

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

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Wednesday, April 13, 2022

1:05 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. [22-238](#) Minutes of the March 9, 2022 and March 16, 2022 Capital Regional District Board Meetings

**Recommendation:** That the minutes of the Capital Regional District Board meetings of March 9, 2022 and March 16, 2022 be adopted as circulated.

**Attachments:** [Minutes - March 9, 2022](#)  
[Minutes - March 16, 2022](#)

### 4. REPORT OF THE CHAIR

### 5. PRESENTATIONS/DELEGATIONS

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

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

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

#### 5.1. Presentations

#### 5.2. Delegations

### 6. CONSENT AGENDA

#### 6.1. [22-181](#) Overview of Rainfall Intensity-Duration-Frequency Curves

**Recommendation:** The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:  
That this report be received for information.  
(NWA)

**Attachments:** [Staff Report: Overview of Rainfall Intensity-Duration-Frequency Curves](#)

**6.2.**      [22-182](#)      Biosolids Management and Planning Update

**Recommendation:** The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:  
That this report be received for information.  
(NWA)

**Attachments:**      [Staff Report: Biosolids Management and Planning Update](#)  
[Appendix A: CRD Wastewater Treatment - Biosolids Production Report](#)

**6.3.**      [22-186](#)      Core Area Wastewater Treatment Plant Capacity Update

**Recommendation:** That the Core Area Liquid Waste Management Committee recommend to the Capital Regional District Board:  
That this report be received for information.  
(NWA)

**Attachments:**      [Staff Report: Core Area Wastewater Treatment Plant Capacity Update](#)  
[Appendix A: ADWF Trend for past 10 years](#)  
[Appendix B: Example Monthly Wastewater Flow Report](#)

**6.4.**      [22-207](#)      Community Emergency Preparedness Fund: Emergency Operations Centres and Training Grant

**Recommendation:** The Electoral Areas Committee recommends to the Capital Regional District (CRD) Board:  
That the CRD Board support an application to the UBCM Community Emergency Preparedness Fund for the Emergency Operations Centres and Training grant and direct staff to provide overall grant management.  
(NWA)

**Attachments:**      [Staff Report: Comm Emerg Prep Fund-EOCs & Train'g Grant](#)

**6.5.**      [22-173](#)      2021 Community Works Fund Annual Report

**Recommendation:** The Electoral Areas Committee recommends to the Capital Regional District Board:  
That the 2021 Community Works Fund Annual Report be received for information.  
(NWA)

**Attachments:**      [Staff Report: 2021 CWF Annual Report](#)  
[Appendix A: CWF Funding Assigned Balance Remaining](#)  
[Appendix B: CWF 2021 Grants Awarded](#)  
[Appendix C: CWF 2021 Detailed Breakdown](#)

**6.6.**      [22-176](#)      2021 Grants-in-Aid Annual Report

**Recommendation:** The Electoral Areas Committee recommends to the Capital Regional Board:  
That the 2021 Grants-in-Aid Annual Report be received for information.  
(NWA)

**Attachments:**      [Staff Report: 2021 Grants-in-Aid Annual Report](#)  
[Appendix A: 2021 Electoral Areas Grants-in-Aid Awarded](#)  
[Appendix B: 2021 Electoral Areas Safe Restart GIA Awarded](#)

- 6.7.**      [22-192](#)      Resource Recovery - Construction Demolition and Renovation Waste Opportunities
- Recommendation:** The Environmental Services Committee recommends to the Capital Regional District Board:  
That staff return to committee in June with financial implications, timing and resource requirements to trial the beneficial use of construction, demolition and renovation waste with Lafarge and existing biosolids thermal processing proponents, along with new thermal technology vendors.  
(NWA)
- Attachments:**      [Staff Report: Resource Recovery - Construction Demolition & Reno Waste](#)
- 6.8.**      [22-229](#)      2022 General Local Election - Appointment of Chief Election Officer and the Deputy Chief Election Officers
- Recommendation:** The Governance Committee recommends to the Capital Regional District Board:  
1. That pursuant to Section 58 of the Local Government Act, the Board appoint Kristen M. Morley as Chief Election Officer with the power to appoint such other assistance as may be required for the administration and conduct of the 2022 General Local Elections; and  
2. That the Board appoint Marlene Lagoa, Kerry Fedosenko, Anthony Kennedy, and Anne Burdett as Deputy Chief Election Officers.  
(NWA)
- Attachments:**      [Staff Report: 2022 General Local Election - Appointment of CEO and DCEOs](#)
- 6.9.**      [22-130](#)      Motion with Notice: Notice of Motion Procedure (Directors Taylor, Isitt, and Loveday)
- Recommendation:** That the Governance Committee recommend to the Capital Regional District Board that: Staff be directed to report back with options for amending the procedures bylaw to reduce the time delay present within the current notice of motion process, with options for a notice period that does not exceed 14 days.  
(NWA)
- 6.10.**      [22-131](#)      Motion with Notice: CRD Appointees to External Boards (Director Plant)
- Recommendation:** Whereas the Capital Regional District (CRD) appoints both Board Members and members of the public to external organizations as appointees and representatives and nominees,  
And whereas the CRD currently has no policy or guidelines to provide direction and/or guidance to external appointees in their work representing the CRD,  
Be it resolved that staff report back to the Governance Committee with recommendations for a policy and/or guidelines to assist the board in providing direction and/or guidance to both Board Members and members of the public serving in external positions on behalf of the Capital Regional District.  
(NWA)
- 6.11.**      [22-203](#)      Regional Housing First Program: Capital Project Update, First Quarter 2022
- Recommendation:** The Hospitals and Housing Committee recommends to the Capital Regional District Board:  
That the Regional Housing First Program: Capital Project Update, First Quarter 2022 report be received for information.  
(NWA)

**Attachments:** [Staff Report: RHFP-Cap'I Project Update, First Quarter 2022](#)  
[Appendix A: Reg'I Housing First Prog-Cap'I Project Summary, April 2022](#)

## 7. ADMINISTRATION REPORTS

### 7.1. [22-215](#) CAO Quarterly Progress Report No. 1 - 2022

**Recommendation:** That the CAO Quarterly Progress Report No. 1 - 2022 be received for information. (NWA)

**Attachments:** [Staff Report: CAO Quarterly Progress Report No. 1, 2022](#)  
[Appendix A: Photographs of Corporate Activities and Initiatives](#)  
[Appendix B: Board Priorities Dashboard Progress Q1, 2022](#)  
[Appendix C: Board Priorities Dashboard - Summary of Completed Actions](#)  
[Appendix D: Corporate Climate Change Initiatives](#)  
[Appendix E: Advocacy Dashboard Progress Q1, 2022](#)  
[Appendix F: Operating Variance Report Q4, 2021](#)  
[Appendix G: Capital Variance Report Q4, 2021](#)  
[Appendix H: Human Resources Trends and Corporate Safety Q4, 2021](#)

### 7.2. [22-264](#) Support for Ukrainian Canadian Cultural Society of Vancouver Island

**Recommendation:** [The Board needs to provide direction as to what, if any, support it wishes to provide to the Ukrainian Canadian Cultural Society of Vancouver Island.

The report includes the following three alternatives for consideration:

1. That the Chair's report be received for information. (NWA)
2. Make a one-time Grant-In-Aid to the Ukrainian Canadian Cultural Society of Vancouver Island in an amount to be determined by the Board. (WA)
3. Refer the Chair's report to staff to see how the CRD can support the Ukrainian Canadian Cultural Society of Vancouver Island without providing direct financial support. (NWA)]

**Attachments:** [Staff Report: Support for Ukrainian Canadian Cultural Soc. of Vancouver Island](#)  
[Appendix A: Email from Devon Goldie](#)

## 8. REPORTS OF COMMITTEES

### Environmental Services Committee

#### 8.1. [22-194](#) Residential Curbside Recycling Program - Update

**Recommendation:** The Environmental Services Committee recommends to the Capital Regional District Board:  
That this report be received for information. (NWA)

**Attachments:** [Staff Report: Residential Curbside Recycling Program - Update](#)

### Governance Committee

**8.2. [22-231](#) Best Practices Guide for Meetings**

**Recommendation:** The Governance Committee recommends to the Capital Regional District Board:  
1. That the CRD Best Practices Guide for Meetings be approved; and,  
2. That training on the CRD Best Practices Guide for Meetings be incorporated into the orientation of Directors on meeting procedures following the 2022 General Local Election.  
(NWA)

**Attachments:** [Staff Report: Best Practices Guide for Meetings](#)  
[Appendix A: Best Practices Guide for Meetings](#)

**Juan de Fuca Land Use Committee****8.3. [22-185](#) Public Hearing Report on Bylaw No. 4454, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 154, 2021"**

**Recommendation:** 1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4454, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 154, 2021", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 8, 2022, for Bylaw No. 4454, be received;  
2) That Bylaw No. 4454 be read a third time; and  
3) That Bylaw No. 4454 be adopted.  
(NWP - Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)  
(2/3rds on adoption)

**Attachments:** [Staff Report: Public Hearing Report on Bylaw No. 4454](#)  
[Appendix A: Proposed Bylaw No. 4454](#)  
[Appendix B: Report of the Public Hearing March 8, 2022](#)

**Planning & Protective Services Committee****8.4. [22-164](#) Regional Foodlands Access Program - Preliminary Business Case**

**Recommendation:** [At the March 16, 2022 Planning and Protective Services Committee meeting, the Committee moved and carried Alternative 2 in the report:]  
The Planning and Protective Services Committee recommends to the Capital Regional District Board:  
That the CRD Board direct staff to proceed with the next phase work to establish a regional foodlands access service by identifying the operational requirements, service participants and funding strategy needed to establish a service.  
(NWA)

**Attachments:** [Staff Report: Reg'l Foodlands Access Prog-Prelim Business Case](#)  
[Appendix A: Summary of Municipal Input, 2019](#)  
[Appendix B: Foodlands Access Service Project Phases](#)  
[Appendix C: KPU Foodlands Trust Business Case](#)

**Regional Parks Committee****8.5. [22-183](#) Mount Work Regional Park - Draft Management Plan**

**Recommendation:** [At the March 23, 2022 Regional Parks Committee meeting, the recommendation was amended with the addition of two new recommendations as follows:]  
The Regional Parks Committee recommends to the Capital Regional District Board:  
1. That the Mount Work Regional Park Draft Management Plan be made available for public review and comment.  
2. That staff include the addition of bike storage facilities at Killarney Lake in the revised capital budget.  
3. That staff include the addition of new drinking water fountain stations, where domestic water is available, in the revised capital budget.  
(NWA)

**Attachments:** [Staff Report: Mount Work Regional Park - Draft Management Plan](#)  
[Appendix A: Mount Work Regional Park - Draft Management Plan](#)  
[Appendix B: Engagement Process Flowchart](#)  
[Appendix C: Presentation](#)

## 9. BYLAWS

9.1. [22-230](#) Bylaw 4472 - "Southern Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996, Amendment Bylaw No. 1, 2021"

**Recommendation:** That Bylaw 4472 - "Southern Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996, Amendment Bylaw No. 1, 2021" be adopted.  
(NWA)

**Attachments:** [Bylaw No.4472](#)

## 10. NOTICE(S) OF MOTION

## 11. NEW BUSINESS

## 12. MOTION TO CLOSE THE MEETING

12.1. [22-239](#) 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. [2 items]
2. That the meeting be closed for Labour Relations under Section (90)(1)(c) of the Community Charter. [5 items]
3. That the meeting be closed for Land Acquisition in accordance with Section 90(1)(e) of the Community Charter. [2 items]
4. That such disclosures could reasonably be expected to harm the interests of the Regional District. [2 items]
5. That the meeting be closed for a Legal Update in accordance with Section 90(1)(i) of the Community Charter. [1 Item]
6. 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, March 9, 2022**

**1:10 PM**

**6th Floor Boardroom  
625 Fisgard Street  
Victoria, BC**

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**PRESENT:**

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

Staff: K. Lorette, Acting Chief Administrative Officer; N. Chan, Chief Financial Officer; L. Hutcheson, General Manager, Parks and Environmental Services; K. Morley, General Manager, Corporate Services; T. Robbins, General Manager, Integrated Water Services; D. Elliot, Senior Manager, Regional Housing; C. Nielson, Senior Manager, Human Resources; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Director M. Tait

The meeting was called to order at 1:18 pm.

**1. TERRITORIAL ACKNOWLEDGEMENT**

A Territorial Acknowledgement was provided in the preceding meeting.

**2. APPROVAL OF THE AGENDA**

**MOVED** by Director Mersereau, **SECONDED** by Director Blackwell,  
That the agenda for the March 9, 2022 Session of the Capital Regional District Board be approved.  
**CARRIED**

**3. ADOPTION OF MINUTES**

3.1. [22-165](#) Minutes of the February 9, 2022 Capital Regional District Board Meeting

**MOVED** by Director Mersereau, **SECONDED** by Director Murdoch,  
That the minutes of the Capital Regional District Board meeting of February 9, 2022 be adopted as circulated.  
**CARRIED**

**4. REPORT OF THE CHAIR**

There is a saying we have all likely heard before: "May you live in interesting

times.” Like it or not, we live in interesting times. They are times of danger and uncertainty; but they are also the most innovative of any time in the history of mankind. And we will need that innovation and commitment to peace and equity if we are to thrive and recover from the situations we find ourselves in. While we were understandably very concerned when COVID-19 first emerged, we were also very fortunate to see vaccines quickly developed, tested and distributed widely. Since we last met a significant world event has occurred in Europe that is going to require a response. The invasion of Ukraine. And while it may be happening halfway around the world, it is impacting us. Both economically and socially. The profound suffering of Ukrainians was brought home to me watching the news last night and seeing and hearing from Ukraine refugees who had come to Canada to be safe. And indeed to the Capital Region. That really brought home to me how interconnected we all are. People here are impacted by what is happening in Ukraine. And it demonstrates how what we do here today together matters. I believe we as a Board must stand with Ukraine and condemn what is happening in their sovereign country. Later in today’s agenda I will ask the Board to consider an emergent motion to show our support for Ukraine by flying the Ukraine flag. When I look over the agenda for today I am struck by our Board and staff’s commitment to pursue good governance for our residents. Canada operates under the mantra Peace, Order and Good Government. May we continue to have it here and elsewhere in the world.

## 5. PRESENTATIONS/DELEGATIONS

There were no presentations or delegations.

## 6. CONSENT AGENDA

Item 6.7 was removed from the consent agenda and moved to be considered under Reports of Committees as item 8.4.

**MOVED by Director Seaton, SECONDED by Director Haynes,  
That consent agenda items 6.1. through 6.6. and 6.8. through 6.12. be approved.  
CARRIED**

- 6.1. [22-146](#) Community Emergency Preparedness Fund: Union of British Columbia Municipalities Emergency Support Services 2022 Grant Application

**That the Capital Regional District Board support an application to the Union of British Columbia Municipalities Community Emergency Preparedness Fund for the Emergency Support Services 2022 grant program and direct staff to provide overall grant management.**

**CARRIED**

- 6.2. [22-153](#) Appointment of Officers

**That for the purpose of Section 233 of the Local Government Act and Section 28(3) of the Offence Act and in accordance with Capital Regional District Bylaw No. 2681, Zachary Willson be appointed as an Assistant Bylaw Officer.**

**CARRIED**

- 6.3. [22-106](#) Capital Region Emergency Service Telecommunications Inc. (CREST) Service Agreement Renewal

That the Chief Administrative Officer be authorized to enter into a service agreement as attached to provide general emergency radio communications services.

**CARRIED**

**6.4.**     [22-066](#)     Capital Regional District External Grants Update

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

**CARRIED**

**6.5.**     [22-067](#)     Capital Regional District Investment Portfolio Holdings and Annual Performance Update

That the Capital Regional District Investment Portfolio Holdings and Annual Performance Update be received for information.

**CARRIED**

**6.6.**     [22-069](#)     Socially and Environmentally Responsible Investing

1. That the amended CRD Investment Policy be adopted; and
2. That this staff report and the adopted CRD Investment Policy be forwarded to member municipalities for consideration.

**CARRIED**

**6.8.**     [22-149](#)     2022 Regional Parks Committee Terms of Reference - Revised

That the Regional Parks Committee 2022 Terms of Reference, attached as Appendix A, be approved as amended.

**CARRIED**

**6.9.**     [22-139](#)     Conservation Strategy Framework Review

That the 2010 Framework for the Conservation Strategy for Capital Regional District - Regional Parks: Providing strategic direction for parkland management not be adopted on an interim basis, and a new conservation plan be developed by staff for Board decision following the strategic plan update.

**CARRIED**

**6.10.**    [22-129](#)     2021 Regional Parks Compliance and Enforcement Program

That the 2021 Regional Parks Compliance and Enforcement Program staff report be received for information.

**CARRIED**

**6.11.**    [22-025](#)     2022 Transportation Committee Terms of Reference

That the Transportation Committee 2022 Terms of Reference attached as Appendix A be approved as amended.

**CARRIED**

**6.12.**    [22-116](#)     Transportation Equity

1. That staff be directed to work in partnership with the Community Social Planning Council to draft an equity lens to inform CRD transportation priority

implementation, advocacy and future planning.

2. That staff be directed to work in partnership with the Community Social Planning Council on a pilot study to test the application of an equity lens by reviewing gender imbalance in active transportation, focusing on the CRD regional trail network.

**CARRIED**

## 7. ADMINISTRATION REPORTS

- 7.1. [22-169](#) Bylaw No. 4483, to amend Bylaw No. 3343 being “Officers’, General Managers’ and Management Staff’s Bylaw No.1, 2006”

C. Neilson spoke to Item 7.1.

**MOVED** by Director Mersereau, **SECONDED** by Director Martin,

1. That Bylaw No. 4483, cited as “Officers’, General Managers’ and Management Staff’s Bylaw No. 1, 2006, Amendment Bylaw No. 7, 2022” be introduced and read a first, second, and third time;

**CARRIED**

**MOVED** by Director Mersereau, **SECONDED** by Director Martin,

2. That Bylaw No. 4483 be adopted.

**CARRIED**

- 7.2. [22-160](#) 2022 Provincial Budget Highlights

N. Chan spoke to Item 7.2.

**MOVED** by Director Mersereau, **SECONDED** by Director Helps,

That the 2022 Provincial Budget Highlights report be received for information.

**CARRIED**

## 8. REPORTS OF COMMITTEES

### Electoral Areas Committee

- 8.1. [22-151](#) Amendment to Bylaw No. 3727, to change the Commission name to Salt Spring Island Community Economic Sustainability Commission

**MOVED** by Director Hicks, **SECONDED** by Director Holman,

1. That Bylaw 4482, “Salt Spring Island Community Economic Development Commission Bylaw, 2010, Amendment No. 1, 2022” be introduced and read a first, second, and third time.

**CARRIED**

**MOVED** by Director Hicks, **SECONDED** by Director Holman,

2. That Bylaw 4482, “Salt Spring Island Community Economic Development Commission Bylaw, 2010, Amendment No. 1, 2022” be adopted.

**CARRIED**

### Juan de Fuca Land Use Committee

- 8.2. [22-070](#) Development Permit with Variance for Lot 1, Section 18, Otter District, Plan VIP53538, Except Part in Plan VIP77828 - 4460 Rannveig Place

**MOVED** by Director Hicks, **SECONDED** by Director Blackwell,  
That Development Permit with Variance DV000076, for Lot 1, Section 18, Otter District, Plan VIP53538, Except Part in Plan VIP77828, to authorize a three-lot subdivision and to vary Juan de Fuca Land Use Bylaw No. 2040, Part 1, Section 3.10(4) by reducing the frontage requirement for proposed Lot 1 from 10% (67.27 m) of lot perimeter to 1.1% (7.31 m), and for proposed Lot 2 from 10% (56.36 m) of lot perimeter to 1.6% (9.35 m), as shown on the plans prepared by J.E. Anderson, dated January 4, 2022, be approved.

**CARRIED**

## Regional Parks Committee

### 8.3. [22-055](#) Elk/Beaver Lake Remediation - Project Update

L. Hutcheson stated that staff has requested a one year extension to the grant due to labour and supply chain issues.

**MOVED** by Director Mersereau, **SECONDED** by Director Screech,  
That the CRD Regional Parks Elk/Beaver Lake Remediation Update be received for information.

**CARRIED**

### 8.4. [22-144](#) Regional Housing Affordability Strategy Status Report

Discussion ensued regarding proximity of new units to transit.

**MOVED** by Director Loveday, **SECONDED** by Director Murdoch,  
That the Regional Housing Affordability Strategy Status Report be received for information.

**CARRIED**

## 9. BYLAWS

There were no bylaws for consideration.

## 10. NOTICE(S) OF MOTION

Chair Plant proposed the following Notice of Motion with same day consideration:

**Whereas the Capital Regional District stands against the act of invasion of Ukraine, and,**

**Whereas the Capital Regional District stands with the people of Ukraine in their pursuit of peace, sovereignty and freedom,**

**Be it resolved the Capital Regional District will fly the Ukraine flag as a signal and symbol of support.**

**And be it further resolved,**

**The determination of when to stop flying the Ukraine flag will be made by the Board Chair in consultation with CRD staff and will be communicated to the Board.**

**MOVED** by Director Blackwell, **SECONDED** by Director Mersereau,  
That the same day consideration be applied to the Notice of Motion.

**CARRIED**

**MOVED** by Director Mersereau, **SECONDED** by Director Blackwell,

Whereas the Capital Regional District stands against the act of invasion of Ukraine, and,  
Whereas the Capital Regional District stands with the people of Ukraine in their pursuit of peace, sovereignty and freedom, Be it resolved the Capital Regional District will fly the Ukraine flag as a signal and symbol of support.  
And be it further resolved,  
The determination of when to stop flying the Ukraine flag will be made by the Board Chair in consultation with CRD staff and will be communicated to the Board.

Discussion ensued regarding:

- flag policy
- duration of flying the flag
- support Ukraine aside from symbolic gestures

**MOVED** by Director Ranns, **SECONDED** by Director Taylor,  
That the motion be amended to add the words:  
That the decision to remove the flag will be made by the Board Chair and confirmed by the Board.

**MOVED** by Director Isitt, **SECONDED** by Director Martin,  
That the amending motion be replaced with the following words:  
That the flag be flown for three months with the option for any Director to bring a motion to increase or reduce the duration.

**DEFEATED**

**Opposed:** Bateman, Blackwell, Brice, Desjardins, Haynes, Helps, Hicks, Holman, Loveday, McNeil-Smith, Mersereau, Murdoch, Orr, Plant, Ranns, Screech, Seaton, Tait, Taylor, Williams, Windsor, Young

The question was called on the amending motion.

That the decision to remove the flag will be made by the Board Chair and confirmed by the Board.

**DEFEATED**

**Opposed:** Bateman, Blackwell, Brice, Desjardins, Haynes, Helps, Hicks, Howe, Isitt, Loveday, McNeil-Smith, Mersereau, Murdoch, Orr, Plant, Screech, Seaton, Tait, Williams, Windsor

The question was called on the Motion.

Whereas the Capital Regional District stands against the act of invasion of Ukraine, and,  
Whereas the Capital Regional District stands with the people of Ukraine in their pursuit of peace, sovereignty and freedom,  
Be it resolved the Capital Regional District will fly the Ukraine flag as a signal and symbol of support.  
And be it further resolved,  
The determination of when to stop flying the Ukraine flag will be made by the Board Chair in consultation with CRD staff and will be communicated to the Board.  
**CARRIED**

Director Taylor proposed the following Notice of Motion with same day consideration:

That the CRD Board request that the Board Chair and staff contact the Ukrainian

Cultural Centre to discuss actions that the CRD and municipalities could take to support the Ukraine and the local Ukraine population within the CRD and that the Board and member municipalities be updated on the outcome of this discussion.

MOVED by Director Taylor, SECONDED by Director Loveday,  
That the same day consideration be applied to the Notice of Motion.  
CARRIED

MOVED by Director Taylor, SECONDED by Director Loveday,  
That the CRD Board request that the Board Chair and staff contact the Ukrainian Cultural Centre to discuss actions that the CRD and municipalities could take to support the Ukraine and the local Ukraine population within the CRD and that the Board and member municipalities be updated on the outcome of this discussion.  
CARRIED

## 11. NEW BUSINESS

There was no new business.

## 12. MOTION TO CLOSE THE MEETING

### 12.1. [22-170](#) Motion to Close the Meeting

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

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

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

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

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

The Capital Regional District Board moved to the closed session at 2:03 pm.

## 13. Rise and Report

The Capital Regional District Board rose from the closed session at 4:24 pm and reported on the following items:

In accordance with Bylaw No. 3749, that the following be appointed to the Southern Gulf Islands Electoral Area Emergency Advisory Commission for a term expiring December 31, 2023: Brenda Clairo, Michel Chiasson, Chief Mike Dine, Frances Glover, Roger Pettit, Chief Kyle Stobart.

In accordance with Bylaw No. 2541, that the following be appointed to the Water Advisory Committee for a two year term ending December 31, 2023: Ashley Fernandes.

**14. ADJOURNMENT**

**MOVED** by Director Mersereau, **SECONDED** by Director Blackwell,  
That the March 9, 2022 Capital Regional District Board meeting be adjourned at 4:25 pm.  
**CARRIED**

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**CHAIR**

**CERTIFIED CORRECT:**

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**CORPORATE OFFICER**

## Meeting Minutes

### Capital Regional District Board

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Wednesday, March 16, 2022

1:05 PM

6th Floor Boardroom  
625 Fisgard Street  
Victoria, BC

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#### Special Meeting - Budget

#### PRESENT:

Directors: C. Plant (Chair), R. Mersereau (Vice Chair), J. Bateman (for M. Tait) (EP), P. Brent (for D. Howe) (EP), D. Blackwell, S. Brice, B. Desjardins, C. Graham (for R. Windsor) (EP), L. Helps, F. Haynes, M. Hicks (EP), G. Holman, B. Isitt, J. Loveday (EP), R. Martin, C. McNeil-Smith, K. Murdoch, G. Orr, J. Ranns, D. Screech, L. Seaton, N. Taylor (EP), K. Williams, 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. Barnes, Senior Manager, Health and Capital Planning Strategies; R. Lachance, Senior Manager, Financial Services; B. Semmens, Manager, Financial Planning & Performance; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors D. Howe, M. Tait, R. Windsor

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

#### 1. TERRITORIAL ACKNOWLEDGEMENT

A Territorial Acknowledgement was provided in the preceding meeting.

#### 2. APPROVAL OF THE AGENDA

**MOVED** by Director Helps, **SECONDED** by Director Mersereau,  
That the agenda for the March 16, 2022 Session of the Capital Regional District  
Board be approved.  
**CARRIED**

#### 3. PRESENTATIONS/DELEGATIONS

There were no presentations or delegations.

#### 4. SPECIAL MEETING MATTERS

4.1. [22-092](#) Bylaw No. 4481: 2022 to 2026 Financial Plan Bylaw, 2022

N. Chan spoke to Item 4.1. and provided the CRD 2022-2026 Final Budget

presentation.

Discussion ensued regarding:

- land acquisition levy
- public engagement regarding discontinuation of the land acquisition
- increase in folios
- impact of cost apportionment
- Victoria building permit value

**MOVED by Director Helps, SECONDED by Director Mersereau,  
1. That Bylaw No. 4481, "2022 to 2026 Financial Plan Bylaw, 2022", be introduced  
and read a first, second and third time.**

Discussion ensued regarding future budget planning process.

**MOVED by Director Isitt, SECONDED by Director Taylor,  
That the main motion be amended to add the following:  
That the Board direct staff to include the following amounts in the park land  
acquisition levy in the 2022-2026 financial plan as follows:  
\$10 per average household in 2022; \$20 in 2023; \$21 in 2024; \$22 in 2025; and \$23  
in 2026.**

Discussion ensued regarding:

- financing model versus requisition model
- financing strategy
- park land acquisition fund
- inflation rates, MFA rates and prime rates
- rate of return on funds in reserve pools
- land index valuation
- cost of borrowing
- hybrid borrowing model combining levy and financing
- tax increase for Juan de Fuca
- maintenance budget for parks
- electoral and rural areas
- borrowing process

**MOVED by Director Murdoch, SECONDED by Alternate Director Brent,  
That the amendment be amended to remove the \$10 fee for the year 2022.**

**Director Young stated the amendment to the amendment proposes a  
fundamental change to the amending motion.**

**The Chair ruled the amendment to the amendment in order.**

**Director Young challenged the Chair.**

**The Chair called for a vote on whether the Chair shall be sustained.**

**CARRIED**

**Opposed: Screech, Young**

The question was called on the amendment to the amendment.

**That the amendment be amended to remove the \$10 fee for the year 2022.**

**DEFEATED**

Opposed: Blackwell, Brice, Brent, Desjardins, Haynes, Holman, Isitt, Loveday, Martin, McNeil-Smith, Orr, Plant, Screech, Seaton, Taylor, Williams, Young

The question was called on the amendment.

That the main motion be amended to add the following:

That the Board direct staff to include the following amounts in the park land acquisition levy in the 2022-2026 financial plan as follows:

\$10 per average household in 2022; \$20 in 2023; \$21 in 2024; \$22 in 2025; and \$23 in 2026.

**DEFEATED**

Opposed: Bateman, Blackwell, Brice, Brent, Desjardins, Haynes, Helps, Hicks, Holman, Graham, Martin, McNeil-Smith, Murdoch, Orr, Plant, Ranns, Seaton, Williams

**MOVED** by Director Isitt, **SECONDED** by Director Ranns,

That the main motion be amended to add the following:

That the Board direct staff to amend the five year financial plan to include the following amounts for the park land acquisition levy:

\$10 in 2023; \$20 in 2024; \$21 in 2025; and \$22 in 2026.

**MOVED** by Director Isitt, **SECONDED** by Alternate Director Graham,

That the question be called without debate.

**CARRIED**

Opposed: Brent, Hicks, Holman, Plant, McNeil-Smith, Murdoch

The question was called on the amendment

That the Board direct staff to amend the five year financial plan to include the following amounts for the park land acquisition levy:

\$10 in 2023; \$20 in 2024; \$21 in 2025; and \$22 in 2026.

**DEFEATED**

Opposed: Bateman, Blackwell, Brice, Brent, Desjardins, Haynes, Hicks, Holman, Graham, Martin, McNeil-Smith, Mersereau, Murdoch, Orr, Plant, Screech, Seaton, Williams

Discussion ensued regarding:

- assessed value of multi-family units
- financing of McPherson Theatre

The question was called on the main motion

1. That Bylaw No. 4481, "2022 to 2026 Financial Plan Bylaw, 2022", be introduced and read a first, second and third time.

**CARRIED**

Opposed: Isitt, Screech, Young

**MOVED** by Director Mersereau, **SECONDED** by Director Helps,

2. That Bylaw No. 4481 be adopted.

**CARRIED**

Opposed: Isitt, Screech, Young

**MOVED** by Director Desjardins, **SECONDED** by Director Mersereau,

3. That the amended Staff Establishment Chart as attached in Appendix G be approved.

**CARRIED**  
Opposed: Young

Motion Arising  
**MOVED** by Director Mersereau, **SECONDED** by Director Helps,  
Direct staff to review the effectiveness of the financing strategy for park land  
acquisition two years after implementation and report back to the Regional Parks  
Committee.  
**CARRIED**

**5. ADJOURNMENT**

**MOVED** by Director Mersereau, **SECONDED** by Director Helps,  
That the March 16, 2022 Capital Regional District Board meeting be adjourned at  
3:35 pm.  
**CARRIED**

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**CHAIR**

**CERTIFIED CORRECT:**

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**CORPORATE OFFICER**

**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE  
MEETING OF WEDNESDAY, MARCH 23, 2022**

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**SUBJECT**     **Overview of Rainfall Intensity-Duration-Frequency Curves**

**ISSUE**

To provide an overview of rainfall Intensity-Duration-Frequency (IDF) curves, as requested by the Core Area Liquid Waste Management Committee at its October 13, 2021 meeting.

**BACKGROUND**

Historical Intensity-Duration-Frequency (IDF) curves are graphical tools that describe the likelihood of a range of extreme rainfall events. They are used by water resource managers, engineers, urban and regional planners to manage impacts and risks related to extreme rainfall. Practitioners should be aware of key challenges (i.e., climate change) and limitations in measuring extreme rainfall and creating IDF curves, to avoid misuse.

IDF curves are created using complex statistical techniques and records of past rainfall. They are built using the maximum rainfall values, per year, for each IDF curve time interval (i.e., 1hr, 2hr, 6hr, 12hr and 24hr) and are calculated using multiple years of data. IDFs that are built using short datasets are considered less reliable than IDFs based on long datasets.

IDF curves are only as reliable as the rainfall data used to create them. The most reliable IDF curves are generated from rain gauges that are properly sited, professionally calibrated and maintained and have long continuous datasets. In the CRD, the most reliable IDFs come from Environment and Climate Change Canada.

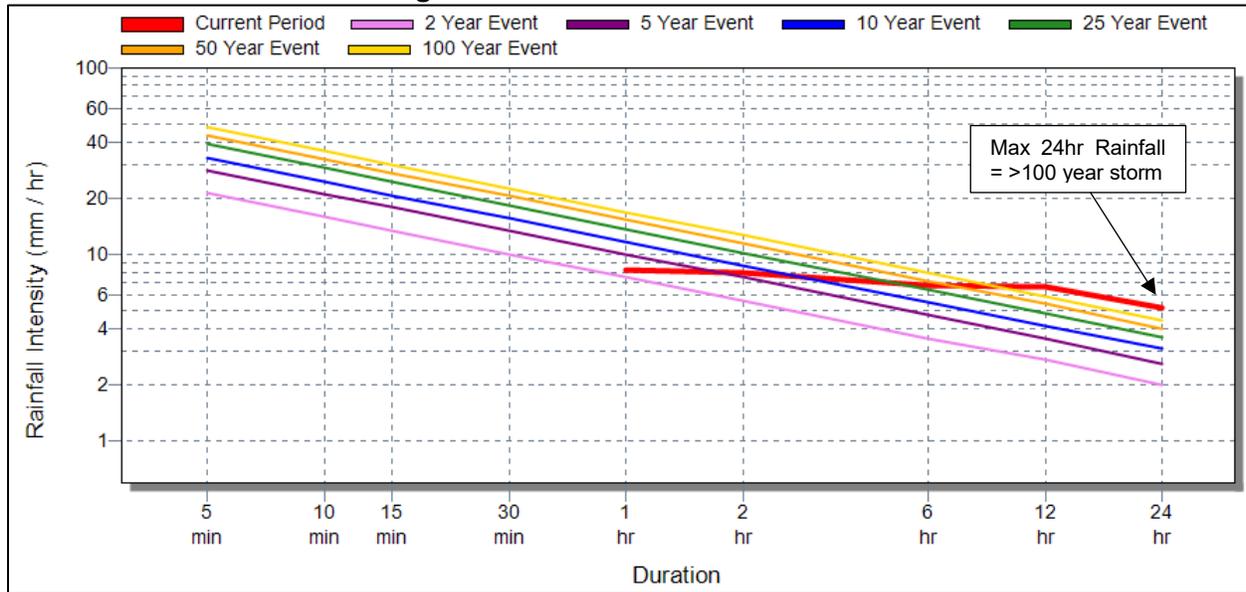
On their own, IDF curves do not currently account for recent impacts of climate change, as they are built using historical data. However, professionals routinely utilize methods to 'shift' historical IDF curves to account for climate change, local variations in rainfall, etc. Over time, the changes in rainfall event characteristics will be incorporated into the charts as they are updated. The impact of climate changes on precipitation events can also be understood through climate projections via climate models.

Figure 1 shows an example of an IDF chart with additional data indicated for the November 15, 2021 rainfall event. This was a massive storm event that resulted in significant flooding throughout BC. It was greater than a 100-year storm, based on the 24-hour return period. The IDF curve comes from Environment and Climate Change Canada's Gonzales rain gauge. The red line represents the measured rainfall from a local CRD rain gauge. The red line connects the peak 1-hour, 2-hour, 6-hour, 12-hour and 24-hour rainfall from the storm event.

Note that the axes in this chart are logarithmic scales that aid in the portrayal of data over large ranges. The declining slope of the curves below indicate high intensity rainfall occurs over shorter durations. For example the 2-year rainfall event, illustrated as the purple line, is defined as approximately 7.5 mm/hr, if it lasts for one hour only, whereas a rate of 2 mm/hr over 24 hours is also defined as a 2-year rainfall event.

Future updates of IDF curves will likely result in the lines shifting upwards due to more frequent rainfall events with higher intensity over longer durations.

**Figure 1: Measured Rain from the Douglas Street Rain Gauge Superimposed on the Gonzales Rain Gauge IDF**



**CONCLUSION**

Historical Intensity-Duration-Frequency (IDF) curves are graphical tools that describe the likelihood of a range of rainfall events. They are used by water resource managers, engineers, urban and regional planners to manage impacts and risks related to extreme rainfall. Practitioners should understand how to use, read and interpret IDF curves before incorporating the information for decision-making. Users should also be aware of key challenges (i.e., climate change) and limitations in measuring extreme rainfall and creating IDF curves, in order to avoid misuse.

**RECOMMENDATION**

The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:  
 That this report be received for information.

Submitted by:	Stephen May, P.Eng., Senior Manager, Facilities Management & Engineering Services
Concurrence:	Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

JM:sm

**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE  
MEETING OF WEDNESDAY, MARCH 23, 2022**

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**SUBJECT**     **Biosolids Management and Planning Update**

**ISSUE SUMMARY**

To update the Core Area Liquid Waste Management Committee regarding biosolids short-term management and long-term planning, and initiation of pilot studies to investigate thermal destruction technologies as a long-term biosolids management option.

**BACKGROUND**

After commissioning of the Core Area Wastewater Treatment Project, residual solids from the Mcloughlin Point Wastewater Treatment Plant are now processed at the new Residuals Treatment Facility (RTF) into a dried pelletized Class A biosolid product. The Capital Regional District's (CRD) approved short-term (2021-2025) Biosolids Beneficial Use Strategy, and contingency plan for management of biosolids, is transport and incineration at the Lafarge cement plant, or incorporation into engineered cover systems at Hartland Landfill when Lafarge is not operating.

During the first year of operation, consistent delivery of Class A biosolids to Lafarge under the Beneficial Use Strategy has been challenging. While staff have addressed a number of logistical issues pertaining to biosolids delivery, Lafarge has been unable to receive product consistently due to a number of unplanned shut-downs. Lafarge is currently carrying out planned maintenance and is anticipated to be back in operation by early April.

Biosolids not shipped to Lafarge are managed under the CRD's Short-Term Contingency Plan and used at Hartland Landfill as both a nutrient additive to improve vegetation growth in areas of Hartland Landfill and as an engineered bio-cover to mitigate fugitive methane emissions.

The CRD summarizes the biosolids production and management in a monthly update that is reported through our website (Appendix A).

As a condition of provincial approval of the CRD's short-term plans, the Province requires a final submission of a long-term biosolids management plan by Q2 of 2024. In 2020, the CRD issued a Request for Expressions of Interest that focused on the use of thermal technologies as a long-term beneficial use option for biosolids produced at the RTF. Given the complex operational nature of thermal technologies, the CRD's external consultant recommended pilot studies at existing facilities be carried out to ensure their viability for biosolids management. The recommendation to enter into negotiations with successful candidates and to pursue pilot studies at existing facilities, up to a maximum budget of \$400,000, was approved at the February 10, 2021 CRD Board meeting.

CRD staff engaged in technical discussions with potential candidates and selected three facilities to provide detailed proposals for staff review. The detailed work proposals were incorporated into contracts with the first two vendors listed below, with negotiations underway with the third vendor:

- EPCOR and Chartech: Bench-scale laboratory testing and pilot-scale high-temperature pyrolysis testing at a commercial facility located in London, Ontario.
- Aries Clean Technologies LLC: Proxy pilot-scale gasification testing at the Linden Roselle Sewerage Authority located in Linden, New Jersey.
- Waste Management: Biosolids data review and proxy pyrolysis pilot testing at the Silicon Valley Clean Water Authority located in Redwood, California.

It is anticipated that the bench-scale testing and data review of the pilot studies will be completed in Q2 of 2022 and the pilot scale testing and reporting will be completed in Q3/Q4 of 2022.

The analysis of the pilot studies will be incorporated into a broad options analysis for the CRD Board's consideration in Q1/Q2 2023. That information will then require a public consultation process, as defined by the Province, before a final long-term plan is approved by the Board and submitted to the Ministry of Environment and Climate Change in Q4 of 2023. Concurrently, staff will continue to implement the definitive short-term management plan that bridges the operational plans to the long-term biosolids management plan.

At the July 14, 2021 CRD Board meeting, staff were directed to support the business case process the Township of Esquimalt is undertaking to explore feasibility and gasification of solid waste. Staff inquired with biosolids pilot vendors whether their existing facilities were capable of processing municipal solid waste. Vendors advised staff that extensive pre-processing of solid waste would be required prior to processing in their facilities, and that additional permitting from regulatory agencies may be required prior to initiating any testing.

At the request of the Township of Esquimalt, the CRD is also providing support for biosolids testing under their pilot program for integrated waste management through gasification.

## **IMPLICATIONS**

### *Financial Implications*

Total award contract amounts equalled the approved maximum budget amount of \$400,000. Funding for long-term biosolids management planning, including pilot studies, will be taken from the Core Area Liquid Waste Planning Operating Reserve Fund. Staff have also identified \$50,000 from the Operating Reserve Fund to support the Township of Esquimalt's pilot project. Staff have identified grant opportunities (Federation of Canadian Municipalities "Pilot Project: Waste Stream Management" Program and "Study: Waste Stream Management" Program) as potential funding sources to support this project.

### *Regulatory Implications*

In BC, municipal wastewater residuals must be beneficially reused, in accordance with provincial requirements. The Province approved the CRD's short-term Biosolids Beneficial Use Strategy but directed the CRD to consider options for long-term biosolids management. As directed by the Minister of Environment and Climate Change Strategy, land application must be included in the options analysis for long-term biosolids management, which will follow this pilot project stage.

**CONCLUSION**

Given the complex operational nature of thermal technologies, the CRD is pursuing pilot studies at existing facilities for biosolids utilization. The CRD obtained detailed proposals and awarded contracts to three vendors to complete pilot study work scheduled for 2022. Information from pilot studies will inform viability of thermal technologies as biosolids management options under the CRD’s long-term biosolids planning process, which is due to be completed in Q2 of 2024.

**RECOMMENDATION**

The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:

That this report be received for information.

Submitted by:	Glenn Harris, Ph.D., R.P.Bio., Senior Manager, Environmental Protection
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT**

Appendix A: CRD Wastewater Treatment – Biosolids Production Report (December 2021)

# Wastewater Treatment

## BIOSOLIDS PRODUCTION REPORT

Capital Regional District | December 2021

### Summary of Biosolids Production & End Use

#### 1. Amount of Biosolids Produced

A total of 67 tonnes (t) of Class A biosolids produced at the Residuals Treatment Facility (RTF) were provided to Lafarge per the Definitive Plan. A total of 143 t were used as an interim landfill cover layer and a total of 94 t were used to produce Biosolids Growing Medium (BGM) as part of the approved Contingency Plan.

Information on the CRD's biosolids beneficial use strategy can be found [here](#). The Definitive Plan can be found [here](#) and the Contingency Plan can be found [here](#).

Biosolids production and end use data for December 2021 is as follows:

Biosolids Type	Produced		End Use			
			Definitive Plan <sup>b</sup>	Contingency Plan: BGM <sup>c</sup>	Contingency Plan: Biocover <sup>c</sup>	Hartland Landfill <sup>d</sup>
Dried <sup>a</sup> Class A	This month	304 t	67 t	94 t	0 t	143 t
	Year to date	2,220 t	631 t	140 t	0 t	1,449 t
Non-Class A	This month	64 t	X			64 t
	Year to date	5,041 t				5,041 t

<sup>a</sup> Greater than 90% solids

<sup>b</sup> Used as an alternative fuel at the Lafarge cement manufacturing facility in Richmond, BC

<sup>c</sup> Placed within the leachate containment areas of Hartland Landfill

<sup>d</sup> Dried Class A Biosolids are placed within leachate containment areas as a layer of interim cover maximizing potential for fugitive gas mitigation, and Non-Class A Biosolids are landfilled as a controlled waste

# Wastewater Treatment

## BIOSOLIDS PRODUCTION REPORT

Capital Regional District | December 2021

## 2. Compliance Monitoring

The CRD's contractor, Hartland Resource Management Group (HRMG), tests biosolids produced at the Residuals Treatment Facility (RTF) to ensure the biosolids are Class A, as defined by the British Columbia Organic Matter Recycling Regulation (OMRR). Testing is performed by CARO Analytical Services.

OMRR specifies that for Class A biosolids, metals concentrations must not exceed "those specified in Trade Memorandum T-4-93 (September 1997), Standards for Metals in Fertilizers and Supplements, as amended from time to time." The latest version of OMRR can be found [here](#) and the latest version of Trade Memorandum T-4-93 can be found [here](#).

Class A biosolids compliance data for December 2021 is as follows:

Substance	OMRR Limit <sup>a</sup> (mg/kg dry weight)	Biosolids (mg/kg dry weight)		
		Average	Minimum	Maximum
<b>Metals</b>				
Arsenic (As)	666	2.5	2.3	2.7
Cadmium (Cd)	177	1.6	1.4	1.8
Chromium (Cr)	9,333	37.1	33.0	41.1
Cobalt (Co)	1,333	3.4	2.9	3.8
Copper (Cu)	6,666	483	451	514
Mercury (Hg)	44	0.5	0.5	0.5
Molybdenum (Mo)	177	8.2	7.4	9.1
Nickel (Ni)	1,600	18.8	16.2	21.3
Lead (Pb)	4,444	32.3	28.2	36.3
Selenium (Se)	124	4.0	3.9	4.0
Thallium (Tl)	44	<0.10	<0.10	<0.10
Vanadium (V)	5,777	18.1	15.1	21.0
Zinc (Zn)	16,444	751	737	765
<b>Fecal Coliforms</b>				
MPN	1,000	<3.0	<3.0	<3.0

<sup>a</sup> For metals, the maximum allowable concentrations for Class A biosolids are calculated based on a 500 kg/ha annual application rate; for fecal coliforms, the maximum allowable concentration is a fixed value

**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE  
MEETING OF WEDNESDAY, MARCH 23, 2022**

**SUBJECT     Core Area Wastewater Treatment Plant Capacity Update**

**ISSUE SUMMARY**

To provide an update on average and peak wastewater flows at McLoughlin Point Wastewater Treatment Plant (MPWWTP) for the period from October 1, 2020 to September 30, 2021.

**BACKGROUND**

The design capacity of MPWWTP for tertiary treatment was based on an average dry weather flow (ADWF) of 108 megalitres per day (MLD). The maximum peak day, (also known as peak wet weather flow), hydraulic capacity of MWWTP is 4xADWF which is 4 x 108 = 432 MLD. Under peak wet weather flow (PWWF) conditions, wastewater from each of the primary, secondary and tertiary treatment systems are blended together prior to discharge out the outfall. The capacities of MPWWTP are regulated under the Ministry of Environment Authorization No 108831.

Bylaw No. 2312 sets out the ADWF and PWWF allocations for all participants who purchased capacity at the MPWWTP. The capacity allocations by participant and the actual measured ADWF and PWWF, (for the period from October 1, 2020 to September 30, 2021) are noted in Table 1. The total and average annual flow (AAF) for that same period is noted in Table 2. Annual flows are measured for that period so that the Capital Regional District (CRD) can use that data for annual financial requisitions for the upcoming budget year (i.e. 2022).

**Table 1: McLoughlin WWTP Allocations and Actual Measured ADWF and PWWF: 2021**

Participant Area	Allocated <sup>1</sup> ADWF Capacity (MLD)	ADWF <sup>2</sup> (Jun + Jul + Aug, 2021)		Allocated <sup>1</sup> PWWF Capacity (MLD)	PWWF <sup>3</sup> (Between Oct 1 to Sep 30)	
		MLD	% of Allocated Capacity		MLD	% of Allocated Capacity
Colwood	4.70	2.76	58.7%	18.80	8.33	44.3%
Esquimalt	7.10	4.52	63.7%	28.40	33.77	118.9%
Esquimalt Nation <sup>4</sup>	0.07	0.06	79.6%	0.28	0.32	112.6%
Songhees Nation	0.66	0.49	73.9%	2.64	2.75	104.2%
Langford	14.12	8.50	60.2%	56.48	18.32	32.4%
Oak Bay	6.62	5.11	77.1%	26.48	31.63	119.4%
Saanich	32.89	21.66	65.9%	131.56	91.95	69.9%
Victoria	38.30	27.74	72.4%	153.20	194.61	127.0%
View Royal	3.54	1.93	54.4%	14.16	5.82	41.1%
<b>Total</b>	<b>108.00</b>	<b>72.76</b>	<b>67.4%</b>	<b>432.00</b>	<b>387.48</b>	<b>89.7%</b>

Note: 1. Allocated ADWF and PWWF Capacity are set in Bylaw 2312  
 2. ADWF is measured from June 1 to August 31 and divided by 91 days.  
 3. PWWF for the period of Oct 1, 2020 to Sep 30, 2021 occurred on December 22, 2020 (it excludes overflow volumes)  
 4. Esquimalt Nation's flow is calculated on a correlation with adjacent catchments. A new flow meter is proposed to be installed in 2022.

Table 2: Actual Measured Total Annual Flow: (Oct 1, 2020 to Sep 30, 2021)

Participant Area	Total Annual Wastewater Flow (m <sup>3</sup> )	Average Annual Flow (AAF)		Percent of Total Core Area Flows
		m <sup>3</sup> /day	MLD	
Colwood	1,169,227	3,203	3.20	3.38%
Esquimalt	2,451,306	6,716	6.72	7.08%
Esquimalt Nation <sup>1</sup>	27,738	76	0.08	0.08%
Songhees Nation	243,313	667	0.67	0.70%
Langford	3,326,988	9,115	9.12	9.61%
Oak Bay	3,054,622	8,369	8.37	8.83%
Saanich	10,234,679	28,040	28.04	29.57%
Victoria	13,284,750	36,397	36.40	38.39%
View Royal	816,583	2,237	2.24	2.36%
<b>Total</b>	<b>34,609,206</b>	<b>94,820</b>	<b>94.82</b>	<b>100.00%</b>

Note: 1. Esquimalt Nation's flow is calculated on a correlation with adjacent catchments. A new flow meter is proposed to be installed in 2022.

ADWF's typically provide a better correlation with actual population growth whereas PWWF and AAF can vary from year to year depending on storm events and annual precipitation. Refer to the graph attached in Appendix A to see the ADWF trends for each participant over the last 10 years.

Based on the flow data for 2021, all participants are under their allocated ADWF and MPWWTP is at about 67.4% of its capacity. However, the PWWF (which typically occurs during the largest storm event of the year), indicates that several participants are exceeding their allocations. Participants are provided with monthly flow reports on a quarterly basis and are informed when peak flow allocations have been exceeded. For reference, an example flow report is attached in Appendix B. The monthly reports provide a variety of useful information to assist participants in understanding their wastewater flows. Participants are encouraged to continue with their inflow and infiltration (I&I) reduction plans in order to reduce their flows to less than 4xADWF.

## **ALTERNATIVES**

### *Alternative 1*

That the Core Area Liquid Waste Management Committee recommend to the Capital Regional District Board:

That this report be received for information.

### *Alternative 2*

That the Core Area Liquid Waste Management Committee refer the report back to staff for additional information.

## **IMPLICATIONS**

### *Regional Growth Strategy Implications*

MPWWTP is at is currently at 67.4% of its ADWF design capacity and performing well as designed. Based on anticipated growth in the Core Area, it is projected to have sufficient capacity to 2045 as planned.

*Environmental & Climate Implications*

Climate change modelling predicts that the Region will have more intense wet weather storms, so it is important for participants to continue with their inflow and infiltration reduction plans to reduce peak wet weather flows and resulting overflows. The Core Area system is designed to convey and treat peak flows up to 4xADWF. Overflows will continue at designated relief points until PWWF's are less than 4xADWF.

*Financial Implications*

The operational cost to convey and treat Core Area wastewater is stabilizing now that the new plant has operated for a full year. Costs for individual participants could go up or down depending on their total average annual flow which depends on their growth and inflow and infiltration volumes (i.e. those who have higher I&I will pay a higher proportional share of the annual operating cost). The cost to reduce I&I can be significant as well, so it may take many years to lower I&I but there is a long-term financial and environmental benefit to lower wastewater volumes.

**CONCLUSION**

Bylaw No. 2312 establishes the maximum allocated capacity for each of the Core Area participants. Based on the flow data for the period from October 1, 2020 to September 30, 2021, the MPWWTP operated at about 67.4% of its ADWF capacity and 89.7% of its peak day capacity. The Core Area wastewater system performed well, as designed, and based on growth in the Core Area, it is projected to have sufficient ADWF capacity to 2045 as planned. However, some participants exceeded their PWWF capacity which resulted in overflows. Overflows will continue at designated relief points until PWWF are reduced to less than 4xADWF.

**RECOMMENDATION**

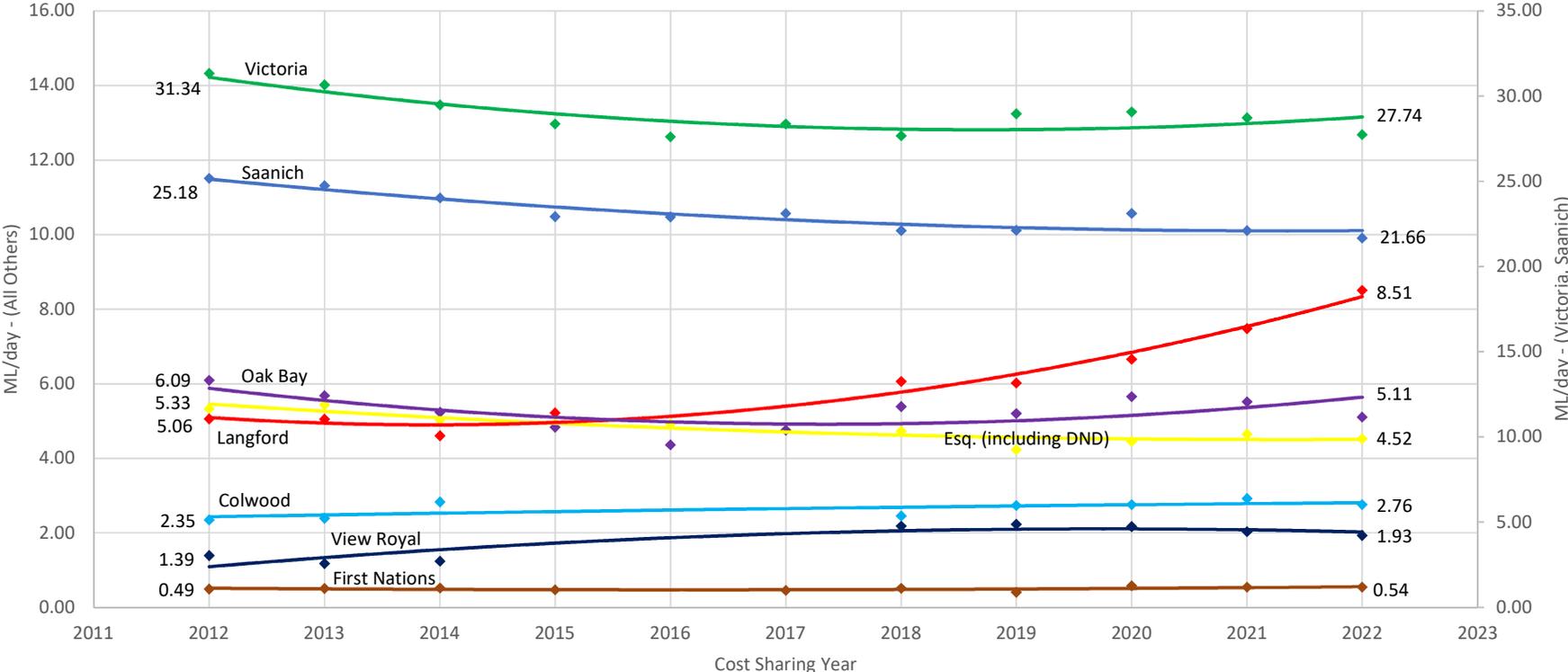
That the Core Area Liquid Waste Management Committee recommend to the Capital Regional District Board:  
That this report be received for information.

Submitted by:	Malcolm Cowley, P.Eng., Manager, Wastewater Engineering and Planning
Concurrence	Joseph Marr, P.Eng., Acting Senior Manager, Infrastructure Engineering
Concurrence:	Ted Robbins, B.Sc., C.Tech., General Manager, Integrated Water Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: ADWF Trend for past 10 years
- Appendix B: Example Monthly Wastewater Flow Report

Average Dry Weather Flow (ADWF) Trends for Core Area Sewer Participants



CRD IWS  
Core Area Wastewater System

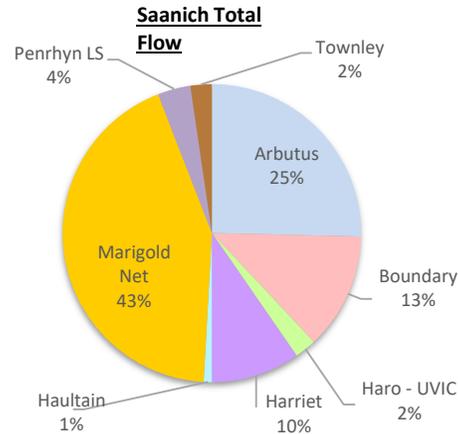
Monthly Wastewater Flow Report for Saanich - October 2021

Disclaimer: The data used in this report is considered preliminary. It may be further corrected in the annual cost requisition report.

1. Monthly Wastewater Flow Data: Oct 2021

This data summarizes the volume of flow measured from catchments contributing to Saanich's total flow (map on page 3).

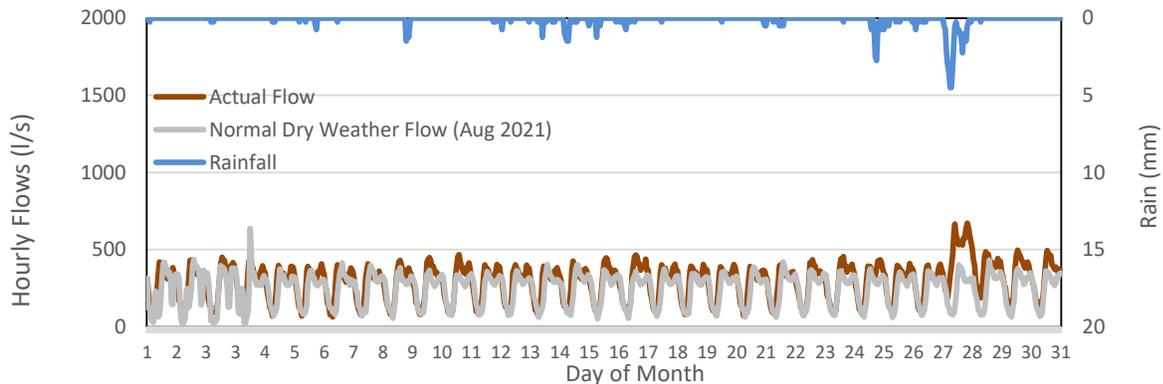
Flow Meter Name	Total Monthly Flow	
	m <sup>3</sup>	%
Arbutus	199,874	25%
Boundary	100,023	13%
Haro - UVIC	18,301	2%
Harriet	76,094	10%
Haultain	6,982	1%
Marigold Net	340,950	43%
Marigold PS (Minus Hartland Leachate)	425,488 - 84,539	
Penrhyn LS	28,105	4%
Townley	18,122	2%
<b>Monthly Flow</b>	<b>788,451</b>	<b>100%</b>



**SAANICH FLOW** = Marigold Net + Boundary + Harriet + Townley + Haultain + Arbutus + Haro + Penrhyn

2. Saanich Hourly Sewer Flows Oct 2021

This graph shows actual flow (brown) and rainfall (blue), per day, for the month and compares it to normal dry weather flow (grey).



3. Key Wastewater Flow Stats: Oct 2021

Metric	Flow (m <sup>3</sup> ) <sup>1</sup>
Total Monthly Flow	788,451
Average Daily Flow	25,434
Minimum Daily Flow	22,038
Peak 24hr Flow (PWWF) <sup>2</sup>	43,708
Peak 1hr Flow <sup>3</sup>	58,059
Average Dry Weather Flow (ADWF) <sup>4</sup>	21,663
Estimated Daily Domestic Flow <sup>5</sup>	16,247

Overflows (monitored by CRD): Oct 2021

Location	Date
Finnerty Outfall	None

<sup>1</sup> Excludes overflows that may have occurred (overflow volumes are not measured).

<sup>2</sup> Calculated as maximum rolling 24 hr flow for the month.

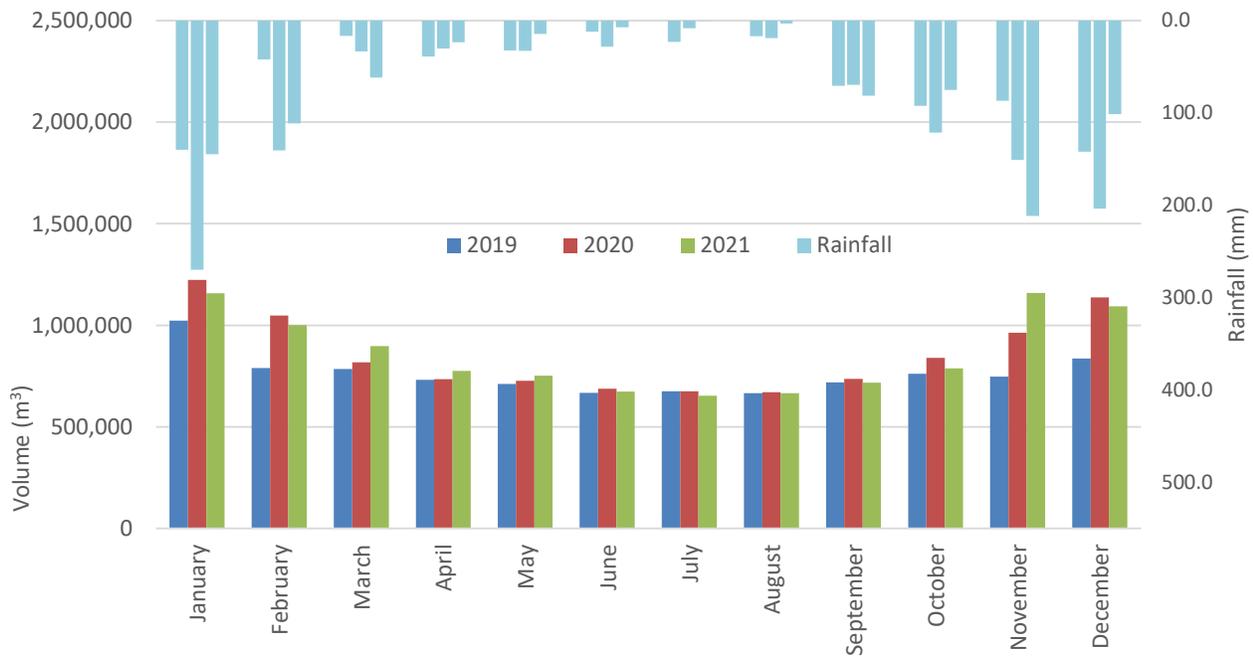
<sup>3</sup> Expressed as 24 hour flow (peak 1 hr flow x 24).

<sup>4</sup> Average daily flow from most recent Jun 1 to Aug 31 data. Includes groundwater infiltration over that period.

<sup>5</sup> Calculated as ADWF minus summer groundwater (70% of minimum hourly flow x 24 hours).

**4. Monthly Wastewater Flow: Historical vs. Current**

This graph shows the total Saanich flow for each month and compares it with previous years.



**5. Inflow & Infiltration Flow Summary: Oct 2021**

Key I&I Metrics	Value <sup>1</sup>
Total Monthly Flow (m <sup>3</sup> )	788,451
Estimated Domestic Flow for Month (m <sup>3</sup> ) <sup>2</sup>	503,662
I&I Volume for Month (m <sup>3</sup> ) <sup>3</sup>	284,789
I&I Volume for Month (% total flow)	36%
Peak 24hr Flow (PWWF) <sup>4</sup>	2.0 x ADWF
Peak 1hr Flow <sup>5</sup>	2.7 x ADWF

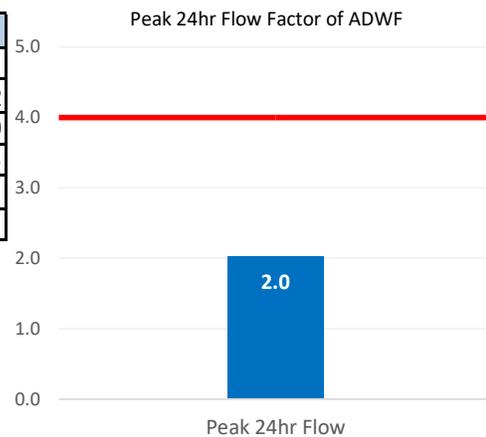
<sup>1</sup> Excludes overflow volume

<sup>2</sup> Determined by (Est. Daily Domestic flow from section 3.) x (number of days per month)

<sup>3</sup> Determined by subtracting Estimated Domestic Flow from Total Monthly Flow

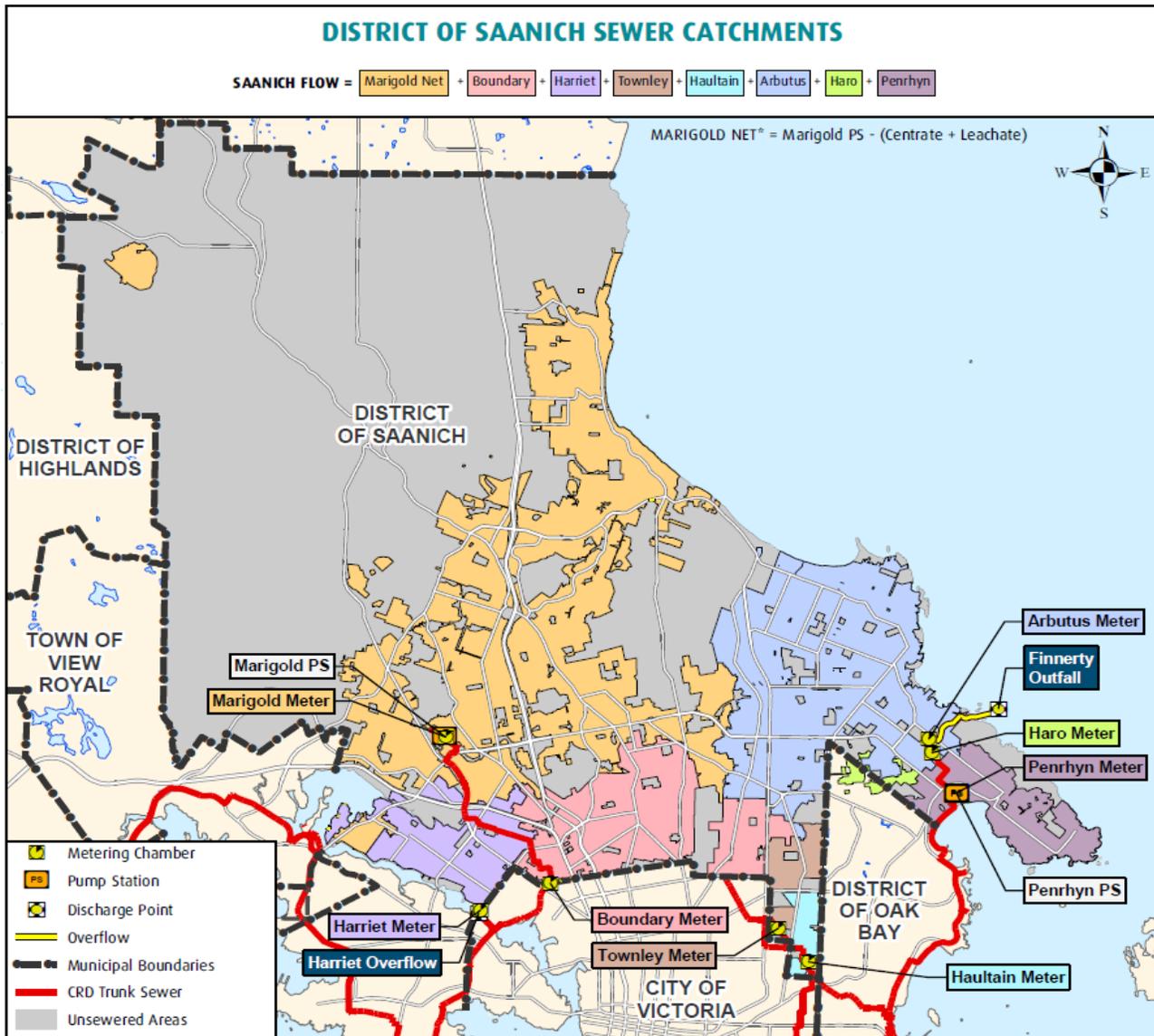
<sup>4</sup> Determined by dividing Peak 24hr Flow from section 3. by ADWF

<sup>5</sup> Determined by dividing Peak 1hr Flow from section 3. by ADWF



**6. Monthly Flows: I&I and Domestic Flow (2021)**

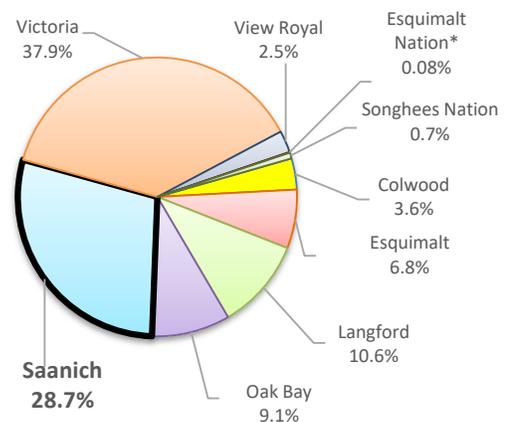




7. Regional Flow Data: Oct 2021

Participant Area	Total Monthly Flow	
	m <sup>3</sup>	%
Colwood	99,428	3.6%
Esquimalt	187,321	6.8%
Langford	291,431	10.6%
Oak Bay	249,222	9.1%
<b>Saanich</b>	<b>788,451</b>	<b>28.7%</b>
Victoria	1,043,895	37.9%
View Royal	69,440	2.5%
Esquimalt Nation*	2,214	0.08%
Songhees Nation	19,349	0.7%
<b>Total</b>	<b>2,750,750</b>	<b>100.0%</b>

\*Flows are calculated based on engineering estimates







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**REPORT TO ELECTORAL AREAS COMMITTEE  
MEETING OF WEDNESDAY, APRIL 13, 2022**

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**SUBJECT    Community Emergency Preparedness Fund:    Emergency Operations Centres and Training Grant**

**ISSUE SUMMARY**

The Capital Regional District (CRD) is applying to the Union of British Columbia Municipalities (UBCM) for funding to upgrade equipment in the Electoral Areas (EAs) Emergency Operation Centres (EOCs) and support evacuation readiness. 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 provide equipment and training opportunities for EA Emergency Programs and volunteers. Emergency planning and training exercises will be held with the goal of improving and validating emergency response plans, and equipment will be used to increase the capacity of EAs EOCs.

Emergency Operations Centres and Training Grant funding would benefit all CRD EA Emergency Programs. The CRD has applied for \$24,665 in funding. Salt Spring Island EOC would receive equipment to ensure continuity of services during extreme heat and air quality events, such as those experienced in the summer of 2021. Island-based EOCs in the Southern Gulf Islands would receive upgraded computers, printers, and UPS systems to assist with situational awareness and emergency communications. Juan de Fuca EOC would enhance radio communications and internet connectivity, increasing response capacity to areas with limited cellular reception. Finally, training will be provided to electoral area first responders and volunteers on best practices for conducting tactical and strategic evacuations.

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*

The Electoral Areas Committee recommends to the Capital Regional District (CRD) Board: That the CRD Board support an application to the UBCM Community Emergency Preparedness Fund for the Emergency Operations Centres and Training grant and direct staff to provide overall grant management.

*Alternative 2*

That staff be directed to rescind the application to the UBCM Community Emergency Preparedness Fund for the Emergency Operations Centres and Training grant.

**IMPLICATIONS**

*Financial Implications*

The grant will have no impact on annual Emergency Program budgets, but provides an opportunity for one-time projects that increase community resilience to emergencies.

*Operational Implications*

Under the *Emergency Program Act*, the CRD is obligated to provide Emergency Management Services to residents. Grants provide opportunity for one-time projects that support residents impacted by disaster.

**CONCLUSION**

The CRD is responsible for supporting Emergency Management Programs in the EAs. The UBCM Emergency Operation Centres and Training grant is a key opportunity to upgrade equipment and provide essential Emergency Operations Centre training.

**RECOMMENDATION**

The Electoral Areas Committee recommends to the Capital Regional District (CRD) Board: That the CRD Board support an application to the UBCM Community Emergency Preparedness Fund for the Emergency Operations Centres and Training grant and direct staff to provide overall grant management.

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



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## REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF WEDNESDAY, APRIL 13, 2022

---

**SUBJECT**    2021 Community Works Fund Annual Report

### **ISSUE SUMMARY**

This report provides a summary of Community Works Fund activity for the period of January 1, 2021, through December 31, 2021.

### **BACKGROUND**

Community Works Funds (CWF) are provided under the Administrative Agreement of the Canada Community Building Fund (formerly, Federal Gas Tax Fund) where funding is distributed to local governments on a per capita formula. Additionally, the Union of BC Municipalities (UBCM) is the program administrator overseeing all local governments. The Capital Regional District (CRD) has been a recipient of CWF under the two agreements of 2005–2014 and 2014–2024.

CWF received by the CRD is subsequently reallocated to the three Electoral Areas (EA): Juan de Fuca (JDF), Salt Spring Island (SSI), and Southern Gulf Islands (SGI) on a per capita basis in accordance with CRD Board direction (August 2014). Once the funds are allocated to EAs, CRD staff administer the program through applications from CRD services and third parties throughout the year. Appendix A provides a summary of activity since 2016 and balances at the end of 2021.

### **IMPLICATIONS**

#### *Service Implications*

CWF provides funding to local infrastructure and capacity building projects to support the diverse needs and local priorities in each of the EAs. In 2021, successful projects under CWF's eligible categories included water, wastewater, and recreational infrastructure projects, as well as community energy systems projects. To help with long-term planning and to increase local government's capacity, funds were also provided to asset management planning-related projects. Appendix C summarizes CWF investment by eligible category and by recipient. CWF impacts both CRD service delivery and local community organizations. Staff work closely with EA communities to identify eligible projects that meet the program's criteria and provide funding to help with service delivery.

#### *Financial Implications*

To help communities recover from COVID-19, in both 2020 and 2021, the federal government accelerated payments and provided funds in a single transfer rather than the customary semiannual installments. Additionally, in 2021 all local governments received an additional one-time payment almost equal to the annual distribution, effectively doubling funding for the year.

### **2021 Activity**

Tables 1 and 2 provide an overview of CWF allocations and activity in EAs for the past 2 years. Appendix B details CWF projects awarded in 2021.

**Table 1: Distribution of CWF Funds to EAs**

EA	Population	%	2021 Allocation (\$)	2020 Allocation (\$)
JDF	4,860	24	544,748	271,227
SSI	10,557	52	1,205,051	589,165
SIG	4,732	24	529,144	244,083
<b>Total</b>	<b>20,149<sup>1</sup></b>	<b>100</b>	<b>2,278,943<sup>2</sup></b>	<b>1,104,475</b>

<sup>1</sup>These numbers are derived using 2016 population statistics.

<sup>2</sup>2021 CWF funding included a top-up payment.

**Table 2: CWF Funding Awarded to Projects**

EA	2021		2020	
	# of Applications	Amount Awarded (\$)	# of Applications	Amount Awarded (\$)
JDF	7	236,000	11	722,555
SSI	9	611,620	8	436,400
SIG	10	636,331	8	244,449
<b>Total</b>	<b>26</b>	<b>1,483,951</b>	<b>27</b>	<b>1,403,404</b>

**CONCLUSION**

The 2021 Community Works Fund Annual Report provides a summary of funding activity in 2021. Staff administer the program through an application process for projects delivered by CRD services and third parties. Projects must have Director’s support and fit within the program’s eligibility and framework.

**RECOMMENDATION**

The Electoral Areas Committee recommends to the Capital Regional District Board:  
 That the 2021 Community Works Fund Annual Report be received for information.

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

- Appendix A: CWF Funding Assigned to Projects and Balance Remaining by Electoral Area, April 1, 2006 – December 31, 2021
- Appendix B: 2021 Community Works Fund Grants Awarded
- Appendix C: 2021 Community Works Fund Detailed Breakdown by Electoral Area

**Appendix A CWF Funding Assigned to Projects and Balance Remaining by Electoral Area  
April 1, 2006 – December 31, 2021**

<b>CWF Overview</b>	<b>Juan de Fuca (\$)</b>	<b>Salt Spring Island (\$)</b>	<b>Southern Gulf Islands (\$)</b>
CWF Allocation by Electoral Area	3,688,919	8,141,191	3,810,253
LESS: Funding Assigned to Projects	(2,470,555)	(5,029,829)	(3,870,889)
PLUS: Project Surpluses	63,299	169,698	155,521
PLUS: Interest Earnings	216,769	340,078	91,136
<b>CWF Balance Remaining</b>	<b>1,498,432</b>	<b>3,621,138</b>	<b>186,021</b>

## Appendix B 2021 Community Works Fund Grants Awarded

Total Amount Awarded to Projects: \$1,483,951\*

Total Number of Projects: 26

### JUAN DE FUCA (\$236,000)

No.	CRD Service	Project	Eligible Category	Amount Awarded (\$)
1	JDF EA - Community Parks	Creation of a Long Term Strategic Plan for the Juan de Fuca EA	Capacity Building	40,000
2	Juan De Fuca Water Distribution Service	East Sooke Water Servicing Plan	Capacity Building	40,000
3	Port Renfrew Sewer	Structural Upgrades at Port Renfrew Wastewater Treatment Plant	Wastewater	30,000
4	Wilderness Mountain Water Service	Source Water Protection Plan	Capacity Building	30,000
5	Wilderness Mountain Water Service	Water Treatment Assessment for Enhancement	Capacity Building	20,000
<b>Total</b>				<b>160,000</b>

No.	Third Party	Project	Eligible Category	Amount Awarded (\$)
1	Sooke Community Association	Sooke Community Association Playing Fields Water Infrastructure	Recreational Infrastructure	70,000
2	Sooke Community Association	Pickleball Court Construction	Recreational Infrastructure	6,000
<b>Total</b>				<b>76,000</b>

### SALT SPRING ISLAND (\$611,620)

No.	CRD Service	Project	Eligible Category	Amount Awarded (\$)
1	Maliview Estates Sewer System	Maliview WWTP Plant Upgrade Plan	Wastewater	293,620
2	Salt Spring Island - Community Parks	Revitalization of Centennial Park in Ganges Village	Recreational Infrastructure	100,000
3	Salt Spring Island - Pool, Parks, Land, Art & Recreation Program	Modular Classroom for Recreation Programs at Rainbow Road Aquatic Centre	Recreational Infrastructure	55,000
4	Fulford Water	Fulford Water Main Replacement	Drinking Water	38,500
5	Cedars of Tuam Water	Cedars of Tuam Water Service Upgrades	Drinking Water	30,000
6	Salt Spring Island - Pool, Parks, Land, Art & Recreation Program	New Accessibility Ramp Installation at Rainbow Road Aquatic Centre	Recreational Infrastructure	25,000
7	Salt Spring Island - Pool, Parks, Land, Art & Recreation Program	Mouat Park Trail Upgrades Project	Recreational Infrastructure	20,000
<b>Total</b>				<b>562,120</b>

No.	Third Party	Project	Eligible Category	Amount Awarded (\$)
1	Salt Spring Abattoir Society	Construction of Community Composting Facility at Burgoyne Valley Community Farm	Wastewater	40,000
2	Island Arts Centre Society (ArtSpring)	ArtSpring Building Condition Assessment	Capacity Building	9,500
<b>Total</b>				<b>49,500</b>

### SOUTHERN GULF ISLANDS (\$636,331)

No.	CRD Service	Project	Eligible Category	Amount Awarded (\$)
1	Lyll Harbour Boot Cove Water	Money Lake Dam Detailed Design and Infrastructure Improvements	Drinking Water	390,000
2	Lyll Harbour Boot Cove Water	Water System Upgrades at Lyll Harbour Boot Cove Water Service	Drinking Water	55,000
3	SGI Community Economic Sustainability Commission	Southern Gulf Islands Integrated Food Security and Sustainability Plan	Capacity Building	52,760
4	Sticks Allison Water	Water System Upgrades at Sticks Allison Water Service	Drinking Water	15,500
<b>Total</b>				<b>513,260</b>

No.	Third Party	Project	Eligible Category	Amount Awarded (\$)
1	Pender Island Recreation and Agricultural Hall Association	Pender Island Recreational and Agricultural Hall Upgrades and Improvements	Recreational Infrastructure	25,000
2	The Galiano Activity Centre Society	Galiano Fitness Centre Upgrades	Recreational Infrastructure	21,500
3	North Galiano Community Association	North Galiano Community Hall Renovation and Site Enhancement	Recreational Infrastructure	21,137
4	The Galiano Club	Maximizing Solar Energy Capacity for the Community Hall	Community Energy Systems	19,757
5	Saturna Island Fire Protection Society	Solar Installation on Saturna Emergency Services Building #2	Community Energy Systems	18,677
6	Epicentre Family Cooperative Society	Epicentre Family Cooperative Playground Installation	Recreational Infrastructure	17,000
<b>Total</b>				<b>123,071</b>

\*These projects have been approved by the CRD and remain subject to provincial / federal approval through completion of the Annual Expenditures Report.

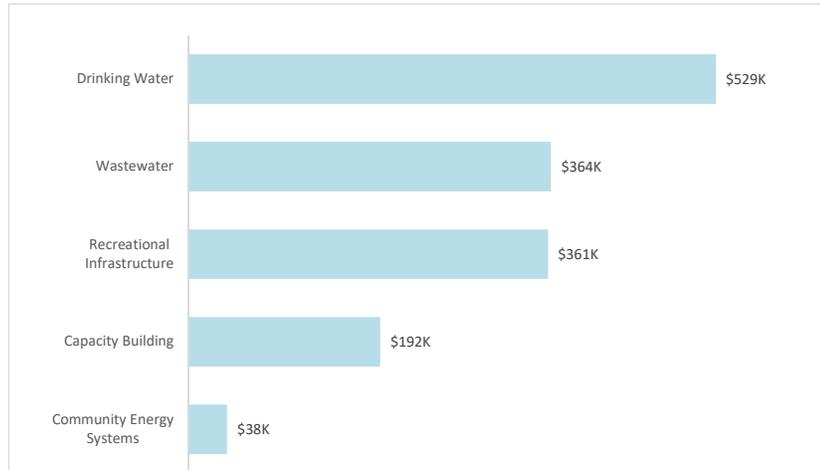
## Appendix C 2021 Community Works Fund Detailed Breakdown by Electoral Area

### ***Electoral Areas by Project Category***

To be eligible under CWF, as per the Agreement, a proposed project must meet the “Ultimate Recipient” and “Infrastructure” definitions, and reflect one of the Eligible Project Categories.

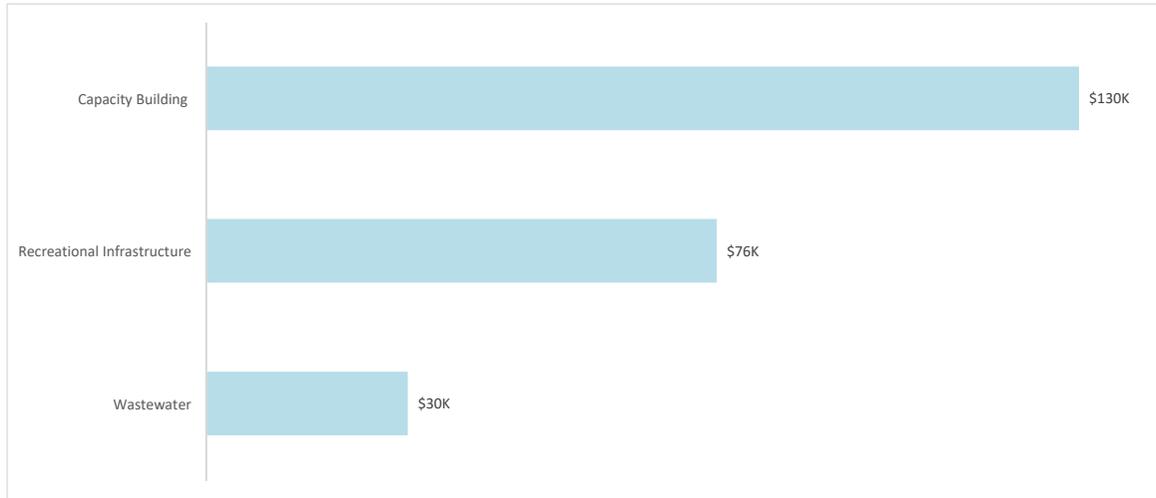
Eligible Project Categories
Local roads, bridges
Short-sea shipping
Short-line rail
Regional and local airports
Broadband connectivity
Public transit
Drinking water
Wastewater
Solid waste
Community energy systems
Brownfield redevelopment
Sport infrastructure
Recreational infrastructure
Cultural infrastructure
Tourism infrastructure
Disaster mitigation
Capacity building
Fire Halls and Fire Stations

**All EAs combined by Project Category (JDF, SSI, SGI)**

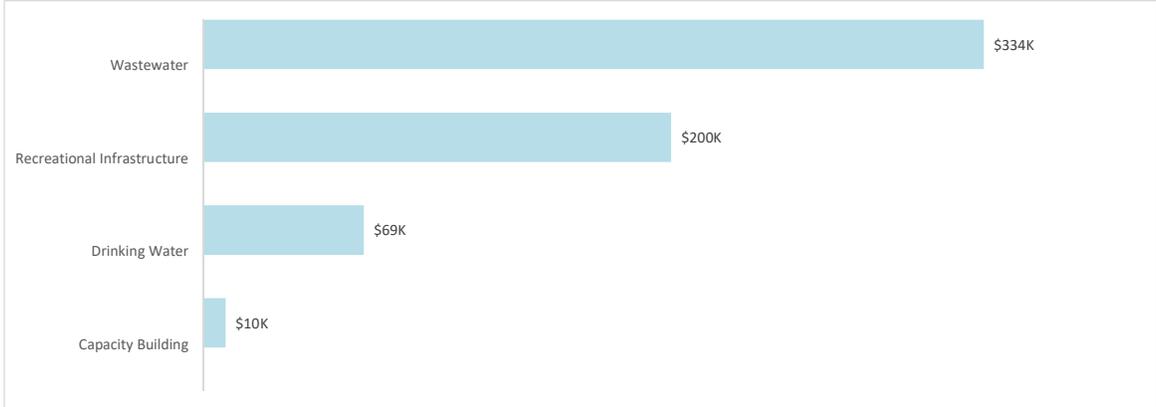


**Each EA by Project Category**

**JDF**



**SSI**

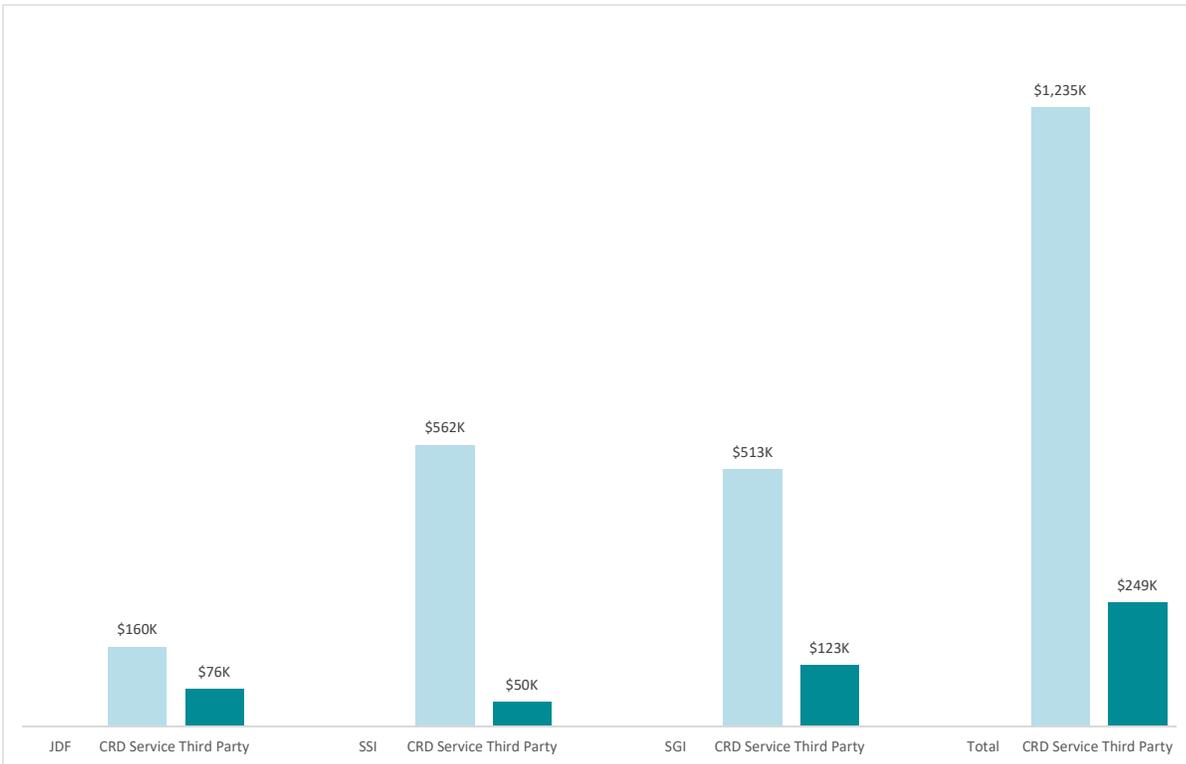


**SGI**



### ***Electoral Area by Recipient Type***

The following graph provides a summary of grants provided to CRD Services and Third Parties in each EA (and collectively) for 2021.





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## REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF WEDNESDAY, APRIL 13, 2022

---

**SUBJECT**     2021 Grants-in-Aid Annual Report

### **ISSUE SUMMARY**

This report provides a summary of Electoral Area Grants-in-Aid activity, including COVID-19 Safe Restart Grants, for the period of January 1, 2021, through December 31, 2021.

### **BACKGROUND**

Under the Supplementary Letters Patent (SLP), dated March 24, 1977, and amended April 17, 1985, the Capital Regional District (CRD) has authority to deliver Grants-in-Aid (GIA) within the Electoral Areas (EA). These are one-time grants provided through tax requisition to community non-profit organizations or societies that deliver projects in the Juan de Fuca (JDF), Salt Spring Island (SSI), and Southern Gulf Islands (SGI) EAs.

GIA budgets are determined through the annual planning process in consultation with each EA Director. Applications are accepted on a rolling basis and are reviewed throughout the year. With support from the EA Director, projects are selected based upon demonstrated benefit to the community and in alignment with GIA guidelines. In principle, GIA fund special projects and activities beyond the scope of CRD services and are excluded from requisition funding. Appendix A details GIA awarded in 2021.

### **COVID-19 Safe Restart Grants**

The Safe Restart Grants were transferred to Local Governments to provide relief and recovery from financial impacts due to the pandemic. The existing SLP provided the authority for the CRD to administer a separate Safe Restart Program. Through consultation with each EA Director, funds were directed to various initiatives. Appendix B details Safe Restart awards in 2021.

### **IMPLICATIONS**

#### *Service Delivery Implications*

GIA provide local funding for events, small capital requests, and special one-time projects in alignment with community needs and benefit residents in each EA. They often serve as a critical source of funding for projects that are out of scope and excluded from CRD service mandates.

Safe Restart Grants were available to organizations impacted by COVID-19 where many applications highlighted revenue loss as a driver for support. Numerous facilities were closed or operated at reduced capacity with health restrictions following provincial orders and guidelines.

*Financial Implications*

**2021 Activity**

The following two tables provide a summary of grants awarded to EAs under the core GIA and supplementary Safe Restart GIA programs in 2021. Projects funded by core GIA in 2020 are provided for comparison.

**Table 1: Core - GIA Awarded for 2021**

EA	2021			2020		
	Budget (\$)	# of Applications	Amount Awarded (\$)	Budget (\$)	# of Applications	Amount Awarded (\$)
JDF	35,375	1	250	40,000	2	3,500
SSI	54,398	8	32,951	43,000	10	36,350
SGI	100,000	25	97,807	60,000	16	59,905
<b>Total</b>	<b>189,773</b>	<b>34</b>	<b>131,008</b>	<b>143,000</b>	<b>28</b>	<b>99,755</b>

**Table 2: Supplementary - Safe Restart GIA Awarded for 2021**

EA	2021			
	Budget (\$)	# of Applications	Amount Awarded (\$)	Funds remaining (\$)
JDF	61,078	7	42,573	18,505
SSI	35,000	-	-	35,000
SGI	113,000	14	113,000	-
<b>Total</b>	<b>209,078</b>	<b>21</b>	<b>155,573</b>	<b>53,505</b>

EAs with a balance in Safe Restart GIA funds at the end of December 31, 2021, were carried forward into 2022.

**CONCLUSION**

Grants-in-Aid are available to non-profit agencies and societies delivering projects in the Electoral Areas. This year, organizations were able to access COVID-19 relief funding through the Safe Restart GIA Program. EA Directors review and support GIA and Safe Restart GIA requests. Staff assess eligibility of applications using program guidelines.

**RECOMMENDATION**

The Electoral Areas Committee recommends to the Capital Regional Board:  
 That the 2021 Grants-in-Aid Annual Report be received for information.

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

- Appendix A: 2021 Electoral Areas Grants-in-Aid Awarded
- Appendix B: 2021 Electoral Areas Safe Restart Grants-in-Aid Awarded

## Appendix A 2021 Electoral Areas Grants-in-Aid Awarded

Total Amount Awarded to Projects: \$131,008

Total Number of Projects: 34

### JUAN DE FUCA (\$250)

No.	Applicant	Project	Amount Awarded (\$)
1	Port Renfrew Chamber of Commerce	Welcome to Port Renfrew Site Beautification	250
<b>Total</b>			<b>250</b>

### SALT SPRING ISLAND (\$32,951)

No.	Applicant	Project	Amount Awarded (\$)
1	Transition Salt Spring Society	Climate Action Plan 2.0	5,000
2	Salt Spring Island Chamber of Commerce	Visitor Information Centre Improvements	5,000
3	Islanders Working Against Violence	Croftonbrook Affordable Housing - Photo Voltaic System Installation	5,000
4	Lady Minto Hospital Auxiliary Society	Computer System Upgrade and Lockable Filing Cabinets	4,954
5	Salt Spring Island Rowing Club	Equipment and Upgrades for Rowing Club	4,897
6	Graffiti Theatre Company Society	Salt Spring Island Arts and Cultural Facilities Framework	3,500
7	Bike Victoria Society	Everyone Rides Grades 4 and 5 Program	2,600
8	Island Pathways	Replanting Trees and Shrubs and Salish Sea Trail Network Support (*Approved for \$4,000, Returned \$2,000)	2,000
<b>Total</b>			<b>32,951</b>

### SOUTHERN GULF ISLANDS (\$97,807)

No.	Applicant	Project	Amount Awarded (\$)
1	Southern Gulf Islands Community Resource Centre Society	Restructuring for Long-term Sustainability during COVID-19	10,000
2	Gulf Islands Galisle Affordable Rental Housing Society	Affordable Housing Water Management Plan and Septic Plan	6,000
3	Mayne Island Housing Society	Affordable Housing Predevelopment Assessments	6,000
4	South Pender Historical Society	Educational Video	5,000
5	Coast Salish Peoples of Galiano Society	Southern Gulf Islands Indigenous Database	5,000
6	Magic Lake Property Owners' Society	Magic Lakes Research on Demographics and Governance	5,000
7	Galiano Museum Society	Wooden Shelter for Road and Address Sign	5,000
8	Piers Island Association	Recycling and Waste Removal Event	5,000
9	Transition Salt Spring Society	Climate Action Coach Program for the Southern Gulf Islands	5,000
10	South Pender Historical Society	Educational Video - Additional Request	5,000
11	Village Bay Improvement Association	Village Bay Seaweed Removal	4,500
12	Southern Gulf Islands Community Resource Centre Society	Training Certification and Education Course	4,000
13	Ptarmigan Arts Society	SGI Reconciliation Website Creation	4,000
14	Mayne Island Volunteer Firefighters Association	Sea Can for Paddy Lambert Memorial Hall User Groups	3,500
15	Mayne Island Housing Society	Salish Grove Development Water License Purchase	3,500
16	Mayne Island Food Bank	Sea Cans for Food Storage	3,300
17	Salish Sea Marine Rescue Society	Electronic Communication Headsets during COVID-19	3,000
18	Galiano Conservancy Association	Musical Walkalong for Learning Event	3,000
19	Cliffside Publishing	Saturna Island Oral History	2,280
20	Galiano Affordable Living Initiative Society	Community Information Resources	2,200
21	Galiano Island Literacy Festival	Galiano Island Literary Festival Capital Equipment Purchase	2,160
22	Saturna Island Marine and Research Education Society	Lyall Harbour Ecosystem Restoration	2,150
23	Mayne Island Conservancy Society	Native Plant Nursey Upgrades	2,000
24	Mayne Island Community Centre Society	Bike Rack project	638
25	Epicentre Family Cooperative	Friday Forest School Start-Up Costs	579
<b>Total</b>			<b>97,807</b>

## Appendix B 2021 Electoral Areas Safe Restart Grants-in-Aid Awarded

Total Amount Awarded to Projects: \$155,573

Total Number of Projects: 21

### JUAN DE FUCA (\$42,573)

No.	Applicant	Project	Amount Awarded (\$)
1	Shirley Community Association	2020 Shirley Hall Revenue Shortfalls	12,410
2	Willis Point Community Association	2020 Willis Point Revenue Shortfalls	5,163
3	Sheringham Point Lighthouse Preservation Society	2020 Sheringham Point Lighthouse Preservation Society Revenue Shortfalls	5,000
4	Royal Canadian Legion Branch 54 Sooke	2020 Royal Canadian Legion Branch 54 Sooke Revenue Shortfalls	5,000
5	Sooke Community Association	2020 Sooke Community Association Revenue Shortfalls	5,000
6	Rotary Club of Sooke	2020 Rotary Club of Sooke Revenue Shortfalls	5,000
7	Sooke Food Bank	Sooke Food Bank Food Hampers COVID-19 Support	5,000
<b>Total</b>			<b>42,573</b>

### SOUTHERN GULF ISLANDS (\$113,000)

No.	Applicant	Project	Amount Awarded (\$)
1	Pender Island Recreation and Agricultural Hall Association	Facility Re-opening, Operating, and Computer Costs during COVID-19	27,000
2	Saturna Community Club	Saturna Community Club Revenue Shortfalls	20,000
3	Galiano Island Recycling Resources Society	Lost Fundraising Revenue and Redirectory Re-opening Costs	12,000
4	Saturna Recreation Centre Society	Saturna Island Recreation and Cultural Centre Re-opening	7,200
5	Salish Sea Inter Island Transportation Society	Operational Funding / Revenue Shortfalls for COVID-19 Recovery – Tour des Isles Festival 2022 Event	5,228
6	Galiano Activity Centre Society	Enhanced Outdoor Programming during COVID-19	5,000
7	Yellowhouse Art Centre Society	Arts Programming Media Equipment during COVID-19	5,000
8	Pender Islands Conservancy Association	Facility Support during COVID-19 – Pender Island Conservancy Nature Centre	5,000
9	Epicentre Youth and Family Cooperative	Operational Funding for COVID-19 Recovery – Restart Youth Programming	5,000
10	Institute for Multidisciplinary Research in Salish Sea	Operational Funding for COVID-19 Recovery – Strategic Plan and Fundraising Campaign	5,000
11	Galiano Affordable Housing Living Initiative	GALI Revenue Shortfalls during COVID-19	4,800
12	Active/Passive Performance Society	Video Production Package Request for Online Streaming during COVID-19	4,772
13	Galiano Museum Society	Operational Funding for COVID-19 Recovery – Landscaping/Virtual Computer Equipment	4,000
14	Seed Library of Galiano	Seed Library of Galiano Website Development – Increase in Demand during COVID-19	3,000
<b>Total</b>			<b>113,000</b>

### SALT SPRING ISLAND (\$-)

As of December 31, 2021, Salt Spring has not awarded Safe Restart Grants-in-Aid funds to projects.

**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE  
MEETING OF WEDNESDAY, MARCH 30, 2022**

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**SUBJECT**     **Resource Recovery – Construction Demolition and Renovation Waste Opportunities**

**ISSUE SUMMARY**

To seek direction on an opportunity to pilot beneficial use of construction, demolition and renovation waste.

**BACKGROUND**

The Capital Regional District's (CRD) Solid Waste Management Plan, approved by the Board in May 2021, targets an annual disposal rate of 250 kg per capita by 2031. The plan also sets a goal to surpass the provincial per capita waste disposal target and aspires to achieve a disposal rate of 125 kg per capita annually. Staff are currently investigating opportunities to divert materials from the mixed general refuse (garbage stream) at Hartland Landfill and recycle, repurpose or recover these materials for beneficial use, supporting a circular economy. A staff report on this topic is planned for the April 2022 Environmental Services Committee meeting.

Concurrently, and as a condition of provincial approval of the CRD's short-term Biosolids Beneficial Use Strategy, the CRD is investigating thermal technologies as a long-term beneficial use option for biosolids produced at the Residuals Treatment Facility. As part of this investigation, the CRD will be conducting pilot studies at three existing facilities within North America to examine their viability for thermally processing the CRD's biosolids.

Additionally, the Township of Esquimalt is undertaking investigations into the suitability of integrated resource management (IRM) gasification to process Esquimalt's municipal solid waste (MSW), kitchen scraps and yard/garden waste streams. At the July 14, 2021 CRD Board meeting, staff were directed to support and facilitate, where possible, the IRM business case process the Township of Esquimalt is undertaking.

In response to this context, CRD staff reached out to the three proponents participating in the biosolids thermal technologies pilot studies to determine if it would be possible to trial gasification of MSW as part of the biosolids thermal technologies pilot trial. One proponent is unable to run such tests at their facility, as their permits do not allow for it. Two proponents indicated that while MSW can't be thermally processed directly, with significant pre-processing of MSW into suitable feedstock, a trial is possible. Based on the information on pre-processing and feedstock requirements provided by the proponents, staff have determined that material coming into the landfill as construction, demolition and renovation waste, and then further processed on-site, could be developed into a material meeting the feedstock requirements. Construction, demolition and renovation waste includes wood and wood products, asphalt shingles, carpet, underlay and other flooring, and accounted for an estimated 31,200 tonnes in 2021, or approximately 19.5% of the material received at Hartland Landfill. Further information about how these material categories will be targeted for diversion from the mixed general refuse stream will be included in the April Environmental Services Committee material stream diversion staff report.

Under the CRD's approved short-term Biosolids Beneficial Use Strategy, biosolids are currently transported and utilized as an alternative fuel at the Lafarge cement plant, displacing conventional fossil fuels. Pre-processed clean demolition waste could also be piloted for use as an alternative fuel at Lafarge.

If directed, staff will work with the biosolids thermal technologies proponent, the Township of Esquimalt and Lafarge to better understand the costs, timeframe and pre-processing requirements to pilot thermal technologies for beneficial use of construction, demolition and renovation waste.

The procurement process, examining thermal processing of biosolids, identified three proponents. As this procurement was focused specifically on biosolids, it's possible that an expanded procurement seeking proponents for thermal processing of construction, demolition and renovation waste may identify other vendors or opportunities.

In addition, CRD staff will be working with the Township of Esquimalt in support of their gasification business case, and potential capital project, which could provide an additional opportunity to pilot thermal technologies to processing municipal solid waste.

#### *Alternative 1*

The Environmental Services Committee recommends to the Capital Regional District Board: That staff return to committee in June with financial implications, timing and resource requirements to trial the beneficial use of construction, demolition and renovation waste with Lafarge and existing biosolids thermal processing proponents, along with new thermal technology vendors.

#### *Alternative 2*

That staff return to committee with more information.

### **IMPLICATIONS**

#### *Financial Implications*

The biosolids thermal processing pilot project has a budget of \$450,000. Because of the feedstock pre-processing requirements, it is anticipated that trialing thermal processing of construction, demolition and renovation waste may cost more than trialing thermal processing of biosolids. Further analysis is required to understand the financial implications associated with piloting beneficial use opportunities for construction, demolition and renovation waste with the current proponents, and expanding the procurement to incorporate new feedstock, technology and vendors.

#### *Alignment with Existing Plans & Strategies*

The CRD's Solid Waste Management Plan, approved by the Board in May 2021, targets an annual disposal rate of 250 kg per capita by 2031. The pilot of beneficial use opportunities for clean demolition waste could identify beneficial use opportunities that could support the region in meeting the Solid Waste Management Plan targets.

**CONCLUSION**

Staff have identified opportunities to trial beneficial use of construction, demolition and renovation waste through gasification and incineration. Further analysis is required to understand the implications associated with either piloting beneficial use opportunities for construction, demolition and renovation waste with the current biosolids thermal technology proponents or expanding the procurement to incorporate additional feedstock, technology and vendors.

**RECOMMENDATION**

The Environmental Services Committee recommends to the Capital Regional District Board: That staff return to committee in June with financial implications, timing and resource requirements to trial the beneficial use of construction, demolition and renovation waste with Lafarge and existing biosolids thermal processing proponents, along with new thermal technology vendors.

Submitted by:	Russ Smith, Senior Manager, Environmental Resource Management
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer



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**REPORT TO GOVERNANCE COMMITTEE  
MEETING OF WEDNESDAY, APRIL 06, 2022**

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**SUBJECT**    **2022 General Local Election – Appointment of Chief Election Officer and the Deputy Chief Election Officers**

**ISSUE SUMMARY**

To appoint a Chief Election Officer and Deputy Chief Election Officers for the purposes of conducting the upcoming 2022 General Local Elections.

**BACKGROUND**

The CRD conducts elections in the three Electoral Areas (EA) for EA Directors. In addition, the CRD conducts elections in the EAs on behalf of the Islands Trust and School Districts for Islands Trust Trustees and School District Trustees.

Section 58 of the *Local Government Act* requires a local government to appoint a Chief Election Officer and Deputy Chief Election Officer for the purposes of conducting the upcoming 2022 General Local Election set for Saturday, October 15, 2022. The Chief Election Officer must then appoint election officials required for the administration and conduct of the election, and undertake all the statutory duties set out in the *Local Government Act*.

Pursuant to the *Local Elections Campaign Financing Act* and the *Local Government Act*, local governments and Elections BC share responsibility for local elections. Local governments administer elections and set voting opportunity dates, times and places; accept nomination documents; count ballots; announce election results; and follow a process to determine the successful candidate in the event of election ties. Elections BC administers, investigates and enforces the campaign finance disclosure and election advertising rules.

**ALTERNATIVES**

*Alternative 1*

The Governance Committee recommends to the Capital Regional District Board:

1. That pursuant to Section 58 of the *Local Government Act*, the Board appoint Kristen M. Morley as Chief Election Officer with the power to appoint such other assistance as may be required for the administration and conduct of the 2022 General Local Elections; and
2. That the Board appoint Marlene Lagoa, Kerry Fedosenko, Anthony Kennedy, and Anne Burdett as Deputy Chief Election Officers.

*Alternative 2*

That the Governance Committee recommend the Board consider alternate appointments to the Chief Election Officer and Deputy Chief Election Officer positions.

**IMPLICATIONS**

A general local election cannot be conducted without the appointment of a Chief Election Officer and at least one Deputy Chief Election Officer. Given the geographic disparity of the three Electoral Areas and our conduct of the election on behalf of the Islands Trust and School Districts #61, #62, #63 and #64 more than one Deputy Chief Election Officer is required to assist with the elections. CRD coordinates and staffs more than 19 polling locations for advance and general voting. Unlike municipal elections which typically have all nominees on one ballot, CRD elections require more than 15 different forms of ballot to reflect the different races in each region or sub-regional area, including: 3 races for EA director; 6 races for Island Trustee; 10 races for School District Trustee; 3 races for the Advisory Planning Commission; and 2 races for the Land Use Committee. In addition, staff anticipate 2 referendum questions will proceed in the SGI and SSI EAs.

**CONCLUSION**

Preparations are currently underway for the 2022 General Local Election. Appointment of the election officer positions is required and necessary to provide staff and contractors with the proper authority for the successful administration of the election.

**RECOMMENDATION**

The Governance Committee recommends to the Capital Regional District Board:

1. That pursuant to Section 58 of the *Local Government Act*, the Board appoint Kristen M. Morley as Chief Election Officer with the power to appoint such other assistance as may be required for the administration and conduct of the 2022 General Local Elections; and
2. That the Board appoint Marlene Lagoa, Kerry Fedosenko, Anthony Kennedy, and Anne Burdett as Deputy Chief Election Officers.

Submitted by:	Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer



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## REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, APRIL 06, 2022

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**SUBJECT**    Regional Housing First Program: Capital Project Update, First Quarter 2022

### **ISSUE SUMMARY**

To provide the Hospitals and Housing Committee with a quarterly update on the implementation of the Regional Housing First Program (RHFP).

### **BACKGROUND**

The RHFP was formed in 2016, through which the Capital Regional District (CRD), BC Housing Management Commission (BC Housing) and the Canada Mortgage and Housing Corporation (CMHC) committed \$30 million (M) each to build housing units to help address chronic homelessness in the region. The program model includes 20% of all units having rent levels set at the Government of BC's Income Assistance Rate Table Shelter Maximum (Shelter Rate) and the remaining 80% of units being Affordable Rental Units.

In 2020, the CRD, BC Housing and CMHC committed to increasing their contributions by \$10M each to address escalating land acquisition and construction costs. The total capital fund now available is \$120M and better positions the program to achieve its target of up to 2,000 Affordable Rental Units, with up to 400 of those units having rents set at Shelter Rate. Overall, the program is expected to leverage the development of approximately \$600M in capital development.

### **ALTERNATIVES**

#### *Alternative 1*

The Hospitals and Housing Committee recommends to the Capital Regional District Board: That the Regional Housing First Program: Capital Project Update, First Quarter 2022 report be received for information.

#### *Alternative 2*

That the Regional Housing First Program: Capital Project Update, First Quarter 2022 report be referred back to staff for additional information based on Hospitals and Housing Committee direction.

### **IMPLICATIONS**

#### *Program Delivery*

Appendix A (attached) summarizes the progress in the development of 11 RHFP capital projects that have received approval from the CRD Board. These projects represent a total of 1,055 units with 238 to be rented at Shelter Rate. There is currently an open call for new projects with the next rolling submission review date of April 30, 2022.

#### *Financial*

These projects have been approved to receive a total of \$72.2M in RHFP funding, with 47.8M remaining, and represent a total value of \$316.9M.

**CONCLUSION**

The Project Summary provides the Hospitals and Housing Committee with an update on the status of program implementation and high-level details of the 11 approved projects.

**RECOMMENDATION**

The Hospitals and Housing Committee recommends to the Capital Regional District Board: That the Regional Housing First Program: Capital Project Update, First Quarter 2022 report be received for information.

Submitted by:	Don Elliott, BA, MUP, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT**

Appendix A – Regional Housing First Program: Capital Project Summary, April 2022

Description	Total Estimated Project Cost	RHFP Contribution	Partner Agency Funding RHFP	RHFP Units	Total Units	Operator	Funding Sources	HHC Approval Date	CRD Board Approval Date	Year Completed	Update
Cedar Grove (Victoria)	\$19,318,000	\$9,000,000	BC Housing	30	72	Victoria Cool Aid Society (VCAS)	BC Housing Regional Housing Trust Fund \$600,000 (used to support 42 affordable units)	n/a	March 8, 2017 & November 13, 2019 (increase)	2022	Construction of the 210 Gorge Road East project continues. All framing of walls and roof structure is complete. The roof membrane has been installed. Window installation and exterior cladding is complete, and scaffolding is expected to be removed soon. Plumbing, electrical, and mechanical work within the building are ongoing. Interior finishing work is ongoing with drywall and kitchen cabinets being installed. Occupancy permit is expected in May 2022.
Croftonbrook (Salt Spring)	\$19,092,858	\$3,300,000	BC Housing	11	56	Island Women Against Violence	BC Housing Regional Housing Trust Fund \$408,000 (used to support 34 affordable units)	n/a	March 8, 2017 & November 13, 2019 (increase)	2020 and 2022	Phase III, a 34 unit apartment building broke ground on May 6, 2021. Occupancy in the spring of 2023. Work completed: water & sewer connections, main building rough ins & duct-work, finish 3 <sup>rd</sup> floor drywall, 2 <sup>nd</sup> floor drywall boarding & mudding, finish tub/shower installation, 3 <sup>rd</sup> floor paint prep. & prime, 3 <sup>rd</sup> floor flooring prep. & installation and finish Electrical room installation. Upcoming and ongoing: grading along North, West & East sides, excavate for greywater tank & lines, fire caulking, exterior insulation, strapping & flashing, 3 <sup>rd</sup> floor cabinet installation, start 2 <sup>nd</sup> floor cabinet installation, electrical finishes 3 <sup>rd</sup> & 2 <sup>nd</sup> floor, finish 2 <sup>nd</sup> floor drywall, mechanical finishes on 2 <sup>nd</sup> & 3 <sup>rd</sup> floors, start 3 <sup>rd</sup> floor trim & doors and 2 <sup>nd</sup> floor flooring installation.
Drennan and Sooke (Sooke)	\$45,622,950	\$10,200,000	BC Housing	34	170	M'akola Housing Society	BC Housing Regional Housing Trust Fund \$765,000 (used to support 51 affordable units)	June 13, 2018	June 13, 2018 & November 13, 2019 (increase)	2023	The construction will be concluded in November 2023. Framing and installation of prefabricated walls continues in the North Building. At the South Building, work for concrete columns are in progress while the water main installation has started.

Description	Total Estimated Project Cost	RHFP Contribution	Partner Agency Funding RHFP	RHFP Units	Total Units	Operator	Funding Sources		HHC Approval Date	CRD Board Approval Date	Year Completed	Update
Charters (formerly called Throup) (Sooke)	\$20,917,220	\$3,375,000	BC Housing	15	75	M'akola Housing Society	BC Housing	Regional Housing Trust Fund \$330,000 (used to support 22 affordable units)	June 13, 2018	June 13, 2018	2022	The construction will be concluded in April 2022. The building is assembled and the modular connections are complete. Building systems are 90% complete. On February 16, archeological artifacts were discovered in the southern corner of the site. Work in the immediate surroundings has been halted until the archeological assessment is complete. This has been flagged a potential delay.
Spencer Road (Langford)	\$38,263,972	\$7,800,000	CMHC	26	130	CHRC	CMHC \$7,800,000	n/a	June 13, 2018	June 13, 2018	Nov 2020	Project completed.
Treanor (Langford)	\$45,215,533	\$9,000,000	CMHC	30	132	CRHC	CMHC \$9,000,000	n/a	n/a	November 14, 2018	2019	Project completed.
Hockley (Langford)	\$32,775,610	\$7,200,000	CMHC	24	120	CHRC	CMHC \$7,200,000	n/a	n/a	November 14, 2018	March 2021	Project completed.
West Park Lane (View Royal)	\$41,673,485	\$10,200,000	CMHC	34	152	CRHC	CMHC \$10,200,000	Regional Housing Trust Fund \$660,000 (used to support 44 affordable units)	May 1, 2019	May 8, 2019	Nov 2020	Project completed.
Michigan Square Building 1 (Victoria)	\$20,392,850	\$4,500,000	CRHC	15	53	CRHC	CRHC \$4,500,000	Regional Housing Trust Fund \$570,000 (used to support 38 affordable units)	July 29, 2020	August 12, 2020	2023	Contract procurements were completed in October 2021. BC Housing provided final confirmation of short term and long term financing in early December. Crews are currently on site carrying out hazardous materials abatement and drywall removal as the first steps in the demolition process.
Michigan Square Building 2 (Victoria)	\$16,630,070	\$4,667,960	BC Housing	9	44	CRHC	BC Housing \$4,667,960	Regional Housing Trust Fund \$525,000 (used to support 35 affordable units)	N/A	December 8, 2021	2023	Final budget approval and mortgage registration by the CRHC Board in December 2021. Ongoing site preparation, drywall removal and temporary shoring of the existing parkade underway.

Description	Total Estimated Project Cost	RHFP Contribution	Partner Agency Funding RHFP	RHFP Units	Total Units	Operator	Funding Sources		HHC Approval Date	CRD Board Approval Date	Year Completed	Update
Prosser Road (Central Saanich)	\$16,981,555	\$3,000,000	CMHC	10	51	CRHC	CMHC \$3,000,000 BC Housing \$3,250,000	Regional Housing Trust Fund \$615,000 (used to support 41 affordable units)	N/A	April 14, 2021	2022	Work continues on the underground parkade. Site activities were negatively impacted throughout November as a result of extreme weather events. CRD has requested an updated construction schedule to reflect the ongoing delays.
Total RHFP Units				238	1,055							
Total RHFP Investment	\$316,884,103	\$72,242,960										



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**REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, APRIL 13, 2022**

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**SUBJECT**     **CAO Quarterly Progress Report No. 1, 2022**

**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 April 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. A special meeting of the Committee of the Whole is scheduled for May 11, 2022 to check-in on Board priorities.

This report presents quarterly progress on priorities, initiatives, actions and advocacy for the first quarter of 2022, however the capital and operating variances and human resources trends are for the fourth 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. 1 - 2022 be received for information.

*Alternative 2:*

That the CAO Quarterly Progress Report No. 1 - 2022 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.

On February 8, the CRD was once again recognized as one of BC's Top Employers. The CRD received this award and recognition as a result of our policies and programs that make the CRD stand out amongst our peers and our staff are able to put their best foot forward in delivering exceptional service to our region.

On February 23, the CRD participated in Pink Shirt Day, when Canadians come together to wear pink to show their continued commitment to treating each other with dignity and respect and to support anti-bullying initiatives. The Pink Shirt Day theme this year was to “lift each other up” and to celebrate our diversity by having greater acceptance, respect, and inclusion for everyone.

On February 24, the CRD honoured employees with 20, 25, 30 and 35 years of service at our annual Career Service Celebration event. We also had the opportunity to thank those employees who have retired within the last year for their dedicated service to the CRD. This year we celebrated 22 career service employees.

This year, the CRD has won the three GFOA US & Canada awards referred to as the triple crown. The Distinguished Budget Presentation Award, Achievement of Excellence in Financial Reporting, and the Popular Annual Financial Reporting Award. The Distinguished Budget Presentation Award recognizes local government budget documents of the highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting. The Achievement for Excellence in Financial Reporting encourages local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure. Finally, the Popular Annual Financial Reporting Award encourages local governments to extract information from their comprehensive annual financial reports to produce high quality and popular annual reports designed to be readily accessible and easily understandable to the general public.

The CRD Arts Commission has approved funding to 31 non-profit arts organizations of regional significance through the Arts & Culture Support Service. A total of \$2,281,270 will provide operating assistance to arts organizations for programming and administration expenses in 2022, an increase of \$45,770 over last year. The approved grants meet the CRD's mandate to support, promote and celebrate arts and culture.

As part of implementing the CRD's commitment to reconciliation with Indigenous peoples, all CRD employees have been invited and encouraged to take Cultural Competency training in 2022. This training will help employees navigate respectful relationships with Indigenous peoples, whether colleagues or members of the local First Nations.

The Partnership for Water Sustainability in BC (the Partnership) is the hub for a “convening for action” network in the local government setting and is responsible for delivering the [Water Sustainability Action Plan](#) program through partnerships and in collaboration with local governments and others. The Partnership has recognized the CRD as a Champion Supporter to acknowledge elected representatives and staff who foster and support collaborative leadership that builds bridges of understanding through intergenerational collaboration. The Champion Supporter

program recognizes enduring commitment by partners to a shared vision for '[Living Water Smart in British Columbia](#)'. By pulling threads of understanding from the past through to the present and future, it helps communities achieve the vision for reconnecting people, fish, land, and water in altered landscapes.

The CRD Salt Spring Island Parks and Recreation Commission (PARC) is developing a 20-year master plan for the Rainbow Road Recreation Centre site. This project was identified as a priority in the [2019 Salt Spring Island Parks and Recreation Strategic Plan](#) in response to the community's desire for increased access to indoor recreation facilities for residents and visitors.

With support and funding from Greater Victoria Canadian Tire Dealers, Canadian Tire Jumpstart Charities gifted the Peninsula Recreation Commission a 13,200 square foot Jumpstart Multi Sport Court through its Inclusive Play Project. The remaining \$663,461 was approved by the CRD Board and came from the Peninsula Recreation Commission's capital plan for the site preparation, playground relocation, surfacing upgrades, design and permit fees and project management. The new Jumpstart Multi Sport Court at Panorama Recreation Centre opened on March 25, 2022.

The playground at Hamsterly Beach in Elk/Beaver Regional Park has been replaced with a new nature playground that opened on March 17, 2022. Elk/Beaver Regional Park is the busiest park in our system with close to 2 million visits in 2021.

On March 1, 2022, the CRD supported the people of Ukraine by lighting up the CRD headquarter building in blue and yellow as a sign of solidarity.

### **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 Q1, 2022, 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 Q1, 2022 as Appendix E.

### **Operating Variance Report – Q4, 2021**

The Operating Variance Report outlines the quarterly operating variance at the end of Q4. As we have a full year of actual results at Q4, the report compares these results against annual budget for services with an annual operating budget over \$1.5 million. These services comprise approximately 85% of the combined three entities CRD, Capital Regional Hospital District and Capital Regional Housing Corporation budgets for the year.

The report has been compiled by staff to outline how services have performed fiscally for the year, and highlights the year end surplus or deficit occurring by service. The actual results compared to budget are impacted by actual changes in activity, and considering service level delivery and associated funding impacts.

The quarterly Operating Variance Report, attached in Appendix F, highlights how much of the annual budget has been used for both expenditures and revenue, and outlines the treatment of the resulting surplus or deficit.

Spending to the end of the year, 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 variance report highlights that the majority of services tracked in line with the annual budget. Many of these services are providing essential services to our communities, such as delivery of water, wastewater management, and solid waste. The primary driver of variances from budget were due to higher demand and consumption.

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

The annual variance highlights some minor savings lower debt and property management costs, but otherwise the CRHD operations continued as planned.

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

CRHC variance was introduced into the Operating Variance Report this past year. Previously, CRHC variance reporting was provided in the annual financial planning process and in the annual audited financial statements. The variances are presented by portfolio and reflect the cost savings and revenue shortfalls forecasted for the various CRHC portfolios at the end of the year. 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 – Q4, 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 fourth 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 \$10.3 million in the fourth quarter of 2021, 28% lower than a forecast of \$14.4 million. Of the \$4.0 million variance, \$0.8 million is

related to timing of the aggregate production for Hartland Landfill into early 2022 due to the timing of a new production contract, and weather delays in Q4. Other notable projects include timing differences on the landfill gas utilization project for Hartland Landfill, timing of construction work for the multi-purpose sports field at Panorama Recreation, and completion under budget of NW Trunk sewer line rehabilitation sections 1 & 2 project in Core Area Wastewater system.

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

Capital expenditures on projects greater than \$0.5 million totaled \$7.4 million in the fourth quarter of 2021, 11% lower than a forecast of \$8.3 million. The variance is mainly due to a minor delay in the demolition work on Oak Bay Lodge. Project completion has been revised to mid 2022.

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

Capital expenditures on projects greater than \$0.5 million totaled \$3.8 million in the fourth quarter of 2021, 46% lower than a forecast of \$7.1 million. Variances within the CRHC portfolio are mainly due to timing on consultant and contractor tendering for the Michigan Redevelopment project now moving forward in 2022 and timing of routine capital replacements.

#### **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 4 metrics information is reflective of the impact from the COVID-19 pandemic including Public Health Orders, 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 focus on workplace health and safety remains a 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 20.5% 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.

**CONCLUSION**

The CAO Quarterly Progress Report No. 1 - 2022 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. 1 - 2022 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 Q1, 2022
- Appendix C: Board Priorities Dashboard – Summary of Completed Actions
- Appendix D: Corporate Climate Change Initiatives
- Appendix E: Advocacy Dashboard Progress Q1, 2022
- Appendix F: Operating Variance Report Q4, 2021
- Appendix G: Capital Variance Report Q4, 2021
- Appendix H: Human Resources Trends and Corporate Safety Q4, 2021

# BC'S Top Employers

CRD







**Congratulations to  
the 2022 Career  
Service Recipients!**



Government Finance Officers Association

- Popular Annual Financial Reporting Award
- Distinguished Budget Presentation Award
- Canadian Award for Financial Reporting



# 2022 Cultural Competency Training

CRD



# Partnership of Water Sustainability in BC "Certificate of Champion Supporter"

CRD



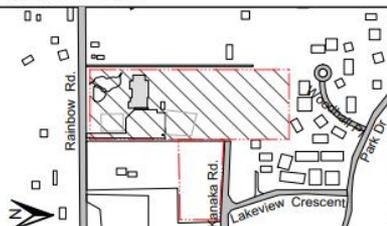
# Rainbow Road Recreation Centre Master Plan



1 of 3 conceptual designs being considered



## LOCATION PLAN



## LEGEND

1	AQUATIC CENTRE	11	COVERED PICNIC AREA
2	THERAPY/ LEISURE/ KIDS POOL AND LAZY RIVER	12	LAWN AREA FOR INFORMAL GATHERING
3	DAYCARE	13	COMMUNITY GARDEN (EXPANSION)
3B	FENCE PLAY AREA	14	COMMUNITY GARDEN (EXISTENT)
4	WATER SLIDE	15	PARKING
5	PRESCHOOL	16	MAINTENANCE FACILITY ON RAINBOW SITE
6	GYM MULTI-PURPOSE FACILITY	17	NATURAL TRAIL ALONG THE TREE COVERED AREA
7	COVERED MULTI-PURPOSE COURT (15M X 30M)	18	DISC GOLF COURSE ALONG TRAIL
8	NATURE-THEMED PLAYGROUND TODDLERS		
9	PLAYGROUND SCHOOL-AGE KIDS		
10	PET PARK (DIVIDED BY BREEN SIZE)		

5 10 20 30 50M  
CRD 4-2011



## 262 Rainbow Road RECREATION SITE MASTER PLAN

Option 3



# Panorama Sport Box Opening

CRD



# Hamsterly Beach Playground

CRD



# HQ Light Up for Ukraine

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.

# Board Priorities Dashboard ➤ Progress Report No. 13 – Q1 2022



## Community Wellbeing Transportation & Housing

<b>CONDITION LEGEND</b>	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<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.					<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 and March 31 2022 to discuss regional transportation priorities.</p> <p>An application has been submitted through the federal Active Transportation Fund.</p> <p><b>Media Release:</b> CRD seeks public input on Southern Gulf Islands Transportation Service options (Jan. 12 2022)</p>	<ul style="list-style-type: none"> <li>▶ Transportation working group meetings will continue through 2022 and into 2023 to action regional transportation priorities</li> <li>▶ 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)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing through to 2023</li> <li>▶ Ongoing through to 2023</li> </ul>
<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.					<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>		
<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>Funding provided for three new sub-projects following a Call for Proposals through the Reaching Home Program (Designated Communities funding stream) to support transitions into Regional Housing First Program (RHFP) and other new independent housing units. Funding confirmed for 2022/23 at \$3,146,662 (\$923,331 base + \$2,223,331 increase) and 2023/24 at \$3,113,690 (\$923,331 base + \$2,190,359 increase).</p> <p>As of end of Q1 2022, \$72.2M allocated through RHFP. Anticipated full allocation by end of 2022. Policy framework proposing options for future funding priorities and partnerships is in development.</p> <p>The SGI Housing Strategy has been completed and consideration by the Electoral Areas Committee, the Housing and Hospital Committee and CRD Board is taking place in April 2022. A 2022 SGI Housing Market Analysis has been completed and a Housing feasibility analysis is now underway to better understand challenges and identify solutions related to housing affordability.</p>	<ul style="list-style-type: none"> <li>▶ Continue to implement Reaching Home Program</li> <li>▶ Staff to explore and consider options for a housing partnership program to follow the Regional Housing First Program and report to Board</li> <li>▶ Staff to report to Board on housing strategy for the Southern Gulf Islands Electoral Area</li> <li>▶ Staff to consider implementation of actions from the SGI housing strategy to the 2023 service planning process</li> <li>▶ Continue to implement Regional Housing First Program</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing</li> <li>▶ Q2 2022</li> <li>▶ Q7 Q2 2022</li> <li>▶ Q2 2022</li> <li>▶ Q4 2022</li> </ul>



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.

# Board Priorities Dashboard ➤ Progress Report No. 13 – Q1 2022



## Climate Action & Environmental Stewardship

CONDITION LEGEND	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<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, 9 2022</i></li> </ul>	<p><b>Operationalized.</b> Continued work with utilities and all levels of government on policy and programming initiatives.</p> <p>Board adopted Bylaw No.4468 to amend the annual requisition of the climate action service to fund new initiatives in the CRD Climate Action Strategy.</p>		
<b>2b</b> Work with local governments to further reduce emissions from buildings, transportation and solid waste.					<p><b>Operationalized.</b> Following the Board adoption of the Climate Action Strategy, actions will be rolled out as outlined in the plan.</p> <p>CRD successfully received a federal grant to launch a region-wide outreach campaign to encourage the adoption of electric vehicles and electric bicycles and build capacity in key sectors.</p> <p>Continue to promote BC's home heating fuel-switching rebate program with municipal partners; continued to support Bring it Home 4 Climate program until June 2022.</p> <p>Coordinated regional contract to provide 'Cool It' climate action workshops in schools across the region. Will begin implementation of CRD's regional retrofit program and regional e-mobility awareness campaign. Will complete a regional public EV charging stations siting initiative to support a future grant application.</p>		
<b>2c</b> Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.					<p>Continued implementation of the short-term solid waste work plan, including creation of a solid waste municipal working group, development of a new waste reduction grant program and ongoing exploration of resource recovery and technology opportunities.</p> <p>Continued the procurement process with invited proponents for the design, construction and operation of a new facility that will upgrade biogas generated at Hartland Landfill to renewable natural gas in 2023.</p>	<ul style="list-style-type: none"> <li>▶ Present potential beneficial use opportunities for construction, renovation and demolition waste to the Board</li> <li>▶ Present material stream diversion opportunities to the Board</li> <li>▶ Launch the CRD's new waste reduction community grant program</li> <li>▶ Award the contract to design, build, operate and maintain (for a 5 year period) a biogas upgrading facility</li> </ul>	<ul style="list-style-type: none"> <li>▶ Q2 2022</li> <li>▶ Q2 2022</li> <li>▶ Q2 2022</li> <li>▶ Q3 2022</li> </ul>
<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>RPC Jan. 26, 2021</i></li> <li>▶ <i>Board Feb. 9, 2021</i></li> <li>▶ <i>Board Mar. 16, 2022</i></li> </ul>	<p><b>Operationalized.</b> Board approval of 2022 Financial Plan including budget increase for Regional Parks, including a new Financial Model to raise funds to acquire regional parks.</p> <p>A new Regional Parks Strategic Plan is being developed and will be brought forward for Board approval in July 2022.</p> <p>Budget Motion Arising at March 16 Board meeting: Direct staff to review the effectiveness of the financing strategy for park land acquisition two years after implementation and report back to the Regional Parks Committee.</p>		
<b>2e</b> Develop model bylaws and best practices for use by municipalities and electoral areas.					Supported municipalities in preparing for next phase of BC Energy Step Code implementation by coordinating three workshops with local governments and industry.	<ul style="list-style-type: none"> <li>▶ Develop guidance documents to support public and multi-unit building EV charging</li> </ul>	<ul style="list-style-type: none"> <li>▶ Q3 2022</li> </ul>

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. 13 – Q1 2022

### First Nations Reconciliation

CONDITION LEGEND	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<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>A follow-up letter was sent to local First Nations regarding 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>Intercultural Skills Training was offered for CRD Directors in February 2022, and Cultural Competency trainings are being delivered for CRD staff, spring 2022.</p> <p>CRD First Nations Relations staff are supporting CRD planning efforts.</p>	<ul style="list-style-type: none"> <li>▶ Conduct exploratory discussions with WSÁNEĆ Leadership Council regarding an MOU with the CRD</li> <li>▶ Collaborate with Pacheedaht First Nation on involvement in land use decision-making</li> <li>▶ Organize Nation-specific cultural awareness events for staff, Directors and commissioners</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing</li> <li>▶ Ongoing</li> <li>▶ Q1-Q2 2022</li> </ul>
<b>3b</b> Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.					<p>Integrated Water Services continue to work towards water and wastewater service agreements with local First Nations.</p> <p>A consultant has been retained and work begun to recommend next steps for supporting Indigenous employment at the CRD.</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 the Pacheedaht Treaty Table where invited, seek to work with First Nations on achieving their economic goals.</p>	<ul style="list-style-type: none"> <li>▶ Create website content providing clear, accessible information on how to access CRD contract opportunities</li> <li>▶ Enhance procurement processes to create more First Nations business opportunities with the CRD</li> <li>▶ Negotiate a partnership agreement with the WSÁNEĆ 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>▶ Q2 2022</li> <li>▶ Q2 2022</li> <li>▶ Q3 2022</li> <li>▶ Ongoing</li> </ul>
<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.					<p>A new Manager, Archaeology has been hired to support all divisions to implement the Conservation and Protection of Heritage Sites Policy.</p> <p>The WSÁNEĆ Leadership Council (WLC) and the CRD through the approved draft WSÁNEĆ Land Altering Works MOU continue to meet quarterly to review upcoming works taking place in WSÁNEĆ Territory, and receive feedback from the Nations on the proposed works.</p> <p>Staff are supporting multiple CRD Divisions to work with First Nations on taking care of the land and water: including Regional Parks, Watershed, Regional Strategic Planning, Integrated Water Services, Environmental Protection, Environmental Resource Management, Housing, and SGI, SSI and JDF parks. First Nations Relations staff are supporting Regional Parks with First Nations' engagement regarding management planning and the Strategic Plan update, and JDF Community parks with First Nations' engagement in strategic planning.</p>	<ul style="list-style-type: none"> <li>▶ Continue to support all CRD Divisions to collaborate with First Nations in service delivery</li> <li>▶ Ask First Nations to provide input into educational content for Watershed tours</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing</li> <li>▶ Q3 2022</li> </ul>
<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.					<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-Q2 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. 13 – Q1 2022



Making a difference...together

CONDITION LEGEND	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>4a</b> 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.		
<b>4b</b> 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.		
<b>4c</b> Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.				▶ <i>Board Jan. 12, 2022</i>	<p><b>Operationalized.</b> The CRD Board approved a motion on January 12, 2022 to support an application to UBCM Community Emergency Preparedness Fund for the Evacuation Route Planning grant and directed staff to provide overall grant management.</p> <p>The CRD will conduct a functional Emergency exercise in October 2022.</p> <p>The new Emergency Management software is functional. The initial focus is on enhancing Incident and Spill Reporting to better align with policy.</p> <p><b>Board Resolution:</b> Community Emergency Preparedness Fund: Evacuation Route Planning Grant (Jan 12, 2022)</p>		
<b>4d</b> Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.				▶ <i>Board Mar. 16, 2022</i>	<p><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> <p><b>Media Release:</b> CRD and CRHD Boards Approve 2022 Financial Plans (Mar. 17, 2022)</p>		
<b>4e</b> Facilitate a discussion of the region's art facility needs and explore partnerships to support 100% participation in the CRD arts function.				▶ <i>PASC, Jan 19, 2022</i> ▶ <i>Board Feb. 9, 2022</i>	<b>Referred for consideration of the new Board.</b> At the February Board meeting the defeated recommendation that costs and timeline associated with a region-wide referendum on a full regional performing arts facilities service and policy options for sub-regional performing art facilities services be considered and is referred to the strategic planning session for the new Board.		
<b>4f</b> 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

<b>CONDITION LEGEND</b>	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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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="http://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.		

### Standing Committee Legend

- ▶ EAC = Electoral Area Committee
- ▶ EC = Environment Committee
- ▶ FNRC = First Nations Relations Committee
- ▶ GFC = Governance & Finance Committee
- ▶ HHC = Hospitals & Housing Committee
- ▶ PEC = Parks & Environment Committee
- ▶ PPSC = Planning & Protective Services Committee
- ▶ RAFSC = Regional Arts Facilities Select Committee
- ▶ RPC = Regional Parks Committee
- ▶ TC = Transportation Committee

For a summary of completed actions on progress visit: [www.crd.bc.ca/reporting](http://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](http://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
<p><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.</p>	<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> <li>▶ <b>TC Oct. 20, 2021</b></li> <li>▶ <b>Board Nov. 10, 2021</b></li> <li>▶ <b>Board Dec. 8, 2021</b></li> </ul>	<p><b>Operationalized. 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. 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> <p>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. 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. The Board Chair and Vice Chair met with the Minister of Transportation and Infrastructure on October 4, 2021 to discuss regional transportation priorities. The Board Chair sent a briefing note to the Minister requesting improved funding streams for regional active transportation infrastructure. <b>Media Release:</b> CRD Traffic Safety Commission Awards Fifth Annual Cst. Sarah Beckett Memorial Scholarship (Oct. 21 2021). <b>Media Release:</b> CRD Launches Public Engagement on Transportation in Southern Gulf Islands (Oct. 13 2021). <b>Board Advocacy:</b> Regional Transportation Priorities (Nov. 26 2021)</p>
<p><b>1b</b> Protect the E&amp;N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&amp;N corridor.</p>	<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> <li>▶ <b>Board Oct. 27, 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> <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><b>Media Release:</b> Canada announces support for rapid housing in Capital Regional District (Nov. 5, 2021)</p>



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.



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Climate Action & Environmental Stewardship

Board Initiatives	Resolutions	Comments
<p><b>2a</b> Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.</p>	<ul style="list-style-type: none"> <li>▶ <b>Board Feb. 13, 2019</b></li> <li>▶ <b>Board Apr. 10, 2019</b></li> <li>▶ <b>Board Apr. 8, 2020</b></li> <li>▶ <b>Board May 13, 2020</b></li> <li>▶ <b>COW Oct. 28, 2020</b></li> <li>▶ <b>Board Oct. 28, 2020</b></li> <li>▶ <b>Board Nov. 18, 2020</b></li> <li>▶ <b>Board Oct. 13, 2021</b></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 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.</p>
<p><b>2b</b> Work with local governments to further reduce emissions from buildings, transportation and solid waste.</p>	<ul style="list-style-type: none"> <li>▶ <b>PEC May 22, 2019</b></li> <li>▶ <b>Board June 12, 2019</b></li> <li>▶ <b>Board Oct. 13, 2021</b></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. 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>Both phases of the regional retrofit program business case are complete. 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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## Climate Action & Environmental Stewardship



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<p><b>2c</b> Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.</p>	<ul style="list-style-type: none"> <li>▶ <b>Board Mar. 13, 2019</b></li> <li>▶ <b>Board May 8, 2019</b></li> <li>▶ <b>Board June 12, 2019</b></li> <li>▶ <b>PEC Sept. 4, 2019</b></li> <li>▶ <b>Board Sept. 11, 2019</b></li> <li>▶ <b>Board Feb. 12, 2020</b></li> <li>▶ <b>ESC July 15, 2020</b></li> <li>▶ <b>Board Aug. 12, 2020</b></li> <li>▶ <b>Board Sept. 9, 2020</b></li> <li>▶ <b>ESC Sept. 16, 2020</b></li> <li>▶ <b>Board Oct. 14, 2020</b></li> <li>▶ <b>Board Nov. 18, 2020</b></li> <li>▶ <b>ESC Jan. 20, 2021</b></li> <li>▶ <b>Board Feb. 10, 2021</b></li> <li>▶ <b>ESC Feb. 17, 2021</b></li> <li>▶ <b>Board Mar. 10, 2021</b></li> <li>▶ <b>Board July 14, 2021</b></li> <li>▶ <b>ESC July 21, 2021</b></li> <li>▶ <b>Board Oct. 13, 2021</b></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> <p>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.</p> <p>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.</p> <p><b>Media Release:</b> CRD Celebrates Waste Reduction Week with Giveaway, Public Tours (Oct. 18, 2021).</p>



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# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Climate Action & Environmental Stewardship

Board Initiatives	Resolutions	Comments
<p><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.</p>	<ul style="list-style-type: none"> <li>▶ <b>Board Apr. 10, 2019</b></li> <li>▶ <b>PEC Oct. 23, 2019</b></li> <li>▶ <b>COW Oct. 30, 2019</b></li> <li>▶ <b>Board Oct. 30, 2019</b></li> <li>▶ <b>Board Nov. 13, 2019</b></li> <li>▶ <b>Board Mar. 11, 2020</b></li> <li>▶ <b>Board Mar. 18, 2020</b></li> <li>▶ <b>Board Apr 8, 2020</b></li> <li>▶ <b>Board May 13, 2020</b></li> <li>▶ <b>Board June 10, 2020</b></li> <li>▶ <b>Board June 24, 2020</b></li> <li>▶ <b>RPC Sept. 30, 2020</b></li> <li>▶ <b>RPC Jan. 27, 2021</b></li> <li>▶ <b>Board Feb. 10, 2021</b></li> <li>▶ <b>RPC Feb. 24, 2021</b></li> <li>▶ <b>Board Mar. 10, 2021</b></li> <li>▶ <b>Board July 14, 2021</b></li> <li>▶ <b>Board Oct. 27, 2021</b></li> <li>▶ <b>RPC Nov. 24, 2021</b></li> <li>▶ <b>Board Nov. 10, 2021</b></li> <li>▶ <b>Board Dec. 8, 2021</b></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). 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. <b>Media Release:</b> CRD Regional Parks signs license agreement with Sooke Bike Club (Dec. 1, 2021).</p>
<p><b>2e</b> Develop model bylaws and best practices for use by municipalities and electoral areas.</p>	<ul style="list-style-type: none"> <li>▶ <b>PEC July 24, 2019</b></li> <li>▶ <b>Board Aug. 14, 2019</b></li> <li>▶ <b>COW Oct. 30, 2019</b></li> <li>▶ <b>Board Oct. 30, 2019</b></li> <li>▶ <b>PEC Nov. 27, 2019</b></li> <li>▶ <b>ESC July 15, 2020</b></li> <li>▶ <b>Board Aug. 12, 2020</b></li> <li>▶ <b>RPC Oct. 28, 2020</b></li> <li>▶ <b>Board Nov. 18, 2020</b></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> <p>Hosted a Zero Emission Vehicle Transportation showcase as part of the Zero Emissions Fleet Initiative Partnership with UVic in October 2021.</p> <p>Coordinated Step Code consultation planning on behalf of municipal partners.</p>





# Board Priorities Dashboard

## First Nations Reconciliation

### ➤ 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>▶ <b>Board June 12, 2019</b></li> <li>▶ <b>FNRC Feb. 26, 2020</b></li> <li>▶ <b>Board Mar. 11, 2020</b></li> <li>▶ <b>Board Oct. 14, 2020</b></li> <li>▶ <b>COW Oct. 28, 2020</b></li> <li>▶ <b>Board Oct. 28, 2020</b></li> <li>▶ <b>Board Nov. 18, 2020</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>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 on 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. <b>Media Release:</b> 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> <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. A provider has been identified to offer Cultural Safety Training Program for both CRD staff, with training sessions scheduled for spring 2022.</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.



# Board Priorities Dashboard

## First Nations Reconciliation

### ➤ Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<p><b>3b</b> Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.</p>	<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. Integrated Water Services continue to work towards water and wastewater service agreements with local First Nations.</p> <p>The 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. 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> <p>Web content created outlining requirements and process for 'working with the CRD' to support Indigenous-led businesses to bid on CRD projects. 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>



The CRD Board will take measurable steps toward developing respectful government-to-government relationships and partnerships with First Nations to foster shared prosperity for all.



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### First Nations Reconciliation

Board Initiatives	Resolutions	Comments
<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.</p>	<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). 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>
<p><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.</p>	<ul style="list-style-type: none"> <li>▶ <b>FNR Sept. 22, 2021</b></li> </ul>	<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>



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.



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Advocacy, Governance & Accountability

Board Initiatives	Resolutions	Comments
<p><b>4a</b> Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.</p>	<ul style="list-style-type: none"> <li>▶ <i>EAC Mar. 13, 2019</i></li> <li>▶ <i>EAC July 10, 2019</i></li> <li>▶ <i>Board July 10, 2019</i></li> <li>▶ <i>EAC Jan. 8, 2020</i></li> <li>▶ <i>Board Jan. 8 2020</i></li> <li>▶ <i>Board Feb. 12, 2020</i></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>
<p><b>4b</b> Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.</p>	<ul style="list-style-type: none"> <li>▶ <i>Board Jan. 9, 2019</i></li> <li>▶ <i>EAC Mar. 13, 2019</i></li> <li>▶ <i>EAC Apr. 10, 2019</i></li> <li>▶ <i>EAC July 10, 2019</i></li> <li>▶ <i>Board July 10, 2019</i></li> <li>▶ <i>EAC Sept. 11, 2019</i></li> <li>▶ <i>Board Sept. 11, 2019</i></li> <li>▶ <i>Board Feb. 12, 2020</i></li> <li>▶ <i>Board Sept. 9, 2020</i></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. <b>Media Release:</b> CRD Initiates Study to Support Transportation Options in the Southern Gulf Islands (Apr. 28, 2021).</p>

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# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Advocacy, Governance & Accountability

Board Initiatives	Resolutions	Comments
<p><b>4c</b> Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.</p>	<ul style="list-style-type: none"> <li>▶ <b>EAC July 8, 2020</b></li> <li>▶ <b>Board July 8, 2020</b></li> <li>▶ <b>PTPSC July 15, 2020</b></li> <li>▶ <b>EAC Nov. 4, 2020</b></li> <li>▶ <b>Board Nov. 18, 2020</b></li> <li>▶ <b>EAC Feb. 10, 2021</b></li> <li>▶ <b>Board Feb. 10 2021</b></li> <li>▶ <b>EAC May 12, 2021</b></li> <li>▶ <b>Board May 12, 2021</b></li> <li>▶ <b>Board Oct. 13, 2021</b></li> <li>▶ <b>Board Dec. 8, 2021</b></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 <b>'What we heard' report</b>. 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 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). 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. The Fire Dispatch provider transition was successfully completed on December 7, 2021. <b>Media Release:</b> Provincial Disaster Financial Assistance Available to CRD Electoral Area Residents (Nov. 22, 2021).</p>
<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.</p>	<ul style="list-style-type: none"> <li>▶ <b>GFC Oct. 7, 2020</b></li> <li>▶ <b>Board Oct. 14, 2020</b></li> <li>▶ <b>COW Oct. 28, 2020</b></li> <li>▶ <b>Board Oct. 28, 2020</b></li> <li>▶ <b>Board Mar. 24, 2021</b></li> <li>▶ <b>Board May 12, 2021</b></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

### Advocacy, Governance & Accountability

Board Initiatives	Resolutions	Comments
<p><b>4e</b> Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.</p>	<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> <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>	<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, +SGL, -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). Board referred matter back to the Performing Arts Facilities Select Committee for further review of regional and sub-regional options.</p>
<p><b>4f</b> Explore how the CRD can best contribute to regional economic development.</p>	<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
<p><b>Business capacity &amp; continuity:</b> Advance our workforce planning &amp; Organizational Health &amp; Safety programs to support organizational capacity &amp; resilience.</p>	<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.  <i>*Many media releases have been distributed as a result of COVID-19. For a full list <a href="#">click here</a>.</i></p>
<p><b>Fiscal responsibility:</b> Integrate asset management &amp; risk analysis into our capital planning processes to strengthen our fiscal management practices &amp; support resource sustainability.</p>	<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><b>Operationalized.</b> 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>Executing service planning and annual check-in program. Life-cycle policy and procedures work completed with work to commence in Q1 2022.</p>
<p><b>Transparency:</b> Streamline our service planning tools &amp; establish KPIs to effectively track &amp; report progress on Board Priorities, Corporate Projects &amp; operational service activities, thereby enhancing accountability.</p>	<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>
<p><b>Efficiency &amp; collaboration:</b> Develop a partnership directory &amp; guidelines document to guide staff &amp; existing potential partner groups &amp; enable greater collaboration.</p>	<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

### Accountability

Corporate Initiatives	Resolutions	Comments
<p><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.</p>	<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><b>Operationalized.</b> 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. <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="http://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, APRIL 13, 2022**

**APPENDIX D  
CORPORATE CLIMATE CHANGE INITIATIVES**

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To execute actions identified within the CRD's CRD Electric Vehicle (EV) Infrastructure Roadmap and CRD Climate Action Strategy, staff have been working with municipal partners to advance a number of projects related to electric mobility, as follows:

The CRD was successful in receiving a \$224,000 federal grant from the Zero Emission Vehicle Awareness Initiative to launch a region-wide outreach campaign to encourage the adoption of EVs and electric bicycles (e-bikes). The campaign will consist of on-the-ground events that will deploy a mobile outreach unit comprised of EVs, e-bikes, and EV chargers, where the public will be able to interact with and learn about the technology through hands-on experiences. The project will also engage key sectors, including strata councils and trades practitioners (e.g., automobile mechanics), through planning support and capacity-building events. The project involves many municipal and community partners and the planning and development of the campaign has begun.

With the District of Saanich, staff submitted a grant request to the BC Hydro Sustainability Communities program to develop public EV charging installation guidelines to support private land owner/businesses to install public charging stations.

The CRD-led joint application with City of Victoria, Township of Esquimalt and Town of View Royal to the federal Zero Emission Vehicle Infrastructure Program was successful. This will provide \$460,000 for the installation of 110 electric vehicle chargers at 17 sites within the region, encompassing both corporate and public vehicle charging. Staff are actively negotiating the final contribution agreement, and will then administer the grant on behalf of partners, and begin installing the corporate chargers over the next two years.

The final results of the corporate-focused Zero Emissions Fleet Initiative was presented to the Board for information. This multi-year project was co-funded by a Federation of Municipalities (FCM) Green Municipal Fund (GMF).

Staff continued to work with program partners to offer the Bring It Home 4 Climate program, providing virtual support toward decarbonization retrofits in homes across the region. In addition, the CRD continued to promote BC's home heating fuel-switching rebate program with municipal partners, including hosting a Group Purchase Rebate code for the region and organizing a "Considering a Heat Pump" webinar.

Staff worked with several municipalities that have already adopted the BC Energy Step Code voluntarily to coordinate next phase Step Code industry consultation activities. This included one

webinar with municipalities, and two virtual engagement sessions with the building industry focused on Step Code acceleration pathway options.

Staff continued to work with BC Sustainable Energy Association to deliver the Cool It! Program, which provides climate action workshops to schools across the region. The contract is managed on behalf of several municipalities, with 25 regionally distributed workshops funded by the CRD and 43 additional workshops funded by municipalities (21 by Saanich, 15 by Victoria, and 7 by Central Saanich).

From a corporate buildings perspective, the CRD was successful in its application to the FCM GMF Community Building Retrofit Program. The \$148,400 grant will be used to develop a 20-year pathway to reduce carbon emissions by 80% in the CRD's prominent community buildings: Panorama Recreation Centre, SEAPARC Leisure Complex, and Rainbow Road Recreation Centre. This greenhouse gas (GHG) reduction pathway feasibility study will set the ground work for achieving the CRD's corporate emission reduction targets, as these three facilities contribute approximately 40% of total corporate GHG emissions from building operations. An energy study for the CRD Headquarters building was also completed. This identified both short-term energy efficiency improvements and larger GHG reduction retrofit projects to significantly reduce the carbon emissions of the building.

Finally, staff completed the annual corporate GHG emissions inventory and led the development of the 2021 CRD Climate Action Annual Report. This report will be presented to the Environmental Services Committee on April 20, 2022.



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.	✓	✓		✓	<p>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></p>	<p>Report on Provincial Budget Submissions indicates no relief.</p> <p>In relation to this request, in March 2021, BC Assessment made CRHC properties exempt from property tax consistent with CRD owned properties.</p>
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.	✓	✓	✓	✓	<p><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></p>	



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> Virtual Meeting with Minister Fleming March 31, 2022	



Tracking #	Issue	Objective	Advocates				Comments	Status/Update
			Board	LG/EA	Partner	Staff		
19-02-01	<b>Climate Emergency</b>	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	<b>Climate Action Leadership</b>	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	<b>Solid Waste Policy Advocacy</b>	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	<b>Parkland Acquisition</b>	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>                      Letter from <a href="#">Minister Robinson</a>                      Met with senior provincial staff on March 7, 2019 and agreed to follow up as required.                      Letters to <a href="#">MPs (Collins, Garrison, MacGregor and May)</a>                      Letter to <a href="#">JOLÉP (Tsartlip First Nation) Chief and Council</a>                      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	<b>Electoral Areas Rural Status</b>	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	<b>Abandoned Boats</b>	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	<b>Canada Goose Management Strategy</b>	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	<b>Deer Management</b>	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	<b>Elk &amp; Beaver Lake Remediation</b>	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	<b>Weed Control Invasive Species</b>	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	<b>Ocean Legacy Foundation Report</b>	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	<b>Advocate to allow stacking of gas tax funds to contribute projects for municipalities and electoral areas</b>	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	<b>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</b>	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	<b>Write to UBCM and FCM asking them to advocate to the Federal</b>	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		
	<p><b>Government to broaden the guidelines of Community Works Funds for capital and operating expenditures as a result of the COVID-19 pandemic</b></p>	<p>one year subject to local government due diligence and as long as expenditures are in the public interest.</p>					<p>Letter from <a href="#">FCM</a> Letter from <a href="#">UBCM</a> 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> Virtual Meeting with MP Collins January 14, 2022 Virtual Meeting with MP MacGregor January 28, 2022	

**Capital Regional District**  
**Quarterly Operating Variance Report - Q4, 2021**  
**Service Budgets Greater than \$1,500,000**

Service Number	Service Description	Operating Expenses			Operating Revenue			2021 Surplus / (Deficit)				
		Annual Budget \$ (Schedule A)	Actual \$	% Budget (over)/under	Annual Budget \$ (Schedule A)	Actual \$	% Budget (over)/under	\$	% Budget	Treatment of Surplus / (Deficit)		
1.010	Legislative & General	25,887,694	24,453,376	6%	Largely due to one-time savings on timing of staff vacancies, and deferral of some one-time spending from 2021 to 2022.	25,887,694	26,902,828	-4%	Half of 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.	2,449,452	9%	Transfer \$1.2m to Operating Reserve Fund and Carryforward \$1.2m to 2022
1.105	Facility Management	1,690,872	1,432,932	15%	Service involves the provision of facilities management services to CRD HQ and satellite facilities, and IWS facilities. Savings are due to one-time staff vacancies.	1,690,872	1,446,130	14%	Revenue largely from provision of facilities management services. Under budget due to one-time vacancies throughout the year.	13,198	1%	Transfer to Operating Reserve Fund
1.226	Health Facilities - VIHA	1,580,254	1,631,243	-3%	Service involves leasing of CRD buildings to VIHA, and is 100% recovery from tenant. Any potential surpluses are returned to tenant. Expenditures higher than budget due to higher utility and maintenance costs partially offset by reduced work service levels as a result of COVID-19 restrictions.	1,580,254	1,631,243	-3%	Service involves leasing of CRD buildings to VIHA and is 100% recovery from tenant. Any potential surpluses are returned to tenant.	0	0%	N/A
1.280	Regional Parks	16,391,381	16,061,678	2%	Savings are due to one-time staff vacancies partially offset by extra costs related to bylaw enforcement and rangers in the park.	16,391,381	16,728,592	-2%	Revenues primarily from requisition. Additional revenue received from internal recovery, higher one-time grants, fee revenues and \$200,000 from COVID-19 Restart funding.	666,914	4%	Transfer to Capital Reserve Fund
1.297	Arts Grants & Development	2,942,074	2,930,219	0%	Service is a grant funding service at full compliment, with grant funds available to arts organizations disbursed in line with budget.	2,942,074	2,966,787	-1%	Revenues primarily from requisition. Additional revenue received from internal recovery and one-time municipal contribution.	36,568	1%	Transfer \$5k to Equipment Reserve Fund, and \$32k to Operating Reserve Fund
1.310	Land Banking & Housing	2,692,517	2,520,273	6%	Under budget due to savings from one-time staff vacancies.	2,692,517	2,737,155	-2%	50% requisition, 48% grants and other, 2% surplus carry forward. Additional revenue in federal grants related to Reaching Home program.	216,882	8%	Transfer \$105k to Operating Reserve Fund and \$111k Carry forward to 2022
1.311	Regional Housing Trust Fund	4,511,970	297,147	93%	Expenses are driven by grants to 3rd party housing service providers, which can vary based on eligibility and selection, as well as timing of municipal approvals. Surpluses are carried forward.	4,511,970	4,550,900	-1%	78% from surplus carry forward, 22% from requisition. Additional revenue due to interest revenue.	4,253,753	94%	Carry forward to 2022
1.318	Building Inspection	1,653,290	1,419,910	14%	Underspend largely due to one-time staff vacancies and reduced travel costs due to COVID-19.	1,653,290	1,645,148	0%	Revenues are approximately 70% from permit fees; 30% requisition. Revenue is on budget for 2021. Permit fee revenue is higher than budget due to an increased number of permit requests and a new permit fee structure implemented in Q2. This increase in revenue was offset by a reduced transfer from the operating reserve fund.	225,238	14%	Transfer \$100k to Operating Reserve Fund and \$125k to Equipment Reserve Fund
1.324	Regional Planning Services	1,662,662	1,200,339	28%	Savings are due to underspending on program development costs, including Implementation of Data Review project (fewer bike counters required); and auxiliary wages and contractor costs.	1,662,662	1,665,370	0%	Revenues for service are primarily requisition and fixed allocation. Small variance due to interest income and the sale of bike maps.	465,031	28%	Transfer \$277k to Operating Reserve Fund and \$188k to Equipment Replacement Fund
1.40X	SEAPARC	3,684,094	3,681,930	0%	Throughout the year, the service monitored and responded to health orders that limited the levels of indoor programs. Savings in Q1 and Q2 in payroll, utilities, and reduced general operations occurred due to limits on programming. These savings were later offset by increased operations in Q3 and Q4.	3,684,094	3,858,992	-5%	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, this was offset in Q3 and Q4 which experienced higher activity including the return of annual memberships, resulting in actuals exceeding plan.	177,062	5%	Transfer to Capital Reserve Fund
1.44X	Panorama Rec. Center	8,071,561	7,816,325	3%	Throughout the year, the service monitored and responded to health orders that limited the levels of indoor programs. Savings were seen in lower than budgeted maintenance costs, vacant positions, and utilities costs.	8,071,561	8,779,854	-9%	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 and Q4 experienced higher recreation activity, along with the introduction of a new child care service area that is fully funded from grants and fees, resulting in actuals exceeding plan.	963,529	12%	50% Transfer to Capital Reserve Fund, 25% Transfer to Equipment Replacement Fund and 25% to Operating Reserve Fund
1.459*	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,759,079	1,761,859	0%	Throughout the year, the service monitored and responded to health orders that limited the levels of indoor programs. Higher levels of activity and provision of programs in Q3 and Q4 resulted in expenses coming in line with plan.	1,759,079	1,786,379	-2%	Health orders limiting the provision of indoor programs ended in Q3 resulting in pool fees and annual membership revenue above plan. The service also received additional Safe Restart grant funding to support the core budget.	24,520	1%	Transfer \$4k to Operating Reserve Fund and transfer \$21k to Capital Reserve Fund
1.521	Environmental Resource Management	25,260,498	27,132,333	-7%	Experienced higher operating costs due to increased landfilling of standard refuse and controlled waste (Residual Treatment Facility) tonnages, and additional contribution to sustainability reserve.	25,260,498	32,334,865	-28%	Revenues exceeded budget largely due to higher than estimated waste revenues during a strong construction and development market, as well as additional tonnages of controlled waste. Other minor increases in revenue from higher use of kitchen scraps facility and stronger than anticipated scrap metal markets.	5,202,532	21%	Transfer to Capital Reserve Fund
1.576	Environmental Engineering Services	2,802,602	2,181,032	22%	Service involves the delivery of engineering and project management to multiple services in the CRD's recreation and environmental management services. Savings are largely due to temporary staff vacancies (18%).	2,802,602	2,429,877	13%	Revenue driven by providing engineering and project management service to multiple service in the CRD's recreation and environmental services areas.	248,845	9%	Carry forward to 2022 of \$55K for vehicle purchase, \$115K to support densification initiative, and balance of \$79K transfer to Equipment Replacement Fund
1.577	IW - Environmental Operations	11,626,417	11,432,190	2%	Overhead service budget, delivering services as planned. Expenditures slightly under budget due to temporary staff vacancies providing salary savings.	11,626,417	12,145,743	-4%	Revenues are driven by providing services to other CRD services. Additional recovery revenue provides favourable variance.	713,553	6%	Transfer to Equipment Replacement Fund
1.578	Environmental Protection and Water Quality	8,238,988	7,758,690	6%	Overhead service budget provided service as planned for the year. Savings largely due to one-time staff vacancies.	8,238,988	8,006,093	3%	Revenues are driven by providing services to other CRD services. Under budget as a result of less labor allocation charges due to temporary staff vacancies.	247,403	3%	Transfer to Equipment Replacement Fund
1.911	911 Systems	2,595,230	2,522,108	3%	This service receives 911 levy contributions from phone carriers and pays a portion of these to municipalities. Reduced 911 levies from phone carriers resulted in a lower payment distribution compared to budget.	2,595,230	2,491,298	4%	Sources of revenue are fixed source requisitions, lease revenue, and variable 911 levies received from phone carriers. Under budget due to a drop in 911 levies.	(30,810)	-1%	Reduced transfer to Equipment Reserve Fund
1.921	Regional CREST	1,723,234	1,719,935	0%	This is a contribution service that provides support to CREST based on a service agreement. Operating expenses were on track with the budget.	1,723,234	1,721,493	0%	Operating revenue is primarily from requisition and was in line with budget.	1,558	0%	Carry forward to 2022
2.610	Saanich Peninsula Water Supply	7,169,999	7,642,515	-7%	Operational services and system maintenance continued as planned. Expenditures were higher than budget due to increased bulk water purchases.	7,169,999	8,148,105	-14%	Revenues are driven by seasonal water sales. Demand exceeded budgeted 6.8 million cubic metres for 2021 due to increased temperatures and lack of precipitation over the summer.	505,590	7%	Transfer to Capital Reserve Fund
2.670	Regional Water Supply	34,921,283	34,549,162	1%	Operational services and system maintenance continued as planned. Operational savings resulted from one-time staff vacancies. These savings are partially offset by increased fleet costs and an increase in agricultural water subsidy expense for the year related to higher consumption.	34,921,283	37,798,457	-8%	Revenues are driven by seasonal water sales. Demand exceeded the budgeted 48.0 million cubic metres for 2021 due to increased temperatures and lack of precipitation over the summer.	3,249,295	9%	Transfer to Water Capital Fund
2.680	Juan de Fuca Water Distribution	20,793,372	22,030,834	-6%	Operational services and system maintenance are continuing as planned. Operational costs exceed budget primarily due to increased bulk water purchases.	20,793,372	24,024,083	-16%	Revenues are driven by seasonal water sales. Demand exceeded the budgeted 8.9 million cubic metres for 2021 due to increased temperatures and lack of precipitation over the summer.	1,993,249	10%	Transfer to Water Capital Fund
3.717	Core Area Wastewater Operations	29,338,628	23,742,784	19%	Expanded wastewater treatment and conveyance operations (i.e. existing and new infrastructure) began in Q1 2021. Savings in electricity, chemicals, and R&M were partially offset by increased contract for services in the first year of treatment and conveyance operations. Temporary savings from reduced residual treatment payments occurred throughout 2022, due to quality assurance and operational optimization issues. It is expected the Residual Treatment Facility will be operating as intended in 2022.	29,338,628	28,387,428	3%	Service revenues are primarily from requisition. Revenue is under budget due to delays in operational readiness of the OMS receiving facility at the Residual Treatment Facility.	4,644,644	16%	\$2.2M - RTF Operating Reserve Fund \$921k - Core Area Operating Reserve Fund \$919k - Equipment Replacement Fund \$387k - Env Programs Operating Reserve Fund \$197k - Carry forward to 2022 to offset one-time Environmental Programs, net new equipment
3.718	Saanich Peninsula Wastewater	4,404,946	3,855,757	12%	Services delivered on plan. Total annual expenditures resulted in a favourable variance as a result of operational delays on the OMS receiving facility.	4,404,946	4,233,627	4%	Service revenues are primarily from requisition. Total annual revenues under budget as a result of lower heat recovery revenue from Panorama Rec.	377,870	9%	Transfer \$373k to Capital Reserve Fund and \$5k to Operating Reserve Fund (Env. Services)
3.755	Regional Source Control	1,685,236	1,567,030	7%	Operational services continued as planned. Variance due to further delaying the Enhanced Key Manhole sampling project to 2022, resulting from COVID-19 related business interruptions and reduction in tourism.	1,685,236	1,592,078	6%	Service revenues are primarily from requisition. Less reserve funds required in 2021, as funding the Enhanced Key Manhole sampling project is deferred to 2022.	25,048	1%	Transfer to Operating Reserve Fund
Total Services above		223,087,881	81%	223,087,881	81%							
Other CRD Services		52,368,736	19%	52,368,736	19%							
Total CRD*		275,456,617		275,456,617								

**Capital Regional District**  
**Quarterly Operating Variance Report - Q4, 2021**  
**Service Budgets Greater than \$1,500,000**

Service Number	Service Description	Operating Expenses				Operating Revenue				2021 Surplus / (Deficit)		
		Annual Budget \$ (Schedule A)	Actual \$	% Budget (over)/under	Explanation	Annual Budget \$ (Schedule A)	Actual \$	% Budget (over)/under	Explanation	\$	% Budget	Treatment of Surplus / (Deficit)
CRHD	Capital Regional Hospital District	36,111,357	35,797,589	1%	Savings are primarily due to lower debt servicing and property management costs.	36,111,357	35,849,077	1%	Less reserve funds required due to term position vacancy and savings on property management budgets.	51,488	0%	Transfer to Administration and Feasibility Reserve
	Total CRHD	36,111,357				36,111,357						
CRHC	Administration	2,404,290	2,247,616	7%	Savings due to temporary staff vacancies and hiring lags.	2,604,290	2,610,709	0%	The Administration revenues are directly tied to property management fees and are as planned. Revenues in line with budget.	163,093	6%	Transfer to Operating Reserve Fund
CRHC	Development Services	714,500	354,976	50%	The Development Services expenses are directly tied to capital project fees and are under budget due to timing of approved projects.	714,500	367,871	49%	The Development Services revenues are directly tied to capital project fees and are under budget due to timing of approved projects.	12,895	2%	Transfer to Operating Reserve Fund
CRHC	UOA buildings	12,509,757	12,597,665	-1%	Minor variance related to higher utility and maintenance expenses.	12,742,465	12,925,378	-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.	95,005	1%	Transfer to Operating Reserve Fund
CRHC	ILBC building	673,604	672,793	0%	Portfolio delivered on plan.	679,433	657,984	3%	The ILBC building revenues are made up of grants and rents tied to occupancy controlled by Island Health. Under budget due to vacancies managed by Island Health.	(20,638)	-3%	Transfer to Operating Reserve Fund
CRHC	NOA buildings	1,260,439	1,246,405	1%	Savings due to caretaker vacancies and hiring lags and lower than planned insurance deductible payments.	1,603,626	1,623,773	-1%	The NOA building revenues are made up of tenant rents, with the increase in rent revenue due to turnover in affordable units.	34,181	2%	Transfer to Operating Reserve Fund
CRHC	RHFP buildings	7,265,797	6,936,743	5%	Savings due to caretaker vacancies and hiring lags and lower than planned maintenance, insurance premium and insurance deductible payments.	6,168,012	5,833,633	5%	Under budget due to slower than planned rent-up of new buildings. Portfolio deficit addressed by transfers from operating reserve and capital surpluses.	(5,325)	0%	Transfer to Operating Reserve Fund
CRHC	IHI building	670,871	664,663	1%	Savings due to caretaker vacancies and hiring lags and lower than planned insurance deductible payments.	812,668	834,964	-3%	The IHI building revenues are made up of tenant rents, with the increase in rent revenue due to turnover in affordable units.	28,504	4%	Transfer to Operating Reserve Fund
	Total CRHC**	25,499,258				25,324,994						
	Total Services (CRD + CRHD + CRHC)	337,067,232				336,892,968						

\*Amended Budget as at November 10, 2021 (#Bylaw 4456)  
\*\*Amended Budget as at July 14, 2021 (CRHC Board Approved)

**Capital Regional District**  
**2021 - Quarter 4 - Capital Plan Report**  
**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 4					
Q4 Budget	Q4 Forecast	Q4 Actuals	Variance (over) / under	Variance % (over) / under	Q4 Variance Explanation (if necessary)

Total 2021				
Total 2021 Amended Budget (as per approved budget)	Total 2021 Forecast	Total 2021 Actuals	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	

-	5,839,828	5,989,920	(150,092)	-3%	As of the end of 2021 the majority of construction has been completed. Both Arbutus Attenuation Tank and Clover Point Pump Station reached substantial completion with major holdbacks released. The budget includes committed funds to complete the remaining works, and closeout the construction contracts. Final costs and project closeout to occur in 2022.
2,000,000	35,000	30,209	4,791	14%	Preliminary design and planning costs carried on from Q3 into Q4. Forecast construction works to occur in summer 2022. Project in scope and on budget.
-	830,871	145,498	685,373	82%	Project was substantially completed under budget in Q3 2021. Ongoing review for quality assurance with contractors in Q4. Project has been completed under budget, with some minor closeout costs to be incurred in 2022.
-	200,000	109,654	90,346	45%	Q4 variance due to continuing COVID related supply chain delays. Work scheduled to be completed in Q1 2022. Project still in scope and on budget.
-	414,000	468,263	(54,263)	-13%	Two trucks delivered in Q4 as budgeted. Tooling for trucks resulted in quarterly spending variance. Additional vehicles planned for 2022 and 2023 due to extensive lead times. Tooling for trucks will coincide with purchase.
-	60,000	78,362	(18,362)	-31%	Multi-year project substantially complete in Q1. Residual closeout costs occurred in Q4, including interim warranty inspection. Overall project complete in scope and under budget.
250,000	100,000	48,568	51,432	51%	Variance due to resourcing and scheduling constraints delaying substantial portion of project to 2022. Project management costs incurred in 2021 and continuing to 2022.
2,000,000	100,000	105,344	(5,344)	-5%	Phase 1 was substantially completed in Q3, with post construction performance monitoring work beginning in Q4, to be completed in 2022. Remaining phases deferred to 2022 and are being re-evaluated to determine if the work is necessary. Project is in scope and on budget.
1,480,000	20,000	-	20,000	100%	Planning and design work deferred to commence in Q1 2022. Design work forecast to be complete in 2022, with construction beginning 2023. Staff resources have been redirected to other projects.
600,000	60,000	52,554	7,446	12%	Consultant was hired in Q1 and delivered the Preliminary Design Report in Q4. Detailed design, construction and equipment cost to be deferred to 2022. Total project is still in scope and on budget.
-	5,500	7,559	(2,059)	-37%	Land purchase complete in Q1. Security infrastructure work delayed in Q3 due to fire risk, with majority of security works completed in Q4. Minor closeout costs to occur in 2022.
600,000	-	-	-	0%	Project is deferred to 2024, with scope changed to a feasibility study to determine maintaining vs removal of dam. Budget has been reduced to \$100k in 2022-2026 capital plan to reflect the cost of the feasibility study.
2,530,000	500,000	553,215	(53,215)	-11%	Project delays due to complexity of contract with multiple parties. Project was tendered in Q2 and awarded in Q3. Construction started in late Q4. Total project is still in scope and on budget, with completion deferred into 2022.
3,220,000	150,000	111,988	38,012	25%	Project consultancy expenditures for design work began in Q2 and continued through Q4. Tender for construction work issued in Q4. Construction to begin in Q1, 2022. Project on budget and in scope.
-	25,000	1,913	23,087	92%	Completion of Marwood, Penwood Drive, and Luxton Road AC replacement. Closing costs occurred in Q4. Overall 2021 phase of multi-year project completed in 2021 in scope and under budget. Design for 2022 completed in Q4 2021.
250,000	200,000	58,569	141,431	71%	Expenditures for Ludlow Pump Station occurred through Q4. Project on budget, in scope and to be completed in 2022. Delayed equipment delivery has deferred major construction costs initially anticipated for Q4 2021 to Q1 2022.

113,249,817	106,269,916	106,420,008	(150,092)	0%
4,300,000	67,000	62,209	4,791	7%
2,000,000	1,652,688	967,315	685,373	41%
580,000	360,025	269,679	90,346	25%
840,000	467,968	522,231	(54,263)	-12%
800,000	538,085	556,447	(18,362)	-3%
900,000	162,892	111,460	51,432	32%
2,900,000	634,398	639,742	(5,344)	-1%
1,800,000	20,000	-	20,000	100%
900,000	194,637	187,191	7,446	4%
750,000	662,864	664,923	(2,059)	0%
600,000	-	-	-	0%
5,360,000	592,144	645,359	(53,215)	-9%
4,800,000	346,028	308,016	38,012	11%
3,000,000	1,836,397	1,813,310	23,087	1%
1,000,000	412,002	270,571	141,431	34%

			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 - minor closeout costs in Q1 2022 B - better than plan
	R		S - on plan T - completion deferred to Q1 2022 B - on plan
	R		S - on plan T - completion deferred to 2023 B - on plan
	R		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 - construction deferred to 2023 B - on plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - minor closeout costs in 2022 B - better than plan
R	R	R	S - reduced to feasibility study T - completion deferred to 2024 B - reduced due to change in scope
	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 - on plan B - better than plan
	R		S - on plan T - completion deferred to 2022 B - on plan

**Capital Regional District**  
**2021 - Quarter 4 - Capital Plan Report**  
**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
Integrated Water Services	JDF Water Distribution	Sun River Reservoir Replacement
	JDF Water Distribution	Residential Service & Meter Replacement Program
	JDF Water Distribution (DCC)	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 (SG)	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 4					
Q4 Budget	Q4 Forecast	Q4 Actuals	Variance (over) / under	Variance % (over) / under	Q4 Variance Explanation (if necessary)
350,000	50,000	12,580	37,420	75%	Project Management and design costs continued in Q4 2021. 2022-2026 Capital Plan revised to reflect increased construction costs, approved by Commission December 2021. Project scope has not changed.
200,000	24,900	20,104	4,796	19%	2021 phase of project completed on scope, budget, and schedule.
2,205,000	75,000	14,641	60,359	80%	Project design is complete. Revision to the 2022-2026 Capital Plan was required due to increased construction costs. Construction was tendered and awarded in Q4 and scheduled to be completed in 2022. Project scope has not changed.
440,000	-	-	-	0%	No work performed in Q4. RFP was issued in Q4 and will be awarded in Q1 2022. Project work deferred to 2022. Total project is still in scope and on budget.
-	761,964	527,579	234,385	31%	Construction mostly complete in Q4, waiting on final component deliveries. Testing and commissioning is planned for Q1 2022, and project closeout forecasted for Q2 2022. Project on budget and in scope.
60,000	15,000	3,969	11,031	74%	Hydraulic analysis completed in Q3, RFP 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.
300,000	20,000	104,041	(84,041)	-420%	Demolition of existing structures began in Q4, with bypass pumping and associated costs coming in higher than forecast. Primary construction work put on hold due to weather and the complexities of bypass pumping required. Construction work delayed until 2022. Overall project still forecast to be complete by the end of 2022, on scope and budget.
1,480,000	10,000	294	9,706	97%	Project to be completed in conjunction with RWS Goldstream Main No. 4 Replacement project. Design to begin in Q1 2022. Project on budget and in scope.
42,765	3,000	6,396	(3,396)	-113%	Total project budget increased through capital plan amendment, per direction and approval of Commission in Q3. Increase due to extended construction schedule, unexpected tree removal, and interference with underground water main. Project completed in Q4.
-	-	34,106	34,106	-100%	Recognizing credit in Q4 for in-kind donation. Completion deferred to early 2022. Project is in-scope and on budget.
-	-	-	-	0%	Project completed in Q2 in scope, on-time, and on budget.
170,000	135,374	10,144	125,230	93%	Construction of on-shore works completed in Q2. Dock works commenced in Q3 with forecasted completion deferred to 2022 due to construction timing within fisheries window. Project in scope and on budget.
-	397,867	462,645	(64,778)	-16%	Sewer upgrade work substantially complete in Q4. Minor deficiencies identified which contractor is expected to correct by Q2, 2022. Treatment Plant portion of project to commence in 2023 with completion in 2024.
750,000	-	-	-	0%	Project proceeding was fully contingent on receipt of grant funding. Grant funding awarded late in Q3. Consultant expected to begin design work in Q1, 2022. Construction to commence in 2023.
525,273	50,000	27,397	22,603	45%	Phase 3 substantially completed in Q3 and opened to the public. Minor work continuing on Phase 3 rail crossing in Q4. Phase 4 projected to complete in 2022.
700,000	500,000	26,330	473,670	95%	Revised design specification developed in Q4 based on more comprehensive sampling. Project scope has been revised to complete a single Elk Lake oxygenation system at this time, and reevaluate needs for system in Beaver Lake as needed. Revised project completion projected for Q4 2022.
383,336	100,000	39,046	60,954	61%	Project design completed, with community consultation and design costs incurred in Q4. Construction to begin in Q2 2022, with completion in 2023.

Total 2021				
Total 2021 Amended Budget (as per approved budget)	Total 2021 Forecast	Total 2021 Actuals	Total Forecast Variance (over) / under	Total Forecast Variance % (over) / under
800,000	172,816	135,396	37,420	22%
800,000	799,964	795,168	4,796	1%
4,610,000	274,694	214,335	60,359	22%
640,000	-	-	-	0%
1,200,000	986,616	752,231	234,385	24%
1,100,000	19,141	8,110	11,031	58%
850,000	186,611	270,652	(84,041)	-45%
1,800,000	10,000	294	9,706	97%
742,765	731,162	734,558	(3,396)	0%
600,000	486,997	452,891	34,106	7%
625,000	624,451	624,451	-	0%
965,000	955,350	830,120	125,230	13%
5,790,000	2,111,669	2,176,447	(64,778)	-3%
3,000,000	-	-	-	0
3,869,459	2,434,682	2,412,079	22,603	1%
1,400,000	519,787	461,117	473,670	91%
1,214,425	202,158	141,204	60,954	30%

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	R	S - on plan T - completion deferred to 2022 B - Revision to 2022 capital plan
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		S - on plan T - completion deferred to Q2 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 - completed in Q4 2021 B - 2021 budget amended
	R		S - on plan T - completion deferred to 2022 B - on plan
	R		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 2024 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	R		S - Revised due to additional sampling T - completion deferred to 2022 B - on plan.
	R		S - on plan T - completion deferred to 2023 B - on plan

**Capital Regional District**  
**2021 - Quarter 4 - Capital Plan Report**  
**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
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
		<b>Total Projects &gt;\$500k</b>
		<b>Total Projects &lt;\$500k; Potential Parkland Acquisitions</b>
		<b>Total Projects</b>

Quarter 4					
Q4 Budget	Q4 Forecast	Q4 Actuals	Variance (over) / under	Variance % (over) / under	Q4 Variance Explanation (if necessary)
60,000	50,000	31,710	18,290	37%	Project tendered in Q4, with contract award forecast for Q1, 2022. 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 alternate funding model are being developed.
634,119	634,119	116,804	517,315	82%	Site preparation and playground relocation progressing as planned. Construction work deferred from Q4 to Q1, 2022. Jump Start sport court forecast to be complete in Q1 2022.
1,500,000	1,400,000	610,526	789,474	56%	New contract for aggregate production for Hartland Landfill awarded in Q3. Contractor progress was delayed as a result of the heavy rain event in November. 2021 phase of multi-year project to be completed in 2022.
750,000	813,000	169,509	643,491	79%	RFP tender process initiated in Q3, with further refinements determined during Q4. Second phase of RFP process deferred to 2022. Multi-year project forecast to be complete in scope and budget by end of 2023.
-	-	-	-	0%	Final purchase was complete in Q2. Overall project complete in scope and under budget.
150,866	49,570	30,334	19,236	39%	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 better than plan.
-	-	302	(302)	-100%	Minor legal fees deferred from Q3 to Q4. 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	391,755	(91,755)	-31%	Project construction started Q4 with better than projected progress in Q4. Project completion scheduled for Q4 2022.
-	430,000	-	430,000	100%	Project is on hold pending availability of a grant.
<b>24,449,026</b>	<b>14,359,993</b>	<b>10,333,616</b>	<b>4,026,376</b>	<b>28%</b>	

Total 2021				
Total 2021 Amended Budget (as per approved budget)	Total 2021 Forecast	Total 2021 Actuals	Total Forecast Variance (over) / under	Total Forecast Variance % (over) / under
600,000	99,728	81,438	18,290	18%
2,453,001	-	-	-	0%
1,268,238	920,846	403,531	517,315	56%
4,250,000	3,321,485	2,532,011	789,474	24%
1,355,000	1,354,223	710,732	643,491	48%
2,000,000	1,755,227	1,755,227	-	0%
632,597	199,597	180,361	19,236	10%
32,683,518	31,033,390	31,033,390	-	0%
505,000	506,831	507,134	(302)	0%
1,000,000	-	-	-	0%
1,885,000	653,578	745,333	(91,755)	-14%
530,000	430,000	-	430,000	100%
<b>222,908,820</b>	<b>165,008,047</b>	<b>160,981,671</b>	<b>4,026,376</b>	<b>2%</b>
<b>63,322,454</b>				
<b>286,231,275</b>				

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
	R		S - on plan T - project completion in 2022 B - on plan
	R		S - on plan T - RFP completion deferred to 2022 B - on plan
	R		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
	R		S - on plan T - deferred pending grant funding B - on plan

**Capital Regional District**  
**2021 - Quarter 4 - Capital Plan Report**  
**Projects Greater than \$500,000**

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

Department	Service Description	Capital Project Title
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Quarter 4					
Q4 Budget	Q4 Forecast	Q4 Actuals	Variance (over) / under	Variance % (over) / under	Q4 Variance Explanation (if necessary)

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

Status of Total Project Plan			
Scope	Timing	Budget	Notes

CRHD		
Planning & Protective Services	Capital Regional Hospital District	Oak Bay Lodge Demolition
		Land Acquisition - Royal Bay
		Regional Housing First Program Contribution
		<b>Total Projects &gt;\$500k</b>
<b>Total Projects &lt;\$500k; Capital Grants</b>		
<b>Total Projects</b>		

1,666,667	1,515,698	569,180	946,518	62%	Project was delayed due to skilled worker shortages and the discovery of additional hazardous materials requiring further testing prior to abatement. Demolition to be complete in 2022.
7,200,000	6,810,000	6,816,619	(6,619)	0%	Land acquisition complete in Q4. Closing costs were slightly higher in Q4 than forecast. Total project complete in scope and under budget.
10,000,000	-	-	-	0%	Contribution has been deferred to 2022 and is now included in the 2022 capital plan.
<b>18,866,667</b>	<b>8,325,698</b>	<b>7,385,799</b>	<b>939,899</b>	<b>11%</b>	

5,000,000	2,932,209	1,985,691	946,518	32%
8,400,000	8,044,165	8,050,784	(6,619)	0%
10,000,000	-	-	-	0%
<b>23,400,000</b>	<b>10,976,374</b>	<b>10,036,475</b>	<b>939,899</b>	<b>4%</b>
<b>11,560,824</b>				
<b>34,960,824</b>				

			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
			S - on plan T - contribution deferred to 2022 B - on plan

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

849,000	1,563,485	302,368	1,261,117	81%	Q4 variance due to timing of consultants and contract tendering - these costs will be pushed to 2022. Demolition started in Q4 in line with forecast.
3,085,202	300,000	29,384	270,616	90%	Q4 variance due to timing of consultants and contract tendering, now deferred to 2022. Demolition to begin early 2022, with completion still forecast to 2024.
-	-	-	-	0%	Hockley purchase by CRD and lease to CRHC complete in Q1.
3,475,168	3,200,000	3,103,922	96,078	3%	Q4 variance due to timing of construction draws. Completion forecast for Q4 2022.
1,994,739	1,994,739	376,777	1,617,962	81%	Routine upgrades of housing townhouses and apartment buildings are affected by tenant moveouts, trades availability and weather.
<b>9,404,109</b>	<b>7,058,224</b>	<b>3,812,451</b>	<b>3,245,773</b>	<b>46%</b>	

2,296,000	2,097,931	836,814	1,261,117	60%
13,871,636	1,089,088	818,472	270,616	25%
25,575,117	25,408,892	25,408,892	-	0%
11,983,338	5,480,288	5,384,210	96,078	2%
3,989,478	3,635,107	2,017,145	1,617,962	45%
<b>57,715,569</b>	<b>37,711,306</b>	<b>34,465,533</b>	<b>3,245,773</b>	<b>6%</b>
<b>1,068,997</b>				
<b>58,784,566</b>				

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

**OPEN CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, APRIL 13, 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 351 auxiliary staff through Quarter 4. In addition, the CRD has almost 1,400 registered volunteers to assist in the support of many of its services and programs. 89.7% 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 9.8 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 although higher than the previous 2020 year where turnover was very low given the labour market during the pandemic at that time. 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:

<b>Corporate CRD Human Capital Performance Metric</b>	<b>CRD Current (By Quarter 2021)</b>	<b>CRD Current (Annual 2021)</b>	<b>Industry Average (Annual 2021)</b>	<b>CRD Annual (2020)</b>	<b>Industry Average (2020)</b>
<b>Total Unionized Workforce (all staff)</b>	Q1: 89.5% Q2: 89.7% Q3: 90.3% Q4: 89.3%	89.7%	82.4%	89.4%	82.3%
<b>Average Length of Service (regular staff)</b>	Q1: 9.6 years Q2: 9.9 years Q3: 9.7 years Q4: 9.8 years	9.8 years	11.0 years	10.2 years	10.8 years
<b>Average Employee Age (regular staff)</b>	All: 45.9 years	45.9 years	46.7 years	45.8 years	46.0 years
<b>Turnover Rate / Retirement Rate (regular staff)</b>	Q1: 2.6% (0.8% retire.) Q2: 2.0% (0.2% retire.) Q3: 2.3% (0.6% retire.) Q4: 2.0% (0.6% retire.)	8.9% (2.2% retirements)	8.5% (2.7% retirements)	6.7% (2.5% retirements)	5.5% (2.4% retirements)

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

By means of 314 job postings, a total of 419 individual job opportunities were open for competition through Quarter 4. 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. 39 staff were put through the program through Quarter 4, and 738 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 Q4: 114	419	N/A	299	N/A
<b>Vacancy Rate (regular staff)</b>	Q1: 1.3% Q2: 1.1% Q3: 1.3% Q4: 1.4%	1.3%	5.2%	1.0%	5.4%

**3. Absenteeism and Occupational Health and Safety [see Table 3 and 4]**

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 Quarter 4, 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.

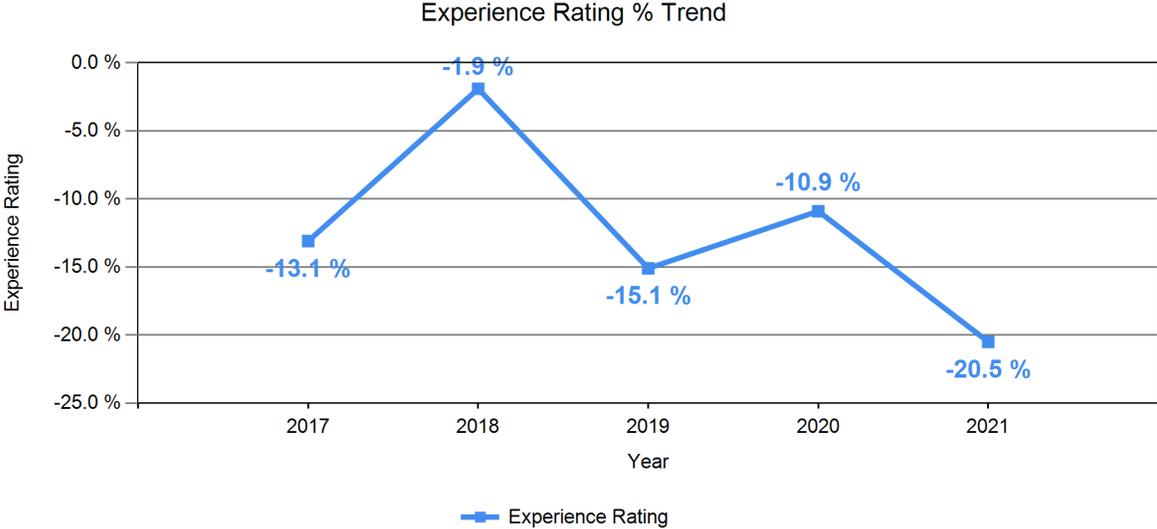
The CRD’s achievement in establishing a safe and healthy workplace is also recognized externally. By this, the CRD has received the following safety recognition in 2021:

- 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% Q4: 4.6%	3.9%	4.6%	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.



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## REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, APRIL 13, 2022

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**SUBJECT**     **Support for Ukrainian Canadian Cultural Society of Vancouver Island**

### **ISSUE SUMMARY**

At the March 9, 2022 CRD Board meeting a motion was passed directing the CRD Board Chair and staff to contact the Ukrainian Cultural Centre to discuss actions that the CRD and municipalities could take to support Ukraine and the local Ukrainian population within the CRD and that the Board and member municipalities be updated on the outcome.

The CRD Board will need to determine if it wishes to make an exception to not providing Regional Grants-In-Aid.

### **BACKGROUND**

The CRD does not currently have a Regional Grants-In-Aid program. Earlier this term on February 9, 2022 the Board received a staff report on this matter and did not provide a direction to staff to change the current practice.

However, there have been two times in the past where the CRD has made 'one-time' grants in aid to support initiatives deemed worthy by the Board:

1. In 2016, the CRD contributed \$2,500 to support those impacted by the Fort McMurray wildfires; and
2. In 2012, the CRD contributed \$1.2 million dollars to support the E+N Railway restoration work.

### **MEETING WITH UKRAINIAN CANADIAN CULTURAL SOCIETY PRESIDENT**

On Friday April 1<sup>st</sup> the Board Chair and CRD CAO met over MS Teams with Devon Goldie, president of the Ukrainian Canadian Cultural Society of Vancouver Island (UCCSVI). The Board Chair thanked Ms. Goldie for meeting during such busy times and then gave a background regarding how the CRD came to request the meeting and the current practice the CRD has regarding regional Grants-in-Aid.

The Board Chair asked what needs existed to support the programs of the UCCSVI. The main areas that were identified by Ms. Goldie as needing support related to supporting refugees as they arrive in the capital region are as follows:

1. Housing - providing affordable housing for incoming refugees;
2. Daycare - providing daycare for those with families coming to Canada with younger children; and

3. Personal items - personal items such as clothing, toiletries and basic items to support those coming with very little of these items.

**Housing:**

It was shared with Ms. Goldie that the CRD through its Capital Region Housing Corporation (CRHC) would be willing to work with other levels of government who would likely take the lead on providing housing for Ukrainian refugees but neither the CRD or CRHC would be in a position to provide housing as we currently have a waiting list for the CRHC managed units.

**Daycare:**

Currently daycare programs operate in CRD operated recreational facilities at Panorama, SEAPARC and the Rainbow Road Recreational Centre. While the CRD is unable to commit to additional programming at this time, it was discussed that we certainly would be willing to work with daycare operators and to consider any requests for additional programming to support families.

**Personal Items:**

While it was discussed that the CRD currently does not have a Regional Grant-In-Aid program, the Chair indicated that the Board may be willing to consider making a contribution to support the purchase of essential personal items for refugees.

It was discussed that the UCCSVI was developing a program to help provide Ukrainian refugees with personal items and that a fundraising campaign is underway.

While again referencing the non-existence of a Regional Grants-In-Aid program, the Board Chair indicated that any written request to the CRD Board to support this campaign would be presented to the Board as part of this report and that because this topic would be on the public portion of the Board agenda, the public could speak to the matter. Attached as Appendix A is an email dated April 6, 2022 from Devon Goldie, President of the UCCSVI to the Chair requesting that the CRD consider donating \$15,000 to the Ukrainian Aid & Displaced Persons Assistance Fund.

**IMPLICATIONS**

Staff have advised there are no eligible funds available for a Regional Grant-in-Aid. Any financial contribution would require an exception to the no regional-grant-in-aid policy. While the CRD has the authority to requisition for regional grants, funds have not be raised since 2016. If the Board directs a grant to the UCCSVI, the service would enter into a deficit position for 2022 and tax revenue would need to be recovered from all municipalities and electoral areas in 2023.

The concern could be argued that this would provide a precedent for the Board to suspend the policy and fund future requests from organizations that do humanitarian work or other causes not covered by current CRD service authority.

**ALTERNATIVES**

1. That the Chair's report be received for information;
2. Make a one-time Grant-In-Aid to the Ukrainian Canadian Cultural Society of Vancouver Island in an amount to be determined by the Board; and
3. Refer the Chair's report to staff to see how the CRD can support the Ukrainian Canadian Cultural Society of Vancouver Island without providing direct financial support.

**CONCLUSION**

The CRD Board Chair and staff were directed to contact the Ukrainian Cultural Centre to discuss actions that the CRD and municipalities could take to support Ukraine and the local Ukrainian population within the CRD and that the Board and member municipalities be updated on the outcome. After meeting, it was clear that while the CRD could support efforts of the provincial and federal governments and non-profit agencies on housing and daycare, it could not provide the type of needs directly stated as needed.

Any support provided by the CRD to the Ukrainian Canadian Cultural Society of Vancouver Island, if directed by the Board, would likely be in the form of a donation to a campaign to provide essential items for refugees as a one-time Grant-In-Aid.

**RECOMMENDATION**

The Board needs to provide direction as to what, if any, support it wishes to provide to the Ukrainian Canadian Cultural Society of Vancouver Island.

Submitted by:	Colin Plant, CRD Board Chair
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

Appendix A: Email dated April 6, 2022 from Devon Goldie, President UCCSVI



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**OPEN CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, APRIL 13, 2022**

**APPENDIX A**

**Support for Ukrainian Canadian Cultural Society of Vancouver Island**

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**From:** Devon Sereda Goldie <[REDACTED]>  
**Date:** April 6, 2022 at 10:24:42 PM PDT  
**To:** CRD Chair <[crdchair@crd.bc.ca](mailto:crdchair@crd.bc.ca)>  
**Subject: Re: Support for Ukrainian Canadian Cultural Society of Vancouver Island**

Hi Colin!

The Ukrainian Canadian Cultural Society of Vancouver Island would be greatly appreciate if the CRD consider donating \$15,000 to our Ukrainian Aid & Displaced Persons Assistance Fund. This fund is supporting Ukrainians arriving in Victoria, filling the gaps left by government programs, including but not limited to food, rent, transportation, pharmaceutical, and childcare needs. Some funding is also going towards supporting humanitarian relief projects in Ukraine that our local community has direct connections to. A few of the humanitarian relief projects in Ukraine we have supported include providing funding for 25 bullet proof vests for paramedics, insulin medication for diabetics, and food and supplies for displaced families.

If we receive this funding from CRD, we will be able to help provide a cushion for arriving Ukrainians, as many will not be physically or mentally able to go straight into a job to make ends meet. Many will be physically unwell and deeply traumatized. In addition, most of those arriving will be women with children, the elderly, and those with disabilities - people who will need extra support that the current government programs will not provide. With your support we will be able to make their transition to Canada smoother and get them the support that they need to begin to move forward.

We would also sincerely appreciate any support the CRD can provide towards finding safe housing for arriving Ukrainians and childcare for those families arriving with children.

Thank you,

Devon Goldie  
President Ukrainian Canadian Cultural Society of Vancouver Island  
President of the Ukrainian Canadian Congress - Victoria Branch



**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE  
MEETING OF WEDNESDAY, MARCH 30, 2022**

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**SUBJECT**     **Residential Curbside Recycling Program – Update**

**ISSUE SUMMARY**

To provide the Environmental Services Committee with an update on the status of the Capital Regional District's (CRD) residential curbside recycling program.

**BACKGROUND**

Since 2014, the CRD has been contracted by Recycle BC, the not-for-profit organization that is responsible for residential packaging and paper product recycling in BC, to provide residential curbside recycling services in this region. In turn, the CRD contracts Emterra Environmental to provide the actual collection service. All collected recyclable materials are owned by Recycle BC and it maintains a separate contract with GFL Environmental to receive, process and market its recyclable materials. Between mid-November 2021 and February 2022, the curbside recycling program experienced challenges with the daily completion of service due to a variety of weather and pandemic related conditions.

This began with the flooding that occurred in November that resulted in collections in Sooke being suspended on November 15 due to road corridors in to and out of the community being flooded. Flooding in the Fraser Valley also resulted in Recycle BC's glass recycler being flooded for approximately two weeks, meaning glass collection had to be temporarily suspended in the capital region and province-wide for a comparable period of time. When glass collection was renewed, there was a significant backlog of glass that needed collecting that, when all backlogged glass was placed out for curbside collection, strained Emterra's ability to fully complete each day's routes. The flooding also severely impacted BC's road system and resulted in Recycle BC not being able to truck some recyclable materials to end-markets. This resulted in recyclable material having to be stockpiled at the local processing facility, straining the facility's ability to consistently receive additional recyclable materials until the backlog of material could be cleared.

The challenges experienced due to flooding were followed by the impacts of snowfall in the region, beginning on December 27 and continuing into mid-January 2022. Snowfall resulted in the complete cancellation of all collection on three days and collection only where possible for several other days. Those residences that were not able to be serviced were asked to hold on to their recyclables until their next scheduled collection day, or to take it to a depot, where possible. While some residents did drop-off their recyclables at a depot, the vast majority simply held on to their materials and added to their stockpile in between collections. When combined with the increased volumes resulting from the holiday season, it resulted in very high volumes of materials being placed out for collection on subsequent collection days, again straining Emterra's ability to complete each day's collections. This knock-on effect continued for several weeks until the backlog could be fully cleared.

In addition to the flood and snow service disruptions, Emterra’s ability to provide collection was also impacted over the same time period by:

- difficulties with keeping collection trucks operating due to an inability to obtain parts, as a result of global supply chain issues
- a labour shortage due to a surge in staff falling ill with the Omicron variant of COVID-19
- challenges with recruiting and retaining staff in a competitive labour market, particularly for truck drivers; and
- a labour disruption on February 15 and 16

Emterra’s issues were further exacerbated by challenges experienced by Recycle BC’s processing contractor happening at the same time, including the breakdown of essential processing equipment, and difficulties with being able to transport recyclable materials to end-markets that gave rise to storage constraints.

Both Emterra and Recycle BC responded to the conditions that arose, and the curbside blue box program has now returned to normal operations. Emterra responded by bringing in additional collection trucks and crews from off-island, retaining a dedicated in-house mechanic and raising wage rates. Recycle BC and its processing contractor GFL Environmental responded by securing additional storage and seeking to diversify their end-markets. In recognition of the extraordinary circumstances that resulted in these service disruptions, the CRD supported efforts to clear the backlog of recyclable materials and stabilize the program by requesting and funding two dedicated special Saturday collections in January.

**CONCLUSION**

Between mid-November 2021 and February 2022, the curbside recycling program experienced challenges with the daily completion of service due to a variety of weather and pandemic related conditions. The CRD’s collection contractor, and Recycle BC’s recyclables processing contractor, both made extraordinary efforts to respond to these circumstances by adding additional resources and modifying their operating practices. With the end of inclement weather and easing of pandemic conditions, these efforts have helped to restore residential curbside recycling service to normal levels.

**RECOMMENDATION**

The Environmental Services Committee recommends to the Capital Regional District Board: That this report be received for information.

Submitted by:	Russ Smith, Senior Manager, Environmental Resource Management
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer



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## REPORT TO GOVERNANCE COMMITTEE MEETING OF WEDNESDAY, APRIL 06, 2022

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**SUBJECT**    **Best Practices Guide for Meetings**

### **ISSUE SUMMARY**

A Best Practices Guide for Meetings has been prepared in response to the Board's direction for staff to prepare guidelines to supplement the Board Procedures Bylaw and better facilitate discussion at Board and Committee meetings.

### **BACKGROUND**

In November 2020, the Capital Regional District (CRD) Board asked staff to develop a policy to guide discussion at Board and Committee meetings. That direction came out of a notice of motion over concern that Directors were moving motions, making amendments, asking questions and offering discussion in a somewhat disorganized fashion leading to confusion.

The Governance Committee considered subsequent reports to help refine the topic areas that required additional guidance and to determine the best mechanism to do so, including consideration of bylaw amendments, new policy, or guidelines. On October 13, 2021, the CRD Board endorsed the Governance Committee's recommendation that staff report back, through the Governance Committee, with a best practices guide for meetings. A draft of the CRD Best Practices Guide for Meetings is attached to this report as Appendix A.

### **ALTERNATIVES**

#### *Alternative 1*

The Governance Committee recommends to the Capital Regional District Board:

1. That the CRD Best Practices Guide for Meetings be approved; and,
2. That training on the CRD Best Practices Guide for Meetings be incorporated into the orientation of Directors on meeting procedures following the 2022 General Local Election.

#### *Alternative 2*

That this report be referred back to staff.

### **IMPLICATIONS**

#### *Governance Implications*

The Best Practices Guide for Meetings supplements the meeting procedures already prescribed under the *Local Government Act*, *Community Charter* and the *Board Procedures Bylaw*. The guide addresses the concerns raised in the original notice of motion by outlining the best practice for processing motions, amendments to motions, and the moving of recommendations at Committee and Board meetings. The secondary purpose of the guide is to highlight the unique rules contained within the *Board Procedures Bylaw* and fill-in the gaps where the bylaw is silent and Robert's Rules of Order would apply.

Many of the recommendations included in the Guide are practices that have already been informally implemented by the Board and Committee Chairs, such as canvassing for questions on a motion before comments and debate, or providing the written text of an amendment or motion arising for display on the projector screen prior to voting. Other recommendations, like not requiring a motion on information reports, will require a slight shift in how staff draft recommendations and in how the Chair moves the meeting forward on conclusion of discussion of the item.

With continued electronic participation by Directors, the Guide includes direction on best practices for electronic meeting attendance, including conducting a verbal roll call and having video turned on during the meeting session. While this provides some guidance, there may be a need for more formal direction if the Board wishes to continue having hybrid electronic/in-person meetings. Some jurisdictions have recently taken steps to formalize rules for electronic attendance in their procedure bylaw or in policy, which staff may consider bringing forward in future.

**CONCLUSION**

The Capital Regional District Board asked staff to develop guidelines that would provide the best practice for the moving of motions and handling of questions and debate at the Board and its Standing Committees. The Best Practices Guide for Meetings supplements the meeting procedures already prescribed under the *Local Government Act*, *Community Charter* and the *Board Procedures Bylaw*, in addition to filling the gaps when Robert’s Rules of Order apply.

**RECOMMENDATION**

The Governance Committee recommends to the Capital Regional District Board:

1. That the CRD Best Practices Guide for Meetings be approved; and,
2. That training on the CRD Best Practices Guide for Meetings be incorporated into the orientation of Directors following the 2022 General Local Election.

Submitted by:	Marlene Lagoa, MPA, Manager, Legislative Services & Deputy Corporate Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: CRD Best Practices Guide for Meetings

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# BEST PRACTICES GUIDE FOR MEETINGS

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### Principles of Parliamentary Procedure

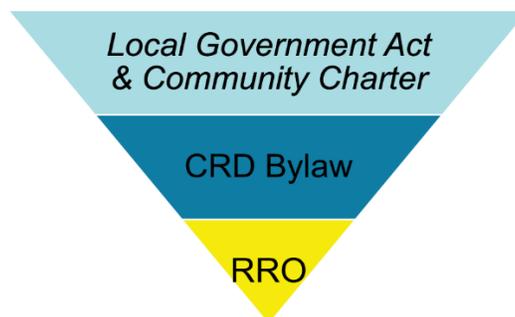
1. **Organization:** organization is first, no individual decision-making
2. **Fairness:** equal rights for all Members
3. **Quorum:** minimum number of voting Members required to do business
4. **Singularity:** only one motion and one speaker at a time
5. **Debate:** allow for full discussion before voting on any proposal
6. **Professionalism:** speak through the Chair not to an individual person
7. **Democracy:** Majority has the right to rule
8. **Inclusion:** Minority has a right for their voice(s) to be heard
9. **Silence:** is considered consent to allow others to make decision
10. **Defeated Motions:** limitations on when a decision may be presented again

### Responsible Conduct of Elected Officials

The foundational principles of responsible conduct of local government elected officials are integrity, accountability, respect, leadership and collaboration. For more information, please visit the Province of British Columbia's webpage - [Responsible conduct of locally elected officials](#).

The CRD Procedures Bylaw, more specifically, addresses the conduct of Members when speaking at a meeting such as addressing the Chair, using respectful language, and speaking only in connection to the matter being debated.

### Parliamentary Procedure Hierarchy in Local Governments



## 1.0 Types of Main Motions

Under Robert's Rules of Order ("RRO"), the main motion is a motion whose introduction brings business before an assembly for a decision. The CRD Board makes decisions by passing motions, also known as resolutions, to take a specified action.

Members of the CRD Board may move one of the following types of main motions:

- **Main Motion:** the recommended or alternative motion in a staff report, or the recommendation from a Committee.
- **Motion Arising:** a new motion asking that further action be taken on the business matter being considered.
- **Notice of Motion:** a motion to bring new business before the Board for consideration at a future meeting. The CRD Procedures Bylaw ("Procedures Bylaw" or "Bylaw") allows for same day consideration in very limited situations.

### 1.1 Main Motion

The CRD practice is to move the recommendation published on the meeting agenda. Recommendations most often originate from the staff report on the meeting agenda. If the report has been to Committee, the Committee may endorse the staff recommendation or submit an amended or different recommendation for the Board's consideration. The staff recommendation is only a recommendation. It is in the purview of the Board, and its Standing Committees, to either:

- a) move the recommendation [from Committee or staff] as published on the agenda; or
- b) move one of the alternatives in the report; or
- c) if there is no interest in the presented options, move a new alternative motion.

The challenge with moving a new alternative motion is determining whether it is feasible and within the scope of possibilities of the regional district from a regulatory and operational lens. The Chair should confirm with staff that the new recommendation is feasible.

**Best Practice: All new recommendations are provided in writing to the Corporate Officer (or Deputy).**

**Best Practice: Where a new recommendation is of major import, staff be directed to report back on implications of the decision before the Members endorse the main motion.**

A common challenge for Members is being able to differentiate whether the motion they wish to put forward is an amendment to the main motion, a new motion that is arising from business matters before the Board, or a notice of motion to consider taking on a new action.

The Chair makes the ruling on whether a motion is an amendment, a motion arising, or a notice of motion. If a Member disagree with the Chair's ruling they may raise a point of order. If the

Chair rules the motion is in order, the Member may appeal the Chair's decisions. For more information, refer to the section in this guide on "*Point of Order*" and "*Appeal the Decision of the Chair*".

### *1.2 Motion Arising*

The Board's practice has been to treat motions arising as a stand-alone motion calling for an additional action to complement the main motion before the Board.

**Best Practice: Motions arising are voted on separately once the main motion is voted on.**

**Best Practice: All motions arising are provided in writing to the Corporate Officer (or Deputy) to be visually displayed during debate and voting.**

### *1.3 Notice of Motion*

Members may bring forward a new matter for the Board's decision through a notice of motion process in accordance with section 22(6) and (7) of the Procedures Bylaw. The procedure requires that notice be read in at a meeting and provided in writing to staff for the minutes. The motion with notice is then published on the next agenda for discussion and voting.

**Best Practice: The Procedures Bylaw provides the Chair with the ability to refer the Notice of Motion to another body if the Chair believes it would be better dealt with in that way.**

The notice of motion procedure supports collaborative and transparent governance by providing:

- Directors sufficient time to give thought to the matter and prepare for a fulsome discussion at a future meeting;
- notice that the matter will be discussed on the published agenda; and
- providing an opportunity for the public to provide comments before a decision is made.

### *1.4 Same Day Consideration*

The Procedures Bylaw provides an exception for same day consideration with a 2/3 affirmative vote provided that there is an urgent deadline, the issue is of minor organizational impact, or to support the position of a member local government.

For more information, see Appendix B: Notice of Motion Process (Flowchart).

**Table 1.1: Procedure for Notice of Motion/Motion with Notice vs. Same Day Consideration**

<b>Notice of Motion (Meeting #1)</b>	<b>Motion with Notice (Meeting #2)</b>	<b>Same Day Consideration</b>
No motion required	Mover and seconder required	2 motions required
Read motion into the record	Motion published on agenda	Move same day consideration If successful, move Motion
Notice recorded in Minutes	Vote recorded in Minutes	Vote(s) recorded in Minutes
No vote	Majority Vote	2/3 vote on Consideration Majority on Motion

## 2.0 Amendments

All types of main motions may be amended once they have been moved, seconded and are put before the assembly for consideration.

Amendments:

- only one amendment to the main motion at a time
- maximum of one further amendment to an amendment (for a total of 2 max)
- each amendment is voted on separately
- if successful, requires that a vote be taken on the main motion as amended

**Best Practice: That amendments be strictly relevant to the main motion and not alter in a material way or be contrary in principle.**

**Best Practice: The proposed amendment is necessary to support the main motion.**

Please note, it is not proper procedure to amend a motion to “grant funds” by inserting a negative word in order to change the intent of the motion to “not” granting those funds. The proper procedure is to vote down the main motion.

**Best Practice: That significant amendments be provided in writing to the Corporate Officer (or Deputy) to be visually displayed when debating and voting.**

**Table 2.1: Types of Main Motions vs. Amendment**

<b>Motion Type</b> <i>(Procedures Bylaw)</i>	<b>Example(s)</b>
Main Motion/ Recommendation s. 22(1)	<i>That the Governance Committee recommends to the CRD Board:</i> That staff be directed to conduct public engagement on the proposed design for...
Amendment s. 22(4)	That the motion be amended by adding the following after “public engagement”: “including online and in-person opportunities”
Motion Arising s. 22(5)	<ul style="list-style-type: none"> <li>• That the report be forwarded to municipal councils for information...</li> <li>• That the Board Chair send a letter to the Minister of Municipal Affairs...</li> <li>• That staff provide supplementary information when the report is presented to the Board.</li> </ul>
Notice of Motion s.22(6) & 22(7)	That staff be directed to report back through the Governance Committee on options to address ....

**Table 2.2: Amendment Examples**

		<i>Example(s)</i>
<b>Main Motion</b>		<b><i>That the CRD host a public celebration for Canada Day in Centennial Square.</i></b>
<b>Primary Amendment(s)</b>		<b><i>That the motion be amended by...</i></b>
Example A	✓	inserting “ <i>and invite City of Victoria to participate</i> ” after the words “ <i>Centennial Square</i> ”
Example B	✓	inserting “ <i>with outreach booths, food trucks, and live entertainment</i> ” after the words “ <i>public celebration</i> ”
Example C	✓	striking “ <i>Centennial Square</i> ” and inserting “ <i>Elk/Beaver Lake Regional Park</i> ”
Example D	✗	inserting “ <i>not consider</i> ” before the word “ <i>host</i> ” [Changes intent of the motion] <i>BP: Vote against the main motion</i>
Example E	✗	striking “ <i>Canada Day</i> ” and inserting “ <i>BC Day</i> ” [Alters main motion in a material way] <i>BP: Vote against the main motion</i> <i>BP: Serve Notice of Motion for new event</i>
Example F	✗	Inserting “ <i>That the number of attendees be tracked and used to evaluate the success of the event.</i> ” [Not directly related to the decision of whether or not to host the event] <i>BP: Move as a Motion Arising if the main motion is carried</i>
<b>Secondary Amendment(s)</b>		<u>Primary Amendment using Example B</u> inserting “ <b><i>with outreach booths, food trucks, and live entertainment</i></b> ” after the words “ <b><i>public celebration</i></b> ”
Example G	✓	<b><i>That the motion be FURTHER amended by...</i></b> inserting “ <i>and that free cake be served</i> ” after the words “ <i>live entertainment</i> ”
Example H	✗	<b><i>That the motion be FURTHER amended by...</i></b> inserting “ <i>from 12 noon to 6 pm</i> ” after the words “ <i>live entertainment</i> ” [Not directly related to amending wording of the amendment on the floor] <i>BP: Wait until current amendment is voted on before moving another amendment</i>

### 3.0 Moving of Recommendation(s)

In practice, a Member may move the recommendation (from staff report or Committee); or one of the alternatives presented in the report; or move a different motion which they should provide in writing at the meeting.

The first time a report is presented, the Chair may allow Members to move the staff recommendation before any alternative motions or amendments can be raised. This would allow for a fulsome discussion on the staff recommended course of action before discussion is redirected to alternatives.

**Best Practice: That the Standing Committee Chair first recognize a Member that wishes to move the recommendation in the staff report before considering other alternatives.**

When applied at Board, Members should be made aware of the context of any amendments made at Committee to ensure Committee input is presented before the Board's consideration of the issue. To accomplish this, a note is published on the Board agenda highlighting any changes to the staff recommendation at Committee. The recommendation published on the Board agenda will be the recommendation from the Committee.

**Best Practice: That the Board Chair first recognize the Standing Committee Chair to move the recommendation from Committee.**

<p><i>3.1 MOTION PROCESSING AT COMMITTEE (or when a report is direct to Board)</i></p>
--

- |  |
|--|
| <ol style="list-style-type: none"><li>1. First the Chair seeks questions from Members on the report before a motion is put forward.</li><li>2. The Chair recognizes a Mover and Secunder on the staff recommendation.</li><li>3. If there is no interest in moving the staff recommendation, the Chair recognizes a Mover and Secunder on one of the Alternatives in the staff report.</li><li>4. If there is no Mover or Secunder for the recommendation or alternatives presented in the staff report, the Chair recognizes a Member who wishes to Move a new motion arising that is directly related to the report subject matter and issue.</li><li>5. Comments are only permitted once a motion has been put on the floor for debate.</li></ol> |
|--|

<p><i>3.2 MOTION PROCESSING AT BOARD (when a report has been to Committee)</i></p>
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- |  |
|--|
| <ol style="list-style-type: none"><li>1. The Board Chair recognizes the Committee Chair to move the Committee recommendation as published on the agenda.</li><li>2. Questions and comments are permitted once the motion has been put on the floor for debate.</li></ol> |
|--|

### 3.3 Receive for Information

Historically, the staff reports to the Board have included a recommendation to “*Receive for Information*” when no decision is required.

The recommendation is to move away from the practice to “*Receive for Information*” for the following reasons:

- Report was received when it was published on the meeting agenda
- Passing a motion to receive does not endorse the taking of any specific action
- If defeated, the report was already received at the approval of the agenda

Staff have identified a need to update staff report recommendation practices to move away from a recommendation to “*Receive for Information*”. Instead, staff reports will include a statement under recommendation stating that, “***There is no recommendation. This report is for information only.***”

If there is further action being taken by staff, for example, the development of a plan, the recommendation would be more appropriate as, “*That staff proceed with community consultation on the draft plan.*”

**Best Practice: For information reports, Chair invites staff to present the report and address any question. At the conclusion of the question period, the Chair announces the completion of the agenda item and introduces the next item.**

## 4.0 Delaying the Vote on a Motion

### 4.1 Postpone Indefinitely vs. Objection to the Consideration of the Question

To drop the main motion without a direct vote is the motion to “*postpone indefinitely*”. Only before debate has commenced can an “*objection to the consideration of the question be raised*”.

### 4.2 Table

A common misconception is that tabling a motion puts the matter off to another day or kills the motion. In both cases, this is an improper use of the motion in RRO “*to lay on the table*” or simply to “*table*”. To table is to temporarily pause consideration of a matter in order to address a more urgent matter before returning to pending question in the same meeting.

### 4.3 Postpone to a Certain Time

Unlike a motion to lay on the table, the motion to “*postpone to a certain time*” must specify the period of time (e.g. next meeting).

### 4.4 Refer

If the Board is seeking advice from a Committee, the proper motion is to “*refer*” the business matter to the Committee, along with any directions, and ask that they report back.

### 4.5 Referrals to Other Standing Committees

Section 26(3) of the Procedures Bylaw states that a Board Standing Committee will carry out any matter referred by the Board or the Chair of the Board. The role of the Standing Committee is not to delegate referrals to other Standing Committees. The challenge with sending a matter to multiple Committees is the possibility of contradictory recommendations from two Committees converging on the Board agenda.

**Best Practice: Standing Committees should not refer items to other Standing Committees without Board approval, except for service planning reports advancing to Committee of the Whole.**

Please note, recommendations of referrals to additional Committees would take up to two months to proceed through Committee to Board, to another Committee, and back to board for final consideration.

**Table 4.1: Motions to Delay Consideration of a Matter**

Motion	Script	Effect	When to Use
Objection to the Consideration of the Question – <i>before debate</i>	<i>“I object to the consideration of the question.”</i>	<ul style="list-style-type: none"> <li>• To drop [defeat] the main motion without debate</li> <li>• <b>Two-thirds vote</b></li> </ul>	<ul style="list-style-type: none"> <li>• To stop discussion on an undesirable matter</li> <li>• When consideration of a matter is not the best use of time</li> <li>• To avoid debate and vote on an undiplomatic matter</li> </ul>
Postpone Indefinitely – <i>after debate begins</i>	<i>“I move to postpone the question indefinitely.”</i>	<ul style="list-style-type: none"> <li>• To drop [defeat] the main motion without a direct vote</li> <li>• Motion will not be considered for six months, except with the unanimous consent of the Board (<i>Procedures Bylaw</i>)</li> <li>• <b>Majority vote</b></li> </ul>	<ul style="list-style-type: none"> <li>• To avoid a vote on an undiplomatic matter</li> </ul>
Postpone to a Certain Time	<i>“I move to postpone the question until ...”</i>	<ul style="list-style-type: none"> <li>• Delay a vote on a matter until a future meeting</li> <li>• <b>Majority vote</b></li> </ul>	<ul style="list-style-type: none"> <li>• When more information is indirectly forthcoming (e.g. Provincial announcement)</li> <li>• Invite a guest presenter</li> <li>• Following a decision to be made in the future</li> </ul>
Table	<i>“I move that we table this question until ...”</i>	<ul style="list-style-type: none"> <li>• Delay further consideration of a matter until a later time in a meeting</li> <li>• <b>Majority vote</b></li> </ul>	<ul style="list-style-type: none"> <li>• When emerging business matters on the agenda needs to be addressed immediately</li> <li>• Accommodate a guest presenter (i.e. solicitor)</li> <li>• Make a decision on another agenda item which will impact the pending question.</li> </ul>
Refer	<i>“I move to refer the matter to ...”</i>	<ul style="list-style-type: none"> <li>• Delay a vote until a recommendation is received.</li> <li>• <b>Majority vote</b></li> </ul>	<ul style="list-style-type: none"> <li>• When an expert opinion on a matter is favourable.</li> </ul>

## 5.0 Limiting or Extending Time Limits

### 5.1 Time Limits in Procedures Bylaw

The Procedures Bylaw does not set an overall time limit for debate on each question, instead it has limits on the speaking times for Members. In addition, the Procedures Bylaw includes a number of time limits and specifies that extension to the prescribed times may be done by majority or two-thirds vote as outlined in the below Table. As the Procedures Bylaw is silent on limiting of time, the RRO will apply with any time limitations requiring a two-thirds vote.

**Best Practice: A motion to reduce meeting limits will require a two-thirds vote.**

**Table 5.1: Time Limits in Procedures Bylaws**

<b>Bylaw Section</b>	<b>Subject</b>	<b>Maximum Time</b>	<b>Vote to Extend Time</b>	<b>Related Notes</b>
6.1	Meeting	3 Hours	Majority	<i>Based on scheduled start time</i>
13(1)	Delegation	3 Minutes	Two-Thirds	<i>Late Delegation = unanimous vote</i>
14(3)	Presentation	10 Minutes	Majority	-
24(7)	First Time Speaker	15 Minutes	Majority	-
24(8)	Second Time Speaker – with time remaining	Remaining Time	Majority	-
24(8)	Second Time Speaker – spoken for 15 minutes	5 Minutes	Two-Thirds	<i>Vote required before speaking</i>

### 5.2 Closing Debate

The Procedures Bylaw gives the Chair the discretion to announce the closure of debate and the putting of a question to a vote.

### 5.3 Previous Question

The Procedures Bylaw states that a motion to adjourn the debate will always be in order regardless if there are Members wishing to speak. Under RRO, the motion to immediately close debate and vote without the making of new subsidiary motions is referred to as the “*Previous Question*”. The motion can only be made when the speaker has the floor, requires a seconder, is not amendable or debatable, and requires a two-thirds vote.

**Best Practice: In accordance with RRO, moving the “previous question” is not allowed in Committee to facilitate fulsome discussion of agenda items.**

## 6.0 Emerging Issues and Questions

### 6.1 Point of Order

A point of order must be raised immediately when a Member believes that the rules of order are being violated and wish for the Chair to enforce the rules or make a ruling. A point of order does not require a seconder and can interrupt another Member who is speaking.

Point of Order Examples:

- limiting comments to the motion on the floor
- prioritizing first time speakers
- objecting to the validity of a motion or amendment

A point of order is often confused with the motions raising a questions of privilege, parliamentary inquiry, and point of information.

### 6.2 Question of Privilege

Raising a “*Question of Privilege*” is allowed to interrupt the pending business to state an urgent request or motion if a Member or the Board’s rights or privilege are being affected.

Question of Privilege Examples:

- interfering noise
- malfunctioning audio-visual equipment
- discussion of confidential subject matters in an open meeting
- request visual display of a motion

### 6.3 Parliamentary Inquiry

A parliamentary inquiry is made when a Member has a question about the rules and how they apply to the current proceeding or to something that the Member would like to propose. Unlike a Point of Order, a Member may only interrupt a speaker if the question requires immediate attention such as before the calling of a question.

Parliamentary Inquiry Examples:

- to clarify the question that is being put to a vote
- confirming the voting threshold needed for a motion to be carried
- the result of a vote

### 6.4 Point of Information

A request for information, commonly referred to as “*point of information*”, is very similar to a parliamentary inquiry. A request for information is to ask a non-procedural question on the facts of business matter before the Board. The question must be directed to the Chair who will then direct the request to the appropriate individual to respond.

Point of Information Examples:

- the budget for the matter under consideration
- the previous time a decision was made on the same matter
- the timing of other decisions that may impact the current matter under consideration

***Best Practice: The Chair opens the floor for questions before seeking movers and opening a matter for debate to hear comments.***

For clarity, having a question period before moving a motion or opening the floor for debate does not negate the ability for Members to raise more questions during the course of debate.

## 7.0 Reconsideration

### 7.1 Appeal the Decision of the Chair

In addition to preserving order and professional conduct during a meeting, the role of the Chair is to rule on all points of order. Once a Member has interjected with “*Point of Order*”, the Chair will recognize the Member to hear their point of order. The Chair will then state the reason they agree or disagree with the point of order by continuing with the current process or correcting it.

Any Member may appeal a decision of the Chair if they do not agree with the Chair’s ruling. In accordance with the Procedures Bylaw, an appeal will be dealt with forthright and without debate by the Chair putting the question, “*Shall the Chair be sustained?*”. The Chair is excluded on the vote on sustaining the Chair and requires a simple majority of 50% to be successful.

### 7.2 Reconsideration of a Previous Decision

In rare cases, new information on the facts of a matter come to light after a decision has been made by the Board. In accordance with the Procedures Bylaw, only the Chair may initiate a reconsideration by the next regular meeting, if the decision has not already been acted on.

**Best Practice: The Chair must state the reason for reconsideration and after moving the motion advise on any recommended amendments.**

**Table 7.1: Reconsideration Process for CRD, Regional Districts and Municipal Councils**

<b>Board Procedures Bylaw</b>	<b>Local Government Act</b>	<b>Community Charter</b>
Section 23	Section 217	Section 131
Chair is only Member who may initiate reconsideration	Chair initiated at same meeting or at next regular meeting	Mayor initiated at same meeting or within 30 days
Limited to matters that have not been acted on		
Conditions that applied to original decision apply to its rejection (i.e. notice and voting threshold)		

### 7.3 Withdrawal of a Motion

From time to time, the mover of a motion may change their mind once they hear from other speakers on the matter. Under RRO, after a motion has been stated by the Chair and debate opens the motion belongs to the assembly. If it appears that a decision on the matter is not a good use of the assembly’s time, the mover may request of the Chair that the motion be withdrawn.

**Best Practice: When a mover requests withdrawal of a motion, the Chair will confirm there is unanimous consent from the assembly for the motion to be withdrawn. Withdrawn motions and debate are not recorded in the minutes.**

## 8.0 Electronic Meetings

### 8.1 Attendance

In accordance with Procedures Bylaw, the Chair, Vice Chair, or presiding Member, must be physically in attendance at the meeting location provided in the Notice of the Meeting.

Attendance will be taken when there is a Member participating electronically to ensure that the Member can hear the meeting and be heard.

**Best Practice: After calling the meeting to order, the Chair calls upon the Members participating electronically to vocalize their attendance, then the Chair introduces the Members present in the room.**

**Best Practice: A Member participating electronically must log-off the online meeting platform when they have to leave or step-away from the meeting. This is crucial for counting the vote on a Board with 24 Members.**

### 8.2 Use of Video

Members are required to have their video cameras turned on at minimum when speaking and voting, or as required by the Chair. The exception to using a video camera will be when there are technical issues such as limited bandwidth. It is recommended that Members setup a video background filter for confidentiality purposes and to protect the image of people who may walk by in the background, and ensure they are in a private location for discussion of closed meeting matters.

**Best Practice: That Members participating electronically have their video turned on at all times when the meeting is in session and avoid any outside distractions.**

**Best Practice: That Members participating electronically keep their audio on mute except when speaking.**

### 8.3 Use of Chat

The use of chat box is limited to raising issues with the viewing or hearing of the meeting, or to indicate that a Member would like to speak. The chat box should not be used for commentary on the proceedings of the meeting or to discuss matters between Members. Members are not to carry on private conversation with other Members in the meeting. Any questions or concerns should be sent to "EVERYONE" in the group so the matter can be rectified forthright and brought to the attention of the Chair.

### 8.4 Conflict of Interest

If a Member needs to recuse themselves due to conflict of interest, the Member will be placed in a lobby (waiting room) until the next agenda item. Before leaving a meeting, a Member will raise a point of privilege and announce they will be recusing themselves from discussion on a

matter due to conflict of interest. The Member will be placed in a separate waiting room within the online meeting platform so that they may not hear or view meeting proceedings.

**Best Practice: The Member will declare a conflict of interest by stating the nature of the conflict before recusing themselves from the meeting during discussion of the matter.**

**APPENDIX A: CRD Meeting Rules Cheat Sheet**

Motion Type	Script	Interrupt Speaker	Second Needed	Debate	Amendable	Vote Needed
Motion	<i>"I move that..."</i>	No	Yes	Yes	Yes	Majority <sup>1</sup>
Objection to the Consideration of the Question	<i>"I object to the consideration of the question."</i>	Yes	No	No	No	2/3
Postpone Indefinitely	<i>"I move to postpone the question indefinitely."</i>	No	Yes	Yes	No	Majority
Amend	<i>"I move to amend the motion by... - Inserting - Striking out - Substituting"</i>	No	Yes	Yes	Yes <sup>2</sup>	Majority
Refer	<i>"I move to refer the matter to ..."</i>	No	Yes	Yes	Yes	Majority
Postpone to a Certain Time (future meeting)	<i>"I move to postpone the question until ..."</i>	No	Yes	Yes	Yes	Majority
Limit or Extend Debate	<i>"I move that debate be limited (or extended) to..."</i>	No	Yes	No	Yes	2/3
Previous Question	<i>"I move the previous question..."</i>	No	Yes	No	No	2/3
Table (same meeting)	<i>"I move that we table this question until ..."</i>	No	Yes	No	No	Majority
Point of Order	<i>"Point of Order"</i>	Yes	No	No	No	-
Appeal Chair's Decision	<i>"Shall the Chair be sustained?"</i>	Yes	No	No	No	50% <sup>3</sup>
Point of Information / Parliamentary Inquiry	<i>"Point of Information"</i>	Yes	No	No	No	-
Question of Privilege	<i>"Question of Privilege"</i>	Yes	No	No	No	-
Recess	<i>"I move that we recess until ..."</i>	No	Yes	Yes <sup>4</sup>	Yes	Majority
Adjourn	<i>"I move to adjourn"</i>	No	Yes	No	No	Majority
Adjourn to a Fixed Time	<i>"I move that the meeting be adjourned until ..."</i>	No	Yes	Yes <sup>5</sup>	Yes	Majority

**FOOTNOTES: CRD Procedures Bylaw**

<sup>1</sup> **Motion:** Adoption of Bylaw at same meeting as third reading requires at least 2/3 vote.

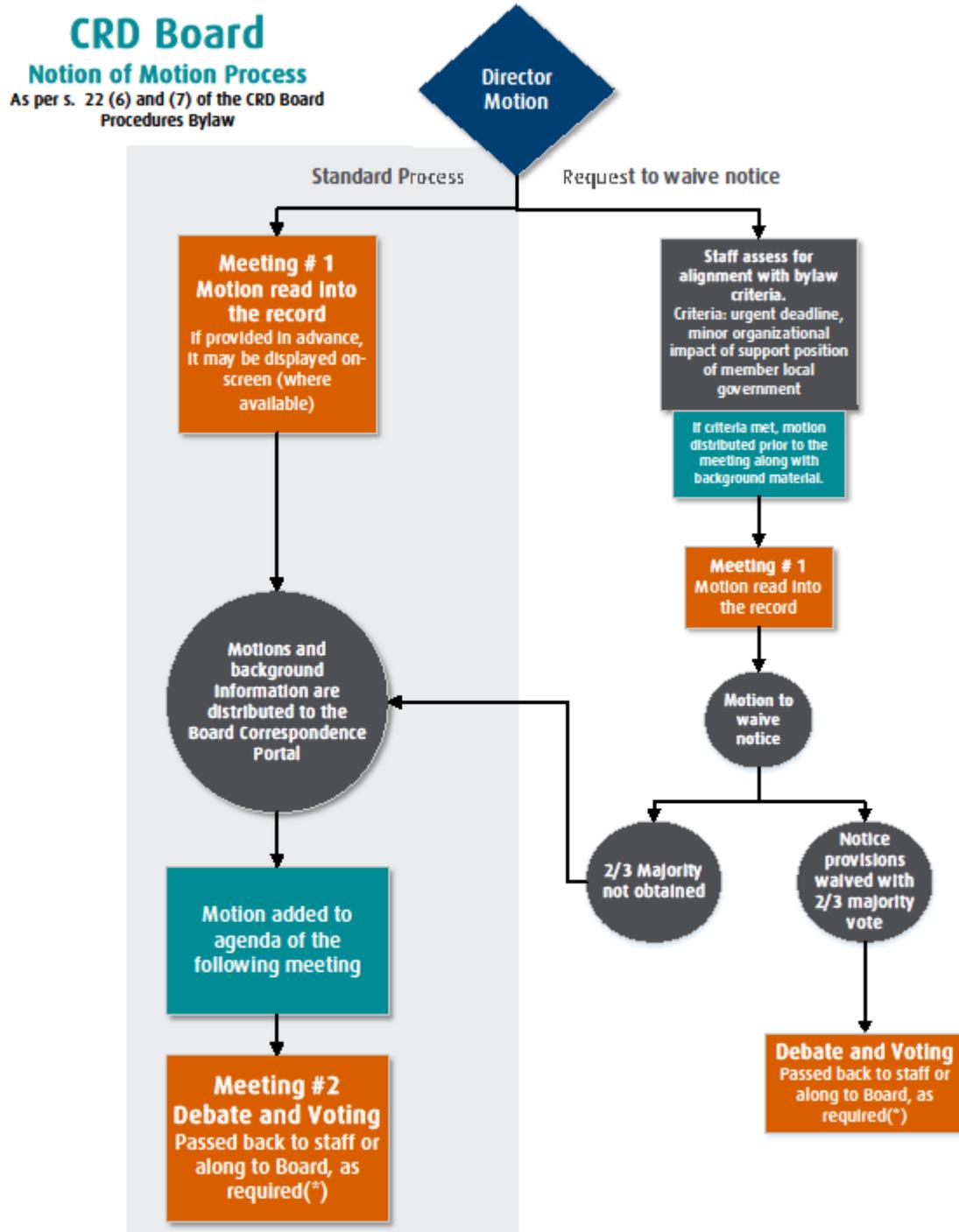
<sup>2</sup> **Amend:** Maximum of 2 amendments

<sup>3</sup> **Appeal Chair's Decision / Sustaining the Chair:** Chair does not vote.

<sup>4</sup> **Recess:** Not debateable when there is a question pending.

<sup>5</sup> **Adjourn to a Fixed Time:** Only debateable when there is no other motion on the floor.

**APPENDIX B: Notice of Motion Process Flowchart**



(\*) Guidelines on when items should stay at committee/go to Board: Motions that request more information from staff but do not take a position, require significant revision of staff work plans or commit the Board to a political position can stay at the committee level. Items that do require significant work, take advocacy or political positions, or those that commit the organization to a position should go to the Board prior to reports back or implementation.



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**REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD  
MEETING OF WEDNESDAY, APRIL 13, 2022**

---

**SUBJECT**     **Public Hearing Report on Bylaw No. 4454, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 154, 2021”**

**ISSUE SUMMARY**

To receive the Report of the Public Hearing held March 8, 2022, for proposed Bylaw No. 4454, and to consider Bylaw No. 4454 for third reading and adoption.

**BACKGROUND**

At its meeting of February 9, 2022, the Capital Regional District (CRD) Board gave first and second reading to Bylaw No. 4454, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 154, 2021”, and passed a resolution to delegate authority to the Regional Director to hold a public hearing with respect to the Bylaw.

Bylaw No. 4454 (Appendix A) will amend Bylaw No. 2040, “Juan de Fuca Land Use Bylaw, 1992”, by adding “athletic facility accessory to a principal residential” as a permitted use in the Rural Residential A Kennel (RR-AK) zone on Lot 28, Section 15, Otter District, Plan VIP87643.

On March 8, 2022, a public hearing was held for Bylaw No. 4454. There was one member of the public in attendance at the hearing. No submissions were received in response to the notice of public hearing. The Report of the Public Hearing is attached (Appendix B).

**ALTERNATIVES**

*Alternative 1*

- 1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4454, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 154, 2021”, which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 8, 2022, for Bylaw No. 4454, be received;
- 2) That Bylaw No. 4454 be read a third time; and
- 3) That Bylaw No. 4454 be adopted.

*Alternative 2*

That the minutes that form the Report of the Public Hearing for Bylaw No. 4454, which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 8, 2022 for Bylaw No. 4454, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 154, 2021”, be received.

**IMPLICATIONS**

*Legislative*

The Advisory Planning Commissions (APCs) were established to make recommendations to the Land Use Committee on land use planning matters referred to them related to Part 14 of the *Local Government Act (LGA)*. The Otter Point APC considered the application at its meeting on November 2, 2021.

### *Regional Growth Strategy*

Section 445 of the *LGA* requires that all bylaws adopted by a regional district board after the board has adopted a Regional Growth Strategy (RGS) be consistent with the RGS. In accordance with CRD policy, where a zoning bylaw amendment that applies to land within the Otter Point OCP area is consistent with the OCP, it does not proceed to the full CRD Board for a determination of consistency with the RGS. The proposed zoning amendment is consistent with the policies of the Otter Point OCP.

### *Land Use*

The proposed bylaw includes an amendment to add “athletic facility accessory to a principal residential use” in order to legalize an existing fitness centre and allow the building permit process for the accessory building to be completed.

The Settlement Area designation of the Otter Point Official Community Plan, Bylaw No. 3819, supports accommodating limited industrial and commercial development with a focus on the Sooke Business Park. The property is located in close proximity to local industrial, commercial and institutional uses, including light industrial and warehousing activities in Sooke Business Park, Otter Point Collision and the CRD Local Area Services Building.

As a permitted accessory use, the fitness facility and all other accessory buildings on the property would be limited in size to the maximum floor area of accessory buildings of 250 m<sup>2</sup>. Parking requirements are regulated under Part 3 of Bylaw No. 2040, which requires a minimum of 1 space per 3.18 m<sup>2</sup> of floor area used by patrons. Parking allocation will be assessed by JdF Planning through the building permit process.

Water licensing requirements under the *Water Sustainability Act* will be addressed through the building permit process.

The proposed bylaw was sent to 17 agencies and CRD departments, and to the Otter Point APC. No comments received expressed any concern with the bylaw or proposal activity.

At its meeting of February 9, 2022, the CRD Board gave the bylaw second reading, and passed a resolution to delegate authority to the Regional Director to hold a public hearing with respect to Bylaw No. 4454. The public hearing was held on March 8, 2022. One member of public was in attendance at the hearing and no comments were received. Staff recommend that the proposed bylaw be given third reading and adopted.

## **CONCLUSION**

A public hearing was held on March 8, 2022, for Bylaw No. 4454, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 154, 2021”. The minutes are attached as the Report of the Public Hearing.

The purpose of this zoning bylaw amendment application is amend the Rural Residential A Kennel (RR-AK) zone by adding “athletic facility accessory to a principal residential use” as a permitted use on Lot 28, Section 15, Otter District, Plan VIP87643. Proposed Bylaw No. 4454 has been read a second time and a public hearing was held on March 8, 2022. Staff recommend Alternative 1 to receive the minutes of the public hearing, and for the proposed bylaw to be given third reading and adopted.

**RECOMMENDATIONS**

- 1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4454, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 154, 2021”, which are certified as a fair and accurate summary of the representations that were made at the public hearing held on March 8, 2022, for Bylaw No. 4454, be received;
- 2) That Bylaw No. 4454 be read a third time; and
- 3) That Bylaw No. 4454 be adopted.

Submitted by:	Iain Lawrence, MCIP, RPP, Senior Manager, JdF Local Area Services
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, RPP, MCIP, Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Proposed Bylaw No. 4454  
Appendix B: Report of the Public Hearing March 8, 2022



Appendix B: Report of the Public Hearing

**REPORT OF PUBLIC HEARING**

held at the Juan de Fuca Local Area Services Building  
3-7450 Butler Road, Otter Point, BC  
March 8, 2022 at 7:00 pm

---

**SUBJECT:** **BYLAW NO. 4454**, cited as “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 154, 2021”

**PRESENT:** **Director M. Hicks** (EP), Chair by Resolution of the Capital Regional District Board on Wednesday, February 8, 2022  
**CRD Staff:** I. Lawrence, Senior Manager; JdF Local Area Services (EP);  
W. Miller, Recorder (EP)

**PURPOSE OF THE HEARING:**

Bylaw No. 4454 will amend Bylaw No. 2040, "Juan de Fuca Land Use Bylaw, 1992", by adding “athletic facility accessory to a principal residential use” to the Rural Residential A Kennel (RR-AK) zone on Lot 28, Section 15, Otter District, Plan VIP87643.

**NOTICE:** Notices were inserted in two (2) consecutive issues of the Sooke News Mirror appearing on February 24, 2022, and March 3, 2022.

**ATTENDANCE:** 1 EP

EP – Electronic Participation

The Chair declared the public hearing open at 7:00 pm.

The guidelines and procedures of the public hearing and the Notice of Public Hearing were read to those present.

The Chair called three times for further discussion on the bylaw and hearing none closed the public hearing on Bylaw No. 4454 at 7:02 pm.

CHAIR, Director M. Hicks
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## REPORT TO PLANNING AND PROTECTIVE SERVICES COMMITTEE MEETING OF WEDNESDAY, MARCH 16, 2022

---

**SUBJECT**     **Regional Foodlands Access Program - Preliminary Business Case**

### **ISSUE SUMMARY**

To receive the Regional Foodlands Trust Business Case (the business case) and obtain direction on next steps.

### **BACKGROUND**

In 2016 the Capital Regional District (CRD) Board approved the Regional Food and Agriculture Strategy (RFAS) and appointed a Regional Food and Agriculture Task Force (RFATF) to support the advancement of regional food and agriculture objectives. Supporting the establishment of a regional food and farmland trust is a recommended action within the RFAS, and a priority initiative of the RFATF.

In 2019, after completion of the *Capital Regional District Regional Foodland Access Program Feasibility Study*, staff were directed to:

- Canvass municipalities about interest in supporting a foodlands trust in partnership with a non-profit organization.
- Identify lands that may be available for inclusion in the trust; and
- Pursue a business case based on those lands.

At that time, nine municipalities indicated support in principle. Of those nine, three indicated a preliminary interest in contributing land, three indicated financial support in principle and one municipality would consider financial support should additional financial information be available (see Appendix A).

Three land parcels were also initially identified for potential inclusion in a program:

- District of Central Saanich: Newman Farm (Central Section), 6.2-acre parcel.
- District of Saanich: Panama Flats (Northern Section), 6-acre parcel.
- CRD Regional Parks: Bear Hill (5920 Patricia Bay Highway), 5-acre parcel.

Building from the 2019 feasibility study, Kwantlen Polytechnic University's (KPU) Institute for Sustainable Food Systems (ISFS) was contracted to produce a preliminary business case to understand applicability and preliminary costing implications for using the three parcels in a farmlands access program. The business case was informed by three technical site assessments also completed by KPU. Feedback from local experts, the RFATF, municipal and CRD staff informed this analysis.

### **Summary Results**

A goal of this program is to provide land access to new and entrant farmers. All three land parcels could accommodate food production and could support an incubator program, as follows:

- Bear Hill parcel: Identified as the best option for a pilot parcel as it requires the lowest initial capital investment cost for the establishment, the plots are ready to be farmed, and it has supportive partners. The parcel requires rezoning approvals and legal agreements between existing users to be settled before use.

- Newman Farm parcel: Ideal because of its location, privacy, and agricultural history; however, it would require significant initial capital investment.
- Panama Flats parcel: Potential site but requires extensive infrastructure investments. WSÁNEĆ Leadership Council representatives indicated that this land is a critical wetland habitat and harvesting area. Prior to inclusion, additional community and First Nations consultation should occur before inclusion is recommended.

Adequate incubator plots range from 0.5 to 1-acre in size, therefore, a program utilizing all three parcels could accommodate between 17 and 34 new farmers.

The financial analysis within the business case considered expenses and revenue at the individual parcel level and included two scenarios – Scenario A in which all the parcels are established with the full suite of infrastructure and tools, and Scenario B, which defers large infrastructure/machinery investments.

There are three project phases, each with Board, municipal and electoral area partner, and non-profit partner decision points to ultimately establish a new foodlands access service (see Appendix B). Completing the business case (see Appendix C) is the last step in the first phase of this process and fulfills the CRD corporate plan priority to analyze options for improving access to affordable farmland. Given the new information provided in the business case and the significant level of effort to pursue next phases of the project, the Board must determine whether the establishment of a regional or sub-regional foodlands access service remains a priority for the region. Once confirmed, staff would identify detailed operational requirements, determine a funding strategy and confirm local government participants for establishing the new service.

## **ALTERNATIVES**

### *Alternative 1*

The Planning and Protective Services Committee recommends to the Capital Regional District (CRD) Board:

That the CRD Board determine, through the Board strategic planning process, whether establishing a regional foodlands access service (regional or sub-regional) is a Board priority for the 2022-2026 term.

### *Alternative 2*

The Planning and Protective Services Committee recommends to the Capital Regional District (CRD) Board:

That the CRD Board direct staff to proceed with the next phase work to establish a regional foodlands access service by identifying the operational requirements, service participants and funding strategy needed to establish a service.

### *Alternative 3*

The Planning and Protective Services Committee recommends to the Capital Regional District (CRD) Board:

That the CRD Board direct staff to not advance next phase work associated with establishing a regional foodlands access service as proposed in the business case.

### *Alternative 4*

That the Regional Foodlands Access Program - Preliminary Business Case report be referred back to staff for additional information based on Planning and Protective Services Committee direction.

## **IMPLICATIONS**

### *Intergovernmental Implications*

During the next phase of work, Councils would be asked to confirm land contributions and, for interested participants, maximum allowable financial contributions. This would inform service applicability and scale, funding sources and detailed costing. Once staff have identified operational requirements and prepared detailed service costing, municipalities would be canvassed to confirm service participants.

The three land parcels are located within the traditional Coast Salish Territory. Should this project move forward, the CRD and its partners would continue to engage with First Nations communities and invite them to incorporate traditional and Indigenous food systems on the parcels.

### *Regional Growth Strategy (RGS) Implications*

Pursuing this initiative is consistent with Food Systems policy 6.1(1) and 6.1(2) in the RGS. It is consistent with the RGS objective to foster a resilient food and agriculture system and is a small step toward meeting the target to increase productive foodlands by 5,000 ha by 2038.

### *Financial Implications*

The business case found that each site requires an initial capital investment of approximately \$270,000 to \$307,000 for infrastructure and equipment to provide adequate incubator program amenities. Further, ongoing annual program operations would cost approximately \$170,000 to \$190,000, depending on the number of sites. The scenarios show that some capital cost savings can be realized by minimizing or deferring purchase of large equipment. While land leasing/incubator fees have been identified as a source of revenue in the preliminary business case, funding for the program heavily relies on public sector subsidies and grants. The business case assumes \$120,000 of ongoing CRD operating funding. A funding source for land improvements and equipment cost has not yet been identified.

Additional work needed to develop operational requirements, identify a funding strategy and confirm service participants would incur a one-time project cost of between \$35,000 to \$45,000 to be identified through the service and financial planning process. Existing reserve funds could be used for this work.

### *Service Delivery Implications*

Should the Board decide that a foodlands access service is a priority for the region, the next project phase is to determine what the service should look like. This requires additional staff work and Board direction on operational requirements, funding strategy and service participation. The final output would be municipal and electoral area approval to proceed with a service, subject to Board direction, and the preparation of a draft service establishment bylaw. The diagram in Appendix B sets out those decisions.

### *Operational Requirements*

Staff would need to negotiate land use approvals for parcel inclusion from CRD Regional Parks, District of Central Saanich and District of Saanich. For the Bear Hill parcel, agreements with existing users will need to be resolved and a rezoning of the lands may need to occur. For the Newman Farm parcel, confirmation of infrastructure improvements, site servicing needs and approvals are required. For the Panama Flats parcel, confirmation of drainage costs and approvals are required, as well as additional engagement with community partners and First Nations prior to inclusion of this, or an alternative site.

Staff must also further engage local non-profits to confirm capacity, interest, and suitability in partnering in this initiative. The legal mechanisms (i.e., land trust versus land banking) and the governance model must be developed.

#### *Funding Strategy*

The detailed costs and funding mechanism for establishing a new service would be determined during the next phase of work. Costs are dependent on the number of local governments participating in the service, the number of parcels ultimately included, and the funding model.

#### *Service Participants*

Once operational requirements and a funding strategy have been prepared, municipalities and electoral areas would be canvassed to confirm interest in service participation and to provide consent to proceed with the service establishment process.

Should the Board agree that service establishment is a strategic priority for the 2022-2026 Board term, next phase activities would be completed through 2023 and 2024, with an anticipated service launch in 2025. Otherwise, work may begin immediately, with an anticipated service launch in 2024. The RFAS identifies 10 actions to achieve the region's vision for a vibrant food and agriculture system. Should the Board decide not to proceed with a foodlands access program, staff would work with the RFATF to advance other priorities within the RFAS.

#### *Alignment with Board & Corporate Priorities*

Completion of the business case fulfills Community Need Initiative 11-b – Affordable Farming Land. The establishment of a new foodlands access service is a different priority that could be determined through the 2022-2026 Board Strategic Planning process.

#### *Alignment with Existing Plans & Strategies*

RFAS recommendation 9, action 1, is to explore the feasibility of the CRD managing a public land bank, or foodlands trust. The RFAS identifies service establishment as a subsequent action.

### **CONCLUSION**

To achieve goals of the RFAS, the CRD has worked with the RFATF to understand the implications for establishing a food and farmlands trust program. In 2019, staff canvassed municipalities about interest in supporting a foodlands trust in partnership with a non-profit organization and asked them to identify lands that may be available for inclusion in the trust. Three parcels were identified for potential inclusion. Technical sites assessments and a preliminary business case was completed to understand parcel suitability and capital and operating costs. Completion of the business case fulfills the corporate plan priority for affordable farming land. Staff are seeking confirmation from the Board that establishing a regional foodlands access service (regional or sub-regional) remains a priority for the region. If confirmed, next steps would be to develop operational requirements, identify local government service participants and determine a funding strategy for establishing a new service.

**RECOMMENDATION**

The Planning and Protective Services Committee recommends to the Capital Regional District (CRD) Board:

That the CRD Board determine, through the Board strategic planning process, whether establishing a regional foodlands access service (regional or sub-regional) is a Board priority for the 2022-2026 term.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Summary of Municipal Input, 2019
- Appendix B: Foodlands Access Service Project Phases
- Appendix C: KPU Foodlands Trust Business Case



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### Appendix A: Summary of Municipal Input, 2019

In spring 2019, staff canvassed all municipalities to assess whether there is a desire to have the CRD operate a foodlands trust in partnership with a non-profit organization, and whether they could provide land or financial contributions. Several municipalities advised they required additional time to fully consider and confirm land donations and financial contributions.

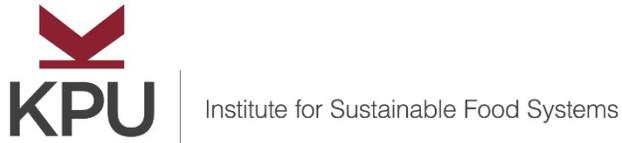
The following is a summary of responses collected in 2019:

Municipality	Support	Land Contribution	Financial Contribution	Notes
Colwood	No	No	No	
Esquimalt	No	No	No	
Langford	No	No	No	
Central Saanich	Yes	Yes	No	Explore using part of Newman Farm with conditions
Highlands	Yes	No	No	
Metchosin	Yes	No	No	Conditional support for a land trust based on the principles of the Peninsula Agriculture Commission Letter
North Saanich	Yes	Maybe	Maybe	Considering options for Sandown – Foodland trust is one option, may also consider financial support
Saanich	Yes	Yes	No	
Sidney	Yes	No	No	Requires additional operational and cost information before considering financial support
Sooke	Yes	No	Yes	Financial support in principle
Victoria	Yes	No	Yes	
View Royal	Yes	No	Yes	

## Appendix B: Regional Foodlands Access Service: Project Phases

The diagram sets out the project phases to establishing a regional foodlands access service. The documentation section summarizes the information needed to support decision-making and the decision point section identifies when direction is needed from the Board to proceed with work.

Project Phase	1: Determine whether the region needs a foodlands access service.			2: Determine what the regional foodlands access service should look like.			3: Initiate delivery of a regional foodlands access service.	
Board Direction	Approved corporate plan priority	Considered options analysis	GO/NO GO DECISION	GO/NO GO DECISION Operational Requirements	GO/NO GO DECISION Funding Strategy	GO/NO GO DECISION Service Participants	DECISION Approve service est. bylaw	Execute service establishment
Decision Outcome	Board approved Community Need 11(b): undertake options analysis to increase access to affordable farm land.	Board directed staff to identify land availability, canvas municipal interest and prepare a business case.	Board to decide if region needs a foodlands access service, based on costs and impacts.  Business case completes Community Need 11(b).	Agree to parcels.  Determine non-profit operator (NPO) availability.  Develop governance, legal tool, staffing.  Negotiate land agreements.	Undertake detailed costing.  Determine funding sources.  Confirm requisition impacts.	Canvas municipalities and electoral areas to confirm service participants.  Engage WSANEC leadership council.	Approve the establishment bylaw per <i>Local Government Act (LGA)</i> requirements.	Recruit NPO.  Establish legal mechanism.  Finalize land agreements.  Execute staffing.
Timing	2019	2019	We are here	Q3 2023	Q3 2023	Q2 2024	Q1 2025	2024-2025
Related Documents	Action 9 - Regional Food and Agriculture Strategy: initiate a process to establish a regional foodlands trust.	Foodlands Trust Feasibility Study: options review of land access tools confirmed land trust as best option.	Foodlands Trust Business Case ~\$300K / parcel initial capital ~\$170K to \$190K operating  7-9 participants, costs pending  3 parcels (5 – 17.2 acres)	FINAL OUTPUT: Municipal and electoral area approval to proceed and, subject to Board direction, draft service establishment bylaw.  NOTE: Stages of work are iterative and tasks can be run simultaneously. Each have decision-points, and none commit the Capital Regional District (CRD) to a service until the Board directs a draft service establishment bylaw.			Bylaw readings, municipal, EA and provincial approval.	Community Need / Initiative Business Case would document all resources and set service levels corporately.



# FOODLANDS TRUST FINAL BUSINESS CASE APPENDIX C

February 2022



Prepared for: Capital Regional District  
Prepared by: KPU Institute for Sustainable Food Systems

**Capital Regional District  
Foodland Trust Business Case**

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## Acknowledgements

We work, study, and live in a region south of the Fraser River which overlaps with the unceded traditional and ancestral lands of the Kwantlen, Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt and Kwikwetlem peoples.

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## Executive Summary

In 2016 the Capital Regional District (CRD) Board approved the Regional Food and Agriculture Strategy (RFAS) and appointed a Regional Food and Agriculture Task Force (RFATF) to support the advancement of regional food and agriculture objectives. After completing *the Capital Regional District Regional Foodland Access Program Feasibility Study* (2019 feasibility study), staff were directed to canvas municipalities to assess interest in supporting a foodlands trust in partnership with a non-profit organization and identify lands that may be available for inclusion in the trust.

Three land parcels were initially identified for evaluation and assessment on appropriate use for a Foodland Trust Incubator Program.

1. Newman Farm - Central Section
2. Panama Flats - Northern Section
3. Bear Hill Parcel - located on 5920 Patricia Bay Highway

Building off the 2019 feasibility study, Kwantlen Polytechnic University's (KPU) Institute for Sustainable Food Systems (ISFS) produced this business case and accompanying site assessments to understand further technical and cost information related to establishing a Foodlands Trust Incubator Program (Foodlands Trust).

The three land parcels are located within the traditional Coast Salish Territory. As this project moves forward, the CRD and its partners have committed to engaging meaningfully with neighbouring First Nation communities to understand ways to incorporate traditional and Indigenous foodways on the parcels. In November 2021, the project team presented initial project updates to the W̱SÁNEĆ Leadership Council Society. The CRD received valuable feedback indicating that the Nations are interested in being involved.

### **Incubator Program Components**

A review of other successful incubator programs in Canada and the USA identified many standard features that contribute to program success. This informed the financial analysis:

- 1) Affordable lease rates in current times of high land prices.
- 2) Peer mentorship to provide valuable learning experiences.
- 3) Shared infrastructure and tools, which are high-cost items for new farmers.
- 4) Dedicated staff to operate and maintain the site and provide support for incubator farmers.

### **Parcel Site Assessments**

The strengths and weaknesses of each parcel were evaluated based on the following criteria: agriculture capability, infrastructure set up, drainage, location, soil texture and topography and financial investment. A summary of the results is as follows:

- **Newman Farms - Central Section:** This parcel is adjacent to another community farm and is gated from public access, so it would solely be used for incubator farming and planned activities. This central section of the parcel has a good potential for mixed vegetable, livestock, and orchard production; it is 6.2-acres naturally divided into five sections with varying soil types. This parcel has only been used for livestock grazing in the past, thus lacking in basic infrastructure set up (i.e., water and power connection). A significant financial investment is needed to develop this parcel as a farm incubator program.
- **Panama Flats - Northern Section:** This parcel is marshland and is prone to severe flooding in the fall and winter months, thus potentially causing significant delays in the farming season. Experts recommend investment in drainage improvements. While it has high agriculture potential for mixed vegetable production, the cost to prepare and establish this site is significant. The parcel can continue to be utilized by the public for walking trails and bird watching, with potential for community garden spaces. Its centralized location offers close access to markets for new farmers and can build a food hub for the local neighborhood.
- **The Bear Hill Parcel:** Located on the eastern edge of CRD's Bear Hill Regional Park, this parcel is the previous site of the City of Victoria's tree nursery and is designated under the Agricultural Land Reserve (ALR). It is the smallest of the three parcels and already has required basic infrastructure installed (water and power), which significantly lowers the site development costs, only requiring some initial amendments to build the soil. Natural drainage is good, with varying topography that could allow for growing mixed vegetables, orchards, livestock and establishing indigenous food systems. The entire site has perimeter fencing in place.

### **Financial Analysis**

Each site was assessed individually with full costing of infrastructure, equipment, human resource, and variable operating costs. Two financial scenarios were created - Scenario A, where the parcels are established with the full suite of infrastructure and tools, and Scenario B, which represents a lower and phased capital investment. Should all three parcels move forward, there is significant potential for administrative efficiencies.

This analysis provides a concept level estimate of anticipated and ongoing capital and operating expenses. The following articulates a base level of revenue from land parcel rentals only and makes assumptions on CRD and external funding sources per parcel. Initial capital investments have not been included in the annual program costs and revenues, nor have shared costs or revenues across the parcels been included. Once a funding model is determined, a further detailed financial analysis is required.

**Scenario A**

	Panama Flats	Newman Farm	Bear Hill Parcel
<b>Initial Capital Investment (Year 1)</b>	\$306,769	\$305,123	\$270,941
<b>Annual Program Costs and Revenues</b>			
<b>Operating Cost</b>	\$180,392	\$180,448	\$180,112
<b>Gross Revenue*</b>	\$193,037	\$193,387	\$191,289
<b>Net Revenue</b>	\$12,645	\$12,939	\$11,177

*\*Assumes \$120,000 annual CRD funding, 35% funding from external grants & land leasing revenue for each individual parcel.*

**Scenario B**

	Panama Flats	Newman Farm	Bear Hill Parcel
<b>Initial Capital Investment (Years 1 &amp; 3)</b>	\$207,089	\$205,443	\$171,261
<b>Annual Program Costs and Revenues</b>			
<b>Operating Cost</b>	\$175,744	\$175,800	\$175,464
<b>Gross Revenue*</b>	\$191,411	\$191,760	\$189,663
<b>Net Revenue</b>	\$15,666	\$15,960	\$14,198

*\*Assumes \$120,000 annual CRD funding, 35% funding from external grants & land leasing revenue for each individual parcel*

**Non-Profit Organizations and Governance**

The 2019 *Capital Regional District Regional Foodland Access Program Feasibility Study* recommended that the governance structure for the regional Foodland Trust should be a hybrid model between the CRD and a non-profit organization (NPO). The CRD would be responsible for high-level administration oversight in terms of legal, policy, and fundraising matters, whereas the NPO would lead the day-to-day operations of managing the incubator farmers and maintaining the sites. A hybrid model would allow the CRD to provide steady financial support contributing to wage subsidy and operating costs, while the NPO would generate revenue through incubator fees and access to external grant funding. The region hosts a few NPOs that have experience in managing food lands, incubator and community programs that may be a suitable partner in this endeavor.

**Recommendations**

Incubator and land leasing programs effectively support aspiring farmers, thus contributing to the advancement of the local food system. The Bear Hill parcel would be the best option for a pilot parcel as it requires the lowest initial capital investment cost for the establishment, the plots are ready to be farmed, and it has supportive partners. The parcel does require zoning approvals and legal agreements between existing users to be sorted before use. Newman Farm would be ideal because of its location, privacy, and agricultural history; however, it would require significant initial capital investment. The Panama Flats parcel remains a potential site but requires extensive infrastructure investments. WŚÁNEĆ Leadership Council representatives also indicated that this land is a critical wetland habitat and

harvesting area. It is recommended that additional community and First Nation consultation occur before inclusion.

## Introduction

The purpose of this business case is to understand further financial implications for the CRD pursuing a Foodland Trust Incubator Program (Foodland Trust), building off the 2019 Capital Regional District Regional Foodland Access Program Feasibility Study. The goal of the Foodland Trust is to utilize public lands to prove a concept that would empower viable farm business operations and community-led harvesting and growing. Ultimately, the aim is to increase access to agricultural land for new aspiring farmers in the capital region. As this project moves forward, the CRD and its partners intend to engage with these First Nation communities in decision making of the Foodland Trust and invite them to incorporate traditional and Indigenous food systems on the parcels.

Incubator farms are becoming increasingly necessary and helpful in providing start-up support for new farmers due to high land prices and high capital costs. An incubator farm offers an accessible location for new farmers to develop food growing skills, “learn business and marketing skills, and develop an interconnected relationship with the regional agriculture company. It is designed to be an interim step that fosters entrepreneurial skills for new farmers to eventually develop independent businesses on other agricultural lands” (Metrovancouver, 2011). In Canada, there are only a handful of incubator programs, including two in the capital region - Haliburton Community Farm in Saanich, BC and Sandown Centre for Regenerative Agriculture (Sandown Centre) in North Saanich, BC

## Farming Trends, Challenges and Benefits on Vancouver Island

Access to farmland is one of the biggest challenges for current and new farmers trying to enter the market. The cost of purchasing farmland is prohibitive to most farmers, and agricultural land values continue to increase in the capital region (Uplands Consulting, 2019, Farm Credit Canada, 2021). Land prices make it unattainable for many entrant farmers or those wishing to expand their existing farm businesses. Smaller acreages tend to sell at a higher cost per acre than larger properties, resulting in small-scale farmers being disproportionately affected (Smith D., 2019). A 2016 report found that farmers would need to increase their prices by up to 70% if they had to be paying off mortgages on agricultural land (Sussman, Dorward, Polasub, Mullinix, & Mansfield, 2016). Land leasing for farmers is not a new trend in BC or on Vancouver Island; it is a long-standing practice and vital to many farm businesses, small and large alike. For example, John and Lorriane of Parry Bay Sheep Farm in Metchosin own 2-acres and lease 1000 acres in total; they have been farming like this for 40 years. Bill Zylmans of W & A Farms in Richmond is farming 400 acres and owns 70 of them; he also subleases other farmers for rotational purposes and adds diversity to his cover cropping system. Both farms prefer long-term leases, a minimum of 5-10 years with a first refusal purchasing option. This land leasing structure makes land and infrastructure improvements worth the investment for farmers (Grimmer, 2021).

For the 2019 feasibility study, farmers in the capital region were consulted to understand better if a government-subsidized incubator farm program for new farmers utilizing a Foodland Trust model would give an unfair advantage to new entrant farmers. This was not identified as a concern to these farmers due to the following reasons (Upland Agricultural Consulting, 2019):

- Rising cost of land
- Competitive lease rates

- Historical resources are no longer available and accessible
- Lack of mentorship opportunities
- Good farmers take time to grow
- Rural extension opportunities
- Lack of assets on leased land
- It takes a village

Underutilized agricultural land can and should be farmed in ways that support their surrounding ecosystems in this unprecedented time of climate change. The natural assets within farmland support the following environmental benefits (Upland Agricultural Consulting, 2019):

- Wildlife habitat
- Soil formation and nutrient cycling
- Climate regulation
- Water purification
- Flood regulation
- Pest management
- Pollination

This program can create accessing land opportunities for farmers, foster current relationships and develop innovative partnerships within the capital region. This action could demonstrate an approach to affect policy change around ALR land, land pricing, and increased agricultural use of unused land parcels. The CRD could be leaders in creating a Foodland trust program on the island.

### Project History

The CRD’s RFAS was approved in December 2016, and its first recommendation was to create a Regional Food and Agriculture Task Force (RFATF). The RFATF then prioritized addressing the recommendation related to increasing access to farmland within the CRD (Capital Regional District, 2016).

On April 12, 2017, the CRD Board directed that the RFATF “continue to examine a range of options for assisting agriculture in the region together with the potential costs and report back for the Planning and Protective Services Committee’s decision.” On September 13, 2017, the Board approved a \$30,000 budget to fund a regional Foodland access feasibility study. On February 10, 2018, the Board approved terms of reference, and a contract was subsequently awarded to Uplands Consulting Ltd.

Over the course of 2018, the Capital Regional District Regional Foodlands Access Program Feasibility Study was completed. Conducted through research and discussions with new and established farmers, various NPOs, incubator farmers, other farmland trusts, and local/provincial government representatives, it examined seven land access tools used by government and NPOs:

1. Land trusts
2. Land banks
3. Land connecting services
4. Incubator farms

5. Farm tax policies
6. Farmland ownership restrictions
7. Regulation of farm leases

These tools were assessed based on:

- Relative Cost: Amount of sustained support required.
- Lead Agency: Organizational leadership required.
- Timeframe: Short (1–3 years), medium (3–5 years), or long-term (>5 years).
- Level of Effort: Local government capacity.
- Level of Impact: Relative amount of land and/or farmers that will benefit.

The study ranked the land trust and land bank tools first and second for the greatest potential impact to improve long-term land access.

At their April 10, 2019 meeting, the CRD Board directed staff to assess municipal interest in a Foodland Trust and to identify potential municipal lands that could be made available. The District of Saanich, District of Central Saanich and CRD Regional Parks division identified potential lands for consideration. Other municipalities, while interested, required more information before confirming support. Ultimately, three land parcels were identified.

In November 2019, the CRD partnered with Kwantlen Polytechnic University's (KPU) Institute for Sustainable Food Systems (ISFS) to conduct the Foodland Trust business case to provide additional information specifically on the Foodland Trust model based on three initial land parcels.

### Kwantlen Polytechnic University - Institute for Sustainable Food Systems

As an applied research and extension unit investigating and supporting regional food systems as key elements of sustainable communities, the KPU's ISFS was selected to conduct this business case. Community collaboration is central to the ISFS' approach, as evidenced by consistent work with community activists and agencies, leaders, Indigenous Nation governments, settler governments, and other academics. In alignment with long-held ISFS values, objectives and programmatic foci, the ISFS has prioritized serving and supporting Indigenous Nations and communities to achieve their food sovereignty aspirations. Similarly, the ISFS strives to manifest reconciliation into all our work.

The ISFS has extensive experience and knowledge in developing and providing agriculture training programs and services that support the next generation of farmers through our flagship farm school programs since 2010. The farm schools also operate incubator farmland programming, allowing graduates to access incubator plots with shared resources and mentorship to start their own farm businesses.

Since the start of KPU's farm school programs, over 160 students have been enrolled, among which, 35 graduates (~20%) have participated in the incubator component and started their own farm business operations. Many students choose ISFS programs over others because of the incubator plots, which

provide significant leverage for new farmers. The ISFS' farm school and incubator programs have gained a positive reputation provincially and nationally as many First Nation communities and other universities have sought advice on farm school development.

## Research on Land Leasing Incubator Models

There is a precedence for creating a Foodland Trust, and it is something that has undergone rigorous research over the past decade by many organizations, including CRFAIR (Capital Region Food and Agriculture Initiatives Roundtable), Farm Folk City Folk, the Centre for Sustainable Food Systems at UBC Farm, Young Agrarians, and many more. See *Appendix A - Past Research on Foodland Trust Reports* for information published by these organizations.

Several successful incubator farm programs in Canada and the USA have been used as a point of reference for the proposed Foodland Trust Incubator Program. Refer to *Appendix B – Examples of Incubator Programs* for a description of the following programs, including a detailed list of the provided equipment and infrastructure and the membership fees:

- Plate-forme Agricole de l'Ange-Gardien (Gatineau, Quebec)
- Kwantlen Polytechnic University Farm Schools – Incubator Programs (Richmond & Tsawwassen, British Columbia)
- Viva Farms (Skagit Valley, Washington)
- Haliburton Community Organic Farm (Victoria, British Columbia)

Each program is different as they are designed to cater to the needs of their specific community. However, some common aspects lead to the success of these programs, such as:

- Affordable lease rates in current times of high land prices.
- Peer mentorship to provide a valuable learning experience.
- Shared infrastructure and tools, which are costly items for new farmers.
- Human resource needs require dedicated staff to operate and maintain the site and provide support for incubator farmers.

A summary of five former incubator farm businesses that have stemmed from the incubator programs noted above is also provided in *Appendix B*.

## Common Benefits of Incubator Farm Programs

An incubator-style program is effective for aspiring farmers who wish to enter the market. Program evaluations from KPU's incubator farm programs have shown that an incubator program eliminates a level of start-up risk for new farmers and provides them time to transition into a full-time farming career. Feedback indicates that peer support from being on incubator farmland is essential because farmers can learn from each other and are less lonely when starting out. Aside from the sharing of infrastructure and equipment, the two KPU farms are located close to city centers, allowing easier access to markets while building their brand. On a community level, the public is excited about the increased production of local vegetables and land in agriculture use. An incubator program eliminates a

massive capital investment that many new farmers would not be able to afford, significantly reducing the barrier to entry.

Typical benefits of an incubator farming program are the support and collaboration between farmers and the powerful sense of pride in collectively striving for the same goal: to grow and provide high-quality and fresh organic vegetables to the local food system. Many Plate-forme Agricole de L'Ange-Gardien program farmers claimed that the social benefit is just as significant as the financial benefits. An incubator program allows for economic savings such as pooling resources to bulk-purchase supplies and time savings by helping each other with small tasks and sharing efficient and successful growing practices. The strong network of support and collaboration advances socio-ecological resiliency in the food system (Kenney, Dale, & Newman , 2016).

Incubator farm programs can vary widely on the length and educational training offered, but all aim to address:

- Affordable access to land; Reduced capital cost for farmers starting their business by providing shared infrastructure, tools, and equipment;
- Community support while building farming skills and farm businesses.

## Operation Design Recommendations

This operation design is appropriate for the three land parcels under consideration in this business case: Newman Farm, Panama Flats, and Bear Hill Parcel. It will also apply to any future parcels put into the program.

### Plot Size

KPU recommends that each farmer be provided between 0.5-acre to 1-acre plots. This recommendation is based on the KPU, Viva Farms, and the Sandown Centre land leasing model. The goal is to set farmers up for success and provide a manageable plot size. This plot size is appropriate for at least the first three years of leasing while the farmers are in a career transition, potentially working part-time, developing their farming skillset and building a business. The future incubator program manager should create evaluation milestones that the farmers must achieve before being offered more land based on the farmer's capacity, business and farming goals and that the land has been managed ecologically and sustainably.

Another consideration is the space required for infrastructure setup, including a cooler and washing station unit, a storage shed for tools, and a bay for larger machinery. It is assumed that these items will take up between 0.5 and 1-acre.

Lastly, the plot sizes offered must consider the layout and distribution of land within each parcel. Given the assumption that 1-acre is for infrastructure and each farmer is given between 0.5 to 1-acre plots, Newman Farm and Panama Flat can potentially fit 5 to 10 farmers, and Bear Hill Parcel can have 4 to 8 farmers.

## Infrastructure

Based on secondary research, interviews with incubator farmers, and KPU's experience of running two incubator programs, the minimal suite of communal infrastructure and machinery, tools and equipment needed for a successful incubator program includes the following items:

- Packing unit – a food-safe space for farmers to pack produce.
- Cooler – cooler storage for produce to allow and encourage farmers to sell their produce at markets and other sales avenues.
- Washing station – a food-safe space for farmers to wash produce.
- Propagation house – a high tunnel propagation greenhouse for farmers to start and store their seedlings.
- Storage shed – storage unit for shared equipment, machinery, and tools.
- Drainage – site-dependent, but drainage tiles or pipe installation may be needed if the parcel is prone to flooding due to fall and winter rainfall.
- Machinery and equipment:
  - 50-55hp ride on tractor with the basic implements (plow, disc, rototiller, mower) is needed to cultivate new land, prepare land on a large scale, and maintain the site.
  - A walk-behind tractor with basic implements (rotary plow, rototiller, mower, disc harrow) is perfect for small-scale farmers to use on an individual basis for land management, including tilling, mowing, bed building, and cover cropping.
  - Weed whacker for managing overgrown grass and weeds in areas where the mower cannot reach.
- Hand tools – this includes basic hands tools such as shovels, rakes, wheelbarrows, weeding hoes, seeders.
- Power access – to power the wash pack unit and the cooler.
- Water access – access to safe, clean water for irrigation hookups and post-harvest washing of crops.
- Plot irrigation – each plot to have individual irrigation hook up.
- Pick-up truck – for the site caretaker to use for hauling equipment, buying supplies, and travelling between sites.

The list of communal infrastructure, equipment and tools will vary depending on the budget; however, this is the minimum suite of items recommended. For the scope of this business case, the budget for each parcel is evaluated individually; however, there could be opportunities for a more collaborative approach with some shared communal tools and infrastructure between the parcels. Depending on the distance between parcels, large items like a ride-on utility tractor could be shared amongst the various parcels to reduce capital investment. For example, at Viva Farms, equipment such as tractors is shared as each site is only 1 mile from each other. It is customary for some farms to partner with and hire an existing farmer with a tractor to do soil cultivation in the spring and fall. For example, the Farmland Trust Society, which manages Newman Farm's upper section, hires (in kind) a neighbor farmer to cultivate a large land area every year in the spring and fall. It builds relationships amongst the farming community and mitigates the need for everyone to have a tractor.

The three parcels under evaluation and assessment are more than 1 mile between them. However, it is reasonable to assume that Newman Farm and Bear Hill share a utility tractor (with only 4.3 miles between). Panama Flats is 7.8 miles from Bear Hill and would require its own utility tractor. Further, all parcels could share a single packing and cooler unit between the three parcels, and a single pickup truck, utilized by the site caretaker.

### Tenant Transitions

It is essential to create a straightforward process for transferring infrastructure investments made by an outgoing farmer tenant to the incoming farmer to the same plot of land. The Foodland Trust Feasibility Program report outlined a straightforward way to navigate and negotiate the land leases to compensate for any investment a tenant has contributed to that land. A few important components of a lease agreement (Upland Agricultural Consulting, 2019):

- Leases can be crafted to facilitate the transfer of capital investments from one lessee to the next.
- It will be important what improvements the lessee will be responsible for (i.e., soil health maintenance) and what the program manager will oversee (i.e., maintaining perimeter fences, mainline irrigation maintenance and repairs, etc.).

The following options may be applied to lease terms once the lease expires, as per the feasibility study (Upland Agricultural Consulting, 2019):

1. The lessor (e.g., local government and/or NGO) can have the investments (and associated depreciations) assessed by a neutral third party, and a lump-sum payment is made to the farmer to buy them out. The lessor can later recoup this payment by charging a higher lease rate to the next farmer, acknowledging the increased value of the infrastructure available.
2. The outgoing farmer can sell the infrastructure directly to the incoming farmer.
3. The outgoing farmer can take the infrastructure with them to a new location.
4. A combination of the above can occur.

It will be essential for the lessee to keep detailed purchase records and receipts of all land investment improvements to facilitate a smooth transition of infrastructure investments. The transfer must be directly included in and throughout the lease agreement (Upland Agricultural Consulting, 2019).

The opportunity to transfer infrastructure and other investments from one lessee to the next can benefit both farmers. A buy-and-sell relationship between incoming and outgoing incubator farmers is encouraged at KPU farm schools, and farmers are often grateful for the opportunity. This opportunity benefits both parties economically, and this upcycling/recycling of materials creates less waste in the environment.

### Parcel Assessment and Evaluation

Each of the three land parcels was objectively evaluated on their suitability for being developed as an incubator site for new entrant farmers:

1. Newman Farm - Central Section

2. Panama Flats - Northern Section
3. Bear Hill Parcel

All three land parcels were evaluated as separate entities and considered in the larger context of a potential multi-site incubator farm program. The assessment includes recommendations for each land parcel. A detailed site assessment report was completed for each parcel and is provided separately from this document; refer to each assessment for further information.

Each site was evaluated based on the following criteria:

- Its current and future agriculture production possibilities: soil and site characteristics.
- Its current and future infrastructure capacity: utility access (water and power), buildings, fencing, and road access.
- Its historical and current social context.

At each parcel, the soil was sampled to understand the soil texture and characteristics. Results are provided in the summary results below, and further explanation is provided in Appendix C – Soil Texture Summary.

### Summary Results - Newman Farm Parcel

The Newman Farm, a 16-acre property, was cared for and managed as a subsistence farm for a century before being gifted to the District of Central Saanich in 2003 from the Newman Family. It is divided into three sections: the upper farm, the central farm, and the lower farm. The district has invested significant resources into determining the best way to move forward with the Newman Farm, including developing the Newman Farm Master Plan in 2007. The guiding vision for the Newman Farm should be considered in this project:

*“The community of Central Saanich will care for Newman Farm in a manner that honours the legacy of the Newman Family, reveals our agrarian heritage, demonstrates our values, and involves and considers our community” (Masselink Environmental Design, 2007).*

The lower farm section is currently being used and maintained as a public park; the Farmland Trust Society manages the upper farm section. It is proposed that the central farm section, a 6.2-acre parcel, be utilized by new farmers for incubator farmland. During the Newman Farm Master Plan process, neighbor and community consultation a desire to limit public access to the central farm section.

The following provides a summary. Refer to the separate site assessment report for further details.

Figure 1: Newman Farm central section

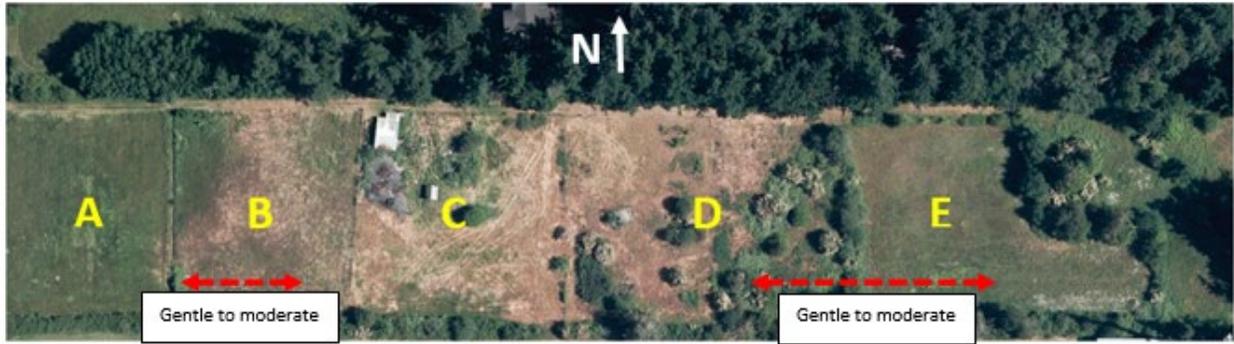


Table 1: Newman Farm blocks soil texture and characteristics

Location	Soil texture	Soil pH	Organic Matter %	Carbon: Nitrogen	Phosphorus mg/kg
Block A	Loam	5.4	8	11	12
Blocks B, C, and D	Sandy loam with gravel/rocks	5.3	11.6	15	250
Block E	Loam with rocks	5.8	7.2	14	18

Table 2: Newman Farm site characteristics

Characteristics	
Parcel Size	6.2 acres.
Topography	3-5% slope
Agricultural capabilities	<p>A – most suitable for mixed vegetable production, some flooding thus possibility of a shorter season;</p> <p>B, C, D – not suitable for mixed vegetable production (natural soil-bound crop use) because the soil is primarily in Qualicum and Brigantine soils (Bob Maxwell, 2021). However, raised beds, lasagna and/or Hugelkulture type production could work for vegetable production.</p> <p>E – possible to have mixed vegetable production, but it is rocky. It may need some initial investment in topsoil/compost to build the soil.</p>
Public access	No.
Water access	No – a small well available on site but will need city water connection and mainline set up for each individual plot.

Power access	Potential municipal access.
Road access	Yes – but gated.
Opportunity for Indigenous Foodways	W̱SÁNEĆ Leadership Council to inform.
Infrastructure on site	An old barn building on Block C will need repair for use.
Washing stations unit	Potentially in block C.
Machinery and tools	Potentially in block C.
Drainage need	Ideally, otherwise a shorter growing season. Installing drainage tile in Block A would be highly recommended.
Access to markets	Central location, close to Patricia Bay highway, offers close access to potential markets.
Community space	No – community discourages public access to the site.

**Overall analysis and recommendations**

This small site has an interesting diversity of production opportunities: mixed vegetables and fruit trees. There will be a significant cost getting the utilities and infrastructure on-site (water and power) to ensure it is suitable for hosting an incubator program. However, it represents an opportunity for farmers interested in perennial crop production and livestock raising to do so on land that has been utilized that way in the past, honoring that history and keeping the land in agricultural stewardship. There are also opportunities for incorporating Indigenous Food Systems, based on input from local First Nations.

### Summary Results - Panama Flats Parcel

The District of Saanich purchased the Panama Flats property in 2011 to secure it for many reasons: to enhance food security in the area. The District published a concept plan of land use in 2014 for the entire parcel, and it was recommended that some of the lands be used for food production; 21-acres of the flats are designated ALR (LADR Landscape Architect Inc, 2014). There has been substantial community consultation on potential land use plans and significant concern about ultimately converting the flats to agricultural use. The flats are a critical wetland habitat for specific plants, insects, and animals and play a key role in storm water management throughout the year. It is also a popular recreational area for residents. As proposed, the recommendation to include this as an incubator site would have a minimal impact on the overall use of the land and would not change it from being a publicly accessed site.

Refer to the separate site assessment report for more information.

Figure 2: Panama Flats

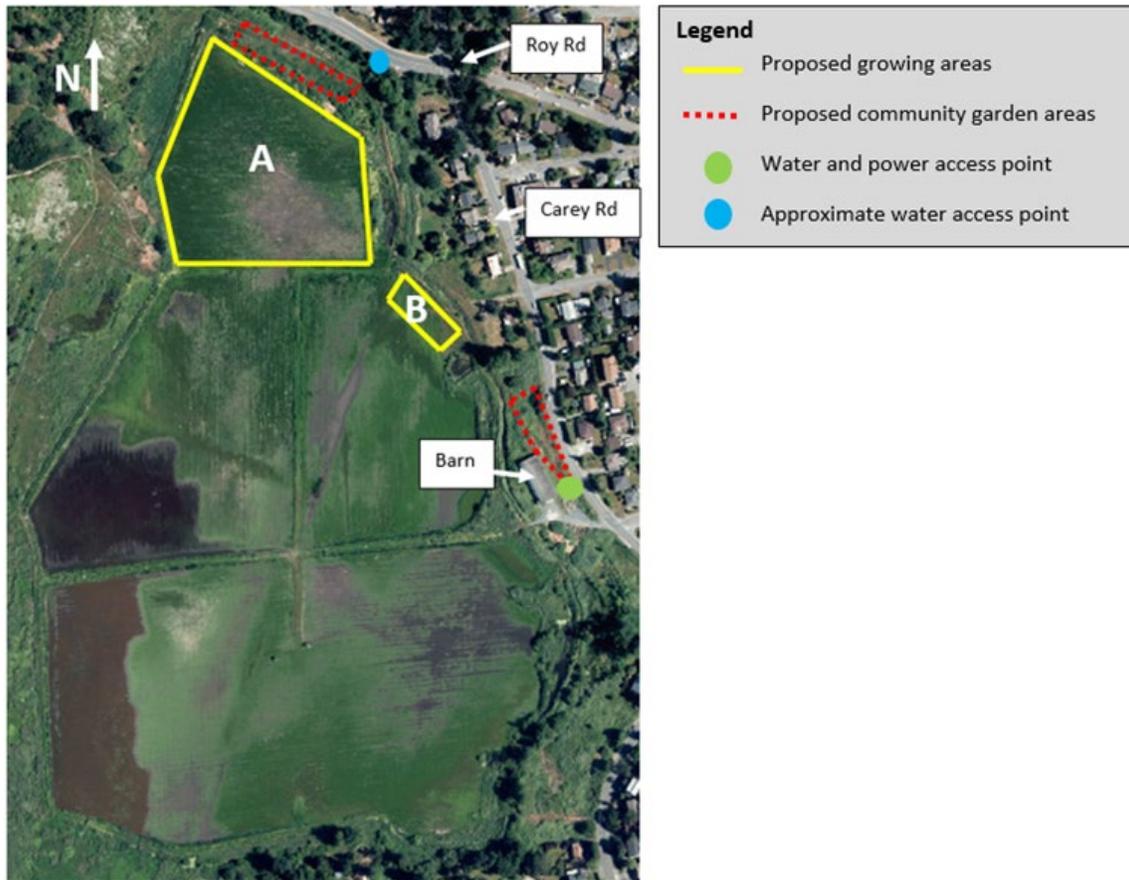


Table 3: Panama Flat Site Characteristics

Characteristics	
Parcel size	Block A - 5.5-acre parcel Block B - ½ acre parcel
Topography	Very flat.
Soil characteristics	Soil texture: Silty clay loam Soil pH: 5.0 Organic matter %: 16 Carbon nitrogen: 13 Phosphorus mg/kg: 210
Agricultural capabilities	Without proper drainage, the parcels are heavily flooded in the fall and winter months. Without drainage, the growing season is short, from June to September/October.  When the parcels are dry, they are suitable for mixed vegetable operations or animal husbandry.
Public access	Yes - a communal recreational space.
Water access	Block A: Yes – Mainline on the northern edge to the city mainline on Roy Rd; previously used for agriculture irrigation by previous owners. This mainline would need to be extended further into the flats.  Block B: Yes – Connected to the barn through the city main line on Carey Rd. It would need to extend this into the flats.
Power access	Yes – Line from an electrical pole on Carey Rd is connected to the barn.
Road Access	Yes, but it may need additional infrastructure for tractor access.
Opportunity for Indigenous Foodways	WSÁNEĆ Leadership Council to inform.
Infrastructure on site	Old barn building connected to power and water currently used by the district.
Washing stations unit	A potential unit placed next to the old barn.
Machinery and tools	Potential to store equipment in the old barn.
Drainage need	Yes, see Panama Flats site assessment for the whole drainage plan.

Access to markets	In the center of a residential area, could have a potential market stand by the old barn.
Community space	Site with public access with opportunities for a community growing space, educational activities, and community engagement; marked in red in <i>Figure 3: Panama Flats</i>

**Overall analysis and recommendations**

There are many essential factors analyzed for the overall recommendations for Panama Flats agricultural capability and potential of being used as an incubator program site:

- the soil’s pH of 5.0, organic matter percentages, and its seasonal inundation of water
- the strong presence of swamp grasses and canary reed grass
- the need for drainage infrastructure on site
- the social, political, and community context, current and historical

Further, initial feedback in November 2021 from W̱SÁNEĆ Leadership Council Nation members indicated a strong preference to see Panama Flats restored for wetland conservation because of its function as storm water management and its historical and cultural function as a place of harvest and waterfowl hunting for members. There is concern that turning the Flats into agriculture production will remove these natural services for the community. The CRD will continue conversations with the Leadership Council during the project's subsequent phases.

Bringing new farmers onto such a site without addressing the challenges mentioned above would not be advisable. Farming is a challenging profession to begin with, and bringing inexperienced growers onto land with good soil but delayed growing seasons, flooded winters, and challenging perennial ‘weeds’ would not be setting the farmers up for success. Addressing these challenges will require high costs and time that can hinder farm operations. The recommendations above must be addressed before starting an incubator farm program, specifically implementing drainage infrastructure. There are also opportunities for incorporating Indigenous Food Systems, based on input from local First Nations.

### Summary Results – Bear Hill Parcel

The 5-acre parcel is located at 5920 Patricia Bay Highway and is a cleared forested area on the eastern edge of Bear Hill Regional Park that is designated Agricultural Land Reserve (ALR) within the District of Saanich. The property is owned by the CRD as part of the regional parks system and has a long-term lease agreement with the City of Victoria, who previously used it for a tree nursery. In 2013, the City of Victoria began sub-leasing the land to the Garry Oak Meadows Preservation Society (GOMPS) who started their own small nursery on site in 2017. GOMPS currently operates on the same site and has weekly volunteers on site, and while supportive, are weary of having the land being fully open to the public. Should the parcel be subdivided from the Bear Hill Regional Park, a rezoning with the District of Saanich would be required. This social history and context informed recommendations for the use of the site.

The following provides a summary, refer to the separate site assessment report for further details.

Figure 3: Bear Hill Parcel

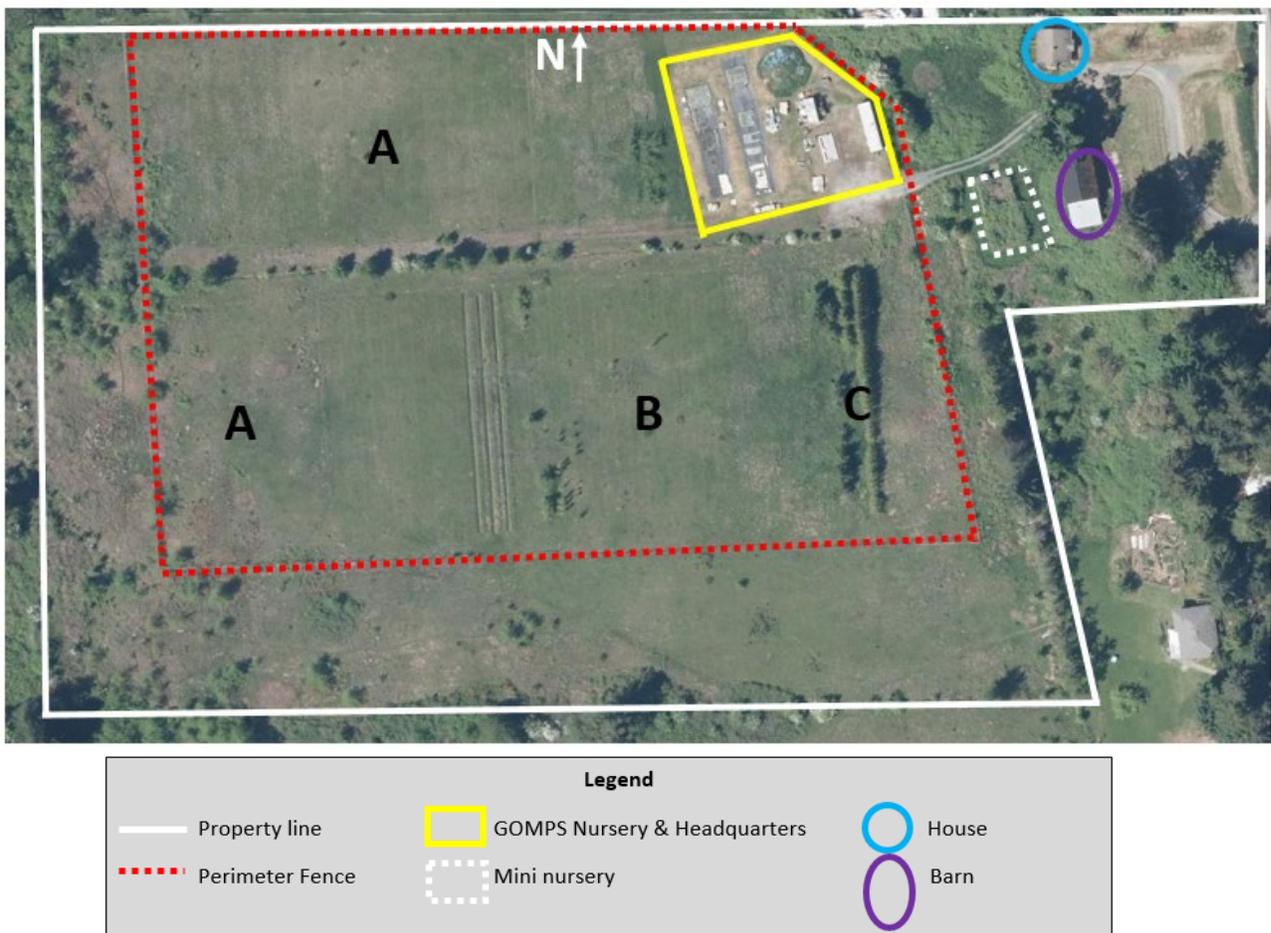


Table 4: Bear Hill Parcel Site Characteristics

Characteristics													
Parcel Size	Approximately 5 acres												
Topography	Flat with sloped areas (average slope 10%; maximum 86%).												
Soil characteristics	<table border="1"> <thead> <tr> <th>Upper/West:</th> <th>Central/Lower:</th> </tr> </thead> <tbody> <tr> <td>Soil texture: loam</td> <td>Soil texture: Sandy loam</td> </tr> <tr> <td>Soil pH: 5.5</td> <td>Soil pH: 5.7</td> </tr> <tr> <td>Organic matter %: 7.2</td> <td>Organic matter %: 8</td> </tr> <tr> <td>Carbon nitrogen: 11</td> <td>Carbon nitrogen: 14</td> </tr> <tr> <td>Phosphorus mg/kg: 2.7</td> <td>Phosphorus mg/kg: 12</td> </tr> </tbody> </table>	Upper/West:	Central/Lower:	Soil texture: loam	Soil texture: Sandy loam	Soil pH: 5.5	Soil pH: 5.7	Organic matter %: 7.2	Organic matter %: 8	Carbon nitrogen: 11	Carbon nitrogen: 14	Phosphorus mg/kg: 2.7	Phosphorus mg/kg: 12
Upper/West:	Central/Lower:												
Soil texture: loam	Soil texture: Sandy loam												
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Organic matter %: 7.2	Organic matter %: 8												
Carbon nitrogen: 11	Carbon nitrogen: 14												
Phosphorus mg/kg: 2.7	Phosphorus mg/kg: 12												
Agricultural capabilities	<p>A – Mainly flat with minimal slope, good for mixed vegetable production;</p> <p>B – Large slope, suitable for perennial bushes and trees, or more permanent raised beds (too steep for tractor). Too dangerous to drive any tractor on this slope;</p> <p>C – Damp meadow and damp area, potential Indigenous garden (i.e. camas).</p>												
Public access	No – 8’ deer fencing around the whole parcel.												
Water access	Yes – Has main connection, main line system, and irrigations heads around the parcel.												
Power access	Yes.												
Road access	Yes.												
Opportunity for Indigenous Foodways	WSÁNEĆ Leadership Council to inform.												
Infrastructure on site	Shared housing building on site as office space.												
Washing stations unit	Potentially old barn area once the barn is taken down.												
Machinery and tools	Potentially old barn area once the barn is taken down.												
Drainage need	No.												
Access to markets	Off of Patricia Bay Hwy, so easy access to markets.												
Community garden space	No – preference is to limit public access.												

**Overall analysis and recommendations**

While its size is relatively small, it could be a good first incubator location. There are existing utilities and infrastructure on site (irrigation system, power connection, perimeter fencing) and the soil's general agricultural capacity and capability with minimal inputs needed (compost and lime). Before use, the CRD needs to determine legal, risk and administrative processes with existing users and the District of Saanich. There may also be opportunities for Indigenous Food Systems, following local First Nations input.

**Evaluation of Potential Non-Profit Organization Partners**

The feasibility study (Uplands Consulting, 2019) recommended a hybrid government-NPO model to manage the Foodland Trust because such a partnership can improve grant funding opportunities, effective program delivery, and land stability. The CRD can choose an existing NPO to partner with for this initiative to leverage local knowledge and resources. The 2019 feasibility study identified the Foodland Cooperative of BC, Farmlands Trust (Greater Victoria) Society and Sooke Region Farmland Trust Society as potential partners. An additional three NPOs have been considered in this evaluation: Capital Region Food and Agriculture Initiatives Roundtable, the Sandown Centre, and Haliburton Community Farm.

*Table 5* provides an evaluation of each NPO based on the criteria of **organization vision, relevant experience (scope of projects), expertise in farmland management and incubator programs, and overall management capacity**. The characteristics of the subject parcels were also considered in the evaluation. The last column of the table summarizes KPU’s evaluation of each NPO.

Table 5: Evaluation of potential NPO Organizations

Organization & Location	Mandate	Scope of Projects	Management Structure	KPU Evaluation
<b>Foodland Cooperative of BC</b>  Aldergrove, BC	Secure land in trust and promote the protection of stewardship of food providing lands.	To hold farm and Foodland for the main purpose of food production.	- Board of Directors	A cooperative organization consisting of already formed organizations or farm businesses. Board consists of representatives with various skills – food policy, research, land leasing, farming, cooperatives. No capacity to manage or execute programming or a land leasing program. Not recommended as the managing NPO, but a future Foodland Trust could be a part of this Cooperative.
<b>Farmlands Trust Society</b>  Saanichton, BC	Enhance local farming capacity by protecting local farmland: producing food for those in need, providing education, promote economic viability of farmland, and provide community access.	Newman Farm Program – a community farm growing food for donation serving the vulnerable.	- Board of Directors - Community Advisor - Farm Manager - Volunteers	The main programming is operating the charity community farm and providing food and education to the marginal population and public. They do not focus on land leasing nor support for new aspiring farmers.
<b>Sooke Region Farmland Trust Society</b>  Sooke, BC	Acquire and preserve farmland in the Sooke region through donation, purchase, or lease. Arrange lease agreements with individuals/organizations to farm the land.	Have not executed any projects to date.	- Board of Directors - Volunteers	Intention of this Foodland trust aligns with interests of the Society. However, it seems like this NPO has limited human resource capacity and they have yet to execute any projects. No dedicated staff and fully relies on volunteers currently. Mandate is limited to Sooke region at this time.

Organization & Location	Mandate	Scope of Projects	Management Structure	KPU Evaluation
<b>Capital Region Food and Agriculture Initiatives Roundtable (CRFAIR)</b>  Victoria, BC	Mobilize and connect efforts to develop healthy, equitable and sustainable food systems in the capital region.	Food system policy development, knowledge mobilization, and networking.	- Board of Directors	Focuses more on food system policy working and networking between organizations. Board consists of food policy experts. Does not have a focus on supporting new farmers through increasing access to farmland. No staff capacity to execute programming.
<b>Sandown Centre for Regenerative Agriculture</b>  North Saanich, BC	To foster the next generation of farmers, improve soil health, host teaching and research, offer community food growing spaces, and enhance biodiversity.	Incubator farmland leasing, farmer mentorship, demonstration farm, and community education.	- Board of Directors - Multiple Directors - Advisors - Coordinators	Potential NPO that can take on this initiative with increased resources. Sandown Centre will have to expand their staffing team, however, they already have a branch of land leasing incubator program, so newly acquired lands could be assigned to them for day-to-day management as an extension to their incubator program. May allow for a more efficient use of resources as they already have the Board of Directors with expert advisors, and incubator farming for new farmers is also a part of their strategic planning.
<b>Haliburton Community Organic Farm Society</b>  Saanich, BC	A community-supported certified organic educational farm aiming to be the leading model of a community-based, small scale sustainable agriculture farm.	Organic education farm, long-term land leases, food selling, education programming, volunteer programming, biodiversity, and restoration projects.	- Board of Directors, including land leasing farmer representatives	Potential NPO that could take this on this initiative - they have the knowledge and experience of already leasing land out to farmers. Although, they tend to lease out to more experienced farmers who are already farming as a career, and less leasing to aspiring farmers.

Of the NPOs evaluated in the table above, the organizations with the most potential in managing NPO for this Foodland Trust are **Sandown Centre** and **Haliburton Community Organic Farm**. Further details on the justification are below.

### **Sandown Centre for Regenerative Agriculture**

Main priorities (Our Priorities, 2020):

1. Feeding the land so the land feeds us.
2. Healing land and water.
3. Fostering the next generation of farmers.
4. Living laboratory.
5. Public programs.

Sandown Centre offers incubator plots to new aspiring farmers known as the Farmpreneur Program. The plots are located at the same site with shared site amenities including a wash/pack unit and equipment and tools, shared market channels, and support from peers and mentors on site.

Farmers are evaluated on a case-by-case basis as the goal is to set them up for success as much as possible. Plot sizes vary from ¼-acre to ½ -acre depending on the farmers' goals, experiences, and growing plan. There is an opportunity to expand further on the land as the farmers become more established and manage their land well.

The following is shared infrastructure available to the farmers onsite:

- 60 ft. greenhouse for plant starts; access to power from farmhouse into the greenhouse.
- BCS and Grillo walk-behind tractors available to use with instruction.
- Common tools: irrigation installation supplies, handheld tools (shovels, rakes, etc.), weed whacker.
- Basic washing station.
- Starting in 2022, cold storage and post-harvest processing space.

Sandown Centre is a non-profit organization with the following team members:

- 6-member Board of Director
- Director of Society Business Operations
- Director or Partner and Community Engagement
- Director of Farm Operations
- Land Management Coordinator
- 8 Advisors on several topics: Livestock, Soils, Farm Design, Site Management, Pasture Management, Farm Business, Irrigation.

KPU Conclusion: Sandown Centre's current staffing capacity may not be able to acquire and manage more incubator land. However, with more resources to hire staff, Sandown's existing knowledge and experience in high level management will be a more efficient use of resources in potentially taking on this Foodland Trust initiative as an extension to their current Farmpreneur program. Sandown's current

location is only on a 10 year-lease, with 2 more years of District funding confirmed. Sandown currently has capacity for 7 incubator farmers on arable land that is ready for farmers. The Centre will be prepping and restoring additional land within the pastured area to bring on more incubator farmers for the 2023 season. The initial call-out for farmer applications resulted in more than 30 applications. This indicates that there is a demand for more incubator plots in the region and that Sandown can efficiently use their resources to expand land access for more new farmers. Further discussion with the Board of Directors and management team is required to fully understand interests and opportunities.

### **Haliburton Community Organic Farm Society**

Haliburton Community Organic Farm Society (HCOFS) is a non-profit organization made up of farmers, neighbors of Haliburton Farm, education, and community members; it is currently run by an 11-member Board of Directors. The farm is a 9.3-acre property with 6 separate farm businesses operating under the umbrella of HCOFS. While HCOFS provides long-term leases to farm businesses to run their operations, they target experienced farmers with the intention to farm as a livelihood offering four to eight-year leases. The following is shared infrastructure available to the farmers onsite:

- Walk-in cooler.
- Farmhouse access: Wash station space, kitchen, storage in the basement, and workshop space upstairs.
- 50ft greenhouse for plant starts; access to power from farmhouse into the greenhouse.
- On-site farm-stand.
- 3 tables at the Moss Street Farmers Market.
- Common tools: Lawnmower and weed whacker.
- Wholesale business attached to the farm.
- Property is IOPA Certified Farm (all farmers share the certification #); shared between farmers so they can learn how to do it themselves.

Farmers are expected to purchase their own tools and their own necessary infrastructure (hoop houses, shade houses, wash station, etc.).

KPU conclusion: Haliburton Community Farm is a model of a successful community-based sustainable farm that provides education, builds capacity, and supports farmers facing barriers to land access. They are a diverse team of knowledgeable farmers with direct expertise, would potentially be an appropriate organization to manage the day-to-day operations of the Foodland Trust. A limitation is that they do not currently directly deal with new aspiring farmers, so may need to develop additional capacities in order to develop incubator farmer programming. However, may be an extension to the programming that is already in place. Further discussion with the Board of Directors and management team is required to fully discuss interests and opportunities.

## Governance Structure for Foodland Trusts

Uplands Consulting (2019) reviewed seven different land access models option in the feasibility study: land trust, land bank, land connecting services, incubator farms, farm tax policies, farmland ownership restrictions, and regulations of leases. *Table 6* summarizes results of the preferred models based on their analysis.

*Table 6: Summary of Foodland Trust access tools and level of impact*

Rank	Tool	Relative Cost	Lead Agency	Timeframe	Level of Effort	Level of Impact
1	Land trusts	High	Local governments and/or NPOs	Short (1-3 years)	Easy	High
2	Land banks	Medium-High	Local governments and/or NPOs	Short (1-3 years)	Easy	High
3	Land connecting	Medium-Low	NPOs	Short (1-3 years)	Easy	Low
4	Incubator farms	Medium	NPOs and/or academic institutes	Medium (3-5 years)	Challenging	Moderate
5	Farm tax policies	Low	Federal and/or provincial government	Medium (5 years)	Difficult	High
6	Restrictions on farmland ownership	Medium	Provincial government	Medium (5 years)	Difficult	High
7	Regulation of farm leases	Low	Provincial government	Medium (3-5 years)	Difficult	Low

*\*Green indicates good candidate as a tool for local governments; yellow indicates a possible tool to be used within a broader strategy; orange indicates a limited ability for local governments to use the tool.*

Land trusts and land banks are ranked first and second, respectively, because of their applicability to farmland. Land banks are most often associated with city parks, in part because the Canada Revenue Agency has a specific program targeted at gifting ecologically sensitive lands, with their associated tax credits. Uplands Consulting (2019) identified land trusts as the preferred land access tool as a land trust would protect agricultural land in perpetuity and could offer land donors above minimal tax credits.

Uplands Consulting (2019) recommended a hybrid government and NPO governance model for a Foodland trust based on the following reasons:

- The hybrid model ensures greater funding opportunities through grant-based funding that the government (CRD) would not have access to on its own.
- The CRD's role would be limited to policy development, property and lease management, funding, and overall administration.
- A CRD regional hybrid approach will enable significant cost efficiencies over many municipalities creating their own land trusts.
- A Foodland Trust ensures the land will be held in perpetuity within the CRD, not to be disturbed by changing government leadership.

- As an oversight body, the CRD would ensure the Foodland Trust programming meets regional goals.
- The day-to-day management of the incubator farm program will be done by agricultural experts within an NPO structure.

### Foodland Trust & Land Banking Models

A trust fund is a legal arrangement “that allows individuals to place assets in a special account to benefit another person or entity” (What is a trust fund, and how does it work?, 2021). In this case, a Foodland Trust operates as an entity that maintains land for “agricultural and food provisioning activities in perpetuity” (Upland Agricultural Consulting, 2019). The Foodland Trust model is based on managing farmland as a community asset for the public good, not just one individual. The farmland in its holding can include publicly owned and/or privately-owned lands. Land is most often acquired by way of gift or donation, transfer of property rights, or direct purchase. This model protects existing farm and Foodland long-term while supporting the “succession process between retiring and new farmers” (Upland Agricultural Consulting, 2019).

Another legal arrangement that may be applicable in the immediate term, is land banking which would essentially ‘hold’ the land for the purposes of this initiative. CRD staff have indicated that this is a more common approach that aligns with its current administrative functions and could likely be done in a more expedient and cost effect manner.

The CRD does not currently have an existing service to administer this program, as such the next step is to articulate legal, risk and administrative obligations and confirm the governance model and roles associated with developing a regional or sub-regional foodlands access service.

### Proposed Roles - Hybrid Governance Model

The specific roles of the CRD and the NPO are laid out below, based on KPU’s recommended approach.

#### Capital Regional District

For this program, it is envisioned that the CRD would be responsible for the high-level administrative tasks and oversight. There would need to be a dedicated staff to coordinate work with the NPO. Responsibilities would pertain primarily to the policy, legal and contractual requirements between municipalities and NPO and facilitate communications and reporting between the RFATF, municipal partners and the Board.

As the CRD currently does not have an applicable service to host such a role, a new service would be needed. It is envisioned that the following staffing would be required:

#### 1. **CRD Role** (0.5 Full-time equivalent (FTE)):

The CRD has specific departments that deal with legal, finance, land use, and policy matters, so the responsibilities of this coordinator would potentially be spread among several people. The following describes likely responsibilities requiring up to 0.5 FTE in terms of time commitment in the first year, reducing to 0.3 FTE in the following years.

- Policy development – Monitor and evaluate ongoing policy developments that affect the program's operation and establish policies that will further support the functions as needed.
- Property/lease management – Establish standards and expectations for all acquired properties' overall management and site maintenance.
- Land Use Agreements – With parcel owners, establish agreements with local governments for publicly owned parcels or owners of private parcels to ensure stable land holding.
- Lease Agreements – Establish an agreement template for farmers leasing land with the NPO partner. This includes lease duration, cost, operations, and land use parameters
- Contracting and legal oversight: Administer agreements/contracts and provide legal oversight.
- Land Acquisition Protocol: With input from various stakeholders, establish criteria for acquiring new parcels. This will include an initial parcel assessment, agriculture capability, acquisition cost, and necessary land upgrades.
- External funding – With the NPO, seek, apply and support external funding applications.
- Additional Support - Provide support to the NPO as needed, such as providing meeting space for the Program Advisory Committee and other high-level management oversight.
- Reporting and Communications – Oversee reporting and communicate results to the RFATF and CRD Board.
- Financial Support - The business case assumes a CRD allocation of **a minimum of \$120,000/year** for this initiative.

### Non-Profit Organization

The NPO would be responsible for the day-to-day operations of the incubator parcel(s) within the program. The NPO would bring expertise in agriculture production, land leasing, and land use management. It is recommended that the NPO has the following human resource capacity to operate the program: Program Advisory Committee (PAC), program manager, and site caretaker(s).

#### 1. Program Committee Advisory Group

This NPO would be led by a voluntary Program Advisory Committee (PAC) that would be represented by various stakeholders who have the expertise and experience with managing such an operation. This would include members who:

- Have experience and expertise with managing farmland.
- Identify as Indigenous/First Nations/Metis.
- Have connections with local farmers and farming communities.
- Have strong business and financial expertise.
- Are aware of local food security issues.
- Have some expertise in ecological land stewardship and management.
- Are members that represent the diversity of the local food scene.

#### 2. Program Manager (1 FTE)

- Program Management – Ensure that the program is operating smoothly, solve any problems and conflicts that may arise, manage budget, and manage staff.

- External funding – With the CRD, seek and apply for external funding to reach program cost-recovery.
- Stakeholder Engagement – Foster current and establish new relationships with First Nations and other community organizations with consistent communication.
- Monitoring – Develop annual reports (operation and financial) for stakeholders and the CRD.
- Public Relations – With the CRD, support outreach with the public, promote the program to aspiring farmers and organize/attend events.
- People Management – Ensure that farmers uphold the end of their agreements and ensure that the site caretaker performs their duties.
- CRD Liaising – Communicate consistently with the CRD liaison, and work with CRD on high-level operation duties.
- Farm Business – Work with farmers to assess and achieve their business operations and goals.

### 3. Site Caretaker (0.25 FTE per parcel)

The FTE requirements for this position would vary and increase if the program acquired more properties. The job position would vary depending on the infrastructure on the respective parcels because some may have communal infrastructure, which would require significantly more time to maintain. For this business case, each parcel has been analyzed individually, so a part-time 0.25 FTE position is recommended.

Responsibilities include:

- Site Visits – Visit all parcels on a rotating basis to ensure proper use.
- Site Maintenance – Maintain uncultivated plots (mowed and cover cropped), and maintain non-farming areas including hedgerows, pathways, walkways etc.
- Land Preparation – Open and prepare new lands as needed as new farmers come on board.
- Infrastructure Maintenance – Enforce maintenance policies with farmers to ensure that shared infrastructure (e.g., tool shed, washing stations, and irrigation system) are repaired, maintained and performing well.
- Equipment Maintenance – Enforce maintenance policies with farmers to ensure that equipment, machinery, and tools are effectively used, cleaned, stored, and repaired.
- Technical Assistance – Assist farmers with proper use of all equipment and machinery.
- General Management – Work with the program manager in executing the operations plan and improving the site as needed.

## Financial Analysis

This type of project is a long-term community investment. Therefore, the capital costs (infrastructure, roads, fences, irrigation, etc.) should be amortized over time.

**This analysis intends to provide a concept level analysis (i.e. equivalent to Class C/D assessment) of anticipated and ongoing capital and operating expenses. This analysis assumes a base level of revenue from land parcel rentals only and makes assumptions on CRD and external funding sources. Initial capital investments have not been included in the annual program costs and revenues. A defined funding model and further detailed financial analysis should occur as next phases of the project.**

For the scope of this business case, the costs and revenues are provided for establishing each parcel as an individual incubator program.

### Site Development Costs

Modifications and upgrades vary between the parcels depending on the location and land capacity. Based on the site assessments, the site development upgrades suggested ensure that the parcels can support mixed vegetables, orchard and/or livestock production. It is recommended that the program covers amendment costs for all farmers for the first year. As each parcel differs in soil pH and organic matter levels, lime and compost application will be necessary to bring the land to a workable and useable state.

### Standard General Expenses

#### Basic Infrastructure and Tools

A review of the current market prices of the suite of infrastructure, equipment, machinery, and tools recommended for setting up an incubator farming site was completed. The items can be removed or added based on the budget capacity at the time of implementation. The costs and description of the function of each item are provided in *Appendix D - Basic Infrastructure and Tools Details*.

#### Human Resources

It is recommended that the NPO Program manager and the CRD staff are funded regardless of parcel numbers; the site caretaker position is flexible. The feasibility study found that the following staffing level would accommodate the management of up to 80-acres of land (Upland Agricultural Consulting, 2019).

For this business case, each parcel's financial projection is analyzed individually. Since each parcel is only 5-7 acres in this study, the budget assumes that the site caretaker is part-time on 10 hours/week year-round. The more parcels that the Foodland Trust manages, the more cost-efficient the salaries of these positions will be.

Table 7: Human Resources

Human Resources	Salary Cost
Program Manager (1 FTE at \$30/hour x 40 hours/week x 52 weeks)	\$71,136.00
Site Caretaker (0.25 FTE at \$24/hour at 10 hours for 52 weeks/parcel)	\$34,200.00

CRD Staff (0.5 FTE including benefits)	\$64,500.00
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### Land Leasing Revenue

Estimating revenue is challenging and not straightforward because the number and size of plots that the parcels will be split into are not standardized. As described by the other successful incubator programs, the plot size and tenures are decided on a case-by-case basis. As reference points, Sandown Center charges \$1700/0.5-acre per year, including land lease, electricity, mentorship, shared tools, and infrastructure; water is an additional cost (where they receive agriculture water rates). This rate is used as a reference point. Haliburton charges \$500/acre with additional costs in shared electricity, infrastructure, and water, measured by use per farmer per year. The incubator fee for the KPU Farm School is \$1480/0.5-acre per year, plus a refundable \$500 damage deposit. The market rate for leasing out farmland is \$500 per acre.

However, to conduct a financial analysis for this business case, the estimated revenue generation is based on a simple structure: each farmer is assigned a 1-acre plot and has a 5-year lease, potentially extending it upon negotiation.

The breakdown of the general incubator fees **per acre per year** is as follows:

*Table 8: Annual Incubator Fees*

Items	per acre
Land Lease	\$500
Infrastructure use	\$300
Equipment uses	\$500
Water fee	\$200
Administration and Site Maintenance	\$150
<b>Total</b>	<b>\$ 1,650.00</b>

As mentioned, this methodology for determining fees is limited. Some alternate scenarios can include:

- Items can be removed or altered depending on the availability of resources at the site. For example, the site may not have a cooler available, thus lowering the overall infrastructure fee.
- Electricity is accounted for in incubator fees.
- A damage deposit of \$500 is included where the land must be returned in the same or better condition as when farmers got it.
- Leasing out smaller plots of ½ acres;
- Equipment and infrastructure fees can be calculated based on actual farmer usage (for example, cost per hour used).
- If the site provides Organic Certification, each incubator farmer will need to pay for the certification fee.
- As farmers stay on the land longer, they can provide structured mentorship to new incoming incubator farmers and receive a reduction in their incubator fees.

The anticipated annual CRD funding of \$120,000 would support staff salaries. Therefore, the aim is for incubator fees to cover the variable operating costs (which are further explained in the expenses section).

Common with most non-profit organizations, grants account for a sizable portion of the revenue, accounting for 30% to 40% of total operating costs. See *Appendix E – Potential Grants*. While there would be some stability with the CRD funding and incubator fees, external grants are uncertain and unpredictable. It is recommended to plan for additional revenue sources as the program operates and grows. Other revenue stream potential:

- Workshops, events, and education components.
- Incubator fees can also change following market rates of land lease and communal resources provided.
- Consistent industry or private donations.

The following sections will show expenses and revenue calculated for each parcel individually. Expenses are defined by:

1. Initial Capital Investment includes costs for site development, infrastructure, equipment, machinery, and tools. These would be one-time investment costs to establish the incubator site.
2. Annual Operating Costs - include costs for annual salaries and variable expenses. These would be the anticipated costs of operation on an annual basis.

### Financial Scenarios

For the financial analysis of each parcel, two scenarios were identified with varying financial implications:

- Scenario A – Each parcel purchases the suite of infrastructure, equipment, and tools in year one.
- Scenario B – Each parcel phases the purchase of infrastructure and equipment over a three-year period or until incubator farm operations are established and evaluated, as follows:
  1. The purchase of the packing unit with cooler is deferred. Farmers may be able to rent cooler space through the South Island Food Hub.
  2. The purchase of the utility tractor is deferred to year three and the NPO investigates a different approach, such as partnering with a local farmer and renting their tractor, or contracting them to do larger work, or accessing through CRD/municipal parks departments.
  3. The purchase of the pick-up truck is removed.

In both scenarios, fee structure remains the same. The difference between both scenarios is that in Scenario A, it is anticipated that a one-time investment in the infrastructure and equipment purchases in year one by the CRD/local governments and initial grants, thereby not relying on additional generated revenue in following years. Whereas in Scenario B, infrastructure and equipment purchased in years two and three will need to be supported by external grants/funding or through profit from the program. In both scenarios, partnering with a NPO is essential as it allows access to external funding for infrastructure costs.

## Expenses and Revenue – Newman Farm

### SCENARIO A

#### Expenses

While the Newman Farm site has been in agriculture production in the past, it has only been in livestock grazing. This means that the site lacks basic infrastructure such as water and power connection, thus is not ready for produce production. Natural drainage for the entire site is quite good, but there is one section where it gets severely flooded in the spring and winter, and drainage improvements are recommended for that area. *Table 9* below shows the cost breakdown:

*Table 9: Site Development Costs for Newman Farm in Year 1*

Item	Description	Total Cost
Municipal water connection	Connecting to municipal water mainline running along Central Saanich Rd	\$20,000
Irrigation mainline in property	Cost including standpipes for each block- \$2,221.66 for 125m length	\$6,967
Municipal electrical connection	Connecting to municipal electricity line running along Central Saanich Rd	\$45,000
Amendments	Lime application for loamy soil in lbs. -excluding the L-field section	\$2,489
Amendments	Compost- yards/acre	\$16,934
Drainage	Block A is severely flooded in winter spring, and the best growing section	\$2,800
	<b>Total Costs</b>	<b>\$94,190</b>

To set up this parcel as an incubator farm, the initial investment will include building infrastructure and the cost of purchasing large machinery and equipment. *Table 10* summarizes the initial capital investment in year one. For a more detailed breakdown of the costs, see *Appendix F – Newman Farm Cost Breakdown*.

*Table 10: Initial Capital Investment for Newman Farm*

	Year 1
Site Development	\$94,190.13
Infrastructure	\$59,360.00
Equipment and Machinery	\$149,683.52
Tools	\$1,889.10
<b>Total Expenses</b>	<b>\$305,122.75</b>

Once the site is established with the basic resources, the NPO can open applications to farmers. To operate the site annually, the main costs are staff salaries for the NPO and CRD support. Variable operating costs involve repair, maintenance, and utilities. Detailed breakdown of the costs can be found in *Appendix F – Newman Farm Cost Breakdown*.

Table 11: Annual Operating Costs for Newman Farm Year 1 to 3

	Year 1	Year 2	Year 3
Human Resources	\$169,836.35	\$169,836.35	\$169,836.35
Variable Operating Costs	\$10,612.00	\$10,612.00	\$10,612.00
<b>Total Costs</b>	<b>\$180,448.35</b>	<b>\$180,448.35</b>	<b>\$180,448.35</b>

Should Newman Farm be selected to be a pilot Foodland Trust incubator farm site, the CRD can expect it to cost \$305,123 in initial capital investment, with a recurring \$169,836 in annual operating costs. Summing them together, this project estimates to cost a total of **\$474,959 in the first year, then \$169,836 in subsequent years.**

### Revenue

Newman Farms has 6.2-acres available. An approach is to divide the parcel into five 1-acre plots and two 0.6-acre plots. ½-acre sized plots are also a decent size for a new farmer as it is much more manageable and is an ideal size for part-time farmers. *Table 12* shows a revenue scenario if the CRD provides funding, all plots are leased out, and 35% of the total expenses are funded by external grants.

The net revenue does not account for the cost of initial capital investment in the first year.

Table 12: Operating Net Revenue Newman Farm Year 1 to 3

	Year 1	Year 2	Year 3
Annual CRD funding	\$120,000.00	\$120,000.00	\$120,000.00
Incubator fees (5 x 1-acre farms, 2 x 0.6-acre farms)	\$10,230.00	\$10,230.00	\$10,230.00
Grants (35%)	\$63,156.92	\$63,156.92	\$63,156.92
<b>Total</b>	<b>\$193,386.92</b>	<b>\$193,386.92</b>	<b>\$193,386.92</b>
<b>Net Revenue</b>	<b>\$12,938.58</b>	<b>\$12,938.58</b>	<b>\$12,938.58</b>

\*Net Revenue = Total Revenue – Annual Operating Costs

In the annual operating budget of the program, the partners should build a healthy contingency fund as grants are not guaranteed. In KPU’s experience the cost for repair and maintenance is generally higher in incubator programs (compared to a sole proprietorship) due to higher wear and tear from multiple users.

If the initial capital investment costs are included in the first year, the program would carry a deficit of \$292,184.

### SCENARIO B

Referring to the conditions set for scenario B, *Table 13* shows the financial investment of a establishing a simpler incubator program.

Table 13: Scenario B - Expenses and Revenue for Newman Farm

<b>Initial Capital Investment</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Site Development	\$94,190.13	\$0.00	\$0.00
Infrastructure	\$14,560.00	\$0.00	\$0.00
Equipment and Machinery	\$14,670.88	\$0.00	\$80,132.64
Tools	\$1,889.10	\$0.00	\$0.00
<b>Total Expenses</b>	<b>\$125,310.11</b>	<b>\$0.00</b>	<b>\$80,132.64</b>

<b>Annual Operating Costs</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Human Resources	\$169,386.35	\$169,386.35	\$169,386.35
Variable Operating Costs	\$5,964.00	\$5,964.00	\$8,092.00
<b>Total Costs</b>	<b>\$175,800.35</b>	<b>\$175,800.35</b>	<b>\$177,928.35</b>

<b>Revenue</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Annual CRD funding	\$120,000.00	\$120,000.00	\$120,000.00
Incubator fees (5 x 1 acre farms, 2 x 0.6 acre farms)	\$10,230.00	\$10,230.00	\$10,230.00
Grants (35%)	\$61,530.12	\$61,530.12	\$62,274.92
<b>Total</b>	<b>\$191,760.12</b>	<b>\$191,760.12</b>	<b>\$192,504.92</b>
<b>Net Revenue</b>	<b>\$15,959.78</b>	<b>\$15,959.78</b>	<b>\$14,576.58</b>

\*Net Revenue = Total Revenue – Annual Operating Costs

## Expenses and Revenues – Panama Flats

### SCENARIO A

#### Expenses

Panama Flats is a marshland and floodplain that regulates the flow of Saanich stormwater throughout the winter months; it is flooded from November through May or June. Without any upgrades to drainage, it will delay crop production growing season significantly and may not be desirable for many farmers. Many experts have discussed and analyzed Panama Flats over the years due to its potential. Investing in drainage upgrades will benefit farmers for many years down the road. An initial assessment by a drainage expert advised the cost to approximately be \$20,000. Details of the drainage improvement site can be found in the site assessment report for Panama Flats.

As shown in *Table 14*, in addition to drainage upgrades, a few other site developments are recommended, including perimeter fencing, soil amendments, and irrigation mainline installation at this time.

*Table 14: Site Development Costs*

Item	Description	Total Cost
Drainage	Drainage ditching and pumping system for 6-acres	\$20,000.00
Perimeter fencing	8' Perimeter fencing at 2880 linear ft. including braces, gates, labor	\$47,738.88
Amendments	Lime application for clay soil in lbs.	\$3,981.77
Amendments	Compost- yards/acre	\$18,144.00
Irrigation Mainline Installation	Cost including standpipes for each block- \$2,221.66 for 125m length	\$5,971.82
	<b>Total Costs</b>	<b>\$95,836.47</b>

*Table 15* summarizes the initial capital investment in year one, which includes site development, infrastructure, equipment, and tools. For a more detailed breakdown of the costs, see *Appendix G – Panama Flats Cost Breakdown*.

*Table 15: Initial Capital Investment for Panama Flats*

Items	Year 1
Site Development	\$95,836.47
Infrastructure	\$59,360.00
Equipment and Machinery	\$149,683.52
Tools	\$1,889.10
	<b>Total Costs</b>
	<b>\$306,769.09</b>

Once the site is established with the basic resources, the NPO can open applications to farmers. To operate the site, the main costs are the program's staff salaries. Variable operating costs involve repair, maintenance, and utilities. The detailed breakdown of the variable costs can be found in *Appendix G – Panama Flats Cost Breakdown*.

Table 16: Annual Operating Costs Year 1-3

	Year 1	Year 2	Year 3
Human Resources	\$169,836.35	\$169,836.35	\$169,836.35
Variable Operating Costs	\$10,556.00	\$10,556.00	\$10,556.00
<b>Total Costs</b>	<b>\$180,392.35</b>	<b>\$180,392.35</b>	<b>\$180,392.35</b>

Should Panama Flats be selected to be the pilot Foodland Trust incubator farm site, the CRD can expect it to cost \$306,770 in initial capital investment and a recurring \$180,392 in annual operating costs. Summing them together, this project estimates to cost a total of **\$487,606 in the first year, then \$180,392 in subsequent years.**

Of note, there is currently a barn structure at Panama Flats that is currently owned and used by the District of Saanich. Should the district gift the barn to the program, infrastructure costs decrease significantly. However, it is out of the scope of this business case to inquire about the intention of this barn.

### Revenue

Panama Flats has 6-acres available for incubator plots. *Table 17* shows the operating revenue projection if the CRD provides annual funding, 6 x 1-acre plots are leased out, and 35% of operating costs are funded by external grants.

Table 17: Operating Net Revenue Year 1 to 3

	Year 1	Year 2	Year 3
Annual CRD funding	\$120,000.00	\$120,000.00	\$120,000.00
Incubator fees (6 x 1-acre farms)	\$9,900.00	\$9,900.00	\$9,900.00
Grants (35%)	\$63,137.32	\$63,137.32	\$63,137.32
<b>Total Revenue</b>	<b>\$193,037.32</b>	<b>\$193,037.32</b>	<b>\$193,037.32</b>
<b>Net Revenue</b>	<b>\$12,644.98</b>	<b>\$12,644.98</b>	<b>\$12,644.98</b>

\*Net Revenue = Total Revenue – Annual Operating Costs

In the annual operating budget of the program, the partners should build a healthy contingency fund as grants are not guaranteed. In KPU’s experience the cost for repair and maintenance is generally higher in incubator programs (compared to a sole proprietorship) due to higher wear and tear from multiple users.

If the initial capital investment costs are included in the first year, the program would carry a deficit of \$294,124.

### SCENARIO B

Referring to the conditions set for scenario B, *Table 18* shows the financial investment of a establishing a simpler incubator program.

Table 18: Scenario B - Expenses and Revenue for Panama Flats

<b>Initial Investment</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Site Development	\$95,836.47	\$0.00	\$0.00
Infrastructure	\$14,560.00	\$0.00	\$0.00
Equipment and Machinery	\$14,670.88	\$0.00	\$80,132.64
Tools	\$1,889.10	\$0.00	\$0.00
<b>Total Costs</b>	<b>\$126,956.45</b>	<b>\$0.00</b>	<b>\$80,132.64</b>

<b>Annual Operating Cost</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Human Resources	\$169,836.35	\$169,836.35	\$169,836.35
Variable Operating Costs	\$5,908.00	\$7,196.00	\$8,036.00
<b>Total Costs</b>	<b>\$175,744.35</b>	<b>\$177,032.35</b>	<b>\$177,872.35</b>

<b>Revenue</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Annual CRD funding	\$120,000.00	\$120,000.00	\$120,000.00
Incubator fees (6 x 1 acre farms)	\$9,900.00	\$9,900.00	\$9,900.00
Grants (35%)	\$61,510.52	\$61,961.32	\$62,255.32
<b>Total Revenue</b>	<b>\$191,410.52</b>	<b>\$191,861.32</b>	<b>\$192,155.32</b>
<b>Net Revenue</b>	<b>\$15,666.18</b>	<b>\$14,828.98</b>	<b>\$14,282.98</b>

\*Net Revenue = Total Revenue – Annual Operating Costs

## Expenses and Revenue – Bear Hill Parcel

### SCENARIO A

#### Expenses

Compared to the other two sites, Bear Hill parcel is the most established for agriculture production as it already has water and power connections, and sub-plots already have their own irrigation connection. This site would require the least financial investment for site development. *Table 24* shows the breakdown.

*Table 19: Site Development Costs Bear Hill Parcel*

Item	Description	Total Cost
Amendments	Lime application for loamy soil in lbs.	\$2,488.60
Amendments	Compost- yards/acre	\$15,120.00
Building demolition	Removal of current barn	\$22,400.00
Building retention	Restoration and upkeep of former on-site caretaker house	\$20,000.00
	<b>Total Costs</b>	<b>\$60,008.60</b>

*Table 20* provides a high-level breakdown of the initial capital investment for site development, infrastructure, and purchasing equipment and tools. For a more detailed breakdown of the costs, see *Appendix H – Bear Hill Parcel Cost Breakdown*.

*Table 20: Initial Capital Investment Bear Hill Parcel Year 1*

	Year 1
Site Development	\$60,0008.60
Infrastructure	\$59,360.00
Equipment and Machinery	\$149,683.52
Tools	\$1,889.10
<b>Total Expenses</b>	<b>\$270,941.23</b>

Once the site is established with the basic resources, the NPO can open applications to farmers. To operate the site, the main costs are program staff salaries. Variable operating costs involve repair, maintenance, and utilities. Detailed breakdown of the costs can be found in *Appendix H – Bear Hill Parcel Cost Breakdown*.

*Table 21: Annual Operating Expenses Bear Hill Parcel Year 1 to 3*

	Year 1	Year 2	Year 3
Human Resources	\$169,836.35	\$169,836.35	\$169,836.35
Variable Operating Costs	\$10,276.00	\$10,276.00	\$10,276.00
<b>Total Costs</b>	<b>\$180,112.35</b>	<b>\$180,112.35</b>	<b>\$180,112.35</b>

Should Bear Hill parcel be selected to be the pilot Foodland Trust incubator farm site, the CRD can expect it to cost \$270,941 in initial capital investment and a recurring \$180,112 in annual operating costs. Summing them together, this project estimates to cost a total of **\$451,053 in the first year, then \$145,525 in subsequent years.**

**Revenue**

Bear Hill parcel has just under 5-acres available. *Table 22* shows the revenue potential if the CRD provides annual funding, all plots are leased out, and 35% of the total expenses are funded by external grants. As with the two other site, the annual revenue projection has been calculated where the initial capital investment is not accounted for in this table.

*Table 22: Operating Net Revenue Bear Hill Parcel Year 1 to 3*

	Year 1	Year 2	Year 3
Annual CRD funding	\$120,000.00	\$120,000.00	\$120,000.00
Incubator fees (5 x 1-acre farms)	\$8,250.00	\$8,250.00	\$8,250.00
Grants (35%)	\$63,039.32	\$63,039.32	\$63,039.32
<b>Total</b>	<b>\$191,289.32</b>	<b>\$191,289.32</b>	<b>\$191,289.32</b>
<b>Net Revenue</b>	<b>\$11,176.98</b>	<b>\$11,176.98</b>	<b>\$11,176.98</b>

*\*Net Revenue = Total Revenue – Annual Operating Costs*

Bear Hill parcel requires the least cost for site development, but it is also about an acre smaller than the other two sites.

In the annual operating budget of the program, the partners should build a healthy contingency fund as grants are not guaranteed. In KPU’s experience the cost for repair and maintenance is generally higher in incubator programs (compared to a sole proprietorship) due to higher wear and tear from multiple users.

If the initial capital investment is included in the first-year expenses, it will result in a deficit of \$259,164 in the first year.

**SCENARIO B**

Referring to the conditions set for scenario B, *Table 23* shows the financial investment of a establishing a simpler incubator program.

*Table 23: Scenario B - Expenses and Revenue for Bear Hill Parcel*

<b>Initial Capital Investment</b>			
	Year 1	Year 2	Year 3
Pre-site Development	\$60,008.60	\$0.00	\$0.00
Infrastructure	\$14,560.00	\$0.00	\$0.00
Equipment and Machinery	\$14,670.88	\$0.00	\$80,132.64
Tools	\$1,889.10	\$0.00	\$0.00
<b>Total Expenses</b>	<b>\$91,128.59</b>	<b>\$0.00</b>	<b>\$80,132.64</b>

<b>Annual Operating Costs</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Human Resources	\$169,836.35	\$169,836.35	\$169,836.35
Variable Operating Costs	\$5,628.00	\$5,628.00	\$7,756.00
<b>Total Costs</b>	<b>\$175,464.35</b>	<b>\$175,464.35</b>	<b>\$177,592.35</b>

<b>Revenue</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Annual CRD funding	\$120,000.00	\$120,000.00	\$120,000.00
Incubator fees (5 x 1 acre farms)	\$8,250.00	\$8,250.00	\$8,250.00
Grants (35%)	\$61,412.52	\$61,412.52	\$62,157.32
<b>Total</b>	<b>\$189,662.52</b>	<b>\$189,662.52</b>	<b>\$190,407.32</b>
<b>Net Revenue</b>	<b>\$14,198.18</b>	<b>\$14,198.18</b>	<b>\$12,814.98</b>

\*Net Revenue = Total Revenue – Annual Operating Costs

### Summary Table

Scenario A is the investment and annual operating costs for establishing the parcels with the full suite of infrastructure and tools, while Scenario B portrays a lower investment in initial capital. *Table 24* shows a comparison of both scenario’s overall financial commitment. This analysis assumes a base level of revenue from land parcel rentals only and makes assumptions on CRD and external funding sources. Initial capital investments have not been included in the annual program costs and revenues. The main difference between the two scenarios is that Scenario B is approximately \$100,000 less in initial capital investment, while the annual operating costs and gross revenue are similar.

Should all three parcels move forward, there is significant potential for administrative efficiencies. From a revenue perspective, CRD funding would need be shared amongst the three parcels.

*Table 24: Summary Financial Table*

#### Scenario A

	<b>Panama Flats</b>	<b>Newman Farm</b>	<b>Bear Hill Parcel</b>
<b>Initial Capital Investment (Year 1)</b>	\$306,769	\$305,123	\$270,941
<b>Annual Program Costs and Revenues</b>			
<b>Operating Cost</b>	\$180,392	\$180,448	\$180,112
<b>Gross Revenue*</b>	\$193,037	\$193,387	\$191,289
<b>Net Revenue</b>	\$12,645	\$12,939	\$11,177

\*Assumes \$120,000 annual CRD funding, 35% funding from external grants & land leasing revenue for each individual parcel

## Scenario B

	Panama Flats	Newman Farm	Bear Hill Parcel
<b>Initial Capital Investment (Year 1 &amp; 3)</b>	\$207,069	\$205,443	\$171,261
<b>Annual Program Costs and Revenues</b>			
<b>Operating Cost</b>	\$175,744	\$175,800	\$175,464
<b>Gross Revenue*</b>	\$191,411	\$191,760	\$189,663
<b>Net Revenue</b>	\$15,666	\$15,960	\$14,198

*\*Assumes \$120,000 annual CRD funding, 35% funding from external grants & land leasing revenue for each individual parcel*

## First Nation Engagement

It is important to acknowledge the First Nation lands and the host Nations where the parcels are located. Panama Flats, Newman Farm, and the Bear Hill parcel are all located in Coast Salish Territory. Project partners have committed to engaging meaningfully with neighbouring Nation communities to understand ways to incorporate traditional and Indigenous foodways on the parcels. This will be an ongoing process, with many conversations to come. So far, the CRD has connected with the W̱SÁNEĆ Leadership Council Society, a unified and legal governing body that was formed in 2018 and is comprised of the W̱SÁNEĆ First Nations: Tsartlip, Tseycum and Tsawout.

On April 22, 2021, a presentation of the Foodland Trust Concept was provided to the W̱SÁNEĆ Leadership Council. Follow-up documentation was then provided on May 31, 2021, and a meeting to present project updates and receive input on Indigenous Food Systems occurred on November 18, 2021 with the CRD's W̱SÁNEĆ Leadership Council Liaison. While there is a large interest in food production, food waste management, and ecosystem restoration within the W̱SÁNEĆ member nations, further conversations are required to understand particular interest and capacity in the Foodland Trust. Specific feedback on Panama Flats was that there remain several contentious issues for this site that have stifled restoration efforts in the past. For the Nations, there is large interest in wetland restoration and conservation to serve traditional uses such as berry foraging and hunting for waterfowl in the fall.

It is vital to keep the framework flexible for any First Nations interest that may come later in the process. Engagement with the W̱SÁNEĆ Leadership Council and other First Nations shall occur as this project advances.

## Future Opportunities

This business case is the first step to achieving the larger vision of the Regional Food and Agriculture Strategy to advance the holistic local food system. The incubator program serves one aspect, which is supporting private farm operations. However, there is the need and potential to work towards Truth and Reconciliation and Indigenous Food Sovereignty. Food literacy is ongoing work that can be achieved through other initiatives such as community growing spaces and educational programming.

This section details potential opportunities to be included in future programming. Future options include additional parcels, different food growing models, and other operations (i.e. education and public events). These have been identified by members of the RFATF, community organizations, and government staff.

### Community Garden and Growing Spaces

While this project's scope does not focus on community gardens, it is important to consider the possibility of integrating community garden spaces for future land parcels. Depending on the acquired parcel, community garden spaces may or may not be possible. However, community garden spaces have proved to be highly effective initiatives for community and neighbourhood building, which is a key element in developing holistic, sustainable communities (Community Gardens, 2021).

Based on KPU research and conversations with various advisory group members, community garden spaces may not be possible on all parcels; however, there remains a high potential of inclusion in future land acquisitions. This is a list of factors that the CRD and NPO should review when considering community garden spaces applicability:

- Is there existing public access?
- What is the topography of the parcel suitable for growing or establishing? E.g., Slopes could be used for fruit trees.
- Who are the neighbouring First Nation communities? Consult for possibilities of establishing Indigenous Foodways systems.
- Is there a demand for community garden spaces in the surrounding neighbourhoods?

It is highly encouraged that the development of community garden spaces is considered when acquiring new land parcels. In addition to contributing to a healthier lifestyle and diet, re-establishing Indigenous foodways and plants, providing a space for raising awareness and education, they provide space for community engagement in public spaces. They encourage “collective reflection about biodiversity” and can “generate a sense of shared personal commitment to sustainability.” This sense of “ecological citizenship” is a driving force for building social capital and sustainable consumption and food systems (Tharrey & Perignon, 2019). For a successful example, see *Appendix I – City of Victoria Community Garden Campaign*.

### Collaboration with Community Groups

While education and mentorship are essential components in fostering long-term farmers and continuous learning, the proposed program does not need to develop formal education and mentorship as other organizations provide similar services. Program partners should engage with these groups to further understand opportunities for embedding within this program. Some local examples are as follows:

#### **Young Agrarians** (Young Agrarians, 2021)

1. Business Boot camp: 10-week program to support new, aspiring farmers in writing a comprehensive farm business plan. This program supports farmers in preparing detailed

business and financial plans, including marketing strategy. Also included is support in developing a crop plan, an essential tool of farmers.

2. BC Business Mentorship Network: A supportive program that pairs new and seasoned farmers to cultivate the skills of running ecologically and financially sustainable farm business.

**Sandown Community Farm** (Greene, Geggie, Eastman, Harrison, & Rashleigh, 2018)

1. Farmland leasing – 13 plots to lease out to farmers that includes communal infrastructure, equipment, and machinery.
2. Farm Education Program - Providing hands-on mentorship training to a small cohort of farmers on an annual basis.

**Haliburton Community Organic Farm** (Haliburton Community Organic Farm, 2021)

1. Community and educational focused.
2. Eco farm school: Organic Master Gardener teachers, ecological landscape design, ecological plant knowledge for organic gardeners, and food growing courses.
3. Provide long-term leases for individual farm businesses on certified organic farmland.

**South Island Farm Hub** (South Island Farmhub, 2021)

1. Farmer-driven produce distributor and online platform for local and seasonal produce purchasing; an aggregator of local produce distributed to customers.
2. Future commercial kitchen space for food processing and creating value-added products to sell.
3. Cooler space available for rent.

**North Island College** (North Island College, 2021)

1. Sustainable Farming program - Teaches students to learn the main theories, concepts and practices of sustainable agriculture production

### Additional Parcels & Programming

The KPU team connected and collaborated with many community organizations and government staff throughout the project. Some of these conversations led to suggestions for potential future parcels that could be included in the future. The CRD is encouraged to continue discussions with community partners to determine appropriate sites.

The RFATF advisory group also suggested a communal farming infrastructure: A Peninsula Food Hub. It would be a center for farmers to aggregate and collectively market their food, have additional cooler capacity, and do other activities. Shared infrastructure of this kind would have an enormous impact on the new and established farmers in the capital region. Access to larger infrastructure like food storage and a marketing hub would offer important support that is key in the first few years of farming. Creating a food hub can potentially eliminate the need for individual infrastructures at each site.

There is currently one food hub in the area, South Island Farm Hub, located in Esquimalt, that the Victoria Community Food Hub Society manages. The Hub operates an online platform that coordinates, collects, organizes, and distributes food grown by local farmers to local purchasers every week. Such a platform offers farmers an efficient and cost-effective way to sell their products. The hub is currently building a commercial kitchen that will provide cooler space and opportunities for value-added product

production. Diversifying revenue streams and product offerings contribute to farm businesses' economic viability (James, 2021). The biggest challenge of peninsula farmers using the South Island Farm Hub is its location: it is not centralized and far away from most farms and their marketplaces. Creating a Peninsula food hub that can act as a food storage space and marketing platform can increase the profitability of small-scale farms and allow for more efficient movement of local food to customers for this region of the Island.

## Recommendations

Three land parcels were assessed as potential contributions to a future Foodland Trust within the capital region: Newman Farm, Panama Flats, and Bear Hill. Extensive site assessments, soil analysis, and historical and current community context were reviewed. KPU concludes that each parcel has the agricultural capability and potential for a variety of production types: fruit production, vegetable production, and animal raising, depending on the site. Each parcel has the capability to be utilized by farmers within an incubator program structure and recommendations and budgetary needs have been identified for each parcel separately.

The CRD should consider the financial investment, site assessment, and community engagement when deciding which parcel(s) has the best potential of supporting a successful land leasing incubator program. Based on KPU's initial assessment:

- To sustain the viability and success of this Foodland Trust program, it is suggested that the CRD selects a parcel(s) that requires the least amount of investment but has the highest potential for success. This program needs to succeed in its pilot year, to gain further support from the local governments, the farmers, and the community.
- The Bear Hill parcel would be the best option for a pilot parcel as it requires the lowest initial capital investment cost for the establishment, the plots are ready to be farmed, and the nursery organization is already in support of this initiative. The parcel does require zoning approvals and legal agreements between existing users to be sorted before use.
- Newman Farm would be ideal because of its location, privacy, and agricultural history. However, as with Panama Flats, it would require significant initial capital investment.
- Establishing Panama Flats would be very costly, and it appears to be one of the most controversial parcels. First, it is recommended to focus initial effort on community engagement to ensure that the majority of the public and the W̱SÁNEĆ Leadership Council Society are onboard before committing to invest in this parcel.
- It is recommended to discuss which parcel would have the most potential for Indigenous food systems with the W̱SÁNEĆ Leadership Council Society. Further conversations are needed to confirm specific ways of involvement.

## Appendices

### Appendix A - Past Research on Foodland Trust Reports

1. Kwantlen Polytechnic University's: Beyond protection: Delineating the economic and food production potential of underutilized, small-parcel farmland in metropolitan Surrey, British Columbia.
2. CRFAIR's: Findings Report- Exploring Farm and Food Lands Access in the CRD: A Local Government Farmland Trust Approach.
3. Community Farm's Program: A Review of Farmland Trusts- Communities Supporting Farmland, Farming, and Farmers.
4. Farm Folk City Folk and the Centre for Sustainable Food Systems at UBC Farm, CRFAIR, Young Agrarians, and Deer Crossing the Art Farm: Farmland Access in British Columbia: Four Innovative Approaches.

## Appendix B – Examples of Incubator Programs

### Plate-forme Agricole de l'Ange-Gardien (Gatineau, Quebec)

Plate-forme Agricole de l'Ange-Gardien is a ready-to-use farm site where aspiring farmers can rent certified organic land and have access to communal infrastructure, equipment, and tools to start their farm business operations. Their site consists of 78-acres of arable land and the program provides support and mentorship to help with farming and business planning, and guidance to search for land beyond incubator farming. They offer memberships of this program for up to 5 years and the fees vary depending on the year. In a study conducted in 2016, 20 farm businesses were utilizing the land and program.

One important factor for the success of this program is the political support from the Mayor who deeply believe that sustainability and economic community development are interlinked. *The main objective of this incubator program was to engage and encourage young people in farming to advance food system resiliency in the region. It has also shown that it contributes to social capital through invaluable knowledge transfer between new entrepreneurs and old farmers.*

In addition to supportive leadership, other factors for success of the Plate-forme Agricole de l'Ange-Gardien include farmers' access to a wide range of funding sources, proximity to economic centers and market channels, collective promotion and support of local farmers, a diverse membership of farmers, the socio-ecological relationships, and the access to arable land with shared infrastructure and equipment. It is the perfect package for a new farmer.

#### On-site Infrastructure:

- Multi-use building (cold room, storage and wash station, toilet, sinks and wash basins, watering hoses and access to potable water).
- Personal storage rooms (8 x10 feet).
- Heated greenhouse (3,060 square feet).
- A second heated greenhouse (1,400 square feet).
- Four high tunnels (6,000 square feet total).
- Access to a central field irrigation network (drip-tape, hoses, and sprinkler systems not included).
- Access to potable water for vegetable cleaning and preparation.
- Access to a storage dome for machinery and tool storage.
- Access to basic communal field preparation and cultivation work

#### On-site rental access to:

- Plastic mulch layer
- Fiat Agri-tractor
- Rototiller
- S-tine cultivator
- Garden tiller
- Earthway manual seeder and cover crop seeder

- Disc cultivator
- Tine cultivator
- Brush cutter

Stated on their website, membership fees are separated by farmers in years 1 to 3, and farmers in years 4 to 5. There are also other variables costs such as greenhouse heating, organic certification and electricity that are shared based on usage.

Year 1 to 3	Year 4 to 5
<ul style="list-style-type: none"> <li>▪ Membership fee: \$650/year (includes access to the cold room, potable water for irrigation and washing, washing station and storage rooms, and storage shed).</li> <li>▪ Field rental fee: \$225/acre.</li> <li>▪ Heated greenhouse rental fee: \$1.00 per square foot.</li> <li>▪ High tunnel rental fee: \$0.50 per square foot.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Membership fee: \$1000/year.</li> <li>▪ Field rental fee: \$250/acre.</li> <li>▪ Heated greenhouse rental fee: \$1.35 per square foot.</li> <li>▪ High tunnel rental fee: \$0.60 per square foot.</li> </ul>

Kwantlen Polytechnic University Farm Schools – Incubator Programs (Richmond & Tsawwassen, British Columbia)

KPU’s extension arm consists of two farm schools that have been in operation since 2010 (Richmond, BC) and 2015 (Tsawwassen First Nation, BC). Each offers a distinct 7-8-month program that provides students with a strong foundation in the principals and practices of regenerative farming. These programs focus on experiential learning alongside industry professionals, supported by classroom learning to prepare students for a career in the industry.

**Tsawwassen First Nation Farm School**

The Tsawwassen First Nation (TFN) Farm School is a unique partnership with Tsawwassen First Nation. It is an intensive immersion into mixed vegetable and fruit production and livestock raising. The program runs throughout the local growing season on a 20-acre certified organic educational and working farm. Students receive 250 hours of classroom learning and 350 hours of field-based learning. Products from the farm are sold through direct marketing channels providing revenue to the program.

This farm also serves as a community farm to the TFN community to advance their food sovereignty aspirations. The farm is a place of gathering, learning, and connecting with the land for the members. Each year, the farm provides fresh vegetables and meat products, organizes various events, and workshops, and hosts a year-end feast for the community. The farm is seen as an important aspect of food security for the TFN community for many generations to come.

The farm consists of ten to fifteen ½-acre plots for the incubator program, which are only accessible to graduates of the farm school. Since 2015, seven graduates have taken on an incubator plot. The incubator component offers continuing technical mentorship, water access, communal propagation house, cooler, washing and packing area, and shared equipment such as tractors, hand tools, and small machinery. This allows new farmers to develop their farm skills and build their business brands without a large capital investment.

### **Richmond**

The Richmond Farm School is a partnership with the City of Richmond, with the objectives of increasing the profile of organic agriculture and providing support to aspiring farmers in the city. This program operates on a 7-acre property and different from TFN farm school, it focuses on lean urban farming, intensive, high value and cost-effective mixed vegetable production with minimal infrastructure and capital investment. While both programs are not far apart in geographical distance, there are no issues filling both programs as they target students with different farming goals.

The Richmond site has minimal infrastructure to offer to students, however, continued mentorship is offered, access to ¼ and ½ acre incubator plots, compost from the city, water, and access to various tractors, smaller tools, and machinery. Since 2010, 20 graduates have gone through the incubator program.

For both programs, incubator farmers may access a plot for up to 3 years. However, occasionally the duration has been extended on a case-by-case basis. Among the ISFS' incubator farmers, about 50% continue as career farmers with buying their own farmland or leasing larger sections of land.

### **Viva Farms (Skagit Valley, Washington)**

Viva Farms is a large-scale incubator farm in Skagit Valley, USA, that has been in operation since 2010. It is a non-profit organization that offers a farm practicum program, then land leasing opportunity for practicum participants. They have been successful in providing low-barrier land lease to many new farmers, especially immigrants to the USA, with communal infrastructure and shared equipment support. They offer their program in English and Spanish to make it more accessible and inclusive.

A summary of their operation:

They have 4 sites, 3 within 1 mile of each other. Their home site is 33-acres, and it is the site where the practicum is held and where beginner incubator farmers lease land. They have two categories of land:

#### **1) Incubator Land**

- Farmers must partake in the education practicum program to lease land.
- Average lease tenure is 1-5 years.
- To extend the tenure, new farmers must hit certain milestones every year and the program manager will assess incubator operations on a case-by-case basis.
- Plot sizes range from 0.5-acres to 2-acres for the first 5 years.
- Farmers have access to a washing, packing, and cooler unit, and shared tractors, equipment, and hand tools.

- Lease fee per acre is comparable to market rate, plus extra fees for using the infrastructure and tools.
- Farmers can pay Viva Farms staff labor hours to do bigger jobs, such as using the tractor to till large land sections.

## 2) Agriculture Park

- “Post incubator phase” – land is normally leased to intermediate or advanced farmers; this is for farmers who are serious about farming.
- Can lease more land, and longer tenure of 5-10 years – parcel size and tenure length are evaluated on a case-by-case basis.
- Farmers can still access communal infrastructure, machinery, and tools, but most of them start purchasing their own.
- The fewer communal items used, the lower the lease rate.
- Farmers can pay Viva Farms staff labor hours to do bigger jobs, such as using the tractor to till up large land sections.

Viva Farm’s Director of Programs and Operations (Smith R. , 2021) stated that one of the most crucial factors of making a successful incubator is having dedicated staff to know the farmers. When discussing parcel size and lease tenure length, the Director described the challenges in determining a standard answer as each farm business and farmer is different. By knowing the farmer and understanding their business, helps make the most informed decision and provides the most support for each farmer’s success.

When it comes to communal infrastructure, Viva Farms has a wash, pack, and cooler unit that can accommodate about two farmers simultaneously at each site. They have strong values in collaborative effort, and farmers operate in a collective perspective which allows for smooth sharing of communal infrastructure. In terms of shared equipment like a ride-on utility tractor, the sites are close enough that it can be shared between 3 of the 4 sites, where all are within 1 mile of each other. They have another site about 60 miles away, but it has all its own infrastructure and tools.

As an effort to support the financial aspect of being a farmer, Viva Farms partners with a local credit union for financing support. Viva Farms keeps funds with the credit union which their incubator farmers can use as collateral for financing support, such as a line of credit. This allows farmers to borrow money to start their business as well as establish credit history, especially for new immigrants who often do not have that leverage.

## Haliburton Community Organic Farm (Victoria, British Columbia)

Haliburton’s vision is to be “a leading model of community-supported, small-scale sustainable organic agriculture carries out in harmony with local ecosystems.” It is a multi-faceted farm with an educational component that offers gardening and farm workshops and tours, it is a production farm that sells produce to the general public and it also offer land leasing opportunities to aspiring farmers.

Their incubator program offers experienced farmers farmland to operate their farm businesses. They currently have five farm operations and they vary in cut flower and mixed vegetable operations. The site offers shared infrastructure including a cooler, a kitchen in the farm house, a washing and packing area,

a suite of equipment and tools and connection to power and water. Haliburton is committed to building the capacity for the next generation of farmers and so, they offer long-term land leases of 1-acre parcels and up to 8 years to allow farmers to build up knowledge, skill set and capital.

Another collaborative function is the marketing opportunities to sell through the on-site farm stand, farmers market and wholesale channels. This co-operative model is very helpful for small farms as they can pool together resources more efficiently and sell larger quantities to buyers.

#### Four Successful Incubator Stories

The following highlights former incubator farm businesses that have stemmed from the incubator programs noted above. These farm businesses have finished the incubator programs and have created sustained farm businesses.

**Ashala Daniel- Solstedt Organics (Lytton, BC):** Ashala transitioned from a career of administrative work into farming by taking KPU's Richmond Farm School program. She became an incubator farmer, alongside two other farm school program graduates, and ran a successful canning company supplied by what they grew on their farm; the land lease was a 3-year term. Her goal was to purchase land and have her own farm, and she made that a reality by purchasing the Solstedt Organics Farm in 2015. It is a 5-acre, off-grid, solar powered, and remote farm. The business came with restaurant customer relationships, a spot at an extremely popular farmers market in Vancouver, BC, and a well-established orchard. Her farm business is thriving after 5 years of owning and managing organic fruit and mixed vegetable farms.

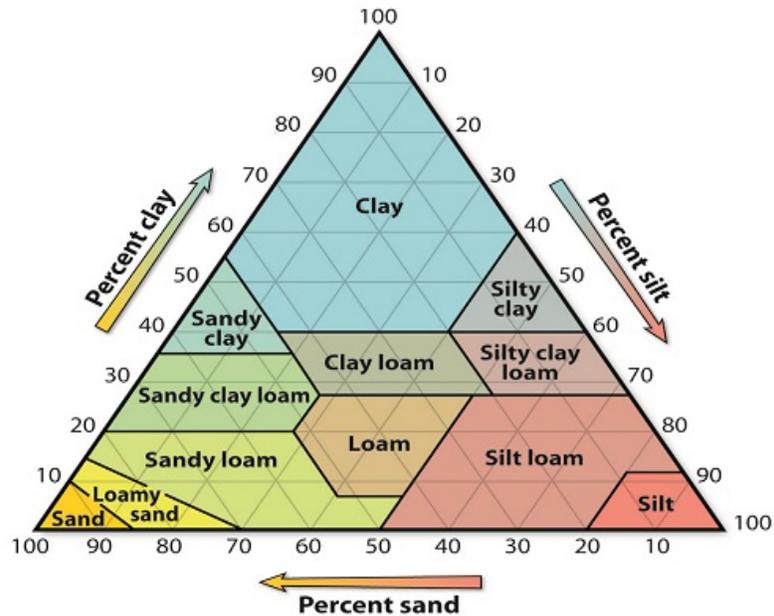
**Dan Edmond and Piotr Majkowski- Fractal Farm (Surrey, BC):** Inspired by living a life that was better for the environment, better for themselves, and better for their community, Dan and Piotr started farming. Dan transitioned from an engineering career into full-time farming, while Piotr has continued to work as a nurse and nurse educator part-time to supplement the farming income. Dan completed the University of British Columbia's Practicum in Sustainable Agriculture, and then became incubator farmers at Richmond Farm School's incubator lands. Over 4 years they went from growing on ½ acre to 1¼ acres, establishing an incredibly strong and successful mixed vegetable farm business. Through Young Agrarian's Land Matching program, they found a property in Surrey, BC where they have a long-term lease agreement with the landowners.

**Mauricio Soto and Senaida Vela- Arado Farms (Washington, USA):** Mauricio and Senaida both grew up farming crops like coffee and bananas but immigrated from Nayarit to the United States to gain experience farming crops like pears and apples. They joined Viva Farms agricultural incubator program in 2014 and established a berry farm on incubator land that they have continued to this day. They have spent years innovating their farm production and business by trialing various growing techniques to maximize flavor, yield, and sustainability. This has resulted in an expansion in the variety of fruit crops they grow on their 5-acre parcel.

## Appendix C – Soil Texture Summary

**Soil Texture:** the percentage of clay, silt, and sand particles in the soil; see *Figure 1* to understand the meaning of each soil texture mentioned in *Table 2*. Ideal soil texture varies depending on production goals, but mixed vegetables tend to grow best in loam/loam mixture texture.

Figure 1: Soil Textural Triangle:



Source: <https://www.soils4teachers.org/physical-properties/>

**Soil pH:** ideal pH for growing most vegetable crops is between 5.8-7.0, so we can see that on all sites the soil pH is in the lower range. The relatively low pH is in contrast with the good-to-high calcium content in the soils evaluated. On agriculture soil, that happens when one applies amendments with calcium. For future soil management it is advised to apply lime as an amendment and a well matured compost.

**Organic matter (OM):** OM percentage levels are good; a percentage range between 8-12% is considered appropriate. However, it is recommended good practice to try and increase the OM over time through practices like using cover crops, green manure crops, and mature compost/manure additions.

**Carbon-to-nitrogen (C:N) ratio:** the ratios of these parcels are considered low, and we recommend finding more stable and mature organic amendments (i.e., compost) to apply to the soil; a C:N ratio of 25 – 30 is ideal. When choosing cover crops make sure they are ones that catch the nitrogen that may be released from the soil when trying to balance out the C:N ratios. This will prevent nitrate release into the surrounding environment.

**Phosphorus:** the level of phosphorous available in most of the samples is incredibly low considering the generally high levels of OM; optimum range is between 35-50. Phosphorous levels can be increased by adding mature compost to the soil.

Each individual site assessment will have more specific soil management suggestions. However, the following sections are our recommended uses for each site based on our overall assessment.

Canadian System of Soil Classification: Slope Classes

Slope Classes			
Slope Class	Slope Percentage (%)	Approximate Degrees	Terminology
1	0-0.5	0	Level
2	>0.5-2	0.3-1.1	Nearly lev
3	>2-5	>1.1-3	Very gentle slopes
4	>5-10	>3-5	Gentle slopes
5	>10-15	>5-8.5	Moderate slopes
6	>15-30	>8.5-16.5	Strong slopes
7	>30-45	>16.5-24	Very strong slopes
8	>45-70	>24-35	Extreme slopes
9	>70-100	>35-45	Steep slopes
10	>100	>45	Very steep slopes

Source: (Agriculture and Agri-Food Canada, 1998)

## Appendix D - Basic Infrastructure and Tools Details

Item	Cost with tax	Description
Washing station	\$5,600	The absolute basic infrastructure needed for any farmer is a place to process (wash, pack, etc.) what they have grown post-harvest.
Packing Unit w/cooler	\$44,800	The next essential after post-harvest is a place to store the harvest adequately and safely; cold storage is essential for business success.
Propagation high tunnel	\$3,360	Vegetable farmers extend the growing season by starting seeds and plants to transplant out into the field later; it is a very common practice of small-scale growers across North America.
Storage shed	\$5,600	Having a weatherproof and lockable space to keep tools extends the lifetime of the tool and prevents theft from happening.
Drainage Tiles (cost/acre)	\$1,680	Installing drainage tile underground in very seasonally water-saturated areas results in extending the growing season by drying out the area in early spring to get plants in the ground.
Utility Tractor - Kubota MX5400 4WD 55HP w/ front loader	\$50,396	Utility tractors are common tools used by small- and large-scale farmers alike. They reduce time and labor needed for many farm tasks like soil cultivation, mowing, moving amendments around the farm (i.e., compost, manure), and general landscape management. Smaller size is versatile for movement and reducing soil compaction of a heavier weighted tractor.
implement - disc harrow DH15 series	\$4,810	A harrow with concave metal discs in a row; may be set up scalloped, set at an oblique angle. Its function is to till the soil where crops are to be planted and can also chop up unwanted weeds or crop residue.
implement - flail mower	\$11,933	A mower that is used to deal with heavier grass/scrub; many models are PTO driven to get the power needed to deal with heavier grasses, scrub, and crop residue.
implement - rotary tillage	\$9,336	A plough made up of a series of blades whose function is to break up large clods of soil in preparation of planting, also useful on weedy areas.
implement - plow	\$3,655	A plow may have a wooden, iron or steel frame, with a blade attached to cut, loosen, and/or turn the soil before sowing seed or planting.
BCS - model 749 (PS)	\$7,056	A walk-behind motor-powered tractor that is the power source that operates up to 20 implements/attachments of varying functions.
implement rotary plow	\$2,016	Plough with 4 spiral blades that spin vertically to loosen soil (up to 12-inches in depth); used for prepping planting areas and weed control.
implement - rear tine tiller	\$2,240	An implement with 4 tines in the rear that are used for breaking up hard ground that has not been worked before.
implement - spreader	\$2,744	30-inch-wide compost spreader with galvanized side-panels and a heavy-duty rubber conveyor belt; it has 6-inch ground clearance and the distance between the spreader wheels is 36-inches.
implement - flail mower	\$3,136	A mower with rotating 'Y' blades that pulverize plant material into a fine pulp that is evenly spread across the mowing width.

Hand tools	\$5,600	Various tools like shovels, hoes, rakes, broad forks, and seeders are extremely helpful for the small-scale farmer in their day-to-day activities.
Pick-up truck F150	\$54,880	A farm vehicle is essential for the site caretaker to use for travel, tools and supplies collection and distribution, etc.
Trailer, flat bed, hitch hookup	\$3,763	If tools are moving from one site to another (i.e., utility tractors) a trailer is essential. Extremely helpful to have when purchasing supplies like compost, irrigation equipment, tools, transporting animals, etc.
Irrigation - expert contractor for connection to city line with back flow preventer	\$12,320	Water connection is essential for any farmer to irrigate their crops or provide drinking water to their animals.
Irrigation header - plot	\$448.00	Since each parcel will be divided into multiple plots for different farmers, each plot needs water access. Each header will also require a water meter to record water usage for paying for municipal water use; rates should be agricultural rates.
Water meter	\$1,120	Needed for each irrigation header to record water usage of each farmer on their individual plots.

## Appendix E – Potential Grants

Grant Program	Type	Website
Canada Summer Jobs	Wage subsidy for youth employees in agriculture related jobs	<a href="#">Funding: Canada Summer Jobs – Overview - Canada.ca</a>
Youth Employment Skills Program	Wage subsidy for youth interns in agriculture related jobs and projects	<a href="#">Youth Employment and Skills Program: Step 1. What this program offers - agriculture.canada.ca</a>
United Nations Associations of Canada – Green Spaces	Wage subsidy for professional development training and will elevate their knowledge, passion, and experience of working in the green economy	<a href="#">Green Spaces   UNA-Canada (unac.org)</a>
Local Food Infrastructure Funding	Funding for mainly infrastructure and capital costs for food and agriculture related projects	<a href="#">Local Food Infrastructure Fund: Step 1. What this program offers - agriculture.canada.ca</a>
Co-op Community Spaces	Funding for protecting, beautifying and improving greens spaces, mainly capital funding	<a href="#">Community Spaces   Co-op</a>
Vancouver Foundation	Systems Change Stream – support projects that addresses root cause of social, environmental and cultural issues Indigenous Priorities Stream – support initiative that encourage community inclusiveness, belonging and healing	<a href="#">Grants   Vancouver Foundation</a>
Maple Leaf Feed Opportunity Fund	Funding supporting projects that contributes to a reduction in food insecurity	<a href="https://www.feedopportunity.com/apply-for-funding/funding-process/">https://www.feedopportunity.com/apply-for-funding/funding-process/</a>
Vancity Community partnership Program	Support initiatives that lead to financial empowerment and address climate justice by removing barriers to economic well-being and opportunity.	<a href="#">Program guidelines and criteria - Vancity</a>
MetroVan Ag Awareness	Support initiatives that educate the public about local agriculture production	<a href="#">Metro Vancouver Agriculture Awareness Grants - BC Food Security Gateway</a>
BC Indigenous Agriculture Development Program	Supports Indigenous peoples' success in the food and agriculture sector.	<a href="#">B.C. Indigenous Agriculture Development Program - Province of British Columbia (gov.bc.ca)</a>

## Appendix F – Newman Farm Cost Breakdown

### Initial Capital Investment

<b>Infrastructure</b>	<b>Cost with tax</b>
Packing unit with cooler	\$44,800.00
Washing station	\$5,600.00
Propagation house	\$3,360.00
Storage shed	\$5,600.00
<b>Subtotal</b>	<b>\$59,360.00</b>
<b>Equipment and Machinery</b>	<b>Cost with tax</b>
Utility Tractor - Kubota MX5400 4WD 55HP w/ front loader	\$50,396.64
Implement-disc	\$4,810.40
Implement-rototiller	\$9,336.32
Implement-plow	\$3,655.68
Implement-flail mower	\$11,933.60
BCS - model 749 (PS)	\$7,056.00
Implement - rotary plough	\$2,016.00
Implement - rear tine tiller	\$2,240.00
Implement - flail mower	\$3,136.00
Weed Eater- 2 Cycle 26cc gas multi-function	\$222.88
Pick-up truck F150	\$54,880.00
<b>Subtotal</b>	<b>\$149,683.52</b>
<b>Tools</b>	<b>Cost with tax</b>
Shovels	\$72.63
Rakes	\$72.63
Stirrup hoes	\$504.00
Wheelbarrows	\$672.00
Wheel hoe	\$567.84
<b>Subtotal</b>	<b>\$1,889.10</b>
<b>Site Development Subtotal</b>	<b>\$94,190.13</b>
<b>TOTAL COSTS</b>	<b>\$305,122.75</b>

### Variable Operating Costs

<b>Variable Costs</b>	<b>Cost with tax</b>
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Annual repair and maintenance - 1 utility tractor	\$1,680.00
Annual repair and maintenance - 1 BCS	\$560.00
Annual repair and maintenance - for 1 pickup truck	\$1,680.00
Fuel cost	\$1,960.00
Portable restroom service - monthly charge	\$128.80
Irrigation repair and maintenance	\$2,800.00
Garbage collections - monthly charge	\$67.20
Water Usage	\$1,736.00
Electricity Usage	
<b>Subtotal</b>	<b>\$10,612.00</b>
<b>Human Resources</b>	
Program Manager	\$71,136.00
Site Caretaker	\$34,200.00
CRD Staff	\$64,500.00
<b>Subtotal</b>	<b>\$169,836.35</b>
<b>TOTAL COSTS</b>	<b>\$180,448.35</b>

## Appendix G – Panama Flats Cost Breakdown

### Initial Capital Investment

<b>Infrastructure</b>	<b>Cost with tax</b>
Packing unit with cooler	\$44,800.00
Washing station	\$5,600.00
Propagation house	\$3,360.00
Storage shed	\$5,600.00
<b>Subtotal</b>	<b>\$59,360.00</b>
<b>Equipment and Machinery</b>	<b>Cost with tax</b>
Utility Tractor - Kubota MX5400 4WD 55HP w/ front loader	\$50,396.64
Implement-disc	\$4,810.40
Implement-rototiller	\$9,336.32
Implement-plow	\$3,655.68
Implement-flail mower	\$11,933.60
BCS - model 749 (PS)	\$7,056.00
Implement - rotary plough	\$2,016.00
Implement - rear tine tiller	\$2,240.00
Implement - flail mower	\$3,136.00

Weed Eater- 2 Cycle 26cc gas multi-function	\$222.88
Pick-up truck F150	\$54,880.00
<b>Subtotal</b>	<b>\$149,683.52</b>
<b>Tools</b>	<b>Cost with tax</b>
Shovels	\$72.63
Rakes	\$72.63
Stirrup hoes	\$504.00
Wheelbarrows	\$672.00
Wheel hoe	\$567.84
<b>Subtotal</b>	<b>\$1,889.10</b>
<b>Site Development Subtotal</b>	<b>\$95,836.47</b>
<b>TOTAL COSTS</b>	<b>\$306,769.09</b>

**Variable Operating Costs**

<b>Variable</b>	<b>Cost with tax</b>
Annual repair and maintenance - 1 utility tractor	\$1,680.00
Annual repair and maintenance - 1 BCS	\$560.00
Annual repair and maintenance - for 1 pick up truck	\$1,680.00
Fuel cost	\$1,960.00
Portable restroom service - monthly charge	\$128.80
Irrigation repair and maintenance	\$2,800.00
Garbage collections - monthly charge	\$67.20
Water Usage	\$1,680.00
Electricity Usage	
<b>Subtotal</b>	<b>\$10,556.00</b>
<b>Human Resources</b>	
Program Manager	\$71,136.00
Site Caretaker	\$34,200.00
CRD Staff	\$64,500.00
<b>Subtotal</b>	<b>\$169,836.35</b>
<b>TOTAL COSTS</b>	<b>\$180,392.35</b>

## Appendix H – Bear Hill Parcel Cost Breakdown

### Initial Capital Investment

<b>Infrastructure</b>	<b>Cost with tax</b>
Packing unit with cooler	\$44,800.00
Washing station	\$5,600.00
Propagation house	\$3,360.00
Storage shed	\$5,600.00
<b>Subtotal</b>	<b>\$59,360.00</b>
<b>Equipment and Machinery</b>	<b>Cost with tax</b>
Utility Tractor - Kubota MX5400 4WD 55HP w/ front loader	\$50,396.64
Implement-disc	\$4,810.40
Implement-rototiller	\$9,336.32
Implement-plow	\$3,655.68
Implement-flail mower	\$11,933.60
BCS - model 749 (PS)	\$7,056.00
Implement - rotary plough	\$2,016.00
Implement - rear tine tiller	\$2,240.00
Implement - flail mower	\$3,136.00
Weed Eater- 2 Cycle 26cc gas multi-function	\$222.88
Pick-up truck F150	\$54,880.00
<b>Subtotal</b>	<b>\$149,683.52</b>
<b>Tools</b>	<b>Cost with tax</b>
Shovels	\$72.63
Rakes	\$72.63
Stirrup hoes	\$504.00
Wheelbarrows	\$672.00
Wheel hoe	\$567.84
<b>Subtotal</b>	<b>\$1,889.10</b>
<b>Site Development Subtotal</b>	<b>\$17,608.60</b>
<b>TOTAL COSTS</b>	<b>\$228,541.23</b>

### Variable Operating Costs

<b>Variable</b>	<b>Cost with tax</b>
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Annual repair and maintenance - 1 utility tractor	\$1,680.00
Annual repair and maintenance - 1 BCS	\$560.00
Annual repair and maintenance - for 1 pick up truck	\$1,680.00
Fuel cost	\$1,960.00
Irrigation repair and maintenance	\$2,800.00
Portable restroom service - monthly charge	\$128.80
Garbage collections - monthly charge	\$67.20
Water Usage	\$1,400.00
Electricity Usage	
<b>Subtotal</b>	<b>\$10,276.00</b>
<b>Human Resources</b>	
<b>Program Manager</b>	\$71,136.00
<b>Site Caretaker</b>	\$34,200.00
<b>CRD Staff</b>	\$64,500.00
<b>Subtotal</b>	<b>\$169,836.35</b>
<b>TOTAL COSTS</b>	<b>\$180,112.35</b>



## Appendix J - City of Victoria Community Garden Campaign

Purpose: To support gardens and urban food production on city and private lands.

Process: A city-wide consultation was conducted in 2016, asking communities across the city what they wanted to see in terms of gardening and urban food production. The consultation received a wide range of feedback and the notion of a “community garden space” was very well-supported.

Definition: A community garden is not exclusively for food production. It has a more diverse definition of a space that could be for vegetables, flowers, fruit trees, native plants – a demonstration and educational space to raise awareness about food production and biodiversity.

Outcome (to date):

1. Approximately seven community garden spaces have been created since the consultation.
2. Approximately 21 small urban farms have been established.
3. The creation and on-going operations of the South Island Farm Hub, which is an essential infrastructure for farmers.
4. Successful programs include Urban Food Trees Stewardship program that encourages community members to plant trees, and Boulevard Gardening which allows community members to use boulevard greenspaces that would otherwise be in grass.
5. Through this consultation, the city also removed many restricting policies surrounding selling food locally. This allowed even the smallest scale of gardeners/farmers to sell their products to local businesses and community members.

Benefits:

- Spaces to revive native or Indigenous plants, and to highlight traditional Indigenous foodways based on wild foraging of edible food and medicinal plants;
- Community building is key where people feel the connection and ownership to their neighbourhood;
- These spaces encourage one’s connections to and interactions with food and growing.
- These spaces encourage physical activity and a healthy lifestyle of community members to be active and outside more;
- Holistic health is linked to one’s natural environment and is “increasingly recognized in public health studies by the use of an ecological approach (Tharrey & Perignon, 2019)”;
- Community garden spaces contribute to biodiversity through varied production methods and plant choices, which are key to sustainable food systems.

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## REPORT TO REGIONAL PARKS COMMITTEE MEETING OF WEDNESDAY, MARCH 23, 2022

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**SUBJECT**     **Mount Work Regional Park – Draft Management Plan**

### **ISSUE SUMMARY**

The draft management plan for Mount Work Regional Park is ready for public review.

### **BACKGROUND**

The Capital Regional District (CRD) Board initiated the management planning process for Mount Work Regional Park in June 2020.

An initial round of engagement was held between June and November 2020. It included gathering input from First Nations, key government agencies, stakeholder groups, user/interest groups and the public. An Engagement Report was provided to the Regional Parks Committee in February 2021 and an addendum report outlining the outstanding input not captured in the February report was posted directly to the project webpage when completed in May 2021. A number of meetings and site visits were undertaken with representatives of the WSÁNEĆ Leadership Council between August 2020 and September 2021. The initial engagement and input has informed the development of the draft management plan.

The draft management plan for Mount Work Regional Park is ready for public review (Appendix A). The draft plan and a related online survey will be available through the CRD website. Various tools will be used to direct the public to the draft plan and online survey form. The draft plan will be provided to First Nations, key government agencies and key stakeholders with a request for review and comment and an offer to meet, if desired, to discuss the draft management plan. Input from the second round of engagement will be considered before finalizing the management plan for approval.

### **ALTERNATIVES**

#### *Alternative 1*

The Regional Parks Committee recommends to the Capital Regional District Board:  
That the Mount Work Regional Park Draft Management Plan be made available for public review and comment.

#### *Alternative 2*

That the draft park management plan be referred back to staff with direction for revision.

### **IMPLICATIONS**

#### *Environmental & Climate Implications*

The draft management plan outlines known information about the environmental conditions of the park and sets out goals, policy direction and management actions to protect and rehabilitate key areas within the park. Where applicable, climate change implications have been noted in the plan.

### *Intergovernmental Implications*

The WSÁNEĆ Leadership Council directed the CRD to work through its Land Use Committee as the management plan was being developed. CRD staff met with the Land Use Committee on four occasions and conducted three site visits to different areas of the park. Information provided by the Land Use Committee has been considered and used, as appropriate, in the management plan.

Prior to writing the draft management plan, engagement was undertaken with staff responsible for the federal Ecological Gifts Program (Environmental and Climate Change Canada), the Heals Rifle Range at Canadian Forces Base Esquimalt/Naden (Department of National Defence), Gowlland Tod Provincial Park (BC Parks), the provincial fish stocking program (Forests, Lands, Natural Resource Operations and Rural Development), as well as with staff and the Committee of the Whole at the District of Highlands, staff at Saanich, staff at Juan de Fuca Electoral Area, and staff in CRD's Environmental Resource Management Division (Hartland Landfill).

### *Social Implications*

Prior to and during the writing of the draft management plan, engagement was undertaken with key stakeholders such as The Land Conservancy of BC, which holds conservation covenants on two parcels within the park, South Island Mountain Biking Society (SIMBS), which has a licence with the CRD for trail maintenance in the designated mountain biking area within Mount Work, and with some of the former private landowners whose lands are now part of the park. Park neighbours and many user groups/interest groups were also notified of the planning and engagement processes and have provided input.

The draft management plan sets out strategic direction, as well as specific development and management actions. Release of the draft plan for public review continues the planning process, as outlined to, and anticipated by, the public. An updated engagement process flowchart is attached as Appendix B.

### *Financial Implications*

Given that most of the proposed management actions in the management plan are conceptual in nature, have not been scoped out as projects yet, and/or the actions are not anticipated in the immediate future, it is difficult to provide specific anticipated costs. Detailed implementation costs will be determined through future capital plans, service plans and project plans. Management actions may be implemented through core budget, capital budget and/or special funding, such as grants. Implementation of specific park management actions is subject to availability of staff and financial resources and must be considered in relation to other priorities in the Regional Parks system. The table below provides cost estimates, in 2022 dollars, for proposed infrastructure that can be estimated at this time, totalling approximately \$913,000.

Location & Infrastructure	Estimated Cost	Implementation Timing
Killarney Lake	\$305,500	short term
Single Toilet (\$70,200)		
2 tables (\$3,900)		
Equestrian mounting block (\$3,900)		
Horse bridge (\$227,500)		
Designated Mountain Biking Area	\$130,000	short term
Covered staging/TTA viewing area (\$130,000)		
Willis Road Primary Access	\$343,200	short term
Design (\$260,000)		
Single Toilet (\$70,200)		
Information Kiosk (\$13,000)		
Durrance Lake	\$114,400	
2 tables (\$3,900)		medium term
Double Toilet (\$97,500)		medium term
Information Kiosk (\$13,000)		short term
Whole Park	\$19,500	short term
Trail signage (\$19,500)		short term
	<b>TOTAL \$912,600</b>	

*Service Delivery Implications*

Approximately 35 management actions are recommended over the next 15 years. These actions are set out as ongoing, short, medium or longer-term priorities. It is noted in the draft management plan that these priorities must be considered in light of priorities within the whole of the regional parks system and will be implemented subject to available resources (staff and financial).

*Alignment with Board & Corporate Priorities*

The draft management plan furthers the CRD Corporate Plan priorities relating to Climate Change and Environmental Stewardship, First Nations Reconciliation, and it is in line with direction in the Regional Parks Strategic Plan 2021-2021.

**CONCLUSION**

CRD Regional Parks staff are seeking approval to release the draft management plan for Mount Work Regional Park for public review and comment. The draft management plan and an online survey will be accessible through the CRD website to allow the public an easy way to review and provide their input. Various tools will be used to advertise the review opportunity. CRD staff will provide the draft plan to First Nations, government agencies and key stakeholders and will offer an opportunity to meet with them to discuss the draft management plan.

**RECOMMENDATION**

The Regional Parks Committee recommends to the Capital Regional District Board:  
That the Mount Work Regional Park Draft Management Plan be made available for public review and comment.

Submitted by:	Jeff Leahy, RPF, Senior Manager, Regional Parks
Concurrence:	Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: Mount Work Regional Park – Draft Management Plan (March 2022)
- Appendix B: Engagement Process Flowchart
- Appendix C: Presentation

# Mount Work Regional Park

Draft Management Plan

Capital Regional District

March 2022



## Territorial Acknowledgement

The Capital Regional District would like to acknowledge that Mount Work Regional Park, known as WMÍYEFEN (Wh-o-myathen) in the SENĆOŦEN (Sen-choth-en) language, is within the traditional territories of the MÁLEXEŁ (Malahat), BOŦEĆEN (Pauquachin), WJOLEŁP (Tsartlip), SŦÁUTW (Tsawout), and WSİKEM (Tseycum) First Nations. Medicine and food gathering areas, traditional trails and other important cultural areas exist throughout WMÍYEFEN, are still used by WSÁNEĆ peoples today, and are key to ensuring that valuable cultural practices are passed down to their next generations.

## Planning Process Acknowledgement

The Capital Regional District (CRD) would like to thank all who have provided comments and suggestions to date toward the development of this management plan for Mount Work Regional Park. The level of public interest in this regional park, from all user groups and others, is appreciated. In particular, the CRD appreciates the active participation of the WSÁNEĆ Land Use Committee members, Simon Smith Jr., WJOLEŁP cultural worker, and representatives of the PEPÁKEM HÁUTW society who met with CRD staff and shared information about their culture, history and the past and present importance of this place to the WSÁNEĆ Nations. The CRD also appreciates the assistance provided by Sharon Macauley and Russ Kinghorn, who wrote and provided a book about their family properties that are now part of the park, as told to them by their father, Jim Kinghorn. The significant input and assistance from Alon Soyara, President, and other directors of the South Island Mountain Biking Society, is also greatly appreciated. Many others also provided input and information—your assistance is appreciated.

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# 1 Highlights

Mount Work Regional Park is classified as a regional natural area, established to protect the natural environment, maintain a key greenspace that is important to the natural character of the region and provide opportunities for a range of appropriate outdoor experiences and activities.

The management planning process began in June 2020 and, to date, has included: gathering of background information; engagement with local First Nations, key government agencies and local governments, stakeholders and interest groups, and the public; and the analysis of the information and input received. This information and input informed the development of this draft management plan.

The park is located within the rarest of the 14 ecological zones in British Columbia—the Coastal Douglas-fir zone—which covers only 0.3% of the province. Nearly 85% of the park lands are provincially identified and mapped as sensitive ecosystems. Six distinct ecosystems, six distinct plant communities, and four animal species in the park are provincially listed as being at-risk or sensitive and require special protection.

The park has significant recreational values based on its natural features and, currently, 200,000-300,000 people visit the park each year. Its lakes, upland forests and steep terrain provide opportunities for a mix of relaxation and challenge. It is noted as a primary mountain biking destination and a primary lake-based recreation area in the region and is a well-used hiking destination. It is connected to Gowlland Tod Provincial Park in two locations and is across Munn Road from the northern access of Thetis Lake Regional Park.

Key concerns that emerged through the initial stage of planning related to trails, parking, signage, permitted uses/competing interests, ecological monitoring, visitor experience and information, and infrastructure sustainability.

This plan provides strategic guidance, including a park vision, goals and objectives and management policies. It proposes an enhanced and improved trail plan, upgrading of trails, remediation of unsanctioned trails, installation/upgrading of park and trail signage, additional parking capacity, new visitor facilities at Killarney Lake and enhanced visitor facilities at the technical training area in the designated mountain biking area. The plan expands the designated mountain biking area by 25 hectares and establishes a designated rock climbing (bouldering) special use area. Further, it identifies the need for ongoing liaison and projects with First Nations, government agencies and key stakeholders, the need for ongoing ecological research, planning, education and monitoring, and advocacy actions at the municipal and provincial levels.

## 2 Context

### 2.1 First Nations Context

Southern Vancouver Island is part of the traditional territory of many First Nations. The Mount Work area, known as WŪÍYEFEN (Wh-o-myathen) in the SENĆOŦEN language, is in the traditional territory of the WŚÁNEĆ (wuh-SAY-nitch) peoples—today the WJOŁŁLP (Tsartlip), SŦÁUTW (Tsawout), WŚIKEM (Tseycum), BOŦÉĆEN (Pauquachin) and MÁLEXEL (Malahat) First Nations.

XÁĒLS, (Creator) gave obligations to WŚÁNEĆ people to respect and care for the land, water and all living things. They have had a relationship with and have stewarded these areas for generations. The lands have been used for hunting, medicine, food and raw material gathering, ritual and ceremonial practices, and travelling. Traditional trails, foods and medicines, and sacred places exist throughout WŪÍYEFEN. The uplands were rich in deer and elk, and ruffed and blue grouse were preferred game birds. Bear may have been hunted in the valleys. First Nations trails throughout the area linked different parts of their territory and provided access to key locations. WŚÁNEĆ community members remember using this region and its traditional trails, bathing sites, medicines, and sacred places. These aspects exist throughout WŪÍYEFEN and continue to be used by WŚÁNEĆ peoples today.

WŚÁNEĆ oral history tells us that James Douglas and the WŚÁNEĆ Nation entered into a Peace and Friendship Treaty in 1852 to remedy multiple issues occurring at that time between the First Nations and settlers. The agreement held that settlers and WŚÁNEĆ peoples would continue to live on these lands with respect for one another. This did not occur. Due to colonization, First Nations now have a very limited land base on which they can easily continue their historical practices. Undeveloped lands within their traditional territories, such as the regional park, provide opportunities for First Nations to continue traditional practices, maintain a connection to the land, and sustain their needs.

Through reconciliation efforts, the CRD wants to embrace the principle of peace and friendship and promote respect of one another in our use and stewardship of the land and waters. There is significance in the past, the present and the future use of this area. Working cooperatively is key to ensuring that valuable cultural practices are passed down to next generations, that Indigenous knowledge is incorporated into ongoing park management, and that First Nation peoples feel welcome on their traditional lands.

It is a priority of WŚÁNEĆ communities that ancestral remains be honoured, respected and kept undisturbed, that the obligations to the land, water and all living things are respected through ongoing, careful management of the resources in the park, including preserving and restoring ecological systems that underpin the health of the entire community, and that the CRD recognize and use SENĆOŦEN place names.

## 2.2 Regional Parks Context

Mount Work Regional Park is part of the CRD system of regional parks and regional trails. The primary purpose of the regional parks system: is to protect the region's biodiversity and ecosystems; provide a range of compatible, non-motorized outdoor recreation opportunities; and foster appreciation of and respect for the region's natural and cultural heritage values. The CRD helps steward regionally-significant cultural heritage in regional parks, particularly features related to First Nations use of these areas. The park system also provides opportunities for a variety of research. At present, the CRD manages approximately 13,300 hectares of land in 34 regional parks/park reserves and regional trails.

Mount Work Regional Park (hereinafter referred to as Mount Work) is the fifth-largest regional park. It was established in 1970 and is currently 744.17 hectares in size. Mount Work spans parts of the District of Highlands, the District of Saanich, and the Juan de Fuca Electoral Area and is surrounded by federal land (Department of National Defence/Canadian Forces Base Esquimalt rifle range), Gowlan-Tod Provincial Park, the CRD's Hartland Landfill, and private lands. Other regional parks in close proximity to Mount Work include Thetis Lake, Francis/King, Lone Tree, Bear Hill, and Elk/Beaver Lake regional parks. Its location within the region and in the local area are shown on Map 1 and Map 2.

## 2.3 Purpose of a Management Plan

Park management plans guide the ongoing management and development of regional parks over a 15-year period. The purpose of this management plan is to state the management direction, identify conservation and development priorities, and provide a general prioritization for implementation (ongoing, short, medium and longer-term actions).

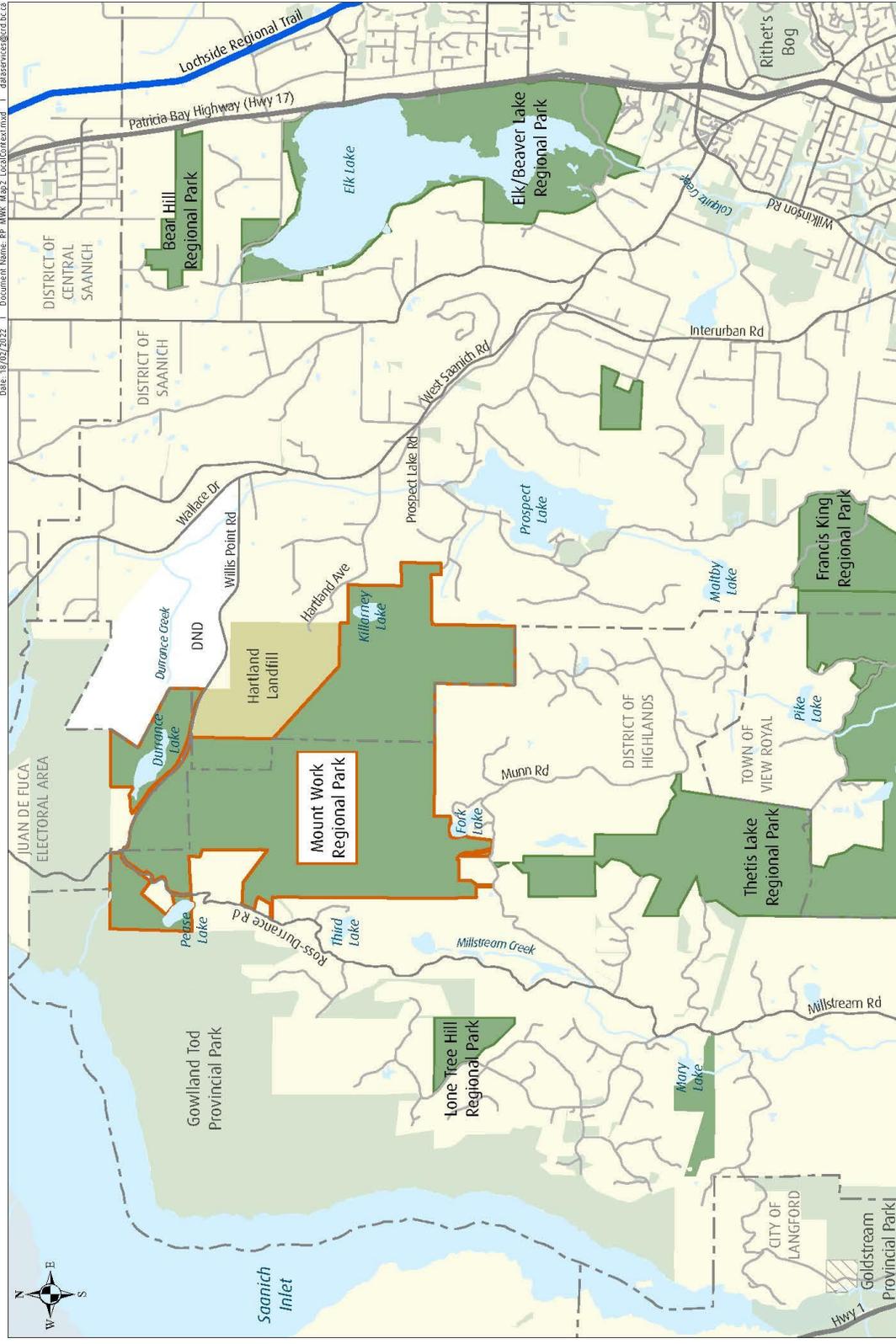
Strategically, an overarching park vision, management goals, management policies and park zoning are provided to guide decision-making relating to the park. Based on the ecological and cultural values being protected within the park, the plan identifies compatible recreational opportunities, and how and where different activities will be permitted within the park. Management plans also identify management actions and infrastructure needs over the 15-year life of the plan.

## 2.4 Park Classification

The regional park classification system provides a method of distinguishing the different roles that individual parks play in achieving the overall purpose of regional parks. Each regional park is classified based on its primary management focus at the time of acquisition. Four regional park classifications exist: wilderness area; conservation area; natural area; and recreation area.

Mount Work is classified as a regional natural area. Regional natural areas protect key greenspaces that are important to the natural character of the region. They protect the natural environment and provide opportunities





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**Capital Regional District**

**Mount Work Regional Park**

Map 2: Local Context

	Mount Work Regional Park		First Nation Reserve		Lake / Ocean
	Other Regional Park / Reserve		Department of National Defence		Highway
	Other Park / Protected Area		Lochside Regional Trail		Major Road
	Hartland Landfill		Municipal / Electoral Area Boundary		Minor Road

**Scale:** 0 0.5 1 1.5 Kilometres

**Projection:** UTM, ZONE 10N, NAD 83

for a range of appropriate outdoor experiences and activities. Where regional natural areas contain sensitive and threatened ecosystems, conservation will be the priority in those areas.

## 2.5 Park Planning Process

The CRD follows a standard park management planning process. Generally, the process to create a park management plan includes five steps:

- Gather background information, including applicable corporate and municipal policy direction.
- Engage First Nations, key government agencies, park visitors and key interest groups before the plan is developed.
- Develop the draft management plan.
- Public review of the draft plan.
- Finalize the management plan for CRD Board approval.

The CRD Board approved initiation of the management planning process in May/June 2020. An initial engagement phase was conducted between June and November 2020. More than 1,100 responses were received through the initial public engagement survey, providing approximately 10,000 comments. Information and comments were received from First Nations, federal and provincial agencies, regional, municipal and electoral area staff or councils, key stakeholders and interest groups. This information was considered when writing this draft plan. In developing this management plan, the CRD has also considered existing corporate direction provided through the CRD Corporate Plan, the CRD Climate Action Strategy, Regional Parks Strategic Plan, Regional Parks Dog Management Policy Framework, Regional Parks Mountain Biking Guidelines, as well as municipal plans for the District of Highlands, District of Saanich and Juan de Fuca Electoral Area.

Further details on the management planning process for Mount Work are provided in Appendix 1.

## 2.6 Background

### **Settler Land Use**

During the Gold Rush of 1858, properties of 100-200 acres were granted to settlers in the rural areas. Much of what is now the Highlands, Saanich and the Juan de Fuca Electoral Area remained wilderness but some homesteads were developed by the earliest settlers, such as Caleb Pike in the Highlands and John Durrance in Saanich. The English name of Mount Work, relates to a Chief Factor of the Hudson's Bay Company and a member of the Legislative Council of Vancouver Island, John Work. His original surname, Wark, was anglicized by the Company and was used in the 1913 naming of Mount Work.

Ross-Durrance Road, which connected the Ross and Durrance family lands, and Corry Road, which connected the Mitchell house, the Corry farm and the Gordon farm, still exist today. They continue to be used by local residents, hikers, horseback riders and cyclists.

Dams were constructed in many places throughout the area for agricultural, milling, recreation or land improvement purposes. Within the park, dams are known to exist at Durrance Lake and Killarney Lake. A 4-metre earth dam was constructed at Durrance Lake in 1913 by the BC Electric Company. It was rebuilt in 1954-55. The Killarney Lake dam is at least 50 years old, and perhaps older.

Although First Nations used trees, particularly red cedar and Douglas-fir, the forests were more widely cleared by pioneers for house construction, fuel, and agricultural purposes. Large stumps with notches for spring boards and old logging roads are still visible in some areas. In addition, over the past 50 years, some logging has been undertaken through managed forests or specific tree farm practices by previous landowners.

## **Park Acquisition History**

The regional park has grown in size over the past 50 years. The initial eight properties (232.05 ha) were acquired in the 1970s. An additional three properties (286.71 ha) were added to the park in the 1990s, bringing the park size to 518.76 hectares. Between 2000 and 2021, an additional ten properties (225.41 ha) expanded the park to its current size of 744.17 ha. More detail on land acquisitions and land use is included in Appendix 2.

## **Land Use Encumbrances**

There are 14 encumbrances held by others on Mount Work lands and two land title interests held by the CRD on lands adjacent to the park. Two Ecological Gifts and two conservation covenants have important implications for park management. They are noted below and illustrated on Map 3. Background on the other encumbrances is included in Appendix 2.

## **Environment and Climate Change Canada - Ecological Gifts**

The federal Ecological Gifts Program provides income tax incentives for Canadians with ecologically sensitive lands to protect nature and leave a legacy for future generations through donations. To be eligible for an ecological gift donation, the lands must be certified as ecologically sensitive based on national criteria. Once donated, changes in use or dispositions of the ecological gift lands are only to be made with prior written authorization from Environment and Climate Change Canada. Two parcels of land in Mount Work, Sections 63 and 68, Highlands District, were acquired through the Ecological Gifts Program and both have been certified as ecologically significant under that program. This management plan includes policies and actions related to the authorization requirements under the Ecological Gifts Program.

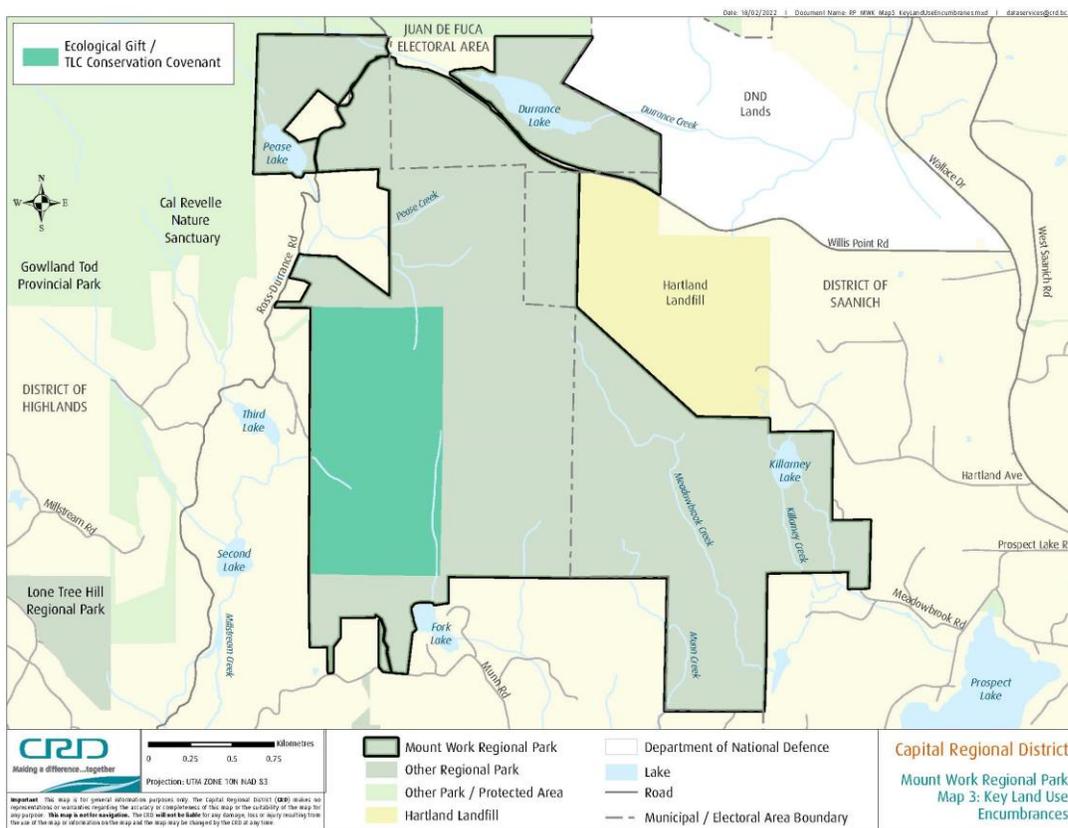
## **Conservation Covenants**

The Land Conservancy of BC (TLC) worked with the CRD, the federal government and the landowners, to acquire Sections 63 and 68, Highlands District, through the Ecological Gifts Program. In exchange, TLC was granted conservation covenants over the two parcels. Covenants are legal agreements registered on the property title under the *Land Title Act*. These two Mount Work properties include regionally and provincially significant vegetation

communities and habitats, including Douglas-fir forest, Arbutus and Garry Oak woodlands, Western Red Cedar (in wetter areas), terrestrial rock outcrops and riparian areas. The intent of the covenants is for the CRD to use, administer and manage the lands in a manner that will protect, preserve, conserve, restore and enhance the ecosystems and biodiversity of the lands. Recreation and educational opportunities can be considered if the overarching intent is met.

In summary, the covenants allow the CRD to use the lands for regional park purposes, provided it will:

- a) Not remove, destroy or cut indigenous vegetation, except as necessary for the use of the land as a regional park.
- b) Not use pesticides, herbicides, or other deleterious substances on the lands.
- c) Design and construct any park improvements so as to cause a minimum of disturbance to the natural drainage patterns of the land.
- d) Not build, construct, erect or alter any structures or improvements on the land, except in accordance with a park management plan prepared in accordance with the covenant, unless prior written approval of the TLC has been obtained.
- e) Not permit motorized vehicles on the lands, except on public access roads and parking areas approved in a park management plan, and except for emergency and park-related service vehicle use.
- f) Not subdivide the Kinghorn property (Lot 63).



## 3 Park Values and Current Conditions

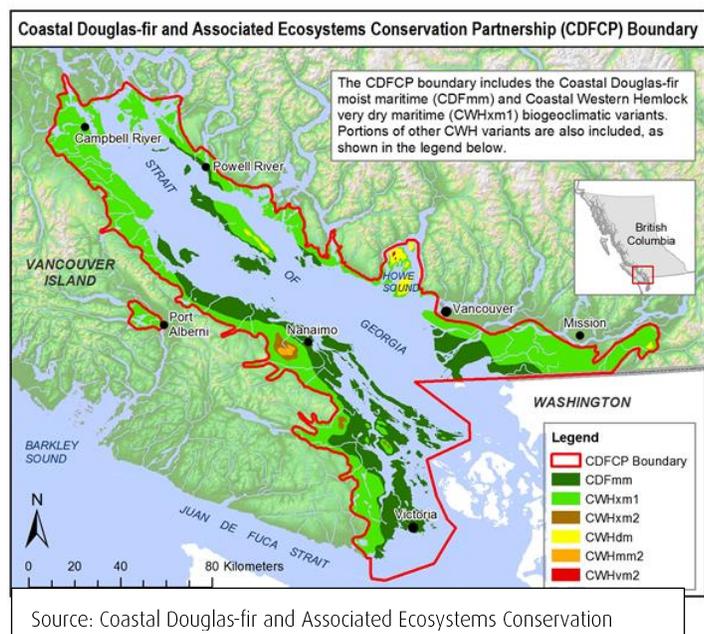
### 3.1 Ecological Values

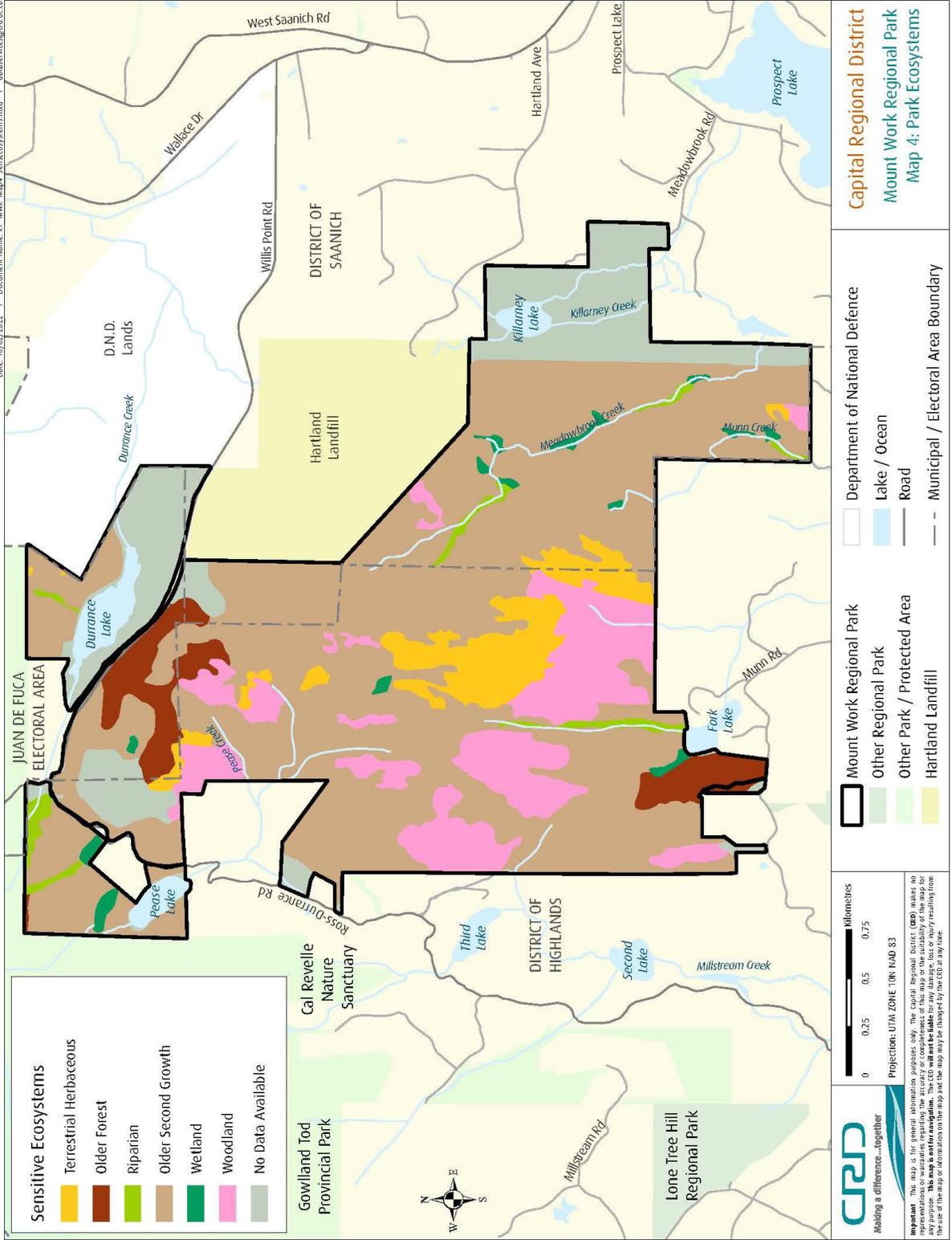
The park lies within the Coastal Douglas-fir biogeoclimatic zone, the rarest of the 14 ecological zones in British Columbia, covering approximately 0.3% of the total provincial land base. In all of British Columbia, the Coastal Douglas-fir biogeoclimatic zone is only found along the east coast of Vancouver Island, in the Gulf Islands and in a very small area on the southern mainland, as shown in dark green on the inset map below. The Coastal Douglas-fir zone contains the highest diversity of plant species in British Columbia. In addition, this zone is home to the endangered Garry oak and associated ecosystems.

In addition to the Douglas-fir forests that dominate the park landscape, the ridges and other open areas support arbutus, Garry oak and rocky outcrop (terrestrial herbaceous) plant communities. Within the park, there are large patches of arbutus woodlands in the central core of the park and small remnants on the north side of Durrance Lake and along the various ridges. The park's lowland areas support more deciduous forest cover, including big leaf maple, poplar, and Western red cedar.

Nearly 85% of Mount Work has been mapped as sensitive ecosystems through the joint federal/provincial Sensitive Ecosystem Inventory, published in 1997 and updated in 2004. The six sensitive ecosystems in the park are older forest, older second growth, riparian, terrestrial herbaceous (e.g., rocky outcrops and meadows), wetland and woodland. The park ecosystems are illustrated on Map 4 and described in Appendix 3. These ecosystems typically have high biodiversity and are home to many rare and endangered animals, plants and plant communities. They are an important part of the landscape, supporting ecosystem services such as climate regulation, cleaning freshwater, and recycling nutrients.

Within Mount Work, at least six provincially-listed sensitive plant communities have been identified and mapped. It is likely that others occur, given the extent of sensitive ecosystems in the park; however, they have yet to be mapped. Known ecological communities at risk (red-listed) include Douglas-fir/arbutus, Douglas-fir/dull Oregon-grape, lodgepole pine/peat-mosses (Coastal Douglas-fir moist maritime), Red alder/slough sedge (black cottonwood), western red cedar/vanilla leaf, and Grand-fir/dull Oregon-grape. These are also described in Appendix 3.





**Capital Regional District**  
**Mount Work Regional Park**  
**Map 4: Park Ecosystems**

Four identified federally-listed species at risk—Sharp-tailed Snake (endangered), Western Painted Turtle (endangered), Blue-grey Taildropper (slug; threatened) and Howell’s Violet—have federally-designated critical habitat in Mount Work Regional Park. Five other federally-listed species at risk that have been observed or heard in and around Mount Work, or that could use habitat that exists within Mount Work, include the Western Screech-Owl, Northern Red-legged Frog, Threaded Vertigo (snail), Audouin’s Night-stalking Tiger Beetle and Townsend Big-eared Bat. These species at risk are described in Appendix 3.

The sensitive ecosystems, sensitive plant communities, species at risk occurrences and critical habitat for species at risk inform the management needs in the park.

Mount Work and other parks in the area contribute to the ecological connectivity on the Saanich Peninsula, especially for plants and animals along the east side of Finlayson Arm/Saanich Inlet. Although large carnivores, such as bear and cougar, are not often seen in the park, they have been noted as travelling through the area.

The park also protects portions of three watersheds (Pease Creek, Tod Creek and Craigflower Creek), includes three lakes and abuts a fourth (Pease, Durrance, Killarney, and Fork, respectively), has many creeks within it (Killarney Creek, Meadowbrook Creek, Munn Creek, Pease Creek, Durrance Creek) and several wetland areas, particularly around Pease and Fork lakes.

To date, limited systematic assessments of the status of ecological values have been undertaken. The park’s natural features are under some stress due to increasing use and unsanctioned trail development. Localized impacts are more evident in high-use areas.

## 3.2 Cultural Values

As noted previously, Mount Work Regional Park is within the traditional territories of five First Nations. The park is in an area traditionally and currently used by First Nations for various cultural practices. In order to protect specific First Nations cultural values and features, cultural heritage information is kept confidential.

Developing and strengthening relationships with First Nations is needed to continue the journey towards reconciliation. Working cooperatively with First Nations on projects relating to cultural values is one step on that journey and allows traditional knowledge to be incorporated into park management.

Nothing regionally significant in scale or scope related to settler history exists in the park. Some evidence of more recent forestry activities and the dams on the lakes can be seen in parts of the park. Although one former landowner’s cabin still exists, it was built in 1979 and is not considered to have regionally-significant historical values. Some park visitors who use the central area of the park do visit the cabin. The former landowner’s family maintains a guest book for visitors.

### 3.3 Recreation Values

Broadly, the park has recreational values associated with its diverse environment and natural features—its lakes, upland forests, steep terrain—and its connection with, or proximity to, other parks. Through the recreation opportunities provided, Mount Work contributes to the maintenance of people’s physical and mental health.

Although each park visitor has their own criteria that will determine the experience they desire, and these may change from day to day, in general, visitor experience is tied to the desired setting for their activity, the desired level of challenge and/or risk, the desired level of solitude or sociability being sought, and the person’s intent (e.g., playfulness, exercise, relaxation, learning). Each type of user group (hikers, mountain bikers, equestrians, anglers, swimmers, etc.) may be looking for different combinations of experience criteria and each user within a specific group may be looking for different combinations (e.g., different hikers may be looking for different hiking experiences). The CRD provides opportunities for different experiences in different areas with a goal to provide a range of appropriate opportunities that will meet the desired experiences of many.

Lakes within the park provide a natural setting for lakeside relaxation, picnicking, swimming, fishing and other water activities (paddle board, floaties, canoe/kayak). The forests provide opportunities for hiking, biking, and horseback riding activities, while some of the rock bluffs and glacial features have recreational value for a type of rock climbing called bouldering. Most of the terrain within the park is relatively steep, which influences the variety and levels of trail activities. Most trails are challenging, with considerable elevation gain, while a few trails exist on gentler slopes.

Connectivity of Mount Work to other parks provides added recreational value. This regional park is directly connected to Gowlland Tod Provincial Park in two locations and a seamless trail system exists. Also, Mount Work’s southern access at the Munn Road parking lot is only a short distance from a northern trail access to Thetis Lake Regional Park off Munn Road. These connections to other parks allow for longer recreational trail opportunities and expanded visitor experiences in different settings.

In recent years, outdoor recreation opportunities are being sought by more and more people. The quality of the natural features of the park, quality of the recreational infrastructure provided, and individual level of tolerance for crowding can all affect recreation experience. Some designated trails are in need of realignment or design improvements to manage erosion, address increasing use or improve visitor experience.

### 3.4 Visitation and Facilities

Visitation at Mount Work has steadily increased over the years. Most recently, annual visitor numbers have been:

- 2018 – 207,234
- 2019 – 196,607
- 2020 – 282,384

In 2018, a Visitor Use Survey was conducted with 171 people using Mount Work. Sixty-six percent of respondents lived in Saanich (27%), Victoria (27%) or Central Saanich (12%). Sixty-one percent of respondents were between 25 and 54 years of age and nearly one-half (47%) visited in groups of two. The main reasons noted by respondents for visits to the park were: Mount Work summit (32%), Durrance Lake (32%) and Hartland mountain biking trails (19%). Most were regular users of the park. Overall, 84% of respondents were satisfied with their experience at Mount Work. Of the respondents who mountain biked in the park, 69% were satisfied with the opportunities provided. Upgrading of trails, signage and more trails for beginners were suggested as needed in the designated mountain biking area.

Over the past three years (2018-2020), between five and eight event permits, two to three commercial permits for mountain bike training businesses and 15 commercial dog-walking permits have been provided annually.

The CRD has a license agreement with the South Island Mountain Biking Society (SIMBS) allowing SIMBS to undertake trail maintenance within the designated mountain biking special use area on behalf of the CRD, subject to an annual plan approved by the CRD. CRD staff work closely with SIMBS on day-to-day trail maintenance and improvement projects in this area. The most recent license, for three years, was signed in May 2020.

At present, there are four primary accesses to the park—at the Ross-Durrance Road, Durrance Lake, Hartland Road and Munn Road parking lots. Parking at these locations accommodate approximately 150 vehicles (Ross-Durrance - 35 vehicles, Durrance Lake - 20 vehicles, Hartland - 85 vehicles, and Munn Road - 11 vehicles). Toilets and visitor information are provided at these primary accesses. Other official (secondary) access points to the park exist off Meadowbrook Road (to Killarney Lake and the designated mountain biking area) and off Robb Place and Woodridge Place (to the designated mountain biking area). No parking lots exist at these locations.

Currently, lake access is provided at Durrance Lake, Killarney Lake and Pease Lake. The Durrance Lake area includes a wheelchair accessible fishing pier, a small boat launch ramp, picnic tables, hiking trails and a toilet facility. One section of trail, on the north side of Durrance Lake, is wheelchair accessible/user-friendly. Non-motorized craft, such as kayaks and canoes, are permitted on Durrance Lake. Motorized boats, with electric motors only, are also permitted. When the boat launch ramp was installed, it provided a space for off-loading roof-top boats, such as canoes, kayaks and small aluminum craft. Today, it is used to off-load boats, including some small trailered boats, and serves as an access point for dogs and the fish stocking truck that undertakes stocking twice per year. At Killarney Lake, there is an orientation sign at the Meadowbrook access, a beach access and trails, but no other visitor facilities. At Pease Lake, there is a short access path, but no other facilities. Motorized boats are not permitted on Killarney or Pease Lakes.

The main access for the designated mountain biking area is located on Hartland Landfill lands and is accessed from Hartland Road. Two parking lots, a bike wash station, toilets, information kiosks, 47 km of trails that have been classified according to the International Mountain Biking Association (IMBA) standards, a technical training

area, and recycling depot exist in this sub-area of the park. Aside from the trails and training area, visitor facilities are focused at the parking area.

Mount Work currently has eight official trails (approximately 13.5 km) outside of the designated mountain biking area, including a short user-friendly loop trail from the Munn Road parking lot at the south end of the park. At present, there are many kilometers of unsanctioned trails that have been created by park visitors over the years. These are not designated trails, were not assessed for potential impacts or safety when they were created and should not be used by the public. West of Ross-Durrance Road, two trails lead to Gowlland Tod Provincial Park. The provincial park has signs and a pump-out toilet located within this west sub-area of Mount Work.

Existing facilities are generally illustrated on Map 5.

## 4. Strategic Direction

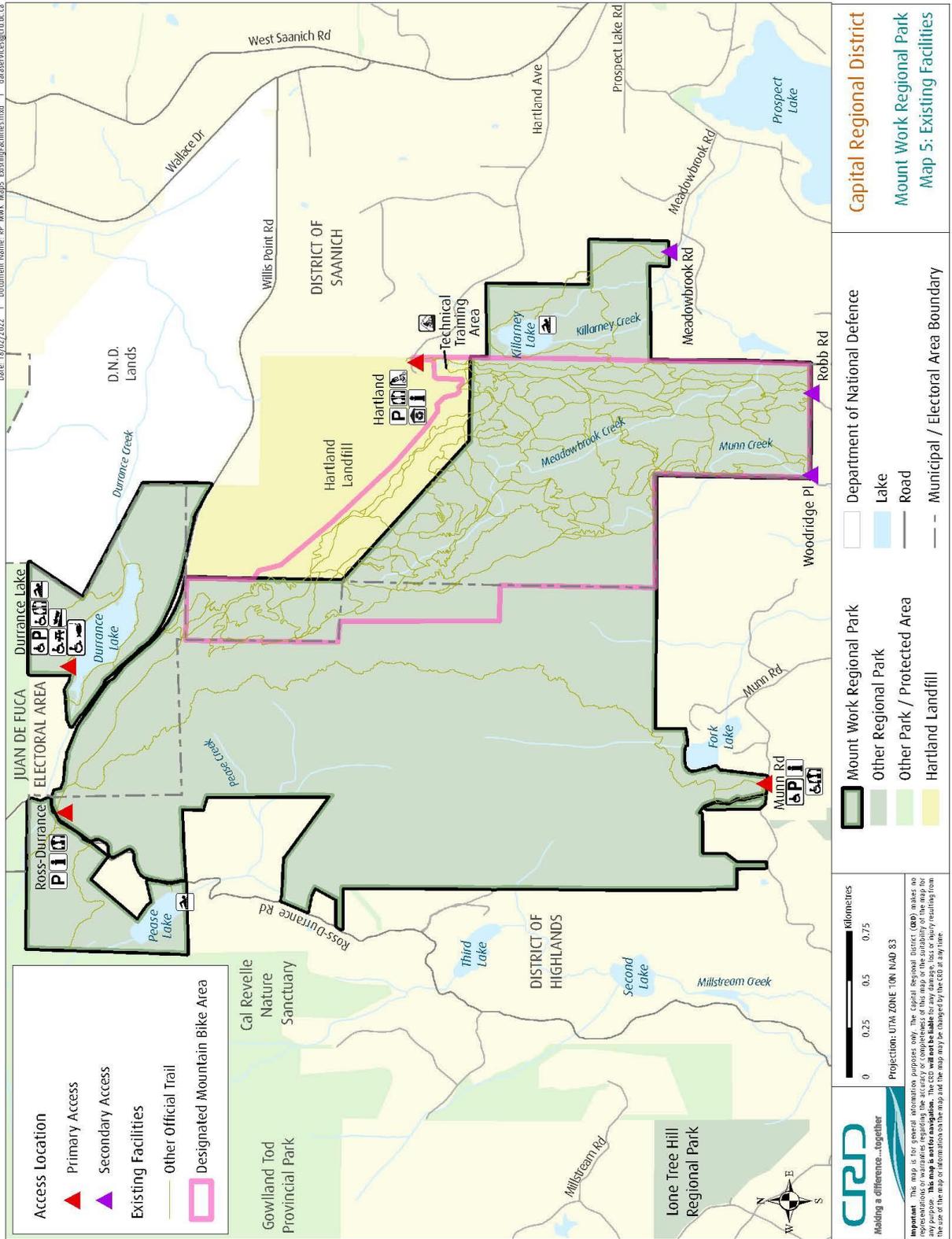
### 4.1 Park Vision

The purpose of the vision is to express the desired end state in 15 years. It must be compatible with the park's natural area classification. The draft vision for Mount Work is:

The delicate balance between conservation and recreation is well maintained, with a mix of areas providing engaging recreational activities and undeveloped areas maintained for nature. Park visitors appreciate both the physical and mental health benefits of recreating in nature and the need to steward the park lands for nature.

There is significance in the past, the present and the future use of this area. The principles of friendship and respect are shown to First Nations by working cooperatively to ensure that First Nation peoples feel welcome on their traditional lands, Indigenous knowledge is incorporated into ongoing park management and park values are available to the next generations.

Research, educational programs, and partnering opportunities are fostering a greater understanding of the natural, cultural and recreational environment of the park, a desire to help protect those different values and ongoing respect between park visitors.



**Capital Regional District**  
**Mount Work Regional Park**  
**Map 5: Existing Facilities**

**Mount Work Regional Park**  
**Other Regional Park**  
**Other Park / Protected Area**  
**Hartland Landfill**

**Department of National Defence**  
**Lake**  
**Road**  
**Municipal / Electoral Area Boundary**

0 0.25 0.5 0.75  
 Kilometres

Projection: UTM ZONE 10N NAD 83

Important: This is a draft information product. The Capital Regional District makes no representation or warranties regarding the accuracy or completeness of this map or the suitability of the map for any purpose. This map is not for navigation. The CRD will not be liable for any damage, loss or injury resulting from the use of the map or information on the map and the map may be changed by the CRD at any time.



## 4.2 Management Direction Statements

Along with the park classification and vision, the following management direction statements (sometimes known as management principles or policy statements) provide overarching policy guidance for park management and decision-making.

1. Where sensitive and threatened ecosystems exist, conservation will be the management priority.
2. The CRD will work cooperatively with local First Nations to ensure park development and use do not negatively impact First Nations cultural heritage features. Where cultural features are known to exist, the CRD will work cooperatively with local First Nations to monitor and protect these features.
3. Where new, expanded or upgraded visitor facilities are needed, an impact assessment will be undertaken. If approved, they will be sustainably planned and designed.
4. The CRD will consider using partnering/stewardship agreements with appropriate external organizations and First Nations to support park management, as appropriate. Agreements with different groups may cover different aspects, such as research, monitoring, restoration, trail or activity area maintenance, or education.

## 4.3 Management Goals & Objectives

Flowing from the vision, goals set the desired outcomes one wants to achieve and the objectives are the specific steps needed to achieve a goal. Goals and objectives are specifically meant to cover the 15-year horizon of this management plan. Specific policies and actions are noted in other sections contained within this management plan (e.g., issues, development concepts).

### **Environmental Goal**

The CRD's goal is to protect park ecological values from negative impacts.

### **Environmental Objectives**

1. Conduct and support research on park ecosystems to gain more specific knowledge and understanding of ecological values and sensitivities.
2. Educate the public about the park's ecological values and sensitivities to build support for conservation.
3. Minimize potential for negative impacts by locating recreational opportunities away from key sensitive areas and using sustainable design and best management practices.
4. Develop approaches for strategic environmental monitoring, restoration and protection of ecological values.
5. Cooperate with others to help conserve the park's ecosystems and ecological values and to connect with other parks.

### **Cultural Heritage Goal**

Our goal is to support First Nations cultural practices within Mount Work and to minimize disturbance to known First Nations cultural features and practices in the park.

## **Cultural Heritage Objectives**

1. Locate recreational opportunities away from known cultural features.
2. Develop strong working relationships with First Nations as they relate to Mount Work through agreements, communication and projects.
3. Cooperate with First Nations to present appropriate First Nations information to the public to foster respect for First Nations and their connections to the park.
4. Cooperate with First Nations to identify and minimize disturbance to cultural practices undertaken and cultural heritage features in the park.

## **Visitor Use Goals**

Our goal is to provide a diversity of high quality recreational opportunities related to trail and lake use that connect people to nature and accommodate visitors with different interests, ages and abilities.

## **Visitor Use Objectives**

1. Design and maintain visitor facilities to be sustainable and accessible to support positive experiences.
2. Cooperate with others to link Mount Work visitor opportunities to other parks and recreational areas.
3. Connect park visitors to the natural and cultural values in the park through appropriate on-site information.
4. Educate the public about respectful use practices to reduce user conflicts and enhance natural area protection.

## **Other Goals**

1. Create management efficiencies by working with key government agencies with shared interests or boundaries.
2. Continue to expand Mount Work, through land donations and acquisitions to foster recreation and/or conservation opportunities.

## **4.4 Park Zoning**

The purpose of park zoning is to establish land management direction for distinct areas of the park.

Zoning broadly addresses the level of protection needed in different areas of the park based on natural and cultural values, sensitivities, and potential for negative impacts. It also addresses where different uses and types of development will be permitted or restricted based on the specific ecological features or recreational values, the intent of the zones, and the type of visitor experience to be provided in different areas of the park. Along with the management direction statements, vision and goals, these zones strategically guide management decisions.

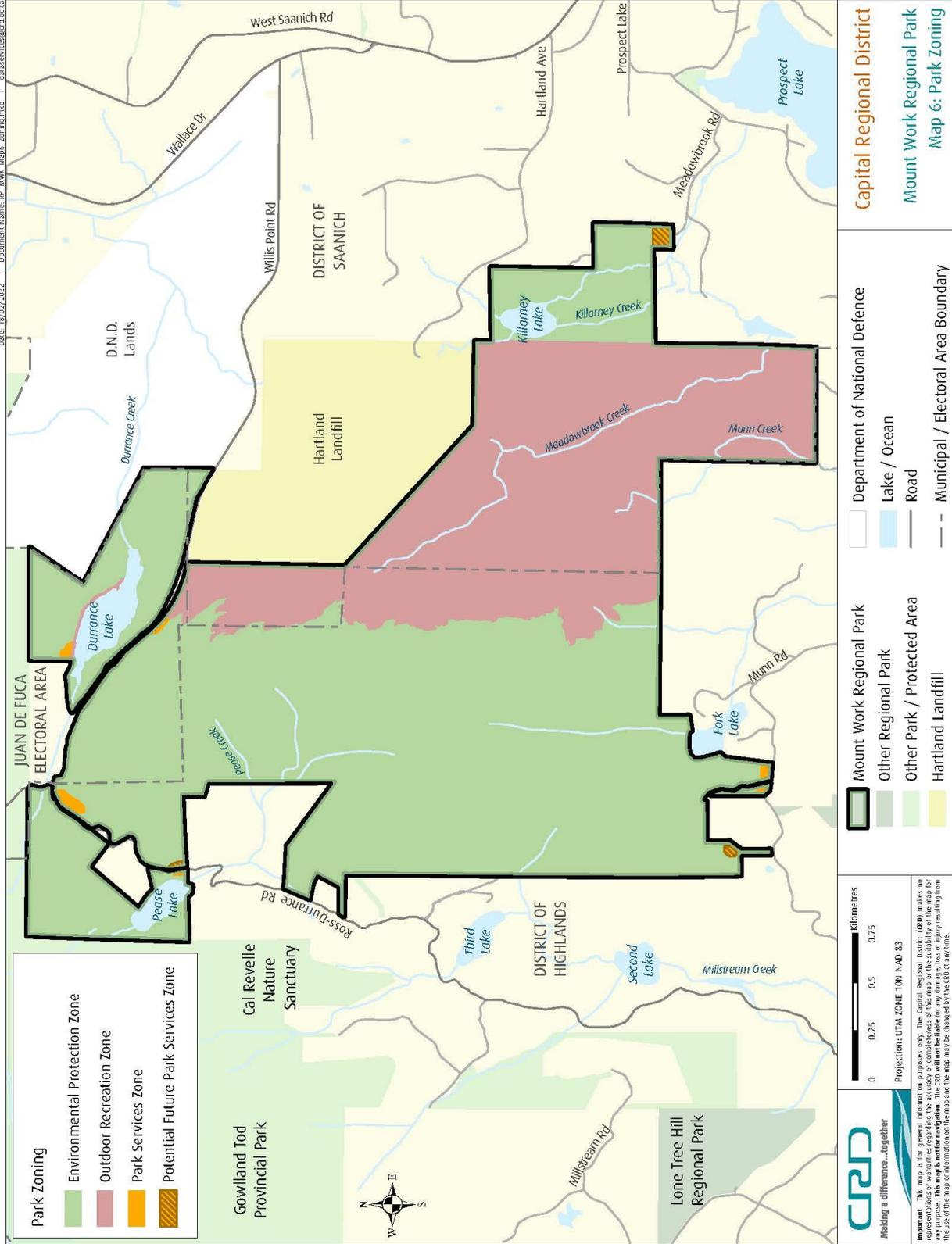
In Mount Work, three zones apply – Environmental Protection, Outdoor Recreation, and Parks Services – as illustrated on Map 6. These zones and their intent are described below, as it applies in Mount Work. Ongoing monitoring is needed within the different park zones, particularly in areas vulnerable to impacts and where species and communities at risk occur. This is important to maintaining the ecological values for years to come.

**Environmental Protection Zone** is applied to areas of highest ecological value based on federal and provincial data. It provides the highest level of protection. In particular, this zone is applied to areas with federally or provincially identified rare, threatened, endangered or at-risk species and plant communities, and sensitive ecosystems, and may be applied to protect other natural values, such as creeks or forested land. Where these exist, conservation will be the priority. To protect the ecological values, visitor use may be restricted. Generally, low intensity, low impact nature trails may be considered, while facility development and use will be more limited in this zone. Visitor activities and experience are centered on nature study, interpretation and appreciation of natural features.

In Mount Work, 65.4% of the park is zoned Environmental Protection Zone. Given this zone covers the most ecologically significant and sensitive areas of the park, it is key to ensure that park visitors are staying on designated trails and no unsanctioned trails are being created or used by the public. It is also where a focus on restoration of existing unsanctioned trails should be initiated. If off-trail use or unsanctioned trail building is occurring within the Environmental Protection Zone and compliance measures are not adequately addressing the issue, the particular area may be closed to use.

**Outdoor Recreation Zone** is applied when an area can accommodate concentrated recreation use while not significantly compromising the natural character within the zone. Generally, this zone accommodates a higher level of active recreation, such as high density beach/lake activities and facilities, multi-use trails, group picnic areas and nature houses.

In Mount Work, the Outdoor Recreation Zone covers 34% of the park. The largest area of Outdoor Recreation Zone is within the designated mountain biking area. The current density of trails in the designated mountain biking area is considered to be at or close to a maximum capacity. Minimal additional trail development in this area is expected over the next 15 years to maintain the character of the environment and the quality of experience. Existing trails may be modified and improved for sustainability or visitor experience. An area of outdoor recreation zone also exists along the north side of Durrance Lake where concentrated recreation use is and will continue to be focused.



**Capital Regional District**  
**Mount Work Regional Park**  
**Map 6: Park Zoning**

**Park Services Zone** is used where support facilities and services will be focused. Generally, this zone covers areas where natural features are limited in value or where landscape modification for park service needs will occur. Parking, visitor orientation, toilets, storage and operations buildings are permitted within this zone. This zone typically covers the primary entrances or other key facility or operational areas.

In Mount Work, Park Services Zones cover primary use areas, where parking and toilets are consolidated, and other locations where new parking or other services may be considered in the future. This zone covers 0.6% of the park.

## 4.5 Special Use Areas

One management tool available for use in regional parks is the Special Use Area designation. These areas are typically focused on and support a specific recreational activity. Special Use Areas cover a designated area and may include specially developed facilities and services and may have additional rules or guidelines in place to manage the activity.

The designated mountain biking area in Mount Work is a Special Use Area. Within this area, trails may be optimized for mountain biking, even if other uses are also permitted; certain trails will be designated mountain biking only; and special facilities, such as the mountain biking technical training area and bike wash station, may be provided. The CRD's Dog Management Policy Framework requires that within designated mountain biking special use areas dogs must be on-leash. This is for increased safety of all users and dogs in the area. The CRD has an agreement with the South Island Mountain Biking Society (SIMBS) for trail maintenance within the designated mountain biking area.

A designated rock climbing (bouldering) area is being established as a second Special Use Area in Mount Work. This designated special use area outlines the extent of where bouldering is permitted within the park. Other rules, guidelines and/or facilities and services may be established for this area over time.

## 5. Management Issues

A number of management issues were identified through the initial engagement and planning process. There were seven common themes that emerged: trails, parking, signage, permitted use/competing interests, environmental monitoring, visitor information/visitor experience and infrastructure sustainability. These issues are discussed briefly below, illustrating the different perspectives heard and the CRD's direction relating to Mount Work Regional Park.

## 5.1 Trails

### Context

Approximately 44.5 km of unofficial trails have been created within the park; some of these trails were put in place by former landowners who have since sold or donated their land to the CRD while others have been created by park visitors. These unofficial trails were created without assessments for ecological or cultural sensitivities or safety. Unofficial trails have various levels of use. Another trail issue relates to the trails that are located outside of the regional park on the adjacent Hartland Landfill lands. These are expected to be closed in the future. This long-term intended closure of trails on landfill lands was first identified in the late 1990s when the designated mountain biking area was established and it was generally expected to occur when the area was needed for landfill operations. A closure is expected within the next 10 years (by 2031).

### What we heard

An important management issue noted through the initial engagement for this management plan was the unauthorized development of trails. Perspectives heard through the initial engagement process ranged substantially. Generally, there was a high degree of agreement that the trail system needs to be planned, improved, signed and well maintained and that there should be more designated park trails. There was support for different levels of trails (beginner/accessible/easy, intermediate/moderate challenge, advanced/challenging). Some people want more multiple-use trails while others want to maintain their desired experience through single-use trails in some areas. Some people noted the importance of limiting trails in ecologically sensitive areas. A number of people also indicated that substantial maintenance or operational improvements were needed on trails throughout the park.

### Considerations

When developing new or maintaining existing trails, the CRD needs to consider many factors, including the classification, the zoning, park values, recreation trends, desired visitor experiences, connectivity to other trails and green spaces, and long-term sustainability (e.g., ongoing costs to maintain the trail system over time).

### **Management Direction:**

- The CRD leads trail planning, development, and maintenance.
- To manage conservation and recreation, trails may be limited, realigned or not permitted in certain areas in order to protect ecological or cultural values.
- Where trails border ecologically sensitive areas, actions are taken to minimize impacts to those areas. Education about key values will be provided to help increase understanding of and respect for these values.
- Some single-use, dual-use and multiple-use trails will be designated based on compatibility with conservation and to accommodate different desired experiences among trail users.
- Different levels of challenge will be offered on trails based on the park's terrain.
- Trails will be sustainably designed and managed.

- Monitoring and enforcement will be used to reduce the building of unauthorized trails and to address other regulatory issues.
- The park trail plan, illustrated on Maps 8 and 9, outlines the official park trails for the next 15 years.
- A trail restoration plan will be developed to close unofficial trails.
- The CRD may work with others to restore key areas and/or to help educate people about park rules, park values and appropriate use and behaviors.
- Some additional trail planning, specific to the closing of trails currently on Hartland Landfill lands, is identified as a management action and minor additions to the trail system within the designated mountain biking area may occur through annual planning undertaken by the CRD and SIMBS.
- The CRD is currently working with First Nations and with SIMBS and some trail names may be changed over time.

## 5.2 Parking

### Context

Informal roadside parking occurs along Willis Point Road, Ross-Durrance Road, Munn Road, Wildview Crescent, Robb Place and Woodridge Place. There are no parking areas for Gowlland Tod Provincial Park in the immediate area and hence, in addition to regional park visitors, some provincial park visitors are parking in Mount Work Regional Park parking areas.

### What we heard

Through the initial engagement, comments received about parking spanned a spectrum from more parking is needed to advocating for more bus service and bike lanes on key roads instead of creating more parking.

### Considerations

It may be impossible and unsustainable to create enough parking to accommodate the ever-increasing use at the park. At this time, it is important to address parking to the degree possible for the anticipated need over the next 15 years.

### Management Direction:

- Over the span of this management plan, the CRD will expand parking at the existing primary park accesses, where feasible and ecologically suitable.
- The CRD may consider land acquisition to address parking needs and may consider advocating that other key agencies or municipalities provide parking opportunities, work cooperatively on joint parking services or provide wider shoulders for roadside parking.
- The CRD will advocate for bike lanes on key access roads or increased bus service by BC Transit to promote alternate modes of travel and to help offset the need for parking.
- At this time, the CRD does not believe the need is high enough to warrant a remote parking area with shuttle service, but this may be considered in the future.

## 5.3 Signage

### Context

Signage within regional parks may include:

- Park information kiosk signs that welcome people to the park and provide some base information about the park, permitted activities and park rules.
- Regulatory signs to identify what is permitted/prohibited.
- Trail wayfinding signs so people can find their way within the park.
- Interpretive signs that allow the user to learn about key park values, increase their appreciation of the park and expand their park experience in a positive way.
- Conservation signs to educate people about key ecological values, build respect for those values and modify behaviours.

Many of the information kiosk signs in the park are outdated and most of the trails have old signage or no signage. No interpretive or conservation signs have been used to date in the park.

### What we heard

Through the initial engagement process, people indicated a desire for better marked trails, updated trail signage in the mountain biking area, better signage at parking lots, and a desire for signs explaining the park values and educating park visitors about how to help protect these values.

### Considerations

Prioritization of sign projects is based on staff and financial resources available, as well as priority need.

### **Management Direction:**

- The CRD will identify signage needs within the park, will undertake necessary sign projects and work with First Nations and/or stakeholders, as appropriate.
- Wayfinding signs will be provided on official park trails.
- Information kiosk signs will be provided at primary accesses and, on occasion, at other key locations for public awareness and education.
- Orientation maps (“you are here” signage) may also be used at various locations to help visitors orient themselves within the park.
- Regulatory, interpretive and conservation signage needs will be determined by regional park staff and developed, as needed.

## 5.4 Permitted Use & Competing Interests

### Context

In Mount Work, opportunities are provided for fishing, swimming, water sports, cycling, hiking, horseback riding and rock climbing. At times, and in some places, there are different user interests or different desired experiences that cause competing interests and conflicts.

With so many informal trails in existence, conflicts often occur between different user groups. Some may think the trails are only for their use while others believe that all uses are permitted (e.g., hikers think they are hiking-only trails, mountain bikers believe they are mountain biking trails or people think they are all multiple-use trails). In the absence of an official trail plan, at this time all users using informal trails are not in compliance with the Regional Parks bylaw, which requires users to stay on designated park trails only.

### What we heard

Through the initial engagement process, some mountain bikers indicated that they feel there are insufficient trails for the growing number of mountain bikers. Some hikers feel that mountain biking should be restricted to the designated mountain biking area and not be permitted throughout the park. There may also be competing interests between recreationists and other members of the public who want to ensure the CRD is adequately protecting species at risk, sensitive ecosystems, and critical habitat in the park. Comments also related to the need to ensure First Nations feel welcome in the park, which is part of their traditional territory, and that park visitors need to understand and respect First Nations' right to undertake cultural activities within the park, including harvesting.

### Considerations

The CRD needs to consider the carrying capacity of the park to accommodate the number of visitors and different types of uses. One park cannot necessarily accommodate all uses or unlimited levels of use and maintain the significant environmental features and a positive visitor experience. Increasing use may need to be distributed between parks and/or other parks may need to be acquired to accommodate desired activities or increased level of interest in specific activities.

### Management Direction:

- Permitted uses are identified in the park management plan.
- Different uses are permitted in different areas of the park and on different trails in the park to reduce competing interests, reduce overuse or crowding and provide ecological protection.
- For information purposes, the management plan includes a chart illustrating permitted use, dog management requirements and zoning information on each park trail (Appendix 4).
- Permitted uses are also identified for the public through park maps and through park regulatory signs. Education will be used to help promote respect among users and appropriate behaviours.

## 5.5 Ecological Monitoring

### Context

Given that the park is protecting species and communities at risk and some of BC's rarest ecosystems, it is important to consider protection measures for the long-term sustainability of its natural values.

### What we heard

Through the initial engagement, comments relating to ecological values and protection needs included the need to protect ecosystems, species at risk, water quality and ensure impacts from human use are minimized. Others indicated a need to balance land stewardship and recreational use, and not overdevelop/overuse the park. Some people wanted key areas to be restored or invasive species to be removed.

### Management direction:

- The CRD will encourage and support research, monitoring and scientific studies to ensure appropriate and relevant ecological and species information is available for use in decision-making and minimizing impacts.
- The CRD will develop an ecological monitoring program to evaluate impacts of recreational use on the park's natural values.

## 5.6 Visitor Information/Visitor Experience

### Context

It is important to provide information to the public to inform, educate and improve visitor experience. Visitor experience differs among different users. Even within one type of activity, different users may have different desires and personal expectations for their experience. The CRD wants all users of the park to have safe and enjoyable experiences and feel a connection to nature. The permitted activities in Mount Work include lakeside relaxation, picnicking, fishing, swimming, floating, paddling, mountain biking, cycling, hiking, running, horseback riding, rock climbing (bouldering) and geocaching.

### What we heard

During the initial phase of planning, comments were received about the need for more information, including signage, to assist the users in experiencing the park. There was a desire expressed about learning about the park's values and ensuring all users respect those values while enjoying the park. People expressed the different types of experiences they desire in the park, which ranged from active, personally-challenging individual experiences, to quiet reflective individual experiences of nature in solitude, to social participation with others.

### Considerations

To help the public to plan a park visit and enjoy their park experiences, information needs include:

- Understanding the purpose and vision for this park
- Knowing what activities are permitted and where
- Understanding what values and areas are being protected and how people can assist in their protection

- Knowing what rules and etiquette apply
- Knowing how to be safe while enjoying the park
- Understanding that the park is part of First Nations traditional territories and that First Nations continue to undertake cultural activities within the park, and
- Other key information to help develop appreciation, understanding and respect for the park and for other park visitors.

**Management direction:**

- The CRD will provide information to the public in various ways, which may include: the park webpage, social media, information kiosks, in-park signage, the management plan, and through in-person opportunities (staff or programming).
- The CRD will work with First Nations to develop appropriate cultural information and stories to help increase public awareness of, and respect for, First Nations connections to the park lands and will educate the public about park values and how to help protect them.

## 5.7 Infrastructure Sustainability

### Context

In Mount Work, there are many existing structures, including dams at Durrance Lake and Killarney Lake, four parking lots, four toilet buildings, trails, bridges and boardwalks, information kiosks, signs, picnic tables, garbage cans, a mountain biking technical training area, a boat launch, fishing pier, picnic tables and a former landowner’s cabin. This plan also proposes additional or replacement bridges, additional parking and toilets, a covered seating/staging area, improved/additional technical training area structures, and some fencing/barriers be added. In terms of the long-term management implications and financial sustainability, the CRD must take a cautious approach to infrastructure, given its asset management capacity.

The 2019 Regional Parks Infrastructure Report Card identified that 5% of the assets at Mount Work are overdue for renewal and 12% will require renewal by 2024. Infrastructure renewal is an ongoing management action that is considered annually.

The two existing dams in Mount Work, Durrance Lake dam and Killarney Lake dam, are earth-fill embankments of 60 metre and 11 metre lengths, respectively. The CRD must meet provincial dam safety requirements, including monitoring and maintenance of dam infrastructure. As part of the ongoing dam safety and management program, issues have been identified and the CRD will be considering options relating to dam management. These options may include dam decommissioning (removal of the dam), dam stabilization (strengthening an existing structure) or dam replacement (removal of existing dam/building of new dam). Also, the former landowner’s cabin (Kinghorn) is not required for park purposes but it is often visited by trail users in that area and a guest book has been maintained there by the former landowner’s family.

## What we heard

Asset sustainability and management are of significant importance, given the number of regional parks and park-related infrastructure that the CRD manages. This issue was raised largely by staff as a need to be addressed, though members of the public did raise concerns about the state of some of the park infrastructure, particularly trail conditions.

## Considerations

In developing the management plan, it is important to consider what infrastructure is critical to the operation of the park and for providing safe opportunities for the public, what is desired, what existing infrastructure is not needed, and what is feasible to maintain over the long term.

### **Management Direction:**

- The CRD will assess and plan for lifecycle infrastructure renewal in the park annually.
- Where appropriate, the potential for removal of infrastructure that is not essential will be considered.
- The CRD will continue to assess and determine the best option for the long-term management of the Durrance Lake and Killarney Lake dams in the short term.
- The CRD will address other infrastructure needs in association with all regional park system needs through its ongoing asset management and capital planning programs.
- If, in the future, the former landowner's family or other appropriate organization wishes to remove the Kinghorn cabin (at their expense) for use or protection elsewhere, consideration should be given to allowing its removal from the park.

## 6. Park Development Concepts

The park development concept is the overall plan for how the park will be developed. This includes what major infrastructure is anticipated and generally where it should be located, significant management actions that are proposed, and/or what significant changes are expected within the park. For Mount Work, the park development concepts include:

- The park trail plan, which defines the designated trail system in the park for the next 15 years (Maps 8 and 9)
- Actions with First Nations
- Ongoing management actions and actions proposed for the whole park, and
- Sub-area management actions and infrastructure.

The proposed implementation timing for each action is provided in Section 7 of the management plan.

In line with its classification as a regional natural area, Mount Work will be maintained largely in a natural state. Park opportunities will be for day use only. Given the environmental values this park is protecting, it is not suited to intensive development outside of the designated mountain biking area.

## 6.1 Park Trail Plan

The park trail plan defines the designated trail system in the park for the next 15 years, with the exception of a few potential new trails within the designated mountain biking area that will be considered through the annual plan approval between the CRD and SIMBS. This park trail plan identifies 83.4 km of trails that will make up the official trail network within the park.

Given the different types of park visitors, what the CRD heard about desired experiences and the ecological sensitivities in the park, the park trail plan provides a range of trail opportunities and establishes some trail-free areas within the park. Also, recognizing the different experiences desired by different users and the varied terrain in the park, the trail plan includes some multiple-use trails, some dual-use trails and some single-use trails. These trail types are explained below.

**Multi-use** – are trails where mountain biking, hiking and horseback riding are permitted. Within the designated mountain biking area, these trails may be optimized for mountain biking but may be wider than single track to accommodate safe multiple use. Outside of the designated mountain biking area, these trails may or may not be optimized for any particular use but they will be rated using the IMBA ratings to ensure users understand the level of challenge of the trail. Approximately 13 km of multi-use trail are proposed.

**Dual-Use Biking/Hiking** – are trails where mountain biking and hiking are permitted. These trails will also be rated using the IMBA standards for awareness purposes. Over time, these trails may be optimized for either hiking or cycling. In general, these trails are provided to create a link between primary accesses and the designated mountain biking area and to allow for longer rides and hikes. Nearly 50 km of biking/hiking trail is proposed.

**Dual-Use Hiking/Horseback Riding** – are trails where hiking and horseback riding are permitted. Where structures (e.g., bridges) exist on these trails, they will be optimized to allow horse passage or an alternate horse-friendly walk-around trail will be provided. Over time, these trails may be optimized for horse use, subject to available resources, including consideration of aids for mounting at key destinations (e.g., large rock, stump or stepped platform). A 1 km section of trail around Killarney Lake Trail is proposed for hiking/horseback riding.

**Single-Use Mountain Biking** – all double-black-diamond trails and some flowy trails or one-direction trails with a high potential for user conflict are designated as single-use mountain biking trails. Sixteen single-use mountain biking only trails are proposed (approximately 5 km).

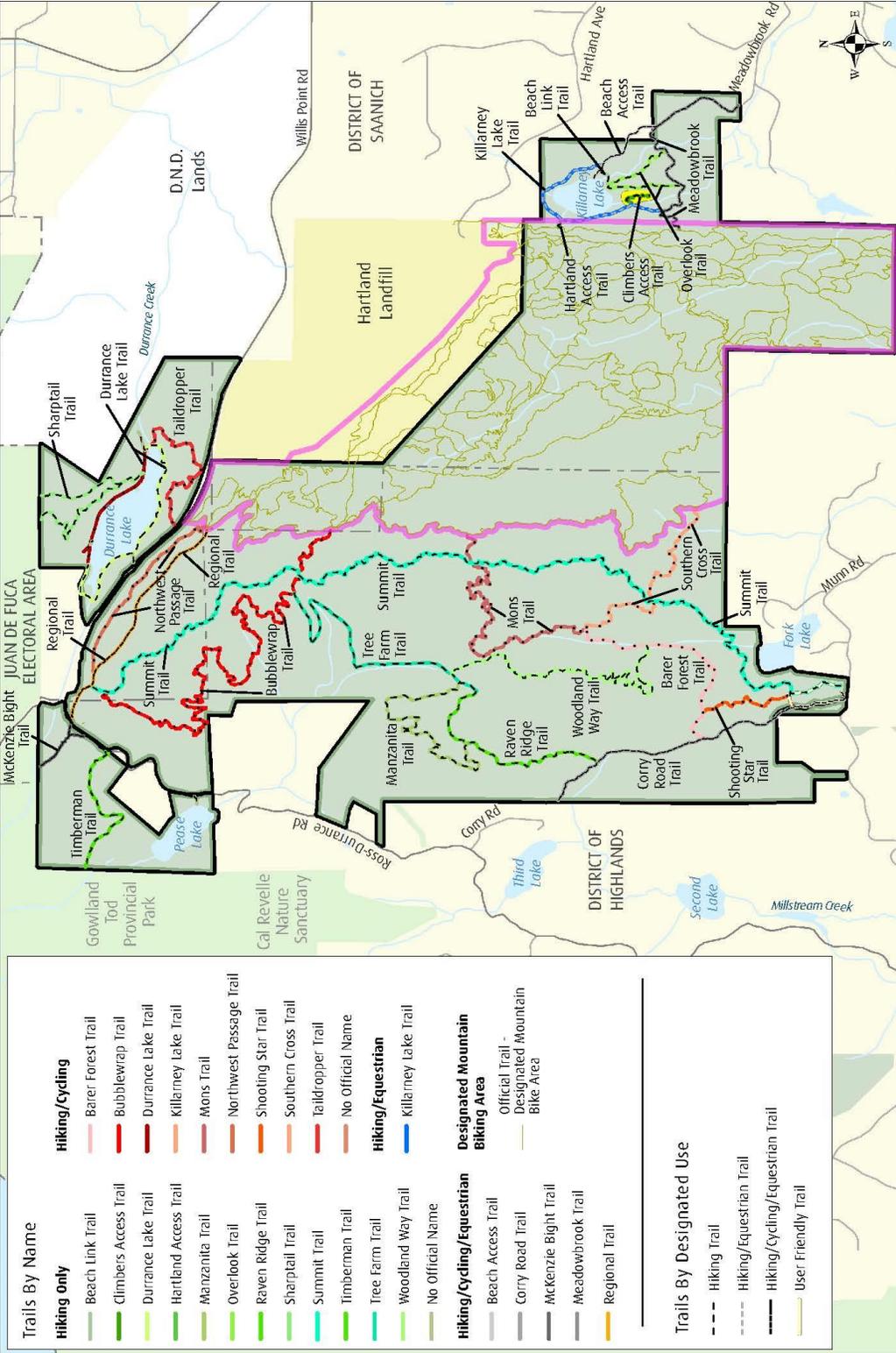
**Single-Use Hiking** – thirteen trails in the park are designated as single-use hiking trails to provide a specific experience and or to recognize conservation values (approximately 16 km).

Improvements to the designated trails will be made in various areas throughout the park over time. Some areas require minor rerouting, while others require upgrading along existing routes (e.g., bridges, gravel). In some

instances, trails will be decommissioned to reduce trail density and/or to address unauthorized trails. The park trail plan is shown on Maps 6 and 7.



Trail in the designated mountain biking area at Mount Work



**Trails By Name**

**Hiking Only**

- Beach Link Trail
- Climbers Access Trail
- Durrance Lake Trail
- Hartland Access Trail
- Manzanita Trail
- Overlook Trail
- Raven Ridge Trail
- Sharptail Trail
- Summit Trail
- Timberman Trail
- Tree Farm Trail
- Woodland Way Trail
- No Official Name

**Hiking/Cycling**

- Barer Forest Trail
- Bubblewrap Trail
- Durrance Lake Trail
- Killarney Lake Trail
- Mons Trail
- Northwest Passage Trail
- Shooting Star Trail
- Southern Cross Trail
- Talldropper Trail
- No Official Name

**Hiking/Equestrian**

- Killarney Lake Trail
- No Official Name

**Designated Mountain Biking Area**

- Official Trail - Designated Mountain Bike Area

**Trails By Designated Use**

- Hiking Trail
- Hiking/Equestrian Trail
- Hiking/Cycling/Equestrian Trail
- User Friendly Trail

**Map Legend**

- Rock Climbing Special Use Area
- Department of National Defence
- Lake
- Road
- Municipal / Electoral Area Boundary

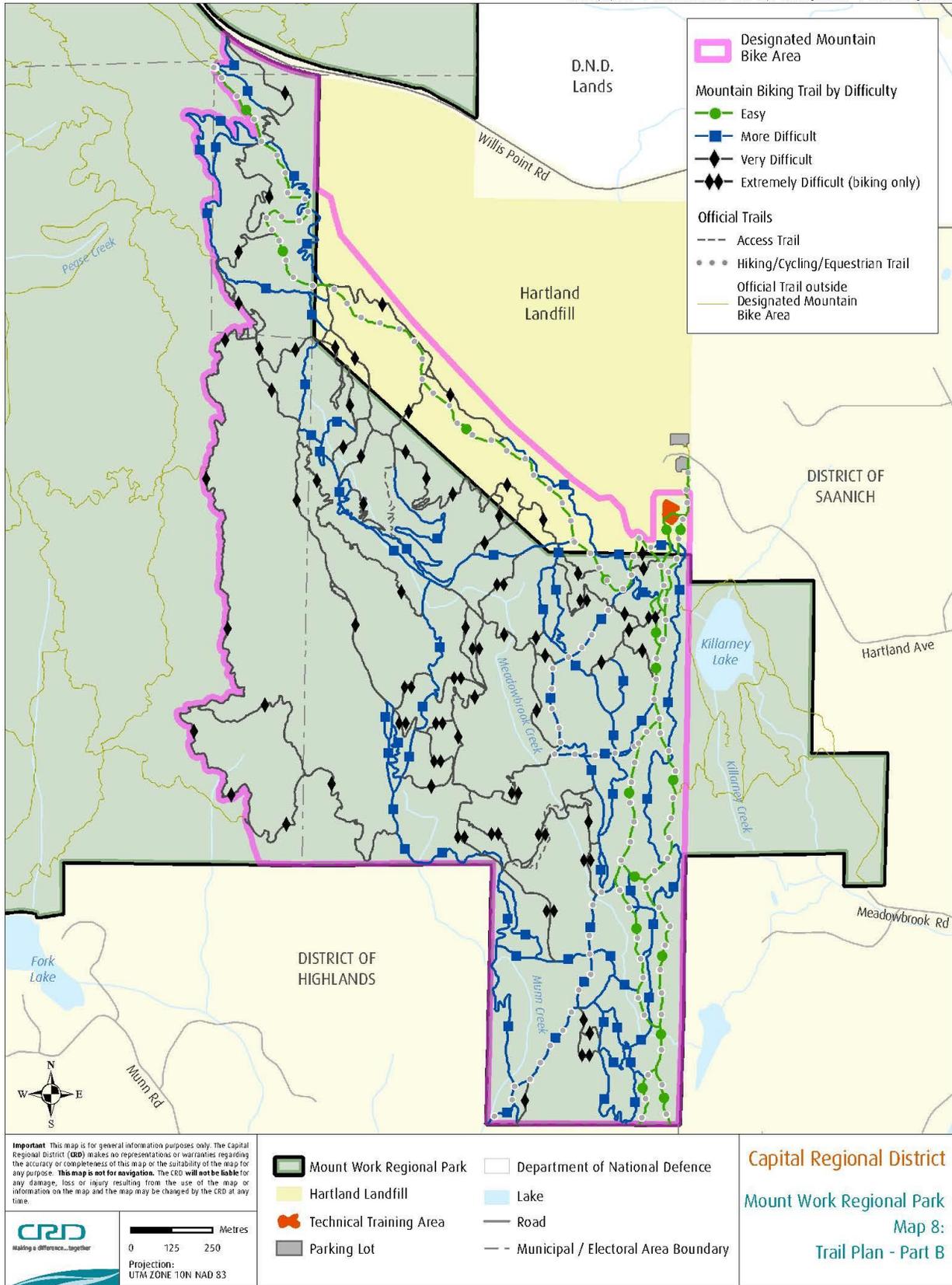
**Scale**

0 0.25 0.5 0.75 Kilometres

Projection: UTM\_ZONE 10N UAD 83

**Important:** This map is for general information purposes only. The Capital Regional District (CRD) makes no representations or warranties regarding the accuracy or completeness of this map or the suitability of the map for any purpose. This map is not to be used for any purpose that may cause damage, loss or injury resulting from the use of the map or information contained therein. The CRD will not be liable for any damage, loss or injury resulting from the use of the map or information contained therein.

**Capital Regional District**  
**Mount Work Regional Park**  
**Map 7:**  
**Trail Plan - Part A**



## 6.2 Actions with First Nations

The CRD will work cooperatively with interested First Nations on projects of mutual interest or mutual benefit. Potential projects may include, but are not limited to, the following. Implementation timing for most of the potential projects is set out in Section 7.1:

- Identification and use of First Nations names for key park trails.
- Cultural information sharing for public awareness.
- Continue field assessment along park trails for cultural heritage areas or features requiring protection.
- A monitoring contract for known cultural heritage features (timing TBD).
- Restoration of impacted areas using species of interest/use to First Nations.
- A memorandum of understanding/cooperation agreement on working together with the WSÁNEĆ Leadership Council and its committees on specific projects (timing TBD).
- Possible seasonal area closures for First Nations cultural use (timing TBD).

## 6.3 Ongoing and Whole Park Actions

Some management actions may continue over the timeline of this management plan or may relate to the whole park rather than individual sub-areas within the park. These are identified by category below rather than by area of the park. Implementation timing is set out in Section 7.1.

### Ongoing Liaison

The CRD will:

- Continue the agreement with SIMBS, or other qualified organization, for the maintenance of trails within the designated mountain biking area and update the agreement, as needed, to illustrate changed boundaries.
- Seek written authorization from Environment and Climate Change Canada regarding proposed changes in use of the Ecological Gifts properties (Section 63 and Section 68, Highlands District).
- Establish an agreement with the CRD's Environmental Resource Management Division regarding regional park-related facilities on Hartland Landfill lands (e.g., trails, parking, toilets, bike wash station, signage) and potential joint projects (e.g., parking lot development).
- Advocate with BC Transit and municipalities for increased active transportation opportunities for public access to Mount Work (e.g., bus, bike lanes, local trail connections).

### Conservation, Visitor Services, Operations and Development

The CRD will:

- Develop and implement a trail decommissioning plan for closure/mitigation of unsanctioned trails and, where feasible, restore these areas.
- Use conservation and impact mitigation tools, such as barriers, conservation signs, trail rerouting, trail route definition, sustainable design improvement, as needed, along official trails or elsewhere in the park to improve environmental and infrastructure sustainability.
- Identify and undertake research, inventory and mapping for natural values and biodiversity.

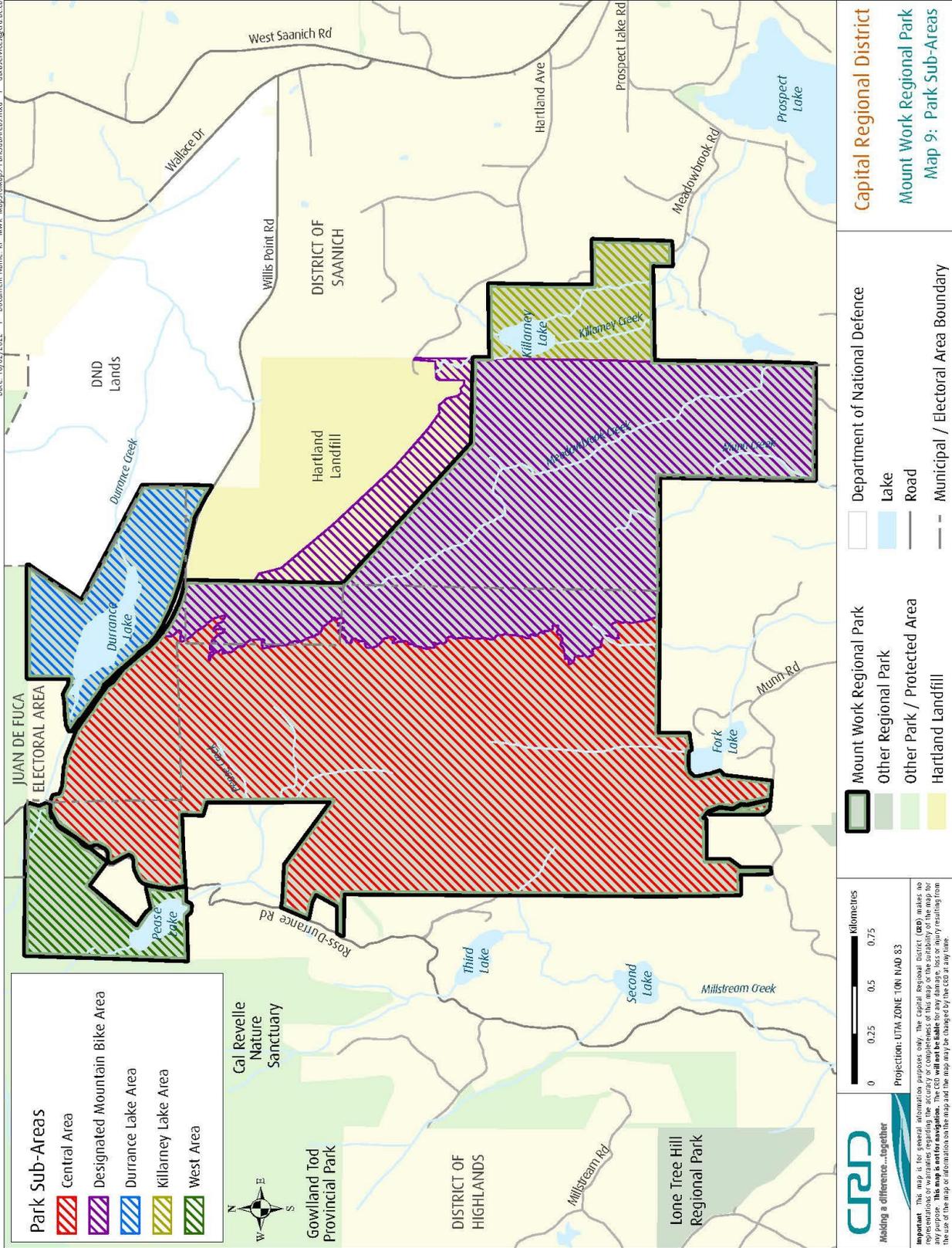
- Develop a park restoration plan to prioritize key ecological areas for restoration projects, with particular focus in the environmental protection zone. The CRD may work with others, such as PEPÁKEN HÁUTW Society, The Land Conservancy or other qualified groups, to develop and implement restoration projects.
- Establish an environmental monitoring program to assess impacts of trails and visitor use on key values.
- Sign designated park trails.
- Update public mapping products to show changed information (e.g., park trails, modified boundary of the designated mountain biking area, designated rock climbing (bouldering) area, new facilities).
- Update park information kiosks, including information about key park values, and ensure an information kiosk exists at each primary park access.
- Continue to improve/realign/define trails to be more ecologically suitable, more sustainable and/or to improve visitor experience.
- Expand parking opportunities.

## 6.4 Development Concepts by Park Sub-Areas

Given the size of the park, the development concepts have been broken down by park sub-areas, as follows:

- Durrance Lake Area
- Designated Mountain Biking Area
- Killarney Lake Area
- Central Area
- West Area

Map 9 illustrates the extent of these park sub-areas.



**Capital Regional District**  
**Mount Work Regional Park**  
**Map 9: Park Sub-Areas**

## 6.5 Development Concept for the Durrance Lake Area

The development concept for the Durrance Lake area of the regional park focuses on providing enjoyable lake-related experiences for people of varying ages and abilities. A few trails will be provided as a secondary or added experience, providing opportunities to experience the natural features beyond the lake itself and to connect the Durrance Lake area to other parts of the park and to the adjacent provincial park. Informal trails, particularly those leading to the actively-used Department of National Defence rifle range, and those areas with conservation values needing protection, will be closed and, where feasible, restored.

Parking, a wheelchair-accessible fishing pier, wheelchair accessible toilets, picnic opportunities, a small-boat launch area, and three trails (Durrance Lake Trail and Spur, Sharptail Trail and Taildropper Trail) will be maintained. The north side of Durrance Lake and a short spur trail along Durrance Creek spillway will be maintained as user friendly for a broad range of abilities (relatively flat, wide and good surfacing).

Proposed actions for the Durrance Lake sub-area are noted below and outlined for implementation timing in Section 7.1.

- Install a park information kiosk in the west end access area.
- Formalize Taildropper Trail as a designated park trail linking Willis Point Road to Durrance Lake Trail.
- Work with BC Parks to formalize and sign the portion of Sharptail Trail that is in Gowlland Tod Provincial Park. Although currently a hiking only trail, this will be broadened to allow cycling, following an assessment to minimize impacts to ecological values, if BC Parks allows cycling in the Partridge Hills area of the provincial park. No amendment to this management plan will be required for this change.
- Decommission/barricade trails leading to the Heals Rifle Range/Department of National Defence property from the park, including shortening/defining the Spur Trail along Durrance Creek to direct visitors away from the park-rifle range boundary.
- Continue planning to address dam management requirements. Consider opportunities for natural area restoration and visitor-related improvements in options.
- Provide additional picnic, seating and toilet infrastructure at Durrance Lake as use levels warrant. This should include consideration of facilities at the northeast end of the lake.
- Advocate for BC Parks to provide parking for the Partridge Hills section of Gowlland Tod Provincial Park to relieve pressure on regional park parking lots used by provincial park visitors.
- Expand the Durrance Lake parking lot.

## 6.6 Development Concept for the Designated Mountain Biking Area

The designated mountain biking area is recognized as a special use area where mountain biking opportunities are concentrated within Mount Work Regional Park. The development concept for this area of the park focuses on maintaining and upgrading the existing IMBA-rated trails. The designated mountain biking area has been expanded from 260 hectares to 285.7 hectares in size. This expansion incorporates 5.2 kilometers of additional trails and makes the boundary more clearly identifiable in the field (e.g., the west side boundary is now largely along the edge of existing trails rather than municipal boundaries that are not visible on the ground). The mountain biking area is considered to be near its maximum capacity to maintain safe and positive experiences and be sustainable over the long term, but a minor number of new trails may be considered for development within this area.

Within the designated mountain biking area, the terrain is more suited to all mountain riding, providing technical rides with many natural obstacles and downhill sections that incorporate a number of technical trail features. This area will continue to offer a mix of beginner, intermediate and expert opportunities. Given the steepness of the park terrain, the majority of the trails will be black/double-black-diamond rated. Double-black trails will be single-use mountain biking-only trails. Some one-way trails or fast-flowing trails with high potential for user conflict will also be single-use mountain biking-only trails. Other trails in the designated mountain biking area will generally be dual-use mountain biking/hiking, with a few designated as multiple use (cycling, hiking, equestrian) (see Map 7).

Where possible, trail modifications will improve options for green and blue loop routes and will provide more graduated trail opportunities to move between trail ratings, as skill and confidence improve. The technical training area will be improved/expanded to build skills for riding the trails in the designated mountain biking area. The technical training area will be primarily focused on new and young riders. Covered seating will be provided for watching people at the technical training area and as a staging area for group events/training.

As was noted at the establishment of the designated mountain biking area, and reiterated through the development of the recent Solid Waste Management Plan, it is expected that by 2031, Hartland Landfill lands will be required for waste management purposes and will no longer be available for regional park trails. This will close between 6 km and 8 km of existing trails.

Proposed actions for the Designated Mountain Biking Area are noted below and outlined for implementation timing in Section 7.1.

- Continue to improve existing trails in the designated mountain biking area for sustainability, visitor experience and improved opportunities for graduated skill development, in conjunction with SIMBS. This will include adding remaining infrastructure (e.g., elevated rails or bridge structures) or rerouting trails at creek crossings to reduce impact.
- Continue to improve trail signage in the designated mountain biking area.

- Update park maps and information kiosks to illustrate the expanded boundary and trail plan within the designated mountain biking area, as shown on Map 8.
- Improve and/or expand the technical training area. This will include two main components: broadening the skills that can be developed for riding the trails in Mount Work, particularly for new and young riders; and developing a covered seating area for watching people on the technical training area and space to stage group events.
- Work with CRD Environmental Resource Management staff to complete an agreement for the regional park facilities on Hartland Landfill lands and update, as necessary, during the timeframe of this management plan.
- Plan for the eventual closure of the mountain biking trails currently located on Hartland Landfill lands. This will include a determination if any of these trails can be reasonably rerouted onto regional park land, in conjunction with SIMBS.
- Consider development of a few additional new trails in the designated mountain biking area and consider the possibility of trail modifications to accommodate an adaptive mountain biking route, in conjunction with SIMBS.
- Expand the parking, if/when warranted.

## 6.7 Development Concept for the Killarney Lake Area

The development concept for the Killarney Lake area of the park is focused on maintaining the natural character and values and providing limited trail, picnic and rock climbing (bouldering) opportunities. A rock climbing (bouldering) special use area was established to focus and manage this use and protect the rock bluffs and boulders.

Two multiple-use trails (cycling, hiking and horseback) will be maintained to provide access between Meadowbrook Road, the designated mountain biking area (to the west) and to the Killarney Lake beach area/picnic site (to the north). They are Meadowbrook Trail and Beach Access Trail. The Killarney Lake Trail will provide an opportunity for hiking and horseback riding and will link with the multiple-use trail on the south side of the lake. Four small hiking-only access trails provide links to other parts of this sub-area. Signage will clearly illustrate which uses are permitted on which trails.

Proposed actions in the Killarney Lake sub-area are noted below and outlined for implementation timing in Section 7.1.

- Develop visitor use facilities at Killarney Lake beach to accommodate hikers, cyclists and equestrians. This will include a toilet, picnic tables, and an equestrian mounting aid and, if needed in the future, a dog access location away from the beach.
- Improve trails in this sub-area, including a reroute of the west side low lying section of Killarney Lake Trail, improvement of the north end bridge for equestrian use, ensure horse accessibility on the trail; improve/reroute Hartland Access Trail (north-west hiking-only access trail) to be less steep; formalize additional trails as per the park trail plan (including a needed bridge structure on Beach Link trail) and close other informal trails.

- Address needs relating to the designated rock climbing (bouldering) special use area, including an assessment of the special use area for cultural heritage features that may require special protection measures in relation to rock climbing, consideration of special requirements for use, and possibly seeking a qualified group to maintain the special use area.
- Consider possible land acquisition for and/or development of a parking area in the vicinity of the park access at Meadowbrook Road.

## 6.8 Development Concept for the Central Area

Recognizing the importance of this part of the park for sensitive ecosystems and biodiversity, the development concept for this area focuses on protecting ecological values, mitigating visitor use impacts, reserving some larger areas without human use for nature, and providing a dispersed network of trails. Increasing knowledge and understanding of the natural values and biodiversity will be an important step, along with improving trail routes to minimize disturbance, monitoring impacts, and restoring key areas.

The dispersed trail network will include six dual-use hiking and cycling trails, five hiking-only trails, and two multi-use trails (hiking, cycling and equestrian). The main purpose of the dual-use trails is to provide access between primary park accesses and the designated mountain biking area and to provide longer-distance cycling and hiking opportunities. The CRD will advocate for the District of Highlands to liaise with the CRD and adjacent neighbours and formalize the multiple-use Corry Road Trail west of the park boundary to link with Ross-Durrance Road. Parking opportunities will be expanded.

The former Kinghorn cabin, built in 1979, is not required for park purposes nor is it considered to be of regional significance. While it is safe and no issues are occurring, it will remain. When the structure requires an investment of funds to maintain it or if other issues arise, it will be removed. At any time, if the former landowner family or other cultural interest group is interested in the building (e.g., heritage society), the CRD will consider the feasibility of allowing its removal from the park for use elsewhere, subject to no cost to the CRD.

Proposed actions in the Central sub-area are noted below and outlined for implementation timing in Section 7.1.

- Develop a new primary access on the south side of Willis Point Road. This new access will include significant parking capacity, a toilet, and information kiosk.
- Improve key trail locations as identified by Regional Parks' staff, to make them more sustainable, more environmentally appropriate, or to improve the visitor experience.
- Decommission and, where feasible, restore other informal trails. Consider working with qualified First Nations groups (e.g., PEPÁKEN HÁUTW Society), conservation organizations and/or community groups on restoration projects in priority areas where decommissioning is undertaken.
- Update information kiosks at the Ross-Durrance Road and Munn Road parking lots.
- Advocate for the District of Highlands to work with CRD staff and adjacent neighbours to have Corry Road Trail extended from the regional park boundary to Ross-Durrance Road, as shown in District of Highlands Trail Plan.

- Expand the Ross-Durrance Road and Munn Road parking lots. The latter may be either at the existing parking lot or by created an additional parking lot.
- Advocate for BC Parks to establish parking in the area for provincial park visitors using McKenzie Bight and Timberman Trails to access the provincial park or to contribute to the expansion and ongoing costs of parking areas in the regional park that are used by the public to access Gowlland Tod Provincial Park.

## 6.9 Development Concept for West of Ross-Durrance Road

A portion of the park west of Ross-Durrance Road provides access to Gowlland Tod Provincial Park along McKenzie Bight Trail and Timberman Trail. The development concept for this section is to work with BC Parks regarding operational responsibilities for the trails and other provincial park infrastructure (e.g., signs, gates, and toilet) located within the regional park. This may be achieved through provincial acquisition, as envisioned in the 1990s, or through an agreement between the two park agencies. The CRD will also advocate for BC Parks, or BC Parks and the CRD working jointly, to extend Timberman Trail to link with McKenzie Bight Trail, creating a loop trail opportunity that is fully off-road.

The second area, West area, is south of Timberman Trail and includes Pease Lake and associated wetland, creek and forest. A short access path to Pease Lake is the only facility servicing this section currently. The development concept for this section is largely to maintain the natural character and provide minimal development unless/until such time as the CRD acquires additional land on Pease Lake. For the foreseeable future, a minimal amount of parking may be provided in a phased approach for lake access but no other facilities are proposed. If additional land is acquired, an amendment to this management plan will be undertaken to adopt a Pease Lake area plan, which will identify protection needs, compatible use, and proposed development.

Proposed actions for the sub-area west of Ross-Durrance Road are noted below and outlined for implementation timing in Section 7.1.

- Work with BC Parks to establish an agreement to cover a multitude of items, including provincial infrastructure on regional park lands, ongoing maintenance of visitor facilities (e.g., signs, trails, and toilet), parking needs, off-street extension of Timberman Trail to link with McKenzie Bight Trail, wayfinding signage in the provincial park for loop trail routes that are in both the regional and provincial parks, consideration of possible acquisition of a portion of the West area (containing Timberman Trail and McKenzie Bight Trail) for the provincial park, as per Gowlland Tod Provincial Park Management Plan.
- Phase in development of a minimal amount of parking for Pease Lake access.

## 7 Plan Implementation

The Mount Work Management Plan comes into effect upon its approval by the CRD Board and continues to apply until a new or updated plan is approved by the Board.

## 7.1 Proposed Implementation Strategy

Table 1, below, combines all of the proposed management actions identified elsewhere in this management plan and establishes a suggested implementation timeframe. Ongoing actions need to be undertaken throughout the 15-year timeframe of this plan. They may be initiated at any time. Ongoing actions are to be fit in along with other timed actions. Generally, short-term actions are meant to be addressed within the first five years, subject to resource availability, followed by medium-term actions in years 6-10, and then longer-term actions in years 11-15. Implementation of the proposed management actions is subject to availability of staff and financial resources and must be considered in relation to other priorities in the Regional Parks system.

**Table 1: Management Actions**

<b>AS NEEDED OR ONGOING ACTIONS</b>	
1.	Expand knowledge of the park's natural values and biodiversity by seeking out, supporting or undertaking scientific research, inventories, mapping and monitoring.
2.	Provide education about key values to help increase public understanding, respect for, and protection of these values. This may occur on the park webpage, information kiosks, in-park signs or through programming.
3.	Work with First Nations as projects of mutual interest are raised.
4.	Advocate for increased active transportation opportunities to access Mount Work (increased bus service, bike lanes).
<b>SHORT-TERM ACTIONS</b>	
1.	Seek written authorization from Environment and Climate Change Canada regarding proposed changes in use of the Ecological Gifts properties (Sec 63 and Sec 68, Highlands District).
2.	Continue the agreement with SIMBS, or other qualified organization, for the maintenance of trails within the designated mountain biking area and update the agreement, as needed, to illustrate changed boundaries.
3.	Sign designated park trails. Notes: <ul style="list-style-type: none"> <li>Includes upgrading existing signs within the designated mountain biking area.</li> <li>Signing of trails within the designated mountain biking area and elsewhere in the park may be done as separate projects.</li> <li>Directional sign maps ("you are here" maps) should be considered at key trail intersections, such as Corry Road Trail/Raven Ridge Trail, where there is no information kiosk in close proximity and possibly at areas where potential conflicts may occur or increased awareness is needed.</li> </ul>
4.	Update public mapping products. Notes: <ul style="list-style-type: none"> <li>Clarify trail plan, update boundary of designated mountain biking area, show designated rock climbing area boundary, update existing facility locations, etc.</li> </ul>

5. Update park information kiosks, including information about key park values and climate resilience, and ensure an information kiosk exists at each primary access area.

6. Establish a trail decommissioning plan for closure/mitigation of unsanctioned trails and begin to implement. Where feasible, restore key areas using appropriate native plants.

7. Implement the trail plan throughout the park and continue to improve/realign/define trails to be more ecologically suitable, more sustainable, and/or to improve visitor experience.

Notes:

- Initial key areas are shown in development concepts. Other areas will be identified by Regional Parks staff.
- This includes any work required on new designated park trails.
- Within the designated mountain biking area, use IMBA standards for trails and consider if modifications can be made to some existing trails to accommodate an adaptive mountain biking route(s) for riders who require a certain type of bike/trail to be ridden.
- Continue to improve creek crossings in designated mountain biking areas to protect creeks and assess/reroute/close trail sections in sensitive areas.
- Eliminate trail braiding/better define trail routes in arbutus meadows.
- Anticipate this will continue into medium term.

8. Continue to work with interested First Nations on appropriate First Nations trail names for some park trails.

9. Work with interested First Nations to help increase public awareness of, and respect for, First Nations connections to the park lands.

Notes:

- Information provided by First Nations may be used on information kiosks, park website, or at key destinations in the park.

10. Continue to have First Nations cultural worker do field assessment along park trails for cultural features/areas requiring protection.

11. Establish a new primary access off Willis Point Road.

Notes:

- Work with the CRD's Environmental Resource Management Division to develop gravel parking.
- Will include information kiosk, toilet, and trail linkages.

12. Develop conservation sign plan to identify key locations where natural values and appropriate use information is needed to modify or ensure appropriate behaviours.

Notes:

- Where needed, barriers may be used to supplement signage to keep people out of sensitive areas (e.g., woodland meadows).
- Key sensitive areas along trails will be priority areas for conservation signs.

13. Establish an agreement with BC Parks relating to areas where Mount Work and Gowlland Tod Provincial Park connect (west of Ross-Durrance Road and Partridge Hills)

Notes:

- This should cover provincial infrastructure on regional park lands, agreement regarding maintenance of Timberman Trail and McKenzie Bight Trail, wayfinding signage relating to the trails that loop through the regional and provincial parks, extension of Timberman Trail (off-street) to join with McKenzie Bight Trail, possible provincial park parking, and consideration of some land becoming part of the provincial park (as noted in Gowlland Tod management plan).
- Advocate for additional provincial park parking to relieve pressure on regional park parking lots or assistance with parking lot expansions and ongoing maintenance for joint use.
- Collaboration regarding mountain biking use in Durrance Lake and Partridge Hills areas.

14. Establish agreement between Regional Parks and Environmental Resource Management divisions regarding regional park facilities on Hartland Landfill lands.

15. Improve the technical training area in the designated mountain biking area.

Notes:

- Work with SIMBS during planning for technical training area upgrades.
- Add a covered staging/viewing/rest area with seating.
- Improve range of skills developed, for use in Mount Work.
- Accommodate a wider range of rider ages (particularly young riders developing skills).

16. Assess and plan for dam management needs at Durrance Lake and Killarney Lake.

17. Develop/install/improve visitor facilities at Killarney Lake.

Notes:

- If not completed yet through trail improvements projects, this may include realignment of Killarney Lake Trail on west side of lake to higher ground and realignment of the Hartland Access Trail (hiking-only access trail) for less steep/easier access.
- Better define west end of Meadowbrook Trail to clarify route and close other shortcut routes.
- Upgrade/replace bridge at north end of lake for equestrian use and modify chicanes to allow horse passage.
- Install small number of picnic tables, a toilet, and equestrian mounting aid by Beach Access Trail.
- Formalize Beach Link Trail, including appropriate creek crossing infrastructure.
- Designate a dog access area at Killarney Lake away from beach/picnic area, if/when needed.

18. Identify and prioritize areas for restoration/potential restoration projects.

Notes:

- An immediate priorities restoration plan may be done as part of the trail decommissioning plan.
- Consider using species of interest/use to First Nations, where appropriate.
- Consider establishing an agreement with a First Nations organization (e.g., PEPÁKĒN HÁUTW) and/or a qualified environmental or community group to assist with this work.

19. Advocate for the District of Highlands to develop the Corry Road Trail between regional park boundary and Ross-Durrance Road, working with CRD staff and adjacent neighbours.

20. Develop a small number of off-road parking spaces west of Ross-Durrance Road for Pease Lake access.

21. Address needs relating to the designated rock climbing (bouldering) special use area.

Notes:

- Conduct a cultural heritage assessment of the designated rock climbing (bouldering) area to determine if any features exist that may require special protection measures.
- Conduct an environmental assessment of the designated rock climbing (bouldering) area to determine if any ecological values exist that may require special protection measures.
- Develop special management actions/direction for rock climbing (bouldering).
- Consider establishing an agreement with an external group for maintenance of the designated rock climbing special use area.

### **MEDIUM-TERM ACTIONS**

1. Develop a Memorandum of Understanding/cooperation agreement on working together with the W̱SÁNEĆ Leadership Council and its committees on specific projects.

2. Consider possible seasonal area closures for First Nations cultural use.

3. Plan for future closures/facility removal from Hartland Landfill lands.

Notes:

- Consider if trail rerouting onto park lands is feasible.
- Consider alternatives for parking, toilets, and other facilities on Hartland lands.

4. Establish an environmental monitoring program to assess impacts of trails and visitor use on key values.

5. Establish a monitoring contract for known cultural heritage features.

6. Expand Ross-Durrance Road, Durrance Lake and Munn Road parking areas.

7. Plan for possible acquisition for parking in Killarney Lake area.

8. Expand visitor facilities at the east end of Durrance Lake (may shift to longer term)

Notes:

- If not yet done through trail improvement projects, use barrier, such as cedar split rail fencing, to formalize the end of the Durrance Creek Spur Trail further away from the property boundary with the rifle range.
- Add a toilet and small number of additional tables or seating, if/when use warrants.

### **LONGER-TERM ACTIONS**

1. Expand Hartland Road parking, if/as needed (contingent on agreement with the CRD's Environmental Resource Management Division).

2. Develop parking area for Killarney Lake area.

Notes:

- This may require land acquisition; may be developed in partnership with municipality and/or may be on park land.

3. Develop a small number of additional off-road parking spaces on the east side of Ross-Durrance Road in the vicinity of Pease Lake, if/as needed.

## 7.2 Implementation Implications

Given that most of the actions noted in the management plan are conceptual in nature and project details are not established until the project stage, an overall cost to implement this management plan over the next 15 years is not available. Some capital infrastructure that is proposed, including new toilets, information kiosks, picnic tables, wayfinding signs, covered staging/viewing area, horse bridge, will likely cost in the range of \$900,000 (2022 estimate). This is an estimate only and project-specific costs will be calculated and approved through future budget and service planning processes, in advance of implementation. This cost estimate does not include increases that can be expected year to year (i.e., the 2022 estimate for infrastructure will not be accurate if a project is implemented several years into the future). Other actions, such as ecological and archaeological research, ongoing trail improvements or trail closures and restoration costs, and parking lot expansion/construction, will need to be calculated at the time of project planning. Appendix 5 illustrates the costs that are estimated above.

## 7.3 Monitoring

Monitoring of implementation will be undertaken through annual work planning and budget processes, as well as through the five-year service and capital planning processes.

If unexpected circumstances, significant issues or critical new information arise that warrant substantive changes to the management direction, a plan amendment may be considered. Public consultation will be held for substantive amendments and all amendments must be approved by the CRD Board.

Prior to initiating a full management plan update, an internal evaluation of the current plan will be undertaken to consider if the strategic direction has adequately addressed major issues and management consideration to date, if the strategic direction remains relevant, to what extent the management actions were implemented and if any outstanding actions are still relevant. The plan update will consider what changes or additions might be needed to provide appropriate direction for the future.

# Appendix 1: Management Planning Process Summary

## Management Planning Process

The Mount Work management planning process was initiated by the CRD Board in May 2020 and the proposed project scope and engagement process was reviewed by the Board in June 2020. A project webpage was set up on the CRD website in June 2020 to provide ongoing public information and updates regarding the management planning process. Gathering of background information and the initial engagement process occurred between June 2020 and November 2020.

Information from existing studies and plans, CRD and municipal policies, and statistics was gathered to provide background on park values, applicable management direction, status of park facilities and current use, among other things. Members of the public and stakeholders also provided additional background on specific areas and key issues. The internal project team, consisting of the park/trail planner (lead), conservation specialist, recreation specialist, park operations supervisor, senior park ranger, geographical information systems specialist, and other CRD staff, as needed, reviewed relevant background information and input from the public and conducted approximately 20 site visits, some with key stakeholders, while developing the draft plan.

### Initial engagement

Initial engagement consisted of notifications sent to First Nations, government agencies with interests in the park, key stakeholders with tenure or agreements with the CRD, park neighbours, and key interest groups (mountain biking, hiking, equestrian, fishing, conservation); and follow-up meetings, phone conversations or email communications were held with a wide range of those noted above. An online comment form was available on the project webpage between September 15 and October 11, 2020.

In total, approximately 1,200 comment submissions were received through the initial engagement process, which provided well over 9,000 comments. Review of the comments received was undertaken between November 2020 and March 2021.

Further information about the initial engagement process and input received is provided in Appendix 2 and through the Engagement Report and Addendum Report available on the CRD website. An additional round of engagement will be undertaken to seek comments on the draft management plan.

To date, the following aspects were included in part of the overall engagement process.

### First Nations

- Letters were sent to the Tsartlip, Tsawout, Tseycum, Pauquachin and Malahat First Nations introducing the project and seeking their interest in participating in the project. CRD staff followed up with each Nation and were directed by the Tsartlip, Tsawout and Tseycum Nations to work through the W̱S̱ÁNEĆ Leadership Council

(WLC). The WLC directed CRD staff to meet with its Land Use Committee. Several meetings and site visits were held with WLC's Land Use Committee members. Key sections of the draft plan, relating to First Nations, were provided for review while the plan was being developed.

### **Other Government Agencies**

- Given that a portion of the park land has been certified as environmentally sensitive "ecogift" under the federal Ecological Gifts Program, a letter was sent to Environment and Climate Change Canada inviting participation in the planning process. Email conversations were held with the regional representative of the Ecological Gifts Program to discuss the requirements, and key sections of the draft management plan were provided for review while the plan was being drafted.
- Specific management-related questions were posed to and discussed with the Department of National Defence (CFB Esquimalt/Naden), BC Parks, BC Forests, Lands, Natural Resource Operations and Rural Development regarding their adjacent lands and/or their interests relating to the regional park. All provided input in advance of the regional park management plan being drafted.
- Specific management-related questions were posed to, and meetings were held with, the CRD's Environmental Resource Management Division staff and Highlands, Saanich and Juan de Fuca Electoral Area Councils/Director and their staff. Input was received from each. Further, a presentation was made to and comments were received from the District of the Highlands Committee of the Whole.

### **Key Stakeholders/User Groups/Interest Groups**

- Contacts were made with three key stakeholders – one who holds a conservation covenant on two parcels in the park, one who has a license to maintain trails within the designated mountain biking area, and one former landowner family where an agreement had been made to include them in the management planning process, as it relates to their former lands. Meetings and site visits were conducted with each.
- Letters were sent to neighbours within 200 m of the park notifying them of the project, providing the project webpage URL and noting when the public engagement form would be available on the webpage.
- Seventeen groups were notified of the project, the webpage and that a comment form would be available online. These groups covered conservation, mountain biking, hiking, equestrian, fishing, and rock climbing interests. University of Victoria and Camosun College student unions were also contacted to assist in getting information out to youth.

### **Public**

- Information about the park and the planning process was posted on the CRD website throughout the planning process. To widely advertise the planning process and how people could be involved, in-park signage (general and specific to the initial online comment form), newspaper and digital advertising, and social media posts were used.

Together, 1,114 comment forms were received and 75 additional submissions were made by phone, email or mail during the initial round of engagement. As time permitted, further conversations were held with other individuals after the official comment period ended but before the draft management plan was completed.

## Key Regional Parks Policy Guidelines Implemented through the Planning Process

### Dog Management Policy Framework

The CRD provides opportunities to recreate with dogs in regional parks. Dog management seeks to balance this interest with the need to protect environmental and cultural values and the desire to provide enjoyable and safe outdoor experiences for all visitors. Potential dog-related conflicts to be considered in park management include dog-people conflicts, dog-dog conflicts, dog-wildlife conflicts and wildlife displacement, and dog-sensitive values conflicts. *CRD Bylaw No. 4225* requires that dogs must be under effective control while in regional parks. This applies at all times and in all situations.

In 2019, the CRD Board approved a Dog Management Policy Framework for use in regional parks. It is a decision-making support tool to assist in setting consistent direction across the regional parks system. It provides the starting point to avoid potential conflicts related to dogs in parks. The Dog Management Policy Framework also helps clarify dog management as it relates to the varied interests that have been expressed.

Three baseline dog management categories are to be applied in regional parks, as follows:

- Designated mountain biking areas (special use area) = dogs on-leash only
- Designated rock climbing (bouldering) areas (special use area) = dogs on-leash only
- Environmental Protection Zone = dogs on-leash only
- Park Services Zone = dogs on-leash only
- Natural Environment Zone = dog leash optional
- Outdoor Recreation Zone areas that are not within a special use area = dog leash optional

Where a designated park trail travels through more than one park management zone, a determination of the appropriate dog management category has been made using considerations identified in the Dog Management Policy Framework. Table 3 in Appendix 4 identifies the dog management category related to each park trail in Mount Work. Trail signage will identify, in the field, the required dog management using a symbol (on-leash or off-leash), similar to the symbols that identify the permitted uses.

## Mountain Biking Guidelines

As the popularity of mountain biking increases, there is increasing demand for more and varied mountain biking opportunities. The CRD plays a role in providing mountain biking opportunities but is not able to provide all mountain biking experiences in all locations for all users. The CRD established a mountain biking advisory group and received advice and a report from this group that informed the development of the CRD's approved Mountain Biking Guidelines for Regional Parks (2020). The guidelines provide a decision-making tool for planning, developing and managing mountain biking in regional parks. They indicate that the CRD will focus on the development of cross country and all mountain trails and will further research best practices for creating opportunities for adaptive mountain biking.

The Mountain Biking Guidelines were used to assess which disciplines would be suitable for the landscape in Mount Work, the appropriate trail difficulty, the appropriate density of trails, and which technical trail features would be suitable inside and outside of the mountain biking area.

The majority of the terrain in the designated mountain biking area is steep, resulting in more advanced riding opportunities (black/double-black). Some cross country opportunities also exist inside the designated mountain biking area and some are proposed on some multiple-use or dual-use (hiking/cycling) trails outside of the mountain biking area where the landscape and terrain are less steep and have fewer technical features. The cross country routes may have long climbs and some flowy descents mixed with a few technical trail features. The majority of these trails provide a longer distance of travel. A dense network of trails exists, and is considered appropriate, within the designated mountain biking area. Elsewhere in the park, much of which is Environmental Protection Zone, mountain biking has been considered, using the guidelines along with input received from all users and interest groups.

The Designated Mountain Biking Area provides trail opportunities for beginner (green), intermediate (blue), and expert (black and double black) mountain bikers. There are 8.3 km of green trails, 19.5 km of blue trails, 12.1 km of black trails and 4.9 km of double black trails. Over time, trails within the designated mountain biking area should be optimized for mountain biking in order to enhance the experience. An opportunity may exist to consider modifying an existing trail(s) to establish a route for adaptive mountain biking trail in the future.

Outside of the designated mountain biking area, some trails have been designated for hiking and cycling or for cycling, hiking and horseback riding. The trails have been classified using IMBA standards to alert potential users of the difficulty level.

## Appendix 2: Land Acquisition & Use

### Land Acquisition and Land Use History

The initial proposal to establish a regional park, Durrance Lake Park, came in 1969 and the first parcel acquired was 12.56 hectares in 1970. The park has grown from that initial 2.56 hectares to 744.17 hectares over 50 years. Table 2 summarizes the acquisition history and further information about key parcels is provided below.

**Table 2: Land Acquisition History**

Acquisition Year	Size of Property	Property	Comments
1970	12.56 ha	Lot 51	Crown Transfer
1972	31.76 ha	Lot 64	Crown Transfer
1972	32.75 ha	Lot 64	Crown Transfer
1973	38.71 ha	Lot 56	Purchased from Kinghorn family
1974	13.37 ha	VIP 13840	Crown Grant
1974	52.02 ha	Section 25	-
1975	62.63 ha	Section 67	Crown transfer
1979	0.81 ha	Section 55	Crown Grant
1991	41.92 ha	Section 52	Transferred from City of Victoria
1991	35.68 ha	Section 51	Transferred from City of Victoria
1997	209.11 ha	VIP 64898	Surplus land transferred from CRD Hartland Landfill
2003	4.84 ha	Section 129	Transferred from CRD Environmental Services
2003	15.37 ha	Section 130	Transferred from CRD Environmental Services
2003	4.64 ha	Section 131	Transferred from CRD Environmental Services
2003	15.18 ha	Section 131	Transferred from District of Saanich
2008	64.75	Section 68	Purchased from the Barer family by The Land Conservancy; transferred from The Land Conservancy to the CRD; Ecological Gift Program requirements & Conservation Covenant apply
2009	65.96 ha	Section 63	Purchased from the Kinghorn family; Ecological Gifts Program requirements and Conservation Covenant apply
2010	0.80 ha	VIP 87787	Donated by Carrilho family
2018	27.97 ha	VIP 26902	Purchased from Kinghorn family
2020	12.10 ha	VIP 97797	Purchased from Carrilho family
2021	13.8 ha	VIP 11366 & Section 77	Purchased from Schnarr family
<b>TOTAL</b>	<b>744.17 ha</b>		<b>AS OF MAY 11, 2021</b>

Areas of particular note include, the 209 ha of surplus landfill lands acquired in 1997 from the CRD Environmental Resource Management Division to establish a designated mountain biking area within Mount Work Regional Park

and an additional 40 ha in 2003 (Section 129, Section 130 and two parts of Section 131) to expand the park and buffer the Hartland Landfill. Part of the latter acquisition includes Killarney Lake and second growth Douglas-fir forest, purchased by the Capital Regional District Environmental Services Department and transferred to Regional Parks as a green buffer to the landfill area. An additional 15.18 hectare area, immediately south of Killarney Lake, was acquired from the District of Saanich. It includes some old growth Douglas-fir and a watercourse that drains from Killarney Lake to Tod Creek.

Section 63, Highlands District (Kinghorn property) and Section 68, Highlands District (Barer property) were certified as ecologically significant under the federal Ecological Gifts Program of Environment and Climate Change Canada and were acquired with assistance from that program and The Land Conservancy (TLC). These parcels, in the central area of the park, total 130.71 ha. The southern parcel was acquired from the Barer family by TLC and transferred to the CRD for regional park purposes. The Ecological Gift Program file number for Section 68 is BC082 "Barer". The northern parcel was acquired by the CRD, also working with these organizations. Its Ecological Gift Program file number is BC108 "Corry Road" (also known as Kinghorn). These lands protect three types of forest – older second growth, old growth, and open woodland, as well as a wetland/bog. In addition, spotted and western coralroot, honeysuckle, fawn lily, shooting star, and manzanita, and red-legged frogs (blue listed) have been observed on the properties. Under the Ecological Gifts Program, the CRD must seek an authorization from Environment and Climate Change Canada before changing the use of the land, compared to the land's conditions at the time of acquisition. To further protect these two parcels, The Land Conservancy of BC holds conservation covenants on them, registered on title under Section 219 of the *Land Title Act*. The covenants set out conservation intentions and certain restrictions. The covenants and ecological gift program requirements must be upheld in management of the park. The intent at the time of acquisition was to provide a trail link through these lands to connect with the Summit Trail and create a circuit (loop) trail.

Prior to the land becoming part of the regional park, Ralph Barer and his family held the property for over ten years. The Barer family's intent for Section 68 was to use it as a managed forest, following sound forest management practices. Among other aspects, their goals included to manage it on a sustainable basis, maintaining or enhancing the biodiversity and water quality, creating representative stands and old growth over time, and provide opportunity for community awareness. Information from a management and working plan for Section 68, prepared by the family, notes that the property experienced both natural and deliberate fires and was previously logged in the 1900s. Over time, a network of access trails within the area was constructed and public foot access was permitted for recreational enjoyment. After the death of the family patriarch, in 2008 the Barer family sold the land to The Land Conservancy of BC, in part through the federal Ecological Gifts Program. The Land Conservancy placed a conservation covenant on the property and transferred it to the CRD to become part of Mount Work Regional Park.

Jim and Mary Kinghorn purchased two adjoining ¼ section lots in the spring of 1959 (Sections 56 and 63). These properties were purchased from Louis Gordon, who had a farm on Pease Lake. Access to the property was largely via a logging road on Section 57 (Carrilho property). As was common in those times, Mr. Kinghorn used logs from

the property to make and sell split-rail fence posts to cover the taxes. Later, Kinghorn started a Christmas tree farm on the property and for six or seven years sold 400-500 trees per year in Victoria. Later he sold Christmas trees to the Boy Scouts until 1971. In 1973, Kinghorn sold a portion of Section 56 (38.71 ha) to the CRD. In 2009 and 2018, second and third purchases were made from the Kinghorn family, which included Section 63 (65.96 ha) and the remainder of Section 56 (27.97 ha). These properties, referred to as The Tree Farm by the family, were well used and well loved. In 1979, Jim Kinghorn built a cabin at the south end of the property, within easy access of Corry Road. At the time, it had a view over the valley; however, today the trees have grown up and the view is gone. It was later determined that the cabin had been built just over the property line on the Barer property. At least 10 logging roads and trails were cut into the property to provide access for tree farming practices and for family use. Some of these routes have been incorporated into the official trail system in the regional park. In the spring, fawn lilies, ladyslippers, trilliums, shooting stars and yellow violets can be seen in different areas of the properties.

In 2010, the Carrilho family donated 0.80 ha, part of Section 57 to the CRD and, in 2020, the family sold an additional 12.10 ha to the CRD for a further regional park expansion. The property has been in the Carrilho family since 1959 and the parcels that are now within the regional park have remained undeveloped and have not been logged since at least 1959, though selective logging had occurred as far back as 1890. These forested portions remained undeveloped as other parts of the family property were cleared for farming. They contain first and second growth trees and those sections in the regional park are upwards of 80% Douglas-fir/Arbutus stands. There are also high riparian values along Pease Creek and a few additional seasonal creeks also exist. The provincially-listed Douglas-fir/Oregon grape ecological community is found throughout the forest on the former Carrilho property. Some informal trails and former logging roads existed previously, one in particular, a logging road to the southeast, that was visible on air photos in 1949, provided access to the Kinghorn property for a number of years. With little to no use over the past 30 years, it is no longer visible.

Corry Road, now Corry Road Trail, gets its name from the road foreman, Frederick Charles Corry, who was in charge of building both Ross-Durrance Road and Corry Road. The former road was built between the Corry ranch near Third Lake and Wallace Drive. The latter, Corry Road, was between his ranch and the Gregory property near Fork and Fizzle Lakes. A history of the Corry family (1886-2000) indicates that Frederick Charles Corry was born in Kent, England in 1856, met and married Bessie Alice (nee Pickles) in Nova Scotia when he was with the Royal Engineers, and they had nine children. It was in retirement in 1909 that Frederick Corry bought acreage in the Highlands. Mr. Corry's grandson, Michael Corry, indicated that the Surveyor General of BC, Norm Stewart, had confirmed to him that the road was built by Frederick Corry. Michael Corry also noted that Jim Kinghorn had searched out the origin of the road with the province, as it provided access to his properties, and had established that it was a legally registered road.

## **Land Encumbrances**

In addition to the encumbrances noted in Section 2.5.3, these additional encumbrances and land interest also exist.

## **Hydro Statutory Right of Way**

Statutory Right of Way A01883 was established between the City of Victoria and the BC Hydro and Power Authority in 1971 for a power corridor and related infrastructure in the Durrance Lake area. A second Statutory Right of Way, 419631, established as part of the Pike Lake to Sidney transmission line runs along the east side of the designated mountain biking area. These encumbrances permit BC Hydro to manage trees within the right of way areas.

## **Easement for Private Driveway**

An easement of approximately 880 m<sup>2</sup> allows for a portion of the driveway for a neighbouring Ross-Durrance Road property to be located on park land.

## **Province of BC Agreement**

In 1979, the province granted permission (BUS358-79) to construct, use and maintain an access to a provincial highway. This agreement allows for accesses on the north side of Durrance Road (now Durrance Close) for the Durrance Lake parking lot. The access and parking lot at Durrance Lake currently exist, so there is little implication on the park at this time.

## **Municipal Covenants and Easements**

### *City of Victoria*

Covenant ED4040, between the CRD and the City of Victoria, over Durrance Lake area and a portion of the park south of Willis Point Road was established when the City transferred those lands to the CRD (Sections 51 and 52). The covenant requires that the lands not be used except for park purposes. There are no specific restrictions beyond use for park purposes, so there is little implication for park management.

### *District of Saanich*

The District of Saanich holds two conservation covenants (EV153797 and EV153795) over three parcels that are part of the Killarney Lake area of the park. The covenants allow the CRD to use the lands for no use other than park, environmental monitoring and/or watershed management. The covenants require that the CRD ensure that park visitors do not contravene the covenant (i.e., for anything other than those uses noted above).

The District of Saanich also holds an easement (192340G), which was established between a former landowner (James White) and Saanich on Section 131. It provided Saanich access over any existing roadway on the south easterly section of the Killarney Lake area. An access trail now follows the former road. Although this easement remains, it has limited implications for the park.

### District of Highlands

In 2010, covenants were registered on title to a private property fronting on Ross-Durrance Road (FB338630, FB338632). These covenants are held by the District of Highlands and require that if a building site is located on the property and being more than 1,000 feet (305 m) from a major water source (large cistern, dry hydrant), a small cistern is required within 50-100 feet (15-30 m) of the building site. In 2020, the CRD purchased a lot that was subdivided from the original covenanted land. Given that covenants are registered on title and transfer with the land, these covenants apply to what is now in the park (former Carrilho property). No building site has been or is expected to be developed on the property acquired by the CRD, so there is no implication for park management.

### **CRD-Held Interests**

A first right of refusal is registered in favour of the CRD on Lot 1, Section 25, Highlands District. This gives the CRD the first right to acquire the land in the event of sale of the property. This property is surrounded on three sides by park land and fronts on Ross-Durrance Road.

The CRD holds a conservation covenant on a large private property on Millstream Lake Road adjacent to Mount Work. The intent of the covenant is the long-term preservation, protection, and restoration of the ecosystems and biodiversity of the lands.



Accessible trail, Munn Road Access

## Appendix 3: Ecological Background

Mount Work Regional Park is within the Gowlland Range, a low, small mountain range just east of the Saanich Inlet and south of Brentwood Bay. The Gowlland Range is part of the larger Vancouver Island Ranges, which in turn form part of the Insular Mountains on Vancouver Island. The topography in most of the park is relatively steep, with Mount Work's summit, at 450 m, being the highest point in the Gowlland Range. The ridges of land that run through the park are aligned in a north-south direction. Lower elevations exist around the perimeter of the park, near the lakes.

The six sensitive ecosystems, mapped by provincial/federal Sensitive Ecosystem Inventory (2004) that exist in the park are Woodland, Terrestrial Herbaceous, Mature Forest, Riparian, Wetland, and Older Second Growth. These are described below.

**Woodland ecosystems** are dry, open deciduous or mixed forests dominated by Garry oak, arbutus, and/or Douglas-fir. They are generally restricted to south-facing slopes, ridges and knolls where soils are shallow and extremely dry in the summer. The dry conditions prevent the development of dense forests. Woodland ecosystems provide habitat for a wide variety of plants, insects, reptiles and birds. They are threatened and are officially designated as nationally, provincially and regionally rare.

**Terrestrial herbaceous ecosystems** are natural grasslands, open meadows and sparsely vegetated hill tops and rock outcrops. They are made up predominantly by ground covers such as lichens and mosses, low growing grasses and other non-woody stemmed plants. They are highly important habitats for rare butterflies, wildflowers and lichens and are highly fragile. These ecosystems are often interspersed with woodlands

**Older (Mature) forest ecosystems** are conifer-dominated forest stands, usually between 100-250 years old. They may have up to 25% canopy cover in deciduous tree species. They support high diversity, provide habitat for a variety of plants and animals, and serve as links between habitats. They also play an important role in the capture and storage of carbon dioxide and the fight against climate change. Left undisturbed, they have potential to become old growth forests.

**Riparian ecosystems**, found along the edges of creeks and streams, lakes, ponds, and marshes, support distinct plant communities that cannot exist in upland areas. These ecosystems support exceptionally high numbers of species because they tend to include three important habitat components needed by wildlife—water, shelter and food.

**Wetland ecosystems** may be bogs, fens, marshes, swamps or wet meadows. Wetlands are characterized by plant communities that are adapted to or require wet conditions and fluctuating water tables. They aid in groundwater recharge and flood control and provide key breeding and feeding areas for birds, insects and amphibians.

**Older second growth ecosystems** are coniferous or mixed stands typically between 60-100 years old that have been previously modified. They provide essential habitat, serve as important buffers and will become more structurally diverse as they age.

The six provincially-listed sensitive ecological plant communities in Mount Work are described below.

### **Douglas-fir – dull Oregon-grape**

This is the most abundant ecological community at Mount Work Regional Park and historically would have dominated the forests of Southeastern Vancouver Island. Generally, the Douglas-fir dominated canopy has well developed vertical structure and grand fir and Western redcedar with patches of bigleaf maple and red alder may exist. The shrub layer is moderate to dense and dominated by dull Oregon-grape, salal and oceanspray, while the herb layer is generally sparse. It is a late successional to climax forest with a fire-dominated disturbance regime. Within Mount Work and the surrounding areas, canopy is currently predominantly young and its ecological integrity is considered to be fair. Within the park, ecological integrity is likely better than outside of the park, due to lower fragmentation and conversion.

### **Douglas-fir – arbutus**

This mixed woodland occurs primarily on hillsides and rocky knolls with dry southern exposures. Within the park, only one polygon has been mapped; however, it is likely that more area exists. The canopy is dominated by Douglas-fir and arbutus and may include some lodgepole pine. Garry Oak may be found occasionally within this community. Both the shrub and herb layers are extremely variable in cover and development, relating to the soil depth. Common shrubs are ocean spray and dull Oregon-grape, while the herb layer is often dominated by grasses with some wildflowers.

### **Western red cedar – vanilla leaf**

This ecological community typically occurs on flats and in depressions, as it relies on a strongly fluctuating water table that is moist in the winter and slightly dry in the summer. Western red cedar dominates with big leaf maple and grand fir occurring in low numbers. The shrub layer is moderately developed with western flowering dogwood and cascara as the dominant tall shrubs and dull Oregon-grape, salal and baldhip rose making up the low shrub component. The herb layer is well-developed, dominated by sword fern, three-leaved foamflower and vanilla leaf. Mosses are abundant. There are few known occurrences of the ecological community and it is considered to be moderately vulnerable.

### **Red alder – slough sedge**

This ecological community occurs in low lying areas and is characterized by strongly fluctuating water tables with winter flooding. It is extremely rare and has experienced a large decline, primarily due to land conversion. The closed deciduous canopy is often completely dominated by red alder, although black cottonwood may be present. Very small amounts of western red cedar can occur but, in general, conifers are suppressed by the flooding. The shrub layer is typically dominated by common snowberry and red-osier dogwood with smaller amounts of pacific

crab-apple and black twinberry. The herb layer is dominated by slough sedge with a component of sword fern and false lily-of-the-valley. There is no significant moss layer in this ecological community.

### **Lodgepole pine – peat mosses**

Within the Coastal Douglas-fir zone, this late successional community occurs where the water table is at or just below the surface and vegetation is saturated for most of the year. It is classified as a treed bog; however, the tree layer is often sparse and is dominated by lodgepole pine, with occasional western hemlock and western red cedar. The shrub layer can be extensive in cover, dominated by Labrador tea, salal and sometimes with bog laurel. The herb layer is typically sparse and the moss layer can be quite variable, actually dominated by feather-mosses with some peat mosses.

### **Grand Fir - dull Oregon-grape**

This forested ecological community within the Coastal Douglas-fir zone occurs on nutrient rich, dry to mesic sites, on all aspects of mid-slopes. Mature stages of this community are largely closed coniferous forest of Douglas-fir, grand fir and western red cedar. There is a very dense shrub, dominated by salal, dull Oregon-grape, baldhip rose and often oceanspray, red huckleberry and Saskatoon berry. The herb layer is sparse, with low lying cover often consisting of bearded fescue, sword fern, western trillium, and vanilla leaf. The moss layer is dense, dominated largely by Oregon beaked moss and palm tree moss, and may include step moss. Fire or wind throw result in all-age stand structures. This community has experienced significant decline over the last 50-150 years, as a result of over harvesting and urban, commercial and agricultural development.

Three species at risk have critical habitat within the park that has been identified through federal species at risk recovery plans—Sharp-tailed snake, Western Painted Turtle, and Blue-grey Tailedropper. In addition, a provincial specialist has further identified key habitat for Sharp-tailed snake within Mount Work. These species are described below:

#### **Sharp-tailed Snake (Red-listed provincially and Endangered under SARA)**

These are small, non-venomous, smooth scaled snakes whose bodies are about the thickness of a pencil. They are brown in colour, have a blunt-nosed head and a small sharp spur at their end. Their habitat includes open canopy woodlands (e.g., arbutus and Garry oak) and sparsely forested/treeless rocky openings. The species at risk recovery plan identifies critical habitat within Mount Work Regional Park.

#### **Western Painted Turtle (Red-listed provincially (Pacific Coast population) and Endangered under SARA)**

These turtles require shallow waters in ponds, lakes, or marshes for habitat. They bask on floating logs, branches and other objects. They nest on land adjacent to their aquatic food source, usually within 200 m and typically on south-facing slopes in well-drained sites with minimal plant cover. Western painted turtles have been observed in Durrance Lake in the past, along with non-native turtles. The federal recovery strategy identifies critical habitat along some streams that are within 3 km of known populations to the south and west of the park. Given the forested nature of the park creeks, their use for nesting, feeding and breeding may be limited.

**Blue-grey Taildropper** (Blue-listed provincially and Threatened under SARA)

The Taildropper is a small slender slug that is often a brilliant bluish colour. Southern Vancouver Island is at the northern extent of its distribution. It requires mature forest or maturing second growth forest with leaf litter as habitat because it feeds on fungi. They require high air moisture and are susceptible to dehydration. Slugs play an important role as decomposers and soil builders, as well as prey for various predators. This species at risk has been documented in the park and the recovery plan for Blue-grey Taildroppers identifies critical habitat within Mount Work Regional Park.

Six other federally-listed species at risk, Western Screech Owl, Northern Red-legged Frog, Threatened Vertigo, Townsend's Big-eared Bat, Audouin's Night-stalking Tiger Beetle, and Howell's Violet have been documented, observed or heard in the park, or the park ecosystems provide potential habitat for them.

**Western Screech Owl** (Blue-listed provincially (kennicotti subspecies) and Threatened under SARA)

These owls require habitat in coniferous and mixed forest and often associated with riparian woodlands with big leaf maples. Park neighbours have noted Western screech owls in the vicinity of the park, but no official data verifies this occurrence.

**Northern Red-legged Frog** (Blue-listed provincially and Special Concern under SARA)

Red-legged frogs are named for the red translucent colour on the undersides of their legs. They are a brown to reddish-brown bodied frog with a dark eye mask. Both terrestrial and aquatic habitat is required and the frog is often found in wetland areas surrounded by forests. Staff of The Land Conservancy of BC noted having seeing one along the Barer Forest Trail, but no official data verifies this occurrence.

**Threaded Vertigo** (Blue-listed provincially and Special Concern under SARA)

The Treaded Vertigo is a snail that lives in low elevations with moist mixed-wood forests and requires big-leaf maple bark as habitat.

**Townsend's Big-eared Bat** (Blue-listed provincially and not listed under SARA)

This is primarily a cave and mine-dwelling species. They may also use large trees to hibernate in over winter when insects are not abundant. The Gulf Islands has the largest wintering colony known in BC and they generally range within a 20-30 kilometers radius, which would include the park. No official data verifies occurrences in Mount Work.

**Audouin's Night-stalking Tiger Beetle** (Red-listed provincially, Threatened under SARA)

This Tiger Beetle inhabits low elevation coastal terrain, typically within 3 km of the saltwater shoreline. Adults are ground crawlers, love heat and wander in forest meadows that consist of open sunny sites. This beetle is restricted to a small area in the Georgia Basin.

**Howell's Violet** (Red-listed provincially)

This perennial herb grows from a rhizome and is typically 2-10 cm tall. Its habitat includes moist woodlands and

forests in low lying areas grassland/shrub meadows. It is rare on southern Vancouver Island.



A winter view in Mount Work

# Appendix 4: Trail Plan Information

**Table 3: Trail Plan Chart**

Trail Name	Park Zoning	Permitted Use	Dog Management Requirement
<b>Central Area</b>			
Barer Forest Trail	Environmental Protection	Hike/Bike	On-leash
Bubble Wrap Trail	Environmental Protection	Hike/Bike	On-leash
Corry Road Trail	Environmental Protection	Hike/Bike/Horse	Leash optional*
Manzanita Trail*	Environmental Protection	Hike Only	On-leash
Mons Trail*	Environmental Protection	Hike/Bike	On-leash
Raven Ridge Trail	Environmental Protection	Hike Only	On-leash
Shooting Star Trail (formerly Wedding Trail)	Environmental Protection	Hike/Bike	On-leash
Southern Cross Trail	Environmental Protection	Hike/Bike	On-leash
Summit Trail* **	Environmental Protection	Hike Only	On-leash
Tree Farm Trail	Environmental Protection	Hike Only	On-leash
Woodland Way Trail	Environmental Protection	Hike Only	On-leash
Potential future trail (to link potential future parking area to Corry Rd Trail)	Environmental Protection	Hike Only	On-leash
<b>Designated Mountain Biking Area</b>			
<b>Double Black Diamond Trails</b>			
Big Whoop	Outdoor Recreation	Mountain Biking	Dogs not permitted
Birth Control Upper*	Outdoor Recreation	Mountain Biking	Dogs not permitted
Birth Control Lower*	Outdoor Recreation	Mountain Biking	Dogs not permitted
Falling Satellites	Outdoor Recreation	Mountain Biking	Dogs not permitted
Green Ribbon	Outdoor Recreation	Mountain Biking	Dogs not permitted
Hot Cherry*	Outdoor Recreation	Mountain Biking	Dogs not permitted
Lower Orange Crush	Outdoor Recreation	Mountain Biking	Dogs not permitted
Mother Hucker	Outdoor Recreation	Mountain Biking	Dogs not permitted
Organ Donor	Outdoor Recreation	Mountain Biking	Dogs not permitted
Small Craft Warning	Outdoor Recreation	Mountain Biking	Dogs not permitted
Upper Daryl's Dive	Outdoor Recreation	Mountain Biking	Dogs not permitted
Upper Organ Donor	Outdoor Recreation	Mountain Biking	Dogs not permitted
<b>Black Diamond Trails</b>			
Axe Hole*	Outdoor Recreation	Bike/Hike	On-leash

Daryl's Dive	Outdoor Recreation	Bike/Hike	On-leash
Dave's Dementia*	Outdoor Recreation	Bike/Hike	On-leash
Diaphram	Outdoor Recreation	Bike/Hike	On-leash
Diaphram Connector	Outdoor Recreation	Bike/Hike	On-leash
Extension Ladder	Outdoor Recreation	Bike/Hike	On-leash
Fire Drill Rolly Ridge Link	Outdoor Recreation	Bike Hike	On-leash
Harem-Scarem*	Outdoor Recreation	Bike/Hike	On-leash
Huge Ribbon	Outdoor Recreation	Bike/Hike	On-leash
Inventive	Outdoor Recreation	Bike/Hike	On-leash
Jelly Roll	Outdoor Recreation	Bike/Hike	On-leash
Lemming's Run	Outdoor Recreation and No park zone on Hartland Landfill lands	Bike/Hike	On-leash
Lost Trail	Outdoor Recreation and No park zone on Hartland Landfill lands	Bike/Hike	On-leash
Lumpy Pants	Outdoor Recreation	Bike/Hike	On-leash
Mindbender	Outdoor Recreation	Bike/Hike	On-leash
Old Payoff	Outdoor Recreation and No park zone on Hartland Landfill lands	Bike/Hike	On-leash
Old Payoff Connector	Outdoor Recreation	Bike/Hike	On-leash
Orange Crush	Outdoor Recreation	Bike/Hike	On-leash
Phase Two	Outdoor Recreation	Bike/Hike	On-leash
Prybar**	Outdoor Recreation	Bike/Hike	On-leash
Rock Bottom	Outdoor Recreation	Bike/Hike	On-leash
Rolly Ridge	Rolly Ridge	Rolly Ridge	Rolly Ridge
Say Ahh Connector	Outdoor Recreation	Bike/Hike	On-leash
Seven	Outdoor Recreation	Bike/Hike	On-leash
Short Cut	No park zone on Hartland Landfill lands	Bike/Hike	On-leash
Snakes and Ladders**	Outdoor Recreation and No park zone on Hartland Landfill lands	Bike/Hike	On-leash
Southern Cross	Outdoor Recreation	Bike/Hike	On-leash
Step Ladder	Outdoor Recreation and No park zone on Hartland Landfill lands	Bike/Hike	On-leash
Switchback	Outdoor Recreation	Bike/Hike	On-leash
The Plunge	Outdoor Recreation	Bike/Hike	On-leash
Twister**	Outdoor Recreation and No park zone on Hartland Landfill lands	Bike/Hike	On-leash
WYD **	No park zone on Hartland Landfill lands	Bike/Hike	On-leash
90s Jank	Outdoor Recreation	Bike/Hike	On-leash

<b>Blue Trails</b>			
Bottom Feeder	Outdoor Recreation	Bike/Hike	On-leash
Centerfold	Outdoor Recreation and No park zone on Hartland Landfill lands	Bike/Hike	On-leash
Crazy Horse* **	Outdoor Recreation	Bike/Hike	On-leash
Crossover	Outdoor Recreation	Bike/Hike/Horse	On-leash
Dave's Line (currently black; changing to blue in the long term)	Outdoor Recreation	Bike/Hike	On-leash
Don't Ask Don't Tell*	Outdoor Recreation	Bike/Hike	On-leash
Emergency 1	Outdoor Recreation	Bike/Hike	On-leash
Emergency 2	Outdoor Recreation	Bike/Hike/Horse	On-leash
Fire Drill	Outdoor Recreation	Bike/Hike/Horse	On-leash
Fun Trail	Outdoor Recreation	Bike/Hike	On-leash
Get Wet*	Outdoor Recreation	Bike/Hike	On-leash
Heads Up	Outdoor Recreation	Bike/Hike	On-leash
Kokanee Highway	Outdoor Recreation	Bike/Hike	On-leash
Little Face	Outdoor Recreation	Bike/Hike	On-leash
Madonna	Outdoor Recreation	Bike/Hike	On-leash
Madonna Connector	Outdoor Recreation	Bike/Hike	On-leash
Middle Earth	Outdoor Recreation	Bike/Hike	On-leash
N Trail	Outdoor Recreation	Bike/Hike	On-leash
Night Shift**	No park zone on Hartland Landfill lands	Bike/Hike	On-leash
Northridge**	Outdoor Recreation	Bike/Hike	On-leash
Northwest Passage	Outdoor Recreation	Bike/Hike	On-leash
One Less Car	Outdoor Recreation	Bike/Hike	On-leash
Over Dive	Outdoor Recreation	Bike/Hike/Horse	On-leash
Painless	Outdoor Recreation	Bike/Hike	On-leash
R 'n R	Outdoor Recreation	Bike/Hike	On-leash
Ruff 'n Roll	Outdoor Recreation	Bike/Hike	On-leash
Ruffles	Outdoor Recreation	Bike/Hike	On-leash
Say Ahh	Outdoor Recreation	Bike/Hike/Horse	On-leash
Shock Treatment	Outdoor Recreation	Bike/Hike	On-leash
Sidewinder	Outdoor Recreation	Bike/Hike	On-leash
Skull	Outdoor Recreation	Bike/Hike	On-leash
Sofa King	Outdoor Recreation	Mountain biking	On-leash
Southridge	Outdoor Recreation	Bike/Hike	On-leash

(currently black; changing to blue)			
Southridge Loop	Outdoor Recreation	Bike/Hike	On-leash
The Plunge Extension	Outdoor Recreation	Bike/Hike	On-leash
Torpedo Run	Outdoor Recreation	Mountain biking	On-leash
Trillium**	Outdoor Recreation	Bike/Hike	On-leash
Two Trees	Outdoor Recreation	Bike/Hike	On-leash
Waterworks	Outdoor Recreation	Bike/Hike	On-leash
Waterworks-Dave's Line Connector	Outdoor Recreation	Bike/Hike	On-leash
Woodridge Place Access	Outdoor Recreation	Bike/Hike/Horse	On-leash
<b>Green Trails</b>			
Connector*	Outdoor Recreation	Bike/Hike	On-leash
Easy Rider	No park zone on Hartland Landfill lands	Bike/Hike	On-leash
Regional Trail*	Outdoor Recreation	Bike/Hike/Horse	On-leash
Regional Trail Link*	Outdoor Recreation	Bike Hike/Horse	On-leash
Second Avenue	Outdoor Recreation	Bike/Hike/Horse	On-leash
Second Avenue- Regional Connector	Outdoor Recreation	Bike/Hike/Horse	On-leash
<b>Push Up Trails</b>			
Organ Donor Push Up	Outdoor Recreation	Mountain Biking	Dogs not permitted
Torpedo Push Up	Outdoor Recreation	Mountain Biking	Dogs not permitted
<b>Durrance Lake Area</b>			
Durrance Lake Trail (north side of lake and where co-located with Taildropper Trail)	Outdoor Recreation	Bike/Hike	On-leash
Durrance Lake Trail (remainder)	Environmental Protection	Hike Only	On-leash
Sharptail Trail	Environmental Protection	Hike Only (this trail will be changed to hike/cycle in future if BC Parks allows cycling in Partridge Hills (no Mt. Work management plan amendment needed))	On-leash

Taildropper Trail	Environmental Protection	Bike/Hike	On-leash
<b>Killarney Lake Area</b>			
Beach Access Trail	Environmental Protection	Bike/Hike/Horse	On-leash
Beach Link Trail	Environmental Protection	Hike Only	On-leash
Climbers Access Trail	Environmental Protection	Hike Only	On-leash
Hartland Access Trail	Environmental Protection	Hike Only	On-leash
Killarney Lake Trail	Environmental Protection	Hike/Horse	On-leash
Meadowbrook Trail	Environmental Protection	Bike/Hike/Horse	On-leash
Overlook Trail	Environmental Protection	Hike Only	On-leash
<b>West Area</b>			
McKenzie Bight Trail	Environmental Protection	Bike/Hike/Horse	On-leash
Environmental Protection	Environmental Protection	Hike Only	On-leash

Note:

Some trails may be renamed based on work with First Nations or SIMBS.

\*These trails have been identified as possible trails for initial renaming consideration.

\*\*Trails or trail sections on Hartland Landfill lands are scheduled to be closed.

# Appendix 5: Initial Infrastructure Cost Estimates

Most of the actions in the management plan are conceptual in nature, and the scope, design and cost details will be established at the project stage. Management actions may be implemented through a mix of budgets, including core budget, capital budget, and/or special funding, such as grants. Implementation of specific park management actions is subject to availability of staff and financial resources and must be considered in relation to other priorities in the Regional Parks system. The chart below illustrates the costs for the infrastructure that can currently be estimated (2022 estimates). Other proposed management actions and infrastructure not listed in this table will be costed at the time of project planning.

**Table 4: Initial Infrastructure Cost Estimates**

Location & Infrastructure	Estimated Cost	Implementation Timing
<b>Kilarney Lake</b>	\$305,500	short term
Single Toilet (\$70,200)		
2 tables (\$3,900)		
Equestrian mounting block (\$3,900)		
Horse bridge (\$227,500)		
<b>Designated Mountain Biking Area</b>	\$130,000	short term
Covered staging/TTA viewing area (\$130,000)		
<b>Willis Road Primary Access</b>	\$343,200	short term
Design (\$260,000)		
Single Toilet (\$70,200)		
Information Kiosk (\$13,000)		
<b>Durrance Lake</b>	\$114,400	
2 tables (\$3,900)		medium term
Double Toilet (\$97,500)		medium term
Information Kiosk (\$13,000)		short term
<b>Whole Park</b>	\$19,500	short term
Trail signage (\$19,500)		short term
	<b>TOTAL \$912,600</b>	

**MOUNT WORK REGIONAL PARK – MANAGEMENT PLAN  
ENGAGEMENT PROCESS FLOWCHART**

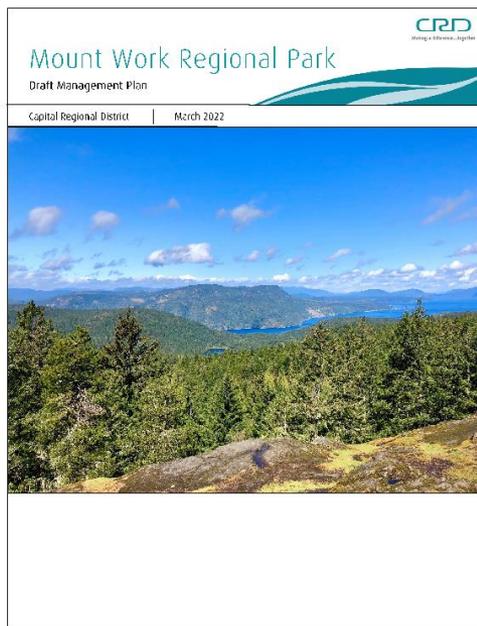
**March 2022**

The original flow chart was provided to the Capital Regional District (CRD) Board in June 2020 as part of a staff report outlining the scope for Mount Work management planning and the proposed engagement process. The process has taken longer than originally anticipated and the chart below has been updated for 2022.

<b>Announce Project</b>	
<ul style="list-style-type: none"> <li>Announce the project publicly through social media and media release following CRD Board approval to initiate</li> </ul>	2 <sup>nd</sup> Quarter 2020 <b>completed</b>
<b>Prepare for Engagement</b>	
<ul style="list-style-type: none"> <li>Create/post project webpage</li> <li>Create/post public awareness information (e.g., in-park signs)</li> <li>Develop any necessary digital tools (e.g., webinar, online displays)</li> <li>Create initial input survey</li> </ul>	3 <sup>rd</sup> Quarter 2020 <b>completed</b>
<b>Initial Engagement</b>	
<ul style="list-style-type: none"> <li>Engage with First Nations <i>(Note: initial engagement with WLC continued through September 2021)</i></li> </ul>	3 <sup>rd</sup> Quarter 2020 - 3 <sup>rd</sup> Quarter 2021 <b>completed</b>
<ul style="list-style-type: none"> <li>Notify/engage with local, regional, provincial and federal agencies and key stakeholders</li> </ul>	3 <sup>rd</sup> Quarter - 4 <sup>th</sup> Quarter 2020 <b>completed</b>
<ul style="list-style-type: none"> <li>Post online information and input survey for initial public engagement</li> </ul>	4 <sup>th</sup> Quarter 2020 <b>completed</b>
<ul style="list-style-type: none"> <li>Analyze comments received <i>(Note: With over 9,000 comments received, analysis of initial input took longer to complete)</i></li> </ul>	4 <sup>th</sup> Quarter 2020 - 2 <sup>nd</sup> Quarter 2021 <b>completed</b>
<ul style="list-style-type: none"> <li>Report on initial public engagement <i>(Note: With more than 9,000 comments received, initial engagement reporting took longer to complete. Initial Engagement Report was completed in 1<sup>st</sup> Quarter; Addendum Report was completed in May 2021)</i></li> </ul>	1 <sup>st</sup> Quarter 2021 - 2 <sup>nd</sup> Quarter 2021 <b>completed</b>
<b>Draft the Management Plan</b>	
<ul style="list-style-type: none"> <li>Prepare Draft Management Plan</li> </ul>	4 <sup>th</sup> Quarter 2020 - 1 <sup>st</sup> Quarter 2022 <b>completed</b>

<b>Prepare for Engagement on Draft Management Plan</b>	
• Create input survey for draft plan	1 <sup>st</sup> Quarter 2022 <b>in progress</b>
• Develop necessary digital tools for engagement (e.g., newsletter #2, Bang the Table engagement platform, online displays)	1 <sup>st</sup> Quarter 2022 <b>in progress</b>
• Develop advertising for engagement process	1 <sup>st</sup> Quarter 2022 <b>in progress</b>
• Update public information (e.g., webpage, in-park signs/posters)	2 <sup>nd</sup> Quarter 2022
• Prepare for online (zoom) open house	2 <sup>nd</sup> Quarter 2022
• CRD Board approval to release the Draft Management Plan for public review	2 <sup>nd</sup> Quarter 2022
<b>Engagement on Draft Management Plan</b>	
• Refer draft plan to First Nations, key government agencies and key stakeholders and seek their review and comments	2 <sup>nd</sup> Quarter 2022
• Notify public about engagement opportunities (survey, open house)	2 <sup>nd</sup> Quarter 2022
• Host public engagement	2 <sup>nd</sup> Quarter 2022
• Analyze input received	2 <sup>nd</sup> Quarter 2022
• Report on public engagement	1 <sup>st</sup> Quarter 2023
<b>Finalize Management Plan</b>	
• Finalize recommended management plan	3 <sup>rd</sup> to 4 <sup>th</sup> Quarter 2022
<b>Endorsement &amp; Approval of Management Plan</b>	
• Update project webpage to include notice of Regional Parks Committee meeting date and potential CRD Board meeting date	1 <sup>st</sup> Quarter 2023
• Regional Parks Committee meeting	1 <sup>st</sup> Quarter 2023
• CRD Board meeting	1 <sup>st</sup> Quarter 2023
• Send notices re: management plan approved	1 <sup>st</sup> Quarter 2023

# Mount Work Regional Park Draft Management Plan



Highlights Presentation for the  
Regional Parks Committee  
March 23, 2022

# Management Planning Process

CRD

**Project initiated by CRD Board**

May-June 2020



**Initial engagement**

Summer-Fall 2020



**Drafting management plan**

Winter 2020-Spring 2022



**Engagement on draft plan**

Spring -Summer 2022

← WE ARE HERE



**Finalize management plan**

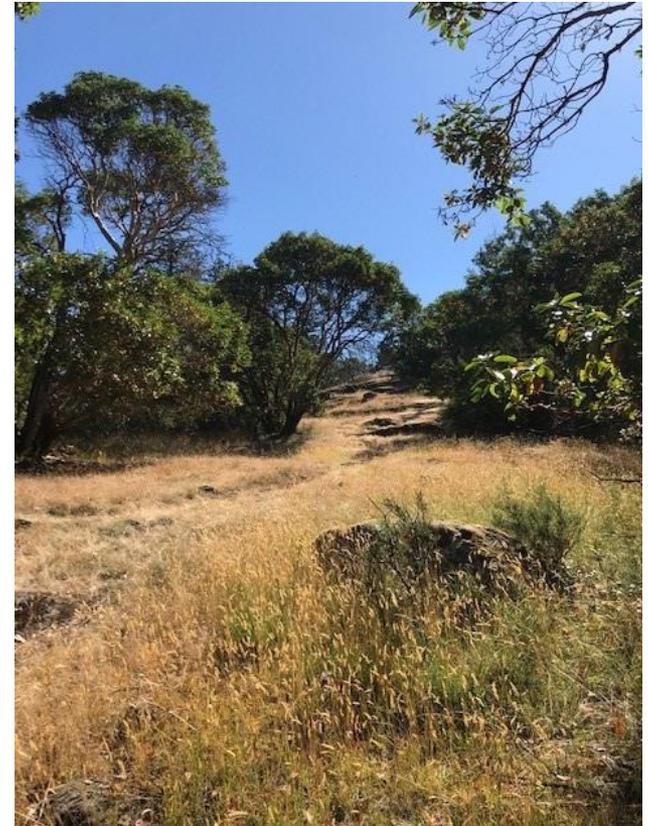
Fall-Winter 2022



**Seek CRD Board approval**

## Mount Work Regional Park

- Is known as WMÍYEʔEN (Wh-o-myathen) by the WSÁNEĆ Peoples
- Is located at the base of the Saanich Peninsula
- Is part of the Coastal Douglas Fir biogeoclimatic zone
- Protects 6 sensitive ecosystems, 6 “at risk” plant communities and 4 species at risk
- Has 3 lakes—Durrance, Killarney, and Pease
- Offers 85 km of trails, including hiking, mountain biking, and equestrian opportunities and lake-based activities, including swimming, fishing and picnicking



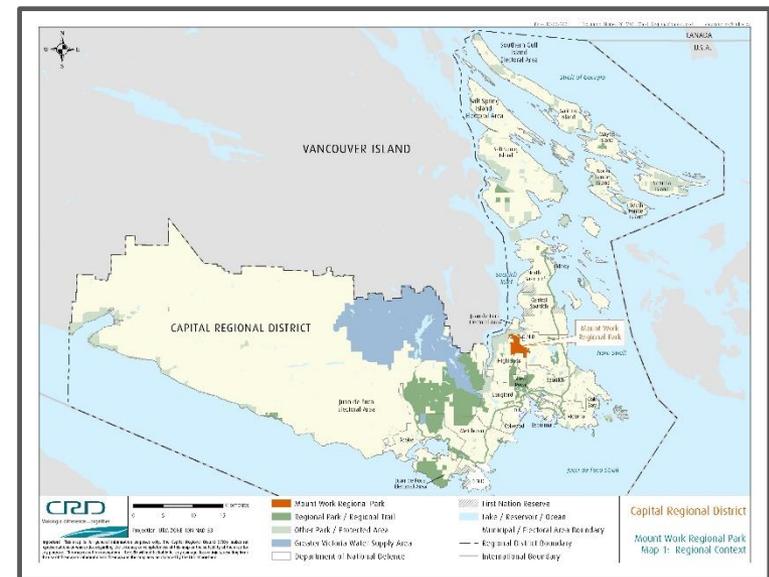
## Classification: Regional Natural Area

- Important areas that protect natural environment and provide for a range of appropriate outdoor experiences and activities.
- Where they contain sensitive and threatened ecosystems, conservation will be priority.

## Current size: 744 hectares

- Ongoing acquisitions since 1970s.
- Two parcels acquired through federal Ecological Gifts Program and restrictions exist.

## Current use levels: 300,000+ visits/year



## Conservation Values

- Nearly 85% of the park is provincially identified as sensitive ecosystems

## Cultural Heritage Values

- Many First Nations cultural sites exist in park (shelter areas, hunting and harvesting areas, cultural sites)

## Recreation Values

- Regionally significant mountain biking, hiking, swimming and fishing areas in park
- Connects with Gowlland Tod Provincial Park

The purpose of the vision is to express the desired end state in 15 years.

Proposed vision:

“The delicate balance between conservation and recreation is well maintained, with a mix of areas providing engaging recreational activities and undeveloped areas maintained for nature. Park visitors appreciate both the physical and mental health benefits of recreating in nature and the need to steward the park lands for nature.

There is significance in the past, the present and the future use of this area. The principles of friendship and respect are shown to First Nations by working cooperatively to ensure that First Nation peoples feel welcome on their traditional lands, Indigenous knowledge is incorporated into ongoing park management and park values are available to the next generations.

Research, educational programs, and partnering opportunities are fostering a greater understanding of the natural, cultural and recreational environment of the park, a desire to help protect those different values and ongoing respect between park visitors.”

## Environmental Goal

To protect park ecological values from negative impacts.

## Cultural Heritage Goal

To support First Nations cultural practices within Mount Work and to minimize disturbance to known First Nations cultural features and practices in the park.

## Visitor Use Goal

To provide a diversity of high quality recreational opportunities related to trail and lake use that connect people to nature and accommodate visitors with different interests, ages and abilities.

## Land Acquisition

To continue to expand Mount Work, through land donations and acquisitions, to foster recreation and/or conservation opportunities.



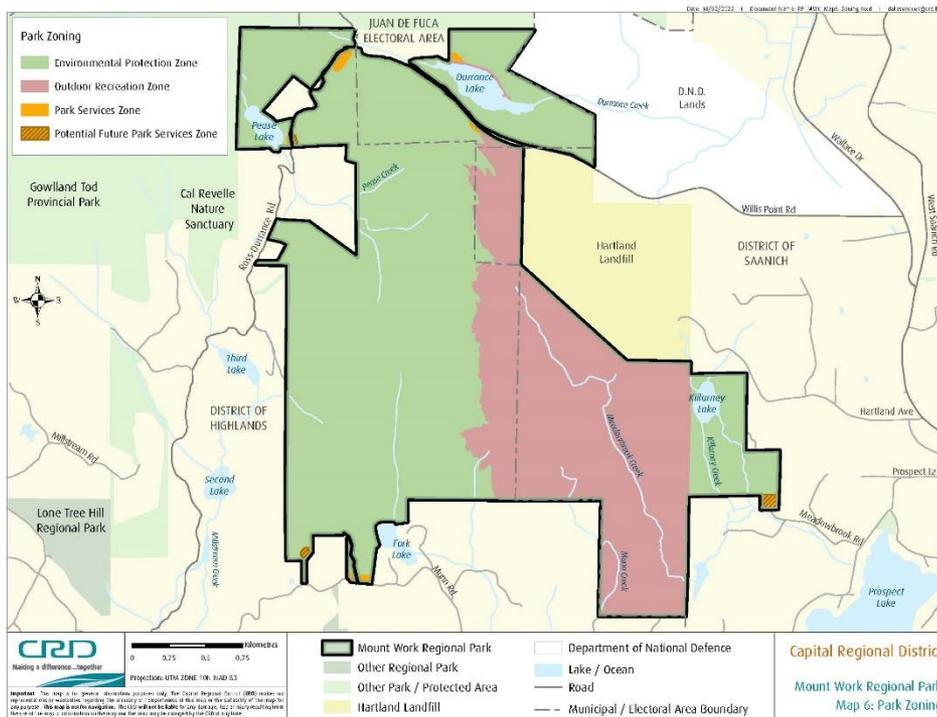
# Proposed Park Zoning

Three zones used:

**Environmental Protection** – 65% of park / 482 hectares

**Outdoor Recreation** – 34% of park / 250 hectares

**Park Services** – 0.6% of park / 4.5 hectares



To meet interests heard through the initial engagement process, the draft plan proposes:

- A mix of single-use, dual-use and multiple-use trails
- Approximately 85 km of official trails (50 km of these in designated mountain biking area)
- 25 hectare expansion of the designated mountain biking area (including 5 km of trails)
- Improvements to many trails to better protect natural values, improve visitor experience or increase safety
- Close/decommission unsanctioned trails and where feasible rehabilitate these areas
- The CRD works with BC Parks regarding trails that link between the regional park and provincial park

# Park Development Concepts

The development concept is the plan for how the park will be developed—anticipated major infrastructure, management actions, significant changes proposed.

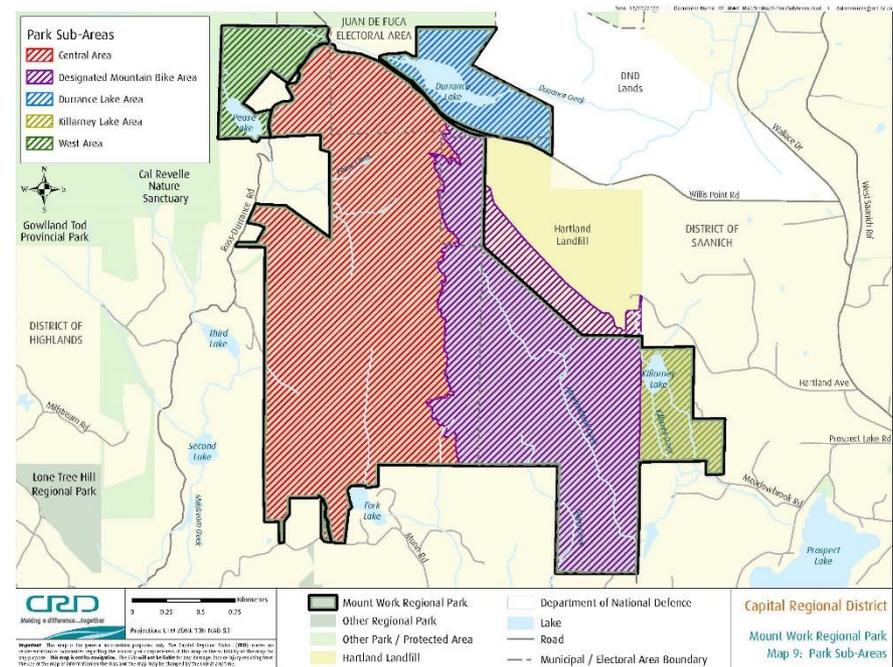
**Durrance Lake**

**Designated Mountain Biking Area**

**Killarney Lake**

**Central Area**

**West Area**



Approximately 40 actions are proposed in the draft management plan. Example actions include:

- **Action with First Nations:** Work cooperatively with interested First Nations on project of mutual interest or mutual benefit
- **Ongoing Action:** Continue the agreement with South Island Mountain Biking Society
- **Whole Park Action:** Develop and implement a trail decommissioning plan
- **Durrance Lake Area action:** Explore opportunities to connect cycling trail to Gowlland Tod Provincial Park
- **Designated Mountain Biking Area action:** Develop visitor facilities near technical training area
- **Killarney Lake Area action:** Develop visitor facilities at/by beach
- **Central Area action:** Develop new primary access on south side of Willis Point Road.
- **West Area action:** Develop an agreement with BC Parks regarding provincial park use of regional park lands.

# Plan Implementation

Location & Infrastructure	Estimated Cost	Implementation Timing
<b>Killarney Lake</b>	<b>\$305,500</b>	<b>short term</b>
Single Toilet (\$70,200)		
2 tables (\$3,900)		
Equestrian mounting block (\$3,900)		
Horse bridge (\$227,500)		
<b>Designated Mountain Biking Area</b>	<b>\$130,000</b>	<b>short term</b>
Covered staging/TTA viewing area (\$130,000)		
<b>Willis Road Primary Access</b>	<b>\$343,200</b>	<b>short term</b>
Design (\$260,000)		
Single Toilet (\$70,200)		
Information Kiosk (\$13,000)		
<b>Durrance Lake</b>	<b>\$114,400</b>	
2 tables (\$3,900)		medium term
Double Toilet (\$97,500)		medium term
Information Kiosk (\$13,000)		short term
<b>Whole Park</b>	<b>\$19,500</b>	<b>short term</b>
Trail signage (\$19,500)		short term
	<b>TOTAL</b>	
	<b>\$912,600</b>	



**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4472**

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**A BYLAW TO AMEND THE SOUTHERN GULF ISLANDS STORMWATER  
QUALITY MONITORING SERVICE (BYLAW NO. 2452)**

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**WHEREAS:**

- A. Under Bylaw No. 2452, "Outer Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996", the Regional Board established a service to control pollution in stormwater runoff from land (the "Service");
- B. On December 7, 2001, the name of the Outer Gulf Islands Electoral Area was changed to Southern Gulf Islands Electoral Area by Order-in-Council 1049/2001; and
- C. The Board wishes to amend Bylaw No. 2452 to provide further clarification on what is contained as part of the operation of the Service and to modernize language now required in establishing bylaws under the *Local Government Act*, RSBC 2015, c 1, and the Electoral Area Director has consented in writing per s. 349(2) and 347 of the *Local Government Act*;

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

- 1. Bylaw No. 2452, "Outer Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996" is hereby amended as follows:
  - (a) By replacing section 1(a) in its entirety with the following:
    - 1(a) The extended service being established, and to be operated is:
      - i. the control of pollution in stormwater runoff from land;
      - ii. watershed assessment, protection and enhancement;
      - iii. groundwater monitoring, assessment, and protection;
      - iv. investigation and implementation of reclaimed water programs; and
      - v. other related activities.
  - (b) By inserting subsection 1(c) as follows:
    - 1(c) In this bylaw, "reclaimed water" means water that is used more than one time before it passes into the natural water cycle.
  - (c) By renumbering sections 4 and 5 as sections 5 and 6 respectively, and inserting as section 4:

**4. Cost Recovery**

The annual costs for the Service may be recovered by the following:

- a) By the requisition of money under Sections 385 and 387 of the *Local Government Act*, to be collected by a property value tax, based on land and improvements levied and collected under Sections 386 and 388 of the *Local Government Act*;
- b) Fees and charges imposed under Section 397 of the *Local Government Act*;

- c) Revenues raised by other means authorized under the *Local Government Act* or another Act; or
- d) Revenues received by agreement, enterprise, gift, grant, or otherwise.

(d) By replacing section 5 in its entirety with the following:

**5. Maximum Requisition**

In accordance with Section 339 of the *Local Government Act*, the maximum amount that may be requisitioned annually for the cost of the Service is the greater of:

- a) \$47, 700.00 or
- b) A property value tax rate of \$0.0135 Dollars per One Thousand Dollars (\$1,000) that, when applied to the net taxable value of land and improvements in the Service Area, will yield the maximum amount that may be requisitioned for the Service.

(e) In section 6, replacing the citation reference to “Outer” with “Southern”.

- 2. This bylaw may be cited for all purposes as “Southern Gulf Islands Stormwater Quality Management Extended Service Establishment Bylaw No. 1, 1996, Amendment Bylaw No. 1, 2021”.

READ A FIRST TIME THIS	8 <sup>th</sup>	day of	December,	2021
READ A SECOND TIME THIS	8 <sup>th</sup>	day of	December,	2021
READ A THIRD TIME THIS	8 <sup>th</sup>	day of	December,	2021
APPROVED BY THE ELECTORAL AREA DIRECTOR THIS	13 <sup>th</sup>	day of	December,	2021
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS	7 <sup>th</sup>	day of	March,	2022
ADOPTED THIS		day of		

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CHAIR

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CORPORATE OFFICER