



## Notice of Meeting and Meeting Agenda Capital Regional District Board

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Wednesday, January 12, 2022

1:10 PM

6th Floor Boardroom  
625 Fisgard Street  
Victoria, BC

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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. [21-904](#) Minutes of the December 8, 2021 Capital Regional District Board Meeting

**Recommendation:** That the minutes of the Capital Regional District Board meeting of December 8, 2021 be adopted as circulated.

**Attachments:** [Minutes - December 8, 2021](#)

#### 3.2. [22-032](#) Minutes of Previous Committee and Commission Meetings

**Recommendation:** That the minutes of the Regional Arts Facilities Select Committee meeting of March 3, 2021 be adopted as circulated.

**Attachments:** [Minutes - March 3, 2021](#)

### 4. REPORT OF THE CHAIR

### 5. PRESENTATIONS/DELEGATIONS

*In keeping with directives from the Province of BC, there is limited space for the public to attend CRD Board meetings in-person at this time. However, the public may continue to view meeting materials and Live Webcasts online. If you wish to attend a meeting in-person, please email [legserv@crd.bc.ca](mailto:legserv@crd.bc.ca).*

*CRD encourages delegations to participate electronically. Please complete the online application for "Addressing the Board" on our website and staff will respond with details.*

*Alternatively, you may email your comments on an agenda item to the CRD Board at [crdboard@crd.bc.ca](mailto:crdboard@crd.bc.ca).*

#### 5.1. Presentations

#### 5.2. Delegations

**6. CONSENT AGENDA**

- 6.1.**      [22-004](#)      Royal and McPherson Theatres Services Advisory Committee 2022  
Terms of Reference
- Recommendation:**   The Finance Committee recommends to the Capital Regional District Board:  
That the 2022 Royal and McPherson Theatres Services Advisory Committee Terms of  
Reference attached at Appendix A be approved.  
(NWA)
- Attachments:**        [Staff Report: RMTSAC 2022 Terms Of Reference](#)  
[Appendix A: RMTSAC 2022 ToR](#)
- 6.2.**      [22-003](#)      Capital Regional District 2021 Audit Planning Discussion
- Recommendation:**   The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Regional District 2021 Audit Plan developed by KPMG be approved.  
(NWA)
- Attachments:**        [Staff Report: CRD 2021 Audit Planning Discussion](#)  
[Appendix A: CRD 2021 Audit Planning Report KPMG](#)
- 6.3.**      [21-676](#)      Municipal Finance Authority - Debt Issuance Terms
- Recommendation:**   [At the December 8, 2021 Capital Regional District Board meeting, the Municipal  
Finance Authority - Debt Issuance Terms report was received for information and  
referred back to the Finance Committee for further discussion on the implications.  
At the January 5, 2022 Finance Committee meeting, the following motion arising was  
carried:]  
That the Finance Committee recommends to the Capital Regional District Board:  
That this item be referred back to staff to bring an information report back through the  
Finance Committee.  
(NWA)
- Attachments:**        [Staff Report: Municipal Finance Authority - Debt Issuance Terms](#)  
[Appendix A: Magic Lake Notice Assent Voting Opportunity](#)  
[Appendix B: Rate Analysis](#)
- 6.4.**      [22-007](#)      Update on the Municipal Finance Authority Product Offerings
- Recommendation:**   The Finance Committee recommends to the Capital Regional District Board:  
That the Update on the Municipal Finance Authority Product Offerings report be  
received for information.  
(NWA)
- Attachments:**        [Staff Report: Update on the Municipal Finance Authority Product Offerings](#)  
[Appendix A: DMAC Overview](#)  
[Appendix B: MFA DMAC Presentation](#)

**6.5.      [22-006](#)      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: External Grants Dashboard](#)

**6.6.      [22-030](#)      2022 Committee and External Membership Appointments - Update #1**

**Recommendation:** That the Board receive for information the updated 2022 Committee and External  
Membership Appointments as attached.  
(NWA)

**Attachments:**      [2022 Board and Committee Membership Appointments](#)

**7. ADMINISTRATION REPORTS****7.1.      [22-012](#)      CAO Quarterly Progress Report No. 4 - 2021**

**Recommendation:** That the CAO Quarterly Progress Report No. 4 - 2021 be received for information.  
(NWA)

**Attachments:**      [Staff Report: CAO Quarterly Progress Report No. 4, 2021](#)  
                         [Appendix A: Photographs of Corporate Activities and Initiatives](#)  
                         [Appendix B: Board Priorities Dashboard Q4, 2021](#)  
                         [Appendix C: Board Priorities Dashboard - Summary of Completed Actions](#)  
                         [Appendix D: Corporate Climate Change Initiatives](#)  
                         [Appendix E: Advocacy Dashboard Progress Q4, 2021](#)  
                         [Appendix F: Operating Variance Report Q3, 2021](#)  
                         [Appendix G: Capital Variance Report Q3, 2021](#)  
                         [Appendix H: Human Resources Trends and Corporate Safety Q3, 2021](#)

**7.2.      [22-022](#)      Community Emergency Preparedness Fund: Evacuation Route  
Planning Grant - Motion of Support**

**Recommendation:** That the Capital Regional District Board support an application to the Union of British  
Columbia Municipalities Community Emergency Preparedness Fund for the Evacuation  
Route Planning grant and direct staff to provide overall grant management.  
(NWA)

**Attachments:**      [Staff Report: Community Emerg Prep. Fund-Motion Support](#)

**8. REPORTS OF COMMITTEES****Finance Committee**

**8.1.      [22-008](#)      Bylaw No. 4476: Security Issuing Bylaw, Spring 2022**

**Recommendation:** The Finance Committee recommends to the Capital Regional District Board:  
1. That Bylaw No. 4476, "Security Issuing Bylaw No. 1, 2022", be introduced and read a first, second, and third time; and  
2. That Bylaw No. 4476 be adopted.  
(WA, 2/3 on adoption)

**Attachments:**      [Staff Report: Bylaw No. 4476 Security Issuing Spring 2022](#)  
                             [Appendix A: Bylaw 4476 Security Issuing Bylaw No.1, 2022](#)

**8.2.      [22-010](#)      Motion with Notice: Socially and Environmentally Responsible Investing (Directors Taylor and Loveday)**

**Recommendation:** The Finance Committee recommends to the Capital Regional District Board:  
1. That staff be directed to report back with options to move investments further into alignment with the CRD's stated social and environmental values, including the declaration of a climate emergency;  
2. And that staff be directed to develop a draft policy regarding socially and environmentally responsible investing that could be considered by member local governments.  
(NWA)

**9. BYLAWS****10. NOTICE(S) OF MOTION****11. NEW BUSINESS****12. MOTION TO CLOSE THE MEETING****12.1.      [22-029](#)      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. [1 item]  
2. That the meeting be closed for Labour Relations under Section (90)(1)(c) of the Community Charter. [1 item]  
3. That the meeting be closed for Legal Advice under Section 90 (1)(i) of the Community Charter. [1 item]  
4. That the meeting be closed for Intergovernmental Negotiations in accordance with Section 90(2)(b) of the Community Charter. [1 item]

**13. RISE AND REPORT****14. ADJOURNMENT**



**Voting 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)**

## Meeting Minutes

### Capital Regional District Board

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Wednesday, December 8, 2021

1:10 PM

6th Floor Boardroom  
625 Fisgard Street  
Victoria, BC

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**PRESENT:**

C. Plant (Chair), R. Mersereau (Vice Chair), D. Blackwell, P. Brent (for D. Howe), S. Brice, B. Desjardins (EP), L. Helps, M. Hicks, G. Holman, B. Isitt, D. Kowalewich (for D. Screech), J. Loveday, R. Martin, C. McNeil-Smith (EP), K. Murdoch, G. Orr, J. Ranns, L. Seaton, M. Tait, N. Taylor, 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; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: F. Haynes, D. Howe, D. Screech

The meeting was called to order at 1:20 pm

#### **1. TERRITORIAL ACKNOWLEDGEMENT**

A Territorial Acknowledgement was provided in the preceding meeting.

#### **2. APPROVAL OF THE AGENDA**

**MOVED** by Director Loveday, **SECONDED** by Director Mersereau,  
That the agenda for the December 8, 2021 Session of the Capital Regional District Board be approved with the removal of the following items:  
8.1. Advancing a Full Regional Performing Arts Facilities Service without Alternative Approval Process  
8.2. Options for Sub-regional Performing Arts Facilities Services  
**CARRIED**

#### **3. ADOPTION OF MINUTES**

- 3.1. [21-886](#) Minutes of the November 10, 2021 Capital Regional District Board Meeting

**MOVED** by Director Seaton, **SECONDED** by Director Mersereau,  
That the minutes of the Capital Regional District Board meeting of November 10, 2021 be adopted as circulated.  
**CARRIED**

#### 4. REPORT OF THE CHAIR

This is the last CRD Board meeting of the year and what a year this has been. While it has not been easy, I am proud to see people in our region come together to show incredible resilience, and more importantly, compassion for one another. Each of us has been asked, on several occasions, to do our part to help meet the challenges brought forward by COVID-19 while also facing unprecedented weather events with the drought, heat dome, and atmospheric rivers. Through all of this the Capital Regional District has successfully managed the crucial services and infrastructure we provide delivering drinking water, wastewater treatment, waste management, housing, regional parks, and other vital services. On top of this, some of the important work we have done over the past year includes providing more affordable and supportive homes to people in our region, actively embracing reconciliation and working with First Nations on how to create new decision-making systems together, developing a new solid waste management plan, and advancing and advocating for a more integrated and climate-friendly regional transportation system. The next year is one of opportunities and milestones for this Board and the work will require ongoing focus and determination. As a Board, we will have a check-in on our Strategic Priorities in the spring which will allow us to reaffirm what we need to focus on and prepare for the incoming Board following the next local elections. We have an ambitious climate action program planned and the bylaw is currently out for approval with our local governments. We will pursue next steps for both solid and liquid waste management with the first annual review of the new Solid Waste Management Plan early next year. Our commitment to a more integrated and climate-friendly regional transportation system is unwavering and we will continue to advocate and coordinate to make progress on regional transportation priorities. We are committed to continuing the work of reconciliation and creating relationships with First Nations based on mutual respect and mutual advancement. I hope we can advance relationships with First Nations and develop memorandums of understanding at a government to government level. As I indicated last month, there will be no changes to our committee structures with the exception of Director Desjardins being appointed as Vice-Chair of the First Nations Relations Committee. Thank you for the important work you do on these committees in shaping policy and recommendations that come forward to the Board. Regarding each Committee's terms of reference, I am only proposing one non-technical change for 2022. The terms of reference for standing committees for 2022 reflect a shift in how regional trail recommendations are considered and made. Instead of flowing through the Regional Parks Committee, regional trail matters will now flow through the Transportation Committee to align with the commitment to improve active transportation opportunities as a regional transportation priority. As we prepare for approval of our 2022 budget in March, I wish to state again, that I'm proud of the work we are doing to manage the crucial services and infrastructure we provide, to deliver drinking water, wastewater treatment, waste management, housing, regional parks, and other services, all while keeping the overall impact to taxpayers below inflation. The provisional financial plan impact is unique for each municipality, electoral area and First Nations as each participates in a different set of services with an overall consolidated requisition increase of 1.7% for 2022. And finally, as we leave today and begin to turn our minds to the season's holidays, I would like to wish each and every member of

the Board and the organization peace and joy this winter break. Now let's get on with our meeting!

## 5. PRESENTATIONS/DELEGATIONS

There were no presentations or delegations.

## 6. CONSENT AGENDA

Item 6.8 was removed from the Consent Agenda and moved to be considered under Administration Reports as item 8.8.

**MOVED by Director Helps, SECONDED by Director Blackwell,  
That consent agenda items 6.1. through 6.7. and 6.9. through 6.14. be approved.  
CARRIED**

### 6.1. [21-864](#)

Parcel Tax Roll Review Panel

**1. That the Parcel Tax Roll Review Panel meeting be held on Wednesday, 9 March 2022, at 12:00 pm in Room 652 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 2022:**

- 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**

### 6.2. [21-858](#)

Community Resiliency Initiative Grant: FireSmart Community Funding & Supports

**That the Board support an application to the Union of British Columbia Municipalities Community Resiliency Initiative Fund for the FireSmart Community Funding & Supports program and direct staff to provide overall grant management.**

**CARRIED**

### 6.3. [21-698](#)

Update to CRD Reporting of Serious Misconduct Policy

**That the Capital Regional District's Reporting of Serious Misconduct Policy be updated to ensure the involvement of the Chief Financial Officer in any concern that may have real or perceived financial implications.**

**CARRIED**

### 6.4. [21-699](#)

Process to Claim Expenses under CRD Board Remuneration and Travel Expense Reimbursement Policy

**That Schedule 1 of the Capital Regional District's Board Remuneration and Travel Expense Reimbursement Policy be updated to include the administrative process for the claiming of expenses, as found in Appendix A.**

**CARRIED**

### 6.5. [21-814](#)

Radio Communication and Broadcasting Antenna Systems Applications for:

1. Section 64, Renfrew District - West Coast Road;
2. District Lot 348, Renfrew District - West Coast Road; and
3. District Lot 319, Renfrew District - West Coast Road.

1. That a statement of concurrence be provided to Rogers Communications for the proposed 63 m radio communication and broadcasting antenna system on Section 64, Renfrew District (LP000028);
2. That a statement of concurrence be provided to Rogers Communications for the proposed 52 m radio communication and broadcasting antenna system on District Lot 348, Renfrew District (LP000029); and
3. That a statement of concurrence be provided to Rogers Communications for the proposed 97 m radio communication and broadcasting antenna system on District Lot 319, Renfrew District (LP000030).

**CARRIED**

**6.6.     [21-890](#)     2022 Juan de Fuca Water Distribution Capital Plan Amendment**

**That the 2022 Juan de Fuca Water Distribution Service Capital Budget and Five Year Capital Plan be amended as shown in Appendix A.**

**CARRIED**

**6.7.     [21-849](#)     Regional Growth Strategy Indicator Report**

**That the Regional Growth Strategy Indicator Report be received for information.**

**CARRIED**

**That the Regional Growth Strategy Indicator Report be forwarded to municipal councils for information.**

**CARRIED**

**6.9.     [21-850](#)     Mountain Biking Opportunities in Regional Parks**

**The Regional Parks Committee recommends to the Capital Regional District Board:**

1. That the Mountain Biking Opportunities in Regional Parks report be received for information.
2. That the Regional Parks Committee direct staff to report to the Capital Regional District Board in a closed meeting on options for creating a third permitted Mountain Biking area in the region.

**CARRIED**

**6.10.    [21-854](#)     Regional Parks - Strategic Plan Update**

1. That the Board extend the 2012-2021 Regional Parks Strategic Plan's term for eight months and that staff bring back an updated Strategic Plan for Board approval in July 2022.
2. And that a workshop of the Regional Parks Committee members be convened in January 2022 to provide input on the plan.
3. That staff report back at the January workshop with a list of proposed stakeholders for direct engagement.
4. That the committee request that staff, including the First Nations Relations division, engage all First Nations in the region in an early, meaningful and ongoing manner in the development of the plan.

**CARRIED**

6.11. [21-855](#)

CRD Regional Parks - Interpretive Program

That the CRD Regional Parks Interpretive Program report be received for information.

**CARRIED**

6.12. [21-883](#)

2022 Schedule of Regular Board Meetings

That the regular meetings for the Capital Regional District Board will be scheduled in 2022 on the second Wednesday of each month except for the month of September as follows: January 12, February 9, March 9, April 13, May 11, June 8, July 13, August 10 (at the call of the Chair), September 21 (special), October 12, November 16 (inaugural), December 14.

**CARRIED**

6.13. [21-896](#)

2022 Standing Committee Terms of Reference

That the Board approve the 2022 Terms of Reference for Standing Committees attached as Appendix A.

**CARRIED**

6.14. [21-893](#)

2022 Committee and External Membership Appointments

That the Board receive the standing committee appointments and endorse the external appointments and nominations put forward in the attachment.

**CARRIED**

## **7. ADMINISTRATION REPORTS**

7.1. [21-853](#)

Archie Galbraith Memorial Scholarship 2021

Vice Chair Mersereau introduced scholarship recipient B. O'Toole who addressed and thanked the CRD Board.

**MOVED** by Director Mersereau, **SECONDED** by Director Blackwell,  
That the Capital Regional District Board recognize the recommendation of Pearson College Selection Committee to award the 2021 Archie Galbraith Memorial Scholarship to Brooke O'Toole.

**CARRIED**

7.2. [21-876](#)

Bylaw No. 4466: Update to Water Distribution Local Service Conditions, Fees and Charges

T. Robbins spoke to Item 7.1.

**MOVED** by Director Hicks, **SECONDED** by Director Tait,  
1. That Bylaw No. 4466, "Water Distribution Local Service Conditions, Fees and Charges Bylaw No. 1, 2013, Amendment Bylaw No. 11, 2021", be introduced and read a first, second and third time.

**CARRIED**

**MOVED** by Director Hicks, **SECONDED** by Director Tait,  
2. That Bylaw No. 4466 be adopted.

**CARRIED**

## 8. REPORTS OF COMMITTEES

### Electoral Areas Committee

- 8.3. [21-846](#) Amendments to Bylaw 2844, Southern Gulf Islands Small Craft Harbours Regulation Bylaw
- MOVED** by Alternate Director Brent, **SECONDED** by Director Hicks,  
1. That Bylaw No. 4469, "Capital Regional District Southern Gulf Islands Harbours Regulation Bylaw No. 1, 2000, Amendment Bylaw No. 8, 2021" be introduced and read a first, second, and a third time.  
**CARRIED**
- MOVED** by Alternate Director Brent, **SECONDED** by Director Hicks,  
2. That Bylaw No. 4469 be adopted.  
**CARRIED**
- 8.4. [21-879](#) Amendment to Bylaw No. 2452, "Southern Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996."
- MOVED** by Alternate Director Brent, **SECONDED** by Director Hicks,  
1. That Bylaw No. 4472, "Southern Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996, Amendment Bylaw No. 1, 2021" be introduced and read a first, second, and third time.  
**CARRIED**
- MOVED** by Alternate Director Brent, **SECONDED** by Director Hicks,  
2. That Bylaw No. 4472, "Southern Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996, Amendment Bylaw No. 1, 2021" be referred to the SGI Electoral Area Director for consent; and,  
3. That Bylaw No. 4472, "Southern Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996, Amendment Bylaw No. 1, 2021" be advanced to the Inspector of Municipalities for approval  
**CARRIED**
- 8.5. [21-885](#) Bylaw No. 4441: Pender Islands Health Care Centre Contribution Service Establishment Bylaw - Assent Voting (Referendum) Results and Adoption
- MOVED** by Alternate Director Brent, **SECONDED** by Director Hicks,  
1) That the Chief Election Officer's declaration of official assent voting results be received for information.  
**CARRIED**
- MOVED** by Alternate Director Brent, **SECONDED** by Director Hicks,  
2) That Bylaw No. 4441, "Pender Islands Health Care Centre Contribution Service Establishment Bylaw No. 1, 2021" be adopted.  
**CARRIED**

### Governance Committee

- 8.6. [21-722](#) Review of Delegation Speaking Time in the Board Procedures Bylaw
- Discussion ensued regarding:

- Delegation speaking times and possible variations
- Upcoming meeting schedule
- Board communications and correspondence
- Public engagement
- Meeting management

**MOVED by Director Murdoch, SECONDED by Director Brice,**

1. a) That the maximum speaking time for each delegation be reduced to 3 minutes; and
- b) That staff review the impact of this procedural change and report back to the committee by the first quarter of 2024.

**CARRIED**

**Opposed: Helps, Holman, Isitt, Kowalewich, Loveday, Taylor, Williams**

**MOVED by Director Murdoch, SECONDED by Director Brice,**

2. To refer the question of correspondence relating to agenda items back to staff to report back through the Governance Committee.

**CARRIED**

## **Juan de Fuca Land Use Committee**

- 8.7.     [21-813](#)**     Zoning Amendment Application for Section 42, Otter District, Clark Road & Aythre Way (PID: 009-497-790)

**MOVED by Director Hicks, SECONDED by Director Blackwell,**

1. That the referral of proposed Bylaw No. 4422, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 152, 2021" directed by the Juan de Fuca Land Use Committee to the Otter Point Advisory Planning Commission; appropriate CRD departments; BC Hydro; District of Sooke; Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR) Archaeology Branch, Ecosystems Branch and Water Protection Section; Island Health; Ministry of Agriculture; Ministry of Transportation & Infrastructure; Otter Point Fire Department; RCMP; Sooke School District #62; and Sc'ianew and T'Sou-ke First Nations be approved and the comments received.

**CARRIED**

**MOVED by Director Hicks, SECONDED by Director Blackwell,**

2. That proposed Bylaw No. 4422, "Juan de Fuca Land Use Bylaw No, 1992, Amendment Bylaw No. 152, 2021", as included in the supplementary agenda be introduced, as amended, and read a first time and read a second time.

**CARRIED**

**MOVED by Director Hicks, SECONDED by Director Blackwell,**

3. That in accordance with the provisions of section 469 of the Local Government Act, the Director for the Juan de Fuca Electoral Area, or Alternate Director, be delegated authority to hold a Public Hearing with respect to Bylaw No 4422; and
4. That prior to adoption of proposed Bylaw No. 4422, the following conditions be met:
  - a. Submission of a Section 11 Approval under the Water Sustainability Act for Changes In or About a Stream and/or a Conditions & Impacts Report prepared by a Qualified Environmental Professional, as well as completion of any recommended restoration measures to the satisfaction of the Province and the CRD;
  - b. Approval of a frontage variance and development permit to authorize the subdivision of Section 42, Otter District.



**CARRIED**

- 8.8. [21-685](#) Capital Region Emergency Service Telecommunications Inc. (CREST)  
Service Agreement Renewal

Discussion ensued regarding:

- Electoral Area Committee review
- CREST service areas

**MOVED** by Director McNeil-Smith, **SECONDED** by Director Martin,  
That the Chief Administrative Officer be authorized to enter into a new regional  
service agreement with CREST to provide general emergency radio  
communications services, with annual contributions limited to inflationary  
adjustments.

**CARRIED**

Opposed: Isitt

**9. BYLAWS**

- 9.1. [21-907](#) Bylaw 4442 - "Port Renfrew Water Supply Local Service Establishment  
Bylaw No. 1, 1989, Amendment Bylaw No. 5, 2021"

**MOVED** by Director Hicks, **SECONDED** by Director Blackwell,  
That Bylaw 4442 - "Port Renfrew Water Supply Local Service Establishment  
Bylaw No. 1, 1989, Amendment Bylaw No. 5, 2021" be adopted.

**CARRIED**

- 9.2. [21-899](#) Bylaw 4381 - "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw  
No. 149, 2020"

**MOVED** by Director Hicks, **SECONDED** by Director Blackwell,  
That Bylaw 4381 - "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No.  
149, 2020" be adopted.

**CARRIED**

**10. NOTICE(S) OF MOTION**

There were no notice(s) of motion.

**11. NEW BUSINESS**

There was no new business.

**12. MOTION TO CLOSE THE MEETING**

- 12.1. [21-892](#) Motion to Close the Meeting

**MOVED** by Director Blackwell, **SECONDED** by Director Mersereau,  
1. 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,  
2. That the meeting be closed for Labour Relations under Section (90)(1)(c) of the  
Community Charter.

**CARRIED**

**MOVED** by Director Blackwell, **SECONDED** by Director Mersereau,  
3. 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,  
4. That such disclosures could reasonably be expected to harm the interests of the Regional District.

**CARRIED**

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

**CARRIED**

**MOVED** by Director Blackwell, **SECONDED** by Director Mersereau,  
6. That the meeting be closed under Section 21 of FOIPPA in accordance with Section 90(1)(j) of the Community Charter.

**CARRIED**

The Capital Regional District Board moved to the closed session at 2:14 pm.

### **13. RISE AND REPORT**

The Capital Regional District rose from it's closed session at 3:52 pm and reported on the following items:

In accordance with Bylaw No. 3654 that the following people be appointed to the East Sooke Fire Protection and Emergency Response Service Commission for a term to start January 1, 2022 and expire December 31, 2023: Bruce Manning, Doug Thompson, Falk Wagenbach

In accordance with Bylaw No. 3763 that the following people be appointed to the Juan de Fuca Electoral Area Parks and Recreation Advisory Commission for a term to start January 1, 2022 and expire December 31, 2023: Bob Croteau, Sid Jorna, Sandy McAndrews

In accordance with Bylaw No. 1875 that the following people be appointed to the Lyall Harbour / Boot Cove Water Local Service Committee for a term to start January 1, 2022 and expire December 31, 2023: Jeanne Crerar, Allen Olsen

In accordance with Bylaw No. 3488 that the following people be appointed to the Mayne Island Parks and Recreation Commission for a term to start January 1, 2022 and expire December 31, 2023: Peter Askin, Kestutis Banelis, Debra Bell, Michael Kilpatrick, Jane Schneider, Veronica Euper, Adrian Wright

In accordance with Bylaw No. 3651 that the following people be appointed to the Pender Islands Community Parks and Recreation Commission for a term to start January 1, 2022 and expire December 31, 2023: Robert Fawcett, George Leroux, Ben McConchie, Derek Wolff

In accordance with Bylaw No. 2397 that the following people be appointed to the

Peninsula Recreation Commission for a term to start January 1, 2022 and expire December 31, 2023: Ross Imrie, Paul Murray

In accordance with Bylaw No. 3281 that the following person be appointed to the Port Renfrew Utility Services Committee for a term to start January 1, 2022 and expire December 31, 2023: Quinn MacDonald

In accordance with Letters Patent that the following people be appointed to the Saanich Peninsula Water Commission for a term to start January 1, 2022 and expire December 31, 2022: Michael Doehnel, Dwayne Halldorson, David Kelbert, Tony Lomas

In accordance with Letters Patent that the following person be appointed to the Saanich Peninsula Wastewater Commission for a term to start January 1, 2022 and expire December 31, 2023: Dwayne Halldorson, David Kelbert, Tony Lomas

In accordance with Bylaw No. 3693 that the following people be appointed to the Salt Spring Island Liquid Waste Disposal Local Service Commission for a term to start January 1, 2022 and expire December 31, 2023: Peter Meyer, Jodie Miller

In accordance with Bylaw No. 3763 that the following people be appointed to the Salt Spring Island Parks and Recreation Commission for a term to start January 1, 2022 and expire December 31, 2023: Drew Bodaly, Randy Cunningham, Andrea Little, Colin Walde

In accordance with Bylaw No. 3485 that the following people be appointed to the Saturna Island Parks and Recreation Commission for a term to start January 1, 2022 and expire December 31, 2023: Sienna Caspar, Kyra Haworth, Rosemary Henry, David Osborne, Keith Preston, Robyn Quaintance

In accordance with Bylaw No. 3133 that the following person be appointed to the Skana Water Service Committee for a term to expire June 30, 2022: Mitch Bentley

In accordance with the Solid Waste Advisory Committee Terms of Reference that the following people be appointed to the Solid Waste Advisory Committee for a term to start January 1, 2022 and expire December 31, 2024: Frank Baker, Cathie Blanchard, Mark Kurschner, Elizabeth Latta, Nikki MacDonald, Don Monsour, Rebecca Newlove, Chad Tuggle, Jeff Shaw, Stew Young Jr.

In accordance with Bylaw No. 2788 that the following people be appointed to the Sooke and Electoral Area Parks and Recreation Commission for a term to start January 1, 2022 and expire December 31, 2023: Derek Bishop, Dal Little, Jim Perkins

In accordance with Bylaw No. 3083 that the following people be appointed to the Southern Gulf Islands Community Economic Sustainability Commission for a term to start January 1, 2022 and expire December 31, 2023: Deborah Goldman, Richard Piskor

In accordance with Bylaw No. 2972 that the following person be appointed to the Southern Gulf Islands Harbours Commission for a term to expire October 1, 2023:

**Ben Mabberley**

In accordance with Bylaw No. 3523 that the following people be appointed to the Southern Gulf Islands Public Library Commission for a term to start January 1, 2022 and expire December 31, 2023: Kris Dartnell, Christina Kovacevic, Debbie Lesurf, Karen Ramlo, Dianne Wilson

In accordance with Bylaw No. 3693 that the following person be appointed to the SSI - Beddis Water Service Commission for a term to start January 1, 2022 and expire December 31, 2023: Laurie Jacques

In accordance with Bylaw No. 3693 that the following person be appointed to the SSI - Cedar Lane Water Service Commission for a term to start January 1, 2022 and expire December 31, 2023: Marianne A. Hobbs

In accordance with Bylaw No. 3693 that the following person be appointed to the SSI - Fulford Water Service Commission for a term to start January 1, 2022 and expire December 31, 2023: Carole Eyles, Anthony Maude

In accordance with Bylaw No. 3693 that the following people be appointed to the SSI - Ganges Sewer Local Service Commission for a term to start January 1, 2022 and expire December 31, 2023: Mike de Carole, David Toynbee

In accordance with Bylaw No. 2558 that the following people be appointed to the Sticks Allison Water Local Service Committee for a term to expire October 31, 2023: Jan Fenby, Holly Schofield

In accordance with Bylaw No. 3131 that the following person be appointed to the Surfside Park Estates Water Service Committee for a term to start January 1, 2022 and expire December 31, 2023: Ken Wall

In accordance with Bylaw No. 3520 that the following people be appointed to the Traffic Safety Commission for a term to start January 1, 2022 and expire December 31, 2023: Kash Akinkuowo, Hailey Bergstrom-Parker, Shawn Haley, Joe Perkins, Colleen Woodger

In accordance with Bylaw No. 3511 that the following person be appointed to the Wilderness Mountain Water Service Commission for a term to start January 1, 2022 and expire December 31, 2023: Doug Pepino

In accordance with Bylaw No. 3654 that the following people be appointed to the Willis Point Fire Protection and Recreation Facilities Commission for a term to start January 1, 2022 and expire December 31, 2023: Joel Cotter, Gary Howell, Paul Williams

That the following four members be re-appointed to the Water Advisory Committee for an additional two-year term ending December 31, 2023:

- Heather Thompson - representing Environmental
- Jennifer Todd - representing Environmental
- Mike Turner - representing Fish Habitat Protection
- Elise Cote - representing Resident / Ratepayer

**14. ADJOURNMENT**

**MOVED** by Director Mersereau, **SECONDED** by Director Brice,  
That the December 8, 2021 Capital Regional District Board meeting be adjourned  
at 3:52 pm.

**CARRIED**

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CHAIR

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RECORDER



# Capital Regional District

625 Fisgard St.  
Victoria, BC V8W 1R7

## Meeting Minutes Regional Arts Facilities Select Committee

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Wednesday, March 3, 2021

11:30 AM

Room 651  
625 Fisgard St.  
Victoria, BC V8W 1R7

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### PRESENT

Directors: C. Plant (Chair), D. Screech (Vice-Chair), M. Alto (EP, for L. Helps), G. Holman (EP), J. Loveday (EP), C. McNeil-Smith (EP), R. Mersereau (EP), K. Murdoch (EP), K. Williams (EP)

Staff: N. Chan, Chief Financial Officer; R. Lachance, Snr. Manager, Financial Services; J. Lam, Manager, Arts & Culture Support Service; M. Lagoa, Deputy Corporate Officer; N. More, Snr. Administrative Secretary (Recorder)

EP – Electronic Participation

Regrets: R. Martin, N. Taylor

The meeting was called to order at 11:30 a.m.

### 1. Territorial Acknowledgement

Chair Plant provided a Territorial Acknowledgement.

### 2. Approval of Agenda

**MOVED by Director Screech, SECONDED by Director Williams,  
That the agenda for the March 3, 2021, Regional Arts Facilities Select Committee be approved.  
CARRIED**

### 3. Adoption of Minutes

#### 3.1. Minutes of the January 13, 2021, Regional Arts Facilities Select Committee meeting

**MOVED by Director Williams, SECONDED by Director Screech,  
That the minutes of the Regional Arts Facilities Select Committee meeting of January 13, 2021 be adopted as circulated.  
CARRIED**

### 4. Report of the Chair

Chair Plant remarked on the work of bringing the matter of item 6.1 before the Committee and the Board.

## 5. Presentations/Delegations

- 5.1 Delegation – Doug Jarvis; Representing ProArt Alliance of Greater Victoria: Re: Agenda Item 6.1.: Implementation and Implications of the Consultant’s Recommendations from Stage One: A Public Conversation about Performing Arts Facilities in the CRD

Doug Jarvis spoke in favour of Item 6.1.

- 5.2. Delegation – Matthew White; Representing Victoria Symphony Society: Re: Agenda Item 6.1.: Implementation and Implications of the Consultant’s Recommendations from Stage One: A Public Conversation about Performing Arts Facilities in the CRD

Matthew White spoke in favour of Item 6.1.

- 5.3. Delegation – Jacques Lemay; Representing Pacific Opera Victoria: Re: Agenda Item 6.1.: Implementation and Implications of the Consultant’s Recommendations from Stage One: A Public Conversation about Performing Arts Facilities in the CRD

Jacques Lemay spoke in favour of Item 6.1

## 6. Committee Business

- 6.1. **Implementation and Implications of the Consultant’s Recommendations from Stage One: A Public Conversation about Performing Arts Facilities in the CRD**

N. Chan introduced staff members R. Lachance and J. Lam. J. Lam provided highlights of the report. Chair Plant called for questions from the Committee. Staff provided clarification on the following topics:

- The addition to the budget would be for the work of scoping a regional arts facilities service and partially funding the service establishment process (depending on the approval process), from draft bylaw to seeking elector and ministerial approval.
- The 2021 financial plan would be brought to the Board on March 24, at which time changes in scope from the provisional budget approved in October 2020 can be evaluated, including the proposed budget for this work.

R. Murdoch left the meeting at 11:50 a.m.

- If a sub-regional approach was favoured, expanding participation in an existing sub-regional arts facility service i.e. the Royal Theatre and McPherson Playhouse services is an option; however, further examination of the feasibility of this option would be necessary.

C. McNeil-Smith left the meeting at 11:54 a.m.

- Some of the work that would go into the service establishment process revolves around identifying the service scope, defining how and why to participate, to what extent existing facilities could be subsumed within a regional service, and identifying funding and governance models.

- The strengths of a regional service would include leverage in competing for federal and provincial funding for capital development
- The first alternative would give staff direction to proceed with the regional service establishment approach; the second alternative would give support to approach the non-participating jurisdictions with a value proposal to join the existing services.
- The timeline for an approval process is dependent on decisions related to service scope, and staff resources, as eight other AAPs are being processed in 2021.
- The recommended budget of \$150,000 is a placeholder; a rough estimate if it were to proceed. The required level of funding would be levied on all jurisdictions based on converted assessments.
- The definition of the performing arts facilities with regional impact compared with those considered local would need to be defined in the investigation, as well as the potential involvement of independently owned venues.
- Legislative Services would help determine the appropriate approval method.

Discussion on the recommendation, as moved, included the following points:

- There is momentum for this action. The money amount is not huge. It will be an interesting though not easy process. The goals are worth pursuing.
- This needs to be considered for the future of the region; it will be good to deal with the issues that come up in the process. Now is the time to start planning.
- If a regional service gets approved, all jurisdictions would be obliged to participate, even if a particular one did not want it.
- There are other priorities for the region where increased resources could be put instead, such as climate change mitigation, affordable housing, and regional parks.
- Geographically, some can find it difficult to attend these regionally significant facilities; so support for the arts may be strong, but there are concerns around equity.
- The arts are a necessary ingredient for a vibrant region and need public support to be sustainable. Benefits exceed the outlying contribution.
- Implementation uncertainties might cause hesitation in pursuing the overall goal.
- As for the sub-regional alternative, it's clear that there are not sufficient participants, leading to a lack of regional influence. A different service than those currently existing is needed.
- A regional process for evaluating and planning is essential. Diversity within the region can be served with a collective plan; the CRD is in a position to do this.
- Significant engagement with partners within the region will be needed, detailing what the service implementation would be, and what regional needs will be met.
- This is a critical first step in supporting arts facilities in the region. In addition, the arts and culture sector is one of the most impacted by COVID-19 and the economic downturn. It's important to step up and support regional facilities.
- Wide community input was obtained by the consultant.
- This is the route forward; all jurisdictions have volunteers and users of arts facilities.
- What was in place has been a unique model that needs updating; put money toward examining what that service would be like.

Chair Plant called the question on the motion:



**MOVED by Director Screech, SECONDED by Director Williams,  
The Regional Arts Facilities Select Committee recommends to the Capital Regional  
District Board:**

- 1. That staff be directed to include \$150,000 in the 2021 final budget; and**
- 2. That staff be directed to begin the process of establishing a regional service for the purposes of planning, developing and funding of performing arts facilities that have regional impact, per Recommendation 1 of the CRD Regional Arts Facilities Select Committee report Stage One: A Public Conversation about Performing Arts Facilities in the CRD.**

**CARRIED**

**Opposed: Holman**

Chair Plant remarked that The Select Committee's mandate ends with its final recommendation to the Board, and it will have no further business. Going forward, if the matter is approved by the Board, a new Committee would likely be struck to oversee the process. He thanked all involved in the work of the Select Committee.

**7. Notice(s) of Motion**

There were no Notices of Motion.

**8. New Business**

There was no new business.

**9. Adjournment**

**MOVED by Director Screech SECONDED by Director Williams,  
That the March 3, 2021, Regional Arts Facilities Select Committee meeting be  
adjourned at 12:29 p.m.**

**CARRIED**

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Chair

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Recorder

**REPORT TO FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JANUARY 05, 2022**

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**SUBJECT**     **2022 Royal and McPherson Theatres Services Committee Terms of Reference**

**ISSUE SUMMARY**

This report is to provide the 2022 Royal and McPherson Theatres Services Advisory Committee Terms of Reference for the Committee's review.

**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 8, 2021, the Regional Board approved the 2022 Terms of Reference for standing committees. 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.

The TOR for the Finance Committee includes reference to the Royal & McPherson Theatres Services Advisory Committee (RMTSAC), which are included as appendix A.

This year there were no changes to the defined purpose of the RMTSAC's TOR. The TOR are being provided for review by the Finance Committee. Any proposed revisions to the TOR will require ratification by the Finance Committee.

**CONCLUSION**

Terms of Reference serve to clarify the mandate, responsibilities and procedures of committees and provide a point of reference and guidance for the committees and their members.

**RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:  
That the 2022 Royal and McPherson Theatres Services Advisory Committee Terms of Reference attached at Appendix A be approved.

Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P. Eng., Acting Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: 2022 Royal and McPherson Theatres Services Advisory Committee Terms of Reference

# Terms of Reference



## **ROYAL & MCPHERSON THEATRES SERVICES ADVISORY COMMITTEE**

### **PREAMBLE**

The Capital Regional District (CRD) Advisory Committee for the Royal and McPherson Theatre Services is established by the CRD Finance Committee to advise and make recommendations to the Finance Committee on matters related to the two sub-regional services operated by the Royal & McPherson Theatres Society (the Society).

The Society manages the theatres on behalf of their respective owners who provide capital and operating support through the services by way of annual grants as specified in the establishment bylaws.

The participants of the Royal Theatre Service, Bylaw 2587, are the City of Victoria, the District of Saanich, and the District of Oak Bay. The participants of the McPherson Playhouse Service, Bylaw 2685, is the City of Victoria.

The Advisory Committee's official name is to be:

Royal & McPherson Theatres Services Advisory Committee

### **1.0 PURPOSE**

The mandate of the Advisory Committee includes:

- serving as the advisory committee to the Finance Committee on CRD funding of the Royal Theatre and McPherson Playhouse services.

### **2.0 ESTABLISHMENT AND AUTHORITY**

- a) The Advisory Committee will provide advice and make recommendations to the Finance Committee for consideration.
- b) The Finance Committee Chair will appoint the Advisory Committee Chair and other members of the Advisory Committee as outlined in section 3.0, upon receiving nominations from each participating municipality.

### **3.0 COMPOSITION**

- a) The Advisory Committee shall consist of the following members:
  - 2 – members (Victoria)
  - 2 – members (Saanich)
  - 1 – members (Oak Bay)

- b) Advisory Committee members will include at least one member of the Finance Committee, and may include elected councillors from participating municipalities who are not CRD Directors.

#### **4.0 TERM**

- The term of members of the Advisory Committee shall be one year.

#### **5.0 PROCEDURES**

- a) The Advisory Committee will meet at the call of the Chair
  - in accordance with the annual budget process as set out by the Finance & Technology Department, and
  - have special meetings as required.
- b) The agenda will be finalized in consultation between staff and the Advisory Committee Chair and any Advisory Committee member may make a request to the Chair to place a matter on the agenda.
- c) A quorum is a majority of the Advisory Committee membership and is required to conduct Committee business.

#### **6.0 RESOURCES AND SUPPORT**

- a) The Manager of the Arts Development Service will provide administrative support.
- b) Minutes and agendas are prepared and distributed by the Finance & Technology Department.

Approved by the Capital Regional District Board on \_\_\_\_\_  
Date

**REPORT TO FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JANUARY 05, 2022**

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**SUBJECT**     **Capital Regional District 2021 Audit Planning Discussion**

**ISSUE SUMMARY**

This report provides information to the Finance Committee (the Committee) on the 2021 Audit Plan and related work to be completed by KPMG for the 2021 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 2021 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: Regional Housing First Program, the Hartland Landfill closure and post-closure cost estimates, Wastewater Treatment Project 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 2021 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 on March 7, 2022, 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 2021 financial statements pursuant to this plan.

## **RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Regional District 2021 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:	Larisa Hutcheson, P. Eng., Acting Chief Administrative Officer

## **ATTACHMENT(S)**

Appendix A: KPMG CRD 2021 Audit Planning Report

# Capital Regional District

Audit Planning Report for the year ended  
December 31, 2021

*KPMG LLP*

Prepared for the Finance Committee meeting on  
January 5, 2022

[kpmg.ca/audit](https://kpmg.ca/audit)



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The contacts at KPMG in connection with this report are:

**Lenora Lee**

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This report is intended solely for the information and use of management and the Finance Committee and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Finance Committee has 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 identified areas of financial reporting where significant risks of material misstatement may arise. These include:

- Presumed fraud risk of management override of controls
- Regional Housing First Program
- Hartland Landfill closure and post-closure costs
- Wastewater treatment project (WTP)

See pages 4 - 7.

## Effective communication

We are committed to transparent and thorough reporting of issues to management and the Finance Committee (the “Committee”). 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.

See Appendix 1.

## Materiality

Materiality has been established by considering various metrics that are relevant to the users of the financial statements, including total expenses. We have determined materiality to be \$4,500,000 (2020- \$4,200,000).

See page 3.

## 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 Finance Committee’s approved protocols.

See page 9.

## New accounting standards

PSAB has introduced Section PS3160, *Public Private Partnerships*, which includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. The standard has an effective date of April 1, 2023, and may be applied retroactively or prospectively. Early adoption is permitted, and CRD is currently evaluating if it will early adopt this standard at January 1, 2021 to account for the contract for the residuals treatment plant.

PS 3280 *Asset Retirement Obligations* will be effective from April 1, 2022 and will require additional assets and liabilities to be recognized to reflect the integral cost of owning and operating tangible capital assets. This will be a significant project for management to identify and measure all obligations.

See page 7 - 8.

## Current developments

Please refer to Appendix 2 for the current developments updates, including new accounting standards.

# 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
<b>Materiality</b>	<p>Established by considering various metrics that are relevant to the users of the financial statements and 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.</p> <p>The corresponding amount for the prior year's audit was \$4.2 million.</p> <p>Materiality when evaluating CRD non-consolidated operations (excluding CRHC operations) is \$4.3 million for 2021 (\$4.0 million in 2020).</p>	\$4.5 million
<b>Benchmark</b>	<p>Based on total expenses for the year ended December 31, 2020.</p> <p>The prior year benchmark was based on 2020 budgeted total expenses of \$177.2 million.</p>	\$182.8 million
<b>% of Benchmark</b>	<p>The prescribed range is between 0.5% and 3.0% of the benchmark</p> <p>The corresponding percentage for the prior year's audit was 2.37%.</p>	2.46%
<b>Audit misstatement posting threshold</b>	<p>Threshold used to accumulate misstatements identified during the audit.</p> <p>The corresponding amount for the prior year's audit was \$200,000.</p>	\$225,000

## We will report to the Finance Committee



Corrected audit misstatements



Uncorrected audit misstatements

# Group audit scope

Professional standards require that we obtain an understanding of the Entity's organizational structure, including its components and their environments that is sufficient to identify those components that are financially significant or that contain specific risks that must be addressed during our audit.

We have been engaged to perform the audit of the consolidated financial statements of the Capital Regional District for the year ended December 31, 2021. The components included in the consolidated entity over which we plan to perform our audit procedures are as follows:

Components	Our audit approach
<b>Capital Regional District</b>	– Individually financially significant component; full audit procedures performed by group audit team
<b>Capital Region Housing Corporation</b>	– Non-significant component; full audit procedures performed by group audit team for the purposes of stand-alone financial statements

# Audit risks

Significant risk- professional requirements	Why is it significant?
Fraud risk from revenue recognition	This is a presumed fraud risk. The risk of fraud from revenue recognition has not been assessed as a significant risk as we have not identified any specific incentives to fraudulently adjust revenue recognition, and there are no indications of opportunities or rationalization to perpetrate fraud.
Fraud risk from management override of controls	<p>Management is 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. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities. There are no specific additional risks of management override relating to this audit.</p> <p>As this presumed risk of material misstatement due to fraud 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.</p>

## Our audit approach

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?
Regional Housing First Program	This was a relatively 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 2021 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 including estimates for amortization expense in the year new buildings are available for occupancy.

# 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 is a material amount and involves multiple assumptions which drive uncertainty over the future costs.
Our audit approach	
<ul style="list-style-type: none"><li>▪ 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.</li><li>▪ The last detailed assessment of costs by an external expert was performed in 2020. Management performs an analysis and updates significant assumptions in subsequent years, including 2021.</li><li>▪ During the year, the Board approved a Solid Waste Management Plan, and impacts of that plan will be evaluated against the estimates and judgments management has incorporated into the measurement of landfill closure and post-closure costs.</li><li>▪ 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, <i>Auditing Accounting Estimates and Related Disclosures</i>.</li></ul>	

# Areas of focus (continued)

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 verify the completeness of liabilities and contingent liabilities related to the WTP.
- 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).
- 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 analyze the accounting and disclosure for the residuals treatment plant, including the impact of PS 3160 *Public Private Partnerships* ("P3"), if early adopted. Analysis will include reviewing the contract, and if PS 3160 is early adopted, verifying the value of the asset and liability and assessing estimation uncertainty of the discount rate used in the calculation of the asset and liability value.
- We will assess the accounting treatment of any remaining grants to be received by CRD and stipulations attached to their receipt impacting timing of revenue recognition.

# New accounting standards

Standard	Summary and implications
<b>Asset Retirement Obligations (PS 3280)</b>	<ul style="list-style-type: none"> <li>– The new standard is effective for fiscal years beginning on or after April 1, 2022 – for CRD, January 1, 2023.</li> <li>– 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.</li> <li>– Examples of asset retirement obligations which fall under the scope of the standard are buildings with asbestos, end of lease provisions, fuel storage tank removal, wastewater or sewage treatment facilities and closure and post-closure obligations associated with landfills.</li> <li>– The ARO standard will require CRD 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.</li> <li>– This will be a significant project to identify and measure all obligations. As a result of the new standard, CRD will: <ul style="list-style-type: none"> <li>• Create an asset retirement obligation policy.</li> <li>• Review active and inactive tangible capital assets to identify those with retirement obligations.</li> <li>• Review legal agreements, directives and legislation to determine if any legal obligations exist with respect to asset retirements.</li> <li>• Reconcile this inventory with the complete tangible capital assets listing and the site inventory for contaminated sites.</li> <li>• Engage functions outside of finance (particularly asset management and engineering) to coordinate resources to identify AROs and obtain information to estimate the value of potential AROs.</li> <li>• Calculate and estimate costs directly attributable to each asset retirement and determine the appropriate discount rate.</li> <li>• Determine the method for transition (retroactive, modified retroactive or prospective) and the financial reporting impacts, including accounting policies and additional disclosure requirements.</li> </ul> </li> <li>– Additional audit effort will be required in 2022 and 2023 leading up to and in the year of adoption to: <ul style="list-style-type: none"> <li>• Review the asset retirement obligation policy against the requirements of the standard.</li> <li>• Verify the completeness of the inventory of tangible capital assets and the related legal obligations.</li> <li>• Audit the measurement of each obligation, the reasonability of any discount rates and assess estimation uncertainty.</li> <li>• Review the anticipated financial reporting impacts, including accounting policies and disclosures.</li> </ul> </li> <li>– We may require input from internal specialists to support this audit work.</li> <li>– Management will be providing the Board with further detail of the project plan for adoption of this significant new standard.</li> </ul>



# Audit Quality: How do we deliver audit quality?

Transparency report



**Quality** essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contribute to its delivery.

**‘Perform quality engagements’** sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.

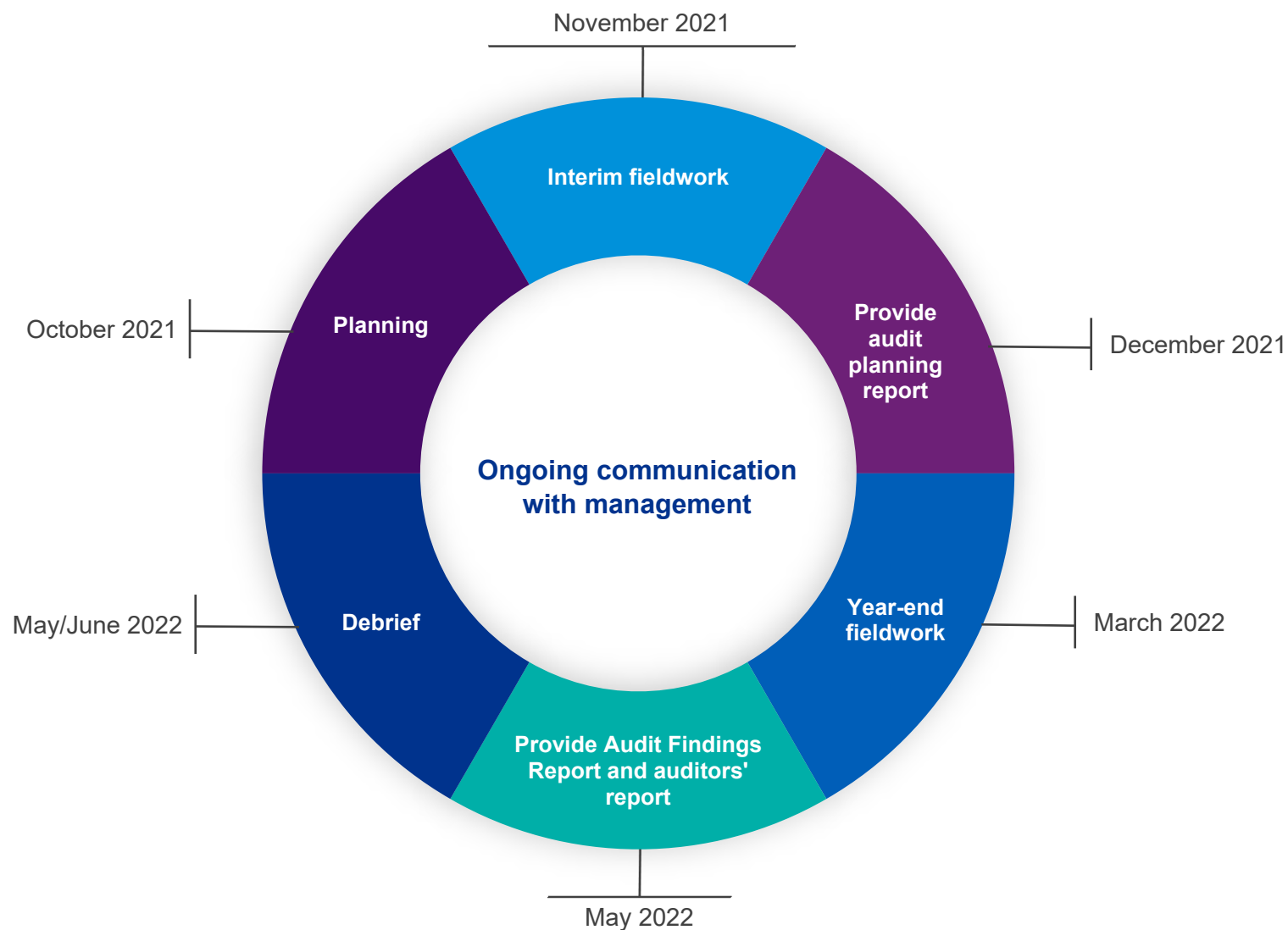
We define **‘audit quality’** as being the outcome when:

- 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**.



**Doing the right thing. Always.**

# Key milestones and deliverables



# Appendices

## Content

Appendix 1: Required communications

Appendix 2: Current developments and insights



# Appendix 1: Other required communications

<b>Auditors' report</b>	<b>Engagement letter</b>
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.
<b>Audit findings report</b>	<b>Management representation letter</b>
At the completion of the audit, we will provide our findings report to the Committee.	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 Committee.
<b>Independence</b>	<b>Internal control deficiencies</b>
At the completion of our audit, we will re-confirm our independence to the Committee.	Control deficiencies identified during the audit will be communicated to management and the Committee.

# Appendix 2: Current developments

## Public Sector Accounting Standards

Standard	Summary and implications
Asset Retirement Obligations	<ul style="list-style-type: none"><li>– The new standard is effective for fiscal years beginning on or after April 1, 2022.</li><li>– 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.</li><li>– 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.</li><li>– As a result of the new standard, the public sector entity will have to:<ul style="list-style-type: none"><li>• Consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset;</li><li>• 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;</li><li>• 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.</li></ul></li></ul>
Revenue	<ul style="list-style-type: none"><li>– 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.</li><li>– The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement.</li><li>– 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.</li><li>– 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.</li></ul>

## Appendix 2: Current developments (continued)

Standard	Summary and implications
Employee Future Benefit Obligations	<ul style="list-style-type: none"> <li>– PSAB has initiated a review of sections PS3250 <i>Retirement Benefits</i> and PS3255 <i>Post-Employment Benefits, Compensated Absences and Termination Benefits</i>. In July 2020, PSAB approved a revised project plan.</li> <li>– PSAB intends to use principles from International Public Sector Accounting Standard 39 <i>Employee Benefits</i> as a starting point to develop the Canadian standard.</li> <li>– 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.</li> <li>– PSAB released an exposure draft on proposed section PS3251, <i>Employee Benefits</i> in July 2021. Comments to PSAB on the proposed section were due by November 25, 2021. Proposed Section PS 3251 would apply to fiscal years beginning on or after April 1, 2026 and should be applied retroactively. Earlier adoption is permitted. The proposed PS3251 would replace existing Section PS 3250 and Section PS 3255. This proposed section would result in organizations recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations.</li> </ul>
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> <li>– PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards.</li> <li>– PSAB released four exposure drafts in early 2021 for the proposed conceptual framework and proposed revised reporting model, and their related consequential amendments. The Board is in the process of considering stakeholder comments received.</li> <li>– PSAB is proposing a revised, ten chapter conceptual framework intended to replace PS 1000 <i>Financial Statement Concepts</i> and PS 1100 <i>Financial Statement Objectives</i>. 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.</li> <li>– In addition, PSAB is proposing: <ul style="list-style-type: none"> <li>• Relocation of the net debt indicator to its own statement and the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained.</li> <li>• Separating liabilities into financial liabilities and non-financial liabilities.</li> <li>• Restructuring the statement of financial position to present non-financial assets before liabilities.</li> <li>• Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities).</li> <li>• 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), including a new component called “accumulated other”.</li> <li>• A new provision whereby an entity can use an amended budget in certain circumstances.</li> </ul> </li> <li>– Inclusion of disclosures related to risks and uncertainties that could affect the entity’s financial position.</li> </ul>

## Appendix 2: Current developments (continued)

Standard	Summary and implications
Purchased Intangibles	<ul style="list-style-type: none"> <li>– 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.</li> <li>– PSAB has approved Public Sector Guideline 8 which allows recognition of intangibles purchased through an exchange transaction. Narrow-scope amendments were made to Section PS 1000 Financial statement concepts to remove prohibition on recognition of intangibles purchased through exchange transactions and PS 1201 Financial statement presentation to remove the requirement to disclose that purchased intangibles are not recognized.</li> <li>– The effective date is April 1, 2023 with early adoption permitted. Application may be retroactive or prospective.</li> </ul>
2022 – 2027 Strategic Plan	<ul style="list-style-type: none"> <li>– PSAB's Draft 2022 – 2027 Strategic Plan was issued for public comment in May 2021. Comments were requested for October 6, 2021.</li> <li>– The Strategic Plan sets out broad strategic objectives that help guide PSAB in achieving its public interest mandate over a multi-year period, and determining standard-setting priorities</li> <li>– The Strategic Plan emphasizes four key priorities:</li> <li>– Develop relevant and high-quality accounting standards - Continue to develop relevant and high-quality accounting standards in line with PSAB's due process, including implementation of the international strategy (focused on adapting International Public Sector Accounting Standards for new standards) and completion of the Conceptual Framework and Reporting Model project.</li> <li>– Enhance and strengthen relationships with stakeholders - Includes increased engagement with Indigenous Governments and exploring the use of customized reporting.</li> <li>– Enhance and strengthen relationships with other standard setters – In addition to continued collaboration with other standard setters, this emphasizes strengthened relationship with the IPSASB.</li> <li>– Support forward-looking accounting and reporting initiatives – Supporting and encouraging ESG reporting, and consideration of the development of ESG reporting guidance for the Canadian public sector.</li> </ul>

# Appendix 2: Current developments and insights (continued)

## Thought leadership

Thought leadership	Overview	Link
<b>2020 Audit Quality and Transparency Report</b>	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?	<a href="#">Link to report</a>
<b>KPMG 2021 CEO Outlook</b>	This year we surveyed over 1,300 CEOs globally and the results are pointing to an optimistic outlook amongst Canadian CEOs. Some of the key themes coming out of the survey include expectations for aggressive growth through expansion, investment in both people and technology as well as a focus on delivering on environmental, social and governance ("ESG") and sustainability commitments.	<a href="#">Link to portal</a>
<b>2021 CEO Pulse Survey</b>	Building on our findings from the CEO Outlook report, this year's survey remains aligned with these three key themes: growth in a digitally accelerated economy, digital workforces, and leading with purpose. The findings have revealed while there has been a shift in priorities in some areas, other areas have remained unchanged.	<a href="#">Link to portal</a>
<b>Implications of coronavirus (COVID-19)</b>	Resources to help you understand your exposure to COVID-19, and more importantly, position your business to be resilient in the face of this and the next global threat.	<a href="#">Learn more</a>
	KPMG Global IFRS Institute - COVID-19 financial reporting resource center	<a href="#">Learn more</a>
<b>Put your data to work to gain competitive advantage</b>	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.	<a href="#">Link to report</a>
<b>Board Leadership Centre</b>	KPMG in Canada Board Leadership Centre engages with directors, board members and business leaders to discuss timely and relevant boardroom challenges and deliver practical thought leadership on risk and strategy, talent and technology, globalization and regulatory issues, financial reporting and more.	<a href="#">Learn more</a>



# Appendix 2: Current developments and insights (continued)

## Thought leadership (continued)

Resources	Summary	Links
<b>Accelerate</b>	Our Accelerate series offer insight into the key issues driving the Audit Committee agenda in a number of key areas in risk management: cyber risk; internal control of financial reporting, disclosure and regulation; digital disruption and the future of the finance function; enterprise risk management; and the evolution of environmental, social and governance issues.	<a href="#">Link to series</a>
<b>Return to the workplace</b>	<p>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.</p> <p>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.</p>	<a href="#">Website link</a> <a href="#">Link to guide</a>
<b>Audit and Assurance Insights</b>	KPMG provides curated research and insights on audit and assurance matters for audit committees and boards.	<a href="#">Link to portal</a>
<b>KPMG Climate Change Financial Reporting Resource Centre</b>	KPMG's climate change resource centre provides FAQs to help you identify the potential financial statement impacts for your business.	<a href="#">Link to portal</a>
<b>You Can't Go Green Without Blue – The Blue Economy is Critical to All Companies' ESG Ambitions</b>	In this report, KPMG considers how leading corporates and investors can take action to capture the value that can be found in a healthy, sustainable ocean economy.	<a href="#">Link to portal</a>
<b>The Future of Local Government</b>	The Future of Local Government report provides a Canadian perspective for how local governments can meet the rapidly changing needs and expectations of their stakeholders – the citizens, partners and leaders across diverse cities and communities they serve.	<a href="#">Link to portal</a>



[kpmg.ca/audit](https://kpmg.ca/audit)

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**REPORT TO THE FINANCE COMMITTEE  
MEETING OF WEDNESDAY, NOVEMBER 03, 2021**

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**SUBJECT**      **Municipal Finance Authority – Debt Issuance Terms**

**ISSUE SUMMARY**

Report on recent changes to debt issuance terms by the Municipal Finance Authority of British Columbia (MFA).

**BACKGROUND**

When compared to other Canadian provinces, British Columbia is unique in centralizing local government investments and debt financing through a single public entity. The *Local Government Act*, *Community Charter*, and *Municipal Finance Authority Act* require all long-term debt for local governments in BC be issued through the MFA.

The MFA was created in 1970 to serve local governments throughout the province by pooling borrowing and investment needs, enabling access to a broad range of low cost and flexible financial services regardless of community size. The MFA operates under the governance of a Board of Members appointed from regional districts and operates independently of the provincial government.

All long-term borrowings are contractual agreements between the MFA and regional districts. Additionally, all 160 municipalities are members in 1 of 28 regional districts. Each regional district is liable to make debt repayments to the MFA; in turn, member municipalities are liable to make repayments to the regional district. The responsibility for initiating legislative approval, setting borrowing terms, requests and repayment lies with the entity requesting financing (i.e. municipality or regional district). However, all members of the regional district are jointly and severally liable for all outstanding debt in the event of default.

As it relates to borrowing, the role of local government staff is to plan service delivery through operating and capital budgets; identifying revenue and financing requirements. As input variables into the planning process, staff rely on the MFA debt placement model, indicative borrowing rates, and various flexible repayment options.

Through staff recommendation, local government financing is authorized upon approval of a loan authorization bylaw, requiring public consent, a resolution of council (municipalities), and a regional district security issuing bylaw. Twice annually, long-term financing on behalf of all local governments is undertaken by the MFA. Financing requests are pooled and funded in the Spring and Fall by selling bonds in capital markets.

MFA bonds are highly attractive and considered benchmark Canadian municipal bonds due to the system of bylaws in addition to the MFA's direct and unfettered property taxation power. These legislative safeguards ensure MFA's credit rating (measured by Moody's, Fitch and Standard & Poor) is consistently maintained AAA; the highest level of creditor confidence, resulting in lower borrowing rates.

The MFA debt model in capital markets considers both rate and volume of financing required, and is issued on terms ranging between 5 to 30 years. The current approach involves an initial fixed 10-year term, after which refinancing is placed at 5-year terms until maturity of debt is reached. Annual interest payments are made by the regional districts, but bond holders do not receive principal until the re-financing date (MFA bonds are bullet debentures). As such, the MFA maintains a “sinking fund” which invests principal payments. Investment income earned by the sinking fund is credited to each local government in the bond issue. The benefit of this system is a reduced overall cost of financing due to actuarial earnings. If the MFA earns above the actuarial rate assumption, it is possible the loan will be forgiven ahead of schedule.

Through the July 2021 Finance Committee and Board meetings, a security issuing bylaw was introduced, read three times, and adopted for the fall borrowing. The CRD had a 30 year, \$1.26 million, long term debt placement for the Magic Lake Estates Wastewater System, while the Township of Esquimalt had a 30 year, \$35 million placement for a public safety building.

In August 2021, the MFA introduced a longer initial fixed debt term (20 vs 10 years), requesting local governments with long-term debt in the Fall borrowing consent to the revised model. The report summarizes the impact of this change and rationalizes declining this option for the CRD.

## **IMPLICATIONS**

### *Financial Implications*

For the 2021 fall borrowing, the MFA introduced the option of using a longer initial fixed debt term. Local governments who had authorized debt where the term was 20 years or greater were asked to consent to this new option and a fixed 20 year initial term and rate.

The CRD had submitted a 30 year debt issuance for the Magic Lake Sewer service. This borrowing was expected to be financed for an initial 10 year term, followed by 5 year refinancing options in each of years 10, 15, 20 and 25. Under the new option, debt would be placed initially at 20 years, followed by 5 year refinancing options in each of years 20 and 25.

Following a modelling exercise summarized in Appendix B, and detailed below, staff declined the MFA option for the Magic Lake Estates Wastewater System borrowing.

## **Analysis**

Staff created a financial model to compare the current initial 10 year fixed model with the new initial 20 year fixed option. For ease of analysis, a \$1 million dollar long-term borrowing was evaluated. The actuarial rate was held at 2.25% (current experience) to ensure earnings and principal payments remained a constant. To avoid speculation of future interest rates, each option was analyzed using CRD planning assumption rates with a reasonable premium to account for economic conditions.

Appendix B summarizes the financial analysis and modelling by staff. The analysis shows the current 10 year initial option would cost \$117,500 (approximately 30%) less than the new initial 20 year term per \$1 million borrowed. A financial break-even analysis shows refinancing rates would have to rise from today by almost double, between years 10 and 20, to justify switching to the 20 year initial term.

Additionally, the 20 year initial term comes with reduced flexibility for local governments in managing debt. Renewal periods allow borrowers the option to repay the outstanding balance to avoid further interest charges; an option exercised by CRD and CRHD services.

Finally, in a rising rate environment, the actuarial rate is subject to review by the MFA and could be increased, providing a greater credit to debt repayment. In the 20 year initial term, actuarial rate would more likely remain fixed during the period, foregoing benefit from actuarial gains in years 11 through 20.

### **Other Considerations**

Revenue requirements can fluctuate upon each renewal period after the 10 year initial term, either increasing or decreasing with interest rate changes. Where revenue stability for the local government is necessary, the 20 year initial term would have the same payments through the initial placement period. As a result, principle and interest costs would be fixed. As illustrated in the financial analysis above, cost certainty translates into a rate premium and possibly higher total financing cost.

The need for borrowing is identified in service and asset planning. The optimal use of borrowing is defined by the Capital Reserve Guidelines (received in July 2021 by Board through Finance Committee) where the Debt Term Guidelines (October 2019 by Board through Finance) recommends amortization period to balance cost of borrowing with affordability. In alignment with these guidelines, and the financial analysis above, staff did not consent to the 20 year initial debt term option. Staff will continue to monitor MFA indicative rates, perform scenario analyses, evaluate options, and recommend the best risk-cost-benefit alternative to the CRD or CRHD in alignment with offerings from MFA.

### **Legislative Implications**

The MFA debt model through August 2021 was considered the standard methodology and has been incorporated into CRD loan authorization approvals and the Magic Lake Sewer referendum process. Documents prepared for public consultations, including analysis of cost implications, were widely shared with the community and based on MFA indicative interest rates with a 10 year initial term, and subsequent 5 year renewals.

On November 23, 2019, a referendum vote was held for the Magic Lake Estates wastewater system; the advertising notice is included in Appendix A. An excerpt of the borrowing plan states:

#### ***Taxation Impact***

*The 30-year loan authorization period may ultimately result in an additional estimated parcel tax of \$496, based on borrowing up to \$6,000,000 for the project. This rate is for illustrative purposes only and the actual parcel tax will be based on the amount borrowed and the interest rate at time of borrowing. The interest rate may also change each time the loan is refinanced (after approximately 10 years and then every 5 years thereafter).*

Consenting to an initial 20 year term would have resulted in a departure from information provided in the public decision-making and approval process.

**CONCLUSION**

Recent changes to debt issuance terms offered by the Municipal Finance Authority of British Columbia (MFA) have been reviewed for consideration. The change to debt term issuance was analyzed and the recommendation developed to decline the new debt issuance term for the Magic Lake Estates Wastewater System borrowing. Staff will continue to review new options when presented for consideration.

**RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:  
That the Municipal Finance Authority – Debt Issuance Terms report be received for information.

Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: Magic Lake Notice Assent Voting Opportunity  
Appendix B: Rate Analysis



## Notice of Assent Voting Opportunity Magic Lake Estates Wastewater Referendum

Qualified Resident Electors and Non-Resident Property Electors of the Magic Lake Estates Sewage Local Service Area located on North Pender Island within the Southern Gulf Islands Electoral Area will be asked to vote on the following question on **Saturday, November 23, 2019**: “Magic Lake Estates Wastewater System Loan Authorization Bylaw No. 3, 2019”, authorizing the Capital Regional District to borrow an amount up to but not to exceed SIX MILLION DOLLARS (\$6,000,000) for the purpose of administering, planning, designing, acquiring, and constructing the capital renewal and upgrade of the Magic Lake Estates Wastewater System. YES or NO”

### Synopsis of Bylaw No. 4320

The intent of Bylaw No. 4320, Magic Lake Estates Wastewater System Loan Authorization Bylaw No. 3, 2019, is to authorize the Capital Regional District (CRD) to borrow an amount up to but not to exceed \$6,000,000, for the purposes of funding Phase 1 of capital renewal and upgrade of the Magic Lake Estates wastewater system, which will involve the design and construction of facilities for collection, conveyance, treatment and disposal of wastewater, as well as other related works, facilities, real property and equipment purchases, and will include planning, studies, project administration and communications, and staff time. The Magic Lake Estates sewage local service area is located on Pender Island in the Southern Gulf Islands Electoral Area of the Capital Regional District.

The above synopsis is not an interpretation of Bylaw No. 4320. A copy of the complete bylaw and this notice may be viewed from October 21, 2019 to November 22, 2019, Monday to Friday, at CRD Headquarters, 625 Fisgard Street, 1<sup>st</sup> Floor Foyer, Victoria, BC, 8:30 am-4:30 pm. The bylaw and other information may also be viewed on the website: [www.crd.bc.ca/magiclake-vote](http://www.crd.bc.ca/magiclake-vote)

### Taxation Impact

The 30-year loan authorization period may ultimately result in an additional estimated parcel tax of \$496, based on borrowing up to \$6,000,000 for the project. This rate is for illustrative purposes only and the actual parcel tax will be based on the amount borrowed and the interest rate at time of borrowing. The interest rate may also change each time the loan is refinanced (after approximately 10 years and then every 5 years thereafter).

### Voting Opportunities

The **General Voting Day** voting place will be open from **8 am to 8 pm on Saturday, November 23, 2019**, and **Advance Voting Opportunities** will be available from **8 am to 8 pm on Wednesday, November 13 and Wednesday, November 20, 2019 at:**

- St. Peter's Church, 4703 Canal Road, Pender Island, BC

**Mail Ballot Voting** is available to qualified Resident Electors or Non-Resident Property Electors who:

- have a physical disability, illness or injury that affects their ability to vote at another voting opportunity, or
- expect to be absent from the regional district on general voting day (Saturday, November 23, 2019) and at the times of all advance voting opportunities (Wednesday, November 13 and November 20, 2019).

**To Register To Vote By Mail**, eligible electors who meet the criteria must submit a completed mail ballot application form in advance of general voting day, November 23, 2019. Application forms are available on the CRD website noted above. Completed application forms may be submitted via email, mail, in person or via fax at the following contact information listed below:



Capital Regional District, c/o Legislative Services, 5th floor, 625 Fisgard Street, Victoria, BC, V8W 1R7; Fax: 250.360.3130; Email [Legserv@crd.bc.ca](mailto:Legserv@crd.bc.ca)

If you are not on the Provincial Resident Elector List or the CRD Non-Resident Property List of Electors, you may register at the time of filling in your ballot. If you wish to confirm that your name is on the List of Electors, please call the number listed above.

After receiving a mail ballot application, the CRD will send out the applicable mail ballot package commencing on or about November 4, 2019. If we receive your application at a date that does not permit mailing, you should arrange to pick up a package from the CRD, Legislative Services, at the address listed above. To be counted for the assent voting, your mail ballot must be received by the Chief Election Officer no later than 8 pm on Saturday, November 23, 2019 at the CRD address listed above. It is the obligation of the person applying to vote by mail ballot to ensure that the mail ballot is received by the Chief Election Officer within this time limit.

### **Elector Qualifications**

**Resident Elector** - You are entitled to vote as a Resident Elector if you are 18 years or older on voting day (November 23, 2019), are a Canadian Citizen, have resided in British Columbia for the past six months and within the boundaries of the Magic Lake Estates sewage local service area for the past 30 days. If registering on voting day, you must provide two documents proving identity and residency (one must have a signature). Please note the CRD is using the Provincial Voters List for Resident Electors.

**Non-Resident Property Elector** - If you are 18 years or older on voting day (November 23, 2019), are a Canadian Citizen, have resided in British Columbia for the past six months, have owned and held registered title to property within the boundaries of the Magic Lake Estates sewage local service area for the past 30 days, and do not qualify as a Resident Elector, you may vote as a Non-Resident Property Elector provided that you:

- a) have registered on or before October 11, 2019, or
- b) apply at the time of voting. The following information is required at the time of application:
  - a recent title search, state of title certificate, or property tax notice, showing the names of **all** of the registered owners,
  - 2 pieces of identification proving identity and residency (one must have a signature), and
  - in the case of more than one owner of the property, a completed consent form signed by the majority of the owners designating you as the person entitled to vote for the property (original signatures only; facsimiles of signatures not acceptable). A copy of the consent form may be downloaded from: [www.crd.bc.ca/magiclake-vote](http://www.crd.bc.ca/magiclake-vote)

The following are examples of acceptable classes of documents for proof of identity:

- BC Driver's Licence
- BC ID card (BCID)
- BC Services Card
- BC CareCard
- Social Insurance Card (Canada)
- Citizenship Card (Canada)
- Real property tax notice (municipal or rural)
- Credit card or debit card issued by a savings institution
- Utility bill

### **Please Note:**

- 1) Only one Non-Resident Property Elector may vote per property, regardless of how many owners there may be. Further, you may vote for only one property, no matter how many properties you own within the service area.



- 2) You may register on voting day if you meet the qualifications set out above. If you are already registered as a Non-Resident Property Elector, and provided that you still meet all of the requirements of the *Local Government Act* in order to be registered under this category, you are not required to re-register in order to vote.
- 3) No corporation is entitled to be registered as an elector or have a representative registered as an elector, and no corporation is entitled to vote. Individuals who are on title with corporations are not entitled to register or vote. Individuals who own an undivided interest in land on which the balance is held by a corporation are not entitled to vote.

For questions regarding the voting opportunity contact the Capital Regional District at 250.360.3127 or Toll Free 1.800.663.4425 local 3127, or by email at [legserv@crd.bc.ca](mailto:legserv@crd.bc.ca).

Dated this 28<sup>th</sup> day of October, 2019

Kristen Morley  
Chief Election Officer

DRAFT

## Appendix B

Staff created a financial model to compare the current initial 10 year fixed model with the new initial 20 year fixed option. For ease of analysis, a \$1 million dollar long-term borrowing was evaluated. The actuarial rate was held at 2.25% (current experience) to ensure earnings and principal payments remained a constant.

	Option 1	Option 2
Principal borrowed	\$1 million	\$1 million
Term of borrowing	30 Years	30 Years
Initial Term	10 Years	20 Years

Rates	Option 1	Option 2
Years 1 - 10	2.00%	2.65%
Renewal years 11-15	2.00%	
Renewal years 16-20	2.25%	
Renewal years 21-25	2.50%	2.50%
Renewal years 25-30	2.75%	2.75%

### Base Case

	Option 1		Option 2		
Years	Rate	Net Interest Cost (net of actuarial)	Rate	Net Interest Cost (net of actuarial)	Difference
1 - 10	2.00%	174,506	2.65%	239,506	- 65,000
11 - 15	2.00%	63,657	2.65%	96,157	- 32,500
16 - 20	2.25%	57,936	2.65%	77,936	- 20,000
21 - 25	2.50%	50,071	2.50%	50,071	-
25 - 30	2.75%	39,809	2.75%	39,809	-
		<u>385,980</u>		<u>503,480</u>	<u>- 117,500</u>
Percent increase (Option 2 vs Option 1):					<u>30.4%</u>

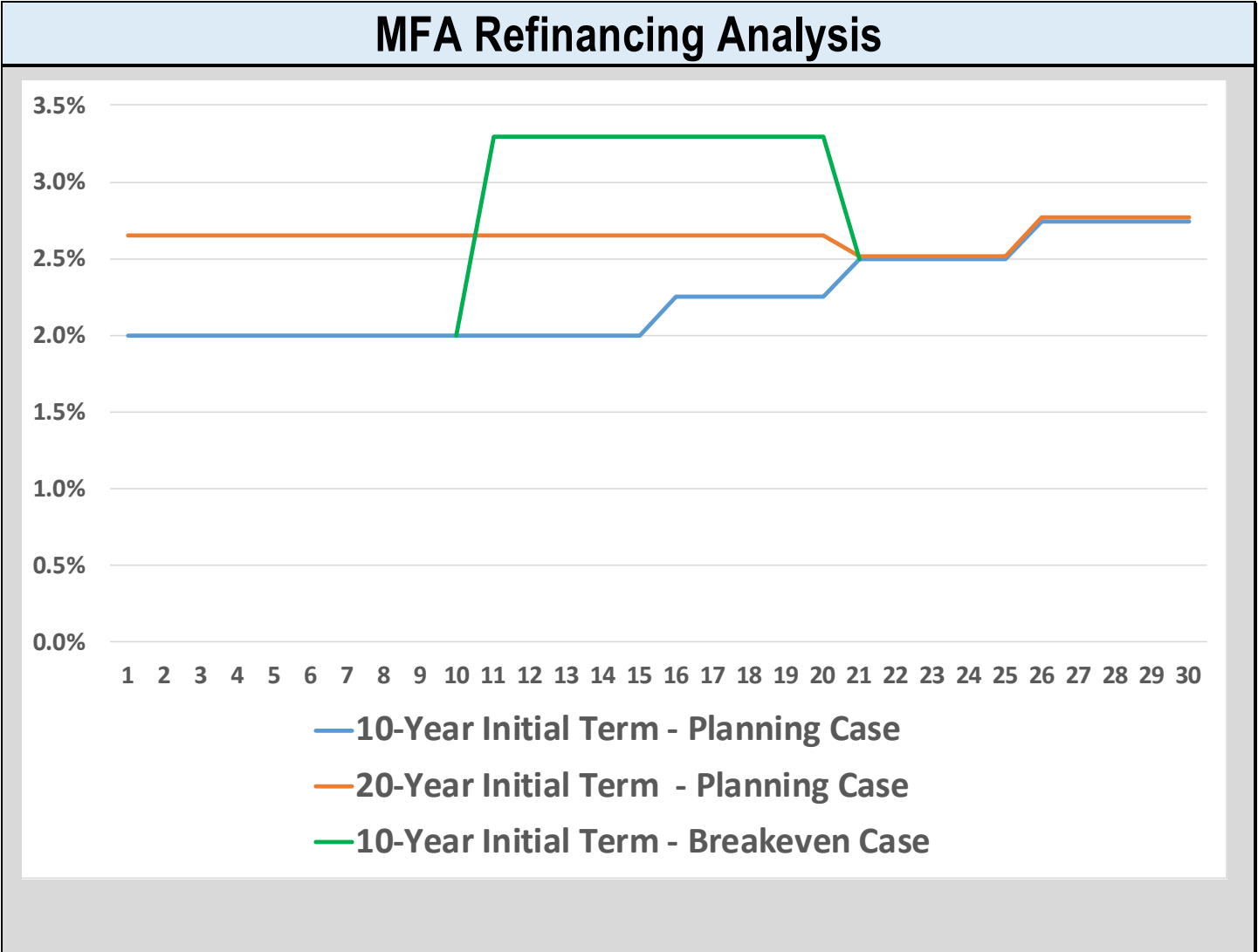
### Break Even Analysis

Base case Option 1 rates in years 11-20 differ from the base case above, resulting in equivalent total net interest costs.

	Option 1		Option 2		
Years	Rate	Net Interest Cost (net of actuarial)	Rate	Net Interest Cost (net of actuarial)	Difference
1 - 10	2.00%	174,506	2.65%	239,506	- 65,000
11 - 15	<b>3.30%</b>	<b>128,657</b>	2.65%	96,157	32,500
16 - 20	<b>3.30%</b>	<b>110,436</b>	2.65%	77,936	32,500
21 - 25	2.50%	50,071	2.50%	50,071	-
25 - 30	2.75%	39,809	2.75%	39,809	-
		<u>503,480</u>		<u>503,480</u>	<u>-</u>

The analysis shows the current 10 year initial option would cost \$117,500 (approximately 30%) less than the new initial 20 year term per \$1 million borrowed. A financial break-even analysis shows refinancing rates would have to rise from approximately 1.65% today by 3.30%, between years 10 and 20, to justify switching to the 20 year initial term.

The following graph is a visual representation of re-financing interest rates presented in the above table:



Planning			Breakeven	
Years	Option 1	Option 2	Option 1	
	10-Year	20-Year	10-Year	
1-10	2.00%	2.65%	2.00%	
11-15	2.00%	2.65%	3.30%	
16-20	2.25%	2.65%	3.30%	
21-25	2.50%	2.50%	2.50%	
25-30	2.75%	2.75%	2.75%	

**REPORT TO THE FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JANUARY 05, 2022**

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**SUBJECT**     **Update on the Municipal Finance Authority Product Offerings**

**ISSUE SUMMARY**

To provide an update on Municipal Finance Authority of BC (MFABC) pooled investment options available to the Capital Regional District (CRD).

**BACKGROUND**

The MFABC is launching a new pooled investment product intended for long-term investment; the Diversified Multi-Asset Class (DMAC) fund. This new product will provide local governments access to investment diversification options beyond the fixed income market (bonds) by investing in a global portfolio of assets inclusive of equities, which were previously unavailable. Several Canadian provinces including Alberta, Saskatchewan, Ontario and Nova Scotia have included equities as an investment for many years. Assuming a long-term investment time horizon, a global multi-asset class portfolio has the potential to offer better risk-adjusted returns when compared to fixed-income.

Once launched, BC local governments will be required to meet the MFABC's suitability requirements, including declaration and agreement that funds being invested have a minimum 10 year vesting period. In addition, the Ministry of Housing and Municipal Affairs (Ministry) will impose investment limits based upon the size of the local government's total reserves. The maximum investment will be 25% of total cash and investments as last reported to the Ministry at December 31, 2020. Thus, the maximum allowable investment in 2022 would be \$91 million.

**IMPLICATIONS**

*Financial Implications*

Investment decisions are guided through the CRD Investment Policy (IP) on the basis of key objectives. These objectives are safety of principal, liquidity, responsible investing and return on investment. A review of the DMAC pooled fund with the CRD Investment Policy (IP) is summarized in Table 1, below.

**Table 1: Proposed DMAC Pooled Fund – CRD Suitability Assessment**

<b>Consideration</b>	<b>Assessment</b>
<b>Time Horizon:</b>	Long-term (10+ years minimum)
<b>Liquidity Constraint:</b>	Possible that investment manager will delay fulfilling redemption requests in the event of overwhelming redemption demands
<b>Sources of returns:</b>	Capital gains/losses (unit value appreciation or depreciation)  All distributions are automatically reinvested in additional units of the DMAC fund
<b>Return potential:</b>	+4-6% (volatility in returns is to be expected, resulting at times in negative returns)
<b>Fossil Fuel Free Lens:</b>	Estimated 94%+ of holdings meets criteria
<b>IP Lens:</b>	Qualifies under current IP
<b>Legislative Lens:</b>	Meets legislative criteria ( <i>Community Charter</i> Section 183, (b) pooled investment funds under section 16 of the <i>Municipal Finance Authority Act</i> )
<b>Risk/Benefits Analysis:</b>	
Diversification beyond fixed income & access to multiple global asset classes	
Exposure to illiquid asset classes: 30 day notice period Preservation of Capital: if liquidated in a negative return period erosion of capital can occur	
Illiquidity risk: Fund intended for long-term holdings only which may constrain attempts to redeem funds on a timely basis	
Professional Management: Phillips, Hager & North are the primary fund managers	

Once available, staff will review suitability of the new DMAC pooled fund with investment goals in alignment with the IP.

## **CONCLUSION**

The Municipal Finance Authority of BC is developing a Diversified Multi-Asset Class pooled fund product to add to the current investment product offering. The fund looks to provide higher yields while diversifying investment risk for local government clients. The current Investment Policy of the Capital Regional District aligns with the proposed new offering and staff will include as a portfolio investment option wherever suitable.

## **RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:  
That the Update on the Municipal Finance Authority Product report be received for information.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P. Eng., Acting Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: DMAC Overview

Appendix B: MFA DMAC Presentation

### **Additional Background: DMAC Pooled Investment Fund**

The MFA is offering a new optional investment vehicle intended for long-term investments (i.e. 10+ years) by BC local governments: The Diversified Multi-Asset Class pooled investment fund (DMAC). A multi-asset class global portfolio can offer superior risk-adjusted returns and can enhance some risk characteristics of a fixed-income only reserves portfolio, as long as the time horizon for the investment is truly long-term in nature.

The DMAC Fund is not appropriate for all Local Governments (LGs). While the MFA will help educate and support LGs, LGs will need to do their own due diligence before investing. LGs are considered professional investors by Canadian securities regulators.

Preservation of capital through diversification of investments into the broadest selection of asset categories possible, and picking the right exposures within those categories, should be the main priority for local government investors. However, if the investments are not needed until well into the future, the purchasing power of short dated bonds and deposit investments are being diminished, as inflation is higher than expected returns on those investments.

Cash flow forecasting is critical to the analysis process which supports the ability and accuracy of matching investments with future requirements. A well-designed cash flow forecast can support a longer-term investment horizon and improve risk-adjusted returns.

MFA's DMAC Fund is professionally designed for LG reserves not needed for 10 years or longer at very low cost. Among the biggest risks involved in buying the DMAC fund is the risk of a LG selling the Fund earlier than originally anticipated (and crystalizing losses during a downturn). Managing expectations and educating all stakeholders on volatility will be key to limiting bad outcomes. Segregation or "earmarking" of suitable long-term reserves along with education should limit divestment of holdings at inopportune times. Whether due to accounting practices, or from the actual performance of the Fund, higher than normal volatility should be expected. While MFA cannot dictate how LGs manage their investment process and practices, MFA will require evidence of staff and council discourse about the potential short-term volatility of the DMAC Fund and the intent to hold on to it for the long term.

Investment best practices call for a Board- or Council-approved Investment Policy to guide risk tolerance and the objectives of an investment portfolio. The Capital Regional District's current investment policy would permit investing long-term investments into the DMAC fund.

The presentation in Appendix B, provided by the MFA, outlines the diversification, exposure and risk characteristics of the DMAC.

# MFA's Diversified Multi-asset Class Fund

Peter Urbanc, CEO



**Municipal Finance  
Authority of BC**



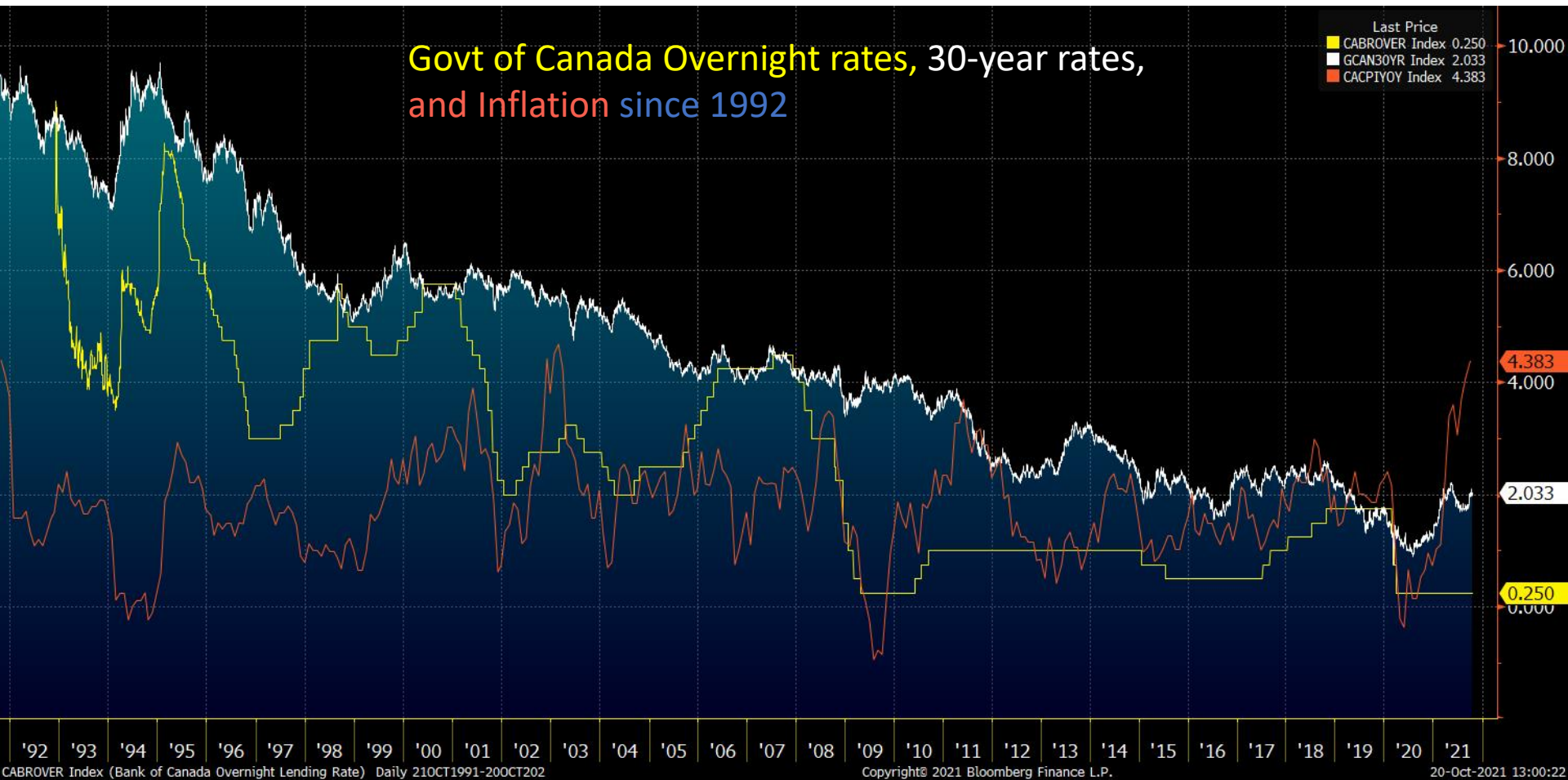


- MFA is offering a new **optional** investment vehicle intended for **long-term** investments by BC local governments (“LGs”): The Diversified Multi-Asset Class pooled investment fund (“DMAC”)
- In order to support long-term capital growth and reduce certain risks, MFA endorses the ability for **well-suited** LGs to diversify a portion of investments into a professionally-managed global portfolio of stocks, bonds and alternative assets
- Several jurisdictions already have allowed expanded investment options for LGs for many years (Alberta, Saskatchewan, Ontario, Nova Scotia)
- A multi-asset class global portfolio can offer superior risk-adjusted returns and can enhance some risk characteristics of a fixed-income only reserves portfolio - **as long as the time horizon for the investment is truly long-term in nature**
- The DMAC Fund is not appropriate for all LGs. While MFA will help educate and support LGs, LGs will need to do their own due diligence before investing. LGs are considered professional investors by Canadian securities regulators
- In addition to strict on-boarding requirements (by MFA) to ensure suitability prior to entering into the Fund, the Province has imposed an investment limit of 10 or 25% of a LG’s prior years’ ‘Total Year-end Cash & Investments’



## Fixed income investments are likely over-valued

Investors have done well by owning long-term bonds over the last 25 years - as interest rates have fallen. However, locking in long-term interest rates at today's low rates is very risky



## 10-year Performance Projections: Various Asset Mixes



Investing in bonds alone is likely not a suitable strategy for long-term portfolios which are aimed at funding long-term capital investments

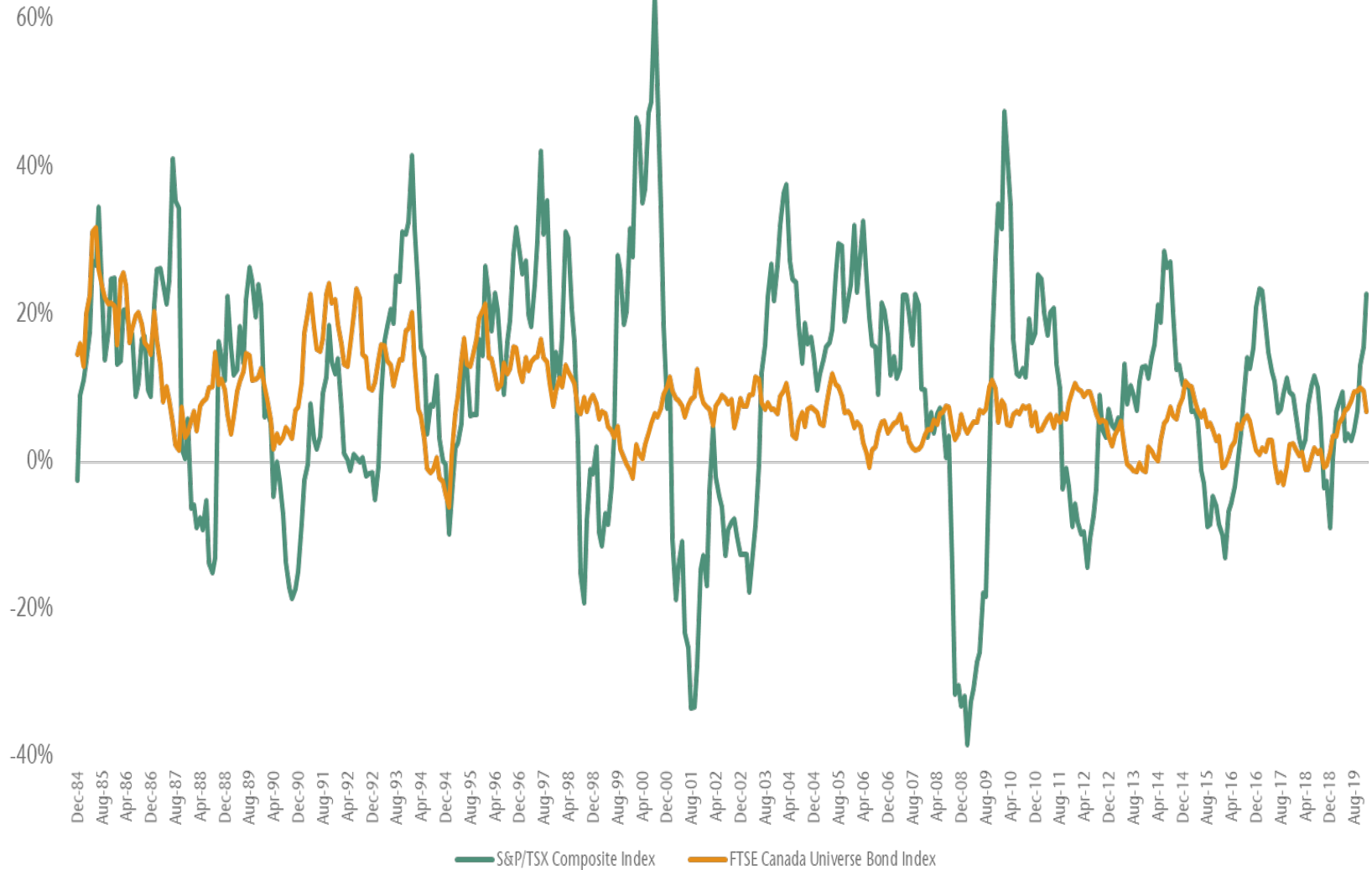
	Portfolio A Govt Bonds	Portfolio B All Bonds	Portfolio C 50 / 50	Portfolio D 25 / 75	Portfolio E 10 / 90
Canadian Government Bonds	100%	0%	0%	0%	0%
Canadian Universe Bonds	0%	100%	0%	0%	0%
Global Universe Bonds (CAD-Hedged)	0%	0%	50%	25%	10%
Global Equities (in CAD)	0%	0%	50%	75%	90%
Long Term Expected Return (10 years)	1.0%	1.3%	4.3%	5.6%	6.3%
Annual Volatility	4.6%	4.4%	7.3%	10.7%	12.9%
Sharpe Ratio (Return per unit of risk)	0.10	0.18	0.51	0.47	0.45

Hypothetical performance analyses conducted in October 2020, for illustrative purposes only.  
There is no guarantee hypothetical returns or projections will be realized.

# Year over year investment returns are more volatile for stocks vs bonds



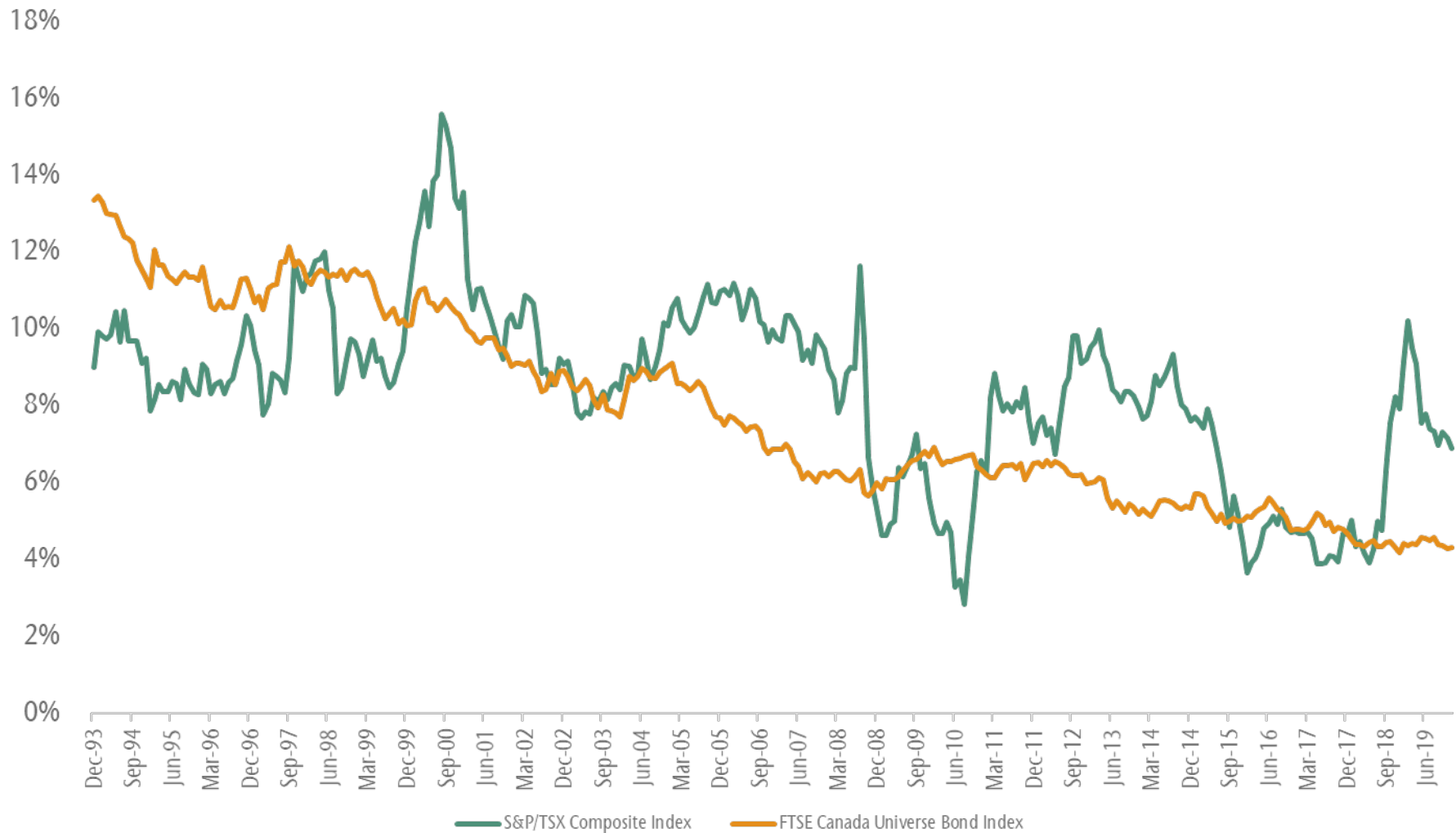
ROLLING 1-YEAR PERIODS



## Over 10-year periods, equities investment returns have been positive since the 1980s



### ROLLING 10-YEAR PERIODS



# Asset class diversification reduces volatility and increases risk-adjusted returns



ROLLING 10-YEAR PERIODS



# DMAC aims to provide global diversification and optimize risk-adjusted returns



Asset Class/Strategy	Asset Class/Strategy Characteristics	Exposure Range *	Expected Return Range	Expected Annual Volatility	Expected Annual Downside Risk
<b>Short &amp; Universe Bonds</b>	<ul style="list-style-type: none"> <li>Key source of stability and modest income</li> <li>Tactical management of multi-sector-credit and illiquidity</li> </ul>	5.0% to 15.0%	2.0% to 2.3%	2.3% to 4.3%	-3.0% to -7.5%
<b>Multi-asset Global Credit</b>	<ul style="list-style-type: none"> <li>Diversified global exposure to investment grade and sub-investment grade credit</li> <li>Not benchmark driven, providing more flexible approach to credit markets</li> </ul>	5.0% to 15.0%	4.0% to 5.0%	9.3%	-18.7%
<b>Canadian &amp; Global Equities</b>	<ul style="list-style-type: none"> <li>Actively managed fundamental equities</li> <li>Significant component of portfolio return</li> <li>Large global component reduces exposure to concentrated Canadian markets</li> </ul>	20.0% to 40.0%	5.6% to 6.4%	14.3% to 17.0%	-25.0% to -27.8%
<b>Low Volatility Equities</b>	<ul style="list-style-type: none"> <li>Reduce risk embedded in traditional equity allocations</li> <li>Typically resilient in drawdowns but trail in strong up-markets</li> </ul>	10.0% to 20.0%	5.1% to 5.8%	11.0% to 11.7%	-15.5% to -16.4%
<b>Emerging Market Equities</b>	<ul style="list-style-type: none"> <li>Exposure to faster growing emerging markets</li> <li>Increases portfolio expected return</li> </ul>	5.0% to 8.0%	7.6%	23.3%	-33.9%
<b>Alternatives</b>	<ul style="list-style-type: none"> <li>High Yield Mortgages, Real Estate, and/or Infrastructure Funds are being considered</li> <li>Strong risk-adjusted returns that are less correlated with equities and low volatility</li> </ul>	10.0% to 20.0%	5.8% to 6.0%	1.7% to 9.6%	-13.4% to -13.9%

\* MFA is currently refining the asset allocation parameters - these ranges are preliminary. The Fund Manager will have latitude to operate within approved ranges by asset class to allow for tactical asset allocation decisions and rebalancing.

# Change in risk profile: Introducing Equities into a LG's Investment Portfolio



The impact of investing 20% of “City A’s” existing portfolio into a global stock portfolio is shown below. This is a conservative illustration of the increased volatility of introducing the DMAC Fund, as that DMAC will have lower risk characteristics than a 100% global stock portfolio.

	<u>City A</u> Current Portfolio  (Portfolio Size: \$1.7B)	<u>City A</u> Adjusted Portfolio w/ 20% Equity Exposure  (Portfolio Size: \$1.7B)
Expected Annual Return (\$ / %)	\$36.0M (2.12%)	\$50.2M (2.95%)
Volatility**	+/- \$30.8M (1.81%)	+/- \$55.7M (3.27%)
Avg. Max. Drawdown†	-\$15.1M (-0.89%)	-\$42.0M (-2.47%)
<b>VaR (99%)</b> (~1 in 100)	-\$70.3M (-4.14%)	-\$157.7M (-9.27%)
<b>Worst Drawdown◇</b> (~1 in 2,000)	-\$101.9M (-5.99%)	-\$249.7M (-14.69%)

10-year investment horizon. \*\* 1 standard deviation; ~67% of the time actual returns are +/- x from the expected return. † Calculated by running 2,000 simulations across 10 years and finding the worst annual peak-to-trough decline by scenario, the average is then taken across those 2,000 scenarios. ◇ Of the 2,000 simulations the worst drawdown; theoretically a 1 in 2,000 scenario.





**Preservation of capital** through **diversification** of investments into the broadest selection of asset categories possible, and picking the right **exposures** within those categories, **should be the main priority** for local government investors. However, if the investments are not needed until well into the future, the purchasing power of short dated bonds and deposit investments are being diminished – as inflation is higher than expected returns on those investments.

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Investment best practices call for a **Council-approved Investment Policy** to guide risk tolerance and the **Objectives** of an investment portfolio.



**Municipal Finance  
Authority of BC**

CELEBRATING

**50**

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**Alternative Asset:** A financial asset that does not fall into one of the conventional investment categories. Conventional categories include stocks, bonds, and cash. Alternative investments include private equity or venture capital, real estate, infrastructure, hedge funds, and managed futures. Alternative investments typically have low correlation with conventional investment categories.

**Drawdown:** A drawdown is a peak-to-trough decline of an investment during a specific period for an investment. A drawdown is usually quoted as the percentage between the peak and the subsequent trough.

**Emerging Market Economy:** An emerging market economy is the economy of a developing nation that is becoming more engaged with global markets as it grows. Countries classified as emerging market economies are those with some, but not all, of the characteristics of a developed market. As an emerging market economy progresses it typically becomes more integrated with the global economy, as shown by increased liquidity in local debt and equity markets, increased trade volume and foreign direct investment, and the domestic development of modern financial and regulatory institutions.

**Estimated Long-term Return:** Is a hypothetical measure that forecasts an investor's expected return over the life of an investment.

**Investment Time Horizon:** The projected length of time your money will be invested.



**Low Volatility Equity (Strategy):** A low-volatility investing strategy focuses on reducing volatility or risk compared to an index. This strategy uses risk as the primary measure to determine if a particular stock will be included or excluded in a portfolio, and what the optimal weighting of the included stock will be.

**Market Exposure:** Market exposure refers to the dollar amount of funds or percentage of a broader portfolio that is invested in a particular type of security, market sector, or industry. Market exposure is usually expressed as a percentage of total portfolio holdings.

**Multi-asset Global Credit:** Is a diversified investment discipline that aims to capture global credit risk premiums by investing in a range of geographies, asset classes, and credit instruments.

**Professional Investor (also: “Accredited Investor”):** Financially sophisticated individuals or entities (LGs) assumed to have requisite knowledge and understanding of professional investing concepts and can enter into investment-related contracts with other professional investors. Generally, regulatory investment suitability assessments/obligations are waived for the professional selling services and this results in limited legal recourse for the professional purchasing investment services.



**Risk-adjusted Return:** A risk-adjusted return measures an investment's return after taking into account the degree of risk that was taken to achieve it. There are several methods of risk-adjusting performance, such as the Sharpe ratio for example, with each yielding a slightly different result. In any case, the purpose of risk-adjusted return is to help investors determine whether the risk taken was worth the expected reward.

**Sharpe Ratio:** Is used to help investors understand the return of an investment compared to its risk. The Sharpe Ratio adjusts a portfolio's past performance – or expected future performance – for the excess risk that was taken by the investor. A higher Sharpe Ratio indicates better risk-adjusted performance compared to a lower Sharpe Ratio in a comparable asset class, but a standalone Sharpe Ratio value is of little informational value as it varies between asset classes and portfolio types.

**Universe Bonds:** Highly-rated (investment grade (BBB), or higher) corporate and government bonds which meet minimum liquidity requirements.

**Value at Risk (VaR):** The estimated maximum loss at a level of confidence (probability), over a given period.

**Volatility:** Is the tendency of an investment to experience price swings (ups and downs) over a period of time.

**REPORT TO FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JANUARY 05, 2022**

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**SUBJECT**     **Capital Regional District External Grants Update**

**ISSUE SUMMARY**

A bi-monthly update on external grants activity for the period of October 12 through December 13, 2021.

**BACKGROUND**

This report summarizes activities and outcomes since the CRD External Grants Update was last presented at the November 2021 Board meeting. Additionally, the CRD External Grants Dashboard (Appendix A) details grant applications, awards, and status of projects in progress.

**IMPLICATIONS**

*Financial Implications*

**Grants / Contributions Awarded**

Four grants are under news embargo.

1. \$11,290,921 through National Housing Strategy's – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Major Cities Stream to support the Catherine Street Supportive Housing Project, 45 units.
2. \$100,000 through Enabling Accessibility Fund – Small Projects Stream to support the Improving Accessibility – Panorama Recreation & SEAPARC Project. (Declined November 2020 and re-considered in Summer 2021).
3. \$100,000 through BC Hydro Community Energy Manager Program to support the CRD's Community Energy Specialist from September 2021 – September 2023.
4. \$89,912 through Canada Summer Jobs to support various services in youth employment.
  - a. \$31,757 for Panorama – Greenglade.
  - b. \$20,830 for SEAPARC.
  - c. \$16,609 for Panorama – Aquatics.
  - d. \$6,528 for SSI – Parks & Recreation.
  - e. \$4,450 for Panorama – Tennis.
  - f. \$3,374 for Panorama – Summer Camp.
  - g. \$3,192 for Regional Parks.
  - h. \$3,172 for Integrated Water Services.
5. \$65,000 through Canada Nature Fund's Species at Risk Priority Places – Environment and Climate Change Canada Program to support the Species at Risk Assessment,

Planning and Habitat Restoration at Mill Hill Regional Park (2021-2023). (2021-2022 \$25,000; 2022-2023 \$40,000).

6. \$3,000 through CRD Traffic Safety Commission to support the CRD Walk and Wheel to School 2021 Project.
7. \$3,000 through Salt Spring Island Foundation to support the Child Care Space Creation – Equipment Project.

### **Investing in Canada Infrastructure Program Application Update**

1. Declined: Investing in Canada Infrastructure Program – Green Infrastructure – Climate Change Mitigation – CleanBC Communities Fund: Panorama Recreation Energy Recovery Project, for \$1,972,430.

### **Applications Submitted**

Eleven applications were submitted:

1. \$37,329,573 (total) through National Housing Strategy's – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream for three projects:
  - a. \$14,935,789 to support the 1053 Meares Street Supportive Housing Project, 50 units.
  - b. \$11,616,000 to support the 150 Drake Road Supportive Housing Project, 35 units.
  - c. \$10,777,784 to support the 1176 Yates Street Supportive Housing Project, 46 units.
2. \$36,900,000 through Infrastructure Canada's Disaster Mitigation and Adaptation Fund to support the Capital Regional District – Regional Water System Upgrades – Disaster Mitigation and Adaptation Improvement Project.
3. \$11,290,921 through National Housing Strategy's – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Major Cities Stream to support 865 Catherine Street Supportive Housing Project, 45 units.
4. \$283,719 through UBCM's Community Resiliency Investment – 2022 FireSmart Community Funding & Supports Program to support the Capital Region FireSmart Program Establishment Project.
5. \$148,400 through Federation of Canadian Municipalities – Green Municipal Fund-Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant, to support Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres.
6. \$65,000 through Canada Nature Fund – Species at Risk Priority Places – Environment and Climate Change Canada program to support the Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Regional Park.

7. \$25,000 through UBCM's Community Emergency Preparedness Fund – 2022 Evacuation Route Planning Stream to support the Capital Regional District Evacuation Route Planning Project.
8. \$8,080 through Civil Forfeiture Office Grant Program for Specialized Equipment and training for Police and Related Agencies to support the CRD Regional Parks Compliance and Enforcement Program.
9. \$6,900 through UBC Sustainability Scholars Program to support Understanding Pathways to Equitable Energy Retrofits of Purpose-Built Rental Multi-Unit Residential Buildings in the CRD Project.

### **Core Area Wastewater Treatment Plant Project Update**

The Core Area Wastewater Treatment Plant project is partially funded by the Federal Government, the Province of BC, and the Federation of Canadian Municipalities Green Municipal Fund grant/loan program. During the months of October and November, the CRD received the final \$62M of the \$248M grant award in funding from the Province of BC. The P3 Funding from Infrastructure Canada (\$41M) is the remaining final payment to be received. Final payments are subject to holdback until the project and reporting are complete. Cumulatively, the CRD has received \$421M of the estimated revised total of \$462M in grant revenues. The remaining (up to) \$41M is expected to be received in 2022 based on timing of eligible expenditures and achievement of target milestones.

#### *Service Delivery Implications*

### **New Grant Opportunities**

Thirteen new grant calls were issued during the reporting period and two grant programs extended their deadlines. Grant Calls in Progress for which the CRD is eligible to apply are featured in Appendix A (see pages 6-7), and in the table below:

<b>Grant</b>	<b>Deadline</b>	<b>Information</b>
Research and Knowledge Initiative – Infrastructure Canada	Extended to 05-Nov-21	Provides funding to support research and knowledge-sharing projects to advance public infrastructure needs.
Canadian Women in Local Leadership (CanWill) – Federation of Canadian Municipalities (FCM)	05-Nov-21	Provides funding through FCM for social inclusion capacity initiatives to support women for municipal leadership positions.
CanExport Community Investments	19-Nov-21	Provides funding to support foreign direct investment initiatives, including marketing, training, identification, and retention.
Celebrate Canada	21-Nov-21	Provides funding to support Canada events.



<b>Grant</b>	<b>Deadline</b>	<b>Information</b>
Recovery Funding for Professional Arts Presentation Organizations – Canada Arts Presentation Fund	13-Dec-21	Provides funding to support organizations who own/operate presentation venues and experienced challenges during COVID-19.
2022 Platinum Jubilee of Her Majesty Queen Elizabeth II – Community Projects	Extended to 20-Dec-21	Provides funding to community-based projects celebrating the 70-year reign.
Celebration and Commemoration Program — Reopening Fund	10-Jan-22	Provides funding for commemorative/celebratory events and educational/awareness materials to support local economics impacted by COVID-19.
Habitat Stewardship Program for Species at Risk	10-Jan-22	Provides funding for habitat projects for species at risk.
Nature Smart Climate Solutions Fund – Environment and Climate Change Canada	25-Jan-22	Provides funding for nature-based solutions through three streams: 1. Place-Based Actions Stream. 2. Sector-Based Policy Stream. 3. Reverse Auction Pilot Stream.
Poverty Reduction Planning and Action Program – UBCM	11-Feb-22	Provides funding through two streams to support projects that reduce poverty at a local level: 1. Poverty Reduction Plans and Assessments. 2. Poverty Reduction Action.
Cultural Spaces Fund – Making Cultural Spaces Safe During COVID-19 Initiative	Continuous	Provides one-time funding to arts and heritage organizations to reopen their spaces in alignment with public health guidelines.
MITACS – Municipal Support Grants	Continuous	Provides funding to support post-secondary researchers for innovative projects.

### **Forthcoming Grants**

1. Spring 2022 (TBA) CleanBC Go Electric Public Charger Program to provide funding (rebates) for public Direct Current Fast Chargers. Currently prioritizing high geographic areas: rural, Indigenous and Northern Communities, and fast charging pilot projects.
2. Capital Projects Stream (TBA) – Rural Transit Solutions Fund to support delivery of rural transit solutions.

**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 bi-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:	Larisa Hutcheson, P. Eng., Acting 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	CleanBC - BC Hydro Commercial Custom Program	N/A	Panorama Energy Recovery Project		N/A	PES - Panorama is the lead	\$ 200,000	7%
	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-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-CleanBC Communities Fund	12-Nov-20	Panorama Recreation Energy Recovery project		14-Oct-20	PES - Panorama is the lead	\$ 1,972,430.00	70%
	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%
	CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure	04-Feb-21	Salt Spring Island Composting Project		10-Feb-21	Environmental Resource Management - Partnership project TBC	\$ 168,462.00	44.44%
	Canada Summer Jobs	03-Feb-21	SEAPARC (\$25,536), Regional Parks (\$3,192), IWS (\$3,192), Panorama – Tennis (\$12,768), Panorama – Aquatics (\$27,274), Panorama – Summer camp (\$3,192). Panorama – Greenglade (\$36,936), and SSI – Parks & Rec (\$6,384).		N/A	Human Resources is the lead. Approved for \$89,912.	\$ 118,474.00	TBC
	Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets	04-Jun-20	Eight Level Two Electric Vehicle Chargers, applied for up to \$40,000 for corporate fleet chargers.		N/A	Climate Action is the lead	TBC	TBC
	Habitat Stewardship Program for Species at Risk	02-Mar-21	State of Species at Risk project for Regional Parks		N/A	Regional Parks is the lead	\$ 49,806.00	39.45%
	Canada Healthy Communities Initiative-Intake 2	25-Jun-21	Centennial Park Plaza Project		N/A	SSI Parks and Recreation is the lead	\$ 100,000.00	33.33%
	Zero Emissions Vehicle Incentive Program-Natural Resources Canada	22-Jun-21	Capital Region Electric Vehicle Charging Initiative		N/A	Climate Action coordinated a joint partnership application with City of Victoria, Township of Esquimalt, and Town of View Royal. Total grant request, \$457,500. The CRD’s individual grant request is \$315,000.	\$ 315,000.00	34.43%
	Canada Community Revitalization Fund	23-Jul-21	Revitalization of Centennial Park		8-Sep-21	SSI Parks and Recreation is the lead	\$ 600,000.00	75.01%
	CRD Traffic Safety Commission	30-Jul-21	CRD Walk and Wheel to School 2021 project		N/A	Climate Action is the lead. Approved for \$3,000.	\$ 3,000.00	60.00%
	Natural Resources Canada Zero Emission Vehicle Awareness Initiative	16-Aug-21	Capital Region E-Mobility Awareness Initiative		N/A	Climate Action is the lead	\$ 224,000.00	73.00%
	Federation of Canadian Municipalities – Green Municipal Fund-Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant	Continuous	Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres		N/A	Climate Action is the lead	\$ 148,400.00	TBC

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 APPLICATIONS IN PROGRESS	CleanBC Go Electric Fleets Infrastructure Assessment rebate	31-Mar-23	Go Electric Fleets IWS Facility Assessment		N/A	Climate Action is the lead. Pre-approved for Rebate.	\$	4,500.00	50.00%
	Salt Spring Island Foundation	Fall 2021	Child Care Space Creation - Equipment for New Day Care		N/A	SSI Parks and Recreation is the lead. Approved for \$3,000.	\$	5,000.00	33.33%
	BC Hydro Community Energy Manager Program	2021	Community Energy Specialist from Sept. 2021-Sept. 2023		N/A	Climate Action is the lead. Approved for \$100,000.	\$	100,000.00	N/A
	Disaster Mitigation and Adaptation Fund - Large-Scale Project Stream	15-Oct-21	Capital Regional District - Regional Water System Upgrades - Disaster Mitigation and Adaptation Improvement Project		Required	IWS is the lead	\$	36,900,000.00	42.41%
	National Housing Strategy's – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream	31-Aug-21	1053 Meares Street Supportive Housing Project, 50 units		Required	Regional Housing is the lead	\$	14,935,789.36	80.00%
	National Housing Strategy's – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream	31-Aug-21	150 Drake Road Supportive Housing Project, 35 units		Required	Regional Housing is the lead	\$	11,616,000.00	80.00%
	National Housing Strategy's – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Projects Stream	31-Aug-21	1176 Yates Street Supportive Housing Project, 46 units		Required	Regional Housing is the lead	\$	10,777,784.37	80.00%
	National Housing Strategy's – Canada Mortgage and Housing Corporation – Rapid Housing Initiative – Major Cities Stream	31-Aug-21	865 Catherine Street Supportive Housing Project, 45 units		Required	Regional Housing is the lead. Approved for \$11.3M	\$	11,290,921.00	66.46%
	Civil Forfeiture Office Grant Program for Specialized Equipment and Training for Police and Related Agencies	24-Nov-21	CRD Regional Parks Compliance and Enforcement Program		N/A	Regional Parks is the lead	\$	8,079.75	100.00%
	UBC Sustainability Scholars Program - BC Hydro	Nov-21	Understanding Pathways to Equitable Energy Retrofits of Purpose-Built Rental Multi-Unit Residential Buildings in the CRD project		N/A	Climate Action is the lead	\$	6,900.00	100.00%
	Enabling Accessibility Fund-Small Projects	13-Jul-20	Improving Accessibility - Panorama Recreation & SEAPARC		N/A	Panorama and SEAPARC. Approved for \$100,000 after initial decline in 2020	\$	100,000.00	87%
	Canada Nature Fund's Species at Risk Priority Places – Environment and Climate Change Canada Program	Fall 2021	Species at Risk Assessment, Planning and Habitat Restoration at Mill Hill Regional Park (2021-2023)		N/A	Regional Parks is the lead. Approved for \$65,000 (2021-2022 \$25,000; 2022-2023 \$40,000).	\$	65,000.00	41.73%
	Community Emergency Preparedness Fund – 2022 Evacuation Route Planning Stream	19-Nov-21	Capital Regional District Evacuation Route Planning project		Required	Protective Services	\$	25,000.00	83.33%
	Community Resiliency Investment Program 2022 FireSmart Community Funding & Supports	08-Oct-21	Capital Region FireSmart Program Establishment Project.		8-Dec-21	Protective Services is the lead	\$	283,719.00	100.00%
TOTAL GRANT ASKS IN PROGRESS (EXCLUDING CORE AREA LIQUID WASTE MANAGEMENT)							\$	192,928,824	
































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	\$ 120,000,001
	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	\$ 50,000,001
	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	\$ 248,000,000
	FCM - Green Municipal Fund - Water Capital Projects	\$3M grant in combination with a \$20M loan.				\$ 3,000,000	\$ 2,750,000
	TOTALS					\$ 462,000,000	\$ 420,750,002





























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									
Grant Program Links		Dept.	Project Deadline	Project	Status	Lead	Project Cost (Estimate)		Grant Award
PROJECTS IN PROGRESS	<a href="#">Bike BC Cycling Infrastructure Program</a>	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
	<a href="#">Building BC - Community Housing Fund</a>	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
	<a href="#">FCM Green Municipal Fund - Pilot Project</a>	F&T	31-Oct-21	Zero Emissions Fleet Initiative		Risk Management - Climate Action	\$	1,087,000	\$ 350,000
	<a href="#">BC Rural Dividend</a>	PES	22-Mar-21	Engineering Design for SGI Regional Trails		Regional Parks	\$	200,000	\$ 100,000
	<a href="#">BC Rural Dividend</a>	SSI	22-Mar-21	Shared Service Business Model		SSI Administration	\$	100,000	\$ 90,750
	<a href="#">Child Care Space Creation Program</a>	SSI	15-Apr-21	SSI PARC Licensed Preschool Child Care Space		SSI Administration	\$	296,460	\$ 214,600
	<a href="#">Affordable Rental Innovation - CMHC</a>	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
	<a href="#">Reaching Home-Designated Communities</a>	PPS	31-Mar-24	For community homelessness service projects		PPS: Regional Housing	\$	4,772,699	\$ 4,772,699
	<a href="#">Reaching Home-Indigenous Homelessness</a>	PPS	31-Mar-22	For community homelessness service projects		PPS: Regional Housing		TBC	\$ 1,011,768
	<a href="#">Reaching Home-COVID-19 Response</a>	PPS	30-Jun-21	For community homelessness service projects		PPS: Regional Housing		TBC	\$ 3,231,049
	<a href="#">City of Victoria Housing Reserve Fund</a>	PPS	2023	Michigan Housing Project		PPS-Regional Housing-CRHC	\$	1,395,000	\$ 1,020,000
	<a href="#">UBCM-Community Emergency Preparedness Fund-Volunteer &amp; Composite Fire Departments Equipment &amp; Training</a>	PPS	TBD	Joint CRD Volunteer Fire Department Equiptment and Training Project		PPS	\$	128,372	\$ 114,191
	<a href="#">UBCM-Community Resiliency Investment Program-FireSmart Community Funding &amp; Supports</a>	PPS	TBD	CRD Firesmart Project 2020		Parks and PPS	\$	50,900	\$ 49,900
	<a href="#">UBCM Housing Needs Reports Program Grant</a>	PPS	2021	Regional Housing Needs Report-Capital Region		CRD Development and Planning Advisory Committee	\$	150,000	\$ 150,000
	<a href="#">Community Child Care Space Creation Program</a>	SSI	TBD	Multipurpose room for licensed child care and recreation programs		SSI Administration		TBC	\$ 832,725
	<a href="#">Community Emergency Preparedness Fund - Emergency Support Services</a>	PPS	2021	Electoral Area Equipment and Training for Emergency Support Services Modernization		Protective Services		TBC	\$ 24,983
	<a href="#">BC Rural Dividend - Rural Community Development Grants</a>	SGI	TBD	SGI Broadband Connectivity - Planning Project		SGI Administration		TBC	\$ 50,000
	<a href="#">BC Active Transportation Infrastructure Grants Program: Active Transportation Network Planning Grant and Active Transportation Infrastructure Grant</a>	SSI	Mar-21	Lower Ganges Road Pathways Phase 2: Booth Canal to Baker Road		SSI Administration	\$	700,000	\$ 490,000
	<a href="#">Investing in Canada - Community, Culture, Recreation</a>	PES	TBD	Mayne Island Regional Trail - Phase One Development		PES - Regional Parks		TBC	\$ 2,778,393
	<a href="#">2020 Emergency Operations Centres and Training Program-Community Emergency Preparedness Fund</a>	PPS	2021	Electoral Areas (JDF, SSI, SGI) EOC Supplies Procurement Project		Protective Services	\$	25,000	\$ 25,000
	<a href="#">BC Hydro Sustainable Communities Implementation Fund</a>	PES	2021	Capital Region Electric Vehicle Infrastructure Road		PES - Environmental Protection - Climate Action	\$	71,500	\$ 36,000
	<a href="#">Active Transportation Planning Program</a>	SGI	2021	Active Transportation Plan for the Southern Gulf		SGI Administration	\$	28,240	\$ 20,000
	<a href="#">Rapid Housing Initiative-Major Cities Stream Immediate Support-Canada Mortgage and Housing Corporation</a>	PPS	TBD	Permanent Affordable Housing under Rapid Housing Initiative		Regional Housing. Allocation of \$13,056,502		N/A	\$ 13,056,502

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	COVID-19 Safe Restart Grants for Local Governments	FT	2021	Funding for local operations impacted by COVID-19		Finance		N/A	\$	1,996,000
	2021-21 Salt Spring Island Transit Annual Operating Agreement	SSI	2021	Salt Spring Island Paratransit System funding through Safe Restart.		SSI Administration		N/A	\$	224,354
	Provincial Urban Deer Cost-Share Program	SGI	2021	Enhanced Eco-Cultural Restoration Partnership Proposal – Fallow Deer Management on Mayne Island		SGI Administration	\$	43,000	\$	18,000
	Community Economic Recovery Infrastructure Program-Unique Heritage Infrastructure Stream	IWS	2022	Goldstream Powerhouse Roof		Regional Water Supply Service	\$	77,160	\$	76,000
	Municipal Asset Management Program-FCM	AM	2022	Asset Life-Cycle Assessment Policy and Procedures		Asset Management	\$	62,500	\$	50,000
	Community Energy Financing - FCM	PES	TBD	Capital Regional Residential Energy Retrofit Program		PES - Environmental Protection - Climate Action	\$	320,000	\$	175,000
	ParticipACTION Community Better Challenge	SSI	2021	Swim the Southern Gulf Islands		SSI Parks and Recreation	\$	1,000	\$	400
	Province of BC-Ministry of Forests, Lands, Natural Resource Operations and Rural Development	PES	2022	Elk/Beaver Lake Oxygenation System project		PES - Regional Parks	\$	1,667,000	\$	750,000
	Salt Spring Island Foundation-Foundations of Youth Grant	SSI	2021	Salt Spring Lifeguard School program		SSI Parks and Recreation	\$	2,875	\$	500
	Building BC - Community Housing Fund	PPS	TBD	2780 Spencer Rd project in partnership with CRHC		Regional Housing	\$	19,900,000	\$	5,900,000
	Community Emergency Support Services – Emergency Support Services	PPS	2021	CRD ESS Drills and Equipment Funds		Protective Services	\$	25,000	\$	25,000
	2021 FireSmart Economic Recovery Fund-Community Resiliency Investment Program-UBCM	PPS	2021	Capital Regional FireSmart Economic Recovery		Protective Services	\$	137,907	\$	137,907
	2021 Emergency Operations Centres & Training-Community Emergency Preparedness Fund	PPS	2021	CRD Electoral Area EOC Functional Exercises		Protective Services	\$	25,000	\$	25,000
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program	IWS	31-Mar-26	Magic Lake Estates Wastewater System Renewal		IWS - Infrastructure Engineering	\$	12,150,000	\$	5,653,266
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	SSI	2023	SSI Drake Road Trail Upgrade Project		SSI Parks and Recreation	\$	176,401	\$	90,127
	Strengthening Communities' Services-UBCM	SSI/PPS	31-Jul-22	Salt Spring Island Homelessness COVID Response project		SSI and Regional Housing	\$	325,570	\$	308,520
	BC Active Transportation Network Planning Grant Program	SSI	31-Mar-23	Pedestrian and Cycling Master Plan Update - Salt Spring Island edition 2021		SSI Administration	\$	60,000	\$	30,000
	TD Friends of the Environment Foundation Program	SGI	05-Oct-22	Galiano Island Parks and Recreation Commission Zuker Native Plant Restoration		SGI Administration and Galiano Island Parks and Recreation Commission	\$	42,964	\$	6,500
	2021-22 Reaching Home-Government of Canada	PPS	2022	Designated Communities (\$2,401,331) and Indigenous Homelessness (\$1,315,537).		Regional Housing	\$	3,716,868	\$	3,716,868
	Climate Action Revenue Incentive Program	Finance	2021	2020 CARIP Grant Report		Finance and Climate Action	\$	87,073	\$	87,073
GRANTS AWARDED as of December 13, 2021							\$	257,539,553	\$	203,571,211



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		Not applicable; CRD's role can be to support a not-for-profit in pursuing these grants.	All	Grant alert sent
	Human and Social Programs		30-Nov-21			
	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
	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	
	Ship-source Oil Pollution Fund	Ongoing	Ongoing	TBD	Standing Item	Grant alert sent
	Ecological Gifts Program	N/A	Ongoing	Not Specified	All	Grant alert sent
	Family Violence Initiative	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
	Clean Fuels Program – Building New Domestic Production Capacity-Natural Resources Canada	N/A	13-Oct-21	Not Specified	All	Grant alert sent
	Disaster Mitigation and Adaptation Fund-Infrastructure Canada-Large-scale projects	N/A	15-Oct-21	Required	All	Grant alert sent
	Local Government Partnership Program	N/A	21-Oct-21	Required	All	Grant alert sent
	Museum Assistance Program-Canadian Heritage	N/A	01-Nov-21	Not Specified	All	Grant alert sent
	Research and Knowledge Initiative – Infrastructure Canada	N/A	05-Nov-21	Not Specified	All	Grant alert sent
	Canadian Women in Local Leadership (CanWill) – Federation of Canadian Municipalities	N/A	05-Nov-21	Not Specified	All	Grant alert sent
	Habitat Conservation Trust Foundation-Stewardship Grants	N/A	05-Nov-21	Not Specified	All	Grant alert sent
	Habitat Conservation Trust Foundation-Enhancement and Restoration Grants	N/A	05-Nov-21	Not Specified	All	Grant alert sent
	Disaster Mitigation and Adaptation Fund-Infrastructure Canada-Small-scale projects	N/A	15-Nov-21	Required	All	Grant alert sent
	Childcare BC New Spaces Fund	N/A	16-Nov-21	Required	All	Grant alert sent
	CanExport Community Investments	N/A	19-Nov-21	N/A	All	Grant alert sent
	Evacuation Route Planning – Community Emergency Preparedness Fund-UBCM	N/A	19-Nov-21	Required	All	Grant alert sent



Grants Administration Dashboard

Externally Sourced Grant Funding

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GRANT CALLS IN PROGRESS	Celebrate Canada	N/A	21-Nov-21	Not Specified	All	Grant alert sent
	CleanBC Go Electric Public Charger Program	N/A	26-Nov-21	Not Specified	All	Grant alert sent
	Community to Community Forum-UBCM	N/A	03-Dec-21	Not Specified	All	Grant alert sent
	Recovery Funding for Professional Arts Presentation Organizations – Canada Arts Presentation Fund	N/A	13-Dec-21	Not Specified	All	Grant alert sent
	2022 Platinum Jubilee of Her Majesty Queen Elizabeth II – Community Projects	N/A	20-Dec-21	Required	All	Grant alert sent
	Celebration and Commemoration Program — Reopening Fund	N/A	10-Jan-22	Not Specified	All	Grant alert sent
	Habitat Stewardship Program for Species at Risk	N/A	10-Jan-22	Not Specified	All	Grant alert sent
	Nature Smart Climate Solutions Fund	N/A	25-Jan-22	Not Specified	All	Grant alert sent
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream	08-Oct-21	26-Jan-22	Required	All	Grant alert sent
	Emergency Support Services – Community Emergency Support Service-UBCM	N/A	28-Jan-21	Required	All	Grant alert sent
	Poverty Reduction Planning and Action Program – UBCM	N/A	11-Feb-22	Required	All	Grant alert sent
	Emergency Operations Centre and Training-Community Emergency Preparedness Fund-UBCM	N/A	25-Feb-22	Required	All	Grant alert sent
	CleanBC Go Electric Fleets Program	N/A	31-Mar-23	Not Specified	All	Grant alert sent
	Active Transportation Fund	N/A	TBC	Not Specified	All	Grant alert sent
	Rural Transit Solutions Fund-Capital Projects	N/A	TBC	Not Specified	All	Grant alert sent
	Zero Emission Transit Fund – Infrastructure Canada	N/A	TBC	Not Specified	All	Grant alert sent
	Cultural Spaces Fund – Making Cultural Spaces Safe During COVID-19 Initiative	N/A	Continuous	Not Specified	All	Grant alert sent
	MITACS – Municipal Support Grants	N/A	Continuous	Not Specified	All	Grant alert sent
	Community Buildings Retrofit Initiative- FCM	N/A	Continuous	Required	All	Grant alert sent
	Canada Arts Presentation Fund-Development	N/A	Continuous	Not Specified	All	Grant alert sent
	Green Municipal Fund: Local Home-Energy Upgrade Financing Program-FCM	N/A	Continuous	Required	All	Grant alert sent
	Economic Development Readiness Program-ICET	N/A	Continuous	Not Specified	All	Grant alert sent
	Municipal Asset Management Program - FCM	N/A	Continuous	Required	All	Grant alert sent
	Sustainable Affordable Housing-Green Municipal Fund-FCM	N/A	Continuous	Required	All	Grant alert sent
	Smart Renewables and Electrification Pathways Program	N/A	Continuous	Not Specified	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	<a href="#">UBCM Funding and Resource updates 2021</a>	<a href="#">List of Local Government Programs and Services</a>		
	GRANTS FORECAST		CleanBC Go Electric Public Charger Program, Spring 2022, TBD	
			Capital Projects Stream – Rural Transit Solutions Fund, TBD	
			UBCM Grants: Age-Friendly Communities, TBD	
			Investing in Canada Infrastructure Program: COVID-19 Resilience Stream – Ventilation Improvement	
			Island Health Community Wellness Granting Program 2021/22 intake, TBD	

# 2022 Appointments

## Board and Committee Membership

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### Capital Regional District | 2022

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#### 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 Loveday

Vice-Chair: Director Screech

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## Standing Committees

### 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

~~Councillor Joni Olsen – Tsartlip First Nation~~

### Electoral Areas Committee

*Membership consists of all 3 Electoral Area Directors.*

Chair: Director Hicks

Vice-Chair: Director Holman

Director Howe

Board Chair (ex-officio)

~~Councillor Joni Olsen – Tsartlip First Nation~~

# 2022 Appointments

## Board and Committee Membership

### Capital Regional District | 2022

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#### Environmental Services Committee

Chair: Director Desjardins

3. Director Blackwell
4. Director Helps
5. Director Hicks
6. Director Holman
7. Director Orr

Vice-Chair: Director Taylor

8. Director Ranns
9. Director Williams
10. Director Windsor

Board Chair (ex-officio)

~~Councillor Joni Olsen – Tsartlip First Nation~~

#### Finance Committee

Chair: Director Brice

3. Director Blackwell
4. Director Howe
5. Director Loveday
6. Director Orr
7. Director Screech

Vice-Chair: Director Williams

8. Director Taylor
9. Director Windsor
10. Director Young

Board Chair (ex-officio)

~~Councillor Joni Olsen – Tsartlip First Nation~~

#### First Nations Relations Committee

Chair: Director Tait

3. Director Haynes
4. Director Howe
5. Director Isitt
6. Director Orr

Vice-Chair: Director Desjardins

7. Director Ranns
8. Director Seaton
9. Director Williams

Board Chair (ex-officio)

~~Councillor Joni Olsen – Tsartlip First Nation~~

#### Governance Committee

Chair: Director Murdoch

3. Director Brice
4. Director Desjardins
5. Director Isitt
6. Director Martin
7. Director McNeil-Smith

Vice-Chair: Director Windsor

8. Director Ranns
9. Director Tait
10. Director Young

Board Chair (ex-officio)

~~Councillor Joni Olsen – Tsartlip First Nation~~

# 2022 Appointments

## Board and Committee Membership

### Capital Regional District | 2022

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#### Hospitals and Housing Committee

Chair: Director Loveday

3. Director Blackwell
4. Director Brice
5. Director Haynes
6. Director Helps

Vice-Chair: Director Orr

7. Director Holman
8. Director Murdoch
9. Director Screech

Board Chair (ex-officio)

~~Councillor Joni Olsen – Tsartlip First Nation~~

#### 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)

~~Councillor Joni Olsen – Tsartlip First Nation~~

#### Regional Parks Committee

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)

~~Councillor Joni Olsen – Tsartlip First Nation~~

#### Transportation Committee

Chair: Director Screech

3. Director Brice
4. Director Desjardins
5. Director Haynes
5. Director Howe
6. Director Isitt
7. Director McNeil-Smith

Vice-Chair: Director Loveday

8. Director Martin
9. Director Mersereau
10. Director Seaton
11. Director Tait
12. Director Taylor

Board Chair (ex-officio)

~~Councillor Joni Olsen – Tsartlip First Nation~~

# 2022 Appointments

## Board and Committee Membership

Capital Regional District | 2022

## Select & Sub-Committees

### Performing Arts Facilities Select Committee

*(reporting to the CRD Board). Annual appointments.*

Director Plant (Chair)	Director Screech (Vice-Chair)
Director Helps	Director McNeil-Smith
Director Holman	Director Mersereau
Director Howe	Director Murdoch
Director Loveday	Director Seaton
Director Martin	Director Williams

### 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	Marianne Alto
	Sharmarke Dubow
Oak Bay	Kevin Murdoch

### Solid Waste Advisory Committee

*(reporting to the Environment Services Committee).*

Chair: Director Desjardins	Vice-Chair: Elected from amongst the membership
	Board Chair (ex-officio)

# 2022 Appointments

## Board and Committee Membership

Capital Regional District | 2022

## Other CRD Committees & Commissions

### 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	Jeremy Loveday	None
View Royal	Gery Lemon	John Rogers
Salt Spring Island	Gary Holman	None
Southern Gulf Islands	Dave Howe	None
Juan de Fuca	Mike Hicks	None

# 2022 Appointments

## Board and Committee Membership

### Capital Regional District | 2022

#### 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	Dave Howe	Kevin Lorette	Ted Robbins	
Salt Spring Island	Gary Holman	Nelson Chan	Kristen Morley	

#### 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
Langford	Roger Wade	Matt Sahlstrom
Metchosin	Kyara Kahakauwila	Marie-Térèse Little
Sooke	Ebony Logins	Megan McMath
View Royal	John Rogers	Ron Mattson

#### 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
North Saanich	Geoff Orr	Celia Stock
North Saanich	Heather Gartshore	Jack McClintock
Sidney	Chad Rintoul	Scott Garnett
Sidney	Cliff McNeil-Smith	None



# 2022 Appointments

## Board and Committee Membership

### Capital Regional District | 2022

#### 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	Zeb King
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	Terri O'Keeffe	Sara Duncan
Sooke	Ebony Logins	None
Southern Gulf Islands	Dave Howe	Paul Brent
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

# 2022 Appointments

## Board and Committee Membership

### Capital Regional District | 2022

Saanich	Natalie Chambers*	Colin Plant, Judy Brownoff, Susan Brice
	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	Sharmarke Dubow	Sarah Potts, Stephen Andrew, Marianne Alto
	Jeremy Loveday*	Sarah Potts, Stephen Andrew, Marianne Alto
	Ben Isitt	Sarah Potts, Stephen Andrew, Marianne Alto
	Geoff Young	Sarah Potts, Stephen Andrew, Marianne Alto
View Royal	John Rogers	David Screech

\*Assignment of one additional vote

## 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

## Saanich Peninsula Water Commission

Members from each of the participants. Appointed by each of the member councils. Term is for one year, except CRD Directors term being four 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

# 2022 Appointments

## Board and Committee Membership

### Capital Regional District | 2022

#### 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

## Appointments to External Boards

#### 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

#### Greater Victoria Coalition to End Homelessness

*For the Society Board, 3 Directors from the CRD who are also Mayors representing municipalities in the Core, Peninsula, and Westshore, with one to be nominated as the CRD Co-Chair on the Board. Corporate representation will include up to 4 others including staff. Term is for two years.*

Appointed Directors:	Corporate Member Representative:
Lisa Helps	Kevin Lorette, GM, Planning & Protective Services
Geoff Orr	Don Elliott, Senior Manager, Regional Housing
David Screech	Melanie Hope, Manager, Housing Initiatives & Programs

#### 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 annually.*

Member Representative	Member Representative Alternate	Board Nominee
Rob Martin	None	Susan Brice

#### Community Liaison Committee - Greater Victoria Harbour Authority

*GVHA Member Representative to be appointed.*

Member Representative	Member Representative - Alternate
Rob Martin	None

# 2022 Appointments

## Board and Committee Membership

### Capital Regional District | 2022

#### Greater Victoria Labour Relations Association

*Annually the Board appoints one Director as its representative and one Director as alternate.*

Representative & AGM Delegate	Alternate
Rob Martin	Ben Isitt

#### ICET - Central South Island Regional Advisory Committee

*Annually the Board appoints either the CRD Board Chair or Juan de Fuca Electoral Area Director as representative.*

Member Representative
Mike Hicks

#### 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	Dave Howe
Ken Williams	Kevin Murdoch

#### Regional Representative to the Te'mexw Treaty Advisory Committee

*Annual appointment.*

Representative	Alternate
Ryan Windsor	None

#### Royal and McPherson Theatres Society Board

*Appointed by member Councils. Term is for one year.*

Participants	Board Member	Alternate
Oak Bay	Hazel Braithwaite	Cairine Green
Saanich	Ned Taylor	None
Victoria	Stephen Andrew	None

# 2022 Appointments

## Board and Committee Membership

### Capital Regional District | 2022

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#### 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

#### Vancouver Island Regional Library Board

*Board appoints. Only Juan de Fuca Area participates in this service function. Term is for one year.*

Representative	Alternate
Mike Hicks	Dan Quigley

**REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, JANUARY 12, 2022**

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**SUBJECT**      **CAO Quarterly Progress Report No. 4, 2021**

**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, 2022.

**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 on May 12, 2021 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 2022 financial planning process is currently underway, and service levels, timing and the funding of core services and new initiatives for 2022 by way of Commission, Committee and Board review have been given provisional approval.

This report presents quarterly progress on priorities, initiatives, actions and advocacy for the fourth quarter of 2021, however the capital and operating variances and human resources trends are for the third quarter in 2021. The quarterly Capital Variance Report highlights differences between budget and actual expenditures on capital projects over \$500,000. The quarterly Operating Variance Report provides results and forecasts for services with an annual operating budget over \$1.5 million, which comprise approximately 85% of the combined CRD, CRHD and CRHC 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 - 2021 be received for information.

*Alternative 2:*

That the CAO Quarterly Progress Report No. 4 - 2021 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 received an Excellence Award for safety in the Canada's Safest Employers Award 2021 in the category of Canada's Safest Public Sector/Non-Profit Employer. The Canada's Safest Employers Award recognizes outstanding health and safety professionals and companies in multiple sectors in Canada for their achievements over the past year. This is the CRD's first nomination for and receipt of this Canadian award. We are also pleased to announce that the CRD has achieved COR Certification with an audit score of 95%. Employers receive COR Certification when they implement an Occupational Health & Safety Management System that has successfully passed an external audit and met WorkSafeBC's standards. The voluntary program recognizes employers that proactively improve workplace safety and are dedicated to continual improvement.

On December 2, 2021, the BC Municipal Safety Association awarded the CRD with the 2021 Safety Improvement Award. Executive Director, Mike Roberts advised that "the CRD has demonstrated a great example of leadership, dedication and hard work in reducing the costs of claims by creating a safer and healthier workplace and helping injured workers recover and return to work."

The CRD Core Area Wastewater Project won an Award of Excellence from the Association of Consulting Engineers of Canada. The project was entered in the Project Management Category and included the CRD's recognition as a major contributor to the overall management of the project. These awards are judged from major projects completed across Canada so receiving this award is quite an accomplishment.

The 2020 Canada Innovation Initiative Award from the Tunnelling Association of Canada was recently received for the McLoughlin Point Wastewater Treatment Plant Cross Harbour Force Main and Outfall. The Tunnelling Association of Canada promotes and advances Canadian tunnelling and underground excavation technologies.

The CRD received an honourable mention in the Community Planning and Development category for the Community Energy Association's 2021 Climate & Energy Action Awards for the Bring It Home 4 the Climate Program. The CRD partnered with the Bring It Home 4 the Climate Program to provide home owners in the capital region an opportunity to take action and make their homes more climate friendly. Through the program, homeowners will have access to free virtual home energy check-ups with a Bring It Home Energy Expert, up to a \$250 subsidy for COVID-safe EnerGuide Home Energy Evaluation, supplies to reduce the air leakage in their homes, learning opportunities to increase home energy literacy and support do-it-yourself projects. They will also have access to existing provincial and municipal retrofit incentives offered through the Better Homes BC program, making retrofits more affordable.

This year's CRD United Way campaign launched on October 18 for two weeks with a variety of fun fundraising events and pledging. In 2021, The United Way of Southern Vancouver Island has identified four areas of action this year: Isolated Seniors; Families in Need; Diversity, Equity & Inclusion; and Mental Health & Additions. As they have for the last 26 years, CRD employees did an amazing job supporting the campaign and this year we received the United Way's "Thanks a Million Award" for surpassing the million dollar fundraising milestone.

On October 21, 2021, the CRD Traffic Safety Commission (TSC) awarded two scholarships to two Camosun College students. Monica Amos received the annual \$2,000 Cst. Sarah Beckett Memorial Scholarship and Bryce Schiebel received a \$1,800 scholarship from the Vancouver Island Slain Police Officers Fund and Deputy Commissioner Jennifer Strachan Retirement Donation. This is the fifth year the TSC has awarded the Cst. Sarah Beckett Memorial Scholarship to a student living in the capital region who demonstrates academic achievement, financial need, community service, and an expressed interest in pursuing a career in law enforcement. Thanks to additional donated funds through the Vancouver Island Slain Police Officers Fund and Deputy Commissioner Jennifer Strachan Retirement Donation, the TSC has been able to provide a second scholarship when there is an additional outstanding applicant.

The CRD's Salt Spring Island Parks and Recreation Commission (PARC) recently received \$90,127 in funding through the Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Stream and will be moving ahead with the Drake Road Trail Upgrade Project. The Drake Road (Bishops Walk) Trail is a connector trail starting at Cypress View Road through to Drake Road where users can then access Salt Spring Commons, Mouat Park and the downtown core. The trail is approximately 480 m long by 1.8 m wide and is a multi-use community trail. This project will address drainage issues on the trail through a Storm Water Management plan which will include recommendations for trail materials and will improve drainage and direct runoff water away from the trail.

Habitat Acquisition Trust (HAT) and the CRD announced the successful completion of the purchase of the Mountain Road Forest property on November 29, 2021. The CRD provided \$2 million for the purchase using its Land Acquisition Fund and the majority of the remaining purchase price was contributed by HAT through a major fundraising campaign. This nearly 50-acre property, a stunning example of a mature urban forest located just a few minutes from downtown Victoria, will be protected forever. The property is home to several species-at-risk, including the Western Screech Owl and Common Nighthawk and serves as part of the headwaters for the regionally-important Colquitz River system via Excelsior Creek. The property will become a regional park within CRD's Regional Parks system.

The CRD has signed a lease agreement with the Sooke Bike Club to maintain existing, authorized mountain bike rated trails in Sea to Sea Regional Park in order to create a better quality mountain biking experience. Sea to Sea Regional Park is the second largest CRD Regional Park. It is a wilderness area that encompasses almost 4,000 hectares. The trail network in Sea to Sea Regional Park was established through the park management planning process, which included stakeholder engagement. Mount Manuel Quimper, within the park, has mountain biking trails ranging from "Easy" to "Extremely Difficult." Any work done under this license agreement will align with the existing park management plan, honour land covenants and protect park values.

On October 22, 2021, a tree dedication event took place to honour and celebrate the late Nils Jensen's leadership with and contributions to the Bowker Creek Initiative. A "weeping copper" European beech tree, one of Denmark's two national trees, was planted last year in his memory. CRD Board Chair Colin Plant attended the memorial together with Oak Bay Councillor, Andrew Appleton and Nils' family. Nils was a leader at the CRD for many years and his influence has left a lasting mark on our region.

On Monday, December 6, 2021, there was a ribbon cutting ceremony to officially open the Esquimalt Urgent and Primary Care Centre (UPCC) located at 890 Esquimalt Road. The UPCC will offer a full range of comprehensive health-care services. Capital funding for the UPCC was provided by the Ministry of Health and the Capital Regional Hospital District (CRHD). CRHD Chair, Denise Blackwell and Mayor/CRD Director, Barb Desjardin attended together with Leah Hollins, Island Health Board Chair and the Honourable Mitzi Dean, MLA for Esquimalt-Metchosin and Minister of Children and



Family Development. Island Health will continue to operate the UPCC with the support of the Ministry of Health and the Capital Regional Hospital District. It is a part of the Western Communities Primary Care Network.

### **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, 2021, 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, 2021 as Appendix E.

### **Operating Variance Report – Q3, 2021**

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 which comprise approximately 85% of the combined CRD, CRHD and CRHC budgets for the year. The report also includes the CRHD budget, and starting this quarter, includes the CRHC budget.

The forecasts have been compiled by staff to determine estimates for how 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 sales 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 the third quarter, as a percentage of actual budget, is largely in line with the same period and timeframe as 2020 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. Forecasts for the recreation services incorporate estimated impact on business activities as a result of current health guidelines in response to the pandemic. The forecasts for SEAPARC and Panorama Recreation Centre services are largely within plan as at the third quarter, as budget for these services reflected a gradual return to more recreational programming. Furthermore, Panorama Recreation also recognizes in the forecast the addition of new child care services, added in the third quarter.

### **Capital Regional Hospital District (CRHD)**

The annual forecast highlights some minor savings expected due to temporary staff vacancy, but otherwise the CRHD operations are forecasted to continue as planned.

### **Capital Region Housing Corporation (CRHC)**

CRHC variance reporting was introduced into the Operating Variance Report last quarter. Previously, CRHC variance reporting was provided in the annual financial planning process and in the annual audited financial statements. The variances are provided by portfolio and reflects the forecasted cost savings and revenue shortfalls forecasted for the various CRHC portfolios at the end of the third quarter. These variances also incorporate the budget amendment as approved by the CRHC Board on July 14, 2021.

Specific details on CRD, CRHD and CRHC expense and revenue forecasts are outlined in Appendix F.

### **Capital Variance Report – Q3, 2021**

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, CRHD, and CRHC) including impact on the total project. The Capital Variance Report is current to the end of the third quarter and covers all capital projects with budgeted spending in 2021 greater than \$0.5 million.

The capital plan is budgeted quarterly based on scope and schedule of projects. In addition, forecasts are updated quarterly to provide periodic revisions and oversight on outcomes. As quarters progress through the year and tenders complete, the expectation is that activities will increase.

### **Capital Regional District**

Capital expenditures on projects greater than \$0.5 million totaled \$9.2 million in the third quarter of 2021, 35% lower than a forecast of \$14.0 million. Of the \$4.8 million variance, \$1.5 million is related to timing of potential closeout costs of the residual treatment facility being deferred to the fourth quarter and into early 2022. Other notable projects include timing differences on the aggregate production for Hartland Landfill, new fleet purchases for Core Area Wastewater, and Magic Lake Sewer Wastewater improvements.

### **Capital Regional Hospital District (CRHD)**

Capital expenditures on projects greater than \$0.5 million totaled \$0.8 million in the third quarter of 2021, 53% lower than a forecast of \$1.6 million. The variance is mainly due to a minor delay in the demolition work on Oak Bay Lodge. Project completion has been revised to early 2022, with the overall project forecasted to be under budget due to a favourable RFP result.

### **Capital Region Housing Corporation (CRHC)**

Capital expenditures on projects greater than \$0.5 million totaled \$3.6 million in the third quarter of 2021, in line with the third quarter forecast. Variances within the CRHC portfolio is mainly due to timing on consultant and contractor tendering for the Michigan Redevelopment project pushed to the fourth quarter, and a license deposit for the Caledonia Redevelopment being brought ahead of forecast into the third quarter.

### **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.

As with 2020 metrics, the 2021 Quarter 3 metrics information 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-19 on service delivery and our people, and is taking appropriate measures as needed to ensure the essential operations are maintained and staff receive supports as may be needed.

The CRD continues to experience increased pressures associated with a highly competitive labour market and a steady number of retirements. Local governments, and especially those delivering highly essential services, 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, and the CRD's comprehensive occupational health and safety (OHS) strategy, which is aligned with OHS best practice standards, meets or exceeds requirements of the WorkSafeBC approved municipal Certificate of Recognition (CoR) program. The CRD continues to experience a positive (merit) situation with WorkSafeBC resulting in a 20.2% better-than-industry-average Employer Rating Assessment and an equally reflected reduction in premiums. With the CRD now receiving CoR Certification, premiums will be further reduced another 10% in 2022.

The CRD's achievement in establishing a safe and healthy workplace is also recognized externally. By this, the CRD has received the following safety recognition in 2021:

- 1) **Canada's Safety Employers Excellence Award:** this award recognizes outstanding health and safety professionals and companies in multiple sectors in Canada for their achievements over the past year.
- 2) **BC Municipal Safety Association Safety Improvement Award:** this award recognizes local governments in BC for activities that improve their experience rating, and ultimately reduce injuries, illness, disease and fatalities.
- 3) **Certificate of Recognition (CoR) Certification:** CoR recognizes employers that are proactive about improving workplace safety, and dedicated to continual improvement. As part of the COR program, employers whose occupational health and safety management systems have passed an audit and are in good standing with WorkSafeBC are considered for additional financial incentives above their employer rated assessment discounts. The CRD achieved a score of 95% and has now formally achieved CoR Certification. In addition

to demonstrating safety excellence, this Certification results in a WorkSafeBC Employer Rated Assessment (premium) reduction of 10%.

### **CONCLUSION**

The CAO Quarterly Progress Report No. 4 - 2021 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 - 2021 be received for information.

Submitted by:	Robert Lapham, MCIP, RPP, Chief Administrative Officer
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### **ATTACHMENT(S)**

Appendix A: Photographs of Corporate Activities and Initiatives  
Appendix B: Board Priorities Dashboard Progress Q4, 2021  
Appendix C: Board Priorities Dashboard – Summary of Completed Actions  
Appendix D: Corporate Climate Change Initiatives  
Appendix E: Advocacy Dashboard Progress Q4, 2021  
Appendix F: Operating Variance Report Q3, 2021  
Appendix G: Capital Variance Report Q3, 2021  
Appendix H: Human Resources Trends and Corporate Safety Q3, 2021

# Canada's Safest Public Sector/Non-Profit Employer & COR Certification

CRD





# 2021 Safety Improvement Award

CRD



# Award of Excellence - CAWTP

CRD







# McLoughlin Point WWTP Cross Harbour Force Main & Outfall

TAC 2020 Canadian Innovation Initiative of the Year



# 2021 Climate & Energy Action Award

CRD



# United Way “Thanks a Million Award”

CRD





# Sarah Beckett Memorial Scholarship

CRD





# Drake Road Trail Upgrade Project

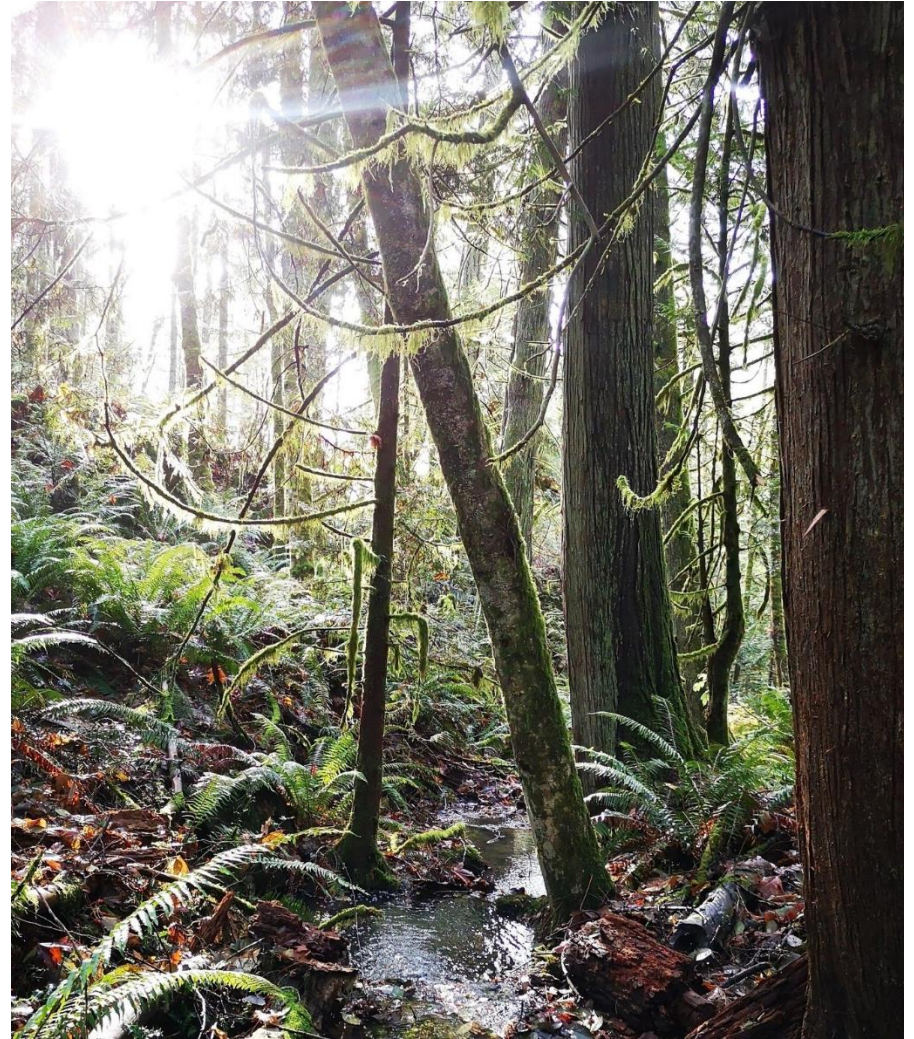
CRD





# Mountain Road Forest Property

CRD





# Sooke Bike Club – Sea to Sea Regional Park

CRD





# Nils Jensen | Tree Dedication

CRD





# Esquimalt Urgent and Primary Care Centre

CRD





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. 12 – Q4 2021



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.				<div>▶ <i>TC Oct. 20, 2021</i></div> <div>▶ <i>Board Nov. 10, 2021</i></div> <div>▶ <i>Board Dec. 8, 2021</i></div>	<p><b>Operationalized.</b> The CRD Board approved the transportation working group Terms of Reference on October 20, 2021 and the first transportation working group meeting was held on December 13, 2021.</p> <p>Starting in 2022, the mandate for Regional Trails was added to the defined purpose of the Transportation Committee and removed from the Regional Parks Committee Terms of Reference.</p> <p>The Board Chair and Vice Chair met with the Minister of Transportation and Infrastructure on October 4, 2021 to discuss regional transportation priorities.</p> <p>The Board Chair sent a briefing note to the Minister requesting improved funding streams for regional active transportation infrastructure.</p> <p><i>Media Release:</i> CRD Traffic Safety Commission Awards Fifth Annual Cst. Sarah Beckett Memorial Scholarship (Oct. 21 2021)</p> <p><i>Media Release:</i> CRD Launches Public Engagement on Transportation in Southern Gulf Islands (Oct. 13 2021)</p> <p><i>Board Advocacy:</i> Regional Transportation Priorities (Nov. 26 2021)</p>	<div>▶ Transportation working group meetings will continue through 2022 and into 2023 to action regional transportation priorities</div> <div>▶ Board and staff to advance advocacy and other implementation on priority areas through appropriate channels (e.g. meetings with Minister of Transportation, participation in project and policy working groups)</div>	<div>▶ <i>Ongoing through to 2023</i></div> <div>▶ <i>Ongoing through to 2023</i></div>
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.					<p><b>Operationalized.</b> The Province’s South Island Transportation Strategy considered the E&amp;N corridor in its findings and will continue to protect it as a transportation corridor. The Board approved an advocacy motion on May 12, 2021 to plan for the long term need by maintaining and upgrading the E&amp;N right of way for future use as a transportation corridor. Reviewing implications of the recent BC Supreme Court decision related to the ongoing use of the E&amp;N corridor on the Board priority</p>		
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.				<div>▶ <i>Board Oct. 27, 2021</i></div>	<p>2022 CRHC budget approved, including capital plan to increase housing portfolio to 52 buildings and 2002 units. CRHC’s Michigan Square redevelopment, a 97 unit affordable housing project in James Bay, received final project approval. Construction is anticipated to begin in 2022, with completion in 2024.</p> <p>CRHC’s Caledonia redevelopment received City of Victoria approval for rezoning, OCP amendment and development permit to permit the construction of 158 new affordable housing units in Fernwood.</p> <p>Draft Housing strategy for the Southern Gulf Islands Electoral Area reviewed by the SGI Community Economic Sustainability Commission (November 2021).</p> <p>Secured \$11.3 Million in funding through the Government of Canada’s Rapid Housing Initiative to support the creation of 45 new affordable homes for Indigenous Peoples in the region who are experiencing homelessness. Funding provided through the Reaching Home Program for four new subprojects to prevent and respond to homelessness in the region.</p> <p><i>Media Release:</i> Canada announces support for rapid housing in Capital Regional District (Nov. 5, 2021)</p>	<div>▶ Continue to implement Regional Housing First Program</div> <div>▶ Staff to explore and consider options for a housing partnership program to follow the Regional Housing First Program and report to Board.</div> <div>▶ Staff to report to Board on housing strategy for the Southern Gulf Islands Electoral Area</div> <div>▶ Staff to consider implementation of actions from the SGI housing strategy to the 2023 service planning process</div>	<div>▶ <i>Ongoing</i></div> <div>▶ <i>Q2 2022</i></div> <div>▶ <i>Q1 2022</i></div> <div>▶ <i>Q2 2022</i></div>

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. 12 – Q4 2021



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.				► <i>Board Oct. 13, 2021</i>	Continued work with utilities and all levels of government on policy and programming initiatives.  Staff presented new CRD Climate Action Strategy to the Board for approval in October 2021.  Per Board direction, staff shared approved plan with electoral areas and municipalities and are pursuing approval of Bylaw No. 4468 to amend the annual requisition for the climate action service to fund new initiatives in this plan.	► Pending municipal and regulatory consent, return to CRD Board for adoption of Bylaw No. 4468	► Q1 2022
2b Work with local governments to further reduce emissions from buildings, transportation and solid waste.				► <i>Board Oct. 13, 2021</i>	Hosted both Climate Action Inter-Municipal Working Group and Task Force quarterly meeting.  Presented business case for regional retrofit program to CRD Board for information in October 2021.  Received an honourable mention award from the Community Energy Association for the Bring it Home 4 Climate retrofit program.  Continued to promote BC's home heating fuel-switching rebate program with municipal partners; extended the Bring it Home 4 Climate program until June 2022 with City of Victoria and District of Saanich.  Coordinated regional contract to provide 'Cool It!' climate action workshops in schools across the region.	► Host CRD Climate Action Inter-Municipal Working Group and Task Force meetings ► Complete corporate building energy audits and draft green building strategy for CRD facilities ► Deliver 'Cool It!' climate workshops in schools with BC Sustainable Energy Association and municipal partners ► Begin implementing the CRD's regional retrofit program	► Quarterly ► Q1 2022 ► Q1 2022 ► Q2 2022
2c Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.				► <i>Board Oct. 13, 2021</i>	Presented short-term solid waste work plan to the Board for information in October 2021.Began implementation of the short-term work plan according to the priority area timeline.  Initiated an invitational Request for Proposals process for the design, construction and operation of a new facility that will upgrade the biogas generated at Hartland Landfill to renewable natural gas beginning in 2023.  <i>Media Release:</i> CRD Celebrates Waste Reduction Week with Giveaway, Public Tours (Oct. 18, 2021)	► Continue to implement the short term work plan according to priority area timeline ► Award the contract to design, build, operate and maintain (for a 5 year period) a biogas upgrading facility	► Q1 2022 ► Q2 2022
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.				► <i>Board Oct. 27, 2021</i> ► <i>RPC Nov. 24, 2021</i> ► <i>Board Nov. 10, 2021</i> ► <i>Board Dec. 8, 2021</i>	Board approval of Provisional budget and decision to implement a new Financial Model to raise funds to acquire regional parks.  Board decision to extend the 2021 Regional Parks Strategic Plan's term for eight months and that staff bring back an updated Strategic Plan for Board approval in July 2022.  Mountain Biking Opportunities in Regional Parks report received.  <i>Media Release:</i> CRD Regional Parks signs license agreement with Sooke Bike Club (Dec. 1, 2021)	► Commence review and update process for Regional Parks Strategic Plan 2021-2024	► Q1 2022
2e Develop model bylaws and best practices for use by municipalities and electoral areas.					Hosted a Zero Emission Vehicle Transportation showcase as part of the Zero Emissions Fleet Initiative Partnership with UVic in October 2021  Coordinated Step Code consultation planning on behalf of municipal partners.	► Support communities in preparing for mandatory implementation of Step Code in 2022 ► Support local policy coordination on GHG intensity in new development (as related to BC Energy Step Code) ► Develop guidance documents to support public and multi-unit building EV charging	► Q1 2022 ► Q2 2022 ► Q2 2022

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. 12 – Q4 2021



First Nations Reconciliation

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
3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.					<p>Staff are continuing with outreach to local First Nations that may have interest in participating on CRD committee tables. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems.</p> <p>A provider has been contracted to provide Intercultural Skills Training for CRD Directors in February 2022, to support the creation of a program that would support building positive, respectful and reciprocal working relationships with First Nations that participate in CRD Board committees.</p> <p>A provider has been identified to offer Cultural Safety Training Program for both CRD staff, with training sessions scheduled for spring 2022.</p>	<ul style="list-style-type: none"><li>▶ Continue to meet with First Nations to address requests for new decision-making systems</li><li>▶ Conduct exploratory discussions with WSANEC Leadership Council regarding an MOU with the CRD</li><li>▶ Organize Nation-specific cultural awareness events for staff, Directors and commissioners</li><li>▶ Collaborate with Pacheedaht First Nation on involvement in land use decision-making</li></ul>	<ul style="list-style-type: none"><li>▶ Ongoing</li><li>▶ Q1 2022</li><li>▶ Q1-Q2 2022</li><li>▶ Q1 2022</li></ul>
3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.					<p>Steps are underway to support First Nations employment through scoping a CRD Indigenous Internship Program, with possible scenarios to be brought forward for Board consideration.</p> <p>Web content created outlining requirements and process for 'working with the CRD' to support Indigenous-led businesses to bid on CRD projects.</p> <p>Work is ongoing to develop a database of Indigenous-led businesses in the region to support CRD procurement.</p> <p>Through ongoing participation in the Te'mexw Treaty Table, and now also invited to join the Pacheedaht Treaty Table, seek to work with First Nations on achieving their economic goals</p>	<ul style="list-style-type: none"><li>▶ Staff collaborating with the WSANEC Leadership Council on implementation of the Solid Waste Management Plan.</li><li>▶ Continue to meet with First Nations to update service agreements</li></ul>	<ul style="list-style-type: none"><li>▶ Q1 - Q3 2022</li><li>▶ Ongoing</li></ul>
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.					<p>Corporate wide training to support the new Protection and Conservation of Heritage Sites Policy, and the BC Archaeology Branch's Remote Access to Archaeological Data (RAAD) tool are underway including additional archaeology and cultural awareness training opportunities offered to SGI Commissioners. Archaeological Chance Find Training has been provided to staff involved in land altering works projects.</p>	<ul style="list-style-type: none"><li>▶ Hire an in-house archaeologist to support policy implementation across all divisions</li><li>▶ Support Regional Parks with First Nations' engagement regarding the Strategic Plan update</li><li>▶ Support JDF Community Parks strategic planning process with First Nations' engagement</li><li>▶ Ask First Nations to provide input into educational content for Watershed tours</li></ul>	<ul style="list-style-type: none"><li>▶ Q1 2022</li><li>▶ Q1-Q3 2022</li><li>▶ Q1-Q3 2022</li><li>▶ Q1 2022</li></ul>
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.					<p>Recommendation approved at First Nations Relations Committee that staff proceed with ongoing, existing projects and activities that identify and proactively value ecological features in the region and support strategic engagement of First Nations regarding ecosystem values, taking care of land and water, Indigenous languages and place names.</p>	<ul style="list-style-type: none"><li>▶ Ask First Nations if they would like to share Indigenous understandings of ecological values and guiding principles for taking care of land and water at the next Forum of All Councils</li></ul>	<ul style="list-style-type: none"><li>▶ Q1 2022</li></ul>



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 Priorities Dashboard > Progress Report No. 12 – Q4 2021



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.					<b>Operationalized.</b> The SGI Connectivity Plan was completed in April. The report summarizes current levels of connectivity in the region and provides a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report describes alternatives and provides recommendations and cost estimates. SGI EA Administration continues to support third party proposals for internet service infrastructure improvements and consider partnerships agreements with Connected Coast.		
4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.					<b>Operationalized.</b> The SSI Water Optimization Study is complete. The water improvement district is now considering options. Provincial direction may be sought in due course.		
4c Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.				<ul style="list-style-type: none"><li>▶ <i>Board Oct. 13, 2021</i></li><li>▶ <i>Board Dec. 8, 2021</i></li></ul>	<p>The implementation of the Emergency Management Software for Protective Services has been completed. Deployment to other departments will continue over the next year.</p> <p>Policy Group Meeting for the Regional Emergency Management Partnership was held on November 8, 2021 and annual report received for information.</p> <p>The Fire Dispatch provider transition was successfully completed on December 7, 2021.</p> <p><b>Media Release:</b> Provincial Disaster Financial Assistance Available to CRD Electoral Area Residents (Nov. 22, 2021)</p>	<ul style="list-style-type: none"><li>▶ Administer EOC and training grant</li><li>▶ Conduct full functional emergency exercise</li></ul>	<ul style="list-style-type: none"><li>▶ Q2 2022</li><li>▶ Q4 2022</li></ul>
4d Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.					<b>Operationalized.</b> Reserve guidelines established and reported back through Finance Committee to CRD Board on July 14th, 2021. The Guideline establishes a practice to assess capital reserve health and appropriate levels of borrowing to better balance costs of service delivery over time and over asset lifecycles. <p><b>Media Release:</b> CRD and CRHD 2022 provisional financial plans approved (Oct. 28, 2021)</p>		
4e Facilitate a discussion of the region’s art facility needs and explore partnerships to support 100% participation in the CRD arts function.				<ul style="list-style-type: none"><li>▶ <i>Board Oct. 13, 2021</i></li><li>▶ <i>PAFSC, Dec. 8, 2021</i></li><li>▶ <i>Board Dec. 8 2021 - deferred</i></li></ul>	Board referred matter back to the Performing Arts Facilities Select Committee for further review of regional and sub-regional options.	<ul style="list-style-type: none"><li>▶ Staff directed to prepare report with regional and sub-regional options and bring back to Board for consideration</li></ul>	<ul style="list-style-type: none"><li>▶ Q1 2022</li></ul>
4f Explore how the CRD can best contribute to regional economic development.					<b>Operationalized.</b> Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions. SSI EA Administration contract with REIP is ongoing and regular reporting to the commission will take place as work progresses The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures. Media Release: Capital Regional District reports on 2020 funding for the Electoral Areas (May 18, 2021)		





## 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
<b>Business capacity &amp; continuity:</b> Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.					<b>Operationalized.</b> The Organization Development Plan continues to be implemented and actions rolled out annually to advance work.  CRD has implemented its Communicable Disease Plan, in accordance with regulatory requirements		
<b>Fiscal responsibility:</b> Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability.					<b>Operationalized.</b> Executing service planning and annual check-in program. Life-cycle policy and procedures work completed with work to commence in Q1 2022.		
<b>Transparency:</b> Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability.					<b>Operationalized.</b> Executing service planning and annual check-in program.		
<b>Efficiency &amp; collaboration:</b> Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.					<b>Operationalized.</b> Partnerships directory and guidelines in place.  Continue to advance existing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, Wildfire response and First Nations and identify new partnerships to advance priorities and initiatives.		
<b>Customer service:</b> Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.					<b>Operationalized.</b> Website, social media and media channels fully engaged. New engagement platform <a href="https://getinvolved.crd.bc.ca">getinvolved.crd.bc.ca</a> launched to provide more ways for the public to participate in consultation opportunities virtually. Hartland webcam installed.		

For a summary of completed actions on progress visit: [www.crd.bc.ca/reporting](https://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](https://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
<b>1a</b> 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.	<ul style="list-style-type: none"><li>▶ <b>TC Feb. 27, 2019</b></li><li>▶ <b>Board Mar. 13, 2019</b></li><li>▶ <b>EAC June 12, 2019</b></li><li>▶ <b>Board June 12, 2019</b></li><li>▶ <b>TC July 24, 2019</b></li><li>▶ <b>COW Jan. 29, 2020</b></li><li>▶ <b>PTPSC Oct. 21, 2020</b></li><li>▶ <b>Board Nov. 18, 2020</b></li><li>▶ <b>PTPSC Dec. 9, 2020</b></li><li>▶ <b>Board Dec. 9, 2020</b></li><li>▶ <b>Board Jan. 13, 2021</b></li><li>▶ <b>TC Apr. 21, 2021</b></li><li>▶ <b>Board May 12, 2021</b></li><li>▶ <b>Board July 14, 2021</b></li></ul>	<p><b>Advocacy:</b> 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 in summer 2020. 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 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. 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. <b>Advocacy:</b> Speed enforcement on the Malahat (July 13, 2020). <b>Media Release:</b> CRD Board moves forward with regional transportation priorities (Dec. 10, 2020). Progress report on Ready Step Roll active school program was presented to PTPSC to mark the fifth year of the program. The 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.</p> <p>The CRD Board approved the terms of reference establishing a Transportation Committee on January 12, 2021. Since then, staff have been working with municipal, electoral area and agency partners on identifying priority transportation initiatives to inform advocacy with the province and prioritize resources. Ready Step Roll 2021/22 cohort has been confirmed. This year, the program supported schools in Langford, Colwood and Esquimalt. The Transportation Committee endorsed a recommendation on June 21, 2021 for the CRD to take on a mandate to fill identified transportation priority gaps and to implement advocacy strategies to advance partner led priorities. <b>Advocacy:</b> Regional Transportation Priorities (Jun. 2 , 2021). <b>Media Release:</b> CRD Board confirms Transportation Priorities (May 14, 2021).</p> <p>The CRD Board endorsed Transportation Committee recommendations to form an advisory group to coordinate transportation matters, fill identified transportation priority gaps and advance regional transportation priorities.</p> <p>Staff provided letters of support for five of the seven projects that received BC Active Transportation Infrastructure Grants, representing \$2.03M of grant funding received in the region.</p>
<b>1b</b> 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.	<ul style="list-style-type: none"><li>▶ <b>GFC July 3, 2019</b></li></ul>	<p><b>Operationalized.</b> Active Board member as Island Corridor Foundation representative. E&amp;N Corridor is identified as a transportation corridor and is part of the multi-modal network in the 2014 Regional Transportation Plan. <b>Bike BC 1M grant</b> awarded May 2019 for phase 3 of the E&amp;N rail trail. <b>Media Release:</b> CRD Recognizes Funders and Partners of E&amp;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&amp;N corridor. The South Island Transportation Strategy considered the E&amp;N corridor in its findings and will continue to protect it as a transportation corridor.</p>



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
<p><b>1c</b> 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.</p>	<ul style="list-style-type: none"><li>▶ <b>Board Feb. 13, 2019</b></li><li>▶ <b>Board Sept. 11, 2019</b></li><li>▶ <b>Board Jan. 8, 2020</b></li><li>▶ <b>Board Mar. 11, 2020</b></li><li>▶ <b>Board June 10, 2020</b></li><li>▶ <b>HHC Nov. 4, 2020</b></li><li>▶ <b>Board Nov. 18, 2020</b></li><li>▶ <b>HHC Dec. 2, 2020</b></li><li>▶ <b>Board May 12, 2021</b></li></ul>	<p>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). <b>Media Release:</b> West Park Lane mixed-income housing development project announced with Province. <b>Media Release:</b> Reaching Home Strategy funding from Federal Government secured. <b>Media Release:</b> New affordable homes for seniors coming to Salt Spring Island. Successful consent of electors approval to raise additional funding for Regional Housing First Program. <b>Media Release:</b> CRD Moves Forward with Bylaw Amendments for the Regional Housing First Program. <b>Media Release:</b> CRD Board Approves Bylaw Amendments for the Regional Housing First Program. COVID-19 additional 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. <b>Media Release:</b> CRD Continues to Provide Support for Vulnerable Populations during COVID-19 (April 6, 2020). <b>Media Release:</b> Over 70 New Affordable Homes Opening in Saanich (May 13, 2020). <b>Media Release:</b> Reaching Home Program Continues Focus on Community's Unhoused During COVID-19 Crisis (June 10, 2020). <b>Media Release:</b> Regional Housing First Program Partners Announce Additional Matching Contributions (June 18, 2020). Ministry of Municipal Affairs &amp; Housing and BC Housing <b>announcement</b>, 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. Actions from the strategy will be brought forward through service planning next year. <b>Media Release:</b> Housing and Transportation Cost Estimate Study Reveals Impact of Transportation Costs on Household Affordability (July 29, 2020). <b>Media Release:</b> Island Health, Capital Regional Hospital District welcome seniors to The Summit (July 9, 2020). <b>Media Release:</b> 2020 Greater Victoria Point in Time Count Results Announced (July 31, 2020). Initial discussions about the SGI Housing Strategy have been held with stakeholders. Plans for a proposed multi-round engagement and consultation on the future of the Oak Bay Lodge property were presented to the Hospitals &amp; Housing Committee. The CRD received \$1.9m Fall 2020, in additional COVID-19 emergency response funding from Reaching Home to support the region's response capacity for those experiencing homelessness. <b>Media Release:</b> Nearly 300 New Affordable Housing Units Open on the Westshore (Dec. 7, 2020). <b>Media Release:</b> CRD makes land contribution request for Rapid Housing program (November 2, 2020). <b>Media Release:</b> Grants approved for construction of over 100 affordable rental housing units (Oct. 14, 2020). <b>Advocacy:</b> Letter to support Aboriginal Coalition to End Homelessness Society (Mar. 24, 2021). <b>Media Release:</b> Hockley House opens in Langford with 120 new affordable homes (Mar. 26, 2021). <b>Media Release:</b> More than 190 new supportive homes underway in Victoria (Mar. 24, 2021). <b>Media Release:</b> Government of Canada announces support for Rapid Housing Initiative in Capital Regional District (Mar. 24, 2021). <b>Media Release:</b> New homes coming for people in Sooke (Feb. 17, 2021). <b>Media Release:</b> New Housing Relief Fund and Rent Bank Launched in Greater Victoria to help renter households struggling to maintain their housing (Feb. 16, 2021). Three grants (\$615,000 Regional Housing Trust Fund grant, \$3M Regional Housing First Program grant and \$3.25M BC Housing grant) were approved to support the development of 41 affordable and 10 shelter rate rental housing units at 1909 Prosser Road in Central Saanich.</p> <p>The timeframe for the SGI electoral area housing strategy has been adjusted to allow for more time to undertake components related to strategy and engage consultants. <b>Media Release:</b> Capital Region Housing Corporation Board approves 2020 Annual Report (May 13, 2021). <b>Media Release:</b> New Housing and Neighbourhood Community Centre Proposed for Victoria (Jun. 9, 2021). <b>Media Release:</b> More than 50 new affordable homes coming to Central Saanich (Jun. 9, 2021). <b>Media Release:</b> New homes under construction in Sooke (Jun. 11, 2021).</p> <p>The CRD completed the distribution of \$3.2M through the Reaching Home COVID-19 Emergency Response Program. The CRD issued Requests for Proposals for an additional \$1.8M through the Designated Funding Stream. The CRD allocated \$1.2M through the Indigenous Funding Stream for projects in 2021/2022.</p> <p>Round 2 of the Rapid Housing Initiative committed an additional \$11.3M in funding to help address the needs of vulnerable residents of the Capital Region. <b>Media Release:</b> Canada announces support for rapid housing in CRD (July 31, 2021).</p> <p>CRHC, in partnership with the CRD and Province of British Columbia, began the construction of 58 new units of affordable housing under the Community Housing Fund. Construction is anticipated to be complete in Fall 2022. <b>Media Release:</b> New affordable housing underway in Langford (July 19, 2021).</p> <p>The GSI Electoral Area Housing Strategy continues to advance. The strategy is expected to be completed in Q4 2021. Actions will be considered in the 2023 service planning process.</p>



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Climate Action & Environmental Stewardship



Board Priorities Dashboard

Summary of Completed Actions



Board Initiatives	Resolutions	Comments
<b>2a</b> Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	<ul style="list-style-type: none"><li>▶ <i>Board Feb. 13, 2019</i></li><li>▶ <i>Board Apr. 10, 2019</i></li><li>▶ <i>Board Apr. 8, 2020</i></li><li>▶ <i>Board May 13, 2020</i></li><li>▶ <i>COW Oct. 28, 2020</i></li><li>▶ <i>Board Oct. 28, 2020</i></li><li>▶ <i>Board Nov. 18, 2020</i></li></ul>	<p><b>Advocacy:</b> 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 was 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 results shared with municipalities. 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 &amp; Adaptation priority at October 28, 2020 meeting.</p> <p><b>Advocacy:</b> Climate Action Revenue Incentive Program (CARIP) (July 21, 2021).</p> <p>CRD staff continue to work with utilities, municipal, provincial, and federal staff on policy and programming initiatives.</p> <p>Staff completed a draft of the renewed Climate Action Strategy.</p>
<b>2b</b> Work with local governments to further reduce emissions from buildings, transportation and solid waste.	<ul style="list-style-type: none"><li>▶ <i>PEC May 22, 2019</i></li><li>▶ <i>Board June 12, 2019</i></li></ul>	<p><b>Advocacy:</b> 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 quarterly meeting, and inter-municipal meeting to share implementation lessons regarding BC Energy Step Code implementation. Launched neighbourhood Transition 2050 ‘Bring It Home 4 Climate Program (wrapping December 2020) to encourage residential energy retrofits. <b>Media Release:</b> Homeowners Can Access Energy Retrofit Support Through New Climate Program (August 11, 2020). 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.</p> <p>Collaborated with Saanich and Victoria to execute a social media campaign to increase electric vehicle (EV) awareness and uptake across the capital region. Completed first phase of regional residential energy retrofit program business case. Received FCM Community Efficiency Financing program grant to undertake detailed design study.</p> <p>Led a co-application for Natural Resources Canada’s Zero Emission Vehicle Infrastructure Program grant.</p> <p>With City of Victoria and District of Saanich, supported 40 regional Grade 4-6 classrooms in participating in BC Sustainable Energy Association’s Cool It! Program.</p> <p>The CRD hosted both the Climate Action Inter-Municipal Working Group and Task Force quarterly meeting.</p> <p>Both phases of the regional retrofit program business case are compete. Staff led the co-application for the Natural Resources Canada Zero Emission Vehicle Awareness Initiative.</p> <p>Alongside municipal partners, the CRD continues to promote and support provincial home heating fuel rebate programs, including the Bring It Home 4 the Climate Program.</p>





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Board Priorities Dashboard

Summary of Completed Actions



Board Initiatives	Resolutions	Comments
2c Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	<ul style="list-style-type: none"><li>Board Mar. 13, 2019</li><li>Board May 8, 2019</li><li>Board June 12, 2019</li><li>PEC Sept. 4, 2019</li><li>Board Sept. 11, 2019</li><li>Board Feb. 12, 2020</li><li>ESC July 15, 2020</li><li>Board Aug. 12, 2020</li><li>Board Sept. 9, 2020</li><li>ESC Sept. 16, 2020</li><li>Board Oct. 14, 2020</li><li>Board Nov. 18, 2020</li><li>ESC Jan. 20, 2021</li><li>Board Feb. 10, 2021</li><li>ESC Feb. 17, 2021</li><li>Board Mar. 10, 2021</li><li>Board July 14, 2021</li><li>ESC July 21, 2021</li></ul>	<p>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). <b>Media Release:</b> CRD Seeks Input for a New Solid Waste Management Plan (Oct. 18, 2019). 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. 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. <b>Media Release:</b> CRD seeks feedback on draft Solid Waste Management Plan (Nov. 18, 2020). Staff completed community and local government consultation on the draft Solid Waste Management Plan in February 2021, including targeted engagement with First Nations groups and residents in the area of Hartland Landfill. This input has informed the final draft plan that will be considered by the Board in Q2 2021. <b>Media Release:</b> CRD Board to Consider Final Draft Solid Waste Management Plan in May (Mar. 31, 2021). Staff presented the final Solid Waste Management Plan to the Board for approval in May 2021. The Board endorsed this final draft as well as next steps for implementation, including submitting the plan to the Province in July 2021 and immediately beginning work on priorities for the first three years of the plan. <b>Media Release:</b> CRD Board Approves Solid Waste Management Plan (May 12, 2021).</p> <p>Staff issued a Request for Qualifications seeking submissions for the design and construction of a new facility that will upgrade the biogas generated at Hartland Landfill to renewable natural gas. CRD staff and FortisBC have executed a supply contract that will be submitted to the British Columbia Utilities Commission for approval this spring. <b>Media Release:</b> CRD seeks proposals for landfill gas upgrade project (Mar. 22, 2021). On April 30, 2020 the CRD provided the required short-term biosolids contingency plan to the Ministry of Environment &amp; 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. <b>Media Release:</b> 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 Ministry has approved the Biosolids contingency plan and the CRD announced it’s MOU with K’ENES Transportation in October 2020. <b>Media Release:</b> CRD partners with new First Nations business on biosolids trucking contract (Nov. 12, 2020).</p> <p><b>Advocacy:</b> Short-Term Management of CRD Biosolids (July 30, 2021).</p> <p>In August, staff submitted the final draft of the Solid Waste Management Plan to the Province for approval and determined priority areas for the first three years of the plan. The short-term solid waste work plan was presented to the Environmental Services Committee in September.</p> <p>In June, the BC Utilities Commission approved the Terms of Agreement for the Renewable Natural Gas Initiative with FortisBC.</p> <p>After shortlisting industry submissions, staff will initiate an invitational Request for Proposals process for the design, construction and operation of a new facility beginning in 2023. The facility will upgrade the biogas generated at Hartland Landfill to renewable natural gas.</p>



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Board Priorities Dashboard

Summary of Completed Actions



Board Initiatives	Resolutions	Comments
<b>2d</b> 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.	<ul style="list-style-type: none"><li>▶ <i>Board Apr. 10, 2019</i></li><li>▶ <i>PEC Oct. 23, 2019</i></li><li>▶ <i>COW Oct. 30, 2019</i></li><li>▶ <i>Board Oct. 30, 2019</i></li><li>▶ <i>Board Nov. 13, 2019</i></li><li>▶ <i>Board Mar. 11, 2020</i></li><li>▶ <i>Board Mar. 18, 2020</i></li><li>▶ <i>Board Apr 8, 2020</i></li><li>▶ <i>Board May 13, 2020</i></li><li>▶ <i>Board June 10, 2020</i></li><li>▶ <i>Board June 24, 2020</i></li><li>▶ <i>RPC Sept. 30, 2020</i></li><li>▶ <i>RPC Jan. 27, 2021</i></li><li>▶ <i>Board Feb. 10, 2021</i></li><li>▶ <i>RPC Feb. 24, 2021</i></li><li>▶ <i>Board Mar. 10, 2021</i></li><li>▶ <i>Board July 14, 2021</i></li></ul>	<p><b>Advocacy:</b> advocating the protection of Sooke Hills Regional Park. <b>Media Release:</b> CRD Board Approves Extension of the Land Acquisition Fund (Nov. 14, 2019). 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. <b>Media Release:</b> CRD and CRHD Boards Approve 2020 Financial Plans. <b>Media Release:</b> CRD Acquires 30 Hectares of Land Near Money Lake on Saturna Island (Mar. 20, 2020). 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. <b>Media Release:</b> Public encouraged to complete surveys for park management plans (August 18, 2020). Parks Acquisition Fund options presented as part of 2019-2022 Parks &amp; Natural Resource Management Service Planning. Facilitator hired for the Mountain Biking Advisory Committee and Fall meeting schedule confirmed. 2019-2022 Parks &amp; Natural Resource Management service planning approved. <b>Media Release:</b> CRD and Habitat Acquisition Trust to acquire park land in Saanich (Dec. 1, 2020). <b>Media Release:</b> CRD Regional Parks acquires addition to Mount Parke Regional Park (Oct. 23, 2020). <b>Media Release:</b> Restoration of Todd Creek Trestle on Galloping Goose Regional Trail complete (Oct. 19, 2020). <b>Media Release:</b> CRD Regional Parks acquires addition to Mount Work Regional Park (Dec. 16, 2020). <b>Advocacy:</b> Park Land Acquisition (Dec.14, 2020).</p> <p>CRD Regional Parks and Trails 2020 year in review submitted to Board. The Regional Trails Widening Study was received by Board for information and staff directed to conduct public engagement. The Board endorsed the appropriateness of the property tax requisition as the primary revenue source for operating costs and staff directed to report back on additional options for parking revenues as part of the Parks strategic planning process. Mountain Biking Advisory Committee completed final report. <b>Media Release:</b> CRD Regional Parks rolls revenue generation into Strategic Plan (Mar. 11, 2021). Public survey and virtual open houses completed to get feedback on the Regional Trails Widening and Lighting project.</p> <p>Sustainable Funding Model for Future Land Acquisitions approach approved by Board. <b>Media Release:</b> CRD Regional Parks Presents Mountain Biking Guidelines to Board (April 23, 2021). <b>Media Release:</b> New life to be breathed into Elk and Beaver lakes (May 4, 2021). <b>Media Release:</b> CRD Regional Parks acquires addition to Mount Work Regional Park (May 17, 2021). <b>Media Release:</b> CRD Seeks Public Feedback on Regional Trails Widening and Lighting (May 25, 2021)</p> <p>The CRD continues to engage First Nations through the Land Altering Works MOU with the WSANEC Leadership Council.</p> <p>A contract for the design and construction of the oxygenation system at Elk and Beaver Lakes was awarded.</p> <p><b>Media Release:</b> E&amp;N Rail Trail Atkins Avenue and Savory School Complete (July 30, 2021).</p>
<b>2e</b> Develop model bylaws and best practices for use by municipalities and electoral areas.	<ul style="list-style-type: none"><li>▶ <i>PEC July 24, 2019</i></li><li>▶ <i>Board Aug. 14, 2019</i></li><li>▶ <i>COW Oct. 30, 2019</i></li><li>▶ <i>Board Oct. 30, 2019</i></li><li>▶ <i>PEC Nov. 27, 2019</i></li><li>▶ <i>ESC July 15, 2020</i></li><li>▶ <i>Board Aug. 12, 2020</i></li><li>▶ <i>RPC Oct. 28, 2020</i></li><li>▶ <i>Board Nov. 18, 2020</i></li></ul>	<p>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 changes will provide residents with new recycling alternatives and help address issues associated with a variety of single-use items. 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.</p> <p>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. Completed first phase of a regional forest carbon sequestration analysis. Completed Regional Electric Vehicle Charging Roadmap.</p> <p>The CRD shared the results of the Regional Electric Vehicle (EV) Charging Roadmap with Board, and hosted a stakeholder webinar.</p>



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.

First Nations Reconciliation



Board Priorities Dashboard

Summary of Completed Actions



Board Initiatives	Resolutions	Comments
<p><b>3a</b> Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.</p>	<ul style="list-style-type: none"><li>▶ <i>Board June 12, 2019</i></li><li>▶ <i>FNRC Feb. 26, 2020</i></li><li>▶ <i>Board Mar. 11, 2020</i></li><li>▶ <i>Board Oct. 14, 2020</i></li><li>▶ <i>COW Oct. 28, 2020</i></li><li>▶ <i>Board Oct. 28, 2020</i></li><li>▶ <i>Board Nov. 18, 2020</i></li><li>▶ <i>Board Jan. 13, 2021</i></li><li>▶ <i>FNR May 26, 2021</i></li><li>▶ <i>Board Jun. 9, 2021</i></li></ul>	<p>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. 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.</p> <p>Terms of Reference approved for all CRD Standing Committees be amended to allow for First Nation Member participation at their pleasure in accordance with CRD Procedures Bylaw, where the Nation has an interest in matters being considered by the committee. All closed matters will be directed to the Regional Board, where First Nation Member participation can be determined no an item-by-item basis. Amendments to the CRD Board Remuneration And Travel Expense Reimbursement Policy include First Nation Members, including all standing committees and set remuneration rates for First Nation Members. CRD First Nations Relations staff are supporting CRD Parks staff in park planning efforts. <i>Media Release:</i> CRD Board approves inclusion of First Nations in regional governance and decision-making (Jan. 13, 2021).</p> <p>The WSÁNEC Leadership Council has nominated a Tsartlip First Nation Councillor and alternate to join the CRD committee tables. Staff have provided an initial orientation session and will continue to provide any further assistance that the Nation Members may require to attend meetings. Staff are continuing with outreach to other local Nations that may have interest in participating on CRD committee tables. The CRD Board endorsed Intercultural Skills Training in June 2021, which will support CRD Directors in building positive, respectful and reciprocal working relationships with First Nations participating in CRD Board standing, advisory, select committees and commissions.</p> <p>CRD First Nations Relations staff continue to support CRD Parks staff in park planning efforts.</p> <p>Staff continue with outreach to local First Nations that may have interest in participating on CRD committee tables. The Tsartlip First Nation has nominated a Councillor and Alternate to join the CRD committee tables. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems. There are now bi-annual meetings between the Pacheedaht First Nation, Board Chair and staff.</p> <p>Staff distributed a survey to CRD Directors to assist in the development of an Intercultural Skills Training session. The training program would build positive, respectful and reciprocal working relationships with First Nations that participate in CRD Board committees.</p> <p>Staff are communicating with Cultural Training providers to obtain quotes and program outlines for the development of a Cultural Safety Training Program for both CRD staff and CRD Directors</p>





First Nations Reconciliation



Board Priorities Dashboard

Summary of Completed Actions



Board Initiatives	Resolutions	Comments
<b>3b</b> Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.	<ul style="list-style-type: none"><li>▶ <b>FNRC Sept. 18, 2019</b></li><li>▶ <b>Board Jan. 13, 2021</b></li><li>▶ <b>FNR May 26, 2021</b></li><li>▶ <b>Board Jun. 9, 2021</b></li></ul>	<p>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. 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.</p> <p>Ongoing work in progress, as recommended by the Economic Partnership Model from the Indigenomics Institute, to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program. Board motion approving participation in the Coastal Communities Social Procurement Initiative. December 2020 letters were sent to local First Nations informing them of additional Reaching Home COVID-19 Funding that was available, detailed information on how to apply was provided. To date there are three First Nations with projects underway to support providing temporary and long term housing, and basic needs such as groceries, transportation, and personal hygiene supplies.</p> <p>Integrated Water Services continue to work towards water and wastewater service agreements with local First Nations.</p> <p>he CRD Board endorsed the First Nations Honorarium Policy on June 9th which establishes consistency, and appropriate recognition for First Nations when they provide voluntary service such as sharing traditional knowledge, blessings, welcomes, and cultural ceremonies, in support of CRD projects and activities. Ongoing work in progress, as recommended by the Economic Partnership Model from the Indigenomics Institute, to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program.</p> <p>Panorama Rec Center is working with Tsawout First Nation to facilitate lifeguard training for seven youth from their community.</p> <p>As recommended by the Economic Partnership Model from the Indigenomics Institute, the CRD is working towards establishing a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program.</p> <p>Staff have revised the approach to the Indigenous internship program, based on lessons learned from similar programs. Staff anticipate retaining a consultant to scope a program that will support cultural safety for Indigenous interns, meet the needs of the local First Nations and support service delivery. The program will align with requirements of the collective agreement. The resulting scenarios will be assessed and brought forward for 2023 service planning.</p>
<b>3c</b> 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.	<ul style="list-style-type: none"><li>▶ <b>Board Mar. 13, 2019</b></li><li>▶ <b>Board June 12, 2019</b></li><li>▶ <b>FNR Sept. 22, 2021</b></li></ul>	<p>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 WSÁNEC 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 and June 2021. Supported and promoted Orange Shirt Day, Every Child Matters on September 30th, 2020. Corporate wide training to support the new Protection and Conservation of Heritage Sites underway with bi-annual training opportunities moving forward.</p> <p>The Land Altering Works MOU between the WSÁNEC 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 WSÁNEC territory, and receive feedback from the Nations on the proposed works.</p> <p>Ongoing liaison support through the First Nations Relations Division for Parks staff and Southern Gulf Island Commissioners to support their requests for the inclusion of Indigenous language, place names and territorial acknowledgment in parks signage when possible. The CRD is working with the Nations to renew water and wastewater servicing agreements. The WSÁNEC Leadership Council (WLC) and the CRD through the approved draft WSÁNEC Land Altering Works MOU continue meeting quarterly to review upcoming works taking place in WSÁNEC Territory, and receive feedback from the Nations on the proposed works.</p> <p>Regional Parks working with First Nations to include language and perspectives on new park kiosks.</p> <p>Corporate-wide training is underway to support the new Protection and Conservation of Heritage Sites Policy, and the BC Archaeology Branch’s Remote Access to Archaeological Data (RAAD) tool. Training includes additional archaeology and cultural awareness training opportunities offered to SGI Commissioners.</p> <p><b>Statement:</b> National Day for Truth &amp; Reconciliation (Sept. 23, 2021).</p>



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First Nations Reconciliation



Board Priorities Dashboard

Summary of Completed Actions



Board Initiatives	Resolutions	Comments
<b>3d</b> 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.	► <i><b>FNR Sept. 22, 2021</b></i>	<p>Ecological Asset Management Plan project scoping ongoing with multiple CRD divisions.</p> <p>A recommendation was approved at the First Nations Relations Committee meeting for staff to proceed with ongoing, existing projects and activities that identify and proactively value ecological features in the region and support strategic engagement of First Nations regarding ecosystem values, taking care of land and water, Indigenous languages and place names.</p>

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Advocacy, Governance & Accountability



Board Priorities Dashboard

Summary of Completed Actions



Board Initiatives	Resolutions	Comments
4a Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	<ul style="list-style-type: none"><li>▶ EAC Mar. 13, 2019</li><li>▶ EAC July 10, 2019</li><li>▶ Board July 10, 2019</li><li>▶ EAC Jan. 8, 2020</li><li>▶ Board Jan. 8 2020</li><li>▶ Board Feb. 12, 2020</li></ul>	<p><b>Operationalized.</b> 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 2019 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 2019 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. <b>Media Release:</b> CRD Seeks Feedback for Internet Connectivity Plan for the Southern Gulf Islands (Nov. 6, 2019). 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. 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.</p> <p>The CRD Board has supported two requests by Internet Service Providers for federal funding aimed at improving service in the Southern Gulf Island electoral area. <b>Advocacy:</b> Letter to Innovation, Science and Economic Development Canada (Mar. 15, 2021).</p> <p>The SGI Connectivity Plan was completed in April. The report summarizes current levels of connectivity in the region and provides a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report describes alternatives and provides recommendations and cost estimates. SSI EA Administration continues to support for third party proposals for internet service infrastructure improvements and consider partnerships agreements with Connected Coast.</p>
4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.	<ul style="list-style-type: none"><li>▶ Board Jan. 9, 2019</li><li>▶ EAC Mar. 13, 2019</li><li>▶ EAC Apr. 10, 2019</li><li>▶ EAC July 10, 2019</li><li>▶ Board July 10, 2019</li><li>▶ EAC Sept. 11, 2019</li><li>▶ Board Sept. 11, 2019</li><li>▶ Board Feb. 12, 2020</li><li>▶ Board Sept. 9, 2020</li></ul>	<p>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.</p> <p>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. <b>Advocacy:</b> Correspondence sent regarding the application for Salt Spring Island Water Service Optimization Study (July 17, 2019). <b>Advocacy:</b> Inclusion of the Southern Gulf Islands in Community Futures (October 7, 2019). <b>Advocacy:</b> Request for Order in Council - CRD Electoral Areas (November 13, 2019). <b>Media Release:</b> Salt Spring Island water study receives provincial support (Aug 19, 2019). 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. <b>Media Release:</b> Alternative Approval Process Begins for Salt Spring Island Community Safety Service (Oct. 29, 2019). 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.</p> <p>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. <b>Advocacy:</b> Electoral Areas Rural Status (January 31, 2020). <b>Advocacy:</b> Telus Resolution (February 13, 2020)</p> <p>North Ganges Transportation project tendered in March 2020 with construction started in June 2020. <b>Advocacy:</b> Electoral Areas Rural Status (July 17, 2020). <b>Advocacy:</b> Investing in Canada Infrastructure Program (Sept. 22, 2020).</p> <p>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.</p> <p>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.</p> <p>Contract for the Rural Dividend grant project to establish a shared business services model has been awarded to Rural Island Economic Partnership. Contract for the SGI Transportation Integration Plan has been awarded.</p> <p><b>Media Release:</b> CRD and North Salt Spring Waterworks District Release Water Optimization Study (Mar. 31, 2021).</p> <p>The development of the terms of reference has been deferred until the SSI water optimization consultation is complete (timing still to be determined). May require Provincial direction.</p> <p><b>Media Release:</b> CRD Initiates Study to Support Transportation Options in the Southern Gulf Islands (Apr. 28, 2021).</p>

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Advocacy, Governance  
& Accountability



Board Priorities Dashboard

Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<b>4c</b> Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	<ul style="list-style-type: none"><li>▶ <i>EAC July 8, 2020</i></li><li>▶ <i>Board July 8, 2020</i></li><li>▶ <i>PTPSC July 15, 2020</i></li><li>▶ <i>EAC Nov. 4, 2020</i></li><li>▶ <i>Board Nov. 18, 2020</i></li><li>▶ <i>EAC Feb. 10, 2021</i></li><li>▶ <i>Board Feb. 10 2021</i></li><li>▶ <i>EAC May 12, 2021</i></li><li>▶ <i>Board May 12, 2021</i></li></ul>	<p>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 2020.</p> <p>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 <i>‘What we heard’ report</i>. The feedback period for the report ran until September 30, 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.</p> <p>Electoral Area Volunteer Fire Service Regulatory Review reported on and staff directed to report back with operational, administrative, and governance strategies to meet and sustain regulatory compliance and funds be reallocated from operational reserves for 2021 to be available for a temporary increase in staff resources to support fire services to attain compliance. Public Alert Notification System RFQ process complete and contract awarded. Successful applications submitted to UBCM for the FireSmart initiative and for the Emergency Operations Centres and Training Grants. The Emergency Management Software contract has been signed and now moving to implementation. The new Public Alert Notification System contract was signed and the service has been transitioned to the new provider. The RFP for Fire Dispatch Services has been finalized for Bylaw 3854 participants.</p> <p>The training for super users will be complete by the end of Q3 2021. The software roll-out is expected to be finalized by the end of October, in line with plans.</p> <p>The CRD has been issuing notices through the new Public Alert Notification system since May 2021. The system has been performing as expected.</p> <p><b>Media Release:</b> Salt Spring Island Fire Protection District and CRD announce new working relationship (July 2, 2021).</p>
<b>4d</b> Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.	<ul style="list-style-type: none"><li>▶ <i>GFC Oct. 7, 2020</i></li><li>▶ <i>Board Oct. 14, 2020</i></li><li>▶ <i>COW Oct. 28, 2020</i></li><li>▶ <i>Board Oct. 28, 2020</i></li><li>▶ <i>Board Mar. 24, 2021</i></li><li>▶ <i>Board May 12, 2021</i></li></ul>	<p>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. 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. Service plans for 2021 were approved by COW in October 2020. 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. A review of best practices in reserve balances will be undertaken for all services in 2021. <b>Media Release:</b> Public feedback encouraged on CRD and CRHD 2021 provisional financial plans (Oct. 29, 2020). Staff brought reserve balances, analysis, modelling and two draft reserve guideline iterations through ELT. Government Finance Officers Association US &amp; Canada awarded CRD with this year’s Distinguished Budget Presentation Award and the Canadian Award for Financial Reporting. <b>Media Release:</b> Capital and operating financial plans approved for 2021 (Mar. 24, 2021). This initiative has been accelerated and a report on reserve balance measures and gaps/surpluses will be submitted to the Finance Committee for its consideration in July 2021.</p>





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Board Priorities Dashboard

Summary of Completed Actions

Board Initiatives	Resolutions	Comments
4e Seek 100% participation in the CRD arts function and facilitate a discussion of the region’s art facility needs.	<ul style="list-style-type: none"><li>▶ <i>GFC July 3, 2019</i></li><li>▶ <i>GFC Oct. 2, 2019</i></li><li>▶ <i>PAFSC Jan. 29, 2020</i></li><li>▶ <i>Board June 24, 2020</i></li><li>▶ <i>Board July 8, 2020</i></li><li>▶ <i>GFC Oct. 7, 2020</i></li><li>▶ <i>Board Oct. 14, 2020</i></li><li>▶ <i>Board Jan. 13, 2021</i></li><li>▶ <i>Board Mar. 10, 2021</i></li><li>▶ <i>GC Apr. 7, 2021</i></li><li>▶ <i>Board Apr. 12, 2021</i></li><li>▶ <i>PAFSC May 5, 2021</i></li><li>▶ <i>PAFSC Sept. 8, 2021</i></li><li>▶ <i>Board Sept. 8, 2021</i></li></ul>	<p>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 &amp; 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 proceeded with public engagement through COVID-19. External consultant presented electronic engagement plan to committee and ensured activities are in accordance with Public Health Officer guidelines. Updated CRD Arts &amp; Culture Support Service Strategic Plan and submitted to Board June 24, 2020. 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. Public engagement, including workshops to vet and validate learning outcomes and propose future actions, completed in Fall 2020. Implementation and implications of the consultant’s recommendations from Stage One: A Public Conversation about Performing Arts Facilities in the CRD report received and direction to staff to add additional funds to the 2021 final budget. Creation of a Performing Arts Facilities Select Committee (PAFSC) whose purpose will be to define the scope and functions of a regional service that will lead to the establishing bylaw for the Performing Arts Facilities Service. PAFSC directed staff to develop a service bylaw, service plan and a process to consult with municipalities, electoral areas, arts organizations, and other bodies.</p> <p>The PAFSC reviewed an establishing bylaw for a new region-wide Performing Arts Facilities Service and approval processes. The PAFSC recommended the new service to the CRD Board with an accompanying region-wide Alternative Approval Process. The CRD Board passed motions to approve the establishing bylaw, but defeated a motion to proceed by way of region-wide Alternative Approval Process. <b>Media Release:</b> Creativity and resilience of regional arts sector highlighted in Arts &amp; Culture Progress Report (July 14, 2021).</p>
4f Explore how the CRD can best contribute to regional economic development.	<ul style="list-style-type: none"><li>▶ <i>GFC July 3, 2019</i></li><li>▶ <i>Board July 10, 2019</i></li><li>▶ <i>GFC Oct. 2, 2019</i></li><li>▶ <i>Board Oct. 9, 2019</i></li><li>▶ <i>Board Mar. 11, 2020</i></li><li>▶ <i>Board May 13, 2020</i></li><li>▶ <i>GFC July 29, 2020</i></li><li>▶ <i>Board Aug. 12, 2020</i></li><li>▶ <i>EAC Sept. 9, 2020</i></li><li>▶ <i>Board Sept. 9, 2020</i></li><li>▶ <i>GFC Dec. 2, 2020</i></li><li>▶ <i>Board Dec. 9, 2020</i></li></ul>	<p><b>Operationalized. Advocacy:</b> Correspondence sent by Board Chair to support South Island Prosperity Project Smart Cities application. Advocacy plan presented to Committee and Board and approved. <b>Media Release:</b> Shared Business Services Model Gains Momentum for Salt Spring Island (May 27, 2019). 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. <b>Advocacy:</b> COVID-19 and Community Works Funds (April 27, 2020). <b>Advocacy:</b> 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.</p> <p>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.</p> <p>Board endorsed three applications to the Investing in Canada Infrastructure Program - COVID-19 Resilience Infrastructure Stream to support all three electoral areas.</p> <p>The 2021 work program for the Southern Gulf Islands Economic Sustainability Commission (CESC) is underway and includes COVID-19 economic resiliency, an SGI affordable housing strategy, connectivity (broadband planning), food security and transportation planning.</p> <p><b>Media Release:</b> Island Coastal Economic Trust expands to more communities (Feb. 19, 2021).</p> <p><b>Advocacy:</b> COVID Safe Restart Grants - AVICC (Feb. 22, 2021) - UBSM (Jan. 29 2021).</p> <p>Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions.</p> <p>REIP’s work is ongoing and regular reporting to the commission will take place as work progresses. The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures.</p> <p><b>Media Release:</b> Capital Regional District reports on 2020 funding for the Electoral Areas (May 18, 2021)</p>







# Corporate Priorities Dashboard

## ➤ Summary of Completed Actions

### Accountability

Corporate Initiatives	Resolutions	Comments
<b>Business capacity &amp; continuity:</b> Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.	<ul style="list-style-type: none"> <li>▶ <a href="#">Board Mar. 18, 2020</a></li> </ul>	<p><b>Operationalized.</b> Organizational Development Plan Actions updated for 2019, 2020 and 2021 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 &amp; 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 &amp; 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.</p> <p><i>*Many media releases have been distributed as a result of COVID-19. For a full list <a href="#">click here</a>.</i></p>
<b>Fiscal responsibility:</b> Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability.	<ul style="list-style-type: none"> <li>▶ <a href="#">Board Mar. 13, 2019</a></li> <li>▶ <a href="#">GFC Oct. 2, 2019</a></li> <li>▶ <a href="#">PEC Oct. 23, 2019</a></li> <li>▶ <a href="#">COW Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Mar. 11, 2020</a></li> <li>▶ <a href="#">COW Oct. 28, 2020</a></li> <li>▶ <a href="#">Board Oct. 28, 2020</a></li> </ul>	<p>Asset Management Policy &amp; Strategy approved by Board, 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. 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. Initiative approved through service planning to develop life-cycle costing policy &amp; procedures to improve business case options development and decision-making. Staff brought revisions to the Board approved investment policies of CRD and CRHC (March 2020) to consolidate, align investment goals and diversification, as well as formalize social responsible investment parameters. New manager for asset management has been on-boarded and material progress has been made on the implementation of the enterprise asset management strategy. Related policies have been drafted and over a third of the organization's planned development of sustainable service delivery plans have been drafted or are underway. On track to develop the life-cycle costing framework and procedures by end of the year.</p> <p>The Life-cycle policy and procedures work is on track, and is expected to be completed within the scheduled timeline.</p>
<b>Transparency:</b> Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability.	<ul style="list-style-type: none"> <li>▶ <a href="#">COW Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Mar. 18, 2020</a></li> </ul>	<p><b>Operationalized.</b> 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.</p> <p>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 were set at annual Board check-in in late spring 2021. Executing service planning and annual check-in program.</p>
<b>Efficiency &amp; collaboration:</b> Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.	<ul style="list-style-type: none"> <li>▶ <a href="#">GFC Nov. 4, 2020</a></li> <li>▶ <a href="#">Board Nov. 18, 2020</a></li> </ul>	<p><b>Operationalized.</b> 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. Staff directed to expand and enhance the CRD's youth engagement approaches as part of the organizational Diversity and Inclusion strategy, currently under development.</p>





# Corporate Priorities Dashboard

## ➤ Summary of Completed Actions

Corporate Initiatives	Resolutions	Comments
<b>Customer service:</b> Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.	<ul style="list-style-type: none"><li>▶ <i>Board May 8, 2019</i></li><li>▶ <i>Board June 12, 2019</i></li><li>▶ <i>Board Dec. 11, 2019</i></li><li>▶ <i>Board Mar. 18, 2020</i></li></ul>	<p>The 2019 Organizational Development Plan actions include implementing new systems to review policies, 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.</p> <p><b>Media Release:</b> CRD Launches Transparency Initiatives (Dec. 9, 2019). 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.</p> <p>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.</p> <p>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. New corporate sign strategy approved and aligned with best practices. CRD Bike Map is now available online in a digital format to help riders find the best route conveniently on desktop or mobile device.</p> <p>Launched the new engagement platform <a href="https://getinvolved.crd.bc.ca">getinvolved.crd.bc.ca</a> to provide more ways for the public to participate in consultation opportunities virtually.</p>





Making a difference...together

**OPEN CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, JANUARY 12, 2022**

**APPENDIX D  
CORPORATE CLIMATE CHANGE INITIATIVES**

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In the fourth quarter of 2021, staff continued to work with utilities, municipal, provincial and federal staff on policy and programming initiatives, including multiple consultations on the Clean BC Roadmap.

In conjunction with Integrated Energy Systems UVic, the CRD hosted a Zero Emission Vehicle Transportation showcase that was funded primarily through the FCM-funded Zero Emissions Fleet Initiative (ZEFI). This event provided an opportunity for the CRD to report out the results of the ZEFI hydrogen vehicle pilot and for local governments and industry players to connect and learn about existing initiatives and emerging trends in the Zero Emission Vehicle space.

In conjunction with partner local governments, the CRD extended the successful Bring It Home 4 Climate program. This program offers homeowners looking to retrofit their home with virtual support toward decarbonization. In addition, the CRD continued to promote BC's home heating fuel-switching rebate program with municipal partners.

The CRD continued its work on the Cool It! Program, which provides climate action workshops to schools across the region by coordinating a regional contract with BC Sustainable Energy Association on behalf of several municipalities.

Staff continued the regional Coastal Flood and Inundation Mapping project by providing local governments with current updates to the modeling and mapping reports.

The BC Energy Step Code will come into force for all communities in the CRD as of December 2022, and several municipalities that have already adopted the Step Code voluntarily have expressed interest in accelerating their requirements. The CRD worked with those municipalities in the fourth quarter of 2021 to begin organizing the consultations on what acceleration looks like for some and what mandatory adoption looks like for others.

The CRD received a grant from the Federal Zero Emission Vehicle Infrastructure Program to install eight CRD Fleet EV Charging stations.

The CRD initiated building energy audits on Fisgard, IWS, Mill Hill, and Rainbow Road buildings. These energy audits will support climate and energy building upgrades.

Finally, staff attended many municipal council meetings and the Electoral Areas Commission meeting to speak to the Board's newly-adopted Climate Action Strategy and the proposed amendment to the Climate Action Service establishment bylaw.



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-01-02	<b>Property Purchase Tax on housing properties acquired by CRD</b>	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 <a href="#">Property Transfer Tax Enquiries</a> Letter to <a href="#">Minister James</a>	Report on Provincial Budget Submissions indicates no relief.  In relation to this request, in March 2021, BC Assessment made CRHC properties exempt from property tax consistent with CRD owned properties.
20-01-01	<b>Speed Enforcement on the Malahat</b>	Move forward with a trial of point to point interval cameras on the Malahat.	✓		✓	✓	Letter to <a href="#">Minister Farnworth</a>	
20-01-02	<b>Increased Transit Funding</b>	Request for new investments and reliable annual funding to support increased public transportation.	✓	✓	✓	✓	<a href="#">Letter</a> to Prime Minister Trudeau, Premier Horgan, Minister McKenna and Minister Garneau. Email from the <a href="#">Prime Minister's Office</a> Email from the <a href="#">Office of the Premier</a> Letter from <a href="#">Minister Trevena</a> Letter from <a href="#">Minister McKenna</a>	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
21-01-01	<b>Aboriginal Coalition to End Homelessness Society</b>	Request federal and provincial funding to support the Aboriginal Coalition to End Homelessness Society.	✓			✓	Letter to support <a href="#">Aboriginal Coalition to End Homelessness Society March 24, 2021</a>	
21-01-02	<b>Regional Transportation Priorities</b>	Confirm the CRD Board's Regional Transportation Priorities.	✓			✓	Letter to <a href="#">Minister Fleming</a> Met with Minister Fleming by teleconference October 4, 2021 Letter to <a href="#">Minister Fleming</a>	





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 <a href="#">Premier Horgan</a> Letter to <a href="#">Minister McKenna</a> 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 <a href="#">Minister Heyman</a> Response from <a href="#">Minister Heyman</a> Letter to <a href="#">Minister McKenna</a>	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 <a href="#">Parliamentary Secretary Malcolmson</a> .	
20-02-02	Parkland Acquisition	Ask provincial government to participate in further parkland acquisition in the Capital Region.	✓			✓	Letter to <a href="#">Minister Heyman</a> Met with Minister Heyman by teleconference on February 17, 2021.	



21-02-01	<b>Climate Action Revenue Incentive Program (CARIP)</b>	Ask provincial government to re-establish CARIP funding or similar program.	✓			✓	Letter to <a href="#">Premier John Horgan, Minister Osborne, Minister Heyman and Brian Frenkel (UBCM)</a> . Letter from <a href="#">Minister Osborne</a>	
21-02-02	<b>Short-Term Management of CRD Biosolids</b>	Ask provincial government to reconsider approving a biocell at Hartland Landfill and updating the Organic Matter Recycling Regulation.	✓			✓	Letter to <a href="#">Minister Heyman</a> Letter to <a href="#">Minister Heyman</a>	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-03-01	<b>First Nations Reconciliation</b>	Enhance Indigenous reconciliation at the community level.	✓			✓	<p>Letter from Minister Robinson identifying the opportunity to meet with Snr. Provincial staff from the Ministry of Indigenous Relations and Reconciliation.</p> <p>Letter to <a href="#">Ministers Fraser and Robinson</a></p> <p>Letter from <a href="#">Minister Robinson</a></p> <p>Met with senior provincial staff on March 7, 2019 and agreed to follow up as required.</p> <p>Letters to <a href="#">MPs (Collins, Garrison, MacGregor and May)</a></p> <p>Letter to <a href="#">JOLEP (Tsartlip First Nation) Chief and Council</a></p> <p>Forum of All Councils took place on November 28, 2019.</p>	Ongoing





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.	✓	✓		✓	<p>Letter to Premier Horgan and then follow up to <a href="#">MLA Olsen</a>.</p> <p>Letter to <a href="#">Premier Horgan</a> 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.</p> <p>Letter to <a href="#">Minister Bains</a> requesting inclusion of the rural Southern Gulf Islands in the regional jurisdiction of the Community Futures Cowichan Valley office.</p> <p>Letter to <a href="#">Minister Joly</a> regarding inclusion of the Southern Gulf Islands in Community Futures.</p> <p>Board Chair Plant met with Minister Kahlon to discuss Islands Coastal Economic Trust on December 21, 2020.</p> <p>Letter to <a href="#">Strathcona Regional District</a> writing in support of the CityWest applications to the Federal Universal Broadband Fund and the Provincial Economic Recovery Intake programs.</p> <p>CRD Board Chair and Electoral Area Directors met with Minister Kahlon by video conference on February 12, 2021.</p>	Ongoing



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
							<p><a href="#">Media Release</a> from the Ministry of Jobs, Economic Recovery and Innovation that the CRD Electoral Areas are now eligible to apply for funding from the Island Coastal Economic Trust (ICET) and be included in other services that ICET provides.</p> <p>Letter to <a href="#">Innovation, Science and Economic Development Canada</a> supporting the TELUS application to the Mobile Stream of the Federal Universal Broadband Fund for increased cellular service in the Southern Gulf Islands and Salt Spring Island Electoral Areas.</p>	
20-04-01	<b>Rural Home owner grant to apply in the CRD rural EA areas</b>	Change Provincial policy to allow designation of our EA as rural.	✓	✓			<a href="#">Resolution</a> to UBCM through letter from Board Chair Plant	
20-04-02	<b>Investing in Canada Infrastructure Program (ICIP)</b>	Advocate for individual assessment of CRD Electoral Area ICIP applications to provide the same opportunity as municipalities.	✓	✓		✓	Letter to <a href="#">Minister Robinson</a>	Ongoing
21-04-01	<b>COVID Safe Restart Grant Inequity for Electoral Areas</b>	Advocate to provide more equitable Safe Restart Grant	✓	✓		✓	Letter to <a href="#">Premier Horgan</a> requesting additional funding for the COVID-19 Safe Restart Grants for Local Government for Electoral Areas and First Nations.	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
		funding to Regional District Electoral Areas.					Letter to <a href="#">UBCM</a> seeking advocacy on Safe Restart Grants for Local Government for Electoral Areas and First Nations. <a href="#">Resolution</a> to UBCM and AVICC. Letter from <a href="#">Deputy Minister Okenge Yuma Morisho</a> announcing additional funding.	
21-04-02	<b>U.S. Passenger Vessel Services Act</b>	Advocate to ensure Canada remains as a stopping point along the Alaska cruise expedition.	✓			✓	Letter to <a href="#">Prime Minister Trudeau and Deputy Prime Minister Chrystia Freeland</a> seeking advocacy and federal support.	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
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 <a href="#">Minister Garneau</a> 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 <a href="#">Minister McKenna</a> Letter to <a href="#">Minister Wilkinson</a> Letter from <a href="#">Minister Wilkinson</a>	Ongoing
19-05-05	Deer Management	Encourage province to take responsibility for wildlife.	✓	✓			Letter to <a href="#">Ministers Popham, Heyman and Donaldson</a> Several municipalities are now advocating as a group and individually for Provincial action and support. Letter from <a href="#">Nancy Liesch, ED, Natural Resources</a>	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 <a href="#">Minister Popham</a> Board Chair Plant and CAO Lapham met with Minister Popham December 11, 2019. Letter to <a href="#">Minister Popham</a> Funding was announced by the Province on May 4, 2021 in a <a href="#">Media Release</a> .	Enhanced service plan proposal for 2020.



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 <a href="#">Minister Donaldson</a> Letter from <a href="#">ADM Paul Rasmussen</a>	Ongoing
19-05-08	Ocean Legacy Foundation Report	Seek favourable consideration and action on the five recommendations in the report.	✓				Letter to <a href="#">Minister Heyman</a> Letter from <a href="#">Minister Heyman</a>	Ongoing
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.	✓	✓	✓	✓	<a href="#">Resolution</a> sent to Association of Vancouver Island and Coastal Communities meeting January 2020 and reply letter from <a href="#">FCM Resolutions</a>	
20-05-03	Request province develop a strategy and plan for ongoing coordination between BC Ferries, BC Transit and MoTI on integrated, low carbon, active transportation oriented solutions for SSI and SGI	Advocate for this approach mostly around integration of transportation planning.	✓	✓			Letter to <a href="#">Minister Trevena</a> Letter from <a href="#">Minister Trevena</a>	
20-05-04	Write to UBCM and FCM asking them to advocate to the Federal	Asking for relaxed guidelines in light of economic and financial impacts for up to	✓	✓			Letter to <a href="#">UBCM and FCM</a> Board Chair and CAO had call with FCM on May 21 Board Chair and CAO had call with UBCM on June 4	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
	Government to broaden the guidelines of Community Works Funds for capital and operating expenditures as a result of the COVID-19 pandemic	one year subject to local government due diligence and as long as expenditures are in the public interest.					<p>Letter from <a href="#">FCM</a></p> <p>Letter from <a href="#">UBCM</a></p> <p>UBCM indicated that they are generally aligned with the CRD position in their advocacy with FCM to the Federal Government. UBCM is engaged in discussions with FCM and the Federal Government to utilize the gas tax funding model for recovery funding and granting.</p> <p>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.</p> <p>EA continue to what to pursue funding approvals for non profit services.</p> <p>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.</p>	





Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
							Acknowledged social services and emergency and public service buildings being asked to be included as eligible projects.	
21-05-01	<b>Opioid Overdose Crisis</b>	Advocate the provincial and federal government to declare the overdose crisis a national public health emergency and develop comprehensive action plans.	✓		✓	✓	<a href="#">Resolution</a> to UBCM and AVICC.	
21-05-02	<b>Letters of Congratulations to Locally Elected Members of Parliament</b>	Relationship building, discuss issues of mutual interest and establish regular means of communication.	✓				Letter to <a href="#">Local Member of Parliament MacGregor</a> Letter to <a href="#">Local Member of Parliament May</a> Letter to <a href="#">Local Member of Parliament Garrison</a> Letter to <a href="#">Local Member of Parliament Collins</a>	

Capital Regional District  
Quarterly Operating Variance Report - Q3, 2021  
Service Budgets Greater than \$1,500,000

		Operating Expenses							Operating Revenue						
		Annual Budget \$ (As Amended)	Year to Q3			Annual Forecast			Annual Budget \$ (As Amended)	Year to Q3			Annual Forecast		
Service Number	Service Description	Annual Budget \$ (As Amended)	Actuals \$	% of Budget	2020 % of Budget	\$	% Budget (over)/under	Explanation	Annual Budget \$ (As Amended)	Actuals \$	% of Budget	2020 % of Budget	\$	% Budget (over)/under	Explanation
1.010	Legislative & General	25,887,694	15,901,566	61%	61%	23,662,281	9%	Forecasted annual savings on timing of staff vacancies, and deferral of some one-time spending from 2021 to 2022. Support services delivering core services as planned.	25,887,694	22,237,808	86%	77%	25,775,588	0%	Half of the revenue is derived from allocations to other services; one-third is funded by requisition, with the balance from reserves, grants or other revenue. Some savings due to reduction in reserve funds being required, net of proceeds from sale of investment.
1.105	Facility Management	1,690,872	1,041,072	62%	74%	1,477,521	13%	Service involves the provision of facilities management services to CRD HQ and satellite facilities, and IWS facilities. Savings in Q1 -Q3 on temporary staff vacancies are anticipated to be partially caught up with use of additional labour support in the final quarter of the fiscal year.	1,690,872	1,118,411	66%	80%	1,504,639	11%	Revenue largely from provision of facilities management services. Projected to be under budget due to vacancies in Q1 through Q3.
1.226	Health Facilities - VIHA	1,580,254	1,166,518	74%	66%	1,425,700	10%	Service involves leasing of CRD buildings to VIHA, and is 100% recovery from tenant. Any potential surpluses are returned to tenant. Additional work service levels have been reduced as a result of COVID-19 restrictions.	1,580,254	986,061	62%	54%	1,425,700	10%	Service involves leasing of CRD buildings to VIHA and is 100% recovery from tenant. Any potential surpluses are returned to tenant.
1.280	Regional Parks	16,391,381	13,791,139	84%	84%	16,375,000	0%	Service on budget with expenditure primarily weighted to Q2 and Q3. Experienced extra costs related to bylaw enforcement and rangers in the park. Expenses offset by temporary vacant positions.	16,391,381	16,664,373	102%	101%	16,675,000	-2%	Projected above budget. Revenues primarily from requisition. Additional revenue received from internal recovery, one time municipal contribution and \$200,000 from COVID-19 Restart funding.
1.297	Arts Grants & Development	2,942,074	2,838,356	96%	95%	2,923,730	1%	Service is a grant funding service at full compliment, and projecting to disburse most grant funds available to arts organizations in line with budget.	2,942,074	2,919,061	99%	99%	2,965,999	-1%	Projected slight above budget. Revenues primarily from requisition. Additional revenue received from internal recovery and one time municipal contribution.
1.310	Land Banking & Housing	2,692,517	1,947,478	72%	72%	2,620,000	3%	Operating expenses largely on track for 2021, with some annual savings forecasted for temporary staff vacancies.	2,692,517	2,241,340	83%	70%	2,660,000	1%	On target for 2021. 50% requisition, 48% grants and other, 2% surplus carry forward. Minor reduction in project management fee (planning) revenue due to temporary staff vacancy.
1.311	Regional Housing Trust Fund	4,511,970	288,865	6%	4%	1,065,000	76%	Expenses are driven by grants to 3rd party housing service providers. Can vary based on eligibility and selection, as well as timing of municipal approvals. Surpluses are carried forward.	4,511,970	4,516,995	100%	100%	4,525,000	0%	On target for 2021. 78% from surplus carryforward, 22% from requisition.
1.318	Building Inspection	1,653,290	1,053,963	64%	67%	1,577,300	5%	Underspend largely due to temporary staffing vacancies and reduced travel costs due to COVID-19.	1,653,290	1,460,984	88%	68%	1,760,300	-6%	Permit Fee Revenue has increased due to higher than expected number of permit requests, and a new permit fee structure implemented in Q2.
1.324	Regional Planning Services	1,662,662	933,244	56%	57%	1,424,247	14%	Forecasted underspend on program development costs, including Implementation of Data Review project (fewer bike counters required), and underspend on auxiliary wages and contractor costs.	1,662,662	1,576,514	95%	98%	1,662,662	0%	Revenues for service are primarily requisition and fixed allocation. No variance projected for 2021.
1.40X	SEAPARC	3,684,094	2,719,800	74%	75%	3,685,000	0%	Forecasted to be on plan with usual increase in activity through remainder of the year. The service continues to monitor and respond to health orders that limit the levels of indoor programs.	3,684,094	3,569,879	97%	96%	3,800,149	-3%	Revenues are approximately 80% from requisition; 20% fees. The service has faced health orders that have limited the provision of indoor programs during the first 2 quarters. However, Q3 experienced higher activity including the return of annual memberships and Q4 is anticipated to be slightly above plan.
1.44X	Panorama Rec. Center	8,071,561	5,496,287	68%	70%	8,090,079	0%	Forecasted to be on plan with usual increase in activity through remainder of the year and introduction of the new child care program. The service continues to monitor and respond to health orders that limit the levels of indoor programs.	8,071,561	7,637,198	95%	94%	8,400,079	-4%	Revenues are approximately 65% from requisition; 35% fees. The service has faced health orders that have limited the provision of indoor programs in the first 2 quarters. However, Q3 experienced higher recreation activity which is projected to continue in Q4, along with the introduction of a new child care service area that is fully funded from grants and fees, which will result in actuals exceeding plan.
1.459*	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,759,079	1,326,390	75%	57%	1,730,552	2%	The service has faced continuing health orders that have limited the provision of the programs. Some maintenance labor cost was redirected to capital work resulting in a minor savings in operating expenditure. It is anticipated that higher activity in Q4 will result in actuals in line with plan.	1,759,079	1,679,870	95%	89%	1,782,552	-1%	Revenues are approximately 88% from requisition; 12% fees. The service has faced health orders that have limited the provision of indoor programs in the first 2 quarters. Higher recreation activityin Q3 and projected to continue into Q4, with pool drop-in fees and annual membership revenue expected to be slightly above plan.
1.521	Environmental Resource Management	25,176,280	16,958,202	67%	56%	24,895,340	1%	Operational services are continuing as planned. Experienced additional heavy equipment services costs related to landfilling of standard refuse and controlled wastes. Expenses offset by savings on Leachate operations supply and Hartland diversions programs.	25,176,280	24,317,624	97%	82%	28,503,061	-13%	Tipping fee revenues are forecasted higher largely due to the current environment for construction and redevelopment. This is driving larger volumes of construction, demolition, renovation and moving waste. There is also an observed increase in traffic across the public scales. Overall revenue for 2021 is forecasted to be higher than budget by \$3.3M.
1.576	Environmental Engineering Services	2,802,602	1,587,057	57%	73%	2,230,177	20%	Service involves the delivery of engineering and project management service to multiple services in the CRD's recreation and environmental management services. Savings due to temporary staff vacancies (18%) are expected to continue through the remainder of year.	2,802,602	1,916,682	68%	83%	2,441,438	13%	Revenue driven by providing engineering and project management service to multiple service in the CRD's recreation and environmental services areas. Forecasted to remain below budget in Q4.
1.577	IW - Environmental Operations	11,626,417	8,391,719	72%	80%	11,123,590	4%	Overhead service budget, continuing to deliver services as planned. Expenditures forecast slightly under budget for the year due to temporary staff vacancies providing salary savings.	11,626,417	8,974,924	77%	83%	11,971,820	-3%	Revenues are driven by providing services to other CRD services, that continue to operate as planned. Recovery revenue forecasted to generate a favourable variance.
1.578	Environmental Protection and Water Quality	8,238,988	5,696,645	69%	65%	8,126,941	1%	Service involves the delivery of environmental regulation and monitoring programs, continuing to provide service as planned. Forecast largely in line with budget.	8,238,988	6,262,210	76%	73%	8,126,946	1%	Revenues are driven by providing services to other CRD services that continue to operate as planned.
1.911	911 Systems	2,595,230	1,671,305	64%	67%	2,544,518	2%	Fixed contracts and debt servicing costs are on track with budget. This service receives 911 levy contributions from phone carriers and pays a portion of these to municipalities. Forecasted reduced 911 levies from phone carriers reduces payment distribution compared to budget.	2,595,230	1,915,483	74%	76%	2,528,840	3%	Sources of revenue are fixed source requisitions, lease revenue, and variable 911 levies received from phone carriers. Forecasting reduced revenues from a drop in 911 levies.
1.921	Regional CREST	1,723,234	1,291,126	75%	75%	1,720,734	0%	This is a contribution service that provides support to CREST based on a service agreement. Operating expenses are on track with budget.	1,723,234	1,721,139	100%	100%	1,722,734	0%	Operating revenues are primarily requisition and are on track with budget.
2.610	Saanich Peninsula Water Supply	7,169,999	6,894,646	96%	75%	7,506,197	-5%	Operational services and system maintenance are continuing as planned. Expenditures are forecasted to be higher than budget due to increased bulk water purchases.	7,169,999	6,857,146	96%	85%	7,691,280	-7%	Revenues are driven by seasonal water sales. Demand is expected to be higher than budgeted levels for 2021 due to increased summer temperatures.
2.670	Regional Water Supply	34,921,283	17,700,080	51%	50%	34,135,156	2%	Operational services and system maintenance are continuing as planned. Operational savings forecasted due to temporary staff vacancies.	34,921,283	29,575,077	85%	78%	36,836,970	-5%	Revenues are driven by seasonal water sales. Demand is expected to be higher than budgeted levels for 2021 due to increased summer temperatures.
2.680	Juan de Fuca Water Distribution	20,793,372	11,818,614	57%	53%	20,716,628	0%	Operational services and system maintenance are continuing as planned. Operational savings forecasted due to reduced labour charges which will be largely offset by increased bulk water purchases.	20,793,372	18,979,160	91%	81%	22,063,311	-6%	Revenues are driven by seasonal water sales. Demand is expected to be higher than budgeted levels for 2021 due to increased summer temperatures.
3.717	Core Area Wastewater Operations	29,538,628	16,493,958	56%	47%	26,275,994	11%	Expanded wastewater treatment and conveyance operations (i.e. existing and new infrastructure) began in Q1 2021. Forecasted savings in electricity, chemicals, and R&M are expected to be partially offset by increased contract for services required for first year of treatment and conveyance operations. These trends were present during Q1-Q2 and have continued into Q3.	29,538,628	28,568,825	97%	89%	28,570,828	3%	Service revenues are primarily from requisition. Forecast revenue is reduced due to delays in operational readiness of the OMS receiving facility at the Residual Treatment Facility.
3.718	Saanich Peninsula Wastewater	4,404,946	2,701,892	61%	68%	3,870,602	12%	Services delivering on plan and current expenditures forecast a favourable variance as a result of operational delays on the OMS receiving facility.	4,404,946	4,203,514	95%	97%	4,231,375	4%	Service revenues are primarily from requisition. Projected to come in slightly under budget as a result of lower heat recovery revenue from Panorama Rec.

**Capital Regional District**  
**Quarterly Operating Variance Report - Q3, 2021**  
**Service Budgets Greater than \$1,500,000**

[illegible]

CRHD	Capital Regional Hospital District	36,111,356	26,196,439	73%	71%	36,031,904	0%	Minor reduction in short term borrowing costs, and lower than expected debt reserve fund expense due to the timing of Island Health capital claims.	36,111,356	33,521,491	93%	93%	36,079,224	0%	Less reserve funds will be required due to term position vacancy, hiring deferred to 2022; Revenues are primarily requisition and on track with budget.
Total CRHD		36,111,356							36,111,356						

CRHC	Administration	2,404,290	1,689,447	70%	69%	2,352,319	2%	Savings due to staff vacancies and hiring lags.	2,604,290	1,898,376	73%	66%	2,604,647	0%	The Administration revenues are directly tied to property management fees and are expected to be as planned.		
		714,500	265,264	37%	42%	351,668	51%	The Development Services expenses are directly tied to capital project fees and will be under budget due to timing of approved projects.	714,500	250,139	35%	35%	367,932	49%	The Development Services revenues are directly tied to capital project fees and will be under budget due to timing of approved projects.		
CRHC	Development Services																
		12,509,757	9,458,877	76%	75%	12,220,539	2%	Savings due to caretaker vacancies and hiring lags and lower than planned insurance deductible payments.	12,742,465	9,719,548	76%	73%	12,829,066	-1%	The UOA building revenues are made up of subsidy grants and rents. An increase in rent revenue is due to turnover in affordable units and increases in RGI units.		
CRHC	UOA buildings																
		673,604	504,820	75%	67%	665,083	1%	Small savings forecasted in utility costs.	679,433	488,019	72%	69%	658,834	3%	The ILBC building revenues are made up of grants and rents tied to occupancy controlled by Island Health. Unfavourable forecast due to vacancies managed by Island Health.		
CRHC	ILBC building																
		1,260,439	913,877	73%	75%	1,231,303	2%	Savings due to caretaker vacancies and hiring lags and lower than planned insurance deductible payments.	1,603,626	1,212,053	76%	74%	1,628,580	-2%	The NOA building revenues are made up of tenant rents, with the increase in rent revenue due to turnover in affordable units.		
CRHC	NOA buildings																
		7,265,797	4,855,312	67%	76%	6,846,969	6%	Savings due to caretaker vacancies and hiring lags and lower than planned maintenance, insurance premium and insurance deductible payments.	6,168,012	4,001,010	65%	72%	5,800,700	6%	Unfavourable variance due to slower than planned rent-up of new buildings. Forecasts based on new assumptions reflecting current trends and experience in this portfolio.		
CRHC	RHFP buildings																
		670,871	491,065	73%	n/a	652,025	3%	Savings due to caretaker vacancies and hiring lags and lower than planned insurance deductible payments.	812,668	627,578	77%	n/a	839,360	-3%	The IHI building revenues are made up of tenant rents, with the increase in rent revenue due to turnover in affordable units.		
CRHC	IHI building																
Total CRHC**		25,499,258														25,324,994	
Total Services (CRD + CRHD + CRHC)		337,057,231														336,882,967	

**\*\*Amended Budget as at July 14, 2021 (CRHC Board Approved)**

Capital Regional District  
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Projects Greater than \$500,000

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2021 Budget Amendment or included in 2022 Capital Plan)

Department	Service Description	Capital Project Title
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Quarter 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Variance (over) / under	Variance % (over) / under	Q3 Variance Explanation (if necessary)

Total 2021			
Total 2021 Amended Budget (as per approved budget)	Total 2021 Forecast	Total Forecast Variance (over) / under	Total Forecast Variance % (over) / under

Status of Total Project Plan			
Scope	Timing	Budget	Notes

CRD		
Integrated Water Services	Core Area Wastewater	Core Area Wastewater Treatment Project
	Core Area Wastewater	Bowker Sewer Rehabilitation
	Core Area Wastewater	NW Trunk Sewer Rehabilitation Sections 1 & 2
	Core Area Wastewater	IT Capital Purchases and Plant Optimization
	Core Area Wastewater	New Fleet Purchases
	Regional Water Supply	Sooke Intake Screens Replacement
	Regional Water Supply	Implications from Sooke Lake Dam Safety Review
	Regional Water Supply	Butchart Dam No. 5 Remediation
	Regional Water Supply	RWS Supply Main No. 4 Upgrade
	Regional Water Supply	Sooke Lake Dam - Instrumentation System Improvements
	Regional Water Supply	GVWSA Land Acquisition Priorities
	Regional Water Supply	Cabin Pond Dams Decommissioning
	JDF Water Distribution	Rocky Point Upgrades
	JDF Water Distribution	Goldstream AC Replacement
	JDF Water Distribution	AC Pipe Replacement Program
	JDF Water Distribution	Comprehensive Pump Station Upgrades

-	5,684,042	4,180,184	1,503,857	26%	As of Q3 the vast majority of construction has been completed: the Arbutus Attenuation Tank and Clover Point Pump Station are the only Project sites with active construction ongoing. The budget includes committed funds to complete the remaining works, and close-out the construction contracts. Final costs and project close-out to occur in 2022.
2,120,000	30,000	32,000	- 2,000	-7%	Preliminary design and planning costs initiated in Q3. Forecast construction works to occur in summer 2022. Project in scope and on budget.
-	250,000	74,649	175,351	70%	Delays with contracted construction. Review for quality assurance with contractors in Q4. Project forecast for completion by Q4, in scope and better than budget.
180,000	200,000	79,999	120,001	60%	Q3 variance due to unforeseen site complexities and COVID related supply chain delays. Purchases scheduled to be completed in Q4 with work completed in Q1 2022. Project still in scope and on budget.
300,000	515,705	3,345	512,360	99%	Delivery of two trucks expected in Q4 as a result of supply chain delays. Road preparation of vehicles to be completed in Q4. Final truck forecasted for 2022 due to extensive lead time.
-	60,000	74,512	- 14,512	-24%	Multi-year project substantially complete in Q1. Closeout costs continued in Q3 and are to be completed by year-end. Overall project complete in scope and under budget.
250,000	200,000	27,147	172,853	86%	Variance due to resourcing and scheduling constraints delaying completion into 2022. Project management costs incurred in 2021 and will continue through Q4. Total project is still in scope and on budget.
800,000	450,000	479,381	- 29,381	-7%	Phase 1 was substantially completed in Q3, with post construction monitoring work to be completed in Q4. Remaining phase deferred to 2022 and is being re-evaluated to determine if the work is necessary. Project is in scope and on budget.
300,000	30,000	-	30,000	100%	Planning and design work to commence in Q4. Design to continue into 2022, with construction beginning 2022. Staff resources have been redirected to other projects.
100,000	70,000	-	70,000	100%	Consultant was hired in Q1. Majority of construction and equipment cost to be deferred to 2022. Total project is still in scope and on budget.
100,000	50,000	2,012	47,988	96%	Land purchase complete in Q1. Minor administrative closeout costs in Q2. Start of security infrastructure work delayed in Q3 due to fire risk, and will be completed in Q4 under budget.
-	-	-	-	0%	Project is deferred to 2022, pending completion of a decommissioning study (business case analysis on maintaining vs removal) and prioritization of other capital work.
2,530,000	300,000	45,034	254,966	85%	Project delays due to complexity of contract with multiple parties. Project was tendered in Q2 and awarded in Q3. Construction to start late Q4. Total project is still in scope and on budget but will be largely deferred into 2022.
1,500,000	300,000	138,508	161,492	54%	Project consultancy expenditures for design work began in Q2, and will continue through Q4. Tender for construction work will be issued in Q4. Project on budget and in scope, with construction forecasted to be deferred to 2022.
-	70,000	72,067	- 2,067	-3%	Completion of Marwood, Penwood Drive, and Luxton Road AC replacement. Closing costs occurred in Q3. Overall 2021 phase of multi-year project forecast to be complete in 2021 in scope and under budget. Design for 2022 to be completed in Q4 2021.
450,000	100,000	46,577	53,423	53%	Expenditures for Ludlow Pump Station to occur through Q4. Project on budget, in scope and to be completed in 2022.

113,249,817	106,269,916	6,979,901	6%
4,300,000	67,000	4,233,000	98%
2,000,000	1,652,688	347,312	17%
580,000	360,025	219,975	38%
840,000	467,968	372,032	44%
800,000	538,085	261,915	33%
900,000	162,892	737,108	82%
2,900,000	634,398	2,265,602	78%
1,800,000	20,000	1,780,000	99%
900,000	194,637	705,363	78%
750,000	662,864	87,136	12%
600,000	-	600,000	100%
5,360,000	592,144	4,767,856	89%
4,800,000	346,028	4,453,972	93%
3,000,000	1,836,397	1,163,603	39%
1,000,000	412,002	587,998	59%

			S - on plan T - closeout costs in 2022 B - on plan
	R		S - on plan T - construction deferred to 2022 B - on plan
			S - on plan T - completion in Q4 2021 B - better than plan
			S - on plan T - completion deferred to Q1 2022 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
			S - on plan T - on plan B - better than plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
			S - on plan T - on plan B - better than plan
	R		S - on plan T - completion deferred to 2024 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
			S - on plan T - on plan B - better than plan
	R		S - on plan T - completion deferred to 2022 B - on plan

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Department	Service Description	Capital Project Title
Integrated Water Services	JDF Water Distribution	Sun River Reservoir Replacement
	JDF Water Distribution	Residential Service & Meter Replacement Program
Integrated Water Services	JDF Water Distribution (DCO)	McCallum Pump Station and Tank 4
	Regional Water Supply & JDF Distribution	Voice Radio Upgrade
	Saanich Peninsula Treatment Plant	SPWWTP Replacement of Rotary Presses
	Saanich Peninsula Treatment Plant	Trunk Sewer Relining
	Saanich Peninsula Treatment Plant	SPWWTP Concrete Tank Repairs
	Saanich Peninsula Water Supply	SPW System Upgrade and Expansion
Local Services	Community Transportation (SSI)	Pathway Booth Canal to Vesuvius - Phase 2
	South Galliano Fire (SGI)	South Galliano Fire Hall
	Pender Island Fire Protection (SGI)	New Pumper Truck - Replace E27 Pumper
	Small Craft Facilities (SGI)	Construction of the Anson Road Facility
	Magic Lake Sewer Utility (SGI)	Wastewater Improvements Phase 1
	Magic Lake Sewer Utility (SGI)	Wastewater Improvements Phase 2
Parks and Environmental Services	Regional Parks	Construct E&N Trail Phases 3 & 4
	Regional Parks	Purchase and Install Elk Lake Remediation Systems
	Regional Parks	Mayne Island Demonstration Trail

Quarter 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Variance (over) / under	Variance % (over) / under	Q3 Variance Explanation (if necessary)
350,000	100,000	31,162	68,838	69%	Project design is complete. Revision to the 2022-2026 Capital Plan is required due to increased construction costs. Project will be tendered and completed in 2022. Project scope has not changed.
200,000	200,000	386,819	-	-93%	Work forecasted in Q4 was completed in Q3. Overall project is still on plan. Total project is in scope, on budget and on schedule.
2,205,000	250,000	102,996	147,004	59%	Project design completed in Q3 and will tender in Q4. Total project is in scope and on budget, but will be largely deferred into 2022.
200,000	100,000	-	100,000	100%	No work performed in Q3. RFP will be issued in Q4 and will be awarded by end of year. Project work deferred to 2022. Total project is still in scope and on budget.
	100,000	136,484	-	-36%	Construction work began in Q3, with some Q4 forecasted work occurring in Q3. Significant work planned for Q4 and Q1 2022, with project closeout forecasted for Q2 2022.
505,000	20,000	3,112	16,888	84%	Hydraulic analysis completed in Q3, RFP to be issued in Q4. Construction to be completed in conjunction with the CAWW Western Trunk Twinning project, planned to occur in 2022. Project on budget and in scope.
400,000	700,000	166,611	533,389	76%	Demolition and removal work initiated in Q3. Construction put on hold due to unforeseen circumstances with bypass pumping. Construction work delayed until 2022. Overall project still forecast to be complete by the end of 2022, on scope and budget.
300,000	30,000	-	30,000	100%	Project to be completed in conjunction with RWS Goldstream Main No. 4 Replacement project. Design to begin in Q4 and continue into 2022. Project on budget and in scope.
-	162,050	190,212	-	-17%	Q3 variance due to extended construction schedule, unexpected tree removal, and interference with underground water main. Total project budget will be increased in Q4 through capital plan amendment, per direction and approval from Commission in Q3. Completion expected in Q4
20,000	237,387	125,774	111,613	47%	Q3 construction has been delayed due to long equipment delivery lead times, and a general lack of contractor and consultant availability on South Galliano Island. Forecasted completion deferred to 2022. Project is in scope and on budget.
-	-	-	-	0%	Project completed in Q2 in scope, on-time, and on budget.
300,000	300,000	324,101	-	-8%	Construction of on-shore works completed in Q2. Dock works commenced in Q3 with forecasted completion defer to 2022 due to construction timing within fisheries window. Project in scope and on budget.
-	143,607	657,756	-	-358%	Contractor accelerated work progress into Q3. Sewer upgrade work forecast to be substantially complete in Q4. Treatment plan portion of the project is funded by grant awarded late in Q3, with work expected to commence in 2022. Total project is in scope and on budget.
750,000	-	-	-	0%	Project proceeding was fully contingent on receipt of grant funding. Grant funding awarded late in Q3 with project expected to begin in Q1 2022.
525,272	133,316	195,820	-	-47%	Phase 3 substantially completed in Q3 and opened to the public, with work accelerated from Q4. Phase 4 projected for completion in 2022.
700,000	205,868	5,481	200,387	97%	Project delayed by unavailability of lead consultant for design and specification of system. Project now forecast to be completed in Q3 2022.
383,332	60,000	12,335	47,665	79%	Project is in design phase; additional community consultation and design costs incurred in Q3. Construction forecasted to begin in 2022, with completion in 2023.

Total 2021			
Total 2021 Amended Budget (as per approved budget)	Total 2021 Forecast	Total Forecast Variance (over) / under	Total Forecast Variance % (over) / under
800,000	172,816	627,184	78%
800,000	799,964	36	0%
4,610,000	274,694	4,335,306	94%
640,000	-	640,000	100%
1,200,000	986,616	213,384	18%
1,100,000	19,141	1,080,859	98%
850,000	186,611	663,389	78%
1,800,000	10,000	1,790,000	99%
700,000	731,162	(31,162)	-4%
600,000	486,997	113,003	19%
625,000	624,451	549	0%
965,000	955,350	9,650	1%
5,750,000	2,111,669	3,638,331	63%
3,000,000	-	3,000,000	100%
3,869,459	2,434,682	1,434,777	37%
1,400,000	519,787	880,213	63%
1,214,425	202,158	1,012,267	83%

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2021 Budget Amendment or included in 2022 Capital Plan)

Status of Total Project Plan			
Scope	Timing	Budget	Notes
	R	R	S - on plan T - completion deferred to 2022 B - Revision to 2022 capital plan
			S - on plan T - on plan B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - construction deferred to 2022 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
		R	S - on plan T - completion in Q4 2021 B - 2021 budget amendment required
	R		S - on plan T - completion deferred to 2022 B - on plan
			S - on plan T - on plan B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - completion deferred to 2023 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - completion deferred to 2023 B - on plan

Capital Regional District  
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Projects Greater than \$500,000

Department	Service Description	Capital Project Title
Parks and Environmental Services	Regional Parks	Construct Hamsterly Beach Washroom
	Panorama Recreation	Heat Recovery Plant
	Panorama Recreation	Multi-Purpose Sports Field
	Environmental Resource Management	Aggregate Production for Internal Use
	Environmental Resource Management	Landfill Gas Utilization
Parks and Environmental Services	Environmental Resource Management	Hartland North Site Buffer Acquisition
	Millstream Site Remediation	Millstream Remediation
Planning & Protective Services	Land Banking & Housing	RHFP - Hockley (Langford) (CRD/CMHC/CRHC)
	Land Banking & Housing	RHFP - Prosser (CRD/CMHC/CRHC)
	911 Call Answer	Next-Generation 911 Call Answer Technology Upgrade
Facilities	CRD Headquarters	1st Floor Redesign
Royal Theatre	Royal Theatre	Repair Building Envelope
		Total Projects >\$500k
		Total Projects <\$500K; Potential Parkland Acquisitions
		Total Projects

Quarter 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Variance (over) / under	Variance % (over) / under	Q3 Variance Explanation (if necessary)
90,000	61,355	31,083	30,272	49%	Project design completed Q3, tendering to occur in Q4. Project on budget, in scope and forecast to be completed in 2022.
817,667	-	-	-	0%	Project is on hold- as it has not recieved the required grant funding. Plans for an altenate funding model are being developed.
634,119	587,311	239,919	347,392	59%	Project delayed pending development of final design and engineering specification by Jump Start during Q3. Permits now issued, with construction forecast to begin in Q4. Overall project completion forecast for Q1 2022.
1,050,000	1,050,000	194,729	855,271	81%	New contract for aggregate production for Hartland Landfill awarded in Q3. Aggregate production was delayed from Q3 to Q4. 2021 phase of project forecasted to be completed in scope and budget. Multi-year project will end in 2023.
138,000	138,000	275,147	- 137,147	-99%	RFP tender process initiated in Q3. Continued to work with Fortis on joint construction timeline and regulatory process. 2021 phase of project on track for completion in 2021, in scope and on budget. Multi-year project will end in 2023.
-	-	-	-	0%	Project was completed in Q2. Overall project complete in scope and under budget.
210,866	210,866	48,919	161,947	77%	Awaiting for Ministry of Environment approval. Overall project is still in scope and on budget but will be deferred into 2022.
-	-	-	-	0%	Hockley purchase by CRD and lease to CRHC complete in Q1. Project completed on plan, variance due to overstated capital lease between CRD and CRHC.
505,000	505,000	506,831	- 1,831	0%	Q3 costs include purchase deposit and legal fees. Minor variance on legal fees. Final turn-key purchase to take place in 2022, on plan.
-	-	-	-	0%	Project proceeding is fully contingent on new regulation from Canadian Radio-Television and Telecommunications (CRTC). The project scope, timing and budget are to be confirmed after issuance of the published regulation; timing unknown at this stage.
	300,000	281,638	18,362	6%	Deconstruction of Starbucks space completed in Q3, with construction tendering to occur in Q4. Project completion in 2022.
-	100,000	-	100,000	100%	Project is on hold pending availability of a grant.
18,914,256	14,004,506	9,172,345	4,832,162	35%	

Total 2021			
Total 2021 Amended Budget (as per approved budget)	Total 2021 Forecast	Total Forecast Variance (over) / under	Total Forecast Variance % (over) / under
600,000	99,728	500,272	83%
2,453,001	-	2,453,001	100%
1,268,238	920,846	347,392	27%
4,250,000	4,249,485	515	0%
1,355,000	1,354,223	777	0%
2,000,000	1,755,227	244,773	12%
632,597	199,597	433,000	68%
32,683,518	31,033,390	1,650,128	5%
505,000	506,831	(1,831)	0%
1,000,000	-	1,000,000	100%
1,885,000	653,578	1,231,422	65%
530,000	430,000	100,000	19%
222,866,055	165,936,047	56,930,008	26%
63,143,434			
286,009,489			

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2021 Budget Amendment or included in 2022 Capital Plan)

Status of Total Project Plan			
Scope	Timing	Budget	Notes
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - deferred pending grant funding B - on plan
	R		S - on plan T - completion deferred to Q1 2022 B - on plan
			S - on plan T - on plan B - on plan
			S - on plan T - on plan B - on plan
			S - on plan T - on plan B - better than plan
	R		S - on plan T - completion deferred to 2022 B - on plan
			S - on plan T - on plan B - on plan
			S - on plan T - on plan B - on plan
			S - delay pending regulatory direction T - delay pending regulatory direction B - delay pending regulatory direction
	R		S - on plan T - completion deferred to 2022 B - on plan
			S - on plan T - deferred pending grant funding B - on plan



Capital Regional District  
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Projects Greater than \$500,000

Department	Service Description	Capital Project Title
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CRHD		
Planning & Protective Services	Capital Regional Hospital District	Oak Bay Lodge Demolition
		Land Acquisition - Royal Bay
		Regional Housing First Program Contribution
		Total Projects >\$500k
		Total Projects <\$500k; Capital Grants
		Total Projects

CRHC		
Planning & Protective Services	Regional Housing	Michigan redevelopment Housing
		Caledonia Redevelopment Housing
		Hockley Prepaid Site Lease
		Triway Redevelopment Housing
		Routine Capital
		Total Projects >\$500k
		Total Projects <\$500K
		Total Projects

Quarter 3					
Q3 Budget	Q3 Forecast	Q3 Actuals	Variance (over) / under	Variance % (over) / under	Q3 Variance Explanation (if necessary)

1,666,667	1,565,698	736,639	829,059	53%	Delays are related to challenges in finding skilled worker force and the BC Hydro transformer supply shortage. The main electrical disconnection is expected to occur in Q4. Demolition to be complete in 2022.
-	8,807	18,958	(10,151)	-115%	Q3 variance is due to timing of due diligence costs associated with the land acquisition (real estate, zoning, geotechnical). Land acquisition to be complete in Q4.
-	-	-	-	0%	The Health and Capital Planning Strategies division is currently working with CRHC on a strategy for the contribution. Contribution to RHFP expected to be deferred to 2022 as planning progresses.
1,666,667	1,574,505	755,597	818,908	52%	

1,014,000	1,014,000	299,515	714,485	70%	Q3 variance due to timing of consultants and contract tendering - these costs will be pushed to Q4. Demolition to start in Q4. Overall project on plan.
2,693,256	10,000	481,897	(471,897)	-4719%	Q3 variance due to payment of a 10% license deposit to SD61 ahead of forecast. No change to overall budget. Demolition to start in Q1 2022, with completion still forecast for 2024.
-	-	-	-	0%	Hockley purchase by CRD and lease to CRHC complete in Q1. Some project surplus from contingency and due to lower temporary borrowing rate.
3,355,334	1,797,501	2,227,795	(430,294)	-24%	Construction began in Q3, with variance due to timing of construction draws. Completion forecast for 2022.
797,896	797,896	551,230	246,666	31%	Routine upgrades of housing townhouses and apt buildings are affected by tenant moveouts, trades availability and weather.
7,860,486	3,619,397	3,560,437	58,960	2%	

Total 2021			
Total 2021 Amended Budget (as per approved budget)	Total 2021 Forecast	Total Forecast Variance (over) / under	Total Forecast Variance % (over) / under

5,000,000	2,932,209	2,067,791	41%
8,400,000	8,044,165	355,835	4%
10,000,000	-	10,000,000	100%
23,400,000	10,976,374	12,423,626	53%
11,560,824			
34,960,824			

2,296,000	2,097,931	198,069	9%
13,871,636	1,089,088	12,782,548	92%
25,575,117	25,408,892	166,225	1%
11,983,338	5,480,288	6,503,050	54%
3,989,478	3,635,107	354,371	0%
57,715,569	37,711,306	20,004,263	35%
1,068,997			
58,784,566			

	As planned or better than plan
	Changes to quarter forecast, no revision to annual plan
	Change in annual plan
R	Changes to project plan (may result in 2021 Budget Amendment or included in 2022 Capital Plan)

Status of Total Project Plan			
Scope	Timing	Budget	Notes

	R		S - increased due to discovery of additional hazardous materials T - completion deferred 2022 B - better than plan
			S - on plan T - on plan B - better than plan
	R		S - on plan T - contribution deferred to 2022 B - on plan

			S - on plan T - costs delayed to Q4 B - on plan
	R		S - on plan T - construction deferred to 2022 B - on plan
			S - on plan T - on plan B - better than plan
	R		S - on plan T - some construction deferred to 2022 B - on plan
			S - on plan T - costs delayed to 2022 B - on plan



## APPENDIX H HUMAN RESOURCES TRENDS AND CORORATE SAFETY Q3

### OPEN CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, JANUARY 12, 2022

#### 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. For 2021, the SEC identified 667.48 full time equivalencies (FTEs) – 651.68 regular and 15.8 term positions exceeding one year – and the CRD has 391 auxiliary staff 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. 89.8% 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 9.7 years and 45.9 years respectively. Turnover rates, including retirement rates, are trending towards normal. Turnover rates have remained consistent through the year, and are within expected norms, and turnover related to employee retirements are trending relatively consistent in 2021 to previous years. 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 2021)	CRD Current (Annual 2021)	Industry Average (Annual 2021)	CRD Annual (2020)	Industry Average (2020)
<b>Total Unionized Workforce (all staff)</b>	<b>Q1: 89.5%</b> <b>Q2: 89.7%</b> <b>Q3: 90.3%</b>	<b>89.8%</b>	<b>82.4%</b>	<b>89.4%</b>	<b>82.3%</b>
<b>Average Length of Service (regular staff)</b>	<b>Q1: 9.6 years</b> <b>Q2: 9.9 years</b> <b>Q3: 9.7 years</b>	<b>9.7 years</b>	<b>11.0 years</b>	<b>10.2 years</b>	<b>10.8 years</b>
<b>Average Employee Age (regular staff)</b>	<b>Q1: 45.9 years</b> <b>Q2: 45.9 years</b> <b>Q3: 45.8 years</b>	<b>45.9 years</b>	<b>46.7 years</b>	<b>45.8 years</b>	<b>46.0 years</b>
<b>Turnover Rate / Retirement Rate (regular staff)</b>	<b>Q1: 2.6%</b> <b>(0.8%</b> <b>retirements)</b>  <b>Q1: 2.0%</b> <b>(0.2%</b> <b>retirements)</b>  <b>Q3: 2.3%</b> <b>(0.6%</b> <b>retirements)</b>	<b>6.9% (1.6%</b> <b>retirements)</b>	<b>6.4% (2.2%</b> <b>retirements)</b>	<b>6.7% (2.5%</b> <b>retirements)</b>	<b>5.5% (2.4%</b> <b>retirements)</b>

## 2. **Job Opportunities [see Table 2]**

By means of 223 job postings, a total of 305 individual job opportunities were open for competition through Quarter 3. On average, the CRD experiences a low vacancy rate (1.3% of regular staff opportunities) which is approximately one-quarter 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. 74 staff were put through the program through Quarter 3, and 699 employees since this program was implemented.

Table 2:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2021)	CRD Current (Annual 2021)	Industry Average (Annual 2021)	CRD Annual (2020)	Industry Average (2020)
<b>Job Opportunities (all staff)</b>	Q1: 123 Q2: 100 Q3: 82	305	N/A	299	N/A
<b>Vacancy Rate (regular staff)</b>	Q1: 1.3% Q2: 1.1% Q3: 1.3%	1.3%	5.2%	1.0%	5.4%

## 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.

Through the third quarter of 2021, absenteeism rates are consistent with previous years, and includes the extended periods required of the province for the requirement to self-isolate when ill. As an essential service, the CRD is closely monitoring the impact of absenteeism related to the health pandemic and is 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 pandemic. As part of our Corporate Occupational Health & Safety (OHS) Program, the CRD has implemented a number of safety protocols and organizational plans including a Safety and Exposure Control Plan and a Communicable Disease Plan, a COVID-19 Vaccination Policy, a number of COVID-19 Safe Work Practices, and undertaken numerous 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. Over the past three years, WorkSafeBC has consistently increased the base rate for the local government industry, from 2.09% in 2019 to 2.19% in 2020 and to 2.60% in 2021. Based on our proactive and diligent safety program, the CRD's current assessment levied by WorkSafeBC has been significantly below the base rate for the industry, resulting in a 20.2% cost savings in 2021.

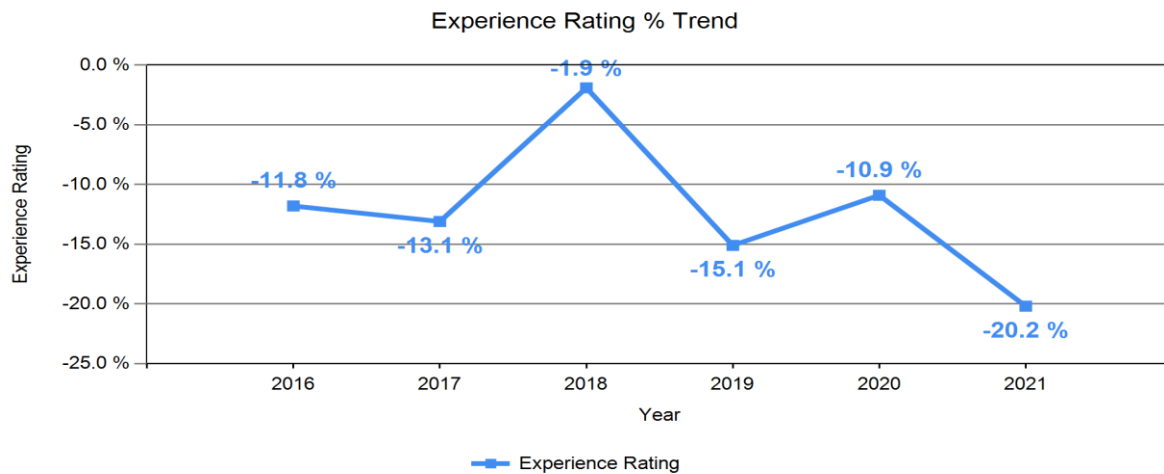
The CRD's achievement in establishing a safe and healthy workplace is also recognized externally. By this, the CRD has received the following safety recognition in 2021:

- 1) **Canada's Safety Employers Excellence Award:** this award recognizes outstanding health and safety professionals and companies in multiple sectors in Canada for their achievements over the past year.
- 2) **BC Municipal Safety Association Safety Improvement Award:** this award recognizes local governments in BC for activities that improve their experience rating, and ultimately reduce injuries, illness, disease and fatalities.
- 3) **Certificate of Recognition (CoR) Certification:** CoR recognizes employers that are proactive about improving workplace safety, and dedicated to continual improvement. As part of the COR program, employers whose occupational health and safety management systems have passed an audit and are in good standing with WorkSafeBC are considered for additional financial incentives above their employer rated assessment discounts. The CRD achieved a score of 95% and has now formally achieved CoR Certification. In addition to demonstrating safety excellence, this Certification results in a WorkSafeBC Employer Rated Assessment (premium) reduction of 10%.

Table 3:

Corporate CRD Human Capital Performance Metric	CRD Current (By Quarter 2021)	CRD Current (Annual 2021)	Industry Average (Annual 2021)	CRD Annual (2020)	Industry Average (2020)
Absenteeism (Sick Leave) Rate (regular staff)	Q1: 3.7% Q2: 3.7% Q3: 3.4%	3.6%	4.5%	3.6%	4.4%
WorkSafeBC Employer Rate (all staff)	All: 2.09%	2.09%	2.60%	1.95%	2.19%

Table 4:



## **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 CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, JANUARY 12, 2022**

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**SUBJECT**      **Community Emergency Preparedness Fund: Evacuation Route Planning Grant - Motion of Support**

**ISSUE SUMMARY**

The Capital Regional District (CRD) is responsible for emergency preparedness in the Electoral Areas (EAs). The CRD is applying to the Union of British Columbia Municipalities (UBCM) for funding to update existing evacuation route plans for communities with Salt Spring Island (SSI), Juan de Fuca (JdF) and the Southern Gulf Islands (SGI). UBCM requires that all grant applications be accompanied by a motion of support from the local government.

**BACKGROUND**

UBCM provides funding for many community based projects, including projects that support community resiliency and emergency preparedness. A 2022 grant opportunity is available to update the evacuation route plans for communities in CRD EAs. Emergency evacuation route planning would be led by local Emergency Programs with engagement from first responder agencies and community stakeholder groups. The result would be 13 emergency evacuation plans for the communities of:

- Salt Spring Island
- Pender Island
- Mayne Island
- Saturna Island
- Galiano Island
- Piers Island
- Malahat
- Otter Point
- Willis Point
- East Sooke
- Shirley
- Jordan River
- Port Renfrew

The CRD has applied for a grant of \$25,000, the maximum amount. This provides an opportunity for a moderate update of the evacuation plans, including:

- Identification and capacity of available routes
- Methods of evacuation
- Modes of transportation, including active transportation
- Impacts of early warning systems of other emergency notification tools
- Other factors that impact the functionality of evacuation routes

As part of the application process, UBCM requires a motion of support from the local government to receive and manage grant funding.



## **ALTERNATIVES**

### *Alternative 1*

That the Capital Regional District Board support an application to the Union of British Columbia Municipalities Community Emergency Preparedness Fund for the Evacuation Route Planning grant and direct staff to provide overall grant management.

### *Alternative 2*

That staff be directed to rescind the application to Union of British Columbia Municipalities Community Emergency Preparedness Fund for the Evacuation Route Planning grant.

## **IMPLICATIONS**

### *Financial Implications*

The grant provides an opportunity for one-time projects that increase community resilience to emergencies. It will not impact annual Emergency Program budgets.

### *Operational Implications*

Under the *Emergency Program Act*, the CRD provides Emergency Management services to residents. Grants provide opportunity for one-time projects that increase emergency program capacity to support residents impacted by a disaster. This grant offers the CRD an important opportunity to build upon previous evacuation route planning and incorporate lessons learned during recent emergencies, such as wildfire, flooding, and winter storms.

## **CONCLUSION**

The CRD supports emergency management programs in Electoral Area communities. The UBCM Evacuation Route Planning grant is a key opportunity to improve emergency evacuation planning for residents and visitors to these areas.

## **RECOMMENDATION**

That the Capital Regional District Board support an application to the Union of British Columbia Municipalities Community Emergency Preparedness Fund for the Evacuation Route Planning grant and direct staff to provide overall grant management.

Submitted by:	Shawn Carby, CD, BHSc, MAL, Senior Manager, Protective Services
Concurrence:	Michael Barnes, MPP, Acting General Manager, Planning & Protective Services
Concurrence:	Larisa Hutcheson, Acting Chief Administrative Officer

**REPORT TO FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JANUARY 05, 2022**

**SUBJECT**     **Bylaw No. 4476: Security Issuing Bylaw, Spring 2022**

**ISSUE SUMMARY**

Approval of the security issuing bylaw for borrowings by the Capital Regional District (CRD).

**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. No municipal requests for the Spring MFA 2022 issue have been submitted to the CRD.

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
		BL No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
<b>4476</b>	Regional Parks	4142	\$6.10	\$5.60	\$0.50	10	\$0.50	E&N Rail Trail-Humpback Connector
	Magic Lake Estates Wastewater System	4320	\$6.00	\$3.76	\$2.24	30	\$1.00	Magic Lake Estates Wastewater System Upgrade
	South Galiano Fire Protection & Emergency Response Service	4239	\$2.40	\$0.00	\$2.40	25	\$2.10	South Galiano Fire Hall
	SGL Small Craft Harbour Facilities	4408	\$1.18	\$0.00	\$1.18	20	\$0.71	SGL Harbour Facility Improvements
	Vancouver Island Regional Library - Debt	3915	6.00	0.00	6.00	30	6.00	Vancouver Island Regional Library Construction
	<b>TOTAL</b>						<b>\$10.31</b>	

## **ALTERNATIVES**

### *Alternative 1*

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4476, "Security Issuing Bylaw No. 1, 2022", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4476 be adopted.

### *Alternative 2*

That Bylaw No. 4476 be referred back to staff for further review.

## **IMPLICATIONS**

### *Financial Implications*

The CRD funds capital projects in some cases with long term borrowings to mitigate the annual revenue requirements and to spread costs to users over time, over the life of the asset.

### 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 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). While new issues are generally funded for a 10-year initial term, the MFA evaluates how best to finance each issue based on market conditions, requests received and future refinancing risk.

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:

**TABLE 2: Indicative Market Interest Rates**

<b>Time Horizon</b>	<b>MFABC Indicative Rates</b>
5 years	1.80%
10 years	2.23%
15 years	2.55%
20 years	2.68%
25 years	2.68%
30 years	2.68%

The rate and length of the initial term, on each request, is confirmed only after the security issuing bylaw receives approval and after the MFA Board approves the issue terms. Each borrowing request has been included in the approved financial plan based on revenue and cost estimates calculated using a 10-year initial term. Any differences will be incorporated into a financial plan amendment if they are considered material.

**CONCLUSION**

The CRD, through security issuing bylaw, is enabled to borrow from the Municipal Finance Authority (MFA) for both regional district and municipal borrowings. No municipal requests for the Spring MFA 2022 issue have been submitted to the CRD. The services requesting the borrowing will bear the resulting debt service costs. Approval of the bylaw is recommended to permit participation in the MFA's Spring 2022 debt issuance.

**RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4476, "Security Issuing Bylaw No. 1, 2022", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4476 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:	Larisa Hutcheson, Acting Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: Bylaw No. 4476, Security Issuing Bylaw No. 1, 2022

**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4476**

\*\*\*\*\*  
**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 Ten Million, Three Hundred and Ten Thousand Dollars (\$10,310,000) 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 \$10,310,000 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
		BL No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4476	Regional Parks	4142	\$6.10	\$5.60	\$0.50	10	\$0.50	E&N Rail Trail- Humpback Connector
	Magic Lake Estates Wastewater System	4320	\$6.00	\$3.76	\$2.24	30	\$1.00	Magic Lake Estates Wastewater System Upgrade
	South Galiano Fire Protection & Emergency Response Service	4239	\$2.40	\$0.00	\$2.40	25	\$2.10	South Galiano Fire Hall
	SGI Small Craft Harbour Facilities	4408	\$1.18	\$0.00	\$1.18	20	\$0.71	SGI Harbour Facility Improvements
	Vancouver Island Regional Library - Debt	3915	6.00	0.00	6.00	30	6.00	Vancouver Island Regional Library Construction
	<b>TOTAL</b>						<b>\$10.31</b>	

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 Saanich 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, 4320, 4239, 4408 and 3915 if the anticipated revenues accruing to the Regional District from the operation of the ““Regional Parks Extended Service Establishment Bylaw No. 1, 1989”, “Outer Gulf Islands Magic Lake Estates Sewage System Local Service Establishment Bylaw, 1990”, “South Galiano Fire Protection and Emergency Response Service Establishment Bylaw No. 1, 1993”, “Small Craft Harbour Facilities Local Service Establishment Bylaw No. 1, 1998”, and “Vancouver Island Regional Library District Borrowing Service Area Establishment Bylaw No. 1, 2014” 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, 2022".

READ A FIRST TIME THIS	th	day of	20__
READ A SECOND TIME THIS	th	day of	20__
READ A THIRD TIME THIS	th	day of	20__
ADOPTED THIS	th	day of	20__

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
CORPORATE OFFICER

**Schedule "A" to Bylaw # \_\_\_\_\_**

**CANADA  
PROVINCE OF BRITISH COLUMBIA  
AGREEMENT**

Regional District of \_\_\_\_\_

The Regional District of \_\_\_\_\_ (the "Regional District") he 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
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$