

2. Support First Nations Capacity to Participate:
   a. Training and education for both local government and First Nations staff
   b. Programming funds, which build on the Community to Community Forum grants

Thank you again for taking the time to meet with us and we greatly appreciate any consideration you are able to give to our concerns and suggestions.

Yours truly,

Nils Jensen, Chair
Capital Regional District

cc: All CRD Board Members
Robert Lapham, Chief Administrative Officer, Capital Regional District
Sonia Santarossa, Corporate Officer, Capital Regional District

APPENDIX C

Making a difference...together

Capital Regional District
625 Fisgard Street, PO Box 1000,
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www.crd.bc.ca

November 29, 2017

The Honourable Scott Fraser
Minister of Indigenous Relations and Reconciliation
Parliament Buildings
Victoria, BC
V8V 1X4

Dear Minister:

We are requesting a meeting with yourself to offer an update and to seek assistance with recent activities undertaken by the Capital Regional District's (CRD) Task Force on First Nations Engagement.

Over the past two years, we have met with the majority of First Nations governments in the south island to discuss how they might like to be involved in regional decision making. Last year we approved a report with recommended actions for addressing the issues raised in those discussions. Some of the recommendations require further conversations with provincial officials in order to realize the opportunities that exist around sharing governance with First Nations.

We are requesting a meeting to discuss the following issues:

- Obstacles faced by First Nations and local governments for deep engagement and meaningful relationship building
- Legislative barriers for First Nations to participate as full voting members on the CRD Board
- Current provincial understanding of the responsibilities to pre-confederation treaties such as the Douglas Treaty.

We understand that scheduling can be a challenge and we would be looking to sometime in the New Year when you are already in Victoria on other business. Our staff can follow up to arrange a time. We look forward to this discussion and to working together with you on these issues.

Sincerely,

Steve Price
Board Chair, Capital Regional District

Cc: Director Marianne Alto, Chair, First Nations Task Force, CRD
Bob Lapham, CAO, Capital Regional District

APPENDIX D

Tseycum First Nation
1210 Totem Lane
Sidney, BC V8L 5S4
Phone: (250) 656-0858
FAX: (250) 656-0868

August 21, 2018
The Honourable Scott Fraser
Minister of Indigenous Relations and Reconciliation
Parliament Buildings
Victoria, BC
V8V 1X4

Dear Minister Fraser:

Tseycum First Nation is focused on working with other governments towards a better relationship that places the emphasis on moving forward together. We want to be involved in decision making that affects our territories, our rights and our people. It is important for the work of healing and reconciliation that we are able to be in partnership with those decision makers who are active in our territory.

To this end, Tseycum is interested in exploring a workable solution for the governance gap that exists with the current Regional District system where First Nations who have not signed modern treaties are not offered a formal voice at the table. Decisions Regional Districts make have the possibility to affect our rights and so we are looking for a way to be included in the process. We are looking for a respectful solution that incorporates our governance structure and allows us to meaningfully engage with the Capital Regional District.

We are looking forward to hearing from you as to what this could look like and would like to set up a meeting to discuss possibilities at your earliest convenience.

HÍSW̱KE

Chief Tanya Jimmy

Cc: Director Marianne Alto, Capital Regional District

APPENDIX E

Making a difference...together

Special Task Force on First Nations ENGAGEMENT

YEAR END REPORT ON THE ACTIVITIES OF THE SPECIAL TASK FORCE ON FIRST NATIONS ENGAGEMENT
MEETING OF WEDNESDAY, December 14, 2016
SUBMITTED TO: CAPITAL REGIONAL DISTRICT BOARD
SUBMITTED BY : THE TASK FORCE MEMBERS

EXECUTIVE SUMMARY

Local government has a critical role to play in supporting First Nations economic aspirations and cultural resurgence. A proactive approach with deep engagement and a commitment to establishing a thoughtful governance framework that both resonates with First Nations and reflects the Board's strategic priorities, will ensure a strong fully regional approach relative to growth management, environmental protection and restoration, efficient service delivery and smart infrastructure planning.

Building on the solid footing established through the Aboriginal Initiatives Office (AIO) and the Special Task Force on First Nations Engagement (Task Force) this report recommends that the Board support a continued and ongoing role for the Task Force in shaping the Aboriginal Initiatives Office as the Board's tool for ensuring strong and enduring First Nations relations, as well as practical ways and means for ongoing two-way information sharing and, where appropriate, establishing a decision making framework on matters of common interest.

This area of governance is emergent and evolving and requires a pragmatic, incremental approach that builds on and is responsive to local successes as well as best practices from other jurisdictions.

The funding for this work is largely covered within the existing AIO budget, which draws from the General Government and Legislative Services requisition. This report recommends that the AI0 office be temporarily resourced with a half time term position (to 2018) bringing the staff complement for the division to 2.0 FTE along with a modest increase in funds to accommodate the expected increase in remuneration for First Nations participation on Committees. No new additional funds are required.

In addition to providing oversight to the AIO, the Task Force will continue to foster the leadership relationship with elected First Nations by meeting with Chiefs and Councils. The Task Force will be accountable to the Board, and its strategic priorities, by way of quarterly reports, The term for this mandate would extend to the end of this election cycle in November 2018.

SUBJECT **Year End Report from the Special Task Force on First Nations Engagement**

ISSUE

The purpose of this report is to provide a year-end summary of the activities and outcomes of the Special Task Force on First Nations Engagement (Task Force) with recommendations to the Board for seeking direction in how the CRD can continue to move forward on including interested First Nations governments in decision-making on regional matters of common interest.

1.0 BACKGROUND

The Task Force was established in January 2015 with a mandate to meet with Chiefs and Councils of each First Nation with Reserve Lands in the CRD to discuss their respective interests in participating in the CRD governance framework. The Task Force had an opportunity to meet with 8 of the 11 First Nations in the first year. A final report was submitted to the Board in November 2015 with a request for a time extension to allow for further engagement with First Nations. The Task Force mandate was extended to December 2016.

The Task Force's second year focused on follow-up actions stemming from feedback received from the initial delegations, as well as research into governance options and some further meetings with First Nations. This report briefly summarizes the outcomes from both years and offers a suite of recommendations for future work for the Task Force.

1.1 Summary of Task Force Activities

Over the course of the Task Force's two year mandate, 12 Committee meetings were held (minutes posted on the website) and 9 delegations were made to First Nations communities. The Task Force reached out to the Chair of the Alberni-Clayoquot Regional District (ACRD) regarding that region's experience with First Nations participating on the Board. Detailed summaries can be found in the 2015 Year End Task Force 2015 report (document link) Following that communication, the Task Force approached the Province to discuss the legislative barriers in the Local Government Act (LGA) for First Nations participation on the Regional Board, and met with the Premier during the UBCM conference. Staff followed up with the Ministry of Community, Sport and Development, the results of which are summarized below (Section 2.1.1).

Corollary activities included:

- Undertaking an Indigenous cultural training event as a Forum of Councils (YouTube Link)
    - Approval to extend invitations to First Nations for participation in all future Forum of Council events.
    - Approval of remuneration for FN attendance at Forums of Councils

- Amending Procedures Bylaw to better reflect and accommodate cultural protocols
- Inclusion of First Nations on the CALWMP Committee
- Integration of an opening Territorial Acknowledgement by the Board Chair
- Presentation to the Board on FN Taxation Authority

1.2 Summary of Findings

The delegations to each of the First Nations revealed a diversity of perspectives, interests and priorities on the part of the First Nations. Although each Nation is unique, there were some common threads:

1.2.1 Common messages from First Nations:

- Local and regional government are not tangibly differentiated from Provincial and to some extent, Federal government.
- The legacy of exclusion by all levels of government, in decisions that have directly impacted First Nations, has allowed for a culture of distrust to take hold.
- There is an interest in either exploring improved ways of engagement with the CRD and /or mechanisms for shared decision making on matters of common interest.
- A demonstrable commitment to building trust and establishing an enduring relationship is imperative before any formal commitments can be made.
- Although there is genuine interest in deeper engagement and consultation with local governments, First Nations do not have the capacity to respond to the multitude of requests from all levels of government and agencies.
    - Governments are being asked to consider resourcing these consultation requests in order to meaningfully engage with First Nations.

1.2.2 Areas of interest include:

- Employment of First Nations community members in government positions
- Economic development opportunities
- Protection and respect for ancestral remains
- Access to parklands for traditional uses and cultural practices, including harvesting plant medicines, ceremonies
- Protection and promotion of Douglas Treaty Rights
    - Education of local governments on the ways those rights are perceived to be infringed.
- Environmental restoration including eradication of invasive species, shellfish harvesting, habitat protection, ecological stewardship.
- Financial accommodation to support referral and review processes

1.2.3 Differing perspectives from First Nations:

- Some Nations are pursuing modern treaties through the BC Treaty process and as a result will have an ability and responsibility to participate in the decision-making process with local government - (Scia'new (Beecher Bay), T'Sou-ke, Songhees, MÁLEXEŁ (Malahat), Pacheedaht First Nations)
- Some Nations are choosing greater independence from the Indian Act through other means such as adopting their own Land Code. (Tsawout, Songhees and T'Sou-ke)
- Each Nation has a unique set of priorities for its community to which its resources are assigned. Communications and familiarity are increasing as a result of the relationship-building activities, but the ability to fully and meaningfully engage with the region is contingent on the Nation's capacity to assign its under-resourced government services to the particular issue, project plan or initiative. In competition for scarce resources, certain priorities take precedence depending on the community.

2.0 Governance Options

With increased understanding of the long-term impacts of assimilation on Indigenous cultural recovery and resilience, the Task Force expressly conveyed to First Nations the understanding that while full Board participation may be a long-term goal, accommodating First Nations at the Board table is not the only option for first Nations' participation into the CRD's existing framework. Discussions also considered the development of a common framework that reflects the values, protocols, regulatory and legislative realities of both local and First Nations governments.

The Task Force discussed options that would both include First Nations into the existing CRD governance framework as well as options for new co-developed decision-making models.

2.1 Inclusion of First Nations into Existing Regional Governance Framework

2.1.1 Board Membership

In 2007, the *Local Government Act* was amended to enable Treaty First Nation (TFN) membership in a regional district, out of acknowledgement that a TFN is no longer governed by the federal *Indian Act*. As a government with natural person powers, a TFN has the authority and capacity to commit their governments to participating within the regional district legislative framework thereby ensuring the administrative and financial stability of the regional district system.

Of the 11 First Nations with reserve lands within the CRD, 9 of those Nations hold Douglas Treaty rights with the "liberty to hunt over unoccupied lands" and the right to "carry on their fisheries as formerly."

Six of these Nations are in the modern Treaty process (See Table 1). [1] It will likely be years before the final treaties are signed and implemented. The other Douglas Treaty Nations have declared that they have no intention of engaging in the modern treaty process and intend to hold to their Douglas Treaty rights.

Currently within the CRD there are no First Nations with ratified Treaties and therefore under current legislation it is not possible for First Nations to participate as full members of the CRD Board.

Changes in provincial legislation would be required to enable "non-treaty" (in the case of the CRD, this includes Douglas Treaty) First Nations regional district membership. There are a number of complex considerations:

- Any Legislation amendments must be considered for applicability Province-wide and in the context of precedent setting for other Treaty negotiations.

- Under the *Community Charter*, the Province is to consult with municipalities on proposed changes to local government legislation. Generally, this is done through the Union of B.C. Municipalities.

- Regional district members have the capacity to relinquish some autonomy to be part of a larger body and adhere to regulatory frameworks and provincially legislated dispute resolution. Similarly, a regional district director has the authority to make decisions on behalf of their jurisdiction at the board table.

    - It is not known if or how autonomy could be relinquished by a non-treaty First Nation as they operate under the *Indian Act* and other federal legislation and depending upon their governance model, their powers and authorities vary.

- All regional district directors are elected officials with the same functions, powers, duties and obligations including voting rights, provisions for participating in or withdrawing from services, conflict of interest and disqualification rules, all of which fall under provincial legislation. It is not known how equivalency functions and powers within the Federal Indian Act context could be reasonably assured.

- The regional hospital district legislation and system are tied to the regional district membership and therefore would have to be modified to either include or exclude First Nations participation.

[1] It is not yet known the status of whether a BC Treaty will include the rights inherent in the Douglas Treaty or extinguish the link in favour of the agreements established in the modern Treaty document.

Examples from other jurisdictions

The following regional districts have Treaty Nations on their boards:

- Metro Vancouver – Tswaassen First Nation
- ACRD – all 4 of the Maa-nulthTreaty Nations are now Board Members

There is an example of non-modern treaty Nations participating as voting members on a regional district by way of representatives in Electoral Areas. First Nations typically fall within the letters patent of Electoral Areas (EAs) therefore citizens living on Reserve, including members can run for the position of EA Director. In the Central Coast Regional District (CCRD) Board is composed of five directors. Four of the five directors are First Nation from each of the Wuikinuxv (Area A), Heiltsuk (Area B) and Nuxalk (Area D and E) Nations. Recently, the Area A position was vacated by the elected representative, who was not First Nations. A subsequent bi-election did not fill the position, so the regional board appointed a member of the Wuikinuxv First Nation. His appointment will stand until the next local government election in October 2018. *(Source: CoastMountainNews)*

2.1.2 Ex-Officio, non-voting board participation

Barring full Board membership there are other ways that non-treaty First Nations can (and do) participate in local government activities within the existing legislative framework.

Observer Status

First Nations could propose to join the Board in the capacity of Observer(s) where they engage in the discussions and submit agenda items through the Chair, however they would not be able to vote, second or move on motions. Observer status can take many forms, from an occasional appearance at regional district meetings, to regular ongoing involvement. Typically observers are not permitted in closed meetings, however on topics that are of direct interest, non-disclosure agreements could be signed to allow their attendance, subject to Board approval on an item by item basis.

In other communities where First Nations participate as observers, it is understood that this approach provides opportunities for relationship building, two-way mentorship and capacity building and generating interest in, and understanding of, regional governance as well as indigenous ways of knowing and decision making.

Observer status in BC is typically used by Treaty First Nations or soon-to-be-Treaty Nations to familiarize themselves with regional district governance before becoming full members when their final agreements conclude.

Examples from other jurisdictions

- Strathcona Regional District has, as "expanded observer" status, Ka:'yu:'k't'h' / Che:k'tles7et'h' First Nation which is one of the five Maa-nulth Treaty Nations. This Nation has its own designated seat at the table and the right to participate in debate and to submit items for the agenda.

- Huu-ay-aht, Toquaht, Uchucklesaht and Yuułuʔiłʔatḥ First Nations, originally sat as observers of the Alberni-Clayoquot Regional District board before joining as full members, once they finalized their Treaty.

- Westbank First Nation is a non-voting member of the Central Okanagan Regional District (CORD). Westbank's appointed representative sits at CORD Board meetings and, by invitation, attends closed Board sessions. Services are provided under a 15 year general servicing agreement that includes all the services of a typical municipality. Some of the services are provided by Westbank to participating areas of the regional district such as law enforcement, snow removal recreation, utilities and public works. The terms and services provided under the agreement are discussed once a year and the parties meet every 5 years to review the agreement as a whole. The Westbank / Regional District of Central Okanagan and Sechelt (Self-government Agreement)

2.1.3 Committee and Commission Membership

Membership on Board Committees is at the call of the Chair. In 2016, CRD's procedures bylaws were amended to create two seats for First Nations on the Core Area Liquid Waste Management Committee. The CRD Board could change its procedures bylaws, to allow for First Nations representation on all standing committees at which point the Chair could appoint First Nations representatives to those committees. First Nations members could be remunerated for their participation on those committees, similarly to how Alternates are remunerated.

Examples from other jurisdictions

Metro Van has created an Aboriginal Relations Committee of the Board, made up of 13 Directors of which one is the Treaty First Nation that sits at the Board. (Appendix XX for more detail). This Committee meets quarterly and is supported by the Aboriginal Relations Division. The Committee is also tangentially linked to the work of a municipal working group, made up of staff from other municipalities and First Nations (see below under Technical Committees)

There are over 60 CRD Commissions, the composition and authorities of which vary. Some commissions are set up through letters patent and so may have limits to First Nations membership while other bylaws could be amended as approved by the CRD Board. Appendix C lists the Commissions and their respective structures.

There is (at least) one CRD Commission that currently has seats reserved for First Nations representation (Peninsula Water Commission) and the Advisory Committee of the JdF Water Commission also has a seat allocated to a First Nations representative.

There is a growing interest, on the part of both commission members and First Nations, to have greater First Nations representation on other CRD Commissions. For example, the Southern Gulf Islands Electoral Area (EASC) is working with the SGI Community Economic Sustainability Commission (CESC) to amend its bylaw to provide 4 seats representing the four Nations with Reserve lands on the islands (link to the staff report). Tsawout First Nation has expressed its interest in having representation on the Regional Water Commission.

Changes to the Commission structure to accommodate First Nations must be thoughtfully considered, to avoid unintended consequences. For example, overlapping territories will inform which communities should be approached for membership, and cultural and political protocols will inform the ability or the authority for one nation to represent another as a commission members. Equitable remuneration that acknowledges the draw on capacity and resources that participation demands must also be considered.

2.1.4 Technical Committees

The technical committee structure, operating at the staff level, is an increasingly common framework in other jurisdictions. Such a committee can be struck by the Board or can be initiated by staff outside the Board's direction.

Examples from other jurisdictions

Metro Vancouver has a Treaty Nation Board member and 3 non-treaty neighbouring First Nations. Much of the relationship is fostered at the staff level through various technical committees: The Regional Administrative Committee, made up of CAO's from local government and First Nations, meet regularly. There are technical committees that are project specific and First Nations participate if there is a direct interest. For example, Musqueam staff attend Parks Committees for specific parks, Squamish staff attend the Lions Gate Wastewater project committee. There is also a Technical Committee whose purpose is to provide direct and quarterly updates to each of the First Nations on Metro Vancouver projects.

2.1.5 Formal Agreements

Agreements in the form of Memorandums of Understanding (MoU), Protocol Agreements, Consultation Agreements or Community Accords can be useful tools for establishing expectations and protocols. The CRD has completed a comprehensive Cultural Use Access agreement with T'Sou-ke First Nation for the water supply lands and is in the process of developing a similar agreement for Cultural Use in the Sea to Sea Park. These two agreements build on the original MoU developed with T'Sou-ke in 2008 which laid out a blue-print for how to proceed in areas of collaboration. With the establishment of the Aboriginal Initiatives office, resources were allocated this year to foster the relationship and implement the spirit of the MoU.

Appendix D has links to a variety of formal agreements from other local government jurisdictions.

An example of a successful model for consultation has been developed by Parks Canada for the Gulf Islands Conservation Park, which has a requirement for deep consultation on park management. The W̱SÁNEĆ Leadership Committee was developed to facilitate regular and ongoing engagement and oversight. The W̱SÁNEĆ Leadership Committee is made up of 4 Chiefs, 4 Councillors, 4 Elders and a staff person. The committee is charged with providing oversight, guidance and is mandated to speak on behalf of the W̱SÁNEĆ Nations on particular matters. Parks Canada provides an annual contract for services.

This type of model would benefit CRD's engagement process by ensuring timely and deliberate discussion that would include feedback from First Nations on CRD projects where the current process tends to be an extra burden on their communities. However, this type of commitment will result in the requirement for additional staff and financial resources.

2.2 Options for a New Co-developed Framework

It was the original hope of the Task Force that through the engagement process, a new governance model, co-developed with First Nations, would be proposed within two years. More time is required to allow for the exploration of and familiarization with, our respective governments. As the number of interactions increases, the closer we are to identifying an approach that both respects indigenous laws and ways of making decisions, while acknowledging the regulatory framework in which the CRD operates.

For example, much has been learned through the negotiation process with T'Sou-ke First Nation in the development of a Traditional Access Agreement. Similarly, engagement with Songhees and Esquimalt Nations with the sewage treatment process and participation on the CALWMP and Westside Committees, the Shellfish Closure project, First Nations participation in Forum of Councils and the newly launched regional emergency management planning initiative are all bringing First Nations communities into the regional planning network.

These and other engagement activities, reveal a variety of ways to share knowledge and decision-making that resonates with First Nations and integrates well with their systems. With more time, there is little doubt that a model will be revealed that is supportable by all, makes CRD decision-making stronger and more inclusive, and is able to be sustained in the long-term.

Some of the concepts that have emerged so far include:

- Annual (or bi-annual) Committee of the Whole Meeting
    - with co-developed agenda topics.
    - decisions to be made by consensus.
    - meetings would not be considered 'consultation' with implied consent for any given topic, rather it would be a forum for information and perspective sharing
- Membership of First Nations on a Task Force, Standing or Select Committee
- Creation of a Leadership Council of south island First Nations, to provide guidance, referral responses and direction to the Board on specific areas of interest.
- Establishment of a staff technical committee from municipalities, Islands Trust and First Nations

3.0 RECOMMENDATIONS

The Task Force recognizes that to meaningfully engage with First Nations, strong relationships must be built and maintained; from that foundation, a mutually agreeable approach to decision-making on a wide array of issues and interests will emerge. There is no single solution, rather a continuum of engagement that involves, but is not limited to:

- Greater accommodation in the form of staff and leadership resources as well as financial remuneration to support First Nations capacity to meaningfully participate
- Incremental development of protocols for referrals and information exchanges that build on real-world practice (versus conceptual approaches that have no practical application)
- Agreement on processes and procedures when First Nations and the region would come together on a regular and routine basis
- Better mechanisms / tools for on-going communications.
- Conflict resolution approaches, in the event a First Nation or Nations do not agree with a regional decision or approach.

The Task Force recommends a renewed commitment to the Board's priority of relationship-building with First Nations, with a focus on experimenting with various mechanisms for engagement. A suite of recommendations has been developed by the Task Force, as a blue print of support for the next phase of relationship building. The recommendations touch on the role of the Task Force itself, its relationship to the AIO and resourcing.

3.1 Collection of Recommendations:

1. To undertake a comprehensive review of the suite of policies and procedures bylaws for CRD Committees and Commissions with recommendations for proposed amendments that will allow for First Nations representation.
2. Continue to advocate, through UBCM, for changes to the Local Government Act that address complex legal issues raised for regional districts, with respect to non-treaty First Nation regional district membership.
3. At the next UBCM conference, hHst / facilitate an information / knowledge-share session with other local governments with First Nations participation within the governance structure, at the next UBCM conference
4. Dedicate a Committee of the Whole meeting, each year, to include First Nations Chiefs (and Councils where practical), with the agenda for that session to be co-developed with First Nations.
5. Direct staff to develop options for increased resourcing and financial implications to accommodate greater participation, engagement and reconciliation.

6. Extend the term of the Task Force to 2018, to coincide with the next Board strategic priority timeframe.
7. Expand the mandate of the Task Force to include support and oversight of the Aboriginal Initiatives office
8. Amend the Task Force Terms of Reference to include the possibility of First Nations representation
9. Change the name of the CRD Aboriginal Initiatives Office to First Nations Relations to better reflect the scope of the office and the focus on government to government relationship building
10. Expand the scope of the Aboriginal Initiatives Office to support municipalities in relationship building with First Nations in an effort to share emergent best practices, information sharing and efficiencies.
    a. Activities and services could include:
        i. Shared cultural training opportunities
        ii. Facilitated inter-municipal and First Nations staff committee
        iii. Clearinghouse for service agreements, contracts, protocols in the region; oversight and assistance in drafting agreements in support of consistency, equity and fairness
        iv. Support for a collaborative approaches to Calls to Action from the Truth and Reconciliation Commission
11. Direct CRD Staff to be directed to survey municipal staff for interest and needs assessment and to report back to the Board with a proposed approach, including resources.

4.0 SUMMARY

The Task Force has made significant strides in reaching out to First Nations, gaining a better understanding of the interests, the opportunities and the challenges to greater collaboration and decision-making between and amongst our respective governments.

Reconciliation and Indigenous resurgence is a national priority, and the next decade promises a significant shift in the role and participation of First Nations in nation-building. Local government has a responsibility to support its First Nations neighbours in their economic development and community-building aspirations, and we have an obligation to our constituency (residents) to ensure a strong, seamless and sustainable relationship with our neighbouring governments.

4.1 Resources

The Task Force supports the thoughtful and often 'deep' engagement undertaken by the Aboriginal Initiatives Division in its first few years of operation, and asserts the importance of continuing the work and the time commitment and the resources required to foster greater understanding, familiarity and strong, resilient relationships.

As the field of "First Nations relations" continues to evolve and inevitably becomes a discipline, the Board's direction will inform the shape and tenor of this area of interest for the CRD. The Task Force is well situated to provide that guidance to the AIO with direct and ongoing accountability to the Board.

The added administrative work of supporting the Task Force in an oversight role, as well as the additional workplan that will inevitably be directed to staff, requires a two-year term position of 0.5 FTE to the existing 1.5 FTE staff compliment that makes up the Aboriginal Initiatives Office. Additional funds will be required for the remuneration of First Nations leaders to attend formal meetings. Budgeting for bi-annual meetings with 20 First Nations attendees receiving a $100 honorarium, results in a funding requirement of $8,000 over the course of two years. No new funding is required at this time, as funds to support this increase in resources can be drawn for the AIO's reserve fund.

4.2 Reporting

Within the first quarter of 2017, the Task Force will produce a workplan for Board approval, which will address an approach for further governance discussions with First Nations leaders, as well as identification of key policy and procedure reviews to be undertaken.

The Task Force will report quarterly either directly to the Board, or by way of a Committee, at the call of the Chair.

4.3 Alignment with Board's Strategic Priorities

The Board has made relationship building with First Nations a strategic priority specifically:

- Organizing Board Training and education on First Nations' traditions, culture, history and approaches
- Exploring the feasibility of hunting protocols in CRD lands in recognition of the Douglas Treaty
- Investigating ways to best support First Nations economic development activities in co-operation with local government partners
- Completing the work of the Special Task Force on First Nations engagement
- Supporting dialogue between the public, municipalities, electoral areas and First Nations

The recommended actions in this report are all linked to these strategic priorities.

Appendix A – Summaries of Delegations to First Nations

TSEYCUM FIRST NATION

Date of Event: April 17, 2015
Location: Tseycum First Nation Band Office

Representing the CRD:

- Ex Officio, Chair Nils Jensen
- Director Ryan Windsor
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing Tseycum First Nation:

- XÁLÁTE – (Chief Jacks)

XÁLÁTE began by first thanking the CRD for coming to Tseycum and welcoming the delegation to their community. He said this conversation is a good start and is long overdue. Communication is key to a strong relationship and all he asks is for the CRD to communicate with his government about regional decision making.

Policies have been a hurdle for Tseycum. They are often used as a shield to defend this or that action that is not beneficial to the First Nations peoples of this land. The shield needs to be brought down in order to honour the rights of the Douglas Treaty. XÁLÁTE: "Are you the local government willing to support us on the Douglas Treaty?"

XÁLÁTE also mentioned that his Nation is not just concerned with decisions made in the CRD, but other regional districts that reside in their Traditional Territory. Tseycum needs help protecting the natural environment.

Key issues:

- the cost of fresh drinking water,
- polluted shorelines / access to shellfish,
- desecration of ancestors / archeological protocols,
- potential relocation of CVRD sewage outfall to Satellite Channel.

Regarding participation on the Board, XÁLÁTE acknowledged that Tseycum would like to sit and share knowledge with the Board. He said that it is time to "cut the strings that separate us and start working together". Chief Jacks does not feel he needs to be a part of all decision making at the CRD, only issues that affect First Nations such as fish, parks, land, food, and data sharing.

TSAWOUT FIRST NATION

Date of Event: May 21, 2015
Location: Tsawout First Nation Band Office

Representing the CRD:

- Director Ryan Windsor
- Director Maja Tait
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing Tsawout First Nation:

- Chief Harvey Underwood
- Councillor Samantha Etzel
- Councillor Louis Claxton
- Councillor John Wilson
- Cathy Webster
- Councillor Stanley Sam
- Councillor Allan Claxton
- Councillor Elizabeth Hermsen
- Administrator Eric Pelkey

Chief Underwood welcomed the Task Force.

The many initiatives between the CRD and Tsawout were discussed including the sewage treatment plant, discussions around the land-use referral initiative called WSANEC Connect, stormwater monitoring and Tetayut creek monitoring. There are also service agreements for building inspection, fire protection and a source control agreement to prevent grease from damaging Tsawout's sewage treatment system.

The recently developed watershed maps that show the health of the watershed in the area were shared with Tsawout.

Representation on the CRD Board has been an ongoing issue for Tsawout. It was recalled that this topic was discussed with the Chief and Council 30 years ago. Tsawout has representation on the Peninsula Water Commission but that is not enough.

Legal cases are bringing meaningful consultation forward however the exclusion of First Nations under the *Local Government Act* is "an insult".

Tsawout staff provided background to the Douglas Treaty that stemmed from the Royal Proclamation of 1762 that stated that the Crown had to enter into treaty with the legal owner of the land. "This has led us to where we are today." Tsawout is not part of the BC treaty process and never will be. "Canada and the Province don't recognize our pre-confederation, constitutionally protected treaty." As a practical example of how this plays out, Tsawout wanted to put a sign on the highway pointing to their Nation's reserve land and were told that because they weren't legally part of BC they would not be permitted.

Key issues:

- Concerns regarding agreement for sewage overflow from the CRD system utilising Tsawout's system
- Outstanding service contract to engage CRD to inspect grease traps
- Land use referrals and capacity to fully engage
- Closures of traditional shellfish harvesting sites
- Leachate / pollution into Saanich Inlet
- Biosolids as a valuable resource, going to waste
- Cost of drinking water
- Overall health of WSANEC territory

Closing remarks – Tsawout would like to work with the CRD to produce better solutions for the region.

WJOŁEŁP (TSARTLIP) FIRST NATION

Date of Event: July 03, 2015
Location: Tsartlip First Nation Band Office

Representing the CRD:

- Director Ryan Windsor
- Task Force Chair, Marianne Alto
- Ex Officio Chair, Nils Jensen
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing Tsartlip First Nation:

- Councillor Gord Elliot
- Councillor Joni Olsen
- Councillor Simon Smith Jr.
- Councillor Verna Ellsworth
- Administrator Karen Harry

The Task Force was welcomed to the table. It is important to acknowledge the traditional territory. Tsartlip would like to see a change from a consultation paradigm to one of more consent.

Further discussion about erosion of natural resources due to development and the fact that serious changes are needed to protect the environment. "We believe you (CRD) play an important role in protecting the environment and our part is integral to that."

Tsartlip acknowledged efforts by the CRD in the RGS and the CRD's efforts in sensitive areas. Tsartlip has 3 reserves with ~ 1100 members and that they continue to strive in local economic development projects. They face difficult decisions to make for their community and they are looking forward to some meaningful dialogue.

It is difficult to square the Nation's federal connection and to connect the dots to local government and the CRD. The Nation works with the Department of Fisheries to address the Douglas Treaty rights, but it is not clear how CRD fits into the picture. In order to make effective change, it would be helpful to understand better how CRD is structured.

Capacity is an issue if Tsartlip is to sit on committee positions in order to fully participate in regional decisions.

Key issues:

- Marine sewage
- Runoff / pollution to the Todd Inlet
- Stormwater damage to local creeks / watersheds
- Economic development opportunities
- Environmental stewardship
- The draining of Mayber Flats
- Loss of critical habitat
- Access to traditional medicines
- Barriers created by the complexity of bureaucracy and many levels of government

Final comments expressed a desire to have a follow up meeting which focusses on the structure, funding and decision-making framework of the CRD.

The meeting concluded with a promise to have a follow up presentation from the CRD explaining how it operates and how it relates to W̱JOŁEŁP First Nation.

BOḰEĆEN (PAUQUACHIN) FIRST NATION

Date of Event: August 17, 2015
Location: Pauquachin First Nation Band Office

Representing the CRD:

- Task Force Chair, Marianne Alto
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing Pauquachin First Nation:

- Chief Rebecca Harris
- Councillor Darlene Henry
- Councillor Alan Tom
- Councillor Herman Henry
- Councillor SI,OLTENOT (see-el-te-not) Madeline Bartleman
- Acting Administrator Thelma

The Task Force was welcomed to the table.

Task Force Chair Marianne Alto opened with appreciation and gratitude for receiving the delegation on Pauquachin Territory.

The newly elected Chief noted that it is time to learn more about local government, the CRD and she is interested in engaging more.

It was noted that it appears that everything the CRD does, Pauquachin also does but on a smaller scale. "We have an interest in all those things that you mentioned in your presentation."

It is important for Pauquachin that the Douglas Treaty be recognized by any table that they sit at.

There was an interest to see an organizational chart that outlines how the CRD works for better understanding of how Pauquachin can relate to the CRD.

The meeting concluded with a promise of further conversation and information sharing about the CRD and ideas for shared governance.

T'SOU-KE FIRST NATION

Date of Event: September 18, 2015
Location: T'Sou-ke Band Office

Representing the CRD:

- Task Force Chair, Director Marianne Alto
- Ex-officio chair Nils Jensen
- Director Ryan Windsor
- Director Maja Tait
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing T'Sou-ke Nation

- Chief Gordon Planes
- Councillor Alan Planes
- Councillor Rose Dumont

Chief Planes welcomed the CRD to T'Sou-ke territory. He acknowledged the importance of having strong working relationships with neighbouring jurisdictions to support T'Sou-ke. Chief Planes spoke about Aboriginal rights within Canada and locally with the Douglas Treaty. He acknowledged that the Douglas Treaty was signed by various Chiefs as a *partnership agreement* with the newcomers. Chief Planes sees the Te'mexw Treaty as being a way to " fix the old things that are wrong with the relationship".

The T'Sou-ke people have always been stewards of the lands. They want to work with the CRD to continue as stewards of the park lands and watershed lands. The T'Sou-ke people are forward thinking and image what this place will look like in 100 years from now.

Land is critically important to the T'Sou-ke people because their culture, their way of life, their language and their medicines are linked to the stewardship of the land. "Our discussions when it comes to lands involve imagining fences around the lands that weren't there when we signed the [Douglas] treaty…it is good to establish words in stone so that our future will be preserved…we have to look at how we communicate about hunting and fishing."

Chief Planes believes that a relationship must start around formal recognition and that if the government could agree on formal recognition "we'd go a long way (together)." It is important to T'Sou-ke that these sacred sites and burial sites remain in their hands. It is important to do things in a respectful way, important that local governments formally recognize indigenous culture and spirituality.

Formal recognition lays the groundwork for agreements that are iron clad. The Chief is interested in drawing up formal agreements. He knows there are other examples of cooperation and partnership that can be duplicated from other jurisdictions, such as Cowichan Tribe's participation as Co-chair on the Cowichan Watershed Board.

Councillor Planes expressed his support for CRD's initiative in building relationships with T'Sou-ke by coming out and meeting with Chief and Council. With each visit, everyone learns a little bit more about each other.

Councillor Dumont looks forward to future meetings and decisions about either sitting on the Board or an alternative that supports shared governance.

Key issues:

- Access to land for cultural purposes
- Hunting and fishing in their traditional territory
- Economic development
- Stewardship of the land

ESQUIMALT NATION

Date of Event: November 09, 2015
Location: Esquimalt Nation Administration Office

Representing the CRD:

- Task Force Chair, Marianne Alto
- Ex Officio Chair, Nils Jensen
- Staff from Aboriginal Initiatives, Erich Nahser-Ringer

Representing Esquimalt Nation

- Chief Andy Thomas
- Administrator Janice Rose

Discussion began with reflections on the recent economic development summit that Chief Thomas and Chair Jensen attended. The Chief spoke about the economic opportunities that have been lost to his people over time. “We’ve been facing a lot of hurdles in terms of economic development. We have a vision and sometimes it takes a generation to achieve that. We are trying to find our place in our own land.”

The Chief talked about how he stopped travelling in 1992 and decided to focus here at home on building relationships. Mayor Alan Lowe was a big part in that for him and they have had a good relationship with Victoria since that time.

The Chief spoke about some of the struggles for his community. He said that it is a struggle for capacity with Esquimalt Nation because when a crisis happens it puts everything else on hold and crises happen often enough.

He appreciates that the CRD wants to build partnerships with First Nations and believes it’s hard to get 9 nations together but that it would be good to try to do so. It is important to understand that each community has their unique challenges that they are working to address. “The cycle of poverty binds our Nation and stops us from living like the rest of the world. If we build partnerships it has to be something real so that we can be involved in the economy.”

A discussion ensured regarding the CRD as a service delivery model, and the work the Task Force is undertaking to find a way for First Nations to participate in regional decision making.

Chief Thomas stated that he is not overly familiar with the CRD and it was agreed that a follow-up presentation on the CRD’s structure would be beneficial to be able to move this conversation forward.

The Chief has asked for a seat at the CRD for a long time. In terms of CRD initiatives he has an interest in being able to access financing for housing, working together on sewage treatment and having access to the drinking watershed or other CRD lands for Winter Ceremonies.

Discussion finished with a desire to have another presentation about the CRD and to have a larger presentation about what some other Regional Districts have done in terms of First Nations representation.

WSIKEM (TSEYCUM) FIRST NATION (SECOND VISIT, NEWLY ELECTED CHIEF AND COUNCIL)

Date of Event: November 10, 2015
Location: Tseycum First Nation Band Office

Representing the CRD:

- Ex Officio Chair, Nils Jensen
- Director Ryan Windsor
- Staff from Aboriginal Initiatives, Erich Nahser-Ringer

Representing Tseycum Nation

- Chief Tanya Jimmy
- Councillor Brian Jimmy

The Chief welcomed the CRD to Tseycum and emphasized the importance of Tseycum's involvement in (local government) matters whenever they are able. They have received a mandate from their community to work on generating economic development, building housing for community members and to continue to practice Douglas Treaty rights in order to keep the community fed.

There was discussion about how the CRD operates as a service delivery model for the municipalities. It was recognized that some of the Chiefs in the area have said that they want to be a part of the decision making and the CRD is now working to figure out how that can be done.

There was a discussion about CRD water services to Tseycum First Nation and what happens in case of a drought. The Chief is concerned about drought years in the future.

Chief Jimmy expressed her interest in "moving forward" and that Tseycum wants to be an active, involved participant; they want to work on practical day-to-day activities in order to build experience at the "lower level" and work up to higher level governance such as the CRD Board.

The Chief's goal is to look after the six generations that come after them. She wants to see Mother Earth taken care of and wants to be a part of that legacy of change for the next generation. Chief Jimmy would like to see more engagement and is happy to start anywhere that is appropriate, with the CRD.

In closing, Chief Jimmy offered herself as a resource in connecting to the other Nations or bringing information that the CRD might be looking for.

SONGHEES FIRST NATION

Date of Event: November 18, 2015, 6:30 pm
Location: Songhees Wellness Centre

Representing the CRD:

- Task Force Chair, Marianne Alto
- Director Ryan Windsor,
- Ex Officio Chair, Nils Jensen
- Staff from Aboriginal Initiatives, Sue Hallatt

Representing Songhees First Nation:

- Chief Ron Sam
- Councillor Gary Albany
- Councillor Jackie Albany
- Councillor Frank George
- Councillor Karen Tunkara
- Councillor John Rice Jr.
- Administrator Christina Clarke
- Director of Programs and Services, Danny Henry

Chief Sam welcomed the CRD to Songhees. He acknowledged the growing relationship and number of common areas of interest between Songhees and the CRD. He invited the delegates to begin the conversation.

Board Chair and Ex Officio member of the Task Force, Nils Jensen reflected on the CRD Board's strong priority in reaching out to First Nations governments to begin the good work of building enduring relationships. Evidence of this commitment is the creation of the Aboriginal Initiatives Office, which reports directly to the Board's Governance Committee and the creation of this Special Task Force.

Task Force Chair Marianne Alto spoke about the mandate of the committee and gave an overview of the Nations the Task Force has met and summarized the messages the members had received so far.

Ryan Windsor acknowledged Songhees's leadership in calling for greater participation by First Nations in regional matters and acknowledged that it was the Chief's delegation to the CRD Board, requesting full membership on the Board that sparked this Task Force.

Chair Alto spoke about the legislative barriers to membership that fall within the purview of the Province.

Chief Sam noted that Songhees met with the Premier and broached this issue.

The Task Force members noted that the Board had sent a letter to the Premier and also met with the Premier during a very short meeting as part of the UBCM convention.

All parties agreed to keep each other in the loop as discussions progress.

Christina Clarke mentioned that they were asked by UBCM organizers to (2016 convention to be held in Victoria BC) to present on First Nations Tax Authority.

The Task Force members also suggested that the Board would also benefit from learning more about FN Tax approaches and it was agreed that staff would work with Christina to schedule a presentation to the Board.

The meeting ended at 7:00 pm

MÁLEXEŁ (MALAHAT) NATION

Date of Event: August 29, 2016
Location: Malahat Nation Administration Office

Representing the CRD:

- Director Rick Kasper (Alternate for Director Tate)
- Staff from Aboriginal Initiatives, Sue Hallatt, Erich Nahser-Ringer

Representing Malahat Nation:

- Chief Caroline Harry

- Councillor Vincent Harry
- CEO Renee Racette
- Administrative Assistant Miya Inkster

Director Kasper expressed gratitude for Malahat Nation welcoming the CRD and conveyed the purpose of the CRD coming was to engage in areas of common interest. It was referenced that the Water Supply Area and other CRD lands are within the traditional territory of the Malahat peoples.

Chief Harry welcomed the CRD and said that the door is always open to meeting with other levels of government.

CRD representatives discussed:

- the infrequent communications that they have had with Malahat
- recognition that Malahat is a member of the WSÁNEĆ family
- the purpose of the Special Task Force on First Nations engagement.
- CRD's interest in "becoming whole" by including First Nations in governance and decision making;
- CRD's appreciation for the impact land use decisions can have on Malahat's interests
- The potential interest of Malahat's leadership in participating in decisions of regional concern

Malahat brought up some of their more challenging relationships with other government agencies and expressed support for a more proactive approach towards relationship building.

Malahat further conveyed the following messages:

- It is important to have lines of communication with other levels of government and it is optimal if this is formalized, perhaps in the form of an annual meeting or a one page agreement that lays out how parties can talk to each other.
- There is an important opportunity for Malahat and CRD to model good relationships for other levels of government to witness and build upon.
- It is a good sign that local government has invested in an office dedicated to relationship building with First Nations.
- Malahat is working on a consultation policy and would like to workshop that policy with the CRD.
- Malahat believes that consultation is a two-way responsibility and is committed to keeping its neighbours informed as to the Nation's development aspirations;
- Malahat also has an interest in understanding what decisions the CRD makes that impacts Malahat's decisions.
- Referrals can take up significant resources, but timely responses to referrals is important to Malahat.
- When governments include First Nations, this can showcase what is possible to other governments.
- Malahat Nation is poised for significant and exciting economic development in the near future;
- The Chief mentioned that as a leader, she is also focused on learning more about language, culture, history, treaty rights and family connections. People are coming to help in this regard and such support is welcomed by Malahat.

Summary Comments:

The CRD has come to understand the importance of building strong relationships with First Nations as a foundation on which to build government to government protocols. Because Malahat's primary local government relationship will be with the CVRD, it will be helpful to establish ongoing communications with CRD; the Board would prefer direct channels with Malahat so that any decisions or discussions are not received second hand or in the media and Malahat feels confident it can approach the CRD with its concerns.

Director Kasper framed his perspective by saying: "It's about negotiating the needs and wants of each community, it is not a *problem* discussion but rather an *opportunity* discussion."

The CRD has begun to include First Nations Chiefs and Councils in the bi-annual Forum of Councils events with the hope of holding regular *all council* gatherings to discuss emerging topics of common interest. The first Forum of Councils was held in June 2016 around the topic of Indigenous Cultural Training. Future topics include Food Security (October 2016) and Adaptation to Climate Change (Nov. 2016).

The CEO will try to make sure a technician or other representative from Malahat attends future meetings of this kind.

A map of the region was left with Malahat Nation and gifts were shared with the attendees.

Next Steps / Action Items:

- Both the CRD and Malahat are keen to have a follow-up meeting.
- CRD staff will meet with Malahat Lands Department to begin the work of establishing a communications protocol between the two governments.
- The CRD will extend invitations to Malahat Nation to future Forums of Councils or other relevant regional meetings.
- The CRD also offered support in terms of connecting to regional counterparts with the CVRD as well as any mapping resources they may need.

Appendix B – Examples from other jurisdictions

METRO VANCOUVER

One Treaty FN sits on the Board (Tsawassen)

- They did not sit as an observer before Treaty but rather had workshops and meetings with Metro representatives to get an understanding of the governance system

Regional Administrative Committee

- Composed of all the CAOs in Metro Van
- First Nations staff attend these meetings
- Formal meetings that take place regularly throughout the year

Technical Committee for parks or specific projects

- Separate staff committees with staff from different First Nations
- Musqueam staff and Metro Van staff on a parks committee for a specific parks
- Squamish staff on Lions Gate Wastewater project committee
- Meets at least quarterly depending on the project
- Committees were set up by staff and did not need direction from the Board

Technical Committees to update First Nations on projects

- Three separate meetings with three separate First Nations
- Take place every three months
- Aboriginal Relations staff, technical staff and staff from First Nations
- Terms of Reference is to update First Nations on projects
- Found to be more effective than sending letters

Other general notes:

- Committees were mainly initiated by Metro Van after hearing feedback from First Nations however, recently a new committee was suggested by Musqueam First Nation.
- Metro Vancouver does **not** pay meeting fees, they were clear from the beginning that they would not be compensating these meetings
- Regional Politicians and FN elected leadership have had informal breakfast meetings before Aboriginal Relations Committee meetings
- Metro regularly engages with 3 of the non-Treaty FNs in addition to the Treaty FN that is a member. There is very little engagement with the other First Nations, who have not, as yet, expressed interest.

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Westbank First Nation has signed a self-government agreement with the Province

- They were invited to participate as an observer member by the Regional District Board
- Observer can't vote, move motions or put items on the agenda but they can speak to any item that is on the agenda
- Westbank pays in the wastewater treatment service and sits on that committee as a member
- Sometimes staff members attend on the committee instead of the elected councillor who attends the Board meetings

The Regional District of Central Okanagan has no other standing committees as it is all dealt with through Board meetings.

They have a services agreement:
http://www.civicinfo.bc.ca/Library/First_Nations_Service_Agreements/Services_Agreement--CORD_Westbank_First_Nation--2007.pdf

And a protocol agreement:

http://www.civicinfo.bc.ca/Library/First_Nations_Service_Agreements/Protocol_Agreement--CORD_Westbank_First_Nation--1999.pdf

The protocol agreement outlines meetings at least twice a year to discuss issues of mutual concern. Recently they met regarding issues of Regional parks.

The Regional District of Central Okanagan also shares a border with the Okanagan Indian Band however they don't deliver any services to that community and they do not have a relationship with them.

REGIONAL DISTRICT OF OKANAGAN SIMILKAMEEN

The Regional District of Okanagan Similkameen as a protocol agreement with three First Nations which form part of the Okanagan Nation of the Region - http://www.rdos.bc.ca/departments/office-of-the-cao/community-to-community-relations/

Staff Steering Committee on First Nations issues

- Senior Staff and Band Managers meet to discuss common issues
- Meet every 6 weeks to 2 months
- Relationship Building meetings and to discuss projects or issues

Joint council meetings twice a year

- Composed of 3 of the Chiefs, The Chair, Vice Chair and 1 other Director
- They receive reports from the Staff Steering Committee
- The Regional District has a task to look at including FN membership on their Board in 2017

Celebrate the Anniversary

- Ceremony every year to celebrate signing of the protocol agreement (It's been three years since it was signed)

Referrals working group

- Land use departments from the First Nations and planning departments from member municipalities and the Regional District are meeting to discuss how to better do referrals
- Referrals are not paid at the moment but First Nations have indicated that they would like compensation for their time

ALBERNI-CLAYOQUAHT REGIONAL DISTRICT

- There are now 4 Board members from Treaty First Nations who sit on the ACRD Board, the Board totals 14 members.
- Before First Nations joined they sat as Observer members where they could participate in discussion but could not vote or move motions
- The Treaty First Nations had up to 10 years to join as formal members however they have all now joined the board.
- Under the treaty the First Nations have to join the general government services and the Hospital district, all other services were up for negotiation.
- The ACRD also has several service agreements with some of the First Nations around Fire services and Building Inspection
- First Nations sit on committees for geographical areas and for specific projects at the appointment of the Chair
- The ACRD sends all of its Board minutes and agendas to all other neighbouring First Nations who may attend to watch from time to time if there is an issue that concerns them

Orientation manual For ACRD and Maa-nulthTreaty Nations Cooperation - http://www.acrd.bc.ca/cms/wpattachments/wpID320atID1233.pdf

Appendix C – CRD Commissions

Appendix D – Formal Agreement Examples

A number of non-treaty First Nations are participating in local government activities within the existing legislative framework. Examples include:

- The City of Penticton and Penticton Indian Band have an agreement on joint economic development, land use and revenue sharing;
- The City of Kimberley and Ktunaxa Nation have a Memorandum of Understanding (MOU) to explore opportunities in economic projects, infrastructure, services, emergency preparedness and events;
- Sts'ailes First Nations and Fraser Valley Regional District have a MOU and Intergovernmental Relations Protocol) with plans to work together on economic development, land use, emergency services, and transportation;
- The District of Ladysmith and the Stz'uminus First Nation have a Community Accord guiding their work together on joint initiatives and partnerships, and;
- The Songhees Nation and Esquimalt Nation are voting members on the Core Area Liquid Waste Management Plan Committee (CALWMP) of the CRD Board

Non-treaty First Nations also sit as ex-officio (non-voting) members on the following regional district boards:

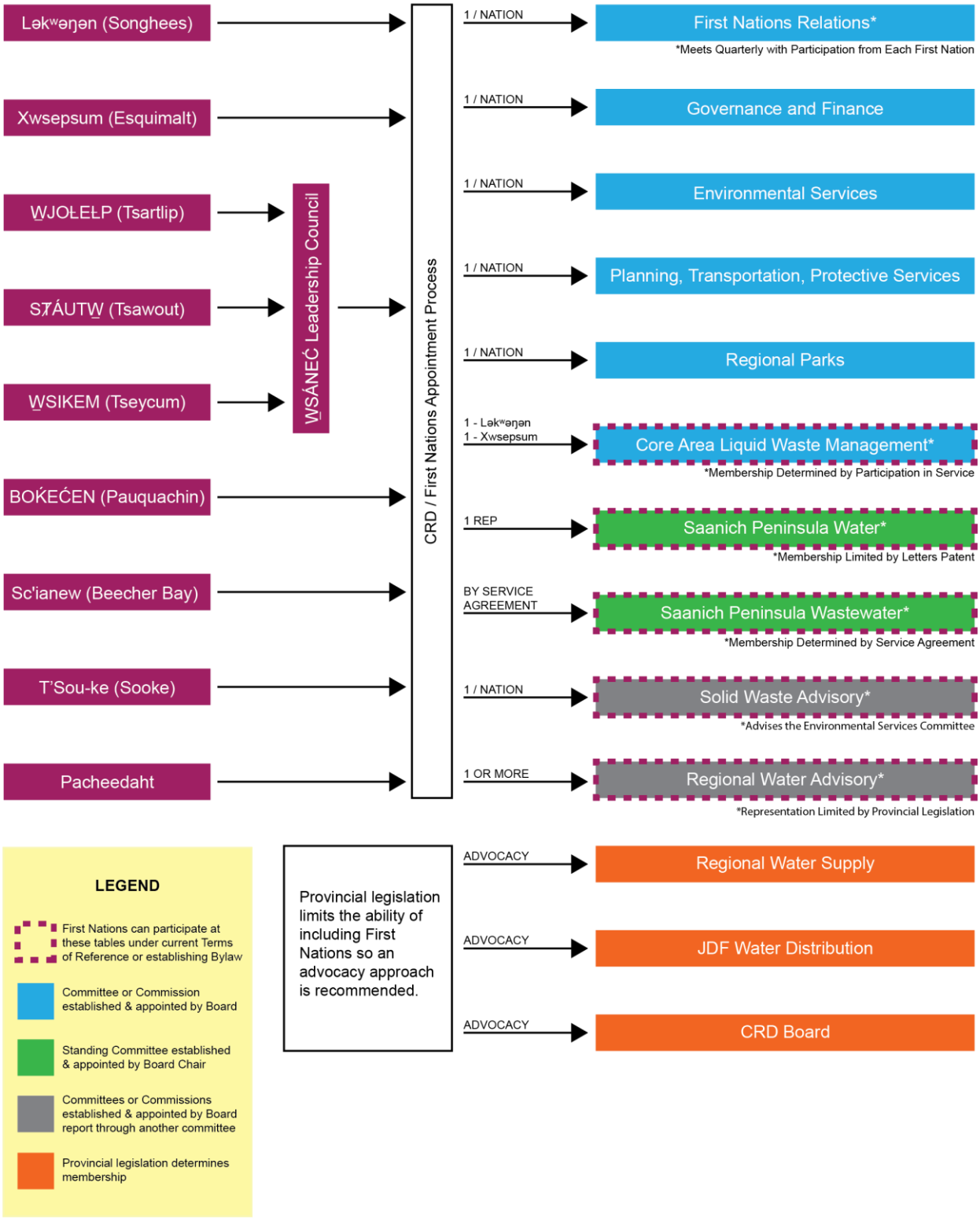
- Westbank First Nation / Regional District of Central Okanagan and
- Ka:'yu:'k't'h' / Che:k'tles7et'h' First Nation / Strathcona Regional District
- The Toquaht and Uchucklesaht Nations were ex-officio members of the Alberni-Clayoquot Regional District board before joining as TFN members

Protocol Agreements and MOUs:

Formal protocol agreements and MOUs are typically a first step towards deeper participation and collaboration. They are usually high-level agreements between two or more parties to work together on areas of mutual interest. Often they acknowledge the history and rights of both parties and *may* include specific points like a certain number of meetings per year to ensure continued dialogue or dispute resolution processes for the parties. There have been attempts to craft protocol agreements between the CRD and First Nations, but none executed, with the exception of a 2008 Relationship MoU with T'Sou-ke. There are some protocol agreements in place within the CRD with First Nations, including a 2011 Relationship Agreement between the District of Central Saanich and Tsartlip First Nation. This Relationship Agreement serves the intended purpose of supporting a stronger connection between the local government and the First Nation. There are numerous examples from across BC, including:

- Powell River Regional District - Tla'amin First Nation protocol agreement
- Squamish-Lillooet Regional District - Lil'wat First Nation
- Caribou Regional District – Williams Lake Band protocol agreement

APPENDIX B: MODEL FOR FIRST NATIONS INCLUSION



APPENDIX C: FIRST NATIONS INCLUSION CHART

CRD & FIRST NATION INCLUSION

Governance Body	Current Status	Proposed Status	Notes
First Nations Relations Committee	0	1 Seat Per Nation	Proposed approach is to bring together nine First Nations' elected representatives and nine CRD Directors quarterly to monitor progress on advancing the Board Priority of First Nations Reconciliation.
Governance and Finance Committee	0	1 Seat Per Nation	Create space for each Nation to have a single elected representative participate on matters that are of interest to their First Nation.
Environmental Services Committee	0	1 Seat Per Nation	
Planning, Transportation & Protective Service Committee	0	1 Seat Per Nation	
Regional Parks Committee	0	1 Seat Per Nation	
Core Area Liquid Waste Management Committee	2	2	Bylaw No. 3999 amended the Procedures Bylaw to include Songhees and Esquimalt First Nations as full participants of this committee. Participation on this is service-based and remains specific to Songhees and Esquimalt First Nation elected representatives.
Saanich Peninsula Water Commission	1	1	The Letters Patent allows for two members, appointed annually, each of whom shall be a resident of the participating municipalities but not from the CRD Board, Central Saanich, North Saanich or Sidney. Because of the residency requirement only a representative from Tsawout or Tsartlip First Nation is eligible. Additionally, in 1997 the CRD identified that it would look to use these two seats to engage both a representative from the agricultural community and a First Nation.
Saanich Peninsula Wastewater Commission	N/A	N/A	Under the Letters Patent, one representative from each service recipient that has concluded a written Service Agreement for capacity in the Peninsula Treatment Plant can serve a two-year term. Staff are currently working with First Nations on the Saanich Peninsula to explore interest and opportunity to engage in service agreement discussions.
Solid Waste Advisory Committee	2	1 Seat Per Nation	Create space for each Nation to have a single elected representative participate on matters that are of interest to their First Nation.
Regional Water Advisory Committee	1 or More	1 or More	The *Capital Region Water Supply and Sooke Hills Protection Regulation B.C. Reg. 284/97* lists members for the Advisory Committee, including that a First Nation may be invited to provide a representative provided there is a vacancy on the Advisory Committee.

ADVOCACY FOR INCLUSION

Governance Body	Current Status	Proposed Status	Notes
Regional Water Supply Commission	N/A	N/A	The *Capital Region Water Supply and Sooke Hills Protection Act* and *Capital Region Water Supply and Sooke Hills Protection Regulation B.C. Reg. 284/97* establish the membership for the Regional Water Supply Commission and the participation of First Nations would require an amendment to the act and regulation.
JDF Water Distribution Commission	N/A	N/A	
CRD Board	N/A	N/A	S. 196(1) and S. 253(1) of the *Local Government Act* limit First Nation participation on the CRD Board and advancing this interest will require an amendment to the act.

APPENDIX D

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4368

****

A BYLAW TO AMEND BYLAW 3828, "CAPITAL REGIONAL DISTRICT PROCEDURES BYLAW, 2012"

****

WHEREAS:

A. Bylaw No. 3828 regulates the proceedings of the Capital Regional District Board and establishes how the Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board operate within CRD governance;

B. The CRD Board approved a Statement of Reconciliation in October 2018 that includes supporting First Nations in participating in CRD decision-making processes and looking to First Nations for leadership in understanding how to create new decision-making systems;

C. The 2019-2022 CRD Board Priority of First Nations Reconciliation includes looking to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories; and,

D. The Board wishes to amend Bylaw No. 3828 to allow for First Nations' elected representatives to participate on Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board.

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

1. Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012" is hereby amended as follows:

    (a) By adding a definition for a First Nation Member to Section 1 to state:

        "First Nation Member" means a First Nations' elected representative who is permitted to participate on an Advisory Committee, Select Committee, or Standing Committee by the relevant Terms of Reference and includes their alternate if acting in the place of a First Nation Member;

    (b) By replacing Section 26(2)(b), "An elected representative and alternate from each of the Songhees Nation and the Esquimalt First Nation Councils may be appointed to a committee established for the purposes of the Core Area Liquid Waste Management Plan."

        In its entirety with:

        Where a Board Standing Committee Terms of Reference allow a First Nation Member to participate;

    (c) By changing Section 32, "The quorum in a Standing or Select Committee shall be a majority of the persons appointed to the Committee."

In its entirety with:

> The quorum in a Standing or Select Committee shall be the majority of the Persons appointed to the Committee, but shall not include First Nation Members.

(d) By adding section 33(2)(c) and (d) as follows:

> (c) First Nation Members are permitted to abstain from voting on an item, provided that they declare their abstention prior to the vote being called on the item.
>
> (d) When an abstention from voting on an item is declared by a First Nation Member, it shall be noted in the meeting minutes and the total number of votes on the item shall not include those First Nation Members who have abstained from voting.

(e) By adding a Section 35(6) to "Procedures for COW Meetings" to state:

> First Nation Members may attend COW when invited in advance by the Board Chair.

(f) By adding a new section 39 as follows:

> The provisions of sections 22 and 24 of this bylaw that apply to Members shall apply to First Nation Members.

(g) By renumbering sections 39 and 40.

2. This Bylaw may be cited for all purposes as "Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020."

READ A FIRST TIME THIS	the	day of	2020
READ A SECOND TIME THIS	the	day of	2020
READ A THIRD TIME THIS	the	day of	2020
ADOPTED THIS	the	day of	2020

CHAIR

CORPORATE OFFICER

Inclusive Governance

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Appendix E - Supplementary Information

Capital Regional District | October 28, 2020

Who is a "First Nation Member"?

A First Nation Member is an elected First Nation Chief or Councillor who has been appointed by their First Nation to a Standing, Select or Advisory Committee of the CRD. A First Nation Member also includes their alternate when acting in the place of a First Nation Member.

Can First Nation Members vote?

Yes. In the proposed model First Nation Members will be able to vote on matters that are of interest to their communities and may abstain from voting on matters that are not. The recommended changes to the Procedures Bylaw do not establish different classes of participants around committee tables and therefore First Nation Members would be afforded the same responsibilities of a CRD Director at a committee. This is consistent with the existing CRD approach to First Nations participation on committees that currently have appointed First Nations members.

Why would we permit First Nation Members to vote on issues pertaining to services that they do not participate in?

All Directors have 1 vote on each item at Standing Committees, regardless of whether their Municipality or Electoral Area participates in the service to which the item pertains. Weighted and participant voting only applies for decisions of the Regional Board and commissions with delegated Board authority (i.e. Regional Water Supply Commission). There are some committees and commissions where membership is defined by participation in the service, such as the Core Area Liquid Waste Management Committee. The proposed model does not recommend any changes to the membership of those committees and commissions and only recommends First Nation Members be permitted on Standing Committees that currently have broad regional representation.

What about bringing forward a Notice of Motion?

Yes. First Nation Members will be permitted to advance items to a Standing Committee agenda through the Notice of Motion process. This is to enable First Nation Members the opportunity to also bring forward items and issues that are of particular interest to their communities, provided the issue is within the Terms of Reference for that committee. Additionally, all of Section 22 (Motions) and Section 24 (Debate and Conduct) of the Procedures

Bylaw will apply to First Nation Members. This is deliberate, to ensure that the meeting rules of conduct apply equally to all members at the table.

What if a committee votes against advancing an initiative?

All items received by committee are reported to the Board, unless the committee refers the item back to staff for more information. The Board then has the authority to endorse or reject the recommendation of the committee. Standing Committees are advisory to the Board and there are no circumstances where a committee could prohibit the CRD Board from considering or advancing an initiative that is within its authority.

Do First Nations support more inclusive governance?

The proposed model for inclusive governance has been shared with all nine First Nations with occupied reserve lands within the capital region. Staff have been able to follow-up and speak with seven First Nations to present options, discuss process, determine the specific committees to include and to share limitations. First Nations have expressed an interest in having opportunities for participation around committees and continue to reinforce how important greater collaboration with First Nations is in helping to shape regional decision-making. First Nations have expressed that they see this work as an important step in supporting stronger relationships between First Nations and the CRD.

Will this model create too much uncertainty?

Within the context of more inclusive governance, certainty is not to suggest a certainty of outcome; rather, it is to mean clarity and a predictability on the basic elements of decision-making. Clarity through this effort will be gained through achieving a shared understanding on where and how are decisions made, what are the processes and timelines shaping decision-making, what is the information being used to inform the process and what are the respective roles and responsibilities of those involved. Predictability will be achieved through establishing a governance structure that more fully includes First Nations so that complex items and issues can be discussed with regular frequency and in a way that reflects the roles, responsibilities and services of regional government.

Inclusive Governance

Appendix E - Supplementary Information

Capital Regional District | October 28, 2020

What about items that don't include First Nations, such as the Regional Growth Strategy (RGS)?

Broadly speaking, determining where, when and how First Nations are to be engaged on specific initiatives is best determined collaboratively with First Nations. However, there are certain items where there is a duty to consult such as with permitted archaeological works or the RGS. Though this duty is the responsibility of senior levels of government and cannot be delegated, there is a significant opportunity for more engagement with First Nations. Establishing space for First Nations to participate on committees will begin to build a shared understanding of how First Nations' interests, priorities, values, beliefs and rights can be expressed and implemented within CRD process to better inform outputs and to help shape regional outcomes.

What about items being discussed in closed meetings?

Staff have determined there are a number of important implications associated with First Nation Members participating in closed meetings that need to be fully considered on an item-by-item basis. Therefore, participation in closed meetings is not a part of this initial model. Staff have prepared a separate report that explores the implications of First Nation Members participation in closed meetings for consideration by the Board.

For more information contact Don Elliott, Manager, First Nations Relations

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REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, OCTOBER 28, 2020

SUBJECT **First Nation Participation in Closed Committee Meetings**

ISSUE SUMMARY

To provide options that consider the inclusion of First Nations' elected officials in CRD meetings that are closed under Section 90 of the *Community Charter* (the *Charter*).

BACKGROUND

On October 14, 2020 the CRD Board approved the following motion arising from the First Nations Relations Committee, in consideration of the report on First Nations Inclusion in CRD Governance:

> "That staff report back to the Governance and Finance committee in November with options relating to [First Nation Member attendance at] closed meetings."

The specific bylaw amendments being considered in the October 14, 2020 report were referred to the Committee of the Whole (COW) for further discussion. As the issue of more inclusive governance and participation in closed meetings are related items, this report is being advanced to the COW for consideration in conjunction with the Inclusive Governance report.

ALTERNATIVES

Alternative 1
The Committee of the Whole recommends to the Capital Regional District Board:
That all closed matters be directed to Regional Board, where First Nation Member participation can be determined on an item-by-item basis.

Alternative 2
The Committee of the Whole recommends to the Capital Regional District Board:
That First Nation Members be included in closed meetings on an item-by-item basis, following resolution by the applicable Standing Committee or Board.

Alternative 3
That this report be referred back to staff for additional information.

IMPLICATIONS

Liability Implications

S.738(1)(r) of the *Local Government Act (LGA)* provides immunity for local public officers who are not municipal councilors, when appointed to a CRD committee or commission. First Nation Members, when appointed to a regional district committee, have immunity for damages as it relates to the duty or exercise of their power or for any alleged neglect in the same way that is extended to CRD Directors.

The CRD Board is responsible for all actions that would expose the corporation to liability or court proceeding. Within the legislative context establishing the roles and responsibilities of the CRD, the validity of decision-making depends on having the statutory authority, correctly following statutory procedural requirements, following CRD procedural requirements, following a duty to act fairly where property rights are affected, and the principles of *Canada's Charter of Rights and Freedoms*. Though CRD Standing, Select and Advisory Committees play a critical role in considering and reporting on items coming within their purview, it is the CRD Board that is ultimately responsible for the services provided and actions taken. As long as the CRD is operating in a way that ensures the validity of its decision-making, there is no additional liability associated with having First Nation Members participating in closed committee meetings.

Confidentiality Implications

S. 117(1) of the *LGA* establishes a duty for Board or committee members to respect confidentially, unless specifically authorized to rise and report on the item, and s.117(2) establishes that a local government may recover loss or damages from a person in breach of s.117(1). The *LGA* does not extend this to members of a Board Standing, Advisory or Select Committee and therefore First Nation Members, when participating at these committees, would not be subject to the same legislated duty or to the consequences of a breach of confidentially. This risk would be reduced though requiring that First Nation Members sign a Confidentiality and Non-Disclosure Agreement (NDA) in-keeping with the intent of s.117 of the LGA. This is the approach taken with the appointed members of the CAWTP Board.

While a NDA would provide a mechanism to impose sanctions for a breach of confidentiality, in practice these agreements can be difficult to enforce. At minimum, enforcement requires demonstrating that the breach itself was not inadvertent and that damages have occurred as a result of a breach. It would be possible to include clear sanctions in a NDA, but the harm caused to the CRD's relationship with the First Nation whose appointed representative was thought to be in violation could be significant. Additionally, there would likely be a need for a First Nation Member to engage their Chief, council colleagues and/or elders or knowledge-keepers to fully explore the First Nation's interests on a given item discussed in closed and this would increase the potential that the information would be disclosed in a way that is in contravention of a NDA.

Though there is certainly value in having the perspective of First Nation Members included in some items that are discussed in closed, these items should be shared with purpose and with a clear understanding by the CRD Board as to the value of the input and the risks associated with a possible disclosure of confidential information. This determination could best be made on a case-by-case basis.

Intergovernmental Implications

Section 91(2)(b) of the *Charter* permits the Board to allow persons other than officers and employees to attend a closed session where the Board considers it necessary. A resolution is required to permit persons other than a Member to be present for these meetings.

There is a considerable risk to the relationship between a First Nation and the CRD should there be a need, at a committee-level, for the First Nation Members to leave while Directors introduce, debate, and consider a motion to allow the First Nation Members back into the meeting. This would highlight the limited participation rights of First Nation Members at the committee table and could serve to undermine the intent of effective, open and respectful collaboration. In this situation, First Nation Members would also not have the materials in advance of a potential

resolution passing that would permit their participation in a closed session and their contribution would therefore be limited, further undermining the value of their engagement.

It should also be noted that the *Charter* is explicit on why meetings may be closed to the public and not all items would benefit from First Nation Member participation. Many items received in closed relate to corporate issues, like human resources, labour relations, or legal matters where it would not be appropriate to include First Nation Members. First Nations have expressed that the "acquisition, disposition or expropriation of land or improvements" are items of interest and these are included under s. 90(1)(e) of the *Charter*. It is further likely that s. 90(2)(b) in the *Charter* would also be of interest to First Nations as this includes "the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party." This section would likely include any ongoing Treaty and/or Reconciliation Agreement discussions taking place within the Capital Region.

Therefore it would seem reasonable that the CRD Board, with the support of staff, first considers items in closed and determines if the item would benefit from First Nation Member input. A motion could then be considered which would refer the item to a subsequent meeting where First Nation Members are permitted, to allow their full participation on the item. This would satisfy s.91(2) of the *Charter*, preserve the relationship between the CRD and First Nations, allow First Nation Members to access materials in advance of a meeting, and enhance the discussions taking place in closed through bringing additional perspectives forward.

Operational Implications

Having any First Nation Member participation in closed meetings will require additional steps for staff. Specifically, when the Board refers a closed item to a committee for First Nations' input, there will be a need for staff to distribute a secure link providing access to the closed meeting material directly to those First Nation Members appointed to the committee. This will provide access to only those items the Board has passed a resolution on in advance and creates additional complexity as there may be items discussed in closed where First Nation Members can participate and others where they will not be permitted. It will be the work of staff to order the agenda accordingly and discuss this in advance with First Nation Members to ensure an understanding.

There is also a risk of some delay in items as they would need to be discussed at the Board in closed prior to being referred to committee. This will add an additional step in that closed items would first go to the CRD Board and then would be referred down to committee where, following a resolution of the Board, First Nation Members can fully participate in the deliberations. Though it is unlikely this delay would significantly impact the CRD's ability to deliver its services, staff across the organization will need to be mindful of this additional step in the process and the potential implications that could have on the specific initiative.

Governance Implications

While there is no statutory or procedural requirement that mandates the process for consideration of items in closed, it is the practice at CRD to consider closed items at the committee level prior to the item being advanced to a closed Board meeting. Currently, less than half of all standing committee meetings include a closed session as there are considerably fewer closed items than open items of business. The majority of items considered in closed relate to appointments, housing project approvals, grant awards, and land transactions. Discontinuing the practice of

having closed items first received at Standing Committees would avoid the awkwardness of excusing First Nation Members from committee meetings for the closed session, and would streamline the consideration of the majority of closed items by having them received only once at Board. This approach could also increase the level of confidentiality by having each item received and discussed only once. That said, not seeking committee input may impact decision making by the Board and the length of Board meetings could be increased if each closed report required an introduction.

The critical distinction between Alternative 1 and Alternative 2 is that Alternative 1 results in the CRD Board receiving all items in closed first to determine whether there is a need for additional consideration by First Nation Members at committee. If not, the Board would proceed to consider and vote on the item at that meeting. If it is determined that there is a desire to obtain First Nations consideration, the Board would then pass a motion referring the item to the appropriate standing committee, and permit First Nation Members to attend the closed committee meeting. Alternative 2 reflects the current corporate approach to the management of items in closed and would require the specific committee considering an item in closed to pass a motion prior to the First Nation Members being permitted to participate.

CONCLUSION

The most effective way for the CRD to include First Nation Members in closed meetings is to be deliberate and to make the determination on a case-by-case basis. A resolution by the Board would satisfy the legislative requirements to permit non-Members to participate in closed meetings while also allowing CRD staff to be focused when distributing sensitive information. Passing a resolution on the day that an item will be discussed will disadvantage First Nation Members, create awkwardness and risks harming the relationship. Therefore, it is the best course of action for the Board to first consider items in closed first and then, where needed, refer items to a committee that could include First Nation Members, who would then be permitted to fully participate in discussions on the item. Though this does add an extra step, it will position the CRD to be inclusive of First Nations' perspectives while also being cautious with how information is shared and discussed.

RECOMMENDATION

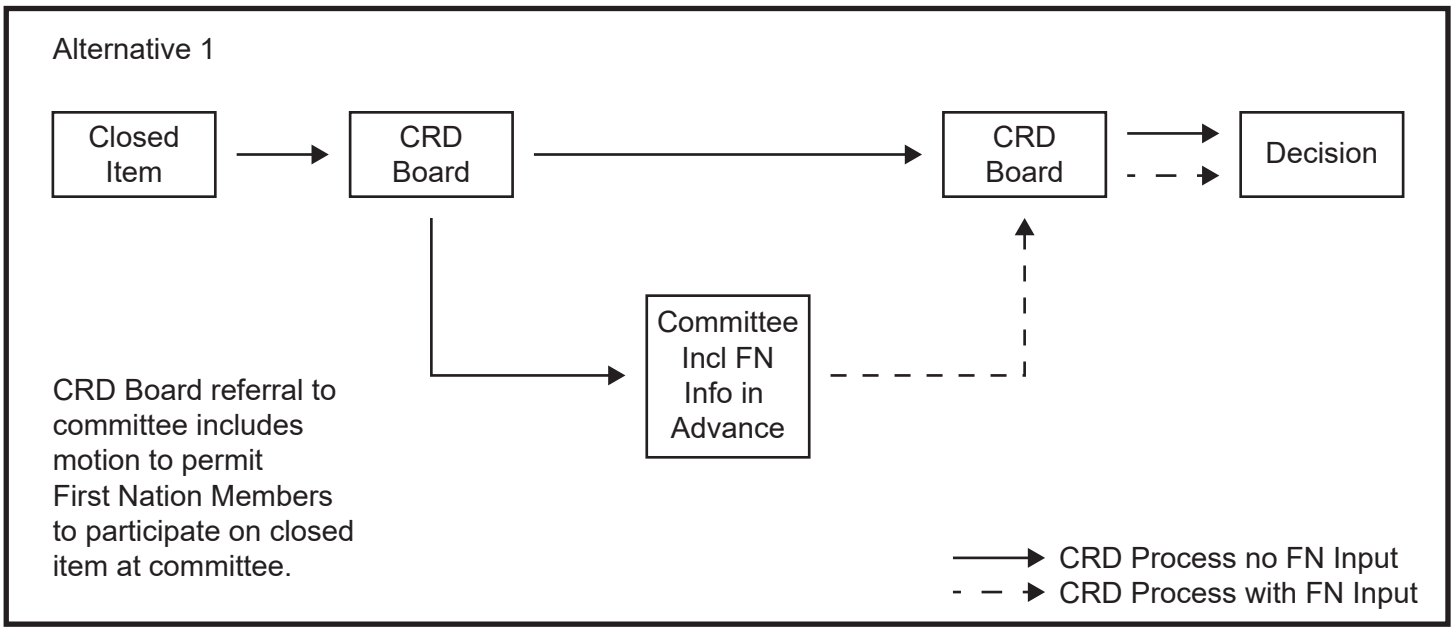
The Committee of the Whole recommends to the Capital Regional District Board:
That all closed matters be directed to Regional Board, where First Nation Member participation can be determined on an item-by-item basis.

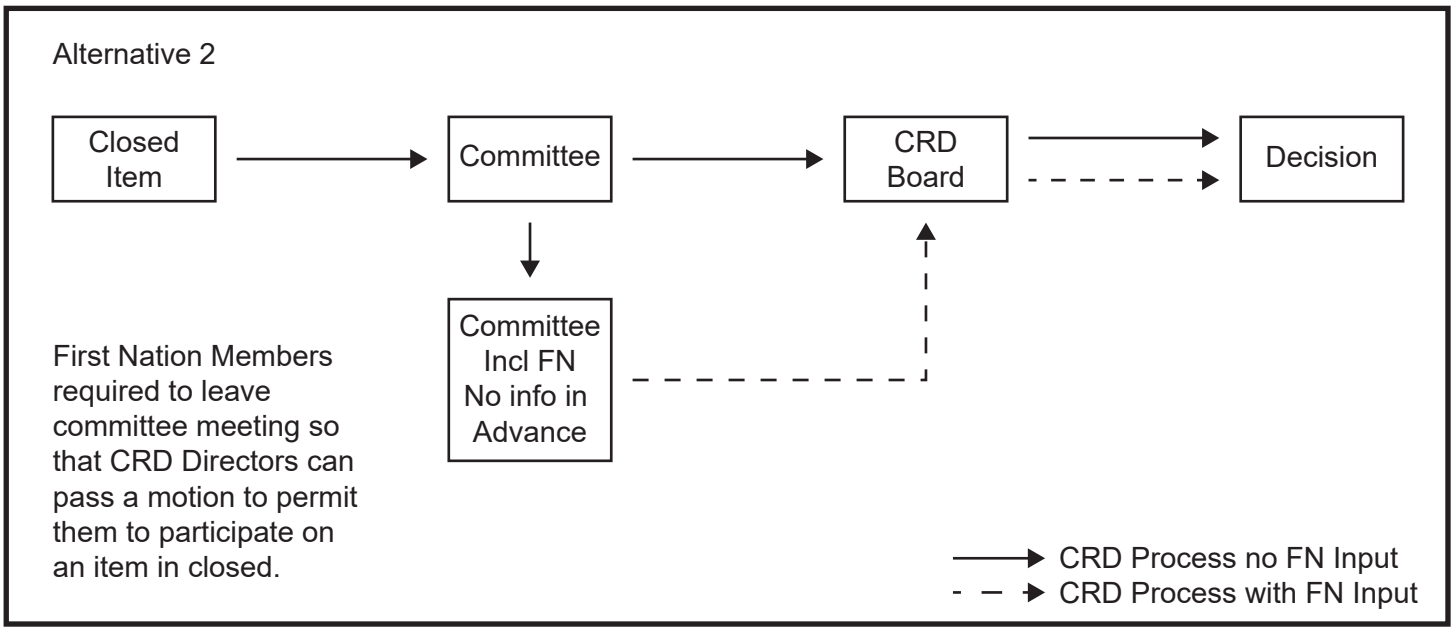
Submitted by:	Don Elliott, MUP, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

Attachment(s)

Appendix A: Closed Item Process Diagram

Appendix A: Closed Meeting Process Diagram





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REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 25, 2020

SUBJECT **Amendment to CRD Board Remuneration and Travel Expense Reimbursement Policy to Include First Nation Members**

ISSUE SUMMARY

To amend the CRD Board Remuneration and Travel Expense Reimbursement Policy (the Policy) to support remuneration and reimbursement of First Nation Members when they participate on CRD Board standing, advisory, select committees and commissions where the Policy permits.

BACKGROUND

First Nations do not have access to dedicated resources to support participation and engagement on CRD committees or commissions and the time that Chiefs and councilors would be spending informing CRD activities would draw down on their capacity to support the core work of their Nations. Within this context, it is important to acknowledge the contributions of First Nation Members when they participate on CRD committees or commissions by offering compensation.

In December 2016, the CRD Board adopted the suite of recommendations contained within the Year End Report on the Activities of the Special Task Force on First Nations Engagement which included the following:

- Direct staff to develop options for increased resourcing and financial implications to accommodate greater participation, engagement and reconciliation.

The Special Task Force on First Nations Relations: Final Report, adopted by the CRD Board in October 2018, includes the recommendation:

- That the Board pursue a proposed First Nations Remuneration Policy, and direct staff to provide recommendations for consideration by the incoming Board.

The CRD Board adopted the following in March 2020:

- That staff bring back draft changes to the Capital Regional District Board Remuneration and Travel Expense Reimbursement Policy that outlines remuneration for First Nations elected representatives participating on CRD Standing Committees, Commissions and other Board appointed bodies; as well as a draft First Nations Remuneration Policy that establishes compensation for specific cultural, technical or subject matter expertise on CRD projects and activities.

At the Special CRD Board meeting of October 28, the recommendation was adopted:

- That $75,000 be included in the Provisional Budget to support the planned amendments to the Board Remuneration and Travel Reimbursement Policy.

The recommendation being considered within this staff report is specific to supporting remuneration when First Nation Members participate in CRD governance. Compensation for cultural works is being advanced in a separate staff report.

ALTERNATIVES

Alternative 1
The First Nations Relations Committee and the Governance and Finance Committee recommends to the Capital Regional District Board:

a. That the proposed amendments to the Board Remuneration and Travel Expense Reimbursement Policy are approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11.
b. That the amended Schedule 1 of the Board Remuneration and Travel Reimbursement Policy is approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11, thereby setting the remuneration rates for First Nation Members at $110 per committee/commission meeting for only those identified in the policy, including expenses.

Alternative 2
The First Nations Relations Committee and the Governance and Finance Committee recommends to the Capital Regional District Board:

a. That the proposed amendments to the Board Remuneration and Travel Expense Reimbursement Policy are approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11.
b. That the amended Schedule 1 of the Board Remuneration and Travel Reimbursement Policy is amended to set the remuneration rate for First Nation Members at $250 per committee/commission meeting for only those identified in the policy, including expenses.
c. That the amended Schedule 1 is approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11.

Alternative 3
The First Nations Relations Committee recommends to the Capital Regional District Board:
That this report be referred back to staff for additional information.

IMPLICATIONS

Intergovernmental Implications
The current remuneration levels outlined in the Policy establish two rates that includes a flat rate of $110 per meeting for Alternate CRD/CRHD Board Directors and an annual stipend of $5,981 for CRD Directors. The annual stipend is the identified amount for CRD/CRHD Directors when they participate on a Board Standing Committee that is in addition to their base stipend amount that includes CRD/CRHC Board, Committee of the Whole meetings and two Standing Committees. Given the flexibility built into the model for more inclusive governance and the likelihood that First Nations will participate in an interest-based way, a per meeting approach has been pursued for First Nation Members.

Alternative 1
Amending CRD policy to remunerate First Nation Members when participating in CRD governance is intended to provide a fair and reasonable level of compensation to First Nations when they make the commitment to serve their communities though engaging in discussions on regional matters. This level of remuneration proposed, though not intended to be the primary motivating factor, considers time spent reviewing agenda packages and attending meetings and

is consistent with the level of remuneration provided to Alternate Directors. However, this amount is less than what First Nations typically consider to be appropriate compensation for this type of work and may inadvertently act as a barrier to participation. First Nations Chiefs or councillors may feel the level of remuneration provided does not align with their expectations or what they tend to remunerate themselves for similar time commitments and activities.

Alternative 2
The CRD's Statement of Reconciliation acknowledges the gap in wealth between First Nations and settler governments. This alternative looks to align CRD remuneration rates for First Nation Members with those levels the First Nations pay themselves as a baseline and is intended to acknowledge that effective participation may require more than a quick review of the material in advance of a meeting. The higher rate suggested in Alternative 2 goes beyond that which is provided to an Alternate Director, but is less than what a CRD Director would be remunerated though an annual stipend when broken down by meeting. Alternative 2 establishes a third rate for remuneration that is specific to First Nation Members.

Financial Implications
The Board has allocated a total of $75,000 in the 2021 provisional budget to support the remuneration of First Nation members and related expenses. This figure is based on the potential cost implications associated with an estimated level of participation on committees. To manage budget uncertainty and the potential of cost overruns resulting from specific First Nation Members attending significant number of meetings, staff have included a celling for First Nation remuneration in the Policy. Regardless of the specific remuneration level, the Annual Community Maximum remains fixed at $8,250 per First Nation. Should a single community be projected to exceed their annual maximum, a discussion between the First Nation and CRD staff will determine an appropriate course of action based on interests, resource availability and budgetary constraints. The intention of the Annual Community Maximum is to ensure that each First Nation receives an equitable allocation of funds to support remuneration as the model for inclusive governance is introduced. This figure and its utilization will likely need to be revised over time as the degree of participation and cost implications becomes more fully understood.

Alternative 1
This alternative allows for a very high level of participation with low risk of a First Nation exceeding their Annual Community Maximum and presents a minimal likelihood of any cost overruns associated with First Nation Member remuneration.

Alternative 2
There is a risk with this higher remuneration rate that some First Nations quickly bump up against their Annual Community Maximum and the exhaustion of their allocated funds. In order to not have the Annual Community Maximum be a barrier to further participation, the CRD would likely need to identify additional resources, which could result in a overspending on this particular budget item. It may also be possible that some First Nation indicate they will not use all of their available funds in which case these could be re-profiled to support another First Nation.

Operational Implications
Remuneration will be disbursed through an agreement between the CRD and the First Nation government that details the remuneration schedule and payment terms for First Nation Member participation. Remuneration payments will be made directly to the First Nation at regular intervals

and will provide the First Nation with a clear overview of who attended which meetings and the remuneration owed to each appointed First nation Member or their alternate for the service provided. The CRD will rely on the First Nation to then distribute this in a manner that it determines to be appropriate.

Alignment with Board & Corporate Priorities
This aligns with Board Priority of First Nations Reconciliation and supports taking measurable steps toward developing respectful government-to-government relationships and partnerships with First Nations to foster shared prosperity for all.

Alignment with Existing Plans & Strategies
This work aligns with the CRD's Task Force Report on First Nations Relations and its statement of Reconciliation: "When First Nations wish to participate in our decision-making process then we will support them."

CONCLUSION

The ability for the CRD to appropriately compensate First Nation Members for their time and expertise as well as acknowledging their important responsibilities as representative government within their communities will play an important role in supporting the first steps towards more inclusive governance. It will not be the only motivating factor, but it is important to strike the right balance given the time required and the other pressing priorities for First Nations' elected officials. It should also be noted that the Policy will be reviewed periodically as directed by the Board so if the amount is determined to require adjustment, a process for this is already built in.

RECOMMENDATION

The First Nations Relations Committee and the Governance and Finance Committee recommends to the Capital Regional District Board:

a. That the proposed amendments to the Board Remuneration and Travel Expense Reimbursement Policy are approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11.
b. That the amended Schedule 1 of the Board Remuneration and Travel Reimbursement Policy is approved pending the adoption of Bylaw No. 4368, Capital Regional District Procedures Bylaw, 2012, Amendment Bylaw No. 11, thereby setting the remuneration rates for First Nation Members at $110 per committee/commission meeting for only those identified in the policy including expenses.

Submitted by:	Don Elliott, MUP, Manager, First Nations Relations
Concurrence:	Chris Neilson, MBA, CPHR, Senior Manager, Human Resources & Corporate Safety
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Board Remuneration and Travel Expense Policy
Appendix B: Schedule 1 – CRD Board Remuneration and Travel Expense Policy

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CAPITAL REGIONAL DISTRICT
BOARD POLICY

Policy Type	Board		
Section	Policies, Procedures, Manuals		
Title	Board Remuneration and Travel Expense Reimbursement		
Adopted Date	September 9, 2015	Policy Number	4.00(HR)
Last Amended	February 10, 2020		
Policy Owner	Human Resources		

1. POLICY:

Board of Directors Remuneration and Travel Expense Policy.

2. PURPOSE:

To outline Board remuneration and travel expense reimbursement guidelines. The CRD Board approved a new Board remuneration framework on September 9, 2015. A primary driver for establishing a CRD Board remuneration philosophy was to recognize the significant amount of commitment required of Directors and to design an approach that would assist with engagement as well as attendance.

3. SCOPE:

The policy applies to all CRD Board Directors, Commission members, First Nations Members and certain Board appointees to external Board.

4. DEFINITIONS:

"board remuneration" means any compensation paid to Board Directors, certain Commission members, First Nations Members and Board appointees to external Boards as approved by the CRD Board in exchange for undertaking CRD business activities.

5. PROCEDURE:

1. All Board Directors, certain Commission members, Municipal Councillors, First Nations Members and certain Board appointees to external Boards shall receive an annual stipend and/or a payment per meeting and travel expenses as per CRD Board Remuneration and Travel Expense Policy - Schedule 1.

2. Eligibility for payments is defined in CRD Directors Appointments by Committees, Commissions to External Board - Schedule 2.

3. The remuneration amounts will be adjusted annually, by CRD Payroll Services, based on

the Consumer Price Index for the Victoria area for the twelve months ending December 31 of the preceding year – Schedule 3.

4. The remuneration structure will be reviewed periodically as directed by the Board.

6. SCHEDULE:

A. Schedule 1 - CRD Board Remuneration and Travel Expense Policy
B. Schedule 2 - Remuneration Eligibility Table
C. Schedule 3 - CRD Board Remuneration Philosophy

7. AMENDMENT(S):

Adoption Date	**Description:**
September 9, 2015 (Revised April 18, 2016)	*Approved by the Board*
April 12, 2017 (eff. January 1, 2017)	*Amendment 1, approved by the Board*
May 9, 2018 (eff. January 1, 2019)	*Amendment 2, approved by the Board*
February 10, 2020 (Schedule 1 and 2 updates)	*Amendment 3, approved by Human Resources (eff January 2020 Schedule 1; December 2019 Schedule 2)*

8. REVIEW(S)

Review Date	**Description:**
December 9, 2020	Proposed amendment to include First Nation Members. Pending approval by the Board.

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

Board Procedures Bylaw No. 3828

CRD Board Remuneration and Travel Expense Policy – Schedule 1
Effective January 1, 2020

		REMUNERATION	EXPENSE ALLOWANCE	TOTAL
	ANNUAL STIPENDS Paid periodically throughout the year (currently, biweekly)			
1	**CRD / CRHD Board Directors** *Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments* **where defined as a standing committee in bylaws or terms of reference AND members are appointed by the Board Chair*	13,559	6,779	**20,338**
2	**Electoral Area Directors (additional)**	26,136	13,068	**39,204**
3	**CRD Board Chair** (additional)	19,940	9,970	**29,910**
4	**CRD Board Vice-Chair** (additional)	3,987	1,994	**5,981**
5	**CRHD Board Chair** (additional) *(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)*	3,987	1,994	**5,981**
6	**Board Standing Committee Chair, CRD Arts Commission Chair & Solid Waste Advisory Commission Chair** (additional) *(when appointed by CRD Board Chair)*	1,994	997	**2,991**
7	**Additional Board Standing Committee(s)** (additional) *(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)*	3,987	1,994	**5,981**
	PER MEETING PAYMENTS Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance			
8	**Alternate CRD/CRHD Board Director and Acting Standing Committee Chair**	73	37	**110**
9	**CRD Board Directors - Local & Sub-Regional Commission/Committee Meetings** Does not apply when: i. Commission /Committee within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the Commission iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other	73	37	**110**

10	**First Nation Member appointees to eligible CRD committee (See Footnote 8)**	73	37	**110**
11	**CRD Board Directors – appointed by CRD to External Board** Does not apply when: i. External Board falls within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the External Board iii. The External Board is not eligible for payment by Act, Regulation, Bylaw or other	73	37	**110**
12	**CRD Municipal Directors who vote on Part 26 Decisions of Juan de Fuca Electoral Area** Applies only when: a. Attendance at a JDFEA land use committee meeting of which the director is a member b. Attendance at any land use public hearing of the JDFEA regarding an area where the director is eligible to vote on decisions at the CRD Board Does not apply to the Electoral Area Director	73	37	**110**
13	**Alternate CRD Electoral Area Director attending formal Local and Sub-Regional Commission meetings in place of the Electoral Area Director**	73	37	**110**
14	**All Commissioners - Regional Water Supply Commission**	73	37	**110**
15	**Forum of Councils – First Nations, Municipal Councilors and Directors**	73	37	**110**
	TRAVEL EXPENSES			
16	**All Director or First Nation Member Travel - to and from meetings where the Director or First Nation Member is a member**	$0.50	Per km. for regularly constituted meetings of Board, Commissions, Standing, and Select Committees	
	DIRECTOR TRAVEL Within Capital Region/Vancouver Island and Lower Mainland			
17	**Travel by Personal Automobile**	$0.50	Per kilometre	
18	**Travel by Bus, Train, Ferry, Air (economy class)**	Actual expense	Payable upon receipt	
	DIRECTOR TRAVEL Outside Capital Region/Vancouver Island and Lower Mainland			
19	**Travel by Personal Automobile**	$0.50	Per kilometre	
20	**Travel by Bus, Train, Ferry, Air (economy class), Car Rental (mid-size)**	Actual expense	Payable upon receipt	
21	**Electoral Area Director Travel - within Electoral Area**	$0.50	For travel greater than 10km from EA Director's residence within the EA or their office, provided the destination is a place to conduct EA business	

22	**CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs**		$0.50	For any business travel of the Board or Standing Committee, provided the expenses are incurred outside the municipality or EA which the Chair represents
	MEALS			
23	**For Travel Requiring Greater-Than 24 Hours from Place of Residence**		$63	Per diem allowance for meals, gratuities, parking, local calls
	For Travel Requiring Less-than 24 Hours from Place of Residence			
24	- Breakfast		$10.50	See Footnote 1
25	- Lunch		$21.00	See Footnote 1
26	- Dinner		31.50	See Footnote 1
	OTHER			
27	**Seminars, Courses, Conferences, Meetings**		Actual Cost	Registration Fees paid for single participation (Receipt required)
28	**Accommodation**		Actual Cost	Based on single occupancy
29	**Taxi Expenses**		Actual Cost	Receipts are required
30	**Long Distance Telephone Calls**		Actual Cost	Receipts are required

FOOTNOTE

(1) Meal payments will be paid as follows:

	If Departure Prior to:	7:00am	Breakfast, Lunch, Dinner
		12:00noon	Lunch, Dinner
		6:00pm	Dinner
	If Return After:	12:30pm	Breakfast, Lunch
		6:00pm	Breakfast, Lunch, Dinner
		6:00pm	Breakfast, Lunch, Dinner

Remuneration Eligibility Table

(as of December 11, 2019)

Regional Board and Standing Committees	See Footnote
Capital Regional District Board	1
Capital Regional Hospital District Board	1
Capital Region Housing Corporation Board	1, 6
Climate Action Inter-Municipal Task Force	7
Committee of the Whole	1
Core Area Liquid Waste Management Committee	1, 2, 8
Electoral Areas Committee	1, 2
Environmental Services Committee	1, 2, 8
First Nations Relations Committee	1, 2, 8
Governance and Finance Committee	1, 2, 8
Hospitals and Housing Committee	1, 2, 8
Planning, Transportation and Protective Services Committee	1, 2, 8
Regional Parks Committee	1, 2, 8
Solid Waste Advisory Committee	7

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

8. Payments to be made to respective First Nations Governments on behalf of First Nation Member appointees following attendance at the meeting. Payments for attendance and expenses shall not exceed $8,250 per year per First Nation. Note that First Nation participation is only permitted where the specific committee Terms of Reference allow.

Director Appointments to Local & Subregional Commissions	See Footnote
Arts Commission	3
East Sooke Fire Protection and Emergency Response Service Commission	4
East Sooke Advisory Planning Commission	4
Fernwood Dock Management Commission	4
Galiano Island Parks and Recreation Commission	4
Juan de Fuca Board of Variance	4
Juan de Fuca Electoral Area Parks and Recreation Advisory Commission	4
Juan de Fuca Land Use Committee	4
Juan de Fuca Water Distribution Commission	3, 4
Lyall Harbour/Boot Cove Water Local Services Committee	4
Magic Lake Estates Water and Sewer Committee	4
Mayne Island Parks and Recreation Commission	4
North Galiano Fire Protection and Emergency Response Service Commission	4
Otter Point Advisory Planning Commission	4
Otter Point Fire Protection and Emergency Response Service Commission	4
Pender Islands Parks and Recreation Commission	4
Peninsula Recreation Commission	3
Port Renfrew Fire Protection and Emergency Response Service Commission	4
Port Renfrew Utility Services Committee	4
Regional Housing Trust Fund Commission	3
Regional Water Supply Commission	5
Saanich Peninsula Wastewater Commission	3
Saanich Peninsula Water Commission	3
Salt Spring Island Community Economic Development Commission	4
Salt Spring Island Electoral Area Emergency Program Advisory Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Director Appointments to Local & Subregional Commissions (con't)	See Footnote
Salt Spring Island Parks and Recreation Advisory Commission	4
Salt Spring Island Transportation Commission	4
Saturna Island Parks and Recreation Commission	4
Shirley Fire Protection and Emergency Response Service Commission	4
Shirley/Jordan River Advisory Planning Commission	4
Skana Water Service Committee	4
Sooke and Electoral Area Parks and Recreation Commission	3, 4
Southern Gulf Islands Community Economic Sustainability Commission	4
Southern Gulf Islands Electoral Area Emergency Advisory Commission	4
Southern Gulf Islands Harbours Commission	4
Southern Gulf Islands Public Library Commission	4
SSI - Beddis Water Service Commission	4
SSI - Cedar Lane Water Service Commission	4
SSI - Cedars of Tuam Water Service Commission	4
SSI - Fernwood Water Local Service Commission	4
SSI - Fulford Water Service Commission	4
SSI - Ganges Sewer Local Services Commission	4
SSI - Highland Water and Sewer Services Commission	4
SSI - Salt Spring Island Liquid Waste Disposal Local Service Commission	4
Sticks Allison Water Local Service Committee	4
Surfside Park Estates Water Service Committee	4
Traffic Safety Commission	3
Victoria Family Court and Youth Justice Committee	3
Water Advisory Committee	6
Wilderness Mountain Water Service Commission	4
Willis Point Fire Protection and Recreation Facilities Commission	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

Regional Board Appointments to External Boards	See Footnote
Capital Regional Emergency Services Telecommunications	5
Greater Victoria Coalition to End Homelessness Society	6
Greater Victoria Harbour Authority Board	5
Greater Victoria Labour Relations Board	3
Gulf Islands National Park Reserve Advisory Board	4
Island Corridor Foundation Board	5
Municipal Finance Authority	5
Pender Islands' Fire Protection Society	4
Regional Representative to the Treaty Table	3
Royal and McPherson Theatres Society Advisory Committee	7
Royal and McPherson Theatres Society Board	3
Salt Spring Island Ferry Advisory Committee	4
Sooke Historical Society	4
Southern Gulf Islands Ferry Advisory Committees	4
Vancouver Island Regional Library	4

Footnotes:

1. Within Director's core responsibilities

2. Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees

3. Eligible for per meeting payment

4. Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director

5. Not eligible for payment: Commission/Board already makes a payment for attendance

6. Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw or other

7. Not eligible for payment: Sub-Committee to a Standing Committee or other

CRD Board Remuneration Philosophy

(Effective January 1, 2016)

- a base Director annual stipend as the average paid to CRD member councilors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments; and

- an additional annual stipend to Electoral Area Directors which recognizes all additional Electoral Area work including Electoral Area Commission commitments; and

- an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees; and

- additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Region Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair *[amended effective January 1, 2017];* and CRD Directors who are involved on more than two Standing Committees; and

- per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external boards (except where remuneration is already paid and/or not eligible); and

- per meeting payments to Alternate Directors consistent with payments made by other Regional Districts; and

- that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

Making a difference...together

REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, JANUARY 06, 2021

SUBJECT **Bylaw Nos. 4399 and 4400: Security Issuing Bylaws, Spring 2021**

ISSUE SUMMARY

Approval of the security issuing bylaws for borrowings by the Capital Regional District (CRD) and for borrowings by the District of Saanich.

BACKGROUND

Under Sections 410 and 411 of the *Local Government Act*, the CRD must adopt a security issuing bylaw to provide for the issue of debentures or other debt for all or any part of the debt authorized under loan authorization bylaws for its own borrowings and on behalf of municipalities requesting debt.

Debt issuance is undertaken twice annually by the Municipal Finance Authority (MFA). The process requires the CRD Board to adopt separate security issuing bylaws for each borrower. The approved bylaws are then submitted to the Ministry of Municipal Affairs for approval.

The CRD is requesting the issue of securities as follows in Table 1 below:

TABLE 1: Capital Regional District - Financial Plan Borrowing – ($ Millions)

Security Issuing Bylaw No.	Service	LOAN AUTHORIZATION				Term of issue	Issue amount ($M)	Notes
		Bylaw No.	Authorized ($M)	Borrowed ($M)	Remaining ($M)			
4399	Regional Parks	4142	$6.10	$4.56	$1.54	10	$1.04	E&N Rail Trail – Humpback Connector
	Magic Lake Estates Wastewater System	4320	$6.00	$0.00	$6.00	30	$2.50	Magic Lake Estates Wastewater System Upgrade
	TOTAL						**$3.54**	

Municipal requests for the Spring MFA issue have been submitted by the District of Saanich. The requests are outlined in Table 2 below.

TABLE 2: Municipal Borrowings – District of Saanich – ($ Millions)

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount ($M)	Notes
		Bylaw No.	Authorized ($M)	Borrowed ($M)	Remaining ($M)			
4400	District of Saanich	9559	$1.5	$0.0	$1.5	15	$1.5	Sewer Capital Program
	District of Saanich	9560	$2.4	$0.0	$2.4	15	$2.4	Storm Drainage Capital Program
	District of Saanich	9561	$2.3	$0.0	$2.3	15	$2.3	Transportation Capital Program
	District of Saanich	9562	$1.0	$0.0	$1.0	15	$1.0	Parks Capital Program
	TOTAL						**$7.2**	

Pursuant to Section 182 of the *Community Charter*, municipality borrowing under a loan authorization bylaw must be undertaken by the applicable regional district on behalf of the municipality. Pursuant to Section 410 of the *Local Government Act*, the regional district will finance the loan authorization bylaw of a municipality approved under the *Community Charter*. This will permit the municipality to access long-term borrowing through the Municipal Finance Authority for the upcoming issue.

ALTERNATIVES

Alternative 1
The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4399, "Security Issuing Bylaw No. 1, 2021", be introduced and read a first, second, and third time;
2. That Bylaw No. 4399 be adopted;
3. That Bylaw No. 4400, "Security Issuing Bylaw No. 2, 2021", be introduced and read a first, second, and third time;
4. That Bylaw No. 4400 be adopted;

Alternative 2
That adoption of Bylaw Nos. 4399 and 4400 be deferred back to staff for amendments.

IMPLICATIONS

Financial Implications

The CRD funds large capital projects with long term borrowings in order to mitigate the risk of interest rate fluctuation and to spread the capital costs of facilities over current and future users.

Municipal borrowings are supported by municipal resolution and debt servicing levels are below liability servicing limits. For the municipal borrowings, there is no direct financial impact to the CRD. The debt is issued to the municipalities through the security of the regional district and all principal and interest payments are paid for by the respective municipalities.

Borrowing and Rate Details

Each new issue will generally be for a 10 year term, which means the lending rate is set from the date of funding for a period of 10 years. Local governments have the option to borrow for periods ranging from of 5 to 30 years; therefore, any terms that exceed the 10 year period will have the lending rate reset starting in year 11. Typically, the rate will be reset for the next 5 years covering the start of year 11 to the end of year 15, and this "5 year reset process" will continue as required (i.e. until loan obligations mature). The MFA's long term 10 year borrowing rate is currently 1.64%.

Current indicative market interest rates are provided by the Municipal Finance Authority of BC and these form the starting point for internal CRD budget purposes:

Time Horizon	MFABC – Indicative Rates
5 years	1.00%
10 years	1.64%
15 years	2.12%
20 years	2.36%
25 years	2.36%
30 years	2.36%

CONCLUSION

The CRD through security issuing bylaw is enabled to borrow from the MFA for both regional district and municipal borrowings. For municipalities, the requisite loan authorization bylaws, provincial certificates of approval and municipal resolutions for the proposed security issuing bylaws are in place. The services and municipalities requesting the borrowing will bear the resulting debt service costs. Approval of these bylaws is recommended to permit participation in MFA's 2021 Spring debt issuance.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4399, "Security Issuing Bylaw No. 1, 2021", be introduced and read a first, second, and third time;
2. That Bylaw No. 4399 be adopted;
3. That Bylaw No. 4400, "Security Issuing Bylaw No. 2, 2021", be introduced and read a first, second, and third time;
4. That Bylaw No. 4400 be adopted;

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

ATTACHMENT(S)

Appendix A: Bylaw No. 4399, Security Issuing Bylaw No. 1, 2021
Appendix B: Bylaw No. 4400, Security Issuing Bylaw No. 2, 2021

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4399

****

A BYLAW TO AUTHORIZE ENTERING INTO AN AGREEMENT RESPECTING FINANCING BETWEEN THE CAPITAL REGIONAL DISTRICT AND THE MUNICIPAL FINANCE AUTHORITY OF BRITISH COLUMBIA

****

WHEREAS:

A. The Municipal Finance Authority of British Columbia (the "Authority") may provide financing of capital requirements for Regional Districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the Regional District on whose request the financing is undertaken;

B. Under the provisions of section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, and the amount being issued under the authority thereof by this bylaw;

C. The table contained in this bylaw is to provide clarity and information for the purposes of this bylaw;

D. The Board of the Capital Regional District (the "Regional District") hereby requests that such financing shall be undertaken through the Authority.

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

1. The Authority is hereby requested and authorized to finance from time to time the undertakings, as further described in the Loan Authorization Table below, at the sole cost and on behalf of the Regional District up to, but not exceeding Three Million, Five Hundred and Forty Thousand Dollars ($3,540,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed $3,540,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

Security Issuing Bylaw No.	Service	LOAN AUTHORIZATION				Term of issue	Issue amount ($M)	Notes
		Bylaw No.	Authorized ($M)	Borrowed ($M)	Remaining ($M)			
4399	Regional Parks	4142	$6.10	$4.56	$1.54	10	$1.04	E&N Rail Trail – Humpback Connector
	Magic Lake Estates Wastewater System	4320	$6.00	$0.00	$6.00	30	$2.50	Magic Lake Estates Wastewater System Upgrade
	TOTAL						**$3.54**	

2. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.

3. The Agreement in the form of Schedule “A” shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under Section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.

4. The obligation incurred under the said Agreement shall bear interest from a date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at a rate to be determined by the Treasurer of the Authority.

5. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.

6. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Victoria and at such time or times as shall be determined by the Treasurer of the Authority.

7. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the Regional District Loan Authorization Bylaws No. 4142 and 4320 if the anticipated revenues accruing to the Regional District from the operation of the "Regional Parks Extended Service Establishment Bylaw No. 1, 1989" and the "Outer Gulf Islands Magic Lake Estates Sewage System Local Service Establishment Bylaw, 1990" services are at any time insufficient to meet the annual payment of interest and the repayment of principal in any year, there shall be requisitioned an amount sufficient to meet such insufficiency.

8. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Board of the Regional District shall make due provision to discharge such liability.

9. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.

10. This bylaw may be cited as "Security Issuing Bylaw No. 1, 2021".

READ A FIRST TIME THIS	th	day of	202_
READ A SECOND TIME THIS	th	day of	202_
READ A THIRD TIME THIS	th	day of	202_
ADOPTED THIS	th	day of	202_

_____ _____

CHAIR CORPORATE OFFICER

Schedule “A” to Bylaw # ____

CANADA

PROVINCE OF BRITISH COLUMBIA

AGREEMENT

Regional District of _____

The Regional District of _____ (the “Regional District”) hereby promises to pay to the Municipal Finance Authority of British Columbia (the “Authority”) at its Head Office in Saanich, British Columbia, the sum of _____ DOLLARS ($_____) in lawful money of Canada, together with interest thereon from the ____ day of _____ 20__, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the ____ day of _____ 20___, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at _____, British Columbia, this ____ day of _____, 20____.

IN TESTIMONY WHEREOF and under the authority of Bylaw # _____ cited as “_____ _____”, this Agreement is sealed with the Corporate Seal of the Regional District of _____ and signed by the Chair and Treasurer thereof.

_____
Chair

_____
Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

_____
Deputy Inspector of Municipalities of British Columbia

PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

Date of Payment	Total Payment	Principal/Sinking Fund Deposit	Interest
	$	$	$
	$	$	$
	$	$	$

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4400

****

A BYLAW TO AUTHORIZE THE ENTERING INTO AN AGREEMENT RESPECTING FINANCING BETWEEN THE CAPITAL REGIONAL DISTRICT AND THE MUNICIPAL FINANCE AUTHORITY OF BRITISH COLUMBIA

****

WHEREAS

A. The Municipal Finance Authority of British Columbia (the "Authority") may provide financing of capital requirements for regional districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the regional district on whose request the financing is undertaken;

B. The District of Saanich is a member municipality of the Capital Regional District (the "Regional District");

C. The Regional District will finance from time to time on behalf of and at the sole cost of its member municipalities, under the provisions of Section 410 of the *Local Government Act*, the works financed pursuant to the herein mentioned loan authorization bylaws;

D. Under the provisions of Section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, the amount being issued under the authority thereof by this bylaw, and the term of the debt are included in this bylaw;

E. The tables contained in this bylaw are to provide clarity and information for the purposes of this bylaw;

F. The Regional Board, by this bylaw, hereby requests such financing shall be undertaken through the Authority.

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

1. The Regional Board hereby consents to financing the debt of District of Saanich and further described in the Municipal Loan Authorization Bylaws table, in the amount of Seven Million and Two Hundred Thousand Dollars ($7,200,000) in accordance with the following terms.

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount ($M)	Notes
		Bylaw No.	Authorized ($M)	Borrowed ($M)	Remaining ($M)			
4400	District of Saanich	9559	$1.5	$0.0	$1.5	15	$1.5	Sewer Capital Program
	District of Saanich	9560	$2.4	$0.0	$2.4	15	$2.4	Storm Drainage Capital Program
	District of Saanich	9561	$2.3	$0.0	$2.3	15	$2.3	Transportation Capital Program
	District of Saanich	9562	$1.0	$0.0	$1.0	15	$1.0	Parks Capital Program
	TOTAL						**$7.2**	

2. The Authority is hereby requested and authorized to finance from time to time the above noted undertakings, and further described in the Municipal Loan Authorization Bylaws table, at the sole cost and on behalf of the District of Saanich up to, but not exceeding Seven Million and Two Hundred Thousand Dollars ($7,200,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed Seven Million and Two Hundred Thousand Dollars ($7,200,000) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

3. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or

Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.

4. The Agreement in the form of Schedule “A” shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.

5. The obligation incurred under the said Agreement shall bear interest from a date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at a rate to be determined by the Treasurer of the Authority.

6. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.

7. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.

8. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the District of Saanich Loan Authorization Bylaw # 9559, 9560, 9561 and 9562 there shall be requisitioned annually an amount sufficient to meet the annual payment of interest and the repayment of principal.

9. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.

10. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to Section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.

11. This bylaw may be cited as "Security Issuing Bylaw No. 2, 2021".

READ A FIRST TIME THIS	th	day of	202_
READ A SECOND TIME THIS	th	day of	202_
READ A THIRD TIME THIS	th	day of	202_
ADOPTED THIS	th	day of	202_

_____ _____

CHAIR CORPORATE OFFICER

Schedule "A" to Bylaw # ____

CANADA

PROVINCE OF BRITISH COLUMBIA

AGREEMENT

Regional District of _____

The Regional District of _____ (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia (the "Authority") at its Head Office in Saanich, British Columbia, the sum of _____ DOLLARS ($_____) in lawful money of Canada, together with interest thereon from the ____ day of _____ 20__, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the ____ day of _____ 20___, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at _____, British Columbia, this ____ day of _____, 20____.

IN TESTIMONY WHEREOF and under the authority of Bylaw # _____ cited as "_____ _____", this Agreement is sealed with the Corporate Seal of the Regional District of _____ and signed by the Chair and Treasurer thereof.

_____
Chair

_____
Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

_____
Deputy Inspector of Municipalities of British Columbia

PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS

Date of Payment	Total Payment	Principal/Sinking Fund Deposit	Interest
	$	$	$
	$	$	$
	$	$	$